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BUSINESS MODEL INNOVATION AND ORGANIZATIONAL RESILIENCE OF MANUFACTURING FIRMS IN BENIN CITY

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Abstract

The study examined the relationship between business model and organizational resilience of manufacturing firms in Benin City. The study employed a correlational research design. The population of the study comprised of the 55 chief executive officers of the 55 registered manufacturing firms in Benin city. The entire population of the study was used, and this made it a census study. Thus, no sampling technique was adopted in the study. The instrument used for data collection was a structured questionnaire designed by the researchers. The instrument was validated by two experts in the field of measurement and evaluation of the researchers' institutions. The reliability of the instrument was determined with test re-test, and a reliability of 0.78 was obtained which justified the reliability of the instrument. Data was collected through physical contact with the respondents. Data collected was analysed with Mean ($\bar{x}$) and Pearson Product Moment Correlation Co-efficient (r). Mean was used to analyse the research questions and Pearson Product Moment Correlation Co-efficient was used to test the hypotheses. Analysis of the data collected revealed that innovative value proposition, creation, and capture have a very strong relationship with organizational resilience. Thus, it was recommended that: organisations should design customer promises that can be quickly unbundled, modified, or scaled based on sudden shifts in customer needs or market shocks; organisations should use simulation technologies to stress-test their value creation capabilities against hypothetical macroeconomic disruptions; and organisations should allocate a dedicated percentage of captured revenue directly into a liquidity buffer specifically earmarked for funding sudden, crisis-driven pivots.

Keywords: *Business Model Innovation, Organisational Resilience, Innovative Value Proposition, Innovative Value Creation, and Innovative Value Capture*

Introduction

Organizations cannot be entirely insulated from emerging challenges. Consequently, the ability to resist and create opportunities from the challenges is supreme. Organizational resilience is the ability of a business to respond swiftly and effectively to challenges, changes, or disruptions by proactively identifying, assessing, and mitigating risks while fostering a

culture of continual improvement and readiness. Denyer (2017) sees organizational resilience as the ability of an organization to expect, get ready, respond, and adapt to changes and sudden disruptions to survive and prosper. The scholar further asserted that research on organizational resilience has focused on behaviours that are either defensive or progressive. When organizations adopt defensive strategies, they are attempting to stop negative events from occurring. However, organizations that are progressive in their strategies try to make positive events occur through their actions.

In a country like Nigeria that is constantly changing and where crises are becoming more frequent, organizations face the challenge of strengthening their resilience. Unpredictable market conditions, economic and political uncertainties, and the pressure to continuously adapt make it essential to be prepared for the worst. Towards strengthening resilience in organizations, different strategies are adopted. One of such strategies is business model innovation. According to Lastras (2023), Business model innovation involves creating, modifying, or redefining a business model's essential components to introduce new value propositions, explore untapped markets, and achieve a competitive advantage. According to Andreini et al (2022), It encompasses innovative value proposition, innovative value creation, and innovative value captured.

An innovative value proposition is a clear, compelling statement that explains how an organization's product solves a customer's problem, delivers specific benefits, and tells the ideal target market why they should buy from organization over the competition. According to Martinez et al. (2021) innovative value proposition involves offering differentiated products and services to meet customer needs. Innovative value proposition is crucial to the survival of organizations as it transforms abstract ideas into compelling, must-have benefits that solve specific pain points. This differentiation helps your business stand out, drives higher conversions, and fosters long-term customer loyalty. An innovative value creation is the process of translating new ideas, technologies, or business models into monetary, environmental, or social benefits. It requires aligning the right value-capture mechanisms with strategic, entrepreneurial, and ecosystem-driven approaches.

Andreini et al. (2022) see innovative value creation as an aspect of business model innovation that focuses on optimizing internal processes and leveraging technology to enhance efficiency. Innovative value creation directly drives organizational resilience by providing the dynamic capabilities to adapt to disruptions, pivot strategies, and deliver fresh value to stakeholders. It transforms challenges into opportunities, allowing businesses to recover from crises while staying competitively relevant and financially. Innovative value capture refers to the strategies businesses use to convert new products and services into tangible profits, rather than just creating features customers like. Without it, companies often leave money on the table, making business model redesign essential for sustainable competitive advantage and profitability.

