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**SOCIAL BUSINESSES AND DIGITAL PLATFORMS: ANALYSIS FROM THE
PERSPECTIVE OF BUSINESS MODELS**

**NEGÓCIOS SOCIAIS E PLATAFORMAS DIGITAIS: ANÁLISE SOB A PERSPECTIVA
DOS MODELOS DE NEGÓCIOS**

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DOS MODELOS DE NEGÓCIOS**

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RESUMO

Esta tese investiga os modelos de negócios de plataformas digitais no contexto de negócios sociais na área de educação e empregabilidade. Dada a complexidade do tema a tese é dividida em três artigos inter-relacionados. O primeiro artigo utiliza a revisão sistemática da literatura para avaliar o estado da arte da pesquisa sobre modelos de negócios de plataformas digitais (MNPDP). O segundo artigo visa compreender o impacto desses modelos de negócios em negócios sociais na área de educação e empregabilidade por meio da análise de estudos de casos múltiplos. Por fim, o terceiro artigo utiliza Design Science Research para desenvolver um artefato para modelagem de negócios sociais que utilizem plataformas digitais. Os resultados demonstram que o corpo de literatura sobre MNPDP é fragmentada devido à variedade de definições e abordagens utilizadas, portanto, nosso estudo consolida e sintetiza o conhecimento existente em 11 temas centrais: design de MNPDP; inovação do modelo de negócios para MNPDP, artefatos de MNPDP, ciclo de vida dos MNPDP, fatores de sucesso e falha dos MNPDP, resultados dos MNPDP, partes interessadas externas dos MNPDP, antecedentes dos MNPDP, Competição, diversificação dos MNPDP e outros temas. Os resultados também enfatizam a importância do design do modelo de negócios para empreendimentos sociais na criação de valor econômico e social, sendo essencial considerar tanto os drivers de valor social quanto os tradicionalmente associados aos negócios convencionais. O design MNPDP pode facilitar a escalabilidade dos empreendimentos sociais, mas a escolha criteriosa de parceiros e investidores alinhados com a missão social é crucial para preservar essa missão ao lidar com várias partes interessadas, ao mesmo tempo deve-se evitar o ciclo de lançamento contínuo, desenvolver um modelo de receita sustentável e regulamentar o acesso à plataforma. A falta de abordagem dessas questões pode agravar paradoxos associados a essas organizações. Por fim, o artefato proposto oferece uma estrutura sistemática que permite uma compreensão aprofundada da complexidade dos negócios sociais. Ele combina elementos do Modelo de Negócios Canvas e da Teoria da Mudança, fornecendo uma abordagem abrangente que incentiva o empreendedor social a considerar tanto os aspectos relacionados à criação de valor social quanto à criação de valor financeiro.

Palavras-chave: Modelo de Negócio. Plataforma Digital. Negócios Sociais. Valor Social. Valor Econômico. Paradoxos.

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ABSTRACT

This study investigates the digital platforms business model (DPBM) in the context of social business within the education and employability sector. Due to the complexity of this subject, the study is organized in three interconnected papers. The first paper conducts a systematic literature review to assess the current state of research on DPBM. The second paper aims to understand how these business models impact social businesses in the field of education and employability through the analysis of multiple case studies. Finally, the third paper employs Design Science Research to develop an artifact for modeling social businesses that utilize digital platforms. The results reveal that the body of literature on DPBM is fragmented, primarily due to varying definitions and approaches used. Consequently, our study consolidates and synthesizes existing knowledge into 11 central themes: DPBM design; business model innovation to DPBM, DPBM artefacts, DPBM life cycle, success and failure factors of DPBM, DPBM outcomes, DPBM external stakeholders, DPBM antecedents, Competition, DPBM diversification, and other themes. The findings also underscore the significance of business model design for social enterprises, emphasizing the creation of both economic and social value. It is essential to consider factors driving social value in addition to those traditionally associated with conventional business. DPBM design can facilitate the scalability of social enterprises, but careful selection of partners and investors who align with the social mission is crucial to maintaining that mission when dealing with multiple stakeholders. This involves establishing a sustainable revenue model and regulating platform access. Neglecting these considerations can exacerbate challenges associated with these organizations. Ultimately, the proposed artifact offers a systematic framework that enables a comprehensive understanding of the complexity of social businesses. It integrates elements from the Business Model Canvas and the Theory of Change, encouraging social entrepreneurs to consider both social value creation and financial value creation.

Keywords: Business model. Digital platform. Social Business. Social Value. Economic Value. Paradoxes.

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LISTA DE ABREVIATURAS E SIGLAS

BM Business Model

BMC Business Model Canvas

CEO Chief Executive Officer

COVID-19 Doença de coronavírus de 2019

DE Diversity Enterprise

DPBM Digital Platform Business Model

DSR Design Science Research

EE Empathy Enterprise

IE Internship Enterprise

MOOC Massive Open Online Course

MNPD Modelo de Negócios de Plataforma Digital

ME MOOC Enterprise

SE Scholarship Enterprise

STEM science, technology, engineering, and mathematics

TM Teoria da Mudança

RSL Revisão Sistemática da Literatura

TI tecnologias de informação

WOS Web of Science

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1 INTRODUÇÃO

As plataformas digitais têm se tornado elementos ubíquos na sociedade contemporânea, promovendo uma transformação substancial na concepção, estruturação e condução das atividades empresariais. Esta revolução tem suscitado a emergência de novos paradigmas no ambiente de negócios, reconfigurando a forma pela qual as organizações se inserem no cenário econômico global (Gandia & Parmentier, 2017).

Conceitualmente, as plataformas digitais constituem tecnologias habilitadoras que facilitam a interação entre distintos grupos de usuários, viabilizando a troca dinâmica de informações, produtos e serviços (Bonina et al., 2021; Thomas et al., 2014). Esse poder de transformação das plataformas digitais se manifesta de maneira notória na criação de ecossistemas empresariais inovadores e escaláveis, estabelecendo conexões sinérgicas entre fornecedores, clientes e outros stakeholders (Choudary et al., 2015; Cusumano et al., 2019).

O interesse em relação às plataformas digitais tem crescido significativamente, capturando a atenção de empreendedores, economistas, investidores e pesquisadores, que as consideram um elemento central na arquitetura econômica contemporânea (Evans & Schmalensee, 2016). Exemplificando essa realidade, as plataformas digitais desempenham um papel crucial ao fornecer infraestruturas técnicas essenciais para a troca, interação, comunicação e participação de diversos atores na economia compartilhada (Cui et al., 2020).

Nesse contexto, elas não apenas reduzem os custos transacionais associados ao compartilhamento, mas também estabelecem robustos mecanismos de confiança entre os usuários, desempenhando uma função de governança que harmoniza práticas que impulsionam laços sociais e transações econômicas (Cheng et al., 2021; Singh et al., 2018). Em um cenário em que as empresas são solicitadas a desempenhar um papel fundamental na consecução dos objetivos de desenvolvimento sustentável, e em que o pensamento empreendedor é fundamental para promover a criação de soluções de valor que abordem os desafios ambientais e sociais (Clauß et al., 2022a), as plataformas digitais emergem como elemento central na busca pelo avanço socioeconômico (Cheng et al., 2021; Singh et al., 2018).

Essas plataformas representam uma nova fundação para a criação de valor, e muitas empresas as enxergam como uma perspectiva de desenvolvimento sólido e promissor no que tange ao desenvolvimento de negócios (Gatautis, 2017). No entanto, é imperativo enfatizar que, apesar do considerável potencial que essas plataformas detêm para gerar riqueza para seus idealizadores e investidores, bem como para criar valor substancial para a sociedade, a implementação deste modelo é caracterizada por uma notável variabilidade e, não menos importante, não está isenta de riscos que permeiam todas as partes envolvidas. Muitas empresas que empreenderam tentativas

de adotar essa estratégia experimentaram fracassos (Andreassen et al., 2018; Evans & Schmalensee, 2016). Ademais, é importante ressaltar que, apesar de seu potencial para contribuir significativamente para a resolução de problemáticas socioambientais, as plataformas digitais não são inerentemente sustentáveis (Long & van Waes, 2021a).

Até o presente momento, a consecução de valor sustentável tem sido primordialmente realizada por meio de avanços em produtos, processos e inovações tecnológicas (Abdelkafi & Täuscher, 2016). Entretanto, torna-se cada vez mais evidente que essas abordagens, por si só, revelam-se insuficientes na tarefa de efetuar transformações abrangentes em organizações, setores industriais e na sociedade em geral, rumo a uma maior sustentabilidade. Portanto, é necessário complementar tais iniciativas com inovações nos paradigmas de modelos de negócios, com o propósito de reduzir o impacto negativo que as atividades empresariais podem exercer sobre o meio ambiente natural, ou ainda, de fomentar a criação de um valor positivo neste contexto (Schaltegger et al., 2016). Consequentemente, empreendedores precisam estar atentos à concepção do modelo de negócios quando se envolvem com plataformas digitais e não restrinjam seu foco exclusivamente à dimensão da inovação tecnológica que tais plataformas podem oferecer.

