Advances in Management & Applied Economics, Vol. 14, No. 6, 2024, 221-238
ISSN: 1792-7544 (print version), 1792-7552(online)
https://doi.org/10.47260/amae/14613
Scientific Press International Limited

Exploring the Relationship Between Business Models and Enterprise Value Choices in Taiwan's Hotel, Motel, and Homestay Industries

Jen-Shou Kao[1] and Chun-Chu Liu[2]*

Abstract

The purpose of this study is to investigate the correlation between business model combinations and their competitive advantages in the hotel, motel, and homestay industries. Additionally, it aims to analyze the moderating effect of different business types of hotels, motels, and homestays on the relationship between business models and enterprise value choices. This paper targeted members of the Hotel Association of Republic of China (R.O.C.) as research subjects. Using purposive sampling, high-level decision-makers such as presidents, general managers, associate managers, and directors were selected, and data were collected through an online questionnaire survey. The effective sample size was 121 responses. The regression analysis results reveal that business models have varying degrees of effect on the dependent variable of enterprise value choices. Furthermore, different business types in the hotel, motel, and homestay industries exhibit distinct moderating effects on the relationship between business models and enterprise value choices.

JEL classification numbers: M10, M20.
Keywords: Motel industry, Business models, Enterprise value disciplines.

[1] Shu-Te University, Taiwan.
[2]* Chang Jung Christian university, Taiwan. *Corresponding author.

Article Info: *Received:* July 22, 2024. *Revised*: August 13, 2024.
Published online: August 16, 2024.

1. Introduction

From both academic theory and industry management practices, the business model has consistently been a focal point in the field of business management. Its purpose is primarily to seek optimal strategic decisions through research processes, endeavoring to identify valuable parameters and elements analysis amidst intense market competition (Drakulevski and Nakov, 2014; Ghezzi, 2014). Therefore, research on business models should encompass specific elements that can elucidate more intangible value for customers, ultimately transforming the entire business model into a market-oriented, customer-centric, or service-oriented business (Pizam, 2012).

From the perspective of research development, business models not only serve to create value, operational performance, and competitive advantages for enterprises (Zott et al., 2011), but the design of business models can also vary due to differences in the enterprise's management philosophy, goals, and core values (Zhang et al., 2019). Moreover, in the actual operation process of enterprises, they are inevitably affected by business models, operational environments, and environmental changes (Afuah and Tucci, 2003), which deeply affect not only the creation and effective deployment of resource value but also the success or failure of business operations. Previous studies on the business models of hotels, motels, and homestays have mostly focused on the innovation of business models (e.g., Kandampully, 2006, Cheah, et al. 2018). However, regarding the current operational strategies of domestic hotels, motels, and homestays, the diversity of individual business models is bound to affect the differences in competitive advantages in the accommodation industry. Although there is domestic and foreign literature indicating the significant importance of the link between business models and strategies in forming competitive strategies (Davies and Doherty, 2019), research on the relationship between business model combinations and enterprise competitive advantages in the field of hotel management in our country is lacking. It is hoped that the research results can enrich theoretical knowledge and substantially contribute to practice. Therefore, one of the motivations of this study is to explore the relationship between the combination of business models in hotels, motels, and homestays and their competitive advantages.

With the diverse and distinct business types of hotels, motels, and homestays, business types will moderate the relationship between business models and enterprise value choices. Business models not only emphasize internal value creation within enterprises (Spieth et al., 2019) but also delineate the boundaries of enterprises. They determine which resources and capabilities enterprises should invest in or obtain appropriate resources from stakeholders and create value for key enterprises (Kohtamäki et al., 2019). According to the research findings of Godfrey and Hatch (2007), different business types represent varying capacities to control resources, and the degree of competitive advantage they can create also varies accordingly. Therefore, this study posits that the different business types of hotels, motels, and homestays will affect the layout of the enterprise's business model and

result in differences among different operators in enterprise value choices. The second motivation of this research is to analyze the moderating effect of different business types of hotels, motels, and homestays on the relationship between business models and enterprise value choices.

The purpose of this study is to explore the relationship between the combination of business models in the hotel, motel, and homestay industries and enterprise value choices, as well as to analyze the moderating effect of different business types of hotels, motels, and homestays on the relationship between business models and enterprise value choices. This paper selects members of the Hotel Association of R.O.C. as the research subjects. It adopts purposive sampling to select high-level decision-makers such as presidents, general managers, assistants, and directors from member companies for data collection through electronic questionnaires. The other parts of this study are as follows: the second part is the literature review and research hypotheses; the third part is research design and implementation; the fourth part is data analysis and discussion; and finally, the study's conclusion.

