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Chapter: Technological Transformation, Digitalization, and Innovation Dynamics as Drivers of Innovation, Organizational Change, and Process of Improvement

Presenting an innovative business model based on collaborative, online platforms in the era of the fifth industrial revolution

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Annotation. In the framework of the rapid technological evolution that is characteristic of the Fifth Industrial Revolution, digital platforms serve as an indispensable driver for business innovation and sustainable development. This is largely due to their ability to potentially merge human ingenuity with advanced technology. The explosively expanding platform-based sharing economy has fundamentally disrupted traditional economic frameworks and regulatory environments both within nations and globally. The present study employs the meta-synthesis methodology to develop a framework for comprehending platform-centric business operations. This has been conducted via an inductive approach to qualitative meta-synthesis as propounded by Sandelowski and Barroso, integrated with a systematic review process. The researchers extracted the relevant literature from Google Scholar and Web of Science, supplemented by manual searches of relevant journals and their citation networks. Following a thorough review of the 454 source documents, the authors narrowed down to 69 academic articles. The data analysis was a multi-layered process in which the primary coding, axial coding, and selective coding of the research results were conducted. The conclusions that can be made from this work underline the key factors and their relationships, which are critical for successful

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platform business design. Consequently, they provide valuable guidance for both scholars and practitioners within the digital economic context.

Keywords: meta-synthesis, literature survey, business, collaborative platform, sharing economy, collaborative economy.

JEL classification: M15, M21, O14, L16, L86.

Introduction

Over the last decade, the emergence of Internet-based platform businesses has created digital frameworks that have enabled a variety of human interactions (Kenney, Zysman, 2016; Kovács, David, Nagy, Szűcs, and Nábrádi, 2021; Song *et al*., 2024). A 'platform business model' is one that works in multi-sided markets, using Internet connectivity to allow value-creating interactions between distinct but interdependent user groups. The success of the platform depends on offering real value to all user segments participating in the platform; if one group perceives no value, they would leave the platform (Demary, 2015).

The concept of collaborative consumption, synonymous with the sharing economy, combines trading, sharing, lending, and rental activities through technological infrastructure and peer networks, enabling resource distribution for monetary or other compensation (Roos, Hahn, 2019; Szabo, Webster, 2021). This model emphasises access over ownership, eliminating the necessity for property rights transfer. Digital transformation has catalysed collaborative consumption's expansion, with smartphone ubiquity, mobile technology advancement, Internet accessibility, and digital payment solutions making such transactions increasingly seamless (Kapoor, Vij, 2021; Muangmee, Kot, Meekaewkunchorn, Kassakorn, and Khalid, 2021).

The sharing economy is also promoted by its advocates as a panacea for solving global problems (Gordo López, de Rivera, and Cassidy, 2021). It involves online marketplaces connecting seekers and providers of resources (Barron, Kung, and Proserpio, 2018), which technological innovation has improved (Wachsmuth and Weisler, 2018). The collaborative economy is a new paradigm in understanding systemic transformation driven by digital revolution and dynamics of social economy. This development has brought significant changes in employment structures, challenging conventional work arrangements (Drahokoupil and Fabo, 2016).

The rise of e-commerce and sharing economics has given birth to collaborative platforms, which can be described as scalable databases or 'sociotechnical assemblages' built on core software infrastructure. Marketing experts are always in search of new ways of establishing successful platform businesses that would meet the goals of marketing (Pricopoaia, Cristache, Maftei, Matis, and Faur, 2023; Khalifa *et al*., 2023). The collaborative economy has been especially welcomed in tourism, particularly in transportation, accommodation, and food services (Giménez, Reyes-Gómez, and Fondevila-Gascón, 2022). Many governments around the world have made this sector a priority, with statistics revealing that globally, both service provision and consumption are widespread, proving its viability to stand alongside traditional economic models (Gerlich, 2023).

From an alternative economic model, the collaborative or sharing economy has grown into a transformative global movement that creates both entrepreneurial success stories and regulatory

challenges. What was supposed to be a parallel economic system seems to slowly but surely take over as the dominant economic paradigm (Hernandez-Carrion, 2021). As collaborative economy platforms continue to develop, traditional businesses will need to adopt flexible strategies, while policymakers must engage thoughtfully, and consumers should act with awareness to alleviate negative effects and enhance positive outcomes. These platforms have undoubtedly provided substantial advantages, yet they bring with them a set of new challenges and obligations. Moreover, the success of leading platform-based companies such as Uber, Airbnb, and Amazon show that the smart design of these models can bring unprecedented value creation to businesses, users, and society.

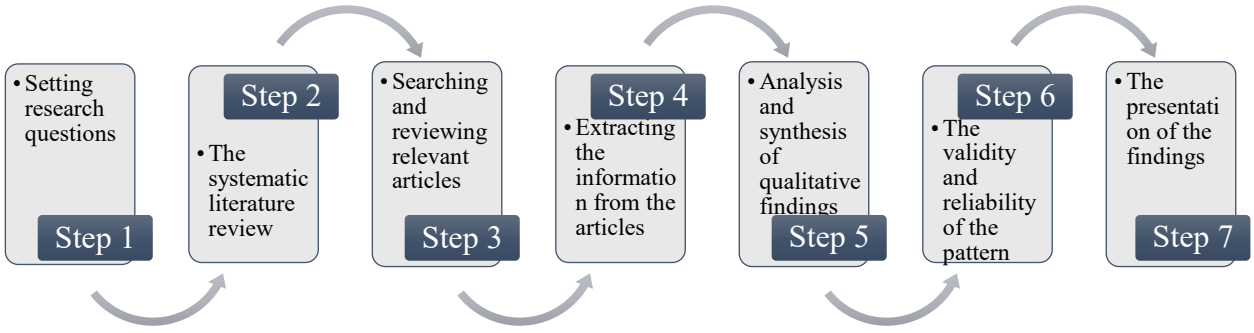
Hence, stis study aims to analyse businesses in online and collaborative platforms by reviewing previous studies in order to understand the progress of the topic in the academic literature and to present a comprehensive model. This study is unique, since no qualitative research with this subject has been listed in the *Web of Science* database.

The article is structured as follows. The following section describes the methodology and the various stages of the meta-synthesis process. Subsequently, Section Two provides a detailed discussion, which is followed by the Conclusions.

1. Method Design

This study was classified as applied research using a qualitative meta-synthesis approach. Meta-synthesis employs an interpretive analysis through rigorous qualitative methods to synthesise existing qualitative studies in order to draw more profound insights and understanding (Afshari, Bayazidi, and Yazdani, 2024; Erwin, Brotherson, and Summers, 2011). The unique strength of meta-synthesis is its ability to identify recurring thematic categories and to develop conceptual frameworks from the foundational studies (Ehteshami, Golzari, and Fathi, 2022). The meta-synthesis methodology allows the researchers to have systematic reproducibility with the authenticity of the participants' perspective and concepts from the literature reviewed, thus creating new knowledge instead of just a review of the literature. This provides new insights into previous research and places the developed business model in a privileged position for further research (Weinberger, 2022). In this study, the meta-synthesis of qualitative research was supported by the conceptual and methodological framework developed by Sandelowski and Barroso (Sandelowski, Barroso, and Voils, 2007).

