

**The Impact of the Institution's Business Model and Environment on  
Value Generation and Establishment  
-Case study of Sidi Bel-Abbes State-**

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**Abstract:**

The goal of the study was to highlight the importance of the business model in the process of creating value for institutions and its effectiveness in the development of Sidi Bel Abbes' institutions. We relied on the descriptive approach in the theoretical aspect, as for the case study, a questionnaire has been distributed.

The study found that the business model assisted in reducing the time it took for these institutions to begin their activities early and gain market value, while also taking into account the organization's operating environment, they can be found in their natural habitat.

**Keywords:** Business Model; Entrepreneurship; Value Generation; dynamics Environment; Sidi Bel-Abbes.

**Jel Classification Codes:** L26, M13, C12.

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## **1. INTRODUCTION**

Starting a new project is a complicated process, especially in the early stages, because efforts are primarily focused on developing a marketable product, the internal organization of the company, and the project's financial structure. As a result, the new company may face some challenges, such as a lack of large investments in product development and the emergence of numerous counterfeiting competitors. This company will begin operations in an unstable and developed environment, which will have a significant impact on the company both before and after its launch. As a result, the new business must plan its business model to include key features such as product, process, and structure.

Business models show "the management premise about what customers want, how they want it, what they will pay, and how the organization can better organize to meet client's needs and get a good price to do so", according to (Teece & David , 2010)The outlines of the business logic required to gain profit and define the environment in which the company will operate are these strategic decisions about how to use knowledge and manage resources in the pursuit of competitive advantage. Despite the fact that business models are on many academic's, businessmen's, and manager's agendas, there is a surprising lack of serious research on this topic in the literature. Perhaps the reason for this lack of specific literature is the lack of consensus on a theoretical basis behind the definition of what a business model is; there is no widely accepted definition of the term "business model," and we can occasionally find "Business Model". (Rajgopal, Mohan , & Suresh , 2003) an organization's strategy is the way it will make its goals and to confront Threats and take advantage of opportunities in the environment and limitations on its resources and capabilities. Business models are strategic in that they demonstrate how businesses can generate potential value. They represent new sources of competitive advantage and innovation. The introduction and

capture of the mechanisms will act as performance drivers for the company. As a result, the startup will be able to gain value on the ground and profit from it.

Business models were developed at the intersection of strategic management theory and entrepreneurship. Business models promise unity as an analysis for entrepreneurship; according to (Zott & Raphael , Business model design: An activity system perspective, 2010)Business model design stands as area of concern for anyone willing to create a new business.

### **Study Problem:**

This research aims to achieve a cognitive goal of demystifying entrepreneurship and the business model that Algerian businesses are hesitant to adopt:

**What role does the business model play in the company's success?**

### **Study Hypothesis:**

- ❖ **Hypothesis 01:** The business model contributes positively to the establishment process.
- ❖ **Hypothesis 02:** The business model has a direct positive impact on the value creation of enterprises.
- ❖ **Hypothesis 03:** The environmental variables of the organization affect the relationship between the business model and the establishment of institutions positively.

### **Study Objective:**

The goal of this paper is to emphasize the importance of business model design as a key task for entrepreneurs in the early stages of their business, as well as to explain the relationship between business model design, product development, customer requirements, and innovation management.

### **Study Structure:**

This paper is organized as follows: the first section explains entrepreneurship and enterprise creation; the second section reviews the theoretical foundations of the business model in the field of entrepreneurship and the implications of business models as a source of

innovation, renewal. and continuous improvement; and finally, a presentation of the Skype business model that its founders followed and gave a very high value proposition; and finally, a presentation of the Skype business model that its founders followed and gave a very high value proposition.

### **Study Approach:**

In the theoretical aspect, we relied on the descriptive approach. In the case study, the study sample was given a questionnaire. This aims to answer the study's problem and test hypotheses.

## **2. Entrepreneurship and Enterprise Creation**

Entrepreneurship is one of the most important foundations of economic development, as it is an old and renewed phenomenon, with many scientific publications increasing its concept and components, resulting in a plethora of definitions and perspectives

### **2.1 The Development of the concept of Entrepreneurship**

The term, which in some sources and references means entrepreneurship, was first used in the English language at the beginning of the sixteenth century. It is based on the development of activities, and the concept at the time included the risk and bearing the difficulties that accompanied military exploration campaigns. In the same vein, work outside of military campaigns that: carries the spirit of risk, such as engineering and bridge construction, is included.

