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THE PROCESSES, CHALLENGES AND IMPLEMENTATION IN THE SUSTAINABLE BUSINESS MODEL INNOVATION

ABSTRACT

Organizations continually realise that fulfilling their sustainability objectives requires emerging innovations and innovation in the business model. Initially, most research revolved around product or method innovations with a new field of concern for the innovation in the business for its sustainability. A variety of new techniques & strategies have been designed to promote sustainability in the business models. While creating a large variety of business models, very few have been introduced successfully. Despite the topic's importance, research shows that many business model innovations fail. The causes of failure are largely unexplored and there is a lack of a comprehensive review of the literature on innovation in sustainable business models. The identified gaps in the areas of sustainable business model innovation that undermine bridging the design-implementation gaps are; the process of implementing business model innovation; its tools; and its challenges. The Cambridge Business Model innovation process (CBMIP) enables current and newly designed tools to be incorporated into the market modelling process, showing deficiencies.

Keywords: organization sustainability, sustainable business value, stakeholders, management techniques, business model innovation

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INTRODUCTION

Although urban growth is being strengthened, predicted, and accessed, the existing economic structure is widening socioeconomic inequality and increasing the stress on the environment beyond its self-recuperation (Rockström, Steffen, and Noone, 2009) With improvements to manufacturing patterns and social behaviour, profitability and productivity will face significant restrictions that boost economic efficiency and environmental resilience. Social inclusion needs concerted action by industry and its partners to achieve goods, procedures, resources, innovations, and business models capable of benefiting both parties at the same time (Ekins, 2011). This shows that social and environmental dimensions have moved beyond economic efficiency in the area of innovation. For instance, the theories of sustainable and eco-innovation (Savaget and Carvalho, -2016) and innovation at the lowest level of the pyramid (Prahalad, 2004). Initially, most research focused on product or method advancement, with a new field of concern for business innovation for long-term viability. In the middle of significant industry interest, research activities grow exponentially. Meeting companies' sustainability goals would often need more than a holistic shift to the value structure resulting from creativity in the business model and contributing to the sustainable business model (SBM) (Rashid, Asif, Krajnik,and Nicolescu, 2013 and Zott and Amit. 2010.)

An SBM is a simplified definition of variables used by an organisation for constructing, achieving, capturing, and delivering long-term profit to different stakeholders. The experts have been designing value mapping methods and value mapping principles for the development of or transformation to SBMs, such as the Business Organizations Architecture (Upward, and Jones, 2016) technique and a three-stage business model canvas (Joyce, Paquin and Pigneur, 2015). Although these methods have helped formulate a wide variety of promising market plans, only a handful of these have been successfully adopted. The failure to carry it out is because of what we call the "distance from plan to implementation." The Cambridge Business Model innovation process (CBMIP) involves multiple phases of creating business models, from early production to implementation.

Companies of all sorts pose specific challenges to problems of the environment, such as climate change and the increasing need for sustainability and improved benefits for the ecosystem and society on the part of consumers and other stakeholders. Conventional corporate strategies focused on market value and company profits are too limited to help companies confront these problems. As an alternate management mechanism, sustainable business models (SBM) allow companies to solve these challenges and succeed in the future. SBMs expand value concepts by introducing new partners by bringing impact and value into account and encouraging companies to pursue competitive initiatives within their corporate models over the long term. SBMs employ more complex value-generation processes that require multiple value-generation logics, resulting in business models that competitors cannot reproduce.

Finally, SBMs empower organisations to strategize for their value recovery and preservation, which is meant to benefit all companies and customers from value creation in the long term. Without this long-term view, survival is unlikely. SBMs are not simple—they take a long and systemic approach, which frequently runs counter to the larger economic system's short-term vision. Yet, their many benefits outweigh their challenges when well prepared and

executed. The transition to a more productive economic structure is becoming even more attractive due to sustainability problems, such as increasing disparities (Sáez-M, Díaz-García, and González-Moreno, 2014). Private corporations are key players with the most capital and skills to understand this transformation (Porter and Kramer, 2011). But technical advancements in sustainability are growing, and it is becoming more difficult for many businesses to attain their sustainability objectives.

Innovation in the business model is also critical to harmonising rewards and income systems to take advantage of sustainability solutions (Rashid, Asif, Krajnik, and Nicolescu, 2013). Inventions in the business model are accused of making greater profits than products or processes, in addition to incorporating benefits from increased risk reduction and longevity into resilience (Choi and Wang 2009). Organizations want to develop sustainability plans to consider these opportunities (Evans, 2009).

