

How Industry Recipe Works in the Process of Business Model Innovation: The Case of Gopher Soft

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Abstract: Studies of the relationship between industry recipes and business model (BM) innovation (BMI) explain how the BMs that appear in organizations may be similar or different. However, these studies suffer from limitations in explaining the role of an industry recipe in the BMI process deployed into a series of sub-processes. We perform a qualitative and exploratory case study of a start-up in the ‘software as a service’ (SaaS) industry to fill this research gap. In order to operationalize our study, we adopt the concept of a BM canvas and five sub-processes of the BMI process. Our preliminary results identify the different roles of the industry recipe in each BMI sub-process. Knowledge of the customers’ industry recipe among executives in a start-up can be the reason why a different BM appears. The existing industry recipe can help executives to build the BM of their start-up.

Keywords: Business Model, Business Model Innovation, Industry Recipe, Business Model Innovation Process, Start-up, Software as a Service (SaaS) industry, Decision-making.

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1. Introduction

Many organizations recognize that business model innovation (hereafter, BMI) is one of the key activities that will make their business operations effective and productive and enable them to achieve growth (Foss and Saebi, 2018; Spieth et al., 2014). They conduct BMI to introduce new business models (hereafter BMs) or improve existing BMs (Foss and Saebi, 2018). The BM of an organization can be regarded as the architecture with which the organization creates, delivers and captures value (Amit and Zott, 2001; Foss and Saebi, 2018; Osterwalder and Pigneur, 2010; Spieth et al., 2014). Existing studies have investigated the relationship between BMI and managerial cognition (Aspara et al., 2011; 2013; Egfjord and Sund, 2020; Hadida and Paris, 2014; Kim and Kim, 2023; Matthyssens et al., 2006; Schneckenberg et al., 2019; Sund et al., 2021; Tikkanen et al., 2005). They particularly focus on the influence and role of industry recipes in BMI in organizations. An industry recipe (*'which industry we are'*) is shared among managers within and between organizations (Leminen et al., 2016; Porac et al. 2017). Bezjian et al. (2020) defined an industry recipe as an adopted configuration of practices utilized by a firm and its rivals to produce similar products or services within a given industrial environment. This study utilizes their definition. Existing studies of the relationship between BMI and industry recipes have addressed, through the role of the industry recipe, how BMs that are similar or different appear among the organizations in an industry (Hadida and Paris, 2014; Kim and Kim, 2023; Leminen et al., 2016; Matthyssens et al., 2006; 2008; Tikkanen et al., 2005). However, these studies are limited in their ability to explain how an organization follows the BMI process in terms of industry recipe. They have failed to sufficiently explore the process of how and why an organization comes up with a BM that is similar to the existing industry recipe or a BM that is different from the existing industry recipe. In order to fill the theoretical gaps, we focus on the case of a start-up. There is a shortage of studies on the relationship between industry recipes and BMI in start-ups. A start-up, as the source of a new idea, often takes on the role of an industry disruptor or creator (Kim et al., 2022; Trimi and Berbegal-Mirabent, 2012). This implies that a start-up creates a BM that is different from the BMs of incumbents, although creating a BM to operate and grow a business constitutes a burden for a start-up. The alternative is for the start-up to follow the existing industry recipe, consequently producing a similar BM to that of the incumbents. Practically, although BMI plays an important function in the business operation and growth of a start-up (Cassar, 2006), the failures of start-ups originate from BM failure (Eisenmann, 2021). This leads to increased attention on BMI from policy-makers and managers in incubating and accelerating programmes. For these reasons, we carry out a qualitative and exploratory case study on the relationship between industry recipe and BMI for a start-up. This paper presents the research design and methods, the results and a short conclusion.

2. Research Design and Methodology

2.1. Qualitative and Exploratory Case Study

Given the research question, this study explores the process of BMI in terms of industry recipe. To answer our research question, a qualitative and exploratory case study was designed to complement the use of quantitative data. The advantage of a qualitative study is that it can unlock the process and content of BMI in relation to the existing industry recipe. Existing studies have utilized the advantage of a qualitative study (Bezjian et al., 2020; Lantano et al.,

2022; Leminen et al., 2016; Kim and Kim, 2023; Sabatier et al., 2010). By using a qualitative study, Landoni et al. (2022) explored the change in BM content through BMI for new entrants by looking at a video game console company. Kim and Kim (2023) explored the content of modular BMI in terms of industry recipe. They utilized a qualitative study to discover the content and process of BMI and its influencing factors. These studies methodologically imply that a qualitative study may be suitable for exploring the process and content of BMI in terms of industry recipe. Thus, a qualitative case study was designed.