1.1 Literature Review

1.1.1 The Relationship between Business Models and Enterprise Value Choices

The varying operational types and distinctions in the domestic hotel, motel, and homestay industries result in distinct sets of business activities promoted by different combinations of business models. Business models are closely associated not only with market size and industry structure but also with the overall operation within enterprises and the interaction and allocation among external stakeholders. According to Hamel and Valikangas (2003), in a dynamically competitive market, any enterprise must be able to reshape its business model before environmental forces compel it to take corrective action. For organizations, business models emphasize not only internal value creation (Abdelkafi and Täuscher, 2016); (Spieth et al., 2019) but also delineate enterprise boundaries, determine which resources and capabilities enterprises should invest in or obtain from stakeholders, and create value for key enterprises (Teece and Linden, 2017); (Kohtamäki et al., 2019). In the context of hotels, motels, and homestays, business models must reflect and provide various forms of value. Breier et al. (2021) observed that innovation in business models could serve as a solution for guiding the industry out of the COVID-19 crisis and enabling successful adaptation. Therefore, hotels, motels, and homestays are bound to make different choices regarding their enterprise value disciplines, i.e., "operationally excellent," "customer intimate," and "product leadership" (Tallon, 2010).

Hypothesis 1: The business models of hotels, motels, and homestays affect their enterprise value choices.

1.1.2 The Moderating Effect of Business Types of Hotels, Motels, and Homestays

The varying business types among hotels, motels, and homestays moderate the relationship between business models and enterprise value choices. A successful business model can harness complementary resources and technologies to deliver a comprehensive value proposition, create value, and capture customer value (Teece and Linden, 2017); (Thomson et al., 2022). The diversity in business types reflects differing capacities to manage resources, determining the scale of operations and the strength in resource acquisition, which in turn affects the level of competitive advantage (Godfrey and Hatch, 2007); (Udayasankar, 2008). Urban et al. (2018) showed that airlines could be categorized into distinct clusters of low-cost and full-service carriers, each forming different business model elements such as pricing, services, routes, and destinations, thus offering varied service values to consumers. Therefore, the manifestation and provision of multiple forms of value in a business model are crucial (Davies and Chambers, 2018). This suggests that an enterprise's business type determines its capacity to manage resources without constraint, significantly affecting the breadth of its business strategies.

Hypothesis 2: Business types moderate the effect of business models on enterprise value choices.

- Business type (hotels) moderates the effect of business models on enterprise value choices.
- Business type (motels) moderates the effect of business models on enterprise value choices.
- Business type (homestays) moderates the effect of business models on enterprise value choices.

1.2 Research Methodology

1.2.1 Research Framework

This study, driven by its motivation and objectives and informed by a thorough literature review, proposes the following research framework (Figure 1).

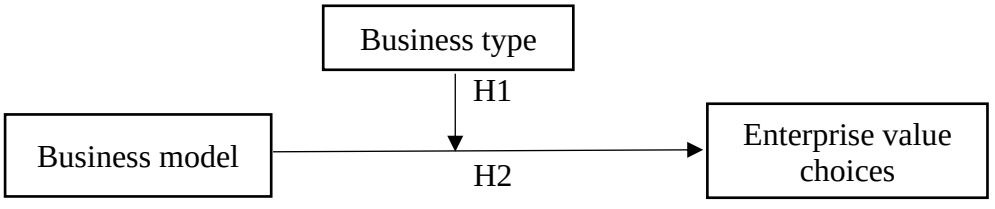

Figure 1: Research framework

1.2.2 Research Subjects and Sampling Method

The study targeted the Hotel Association of R.O.C. members, selecting high-level decision-makers such as presidents, general managers, associates, and directors through purposive sampling. Data was collected via online questionnaires, yielding 121 valid samples. A descriptive statistical analysis of the samples is presented in Table 1.

First, the enterprise background includes, Business types: hotels (49, 40.5%), motels (44, 36.4%), and homestays (28, 23.1%). Enterprise size: Capital: NT$ 50 million or less: 83 (68.6%). NT$ 50.01 million to 100 million: 31 (25.6%). NT$ 100.01 million to 500 million: 7 (5.8%). Number of rooms, 10 rooms or less: 30 (24.8%). 11 to 100 rooms: 26 (21.5%). 101 to 200 rooms: 28 (23.1%). 201 rooms or more: 37 (30.6%). Number of employees, 10 employees or less: 38 (31.4%). 11 to 50 employees: 49 (40.5%). 51 to 100 employees: 11 (9.1%). 101 employees or more: 23 (19%). Second, in terms of personal background. Position titles, President: 0, General manager: 34 (28.1%), Deputy GM: 31 (25.6%), Assistant: 48 (39.7%), Director: 8 (6.6%), Years of service: 5 years or less: 26 (21.5%), 6 to 10 years: 38 (31.4%), 11 to 15 years: 47 (38.8%), 16 years or more: 10 (8.3%). Highest education level: Senior high (vocational): 34 (28.1%), College/university: 72 (59.5%), Graduate school (Master's or Ph.D.): 15 (12.4%).

