

Business Model Innovation and Organisational Resilience of Commercial Banks in South-South, Nigeria

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Abstract: *This study examined the relationship between business model innovation and organisational resilience of commercial banks in South- South, Nigeria. A cross-sectional survey was adopted for a population of four hundred and thirty-six (436) employees of twenty commercial banks in south - south region of Nigeria. Data were collected using structured questionnaire, which were analysed using Structural Equation Modelling. The result revealed that there is a significant positive relationship between the dimensions business model innovation (value proposition innovation and value capture innovation) and organisational resilience. The study concluded that the successful integration of business model innovation in terms of value proposition and value capture is essential in boosting the agility and robustness of commercial banks in South - South Nigeria. Hence, the study recommended among others that the commercial banks should foster a culture of innovation and creativity and encourage employees to explore new ideas and approaches, which will positively impact the bank's agility in responding to market changes.*

Keywords: *Business Model Innovation, Value Proposition Innovation, Value Capture Innovation, Organisational Resilience, Agility, Robustness.*

1.0 Introduction

Generally, companies are functioning in an extremely turbulent environment which is characterized by unpredictability and elevated ambiguity with changing customer preferences, competitive pressure and fluctuating regulatory policies (Rajala & Hautala-Kankaanpää, 2023). Considering the imponderable nature of the Nigeria business domain, organisations are presently seeking for means to enhance their resilience ability owing to the fact that only resilient organisations can maintain consistent business fortune. Organisations do not operate without competitors, the continuity and ability to operate effectively in the midst of fierce competitors is based on their ability to adjust their operations to fit into the trend in the industry. In the event of significant disturbances, a firm's resilience is its capacity to react to, recuperate from, and carry on with business as usual while providing consumers, users, and relevant stakeholders (Saidenberg, & Goyne, 2020). When times are tight, banks can receive funding, win over investors, and gain the faith of depositors by having enough capital when they are resilient (Fiksel, 2006). Dietz, Kincses, Seshadrinathan and Yang (2022) opined that it is crucial for banks to increase their resilience and rethink their company strategies so as to survive the current uncertain moment and achieve long-term growth and profitability.

Furthermore, Naqvi, Rizvi, Uqaili and Chaudhry (2018) remarked that organisational resilience help to ensure financial stability of organisation and prevent them from going moribund. Banks do encounters several challenges that possess trait to their wellbeing and bank capital may decrease as a result of loan default losses and an increase in risk-weighted assets. The level of resilience of banks will determine the success of the banks and also help them compete favourably in the business domain. In alignment with the assertion above, Boyle (2022) asserts that the potency of organisations and their operational efficiency when faced with turbulence and workforce-related risks, depends on their resilience. For a bank to be resilient, it must be able to endure, adapt to and flourish in the face of threats from competitors, regulations and proliferation of technology. Some studies focus on the elements that support business model innovation and Saebi, Lien and Foss (2017) noted that businesses are more likely to alter its operations plans upon observing a threat than when they see an opportunity. Several scholarly works has been done in an attempt to addressing the issue of resilience in organisation. Akhigbe and Onuoha (2019) invested how strategic agility relate with organisational resilience. Evenseth, Syndes and Gausdal (2022) looked into how to develop organisational resilience through organisational learning. Tamunomiebi (2018) examined the ways in which ethics instruction forecasts organisational resilience. Despite a plethora of studies on organisational resilience, there are paucity of scholarly works on how business model innovation relates with organisational resilience of commercial banks in South-South Nigeria. This research aims to close this lacuna by revealing an empirical evidence of the relationship between business model innovation and organisational resilience of commercial banks in South-South Nigeria.

Statement of Problems

Nigerian commercial banks face numerous difficulties, including market, operational, and regulatory challenges caused by changes made by regulatory organizations such as the CBN, NDIC, SEC, and CIBN (Gololo, 2018). The commercial banks in Nigeria has experienced some turbulent moment which has affected the operations of some of the banks. The issue of organisational resilience of the commercial banks has become an issue of concern considering the rate at which some of the firms in the industry fizzle out of business despite their prior performance history. The low resilience capacity of businesses can lead the organisation to fizzle out of operations irrespective of the size and financial robustness of the organisation. The banking sector has not advanced technologically, and the political elite has been moving enormous sums of money to foreign institutions, which has limited banks' chances in order to increase their client basis, and the business's pervasive fraud all make it challenging for the business to remain on an equal level with the banking industries of industrialized nations (Gololo, 2018).