According to Martinez et al (2021), value capture innovation aims at optimizing revenue streams and reducing operational costs. Innovative value capture is critical to organizational resilience because it transforms innovative ideas into sustained financial viability, preventing innovators from bleeding resources on unmonetized products. It enables firms to weather external shocks, fund continuous research, and development, and maintain strategic agility during economic downturns. Management scholars across the globe have highlighted a lot of research evidence that proved the crucial role of business model innovation on organizational resilience.

For instance, Teece (2019) postulated that small and medium enterprises that innovate their business models are better equipped to adjust to shifting market conditions and maintain their competitiveness over time. This increases their adaptability and capacity to manage unforeseen difficulties and possibilities. In a related development, Kagermann et al. (2016) found in their study that small and medium enterprises that innovated their business models outperformed those that did not in terms of growth rates and financial performance. Moreso,

a study by Hussain (2021) revealed that small and medium enterprises who used technological solutions outperformed those that did not in terms of innovation and financial success. Thus, the role of business model innovation on organizational resilience cannot be overemphasized as it allows companies to proactively adapt to volatile environments, changing market demands, and unforeseen crises by altering how they create, deliver, and capture value.

Despite the important role of business model innovation in organizational resilience, many organizations in Nigeria generally show constrained attitude toward business model innovation. Most firms maintain a sceptical or defensive attitude toward business model innovation. They often perceive the process as too ambiguous or fraught with failure, opting instead to focus on incremental product or operational improvements. This hesitation generally stems from rigid organizational structures and a fear of resource misallocation.

Hence, the need to examine business model innovation and organizational resilience of manufacturing firms in Benin City Edo State.

Statement of the Problem

Ideally, manufacturing firms in Benin City, Edo State, should possess strong organizational resilience, allowing them to absorb macroeconomic shocks, adapt to disruptions, and maintain a competitive edge. Achieving this sustainable state requires continuous Business Model Innovation, systematically redefining how the firm creates, delivers, and captures value. Manufacturers in Benin City are highly vulnerable and struggling to survive. They face severe, compounding localized shocks, including chronic power grid failures and surging alternative energy (diesel) costs, fluctuating raw material costs, multiple taxation, logistical bottlenecks, and regional security threats. Faced with these crises, most local managers exhibit cognitive inertia, relying on rigid, legacy business models. Instead of innovating their business frameworks, they deploy defensive, short-term survival tactics, such as mass layoffs and severe cost-cutting.

These reactive measures compromise their long-term viability, creating a disconnect where firms try to survive modern systemic shocks using obsolete operational models. While global literature links business model innovation to resilience, most studies focus on large technology multinationals in advanced Western or Asian economies. Empirical research remains critically scarce regarding how specific dimensions of business model innovation translate into localized resilience within Sub-Saharan manufacturing hubs like Benin City.

Without addressing this empirical gap, manufacturing executives in Edo State lack the strategic, evidence-based frameworks needed to transition from vulnerable defensiveness to proactive innovation. This study directly addresses this deficit by evaluating the relationship between business model innovation and organizational resilience among manufacturing firms in Benin City, Edo State.

Objective of the Study

The main objective of the study is to examine the relationship between business model innovation and organizational resilience among manufacturing firms in Benin City, Edo State. Specifically, the study seeks to:

1. examine the relationship between innovative value proposition and organizational resilience of manufacturing firms in Benin City.
2. assess the connection between innovative value creation and organizational resilience of manufacturing firms in Benin City.
3. ascertain the link between innovative value capture and organizational resilience of manufacturing firms in Benin City.

Research Questions

The study was guided by the following questions.

1. What is the relationship between innovative value proposition and organizational resilience of manufacturing firms in Benin City?
2. What is the connection between innovative value creation and organizational resilience of manufacturing firms in Benin City?
3. What is the link between innovative value capture and organizational resilience of manufacturing firms in Benin City?