LITERATURE REVIEW

Parts of this study are based on a literature review and work published by Geissdoerfer (2017b, 2018b). The key underlying concepts of sustainable business model innovation are: business models, sustainable business models, and sustainable business model innovation.

Business model

The business model was popular with a large and diverse research initiative during the dot-com bubble of the 1990s (Zott, Amit, and Massa, 2011). In the 1990s, the rapid changes in the business model were first used to coordinate various business concepts with buyers in a short period. The e-commerce boom introduced new, innovative sales processes (Amit et al 2011). The purpose of this term has now developed to determine the settings and operation of one or more processes, preparing and communicating them. It provided the organisational challenges and technological advantage of rivalry (Knyphause-Aufsess and, Meinhardt, 2015) and firm performance. The organisational groups and their environmental elements (Ricart, 2010).

The definition of the business model allows organisations and researchers to extrapolate future consumer and supply chain advantages to the execution of the other business model components in connection to evolving industrial events, such as the German industry or re-distributed manufacturing (Osterwalder, 2014). Future market models provide the knowledge needed for further study into realising the intellectual and technical effects of phenomena. As these meanings suggest, there are a total of three major comprehension business model groups. The word is derived either as the abstract features of the corporate body or as a small scale, which fits the concept to the concrete elements of its sense of others and restricts it to a certain extent. (Knyphausses-Aufsesse and, Meinhardt, 2002). Value is of considerable significance in categorised by Richardson (2008), the proposed value generated and transmitted value, and underlined by value (Zott and Amit,2010).

Definition of the business model

The study defined market models as a description of the value proposition, the creation and supply of value materials, the value-added elements, and the relationships within an enterprise. Like many instances of the same entity, it is necessary to recall that the terms' interpretations

take on the abstract idea behind the entity and the confrontation of capacity, resources, and strategies and can be perceived in various ways without the underlying definition of the text. It is important to take it into consideration. Definitions on a narrow spectrum, such as the sales model, cannot be entirely considered, given that the business model describes one facet of the project.

Table 1. Business model definition

Source	Definition
Richardson (2008)	"A business model is a strategic construct that helps to relate the company's approach or market philosophy with its operations or implementation. The structure of the business model will allow you to focus strategically on the way the organization does business."
Doganova and Eyquem-Renault (2009)	"The business model is a narrative and measuring device that encourages companies to explore the market and plays a leading role in helping to develop an innovation's techno-economic network."
Osterwalder and Pigneur (2010)	"A business model describes the justification for creating, producing and capturing the value of an organization."
Zott and Amit (2010)	"We develop an organization's business model as a system of intertwined activities that transcend and span the focal point entity. The activity framework enables the organization to generate value by its partners and also to take account of the design elements [and is characterized by] content, layout, and governance which characterize the architecture of an activity regime; design themes, news, interlocking, complementarity, and performance, which are the sources of value development of an activity system."
Geissdoerfer et al. (2016)	"We define business models as simplistic representations and interactions of the elements that an organizational entity selects to construct, supply, collect and share value."
Massa et al. (2017)	"A business model defines an organization's role in achieving its objectives (for example, sustainability, development, and social impact."

Source: Source: Selected business model definitions from literature reviews.

Sustainable business models

Researchers have extended their concern for healthy business models, contributing to specific concerns about corporate growth and the climate. When the concept was conceived, it was meant primarily to make firms more successful in the transition and make the most of the facets of sustainability in organisations (Rashid et al, 2013).

The concept of successful business models is seen more and more as a strategic gain (Nidumolu, and Rangaswami., 2009); Porter and Kramer, 2011). In comparison, both the viability theory of the company plan and the idea of a sustainable competitive edge will eventually be overrun (Grant, 2010). The literature defines numerous sub-categories, styles, or generic business model techniques, such as product service structures and pyramid-based business models (Rana et al, 2014).

For example, revolving or circular business models, for example, produce sustained resources, use strategic management by multiple stakeholders, and provide long-running but still close, steady, escalating, dematerializing, and restricting capital (Rana et al., 2016). These

extra features cannot be jeopardized, even where the subcategory is not a viable business model and the features of the business model are special. This may be due, for example, to productivity gains from a modern system that outweigh the environmental benefits of an old technology loop closure and the harm to workers.

Sustainable business model – definition

The study describes a sustainable business model whereby two components centred on the consumer and monetary benefit of the value collection element, integrating constructive and multi-stakeholder change, have embodied the essence of multi-stakeholder sustainable business models.

The current concept appears unsatisfactory because sustainable business models' creativity focuses not just on consumer profit or shareholder value. The value-capturing principle describes how the value created for a stakeholder will become essential for the organization. This concept is therefore proposed. The important thing is that it would allow the company to achieve its objective. It's a worthwhile value. There is thus a valuable advantage for profit, strategic wellbeing, and worker spirituality.