Table 1: Descriptive statistics of effective samples

Category	Quantity	Percentage (%)	Category	Quantity	Percentage (%)
Business types		**Capital**			
Hotels	49	40.5		83	68.6
Motels	44	36.4		31	25.6
Homestays	28	23.1		7	5.8
Number of rooms		**Position**			
Less than 10 (inclusive) rooms	30	24.8	President	0	0
11-100 rooms	26	21.5	GM	34	28.1
101-200 rooms	28	23.1	Deputy GM	31	25.6
More than 201 (inclusive) rooms	37	30.6	Assistant	48	39.7
			Director	8	6.6
Number of employees		**Years of service**			
Less than 10 (inclusive) employees	38	31.4	Less than 5 (inclusive) years	26	21.5
11-50 employees	49	40.5	6-10 years	38	31.4
51-100 employees	11	9.1	11-15 years	47	38.8
More than 101 (inclusive) employees	23	19.0	More than 16 (inclusive) years	10	8.3
		Highest education			
		Senior high (vocational)		34	28.1
		College/university		72	59.5
		Graduate school (Master's and Ph.D.)		15	12.4

Note: Capital: Less than NT$50 (inclusive) million, NT$5,001 to NT$100,000,000, NT$100,000,001 to NT$500,000,000, NT$500,000,001 or more.

1.2.3 Measurement of Variables and Questionnaire Design

The questionnaire design of this study includes four parts: the independent variable, "business models," the dependent variable, "value discipline," moderating variable, "business types (hotel, motel, homestay)," and enterprise background variable, "enterprise scale (capital, number of rooms, number of employees)." The operational definitions, questionnaire design, and measurement methods for each variable are as follows:

1. Combination of business models

A business model systematically links activities between the components of value proposition, value creation/delivery, and value capture (Mitchell and Coles, 2003). Thirty measurement items were designed, and a Likert five-point scale was used for scoring, with "strongly agree" assigned 5 points, "agree" assigned 4 points, "neutral" assigned 3 points, "disagree" assigned 2 points, and "strongly disagree" assigned 1 point. Among them, for the value proposition, items 1 to 13 (with item 7 excluded) underwent exploratory factor analysis, showing appropriate sampling adequacy (KMO = 0.939) and significant Bartlett's sphericity test ($\chi 2$ = 1431.834). After applying principal component analysis and orthogonal maximum variation rotation (Varimax), the cumulative explained variance was 71.03%, with internal consistency (Cronbach's α) of 0.962. For value creation/delivery, items 14 to 22 (with item 16 excluded) underwent exploratory factor analysis, showing appropriate sampling adequacy (KMO = 0.893) and significant Bartlett's sphericity test ($\chi 2$ = 851.880). After applying principal component analysis and orthogonal maximum variation rotation (Varimax), the cumulative explained variance was 70.95%, with internal consistency (Cronbach's α) of 0.940. For value capture, items 23 to 27 underwent exploratory factor analysis, showing appropriate sampling adequacy (KMO = 0.829) and significant Bartlett's sphericity test ($\chi 2$ = 314.417). After applying principal component analysis and orthogonal maximum variation rotation (Varimax), the cumulative explained variance was 68.1%, with internal consistency (Cronbach's α) of 0.881.

2. Enterprise value choices

Enterprise management strategies typically guide the direction of a business and are closely related to its business objectives and target markets, gradually forming its competitive strategy, core competencies, and competitive advantages. Tallon (2010) pointed out that customer service is a process of value co-creation and also a journey to form competitive advantages in business strategy. This study measures the competitive advantages of hotels, motels, and homestays from the perspective of value disciplines, including operational excellence, product leadership, and customer intimacy (Tallon, 2010; Jiang et al., 2019). These are considered measurement items for the competitive advantages of hotels, motels, and homestays, totaling 15 items. A Likert five-point scale was used for scoring, with "strongly agree" assigned 5 points, "agree" assigned 4 points, "neutral" assigned 3 points, "disagree" assigned 2 points, and "strongly disagree" assigned 1 point for calculating measurement scores. Firstly, for operational excellence, items 1 to 5

(with item 3 excluded) underwent exploratory factor analysis, showing appropriate sampling adequacy (KMO = 0.653) and significant Bartlett's sphericity test ($\chi 2$ = 230.742). After applying principal component analysis and orthogonal maximum variation rotation (Varimax), the cumulative explained variance was 59.86%, with internal consistency (Cronbach's α) of 0.731. Secondly, items 6 to 10 for product leadership underwent exploratory factor analysis, showing appropriate sampling adequacy (KMO = 0.809) and significant Bartlett's sphericity test ($\chi 2$ = 399.795). After applying principal component analysis and orthogonal maximum variation rotation (Varimax), the cumulative explained variance was 67.72%, with internal consistency (Cronbach's α) of 0.839. Thirdly, for customer intimacy, items 11 to 15 (with item 12 excluded) underwent exploratory factor analysis, showing appropriate sampling adequacy (KMO = 0.838) and significant Bartlett's sphericity test ($\chi 2$ = 310.704). After applying principal component analysis and orthogonal maximum variation rotation (Varimax), the cumulative explained variance was 78.02%, with internal consistency (Cronbach's α) of 0.905.