Os modelos de negócios atuam como elo entre a formulação estratégica e a execução prática, desempenhando um papel fundamental nas organizações (Wirtz, Pistoia, Ullrich e Göttel, 2016). Essencial para qualquer entidade, esse conceito oferece uma ferramenta para compreender, analisar, comunicar e administrar escolhas estratégicas junto aos stakeholders (Al-Debei & Avison, 2010). No entanto, persiste a falta de consenso na literatura quanto à sua definição (Al-Debei & Avison, 2010; Foss & Saebi, 2018). Entre as definições mais amplamente aceitas destaca-se a proposta por Teece (Saebi & Foss, 2015; Zott et al., 2011). O autor conceitua modelo de negócios como o "design ou arquitetura dos mecanismos de criação, entrega e captura de valor que a empresa emprega" (Teece, 2010, p. 172).

Recentemente, uma abordagem organizacional ampliou a compreensão dos modelos de negócios, descrevendo-os como ferramentas para a estruturação e design das organizações. Nesse contexto, os modelos de negócios são considerados como manifestações da configuração das variáveis organizacionais e da forma como a empresa conduz suas interações com stakeholders externos, com implicações diretas no desempenho organizacional (Saebi & Foss, 2015). Portanto, o modelo de negócios representa um sistema de atividades que envolve, não apenas a empresa central, mas também parceiros, fornecedores e clientes. Isso resulta em um sistema de atividades que transcende os limites da empresa central, mas continua a ter a empresa como o centro, permitindo que ela não apenas crie valor em conjunto com seus parceiros, mas também capture uma parte desse valor (Zott & Amit, 2010, p. 2017). Sob essa perspectiva, os modelos de negócios podem ser definidos como "o conteúdo, a estrutura e a governança das transações internas e

externas que sustentam a empresa em suas atividades de criação, entrega e captura de valor" (Saebi & Foss, 2015, p. 204).

Apesar das novas tecnologias terem potencial para contribuir com a sustentabilidade socioambiental, as organizações enfrentam o desafio intrínseco de conceber um modelo de negócio capaz de transformar essa característica em fontes de criação de valor econômico. Um modelo de negócios apropriado demonstra a capacidade de aumentar a atratividade de mercado de uma determinada tecnologia, aprimorar a captura integral do valor decorrente de uma inovação e, por conseguinte, conferir uma vantagem competitiva (Bohnsack et al., 2014; Boons & Lüdeke-Freund, 2013).

O desafio de conceber um modelo de negócios adequado é particularmente relevante para os negócios sociais que utilizam plataformas digitais. Os negócios sociais são organizações híbridas que buscam abordar problemas sociais e ambientais por meio de modelos de negócios financeiramente sustentáveis (Battilana & Dorado, 2010a; Yunus et al., 2010a). Eles representam uma resposta à crescente demanda por soluções que transcendam o paradigma tradicional do lucro como única medida de sucesso empresarial. Eles buscam combinar eficiência econômica com a criação de valor social, sendo, portanto, um campo onde os modelos de negócios desempenham um papel crítico na consecução de seus objetivos.

Considerando as informações previamente expostas, torna-se evidente que a convergência das plataformas digitais, modelos de negócios e empreendimentos sociais tem demonstrado ser altamente produtiva, apresentando um potencial considerável para desencadear transformações significativas no contexto da abordagem aos desafios sociais e ambientais. Assim, este campo de pesquisa se configura como uma área de estudo de grande relevância.

1.1 PROBLEMA E OBJETIVOS DE PESQUISA

As plataformas digitais têm se mostrado a base para o crescimento rápido e sustentável de muitas novas empresas, como Facebook, eBay, Amazon e Uber. Pesquisadores e empreendedores têm destacado que essas plataformas podem aumentar a probabilidade de sobrevivência e sucesso das empresas (Holland & Gutiérrez-Leefmans, 2018). Apesar do crescente interesse dos pesquisadores em relação às plataformas digitais, ainda sabemos pouco sobre os impactos socioambientais dessas novas tecnologias (Davison et al., 2022).

As plataformas digitais podem desempenhar um papel crucial na promoção da sustentabilidade econômica, social e ambiental. Elas permitem a colaboração e o compartilhamento de recursos, bem como facilitam a criação de ecossistemas de negócios sustentáveis. No entanto, é importante ressaltar que os negócios baseados em plataformas digitais não são sustentáveis por

padrão (Long & van Waes, 2021b). É necessário que os modelos de negócios que utilizam plataformas digitais sejam desenvolvidos com foco na sustentabilidade (Bocken, Shirt, Hana, & Evans 2014). Nesse sentido, o estudo dos modelos de negócios de plataformas digitais no contexto dos negócios sociais torna-se relevante, sendo esse o objetivo central desta pesquisa.

Para alcançar o objetivo proposto, o estudo foi dividido em três artigos inter-relacionados com os seguintes objetivos específicos:

1. Avaliar o estado da arte da pesquisa sobre os modelos de negócios das plataformas digitais.
2. Compreender o impacto dos modelos de negócios das plataformas digitais em negócios sociais da área de educação e empregabilidade.
3. Desenvolver um artefato para modelagem de negócios sociais que utilizam modelos de negócios de plataformas digitais da área de educação e empregabilidade.

1.2 RELEVÂNCIA

As organizações sociais são organizações híbridas que combinam, simultaneamente, a busca por resultados sociais e comerciais (Battilana & Dorado, 2010b). É necessário avançar a pesquisa sobre os negócios sociais (Battilana & Lee, 2014) e ao considerar as plataformas digitais nesse contexto, podemos compreender melhor como elas influenciam e moldam a dinâmica desses negócios, pois elas têm o potencial de impulsionar a inclusão digital, estimular o empreendedorismo e promover o acesso a recursos e oportunidades em áreas onde as infraestruturas tradicionais são limitadas (Bonina et al., 2021).

O conceito de modelo de negócios tem sido uma lente usada por pesquisadores para analisar o sucesso e o fracasso em plataformas digitais, pois diferentes estruturas de modelos de negócios produzem resultados amplamente diferentes (Baden-Fuller & Haefliger, 2013), não há um caminho ou trajetória única para o sucesso (Kohtamäki, Parida, Oghazi, Gebauer, & Baines, 2019).

Pesquisas identificam que o modelo de negócios está diretamente relacionado ao sucesso da empresa (Münzel, Boon, Frenken, & Vaskelainen, 2018) e representa uma promissora unidade de análise para estudos e ponto de partida para estratégias de inovação (Schneider & Spieth, 2013; Täuscher & Laudien, 2018). Portanto, ao considerar os modelos de negócios como unidades de análise para investigar a utilização de plataformas digitais no contexto de negócios sociais torna-se relevante para explorar o potencial das plataformas digitais como impulsionadores da inovação, eficiência e competitividade desses negócios.

Considerar a análise no contexto da educação e empregabilidade é relevante para países em desenvolvimento, sobretudo para o Brasil, pois o país enfrenta desafios significativos relacionados à desigualdade social, acesso à educação e oportunidades de emprego. Nesse

contexto, as plataformas digitais têm o potencial de oferecer soluções inovadoras e escaláveis para promover a inclusão social e melhorar as perspectivas de educação e empregabilidade.

1.3 ESTRUTURA DA TESE

A presente tese possui 5 capítulos que se organizam da seguinte forma: no **PRIMEIRO CAPÍTULO**, apresenta-se a introdução do estudo expondo seu propósito, motivação e objetivos, bem como sua relevância. Visando atingir os objetivos propostos, o trabalho é estruturado em três artigos, sendo dois escritos em língua inglesa e o terceiro em língua portuguesa. No **SEGUNDO CAPÍTULO** é apresentado o primeiro artigo, cujo objetivo foi avaliar o estado da arte da pesquisa sobre os modelos de negócios das plataformas digitais. Considerando que o corpo de literatura sobre plataformas digitais e modelos de negócios é fragmentado e usa diferentes definições, o estudo aborda essa lacuna aplicando a revisão sistemática da literatura para examinar 246 estudos sobre a interseção entre plataformas digitais e modelos de negócios.

O **TERCEIRO CAPÍTULO** é destinado ao segundo artigo que compõe a tese. O segundo artigo foi desenvolvido com dois objetivos principais: (1) compreender o papel do design do modelo de negócios para gerenciar os paradoxos da criação de valor em plataformas digitais de negócios sociais e (2) identificar como os modelos de negócios de plataformas digitais (MNPD) aumentam ou reduzem o paradoxo da criação de valor nos negócios sociais. Para alcançar os objetivos propostos, a análise é estruturada com base na perspectiva do sistema de atividades do *design* do modelo de negócios para analisar indutivamente múltiplos estudos de caso no setor brasileiro de educação e empregabilidade.

O terceiro artigo da tese é apresentado no **QUARTO CAPÍTULO**. O artigo objetivou desenvolver um artefato para modelagem de negócios sociais que utilizam modelos de negócios de plataformas digitais. Para a consecução deste objetivo, utilizou-se o método de Design Science Research.

Por fim, no **QUINTO CAPÍTULO** são discutidas as contribuições acadêmicas e práticas resultantes da tese, bem como limitações dos estudos desenvolvidos e sugestões para estudos futuros. A Tabela 1.1 sumariza as informações sobre os títulos, objetivos de pesquisa e metodologia utilizada em cada um dos artigos, bem como indica o respectivo capítulo em que cada um é apresentado.