2.2. Case Selection and Data Collection

2.2.1. Case Selection

This section presents the case selection and the data collection procedure. We focused on start-ups, as these are required to engage in BMI. We carefully devised a way to select a start-up for the study, because the information available about start-ups, compared to incumbent organizations, is relatively limited. In order to consider the sample of start-ups, we first utilized the criteria of Kiss and Barr (2015) to define a start-up: (i) established for around 10 years, (ii) having fewer than 300 employees, and (iii) being a privately owned and funder-managed organization. However, because this study tried to look at the influence of the industry recipe, we considered the industrial experience of the funder(s) and the members of the start-up team. This criterion has two advantages. First, we could obtain information about whether the BMI activities of the target start-up were related to the existing industry recipe. Second, we could organize the collection of data on the existing industry recipe from the target start-up. Additionally, when the case was selected, we considered target start-ups in the public policy and acceleration programme in South Korea (performance indicators: revenue generation and around 20-30% higher performance for companies within the programme). This meant that the start-up's BM was operationalized, effective and growing in an industry. The study considers the BM roles suggested by Spieth et al. (2014). In particular, an industry recipe is a built-up practice shared among firms in an industry. The use of an industry recipe can enable a start-up to operationalize its BM in an industry. If a start-up did not follow an existing industry recipe, it would have to create a BM in order to operate effectively in the industry. To get information about start-ups, this study utilized the access and networks of the researchers to the public policy and acceleration programme in South Korea. Thus, we selected a start-up in the software as a service (hereafter SaaS) industry whose customers were carrying out cross-border drop-shipping electronic commerce.

2.2.2. Data Collection

This study organized the collection of interview, survey and secondary data through the researchers' network. The triangulation technique (investigators, data type and sources, interviewees) suggested by Archibald (2016) and Gibson (2017) was adopted. Secondary data about the IT service industry, particularly focusing on SaaS companies, and about the drop-shipping electronic commerce industry were collected. The main sources of the secondary data were academic articles (13) from the Korea Citation Index (KCI) Database and the SCOPUS articles database, newspaper articles (18) through Google Search, and the *Weekly Newsletter of SaaS Industry* from the SaaS Center. This weekly newsletter offers subscribers content on BM(I) and service architecture in the SaaS industry. The other data came from public reports and internal documents. By utilizing the researchers' networks, we collected documents on a start-up called Gopher Soft, including investor relations presentation documents and the diagnosis report on the start-up by Gyeongsang National University's Start-up Programme. The reports and presentation documents had a complementary function of providing interview data, as well as helping to build up the data on the start-up.

Regarding the face-to-face interviews, the interview questions were devised from the literature review on industry recipes and BMI. After developing the interview questionnaires, one researcher created the interview template, and then another researcher reviewed the interview questionnaires and template. The researchers collected the interview data from January to February 2025, and interviews with start-up entrepreneurs and industry experts are still being carried out. Currently, we have conducted seven interviews (see <Table 1>). These are used for this paper.

-----Insert <Table 1>-----

2.3 Data Analysis and Presentation

This section presents the data analysis. Template analysis is a qualitative analysis technique (Cassell and Symon, 2021). It thematically organizes and analyses textual data using a list of codes produced by the researchers (Brooks et al., 2015). These authors highlighted the fact that a template can be useful for representing and adapting the relationship into different themes. This study refers to Brooks et al.'s (2015) procedures for template analysis. Based on the theoretical discussion of BMI and industry recipe, we pre-defined the codes for the data analysis. The coding scheme is presented in <Table 2> (see below).

-----Insert <Table 2>-----

This study handles a single case to explore the relationship between the industry recipe and the BMI process, which consists of a series of stages. At first, we coded qualitative data on each theme: industry recipe, BMI process and BM canvas. The coding results were then reanalysed by applying cross-coding to the relationship between the industry recipe and the BMI process (decision-making). We present the results in the next section.

3. Preliminary Results

3.1. Introduction to Gopher Soft

Gopher Soft (hereafter Gopher) is a start-up in South Korea. It was established in May 2023. Gopher has two parts to its business: it operates in cross-border electronic commerce and in the SaaS industry. Gopher currently has a chief executive officer and eight employees.

First, Gopher has a sales team and works as a seller in the drop-shipping business in the B2C (business-to-consumer) e-commerce market. Gopher has well-known sellers, who have good sales records in the drop-shipping commerce market. By exploiting their expertise, Gopher has opened electronics shops on e-commerce market platforms such as Naver Smart Store and G-market (which are similar to Amazon in the U.S.A.) and operates its drop-shipping business. As the chief executive officer and chief strategy officer mentioned:

...this drop-shipping business works as a cash-cow for Gopher Soft.... (Interview with the chief strategy officer on 17 January 2025).

Second, Gopher has put a great deal of effort and resources into creating an SaaS business for e-commerce sellers. Gopher has developed the 'Seller Jipsa' service (*Jipsa* is the Korean word for butler), which helps sellers who wish to conduct or are already conducting drop-shipping commerce. Thus, Gopher is mainly operating with two BMs in two industries. This paper discusses the SaaS-based BM for supplying software services to e-commerce sellers who are focused on drop-shipping commerce.

