

**BIZNES MODELI INNOVATSIYALARI VA STARTAPLARDA
RAQOBATBARDOSHLIK USTUNLIGINI TAHLIL QILISH**

**АНАЛИЗ ИННОВАЦИОННОСТИ БИЗНЕС-МОДЕЛИ И
КОНКУРЕНТНЫХ ПРЕИМУЩЕСТВ В СТАРТАПАХ**

**ANALYSIS OF BUSINESS MODEL INNOVATION
AND COMPETITIVE ADVANTAGE IN STARTUPS**

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Abstract: *Ushbu tezis startaplar biznes modeli innovatsiyalari orqali qanday qilib raqobatdosh ustunliklarga ega bo'lishi mumkinligini o'rganadi. Bilamizki, biznes-model innovatsiyasi ham xavf va qiyinchiliklarga duch keladi, bu esa innovatsiya jarayonida oqilona qarorlar qabul qilishni talab qiladi. Va nihoyat, ushbu tezis muvaffaqiyatning asosiy omillari va startaplar biznes modeli innovatsiyalarida e'tibor qaratishlari kerak bo'lgan strategik tavsiyalarni taqdim etadi.*

Kalit so'zlar: *Startaplar, biznes modeli innovatsiyasi, raqobatdosh ustunlik, almashish iqtisodiyoti, aqlli apparat*

В этой статье рассматривается, как стартапы могут получить конкурентные преимущества за счет инноваций в бизнес-моделях. В то же время инновации в бизнес-моделях также сталкиваются с рисками и проблемами, которые требуют принятия разумных решений в ходе инновационного процесса. Наконец, в этой диссертации предлагаются ключевые факторы успеха и стратегические рекомендации, на которых стартапы должны сосредоточиться при инновациях в бизнес-моделях. **Ключевые слова:** стартапы, инновации в бизнес-моделях, конкурентные преимущества, экономика совместного потребления, интеллектуальное оборудование

This thesis explores how startups can gain competitive advantages through business model innovation. At the same time, business model innovation also faces risks and challenges, which require wise decision-making during the innovation process. Finally, this thesis offers key success factors and strategic recommendations that startups should focus on in business model innovation.

Keywords: Startups, business model innovation, competitive advantage, sharing economy, smart hardware



Due to globalization and digitalization, market competition is becoming increasingly fierce, and startups need to innovate their business models to gain and maintain competitive advantages. Business model innovation refers to the process of companies redesigning or fundamentally changing their existing business models to create, deliver, and capture value. For startups, business model innovation is an important means to overcome traditional operational constraints and enhance market competitiveness. In recent years, Chinese startups have achieved significant market success in areas such as the sharing economy, new retail, and smart appliances through business model innovation. These innovations have not only driven industry development, but also provided valuable learning experiences for other companies. This paper aims to explore the impact of business model innovation on the competitive advantage of startups through case studies of representative companies such as Didi Chuxing, Hema Fresh, and Xiaomi, and to offer relevant strategic recommendations.¹

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¹ Wang Lin. Research on Business Model Innovation in the Digital Economy Context—From the Perspective of Job-Course-Certificate Integration [J]. Modernization of Shopping Malls 2024(20).

² Qiao Ying, Zhou Fanqi, Wang Yujie. Research on Business Model Innovation of Internet Companies from the Perspective of Value Co-Creation [J]. China Economic and Trade Guide 2024(08).