Tabela 1.1 Estrutura da tese

Título	Objetivos	Metodologia	Capítulo
Digital Platforms' Business Models: A Literature Review and Research Agenda (Modelos de negócios de plataformas digitais: revisão de literatura e agenda de pesquisa)	Avaliar o estado da arte da pesquisa sobre os modelos de negócios das plataformas digitais	Revisão Sistemática da Literatura	2
Managing value creation paradoxes in social business: the role of the digital platform business model (Gerenciando paradoxos de criação de valor em negócios sociais: a função do modelo de negócios de plataformas digitais)	(1) compreender o papel do desenho do modelo de negócio para gerir os paradoxos da criação de valor nos negócios sociais e (2) identificar como o DPBM aumenta ou reduz os paradoxos da criação de valor nos negócios sociais.	Estudos de caso múltiplos em três negócios sociais da área de educação	3
Proposição de um modelo de negócios de plataforma digital para negócios sociais	Desenvolver um artefato para modelagem de negócios sociais que utilizam modelos de negócios de plataformas digitais.	Design Science Research (Demonstração em dois estudos de caso) e entrevistas com especialistas	4

Fonte: Elaborada pelos autores (2023)

2 DIGITAL PLATFORMS' BUSINESS MODELS: A LITERATURE REVIEW AND RESEARCH AGENDA

Abstract

Digital platforms' business models (DPBM) represent a new way of creating, delivering, and capturing value and are disrupting traditional business models and impacting society. The interest in understanding this new phenomenon has increased the research on this topic across different disciplines. As a result, the extant body of literature is fragmented and uses different definitions. We address this gap by applying the grounded theory literature review to examine 246 studies on the intersection between digital platforms and business models. We first synthesize the literature to develop a framework with the main themes of the literature: DPBM design; business model innovation to DPBM, DPBM artefacts, DPBM life cycle, success and failure factors of DPBM, DPBM outcomes, DPBM external stakeholders, DPBM antecedents, Competition, DPBM diversification, and other themes. This is followed by the development of an integrated definition of digital platforms' business model. We conclude the paper by presenting a research agenda focused on understanding the impacts of digital platforms on society. Specifically, we recommend that future studies analyze the alignment between value creation and capture to innovate hybrid DPBM, develop artefacts to hybrid DPBM, and understand the unintended consequences of DPBM.

Keywords: business model, digital platform; hybrid organization, literature review, research agenda, social impact

2.1 INTRODUCTION

Digital platforms are not only reshaping industries but also significantly impacting society (Clauss, Harengel, and Hock, 2019). The most valuable firms on the planet are indeed digital platforms. Together, Microsoft, Apple, Amazon, Alphabet, Facebook, Alibaba, and Tencent represented more than \$10 trillion in market value in late 2021. These companies' success and the rapid development of many new digital platform-based companies such as Airbnb, Netflix, and Uber encouraged entrepreneurs, investors, and researchers to seek an understanding of how the business models (BM) of the digital platforms are structured.

Digital Platforms have been widely studied by scholars in strategy, technology management, information systems, economics, entrepreneurship, and innovation management. However, much of the literature is not convergent and there are significant differences within and across these disciplines in relation to how they define digital platforms, their focus of research as well as the

supporting theories they use (Bonina et al., 2021). The different perspectives and the absence of converged concepts have produced a highly fragmented and imprecise literature (Mallon, 2021).

Täuscher and Laudien (2018) demonstrated the value of business models as a unit of analysis for classifying and exploring digital platforms. The authors argue that understanding the business model's core elements makes it easier to transcend differences in terminology. While the literature on digital platforms is vast, including complete literature reviews (e.g., Thomas, Autio, & Gann 2014; Liu, Li, & Wang, 2021), there is a limited body of research focusing on understanding the actual business models supporting these platforms. Furthermore, an analysis of this research stream reveals that it is fragmented, lacks a strong theoretical underpinning, and, consequently, is not conducive to the systematic development of knowledge.

As a result, this article aims to assess the state-of-the-art of research on digital platforms' business models. To achieve this goal, we followed Wolfswinkel, Furtmueller, and Wilderom (2013) and Sudabby (2010)'s literature review guidelines. Our study offers three main contributions. First, we present a comprehensive and updated literature review on digital platforms' business models. Second, using an integrative approach, we develop a definition of digital platforms' business model. Finally, we propose a research agenda for the field.

The remainder of the article is structured as follows. In the next section, we outline the background of platforms and business models. This is followed by a description of our methodological approach. In the subsequent section, we present the findings to address our research questions. Finally, we highlight our theoretical contributions, practical implications, as well as limitations, and areas for future research.

2.2 BACKGROUND AND DEFINITIONS

In order to develop a robust literature review, it is necessary to have clarity on the phenomena being investigated as well as the boundaries of the study (Kitchenhan, 2004; Chauhan, Parida, & Dhir, 2022). Therefore, this section focuses on briefly explaining and defining the extant literature on digital platforms and business models.

2.2.1 Digital Platforms

Digital platform literature has its theoretical foundations on platform and information systems research. Consequently, it reflects two distinct theoretical perspectives: one inspired by economic theory, and the other influenced by engineering design (Gawer, 2014). The economic approach goes back to the works of Rochet and Tirole (2003, 2006) which conceptualize platforms as types of

markets. Here, "platforms enable interactions between end-users and try to get the two (or multiple) sides on board by appropriately charging each side" (Rochet & Tirole, 2006, p. 245). The two-sided platform provides a common meeting place to facilitate interactions between members of two distinct customer groups. They play an essential role throughout the economy by minimizing transaction costs between entities and creating a mutually beneficial arrangement for the parties involved (Evans & Schmalensee, 2011).

The engineering design approach conceptualizes platforms as modular technological architectures. This research stream has its foundations in innovation, product development, and echoes the resource-based logic of advantage creation (Thomas et al., 2014). As a result, it is highly focused on innovation, and it presents a supply-side perspective. Based on this approach, digital platforms are understood as the "extensible codebase of a software-based system that provides core functionality shared by the modules that interoperate with it and the interfaces through which they interoperate" (Tiwana, Konsynski, and Bush, 2010, p. 675).

Because these two perspectives have developed separately, the term digital platform is used in different ways. For example, while De Reuver, Sørensen, and Basole (2018, p. 127) argue that "platforms that merely mediate between different user groups but offer no extensible codebase should not be considered digital platforms in the IS discourse", other researchers consider digital platforms any platform that use digital technology to mediate two or more users groups (Bonina et al., 2021; Sutherland & Jarrahi, 2018). Furthermore, the different perspectives and distinct units of analysis used across studies restrain the comparability between findings in the literature (De Reuver et al., 2018). Consequently, there is some degree of specificity and idiosyncrasy in this theme, undermining the coherence and cumulativeness of the results of this research stream (Thomas et al., 2014).

There have been some attempts to propose a more integrated definition of digital platforms - e.g. Gawer (2014) and Baldwin & Woodard (2009). While these studies provide a step toward a more integrated definition of digital platforms by analyzing different research streams, they are still heavily focused on technological aspects and did not consider important economic elements of digital platforms such as intermediation.

A recent article suggests the digital platform ecosystem as a paradigm to integrate these different perspectives on platforms (Hein, Schrieck, Riasanow, Setzkem, Wiesche, Wiesche, and Krcmar, 2019). This approach applies the product family logic of modularity, standards, and product differentiation to a product or service system broader than an internal or supply-chain level product family. Thus, it incorporates theoretical elements of the economic stream, such as network externalities and market power (Thomas et al., 2014). As a result, in this approach, "a digital platform ecosystem comprises a platform owner that implements governance mechanisms to facilitate value-

creating mechanisms on a digital platform between the platform owner and an ecosystem of autonomous complementors and consumers" (Hein et al., 2019, p. 4). However, while this definition emphasizes the creation of value between owners and complementors, this research stream has a gap in how value is captured and distributed for the ecosystem actors (Hein et al., 2019). Due to this gap, we argue that the digital platform construct needs to also contemplate the delivery and value capture dimensions.

Bonina et al. (2021) and Cusumano, Gawer, and Yoffie (2019) define a digital platform according to their principal purpose. Thus, there are two main types of digital platforms: innovation platforms and transaction platforms. In the innovation platform, value comes mainly from enabling third parties to build their products or services that utilize and improve the platform. On the other hand, value comes mostly from allowing different sides of a market to interact in the transaction platform. Even though this definition reflects the primary mechanisms for creating value, it does not capture the platforms' complexity and differences in capture and delivery value mechanisms. Furthermore, the authors analyze platform function at an industry level (or ecosystem). Still, we argue that two-sidedness (or multi-sidedness) is a firm's decision about its business model, and it is not a feature of markets or industries (Broos & Ramos, 2017). Consequently, we define digital platforms at the organizational level using the business model as a theoretical lens. In the next section, we briefly discuss the business model concept.

2.2.2 Business Models

The business models are commonly understood as a link between future planning (strategy) and their practical implementation (process management) (Wirtz, Pistoia, Ullrich, and Göttel, 2016). The concept is essential for any organization since it provides a means to understand, analyze, communicate, and manage strategic choices among its stakeholders (Al-Debei & Avison, 2010). There is still a lack of consensus in the literature for a single definition of the term (Al-Debei & Avison, 2010; Foss & Saebi, 2018). One of the most accepted definitions for a business model is proposed by Teece (2010) (Saebi & Foss, 2015; Zott et al., 2011). The author defines a business model as the "design or architecture of the value creation, delivery, and capture mechanisms it employs" (Teece, 2010, p. 172).

