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Business model innovation of IT management consulting companies based on SAP ERP technology in Indonesia

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Abstract

Purpose: This study aims to examine how IT management consulting companies in Indonesia innovate their business models based on SAP ERP technology to remain competitive and adaptable amidst digital transformation demands. It explores the influence of technology, customer needs, profitability, and infrastructure on the evolution of their business strategies.

Research methodology: The study employs a qualitative descriptive approach using purposive and snowball sampling techniques. Data were collected through in-depth interviews and observations with top executives and senior consultants from three leading IT consulting firms: PT. Soltius Indonesia, PT. Sigma Cipta Caraka (Telkom Sigma), and PT. Wilmar Consultancy Services. Business Model Canvas (BMC) and Pivot Theory were used as the analytical frameworks to evaluate business model changes and innovation scores.

Results: The findings reveal that the consulting companies have shifted from traditional project-based models to data-driven, cloud-based, and subscription-oriented service models. Four main pivot dimensions resource-driven, offer-driven, customer-driven, and finance-driven underpin this transformation. Strategic innovations include co-creation approaches with clients, preconfigured ERP packages, KPI-based outcome services, and integration of AI, cloud, and analytics. These changes enable the companies to address growing demands for digitalization, efficiency, and insight-based decision-making.

Conclusions: Business model innovation enables IT consulting firms in Indonesia to adapt to digital transformation. By shifting to cloud-based, data-driven, and subscription models, they enhance flexibility, efficiency, and client value. Success depends on technology, customer needs, and organizational readiness, positioning these firms as strategic partners in digitalization.

Limitations: This study is limited to three case studies and relies on qualitative data, which may not capture the full spectrum of innovation practices across the broader consulting industry. The findings are context-specific and may not be generalizable without further quantitative validation.

Contribution: This study offers a strategic reference for IT consultants to adapt their business models through innovation aligned with digital trends.

Keywords: *Business Model Canvas, Business Model Innovation, IT Management Consultant, Pivot Theory*

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1. Introduction

In the era of digital transformation, the need for ERP (Enterprise Resource Planning) technology-based systems within a company to help grow the business has become a necessity. This is because a company needs ERP to manage its resources effectively and efficiently (Iskandar & Ratri, 2024). A comprehensive governance system for ERP, both for implementation and support, is sometimes lacking in companies that wish to expand their businesses. This is where IT Management Consulting businesses come in, helping companies transition toward digital transformation (Akmal, 2025). IT management consulting firms have become one of the B2B solutions for companies as the solution market for ERP users.

The management consulting market globally has grown significantly, generating $130 billion with a 4% annual growth rate. Furthermore, management consulting contributes 55% to the total consultancy service business across all sectors. The demand for consulting services in Indonesia has also increased from 6% to 9% between 2016 and 2021 (Sibarani, 2019). This growth is due to the rapid development of modern infrastructure in Indonesia. This has made consulting services a promising business solution shop. This is done by focusing on addressing ongoing management issues, limiting investment in senior consultants, and providing high standards for their products and services (Tahi Hamonangan Tambunan, 2011).

The traditional business model in management consulting, which focuses on solutions, shows that the value of the solutions provided by consultants is based solely on their own assessments, without standardizing the scope (Man, Man, & Stoppelenburg, 2016). This is where innovation is needed to develop the IT Management Consultant company. From the consultant and company perspective, a preliminary survey conducted in November 2023 with 17 consultants from 3 companies, namely PT. Soltius Indonesia, PT. Sigma Cipta Caraka, and PT. Wilmar Consultancy Service, revealed that the SAP consultant community observed a phenomenon where many variations in business models caused consultants to need time to adapt to the business model of one company to another(Tavoletti, Kazemargi, Cerruti, Grieco, & Appolloni, 2022).

An interview with Francis Anderson Kojongian, Director of the Information Technology Systems Directorate at Universitas Kristen Maranatha, stated that the approach of IT consulting companies in handling customers has not changed since they went live approximately 10 years ago. The operations and value required by customers demand improvement(Park, Lee, & Choi, 2021). The interview highlighted the need for a business model reference that continues to innovate in order to meet customer needs. Based on this phenomenon and interviews with several experts and customers, there is a need for a standardized business model to streamline business models(Ramdani, Binsaif, & Boukrami, 2019). According to Jerónimo, Pereira, and Sousa (2019) management business consulting as a service has exponentially developed and is used in all aspects of a company's business to guide the company, thus necessitating a solid standard. Therefore, based on the explanation above, the researcher is interested in conducting research using the business model canvas in IT Management Consulting companies in Indonesia, using pivot analysis as a strategy to address problems.

1.1. Problem Formulation

Based on the background above, the problem formulation in this research is as follows:

1. How is the business model canvas of SAP IT management consulting companies in Indonesia?
2. How does the technology factor in pivoting business model innovation affect the changes in the business model creation of SAP consulting support companies in Indonesia?
3. How does the business model infrastructure factor in pivoting business model innovation affect the changes in the business model creation of SAP consulting support companies in Indonesia?
4. How does the business model profitability factor in pivoting business model innovation affect the

changes in the business model creation of SAP consulting support companies in Indonesia?
5. How does the customer factor in pivoting business model innovation affect the changes in the business model creation of SAP consulting support companies in Indonesia?
6. How does the innovation development pattern in IT management consulting solve the stagnation phenomenon in their business models?
7. How can IT Management Consulting companies use business model innovation as a reference to grow further?

