

Exploring the Connection between Digital Business Platforms and Ecosystem Integration: A Bibliometric Analysis

Ioana-Gabriela Cioata

Politehnica University of Timisoara, Romania

ioana-gabriela.cioata@student.upt.ro

Larisa-Madalina Raicu

Politehnica University of Timisoara, Romania

larisa.raicu@student.upt.ro

Maria Elena Boatca

Politehnica University of Timisoara, Romania

maria.boatca@upt.ro

Anca Draghici

Politehnica University of Timisoara, Romania

anca.draghici@upt.ro

Abstract

This paper reviews recent research on integrated business ecosystems and business platforms through a bibliometric analysis of articles indexed in the Scopus database. The initial search and filtering process resulted in 60 articles, which were screened by title and abstract in Microsoft Excel. After excluding less relevant articles, a final sample of 37 items published between 2020 and 2025 was retained for analysis. The findings show that the literature is growing and is structured around five main themes: digital transformation and operational integration, ecosystem configuration and business model design, governance and platform power, user and market response, and sustainability and circularity. The results also suggest that business platforms and business ecosystems are increasingly treated as interdependent topics. Although the field remains dispersed across different sectors and disciplines, it shows a strong potential for further theoretical studies on the topic and practical relevance in understanding how contemporary organisations develop.

Keywords: business ecosystems, business platforms, digital transformation, value creation, ecosystem integration, bibliometric analysis

INTRODUCTION

In the last years, researchers have become more interested in studying business ecosystems and business platforms. This is the case because companies no longer create value on their own. Today, they often collaborate with partners, users, suppliers, complementors and digital systems. This is why organizations are more frequently part of networks where collaboration, coordination and shared value creation are of the utmost importance. At the time, business platforms are seen as more than just digital tools or online spaces. They are understood as structures that connect different parties and support their interaction and exchange. In a similar way, business ecosystems are viewed as groups of interdependent entities, which influence each other over time. This means that the two concepts are closely related and often discussed together in recent research. However, literature is still quite dispersed across different topics. Several studies look at this concept from perspectives such as logistics, tourism, manufacturing, mobility, finance, digital markets and social media. Some of them focus on business models, others on digital transformation, sustainability, governance or value creation. Therefore, it becomes harder to see the overall direction of the field. For this reason, a bibliometric analysis can help identify the main research trends, common themes and how the field has developed in recent years.

The aim of this paper is to examine the recent literature on integrated business ecosystems and business platforms, by performing a bibliometric analysis. The study is based on 37 articles indexed in the Scopus database, published between 2020 and 2025. The paper seeks to identify the main trends and themes in the field to offer a clearer picture of how these concepts are currently understood in academic research.

LITERATURE REVIEW

Recent literature shows that the concepts of business ecosystems and business platforms are increasingly discussed together rather than separately. The ecosystem is treated as more than a network of firms, it is becoming a dynamic arrangement of interdependent entities that evolve together, share resources and create value collectively. In this sense, business ecosystems are associated with cooperation and competition, while platforms appear as the digital or organizational structures through which these connections are coordinated and scaled. At the same time, more recent studies argue that literature has developed from different perspectives, such as business ecosystems, innovation systems and platform ecosystems, without integrating them into one coherent framework. This has created a need for more holistic approaches, which connect ecosystem thinking, platform logic and business model design within the same analytical space (Zhang et al., 2024; Stonig et al., 2022; Zhang et al., 2022; Madanaguli et al., 2023; Zhou et al., 2025; Kitsantas & Chytis, 2022; Nambisan & Luo, 2021).

