IMPACT OF BUSINESS MODELS ON THE PERFORMANCE OF NEW RETAIL ENTERPRISES*

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Abstract

With The most basic mechanism for an enterprise to achieve higher profits is a unique business model. This paper aimed to investigate the role of business models as the basic condition and its significance for the sustainable development of new domestic retail enterprises, to study its effects on the various factors of innovative business model, and to provide recommendations for the optimization of domestic retail enterprises' profit. From the perspective of research, from the perspective of customer value group,

This paper analyzed business models in the three perspectives including transaction, profit, and value based on four indicators: enterprise profitability, debt repayment, sustainable development, and operation ability. In addition, the degree of influence of business models on enterprise performance was analyzed. The research focused new detail enterprises divided into 33 categories. Financial indicators were selected by clustering analysis and principal component analysis. Specific performance scores were calculated using factor analysis. Through the non-parametric test method, the result revealed that different business models had different effects on performance score.

It was also found that the specific business models of listed retail enterprises in China showed diversified characteristics, and the relationship between the specific structure and functions of their business models was found.

Keywords: Business model, New retail enterprises, Value creation, Enterprise performance evaluation

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Introduction

With the development of society, business models have come into people's attention. No matter which field they are in, they are all paying attention to the concept of business model. In the highly competitive market environment, companies want to have In order to gain a foothold, it is necessary to enhance the comprehensive strength and enhance the core competitiveness of the company. In the process of development, the enterprise should find a brand-new business model that can best adapt to the enterprise and enhance its competitiveness. From the standpoint of the value chain, the business model runs through the value chain. Nowadays, with the continuous development of various technologies, if an enterprise wants to occupy a sufficient position in the market, it must find out the most suitable business model for its operation and continue to innovate in the process of development, so as to remain invincible in the competition. land. Therefore, the business model has become a key point in the competitive process of modern enterprises and plays an important role in the operation of the company.

Objectives of the Study

The main research purposes of this paper are in three aspects: first, to systematically review the latest development of business models; second, to systematically review the impact of business models on the performance of new retail enterprises; third, to verify through empirical analysis methods; fourth, to combine the results of empirical analysis; It is to provide targeted model optimization suggestions for the development of retail enterprises.
Material and Method

Literature review

Luo Xingwu et al. (2017) conducted a detailed analysis based on the theoretical standpoint of business models and their legitimacy, and analyzed the relationship between innovation models and corporate performance, and reached the following conclusions: the legitimacy of business models and the related performance of new entrepreneurship The problem is dynamically improved and forward with the development of model innovation. Wu Jun, Zhang Jianqi, etc. (2016) gave examples of enterprises in the Pearl River Delta region in China, limited the number of samples to more than 200, and focused on the analysis of the interaction between business innovation models and corporate performance. The results show that innovative business models will help. To create more performance results for the enterprise, the two are directly proportional. Zott and Taran et al. (2015) proposed that business model innovation can allow enterprises to make predictions, lock in core competitiveness in advance, and increase their profits. Therefore, a reasonable business model can promote and positively influence the performance of enterprises. In other words, innovative business models can improve the performance and profits of enterprises.

From the research on various domestic and foreign literatures, it can be clearly seen that each researcher used different theoretical basis and adopted different analysis methods; The object is relatively one-sided when establishing the research method. Looking at the present, in today's research work, it is usually carried out to analyze and investigate specific companies, but the final results cannot be authoritative and representative. In determining the specific method of research, it is only to carry out analysis and investigation around relevant cases. When determining research samples, experts and scholars prefer to study employees of enterprises. For example, in the process of researching and analyzing the retail industry, they only conduct research on relevant cases.

Research hypothesis

From the perspective of customers, enterprises have carried out a series of business methods to enhance customer value from the perspective of value proposition, value creation and value realization. This is to define the business model from a micro perspective. If an enterprise wants to realize the value of customers, enterprises and other stakeholders, it must first select an appropriate value proposition and clarify the target category of customers. Only then can the main resources be unified and value creation can be started, and then the value can be transferred in the form of value transmission. It is communicated to customers, so the process of selecting, creating and realizing value propositions should be carried out in a certain order. Through this research process, this paper distinguishes the business models of listed companies in China's retail industry according to this classification method. The following table shows the detailed classification indicators

Categorical dimension	Classification indicator	Specific form
value proposition	Segmentation of customers	There are mainly mass and mass mass type (P, F)
	Scope of the business market	There are mainly regional penetration, regional market expansion and national channel layout. (D, P, E, N)
Value creation and delivery	Business model	There are market specialization, chain operation and distribution of business formats. The specific codes are S, C, I
	Customer relationship and contact	There are integrative and modern, which are coded as T, M
value realization	business profit model	There are two types of small profits but quick turnover and customer experience, the codes are P, E

Based on the above expressions, this chapter studies and analyzes the role of the three dimensions of business models and the levels of five classification indicators on corporate performance, and concludes that corporate performance will be affected by different forms of business models and presentations. Classification indicator impact. So the following assumptions are made:

H1: Different manifestations of segmented customers have a significant impact on corporate performance.