2. Literature review

2.1. Management Consultant Theory

Management consulting is a service provided by independent professional consultants who assist managers and organizations in achieving the goals and objectives of an organization or company, solving management and business problems, identifying new opportunities, enhancing the learning of organizational members, and implementing organizational change (Cerruti, Tavoletti, & Grieco, 2019). Management consulting refers to specialized professional services provided by trained and experienced individuals who help managers identify and solve managerial and operational issues across various aspects of social life. These professional services focus on improving managerial performance, operations, and the economic and financial aspects of business institutions. The development of a consultant in the management consulting business itself becomes an important asset in the consulting business(Ibatova, Kuzmenko, & Klychova, 2018).

2.2. Business Model Theory

A business model, according to (Sjödin, Parida, Jovanovic, & Visnjic, 2020) is a tool to describe a basic thought process on how a company or organization creates value, delivers value, and captures value. This business model theory includes two theories used in this research: the business model canvas theory and the SWOT theory. The business model canvas theory is used to describe a company's business model using nine values (Hutamy, Marham, Alisyahbana, Arisah, & Hasan, 2021), while SWOT serves as a tool to evaluate the company's strategy to map the strategic direction based on the business model canvas created.

2.3. Pivot Theory

To sustain its business, a company must innovate or change its business model (Fernandes & Afonso, 2018). There are four epicenters that form the foundation of business model innovation. These four epicenters are (Specht & Madlener, 2018):

1. Resource Driven Epicenter: This epicenter creates opportunities for the company's business model to evolve or change based on innovations driven by infrastructure resources, either internally or through partnerships.
2. Offer Driven Epicenter: Innovations based on this epicenter provide a new value proposition to customers, which in turn pushes for a new business model requiring innovation.
3. Customer Driven Epicenter: Innovation driven by customer needs creates new opportunities for companies to innovate their business models.
4. Finance Driven Epicenter: Innovations based on the company’s financial condition, pricing mechanisms, and price structure adjustments.

Based on these four drivers, an innovation wheel is created as depicted in the pivot theory, which focuses on four main factors:

1. Technology: The development of information technology which causes changes in a company’s business model. This can be seen in how business models innovate due to both internal and external technological involvement. These factors include the technology value needed by customers, technology efficiency, and the rapid development of technology, causing current technologies to become outdated.
2. Customer: The potential development and behavioral changes of customers in terms of their needs and new value propositions needed. This relates to how changes in customer behavior and requirements drive a company or organization to innovate its business model to meet those demands.

These factors include customer efforts to gain benefits, customer business transitions, and the need for companies to adopt a persuasive approach to customers.

3. Economy/Profitability: The feasibility of a busin
4. ess and economic development, requiring a company to innovate its business model. This refers to how economic factors create the direction for changes in a business model innovation. These factors include return on investment, incentive changes, and profit target shifts.
5. Business System Infrastructure: Internal factors in a company's evolving values that require business model innovation. These factors include policy changes, changes in the role and position of the organizational structure, and leadership direction shifts.

2.4. Framework

In the Framework, BMC (Business Model Canvas) is part of strategic management at the strategic formulation level. The BMC is positioned within strategic formulation because the formulation of a business model aligns with the process of long-term objective development (Yumiza, Kurniawa, & Rezalti, 2024). The nine components of the BMC map the long-term objectives of a company, helping to guide the direction of the company. Meanwhile, the pivoting process itself is a mapping of innovation from a business model and is positioned at the strategic evaluation level (Wiraguna, 2021).

3. Methodology

3.1. Type of Research

In terms of data type, the research approach used in this study is qualitative. Qualitative research aims to understand phenomena based on what is experienced by the research subjects holistically, and with descriptive methods in words and language, in a specific, natural context, utilizing various scientific methods (Yudistira, Astina, & Hum, 2025). The type of approach in this research is descriptive. Descriptive research aims to describe and solve existing problems based on data. Furthermore, Barella, Fergina, Mustami, Rahman, and Alajaili (2024) states that descriptive research focuses on data in the form of words, images, and not numbers, due to the application of qualitative methods. Additionally, everything that is collected may become a key to understanding the research. The sampling or data source collection in this study is done through purposive sampling, and for the sample size, snowball sampling is used. Data collection techniques include triangulation (a combination), qualitative data analysis, and the research results emphasize generalization meaning. The outcome of this research aims to describe or construct in-depth interviews with the research subjects, providing a clear overview of the Business Model Canvas Analysis of IT Management Consulting Companies based on ERP SAP Technology in Indonesia in the Era of Digitalization.

3.2. Selection of Informants

The sampling or data source collection in this study is done through purposive sampling, and for the sample size, snowball sampling is used. According to Sukmawati (2023) the informants in qualitative research indicate how the researcher takes steps to obtain data and information. The most important aspect of this discussion is how the researcher "determines" and "obtains" informants. The identification of informants can be done by the researcher if they understand the general research problem and the structure of the community where the research is conducted. However, if the researcher does not understand the community structure, they will continue to search for research information.

The informants in this research are as follow:

1. Company Owners or Board of Directors of IT Management Consulting Companies.
   - PT. Soltius Indonesia: Andreas Gunadi / CEO
   - PT. Sigma Cipta Caraka: I Wayan Arthana / Director of Operations
   - PT. Wilmar Consultancy Service: Suryanto Wijaya / Deputy Director
2. Employees at IT Management Consulting Companies at High-Level Management.
   - PT. Soltius Indonesia: Adi Wiranto / General Manager AMS
   - PT. Sigma Cipta Caraka: Aswin Sahputra / VP Sales Enterprise and Strategy EBS
   - PT. Wilmar Consultancy Service: Pricilia Sudibyo / Marketing Director

Based on the above research, the researcher selected informants who meet specific criteria, namely individuals who understand and are knowledgeable about IT Management Consulting Companies. The informants consist of high-level management with over 5 years of experience in IT Management Consulting. The company profiles that are the object of this research, where the informants work, are as follows:

1. Company Name: PT. Soltius Indonesia
2. Company Name: PT. Sigma Cipta Caraka
   - Company Address: Graha Telkom Sigma, Jl. CBD Lot VII No 8, Lengkong Village, Gudang, Tangerang 15321
   - Year Established: 1987
3. Company Name: PT. Wilmar Consultancy Services
   - Company Address: Kuningan Mulia Street Kav. 9B, Multivision Tower 12th Floor, Indonesia, DKI Jakarta, South Jakarta, Setia Budi, 12980
   - Year Established: 2012

3.3. Data Collection

The data collection method used in this research is observation and interviews. Interviews are conversations between two or more people aimed at exchanging information. In this research, interviews are used to obtain more complete and in-depth data. This method ensures accurate and direct information from informants. The interview process includes question-and-answer sessions between the researcher and the IT Management Consulting Company owners, employees, and clients.

3.4. Data Analysis Techniques

This study uses two analysis techniques: Business Model Canvas (BMC) and Pivot Analysis. The Business Model Canvas aims to describe the appropriate business model for the company, while pivot analysis is used to determine the right strategy based on the company's environmental conditions. For data validation, the study uses objectivity and credibility, out of the five data validation techniques: Objectivity, Reliability, Authenticity, External Validation, and Utilization (Taherdoost, 2021).

3.5. Business Model Canvas (BMC)

Business Model Canvas (BMC) is a strategic tool used to describe a business model and outline the fundamental thought process of how an organization creates, delivers, and captures value. The Business Model Canvas (BMC) consists of nine components as follows (Joyce & Paquin, 2016):

- Costumer Segment
  The first step is customer segmentation. In customer segmentation, the individuals or groups that contribute the most to the business's revenue can be considered as customers or clients when they purchase the product or service sold or offered by the business.
- Value Proposition
  The value proposition is related to the value the company provides to its target customer segment.
- Channels
  Channels and customer relationships are interconnected with the value proposition. If the channels are directly connected to the intermediary between the company and its chosen consumer group.
- Customer Relationship
  Customer relationships are the company's strategy to build bonds with previously selected customers. The three factors are interconnected between the company and its consumers.
- Key Resources
  Key resources are the most important assets the company needs to operate its business model effectively.
- Key Partnership
  Key partnerships are defined as the resources needed by the company but not owned by the company itself..
- Cost Structure
  The cost structure represents the total costs borne by the company in producing, selling, and adding

value to its customers.

3.6. Pivot Scoring Technique

In this stage, the research will assess the nine elements of the business canvas from the three companies being studied, and then examine the innovation developments using pivot theory based on four assessments. In previous research conducted by (Fernandes & Afonso, 2018), they categorized companies into three groups: Own Project (OP), Bespoken Project (BP), and a combination of OP & BP. Due to their similar characteristics, the companies studied are a combination of BP & OP, where the three companies both have their own products and also sell third-party products. The use of color in the building block indicates the following scores: white represents a score of 0, light blue represents a score of 1, blue represents a score of 2, and dark blue represents a score of 3. The assessment is based on how much change has occurred, analyzed through the pivot wheel.

3.7. Miles and Huberman Model Analysis Technique

Qualitative data research emphasizes collecting data from people's lived experiences (informants), which is ideally suited for case studies. It also focuses on the processes and structures of their lives, linking important aspects that influence their social and organizational lives (Miles, Huberman, & Saldana, 2014). In this study, based on the qualitative data theory of Miles and Huberman, there are three stages in data analysis that will be undertaken:

- Data Condensation: The first technique involves refocusing the data, simplifying it, abstracting the data, and transforming data from notes, interview results, supporting documents, and empirical material into core data. By condensing the data, the collected information becomes stronger and more focused.
- Data Display: The second technique is to organize the data and compress or summarize the information, which will then be prepared to create a conclusion and guide future actions. This technique involves presenting the data in tables, matrices, graphs, or flows to describe the data.
- Drawing and Verifying Conclusions: The final technique is to describe the research results in structured conclusions that are verified through data.

4. Result and discussion

4.1. Business Model Canvas Mapping in IT Consulting Companies

SAP ERP technology has become the standard for many companies to improve operational efficiency, optimize business processes, and strengthen data-driven decision-making (Suryanto & Tyas, 2024). As a result, the business models of IT consulting companies continue to innovate to provide more flexible services that meet market needs. IT Management Consulting in Indonesia has rapidly developed along with the increased digitalization in various industrial sectors. Companies have started realizing the importance of digital transformation and adopting various technological solutions to improve operational efficiency, accelerate decision-making, and enhance customer experience. IT Management Consulting services have emerged as a solution for companies needing strategic guidance in optimally implementing information technology.

Business model mapping is carried out using the Business Model Canvas (BMC) framework to understand the business structure of three IT Management Consulting companies: PT. Soltius Indonesia, PT. Sigma Cipta Caraka, and PT. Wilmar Consultancy Service. The mapping is based on the nine main elements of the BMC, as follows:

1. Customer Segmentation: The IT consulting companies studied primarily serve the agribusiness, consumer goods, and manufacturing industries. The focus is on companies with specific needs for ERP solutions and operational digitalization.
2. Value Proposition: The main strengths of the companies are their experience in SAP implementation, industry-specific expertise, and the technological innovations applied in their solutions. They have also received various awards from SAP as the best services partner and top innovation partner.
3. Channels: The primary method used to acquire customers is through referrals (word of mouth) from clients who have successfully implemented the system. In addition, the companies utilize webinars, offline meetings, and social media campaigns to reach new customers.