Table 2. Sustainable business model definitions

Stubbs and Cocklin (2008)	Sustainable business models "shapes the driving force and decision making of sustainability concepts in order to transform the company's main neoclassical model instead of supplementing it with social and environmental goals."
Garetti and Taisch (2012)	"Sustainable business models provide a global consumer viewpoint, taking both the growth and the need for more sustainable modern developed countries' Goods and services into account."
Schaltegger et. al., (2012)	"Sustainable business model builds consumer and social value, integrating social, environmental and business practices."
Bocken et al. (2013)	"Sustainable business models are built to go beyond economic value and take other sources of value to more complex customers into account."
Upward and Jones (2015)	"A (strong) sustainable business model "is the concept of the part of an organization in environments in identifying adequate inputs, flows of capital, valuation decision [to] indicate the outcomes and impacts of business model decisions by means of sustainability steps successfully."
Abdelkafi and Tauscher (2016)	"The inclusion of sustainable business models as an integral part of the value proposition and the logic for value creation of the Company. As such, [Sustainable Business Models] give customer value, the natural environment, and society a value."
Geissdoerfer et, al., (2016)	"We characterize a manageable plan of action as a rearranged portrayal of the components and the collaborations between those components and the partners an authoritative unit uses to create, convey, catch and offer an economic incentive for a wide scope of partners and in participation with them."

Source: Selected sustainable business model definitions from literature reviews

Sustainable business model innovation

Research into sustainable business models as a subset of sustainable business models, sometimes called innovation in the business model for sustainability in literature, has recently begun. A thorough literature review seems to have been underway.

These definitions combine an element of innovation in the business model with considerations of sustainability. Similar to understanding traditional innovation experts in business models, innovation in business models is seen as exploring, adjusting, improving, redesigning, revising, developing, implementing, and transforming business models. In the case of 1) sustainable development or positive, respectively reduced, negative environmental, social, and long-term economic prosperity impacts of the organization, or 2) solutions or features that foster sustainability through value, development, and capture of elements or their value, the process is defined as "sustainable business model innovation."

Sustainable Business Model Innovation Definition

Innovation can be characterised as the conceptualization of sustainable business models and their application. This involves designing completely new business models, modifying current ones, and converting them from one existing business model into another.

Table 3. Sustainable business model innovation definitions

Osterwalder and Pigneur (2005)	"Indicating a bunch of plan of action components and building blocks, just as their connections to each other a plan of action originator can try different things with these squares and make new plans of action, restricted simply by the creative mind and the pieces provided."
Chesbrough (2007)	"Innovation is to "advance the business model from very basic (and less valued) models to much later (and more precious) models." Innovation of the business model."
Reeves et, al. (2009)	"Innovation becomes the BMI as two or three components of a company concept are reinvented to add new meaning. In order to break through extreme rivalry, BMI gives businesses a way to copy product or process inventions quickly."
Romero and Molina (2009)	"In the face of current and potential trends in expected market environments, business models, the definer of the value-generating goals of an organization should be constantly evaluated, and a company approach should adapt as the business climate and the needs of consumers shift."
Geissdoerfer et, al. (2016)	"Innovation in the market model involves either transforming from one model to the other inside incumbent businesses or developing alternative business models in start-ups."

Source: Selected business model innovation definitions from literature review

OBJECTIVES

1. To investigate the stages involved in the development of new sustainable business models for an organization.
2. To discover the main activities in all the phases.
3. To recognize the problems faced by enterprises in designing new, sustainable business models.