3. Moderating variables and respondent background variables

Wu et al. (2012) categorized them as homestays, hotels, and motels based on the classification of accommodation businesses in the hotel industry. In this study, the moderating variable of "business types" is categorized based on the operational types in the accommodation industry (hotels, motels, homestays), and respondents are required to select their relevant category. As for the personal background of the respondents who filled out the electronic questionnaire at the managerial level, it includes position title, years of service, and highest education level. The enterprise background section includes capital amount, number of rooms, and number of employees.

1.2.4 Data analysis methods

This study employs hierarchical regression analysis to analyze the effect of business models on enterprise value choices and the moderating effect of "business types (hotels, motels, homestays)" on the relationship between business models and enterprise value choices. The main purpose of hierarchical regression analysis is to explain the overall predictive power of multiple independent variable on the dependent variable and to identify a linear combination of independent variable to illustrate the relationship between a set of predictor variables and criterion variables. Meanwhile, the forced entry method is used to select the most parsimonious regression model from all possible regression models, judging the effect of predictor variables on criterion variables based on the magnitude of the absolute value of the standardized regression coefficient β in each predictor variable.

Furthermore, to examine whether the research variables are suitable for analysis using hierarchical regression analysis to assess the linear relationship between variables, it is essential to observe the significance of the regression model's F-test on the coefficients β and the percentage of total variability explained by the coefficient R^2 in the regression model. A higher value indicates a better fit of the

regression model. Additionally, multicollinearity issues may arise in multiple regression analysis, leading to significant F-tests for the regression model but non-significant t-tests for individual explanatory variables. Therefore, it is necessary to detect multicollinearity using the variance inflation factor (VIF) test. A VIF greater than 10 suggests severe multicollinearity.

2. Research Results and Analysis

2.1 Business models affecting enterprise value choices in the hotel, motel, and homestay industries

In this study, the independent variable of business models comprises the dimensions of value proposition, value creation and delivery, and value capture. The dependent variable of enterprise value choices includes operational excellence, product leadership, and customer intimacy. Simple regression analysis results indicate that the independent variable (value proposition, value creation, and delivery, value capture) have a significant explanatory power on the dependent variable (operational excellence: $R^2 = 0.532$, $F = 44.308$***; product leadership: $R^2 = 0.691$, $F = 87.191$***; customer intimacy: $R^2 = 0.774$, $F = 133.770$***), demonstrating the robustness of the regression models.

The individual effects of the independent variable on the dependent variable (operational excellence, product leadership, customer intimacy) are as follows: 1. For the value proposition dimension, $\beta = -0.591$, $t = -3.630$***, indicating a significant negative effect on operational excellence. For the value creation and delivery dimension, $\beta = 1.325$, $t = 8.182$***, indicating a significant positive effect on operational excellence. However, for the dimension of value capture, $\beta = -0.110$, $t = -0.761$, no significant effect was observed on operational excellence. 2. For the dimension of value proposition, $\beta = 0.082$, $t = 0.756$, indicating no significant effect on product leadership. For the value creation and delivery dimension, $\beta = 0.455$, $t = 4.236$***, indicating a significant positive effect on product leadership. For the dimension of value capture, $\beta = 0.293$, $t = 3.070$**, indicating a significant positive effect on product leadership. 3. For the dimension of value proposition, $\beta = 0.109$, $t = 1.081$, indicating no significant effect on customer intimacy. For the value creation and delivery dimension, $\beta = 0.458$, $t = 4.571$***, indicating a significant positive effect on customer intimacy. For the dimension of value capture, $\beta = 0.404$, $t = 4.541$**, indicating a significant positive effect on customer intimacy.

Table 2: The effects of business models

			Enterprise value choices				
Dependent variable	**Operational excellence**		**Product leadership**		**Customer intimacy**		**VIF**
Independent variable	*β*	t	*β*	t	*β*	t	
(Constant term)	1.325		.718		.174		
Value proposition	-.591	**-3.630*****	.082	.756	.109	1.081	4.847
Value creation and delivery	1.325	**8.182*****	.455	**4.236*****	.458	**4.571*****	5.366
Value capture	-.110	-.761	.293	**3.070****	.404	**4.541*****	3.242
F	44.308***		87.191***			133.770***	
R2	0.532		0.691			0.774	
Adjusted R^2	0.520		0.683			0.768	

$^{*}P$ <0.05、$^{**}P$ <0.01、$^{***}P$ <0.001

2.2 The Moderating Effect of Business Types on the Relationship Between Business Models and Enterprise Value Choices

In this study, the effects of the moderating variables of "hotels, motels, and homestays" on the independent variable of "business models (value proposition, value creation and delivery, and value capture)" and the dependent variable of "enterprise value choices (operational excellence, product leadership, and customer proximity)" are as follows:

1. Hotel industry

The moderating effect of the variable of "hotel industry" on the relationship between the independent variable of "business models (value proposition, value creation and delivery, value capture)" and the dependent variable of "enterprise value choices (operational excellence, product leadership, customer intimacy)" is as follows: First of all, regression analysis of Model 1 reveals that the independent variable "business models (value proposition, value creation and delivery, value capture)" significantly affect the dependent variable "enterprise value choices (operational excellence R^2= 0.532 (F = 44.308***), product leadership R^2= 0.691 (F = 87.191***), customer intimacy R^2=0.774 (F = 133.770***)", and all VIF values are below 10, indicating a good model explanatory power. However, in Model 2, after incorporating the interaction terms of the "hotel industry" with the independent variable "business models (value proposition, value creation, and delivery, value capture)," the explanatory power diminishes for the dependent variable "enterprise value choices (operational excellence R^2= 0.541 (F = 0.736), product leadership R^2= 0.704 (F = 1.672), customer intimacy R^2= 0.778 (F = 0.603))". This indicates that the moderating effect of the hotel industry on the relationship between the independent variable of "business models" and the dependent variable of "enterprise value choices" is not significant.

2. Motel industry

The moderating effect of the interactions between the moderating variable of "motel industry" and the independent variable of "business models (value proposition, value creation, and delivery, value capture)" on the dependent variable of "enterprise value choices (operational excellence, product leadership, customer intimacy)" is shown in Table 3. First, regression analysis reveals that the independent variable of "business models (value proposition, value creation, and delivery, value capture)" significantly affects the dependent variable of "enterprise value choices (operational excellence R^2 = 0.532, F = 44.308***; product leadership R^2 = 0.691, F = 87.191***; customer intimacy R^2 = 0.774, F = 133.770***)." Moreover, all VIF values are below 10, indicating good model explanatory power. Second, in Model 2, after respectively including the interaction terms between the moderating variable of "motel industry" and the independent variable of "business models (value proposition, value creation, and delivery, value capture)," the explanatory power of the model varies for each dependent variable. Specifically, it shows good explanatory power for operational excellence (R^2 = 0.561, F = 2.542*), lacks good explanatory power for product leadership (R^2 = 0.706, F = 1.971), and exhibits good explanatory power for customer intimacy (R^2 = 0.794, F = 3.590*). Third, the interaction term between the motel industry and value proposition shows no moderating effect on operational excellence (β = -.008, t= -.058) and product leadership (β = -.136, t = -1.559), but it has a negative significant moderating effect on customer intimacy (β = -.183, t = -2.294*). Similarly, the interaction term between motel industry and value creation and delivery shows a negatively significant moderating effect on operational excellence (β = -.258, t = -1.996*), while it does not have a moderating effect on product leadership (β= -.041, t= -0.478) or customer intimacy (β = -.024, t = -0.302). Finally, the interaction term between the motel industry and value capture exhibits a positively significant moderating effect on operational excellence (β = .273, t = 2.534*), product leadership (β = .143, t = 1.991*), and customer intimacy (β = .190, t= 2.883**).

Table 3: The Moderating Effect of Motel Industry

Enterprise value choices							
	Operational excellence		**Product leadership**		**Customer intimacy**		
Dependent variable	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2	VIF
Independent variable	β (t)	β (t)	β (t)	β (t)	β (t)	β (t)	
(Constant term)	1.325	1.147	.718	.594	.174	.028	
Value proposition	-.591 (-3.630)***	-.451 (-2.399)*	.082 (0.756)	.233 (1.854)	.109 (1.081)	.299 (2.265)*	6.707
Value creation and delivery	1.325 (-8.182)***	1.347 (8.381)***	.455 (4.236)***	.458 (4.268)***	.458 (4.571)***	.452 (4.600)***	5.499
Value capture	-.110 (-.761)	-.231 (-1.421)	.293 (3.070)**	.167 (1.541)	.404 (4.541)***	.254 (2.563)*	4.291
Interactions between motels and value proposition		-.008 (-.058)		-.136 (-1.559)		-.183 **(-2.294)***	6.056
Interactions between motels and value creation and delivery		-.258 **(-1.996)***		-.041 (-.478)		-.024 (-.302)	5.710
Interactions between motels and value capture		.273 **(2.534)***		.143 **(1.991)***		.190 **(2.883)****	3.529
F	44.308***	2.542*	87.191***	1.971	133.770***	3.590*	
R2	0.532	0.561	0.691	0.706	0.774	0.794	
Adjusted R^2	0.520	0.538	0.683	0.691	0.768	0.783	

*P <0.05、**P <0.01、***P <0.001

3. Homestays

The moderating effect of the interactions between the "homestay industry" and the independent variable of "business models (value proposition, value creation, and delivery, value capture)" on the dependent variable of "enterprise value choices (operational excellence, product leadership, customer intimacy)" is shown in Table 4. First, the regression analysis of Model 1 reveals that the independent variable of "business models (value proposition, value creation and delivery, value capture)" has a strong explanatory power on the dependent variable of "enterprise value choices (operational excellence R^2 = 0.532 (F = 44.308***), product leadership R^2 = 0.691 (F = 87.191***), customer intimacy R^2 = 0.774 (F = 133.770***)" with all VIF values below 10, indicating a robust model interpretation.