4. Customer Relationship: Relationships with customers are maintained through a consultative approach, routine visits, and product update sessions to ensure optimal system utilization.
5. Revenue Streams: The companies' revenue sources consist of three main aspects: license and hardware sales, implementation services, and system maintenance services.
6. Key Resources: The main resources of the companies are human resources with expertise in SAP implementation and consulting. They invest in regular training and employee development.
7. Key Activities: The main activities include project management for implementation, research and development (R&D), as well as marketing and sales strategies oriented toward providing specific solutions to customers.
8. Key Partnerships: The companies establish partnerships with cloud providers like AWS, Google Cloud, Microsoft, and Huawei to support cloud-based solutions for their customers.
9. Cost Structure: The primary cost structure includes salaries for experts, the procurement of licenses and hardware, and investments in technology development and marketing

Several IT consulting firms operating in Indonesia include global firms like Accenture, Deloitte, and PwC, as well as local companies such as Metrodata, Multipolar Technology, and Solusi. These companies offer a variety of IT consulting services tailored to the needs of industries in Indonesia. Challenges faced by the IT Management Consulting industry in Indonesia include a shortage of specialists with expertise in new technologies, high implementation costs, and resistance to change within organizations. However, with increasing awareness of the benefits of digitalization, the IT Management Consulting market in Indonesia is expected to continue growing in the coming years. Overall, IT Management Consulting plays an important role in helping Indonesian companies optimize the use of information technology to achieve their business goals. With the right strategy and quality consulting support, digital transformation can be more effective and provide added value to companies.

4.1.1. Key Components of the Business Model

In the ERP SAP-based IT consulting industry, the business model applied by companies greatly determines the success of system implementation at their clients (Afif, 2024). This business model encompasses various aspects, such as value proposition, customer segments, and revenue sources, all designed to provide the best solutions for companies looking to adopt ERP SAP. Based on an interview with Mr. Ade from WCS, the main strength of the IT consulting companies' business models is their ability to deeply understand their clients' business processes: "Our first advantage is having consultants who are very familiar with business processes." Additionally, the business model also includes::

- Value Proposition: Operational efficiency, business system integration, productivity improvement, easy data access, and system scalability.
- Customer Segments: Multinational companies, state-owned enterprises (SOEs), large local companies, and growing startups.
- Distribution Channels: Direct implementation, SaaS, cloud-based services, remote consulting.
- Customer Relationships: Technical support, ongoing consulting, employee training, after-sales services.
- Revenue Streams: Implementation fees, service subscriptions, additional consulting, system maintenance.

Mr. Aswin from Telkom Sigma also added that their business model focuses on managing the service ecosystem comprehensively: "Telkom Sigma provides a complete end-to-end ecosystem service, both on-premise and cloud-based." Furthermore, Mr. Adi from PT. Soltius highlighted the importance of an industry-specific approach: "Each industry sector has specific needs for ERP implementation, so the consultations we provide are always based on in-depth analysis of our clients' business operations."

4.1.2. Dynamics of the IT Consulting Industry in Indonesia

The IT consulting industry in Indonesia continues to grow, especially with the increasing adoption of cloud-based solutions and digital technologies. This shift is driven by various factors, including government policies, the need for business efficiency, and the growing awareness of companies about the importance of digital transformation. According to an interview with Mr. Bernandes from PT SWA, he mentioned: "This Business Model Canvas is one of our frameworks in developing digital strategies for companies that want to adopt technology gradually." This shows that many companies prefer a

phased approach to adopting digital transformation to reduce the risk of implementation failure. Mr. Adi from PT Soltius also added that one of the main challenges in the industry is the lack of skilled professionals in new technologies: "In Indonesia, many companies still struggle to find IT consultants who truly understand their industry's needs." This highlights the importance of developing skilled personnel as a key factor in the dynamics of the industry. In addition, Mr. Ajie from Telkom Sigma emphasized that digital transformation in Indonesia involves not only adopting technology but also changing the work culture: "One of the biggest challenges in digitalization is ensuring that the entire organization is ready to adopt the change. It's not just about technology, but also human resource readiness."

From the three quotes above, the key findings can be summarized as follows:

1. Strategic Approach through Business Model Canvas
   - IT consulting companies like PT SWA use the Business Model Canvas as a foundation for designing digital transformation strategies.
   - This emphasizes the importance of a phased approach so that client companies can adopt technology systematically and avoid the risks of failure.
2. Lack of Competent IT Consulting Professionals
   - PT Soltius highlights that many companies in Indonesia still struggle to find IT consultants who truly understand their specific industry needs.
   - This indicates a gap between market demand and the availability of skilled human resources in ERP technology and digital transformation.
3. Main Challenge: Organizational Readiness and Work Culture
   - Telkom Sigma underlined that the challenge of digital transformation is not only technical but also about the readiness of human resources and work culture changes.
   - This emphasizes that digital transformation is a holistic process that requires internal organizational readiness, not just technology adoption.
4. Convergence of Strategic, HR, and Organizational Factors
   - The three quotes together suggest that the success of ERP-based IT consulting business models depends on:
   - A phased and planned transformation strategy.
   - Availability and competence of IT professionals.
   - Organizational culture and structure readiness to face digital change.

4.1.3. Implementation of ERP SAP in Indonesia

As an example of successful ERP SAP implementation in Indonesia, PT XYZ adopted a cloud-based ERP solution through consultation with WCS. With this implementation, the company managed to increase production efficiency by 30% and reduce operational costs by 25% in the first year. According to an interview with Mr. Suryanto from WCS, "ERP adoption has changed the way we manage the supply chain and enhanced company data transparency." This implementation shows that cloud-based ERP solutions are becoming the preferred choice for companies in Indonesia. Mr. Ajie from Telkom Sigma also mentioned that cloud-based ERP SAP implementation provides greater flexibility for companies: "Many companies now prefer a hybrid approach that allows them to adopt cloud-based ERP without completely abandoning their on-premise infrastructure." Thus, the hybrid model is becoming an increasingly popular solution for ERP SAP implementation in Indonesia. In addition, Mr. Ade from WCS added that the success of ERP implementation is not solely determined by the technology used but also by management's readiness to support the transformation: "Proactive management in supporting ERP implementation will make it easier to achieve success in their digital transformation."