H2: Different manifestations of market scope have a significant impact on firm performance.

H3: Different manifestations of business models have a significant impact on corporate performance

H4: Different forms of customer contact have a significant impact on firm performance.

H5: Different forms of profitability have a significant impact on corporate performance.

H6: Different business model types have a significant impact on firm performance.

Results and Discussion

Customer segmentation indicators

Mainly based on the five dimensions of my country's retail industry, it is concluded that from the perspective of customer segmentation indicators, the vast majority of enterprises are mass-type enterprises, accounting for 62.27%; the second is the type of focus enterprises, accounting for 36.69%. Compared with other classification indicators, the proportion of this indicator is relatively high, and it also conforms to the benchmark form type of Chinese retail enterprises.

Market business scope of major enterprises

The main concentration areas of retail companies are local-based companies and companies with locations in various cities in the country. Through this phenomenon, we can find that because different companies have different goals, the final selected development regions will be different. Some companies choose regions as local, but some companies position their regional development in the whole country. In addition, companies that are implementing regional expansion are also mainly in the early and mid-stage of market development, and they are still continuing to deploy points from the perspective of development.

The mode of operation of major enterprises

The number of enterprises that take the professional market as their main mode of operation is only 4. Most of the enterprises currently use two modes of operation: chain operation and business integration. In terms of the specific proportion, the proportion of business integration has exceeded half. This data also shows that many companies are still using business integration to further extend their industrial chain, so that the business format of the company can be further extended. be further enriched.

The mode of customer contact

At present, the development of Internet technology is advancing by leaps and bounds. In addition, modern technologies such as big data also provide new ideas for the mode of contact between enterprises and customers. From the data obtained, the method adopted by most enterprises has changed to a combination of online and offline, which is precisely the general trend of modern enterprises in the future.

The mode of profit method

Enterprises are shifting their own profit points to the overall emphasis on consumer experience. The reason for this change is that with the improvement of people's living standards, consumers' consumption demand is not only low prices, but also for enterprises. Pay attention to product quality, and hope that enterprises can provide themselves with a high-quality and comfortable consumption experience. In addition, the current national economic policy calls for enterprises in all sectors of society to vigorously reform the supply-side structure. It is under the influence of these factors that most companies no longer take price wars as their main form of competition, but begin to further reform and innovate their own business models and profit models.

Assumption verification

Correlation analysis results

In this paper, considering the integrity of the data, first of all, cluster analysis is performed to classify the indicators through the pedigree map. Secondly, conduct principal component analysis, and screen by common factor variance and correlation matrix. Then, the four categories

of indicators are specifically screened. In the process of data processing, the professional statistical software-SPSS 26.0 is used in this chapter. The items in the table are the final results of the standardized KMO test method. If the value difference of the two final indices is greater than or 0.5p, it means that the final index can also be applied in the multi-factor analysis model.

KMO Sampling Suitability Quantity		0.701
Bartlett's sphericity test	approximate chi-square	12432.18
	degrees of freedom	78.21
	P	0

This paper can only use the non-parametric test method. After determining the final research method, starting from the two perspectives of the specific classification indicators involved in different business models and the overall business model, an in-depth inspection process is carried out for the role of the enterprise's performance score.

Analyze the customer segmentation method, and subdivide the indicator into the following two performance categories: mass type and aggregate type. The indicators of customer segmentation under specific business models also have a certain degree of influence.

Null hypothesis	test	salience	decision making
In the category of segmented customers, the distribution of F1 is the same.		0.01	
In the category of segmented customers, the distribution of F2 is the same.		0	
In the category of segmented customers, the distribution of F3 is the same.	Independent samples Mann-Whitney U test	0	Reject the null hypothesis.
In the category of segmented customers, the distribution of F4 is the same.		0.02	
In the category of segmented customers, the distribution of F is the same.		0	

In the table below, the indicator of market scope can be subdivided into four types: regional dominance, regional expansion, local penetration, and national distribution. As can be seen from the table below, in different types of markets, most of the indicators have a very significant impact on the performance of enterprises.

Null hypothesis	test	salience	decision making
In the market-wide category, the distribution of F1 is the same.		0	
In the market-wide category, the distribution of F2 is the same.		0	
In the market-wide category, the distribution of F3 is the same.	Independent samples Mann-Whitney U test	0.06	Reject the null hypothesis.
In the market-wide category, the distribution of F4 is the same.		0	

In the market-wide category, the distribution of F is the same.	0.01	

According to the table below, due to the different business models, the specific performance of the indicators can be roughly divided into professional market, business operation and chain operation.

