STRATEGIC INNOVATION THROUGH INNOVATIVE SERVICES AND BUSINESS MODELS SUPPORTED IN ELECTRONIC PLATFORMS

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Abstract: Strategic innovation means the design of new business models that seek to reach new customers, to offer new products or services or to find new ways of make business. For Anderson and Markides (2006) strategic innovation is about discovering a new WHO, a new WHAT and a new HOW. An enabler of strategic innovation has been the development and diffusion of information and communication technologies. In this paper, ten selected case studies of innovative services and business models supported in electronic platforms are presented and discussed. They represent new opportunities for business model design and open innovation processes. These business models were analyzed through the business model canvas framework and in terms of strategic innovation. The findings and a set of hypothesis are presented and discussed at the end of the paper.

Keywords: Strategic innovation, Open innovation, Co-creation, New business models, E-business.

1. Introduction

The business model of a company may simply be described as "the way to do business" (Hamel, 2000). Timmers (1998) sentenced a business model as: 1) an architecture for the flow of products, services and information, including a description of the various business actors and their roles; 2) a description of potential benefits for the various business actors, and 3) a description of revenues sources. Other definitions have been proposed and may be used in order to precise the generic components of business models (Hamel, 2000; Viscio and Paternack, 1996). Schmid, Alt, Zimmermann, and Buchet (2001) distinguish six generic elements on a business model (mission, structure, processes, revenues, legal issues and technology). The authors enhance that not only the six elements but also their dynamic must be taken into account when a business model is projected.

The sudden change in business environment developed several new models as well as reinvented the existing ones. This renewal and creation of new business models, and not only the continuous improvement, provides the necessary competitive advantage allowing firms to survive and grow on an environment where "the game rules " rapidly change for the majority of firms and industries (Voelpel, Leibold and Tekie, 2004). Particularly, technological advances refined the way in which organizations compete and technological innovations trigger new opportunities (Viscio and Paternack, 1996). The computers, the electronic platforms and the communication technology used all over the world, extinguished the traditional borders and the organizations can now joint and develop new business models (Evans and Wurster, 1997).

A highlighted facilitator of strategic innovation, over the last years, is the appearance of communication and information technologies that decreased the transaction costs and accelerated the exploitation of innovative solutions at industries (Anderson and Markides, 2006). Timmers (1998) declares that information and communication technology allow a wide range of business models supported in electronic
platforms. The author identified eleven business models actually in use or being tested, namely, E-shop, E-procurement, E-sale, E-shopping, amongst others. Beforehand, the feasibility of technical implementation of a business model mainly depends on the state of art of technology. Nevertheless, technological availability is only a criterion involving the conception of innovative business models, specifically innovative e-businesses. It is, indeed, necessary and crucial to adopt a strategic vision over the design of innovative e-business modeling.

Apart from technological aspects, in the innovative business models it is necessary to take into account among others aspects: the management business activities and the cooperation and co-create existent opportunities.

According to Rowan Gibson, "... the renovation [is] the only way to maintain the continuity in a discontinuous world. And the fuel for the renewal is innovation. Innovation is not only at the margins, but innovation with a strategic depth to the level of the business model. "Moreover, today, successful companies are those that co-evolve with speed and efficiency, pooling resources, partners, suppliers, customers and other agents, i.e. will allow the creation of cooperation networks. This implies that when companies work cooperatively and competitively, allow to them generate new products / services to satisfy customer needs and incorporating future innovations (Moore, 1993).

The paper is structured in the following way. We first introduce in the next section the concepts of open innovation, co-creation and strategic innovation. After explaining the research method in section 3, the cases studied are presented in section 4. The findings are analysed and discussed in section 5. The paper concludes with theoretical and managerial contributions and opportunities for further research.

2. Literature review

2.1 Open innovation
The importance of innovation for the survival and competitiveness of firms is an undeniable fact. The explosion of shared information, the growth of a more globalized economy and the rising crisis has changed the rules. Innovation is fundamental on the quest of profitable and sustainable growth. So firms need to innovate to face the current downturn and survive.

New technologies, new products, new services have emerged. Since the Industrial Revolution, businesses rely upon technology as a driver of their progress. Innovation, understood as the sustainable implementation of improvements and new ideas, depends on other factors rather than this breakthrough technology, despite the fact that the technological improvements have consistently provided, in the past, opportunities from which were made and sold products and enhanced services (Dearing, 2000).