3.2. Industry Recipe and BMI Process

Gopher uses an SaaS-based BM in the SaaS industry, but Gopher's BM is different from that of other SaaS-based BMs of e-commerce sellers (see <Figure 1>). Gopher's BM is a mixture

of two industry recipes, one from the SaaS industry and one from the e-commerce industry.

3.2.1. BM Problem Recognition at the 'Mobilize' Stage

The founder, and other members of the founding team of Gopher, were aware of the need for a BM when they engaged in the establishment of Gopher and the development process for the Seller Jipsa service. Gopher attempted to develop comprehensive solutions based on artificial intelligence (hereafter AI) to automate the full drop-shipping process for sellers. The service automates various labour-based routine tasks in the process of drop-shipping. The routine tasks are the common activities conducted by sellers in the drop-shipping process. Because of the (drop-shipping) e-commerce experience of the members of the founding team, they knew the problems that sellers would encounter and the type of services that SaaS-based service providers would offer to sellers. Gopher recognized the need for a new BM to operationalize the Seller Jipsa-based business.

3.2.2. BM Problem Formulation at the 'Understand' Stage

Seller Jipsa is an SaaS-based service. SaaS technology drove changes in BMs in the software industry: from software products to software services; from product-based sales to subscription-based sales; from physical product distribution to internet cloud-based distribution; and from the one-time physical deployment of software products to frequent updates and fast error correction by software services through the internet. These practices are shared among managers in the SaaS industry. The founding team of Gopher understood them, and Gopher is familiar with (drop-shipping) e-commerce and other businesses with China. The team learned about BMs in the SaaS and drop-shipping industry.

...We dig into the reasons of why some firms performed well or the others not. In addition to getting to understand their patterns of BM, we tried to catch up the unique success factors among well-performing BMs.... (Interview with the chief executive officer of Gopher Soft, 3 January 2025).

Gopher needed to develop a new BM for sellers using the Seller Jipsa service. Compared to other SaaS-based services for drop-shipping e-commerce sellers, which utilize a single solution for a single task, or a service package bundling the solution for each task in the drop-shipping process from other SaaS service providers, Seller Jipsa offers sellers a comprehensive and automated solution for the full drop-shipping process. Gopher understood that its BM had to build up operational activities to give efficiencies such as economies of scale, as well as giving an advantage to customers using Seller Jipsa. As the chief executive officer in Gopher Soft said:

...Sellers need to make their profit from Seller Jipsa... because they operate their business on Seller Jipsa.... (Interview with the chief executive officer of Gopher Soft, 3 January 2025).

This point required know-how and understanding of shared practices in drop-shipping businesses. Additionally, Gopher considered extending the operation of the business into different global markets (Japan and other countries).

3.2.3. Test of Alternative BM Solutions to Arrive at a Decision on the BM Solution at the 'Design' Stage

Gopher developed alternative BM solutions and tested them to decide on a final BM solution. At this stage, two industry recipes – one from the SaaS industry and one from the drop-shipping e-commerce industry – were utilized, while the company also made some decisions outside the

two industry recipes. Gopher focused on the operation of the BM. This section presents our preliminary results on the four parts of the BM canvas.

Value proposition: Gopher created a new service category of a drop-shipping seller. Gopher followed the common service model shared in the SaaS industry, but created a new service category in the SaaS industry focused on drop-shipping. Most service providers for drop-shipping e-commerce sellers suggest a specific solution for a single task or create a service package by bundling together the solutions for each task in the drop-shipping process. Each service currently offered by the incumbent providers provides sellers with a semi-automated function for each task. This means that each service requires some manual jobs to be done by the seller. However, Gopher attempts to offer a comprehensive and fully automated service that deals with the full drop-shipping process. The founding team had a good knowledge of all the tasks of the drop-shipping process that sellers need to carry out in their business. As the chief financial officer said:

...Through work experiences, our team members obtained good know-how and practices of how sellers conduct their business and where sellers make their mistakes.....

(Interview with the chief financial officer of Gopher Soft, 17 January 2025).

Gopher utilized its knowledge of shared practices and its know-how in the drop-shipping business to develop a new solution. This knowledge was combined with the use of AI to enable Gopher to offer drop-shipping sellers a comprehensive and fully automated service.

Customers: Gopher followed the practices shared among SaaS-based service providers for drop-shipping sellers (see <Figure 1>). In the component of channel and customer-relationship management, Gopher considered the common practices as alternative BM solutions: internet access for service (error correction and other improvements) through public cloud computing; communication with sellers using social media (blogs, online messengers and others); and a trust-building approach to create a relationship with sellers. As the chief marketing officer said:

....Most SaaS-based service providers for drop-shipping highlighted trust with sellers, because their services are related to real electronic commerce.... (Interview with the chief marketing officer of Gopher Soft, 14 February 2025).

