

Mapping Research on Business Model Transformation Strategies as a Response to Digital Disruption to Achieve Competitive Advantage

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ABSTRACT

Rapid advancements in digital technologies have transformed the business environment, requiring organizations to rethink their business models to remain competitive. Digital disruption driven by technologies such as artificial intelligence (AI), big data, and the Internet of Things (IoT) has reshaped how firms create and capture value. However, existing studies on digital disruption, business model transformation, and competitive advantage remain fragmented, limiting a comprehensive understanding of research trends in this field. This study presents a systematic mapping study (SMS) and bibliometric analysis using VOSviewer to identify the research landscape regarding business model transformation strategies in response to digital disruption in an effort to achieve competitive advantage. Of the 295 initial articles identified in Scopus, 33 were selected as the most relevant and analyzed for intellectual structure, publication trends, geographic distribution, and subject area focus. The results of the keyword co-occurrence analysis show that “digital transformation” is a central concept connected to “business model,” “competitive advantage,” “AI,” “strategic management,” “value creation,” “innovation,” and “performance.” This research topic has experienced a surge in publications since 2022. This increase reflects growing urgency and academic attention, as well as the evolution of research from the basic concept of digitalization to the role of AI and performance measurement. This research topic is widely studied by developed countries such as Germany. It is also interdisciplinary and is widely examined within the subject areas of Business, Management, and Accounting.

KEYWORDS *Transformasi Digital, Model Bisnis, Keunggulan Kompetitif, Disrupsi Digital, Systematic Mapping Study, VOSviewer*



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INTRODUCTION

The business model is a strategic construct that determines how an organization creates, delivers, and captures value. (Sjödén et al., 2020). The concept of the business model introduced by Payne, Frow, & Eggert, (2017) consists of nine elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures. In an increasingly dynamic global economy, the ability to design and implement innovative business models is key to an organization’s sustainability and growth. (Oliveira-Dias et al., 2022). There has been a shift toward the evolution of business models that were originally traditional and focused on internal efficiency to become more adaptive and oriented toward customer satisfaction. (Kumar, 2025; Payne et al., 2017; Zollo et al., 2016). Over time, older business models become vulnerable to massive external changes.

In the last ten years, the business world has faced a wave of transformative change triggered by the acceleration of digital technologies, often referred to as digital disruption. Digital disruption refers to a fundamental change in the way markets operate, create value, and compete, caused by the adoption of digital technologies such as AI, big data, IoT, and

blockchain (Manyika et al., 2016). This phenomenon not only changes company operations but also reshapes the company's business model. This forces companies to reconsider their business strategies in order to achieve a competitive advantage (Verhoef et al., 2021). Companies that fail to adapt quickly often face a decline in market share, relevance, or even viability, while digital innovators manage to create new value that dominates the market (Christensen, 2015). Therefore, business model transformation is crucial for organizations to maintain and achieve a competitive advantage in the digital era.

In Indonesia, the phenomenon of digital disruption is increasingly real and urgent. With a large population and an increasing internet penetration rate, Indonesia has become the largest and most dynamic digital market in Southeast Asia (e-Economy SEA, 2024). The digital economy report shows that the value of the digital economy in Indonesia is estimated to reach Rp 1,672 trillion and will continue to grow exponentially (Bremanda & Pertiwi, 2025). Sectors such as e-commerce, digital financial services, online transportation, and digital media have experienced tremendous growth, driven by the emergence of innovative start-ups and the adaptation of consumer behavior to new technologies. On the other hand, many traditional companies in Indonesia are still struggling with the challenges of digital transformation, facing competitive pressure from digital players and difficulties in formulating effective business model strategies. Based on data from BPS as of 2024, there are 16,842 conventional markets that are still struggling to cope with digital changes (Santika, 2024). This condition illustrates the urgency for policymakers, business practitioners, and academics to comprehensively understand how organizations can effectively transform business models in the face of digital disruption (Brenner, 2018; Kronblad & Envall Pregmark, 2024; Rof et al., 2020; Tomičić-Pupek et al., 2023).