The development of ERP has accelerated as foreign companies have introduced integrated ERP systems from their parent companies. In the early 2000s, some companies tried to develop their own ERP systems and sell them to other companies. IT vendors began emerging, offering ERP implementations with additional modules such as CRM, QM, and SRM. However, companies also began realizing the importance of IT in improving performance. To successfully implement ERP, companies must prepare

good business processes, employee readiness, and systems that match the company's needs. Not all companies require ERP, as each business process is unique. Therefore, companies must ensure that ERP can genuinely improve efficiency and effectiveness. With proper preparation, ERP can help companies improve their competitiveness in the market.

4.2. Identifying Actors and Roles in the IT Consulting Ecosystem

The informants in this study consist of senior practitioners and executives from ERP SAP IT consulting companies with strong professional backgrounds, including:

- Senior SAP ERP Consultants and Project Managers with over 10 years of experience in ERP implementation and solution development across industries, particularly in manufacturing, distribution, and services.
- Operational Directors and Chief Executive Officers (CEOs) of national-scale ERP IT consulting companies, offering a strategic perspective on innovation and data-driven business transformation.
- Information technology specialists and data analysts involved directly in processing data from ERP implementation, including system integration projects with analytics and automation tools.

In the interviews, the informants also shared personal experiences that support the validity of the results. For example, Informant 2, the CEO of an ERP IT consulting company, stated: "We used to focus on deployment. But after seeing that many clients were not fully optimizing the system, we started offering improvement plans based on data."

4.2.1. Role of Consulting Companies in the Ecosystem

Based on interviews with representatives from IT consulting companies, consulting companies play the role of facilitators in digital transformation across industries. As stated by Mr. Ade, Sales Director at WCS: "Our first advantage is that we have consultants who are very familiar with business processes." Their main roles include:

- Providing consulting services related to ERP SAP implementation.
- Customizing ERP solutions to meet the specific needs of clients' industries.
- Ensuring successful implementation through training and technical support.

4.2.2. Competitive Advantage Factors in IT Consulting

Interviews with IT experts and ERP consulting managers reveal that the key factors providing competitive advantage in the industry are:

- In-depth technical expertise in ERP SAP systems.
- The ability to tailor solutions to clients' unique needs.
- Innovation in implementation approaches and post-implementation support.
- Strategic partnerships with technology vendors and cloud providers. As Mr. Aswin, VP Sales at Telkom Sigma, mentioned: "Our value proposition that makes us attractive and complete in the market is our 14 years of experience in SAP consulting solutions."

4.3. Business Model Innovation in ERP SAP-Based IT Consulting

In the Key Partners element, WCS collaborates with SAP as the main technology provider and partners with academics and the ERP community to support the dissemination of insights and innovation. The Key Activities are focused on ERP SAP system implementation, developing pre-configured solutions for the agribusiness sector, and data analytics-based support. The Key Resources include experienced consultants, in-house development teams, and best practice industry documentation. The Value Proposition includes rapidly implementable ERP solutions tailored to specific industry needs, proven in the Wilmar operational environment. Customer relationships are maintained through training, ongoing technical support, and an educational approach. The main revenue channels come from ERP implementation projects and system support subscriptions. The cost structure focuses on internal technology development, human resources, and supporting cloud infrastructure. The main customer segments for WCS include subsidiaries within the Wilmar ecosystem as well as other agribusiness companies in the domestic and regional markets.

PT Soltius Indonesia leverages strong relationships with principals like SAP and other technology

partners to strengthen its ERP solution implementation capabilities. The company's core activities include implementing ERP SAP solutions, digital transformation management consulting, and IT professional training and certification. PT Soltius Indonesia's value proposition lies in providing reliable, scalable, and industry-specific end-to-end ERP solutions. With extensive experience and a strong reputation, the company is able to reach customers from strategic sectors such as distribution, retail, pharmaceuticals, and light manufacturing.

The value offered includes integrated ERP solutions, data-driven services, and a commitment to security and regulatory compliance. Relationships with customers are built through SLA-based approaches, periodic training, and consultative services. Revenue streams come from digitization projects, managed services, and cloud-based services. Key resources include IT experts, data center infrastructure, and digital service platforms. The cost structure consists of investments in infrastructure, human resource development, and technology research. The primary customer segments are state-owned enterprises (BUMN), government agencies, and large companies that require comprehensive IT solutions on a national scale. The business model structure of the three ERP SAP-based IT consulting companies reflects an integrative yet adaptive pattern to the characteristics and focus of each entity. In the Key Partners element, all three collaborate with SAP as the main ERP principal, and work with global cloud service providers like AWS, Google Cloud Platform (GCP), and Microsoft Azure. Additionally, partnerships are also formed with academic institutions, IT communities, and AI or analytics vendors to strengthen their capabilities in providing advanced technological solutions.

4.3.1. Business Model Innovation: Pivot Model

For ERP SAP-based IT consulting companies in Indonesia, pivot techniques in business model innovation are applied in response to the evolving market dynamics and client needs. This pivot strategy goes beyond merely shifting business direction; it represents a systematic effort to optimize the value derived from the data generated by ERP systems. Consulting companies recognize that client needs have shifted from just system implementation to a demand for added value derived from data analytics, automation, and insights that support decision-making. This pivot strategy is generally driven by the data results of well-documented ERP projects. Data is collected from the implementation process, system maintenance, and user feedback, which is then analyzed to identify recurring client needs patterns.