The indicator of business model is divided into three manifestations: professional market (F), chain operation (C), and format integration (I). According to the results, it shows that the different manifestations of the business scope have different effects on the solvency, profitability, operating ability and comprehensive performance of the enterprise, that is, the market scope index in the business model has a significant impact on the enterprise performance

Null hypothesis	test	salience	decision making
In the category of business model, the distribution of F1 is the same		0.15	
In the category of business model, the distribution of F2 is the same		0	
In the category of business model, the distribution of F3 is the same	Independent samples Mann-Whitney U test	0	Reject the null hypothesis.
In the category of business model, the distribution of F4 is the same		0	
In the category of business model, the distribution of F is the same		0	

This indicator can be divided into traditional type and modern type again by customer's contact method. Due to the different contact methods of customers, the exclusion of F2 and F3 has a weak effect on the solvency and profitability of the company respectively, and other factors as a whole are still relatively significant for the overall performance of the company.

Null hypothesis	test	salience	decision making
In the category of segmented customers, the distribution of F1 is the same.		0.03	
In the category of segmented customers, the distribution of F2 is the same.		0.07	
In the category of segmented customers, the distribution of F3 is the same.	Independent samples Mann-Whitney U test	0.12	Reject the null hypothesis.
In the category of segmented customers, the distribution of F4 is the same.		0.001	
In the category of segmented customers, the distribution of F is the same.		0.04	

In the comparison of different types of operating profit growth modes of the company, the differences in the test results of the comprehensive influence of different indicators on the company's future total operating performance are relatively significant. This phenomenon also just

shows that the different forms of business scope will have different influences on the capabilities of various aspects of the enterprise.

Null hypothesis	test	salience	decision making
In the category of earning methods, the distribution of F1 is the same.		0	
In the category of earning methods, the distribution of F2 is the same.		0.01	
In the category of earning methods, the distribution of F3 is the same.	Independent samples Mann-Whitney U test	0	Reject the null hypothesis.
In the category of earning methods, the distribution of F4 is the same.		0	
The distribution of F is the same in the category of earning methods.		0	

This article further analyzes the relationship between the performance of the enterprise and the interaction between the above five elements, and finds that the performance of the enterprise changes significantly with the changes of the above elements. Under the overall business model, the performance of the company and the main component factors will change the final score due to changes in certain factors. The overall business model will have an impact on the four capabilities of an enterprise to a certain extent, but its final impact will also be inconsistent.

Null hypothesis	test	salience	decision making
In the category of business model, the distribution of F1 is the same.		0	
In the category of business models, the distribution of F2 is the same.		0	
In the category of business model, the distribution of F3 is the same.	Independent samples Mann-Whitney U test	0	Reject the null hypothesis.
In the category of business models, the distribution of F4 is the same.		0	
In the category of business models, the distribution of F is the same.		0	

Based on the data obtained above, this paper further verifies the relationship between the overall performance of the company and the specific impact of the overall business model. The final relevant data is shown in the following table. It can be concluded that there is a certain degree of significant relationship between the overall performance of the enterprise and each indicator. However, due to the different correlations between the factors of each main component and the four major capabilities of enterprises, the overall business model has a more significant impact on the final main component factor.

Conclusion

From the perspective of customer segmentation, listed retail companies in this constituency include mass-type (P) and aggregation-type (F). In the fourth chapter, it has been empirically proved that its various manifestations are important to the ability and overall performance of the

enterprise in four aspects; from the perspective of the market experience of major companies, listed companies in the retail industry can be divided into geographically dominant Type (D), type of local penetration (P), type of geographical expansion (E), and type of national distribution (N); different manifestations have a significant negative impact on the development, profit, operation and overall performance of the enterprise; From the business perspective of major companies, retail listings should be divided into specialized market types (S), chain brand management types (C), and format collection types (I). In addition to innovation ability, the negative impact on others' work ability and overall performance is obvious; from the perspective of customer contact mode, listed retail enterprises can be divided into traditional type (T) and modern type (M). The influence of development ability, operation ability and overall performance is significant; from the perspective of profit mode, it can be divided into two forms of small profits but quick turnover (P) and customer experience type (E), which affect the enterprise in four aspects. The impact on ability as well as overall performance is significant.

Using the non-parametric test method to conduct research, when the types of business models and classification indicators are not the same, the performance will fluctuate to a certain extent. After judging the performance of the enterprise, it is divided into two perspectives, that is, two categories of business models and five categories of indicators. The research conclusion shows that the single factor has little impact on performance.

With the continuous development of society, with the improvement of people's living standards, the consumption scope of consumers has become wider and wider. In the process of operation, enterprises usually meet the needs of consumers to achieve the goal of stabilizing passenger flow.

With changes in the market environment, competition in the field may increase, and the government will introduce relevant policies and regulations. In the process of operation, enterprises may passively change their business models, and try new business models in the process of operation. And business model, the technology is replaced by generations, and the business scope is continuously expanded.

During the operation of the enterprise, there is a scientific coordination of the supply chain, a consensus on the business model is reached, and a firm development direction is established. The enterprise continuously adjusts its own supply chain structure and improves the adaptability of the business model used. Continue to obtain greater benefits for the enterprise.

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