Although Gopher examined various customer segments, it targeted the group of drop-shipping beginners, who are likely to use a fully automated and comprehensive service for their business and who earn less than 7,000 U.S. dollars from their drop-shipping businesses in a new service category. This group includes new entrants to the drop-shipping business.

Infrastructure: Gopher built up the infrastructure part of its BM (see <Figure 1>). It created new key activities, resources and partnerships, different from those in the shared practices in the (drop-shipping-focused) SaaS industry, while it also referred to existing practices in the SaaS industry. Technology is perceived as one of the important resources in service innovation, and leads to service improvement (or error correction and upgrades) in the SaaS industry. Gopher highlighted technology-driven continuous service innovation as one of its key activities. To offer a better service to sellers, the executive officers perceived that Gopher needed to continuously improve its service function, update its services, correct errors in the service and even prepare for the next generation service in advance. The chief financial officer said:

...We are spending much of our budget on R&D. It means hiring competent engineers, who can fit our job requirements, paying them..... (Interview with the chief financial officer of Gopher Soft, 17 January 2025).

Gopher built up the support activities to enable sellers using Seller Jipsa to have a fast and reliable drop-shipping operation. Although SaaS-based solution providers offer their customers

technical support for a specific service or service package, they do not support all the activities of the drop-shipping process: for example, they do not support the logistics for a seller to supply goods to a consumer in a foreign country and do not make any order instead of sellers. Gopher handles these activities as key activities. The executives agreed that, because of their in-depth understanding of all the practices shared among sellers in the drop-shipping industry, Gopher was able to build up fast and reliable supporting activities for drop-shipping. In that context, Gopher made a partnership with Sungwon Global Cargo and had a network using Toss as the payment gateway. In addition, Gopher built up its intellectual property to protect its BM and services, not only in Korea but also in other countries.

Financial viability (value capture): Gopher utilized the practices shared among SaaS-based service providers for drop-shipping sellers. It follows the subscription model for an SaaS-based service (monthly payments). However, Gopher has a unique revenue stream and cost structure because of the characteristics of Seller Jipsa service. Gopher receives a sum of money for the Seller Jipsa product from the seller when the seller receives an order from an individual consumer. This becomes the cost to the seller for making an order. In addition, it includes a fee for the logistics service. This revenue stream and cost structure are related to the support activities for the fast and reliable drop-shipping operations of sellers.

4. Conclusions

This paper presents the preliminary results of a single case study on the relationship between industry recipe and the BMI process. However, our study is still on-going. Existing studies have just highlighted the role of an industry recipe on the outcome of BMI. They give limited understanding of the role of the industry recipe in the sub-processes of BMI. Although we have not fully analysed the empirical data in this study, our preliminary results identify the different roles played by an industry recipe in the BMI process. They imply that knowledge among the executives in a start-up of the customers' industry recipe can be the reason why a different BM appears. In addition, the existing industry recipe can help a company to build up its BM. However, because this is a single case study, we need to extend it into a multiple case study in order to increase its validity and reliability.

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<Table 1> Information on Interviewees

Name of Company	Position	Duration and Place	Other Information
Gopher Soft	Chief Executive Officer	2 hours Meeting room	
Gopher Soft	Chief Financial Officer Duties: financial and human resource management	2 hours Meeting room	Information on eight patents
Gopher Soft	Chief Strategy Officer	2 hours Meeting room	Positions of Gopher and sellers
Gopher Soft	Chief Marketing Officer Duties: service model examiner and marketing	1 hour and 30 mins Meeting room	Positions of Gopher and sellers
Catholic University	Professor	1 hour and 30 mins Online (Zoom) meeting	Industry expert in SaaS industry
National Information Society Agency	Executive principal	1 hour and 30 mins Meeting room	Industry expert in SaaS industry

<Table 2> Coding scheme

Order	Category	Coding Scheme	Sources
1 ST	Content of Business Model (BM)	• Nine components on BM canvas • Customer segments, Value propositions, Channels, Customer relationships, Revenue structure, Key resources, Key activities, Key partnerships, Cost structure	Osterwalder & Pigneur (2010)
	Industry Recipe	• Industry recipe	Bezjian et al. (2020) Spender (1989)
	BMI Process	• BM problem recognition (Mobilize) • BM problem formulation (Understand) • Alternative BM solution development (Design) • Decision on BM solution (Design) • Implementation (Implement)	Osterwalder & Pigneur (2010) Dmitriev et al. (2014)
2 nd	Cross-Category	• Content of BM*Decision-making in BMI • Industry recipe*Content of BM • Industry recipe*Content of BM*Decision-making in BMI	