The main part in the literature focuses on the business model dimension of platforms and ecosystems. In these studies, platforms are seen as mechanisms for organizing value creation and value delivery among multiple entities. Madanaguli et al. (2023) show that one of the biggest difficulties in the field is the lack of a unified definition of industrial digital platforms, as well as the fragmentation of prior research regarding management, technology and B2B studies. Their review proposes a business model perspective as a unifying instrument and highlights three dimensions: co-creative value creation, digitally integrated value delivery and mutual value capture. The same logic is applied in studies on platform-based value integration, proptech, sharing economy services, platform-based consumer innovation and complementor competition. All suggest that a platform only becomes strategically relevant when it manages to structure interactions between providers, users, complementors and data flows, in a way that supports sustainable exchanges and value formation (Almunawar & Anshari, 2022;

Kim & Kim, 2021; Chowdhury et al., 2022; Zhu et al., 2024; Mohamed et al., 2023). A similar direction is visible in work on digital servitization and ecosystem transitions, where firms are starting to move away from isolated products and more toward system-level offers that include better service and data architectures (Fu et al., 2022; Stonig et al., 2022; Zhou et al., 2025).

Another important part of the research analyses digital transformation and operational integration. Here, platforms and ecosystems are seen as responses to the fragmentation across value chains, logistics systems, industrial networks and digital markets. Barykin et al. (2021) link digital logistics and marketing through end-to-end integration, while Yu et al. (2025) show that integrated B2B systems can improve the performance of an ecosystem by strengthening logistics and information integration. In the shipping field, Zeng et al. (2025) say that digital freight forwarders were created to solve problems in traditional shipping services, and Das and Dey (2021) says that digital platforms and new technologies such as Industry 4.0 are now essential in global manufacturing networks. Similar ideas appear in studies on fifth-party logistics, climate-neutral logistics, blockchain-enabled agri-food networks, and integrated mobility services. Here, the emphasis is on coordination, information sharing and collaboration among entities, rather than only on the capabilities of one individual firm (Nicoletti & Appolloni., 2025; Dinu et al., 2024; Kramer et al., 2021; Carbonara et al., 2024; Hensher & Nelson, 2025). Research on metaspaces technologies and the Indonesian digital economy shows that digital integration is not only about having the right tools and processes. It highly depends on the environment around them, such as regulations, readiness for technology and other factors that can support or slow down development (Trusova et al., 2025). Overall, this part of the research suggests that platforms matter because they connect different actors, services and data into one coordinated operational system (Barykin et al., 2021; Dinu et al., 2024).

A third group of studies looks at governance, power, leadership and legitimacy in ecosystems. These studies show that although collaboration stands at the core of an ecosystem, collaboration, control, unequal power and institutional problems need to be taken into consideration. Research also shows that leadership in platforms depends on a company's position in the ecosystem and on the specific features of the platform (Zhang et al., 2022). In parallel, Van der Vlist and Helmond (2021) demonstrate that business partnerships are essential to the functioning of digital platforms, especially on social media, where power is spread through data systems, API's and layers of intermediaries, not only through one main platform. Morozovaite (2021) reaches a similar conclusion in digital advertising, saying that the ecosystem is a network of interdependent actors, influenced by intermediaries and data systems. At a detailed theoretical level, Zhang et al. (2022) argue that platform-, data-, and AI-driven business models should not be studied separately, because their legitimacy problems are connected. This introduces an important point for the present study, since ecosystems need more than technical efficiency or profit. They need legitimacy, trust, interoperability and stakeholder acceptance. In that sense, governance and legitimacy are essential for the long-term sustainability of an ecosystem (van der Vlist & Helmond, 2021; Morozovaite, 2021; Zhang et al., 2022; Sun et al., 2025).

The literature also shows increasing interest in sustainability, circularity and social value. Instead of only seeing ecosystems as tools for innovation or better market efficiency, several recent studies argue that ecosystem design should also take environmental and social results into consideration. Madanaguli et al. (2024) connect AI capabilities to circular business models and show that integrated intelligence, AI infrastructure and ecosystem orchestration are becoming more relevant to create circular value. Priksht et al. (2025) apply this idea to the hospitality and tourism sector, through the concept of a

sustainable circular innovation ecosystem, while Url et al. (2025) add social life-cycle assessment and the audit of a company's ethics into circular manufacturing ecosystems. Dinu et al. (2024) propose platform-based business models that may support climate neutrality in logistics, and Zhang et al. (2024) explicitly argue that firms should aim to create social, as well as economic value through one sustainable business innovation ecosystem. Even studies that do not focus mainly on sustainability, such as ecosystem-centric marketing, blockchain in agri-food networks, and service innovation, increasingly connect platform-based collaboration with resilience, transparency and long-term value performance, not only on short-term (Karunakaran et al., 2025; Kramer et al., 2021; Chowdhury et al., 2022). Overall, this suggests that sustainability is becoming a more important part of the ecosystem research, even if it is not fully integrated into all studies (Zhang et al., 2024; Dinu et al., 2024; Madanaguli et al., 2024).