The economic environment is an ever-changing reality. Firms are forced to adapt rapidly, the speed and intensity of events make this concern a critical condition for the survival of businesses. The global markets and high-speed technological improvements have changed the competitive environment, making it more complex, more uncertain and forcing change in organizations.

Despite all this instability, economic crisis brings about opportunities as well as the need to adapt strategies and plan actions. Firms need to ensure that they are able to compete with emerging countries, that their products and services fit the market needs.

Traditionally, innovation has been created and marketed under “closed” settings, in which firms internally manage all of the innovation process (Chesbrough, 2003). A firm making internal research and development investments aims to uncover scientific discoveries that can then be commercialized in the form of new products and services. During this process, the firm seeks legal protection for its intellectual property and know-how in order to prevent its competitors from infringing on proprietary knowledge and exploiting it for their own benefits (Han et al., 2012).

Today, this approach to innovation has been challenged (Chesbrough, 2003). Given that consumers’ needs and requirements are evolving rapidly, the traditional, closed innovation paradigm, generating new ideas only internally and marketing them slowly through a single path, is inefficient and inflexible in a fast-changing
environment. A new paradigm has recently emerged – open innovation, which is defined as “the use of purposive inflows and outflows of knowledge to accelerate internal innovation, and expand the markets for external use of innovation, respectively.” (Chesbrough, Vanhaverbeke and West, 2006, p. 2).

Open innovation assumes that firms can and should use internal and external ideas, and internal and external paths to market, which allow that the business model utilizes both ideas to create value. This new paradigm incorporates the business model as the source of both value creation and value capture. This latter role of the business model enables the organization to sustain its position in the industry value chain over time (Chesbrough, Vanhaverbeke and West, 2006).

2.2 Co-creation processes

In modern competitive networks more than co-production strategies, buyers and suppliers jointly develop products and services, optimize processes and create conditions for new business models, i.e. jointly innovate or co-create. Co-creation strategies have been substituting the simple and rigid production linkages which characterized old buyer-suppliers relationships. Co-creation environments represent new business processes where resilient firms act together in order to fulfil customers’ needs (Prahalad and Krishnan, 2008).

Co-creation improves networks competitiveness but also puts new challenges to practitioners and academics. The process of value creation has been shifting from the traditional firm-centric perspective. Value is now co-created from the interaction between much more informed, networked, empowered and active buyers and suppliers, including consumers (i.e. end-user buyers). This change has been occurring for organizations are pushed to be market-driven and due to the transfer of technology and product design capabilities to suppliers. Nowadays, firms are not just sharing the production chain; they are sharing value creation with all network elements from first tier suppliers to consumers.

There are good supports for co-creation for they are market-driven, focused on consumers’ needs and expectations, and support design of products and business models jointly. In these networks value is to be shared by all elements (Tidd and Bessant, 2009). In the past, these inter-organizational environments have been mainly supporting co-production strategies but, nowadays, buyers and suppliers jointly innovate in products, processes, services and business models. Vieira and Romero (2008) refer the importance of the interactions between firms and the social and economic environment where they are inserted and the connections that are established. Optimization of these interactions results in the establishment of (business and innovation) networks that thrive on the complementarities of competences or assets, on mutual dependence and in new economic organizational forms not primordially governed by contractual bind but by relations based on trust and risk and benefit sharing (Teece, Pisano and Shuen, 1997). This puts new challenges to practitioners and academics but also enhances value creation and increases the competitiveness of these networks.

2.3 Strategic innovation

In Calia’s et al. (2007) literature review, a business model is presented in general terms as “a statement of how a firm will make money and sustain its profit stream over time” (Stewart and Zhao, 2000) and “a concise representation of how an interrelated set of decision variables in the areas of venture strategy, architecture, and economics are addressed to create sustainable competitive advantage in defined markets” (Morris et al., 2005). Thus, a business model may be characterized in terms of its value proposition, target markets, internal value chain structure, cost structure and profit model, value network and competitive strategy (Chesbrough and Rosenbaum, 2002). Morris et al. (2005) proposes the following six questions to understand and describe a business model: 1) How will the firm create value? 2) For whom will the firm create value? 3) What is the firm’s internal source of advantage? 4) How will the firm position itself in the marketplace? 5) How will the firm make money? 6) What are the entrepreneur’s time, scope and size ambitions?