Entrepreneurship and taking advantage of opportunities: The definition of entrepreneurship emerged around the turn of the twentieth century as a process of transferring opportunities to start a business. What are the consequences? Entrepreneurship is defined by the most important forerunners of this trend as (Shane & Sankaran , 2000)"the process of exploring and valuing opportunities that allow for the creation of future products and services."

Entrepreneurship and value creation: According to Fayolle Alain, the concept of entrepreneurship has evolved and taken on multiple forms (Fayolle, 2014):

- Create a new enterprise or activity by independent people or

institutions.

- Restoring an activity or an institution that is in good condition or facing difficulties from independent people or institutions.
- Developing and managing some projects (at risk) in institutions.
- Conducting some functions or responsibilities within the institutions.

## **2.2 Entrepreneur concept**

Entrepreneur was first used in the sixteenth century in France, and it means "a person who commits himself" or "undertakes," and the English language adopted the term to unify the meaning (Kaur & Anupama, 2013):

- Under-take: means taking responsibility for a business, project or industry.
- Entrepreneur: means the person who undertakes a business or project.

**Table 1:** « The Definition of Entrepreneur »

Cantillion	Defines an entrepreneur as a person who bears risks and takes care of capital financing- <b>(Long, 1983)</b>
John sai The first theorists of this concept	He defines the entrepreneur as the creative person who has an extraordinary ability to manage, manages the production process and organizes the elements of production, and his ability to properly manage project funds and make decisions. <b>(Mann &amp; David, 2015)</b>
(Drucker, 1964)	He defined an entrepreneur as a person who maximizes opportunities and takes advantage of them.
Schumpeter	He defined the entrepreneur as the creative person who brought something new, especially in the field of technology. He considered that entrepreneur drive industrial development and economic growth in the long-term. The transition of the capitalist economy from a static to a dynamic state. <b>(Hagedoorn, 1996)</b>

**Source:** created by the researchers based on previous studies

## **2.3 Enterprise Creation**

Before starting a project, the entrepreneur can conduct a detailed, integrated study to determine its feasibility and success rate. He can also choose a project that is compatible with his material and technical capabilities, as well as his experiences, qualifications, and desires, as well as the location. (Dorin & Galceava, 2014)

The entrepreneur has control over the project's aspects, situations, and developments, and he has the option of selecting a new project that he has always planned and researched. We cannot start a business without taking these steps. (Tounés, 2004):

- ❖ **Moving from the idea to the opportunity:** The ideal of the product that will be presented by the small enterprise is the most important reason for its success, and when relying on it must be studied. with Feasibility that begins with identifying, the sources that can be relied on in providing the necessary data and information that are committed to making sound decisions.
- ❖ **Economic and financial study of the project:** Whether starting a new project or buying an existing one, the economic and financial study of the project is critical, as it is an important factor in determining the necessary scenarios that the project will face during its operation, with the market study being the most important of these studies. (Reinecke, 2002)
- ❖ **Business Model:** A good business model may create from a simple idea or technology a very great value and turn it into successful projects.

### **3. Business Model**

Many researchers have defined this concept as an expression, description, representation, structure, conceptual tool, structural model, and method for creating value for organizations, as it reflects a theoretical framework that has developed over the years throughout their earlier research. The proposed purpose aligns with the goals of business models (Amit & Christoph, 2001), which are to solve the problem of what to sell and how to sell it (Osterwalder, Yves Pigneur, & Christopher , 2005)Have divided the literature on business models into three categories:

- ❖ Studies describing the concept of business model as a comprehensive concept that can describe all businesses in the real world.
- ❖ Studies describing a number of abstract types of business models, each describing a group of businesses with similar characteristics.
- ❖ Studies that present aspects or concepts of a real business model in the real world.

### 3.1 What is the business model?

The business model explains how the company interacts with customers, partners, and sellers, as well as how it connects to the product and factor markets. It depicts the company's pattern of transactional links with its exchange partners (Christoph & Raphael , 2008)

**Table 2:** « The Definition of Business Model »

(Venkatraman & John , 1998)	They define it as a set of design capabilities that allow companies to add value to their customers. Value creation, structure, and stakeholder relationships are all included in this term.
(Timmers, 1998)	Is a coordinated plan for designing strategy along three vectors: customer interaction, asset creation, and knowledge raising.
(Christoph, Zott; Raphael, Amit, 2001, p. 502)	A business model is a structural model that can describe the organization of the central enterprise's transactions with all its external components within the framework of the worker and supporters to understand how organizations generate funds and bundle basic links in a project on a number of levels.
(Afuah, 2004)	It's a description of the content, structure, and governance of transactions
(Zott & Amit, 2007)	The company's business model is related to organizational design and is related to how companies design architectural design for how they do things that remain attached to a theoretical perspective based on the theory of evolution.