Organisational resilience is sometimes considered of as a strategy to maintain equilibrium and parity, however a lack of research into organisational resilience in the financial sector might result in an impending shutdown or perhaps bankruptcies (Prorokowski, 2011; Khajehpour, Sedaghatparast & Rabieh, 2022). The banks' management sometimes waits for damages before planning suitable action to address likely future disruptions, rather than using a resilient organisational design to lessen the potential for improbable losses during the financial services transaction (Pineiro-Chousa et al., 2019). This way of

thinking may not work unless a comprehensive innovative model is put in place and the risk and harm involved might make it more difficult for the bank to offer some services, which would result in fewer clients (Bravo et al., 2016). The low level of organisational resilience of some of the commercial banks has forced some into mergers and acquisition and some of the firms in the industry have seized operations owing to their inability to adapt to the market realities. The low resilience ability of the commercial banks has reduced their profitability and sustainability in the industry. Globalisation and swift growth of the economy have generated many upheavals affecting banks sector over the past few years, which can influence the probability of bankruptcy of commercial banking systems worldwide (Ismael, 2012; Buzgurescu & Elena, 2020). Considering the ability of business model innovation in enhancing business's fortune, presumably, the implementation of business model innovation will help tackle the problem with organisation resilience of the commercial banks. Through business model innovation, organisations are able to deliver superior services and enhance their operations which will thus result in enhanced resilience. It is on this premise that this study examined the relationship between business model innovation and organisational resilience of commercial banks in South-South, Nigeria.

Objectives of the Study

The specific objectives are to examine the relationship between;

- i. value proposition innovation and agility.
- ii. value proposition innovation and robustness
- iii. value capture innovation and agility.
- iv. value capture innovation and robustness.

Research Hypotheses

The following null hypotheses serve as a tentative answer to the research questions;

Ho₁: There is no significant relationship between capture innovation and agility of Commercial Banks in South- South, Nigeria

Ho₂: There is no significant relationship between value capture innovation and robustness of Commercial Banks in South- South, Nigeria

Ho₃: There is no significant relationship between value proposition innovation and agility of Commercial Banks in South- South, Nigeria

Ho₄: There is no significant relationship between value proposition innovation and robustness of Commercial Banks in South- South, Nigeria

2.0 Literature Review

The theory that underpinned this study is the Resource Based Theory

Resource Based View Theory: The Resource-Based View (RBV) is a management technique used to assess the firm's resources. In essence, the resource-based perspective is founded on the concept that an organization's competitive advantage is determined by the productive and successful utilization of all valuable resources that it may acquire. It aims to explain the internal origins of a firm's long-term competitive advantage. Its core thesis is that for an establishment to maintain a competitive edge, it needs to obtain and manage valuable, unique, and scarce and non-swappable (VRIN)

resources and skills as well as have businesses in place that can absorb and use them (Barney, 1991). The company's strategy is an important component of the firm's organizational structure that shall be crucial to enhancing business success. The manufacturing of commodities and services in addition to the production of wealth are all dependent on the organization's resources, particularly its intangible assets (Husnah, Subroto, Djumahir & Aisjah, 2013).

Competitive advantage may be gained through intangible assets and good management. This has compelled most businesses to increase the performance of their non-monetary assets because the approach has a major impact on the company's total success (Choo & Bontis, 2002). This model pertains to the research in that it depicts how marketing performance is largely founded in the use of a plethora of putting priceless material or immaterial resources at the disposal of the business. It goes on to discuss how intangible assets and competent management may provide a business with an advantage over competitors. Furthermore, it demonstrates how companies enhance the performance of their non-monetary assets, since the approach has a major impact on the company's total success.