More recently, adopting an organizational perspective, researchers describe business models as devices for structuring and designing organizations. Business models are understood as a manifestation of how organizational variables are configured, how the company structures its transactions with external stakeholders, and the consequences of those configurations on company performance (Saebi & Foss, 2015). Accordingly, the business model is an activity system performed

by the focal firm and third parties (partners, suppliers, customers). As a result, "the firm's activity system may transcend the focal firm and span its boundaries but will remain firm-centric to enable the focal firm not only to create value with its partners, but also to appropriate a share of the value created itself" (Zott & Amit, 2010, p. 2017). Under this perspective, business models are defined as "the content, structure, and governance of transactions within the company and between the company and its external partners that support the company in the creation, delivery, and capture of value" (Saebi & Foss, 2015, p. 204).

Adopting the organizational perspective of the business model, we argue this is a robust theoretical lens to define and analyze digital platforms. There are three main reasons for our approach. First, the business model encompasses relevant aspects of digital platforms and (Ardolino, Sacconi, Adrodegari, and Perona et al., 2020) allows identifying different organizational choices related to how digital platform creates, delivers, and captures value. Second, the concept considers external partners as important actors to creating, delivering, and capturing value for organizations. Finally, the business model is used in the digital platform research not only to assess how value is (co)created and captured but also to highlight how value is (co)destroyed or lost (Andreassen, Lervik-Olsen, Snyder, Van Riel, Sweeney, and Van Vaerenbergh, 2018; Bivona & Cosenz, 2019). Consequently, understanding the main aspects of the digital platforms' business models contribute to a better knowledge of the complexity of this phenomenon and their different outcomes.

2.3 RESEARCH DESIGN AND METHODS

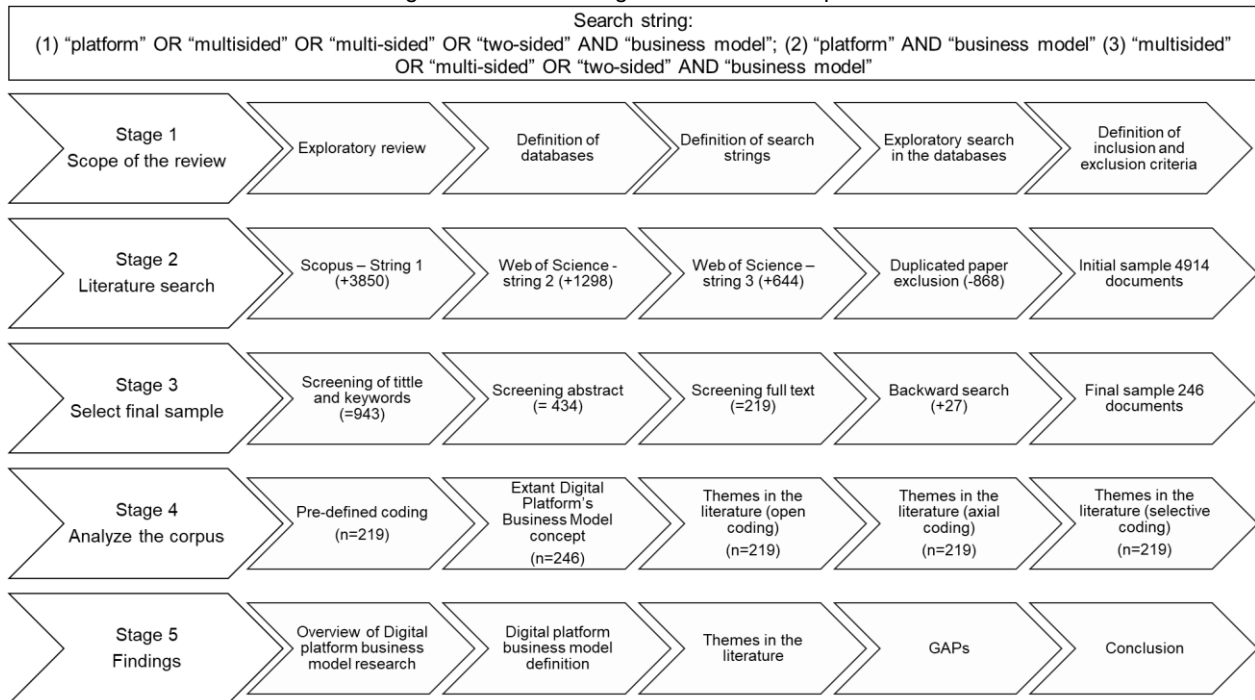
This article aims to assess the state of research on digital platforms' business models. Specifically, we reviewed the literature at the intersection of the digital platforms and business model with particular attention to five aspects of this research field: (1) characteristics in terms of primary sources, countries, research methodologies, and other descriptive data; (2) main frameworks and theoretical foundation; (3) primary definitions; (4) key themes; and most importantly, (5) the gaps in this field.

For this purpose, we selected an inductive approach to review the literature based on the Grounded Theory Literature-Review Method proposed by Wolfswinkel, Furtmueller, and Wilderom (2013) guidelines. Therefore, our review unfolded in five stages to (1) define the scope of the review, (2) search the literature, (3) select the final sample, (4) analyze the corpus, and (5) present the findings (Wolfswinkel et al., 2013). Our research method is summarized in Figure 2.1.

In the first stage, our aim was to define the scope of the review. Therefore, we carried out a preliminary literature review which was critical to fine-tuning the specific objectives for this paper as

well as identifying the main keywords, databases, and inclusion and exclusion criteria. We found that research on digital platform business models is multidisciplinary. Thus, we selected Web of Science (WOS) and Scopus databases which are multidisciplinary and index thousands of journals (Thomas et al., 2014). The search strings (Kitchenham, 2004) were built with the following keywords: platform, multisided, multi-sided, two-sided, and business model (Figure 2.1).

Figure 2.1 - A five-stage literature review process.



Fonte: Authors (2023)

After an exploratory search in the databases, we defined primary inclusion and exclusion criteria. The inclusion criteria consist of peer-reviewed articles published in journals and conferences which were written in English and met the purpose of the review. The option to include conference papers aims to minimize the publication bias, even though, the present review does not include grey literature, such as technical reports, or work in progress (Kitchenham, 2004) as it (usually) does not go through a peer-review process. Finally, following Snelson (2016) approach, we did not use the impact factor as the justification for limiting the search scope. Instead, we used this information only as a descriptive factor of the literature review. Table 1 synthesizes the inclusion and exclusion criteria.

Table 2.1 - Primary inclusion and exclusion criteria

Inclusion criteria	Exclusion criteria
Studying the business model of a firm that uses digital platforms or studying the business model of digital platforms	Grey literature (e.g., lecture notes, book chapter)
Peer-reviewed articles	Duplicated studies
Journal and conferences papers	
Articles are written in English	

Source: Authors (2023)

The literature search stage was conducted in February 2022 and in both databases, the strings were searched in the topic field (Article Title, Abstract, and Keywords). The results were filtered by peer-reviewed journals and conference papers published until 2021 which were written in English. As a result, 5792 documents were identified whose metadata was exported in bibtex format to Bibliometrix software (Aria & Cuccurullo, 2017). The software automatically excluded 868 duplicated papers, resulting in an initial sample of the 4914 papers for the next stage.

The third stage of our methodology aims to include all relevant studies on the field as well as to avoid the inclusion of documents peripherally related to the research theme. We analyzed the initial sample in four steps. First, we filtered the sample by articles that contained both search terms in the title, or keywords. For example, if the paper has the term platform (or two-sided market) in the title and business model in the keywords or vice versa, it was included for analysis in the next step. If only one of the terms is present in the title or the keywords, the article was excluded (943 papers selected). Second, we read abstracts to identify relevant papers for review. Papers included in this step meet at least one of the following inclusion criteria: (1) studying the business model of a firm that uses platforms or (2) studying the business model of digital platforms. At the end of this process, a total of 434 papers were selected.

In the third step, we read the papers' content and, in addition to the inclusion criteria from the previous step, we also analyzed if the platforms being studied are technologically mediated, enable interaction between user groups and allow those user groups to carry out a set of defined tasks (Bonina et al., 2021). We added this inclusion criterion because we identified many studies analyzing traditional business models of technical platforms (e.g., energy platforms). In this step, we also did a manual inspection to remove additional duplicates that have been submitted in two different conferences or had not been entered into the databases in the same way. For example, the author's name or title might have been entered differently in the databases. We also excluded different document types (e.g., editorials, lecture notes, research in progress, and so on) not identified in metadata, leaving a total of 219 selected articles in the sample. Finally, our fourth step the conduct a backward search (Wolfswinkel et al., 2013) to select the final sample. For this purpose, we used Bibliometrix to extract common citation information within each paper. This process led us to include an additional 27 sources. Although these sources do not meet our inclusion criteria, they are the primary references to define the platform, multi(two)-sided market, and business model, so

they were analyzed in the stage of defining the digital platforms' business model concept. Our final sample includes a total of 246 articles (for details, see Appendix A).

In the fourth stage of our methodology, we carried out the corpus analysis. This stage consisted of four steps: (1) pre-defined coding, (2) identification of the main themes in the literature on digital platforms' business models, and (3) definition of the concept of digital platforms' business models. In the first step, based on the coding process presented in (Vial, 2019), we collected several pre-defined, descriptive elements on each paper, which are summarized in Table 2.2.