Furthermore, all companies in any industry should develop their business models on the basis of three key questions: who should be the targeted client or/and customer, what products or/and services and what
value propositions should be offered to clients and customers, and how to perform the business in a cost-efficient way (Anderson and Markides, 2006).

Strategic innovation means: a new WHO, a new WHAT or a new HOW. For instance, new customers or existing segments which are not reached or have been neglected by competitors may represent a new WHO. New or unsatisfied customer needs represent a new WHAT and new ways of promoting, producing, delivering or distributing existing (or new) products/services to existing (or new) customer segments result in a new HOW (Hamel and Prahalad, 1991).

Nevertheless, for Anderson and Markides (2006) strategic innovation can be much more about discovering a new WHAT and a new HOW. These authors compare innovation strategies in developed and in developing world markets concluding that they have a different focus.

Thus, strategic innovators are companies that achieve their success by moving beyond the existent industry paradigm achieving some form of architectural or business model innovation (Anderson and Markides, 2006). In this process these companies may disrupt established forms of competition at the same time they generate value for themselves, their customers and their shareholders (Markides, 1998).

Indeed, strategic innovation intends to re-conceptualize business models (Teece, 2010) through a costumer-driving approach (Tuominen, Rajala and Möller, 2004) which means the creation of new and higher customer value and the redefinition of the roles and power relationships in the industry (Berghman et al., 2011). According to Berghman et al. (2011) and MatthysSENSsens, Vandenbempt and Berghman (2006) in Business to Business marketing literature strategic innovation is named “value innovation”.

A significant enabler of strategic innovation has been the development and diffusion of information and communication technologies that have reduced transaction costs and accelerated the exploitation of architectural innovation at the industry level (Anderson and Markides, 2006).

3. Research Method

As stated by Saunders, Lewis and Thornhill (2007) an academic investigation occurs along the following sequence: definition of the study topic, critical literature review, delineating the investigation, selecting the sample, data collection, data analysis and writing. This study followed this line of thought.

The present study started with a critical review of the literature, approaching themes such as open innovation, co-creation and new business models design. According to Saunders, Lewis and Thornhill (2007), epistemologically, the methodology used is inductive. The data collection had exploratory purposes and it was based on indirect information on each selected case.

A multiple case approach was followed. The case study emerge as the best option once it is an empirical enquiry when actual phenomena are involved in a real context, mainly when boundaries between the phenomena in study and his context are not evident. According to Yin (1994), this is a comprehensive research strategy and not only a mean to collect data or a simple process of identifying characteristics. This methodology consists in a deep research based on data collection over a period of time, in one or several organizations, persecuting an overall analysis of the problem in study. It is frequently used in social sciences studies namely, when analyzing the organizational behaviors (Hartley, 1984).

4. Case studies

Ten new business models based on electronic platforms were selected. These case studies represent new opportunities in terms of business model design and open innovation processes. All these cases support strategic innovation through innovative products and services based on a new “Who”, “What” or “How”. To understand better these business models, these three aspects may be crossed with three additional characteristics that may support competitive advantage: technology, management and cooperation (co-creation). The analysis through these two dimensions will permit to build research hypothesis from the exploratory research work presented here. These
findings are presented and discussed in the next section.

All of these cases are interesting to discuss strategic innovation through electronic platforms. The ten cases were grouped in two different groups. The first group includes cases of "e-commerce" new business models and the second one new products and services based on "e-platforms".

4.1 Group one: e-commerce
The first group of cases includes sophisticated examples of e-commerce where common products are sold through an electronic platform, e.g. flight tickets, shirts, clothes and related products, etc. The selected cases are: eDreams, Atelier da Camisa, BrandsBreeze and A Vida Portuguesa. A brief presentation is made in next subsections.

4.1.1 eDreams
eDreams is one of the leading European online travel agencies offering a large selection of flights, hotels and vacation packages at competitive prices made available through booking engines with the latest pricing and search technology. The company operates as an online travel agent in Spain, Italy and Portugal and has a growing presence in 15 other countries. eDreams also offers assistance in renting cars and other travelling services. The firm assumes is mission as to find the ideal vacation for each of their clients through new websites in different languages and different countries to embrace a growing market. Some business “values” appear to be very important namely, “the customer is the focus” and “transparency and convenience for the customer”. The success of the business depends from a few critical success factors which the most important are the following: to offer a quality service at an affordable price, customer satisfaction through finding the best answer to his/her needs, immediate liquidity because services are paid in cash.