Another group of studies focuses on users, communities and interactions on platforms. These studies are essential because they show how ecosystems work, through relationships between firms, but also through the perceptions and behaviors of the users, customers and small entrepreneurs. Kim and Kim (2021) study proptech from the perspective of value-based adoption and the success of information systems, showing that sustainable platforms depend on both provider-related and user-related factors. Martínez-López et al. (2020) show that online shopping works better when buy buttons are supported by safety measures and when users have a smooth and integrated buying process. Lee et al. (2025) add a predictive analytics perspective by examining the success of crowdfunding in a smart business ecosystem, while Chandna and Salimath (2020) show that connecting through technology can create a strong sense of virtual community in online entrepreneurial ecosystems. In their study, a community does not only form because it is using a platform, it becomes consolidated through mechanisms that support peer promotion, social capital and the mutually beneficial behavior of a firm. Overall, these studies suggest that firms also create value by influencing user trust, continued use, purchasing behavior and community support (Kim & Kim, 2021; Martínez-López et al., 2020; Lee et al., 2025; Chandna & Salimath, 2020).

Across these research streams, one clear pattern appears - that platforms and ecosystems are generally seen as multi-actor systems of coordination. However, they are studies from different perspectives, some focus on integration and efficiency, while others examine business models, governance, sustainability or community. These ideas are applied in sectors such as shipping, logistics, manufacturing, agtech, real estate, mobility, tourism, finance, social media, cultural industries and digital advertising. This shows the importance of the topic, while suggesting that literature currently lacks an integrated view of how business platforms and business ecosystems connect conceptually. For this reason, this paper is positioned at the intersection of these discussions. It addresses a gap of the studies on ecosystems, platforms, integration, sustainability and digital transformation, which fail to bring these elements together into an integrated business ecosystem. Therefore, a bibliometric analysis is helpful, because it shows how the field has developed, which themes are most visible and where the links between business ecosystems and business platforms become the strongest.

THE RESEACH APPROACH

This paper focuses on a bibliometric study which explores recent scientific literature in the matters of integrated business ecosystems and business platforms. This approach was chosen because it allows the researcher to identify patterns in the existing literature, such as publication trends, themes and the main interests within a specific field. For the data collection process, the Scopus database was chosen, since it is one of the widely used academic platforms, providing access to many peer-reviewed publications

from multiple research fields. The initial search was carried out in the “article title, abstract and keywords” field, using two terms – “integrated business ecosystem” and “business platform” – which returned 399 documents. To make the sample more relevant to the topic of the paper, several filters were applied.

First, the publication period was limited to 2020-2025, which reduced the number of results to 248 documents. Next, the subject areas “Business, Management and Accounting” and “Social Sciences” were selected, resulting in 106 documents. Afterwards, the document type was set to articles only, reducing the sample to 68 documents. Finally, only the publications in English were retained, which narrowed the preliminary search to a dataset of 60 articles.