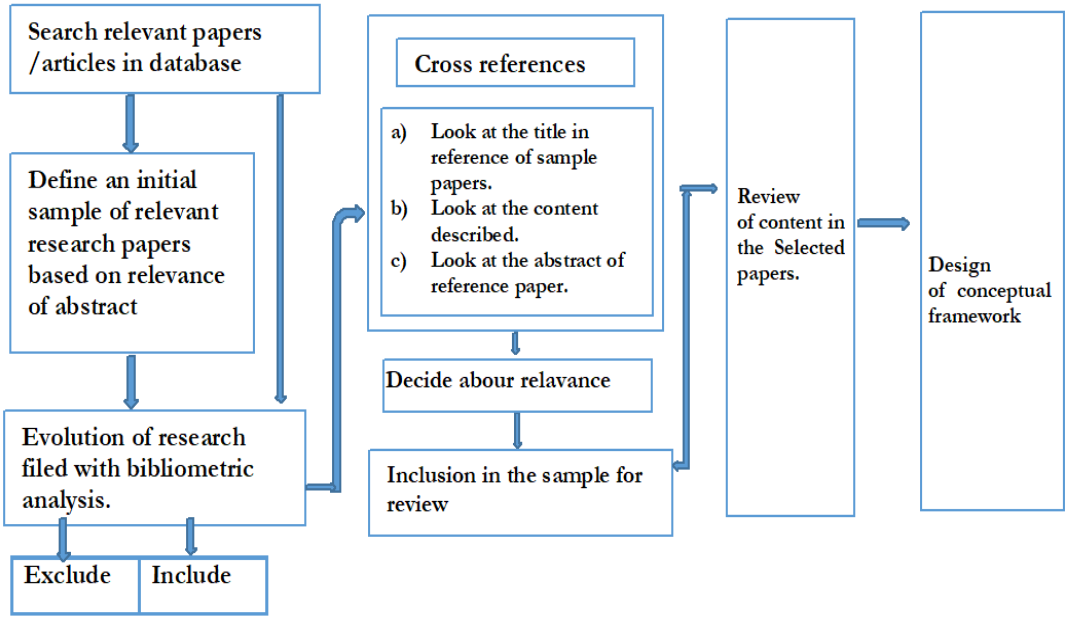
RESEARCH METHODOLOGY

The following research question is discussed in this study:

How can companies fill the gap between the design and execution of a sustainable innovation business model?

A comprehensive, systematic literature review was undertaken to address this question. A systematic literature review was used to establish the invention model. A systemic approach was used during the literature analysis. The literature was scanned for relevant information on the processes in the business model, its procedures, difficulties and challenges, and features and behaviours that make the process appropriate for the incorporation of sustainable considerations.

Figure 1. A systematic approach for literature review



Source: Geissdoerfer, M, Doroteya V and Steve, E (2019) Sustainable business model innovation. The University of Cambridge.

DATA COLLECTION

This study is based on a similar review performed by the author and published in (Geissdoerfer et al. 2017a). Scopus, an indexed database, was used to collect the data. A bibliometric analysis was undertaken using an existing method of meta-analytical literature research (Kim and McMillan, 2008). This approach analyses written content, analyses texts and specifics such as authorship, relationships, quotations, and keywords, unfolds articles, and clarifies similarities between publications on a specific subject (Usunier and Fetscherin, 2012). It may be used in the description, study, and monitoring of the progress of a particular field over time, meta-

analytically analysing the development of a particular field of science in order to define its key elements and theoretical constructs. Therefore, the bibliometric review was performed to identify publications dealing with business models and the most quoted writers, keywords, and journals.

A comprehensive search of the databases and cross-reference snowballing was carried out. Based on 400 records, snowballing starts with the description of an initial sampling of the related documents. The abstracts were scanned to define the original selection of the corresponding literature. In the second stage, the related cross-references were established by scanning the titles of the publications in the section of reference and establishing the meaning of the publications and the material referenced in the document. To decide if the paper was sufficient, the summaries of the additional documents mentioned were scanned. Subsequently, the relevant references to the dataset were added, and the relevant cross-references were analogously scanned. This process was repeated until more suitable cross-references could be established. The first random survey of 50 papers was tested for triangulation to improve confidence in the final sample. For the correct application of the inclusion and exclusion requirements, 25 papers listed in the original search for the database and 25 papers picked in the previous process have been revised. If an incorrectly attributed paper was discovered, the previous procedure could be repeated until the random sample had made no further mistakes. That was not the case. That was not the case. The mentioned literature was then reviewed, and a proposal for a conceptual framework was made.

RESEARCH GAP

Although the business model analysis in management studies is relatively new, a large debate on innovation models has developed in the past ten years (Baden-Fuller and Morgan, 2010; Zott et al., 2011; Chesbrough, 2007, 2010; Demil and Lecocq, 2010; Johnson, 2010; Johnson et al., 2008; Mitchell and Coles, 2003, 2004; Teece, 2010.)

Although competitive consumer implementation is an important part of some conceptions of creativity, the way organisations introduce innovative business models remains unexplored (Boons and Lüdeke-Freund, 2013; Chesbrough, 2007; Foss and Saebi, 2017) Research on sustainable business model advancement has not been conducted much, with the term still understood (Boons et, al. 2013; Schaltegger et, al., 2016; Wells, 2013. There are several approaches to the process of sustainability innovation in business models (Bocken, Rana and Evans, 2013; Evans et al., 2014; Geissdoerfer et al., 2016; Joyce, A., A. Paquin and Y. Pigneur. 2015; Lüdeke Freund, 2018; Upward and Jones, 2015; Yang et al., 2017b).