4.1.2 Atelier de Camisa
Atelier de Camisa is the oldest Portuguese on-line clothing store. Founded in April 1998, the Atelier de Camisa dedicates to the one bespoke tailoring and sale online of shirts. In December 2003, a time of deep crisis on electronic commerce where occurred the closure of several online businesses, the Atelier de Camisa reformulated its online shop, significantly expanded the catalog of fabrics and introduced new forms of customer support. Currently, in addition to greater easiness of consultation, the availability of more technical information and simplicity in the register of orders, the customer can build, step by step, his shirt.

4.1.3 Brands Breeze
The Brands Breeze is the first world virtual Shopping Center. This innovative concept was developed with Portuguese capital. This virtual concept allows the view and purchase of products from different brands, anytime and anywhere. It provides promotions throughout the year, deliveries within 48 hours, displays the same offer of a traditional commercial center, using secure payment methods, especially on the purchase process with high comfort and speed. At this moment it has available several recognized brands such as Puma, Rockport, Timex, Parfois, Gola, etc.. It is possible to buy apparel products, accessories, footwear, wine, watches, technology, décor, gourmet food, art, etc.. In addition to all these items, customers can also buy tickets for concerts and festivals. The Brands Breeze offers access to stores of big brands "fully customized".

4.1.4 A Vida Portuguesa
A Vida Portuguesa (AVP) sells old Portuguese products, i.e. products that have been known for several decades, which have retained their original packaging or are still inspire in them, and which are still almost handmade. In 2004, the products were included in thematic boxes and sold under the brand "A Casa Portuguesa". In 2007 played the assignment of A Vida Portuguesa. The company has two stores: in Lisbon, Chiado, and in Oporto, the Clérigos. Both commercial spaces are located in centenarians and fully preserved stores. They also resell their exclusive products to stores in Portugal and abroad. Since the beginning, they have developed partnerships with several old Portuguese brands to create exclusive products AVP. The company considers this initiative as the most interesting and ambitious because it involves research, design, development, launch and dissemination of good brands and supports national quality production.
4.2 Group two: e-platforms

The second group of cases is composed by businesses which offer new products and services supported on the capabilities and functionalities of electronic platforms. Apparently, these cases may result in more disruptive business models but the degree of effective strategic innovation and business success are not so clear. The selected cases are: Vortal, Hole19, Adegga.com, Cardmobili, Orzare.com and ConsultClick. They are briefly presented in next subsections.

4.2.1 Vortal

Vortal is a company that provides solutions for electronic procurement platforms. With the use of information technology, this firm has developed tools through which buyers and suppliers can buy and sell goods and services. Through its platforms, Vortal allows the connection of a larger number of companies that buy and sell, forming a community that, in a simple and faster way can do business together. Vortal platforms are an alternative to the traditional model of hiring (via paper, phone and fax), consolidating communications between buyers and suppliers in the electronic process, simplifying and speeding up the entire buying process. It is, therefore, a company specializing in the conception and managing of online procurement platforms. It is divided into six business areas, each one targeted to a specific market.

4.2.2 Hole19

The Hole19 software was developed by a Portuguese company, the Stat-Track Technologies, a national start-up. The Hole19 software won the National Prize for Creative Industries. The application helps you improve your golf game, allowing the user to calculate the distances and strokes until the hole, recommending the ideal move, among others. The application uses maps of golf courses and GPS. The user can analyze real-time statistics of its game and improve it through the community of skilled professionals at the service of Hole19 Academy. After the game, the user can share on social networking data and various statistics. The application currently includes maps of golf courses in Portugal, Spain, the UK, Ireland, Sweden, Brazil, etc.

4.2.3 Adegga.com

The Adegga.com was created by three friends for the wine lover community and that they can share knowledge and opinions. The central idea is to "share the wine online." To avoid confusion about the wines, they created a unique code for each wine, named AVIN, which is already being used by 50 Portuguese producers, as well as in Spain, France, Greece and USA. The site is a place to share wineries experiences. It provides scores for wines and advice on brands. Once a month there is Twinelis, a meeting of users of the site to taste and drink wine. Whereas the site is visited by over 100,000 people, Adegga.com provides various services to individuals and companies.

