

Creating a business model in the context of changes in the macro environment

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Abstract. In recent decades, the development of product-profit corporate business models has emerged as a significant topic of interest for corporate managers and academics. This paper examines the creation of product-profit corporate business models in a specific industry during a crisis period. The study sample comprised over 260 companies over 2021 and 2022. The research employed correlation analysis, one-criteria ANOVA, and Dimensional Analysis to test four hypotheses.

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The research results showed that the components of the corporate environment (microenvironment, meso-environment, and macro-environment) are interconnected. The significance of the meso-environment in generating business models was confirmed, highlighting its impact on competitiveness and profitability. The findings indicated a shift in the conceptualization of business models based on corporate margin creation. Economic, political-legal, and technical-technological factors were found to play increasingly important roles. The study also disproved the hypothesis regarding the time dimension in corporate or business strategy innovation. Corporate practice has reduced the time intervals for innovation from years to the current timeframe of months. This suggests a disconnect between corporate practice and scientific research in business model projection. Overall, this article addresses the scientific knowledge deficit surrounding specific business models for individual industries. It provides insights into effective business model projection and implementation strategies sought by business managers.

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1. INTRODUCTION

Changes in the macro environment of businesses triggered by the Covid-19 pandemic have resulted in a shift in perception among business managers with regard to both corporate strategy and business strategy, including business models. Subsequent developments in the area of material and energy inputs, both in terms of their availability and pricing, have compounded this shift. In view of these fundamental changes in the European and global corporate environment, corporate managers are now considered to be crisis managers (Giousmpasoglou, Marinakou & Zopiatas, 2021), as they perform management and decision-making functions under increasing uncertainty and risk (Abuhussein, Barham & Al-Jaghoub, 2023). Therefore, Kumar and Sharma (2021) argue that the modern society is moving from what was described in the last century as a highly discontinuous and turbulent management environment to a period of 'managed chaos'. Future forecasts suggest that this transition will most likely continue and intensify. In this context, the importance of corporate managers is indisputable, as with varying degrees of acceptance of this shift in the macro environment, they implement the necessary changes in their decision-making, management practices, and conceptual work (Haneberg, 2021). However, no less important was also a fundamental reconstruction of the micro-environment (Bochko, et. al., 2021) and partly also of the meso-environment (Abuhussein & Koburtay, 2021). Contemporary managers are fundamentally changing their perception of the categories of corporate or business strategy both in terms of time and content, and they often perceive them as synonyms. More than 80% of enterprises in the South Bohemian region in the survey conducted by the authors of the article define the concept of business strategy in terms of its maintenance at most from a half to a year interval. They consider the newly conceived and set business models as a decisive tool for the sustainability of the enterprise (Trnavcevic et. al., 2023), which must, on the one hand, satisfy customer requirements to the maximum, while at the same time achieving the required level of corporate margin or profitability (Westerveld et. al., 2023). The dynamism of business models and their high flexibility regarding the development of the market environment of a particular enterprise is perceived by business managers as their expected characteristic (Xu et. al., 2022). The fundamental importance of transforming

new knowledge from science and research into corporate practice is often discussed (Yuan, Xue & He, 2021). It is necessary to state objectively that the corporate sphere has not been provided with new knowledge in the field of generating corporate or business strategy respecting changes in the corporate environment. Economic and regional development and rapid, often unpredictable changes across the globe in technical fields have an effect on everything, including universities, training, research and services as well. Universities must find their place in this continuously changing environment, they need to continuously reinterpret themselves and their own roles, whilst ensuring that education and knowledge transfer take priority. The pace of change is increasingly accelerating with technological novelties and innovations by high-tech industries surpassing themselves at an astounding rate. Therefore, knowledge, as the facilitator and creator of these results, plays an increasingly important role for those who wish to rank among the winners of the competition both locally and globally (Pupp & Filep, 2021). The present article responds to the above-mentioned changes, to the requirements of the corporate sphere in order to contribute to the opening of scientific discussion in the matter of setting business enterprise models in the conditions of the new economy. In line with the anticipated research activities, the following hypotheses are proposed:

- H1: The corporate environment consists of three basic components (microenvironment, meso-environment and macro-environment), where some parameters of these components exhibit binding individuality and isolation.
- H2: In the generation of business models, a critical component of the corporate environment is the business-to-business environment.
- H3: The importance of the individual areas of the companies' activities fundamentally influences the emergence of the crisis period with the priority given to the technical-technological area.
- H4: The time dimension of innovation of the corporate or business strategy is the same for all basic areas of the company's activity.