Research Hypotheses

H01: There is no significant relationship between innovative value proposition and organizational resilience of manufacturing firms in Benin City.

H02: there is no significant connection between innovative value creation and organizational resilience of manufacturing firms in Benin City.

H03: There is no significant link between innovative value capture and organizational resilience of manufacturing firms in Benin City.

Scope of the Study

The scope of the study is made up of content, geographical, and unit scopes. The content scope is limited to the specific objectives of the study which include the relationship between innovative value proposition and organizational resilience, the connection between innovative value creation and organizational resilience, and the link between innovative value capture and organizational resilience.

The geographical scope of the study is limited to Benin City, Edo State. the unit scope is limited to employees of manufacturing firms in Benin metropolis.

Literature Review

Conceptual Review

Organizational Resilience

Organizational resilience is a company's ability to anticipate, absorb, and adapt to disruptive events. It goes beyond just surviving a crisis; it allows businesses to transform operations, minimize downtime, and capitalize on unexpected changes for continuous growth. Do et al. (2022) opined tha organizational resilience is a resource-based capability, that is, the ability of a firm to leverage its resources to survive and grow. This view leads to a shift in thinking about resilience not just as the ability to return to one's original state, but rather as a factor that enables an organization to leverage its resources and capabilities to resolve challenges, exploit opportunities, and create a prosperous future.

According to Ruiz-Martin, et al. (2018), organizational resilience may be viewed as a feature of an organization, as an outcome of the organization’s activities, or as a measure of the disturbances that an organization can with stand. Similarly, Duchek (2020) conceptualises organizational resilience as the organization’s ability to anticipate potential threats, to cope effectively with adverse events, and to adapt to changing conditions.

Furthermore, Ortiz-de-Mandojana and Bansal (2016) noted that organizational resilience is not a static attribute, but a latent, path-dependent set of capabilities that organizations develop through coping with unexpected events. Using a matched-pair design, they demonstrate that social and environmental practices associated with business sustainability help firms to sense and mitigate threatening situations, a process that contributes to organizational resilience.

Overall, capability-based studies offer important insight into how resilience may be achieved in practice.

Business Model Innovation

Business model innovation is the process of redesigning how a company creates, delivers, and captures value. It goes beyond merely improving a product or service; it fundamentally changes revenue streams, target markets, cost structures, or value propositions to drive competitive advantage and respond to industry disruption. Nick (2023) sees business model innovation as the process of creating, modifying, or defining the fundamental structure

and components of a business model to create new value propositions, capture new market opportunities, and gain a competitive advantage.

According to Shayna (2020), business model innovation, then, describes the process in which an organization adjusts its business model. The author further opined that this innovation often reflects a fundamental change in how a company delivers value to its customers, whether that's through the development of new revenue streams or distribution channels.

According to Abdelkafi et al. (2016), the process of developing a new or updated method of doing business that enhances an existing model is known as business model innovation. According to the scholars, A company's income streams; cost structure, value offering, or client base may need to alter as a result.

In today's quickly evolving business climate, where organizations must adapt to new technology, fluctuating customer tastes, and change market dynamics, business model innovation is becoming more crucial. Similarly, Casadesus-Masanell and Ricart (2019) see business model innovation as the search for new company logics and new methods of producing and extracting value for its stakeholders.

Innovative Value Proposition and Organizational Resilience

A value proposition is a clear, concise statement that explains how a product or service solves a customer's pain point, the specific benefits it delivers, and why it is a better choice than competitors. According to Rintamaki and Saarijärvi (2021), value proposition is seen as the fundamental basis for developing and executing a business model or models. Yrjölä (2024) opined that value proposition encompasses the distinctive and demanding imitation, along with superior value enhancement in a sustainable way, resulting in strong competitive systems.

According to Clauss et al (2019), enhancing value proposition through innovation enables organizations to expand their range of products and services and meet emerging market demands, ultimately impacting their performance.