Previous studies have extensively discussed digital transformation, business model innovation, and competitive advantage. For example, Teece (2010) emphasized the importance of business model innovation as a mechanism for value creation and competitive strategy. Amit and Zott (2012) demonstrated that digital technologies enable firms to create value through novel business model configurations. Verhoef et al. (2021) further examined digital transformation as a multidisciplinary phenomenon influencing strategy, operations, and customer engagement. Meanwhile, George et al. (2020) highlighted how crises such as the COVID-19 pandemic accelerated digital adoption and forced organizations to rethink their business models. Despite these contributions, existing studies tend to examine digital transformation, business model innovation, and competitive advantage separately or within specific industry contexts, resulting in fragmented insights across the literature. (Leão & da Silva, 2021; Vaska et al., 2021).

Although several bibliometric and literature review studies have explored digital transformation or business model innovation individually, a comprehensive mapping of research that simultaneously examines digital disruption, business model transformation strategies, and competitive advantage remains limited. Moreover, previous studies rarely provide a structured overview of how these three concepts evolve together within the academic literature. This lack of systematic synthesis makes it difficult for researchers and practitioners to identify dominant themes, emerging trends, and potential research gaps within this rapidly growing field.

Therefore, this study aims to map the research landscape of business model transformation strategies as a response to digital disruption in achieving competitive advantage. This study adopts a Systematic Mapping Study (SMS) approach, which allows researchers to identify, classify, and analyze the structure of existing literature in a comprehensive and systematic manner (Petersen et al., 2008). Compared with traditional literature reviews, SMS provides a broader overview of research distribution, thematic clusters, and research gaps within a particular field. In addition, bibliometric analysis using VOSviewer is employed to visualize research networks, keyword co-occurrence, and thematic clusters based on scientific publication data (Van Eck & Waltman, 2010).

The main contribution of this study is to provide a structured and comprehensive overview of the intellectual landscape surrounding business model transformation strategies in the context of digital disruption. By mapping publication trends, thematic clusters, geographic distribution, and research domains, this study identifies existing research gaps and emerging research directions. The findings are expected to contribute not only to academic discussions but also to provide practical insights for organizations in designing adaptive business model transformation strategies to achieve sustainable competitive advantage in the era of digital disruption.

RESEARCH METHOD

This study used a comprehensive Systematic Mapping Study (SMS) approach and was enriched with bibliometric analysis using the VOSviewer analysis tool to map the research landscape on business model transformation strategies in response to digital disruption to achieve competitive advantage. The author chose SMS because it can provide a structured and systematic overview of a specific research area, identify the volume and types of research, reveal research gaps, highlight research contributions, and indicate future research directions (Petersen, K., Feldt, R., Mujtaba, S., & Mattsson, 2008). Kim Hyo (2024) stated that the bibliometric approach serves to visualize and explore knowledge maps.

The design of this study was exploratory and descriptive, with the aim of identifying, classifying, and analyzing relevant literature. This research stage began with formulating research questions, developing search strategies, selecting articles appropriate to the topic, extracting data, and analyzing and synthesizing the data. The data source chosen for this study was Scopus, one of the largest abstract and citation databases in the world, which includes literature from various scientific fields and publishers (Mongeon, P., & Paul-Hus, 2016). The author chose Scopus as the database for this study because it covers a wide range of highly reputable journals relevant to the research topic.

The keyword search strategy was designed to collect articles addressing the three research variables, namely digital disruption, business model transformation, and competitive advantage. These keywords were developed through a preliminary review of the literature. Boolean operators (AND, OR) were used to combine or exclude keywords in order to narrow or broaden the search. The search string used in this study was as follows: (TITLE-ABS-KEY (("BUSINESS MODEL" OR "BUSINESS MODEL TRANSFORMATION" OR "BUSINESS MODEL INNOVATION" OR "DIGITAL BUSINESS MODEL") AND ("COMPETITIVE ADVANTAGE" OR "COMPETITIVENESS" OR "FIRM PERFORMANCE") AND

("DIGITAL DISRUPTION" OR "DIGITALIZATION" OR "DIGITAL TRANSFORMATION"))).

Searches were performed on article titles, abstracts, and author keywords (TITLE-ABS-KEY) to maximize the relevance of the results. Furthermore, the data search was limited to the publication period between 2015 and 2025 in order to reflect the most recent developments in the related phenomenon.