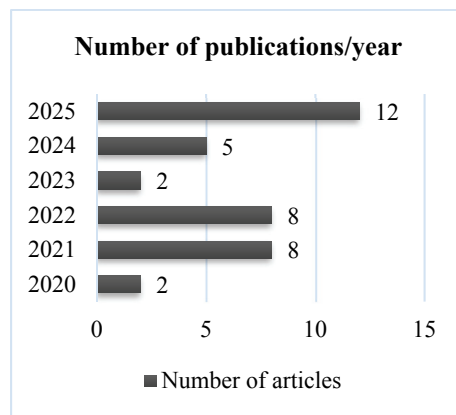
The 60 articles were exported in CSV format and processed in Excel for a detailed manual review, where the screening process focused on titles and abstracts of the articles, to evaluate their relevance for the research topic. The papers which were retained had a clear connection to business and platform ecosystems, business platforms, platform-based business models, ecosystem integration, value creation or inter-organizational digital collaboration. Articles where terms such as ecosystem or platform appeared only in secondary or generic ways were excluded. The same principle was applied when the focus was mainly technical, legal, educational, environmental, medical or public-sector oriented, without a strong perspective on business or platforms. Following the abstract screening, 37 articles were retained for analysis, according to the year of publication, source title, abstract, author keywords and general themes. The content of the abstracts and keyword was used to identify major themes, that include the development of business ecosystems, platform strategy, digital marketplace dynamics, integrated value creation and business model innovation.

This study did not include human participants, personal data or any confidential information, as it is based solely on secondary data collected from the Scopus database, which is why no major ethical issues were associated with the process. At the same time, several limitations should be acknowledged. The database was collected only from Scopus, meaning that other studies indexed in different databases were not included. Also, the screening of the titles and abstracts involved subjective judgement to a degree, while the articles only include recent studies made in the past 5 years. Despite these limitations, the methodology provides a coherent basis for analyzing recent literature on the topic.

RESULTS AND DISCUSSIONS

The final sample included 37 articles published between 2020 and 2025. The publication distribution shows that this topic has been studied mostly in the recent period, with 12 articles published in 2025, compared to 5 in 2024, 2 in 2023, 8 in 2022, 8 in 2021 and 2 in 2020, as shown in Figure 1. This suggests that research on integrated business ecosystems and business platforms is a field that is still expanding. The growing academic interest in platform-enabled coordination of businesses and ecosystem integration shows that it is a field that is still being consolidated.

Figure 1: Publication trend by year in the analysed corpus (n = 37)



At the same time, the source distribution reveals that the literature remains fragmented and does not concentrate in a single dominant field. Although “sustainability” was the most encountered source in the sample, the remaining articles were dispersed across journal covering business models, logistics, technology management, digital markets, tourism, international business, platform studies and social media. This dispersion shows that the topic is shaped by several interdisciplinary studies.

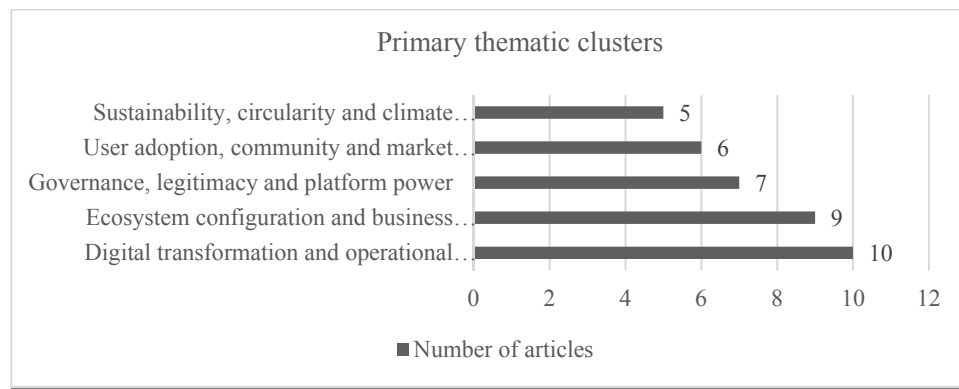
Another visible result is on the contextual diversity of the sample. The chosen articles cover maritime shipping, B2B integration, agtech, crowdfunding, proptech, manufacturing, agri-food networks, hospitality and tourism, mobility services, logistics, financial infrastructure, digital advertising, social media, and cultural and craft industries. Therefore, the concept of the ecosystem is not only limited to one sector or one technical configuration. The findings suggest that using an ecosystem approach has become important to how firms coordinate complementary actors, technologies and value propositions in different scenarios. The sample also shows strong diversity in sectors. The 37 articles cover a wide range of contexts, including maritime shipping, B2B systems, agtech, crowdfunding, proptech, manufacturing, agri-food networks, hospitality and tourism, mobility services, logistics, financial infrastructure, digital advertising, social media, and cultural and craft industries. This diversity is an important finding because it shows that the ecosystem perspective is no longer limited to one sector or one type of technology. Instead, it is increasingly used as a way of understanding how organisations coordinate actors, resources, technologies and value propositions in complex business environments.