2. LITERATURE REVIEW

One of the dominant aspects of the global economy is the high level of competition that comes at business from many different directions. Enterprises maintain their position in the market through complex bundles of skills, accumulated knowledge, which they then implement in their business models (Kraus et al., 2021). Business model development and innovation is influenced by a number of factors that depend on the environment of the enterprise (Climent & Haftor, 2021). In recent years, it can be observed that more and more companies are changing established approaches and switching to models that can respond more quickly and effectively to changes in the business environment (Nesheva-Kiosseva, 2021). In a turbulent environment, the manager's position to acquire, process and use information is very important. The position of the manager is related to the correct assessment of the situation in which the enterprise is and the correct allocation of tasks for individual employees (Remenova & Jankelova, 2019). Krichevskiy (2020) presents that lack of information can have a negative impact on decision-making. The supply chain setup plays an important role, which is very costly and inefficient if set up poorly (Lizhbetinova et al., 2017). In recent years, research has also focused on so-called group decision making, which brings a number of benefits. The main advantage is gathering more opinions on a particular problem and identifying more potential threats, resulting in a higher probability of success (Tabatabaei et al., 2019). One of the most topical issues in the field of business models is the development of information and communication technologies, which is directly related to the increasingly relevant digitalization. According to Peskov et al. (2019), digitalization to some extent shapes the direction and growth of business development. In addition, digitalization itself has a huge impact on the enterprise, where the ability to process and use large amounts of data plays a key role in creating and maintaining competitiveness (Dusek, 2020). Better and faster data

processing is enabled by modern “Big data” and cloud-computing technologies (Guo, 2019; Letkovsky et al., 2023). With the help of these methods, in the future, enterprises could effectively meet the needs of all stakeholders in line with the strategic goals of the company (Vaculcikova et al., 2019). Organizational structure is an effective tool for improving corporate governance by fulfilling the objectives formulated in the corporate strategy (Shinkevich et al., 2021; Iershova et al., 2022). Implementing an organizational structure is a complicated and challenging process, but in the end, it is an effective tool for innovation in the enterprise (Deltas et al., 2021). Research shows that organizational structure is directly influenced by the factors of the internal and external environment of the enterprise (Polevaya, 2020). A special case is family businesses, where the organizational structure is strongly intertwined with the internal environment (Jurasek et al., 2021; Nemes et al., 2025). A properly set organizational structure allows the enterprise to respond to risks in a timely manner and thus improve the competitiveness of the enterprise (Opalenko & Rudenko, 2019). Hai et al. (2019) focused their research on the factors influencing the organizational structure and operating mechanism of an enterprise. This research showed that these factors cannot be clearly identified. Sumets (2020) also addressed a similar topic in his research and developed an algorithm to evaluate the management system of manufacturing enterprises.