The selective meta-synthesis procedure is accomplished in a series of process steps visually presented in *Figure 1*.



Source: created by the authors.

Figure 1. **Sandelowski and Barroso's Method**

Step 1: Setting research questions

Using a meta synthesis, this review seeks to answer three research questions:

RQ1: What are the characteristics of businesses based on collaborative and online platforms?

RQ2: What are the implications of businesses moving towards collaboration and online platforms?

RQ3: What is the studied community to achieve of knowledge in businesses based on collaborative, online platforms?

RQ4: In which period were the above items reviewed and searched?

RQ5: What method was used to provide the studies?

Step 2: The systematic literature review

The search was conducted in December 2024 in the following databases: *Google Scholar*, *WOS*, and *Scopus*. The search was conducted based on selected keywords in the titles of all article types within the *Web of Science* database. Two databases were consulted utilising suitable search terms (*Table 1*). The search terms were used together with the Boolean operators AND/OR in accordance with the formulas suggested for the different search engines in each of the databases. To ensure a comprehensive and complete search, each article's links to relevant sources were also reviewed to find more keywords for the search. No date restrictions were applied. However, the sources found are from recent years, indicating that the subject under investigation presents a new topic.

Table 1. Article Search Process

Database	Search syntax used	Date of search	No of search results returned
Web of Science	(Collaborative AND (economy OR online) AND (platforms OR platform)) OR (Sharing Economy AND (platforms OR platform))	17 December	247
Google Scholar	('Collaborative' AND 'economy' AND 'Platform') OR ('Collaborative' AND 'Online' AND 'Platform')	17 December	207

Source: created by the authors.

Step 3: Searching and reviewing relevant articles

The search of databases in the forum yielded 454 documents. Due to the focus of the study and the reduction of the number of studies, journal articles were selected for the review. Duplicates and non-English publications were removed from the list of relevant studies.

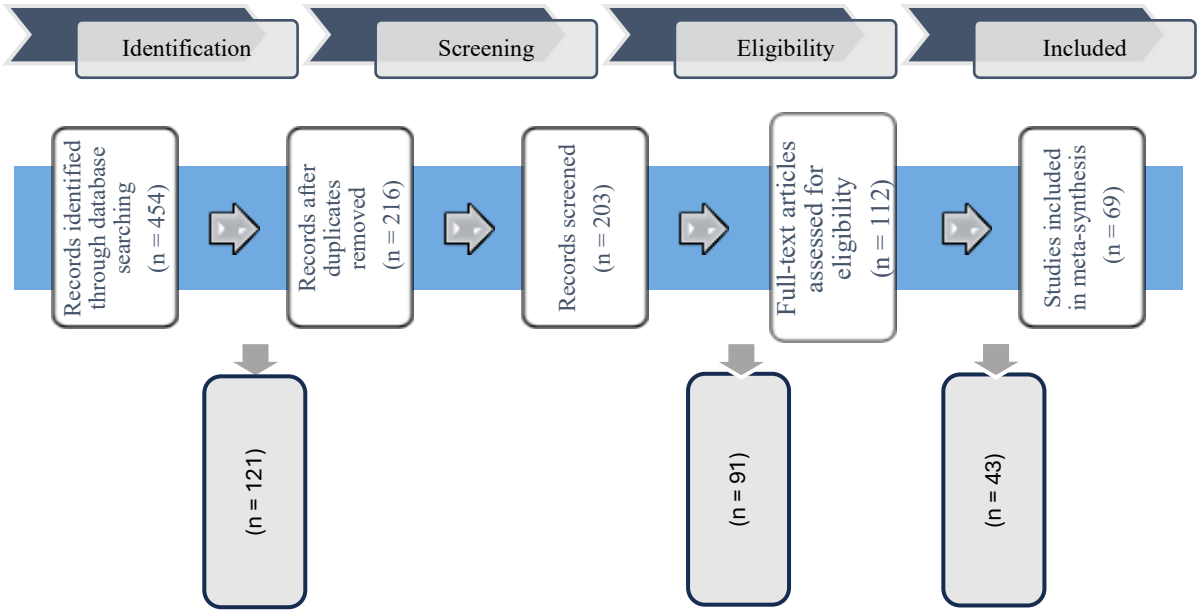
Table 2. Criteria for Acceptance and Non-Acceptance

Rank	Inclusion criteria	Exclusion criteria
1	Articles related to the topic under review	Articles unrelated to the topic under review
2	Articles that are in English	Articles in languages other than English
3	Sources that are journal	Review articles and unavailable sources
4		Articles with duplicate content

Source: created by the authors.

The authors reviewed the abstract and/or full text of each remaining research, and if the inclusion criteria were met, the paper was retained. Time, geography, and research design limits were not applied in the search because it was anticipated that only a limited number of qualitative studies would be identified. *Table 2* presents the inclusion and exclusion criteria for articles.

Figure 2 below illustrates the steps from the search of the database to the selection of articles.



Source: created by the authors.

Figure 2. **Searching and Selecting Appropriate Articles**

Step 4: Extracting the information from the articles

The data from the chosen sources were categorised according to the attributes of the author(s) (name, last name, year of publication, and source) (*Table 3A; see Appendix 1*) and the study findings presented in the *Table 4A (see Appendix 2)*.

Step 5: Analysis and synthesis of qualitative findings

In this stage of research, the study explored the codes emerging in the meta-synthesis approach. First cycle of analysis included open coding on the findings presented in each study to disclose the basic factors. The present study's content analysis of the 69 selected articles produced 103 unique primary codes that are illustrated in *Table 4A (see Appendix 2)*. Based on these codes, some related categorical grouping was done. Further refinement required successive stages of re-review for accurate conceptualisation and linkage; thus, axial coding methods were employed in the second order of the analytical phase to formulate the developed proposed model. Later on, these axial codes are then grouped into categories and larger themes which are listed in *Table 5A (see Appendix 3)*.