When the 37 articles were organized thematically, they could be grouped into five main clusters, as shown in Figure 2. The largest group focused on digital transformation and operational integration with 10 articles (27%), followed by ecosystem configuration and business model design with 9 articles (24.3%). The rest of the studies were grouped around governance, legitimacy and platform power with 7 articles (18.9%), user adoption and market response with 6 articles (16.2%) and sustainability, circularity & climate neutrality with 5 articles (13.5%). Considering this distribution, the literature is primarily studying how ecosystems and platforms are structured and made operational, while the other topics are important but more secondary.

The first and largest cluster, digital transformation and operational integration, shows that many studies treat platforms as tools for connecting fragmented actors, processes, and infrastructures into more coordinated systems. In this group, the main concern is not technology on its own, but how digital structures improve coordination, visibility, and information flow across business activities. This pattern appears in studies on logistics, B2B systems, shipping, manufacturing, mobility, supply chains, and

financial infrastructure (Barykin et al., 2021; Yu et al., 2025; Zeng et al., 2025; Das & Dey, 2021; Nicoletti & Appolloni, 2025). These studies suggest that integration is one of the strongest ideas in literature.

Figure 2: Main identified thematic clusters



The second identified cluster, ecosystem configuration and business model design, focuses on how firms organize value creation, value delivery and value capture across networks of different entities. These studies show that platforms are not only technical systems, but also business model structures that shape relationships between firms, users and complementors. This can be seen in research on industrial digital platforms, agtech, digital marketplaces, ecosystem-centric marketing, and innovation in platform ecosystems (Madanaguli et al., 2023; Karunakaran et al., 2025; Poti & Joy, 2022; Almunawar & Anshari, 2022; Sun et al., 2025). The main takeaway is that the success of an ecosystem depends not only on technology, but also on how the whole system is designed.

The third cluster, governance, legitimacy, and platform power, shows a more critical side of the literature. These studies highlight issues such as control, dependence, legitimacy, and power imbalances that can be found inside ecosystems. Instead of presenting ecosystems only as coordinating structures, they show that they can also create tensions between the collaborating firms. This theme appears in studies on platform leadership, social media partnerships, digital advertising, competition and AI- and data-based business models (van der Vlist & Helmond, 2021; Morozovaite, 2021; Mohamed et al., 2023; Zhang et al., 2022a; Zhang et al., 2022b). This finding suggests that governance is becoming a central issue in ecosystem research.

The fourth identified cluster, user adoption, community, and market response, brings attention to the user side of ecosystems. These studies show that platforms do not work only through business design, but also through user trust, participation, experience, and community support. This group includes research on proptech adoption, safe buy buttons, crowdfunding, sharing economy service design, entrepreneurial communities, and platform-based consumer innovation (Kim & Kim, 2021; Martínez-López et al., 2020; Lee et al., 2025; Chowdhury et al., 2022; Chandna & Salimath, 2020; Zhu et al., 2024). Consequently, these results suggest that user response is another important part of the performance of an ecosystem.

The fifth and last cluster, sustainability, circularity, and climate neutrality, is the smallest, but still important. These studies connect ecosystems with circular business models, sustainable innovation, climate-neutral logistics, ethics auditing, and social value creation (Madanaguli et al., 2024; Priksht et al., 2025; Dinu et al., 2024; Url et al., 2025; Zhang et al., 2024). Although this theme is less dominant