To ensure the quality and relevance of the research, the following criteria for inclusion and data exclusion were made:

Table 1. Inclusion and Exclusion Criteria.

Inclusion Criteria	Exclusion Criteria
Document type: Journal article	Document type: books, conference proceedings, technical reports
Language: English	Articles that do not have a complete manuscript
Time Frame: articles published between 2015 and 2025	Time Frame: articles published more than 10 years ago
Topic relevance: The article must explicitly address the relationship between digital disruption, business model transformation, and competitive advantage in a company.	Articles whose primary focus is not on strategic or business implications

Source: Author (2025)

The article selection process is carried out systematically through several stages in accordance with the principles of PRISMA ((Moher, 2009)

1. Early identification, Early search in Scopus using keyword strings ("BUSINESS MODEL" OR "BUSINESS MODEL TRANSFORMATION" OR "BUSINESS MODEL INNOVATION" OR "DIGITALBUSINESS MODEL") AND ("COMPETITIVE ADVANTAGE" OR "COMPETITIVENESS" OR "FIRM PERFORMANCE") AND ("DIGITAL DISRUPTION" OR "DIGITALIZATION" OR "DIGITAL TRANSFORMATION") which produced 295 articles.
2. Duplicate removal, duplicate articles that appear from searches to be deleted result in 275 articles,
3. Title and abstract filtering, titles and abstracts reviewed through inclusion and exclusion, resulted in 119 articles.
4. Full-text review: articles that pass the screening stage will be downloaded in full-text. Full-text review is carried out to ensure that the article meets all the inclusion and exclusion criteria, resulting in as many as 34 articles.
5. Finalizing the corpus, a total of 33 articles were identified as a final corpus of relevant and quality data for analysis.

This bibliometric data will then be extracted. The selected articles will be extracted by categories: title, author, year of publication, journal name, abstract, author keyword, index keyword, number of citations, and author affiliation. This data will then be exported in CVS format from scopus which will be uploaded to VOSViewers.

Data analysis was carried out using the VOSViewer analysis tool. Van Eck & Waltman (2010) Vosviewer is a widely used tool for building and visualizing a bibliometric network. Vosviewer enables network-based analysis of bibliometric data to identify patterns and intellectual structures in a field. The types that can be analyzed include keyword co-occurrence analysis, density analysis, time trend analysis, publication year distribution analysis, publication country distribution analysis, and subject distribution analysis.

RESULT AND DISCUSSION

Analysis of Network Visualization Mapping Results in Vosviewer

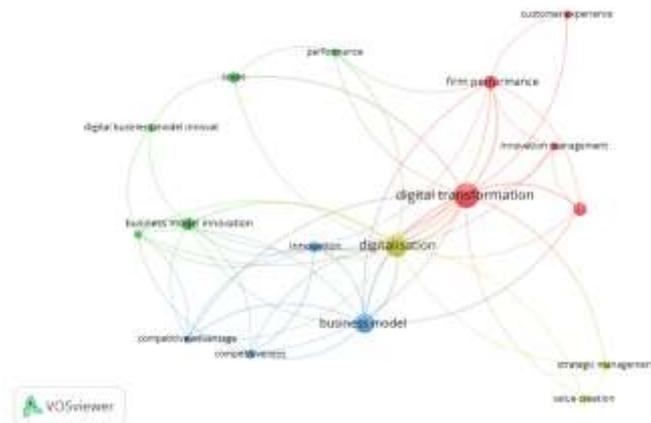


Figure 1. Network Visualization Map

Source: data processed by the author (2025)

Figure 1 is a co-occurrence map, based on the results of keyword mapping generated from Vosviewer, identifying several main interrelated thematic clusters. This reflects the complexity and multidimensionality of the topic of business model transformation strategies in the context of digital distribution. The clusters are as follows:

1. Core Clusters: Digital Transformation and Its Implications (Red Node)

This cluster places "digital transformation" at the center of the node, suggesting that this concept is the main focus and convergence point of most research. "Digital transformation" has a strong relationship with "competitive advantage", "business models", and "artificial intelligence". This indicates that the focus of research is on how digital transformation fundamentally changes business models to create and maintain competitive advantages in the era of disruption. Digital transformation has not only adopted technology but has also restructured organizations that affect the way tilapia is created, delivered, and captured, which in turn impacts the company's competitive position. The role of AI in digital transformation that optimizes processes, improves decisions, and creates new products and services is an important highlight in this cluster.