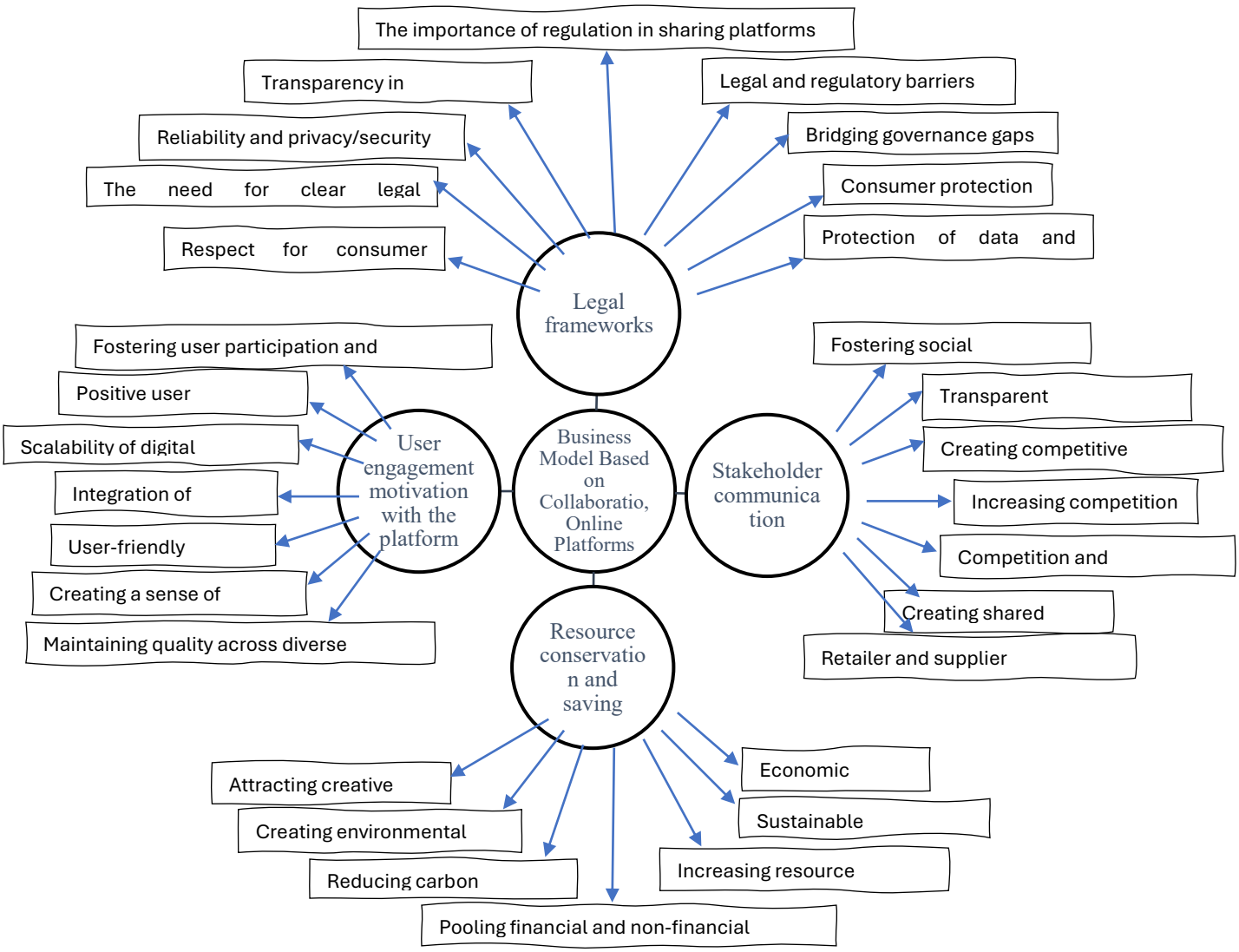
Step 6: The validity and reliability of the pattern

In all methodologies, the research must be valid and reliable, be it qualitative studies or meta-synthesis analyses. The research validity and the accuracy of the findings were established with expert evaluation

by university professors and field specialists. The reliability of the research and the accuracy of conceptual extraction have been verified through the methodology of coders' agreement, particularly the Kappa coefficient. To this end, the extracted codes were given to subject matter experts for independent recoding. The latter calculation of Cohen's Kappa coefficient represented a value of 0.71, which means that substantial agreement among the coders was achieved and thus proved the validity of the research.

Step 7: The presentation of the findings

The last stage synthesised the findings gained throughout the meta-synthesis process, structuring the up to now identified dimensions, components, and indicators extracted from the collaborative, online platform business model literature in the comprehensive research model illustrated in *Figure 3*.



Source: created by the authors.

Figure 3. **Business Model Based on Collaborative, Online Platforms**

What can be inferred from the results of this study is that all themes are effective in the business model based on effective collaborative platforms. However, the effect of each is different, which can be inferred from the number of repetitions of each open code in the total research.

2. Discussion

In order to answer the research questions, 69 selected articles from retrieved sources in the field of businesses on collaborative and online platforms were studied. The results of the review of the selected sources reveal that this topic has various characteristics and challenges. By reviewing, analysing, and combining the findings related to the 69 selected sources, a total of 103 open codes and 10 axial coding were categorised and divided into 4 themes. Thus, in this study, the themes were formed as presented in the following discussion.

Theme 1: Legal Frameworks

Sharing economy platforms occupy a pivotal position, yet operate predominantly within regulatory ambiguity or 'governance gaps' (Whelan, 2016), where legal boundaries remain undefined and existing industry regulations prove inadequate for monitoring their novel practices and technological innovations (Berkowitz, Souchaud, 2019). Literature analysis reveals divergent concerns between developed and developing countries. The former primarily focus on concerns regarding algorithmic governance and big data management, particularly unauthorised personal data dissemination (Moon, 2015). For instance, the *Uber* platform requires credit card payments, and has also a function that surmises police union affiliations. In contrast, developing countries have insufficient regulatory regimes relating to two-wheeled transportation services and ways for ensuring online platform information accuracy (Basukie, Wang, and Li, 2020).

Theme 2: Resource Conservation and Saving

From an environmental perspective, the depletion of resources, environmental pollution, and even climate change are some of the consequences of environmental degradation and over-consumption. The issues mentioned above have received considerable attention in consumer-to-consumer service sectors, green marketing strategies, and e-commerce websites for their high potential to meet the challenges of sustainability (Kim, Woo, and Ramkumar, 2021; Quach, Septianto, Thaichon, and Nasution, 2022). Along with rapid development in information and communication technology, online redistribution through collaborative consumption has taken on greater importance in socio-economic contexts in both emerging markets and mature economies (Abbes *et al*., 2020; Quach *et al*., 2022; Shang and Wu, 2022).

Theme 3: User Engagement Motivation with the Platform

Within dynamic ecosystems, evolving markets, and changing consumption patterns, sharing platforms have to identify the key factors driving the attraction and retention of platform users (Caldieraro, Zhang, Cunha Jr., and Shulman, 2018). The development of platform brand equity and user loyalty appears to be an effective way for the creation of a competitive advantage (Wirtz *et al*., 2019).

Theme 4: Stakeholder Communication

Sharing economy platforms vary in novelty of integration of economic resources and management tools. That is how they can achieve competitive advantages compared to traditional firms: they operate according to multi-sided platform principles, not conventional business models (Constantiou *et al*.,

2017). These platforms adopt transparent and adaptable communication strategies to connect with stakeholders, foster trust, and enhance collaboration between users, service providers, and other participants within the ecosystem.

Additionally, the Creating Shared Value method, put out by Porter and Kramer (2011), emphasises the link between businesses' economic progress and societal advantages (Rong *et al*., 2021). Sharing economy platforms realise this concept by linking available resources with demand, thereby effectively addressing pressing societal challenges, such as underused assets, unemployment, and environmental concerns. By bridging these gaps, they not only promote economic growth but also help communities overcome critical obstacles.

To enhance stakeholder communication, successful platforms utilise advanced analytics, feedback loops, and user-driven insights. These tools allow them to personalise their services and maintain high levels of engagement. This approach strengthens trust and collaboration with stakeholders while positioning these platforms as pioneers of innovation and social responsibility, particularly in the transformative context of the Fifth Industrial Revolution (Grant, 2024).