than the others, it shows that ecosystem research is slowly moving beyond efficiency and profitability, toward environmental and social concerns. Taken together, the results suggest that the literature on integrated business ecosystems and business platforms is moving in three directions at once. First, it is becoming more operational and practical, with a strong focus on integration, orchestration, and system design. Second, it is becoming more strategic, focusing on business model transformation, complementarity, and platform evolution. Third, it is becoming more critical and reflective, as issues of legitimacy, governance, dependence, ethics, and sustainability become more visible. From a discussion perspective, one of the clearest ideas is that the relationship between ecosystems and platforms is now considered to be interdependent. Across the sample, the platform is rarely described as a stand-alone digital tool. Instead, it appears as the infrastructure through which ecosystems are coordinated, scaled or governed. At the same time, the ecosystem concept gives the platform concept a broader meaning, focusing on the relationships between partners, complementors and users. This means that recent literature does not treat “business platform” and “business ecosystem” as two separate research directions anymore but increasingly overlaps them.

A second discussion point is that integration functions as the dominant idea across the sample. Whether the context is logistics, mobility, manufacturing, financial infrastructure, agtech, social media, or cultural entrepreneurship, the repeated question is how to connect actors, data, services, or infrastructures into a coherent system. The literature repeatedly points toward the integration of operations, actors, business models, data flows, and even the integration of social and ethical evaluation. A third discussion point is that the field still appears to be fragmented, even though it is expanding quickly. The source dispersion, the sectoral diversity, and the thematic differences all suggest that the field is rich but not yet fully concentrated in one theoretical center. That is not necessarily a weakness, on the contrary, it may indicate that integrated business ecosystem research is still being developed. This means that ideas from business models, innovation ecosystems, platform studies, digital transformation, sustainability, and governance are being combined into an interdisciplinary conversation. So, overall, the final sample shows that the field is growing and spreading across sectors. Gradually, it is shifting from descriptive platform discussions toward more integrated explanations of how value is created, coordinated and sustained in complex business ecosystems.

CONCLUSIONS

This paper analyzed recent research on integrated business ecosystems and business platforms through a bibliometric study of 37 articles published between 2020 and 2025. Results show that this is a growing field, especially in recent years, which suggests increasing interest in the topic. One of the main conclusions is that business ecosystems and business platforms are strongly connected in literature. Platforms are not presented only as digital tools, because in many studies, they are described as structures that help different entities interact, coordinate activities, and create value together. At the same time, the ecosystem perspective helps explain the wider relationships between firms, users, partners, and technologies. The analysis showed five main themes in the selected articles: digital transformation and operational integration, ecosystem design and business models, governance and platform power, user and market response, and sustainability and circularity. This proves that the topic is broader than technology alone, including strategic, organizational and social issues. Another important conclusion is that the field remains quite fragmented. The studies come from different sectors and disciplines, which shows that the topic is relevant in many contexts, but also that there is not yet one single framework that brings everything together. Overall, the study shows that integrated business

ecosystems and business platforms are an important and developing area of research. Future research could build stronger links between the existing themes and explore more clearly how ecosystems support innovation, resilience, adaptability and sustainable development.

ACKNOWLEDGEMENTS

The article is related to the digital competencies needed for the EDU4PlastiCircular project implementation activities (“Education for Plastic in a Circular and Climate Neutral Economy - Preventing Waste Ending Up into the Environment”, Erasmus+ KA220-HED, 2023-1-RO01-KA220-HED-000166242, <https://microplastics.today/>) which was co-financed by the European Commission. This paper and the communication reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