Conceptual framework

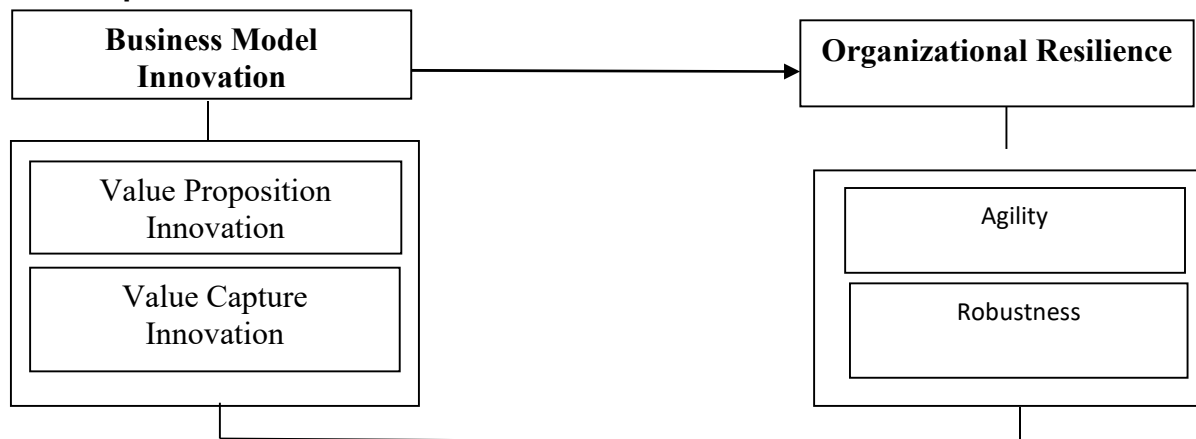


Figure 1: Conceptual Framework of the Association between Business Model Innovation and Organisational Resilience

Source: The dimensions were adapted from Claub, (2016); while the measures were adapted from Kantur & İşeri –Say (2015) and Lee et al. (2013).

Business Model Innovation

Scholars have attempted to define the Business model notion from a different perspective. BM is more than a theory; it is a tacit understanding of how a company's aggregated operations are depicted and, if brought, add value together (Wirtz *et al.*, 2016). Zott *et al.* (2011) assert that the BM's predominant component is value. The importance of the notion "Value" in research on BM may be seen in the fields of e-business (Fleisch *et al.*, 2015), innovation (Wirtz *et al.*, 2016) and strategic management (Massa *et al.*, 2017). It has been recognised as a tool for analysing and describing the ways in which businesses perform, leading to their perception of BM as an activity-oriented structure, as well as both stakeholders at all levels (Zott *et al.*, 2011). Business

Model is what managers use to explain what customers require, consumers' chosen methods of receiving value, their capacity to pay, and businesses' willingness to fulfil client requirements (Khaddam, 2021).

In order to achieve better performance and generate new values for both current and potential clients, business model innovation is becoming a top concern for managers (Baden-Fuller & Morgan, 2010; Esslinger, 2011). Businesses that have expanded their operating margins more quickly than their rivals have prioritised business model innovation twice as often as poor performers, according to a number of studies (IBM, 2008). According to Goure & Bock (2011) and Saebi & Foss (2015), business model innovation is critical for both new and established enterprises since it increases the likelihood of new ventures surviving and boosts the competitiveness of extant corporations.

Value Proposition Innovation

Practitioners frequently utilize the notion of the value proposition (Terho et al. 2012). Value proposition is the promise that a company makes to clients about the benefits they will receive if they decide to purchase its goods. Value propositions are a component of full-fledged marketing strategies. The value proposition introduces a business to consumers by outlining its mission, values, and reasons for being a worthy partner. Under the value proposition innovation strategy, tasks include coming up with concepts for product worth propositions, verifying those concepts, implementing those concepts, and finally releasing the product onto the market. The most important step is figuring out what exactly a product's value proposition is—that is, what benefits it should provide its consumers so as to increase customer value. These benefits must be confirmed in a manner that none of the fundamental presumptions made about the product value proposition should be true rather than something that the target market's potential buyers genuinely require.