In a related development, Hajar et al. (2022) found a direct and positive link between innovative value proposition and corporate performance. Salfore et al. (2023) established a robust and favourable association between innovative value proposition and the growth of manufacturing enterprises.

Innovative Value Creation and Organizational Resilience

Value creation is the process of transforming resources, ideas, and labour into products or services that provide meaningful benefits to people. It is the foundation of economic growth and revenue generation, determined by the difference between what a customer is willing to pay and the cost of the inputs.

According to Salfore et al (2023), Many scholars agree that there is positive relationship between innovative value creation and performance outcomes.

According to Wirtz (2019), value creation has a far more beneficial effect on a company's performance than innovation in product and process. Hajar et al (2021) asserted that innovation focused on creating value is typically associated with lower costs and increased profits for manufacturers. Astuti et al. (2024) stressed the importance of a carefully crafted business model that encompasses all elements, as well as the development and improvement of financially viable revenue and cost structures, in achieving success in business.

According to Wu et al. (2024) Scholars have highlighted that innovatively modifying a firm's business model is linked to improved venture performance. Totowa and Godspower-Akpomiemie (2024) postulated that research has revealed that enhancing value creation through innovation leads to improved firm performance by yielding higher economic outcomes.

Innovative Value Capture and Organizational Resilience

Value capture refers to the process of converting value created for customers or a community into financial profit or public revenue. The concept applies across multiple fields, determining how monetary returns are generated, shared, and sustained.

According to Salfore et al (2023) companies can increase their potential profits by replacing less profitable revenue sources with the value capture mechanism. Åström et al. (2022) suggested that advancements in value capture can assist companies in generating new revenue streams alongside current ones or replacing less profitable ones with more effective revenue capture methods. Gerdoçi et al. (2018) discovered that a novelty-focused business model, as opposed to an efficiency-focused one, significantly impacted firm performance.

According to Menter et al (2023), implementing innovative value capture can decrease inefficiencies and consequently enhance firms' performance.

Theoretical Review

Dynamic Capability Theory

There are numerous theories in the field of management sciences that can be used to address the link between business model innovation and organizational resilience. From the numerous theories, this study is anchored on dynamic capability theory. The dynamic capability theory was first introduced by David Teece, Gary Pisano, and Amy Shuen in 1997**.** It is a prominent strategic management framework that explains how firms build, integrate, and reconfigure internal and external competences to address rapidly changing business environments.

In 2007, David Teece refined the theory by organizing dynamic capabilities into three continuous managerial and organizational activities which include: sensing identification, seizing execution, and transforming reconfiguration. Sensing identification component of the activities is the organization's capacity to scan the outer environment, learn quickly, and interpret market shifts before competitors do.

According to David Teece, organizations do this by running research and development experiments, mapping customer pain points, monitoring technological developments, and evaluating supplier networks. Once an opportunity is identified, the organization must have the structural agility and decision-making pipeline to invest heavily in it. Thus, seizing execution component of the activities categorised by David Teece is a firm’s structural agility and decision-making pipeline to invest heavily in it. This is done by defining a new business model, securing funding, forging strategic partnerships, and designing customer-centric products.

The final stage, which is the stage of transforming configuration, is the painful, complex work of restructuring old assets, rewriting standard operating procedures, and shifting corporate culture to fit the new strategic direction. This is conducted by breaking down operational silos, redesigning organizational hierarchies, reskilling employees, and managing asset orchestration. This theory is relevant to the relationship between business model innovation and organizational resilience. In the strategic relationship between business model innovation and organizational resilience, dynamic capabilities theory does not just sit alongside them, it acts as the mediating mechanism or engine that connects the two. While business model innovation represents the strategic shift in how value is created and captured, and organizational resilience represents the capacity to survive, adapt, and thrive through disruptions, and dynamic capabilities are the operational and behavioural routines that convert strategic changes into lasting resilience.