During the research themes step, we read individual papers to develop open codes in the first instance (Saldaña, 2021; Wolfswinkel et al., 2013). The analysis resulted in the development of 62 open codes (Saldaña, 2021; Wolfswinkel et al., 2013). Next, we analyzed conceptual similarities of the open codes to generate axial codes (Saldaña, 2021; Wolfswinkel et al., 2013). Consequently, we developed 41 axial codes. Finally, after the iterative analysis of the axial codes, we have identified 11 selective codes (Saldaña, 2021; Wolfswinkel et al., 2013) as the main themes in the literature on digital platforms' business models (for details see Appendix B).

Table 2.2 - Initial Coding – Pre-defined Descriptive Elements

Title of the paper
Author(s)
Publication outlet
Type of publication outlet (research journal, conference proceedings)
Best quartile of Scimago Journal Ranking
Type of paper (empirical, non-empirical)
Context of application (e.g., education, healthcare, financial services)
Theoretical perspective(s)
Business Model Framework
Methods
Sample information (for empirical papers)
Definition if platform business model, if any, or any related concept (e.g., platform, business model, multi(two)-sided market)

Source: Authors (2023)

The third step of corpus analysis was to study extant definitions of the main concepts for this research: platform, business model, platform business model, etc. We used the articles identified in the backward process only in the third step. First, we classified excerpts from articles by coding them as a concept. We analyzed each group of passages separately to identify common elements in the definitions. Based on this analysis, we redefined the concept of the digital platform business model based on the following criteria for construct clarity: definitions, scope conditions, and relations between constructs (Sudabby, 2010). The fifth stage of our methodology is to report the findings which are presented in sections 2.4 and 2.5.

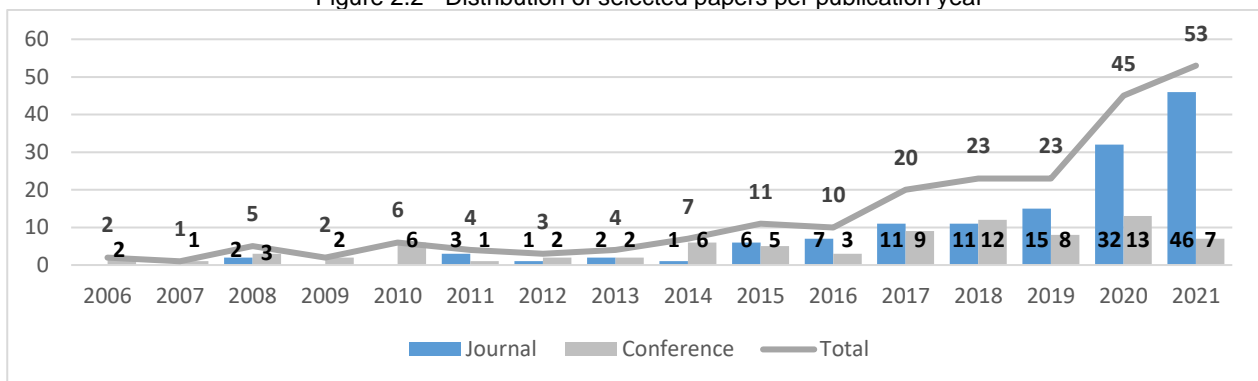
2.4 FINDINGS

The results are organized into three subsections. The first subsection describes an overview of research on digital platforms’ business models in terms of primary sources, geographical distribution, research methodology, frameworks, and theoretical foundation. The next subsection defines digital platforms’ business models. The last subsection explores the most relevant themes discussed by the authors.

2.4.1 Overview of research on digital platforms’ business model

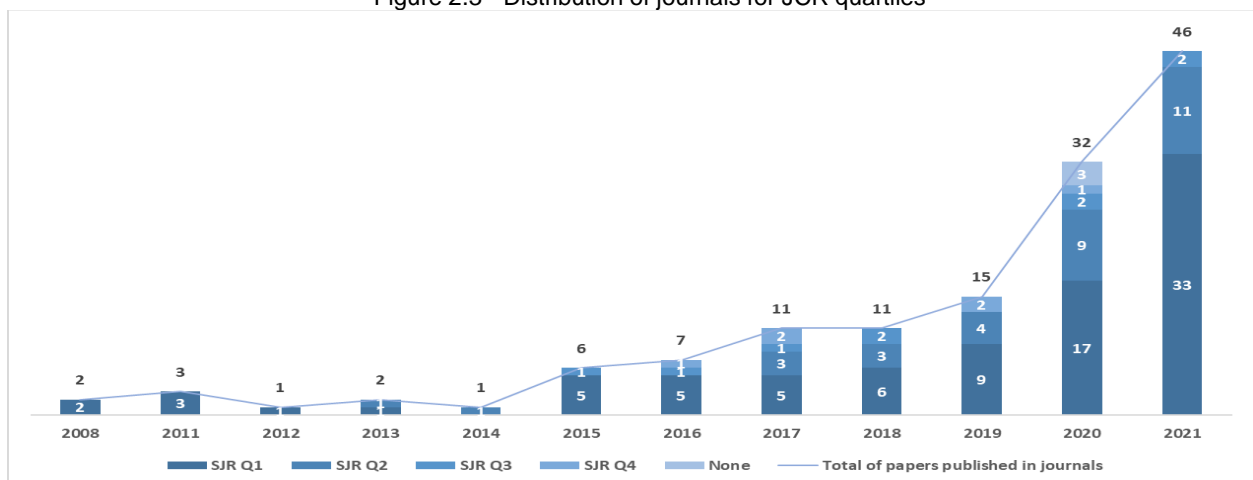
Overall, our results indicate that, as an emerging research domain, scholars’ attention on digital platforms’ business models has significantly increased in the last five years (Figure 2.2). It is important to also highlight the highly growth of publications in high-impact journals in the same time frame (Figure 2.3).

Figure 2.2 - Distribution of selected papers per publication year



Source: Authors (2023)

Figure 2.3 - Distribution of journals for JCR quartiles



Source: Authors (2023)

The articles were published in 163 different outlets, covering a variety of subject fields. This result corroborates the prior findings of the exploratory review which indicated the topic of this research is interdisciplinary and fragmented. Table 2.3 shows the journals with at least 3 publications in the sample. The top five journals are Journal of Business Research, Journal of Cleaner Production, Journal of Service Management, Sustainability (Switzerland), and Technological Forecasting and Social Change.

In terms of conferences, the International Conference on Intelligence in Next Generation Networks had the highest representation with 6 titles, followed by the ACM International Conference Proceeding Series, Americas Conference on Information Systems, European Conference on Information Systems, IEEE International Conference on Engineering, Technology, and Innovation, and International Conference on Mobile Business with 3 titles each. Most of these conferences are categorized in computer science as their subject area.

Table 2.4 provides an overview of the types of research present in the sample. We considered empirical research all research based on observation or experience, including primary or secondary data collection. Papers with intuition-based reasoning and academic literature reviews were classified as non-empirical research (Scornavacca et al., 2006). As a result, approximately 73% of our sample is composed of empirical research (159 sources) of which close to 78% (122 sources) are based on case study design. This result may indicate that research related to digital platform business model has not yet been consolidated as discussed by Gomes, Facin, Salerno, and Salerno (2018).

Table 2.3 Most frequent articles outlets

Journal	Nº of articles
Journal of Business Research	4
Journal of Cleaner Production	4
Journal of Service Management	4
Sustainability (Switzerland)	4
Technological Forecasting and Social Change	4
Creativity and Innovation Management	3
Industrial Marketing Management	3
Journal of Business Strategy	3
Journal of Open Innovation: Technology, Market, and Complexity	3
Telecommunications Policy	3
Conference	Nº of articles
International Conference on Intelligence in Next Generation Networks	6
ACM International Conference Proceeding Series	3
Americas Conference on Information Systems	3
European Conference on Information Systems	3
IEEE International Conference on Engineering, Technology, and Innovation	3
International Conference on Mobile Business	3

Source: Authors (2023)

Table 2.4 Breakdown of articles by types of research

Empirical research (n=159)	Nº of articles
Case study	122
Design Science	13
Survey	6
Interviews	6
Focus group	3
Cluster analysis	3
Action research	3
Mixed-Method	2
Secondary data	1
Non-empirical research (n=60)	Nº of articles
Conceptual	30
Modeling	16
Literature review	12
Case study	1
Essay	1

Source: Authors (2023)

Table 2.5 presents the most frequent research contexts. Even though primary context research on digital platforms is focused on the software industry, the sample also shows a significant number of studies on multiple contexts or focused on aspects such as mobility, e-commerce, telecommunications, education, or IoT.

Table 2.5 Most frequent research contexts

Context (Sector or Industry)	n
Multiple	33
Mobility	20
E-commerce	12
Education	8
Health	8
Telecommunications	8
Internet of Things	7
Software	6
Tourism	6
Media	10

Source: Authors (2023)

Table 2.6 shows the theoretical/conceptual perspectives used in the articles. It is important to note that around 25% of the papers do not present a specific conceptual foundation or theory to analyze their phenomenon of interest. Furthermore, some articles use business model or platform literature as a foundation but do not explicitly their theoretical contribution. Additionally, even though there are different frameworks for the business model, unexpectedly, our study found that 46% of

the papers do not use any framework, and 21% developed their framework based on extant literature (see Table 2.7). However, many of these new frameworks are not validated before their application.