2. Strategic Clusters and Value Creation (Yellow Nodes/Orange)

This cluster establishes "digitalization" as the center of nodes, which is then closely connected to "value creation" and "strategic management". "Digitalisation" is a process of implementing digital technology that transforms business operations. The research in this cluster explores how the digitalization process contributes to creating new value for customers and other stakeholders. This class highlights the role of strategic management

in directing digitalization efforts to achieve organizational goals, including how an organization formulates strategies to take advantage of the opportunities that arise from digital technology and manage its risks. The link to "digital transformation" shows that digitalization is one of the essential components of a major transformation, and strategic management is key to integrating the two aspects for optimal outcomes.

3. Business Model and Digitalization Cluster (Green Node)

This cluster highlights the relationship between "digitalization" and "business model" more specifically. This cluster illustrates the direct impact of digitalization on architecture and business model components. This includes how a company redesigns its business model, identifies new revenue streams, changes distribution channels, or interacts with customers using digital platforms. The link to "strategic management" indicates that a change in business model due to digitalization requires a clear strategic direction to ensure sustainability and relevance in a dynamic market.

4. Corporate Performance and Innovation Cluster (Blue Node)

This cluster grouped "firm performance" and "innovation," indicating a focus on the results of digital transformation. The research in this cluster examines how digital transformation efforts and the resulting innovations contribute to improving the company's performance in terms of finance and operations. Innovation in this cluster is an innovation of products, processes, or business models driven by digital technology. The connection with "digital transformation" explains that this transformation is the main driver for business innovation.

5. SME Cluster and Digital Business Model Innovation (Purple Node)

This cluster groups "SMES" and "digital business model innovation". This shows that there is research that discusses the challenges and opportunities faced by SMEs to adopt and innovate with digital business models. The linkage to "digitalization" and "digital transformation" suggests that SMEs also face pressure to transform, but perhaps with different characteristics, resources, and strategies compared to large companies. This cluster indicates a significant research area regarding the adaptation and competitiveness of SMEs in the midst of digital disruption.

Analysis of Density Visualization Mapping Results in Vosviewer

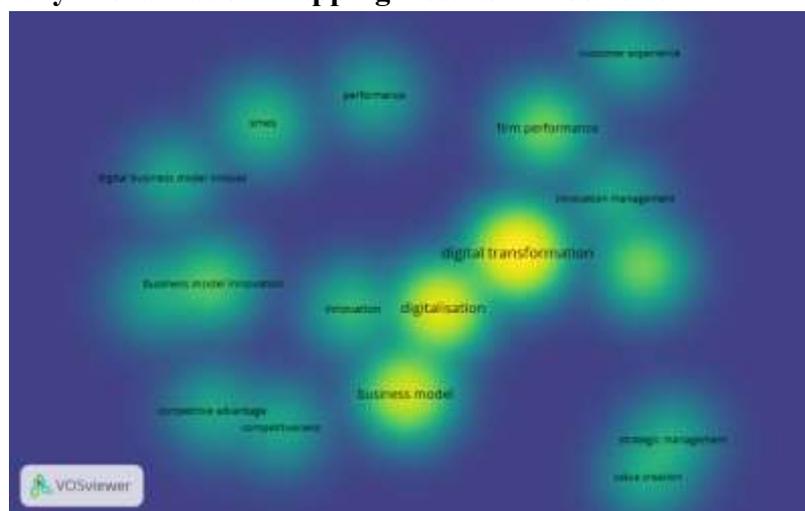


Figure 2. Map Density Visualization
Source: data processed by the author (2025)

The overlay map shows some of the significant areas of focus of the study and the relatively less dense areas. This provides insight into the research topic.