A value proposition is a declaration that emphasises the main tactics of a company by making outstanding claims about its goods, services, and expertise. It seeks to persuade consumers to pick a specific superiority over counterparts. It is referred to by Eggert et al. (2020) as a strategic instrument that conveys a company's capacity to offer additional benefit packages and share resources with its intended audience. According to Kowalkowski (2011), the idea clarifies the organization's goal and restores marketing's standing as the main strategy. It is a part of the Service-Dominant (S-D) philosophy, which emphasises getting customers more involved in the company process and co-creating value. Ballantyne and colleagues (2011) noted that the emergence of the value proposition concept has contributed to the departure from Goods Dominant logic (G-D) logic, which hindered firms' comprehension of the importance of lasting relationships with clients and their consequences on trust and commitment. Instead of being merely recipients of goods and services, consumers now have access to data as well as brand expertise. Utilising their understanding of various corporate issues, they provide recommendations and points of view that may be integrated into company strategies to improve productivity and quality (Vargo, 2011).

Value Capture Innovation

Thus, value is described as "the financial worth of the technological, cost-effective, service, and communal advantages a consumer receives as a substitute for the amount of money it spends for a market product" (Anderson & Van, 2006). Similarly, Macdonald, Kleinaltenkamp, and Wilson (2016) noted that value is "any outcomes that the consumer perceives as emanating from an answer that helps or impedes the consumer's objectives from being achieved." Likewise, we defined value in multi-actor open-innovation environments as all outcomes that an actor perceives as a result of using an asset in a process. Businesses have the difficulty of effectively gaining a competitive edge through value capture innovation. Businesses might develop a business model that dictates how "value" is acquired and then deliver it in the manner of superior products. According to Foss and Saebi (2016), Adrodegari and Sacconi (2017), Sjödin et al. (2019), and Raddats et al. (2019), business models that focus on persistent innovation are needed. Innovation in value capture is essential for commercial success. According to marketing literature, the value of the market product affects the consumer's choice to buy goods or services (Chesbrough et al., 2018). The method of obtaining a monetary or nonmonetary gain from producing value is known as value capture innovation. According to the value-in-use perspective, value capture is a technique for guaranteeing a portion of the value produced at the moment of resource usage by a different performer. Accordingly, value capture in this arrangement refers to sharing in the value generation by a different actor (Chesbrough et al., 2018). As per the value-in-exchange model, value capture pertains to the acquisition of resources as a substitute for resources provided to an alternative actor. The process of turning value propositions into income is known as value capture (Clauss, 2016). Chesbrough et al. (2018) define it as the process of arranging for an equal transfer of resources during an exchange. New procedures, new tools, and new skills are all examples of value capture innovation, according to Clauss (2016).

Organizational Resilience

The American Psychological Association (2004) defines resilience as the ability to cope with hardship, trauma, catastrophe, threat, or even significant levels of stress. Resilient organisations, according to Vieira (2006), are those who can adjust to changing circumstances, follow trends, and alter profit generating methods. According to Vieira (2006), organisations that are resilient can adjust to changing circumstances, follow current trends, and alter how profit is generated. Resilient organisations, according to Langvardt (2007), are able to establish a framework that provides safety and security throughout times of transition. In an environment where economic conditions are dynamic and technology is shifting swiftly, the structure must be flexible enough to adjust to the new partisan, technical, social, cultural, and economic conditions (Barlach, Limongi-France & Malvezzi, 2008).

In support of this viewpoint, Pellissier (2011) notes that a business needs the skills and resources to maintain an edge over rivals and pursue innovation to design, rebuild, and oversee an effective structure while handling the fallout from ongoing change. To Whitehorn (2011), businesses need to exhibit specific traits and approaches, like agility, integrative capability, leadership, the capacity to foresee modifications and the implementation of lucid and methodical communication. Woods (2006), resilience causes us to rethink how we perceive risk and expands our understanding of interconnected

systems, adaptability, and tolerance. Scheffran, Marmer and Sow (2012) support this stance by asserting that the organisations' adaptation refers to the practice of modifying systems to take into account actual stimuli or anticipated outcomes that could hinder access to advantageous possibilities. Resilience is the product of susceptibility plus adaptive capacity, according to Dalziel & McManus (2004). According to the authors, an organization's degree of vulnerability is determined by how quickly it shifts from a stable to an unbalanced condition during an unforeseen event, and an organization's ability to adapt is gauged by how quickly it changes or recovers from such occurrences.