Table 2.6 Summary of articles by the theoretical/conceptual perspective

Theoretical/conceptual perspective	n
N/A	54
Business model	46
Platform	35
Two(multi)-sided market	11
Ecosystem	10
Sharing economy	10
Business Model Innovation	6
Open Innovation	4
Entrepreneurship	4
Value theory	3
Sustainable business model	3
Strategy	3
Sharing Business Model	3

Source: Authors (2023)

Note: We only report on theory or conceptual foundations covered by 3 or more papers. Sources may use more than one conceptual foundation.

Table 2.7 Breakdown of articles by the business model framework

Business Model Framework	n
N/A	101
New framework	46
Canvas	29
Canvas extended	5
V4 BM Framework	4
Canvases	2
Platform canvas (Choudary, 2015)	2
MCM Business Model Framework	2

Source: Authors (2023)

Notes: When the authors adapt the extant framework, we indicated the category with "extended" (e.g., Canvas extended). We only report on frameworks covered by 2 or more papers.

Table 2.8 provides a summary of articles by the level of analysis. Although surveys and case studies may rely on lower-level units of analysis to collect data (e.g., individuals) (Wolfswinkel et al., 2013), we report on the level of analysis under investigation. Most articles focus at the platform level (n=104), the industry level (n=60), and the organizational level (n=22). Only in 6 instances, there was no clear level of analysis identified by the authors (N/A category).

Table 2.8 Summary of articles by the level of analysis

Level of analysis	n
Platform	104
Industry	60
Organizational	22
Ecosystem	17
N/A	6
Multiple	3
Product/Service	2
Country	1
Total	219

Source: Authors (2023)

Table 9 provides a breakdown of articles by business model dimensions. We classify as “holistic” the papers that analyze all dimensions of a business model (value capture, value creation, value delivery, and governance). Only in 7 instances, there was no clear business model dimensions indicated by the authors (N/A category). It is important to notice that approximately 69% of the studies analyze all dimensions of the business model, corroborating our previous statement that this concept contributes to analyzing value creation as well as value capture and delivery.

Table 2.9 Breakdown of articles by business model dimensions

Business Model Dimension	n
Holistic	150
Value capture	25
Value creation	24
Value creation and capture	10
N/A	7
Governance	2
Value capture and governance	1
Total	219

Source: Authors (2023)

2.4.2 Conceptualizing digital platforms' business model

Even though the business model transcends organizational boundaries, the focal organization is responsible for designing the system of activities, coordinating the different actors, creating laws, rules, and standards, and expanding and evolving the ecosystem. In this sense, we defined DPBM at an organizational level. And, in line with economic theory, we argue that multi-sidedness is a firm's decision about its business model and not a feature of markets or industries (Broos & Ramos, 2017). Lastly, we consider that a business model offers a unit of analysis centered on a single focal organization with broader boundaries, including their ecosystem (Chandna & Salimath, 2018).

2.4.2.1 Definitions

During our literature review, it became evident that many studies use the concepts of (digital) platform, business model, or platform business model without explicitly defining them. Many of these studies present only examples of platform business models, such as eBay, Uber, and Facebook, or present some of their characteristics, such as the value creation process or the revenue model. In addition, we were able to observe three interesting aspects of definitions: First, the studies tend to define digital platforms and business models separately instead of in an unified manner. Second, as the concepts are defined separately, many platform definitions emphasize only the creation process and do not include the delivery and capture of value, which are relevant elements in the design of the business model. Third, some definitions seem to merge the concept and its impacts into a single

entity (performance, competition, profit) - e.g., Al Debei, Al Lozi, Al Hujran, and Aloudat (2016) and Morris, Schindehutte, and Allen (2005).

Based on the common elements identified in the literature (see Appendix C), we define digital platforms' business model as a framework that represents the content, structure, and governance of the activity system of a focal organization that uses digital technology to connect and coordinate people, organizations, or resources, generating a network effect to create, deliver and capture value for different stakeholders in the ecosystem.

We define the digital platforms' business model as a framework because it represents an abstraction of the active system of a focal organization; they are used as rules about how the organization work. The adoption of the activity system perspective is useful as it represents a natural perspective for entrepreneurs and managers. In addition, it encourages firms to adopt systemic and holistic thinking when they must design their business model (Zott & Amit, 2010).

In the activity system, the content refers to WHAT needs to be accomplished, that is, it indicates the selection of activities to be carried out; the structure refers to the HOW of the activity system and indicates how the activities are linked and in which sequence (Amit & Zott, 2001; Zott & Amit, 2010, 2017). The governance of an activity system refers to WHO performs the activities out (Amit & Zott, 2001; Zott & Amit, 2010, 2017) and includes control mechanisms (laws, rules, and norms) that must be in place to actors engage in positive behaviors (Tiwana, 2014; Tiwana et al., 2010).

The business model literature has evolved away from Porter's value chain logic to a new logic that focuses on network integration and collaboration (Fehrer, Woratschek, and Brodie, 2018). As a result, the activity system is the set of interdependent organizational activities centered on a focal company, but which can exceed its limits (Zott & Amit, 2010). Therefore, the focal organization is which decides on its business model design (Zott & Amit, 2010). It also is responsible for solving business problems for different actors in the ecosystem. In the platform literature, this organization is commonly referred to as the platform leader (Gawer & Cusumano, 2014, 2015).

Other important aspects refer to value creation, delivery, and capture. Value creation is related to value architecture and mechanisms that allow for creating the value proposition of the organization. The value delivery contains the elements of how the value proposition is distributed and to whom it is addressed. It also defines how enterprises establish interactions with the customer to provide value. The value capture dimension describes how the firm transforms the value delivered to customers into revenues and profits (Täuscher & Laudien, 2018). The DPBM focal organization uses digital technology (software, internet, communications networks, etc.) to act as a hub that links various groups of actors (same-sided and cross-sided, e.g., complementors, suppliers, consumers) to create, deliver, and capture value in an ecosystem. In DPBM, the presence and activities of a

group increase the value of other groups and attract more customers or users through a network effect phenomenon (Hagiu, 2009; Hagiu & Wright, 2015). The network effect generates greater complexity in the value creation, delivery, and capture (Bivona & Cosenz, 2019; Kohtamäki, Parida, Oghazi, Gebauer, and Baines, 2019; Rong, Patton, and Chen, 2018), because of the need to balance between value creation, value delivery, and value capture to all actors (Xu, Ahokangas, Turune, Mäntymäki, and Heikkilä, 2019; Zott & Amit, 2010).

2.4.2.2 Scope Conditions

Even though the business model transcends organizational boundaries, the focal organization is responsible for designing the system of activities, coordinating the different actors, creating laws, rules, and standards, and expanding and evolving the ecosystem. In this sense, we defined DPBM at an organizational level. And, in line with economic theory, we argue that multi-sidedness is a firm's decision about its business model and not a feature of markets or industries (Broos & Ramos, 2017). Lastly, we consider that a business model offers a unit of analysis centered on a single focal organization with broader boundaries, including their ecosystem (Chandna & Salimath, 2018).

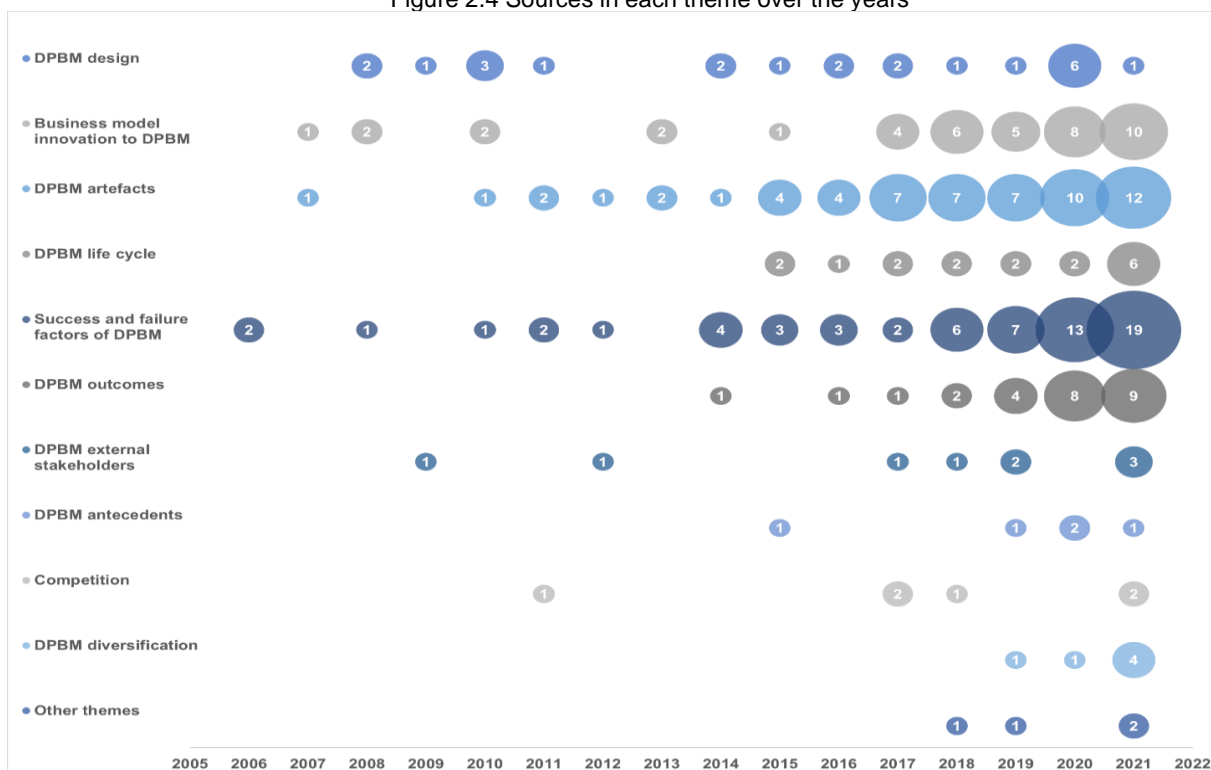
2.4.2.3 Relationships between other constructs