**Source:** created by the researchers based on previous studies .

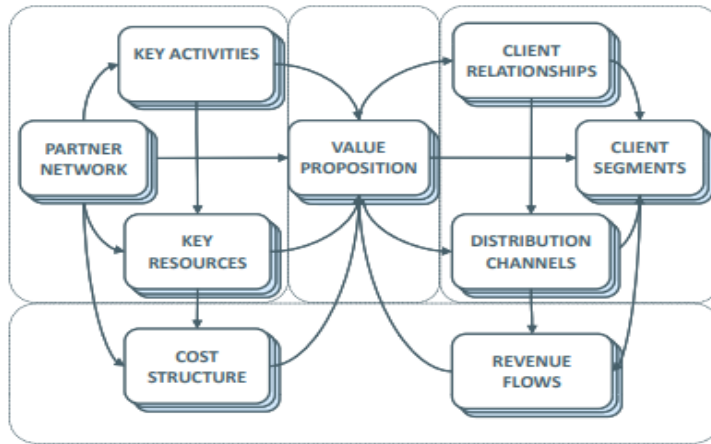
### 3.2 The components of the business model Canvas

Because of the utility and popularity of the business model among entrepreneurs, new methodologies have been developed. The Institutional Business Model developed by (Hulme, 2011), which consists of two additional complementary groups, namely "Planning and Evaluation", is perhaps the variation that has received the most attention. Product, customer, infrastructure, and finance are the four main areas that are envisioned for growth and enterprise competitive advantage.

The value proposition of the business that is, the products and services delivered to the market, is shown in the product area (block 2).

(Chesbrough, 2010), Customer participation, defining the target audience, requirements, how customers perceive the value delivered, and the type of relationship were all addressed in blocks 1, 3, and 4. Each customer segment is addressed by the organization. Management of Area Infrastructure (blocks 6 to 8) Refers to logistics and production functions, as well as the relationships between the organization and key partners (such as employees, suppliers, or partners). Finally, information about the enterprise's long-term viability, cost structure, and revenue generation (blocks 5 and 9) can be considered within the financial domain.

**Fig1:** « components of the business model canvas »



**Source:** Chesbrough. H , (2007). Why compagnies should have open business models.

### **3.3 Entrepreneurial business models**

In the context of new ventures, business models can lead to more informed decision-making and management. Although previous studies looked at business models and the (George & Adam, 2011)process of starting a new business separately, a combination of these two tracks of research is a Recent Topic in Entrepreneurial Research to determine the topic's growing importance in the scientific community in recent years.

Due to the lack of a fixed framework and earlier research on business models, there were two peaks in terms of value from the number of contributions in 2005 and 2010. This is due to the lack of a fixed framework, and earlier research on business models shown in the segmented research questions. The findings should be formalized, with some scholars focusing



on how to use them, while others envision business models as a tool for entrepreneurship opportunities. (Chesbrough, Henry, 2007)

The approach that considers the relationship between business model design and enterprise performance has sparked the most interest among academics, despite the fact that some authors point out that the evolution of the business model is inherently uncertain. given that the scope of this research aims to understand the best possible impact of designing a suitable business model on the performance of the organization, which focuses on those materials that discussed in the last two businesses. The measure failed to find converging results in terms of the relationships between the efficiency of business model planning and profitability of the organization's survival; however, this relationship proved its importance. The results for their study confirmed that the customer model was used as an independent variable. Linked to organization performance and so can be considered an essential organizational design tool that may aid in predicting business success. (Zott & Amit, 2007, p. 186)

As previously stated, starting a project is a difficult and complex task because many variables must be considered, such as individual motivations for starting a new project, and it is an adventure that is dependent on the links of transactions with external stakeholders, such as customers, suppliers, and partners. This means that a start-up is a human institution created to create new value in the form of a product or service under uncertain conditions. As a result of this ambiguous environment, many start-up businesses fail, and those that do survive are acquired by larger businesses. (Zott & Raphael , 2010, p. 220).