Agility

According to Janssen (2010), agility pertains to the ability of an entity to respond swiftly and efficiently to a rapidly changing environment. The term "agility" was coined by the Iacocca Institute at Lehigh University in the United States. They defined it as a manufacturing system that can adapt quickly to changing market demands, including those related to rapidity, versatility, clients, rivals, vendors, facilities and responsiveness. This system includes HR, both soft and physical technology, knowledgeable management, and information. To provide customer-focused products and services in an environment that is constantly evolving, agility is an effective utilisation of adaptable assets and industry best practices from a knowledge-rich context to achieve competitive grounds including velocity, versatility, creativity, and reliability (Yusuf et al., 1999).

Proactive reactions to changes are referred to as agility (Bessant et al., 2001). Using shifts as natural opportunities in a tumultuous setting is referred to as agility (Sharifi & Zhang, 2001). The ability to thrive and advance in a changing and unstable environment is referred to as agility (Dove, 2001). Organisational flexibility is a business ability to alter its own protocols and frameworks in response to environmental changes as planned. While flexibility highlights the organization's resource preparedness and ease of mobilisation, adaptability underpins how well an organisation fits its operations into its surroundings. The idea of "agility" includes both adaptation and flexibility. It is possible to deduce the concepts of brevity and rapid thinking, as well as teamwork and a shared objective in relation to organisation, considering how the word agility is defined differently. Yeganegi and Azar (2012) define agility as an unified group's capacity to move swiftly and adjust to alterations in their environment so as to achieve an objective.

Robustness

In general, robustness is the ability to sustain or endure external shocks and to continue being steady notwithstanding unpredictability (Banks, 2010). More precisely, robustness has been defined as a system's ability to endure structural perturbations without compromising its function (Jen, 2003). Robustness is always defined as an intricate system's capacity to carry on operations in spite of shocks or disruptions to its functionality (Mens et al., 2011). This emphasis on shock resistance as well as structural operation pervades the majority of robustness applications across multiple fields. The robustness of an organisation is defined as 'its capacity to preserve its fundamental pattern under changing situations while retaining its core characteristics' (Van Oss & Van Hek 2011). Robustness quantifies the capability of a system to adjust to unanticipated external changes (Golden & Powell, 2000).

Whether a system stabilises or establishes a new stable condition, or whether instability helps the system absorb shocks, it is still considered resilient as long as it continues to function (Kitano, 2007). The term “robustness” refers to the persistence of features in systems where the disturbances don't arise from variations in either internal or external system settings, but rather modifications to the structure, composition, or underlying presumptions of the system's operating environment (Jen, 2003). Thus, robustness refers to the feature of institutional arrangements that enables a system to adjust or reestablish stability following times of uncertainty and/or transformation (Capano & Woo, 2016). Robustness is an ability for an organization to modify its actions in response to an internal system breakdown or an unforeseen change in the present state of the environment. Robustness is described as a multiagent system's capacity to bounce back from mistakes and deviations. An anomaly is best described as a divergence from the “ideal” behaviour of a system (Dellarocas & Klein 2000). Recovery would subsequently entail implementing certain corrective actions to restore the system's ideal behaviour. Robustness describes the ability of an organisation to keep up its ability to operate under a variety of conditions. However, a firm's adaptability is more than the sum of its individualistic and collaborative capacities. Capacity building must also address the organisation as a whole, with managers influencing policies, procedures, systems, technologies, structures, and culture to improve their ability to adapt to or even initiate change.