There is reasonable agreement that the business model construct is different from the concepts of product, firm, industry, or network (Rong et al., 2018). However, in our literature review, we identified some lack of conceptual clarity among the digital platform business model construct, business strategy (Holland & Gutiérrez-Leefmans, 2018), and revenue model, which leads to some confusion in the use of the correct terminology (Morris et al., 2005). The business model reflects the strategic choices that have been made (Shafer, Smith, and Linder, 2005). It is an expression of the firm's business strategy (Guyader & Piscicelli, 2019). However, a business model is not a strategy (Fehrer et al., 2018), it is a link between strategy and effective implementation (process management) (Wirtz et al., 2016). The definitions of business models have moved from an economic perspective to the strategic level, but some studies still use a more rudimentary perspective and consider the DPBM solely in terms of the firm's economic model (Morris et al., 2005). These studies use business model and revenue model interchangeably. From a systematic and holistic perspective, we argue that the business model and the revenue model are different, a revenue model complements a business model, and it plays an important role in value appropriation (Zott & Amit, 2010).

2.4.3 Themes in research on digital platforms' business model

The coding process resulted in eleven DPBM research themes: (1) DPBM design, (2) Business model innovation to DPBM, (3) DPBM artefacts, (4) DPBM life cycle, (5) Success and failure factors of DPBM, (6) DPBM outcomes, (7) DPBM external stakeholders, (8) DPBM antecedents, (9) Competition, (10) DPBM diversification, and (11) other themes (for our complete coding process see Appendix B). Figure 2.4 presents a longitudinal analysis of the most researched themes in DPBM. Success and failure factors of DPBM has been the most researched topic over time, with significant growth in the last 2 years. This is followed by DPBM artefacts, and business model innovation to DPBM, and DPBM design themes. Although the first articles on external stakeholders and competition were published in 2009 and 2011, respectively, the development of these topics presented a few gap years with no publications. DPBM life cycle, DPBM outcomes, DPBM antecedents, and DPBM diversification are more recent themes. In the past 2 years, particularly, there has been particular growth in business model innovation to DPBM, DPBM artefacts, Success and failure factors of DPBM, and DPBM outcomes themes.

Figure 2.4 Sources in each theme over the years



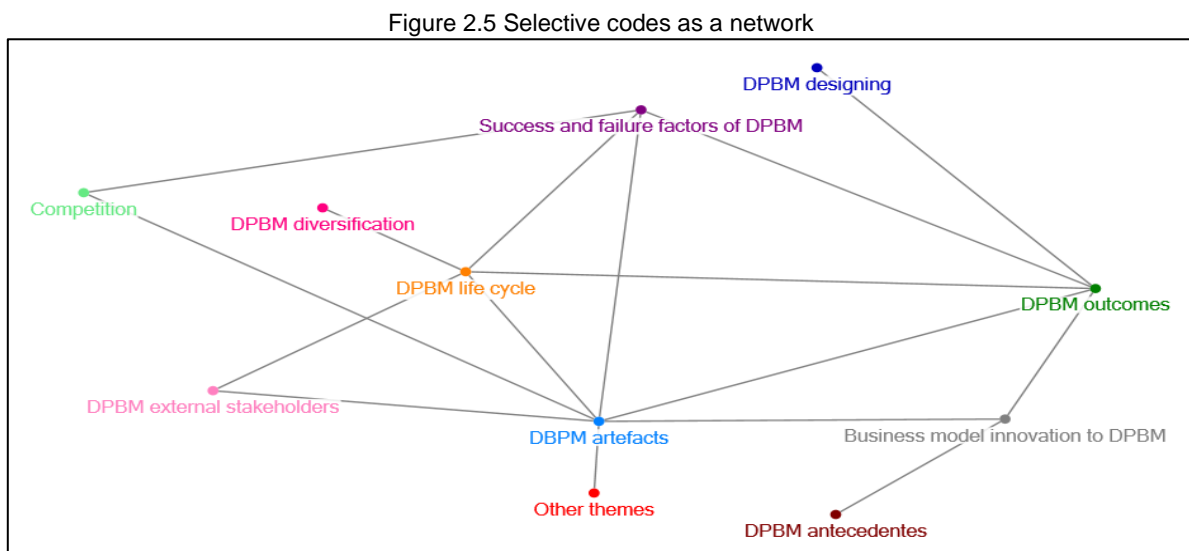
Source: Authors (2023). Created using Microsoft Excel
 Note: some sources may be classified in more than one theme.

It is important to notice that 40 sources have been classified into two or more themes - revealing relationships across the different themes. Therefore, to make sense of these relationships we analyzed codes as networks. Although this was not done to perform a quantitative analysis of

the relationships between themes, it provided a convenient and interactive means to explore those relationships in a graphical format (Vial, 2019).

Figure 2.5 shows the relationship between all selective codes. DPBM artefacts, DPBM life cycle, DPBM outcomes are the themes with most relationships with other selective codes in the network. Even though DPBM external stakeholders are present in the network it is not linked to DPBM outcomes, revealing that this theme is mainly focused on analyzing outcomes for the digital platform owners.

The network reveals that the five other themes are directly linked with DPBM outcomes. The network also shows that the “other themes” category is linked with “DPBM artefacts” and “DPBM success and failure factors” themes.



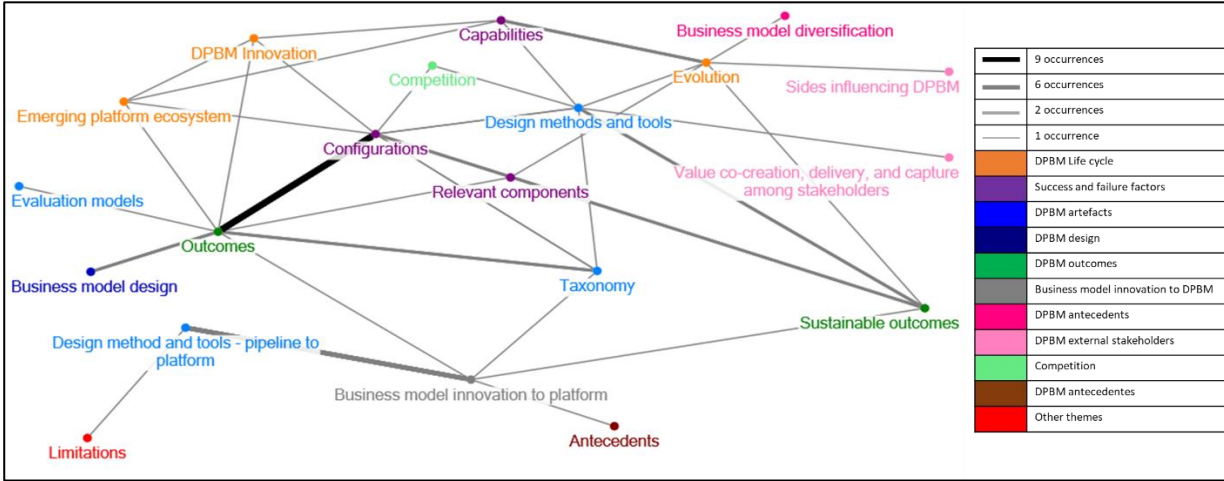
Source: Authors (2023). Created using NodeXL

In order to better understand the relationships across the different themes (selective codes), we also analyzed the axial codes as a network. Figure 2.6 shows the relationship between 20 of the 41 axial codes that emerged from the analysis of the articles. The colors represent the selective codes in which these axial codes were grouped as well as the different types of arrows represent the number of articles in which a relationship is present. The analysis of this network reveals that axial codes “Outcomes” and “Configurations” are central in the network and had the highest number of relationships, including the relationship between themselves (with nine occurrences).