The Covid-19 pandemic meant a change in the functioning of all areas of daily life, whether it was individuals or businesses (Mishchuk et al., 2023; Sagapova & Dusek, 2021). The combination of all measures against the spread of the disease resulted in a reduction in supply and demand in the market which is still partly faced today (Seetharaman, 2020). For businesses, this meant the need to go into crisis management and hastily come up with a new type of business model (Chanyasak et al., 2021). Businesses that failed to do this in most cases went bankrupt (Nesheva-Kiosseva, 2021). The ways in which businesses have dealt with such a rapid change in the macro environment are numerous. Stone stores have moved to the e-shop environment (Pollak et al., 2021), where the original location functioned most often as an order dispenser. Various forms of digitalization are also the most discussed topic of business models during the crisis (Thierry, Mihai and Timber, 2020). In the field of office jobs, these measures most often meant the introduction of the so-called home office, where employees worked from their homes and communicated with their employer or colleagues through web-based applications (Zoom, Teams, etc.) (Kronblad & Pregmark, 2021). For manufacturing companies, we can observe that during the crisis there was an increased level of innovation and maintenance, which partly kept employees working under various constraints and gave the possibility of a better start compared to competitors after most measures were completed (Gopisetty, 2020). However, we can also encounter research that asks the question if the business model matters at all (Press & Brzezczynski, 2022). Fox, Davis and Baucus (2020) present in their research that during times of crisis, some companies may exclude social responsibility from their business models, which may ultimately affect their reputation (Konecny, Kostiuik & Ruschak, 2022). As another example, we can mention the research of Li et al. (2021), who focused on the research on business models and knowledge management in the post-covid era. At the same time, the Covid-19 pandemic marked an increase in interest in already widespread services based on a subscription model. In most cases this involves licensing access to digital content (Netflix, Spotify, etc.), but we can also see cases where it involves regular delivery of physical items (collectibles, sweets, etc.). The research of Arioli et al. (2022) classifies the subscription style into an Italian production company. The result of this research is that a subscription-based business model helps to tailor offers to the specific requirements of the enterprise's customers. Another finding was that using this business model improved the quality of remote customer assistance. This may be due to the enterprise's efforts to retain its subscribers.

3. METHODOLOGY

The dataset was based on data collection during the covid pandemic, i.e. for the period 2020/2021. Matlab was used for data processing, where individual parameters were filtered according to the hypothesis. In total, the dataset contained 305 respondents, in terms of testing their relevance, 262 input data sources were used for the actual research while using the conditions of acceptability of correct data in the final result.

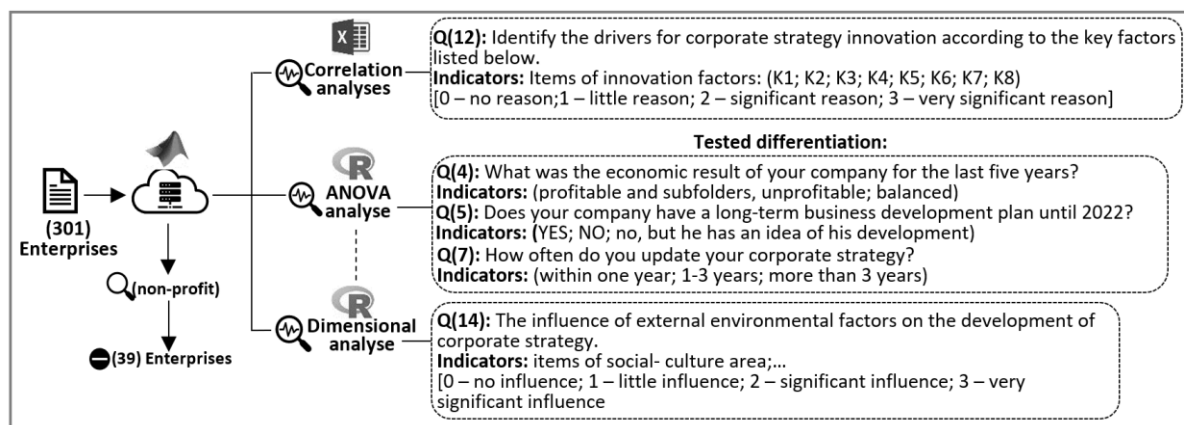


Figure 1. Demonstration of data preparation for statistical processing.

Source: authors

The parametric Pearson correlation coefficient was used in the correlation analysis. The resulting values range from - 1 to 1 where negative values indicate negative dependence; values close to 0 indicate no dependence between the variables tested. Results close to 1 mean that the relationship between the two variables is strongly significant. To determine the sample Pearson correlation coefficient, we will consider the compared random vector variables of range (n) for the vector \bar{X} and \bar{Y} .

$$r = \frac{\sum_{i=1}^n (X_i - \bar{X}) * (Y_i - \bar{Y})}{\sqrt{\sum_{i=1}^n (X_i - \bar{X})^2} * \sqrt{\sum_{i=1}^n (Y_i - \bar{Y})^2}}$$

Where: r = Person's correlation coefficient; n = size of the random vector; X, Y = individual values of the observed variables. Based on the correlation coefficient we can compare what is the relationship between the given parameters. We only report the dependence between two parameters if the value is greater than 0.55.

