The Innovation of Enterprise Business Model Based on Social Capital

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Abstract. Social capital is a kind of intangible assets embedded in the network structure of the relationship between enterprises and their stakeholders. The problems of trust and norms it contains is more significant than the material capital and human capital, which is more valuable, scarce, irreplaceable and difficult to imitate. The social capital has increasingly becoming the key factor for enterprises to create sustainable competitive advantage and excess value in the new normal economic development. The concrete action paths are as follows: the enterprise social capital influence the idea, path, and means of business model construction to achieve the innovation of business model, so as to get the excess profits which far more than a single enterprise can create, to be the intensely important driving force for the enterprise to create extra value in the new normal economic development.

Introduction

Since the lower lobe of the 20th century, the whole society has entered the era of information network, the existence and development of any behavioral agent in the network society can’t be separated from the cooperation and sharing of the stakeholders. The development of economy is increasingly showing a trend of globalization and integration, social capital as a kind of intangible assets embedded in the social network structure, has increasingly becoming the key factor for enterprises to create sustainable competitive advantage and excess value. Business model is a kind of business structure and operation mode, which can create enterprise value, playing a great important role in the development of enterprises. In the rapidly changing market environment, the competition between enterprise business models is becoming more and more fierce, besides, the life cycle is getting shorter and shorter, and it needs to be innovated. Business model is fundamentally the logic of enterprise value creation, the capital of “profit driven” is of great significant to the function of the business model. The composition of corporate social capital is the result of the collective choice of internal and external stakeholders. In the context of the growing internal stakeholders, the composition of the external stakeholders will be reduced, and its classification will be simple. On the contrary, it tends to be complicated. In this case, taking the traditional enterprise as an example to amply explain the specific classification of corporate social capital. Because the traditional enterprise's internal stakeholders is only the shareholders of this category of stakeholders, their common interest is the net profit of enterprises. Other stakeholders (including suppliers, customers, creditors, government, competitors, operators, employees, media, public interest groups, etc.) are all external stakeholders of the enterprise. Therefore, the corporate social capital is mainly divided into the following six categories.

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specific classification of corporate social capital. Because the traditional enterprise's internal stakeholders is only the shareholders of this category of stakeholders, their common interest is the net profit of enterprises. Other stakeholders (including suppliers, customers, creditors, government, competitors, operators, employees, media, public interest groups, etc.) are all external stakeholders of the enterprise. Therefore, the corporate social capital is mainly divided into the following six categories.

With the coming era of network economy, social capital is increasingly becoming an extremely important capital form, which is different from material capital and human capital, so it can have a huge impact on the innovation of enterprise business model. As far as I am concerned, social capital as a kind of intangible assets embedded in the network structure of the relationship between enterprises and their stakeholders, getting the excess profits which far more than a single enterprise can create, to be the intensely important driving force for the enterprise to create extra value in the new normal economic development through influence on the creation of business model. This paper deeply analyzes the mechanism of social capital on enterprise business model innovation from three aspects: the concept, the path and the means.

![Figure 1. The influence mechanism of social capital on enterprise business model innovation.](image)

**The Influence of Social Capital on Enterprise Business Model Innovation Idea**

In order to obtain sustainable competitive advantage and excess value, the enterprise will produce the demand for the innovation of its business mode objectively. Once this kind of demand is generated, the enterprise needs to carry out scientific and reasonable improvement and reform of the existing business model according to the business environment. At present, the environment and way of enterprise survival has changed greatly, the trend of information network and economic globalization strengthen constantly. As a new form of enterprise capital, social capital plays a more and more important role in the process of enterprise value creation. It is bound to have a very important influence on the innovation of enterprise business model, and this path reflected in the innovation of concept of enterprise business model to build firstly.

Under the fast changing economic environment, any enterprise can’t control all the necessary resources or the value addition of the whole link individually, only when they continue to strengthen the interaction and collaboration with creditors, suppliers, customers, government, competitors and other stakeholders, can they break through the limitations of their own resources and seize the business opportunities timely. With the acceleration of economic globalization and the rise of the new economy and the new enterprise form, the social capital has become a new growth point of enterprise value. This new form of capital is applicable to the members of the network structure, which is more emphasis on the relationship and cooperation between the enterprise and its external stakeholders, and focus on the cooperators or potential partners. This new form of capital has a profound influence on the formation of the innovative ideas of enterprise business model, and then provides scientific guidance for the specific design of the business model.