While these methodologies help conceptualise business models, they don't help much with the actual model testing. Finally, little research appears to have been done into the market model's resistance to change and why the studied literature's applications have failed.

No empirical discussion of fundamental modes and root causes is offered by Amit and Zott 2011(201), Chesbrough (2010), and Christensen (1997), Christensen and Raynor 2003. However, theoretical debates are still ongoing on the causes of the technical disparity between design and execution. There has been no empirical research to determine any possible fundamental types of failure or root causes of the topic. There is a knowledge vacuum in the literature, as demonstrated by the absence of consideration for the innovation process and the dynamics of a long-term sustainable business model.

THEORETICAL BACKGROUND

Many diverse research initiatives linking creativity with sustainable industrial growth are focused on innovative products or methods—business models are confined to the outermost regions. But business models have been rapidly gaining interest from researchers in recent years. A yearly survey of the Boston Consultancy Community and BusinessWeek showed that innovators in business models have an overall premium four times greater than innovators in goods or processes. A global innovation report, led by IBM with 750 businesses and government sector administrators, also found that in companies whose profit increased more quickly than competitors', innovative market models have almost twice the chance of being highlighted compared to goods and process advancement.

FINDINGS

Stages involved in creating a new sustainable business innovation model

The CBMIP is a descriptive, realistic, and prescriptive demonstration of how creativity in the business model takes place and provides advice on how to incorporate a viable business model into businesses ideally. The method is normally repetitive, i.e., after complication, most companies will at some stage restart it in order to respond or adjust to changes in their business and the environment. This strategy includes eight sequential yet iterative phases or stages. The company can still retract and omit phases due to its specifications and constraints while following this procedure step by step.

Phases and process

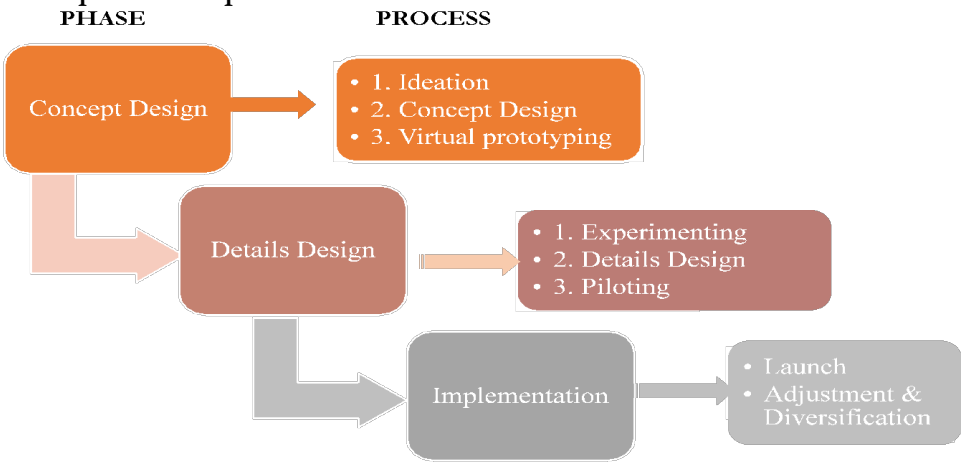
Innovative processes in business modelling include process-driven reviews by (Schallmo 2013). The three broad phases can be attributed to the comparison of different conceptualizations of most processes:

(1) an ideation or conceptualization stage in which such components, particularly the value proposition or ongoing business strategies or consumers, are planned and roughly conceptualized.

(2) systematic research and experimentation processes for researching and thoroughly defining the various facets or components of a business plan conceptualization model

(3) an implementation process in which conceptualization is applied, adapted, and extended (Amit and Zott, 2012).

Figure 2. The phases and processes in the sustainable business innovation model



Source: Martin, et al. (2017)

The steps are:

1. Ideation: Identifying the target and the key participants in the invention of the business model and making an offer of value and first conceptual concepts.

2. Concept Design/ Plan: A first preliminary concept is created and recorded of the core components of the business model.

3. Virtual prototyping: The business model design is refined and updated in a series of experiments. The process also involves benchmarking other parties' solutions and principles.

4. Experimentation: Primary concepts and principal factors are evaluated, preferably by randomised controlled tests in models and further field trials.

5. Detailed design: The detailed study of all business model components and experiences was carried out.

6. Piloting: The whole design is evaluated in a segment of the target market by operating the first restricted edition of the company model.

7. Launch: All accountable corporate divisions and the target group are protected by the business model.

8. Adapting and Diversification: The business model must be updated with new strategies, goals, and strategic fit.

The entire invention process in the business model can be replicated based on this assessment, modifications, and diversifications, and based on the exhaustiveness of the improvements required. Due to its insightful and prescriptive precision, the technique can be used in numerous ways to resolve the gap in architecture and implementation.