According to (Mets, 2010), most of these failures could have been avoided if businessmen focused on customer feedback. This requires sound knowledge about customers and their behavior to focus our attention on the demand side; we note that in the real world, customers want quick and correct solutions to their perceived needs.

These requirements in the high-tech sector should also be met quickly, given the high rate of technology obsolescence for competitors, and finding

a suitable response in a short period is critical. This is especially true when the customer not only wants improvements to existing products or services, but also requires an entrepreneur to provide them, particularly innovative products that do not yet exist, so it is necessary to understand what customers want. (Zott, Christoph; Raphael, Amit; Lorenzo, Massa, 2011)

According (Teece & David , 2010, p. 183), the ideal business model rarely appears early in the "start-up" stage. He argues that the new ventures that are most likely to succeed are the ones that do not. We have an ideal business model. However, it is a flexible model that allows the entrepreneur to introduce change and amendment clearly to design a new business model that requires intuition, creativity and a deep understanding of user needs. Similarly, (Mets, 2010, p. 213) shows that when designing a business model for a project, entrepreneurs should focus clearly on the relationship with their main customers, emerging institutions are less routine in processing transactions, they must design more than one business model to deal with competitors, and business models should be modified in parallel with the evolution of the enterprise's life cycle. Entrepreneurs can benefit from business models because they represent the link between a company's assessment of opportunities and their implementation. Thus, business models show the intent to create and deliver value, business models are defined as "those stories that explain how organizations operate" (Hong & Clemens , 2013). Thus, enterprise performance can be activated as a function of specific business model characteristics that symbolize alignment with strategy.

Business models are a basic structure of the entrepreneurial legislation process because they have been studied from a business-focused economic perspective. Business models become a very useful tool for finding partners and investors in this context because they contain all of the information about how to plan to create value that can generate revenue and ensure the organization's long-term viability. (Sparviero, 2019)

#### **4. Description of the field study methodology**

The number of active Enterprises in the state of Sidi Bel Abbes, as the number of institutions was estimated at 11648, which is the research

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community for the current study.

**Table3:** « number of enterprises in Sidi Bel-Abbes »

year	The Number Of Active Entreprises
2019-2020	11,648

**Source:** Prepared by the researchers based on Sidi Bel Abbes SME’s department Data.

The Stephen Thompson equation, the Robert Mason equation, the Richard Geiger equation, and the Herbert Arkin equation are all examples of sample size equations. Following the determination of the study community's size, we calculated the sample size using the Thompson equation (2012), which is one of the most important and well-known equations for determining sample size based on study community size.

01 N community size

02 Z The standard score corresponding to the Significance level is 0.90 and is equal to 1.65

03 D error rate = 0.10

04 P Availability of the characteristic and the neutral = 0.50

$$n = \frac{N \times p(1-p)}{\left[ \frac{N-1}{d^2 \div z^2} + p(1-p) \right]}$$

$$n = \frac{936 \times .050 (1 - .050)}{\left[ \frac{936 - 1}{(0.10)^2 \div 1.65^2} + 0.50 (1 - 0.50) \right]}$$

$n = 67,6728784 \sim 68$

We submitted the study questionnaire to a group of owners of the Enterprises in the state of Sidi Bel Abbes, whose number did not exceed 68 institutions of different activities.

**Sample Adequacy:**

**Table 4:** « KMO test for Sampling Adequacy »

<b>KMO TEST</b>	<b>N</b>
<b>0.798</b>	<b>68</b>

**Source:** Prepared by the researchers based on using WARPPLS 5.0 (n=68)

**Kaiser-Meyer-Olkin**, test to calculate the sufficiency of the sample and test whether the partial correlations between the statements, and the value of this test ranges between (0 and +1), where values close to (+1) indicate the sufficiency of the sample or that its size is suitable, and values

less than (+0.5) Indicates the insufficiency of the sample. Through the results, we note that the value of KMO is greater than (+0.5) and approaches (+1) (0.798), and this indicates the suitability or sufficiency of the sample size for the statistical analysis process.

