

Business Model Innovation and the Performance of Multi-Sector Enterprises: A Study of Selected Service Marketing Companies in FCT-Abuja

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Abstract: This study examined the relationship between business model innovation and the performance of multi-sector enterprises, with specific focus on selected service marketing companies in the Federal Capital Territory (FCT), Abuja, Nigeria. The study was driven by the growing need for firms to adapt to rapidly changing markets through innovative approaches to value creation, service delivery, customer engagement, and revenue generation. The research adopted a cross-sectional survey design and collected primary data from 102 managerial employees across six selected service marketing companies, chosen based on their operational diversity and strategic market presence. Key variables of business model innovation—value creation process redesign, technology-driven delivery, and customer re-engagement—were assessed in relation to enterprise performance indicators, namely customer retention, market adaptability, and revenue diversification. Data were analysed using Pearson Product Moment Correlation with the aid of SPSS v23. Findings revealed significant and positive relationships among all the studied variables, indicating that business model innovation strategies play a critical role in enhancing the performance of multi-sector enterprises. Specifically, value creation process redesign was strongly associated with customer retention, technology-driven delivery with market adaptability, and customer re-engagement with revenue diversification. The study concludes that embracing business model innovation is essential for service marketing firms seeking to remain competitive and sustainable in dynamic markets. It recommends that firms invest in redesigning their business processes, adopt digital tools for service delivery, and develop strategic customer re-engagement mechanisms.

Keywords: Business Model Innovation, Performance, Value creation, Process design, Customers engagement.

1. INTRODUCTION

In a rapidly evolving global economy, the concept of business model innovation has emerged as a cornerstone for competitive advantage and sustainable growth. Across industries and continents, enterprises are increasingly challenged to rethink, restructure, and reengineer how they deliver value to customers in an era characterized by technological disruption, consumer empowerment, and market saturation. Globally, the need for dynamic business models that respond swiftly to shifting market demands has driven both established firms and startups to adopt innovative strategies in how they structure operations, engage customers, and capture value (Teece, 2018). The success stories of firms like Amazon, Uber, and Airbnb underscore the transformative power of business model innovation in creating new market spaces and redefining industry norms.

Business model innovation refers to the intentional redesign or creation of novel ways by which a business creates, delivers, and captures value. It goes beyond product innovation to focus on reconfiguring the core logic of the firm, often involving the reinvention of processes, customer engagement models, revenue structures, and value propositions (Amit & Zott, 2012). In the context of multi-sector enterprises—especially those operating within the service marketing domain—business model innovation has become instrumental in navigating diverse markets and meeting the expectations of increasingly segmented customer bases. It enhances adaptability, improves efficiency, and fosters growth by aligning internal capabilities with external market opportunities (Bocken et al., 2014). Scholars have identified three key dimensions of business model innovation: value creation process redesign, technology-driven delivery channels, and strategic customer re-engagement (Chesbrough, 2010).

The value creation process redesign involves altering the internal configuration of resources, activities, and partnerships to deliver value more effectively and efficiently. This could include leveraging outsourcing, automation, or co-creation with customers to enhance service delivery. Technology-driven delivery channels refer to the integration of digital platforms and tools—such as mobile apps, AI-driven chatbots, and CRM systems—into the firm's value delivery architecture. This not only reduces operational costs but also enhances customer experience. Lastly, strategic customer re-engagement focuses on refining how a business interacts with and retains its clients, often through personalization, community building, and loyalty programs. Each of these dimensions is critical in ensuring that service marketing companies remain agile and competitive across multiple sectors.

Performance, in the context of multi-sector enterprises, entails the firm's ability to achieve growth, profitability, market relevance, and customer satisfaction across the different sectors in which it operates. The multidimensional nature of performance becomes even more pronounced in service marketing firms, where success is closely tied to customer perception, innovation, and service quality. Key dimensions of performance include revenue diversification, which reflects the firm's success in generating income from multiple sectors; customer retention rate, which signals sustained value delivery and satisfaction; and market adaptability index, which measures how swiftly and effectively a firm responds to market changes. Each dimension plays a significant role in the overall competitiveness and longevity of a multi-sector enterprise.