REFERENCES

- Almunawar, M. N., & Anshari, M. (2022). Digital enabler and value integration: Revealing the expansion engine of digital marketplace. *Technology Analysis and Strategic Management*. <https://doi.org/10.1080/09537325.2021.1926967>
- Barykin, S. E., Smirnova, E. A., Chzhao, D., Kapustina, I. V., Sergeev, S. M., Mikhalevsky, Y. Y., Gubenko, A. V., Kostin, G. A., De La Poza Plaza, E., Saychenko, L., & Moiseev, N. (2021). Digital echelons and interfaces within value chains: End-to-end marketing and logistics integration. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su132413929>
- Carbonara, N., Messeni Petruzzelli, A., Panniello, U., & De Vita, D. (2024). Embracing new disruptions: Business model innovation in the transition to Mobility as a Service (MaaS). *Journal of Cleaner Production*. <https://doi.org/10.1016/j.jclepro.2024.142744>
- Chandna, V., & Salimath, M. S. (2020). When technology shapes community in the Cultural and Craft Industries: Understanding virtual entrepreneurship in online ecosystems. *Technovation*. <https://doi.org/10.1016/j.technovation.2018.06.005>
- Chowdhury, M. M. H., Sajib, S., Scerri, M., & Khan, E. A. (2022). A decision model for efficient service design in the sharing economy: A service triad perspective. *Asia Pacific Journal of Marketing and Logistics*. <https://doi.org/10.1108/APJML-03-2021-0155>
- Das, A., & Dey, S. (2021). Global manufacturing value networks: Assessing the critical roles of platform ecosystems and Industry 4.0. *Journal of Manufacturing Technology Management*. <https://doi.org/10.1108/JMTM-04-2020-0161>
- Dinu, O., Rosca, E., Burciu, S., Oprea, C., Ilie, A., Stere, A. S., & Rusca, F. (2024). Integrative framework for platform-based business models to drive climate neutrality in logistics. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su16041418>
- Fu, W., Zhang, M., Zhao, X., & Jia, F. (2022). Interplay between servitization and platforms: A longitudinal case study. *International Journal of Operations and Production Management*. <https://doi.org/10.1108/IJOPM-02-2021-0067>
- Hensher, D. A., & Nelson, J. D. (2025). Do integrated mobility services have a future? The neglected role of non-mobility service providers: Challenges, and opportunities to extract sustainable transport outcomes. *Transport Policy*. <https://doi.org/10.1016/j.tranpol.2025.01.029>
- Karunakaran, S., Saillaja, V., Suguna, R., & Sureshbabu, B. (2025). Examining digital transformation and ecosystem-centric marketing for sustainable value creation in the platform economy. *Archives for Technical Sciences*. <https://doi.org/10.70102/fts.2025.1834.1243>
- Kim, J., & Kim, J. (2021). An integrated analysis of value-based adoption model and information systems success model for proptech service platform. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su132312974>
- Kitsantas, T., & Chytis, E. (2022). Blockchain technology as an ecosystem: Trends and perspectives in accounting and management. *Journal of Theoretical and Applied Electronic Commerce Research*. <https://doi.org/10.3390/jtaer17030058>
- Kramer, M. P., Bitsch, L., & Hanf, J. (2021). Blockchain and its impacts on agri-food supply chain network management. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su13042168>
- Lee, M., Koh, Y., Hernandez, A., & Um, T. (2025). AI-powered predictive modeling for food-service crowdfunding success: An integrated approach with business intelligence and supervised machine learning for smart business ecosystem. *Electronic Markets*. <https://doi.org/10.1007/s12525-025-00824-5>