Firstly, the CBMIP has been developed to include a wider context than literature that can expand the various stages of market modelling, including its core features and elements, major operations, the shifts between different stages, and possible challenges. The structure will also advise the organization's preparation and delivery of innovation in the business model. Secondly, the model is also applicable when defining and combining new and current

instruments with a balanced and synergistic arsenal that can solve problems and assist in modelling companies in diverse markets, sizes, and contexts.

DISCUSSION: KEY ACTIVITIES

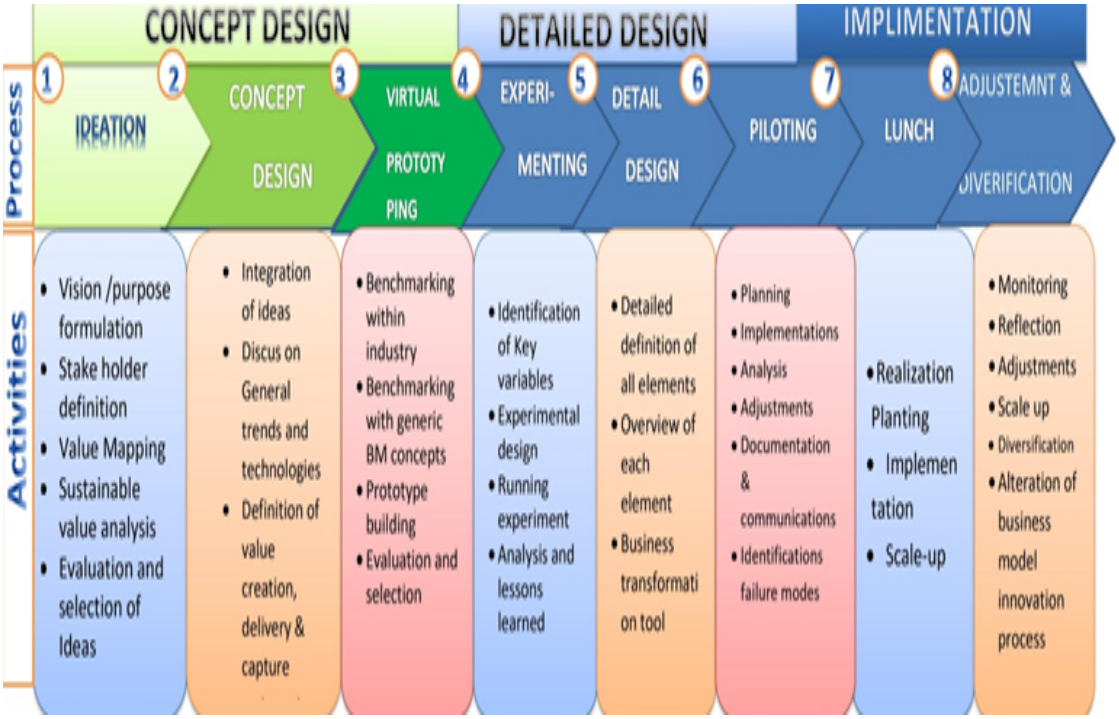
Creativity approaches priorities through sustainable business process development models. Innovative instruments in the business model highlight the first approaches outlined in innovation literature, emphasising sustainable corporate production.

The following nine activities in their business model growth processes are discussed in Osterwalder and Pigneur (2010): (1) Successfully assemble all of the business model concept components;(2) Understanding of the need to create a new business model; description of project motivation; and shared vocabulary for defining, preparing, evaluating, and discussing business models.(3) Immerse yourself in your clients' technologies and the world's inapplicable knowledge; (4) Collect information, interview experts, and research the client's ability to recognise and recognise [their] needs and issues; (5) Convert the previous step's knowledge and concepts into working prototypes of business models.(6) Exploration and testing; (7) Choose the most common business model design.(8) Integrate the design of the chosen business model; (9) Create management processes that continuously map, analyze, and change the business model.

Frankenberger (2013) described 15 activities: (1) recognising the parties' wishes. (2) control of stakeholder movement; (3) detection of a specific ecosystem and driver changes; (4) establishment of an adequate ideation organisational environment; and (5) recognition of business model concepts, methods, and tools.(6) the principle of ideas for the business model; (7) the specifics of the business model of "who," "why," "what," and "how;" (8) Keeping alignment and coherence between them 71;(9) early participation and partner encouragement;(10) define and agree on the necessary business model change; (10) identify and agree on the necessary business strategy improvements;(11) To convince the corporation to change its business model, (12) guaranteeing key decision-makers' capital obligations; (13) pilots, designs, or tests; (14) making changes to the business model; and (15) introducing management.