The potential interaction between business model innovation and the performance of multi-sector service marketing enterprises is of growing interest. It is suggestive that firms engaging in strategic redesigns of their business models are more likely to realize improvements in revenue streams, retain customers, and remain adaptable in volatile environments. The ability to innovate in value creation and customer engagement can offer firms the flexibility needed to succeed across diverse market segments. However, the extent to which business model innovation directly impacts performance outcomes, particularly within the Nigerian service landscape, remains underexplored.

In the context of FCT-Abuja, Nigeria, many multi-sector enterprises—especially service marketing firms—grapple with performance challenges despite operating across multiple sectors. Issues such as low customer retention, operational inefficiencies, and weak market responsiveness continue to hinder growth. These firms are often caught between the need for innovation and the limitations imposed by infrastructural, financial, and regulatory barriers. Consequently, investigating how business model innovation can influence the performance of these enterprises is not only timely but also essential for informing policy, strategy, and academic understanding.

Statement of the Problem

Ideally, multi-sector enterprises, particularly service marketing firms, are expected to harness innovation to achieve robust performance across their diverse business segments. In global best practices, business model innovation is a critical enabler of service excellence, strategic agility, and competitive advantage. Successful firms routinely redesign their operational models to better align with changing customer expectations and technological trends.

However, in the Nigerian context—particularly within the FCT-Abuja—many service marketing firms continue to experience inconsistent performance levels despite operating in multiple sectors. Reports from the Nigerian Economic Summit Group (NESG, 2023) reveal that over 60% of service-oriented SMEs in Abuja either plateau or decline within five years of inception, citing lack of innovation as a major bottleneck. Performance indicators such as customer retention and market adaptability remain weak, raising concerns about the efficacy of current business models employed by these firms. The limited adoption of technology-driven delivery models and weak internal process redesign are also cited as constraints (SMEDAN, 2022).

Empirically, existing literature has primarily focused on business model innovation within single-sector enterprises or large multinationals, with little attention to multi-sector service marketing firms operating in emerging economies. Studies exploring the Nigerian business environment have largely emphasized product innovation and market entry strategies, while overlooking the structural and strategic innovation within business models (Afolabi & Olayemi, 2020). This lack of empirical focus has created a knowledge gap that this study seeks to fill by investigating the relationship between business model innovation and the performance of selected multi-sector service marketing companies in FCT-Abuja.

2. LITERATURE REVIEW

Conceptual Review

Business Model Innovation

Business model innovation (BMI) refers to the process by which firms reconfigure the way they create, deliver, and capture value in response to environmental shifts, customer demands, or competitive pressures. It involves a structural transformation in the firm's core logic and activities rather than incremental improvements. According to Amit and Zott (2012), business model innovation occurs when new, non-traditional logics are used to structure how a business operates, often yielding competitive advantage and new sources of revenue. In dynamic markets, BMI serves as a critical response mechanism to changing industry structures and customer expectations.

Scholars such as Teece (2018) have emphasized that business model innovation is distinct from product or service innovation; it alters the business architecture rather than the offering itself. This innovation often encompasses changes in customer engagement, revenue mechanisms, distribution channels, and internal processes. In multi-sector enterprises, BMI becomes even more relevant as it facilitates adaptation across different sectors, leveraging synergies and optimizing operational efficiencies. Its successful implementation often translates to better market reach, improved responsiveness, and long-term performance.

Value Creation Process Redesign

Value creation process redesign refers to the strategic transformation of the internal processes and configurations through which a firm generates and delivers value to its customers. It focuses on improving operational structures, resource allocation, and inter-functional coordination to enhance service delivery and responsiveness. Zott and Amit (2010) argued that firms engaging in value creation process redesign often reconfigure their activity systems to capitalize on emerging opportunities and reduce inefficiencies. This can involve outsourcing, automation, or the integration of partners into core processes.