First, in Model 2, incorporating the moderating variable of "homestay industry" along with the interaction terms of the independent variable of "business models (value proposition, value creation and delivery, value capture)" reveals varied explanatory power on the dependent variable of "enterprise value choices (operational excellence R^2 = 0.550 (F = 1.567) does not exhibit strong model interpretability, product leadership R^2 = 0.748 (F = 8.648***) demonstrates strong model interpretability, customer intimacy R^2 = 0.795 (F = 3.807*) demonstrates strong model interpretability." Subsequently, the interaction term between the homestay industry and value proposition does not have a moderating effect on the dependent variable of operational excellence (β = -.115, t = -0.618), product leadership (β = .127, t = 1.119), and customer intimacy (β = .168, t= 1.499). Similarly, the interaction term between the homestay industry and value creation and delivery does not exhibit a moderating effect on the dependent variable of operational excellence (β = .257, t = 1.603), product leadership (β = .167, t = 1.702), and customer intimacy (β = .050, t = 0.518). Lastly, the interaction term between homestay industry and value capture does not show a moderating effect on the dependent variable of operational excellence (β = -.224, t = 1.567), while it exhibits a negative significant moderating effect on product leadership (β = -.379, t = -5.086***) and customer intimacy (β = -.244, t = -3.314**).

Table 4: The moderating effect of the homestay industry

Enterprise value choices							
	Operational excellence		**Product leadership**		**Customer intimacy**		
Dependent variable Independent variable	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2	VIF
	β (*t*)	*β* (*t*)	*β* (*t*)	*β* (*t*)	*β* (*t*)	*β* (*t*)	
(Constant term)	1.325	1.560	.718	.925	.174	.238	
Value proposition	-.591 (-3.630)***	-.649 (-3.560	.082 (.756)	.123 (1.103)	.109 (1.081)	.177 (1.609)	6.159
Value creation and delivery	1.325 (8.182)***	1.385 (8.221)	.455 (4.236)***	.473 (4.594)***	.458 (4.571)***	.444 (4.379)***	5.895
Value capture	-.110 (-.761)	-.164 (-1.116)	.293 (3.070)**	.191 (2.123)*	.404 (4.541)***	.338 (3.821)***	3.432
Interactions between homestays and value proposition		-.115 (-.618)		.127 (1.119)		.168 (1.499)	7.026
Interactions between homestays and value creation and delivery		.257 (1.603)		.167 (1.702)		.050 (.518)	6.462
Interactions between homestays and value capture		-.224 (-1.837)		-.379 **(-5.086)*** **		-.244 **(-3.314)** **	3.197
F	44.308***	1.567	87.191***	8.648***	133.770***	3.807*	
R2	0.532	0.550	0.691	0.748	0.774	0.795	
Adjusted R²	0.520	0.527	0.683	0.735	0.768	0.784	

*P <0.05、**P <0.01、***P <0.001

4. Conclusions

4.1 Hypotheses and Empirical Evidence

4.1.1 Effect of business models on enterprise value choices

First, through regression analysis, this study demonstrates that the independent variable of business models (value proposition) has a significant negative effect on enterprise value choices (operational excellence). Furthermore, the independent variable of business models (value creation and delivery) positively affects enterprise value choices (operational excellence, product leadership, customer intimacy). Lastly, the independent variable of business models (value capture) does not significantly affect enterprise value choices (operational excellence), but it does

positively affect enterprise value choices (product leadership, customer intimacy).
Second, the business models of hotels, motels, and homestays (emphasizing communication and coordination between operational activities, managing the execution progress and audits of management activities, using reputation as a communication channel with customers, and establishing logistical support capabilities to create value for customers through human resources) have a significant positive effect on enterprise value choices (operational excellence, product leadership, customer intimacy). This demonstrates that operators, in the actual operational process, can rigorously and closely coordinate various service activities to meet customer needs and have a sound administration to support business operations.
Third, the independent variable of business models (value capture: facing operational costs, administrative expenses, providing corresponding service quality for customer payment, obtaining reasonable returns through appropriate service planning) does not significantly affect enterprise value choices (operational excellence), but it does have a significant positive effect on enterprise value choices (product leadership, customer intimacy). This indicates that the hotel, motel, and homestay industries focus on reducing operational costs, creating leading service products, and maintaining customer intimacy (customer relationship management).