The present study highlights several specific challenges and opportunities faced by collaborative platforms in the current digital economy. For these platforms to achieve success, appropriate management policies must be adopted, focusing on legality, user motivation, and internal communication. These policies can improve platform performance, promote public trust, and ultimately lead to their success and sustainable growth in diverse societies.

To effectively address the challenges and opportunities identified, management policies for collaborative and online platforms should align with four key themes. First, legal frameworks need to evolve to close regulatory gaps by introducing flexible policies that keep pace with technological advances while protecting data privacy and ensuring compliance with both local and global standards. Governments can collaborate with platforms to co-develop regulations, addressing privacy issues in developed nations and establishing fair practices in emerging markets. Second, platforms should embrace sustainability strategies by prioritising resource conservation and promoting eco-friendly practices. By integrating sustainable principles, such as encouraging collaborative consumption and adopting green technologies, platforms can tackle global challenges like resource depletion and climate change, while boosting their societal impact and brand value. Third, enhancing user engagement and motivation is crucial. Investments in loyalty programs, user-focused design, and personalised services foster trust and long-term customer retention, giving platforms a competitive edge in dynamic markets. Finally, stakeholder communication must prioritise transparency and collaboration. Advanced analytics and feedback loops can help platforms tailor their services and proactively address user concerns. By aligning their operations with societal goals, such as reducing unemployment and optimising resource use, platforms can embody the creation of shared value approach, demonstrating a commitment to both economic growth and social responsibility. Together, these policies drive innovation, build trust, and support sustainable growth in a rapidly changing digital economy.

Conclusions

The explosive growth of the digital economy over the last ten years has drastically altered customer behaviour and perceptions while also pushing businesses to continually rethink their business strategies and strengthen their core competencies. This study presented a comprehensive model for collaborative

platform-based businesses by synthesising data from *WoS* and *Google Scholar* databases through a meta-synthesis approach. The resulting framework is built on four essential themes: Resource Conservation and Saving, Legal Frameworks, User Engagement Motivation with the Platform, and Stakeholder Communication.

The findings emphasise the importance of fostering user motivation and loyalty to ensure sustained engagement with the platform. They also highlight the role of transparent communication in building trust among stakeholders and maintaining competitive advantages. Additionally, the implementation of robust legal frameworks is crucial for ensuring safety and reliability within the platform ecosystem. Finally, the model underscores the significant environmental and economic benefits of these platforms, particularly in conserving resources and promoting sustainability. These insights provide valuable guidance for designing innovative and resilient platform-based business models in today's dynamic economic landscape.

The limitations in the current research are inherent, where certain dimensions of collaborative platforms might have been overlooked through its selective process of article inclusion. More research is needed on the different challenges facing collaborative platforms in various national contexts, especially as to the impact of regional regulations and cultural environments on the performance of such platforms. Further studies will also be required on the transformative effect of emerging technologies, specifically blockchain systems, on the operations of collaborative platforms. The cross-national comparative analysis would further yield very useful lessons about specific challenges and opportunities faced by online platforms operating in varied cultural and regulatory environments.

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BENDRADARBIAVIMU IR INTERNETINĖMIS PLATFORMOMIS PAGRĮSTO INOVATYVAUS VERSLO MODELIO PRISTATYMAS PENKTOSIOS PRAMONINĖS REVOLIUCIJOS EROJE

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Santrauka. Vykstant sparčiai, penktajai pramonės revoliucijai būdingai technologijų raidai, skaitmeninės platformos yra nepakeičiama verslo inovacijų ir tvaraus vystymosi varomoji jėga dėl gebėjimo sujungti žmogaus išradingumą ir pažangias technologijas. Sparčiai besiplečianti platformomis grindžiama dalijimosi ekonomika iš esmės sutrikdė tradicines ekonomines sistemas ir reguliavimo aplinką valstybėse ir visame pasaulyje. Šiame tyrime taikomas metasintezės tyrimo metodas sistemai, skirtai platformomis grindžiamoms verslo operacijoms suprasti, sukurti. Jis atliktas taikant Sandelowski ir Barroso pristatytą indukcinį kokybinės metasintezės metodą, integruotą su sisteminės literatūros apžvalgos procesu. Tiriamoji literatūra paimta iš „Google Scholar" ir „Web of Science" duomenų bazių ir papildyta rankiniu būdu atliktomis atitinkamų žurnalų ir jų citavimo tinklų paieškomis. Iš 454 pirminių šaltinių šio straipsnio autoriai atrinko 69 mokslinius straipsnius. Duomenų analizė – daugialypis procesas, kurio metu buvo atliekamas pirminis kodavimas, ašinis kodavimas ir atrankinis tyrimo rezultatų kodavimas. Šio tyrimo išvadomis pabrėžiami pagrindiniai veiksniai ir jų ryšiai, itin svarbūs sėkmingam platformų verslo kūrimui. Todėl šis tyrimas yra vertingos gairės tiek mokslininkams, tiek specialistams skaitmeninės ekonomikos kontekste.

Reikšminiai žodžiai: metasintezė; literatūros apžvalga; verslas; bendradarbiavimo platforma; dalijimosi ekonomika; bendradarbiavimo ekonomika.

Appendixes

Appendix 1

Table 3A. Selected Articles

Article Code	Title	Year	Journal title
(Demary, 2015)	The platformization of Digital Markets: Comments on the Public Consultation of the European Commission on the Regulatory Environment for Platforms, Online Intermediaries, Data and Cloud Computing and the Collaborative Economy	2015	*IW Policy Paper*
(Abbes, Hallem, and Taga, 2020)	Second-hand shopping and brand loyalty: The role of online collaborative redistribution platforms	2020	*Journal of Retailing and consumer Services*
(Gordo López *et al.*, 2021)	The measurement of the economic, social and environmental impact of peer to peer online platforms: The case of collaborative consumption	2021	*EMPIRIA: Revista de Metodología de Ciencias Sociales*
(Shang and Wu, 2022)	Does green morality lead to collaborative consumption behavior toward online collaborative redistribution platforms? Evidence from emerging markets shows the asymmetric roles of pro-environmental self-identity and green personal norms	2022	*Journal of Retailing and Consumer Services*
(F.-F. Cheng, Hsu, and Wu, 2024)	The impact of the collaborative consumption triangle on purchasing intentions within online food delivery platforms	2024	*Asia Pacific Journal of Marketing and Logistics*
(Liu and Xu, 2025)	Revolutionizing Legal Responsibility and Governance in C2C Online Platforms with Collaborative CAD	2024	*Computer-Aided Design & Applications*
(Mendieta-Aragón, Rodríguez-Fernández, and Navío-Marco, 2024)	Tourism usage of digital collaborative economy platforms in Europe: Situation, behaviours, and implications for the digital policies	2024	*Telecommunications Policy*
(Gerlich, 2023)	The Rise of Collaborative Consumption in EU Member States: Exploring the Impact of Collaborative Economy Platforms on Consumer Behavior and Sustainable Consumption	2023	*Sustainability*
(Vallejo, 2019)	Contractual Relationships in Collaborative Economy Platforms	2019	*European Review of Private Law*
(Gandia and Parmentier, 2020)	Managing open innovation through digital boundary control: The case of multi-sided platforms in the collaborative economy	2020	*Journal of Innovation Economics & Management*
(Szwarc, 2024)	EU Law and the Member States' Competence to Regulate the Operation of Collaborative Economy Platforms–Where Do We Stand after the Digital Services Act	2024	*European Business Law Review*
(Forti, 2019)	Online Platforms to the Test of Regulation (EU) 2016/679. What Protections for Data Sharing in the Collaborative Economy? (Le piattaforme online alla prova del Regolamento (UE) 2016/679. Quali tutele per la condivisione dei dati nell'economia collaborativa?)	2019	*What Protections for Data Sharing in the Collaborative Economy*
(Leick, Falk, Eklund, and Vinogradov, 2022)	Individual-contextual determinants of entrepreneurial service provision in the platform-based collaborative economy	2022	*International Journal of Entrepreneurial Behavior & Research*
(Cauffman, 2016)	The Commission's European agenda for the collaborative economy–(too) platform and service provider friendly?	2016	*Journal of European Consumer and Market Law*
(Choi and He, 2019)	Peer-to-peer collaborative consumption for fashion products in the sharing economy: Platform operations	2019	*Transportation Research Part E: Logistics and Transportation Review*
(Anand, Dutta, and Mukherjee, 2023)	Platform exploitation in the sharing economy	2023	*Operations Research Letters*
(Constantiou, Marton, and Tuunainen, 2017)	Four models of sharing economy platforms	2017	*MIS Quarterly Executive*
(X. Cheng, Mou,	Sharing economy enabled digital platforms for	2021	*Information Technology for*