The redesign of value creation processes is particularly crucial for multi-sector enterprises operating in dynamic environments. By streamlining workflows, reducing waste, and enhancing coordination, firms can become more agile and cost-effective across sectors. Furthermore, the alignment of internal activities with external value propositions can significantly improve customer satisfaction and organizational performance (Chesbrough, 2010). Thus, the capability to redesign internal systems is a fundamental enabler of strategic renewal and business growth.

Technology-Driven Delivery

Technology-driven delivery captures the integration of digital tools, platforms, and systems in delivering products or services to customers. This includes the use of mobile apps, artificial intelligence, cloud computing, and data analytics to enhance accessibility, efficiency, and customer experience. According to Bharadwaj et al. (2013), digital technologies redefine how firms interact with customers and manage internal processes, often leading to superior service outcomes and cost advantages. Technology-driven delivery has become a hallmark of modern business competitiveness.

In multi-sector service enterprises, adopting technology-driven delivery methods allows firms to offer consistent service quality across different domains while catering to digitally savvy consumers. It fosters real-time communication, personalization, and scalability, thus strengthening the firm's operational capabilities. Moreover, technology allows businesses to capture and analyze data across sectors, supporting evidence-based decision-making and predictive planning (Westerman et al., 2014). As such, it is a strategic pillar for modern service enterprises aiming for sustainable performance.

Customer Re-Engagement

Customer re-engagement refers to the strategies and practices aimed at revitalizing relationships with existing or past customers to drive continued patronage and brand loyalty. It involves personalized communication, loyalty programs, feedback loops, and digital reactivation campaigns. Verhoef et al. (2010) emphasized that re-engagement initiatives are critical for customer relationship management (CRM), especially in highly competitive service industries where customer churn is high.

In the context of multi-sector enterprises, customer re-engagement is essential due to the varying customer experiences across sectors. Firms that consistently interact with their customers, even after initial engagement, tend to generate repeat business and cross-sell opportunities. Furthermore, effective re-engagement enhances customer lifetime value, reduces acquisition costs, and fosters emotional brand connection (Hollebeek, Srivastava & Chen, 2019). Therefore, it forms a strategic component of business model innovation focused on sustaining market relevance.

Revenue Diversification

Revenue diversification refers to a firm's ability to generate income from multiple sources, sectors, or product lines, reducing dependence on a single revenue stream. It is a risk mitigation and growth strategy commonly adopted by multi-sector enterprises. According to Palepu and Healy (2008), revenue diversification not only provides financial stability but also allows firms to explore synergies between business segments to enhance overall performance.

Diversified revenue streams enable firms to withstand sector-specific downturns and take advantage of emerging market trends. In service marketing firms, this could mean offering consultancy, logistics, and IT services under one umbrella. By leveraging existing customer bases across services, firms can maximize resource utilization and cross-promotional opportunities (Markides & Williamson, 1994). Thus, revenue diversification directly contributes to long-term financial sustainability and organizational resilience.

Customer Retention

Customer retention refers to the firm's ability to maintain long-term relationships with its customers, encouraging repeat patronage and brand loyalty. It is considered a critical indicator of customer satisfaction and service quality. According to Reichheld and Sasser (1990), a small increase in customer retention can significantly boost profitability due to lower marketing costs and higher lifetime value. In service industries, customer experience is central to retention outcomes.

For multi-sector enterprises, customer retention strategies must be consistent yet adaptable across diverse service lines. Firms that maintain strong brand equity and provide seamless service interactions are more likely to retain clients despite operating in multiple sectors (Zeithaml, Bitner, & Gremler, 2018). Effective retention also relies on trust, perceived value, and continuous innovation in service delivery. Consequently, it is both a performance measure and strategic imperative.