When an enterprise becomes more sustainable, expenditure and investment are initially raised, and goods and markets change. Consequently, a change to new business models is needed. If there is no improvement in its business model, the company cannot anticipate value creation incentives, and the continuity of its operations may be threatened.

Figure 3. Key activities in sustainable business innovation model



Source: Martin et al. 2017.

List of activities

a) The purpose and key stakeholders are identified, and the key ideas and initial concepts are incorporated into the innovation business model.
(b) During this activity, the conceptualization of key business models will be developed and documented, including the implementation of proposals on the basic elements and aspects of the business model.
(c) The business model design is refined and remodelled with a range of iterations. The method also includes benchmarking of the solutions and values of other parties.
(d) In models and field experiments, preferably randomised trials, the primary hypotheses and variables for the model will be checked.
e) An in-depth study and detail have been carried out of and engaging with the aspects of the business model.
(f) A first restricted iteration of the business model measures the whole idea in the target consumer segment.
g) A business model is in place for both the accountable corporate groups and the target sector.
(h) A market plan must be updated to reflect their original priorities, desires, and financial situation.

THE PROBLEMS FACED BY ENTERPRISES IN DESIGNING NEW, SUSTAINABLE BUSINESS MODELS

The difficulties for imagination in manageable plans of action are triple.
1) Innovation meetings and conferences are conducted on many business models, but no ideas are taken up;
2) But for the sustainable business model, exciting developments are not implemented;
3) The majority of the launched business models, particularly in the case of start-ups, fail in the market. This is because of several barriers that were found by Evans et al. (2017).

Table 4. Challenges for innovation towards sustainable business innovation model

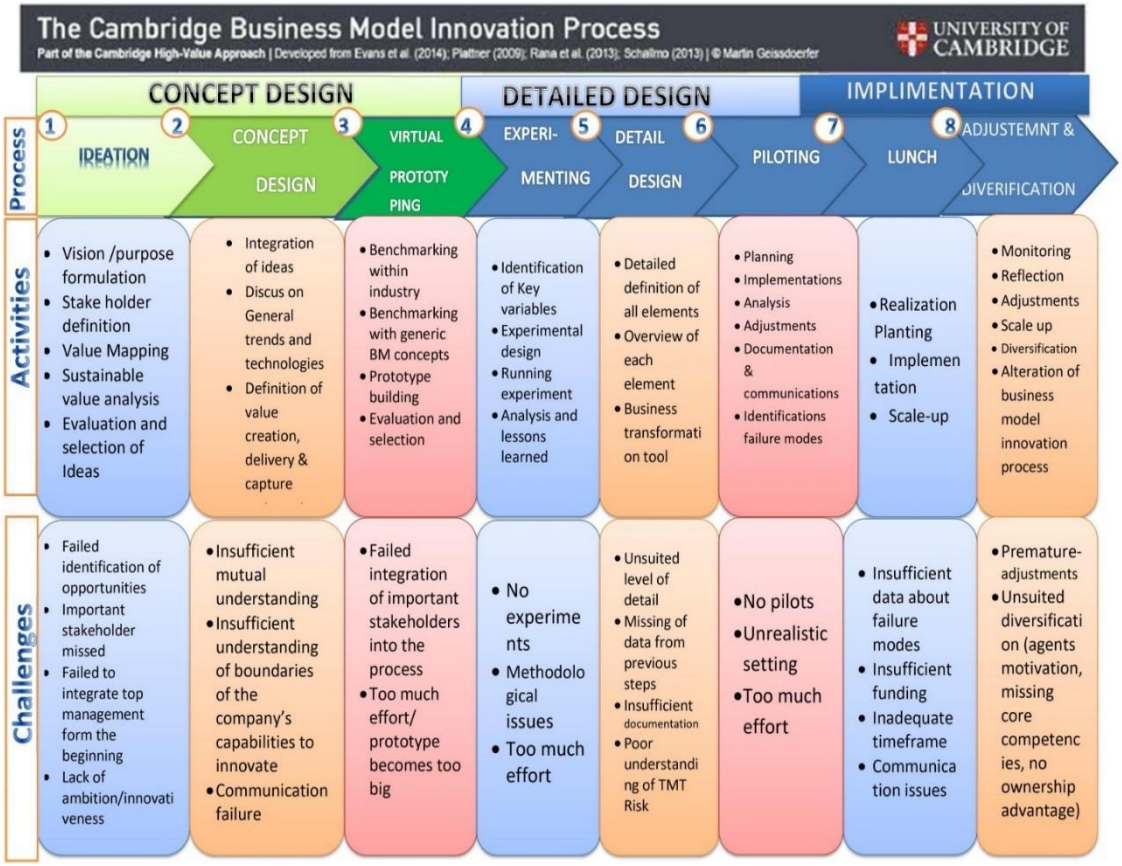
Challenges	Description	Authors
Triple Bottom Line	Co-creation and balancing of profits, social and environmental gains, and competitive business models are a challenge.	(Hart et al., 2003; Schaltegger et al., 2012; Stubbs and Cocklin, 2008)
Mind-set	Group regulations, guidance, code of conduct and The mindset of businesses prevail, and efficiency metrics Inhibit new business concepts launch.	(Boons and Lüdeke-Freund, 2013; Johnson et al., 2008; Yu and Hang, 2010)
Resources	Difficulty in allocating business model capital Innovation and restructuring of infrastructure and systems for new business models.	(Björkdahl and Holmén, 2013; Chesbrough, 2010; Zott et al.,2011)
Technology innovation	Multidimensional and dynamic convergence of technological advancements, such as renewable technology, with an innovation of the company model.	(Hart et al., 2003; Yu and Hang, 2010; Zott et al., 2011)
External relations	Extensive contact with the outside-the-market climate and stakeholders demands extra efforts.	(Boons and Lüdeke-Freund,2013; Stubbs and Cocklin, 2008; Vladimirova, 2012)
Methods and tools	Existing business modelling methods and tools are few and rarely sustainability-driven.	(Björkdahl and Holmén, 2013; Girotra and Netessine, 2013; Yang et al., 2014)