4.2.4 Cardmobili

The Cardmobili is a mobile service customer loyalty, available on the web and mobile applications, allowing users to replace, in practice, several types of cards - client, associate, loyalty, among others - for "virtual cards "on the phone, simplifying its use, as well as access and use of discount vouchers, coupons, points and benefit from their loyalty programs. The Cardmobili goal is to increase the advantages and use of loyalty programs, strengthening the relationship of the brand with a growing customer base, taking advantage of technology and personal phone to increase awareness, reduce costs and generate more revenue for companies. This service was developed by Cardmobili, a Portuguese company that targets the global market with innovative virtualization cards and develops new channels and interactive loyalty. The Cardmobili, is a company of Oporto, has a highly qualified team, making a bet by private investors with a track record of successful investments in information technology.

4.2.5 Orzare.com

The Orzare.com is an online retailer of building materials brokerage, adding manufacturers and resellers. It was presented at Concrete (International Building Fair - Oporto). The Orzare.com platform is a benchmark in the Building and has more traffic than its main domestic direct competitor, accounting on average, more than 1500 daily visits and 110,000 page views monthly. This site includes more than 7,000
products in its catalog and over 40 manufacturers, resulting from the company’s involvement in permanent negotiations with major brands. The online tool created by the company Practical Way Software, incubated in UPTEC-Park of Science and Technology from University of Porto, presents updates, which resulted in permanent interaction with its users and constant monitoring of the market.

4.2.6 ConsultaClick

The ConsultaClick.com results of a start-up of Portuguese capital in the area of e-health and is the first online portal that aims at the instant marking of medical appointments, and also provides various health information on its blog. In Portugal Blog ConsultaClick there are several articles and interviews of health professionals warning of varied topics such as cardiovascular disease, diabetes and cancer. The Blog ConsultaClick Portugal offers information on various events. The ConsultaClick.com operates in Portugal, Spain, Brazil and Romania.

5. Analysis of Findings and Discussion

Firstly, business models of all cases were analyzed through the business model canvas framework. Nevertheless, this paper is centered on the strategic innovation dimension of the selected cases and business model characteristics of each case will be not presented here (additional information may be collected from the authors). Just a general explanation and the presentation of the main attributes which explain the business model are made in next section.

5.1 Business model analysis

The Business Model Canvas is a practical tool to systematically understand, design and implement new and innovative business models. According with the authors it permits to abandon “outmoded thinking” and support new and innovative models which offer high value creation. It is particularly suitable for disruptive new business models which are paradigmatic of a new generation of products and services provided by innovative firms and new industries. Nevertheless, the design of “disruptive new business models” remains a very difficult and risk challenge precisely because it may result in the transformation of entire industries and the birth of new ones. The Business Model Generation approach and the Business Model Canvas (the “business model on one page”) is a tested set of tools for the understanding, the designing, and implementing of business models.

![Figure 1: The Business Model Canvas](image)

Thus, according with this framework of analysis, a business model can be presented in four main blocks: the value proposition, customers (customer relationship and segments, distribution channels), business structure (key activities, resources and partners) and financial aspects (costs and revenues).

All the selected cases were mapped using this framework. This approach permits to easily compare them and explore their differences, relative advantages and disadvantages.

5.2 Strategic innovation analysis

Considering Anderson and Markides (2006) and Hamel and Prahalad (1991) we can analyze the abovementioned ten cases in terms of strategic innovation considering their business focus in terms of “new who”, “new what” or “new how”. A new business model to be considered strategically innovator should be identified with, at least, one of these three characteristics. Through the analysis of each case and after several iterations we identified the prevalent perspective in terms of strategic innovation for each case in order to evaluate the type and the degree of strategic innovation of each one.
A new “who” means that the targeted client or/and customer is new or that existing segments which have been not reached or have been neglected by competitors are now attended. Furthermore, a new “what” occurs when new products or services and new value propositions are offered to clients and customers, creating new needs or solving unsatisfied customers’ needs. Finally, a new “how” implies a differentiated business models through a kind of ‘architectural’ innovation (Anderson and Markides, 2006).

Table 1 summarizes some of the findings. The first 4 cases are e-commerce new business models and the other 6 are new services based on e-platforms. The majority of the cases were classified as new services or new ways of providing the service (new what and how). This is in line with the definition of strategic innovation, mainly focus on new products and different forms of business design.