Market Adaptability

Market adaptability describes a firm's ability to respond to and thrive amid dynamic market conditions, customer preferences, and competitive pressures. It involves organizational flexibility, proactive strategy shifts, and a culture of continuous learning. According to Day (2011), adaptable firms consistently sense, respond to, and anticipate market changes, which enhances their competitiveness and sustainability.

Multi-sector enterprises often operate in volatile environments that require rapid adjustments. Their ability to adapt across different sectors—each with unique customer demands and regulatory environments—is a key determinant of performance. Adaptability enables firms to reallocate resources, redesign offerings, and exploit new opportunities (Volberda et al., 2001). Hence, it reflects both strategic foresight and operational agility.

Performance of Multi-Sector Enterprises

The performance of multi-sector enterprises encompasses financial, operational, and strategic outcomes across the various sectors in which they operate. It reflects how well an enterprise achieves its objectives, including profitability, customer satisfaction, market share, and innovation success. Kaplan and Norton (2004) noted that performance should be assessed using both financial and non-financial metrics to capture the full scope of organizational effectiveness.

For service marketing firms operating in multiple sectors, performance is often evaluated through key indicators such as revenue diversification, customer retention, and market adaptability. These metrics reflect how efficiently a firm integrates its business model across sectors and responds to diverse market demands. A high-performing multi-sector enterprise is one that balances sectoral synergies while maintaining a coherent brand and service delivery model. This study focuses on these dimensions to understand how business model innovation drives strategic performance outcomes.

Theoretical Framework

This study was benchmarked on the Dynamic Capabilities Theory developed by Teece, Pisano, and Shuen in 1997. The major assumption of this theory is that a firm's competitive advantage in rapidly changing environments lies in its ability to integrate, build, and reconfigure internal and external competencies. The theory emphasizes that ordinary capabilities are insufficient in volatile markets; firms must possess dynamic capabilities to innovate and adapt their business models in response to environmental changes.

The application of this theory to the present study lies in its relevance to business model innovation and enterprise performance. Multi-sector enterprises in FCT-Abuja, Nigeria, face rapidly changing consumer demands, technological disruptions, and competitive pressures. By leveraging dynamic capabilities—such as reconfiguring value creation processes, adopting technology-driven delivery systems, and re-engaging customers—these firms can enhance their market adaptability, diversify revenue streams, and achieve improved performance outcomes across sectors.

Empirical Review

Ramdani et al. (2019) aimed to review and synthesise the developments in business model literature, specifically focusing on how firms pursue business model innovation. They adopted a systematic review methodology by analysing 219 peer-reviewed articles published between 2010 and 2016. Their findings revealed that firms do not strictly follow either an evolutionary or revolutionary path to business model innovation; instead, they engage in experimentation and pursue open or disruptive innovation. Business model innovation, according to the study, can involve modifying one or several business model elements or altering the interaction between elements across four innovation domains: value proposition, operational value, human capital, and financial value. The authors recommended the use of a business model innovation framework as a strategic “navigation map” to guide managers in identifying what and how to change. However, the study left a gap by not fully exploring the mechanisms and external conditions that influence such changes.

Iheanachor et al. (2021) set out to explore how business model innovation (BMI) can be applied by financial service agents (FSAs) in Nigeria to enhance value creation and distribution within the financial services sector. Using a qualitative approach, the authors mapped the business models of FSAs by employing Osterwalder and Pigneur's Business Model Canvas in conjunction with Amit and Zott's Sources of Value in e-Business (SVCeB) model. Their findings revealed that FSAs often operate under weak and unsustainable business models, which constrain their effectiveness in expanding financial inclusion. The study emphasized that aligning firm resources with changing customer demands is essential and that this alignment necessitates ongoing innovation in business models. The authors recommended that FSAs engage in business model innovation to improve their viability, profitability, and long-term sustainability. A key gap in this study was its limited focus on broader structural and policy factors that could also support BMI among FSAs in emerging markets.