Empirical Review

EINaggar and EISayed (2023) studied the determinants of innovative business models in micro and small businesses: evidence from Egypt, an emerging market. The study investigated the association between perceived environmental unpredictability, BMI and market orientation of firm owners, and management relationships. The impact of BMI on company performance was also looked into. According to the findings of Smart PLS 3.3's analysis of 426 micro and small businesses' replies, business model innovation mediates the link between business relationships and operational success. Remarkably, the findings demonstrated that owners of small and micro enterprises that choose a responsive market focus add more to BMI in comparison with those who choose a proactive one. The results highlight how crucial small and microbusiness owners are to influencing BMI. The research guarantees that BMI is dependent on the ability to flexibly allocate and organise assets in order to produce value.

Salamzadeh, Mortazavi, Hadizadeh and Braga (2023) studied analysing how innovative business models affect crisis management: the role that resilience, entrepreneurial ability, and business performance play as mediators. A quantitative descriptive research survey was used. The structural equation model, partial least squares method, and Smart PLS 3 software were used to do the structural analysis of the questionnaire. The results showed that improving crisis management might come about as a result of novel business models. Additionally, the elements of resilience, company efficiency, and entrepreneurial ability all had a mediation effect.

Eriksson, Heikkilä and Nummela (2022) studied innovative business models for tenacious global expansion. The study looks at how small and medium-sized businesses (SMEs) are changing as they look for organizational resilience. It emphasises especially on learning how SMEs adapt their business models in order to achieve organisational resilience through global expansion. Three Finnish SMEs were the subjects of a multiple-case study that was carried out to address the research issue. Digitalization, smart

teamwork, close customer relationships, flexible resource and skill allocation, and enhanced income generation were the key drivers of resilience. For robust worldwide expansion, all of the example firms needed to innovate their business models significantly.

Faloye, Owoeye and Jayeola (2021) aimed to identify the major BMI determinants in Nigerian small enterprises. A survey study approach was used, and instruments created by earlier researchers were modified. Principal Component Analysis was used to analyse data from 142 of the study's respondents, who were owners or representatives of micro and small companies in the study area. Using the Varimax methodology, an orthogonal rotational approach was employed in the investigation.. The results of this research showed that staff skill, market prospects, frequent operational assessments, client fulfillment and retention, increased revenue production, and effective channel operations are the main differentiators that influence BMI in micro and small businesses (MSEs) in Nigeria. The study comes to the conclusion that using these characteristics could affect performance-related results in Nigerian MSEs.

3.0 Methodology

A cross-sectional survey was used in this study, and the intended audience was four hundred and thirty-six (436) staff strength of twenty (20) commercial banks in south - south region of Nigeria. There was no need for sample size determination as the entire respondents were considered as the population of the study. business innovation model (independent variable) was measured using value proposition innovation and value capture innovation. 5 items was used in measuring value proposition innovation (e.g. Our goods and services frequently address client demands that rivals haven't been able to) and 5 items was used in measuring value capture innovation (e.g. We continuously review our production costs and adjust them as needed to reflect current market rates). Organisational resilience (dependent variable) was measured using, agility and Robustness. 5 items was used in agility (Our organisation rapidly takes action) and 5 items was used in measuring robustness (e.g. My company maintains its integrity and posture), the ratings of the items were placed on a 4-point Likert scale, where 1 represented strong disagreement, 2 disagreement, 3 agreement, and 4 strong agreement. Version 21 of the Statistical Package for Social Sciences (SPSS) supported the bivariate hypothesis studies utilizing the Structural Equation Model (SEM).

4.0 Result

Value Proposition Innovation and Measures of Project Success

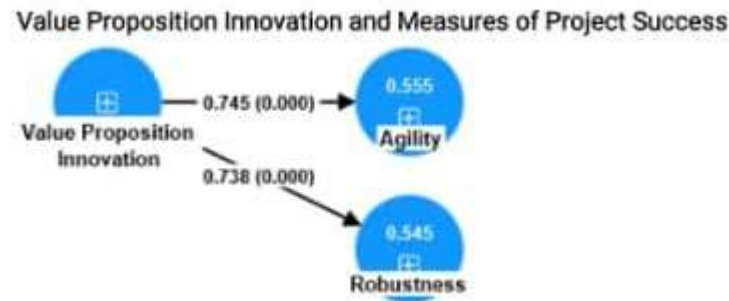


Figure 1: Hypotheses 1 and 2

Source: SmartPLS 4.0 output on Research Data, 2024

HO₁: No meaningful connection exists between Value proposition innovation and Agility of commercial Banks in South-South, Nigeria.