**4.1. The reliability and validity of the questionnaire :**

The stability of the questionnaire was verified through the alpha-Cronbach coefficient method, through the result of the table. It is clear that the value of the alpha-Cronbach coefficient and the reliability coefficient was much more than (0.7), which indicates that the questionnaire items have a high degree of sincerity and stability. The value of the alpha-Cronbach coefficient for all expressions was (0.940) and the value of the reliability coefficient for all statements (0.952), meaning that all the items of the study measures have high reliability and stability.

**Table 5:** « Cronbach’s Alpha test results on measuring questionnaire overall stability »

Phrase count	Cronbach's alpha (confidence)	reliability (honesty)
32	0.952	0.940

**Source:** Prepared by the researchers using WARPPLS 5.0 (n=68)

**4.2. AFC confirmatory factor analysis :**

We used Warp PLS v5.0 program in the AFC confirmatory factor analysis, and the results were as follows:

**Table 6.** « Confirmative Factor Analysis (AFC) »

Phrases	Enterprise Creation	Business Model	Value Creation	Environment Dynamics
Enterprise Creation	CE1	(0.852)		
	CE2	(0.851)		
	CE3	(0.858)		
	CE4	(0.895)		
Business Model	BM1		(0.816)	
	BM2		(0.848)	
	BM3		(0.846)	
	BM4		(0.846)	
	BM5		(0.769)	
	BM6		(0.754)	
	BM7		(0.773)	
	BM8		(0.793)	

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	BM9		(0.786)		
Value Creation	CV1			(0.816)	
	CV2			(0.848)	
	CV3			(0.846)	
	CV4			(0.846)	
Environment Dynamics	DE1				(0.856)
	DE2				(0.882)
	DE3				(0.853)
	DE5				(0.861)
	DE6				(0.733)
	DE7				(0.716)
	DE8				(0.738)
	DE9				(0.765)
	DE10				(0.777)
	DE11				(0.856)
	<b>KMO TEST</b>		0.911	0.873	0.784

**Source:** Prepared by the researchers using Warp PLS v5.0 (n = 68) and SPSS V 25.

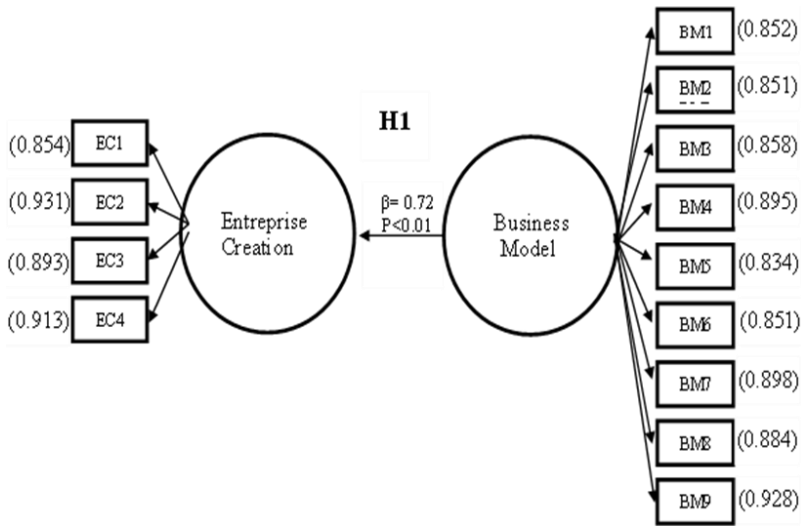
The values of the remaining expressions after the AFC confirmatory factor analysis process all exceed the value (0.7), and the sample adequacy test for each axis also exceeded (0.7), all of which are good statistical indicators to complete the remaining stages of statistical analysis.

## **5. Hypothesis test:**

### **5.1. Examine the impact of the business model's effectiveness on the establishment of the company:**

In 2008, Jouison and Estèle Thierry-Verstraete were the most prominent people to speak about the relationship between the business model and the establishment of the institution, and according to these researchers, there is a positive relationship between these two variables.