Huang and Ichikohji (2023) conducted a comprehensive review aimed at addressing the fragmentation and inconsistency in the business model innovation (BMI) literature. They analysed 272 peer-reviewed articles published between 2010 and 2022, using six thematic dimensions: antecedents, processes, types, barriers, outcomes, and moderators/mediators of BMI. Their findings led to the development of an integrated theoretical model that captures the complex interrelationships among these variables, offering a structured framework for understanding BMI. The study recommended the adoption of this model by businesses to better navigate innovation and transformation efforts in their operations. However, a notable gap in the study was its limited empirical validation of the proposed theoretical model, suggesting the need for future research to test its applicability across sectors and geographic contexts.

Van Tonder et al. (2023) examined the impact of digitally-driven business model innovation (BMI) on the performance of small and medium-sized enterprises (SMEs), using empirical data from 198 South African and 226 Dutch SMEs. The study aimed to determine whether digital transformation in BMI could enhance business performance and to test the moderating

roles of business culture renewal, organisational structure, and strategic renewal. Employing exploratory factor analysis, regression, and correlation analysis, the findings showed that BMI through digital transformation had a significant positive impact on business performance. Notably, the positive effect was amplified when firms adopted flexible organisational structures and renewed their strategies, while business culture renewal did not demonstrate the same moderating influence. The authors recommended that SMEs seeking to enhance performance through digital transformation must prioritise structural and strategic adjustments. However, a gap in the study was the limited exploration of how these findings might generalise across other economic sectors beyond the two national contexts studied.

Clausen and Molden (2024) investigated how managerial ties and access to external resources influence business model innovation (BMI) among new and smaller ventures. Grounded in resource-based theory, the study aimed to develop and empirically test a conceptual model suggesting that managerial relationships facilitate BMI by enabling firms to access vital resources from their broader ecosystem, including incubators and entrepreneurial communities. Using survey data and mediation analysis, the findings provided substantial empirical support for the proposed model, confirming that managerial ties significantly contribute to BMI through improved resource access. The authors recommended that smaller ventures should strategically build and leverage managerial networks to facilitate innovation and growth. However, the study left a gap in understanding how these relationships might evolve over time or differ across industries and organizational stages.

3. METHODOLOGY

This study adopted a cross-sectional survey research design, which was appropriate for examining the relationship between business model innovation and enterprise performance at a specific point in time. This design allowed the researcher to gather data from a target population within a limited timeframe and make analytical inferences without manipulating the study environment (Creswell & Creswell, 2018).

The population of the study comprised all employees of selected multi-sector service marketing companies operating in FCT-Abuja, Nigeria. However, the accessible population consisted of 102 managerial employees drawn from six service marketing firms that met specific selection criteria. These criteria included: (i) active operation in more than one sector of service delivery (e.g., telecoms and logistics, or IT and hospitality), (ii) formal registration with the Corporate Affairs Commission (CAC), and (iii) adoption of customer-facing technology platforms. The selection of these firms was justified on the basis that such enterprises were more likely to engage in business model innovation practices and provide relevant data for performance analysis.

The unit of analysis was the managerial employees of the selected firms. This choice was informed by the fact that these individuals were strategically positioned to provide insights into the firm's innovation strategies, operational models, and performance indicators.

Given the relatively small size of the accessible population, the sample size was equivalent to the population—102 respondents. This approach was justified using a census sampling technique, which ensured comprehensive data collection from all eligible respondents and eliminated sampling bias.

The study relied on primary data, and the main method of data collection was the questionnaire. The questionnaire was structured to capture data on the dimensions of business model innovation (value creation process redesign, technology-driven delivery, and customer re-engagement) and performance metrics (revenue diversification, customer retention, and market adaptability).

To ensure the reliability of the research instrument, Cronbach's Alpha was used, and the following reliability coefficients were obtained: value creation process redesign ($\alpha = 0.83$), technology-driven delivery ($\alpha = 0.81$), customer re-engagement ($\alpha = 0.86$), revenue diversification ($\alpha = 0.80$), customer retention ($\alpha = 0.85$), and market adaptability ($\alpha = 0.82$). These coefficients exceeded the 0.70 threshold, indicating strong internal consistency (Tavakol & Dennick, 2011). Content validity was established through expert review of the questionnaire items.