4.2 The moderating effect of business types on the relationship between business models and enterprise value choices

This study hypothesizes that business models not only emphasize internal value creation in the enterprise but also delineate the boundaries of enterprises. It determines which resources and capabilities an enterprise should invest in or acquire from stakeholders to create value effectively. Moreover, with the differences and variations in operational types among hotels, models, and homestays, business types are expected to moderate the relationship between business models and enterprise value choices. Through hierarchical regression analysis, it is revealed that there is no significant moderating effect of the interactions between the hotel industry and business models (value proposition, value creation and delivery, value capture) on the dependent variable of enterprise value choices (operational excellence, product leadership, customer intimacy). This suggests that the hotel industry, represented by factors such as capital investment, number of rooms, and workforce size, possesses sufficient tangible and intangible resources and capabilities to adapt to competitive market dynamics.
Subsequently, the moderating effect of the interaction term between the motel industry and business models (value proposition, value creation and delivery, value capture) on the dependent variable (operational excellence, product leadership, customer intimacy) were examined through regression analysis. The results indicate that:

1. The interactions between the motel industry and business models (value proposition) do not demonstrate any positive or negative moderating effect on the dependent variable of enterprise value choices (operational excellence, product leadership). However, for customer intimacy, there was a significant negative moderating effect. This indicates that the motel industry may need to reconsider and improve its strategies for building customer loyalty, promptly addressing customer needs, effectively attracting new customers, retaining existing ones, and reassessing resource allocation.
2. The interactions between the motel industry and business model (value creation and delivery) exhibit a significant negative moderating effect on the dependent variable of enterprise value choices (operational excellence). However, neither positive nor negative moderating effects were observed for product leadership and customer intimacy. This suggests that in the motel industry, strategic misalignment may exist regarding resource allocation in operations, which emphasizes communication and coordination between operational activities, management of execution progress and auditing, building reputation as a communication channel with customers, and logistical support to establish service manpower resources for creating customer value.
3. The interactions between the homestay industry and business models (value proposition, value creation, and delivery) did not exhibit any significant moderating effects, whether positive or negative, on the dependent variable of enterprise value choices (operational excellence, product leadership, and customer intimacy). However, the dimension of value capture showed a negative moderating effect on product leadership and customer intimacy. This suggests that in the homestay industry, there might be a misalignment in strategic resource allocation concerning both value creation and delivery, which emphasizes communication and coordination between operational activities, management of execution progress and auditing, building reputation as a communication channel with customers, and value capture, which involves managing operational costs, administrative expenses, providing corresponding service quality for customer payments, and ensuring reasonable returns on service planning.

4.3 Theoretical Implications

First, this study posited that business models (value proposition, value creation, delivery, value capture) would respectively affect enterprise value choices (operational excellence, product leadership, customer intimacy). The findings reveal that while value proposition negatively affects the pursuit of operational excellence, value creation, and delivery positively and significantly affect operational excellence, product leadership, and customer intimacy. Similarly, value capture also positively and significantly affects product leadership and customer intimacy. Thus, the overall research results indicate that business models not only emphasize internal value creation (Abdelkafi and Täuscher, 2016; Schaltegger et al.,

2016; Spieth et al., 2019) but also delineate the boundaries of enterprises, determining which resources and capabilities should be invested in or obtained from stakeholders to create value for key enterprises (Teece and Linden, 2017; Kohtamäki et al., 2019). However, it's noteworthy that the effect extends beyond business models (value proposition, value creation and delivery, value capture), affecting enterprise value choices (operational excellence, product leadership, customer intimacy); rather, only certain aspects of this relationship are evident.

Second, this study reveals that besides the lack of significant effect between business models (value proposition, value creation and delivery, value capture) and enterprise value choices (operational excellence, product leadership, customer intimacy) in the hotel industry, the motel and homestay industries exhibit partial significant moderating effects between their business models and enterprise value choices. Such findings suggest that different business types indeed affect decision-making in operational strategies and alter competitive advantages in the marketplace. The research conducted by Godfrey and Hatch (2007) illustrates that diverse business types correspond to varying capacities to control resources, thus leading to differing degrees of competitive advantages. Similarly, Udayasankar's study (2008) indicates that differences in business types determine the strength of operational scale and resource acquisition, highlighting distinctions in the breadth and depth of operational activities between large and small-scale enterprises.

4.4 Managerial Implications

The business model is closely correlated with market scale and industry structure. Moreover, it encompasses the overall operations within an enterprise, including personnel, products, services, and information, as well as interactions and coordination among external stakeholders such as customers and suppliers. Therefore, the different operational types in domestic hotels, motels, and homestays form various combinations of business models, including various aspects of value proposition, creation, delivery, and capture. This diversity in operational types also translates into distinct choices in enterprise value, including operational excellence, product leadership, and customer intimacy. The findings of this study indicate that differences in business types among domestic hotels, motels, and homestays lead to variations in the relationship between business models (value proposition, value creation and delivery, value capture) and enterprise value choices (operational excellence, product leadership, customer intimacy). Consequently, differences in enterprise operational forms signify varying degrees of tangible and intangible resource capabilities. Therefore, effective utilization of limited resources in operational strategies should prioritize considerations of the competitive position in the target market.