**Fig 2:** « relationship between the business model and the establishment of the institution structural model »



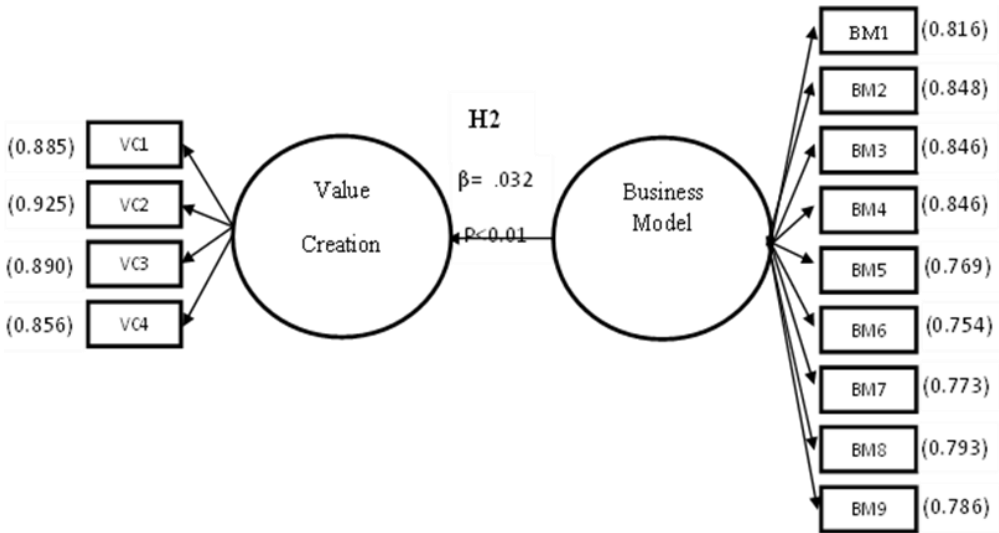
**Source:** Prepared by the researchers using Warp PLS v5.0 (n = 68) program.

After modelling the structural relationship between the business model and the establishment of the entrepreneurial institution, we can see from the above figure that the value of  $\beta$  is positive (0.72) and that the level of morale is lower than (0.01). All of these indicators point to acceptance of the hypothesis that the business model has a positive impact on the creation of new businesses.

## **5.2. The relationship between the business model and the establishment of institutions is influenced by the organization's environmental variables**

Many researches have proven that the business model has a positive impact on value creation, the most important of these studies: Damanpour in 2009 and Pohle & Chapman in 2006, and Hurley & Hult in 1998). According to these studies, there is a positive linear relationship between these two variables.

**Fig3:** « The structural model of the relationship between business model and value creation »



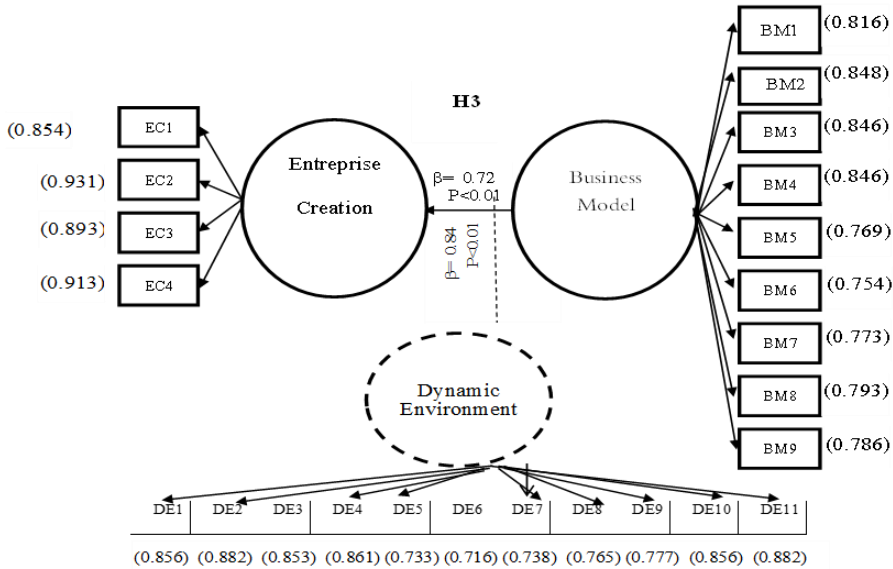
**Source:** Prepared by the researchers using Warp PLS v5.0 (n = 68) program.

After modelling the structural relationship between the business model and value creation, we note from the above figure”03” that the value of  $\beta$  is positive as it exceeded the value of the moral impact estimated by (0.32), and the level of morale is less than (0.01). All these indicators are positive and indicate the validity of the hypothesis that there is a positive relationship between the effectiveness of the business model and value creation.