and Yan, 2021)	development		*Development*
(Choi, Guo, Liu, and Shi, 2019)	Values of food leftover sharing platforms in the sharing economy	2019	*International Journal of Production Economics*
(D. Li and Schoenherr, 2023)	The institutionalization of sharing economy platforms in China	2023	*Journal of Operations Management*
(Wirtz, So, Mody, Liu, and Chun, 2019)	Platforms in the peer-to-peer sharing economy	2019	*Journal of Service Management*
(Shmidt, 2020)	Participants' interaction with sharing economy platforms in Russia	2020	*Information Technology & People*
(Zhang, Chen, and Raghunathan, 2022)	Two-Sided Platform Competition in a Sharing Economy	2022	*Management Science*
(Rong, Li, Peng, Zhou, and Shi, 2021)	Sharing economy platforms: creating shared value at a business ecosystem level	2021	*Technological Forecasting and Social Change*
(Geissinger, Laurell, Öberg, and Sandström, 2019)	How sustainable is the sharing economy? On the sustainability connotations of sharing economy platforms	2019	*Journal of Cleaner Production*
(Costello and Reczek, 2020)	Providers Versus Platforms: Marketing Communications in the Sharing Economy	2020	*Journal of Marketing*
(B. Li, Feng, Xiong, Yang, and Liu, 2021)	Sharing economy platform firms and their resource orchestration approaches	2021	*Journal of Business Research*
(Möhlmann, 2021)	Unjustified trust beliefs: Trust conflation on sharing economy platforms	2021	*Research Policy*
(Jia, Li, Liu, Sun, and Hernandez, 2020)	Achieving loyalty for sharing economy platforms: an expectation–confirmation perspective	2020	*International Journal of Operations & Production Management*
(Cho, Park, and Kim, 2019)	Leveraging Consumption Intention with Identity Information on Sharing Economy Platforms	2019	*Journal of Computer Information Systems*
(Leoni and Parker, 2019)	Governance and control of sharing economy platforms: Hosting on Airbnb	2019	*British Accounting Review*
(Light and Miskelly, 2019)	Platforms, Scales and Networks: Meshing a Local Sustainable Sharing Economy	2019	*Computer Supported Cooperative Work*
(Berkowitz and Souchaud, 2019)	(Self-)Regulation of Sharing Economy Platforms Through Partial Meta-organizing	2019	*Journal of Business Ethics*
(J. Li and Wang, 2024)	From renting economy to sharing economy: how do bike-sharing platforms grow in the digital era?	2024	*Journal of the Knowledge Economy*
(Mikołajewska-Zając, 2018)	Terms of reference: The moral economy of reputation in a sharing economy platform	2018	*European Journal of Social Theory*
(Ye, Ni, and Li, 2021)	Competition between manufacturers and sharing economy platforms: An owner base and sharing utility perspective	2021	*International Journal of Production Economics*
(Davlembayeva, Papagiannidis, and Alamanos, 2021)	Sharing economy platforms: An equity theory perspective on reciprocity and commitment	2021	*Journal of Business Research*
(Theisen, Kiesling, and Munger, 2022)	From Airbnb to solar: electricity market platforms as local sharing economies	2022	*Public Choice*
(Perkumienė, Vienažindienė, and Švagždienė, 2021)	The Sharing Economy towards Sustainable Tourism: An Example of an Online Transport-sharing Platform	2021	*Sustainability*
(Breidbach and Brodie, 2017)	Engagement platforms in the sharing economy Conceptual foundations and research directions	2017	*Journal of Service Theory and Practice*
(Davlembayeva and Papagiannidis, 2023)	Platform-provider relationship dynamics in the sharing economy: Challenges and implications	2023	*Industrial Marketing Management*
(Morgan, 2024)	Institutional design in commons-based sharing economies: platform, care and place	2024	*International Journal of Law in Context*
(Ko, Amankwah-	Non-market strategies and building digital trust in sharing	2022	*Journal of International*