Source: Evans et al., 2017.

Chesbrough (2010) states that creative business models frequently do not emerge because the company cannot define the required emerging technology or solution business model. The situation is further deteriorated by conflicting with today's corporate model and operational reasoning, as well as other scholars, including Christsen (1997) and Christensen and Raynor (2003). The challenges facing these researchers are not for businesses in determining their business model but in changing the existing business model with transforming technologies. In crucial early stages, the often-wider margins of the dominant technologies and the subsequent misallocation of capital trigger this pattern. Creativity and productivity often form part of creativity in the market model, which according to Amit and Zott, requires improvements to the current asset setup (2010). This is contradictory to those land managers

who are therefore opposed to the mechanism of creativity. Prahalad and Bettis (1986) improve the concept of dominant reasoning, wherein organisations often assess, choose, and interpret information in an unpredictable and disorderly setting (1995). It would also deter companies from exploiting opportunities to raise sales because of their current business strategy and justification. Areas in transformation management even concentrate on organisational inertia (Hughes, 2011). The consequences of this tendency are numerous problems posed by organisational change, such as lack of interest in the management of corporations, security threats, conflicts of influence, and the difficulty faced by agencies (Burnes, 1996; Kegan and Lahey, 2001; Kotter, 2007).

Figure 4. The Cambridge Business Model Innovation process



Source: Martin et al. (2017), Evans et al. (2014), Platter (2009), Rana et al. (2013), Schallmo (2013)

The issues of literature often influence or obstruct the project from the outset. But according to the hypothesis of this provisional arrangement, the challenges were assigned to different levels. This is indeed a lower degree of practice. While most authors delegated this directly into stages, tasks between authors and instruments were allocated several steps

simultaneously. There is no experience and no barriers to prototyping, experimentation, and piloting, while most researchers, for instance, underline the value of these acts (Frankenberg et, al. 2013); Osterwalder and Pigneur (2010).

CONCLUSION AND DISCUSSION

This research examines the field, integrated definitions of key underlying concepts, and highlighted research gaps in the implementation of the business model innovation processes, the challenges of those processes, and the tools to address those challenges. It offers raw data from the literature, as well as interpretations and working definitions of the essential underlying ideas, as well as a clearly defined research gap. The study aims to fill a theoretical research gap by investigating both the business model innovation process and organisations' failure to successfully design and launch sustainable business models.

The innovation paradigm contained the process of concept design that included ideation, design, and virtual prototyping activities. The method was very successful for entrepreneurs and gave the development of their SBM a more organized approach. As for other companies, the innovation process in the business model is not an unusual occurrence but is often accompanied by another to resolve environmental problems and opportunities and find new or underused tools and expertise. The tool creation process will address these holes, offering a systematic solution to the design and combination of missing resources. This study will help managers and society as a whole to boost their knowledge in the field of innovation of business models, sustainable organization development, and modern business models. The CBMIP enables current and newly designed instruments to be incorporated into the market modelling process, showing deficiencies.

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