1. The Main Density Center, the brightest and densest area based on the mapping results in this study, is "digital transformation". This indicates that digital transformation is the central and most dominant concept in the literature analyzed. The high density around this term suggests that most of it addresses the phenomenon of digital transformation. This is in line with the understanding that digital transformation puts pressure on organizational strategies to compete in the modern era.
2. High Density, in this area, there are several nodes between digitalization, business model, competitive advantage, and artificial intelligence. The closest node to digital transformation is digitalization; this shows that the process of implementing digital technology into a business operation is an important focus. Then there are business models and competitive advantage nodes. This dense area indicates that digital transformation research affects business models, which then have an impact on the achievement of competitive advantage. Furthermore, there is the Artificial Intelligence (AI) node, which indicates that AI is the main driving technology for digital transformation and business model innovation.
3. Medium density, in this area, there are nodes including innovation, firm performance, strategic management, and value creation. The node of innovation and firm performance in density mapping shows that innovation is an important component in a business model transformation, and firm performance is an expected outcome in the transformation. Digital transformation, in this case, creates long-term growth and value. Then there are strategic management and value creation nodes, in this area showing several factors in considering important decisions, including transformation, creating new value for customers and stakeholders.
4. Low Density, in this density area, there are SMEs nodes and innovative digital business models. This shows that there is research on how small and medium enterprises (SMEs) innovate with digital business models.

Overlay Visualization Mapping Results Analysis in Vosviewer

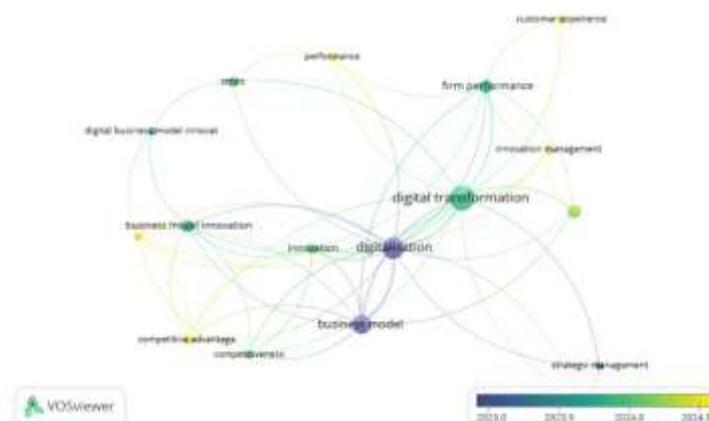


Figure 3. Peta Overlay Visualization

Source: data processed by the author (2025)

Analysis of time trend maps reveals shifts in focus and the emergence of new topics in the study on business model transformation in the midst of digital disruption

1. Early 2022 Focus, Foundation Concept, and Initial Process of Digitalization

At the beginning of the period, it was seen that some basic concepts, such as digitalization and strategic management, had blue and purple colors. This indicates that in that year, the research focused more on the initial understanding of the digitalization process and how strategic management began to respond to this digital change. The term digitalization this year refers more to the initial phase of the implementation of digital change and strategic management as an organizational response to digital change.

2. Mid-year 2023-2024 focus, Digital Transformation as a Holistic Phenomenon and Business Model

In 2023-2024, which is depicted in green, it includes several keywords, including: "digital transformation", "digitalization", "business models", "innovation", "SMES", and "digital business model innovation". This indicates that in this period, research on "digital transformation" is seen as a more comprehensive phenomenon. Research began to focus on how transformation can fundamentally affect business models, encourage innovation, and how MSMEs adapt through digital business model innovation. This year, digital transformation is the main topic.

3. Current Focus for 2025: Driving Technology and Performance Outcomes

In the 2025 period, which is depicted in yellow, it includes several keywords, including: "artificial intelligence", "firm performance", "competitive advantage", and "value creation". This indicates that these topics are the latest and are receiving more attention. The emergence of AI as a new topic has shifted the focus from just the implementation of general digital technologies to more specific technologies that have greater disruption potential. Then topics such as firm performance and competitive advantage indicate that research is beginning to intensively measure and analyze the impact of business model transformation and innovation on organizational performance and the ability of organizations to achieve sustainable competitive advantage. The topic of value creation also indicates that research is increasingly discussing how digital transformation is not only changing operations but also fundamentally changing the way organizations create, deliver, and capture value for customers and stakeholders.