Amoah, Appiah, and Larimo, 2022)	economy platforms		*Management*
(Chandna, 2022)	Social entrepreneurship and digital platforms: Crowdfunding in the sharing-economy era	2022	*Business Horizons*
(Akhmedova, Vila-Brunet, and Mas-Machuca, 2021)	Building trust in sharing economy platforms: trust antecedents and their configurations	2021	*Internet Research*
(Guyader, Olsson, and Friman, 2023)	Sharing economy platforms as mainstream: balancing pro-social and economic tensions	2023	*Total Quality Management & Business Excellence*
(Bhargava, 2022)	The creator economy: Managing ecosystem supply, revenue sharing, and platform design	2022	*Management Science*
(Zheng, Li, Guan, Sethi, and Li, 2021)	Downstream information sharing and sales channel selection in a platform economy	2021	*Transportation Research Part E: Logistics and Transportation Review*
(Xu, He, and Ji, 2022)	Collaborative logistics network: a new business mode in the platform economy	2022	*International Journal of Logistics Research and Applications*
(E. Kim and Yoon, 2021)	Social capital, user motivation, and collaborative consumption of online platform services	2021	*Journal of Retailing and Consumer Services*
(Guan, Geng, and Gurnani, 2023)	Peer-to-peer sharing platforms with quality differentiation: Manufacturer's strategic decision under sharing economy	2023	*Production and Operations Management*
(Schwanholz and Leipold, 2020)	Sharing for a circular economy? an analysis of digital sharing platforms' principles and business models	2020	*Journal of Cleaner Production*
(Zhang, Chen, and Raghunathan, 2024)	When Sharing Economy Meets Traditional Business:	2024	*Information Systems Research*
(Chen, Liu, and Feng, 2022)	The Legitimacy of a Sharing Economy-Enabled Digital Platform for Socioeconomic Development	2022	*Journal of Theoretical and Applied Electronic Commerce Research*
(Schor and Attwood-Charles, 2017)	The "sharing" economy: labor, inequality, and social connection on for-profit platforms	2017	*Sociology Compass*
(Hur, Kwak, and Park, 2020)	Online Platform Providers in the Sharing Economy: Emergence of New Service Suppliers?	2020	*Journal of World Trade*
(Meng, Zhao, and Zhao, 2022)	Information sharing and sales format strategy under platform economy and cap-and-trade	2022	*Computers & Industrial Engineering*
(Skiti, Luo, and Lin, 2022)	When More is Less: Quality and Variety Trade-off in Sharing Economy Platforms	2022	*Journal of Management Studies*
(Fan and Zhang, 2023)	Quality disclosure in sharing economy platform with network externality under consumer risk aversion	2023	*Kybernetes*
(Pung, Del Chiappa, and Sini, 2022)	Booking experiences on sharing economy platforms: an exploration of tourists' motivations and constraints	2022	*Current Issues in Tourism*
(Cao, Manthiou, and Ayadi, 2022)	Extension and customer reaction on sharing economy platforms: The role of customer inertia	2022	*Journal of Business Research*
(Chatterjee, Chaudhuri, Vrontis, and Mahto, 2024)	Bright and dark sides of adopting a platform-based sharing economy business model	2024	*R&D Management*
(Sun and Ertz, 2024)	Value creation and sustainable growth of sharing economy platforms: a value network perspective	2024	*Technology Analysis & Strategic Management*
(Cristobal-Fransi, Hernández-Soriano, Ferrer-Rosell, and Daries, 2019)	Exploring Service Quality among Online Sharing Economy Platforms from an Online Media Perspective	2019	*Sustainability*
(Kung and Zhong, 2017)	The optimal pricing strategy for two-sided platform delivery in the sharing economy	2017	*Transportation Research Part E: Logistics and Transportation Review*
(Soldatos *et al.*, 2021)	A digital platform for cross -sector collaborative value networks in the circular economy	2021	*Procedia Manufacturing*
(Butt *et al.*, 2023)	A Digital Collaborative Platform for the Silver Economy: Functionalities Required by Stakeholders in a Multinational Baltic Sea Region Project	2023	*Digital Government: Research and Practice*
(Darmastuti and	The impact of motivation to share on the continuance of	2022	*Diponegoro International Journal of*

Mustofa, 2022)	collaborative participation mediated by attitude toward consumption based on sharing economy platform		*Business*
(Kangilaski, Pappel, Sihvonen, and Weck, 2022)	Cross-Border Communication and Service Provision within Silver Economy Domain: How to Sustain a Collaborative Platform for Service Ecosystem	2022	*AHFE Open Access Journal*

Source: created by the authors.

Appendix 2

Table 4A. Code, Open Coding of Selected Articles

Code	Findings	Open coding
(Demary, 2015)	Tailoring regulation in collaborative platforms is important; Respecting consumer rights is essential on sharing platforms; Some platforms create power imbalances through network effects.	The importance of regulation in sharing platforms Respect for consumer rights Power imbalance through network effects
(Abbes *et al*., 2020)	Positive experiences, especially elements like fair pricing and product categories, increase user loyalty.	Positive experiences and user loyalty
(Gordo López *et al*., 2021)	Platforms contribute to sustainability by reducing waste, and reducing the environmental footprint of consumption; Create cost-saving opportunities for users.	Lower environmental footprint Cost-saving
(Shang and Wu, 2022)	Users need to understand the value of sharing resources and reducing waste; A positive user experience on platforms encourages users to use these services more.	Reducing waste Positive user experience
(F.-F. Cheng *et al*., 2024)	Fostering trust, ensuring high-quality platform experiences, and understanding the collaborative dynamics among stakeholders are the factors that enhance consumer engagement.	Collaboration among stakeholders
(Liu and Xu, 2025)	Adopting Collaborative Computer-Aided Design (CCAD) technology can enhance a safer and more efficient environment for users.	A safer environment
(Mendieta-Aragón *et al*., 2024)	Fostering democracy in collaborative platforms requires active user participation and transparent governance.	Transparent governance
(Gerlich, 2023)	By promoting sustainable consumption and the redistribution of goods and services, collaborative economy platforms help reduce waste and use resources more efficiently.	Increasing resource efficiency
(Vallejo, 2019)	There is a need for clear legal frameworks to ensure fair and transparent interactions between all parties involved.	The need for clear legal frameworks
(Gandia and Parmentier, 2020)	Effective management of platforms to balance openness and control.	Balancing openness and control
(Szwarc, 2024)	The digital services act aims to improve transparency, safety, and fairness in the digital space.	Improve transparency
(Forti, 2019)	Data protection to fully comply safeguard user privacy.	Data protection
(Leick *et al*., 2022)	Personal demographics and living environments play a crucial role in determining engagement in the collaborative economy.	User participation
(Cauffman, 2016)	Ensuring fair competition, adequate consumer protection.	Consumer protection
(Choi and He, 2019)	Promoting sustainability and cost-effective access; Platforms face issues like maintaining trust, quality control, and logistics management; Reducing waste, contributing to more sustainability.	Sustainability and waste reduction
(Anand *et al*., 2023)	Distributing benefits more equitably and improving the experience of users and service providers.	Improving the experience of users
(Constantiou *et al*., 2017)	Sharing economy models provide unique opportunities and challenges for businesses.	Creating opportunities for businesses
(Cheng *et al*., 2021)	Sharing economy platforms offer significant development benefits, such as economic growth, poverty reduction, and enhanced social engagement. Addressing related challenges, including transparency, fair regulation, and expanding digital access, is essential to fully exploit the potential of these platforms.	Economic growth Poverty reduction Addressing transparency Regulations applicable to sharing platforms
(Choi *et al*., 2019)	The Food Leftover Sharing platform will have a positive impact on the supply chain and society by reducing food waste, increasing resource efficiency, and creating economic, social, and environmental value.	Increasing resource efficiency Creating environmental value