The innovation idea of business model based on enterprise social capital exactly with a view to the promotion of harmonious interests of the network to create the value of the business structure and operation mode, in order to promote the rapid development of the enterprise. Ecology is a more important concept than competition or cooperation, Darwin type of market competition order is gradually replaced by the ecological type of cooperation and competition order, especially in the era of globalization, information economy, modular production. Strengthen the relationship with key
customers, suppliers, government, and even in some cases create technology, production standards, sales channels with direct competitors, not only benefit to the survival of the enterprise itself, but also to improve the common ecological environment; the strength that the enterprise get in this harmonious ecological environment is far more than they get in competition. A quality enterprise with strategic vision will start from the global view of the business ecosystem, to improve and innovate the existing business model in real time. The biggest success of DELL's direct sales business model lies in its combination of itself with computer parts manufacturers, computer assembly franchisees, competitors, consumers and other interested parties together to form a “collaborative evolution” business ecosystem, thus providing a scientific and advanced idea for the innovation of business model.

The Influence of Social Capital on Enterprise Business Model Innovation Path

Enterprise social capital promotes the enterprise to form a new concept of business model based on “co evolution” business ecosystem, and then guide the innovation of business model from the perspective of broad value ecosystem. Enterprises through the process that the value of the network continue to restructure and reconstruct, to combine the value network member’s business model with innovation, in order to realize the value of all participants. And the enterprise is on the basis of the whole cake bigger to realize the creation of its value, the boundary of the enterprise also presents the characteristics of the dynamic change. Because of the relationship between the diversified enterprise alliance is often difficult to describe with a value chain, the allocation of resources in different value chain is bound to make a multi value chain link, so as to constitute the value of the network. For its own strategic core enterprise, including the value of the unique relationship network can help enterprises to obtain continuing competitive advantage and excess profit ability, should become the best choice for business model innovation path. Based on this, the successful business model from the social capital perspective should have a process with its strategy integrative and networked, the key is to achieve the logical analysis and management of the value network with optimal configuration of sustainable value creation .In this paper, the enterprise business model based on the “cooperative evolution” business ecosystem is referred to as the business value network model.

Obviously, the stock of enterprise social capital will have a very important influence on the choice of the business model innovation path. However, in the different life cycle of enterprise development, the stock and structure of enterprise social capital are different, and then make the specific objectives of business model innovation be different, thus request to the enterprise the real-time improvement and innovation to the enterprise business model; and with the speeding up of the process of business model innovation, the business value network which promoting enterprises and their external stakeholders are strengthening and expanding constantly, enterprise social capital will also have the corresponding dynamic evolution, to and fro, continue to influence the reselection of business model innovation path. Therefore, enterprises should choose the feasible path of the business value network construction and development according to the specific situation of their own environment and development phase, adjusting and maintaining timely, so as to ensure allocate resources on the core link efficiently.

Specifically, the business model innovation path of the enterprise social capital perspective is mainly reflected in the following circumstances: (1)According to the value of their internal and external stakeholders, the enterprise can redefine the value target and content of the business model, in order to realize the innovation of enterprise business model. (2)The enterprise redesign the business process, link the value activities to the external stakeholders effectively, to realize the optimization combination of the business value network; and manage the business process which is reconstructed scientifically and effectively, to improve the efficiency and effect of enterprise value creation. For instance, enterprises can promote their suppliers or customers to participate in the design process of enterprise products in the early; also can only retain the core value activities about the company's sustained competitive advantage, and the others business outsource to its alliance partners, to enhance the rapid response capability of the enterprise. (3)The enterprise can achieve
the target of Complementary advantages with network members by improving the mode of integration and accumulation the value network resources, and obtain the cost advantage, so as to carry out the feasibility innovation of the existing business model.