The single-criteria mathematical model ANOVA (Sidhu et al., 2020) tests the relationship between the dependent variables of the interval variable and one or more factors. The aim of the analysis is to demonstrate the dependence of the explained variable Y (quantitative variable) on the explanatory variables (factors) and to determine statistical significance (p-value). The method was used to test the set hypotheses (if p-value > 0.05, the hypothesis is confirmed and vice versa).

$$y_{ij} = \mu + \alpha_i + \varepsilon_{ij}$$

Where: y_{ij} = measured value; μ = average value; α_i = change in measured value due to a factor; ε_{ij} = experimental error

Dimensional analysis – Scale reliable method is designed to determine the causes of a given problem, relationship. In this analysis, individual questions are tested, with each question representing one dimension (Texocotitla et al., 2020). The resulting coefficient alpha usually ranges from 0 to 1 (/lower limit not specified). It is true that the closer the coefficient is to 1, the greater the internal consistency of the test questions (Schrepp, 2020). It is valid that α (0.6-0.7) indicates an acceptable level of reliability, 0.8 or higher

refer to very high reliability. Results that reach values greater than 0.95 can be considered unquestionable (Texocotitla et al., 2020).

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum_{j=1}^k \text{var}(Y_j)}{\text{var}(Y)} \right)$$

Where: k= number of test items; var(Y_j)= variance of the j-th item score; var(Y)= variance of the total test score.

Item-response theory (IRT) allows conversion of results to a uniform scale. IRT calculations are technically complex because they estimate what latency best matches a given series of responses by a respondent. The Rasch model is the simplest IRT model because each item is characterized by only one parameter. This parameter is the item difficulty (Ranyard et al., 2020).

$$P(\theta; b) = \frac{e^{\theta-b}}{1 + e^{\theta-b}}$$

Where: P= Probability of answering an item correctly e= Euler number; θ = Respondent's latency; b= item difficulty

4. CONDUCTING RESEARCH AND RESULTS

The first area of research within the analytical work was focused on determining whether there was an innovation of business strategy or business models as a result of the covid pandemic, and to what extent. The factors that contributed most to the innovation of these models were also analysed. Respondents determined the intensity of the reason to make a change in the business strategy of the company according to the following scale [0: no reason; 1: little reason; 2: significant reason; 3: very significant reason]. The factors tested are shown in Table 1.

Table 1

Tested factors in terms of influence on business strategy (model) innovation

low-skilled employees of the company	K1	technological development	K5
change an inadequate portfolio of services	K2	changes in legislation	K6
changes in customer behaviour	K3	development of economic situation	K7
fierce competition	K4	significant market changes	K8
Colour scheme			
Micro-environment	Meso-environment	Macro-environment	

Source: authors

The results of the correlation analysis are presented in Table 2 with differentiation into micro, meso and macro innovation factors.

Table 2

Correlation matrix of the significance of factors in terms of their influence on business model innovation

	K1	K2	K3	K4	K5	K6	K7	K8
K1	1							
K2	0,321	1						
K3	0,181	0,258	1					
K4	0,305	0,378	0,368	1				
K5	0,173	0,127	0,165	0,160	1			
K6	0,234	0,215	0,284	0,172	0,287	1		
K7	0,186	0,173	0,159	0,161	0,179	0,323	1	
K8	0,165	0,295	0,320	0,296	0,183	0,310	0,463	1