(Li and Schoenherr, 2023)	By effectively collaborating with stakeholders and adapting to regulatory environments, sharing economy platforms have been able to play a prominent role in China's economy.	Stakeholder collaboration
(Wirtz *et al*., 2019)	Defining business models, creating competitive advantage through network effects and trust-building, and understanding user behaviour are three critical elements for the success of P2P platforms in the sharing economy.	Creating competitive advantage Trust-building
(Shmidt, 2020)	Fostering social connections within these platforms; The calculative nature of exchanges and market-driven valuations can conflict with the desire for a closely-knit community, potentially hindering the development of generalised trust.	Fostering social connections
(Zhang *et al*., 2022)	Sharing economy platforms must adopt smart pricing and wage strategies to maintain a balance between supply and demand.	Adopting smart pricing
(Rong *et al*., 2021)	Virtue ethics, local cultural elements, and shared value creation activities play a key role in fostering sustainable innovation in sharing economy platforms. Alignment with ethical and cultural principles is key to long-term success in sharing business ecosystems.	Creating shared value Local cultural elements
(Geissinger *et al*., 2019)	There is a lack of uniformity in the prioritisation of sustainability across sectors and platforms in the sharing economy. Some platforms actively use sustainability as a selling point, while others sideline it.	Sustainability as a competitive advantage
(Costello and Reczek, 2020)	The characteristics of the P2P model and provider-focused marketing can have a positive impact on consumer engagement and loyalty.	Consumer loyalty
(Li *et al*., 2021)	Platforms achieve integration and competitiveness in the sharing economy by using dynamic resource regulation, data analytics, and ecosystem coordination.	Achieving competition
(Möhlmann, 2021)	New users often conflate trust in the platform with trust in individual service providers, leading to unjustified trust beliefs. Differentiating between the platform's trustworthiness and that of individual providers helps them make more informed decisions and reduces the risk of misplaced trust.	Trust in the individual service provider
(Jia *et al*., 2020)	The importance of meeting or exceeding expectations to increase satisfaction and loyalty; The impact of strategic partnerships with user expectations on satisfaction and loyalty; The role of strategic partnerships in improving operational capacity and user experience.	User satisfaction and loyalty
(Cho *et al*., 2019)	Identity information on sharing economy platforms makes consumers feel more secure and therefore more willing to interact and transact on these platforms.	Creating a sense of security
(Leoni and Parker, 2019)	Maintaining quality integrity and consistency in host behaviour helps the platform better manage the services offered on its platform and provide a standardized experience for users.	User experience
(Light and Miskelly, 2019)	Integrating the scalability of digital platforms with the communal focus of local sharing can enhance the sustainability of the sharing economy.	Scalability of digital platforms
(Berkowitz and Souchaud, 2019)	A multi-stakeholder meta-organisational approach can effectively fill the governance gaps in the sharing economy and shape the development of this market.	Bridging governance gaps
(Li and Wang, 2024)	Bike-sharing platforms increase operational efficiency, improve user experience, and develop collaboration models, which ultimately contribute to the sustainable growth and competitiveness of these platforms.	Improve user experience Developing collaboration models Increasing competitiveness
(Mikołajewska-Zając, 2018)	Reputation in sharing economy platforms reflects social norms, ethics, and individual interactions. By designing reputation systems and active monitoring, platforms not only influence user behaviour and foster trust and social interactions in this space, but also help improve the user experience.	Social interactions

(Ye *et al*., 2021)	Competition and collaboration between producers and sharing economy platforms require adaptive strategies that take into account changes in consumer behaviour and market structure. Producers must adapt their strategies to compete or collaborate with platforms to exploit new opportunities and succeed in emerging markets.	Competition and collaboration
(Davlembayeva *et al*., 2021)	The sense of fair and reciprocal exchange plays an important role in users' commitment to sharing economy platforms. By understanding the role of psychological factors such as coping strategies, social identity, and social comparison, platforms can create a fair and satisfying environment that leads to enhanced user loyalty and satisfaction.	Enhancing user loyalty and satisfaction
(Theisen *et al*., 2022)	Digital platforms can enhancing efficiency and competitiveness in energy generation and distribution.	Increasing competition
(Perkumienė *et al*., 2021)	Shared transportation platforms play an important role in the sustainability of the tourism industry by reducing carbon emissions, providing affordable travel options, and fostering social interactions. These platforms not only improve the tourism experience but also help achieve the sustainable development goals.	Reducing carbon emissions Affordable options Fostering social interactions Sustainable development
(Breidbach and Brodie, 2017)	It introduces the concept of 'engagement platforms', which are digital spaces enabling users to connect, share resources, and co-create value. The authors highlight the importance of these platforms in fostering user participation and collaboration.	Fostering user participation and collaboration
(Davlembayeva and Papagiannidis, 2023)	It identifies key challenges in engagement platforms, including issues of trust, power imbalances, and the need for effective communication. Addressing these challenges is crucial for enhancing provider satisfaction and ensuring the sustainability of sharing economy platforms.	Issues of trust Power imbalances
(Morgan, 2024)	By focusing on significance of integrating considerations of care and local context, platforms can better promote equitable and sustainable sharing practices. This approach helps improve user experience and increase the positive impact of platforms on communities.	Equitable and sustainable sharing practices Improving user experience
(Ko *et al*., 2022)	Sharing economy platform providers can increase user trust through various non-market strategies, including engaging in corporate social responsibility activities, building strong relationships with regulators and policymakers, and fostering community participation.	Increasing user trust
(Chandna, 2022)	Platforms enable the pooling of financial resources, the capture of creative ideas, collaboration, and the collection of various non-financial resources.	Pooling financial resources Attracting creative ideas Collecting non-financial resources
(Akhmedova *et al*., 2021)	Provide transparency in information, value-added services, provider education, and building a trusted brand on sharing economy platforms.	Transparency in services
(Guyader *et al*., 2023)	For long-term success, sharing economy platforms must integrate ethical considerations with financial strategies, which will not only help maintain user trust but also foster loyalty and satisfaction.	Fostering loyalty and satisfaction
(Bhargava, 2022)	By focusing on balancing the quantity and quality of content, providing transparent revenue sharing mechanisms, and improving the user experience, platforms can create a sustainable and valuable ecosystem for content creators.	Transparency in mechanisms User experience
(Zheng *et al*., 2021)	To achieve optimal results in platform economies, retailers and suppliers must work closely together, share relevant information, and manage channels effectively.	Retailer and supplier collaboration
(Xu *et al*., 2022)	Strategic interactions between retailers and suppliers directly impact the profitability and market position of each.	Strategic partnerships between suppliers and retailers

(E. Kim & Yoon, 2021)	To succeed in sharing economy platforms, it is essential to pay attention to social capital and the various motivations of users.	To succeed in sharing economy platforms, it is essential to pay attention to social capital and the various motivations of users.
(Guan *et al*., 2023)	P2P platforms can reduce a manufacturer's sales, especially with varying product quality. Manufacturers may create their own sharing platforms to maintain control and profit. Products with significant quality differences influence consumer decisions and platform success. Manufacturers should consider creating their own sharing platforms, especially when product quality is a key differentiator.	The impact of quality on consumer decisions Control and profitability
(Schwanholz and Leipold, 2020)	Understanding and implementing circular economy principles in digital sharing platforms can lead to greater sustainability, reduced waste, higher resource efficiency, and environmental improvements. These actions will not only benefit businesses and users, but also society and the planet.	Innovation in circular economy Greater sustainability Reducing waste Higher resource efficiency
(Zhang *et al*., 2024)	Understanding the coopetition among sharing platforms can help these businesses make better strategic decisions, create effective policies, and design services that protect the interests of all stakeholders. This will not only make these companies more successful, but will also help improve the overall user experience.	Coopetition among sharing platforms Improving the user experience
(Chen *et al*., 2022)	Sharing economy platforms must align with regulatory requirements, societal norms, and cognitive beliefs, ensuring a robust and legitimate presence in the market.	Legitimate presence
(Schor and Attwood-Charles, 2017)	The need for regulatory frameworks to address labour rights and prevent discrimination on sharing economy platforms. Designing platforms that balance profit motives with the promotion of genuine social connections.	The need for regulatory frameworks
(Hur *et al*., 2020)	Online platforms leading to increased competition and innovation among service providers; The rise of new service suppliers through these platforms presents challenges for existing regulations, prompting discussions on how to adapt legal frameworks to accommodate this evolving landscape.	Increasing competition and innovation among service providers Challenges for adapting legal frameworks
(Meng *et al*., 2022)	Combining appropriate strategies in information sharing and sales can lead to improved environmental and economic outcomes in the platform economy.	Improving environmental and economic outcomes
(Skiti *et al*., 2022)	It emphasises the complex challenges of platform management in balancing quality and variety of services to deliver high-quality, diverse offerings and user satisfaction.	Platform management
(Fan and Zhang, 2023)	Disclosing quality information as a tool to gain the trust of risk-averse users; The impact of network effects on quality disclosure strategies; The balance between the benefits and costs of this action to determine the optimal strategy of platforms are discussed.	Gain the trust of users
(Pung *et al*., 2022)	The importance of identifying user motivation factors, improving services provided, and removing barriers to increasing user engagement on sharing economy platforms.	Identifying user motivation factors
(Cao *et al*., 2022)	The impact of core and extended brand alignment on customer perception, mitigating the impact of brand fit for customers with high inertia, and guiding strategies for improving user engagement and satisfaction	Improving user satisfaction