**The Influence of Social Capital on Enterprise Business Model Innovation Means**

As a result of business value network model is a kind of new business model which emphasizes the interaction and cooperation among the members of the network, it has changed the profit path of the traditional business model which merely relies on the accumulation of their own resources and let the numerous and complicated relational network play a role in promoting business value. Therefore, it pays more attention to the application of modern information technology and Internet technology in business model to support more complex business operation modes and realize the information sharing and resource integration to the greatest extent among the parties, so as to promote the benign interaction of enterprise value and social value. Application of non-contact automatic identification technology (RFID) is a powerful expression for the influence of supplier relationship capital on business model innovation means, abundant supplier capital greatly promotes information sharing and close collaboration between enterprises and their suppliers, and then puts forward the new requirements to the realized method of business model, RFID technology timely masters operational information and strengthens the integrated management of logistics, information flow, capital flow and the personnel flow between each other through the constant tracking to the supply of products, and becomes an effective mean of enterprise business model innovation in the increasingly complex valve network environment. The successful implementation of DELL direct sales model also can not be separated from the application of modern information technology and Internet technology, and on this basis, it makes use of informational B2B, B2C e-commerce platform to realize the optimization of valve network, thereby greatly enhances the level of enterprise value creation.

In short, with the rising of the network economy, more and more important enterprise social capital put forward new and urgent requirements to the means of enterprise business model innovation, in order to effectively deal with the rapid changes of business environment, many companies began to pay attention to the application of Internet, IT, communications and other technologies in the business model, trying to create an efficient and secure e-commerce environment. Advanced technology has accelerated the innovation of business model, enterprises can use e-commerce trading platform to improve their business process timely, and promote its organic docking of business process with external stakeholders, and then realize the optimization and integration of commercial value network, escorting the realization of the goal of enterprise value maximization. Thus, the enterprise social capital has promoted the use of modern information technology and Internet technology in the enterprise business model and realized the efficient operation of enterprises, and the promotion of business model innovation means not only can realize the information sharing in real time planning, technical data, market fluctuation and inventory between enterprises and their external stakeholders, but also can greatly promote the interaction and cooperation between the nodes of the value network, and which in turn accelerates the accumulation of enterprise social capital.

**Summary**

From the perspective of the social attributes of capital, the embodiment of the modern enterprise is not only between the business owners and the interests of the workers, but the enterprise's internal stakeholders and external stakeholders. The internal stakeholders to invest capital enterprises, aimed to maximize the value of the internal stakeholders, although the external stakeholders not directly involved in the collective choice, but the activities of enterprises will have a direct impact on their interests, so they will seek to maximize the value of their own. In the current social background, the ultimate goal of the enterprise internal stakeholders and external stakeholders are consistent, their relationship has a hostile relationship turning the original partnership based on common interests,
through to establish good relations of cooperation and benefit sharing relationship, working together to maximize the value of the whole value chain, to seek their own value added, and the value added of the enterprise value. The social attribute of capital is especially emphasized by the social capital, corporate social capital as a kind of resources that embedded in the structure of the network relationship, the value-added effect also needs cooperation with internal and external stakeholders to achieve.

Corporate social capital is formed by the long-term repeated game process, which has a strong “social” between the enterprise and its stakeholders. As a kind of invisible resource embedded in the relational network structure of the enterprise and its stakeholders, corporate social capital is more valuable, scarce, difficult to imitate and irreplaceable, and it is getting more and more important driving force of enterprise value creation under the new normal economic development. With the continuous production and accumulation of social capital, enterprises and their external stakeholders increased investment in the relationship specific investment, and formed an increasingly close value network, and promoted the innovation of business model, thus they can make timely response to the rapidly changing market environment and enhance the ability to create value. The concrete action paths are as follows: the enterprise social capital influence the concept, path, and means of business model construction to achieve the innovation of business model, so as to get the excess profits which far more than a single enterprise can create, to be the intensely important driving force for the enterprise to create extra value in the new normal economic development. Based on this, in order to provide valuable guidance for the development under the background of economic globalization, enterprises should take effective measures to promote the development and utilization of social capital and make full use of its value added effect, and enhance the excess profitability.

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