Methodology

The study employed a correlational research design. The population of the study comprised of the 55 chief executive officers of the 55 registered manufacturing firms in Benin city. The entire population of the study was used, and this made it a census study. Thus, no sampling technique was adopted in the study. The instrument used for data collection was a structured questionnaire designed by the researchers. The instrument was

validated by two experts in the field of measurement and evaluation of the researchers' institutions. The reliability of the instrument was determined with test re-test, and a reliability of 0.78 was obtained which justified the reliability of the instrument. Data was collected through physical contact with the respondents. Data collected was analysed with Mean ($\bar{x}$) and Pearson Product Moment Correlation Co-efficient (r). Mean was used to analyse the research questions and Pearson Product Moment Correlation Co-efficient was used to test the hypotheses.

Decision for the analysis of the research questions was taken by comparing the calculated mean scores with criterion mean score of 2.5. Calculated mean scores above criterion mean were upheld while calculated mean scores below the criterion mean were retracted. However, the results of the tested hypotheses were interpreted based on Dana (2001) correlation decision framework. The decision framework include: 0.00-0.19 (very weak); 0.20 – 0.39 (weak); 0.40 – 0.59 (moderate); 0.60 – 0.79 (strong); 0.80 – 0.99 (very strong); and 1 (perfect).

Results

Analysis of Research Questions

Research question one.

What is the relationship between innovative value proposition and organizational resilience of manufacturing firms in Benin City?

In response to research question one, items 1 to 4 of the questionnaire administered to the respondents were analysed using Mean. The summary of the analysis is presented in table 1 below.

Table 1: Mean analysis of the relationship between innovative value proposition and organizational resilience

S/N	Item	SA 4	A 3	D 2	SD 1	Total Score	Sample Size	Mean ($\bar{x}$)	Remark
1	We adapt our value delivery swiftly based on changing customer pain points.	1976	1751	1020	0909	156	55	2.84	Accepted
2	We have sufficient reserve capacities to absorb sudden resource shortages	2184	1751	1428	0303	166	55	3.02	Accepted
3	During an unexpected crisis, our teams can quickly pivot our core business offerings.	1768	2060	1428	0404	160	55	2.91	Accepted
4	The innovative nature of our business model makes us less vulnerable to competitive disruptions.	1768	1854	1632	0404	158	55	2.87	Accepted
	Grand Mean	**1976**	**1854**	**1428**	**0404**	**162**	**55**	**2.95**	**Accepted**

Source: field survey, 2026

The above table that analysed the relationship between innovative value proposition and organizational resilience of manufacturing firms in Benin City revealed a calculated grand mean of 2.95, which is greater than the criteria mean of 2.50 **(2.95 > 2.50).**

Since the calculated grand mean is greater than the criteria mean, it is accepted that innovative value proposition have positive relationship with organizational resilience.

Research question two

What is the relationship between innovative value creation and organizational resilience of manufacturing firms in Benin City?

In response to research question one, items 5 to 8 of the questionnaire administered to the respondents were analysed using Mean. The summary of the analysis is presented in table 1 below.

Table 2: Mean analysis of the relationship between innovative value creation and organizational resilience

S/N	Item	SA 4	A 3	D 2	SD 1	Total Score	Sample Size	Mean (x̄)	Remark
1	We systematically combine internal knowledge with external partnerships to build novel operational capabilities	19 76	16 48	12 24	08 08	156	55	2.84	Accepted
2	We have clearly defined emergency protocols that staff can deploy immediately during a major crisis	24 96	15 45	10 20	06 06	167	55	3.04	Accepted
3	Our organization directly uses lessons learned from past disruptions to permanently upgrade our core capabilities	20 80	15 45	14 28	06 06	159	55	2.90	Accepted
4	The flexible nature of our value creation model allows us to pivot our strategic goals effortlessly during turbulent economic cycles	20 80	15 45	10 20	10 10	155	55	2.82	Accepted
	Grand Mean	**21 84**	**15 45**	**12 24**	**07 07**	**160**	**55**	**2.91**	**Accepted**

Source: field survey, 2026

The above table that analysed the relationship between innovative value creation and organizational resilience of manufacturing firms in Benin City revealed a calculated grand mean of 2.91, which is greater than the criteria mean of 2.50 **(2.91 > 2.50).**

Since the calculated grand mean is greater than the criteria mean, it is accepted that innovative value creation have positive relationship with organizational resilience.