Source: authors

In accordance with the results presented in Table 2, it can be stated that no strong significant relationship was analysed between any of the tested factors but weakly correlated. This confirms the theoretical assumption of the interdependence of the individual components of the corporate environment, where It shows its integral character and the correctness of the proposed integral model of the corporate environment. It can also be considered as positive that no binding (functional) isolation from other components of the corporate environment was observed for any of the tested factors. In summary, the values obtained can be described as moderate in intensity. For the micro and meso-environment, the greatest innovation potential was indicated for the activity to optimise one's corporate portfolio and the elimination of competitors due to their increasing competitive aggressiveness. Also, the change in customer behaviour during the crisis period triggers the need to change business strategy. The extreme importance of the intermediate environment, especially during crisis situations, was fully confirmed, as documented by the values for K2-K3-K4. In terms of the importance of macro-environmental factors, the results obtained can be considered generally valid across the entire corporate sphere, both domestic and foreign. The greatest significance and innovative power in terms of changing business models was found in the market environment, or in its fundamental transformation. This is particularly the case with the declining purchasing power of the population as well as the rising inflation rate. These and other negative trends in the market environment of enterprises continue to persist and intensify. This leads to a temporary reduction in the relevance, or better stated, feasibility of technical and technological innovation in business processes. A similar statement can be made with regard to legislative changes and laws, including European Union regulations, where this area rather reacts to the often-uncontrolled economic development in the European and world economy. The results from the first research area were followed by research activities aimed at analysing the basic areas of the company's activities in terms of their contribution to eliminating the impact of the covid pandemic. These were the economic, technological, political-legal and social areas (models). A single-criteria mathematical model ANOVA was used. Input data obtained from the enterprises were used regarding their performance or profitability, as well as their technical-technological level, financial inputs in the social area of the enterprise to the assessment of the level of strategic management and decision-making in the enterprises.

From the results in Table 3, the economic, technological and political-legal areas are of particular importance. In particular, the for-profit enterprises were found to be significant in contrast to the social domain. Moreover, here the largest time discrepancy between economic results and the real state of the social area of enterprises was indicated. The results are consistent with those of the previous research area. In terms of the individual parameters evaluated for the models, the development plan was shown to be extremely significant, which is both a logical and positive finding in terms of the crisis state. This finding is followed by the management performance factor, with less significance in the area of strategic management (AL Humeisat, 2023). In a detailed analysis of the dataset and using guided interviews, the authors' earlier finding of a fundamental change in the concept of corporate and business strategy was clearly confirmed both in terms of time and content dimensions. As a complementary research activity, not in its importance, a micro-analysis of the corporate social sphere was conducted. The tested parameters of the social sphere, or their significance, were evaluated in terms of their perception by corporate managers in connection with the update of business strategy. The time intervals were up to one year, one and three years and more than three years.

Table 3

Results of one-criterion ANOVA test - Significance of differentiation within the external environmental factors across all pillars

One-criteria ANOVA test					
Model I.	<i>Technological area</i>				
	Df	Sum Sq	Mean Sq	F value	Pr (>F)
Time of strategy	3	17.47	5.823	6.605	0.25E-3 ***
Development plan	2	13.53	6.764	7.573	0.64 E-3 ***
Management	7	17.35	2.4783	2.767	0.87E-2 **
Residuals	262	230.97	0.882		
Model II.	<i>Economic area</i>				
	Df	Sum Sq	Mean Sq	F value	Pr (>F)
Time of strategy	3	7.55	2.5165	4.085	0.74E-2 **
Development plan	2	8.8	4.400	7.225	0.882E-3 ***
Management	7	7.38	1.0542	1.683	0.113 .
Residuals	262	161.42	0.6161		
Model III.	<i>Political-legal area</i>				
	Df	Sum Sq	Mean Sq	F value	Pr (>F)
Time of strategy	3	7.74	2.5787	3.72	0.012 *
Development plan	2	20.48	10.239	15.95	0.29E-6 ***
Management	7	15.21	2.1723	3.219	0.274 E-2 **
Residuals	262	181.60	0.6931		
Model IV.	<i>Social-cultural area</i>				
	Df	Sum Sq	Mean Sq	F value	Pr (>F)
Time of strategy	3	6.04	2.0125	3.32	0.0204*
Development plan	2	1.17	0.5859	0.941	0.391
Management	7	3.97	0.5673	0.91	0.499
Residuals	258	160.87	0.6235		

[Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1]

Source: authors

The reason for these activities was the fact that this area is the most affected by the covid pandemic and subsequent current crisis conditions. Dimensional analysis method was used. The research activities on this issue respected the assumption that a quality social policy of the enterprise, employee satisfaction in this area is one of the basic prerequisites for the prosperity of the respective enterprise. The results of the analysis are presented in Table 4.