For data analysis, the Pearson Product Moment Correlation was employed using SPSS version 27, which enabled the researcher to assess the degree and direction of association between business model innovation variables and enterprise performance indicators.

4. RESULTS

A total of 102 questionnaires were distributed to managerial employees across six selected deposit money banks in the Federal Capital Territory (FCT), Abuja, Nigeria. This sample size was justified using a census sampling technique, which is considered appropriate in research contexts where the population is relatively small and accessible, allowing for complete representation and elimination of sampling bias (Etikan et al., 2016). All 102 questionnaires were successfully retrieved, indicating a 100% response rate. Preliminary checks were conducted on the returned questionnaires to assess completeness and consistency. The analysis confirmed that all were appropriately filled and thus deemed suitable for further statistical analysis.

Table 1 below presents the demographic distribution of the respondents based on age and gender. The data show a balanced representation across age groups and gender categories, providing a diverse respondent base for robust inferential analysis.

Table 1: Demographic Distribution of Respondents (N = 102)

Variable	Category	Frequency	Percentage (%)
Gender	Male	58	56.9%
	Female	44	43.1%
Age	20–29 years	22	21.6%
	30–39 years	47	46.1%
	40–49 years	24	23.5%
	50 years and above	9	8.8%

Source: Fieldwork, 2025

Prior to conducting the main statistical analysis, the fundamental assumptions underlying the Pearson Product Moment Correlation analysis were tested and met. These assumptions include linearity, normality, homoscedasticity, and level of measurement (Pallant, 2020). The satisfaction of these assumptions confirmed that the data met the necessary criteria for correlation analysis, thereby justifying the use of inferential statistics for further examination of the relationships among the study variables.

Hypothesis Testing and Interpretation of Results

Table 2: Correlations on business model innovation and performance of multi enterprises sector

		value creation process redesign	technology-driven delivery	customer engagement	re-revenue diversification	customer retention	market adaptability
value creation process redesign	Pearson Correlation	1	.474**	.554**	.681**	.610**	.689**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	102	102	102	102	102	102
technology-driven delivery	Pearson Correlation	.474**	1	.345**	.589**	.501**	.537**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	102	102	102	102	102	102
customer engagement	re-Pearson Correlation	.554**	.345**	1	.623**	.596**	.562**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	102	102	102	102	102	102
revenue diversification	Pearson Correlation	.681**	.589**	.623**	1	.769**	.752**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	102	102	102	102	102	102
customer retention	Pearson Correlation	.610**	.501**	.596**	.769**	1	.774**

	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	102	102	102	102	102	102
market adaptability	Pearson Correlation	.689**	.537**	.562**	.752**	.774**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	102	102	102	102	102	102

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Fieldwork, 2025

H1: There is a significant relationship between value creation process redesign and customer retention among selected service marketing companies in FCT-Abuja.

The Pearson correlation coefficient between *value creation process redesign* and *customer retention* was $r = 0.610$, with a p-value of 0.000, which is statistically significant at the 0.01 level (2-tailed). This indicates a strong positive relationship between the two variables. In practical terms, this result suggests that improvements or innovations in the redesign of value creation processes—such as enhancing service delivery channels, streamlining operations, or revising value propositions—are strongly associated with higher levels of customer retention in service marketing firms operating in FCT-Abuja. Therefore, H1 is supported, and it can be inferred that firms that strategically innovate their value creation processes are more likely to retain customers over time.

H2: There is a significant relationship between technology-driven delivery channels and market adaptability among selected service marketing companies in FCT-Abuja.

The correlation coefficient between *technology-driven delivery* and *market adaptability* was $r = 0.537$, with a p-value of 0.000, which is also statistically significant at the 0.01 level. This result shows a moderate to strong positive correlation between the adoption of technology-based delivery mechanisms and a firm's ability to adapt to dynamic market conditions. It implies that the more service marketing companies embrace digital tools and platforms (such as mobile applications, online portals, or automated services), the better positioned they are to respond to changing customer needs, competitive dynamics, and regulatory shifts. Thus, H2 is also supported, underscoring the role of digital transformation in enhancing organizational agility and adaptability.