Research question three

What is the relationship between innovative value capture and organizational resilience of manufacturing firms in Benin City?

In response to research question one, items 9 to 12 of the questionnaire administered to the respondents were analysed using Mean. The summary of the analysis is presented in table 1 below.

Table 1: Mean analysis of the relationship between innovative value capture and organizational resilience

S/N	Item	SA 4	A 3	D 2	SD 1	Total Score	Sample Size	Mean (x̄)	Remark
1	We have highly effective legal or structural mechanisms to protect our profit streams from competitors	18 72	16 48	12 24	09 09	153	55	2.78	Accepted
2	During an industry crisis, we can rapidly restructure our								

	payment terms or revenue streams to retain customers	16 64	20 60	08 16	11 11	151	55	2.75	Accepted
3	The diversified nature of our revenue streams directly shields our organization from localized economic shocks	21 84	15 45	12 24	07 07	160	55	2.91	Accepted
4	We systematically allocate a portion of captured value to fund emergency resource cushions and backup operations	20 80	16 48	08 16	11 11	155	55	2.82	Accepted
	Grand Mean	**19 76**	**17 51**	**10 20**	**09 09**	**156**	**55**	**2.84**	**Accepted**

Source: field survey, 2026

The above table that analysed the relationship between innovative value capture and organizational resilience of manufacturing firms in Benin City revealed a calculated grand mean of 2.84, which is greater than the criteria mean of 2.50 **(2.84 > 2.50).**

Since the calculated grand mean is greater than the criteria mean, it is accepted that innovative value capture have positive relationship with organizational resilience.

Testing of Hypotheses

Hypothesis one

Null Hypothesis (H02): There is no significant relationship between innovative value proposition and organizational resilience of manufacturing firms in Benin City.

Alternative Hypothesis (HA2): There is a significant relationship between innovative value proposition and organizational resilience of manufacturing firms in Benin City.

In response to research hypothesis one, items 1 to 4 and items 13 to 16 of the questionnaire administered to the respondents were analysed using Pearson Product Moment Correlation Coefficient. The summary of the analysis is presented in table 4 below.

Table 4: Correlation analysis of the relationship between innovative value proposition and organizational resilience

Variables	Mean ($\bar{x}$)	Std. Dev.	N	r	Remark
Innovative Model Proposition	2.95	0.94	55	0.86	Very Strong Significant Relationship
Organizational Resilience	2.96	1.05			

Source: field survey, 2026

The above table provides the computational outcomes for the Pearson's Product Moment Correlation Coefficient between innovative value proposition and organizational resilience of manufacturing firms in Benin City.

The analysis revealed a correlation coefficient (r) of 0.86. Going by Dana's correlation decision framework, the null hypothesis is rejected while the alternative hypothesis is upheld. Meaning there is a very strong significant relationship between innovative value proposition and organizational resilience of manufacturing firms in Benin City.

Hypothesis two

Null Hypothesis (H02): there is no significant connection between innovative value creation and organizational resilience of manufacturing firms in Benin City.

Alternative Hypothesis (HA2): there is a significant connection between innovative value creation and organizational resilience of manufacturing firms in Benin City.

In response to research hypothesis one, items 5 to 8 and items 13 to 16 of the questionnaire administered to the respondents were analysed using Pearson Product Moment Correlation Coefficient. The summary of the analysis is presented in table 5 below.

Table 5: Correlation analysis of the relationship between innovative value creation and organizational resilience

Variables	Mean ($\bar{x}$)	Std. Dev.	N	r	Remark
Innovative Value Creation	2.95	0.95	55	0.90	Very Strong Significant Relationship
Organizational Resilience	2.91	1.05			

Source: field survey, 2026

The above table provides the computational outcomes for the Pearson's Product Moment Correlation Coefficient between innovative value creation and organizational resilience of manufacturing firms in Benin City. The analysis revealed a correlation coefficient (r) of 0.90. Going by Dana's correlation decision framework, the null hypothesis is rejected while the alternative hypothesis is upheld. Meaning there is a very strong significant relationship between innovative value creation and organizational resilience of manufacturing firms in Benin City.