From this analysis, companies can identify opportunities to design new offerings such as automated monitoring services for ERP system performance, the creation of analytical dashboards for management, and the development of managed services that include monitoring, maintenance, and predictive analytics. This is reinforced by a statement from Informant 1, an SAP Project Manager, who said: "Currently, clients not only want SAP to work, but also want to know that the data that comes out can provide insights. We help create dashboards, alerts, and even auto-reporting." This statement shows a shift in client orientation and market demand for real-time, automated data-driven solutions. The pivot also involves a shift in target markets, from large companies that have matured in their use of ERP to medium-sized companies that are just starting their digital transformation but require flexible, data-driven solutions. The company's value proposition has also evolved, from being a technology implementation vendor to becoming a strategic partner in digital transformation.

Based on the Business Model Reinvention through Pivot flowchart, it can be understood that the transformation of the ERP SAP-based IT consulting business model in Indonesia does not happen instantly but is the result of a structured pivot process within the Business Model Innovation (BMI) framework. The flowchart illustrates four main types of pivots that interact with each other: customer-driven, technology-driven, finance-driven, and resource-driven pivots. Customer-driven changes emerge due to increasing client demands for insight-based services that not only provide functioning ERP systems but also deliver real-time data analytics, early warning systems, and automated reporting that support strategic decision-making. This encourages companies to apply a co-creation approach, where solutions are designed together with end users to make them more relevant and easier to adopt.

Meanwhile, technology-driven developments (such as migration to SAP S/4HANA, cloud computing

adoption, AI integration, and the use of agile methods in implementation) have transformed the service paradigm from single-project solutions to modular and flexible solutions. Finance-driven pivot is reflected in the shift of the company's revenue model, from one-time implementation fees to subscription and outcome-based service contracts, which align with clients' need for solutions that correspond to their business KPIs. Finally, resource-driven pivot is carried out by strengthening the company's internal capabilities through intensive training, consultant certification, and systematic knowledge management. With these four pivots, IT consulting companies evolve from merely providing implementation services to becoming strategic digital transformation partners, capable of delivering added value through an end-to-end, industry-based approach supported by technology and data.

4.3.2. Resource-Driven Pivot

WCS focuses innovation on enhancing human resource competencies. The company regularly conducts advanced management training and implements the "make people happy" program to improve consultant retention. With increasingly skilled human resources, WCS can accelerate implementation and maintain delivery quality. Soltius invests in developing sectoral best practice documentation and internal certifications, enabling the consulting team to adapt more quickly to specific industry needs. Telkom Sigma leverages Telkom Group's knowledge management ecosystem—including internal training centers and access to the latest technology research—to enhance the capabilities of their cross-domain consulting teams.

4.3.3. Offering-Driven Pivot

WCS has developed preconfigured ERP packages (trade kits) that allow clients to achieve faster implementation at more affordable costs. This package model shifts WCS's service offering from fully custom projects to a combination of custom templates. Soltius introduced subscription-based managed services, where clients pay for regular maintenance and updates, instead of one-time implementation fees. Telkom Sigma launched an end-to-end service bundle: ERP implementation + cloud infrastructure + cybersecurity support in one contract, creating a more comprehensive value proposition.

4.3.4. Customer-Driven Pivot

WCS applies a co-creation approach with clients, involving end-users in the design phase of analytic dashboards and alert systems. This increases system adoption and customer satisfaction. Soltius has formed a sectoral ERP user community, regularly hosting feedback forums and benchmarking between clients, so that real customer needs directly shape the solution development roadmap. Telkom Sigma provides a self-service portal for BUMN executives to monitor project KPIs in real-time, adjusting reports according to management's needs.

4.3.5. Finance-Driven Pivot

WCS has partly shifted to an outcome-based service model, where a portion of the fee is tied to KPI achievements (e.g., a 20% reduction in production lead time). This model aligns incentives between WCS and clients. Soltius optimizes cash flow by offering milestone payment schemes—part upfront, part after go-live, and part after stabilization—reducing the risk of receivables. Telkom Sigma uses a cloud subscription (OPEX) model rather than large initial CAPEX, making the offering lighter on the client's balance sheet. By applying pivots in the four aspects above, all three companies have successfully enhanced their competitiveness and business model sustainability. Resource-driven pivot strengthens internal capabilities; offering-driven pivot creates new product/service variations; customer-driven pivot ensures relevant innovation.

4.3.6. Teori Skoring Pivot

The analysis evaluates innovation scoring in the Business Model Canvas (BMC) of three IT Management Consulting companies in Indonesia: PT Wilmar Consultancy Services (WCS), PT Soltius Indonesia, and PT Sigma Cipta Caraka (Telkom Sigma). The goal of this analysis is to assess the extent to which innovation or changes in key BMC elements impact the success of these companies in responding to market dynamics and adopting new technologies. Innovation scoring is conducted based on a color system that illustrates the level of change or innovation that has occurred in each BMC

element. This system provides a clear visual representation of how much change each company has implemented.