H3: There is a significant relationship between strategic customer re-engagement and revenue diversification in multi-sector enterprises in FCT-Abuja.

The Pearson correlation between *customer re-engagement* and *revenue diversification* stood at $r = 0.623$, with a p-value of 0.000, indicating a significant and strong positive correlation at the 0.01 level. This suggests that enterprises that actively implement strategies to re-engage their customers—such as loyalty programs, feedback-driven innovation, or personalized services—are more likely to experience diversified revenue streams. This could be due to increased customer loyalty, upselling opportunities, or cross-sector service offerings that expand income sources. Consequently, H3 is supported, highlighting that strategic customer relationship management contributes significantly to financial growth and sustainability across sectors.

5. DISCUSSION OF FINDINGS

The findings of this study revealed that business model innovation (BMI) components have statistically significant and positive relationships with key dimensions of multi-sector enterprise performance. Specifically, the analysis showed that *value creation process redesign* had a strong positive correlation with *customer retention* ($r = 0.610$, $p < 0.01$), affirming that organizations that strategically revamp their value creation mechanisms are more likely to retain their customer base. This suggests that improving internal processes to deliver superior value enhances customer loyalty, satisfaction, and engagement, thereby contributing to organizational growth and competitiveness.

Furthermore, a positive and significant relationship was also observed between *technology-driven delivery* and *market adaptability* ($r = 0.537$, $p < 0.01$). This result implies that service marketing companies that integrate digital channels into their service delivery frameworks are more capable of responding swiftly to market changes, customer behavior shifts, and

external pressures. It supports previous literature indicating that digital transformation enables firms to scale operations, personalize service offerings, and remain agile in turbulent environments.

Additionally, *strategic customer re-engagement* was found to have a significant correlation with *revenue diversification* ($r = 0.623$, $p < 0.01$). This indicates that firms that actively re-engage existing or past customers through innovative methods—such as feedback loops, re-targeting campaigns, and personalized outreach—are better positioned to open up new income streams across different product or service segments. The findings align with contemporary thinking that customer-centric strategies are central to financial sustainability and expansion in a multi-sectoral business context.

6. CONCLUSIONS AND RECOMMENDATIONS

This study concluded that business model innovation serves as a critical driver of performance for multi-sector enterprises operating within the dynamic business environment of FCT-Abuja. The redesign of value creation processes significantly improves customer retention, digital transformation enhances market adaptability, and customer re-engagement strategies contribute to diversified revenue streams. Overall, the integration of innovative models across operational, technological, and customer relationship dimensions is vital for achieving sustainable growth and competitive advantage in the service sector.

The positive relationships observed among the BMI variables and performance indicators suggest that innovation at the strategic level is not just beneficial but essential for navigating complexity, enhancing service delivery, and sustaining profitability. This is particularly relevant in the context of Nigeria's evolving business landscape, where economic uncertainties and rapid digitalization require firms to adopt more agile and innovative approaches.

7. RECOMMENDATIONS

1. Multi-sector enterprises should continuously reassess and redesign their value creation processes to align with evolving customer expectations and market trends. This could involve re-engineering workflows, enhancing service customization, and adopting customer-centric delivery models to foster deeper customer loyalty.
2. Service marketing companies should strategically integrate digital tools and platforms into their service delivery to improve responsiveness, efficiency, and scalability. This includes leveraging mobile apps, AI-driven customer service, and data analytics to anticipate market changes and tailor services accordingly.
3. Firms should develop robust mechanisms for re-engaging past or existing customers, such as feedback mechanisms, loyalty programs, personalized communication, and exclusive offers. These efforts not only improve customer lifetime value but also open opportunities for cross-selling and revenue expansion.

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