The figure 1 above show the path relationship between Value proposition innovation and Agility, with a β value of 0.745. It suggests that a rise in Value proposition innovation corresponds to a rise in Agility, while decreased Value proposition innovation leads to reduced Agility. Consequently, a strong positive relationship exists between Value proposition innovation and Agility, addressing the fifth research question regarding their relationship. The analysis yielded a significant level of 0.000, which is below the threshold of 0.05, signifying a significant relationship between Value proposition innovation and Agility. The investigation thus confirms the alternative hypothesis and dismisses the null hypothesis, confirming the existence of a substantial link between *Value proposition innovation and Agility in commercial banks in South-South, Nigeria*.

HO₂: There is no significant relationship between Value proposition innovation and Robustness of commercial Banks in South-South, Nigeria.

Figure 1 displays the relationship between Value proposition innovation and Robustness, with a β value of 0.738. This indicates that an increase in Value proposition innovation corresponds to a rise in Robustness, while decreased Value proposition innovation leads to reduced Robustness. Consequently, a strong positive relationship exists between Value proposition innovation and Robustness, addressing the sixth research question regarding their relationship. The analysis yielded a significant level of 0.000, which is below the threshold of 0.05, signifying a significant relationship between Value proposition innovation and Robustness. Consequently, the research validates the alternative hypothesis and opposes the null hypothesis, affirming that a noteworthy connection exists between *Value proposition innovation and Robustness in commercial banks in South-South, Nigeria*.

Value Capture Innovation and Measures of Project Success

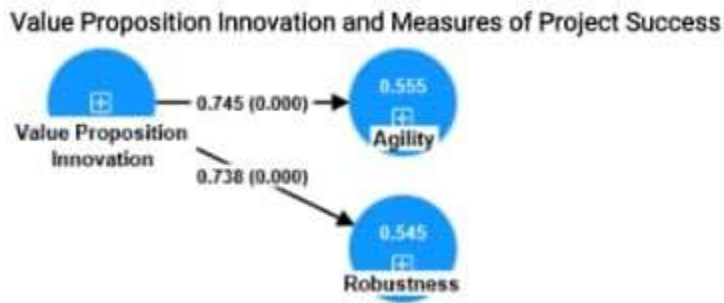


Figure 2: Hypotheses 3 and 4

Source: SmartPLS 4.0 output on Research Data, 2023

HO₃: There is no significant relationship between Value capture innovation and Agility of commercial Banks in South-South, Nigeria.

Figure 2 reveals the Path relationship between Value capture innovation and Agility, indicating a β value of 0.569. This means that an increase in Value capture innovation corresponds to an increase in Agility, while reduced Value capture innovation results in decreased Agility. Thus, a strong positive relationship between Value capture innovation and Agility is observed, addressing the eighth research question regarding their relationship. The analysis yielded a significant level of 0.000, which is below the threshold of 0.05, signifying a significant relationship between Value capture innovation and Agility. As a result, the research denies the null hypothesis and acknowledges the alternative, which states that there is a meaningful connection between *Value capture innovation and Agility in commercial banks in South-South, Nigeria*.

HO₄: There is no significant relationship between Value capture innovation and Robustness of commercial Banks in South-South, Nigeria.

Figure 2 illustrates the Path relationship between Value capture innovation and Robustness, revealing a β value of 0.648. This indicates that an increase in Value capture innovation leads to a corresponding increase in Robustness, while reduced Value capture innovation results in decreased Robustness. Therefore, there is a strong positive relationship between Value capture innovation and Robustness, addressing the ninth research question regarding their relationship. The analysis yielded a significant level of 0.000, which is below the threshold of 0.05, indicating a significant relationship between Value capture innovation and Robustness. Consequently, the study rejects the null hypothesis, affirming that *there is a significant relationship between Value capture innovation and Robustness in commercial banks in South-South, Nigeria*.