4.3.7. Proses Analisis Bisnis Model Innovation

The analysis of business model innovation is conducted using the Business Model Canvas (BMC), adapted to reflect the significant influence of technology and data processing. The analysis process begins with remapping the nine main BMC elements based on field data and interviews with informants:

1. Value Proposition: Focus on creating value based on ERP data insights, such as process efficiency, enhanced operational visibility, and predictive capabilities offered to clients.
2. Customer Segments: Changes in customer segmentation toward companies requiring result-based and data-insight services, not just conventional ERP systems.
3. Channels: Utilization of digital platforms, cloud service portals, and professional social media as channels to engage with customers.
4. Customer Relationships: Based on long-term partnerships and co-creation, with active client involvement in solution development. As Informant 1 stated: “We changed our approach to co-creation with clients, so they also help design solutions with us.”
5. Revenue Streams: Diversification of revenue sources from implementation projects to subscription models and outcome-based managed services.
6. Key Resources: Data science-based human resources and consultants with multidisciplinary skills (business and technology).
7. Key Activities: Data analysis, digital solution development, and client relationship management become the company's main activities.
8. Key Partnerships: Strategic collaborations with technology providers such as SAP, AI companies, and system integration partners.
9. Cost Structure: Technology development costs, staff training, and digital service maintenance are key components.

Case studies from two ERP SAP IT consulting companies in Indonesia are also used as the basis for validating this innovative business model. Through this process, the companies were able to design adaptive and sustainable business models by integrating data processing as a core element in creating business value and market differentiation.

4.3.8. Innovative Approaches in ERP SAP Implementation

Based on interviews with ERP consultants and CIOs, innovations in ERP SAP implementation include:

- Agile Methodology: The use of agile methods in ERP implementation to increase flexibility and time efficiency. With this approach, companies can develop systems iteratively with faster user feedback.
- Cloud Solutions: The development of cloud-based solutions to enhance scalability and cost efficiency. Mr. Ajie from Telkom Sigma emphasized: "With cloud adoption, companies can be more flexible in adjusting system capacity according to their business needs."
- AI Integration: The use of Artificial Intelligence (AI) for business process automation and predictive data analytics. AI helps improve the accuracy of financial reporting and provides deeper insights into business trends.

Mr. Ade mentioned: "We try to create trade kits for faster implementation by providing pre-configured packages." These packages help reduce ERP implementation complexity, enabling clients to benefit from the system faster. Additionally, Mr. Adi from PT Soltius emphasized the importance of adjusting the system to local regulations: "In some cases, we need to adjust the ERP modules to meet tax regulations and business compliance in Indonesia to ensure smooth implementation."

4.3.9. Innovation Driver Factor

In Indonesia's ERP technology business ecosystem, consulting companies are required to continuously innovate to remain relevant. This innovation is driven by both internal and external factors, particularly in data processing. Based on interviews and field observations, five main factors were identified that drive data-based innovation:

1. Increasing Operational Data Volume and Complexity
   As business processes are digitized through ERP, companies generate vast amounts of data, covering financial transactions, logistics, HR, and manufacturing. This data represents real-time activity across the company's value chain. "Data in SAP is not just numbers. When processed, it can show production patterns, warehouse issues, even excessive financial expenditures." – Informant 4 (Senior Data Analyst). The high complexity of data becomes an opportunity for ERP consultants to offer advanced analytics services that provide strategic insights for decision-making.
2. Clients' Need for Speed, Precision, and Real-Time Insights
   Amid increasingly dynamic business competition, clients demand fast and accurate data-based solutions. This encourages consulting companies to not just provide systems but also help interpret data. "In the past, they were happy as long as SAP worked. Now they want SAP to tell them what needs to be fixed and why." – Informant 1 (Project Manager). Data becomes the foundation for building dashboards, automated reports, and early warning systems
3. Global and Local Competitive Pressure
   The entry of global players and the rise of local tech startups push ERP consulting companies to create competitive advantages. One way is by offering data processing services integrated with AI and machine learning. "If we don't add data-based services, we'll fall behind compared to those already using AI and cloud." – Informant 2 (ERP Consultant CEO).
4. Advancements in Data Processing Technology and System Integration
   Technologies like SAP Analytics Cloud, RPA (Robotic Process Automation), and API integration allow consultants to develop more advanced, flexible, and scalable solutions, making it easier for clients to explore the value of their data. "With SAP BTP and cloud integration, we can connect ERP to many analytics tools directly." – Informant 3 (Solution Architect).
5. Changing Expectations of Consulting Services
   Clients no longer see consultants as short-term project implementers but as long-term strategic partners. This forces consulting companies to reposition their offerings and add high-value data-based services. "We are now expected to be business partners, not just technicians. Clients demand measurable results, not just delivering systems." – Informant 5 (Account Manager). The above flowchart illustrates the relationship between innovation drivers and their impact on the business model of ERP SAP IT consulting companies. Innovation drivers emerge from market pressures, technological developments, and changing client expectations. Mass digitalization increases data volume and complexity, pushing companies to not only implement ERP systems but also leverage them as sources of valuable business insights.

The need for operational efficiency, faster decision-making, and proactive solutions becomes the main trigger in transitioning service models. These factors not only act as accelerators but also determine the direction of service transformation. The impact is seen in the shift of business model elements such as value proposition, which is now more focused on data insights and predictive solutions, diversified customer segments, and an evolving revenue stream towards subscription models and outcome-based services. As such, consulting companies are no longer just technology vendors, but transform into strategic partners in their clients' digitalization efforts. This visualization helps explain that business model innovation does not occur in isolation, but is a response to both external and internal forces influencing the data-driven ERP ecosystem.

4.3.10. Informant Confirmation Results

The findings of this research were confirmed through interviews with Mr. Ade (WCS) and Mr. Aswin (Telkom Sigma), who provided direct insights into industry trends, challenges, and ERP SAP implementation strategies in Indonesia. In an interview with Mr. Ade, he emphasized that companies that do not adopt cloud-based systems soon will fall behind in business competition. "Many of our clients were initially hesitant to move to cloud systems due to concerns over data security and implementation costs. However, after we explained the long-term benefits, they began to realize that cloud computing is not just a trend but a strategic necessity in the company's digitalization." Meanwhile, Mr. Aswin added that ERP SAP implementation not only involves technology but also organizational cultural changes. "One of the biggest challenges is changing the mindset of employees when using the ERP system. We often encounter resistance from operational teams who are used to the

old ways. Therefore, we not only provide the system but also offer intensive training programs to ensure the system adoption is more effective."