(Chatterjee *et al*., 2024)	The study points to challenges such as maintaining quality across diverse providers, legal and regulatory barriers, and high competition and market fragmentation. With effective management, the benefits of the sharing economy platform model can outweigh its risks.	Maintaining quality across diverse providers Legal and regulatory barriers High competition
(Sun and Ertz, 2024)	The importance of user-centered value networks, strategic network management, and building strong connections in value networks to achieve sustainable growth and short-term and long-term success of sharing economy platforms.	Building strong connections in value networks
(Cristobal-Fransi *et al*., 2019)	Users' perceived quality of shared accommodation platforms depends on efficiency, reliability, and privacy/security.	Reliability and privacy/security
(Kung and Zhong, 2017)	The necessity of flexible, data-driven pricing strategies for platforms to achieve success.	The necessity of flexible pricing
(Soldatos *et al*., 2021)	The role of digital platforms in accelerating the transition to a circular economy through innovation and collaboration	Innovation in circular economy Optimising resource usage
(Butt *et al*., 2023)	Accessibility and user-friendliness for seniors, integration of diverse services, collaboration between different stakeholders, personalisation of services, and protection of data and privacy are useful for designing and implementing comprehensive platforms for seniors.	Integration of services User-friendliness interface Collaboration between different stakeholders Protection of data and privacy
(Darmastuti and Mustofa, 2022)	Addressing users' intrinsic and extrinsic motivations and fostering positive attitudes toward collaborative consumption to encourage continued participation.	Encouraging continued participation
(Kangilaski *et al*., 2022)	The importance of factors such as global coordination, an integrated approach to services, stakeholder engagement, digital tools and technology, user-friendly interfaces, and adaptability to change are essential for the long-term success of platforms.	Stakeholder participation User-friendly interface Integrated approach to services

Source: created by the authors.

Appendix 2

Table 5A. Main Categories

Rank	References	Open Coding	Axial Coding	Theme
1	Demary (2015), Vallejo (2019), Forti (2019), Cauffman (2016), Berkowitz and Souchaud (2019), Bhargava (2022), Chatterjee *et al*. (2024), Cristobal-Fransi *et al*. (2019), Butt *et al*. (2023)	The importance of regulation in sharing platforms	Governance and legal frameworks	Legal frameworks
		Respect for consumer rights		
		The need for clear legal frameworks		
		Protection of data and privacy		
		Data protection		
		Consumer protection		
		Reliability and privacy/security		
		Bridging governance gaps		
		Transparency in mechanisms		
		Legal and regulatory barriers		
2	Shang and Wu (2022), Schwanholz and Leipold (2020), Choi and He (2019), Gordo López *et al*. (2021), Choi *et al*. (2019), Schwanholz and Leipold (2020), Perkumienė *et al*. (2021), Choi *et al*. (2019)	Reducing waste	Sustainability and Waste Reduction	Resource Conservation and Saving
		Lower environmental footprint		
		Sustainable development		
		Creating environmental value		
3	Gerlich (2023), Choi et al. (2019), Chandna (2022), Cheng et al. (2021), Chandna (2022)	Increasing resource efficiency	Productivity and Resource Utilisation	
		Pooling financial and non-financial resources		
		Economic growth		
		Poverty reduction		
		Attracting creative ideas		
4	Perkumienė *et al*. (2021), Soldatos *et al*. (2021), Schwanholz and Leipold (2020)	Innovation in circular economy	Social and Environmental Progress	
		Reducing carbon emissions		
5	Shang and Wu (2022), Cho *et al*. (2019), Akhmedova *et al*. (2021), Leick *et al*. (2022), Breidbach and Brodie (2017)	Positive user experience	User Experience and Loyalty	User Engagement Motivation with the Platform
		Creating a sense of security		
		Transparency in services		
		User participation		
		Fostering user participation and collaboration		
		Positive user experience		
6	Skiti *et al*. (2022), Light and Miskelly (2019), Butt *et al*. (2023), Chatterjee *et al*. (2024), Kangilaski *et al*. (2022)	Platform management	Platform Management and Design	
		Scalability of digital platforms		
		Integration of services		
		Maintaining quality across diverse providers		
		User-friendly interface		
7	Pung *et al*. (2022), Darmastuti and Mustofa (2022), Jia *et al*. (2020), Cao *et al*. (2022), Davlembayeva *et al*. (2021), Guyader *et al*. (2023), Cao *et al*. (2022)	Identifying user motivation factor		
		Improving user satisfaction	Social and Financial User Motivations	
		User satisfaction and loyalty		
		Enhancing user loyalty and satisfaction		
8	Wirtz *et al*. (2019), Ko *et al*. (2022), Fan and Zhang (2023), Davlembayeva and Papagiannidis (2023) Mikołajewska-Zając (2018), Perkumienė *et al*. (2021), Mendieta-Aragón *et al*. (2024), Sun and Ertz (2024)	Trust-building	Trust and Social Interactions	Stakeholder Communication
		Increasing user		
		Gain the trust of users		
		Social interactions		
		Fostering social interactions		
		Transparent communication		
		Building strong connections in value networks		
9	B. Li *et al*. (2021), Ye *et al*. (2021), Wirtz *et al*. (2019), Geissinger *et al*. (2019) J. Li and Wang (2024), Theisen *et al*. (2022), Hur *et al*. (2020), Chatterjee *et al*. (2024), Zhang *et al*. (2022)	Achieving competition	Competitiveness and Competitive Advantage	
		Competition and collaboration		
		Creating competitive advantage		
		Sustainability as a competitive advantage		
		Increasing competitiveness		
		Increasing competition		
		High competition		
		Adopting smart pricing		
10	D. Li and Schoenherr (2023), Kangilaski *et al*. (2022), Rong *et al*. (2021), Zheng *et al*. (2021), Xu *et al*. (2022)	Stakeholder collaboration	Stakeholder Collaboration and Shared Values	
		Stakeholder participation		
		Creating shared value		
		Retailer and supplier collaboration		

Source: created by the authors.