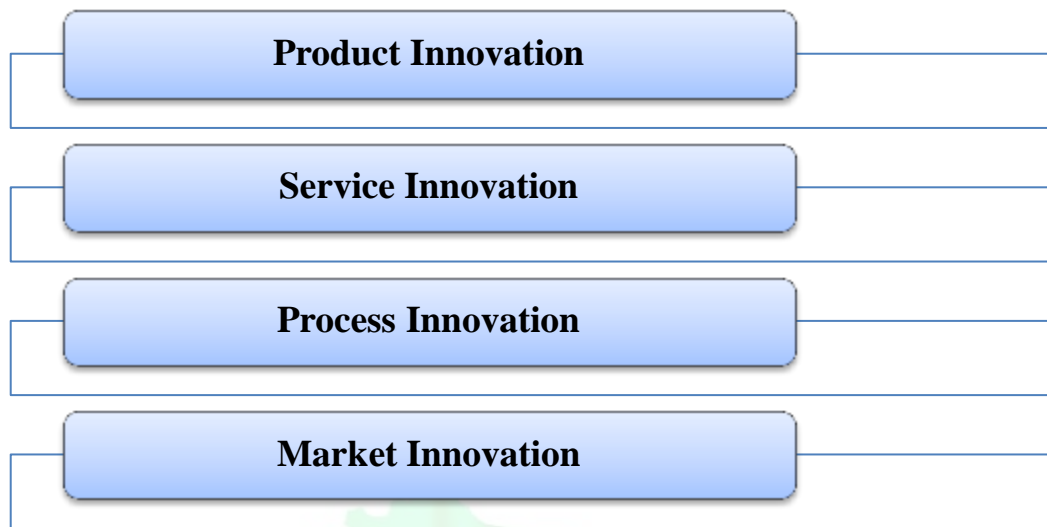


Figure 1

Definition and types of business model innovation³

Product Innovation: For example, Xiaomi captures market share with high-cost-performance smart hardware and maintains its competitive advantage by continuously launching new product lines.

Service Innovation: Hema Fresh redefines the shopping experience through an omnichannel service that integrates online and offline.

Process Innovation: Didi Chuxing optimizes dispatch processes using big data to improve operational efficiency.

Market Innovation: Pinduoduo successfully penetrated the lower-tier markets with a social e-commerce model, acquiring a large number of new users.

These types of business model innovation help companies stand out in the competition and provide ongoing growth momentum. Different innovation paths are suited to different market environments and corporate resources, requiring startups to choose flexibly based on their characteristics

Competitive advantage is the ability of a company to consistently outperform its competitors in the market by creating greater value for customers first. Porter's theory of competitive advantage suggests that companies can achieve this through three main strategies: cost leadership, differentiation, and focus. In the Chinese market, startups often establish their competitive advantage through strategies based on differentiation and innovation. Business model innovation is a crucial strategy for achieving differentiation. By creating a unique business model, companies can offer different products or services, which can attract more customers in the fierce market competition. For example, Didi Chuxing's shared mobility model provides users with more convenient travel options, while effectively solving the supply and demand imbalance in the

³ Compiled by the author based on information

traditional taxi industry, thereby improving overall travel efficiency. In addition, business model innovation helps companies optimize operations and reduce costs, enhancing market competitiveness. For example, Meituan has significantly reduced delivery costs in its takeaway business by applying supply chain management and intelligent dispatching systems, and significantly improving the user experience. These innovative measures not only improve operational efficiency, but also establish a strong competitive advantage for Meituan in the fiercely competitive market.⁴



Figure 2

Startups' strategies for solving problems in business model innovation⁵

Resource integration and collaboration: Through external collaboration and resource integration, startups can compensate for their resource shortages. Collaboration with other companies, research institutes, or government agencies can provide more support and security for enterprise innovation.

Data-driven decision-making: By leveraging big data and artificial intelligence technologies, companies can more accurately predict market demand and consumer behavior and make business decisions. Data-driven decision-making can not only improve operational efficiency but also reduce risks in the innovation process.

Flexible business models: Startups need to maintain flexibility in their business models, adapting and optimizing them as market and technology changes occur. A flexible business model helps companies better adapt to market changes and maintain competitive advantages in an environment of intense competition.

In conclusion, with the deepening of digital transformation and technological progress in the future, business model innovation will increasingly rely on data and technology. Companies need to constantly monitor market and technological trends, and constantly explore new business models and innovation paths. At the same time, companies need to

⁴ Gan Lishuang, Zhou Yanhua. Research on Classroom Teaching Methods for the "Business Model Innovation" Course Under the Concept of Deep Learning [J]. Collection of Scientific Education and Culture 2024(15).

⁵ Compiled by the author based on information

strengthen risk management in the innovation process to ensure that innovation brings sustainable business value. At the same time, startups need to choose appropriate innovation paths based on their resources and market environment, focusing on user experience and service quality, using technology and data to drive innovation. It is also very important to constantly review and adjust business models to adapt to market changes. It would also be appropriate to improve operational efficiency and service capabilities to provide a better experience to customers through technological innovation, maintain market responsiveness, and create an inclusive business ecosystem to overcome the complex market environment and changing user demands through open collaboration and resource sharing.

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