Table 4

Significance testing of selected corporate social parameters

Social-cultural area	Std. Alfa	Within 1 year	Std. Alfa	1-3 years	Std. Alfa	3 and more
demographic development	0.6656	0.5800**	0.7698	0.6277	0.8429	0.6908
income distribution	0.6888	0.5042	0.7870	0.5495	0.8723	0.5054
lifestyle	0.6716	0.5566	0.7592	0.6672**	0.8393	0.7095*
level of education	0.7058	0.4430	0.7721	0.6140	0.8352	0.7330**
population mobility	0.7460	0.2945	0.8245	0.3843	0.8482	0.6598
approaches to free time	0.7029	0.4541	0.7728	0.6108	0.8400	0.7055

Source: Authors

Demographic and lifestyle trends are represented in all tested time variants of the business strategy update. In terms of the longer-term vision, the factors access to leisure and level of education are represented. While it is not possible to draw clearly exhaustive conclusions, it is perhaps possible to suggest that the social sphere in the corporate sphere takes on a multidimensional dimension. In the current difficult economic situation, this area is becoming both a tool for stabilising employees, a tool for recruiting new employees, and a motivational tool for company employees. On the other hand, the amount of funds that the management of companies allocates to this area is decreasing due to the increase in the prices of company inputs, especially materials and energy.

5. DISCUSSION

The findings presented in the present paper were directed towards testing the proposed hypotheses. The first hypothesis focused on the corporate environment, perceived as an integral unity of its three components microenvironment, meta-environment and macroenvironment, aimed at their mutual integrity and interconnectedness of the individual parameters of the corporate environment components. This has been fully demonstrated. In the context of objectivity, it is necessary to state that investigations carried out in the last century by other scientific teams abroad and domestically did not obtain such unambiguous results. At the same time, no negative relationship between the tested elements of the corporate environment was indicated and thus the interdependence of all the test parameters can be stated and the integral character of the corporate environment has been demonstrated, which confirms the author Haneberg, 2021. The hypothesis was rejected.

The follow-up hypothesis focused on the assumption that the Intermediate Corporate Environment is a critical component of the corporate environment in generating business models. The critical importance of the meso-environment, i.e. the factors that make up the competitive environment of each enterprise, was demonstrated. It is a fact that this component of the corporate environment must be respected by the enterprise, negative influences eliminated, and positive factors strengthened and predicted. In terms of the importance of its individual factors, the greatest innovation potential was identified in business models for the market environment and the changing economic situation or economic cycle. Currently, the importance of technical and technological parameters is decreasing, and a similar observation can be made for legislative changes and laws. This hypothesis has been fully confirmed.

The third hypothesis was focused on the issue of the importance of individual areas of the activity of enterprises with a preference for the technical-technological area in the crisis period. The exceptional importance of the economic, technological, and political-legal areas was documented in the framework. This hypothesis was confirmed due to the demonstrated increasing importance of the technical-technological area, especially for profitable enterprises. In a detailed analysis of the technical-technological area, an extraordinary importance was indicated for the development plan, for the economic results, while the strategic management area is less important, which reflects the opinion of the author Yuan, Xue and He, 2021. The process of fundamental change in the concept of corporate and business strategy in the corporate sphere was confirmed. This change has two dimensions, the first consists in the temporal frequency of their innovation and updating, the second consists in a change in content consisting in the maximisation of the corporate margin. In order to address this hypothesis, a micro-analysis of the social sphere of enterprises was carried out in terms of its security by enterprise managers. The relevance of this area in terms of meeting corporate objectives, including long-term corporate sustainability, was confirmed.