- Madanaguli, A., Parida, V., Sjödin, D., & Oghazi, P. (2023). Literature review on industrial digital platforms: A business model perspective and suggestions for future research. *Technological Forecasting and Social Change*. <https://doi.org/10.1016/j.techfore.2023.122606>
- Madanaguli, A., Sjödin, D., Parida, V., & Mikalef, P. (2024). Artificial intelligence capabilities for circular business models: Research synthesis and future agenda. *Technological Forecasting and Social Change*. <https://doi.org/10.1016/j.techfore.2023.123189>
- Martínez-López, F. J., Li, Y., Liu, H., & Feng, C. (2020). Do safe buy buttons and integrated path-to-purchase on social platforms improve users' shopping-related responses? *Electronic Commerce Research and Applications*. <https://doi.org/10.1016/j.elerap.2019.100913>
- Mohamed, M., Ahokangas, P., & Pikkarainen, M. (2023). Complementors' coopetition-based business models in multiplatform ecosystems. *Journal of Business Models*. <https://doi.org/10.54337/jbm.v11i1.7199>
- Morozovaite, V. (2021). Two sides of the digital advertising coin: Putting hypernudging into perspective. *Market and Competition Law Review*. <https://doi.org/10.34632/mclawreview.2021.10307>
- Nambisan, S., & Luo, Y. (2021). Toward a loose coupling view of digital globalization. *Journal of International Business Studies*. <https://doi.org/10.1057/s41267-021-00446-x>
- Nicoletti, B., & Appolloni, A. (2025). Digital transformation in ecosystems: Integrated operations model and its application to fifth-party logistics operators. *Journal of Global Operations and Strategic Sourcing*. <https://doi.org/10.1108/JGOSS-04-2023-0024>
- Poti, S., & Joy, S. (2022). Digital platforms for connecting actors in the agtech space: Insights on platform development from participatory action research on KisanMitr. *Journal of Indian Business Research*. <https://doi.org/10.1108/JIBR-04-2021-0145>
- Prikshat, V., Okumus, F., & De Martino, M. (2025). Sustainable circular innovation ecosystem for hospitality and tourism. *Tourism Review*. <https://doi.org/10.1108/TR-01-2025-0035>
- Stonig, J., Schmid, T., & Müller-Stewens, G. (2022). From product system to ecosystem: How firms adapt to provide an integrated value proposition. *Strategic Management Journal*. <https://doi.org/10.1002/smj.3390>
- Sun, S., Gu, B., & Tang, F. (2025). Cross-category innovation strategy and evolution of digital platform ecosystems: A technology-driven perspective. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su17115113>
- Trusova, N. V., Melnyk, O. V., Kozak, V. M., Kondratska, N. M., & Hrytsenko, O. M. (2025). Implication of digital metaspaces technologies on financial market infrastructure. *International Journal of Empirical Economics*. <https://doi.org/10.1142/S2810943025500052>
- Url, P., Orgler, M., Larsen, R. B., & Vorraber, W. (2025). Visualization of social life cycle assessment and ethics audit outcomes in the context of a circular manufacturing ecosystem. *Tehnicki Glasnik*. <https://doi.org/10.31803/tg-20250410191826>
- van der Vlist, F. N., & Helmond, A. (2021). How partners mediate platform power: Mapping business and data partnerships in the social media ecosystem. *Big Data and Society*. <https://doi.org/10.1177/205395172111025061>
- Yu, C., Cheah, J.-H., Ting, H., & Liu, Y. (2025). Enhancing business performance through integrated B2B systems in China: A dynamic capabilities perspective. *Journal of Business-to-Business Marketing*. <https://doi.org/10.1080/1051712X.2025.2537415>
- Zeng, F., Chen, A., Xu, S., Chan, H. K., & Xu, L. (2025). Digitalization of the maritime shipping service: Defining the digital freight forwarder. *International Journal of Physical Distribution and Logistics Management*. <https://doi.org/10.1108/IJPDLM-04-2024-0165>
- Zhang, J. H., Gisca, O., Dehkordi, R. S., & Ahokangas, P. (2022). Ecosystem legitimacy challenges in the platform, data, and artificial intelligence business models. *Journal of Business Models*. <https://doi.org/10.54337/jbm.v10i1.6794>
- Zhang, S., Lee, M.-J., Chen, G., Jung, J.-S., & Cho, M. H. (2024). Your firm needs a sustainable business innovation ecosystem. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su162411217>
- Zhang, Y., Liu, R., & Chen, H. (2022). Research on influencing factors of platform leadership in business ecosystem. *Nankai Business Review International*. <https://doi.org/10.1108/NBRI-03-2022-0029>
- Zhang, Z. (2021). Infrastructuralization of Tik Tok: Transformation, power relationships, and platformization of video entertainment in China. *Media, Culture and Society*. <https://doi.org/10.1177/0163443720939452>
- Zhou, Z., Zhang, J. Z., Zhou, L., & Liu, D. Y. (2025). From co-creation to digital servitization in innovation ecosystems: A global bibliometric analysis. *Journal of Organizational and End User Computing*. <https://doi.org/10.4018/JOEUC.397897>
- Zhu, S., Du, S., Nie, T., & Zhu, Y. (2024). Pricing strategy for co-created products in platform-based consumer innovation. *Electronic Commerce Research and Applications*. <https://doi.org/10.1016/j.elerap.2024.101431>