Hypothesis three

Null Hypothesis (H03): there is no significant connection between innovative value capture and organizational resilience of manufacturing firms in Benin City.

Alternative Hypothesis (HA3): there is a significant connection between innovative value capture and organizational resilience of manufacturing firms in Benin City.

In response to research hypothesis one, items 9 to 12 and items 13 to 16 of the questionnaire administered to the respondents were analysed using Pearson Product Moment Correlation Coefficient. The summary of the analysis is presented in table 6 below.

Table 6: Correlation analysis of the relationship between innovative value capture and organizational resilience

Variables	Mean ($\bar{x}$)	Std. Dev.	N	r	Remark
Innovative Value Capture	2.95	0.95	55	0.85	Very Strong Significant Relationship
Organizational Resilience	2.84	1.08			

Source: field survey, 2026

The above table provides the computational outcomes for the Pearson's Product Moment Correlation Coefficient between innovative value capture and organizational resilience of manufacturing firms in Benin City.

The analysis revealed a correlation coefficient (r) of 0.85. Going by Dana's correlation decision framework, the null hypothesis is rejected while the alternative hypothesis is upheld. Meaning there is a very strong significant relationship between innovative value capture and organizational resilience of manufacturing firms in Benin City.

Discussion of Findings

The analysis of research question one and testing of hypothesis one revealed a very strong correlation between innovative value proposition and organisational resilience of manufacturing firms in Edo State. This finding agrees with the assertions of Hajar et al (2022) and Salfore et al (2023). Hajar et al. (2022) found a direct and positive link between

innovative value proposition and corporate performance. Similarly, Salfore et al. (2023) found in their study an established a robust and favourable association between innovative value proposition and the growth of manufacturing enterprises.

The analysis of research question two and testing of hypothesis two revealed a very strong correlation between innovative value creation and organisational resilience of manufacturing firms in Edo State. This finding concurs with the postulations of Wirtz (2019) and Totowa and Godspower-Akpomiemie (2024).

According to Wirtz (2019), value creation has a far more beneficial effect on a company's performance than innovation in product and process. Totowa and Godspower-Akpomiemie (2024) postulated that research has revealed that enhancing value creation through innovation leads to improved firm performance by yielding higher economic outcomes. The analysis of research question three and testing of hypothesis three revealed a very strong correlation between innovative value creation and organisational resilience of manufacturing firms in Edo State. This finding agrees with the opinions of Salfore et al and Astrom et al (2022).

According to Salfore et al (2023) companies can increase their potential profits by replacing less profitable revenue sources with the value capture mechanism. Åström et al. (2022) suggested that advancements in value capture can assist companies in generating new revenue streams alongside current ones or replacing less profitable ones with more effective revenue capture methods.

Conclusion

This study critically investigated the links between innovative value proposition, creation, and capture, and organizational resilience. Data analysis reveals that innovative value proposition, creation, and capture collectively functions as a dynamic capability, meaning that firms with synchronized innovation loops possess the strategic flexibility, resource fluidity, and financial buffers necessary to absorb severe market shocks. These findings carry critical implications for strategic management, crisis leadership, and corporate governance.

Specifically, practitioners can utilize these insights to transition from defensive risk management to proactive, innovation-driven resilience strategies. By aligning novel customer promises with adaptive backend operations and agile monetization models, organizations can maintain operational continuity and secure a post-crisis competitive advantage.

Recommendations

Based on the findings, the following recommendations were made.

1. Organisations should design customer promises that can be quickly unbundled, modified, or scaled based on sudden shifts in customer needs or market shocks.
2. Organisations should use simulation technologies to stress-test their value creation capabilities against hypothetical macroeconomic disruptions.
3. Organisations should allocate a dedicated percentage of captured revenue directly into a liquidity buffer specifically earmarked for funding sudden, crisis-driven pivots.

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