**Table 1: Strategic innovation I**

<table>
<thead>
<tr>
<th>Cases</th>
<th>New WHO</th>
<th>New WHAT</th>
<th>New HOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>eDreams</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>A. de Camisa</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BrandsBreeze</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>A Vida PT</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vortal</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Hole19</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adegga.com</td>
<td>x</td>
<td></td>
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<tr>
<td>Cardmobili</td>
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<td>x</td>
<td></td>
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<tr>
<td>Orzare.com</td>
<td></td>
<td></td>
<td>x</td>
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<tr>
<td>ConsultaClick</td>
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<td>x</td>
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</tbody>
</table>

Curiously, Adegga.com is mainly centered on the idea of a large community of wine enthusiasts, especially those who do not participate in such forums. Specialized information about wines and wineries, wines’ classifications and wines’ opinions have been restricted to a very small group. The main purpose of Adegga.com is to open and democratize the access to this group creating a worldwide community. After this first step they will probably offer services, creating new needs or solving unsatisfied customers’ needs. This case offers a very interesting opportunity to analyze strategic innovation in practice and we will return to it in when Table 2 is presented.

In general, the selected cases cover an interesting range of new business models. No significant differences were found comparing the cases of e-commerce and e-platforms. Nevertheless, such analysis asks for a quantitative research approach which was not the one followed in this research project.

Strategic innovation in business models results essentially in new products and new ways to provide products to the customer. On one hand, it represents new or different benefits to the customer or products and services which were adapted to fit needs and expectations of specific consumer segments. This is the case of Atelier de Camisa, a Vida Portuguesa, Hole19 and ConsultaClick. On the other hand, it means new ways of promoting, producing, delivering or distributing existing (or new) products or services to existing or new customer segments. This is the case of eDreams, BrandsBreeze, Vortal, Cardmobili and Orzare.com.

Furthermore, Table 2 shows how the ten business models support their competitive advantage. Three sources of competitive advantage are discussed: technology, management capabilities and co-creation abilities.

**Table 2: Strategic innovation II**

<table>
<thead>
<tr>
<th>New WHO</th>
<th>New WHAT</th>
<th>New HOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>Hole19</td>
<td>ConsultaClick</td>
</tr>
<tr>
<td>Management</td>
<td>A Vida PT</td>
<td>eDreams</td>
</tr>
<tr>
<td>Co-creation</td>
<td>Adegga.com</td>
<td>A. de Camisa</td>
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</table>

Three cases are particularly interesting because they offer insights about co-creation in new business models.
supported in electronic platforms. These are the cases of Adegga.com, Atelier de Camisa and Orzare.com. Adegga.com is (co)creating with the actual community the addega.com community of tomorrow. It is an ongoing process where users/members have an important word. The future of Adegga.com will result from this interaction with the users.

On the other hand, Atelier de Camisa offers to the clients an opportunity to design their own shirts. Thus, new products are created interacting with customers. This is an important trend in the fashion industry. New business models which respond to it are needed.

Orzare.com is a platform that intermediates the connection between professionals. Its design and functionalities have been developed and improved considering the user. Thus, it is an interesting example of co-creation in terms of designing new ways of providing services.

Finally, technology appears to be an important aspect in new businesses based on e-platforms and management capabilities are important for e-commerce business models.

Accordingly, three hypotheses could be derived supporting further research.

H1: New business models of e-commerce and supported in e-platforms may support co-creation.

H2: New business models of e-commerce support their competitive advantage mainly on management activities.

H3: New business models supported in e-platforms support their competitive advantage mainly through technological capabilities.

6. Conclusions

Strategic innovators are companies that achieve their success by moving beyond the existent industry paradigm, disrupting established forms of competition and generating value for themselves, their customers, their suppliers and businesses. In these environments the process of value creation has been shifting from the traditional firm-centric perspective to an arena where it is co-created from the interaction between buyers, suppliers and consumers.

In this paper, ten selected case studies of innovative services and business models supported in electronic platforms were presented and discussed. They represent new opportunities for business model design and open innovation processes. These business models were analyzed through the business model canvas framework and in terms of strategic innovation. The findings and a set of hypothesis were presented and discussed. Further research may be undertaken to validate and extent results presented in this paper.

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