### **5.3. Investigating the impact of environmental dynamics on the relationship between the effectiveness of a business model and its establishment**

Figure 04 shows how the model depicts the relationship between the business model and the establishment of institutions using environmental variables, and after modelling the structural relationship between the two, we discovered that the value of beta was 0.84, indicating that the environment has a positive impact.

**Fig4:** « The structural model of the impact of environmental dynamics on the relationship between the business model and the establishment of the institution »



**Source:** Prepared by the researchers using Warp PLS v5.0 (n = 68) program.

## 6. CONCLUSION

The business model has been formed through many research contributions that helped clarify its meaning. It tends to bring stability and balance to the organisation, always seeking renewal through an understanding of the fundamental elements that contribute to improving efficiency and performance at the level of economic institutions, particularly those that are new and seeking to grow. The business model is the same as the economic model, which is concerned with the logic of achieving profits and focuses on internal processes and infrastructure design that enable the organisation to create and adapt value, in order to gain a competitive advantage by achieving long-term value through continuous innovation. organization's market position, interactions outside organisational boundaries, growth opportunities, competitive advantage, and sustainability, and includes identifying stakeholders, alliances in which to be outsourced, how to obtain their resources, how they are directed to the market and creating benefits for them, and obtaining profits.



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In our study, we focused on the business model for the Enterprises of sidi bel Abbes state and the results shows:

- ❖ The study concluded that there is a strong correlation between the business model and the establishment of the institution this was shown through the results of the questionnaire that there was a positive net value that exceeded the value of the moral impact, estimated at (0.72) and the level of morale was less than (0.01). which confirms the validity of the hypothesis that there is a positive relationship between the effectiveness of the business model and the establishment of the institution. as the business model had a significant impact on the establishment of the institution and after its launch, as it provided a set of new products and services. as well as connected customers, suppliers, and partners with new methods and technologies for the institution, and allowed the institution to establish a direct relationship with its target segment, which facilitated its reach for the application of new ideas to its proposed products.
- ❖ The results concluded that the existence of the impact of the business model on value creation, because the organization, after planning an effective model, awaits results, which will be in the form of high profits that cover the various costs of the proposed product or service. Between these two variables, the value of the moral impact was estimated at (0.32), while the level of morality was less than (0.01), and all these indicators indicate the validity of the hypothesis that there is a positive relationship between the effectiveness of the business model and value creation.
- ❖ As for the dynamic environment of the organization, according to what the results, it affects on the relationship between the business model and the establishment of institutions as we can see the value of beta was (0.84), while the level of morality was less than (0.01), according to this the results indicating that the environment has a positive impact, and because of that the enterprises need to adapt a business model according to the events that may affect it in the future, and this is to ensure

continuity.

**Recommendations:**

Based on the results of this study, the following recommendations were made:

- ❖ Emphasis should be placed on creating mechanisms that contribute to the crystallization of the entrepreneurial thought to guide individuals towards establishing their own institutions and make them the first goal to achieve;
- ❖ Focusing on teaching individuals how to find new ideas and turn them into a feasible business opportunity, by training them on how to prepare a flexible business model that they plan themselves to have a previous picture of how the project will be, at least in the two years following the start of the activity;
- ❖ Establishing a comprehensive platform with all the information needed by the project holder while mitigating the legal procedures that prevent this from being achieved, and this is to enable the individual carrying the idea to evaluate it on scientific bases based on successful experiences. in order to be able to formulate a business model that is appropriate to the environment and its variables non-existent in Algeria. In a highly dangerous environment such as this, they cannot take risks and most of them retreat in the face of these conditions;
- ❖ Creating coordination spaces that are periodic between large and new contractors in various fields and this is by giving each one of them an opportunity to present his proposal, by giving them the ability to negotiate between suppliers and customers. so that buying and selling is organized and not restricted to a particular category, and this reduces costs, and benefit from previous experiences for each one of them;
- ❖ Some institutions must rethink creating an electronic platform that brings them together with their customers to facilitate the process of communication and benefit from customers' ideas for the proposed product. This gives them precedence and the ability to compete for a longer period. Gaining permanent customers depends on the organization's ability to maintain them. It was almost absent in the

institutions under study, as their greater reliance was on lowering the price to bring in a larger number;

- ❖ Institutions in the state of Sidi Bel Abbes must adopt a business model in order to adapt to the surrounding environment and keep pace with the modernization of institutions, which contributes to creating opportunities for them and addressing risks. The main objective of this is to encourage creativity and innovation and raise the competitiveness of the institution.

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