5.0 Discussions of findings

Value Proposition Innovation and agility

The results on Value Proposition Innovation and agility revealed that $\beta = 0.745$, $p = 0.000$, and $R^2 = 0.555$. This shows a strong and constructive correlation exists between Value Proposition Innovation and agility. Hence, value proposition innovation is a crucial component of organizations that support increased agility. This finding is supported by Eriksson, Heikkilä, and Nummela (2022), who emphasized the critical role of digitalization, strategic cooperation, close customer relationship, and flexible asset utilization, as well as enhanced revenue streams in enhancing business resilience and international growth.

Value Proposition Innovation and robustness

The results on Value Proposition Innovation and agility revealed that $\beta = 0.738$, $p = 0.000$, and $R^2 = 0.545$. This shows significant and positive relationship exist Value Proposition Innovation and robustness. This implies that an increase in Value Proposition Innovation within commercial banks leads to a corresponding enhancement in Robustness. This finding aligns with the research conducted by Pucihar and colleagues (2019), who established a strong and positive connection between technological innovation, business model innovation, and business resilience, emphasizing the vital role of Value Proposition Innovation in enhancing Robustness within commercial banking contexts.

Value Capture Innovation and agility

The results on Value Proposition Innovation and agility revealed that $\beta = 0.569$, $p = 0.000$, and $R^2 = 0.324$. This shows significant and positive relationship exist Value capture Innovation and agility. This positive correlation suggests that as Value Capture Innovation improves within these banks, agility also increases. This finding is in line with the research conducted by Lim et al. (2019), which highlighted that conditions related to various dimensions of business model innovation, including value creation, value proposition, and value capturing, contribute significantly to a firm's resilience.

Value Capture Innovation and Robustness

The results on Value Proposition Innovation and agility revealed that $\beta = 0.648$, $p = 0.000$, and $R^2 = 0.420$. This shows significant and positive relationship exist Value capture Innovation and robustness. This finding aligns with the research conducted by Dhir, Khan, Islam, Ractham, and Meenakshi (2023), suggesting that ambidextrous learning positively influences a firm's decision to adopt business model innovation, enhancing their resilience.

6.0 Conclusion and Recommendation

Based on the analysis of business model innovation and organizational resilience in a commercial bank, it is evident that a well-crafted and dynamic business model is essential to enhancing the bank's overall performance and adaptability in a rapidly changing market environment. The dimensions of business model innovation, namely value proposition, and value capture, each contribute significantly to the bank's ability to create and sustain value for its stakeholders. Value proposition innovation focuses on understanding and

satisfying clients' changing wants and interests. By offering unique and tailored value propositions, the bank can set itself apart from rivals, draw in fresh clients, and hold onto current ones. This innovation dimension is critical in maintaining a competitive edge and ensuring long-term viability. Value capture innovation centers around optimizing revenue streams and cost structures. Through innovative pricing strategies, cost-effective operations, and revenue diversification, the commercial bank can maximize profitability while maintaining competitive pricing for customers. This dimension is essential for sustaining financial performance and achieving long-term growth. In conclusion, the successful integration of business model innovation in terms of value proposition and value capture is essential in boosting the agility and robustness of commercial bank. In alignment with the findings and conclusions, the following recommendations are proffered;

- . The commercial banks should foster a culture of innovation and creativity and encourage employees to explore new ideas and approaches, which will positively impact the bank's agility in responding to market changes.
- . The commercial banks should use collaborative approach to facilitate the introduction of innovative value propositions, enhancing the bank's agility.
- . The commercial banks should diversify product and service offerings to create a more resilient revenue portfolio and enhance its robustness against market fluctuations.
- . The commercial banks should implement rigorous cost control measures and explore alternative revenue sources that will help build a more robust financial foundation that can withstand unforeseen challenges

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