4.5 Recommendations for Follow-up Research

Research on business models should delve into specific elements that can elucidate more intangible value for customers, transforming the entire business model to be market-oriented, customer-oriented, or service-oriented. Therefore, this study examines whether the differences in business types among hotels, motels, and homestays moderate the relationship between business models (value proposition, value creation and delivery, value capture) and enterprise value choices (operational excellence, product leadership, customer intimacy). Apart from differences in operational types, these industries may also vary in their resource capabilities and the composition and characteristics of their senior management teams, which could affect the degree of differentiation in the combination of business model elements and enterprise value choices.

References

[1] Abdelkafi, N., and Täuscher, K. (2016). Business models for sustainability from a system dynamics perspective. Organization & Environment, 29(1), 74-96.

[2] Afuah, A. and Tucci, C. L., (2003). Internet Business Models and Strategies: Text and Case, 1st, New York: Mc-Graw-Hill, Irwin.

[3] Breier, M., Kallmuenzer, A., Clauss, T., Gast, J., Kraus, S., &Tiberius, V. (2021). The role of business model innovation in the hospitality industry during the COVID-19 crisis. International Journal of Hospitality Management, 92, 102723.

[4] Cheah, S., Ho, Y. P., & Li, S. (2018). Business model innovation for sustainable performance in retail and hospitality industries. Sustainability, 10(11), 3952.

[5] Davies, I. A., and Chambers, L. (2018). Integrating hybridity and business model theory in sustainable entrepreneurship. Journal of Cleaner Production, 177, 378– 386.

[6] Davies, I. A., and Doherty, B. (2019). Balancing a hybrid business model: The search for equilibrium at Cafédirect. Journal of Business Ethics, 157(4), 1043-1066.

[7] Drakulevski, L., Nakov, L. (2014). Managing Business Model as Function of Organizational Dynamism. Management, 72, 37–44.

[8] Ghezzi, A. (2014). The dark side of business models: the risks of strategizing through business models alone. Strategic Direction, 30, 1–4.

[9] Godfrey, P. C., & Hatch, N. W. (2007). Researching corporate social responsibility: An agenda for the 21st century. Journal of Business Ethics, 70(1), 87-98.

[10] Hamel, G. and Valikangas, L. (2003). The quest for resilience", Harvard Business Review, September, pp. 52-63.

[11] Jiang, W., Zhong, R., &Jian, W. (2019). The impact of service innovation on customer value from the perspective of operational strategy in the leisure industry. Journal of Business Administration, 44(3), 33-57.
[12] Kandampully, J. (2006). The new customer-centred business model for the hospitality industry. International Journal of Contemporary Hospitality Management, 18(3), 173-187.
[13] Kohtamäki, M., Parida, V., Oghazi, P., Gebauer, H., & Baines, T. (2019). Digital servitization business models in ecosystems: A theory of the firm. Journal of Business Research, 104, 380-392.
[14] Mitchell, D., and Coles, C. (2003). The ultimate competitive advantage of continuing business model innovation. Journal of Business Strategy, 24(5), 15-21.
[15] Pizam, A. (2012). Service Orientation in the Hospitality Context. International Journal of Hospitality Management, 1(31), 1-2.
[16] Schaltegger, S., Hansen, E. G., and Lüdeke-Freund, F. (2016). Business models for sustainability: Origins, present research, and future avenues. Organization & Environment, 29(1), 3-10.
[17] Spieth, P., Schneider, S., Clauß, T., and Eichenberg, D. (2019). Value drivers of social businesses: A business model perspective. Long Range Planning, 52(3), 427-444.
[18] Tallon, p. p. (2010). A Service Science Perspective on Strategic Choice, IT, and Performance in U.S. Banking. Journal of Management Information Systems, 26(4), 219-252.
[19] Teece, D. J., and Linden, G. (2017). Business models, value capture, and the digital enterprise. Journal of organization design, 6(1), 1-14.
[20] Thomson, L., Kamalaldin, A., Sjödin, D., and Parida, V. (2022). A maturity framework for autonomous solutions in manufacturing firms: The interplay of technology, ecosystem, and business model. International Entrepreneurship and Management Journal, 18(1), 125-152.
[21] Udayasankar, K. (2008). Corporate social responsibility and firm size. Journal of Business Ethics, 83(2), 167-175.
[22] Urban, M., Klemm, M., Ploetner, K. O., and Hornung, M. (2018). Airline categorisation by applying the business model canvas and clustering algorithms. Journal of Air Transport Management, 71, 175-192.
[23] Wen, F. (2013). Five important concepts of using regression analysis in social science research. Chinese Journal of Management, 30(2), 169-190.
[24] Wu, S., Chen, R., & Liu, X. (2012). Establishing and comparing models of customer relationship management and business performance in the hotel industry. Taiwan Business Performance Journal, 5(2), 209-240.
[25] Zhang, Y., Cai, M., &Cai, M. (2019). Exploring blue ocean strategy for tourist bus passenger transport industry. Journal of Leisure, Tourism, Sport, & Health, 9(2), 1-17.
[26] Zott C., Amit R., and Massa L., (2011). The Business Model: Recent Developments and Future Research, Journal of Management, 37(4),1019-1042.