Furthermore, in the interview, Mr. Ade revealed that cost is also a major concern in ERP SAP implementation. "Many companies perceive ERP implementation as an expensive investment. However, we try to offer a solution by providing a subscription-based payment model to make it more affordable for medium and small companies." Mr. Aswin agreed with this statement, adding that flexibility in cloud-based ERP business models has improved system adoption across various industry sectors. From these interviews, it can be concluded that the success of ERP SAP implementation does not solely depend on the technology used, but also on communication strategies, training, and flexibility in the business models offered by IT consulting companies. Both informants agree that the future of ERP SAP in Indonesia will continue to grow as companies become more aware of the importance of digitalization and operational efficiency. The findings of this research have been confirmed through interviews with Mr. Ade and Mr. Aswin, who provided direct insights into industry trends, challenges, and ERP SAP implementation strategies in Indonesia.

5. Conclusion

5.1. Conclusion

This study examined the business model innovations of IT Management Consulting companies based on ERP SAP technology in Indonesia. Based on the research findings and interviews, it was discovered that business model innovation plays a crucial role in the sustainability and competitiveness of IT consulting companies in facing market changes and business digitalization needs. Some key conclusions from this study are as follows:

1. Business Model Canvas of IT Management Consulting Companies in Indonesia
   The business model of ERP SAP-based IT consulting companies includes key elements such as value proposition focused on operational efficiency and system integration, customer segments from various industries, and revenue sources based on consulting, implementation, and ERP maintenance services. This model has evolved with the introduction of cloud-based and subscription services, which are increasingly popular among client companies.
2. Impact of Technology Factors on Business Model Innovation
   Technologies like cloud computing, AI, and big data are key drivers of business model innovation. With these technologies, companies can offer more flexible ERP solutions, customizable to business needs, and more efficient in data and operations management. These changes allow IT consulting companies to adapt their services to an increasingly digital market.
3. Infrastructure Factors in Business Model Innovation
   Digital infrastructure and system integration are critical factors in the successful implementation of ERP SAP. IT consulting companies are increasingly adopting hybrid approaches, where systems can be operated both on-premise and via the cloud. This infrastructure provides greater flexibility for client companies in adopting ERP without requiring large upfront investments.
4. Profitability Factors in Business Model Changes
   Subscription-based business models allow IT consulting companies to generate more stable revenue compared to traditional project-based models. With this approach, more medium and small companies can adopt ERP without being burdened by high implementation costs, increasing long-term profitability.
5. Customer Factors in Business Model Pivoting
   Customer satisfaction is a primary focus of business model innovation. IT consulting companies strive to improve services by offering ERP solutions that are easier to use, have shorter implementation times, and are supported by better after-sales services. This approach aims to increase customer retention and expand the market.
6. Company Strategies for Overcoming Business Model Stagnation
   IT consulting companies face the challenge of business model stagnation due to intense competition and rapid technological changes. To overcome this, they implement service diversification strategies, strengthen partnerships with global ERP vendors, and develop AI and IoT technologies to create more advanced and adaptive ERP solutions to meet modern business needs.

7. References for Future Business Model Innovation
   Based on this study, IT consulting companies can use digital, cloud, and subscription-based business models as a main reference for future business development. By continuing to innovate in services and technology, companies can strengthen their competitiveness in both national and global markets.
8. Referensi Model Bisnis Inovasi untuk Masa Depan Berdasarkan penelitian ini, perusahaan IT consulting dapat menjadikan model bisnis berbasis digital, cloud, dan subscription sebagai referensi utama dalam pengembangan bisnis ke depan. Dengan terus berinovasi dalam layanan dan teknologi, perusahaan dapat memperkuat daya saingnya di pasar nasional maupun global.

5.2. Recommendations

This research has limitations in scope and approach used to study the business model innovations of ERP SAP-based IT Management Consulting companies in Indonesia. The study focused on the innovation strategies implemented by companies in addressing evolving business and technology challenges. Based on the analysis, various factors influence the success of business model implementation, including technology readiness, human resource competencies, and support from related business ecosystems.

5.2.1. Practical Aspects

Future research can develop a more detailed approach in designing ERP SAP-based digital platforms that can improve the efficiency and effectiveness of IT consulting services. This platform could serve as an integrated system that allows IT Management Consulting companies to manage projects, clients, and resources in real-time. With such a system, companies can optimize project management processes and provide more responsive, data-driven consulting services.

Additionally, future research could explore collaborations with technology providers and related industries to develop Internet of Things (Dionysopoulou) and Artificial Intelligence (AI) based solutions to improve automation of business processes within IT consulting companies. By implementing such technologies, companies can enhance productivity and service quality while delivering added value to their clients.

5.2.2. Theoretical Aspects

Further studies could explore in greater depth the impact of digital transformation on the business model innovation of IT Management Consulting companies using ERP SAP. Future studies could focus on how the integration of digital technologies such as big data and AI can assist in predictive analytics for strategic decision-making in IT consulting services. Additionally, future research could explore how the interaction between various actors in the IT consulting business ecosystem, including relationships between consulting companies, technology providers, and clients, contributes to creating sustainable business value.

Research could also evaluate the social and economic impact of ERP SAP adoption on IT Management Consulting companies, including increased operational efficiency, cost reduction, and enhanced industry competitiveness. By understanding these factors, future research can provide deeper insights into optimal strategies for facing challenges and opportunities in the digital age.

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