Analysis of the Results of the Systematic Mapping Study

In this section, the author presents an in-depth analysis of the results of systematic mapping of 33 articles that have been excluded from 295 Scopus articles. The analysis will focus on publication trends over time, the geographical distribution of publications, and the subject areas of the research.

Publication Trends by Year

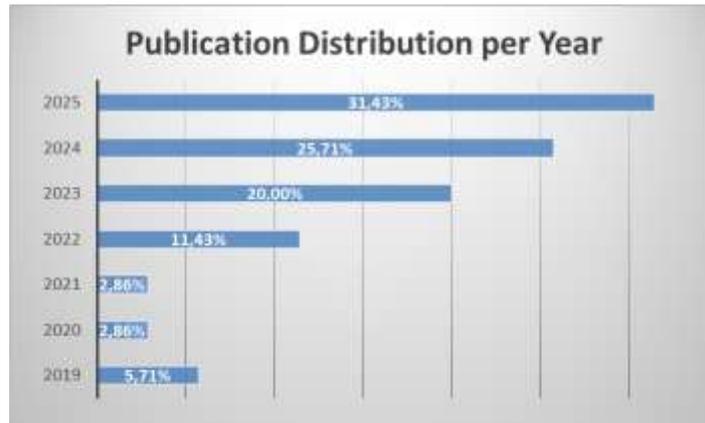


Figure 4. Publication Distribution Per Year

Source: Data processed by the author (2025)

The distribution chart above shows the evolution of research interest in the topic of business model strategy in response to digital disruption. This data shows a very significant increase in the number of publications from 2019 to 2025, which reflects the urgency and relevance of this topic in recent years.

In 2019, the contribution of publications was still low at 5.71%, then decreased in 2020 and 2021 by 2.86% respectively. This indicates that in the early period, research on digital disruption and business model transformation was not in high demand. However, in 2022, there was a surge in publications with 11.43% and continued to increase until 2025, reaching 31.43%. This improvement shows that the topics of business model transformation strategies, digital distribution, and competitive advantage are areas that are very active and of interest to academics. This surge in research is a response to the acceleration of digital disruption that is increasingly evident in various industry sectors. This is exacerbated by the momentum of COVID-19, which forces organizations to accelerate the implementation of digital technology and transform their business models to continue to achieve competitive advantages (George, G., Merrill, R. K., & Schillebeeckx, 2020).

This trend indicates that academics are actively seeking to understand how organizations can adapt, innovate, and maintain a competitive advantage in the midst of a fundamentally changing business environment. The growing research interest in this topic shows that this topic is not just a momentary trend but is an ongoing research topic. This research topic also contributes to practitioners and policymakers to gain evidence-based guidance in dealing with the challenges and opportunities offered by the digital age.

Tren Distribusi per Negara

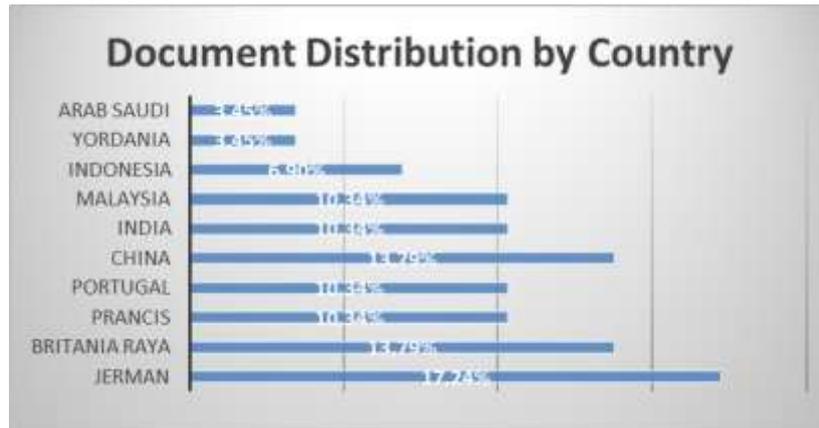


Figure 5. Document Distribution by Country

Source: data processed by the author (2025)

The distribution chart of the document above is per country, showing the geographical distribution of research contributions in the areas of business model transformation and digital disruption. Germany dominated with 17.24% of the total documents, followed by the United Kingdom and China, which each contributed 13.79%. Then, other European countries, such as Portugal and France, as well as Asian countries such as India and Malaysia, made a contribution of 10.34% each. Meanwhile, Indonesia has a contribution of 6.90%, and Middle Eastern countries such as Jordan and Saudi Arabia have a contribution of 3.45%.