The last, fourth hypothesis focused on the comparison of the time dimension in the innovation of corporate or business strategy. The basis for the rejection of this hypothesis was the outcomes focused on the time intervals of the need for innovation of each area of corporate, business strategy. There is a

fundamental change in their time dimension, and this is the case for all tested areas. The previously declared 5 or more years of validity ceases to be valid in the real corporate environment. According to business managers, the actual time for strategy innovation is in the range of half to one year. A somewhat longer period of time is declared by them for the social area; in terms of the importance of this area, the innovation period is gradually shortening here as well.

6. CONCLUSION

The issue of business model construction with subsequent implementation came to the forefront of attention in both the academic and corporate spheres at the end of the last century and in the first decade of the new one. The reasons for this can be found in the changing competitive environment both in terms of the intensity of competitive forces of the actors operating there and in the emergence of new geo-economic groupings within the world economy. From the point of view of objective knowledge, it is necessary to state that at that time these new, hitherto unknown challenges were pointed out mainly by the academic sphere. As a result of the economic growth and prosperity of most businesses at the time, this was not perceived by businesses in a fundamental way. Today, the situation is very different. Firstly, the covid pandemic, then energy and material scarcity created a crisis economic environment that is hitting the business sector with increasing intensity. It is therefore natural that business managers are crisis managers, that the competitive environment exhibits hitherto unknown trends and characteristics, and that the process of business management itself can be defined as a visionary-operational activity anchored in a chaotic environment with a high degree of uncertainty and risk (Kharabsheh & Al-Qudah, 2024).

In the future, it is not a question of whether modern corporate-entrepreneurial approach and work culture will develop beside the academic-scientific atmosphere, but it is a question of whether the participants will be able to exploit the benefits deriving from the new approach and to take economic advantage for themselves by responding with adequate innovation to the technological-technical changes. All this can only be realized through close cooperation with regional participants and the common thinking of higher education-local governments/state- businesses-non-profit sector, a possible solution of which is the establishment of innovation parks as the catalysts of the knowledge-based economy (Pupp-Filep, 2021).

In addressing the issue of business models in the changing environment of the enterprise, the authors built on previous research activities aimed at researching both the components of the corporate environment and the new concept of business models. This lies in the theoretical recognition that the goal of any business is to achieve margin, i.e. the long-term profitability of the business. Part of this knowledge is the underlying assumption of maximising the corporate margin through maximum customer satisfaction. The building block of the newly conceived business models must be business processes, i.e. the primary processes where the value added of the business is created. At the same time, the enterprise must ensure the full functionality of the supporting processes within its unique business models, which create the conditions for the fulfilment of the objectives of the primary processes. The results presented in the paper confirm both the existing level of knowledge in terms of new theoretical definition of business models (e.g. integral concept of all components of the corporate environment) and new knowledge is raised. Among the most important ones is the determination of the significance of the individual components of the business environment with the dominant position of the intermediate environment. Specification of the minimum time dimension of business model innovation in the current economic conditions, framed by a six-month to one-year limit and often an even shorter time span. The time and content analysis of the basic areas of the company's activity is also useful in corporate practice, where both the importance of individual areas (dominating in the order of economic, political-legal and social) and the growing importance of the technical-technological area were specified.

A targeted specification for the individual areas of the company's activity was carried out for the needs of company managers. As an example, the demonstration of the extreme importance for the development plan, the economic stability of the enterprise with the related corporate strategy. The significance of the social area changes fundamentally in the period of crisis management, when this area becomes a tool for stabilising and motivating existing employees of the enterprise, an activating means of recruiting new employees.

Recommendations for managers arise from the perspective of properly grasping the combination of parameters within the social environment of employees and strengthened by corporate culture. Successful businesses demonstrate a focus on the education of their employees and their access to leisure activities, along with associated benefits, which ultimately serve as motivational stimuli for achieving better results through aggregate gains of the companies.

The issue of changing the content and forms of implementation of individual areas of the company's activities will require a separate research solution. As already mentioned, in the area of business model projection, the company practice has outstripped the scientific research base. The presented article is an effort to reduce the scientific knowledge deficit in this issue and to contribute to the follow-up solution focused on the projection of specific business models for individual industries, which is increasingly demanded by business managers.

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