The dominance of developed countries such as Germany, the United Kingdom, and China in the publication of this topic indicates that these countries have a robust research ecosystem and strong investments in technological innovation and business strategies. (Porter, 1997). Germany, as one of the countries with the largest economic power in Europe, with a strong focus on Industry 4.0 and digitalization, is a research center in business model transformation ((Kagermann, H., Wahlster, W., & Helbig, 2013). China reflects the rapid growth of the digital economy and the efforts of governments and industries to become leaders in technological innovation ((Manyika et al, 2016).

Distribution Trends in the Field of Research Subject

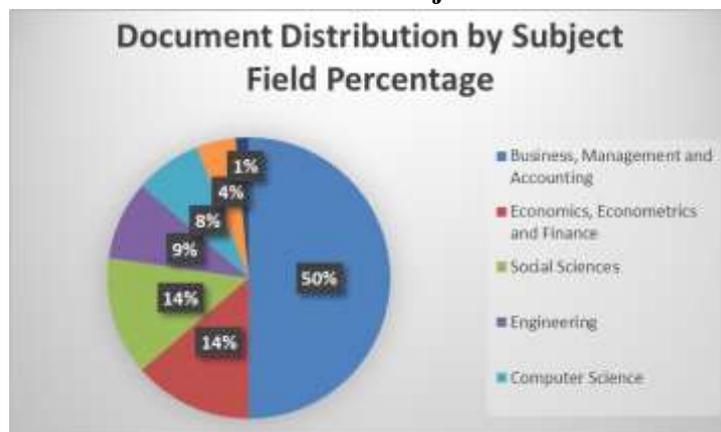


Figure 6. Subject Field Document Distribution

Source: data processed by the author (2025)

The graph of the distribution of the subject area illustrates the interdisciplinary focus of the research on business model transformation and digital disruption. The subject areas of Business, Management, and Accounting dominate significantly, with 50% of the document size. The next contribution was from the fields of economics and finance, as well as social sciences, which each contributed 14%. The presence of economics and finance shows that digital disruption has an impact on market structures, revenue models, and financial performance of companies and is an important area of research. In addition, business model transformation not only has an impact on the economy but also has an impact on social sciences, organizations, and human behavior. Then, after that, it was followed by the field of engineering 9% and computer science, 8%. This states that digital disruption is driven by technological innovation.

The distribution of this subject field explains that research on business model transformation strategies in response to digital disruption is a highly interdisciplinary phenomenon. To achieve a competitive advantage in the digital age, organizations need to understand not only managerial and strategic aspects but also economic, social, and technological implications. (Amit & Zott, 2012).

CONCLUSION

Mapping and bibliometric analysis using VOSviewer on 33 relevant articles selected from 295 initial records in Scopus revealed a dynamic research landscape on business model transformation strategies in response to digital disruption to achieve competitive advantage. The keyword co-occurrence analysis identified digital transformation as the central node connected to business models, competitive advantage, the role of AI, strategic management, value creation, innovation, firm performance, and adaptation within MSMEs. Publication trends showed a significant increase beginning in 2022, indicating growing urgency and scholarly attention. The academic focus has evolved from basic discussions of digitalization toward deeper analyses of how emerging technologies, particularly AI, reshape business models and influence organizational performance and value creation. Geographically, most studies are concentrated in developed countries, while subject area clustering demonstrates that this topic is highly interdisciplinary, primarily rooted in business, management, and accounting, and supported by economics, social sciences, engineering, and computer science. Overall, the findings suggest that research on business model transformation in the era of digital disruption is increasingly focused on how organizations develop adaptive capabilities to sustain competitive advantage. Future research should therefore expand cross-country and regional comparative studies, particularly in emerging economies, deepen the integration between technological, managerial, and socio-economic perspectives, and investigate successful and failed transformation cases across specific industry sectors to generate more practical insights for organizational strategy and decision-making.

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