Based on analysis of the codes as networks, Figure 2.7 presents our proposed framework summarizing current research on Digital Platforms’ Business Model. The solid blocks represent main themes, and the arrows represent how these themes are related to each other (not implying causality or statistical relationship). While solid arrows and blocks represent the relationship of the selective and axial coding as a network (see Figures 2.5 e 2.6), dotted arrows and blocks are based on our

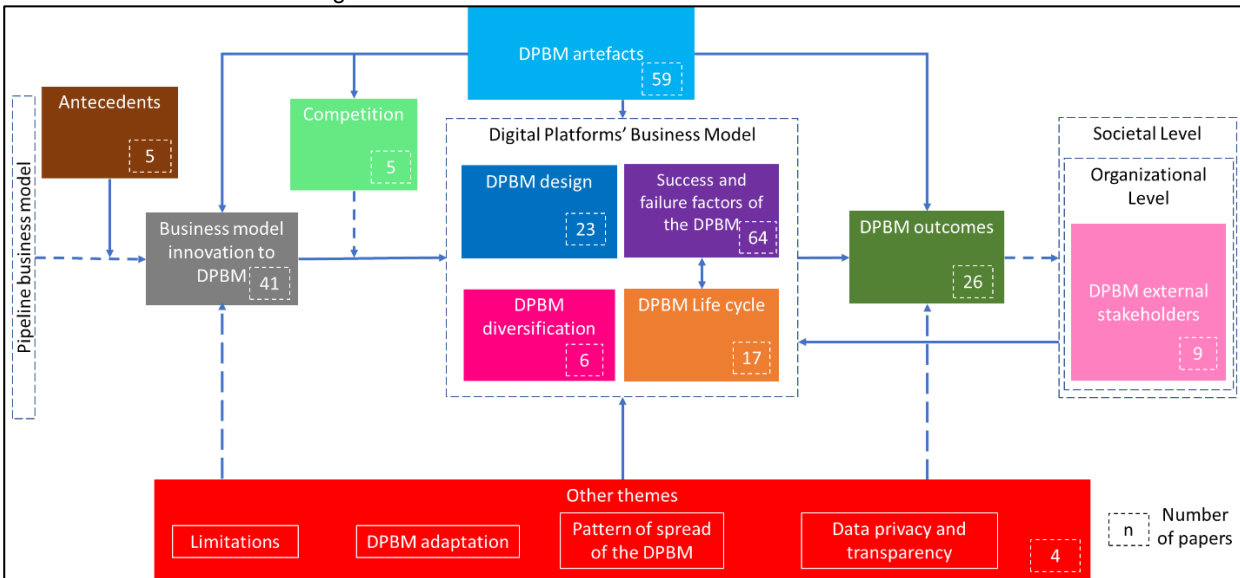
findings from the literature review. Since to the “Other themes” block contemplates unrelated sub-themes, it was a broken-down, showing its axial codes.

Figure 2.6 Axial codes as a network



Source: Authors (2023). Created using NodeXL

Figure 2.7 A framework of main themes of the DPBM research



Source: Authors (2023)

The next subsections describe each theme of the research on DPBM.

2.4.3.1 DPBM artefacts

“DPBM artefacts” emerged in 2007 and it is the most theme prominent in our sample. It discusses artefacts in the form of methodologies, frameworks, taxonomies, and ontologies. The main contributions of these papers are methods and tools to drive the process of transforming pipeline business models to platforms as well as to identify failure and success factors and evaluate their associated outcomes. Approximately 65% have been published in journals. Nearly 78% (n=47) of

the articles are empirical and most of them use case study (n=32) or design science (n=9) methods. Table 2.10 presents sub-themes (axial codes), sources, and theories in this theme.

Table 2.10 DPBM artefacts

Axial Coding	Source (n=60)	Theories/Concepts
Design method and tools - pipeline to DPBM (n=16)	Barni et al. (2018); Daxhammer (2019); Gebauer et al. (2020); Giessmann et al. (2014); Hoch and Brad (2021); Hmoud et al. (2017); Itala and Tohonon (2017); Jeannerat and Theurillat (2021); Kang et al. (2010); Kim (2016); Orekhova (2019); Parmentier and Gandia (2017); Qanbari et al. (2015); Tian et al. (2021); Suroso and Jamilah (2017); Weissshuhn et al. (2021)	Business Model; Platform; Two(multi)-sided market; Ecosystem; Open Innovation; Theory of Constraints (TOC); Servitization; Value-chain; Value-net
Taxonomy (n=18)	Bonazzi and Zhan (2015); Chen et al. (2020); Curtis (2021); Hahn et al. (2015); Holland et al. (2018); Kim and Min (2019); Mancha and Gordon (2021); Nishino et al. (2012); Oncini et al. (2020); Petrik and Herzwm (2018); Rix (2020); Shah and Shome (2019); Staykova et al. (2015); Täuscher and Laudien (2018); Wirtz et al. (2019); Yablonsky et al. (2016); Yrjöla et al. (2021); Zhang (2007)	Business Model; Platform; Game theory; Two(multi)-sided market; Sharing economy; Value Creation; Value Capture; Value theory
Ontology (n=1)	Derave et al. (2021)	
Design method and tools (n=25)	Aapaoja et al. (2017); Andrea et al. (2013); Andreassen et al. (2018); Ardolino et al. (2020); Ballon and Van Heesvelde (2011); Berkens et al. (2020); Brecht et al. (2021); Curtis (2021); De Oliveira and Cortimiglia (2017); Fehrer et al. (2018); Gandia and Parmentier (2017); Giessmann et al. (2016); Gutierrez and Holland (2019); Hafermalz et al. (2016); Li at al. (2020); Shi et al. (2021); Long and Waes (2021b); Michelini et al. (2020); Schiavone et al. (2021); Timeus (2020); Trabucchi et al. (2021); Täuscher and Laudien (2018); Walravens and Ballon (2013); Wecht et al. (2021); Yablonsky (2018); Zoric (2011)	Business Model; Platform Business Strategy; Digital Business Strategy; Design Theory; Ecosystem; Service-dominant logic; Open network; Sharing economy; Sustainable Business Model; Theory of change (ToC); Sustainability; Value theory
Evaluation models (n=1)	Bivona and Cosenz (2019)	Dynamic performance management

Source: Authors (2023)

2.4.3.2 Business model innovation to DPBM

The business model innovation to DPBM theme is composed by articles that propose to transform pipeline businesses to platforms. This theme is characterized by non-empirical papers (54.8%; n=17) and most of the works use industry as the level of analysis (83.9%; n = 26). The literature in this stream identifies the benefits of the existing digital platforms and analyzes industries whose enterprises have traditional business models. The main purpose of these articles is to explain how these industries can have better outcomes by adopting digital platform' business models. We found 4 papers describing the transformation process from a pipeline business model to a digital

platform' business model which contributes to identifying lessons learned in the process (Dell'Era, Trabucchi, & Magistretti, 2021; Gustavsson & Ljungberg, 2020; Jääskeläinen, Yanatma, and Yanatma, 2021; Wesselius, 2008). Another significant characteristic of this theme is that, although using different business model frameworks, 34.1% (n = 14) of the studies do not discuss any theory. Table 2.11 presents sub-themes, sources, and theories in this theme.

Table 2.11 Business model innovation to platform

Axial Coding	Source (n=41)	Theories/Concepts
Business model innovation to DPBM (n=41)	Aji et al. (2018); Bartczak (2021); Berkers and Roelands (2013); Bettoni et al. (2018); Braet and Speke (2010); Dahlan et al. (2018); Das and Dey (2021); Dell'Era et al. (2021); De Reuver (2010); Gustavsson and Ljungberg (2020); Hmoud (2020); Hoch and Brad (2021); Hummel and Silva (2020); Jääskeläinen (2021); Jeannerat and Theurillat (2021); Kang (2010); Kammerlohr et al. (2021); Kutera et al. (2017); Laine (2017); Lee and Patel (2020); Lynch et al. (2017); Mitin et al. (2019); Orefice and Nyarko (2020); Ostapenko (2019); Strulak et al. (2020); Qanbari et al. (2015); Braet and Speke (2010); Ruan et al. (2019); Shah and Shome (2019); Steken et al. (2019); Tian et al. (2021); Tohonean (2020); Versteegen and Doorneweert (2017); Viswanadham (2021); Viskovic and Franki (2021); Wesselius (2008); Yang and Mohammed (2008); Yrjola (2020); Yorjola et al. (2018); Yuanxing et al. (2019); Zhang (2007)	Business Model; Platform; Two(multi)-sided market; Open Innovation; Digital Materiality; Discursive Work; Service-dominant logic; Sustainable value creation; Sistemic view; Multi-stakeholders perspective; Value-chain; Value-net

Source: Authors (2023)

2.4.3.3 DPBM design

Articles within the DPBM design theme focus on proposing a business model to existing platforms. These studies mainly propose the design of the business model aiming at financial sustainability - e.g., Belleflamme and Jacqmin, (2016), Dupont et al., (2017), and Hruskova (2017). However, there is a growing number of studies focusing on social sustainability (Okano, De Souza, and Fernandes, 2018; Wu, Liu, and Yuan, 2020). Even though using frameworks for the development of the study, 47% of them (n=11) do not discuss the theory. Table 2.12 presents sub-themes (axial codes), sources, and theories in this theme.

Table 2.12 DPBM design

Axial Coding	Source (n=23)	Theories/Concepts
Business Model Design (n=23)	Belleflamme and Jacqmin (2016); Bucherer and Hoyer (2016); Corti et al. (2021); Dupont et al. (2017); Duval and Brasse (2014); Evens (2010); Fischer et al. (2014); Hoyer and Stanoevska (2009); Hruskova (2017); Li et al. (2020); Nadir et al. (2020); Nicaisse and Dufoulon (2010); Oganda et al. (2020); Okano et al. (2018); Pawar et al. (2008); Pucihar et al. (2015); Ricart et al. (2020); Stanoevska-Slabeva and Wozniak (2010); Vargas (2020); Wu and Yang (2011); Wu et al. (2020); Xu et al. (2019); Yamakami (2008)	Business Model; Business model design; Platform; Stakeholder management; Ecosystem; Sharing Business Model; Social entrepreneurship

Source: Authors (2023)

2.4.3.4 DPBM success and failure factors

The different dimensions of the business model are formed by attributes, also known as “building blocks”. They describe functions, features, or actions of the firm. Distinct alternatives for each attribute are the configurations options. For example, the value delivery dimension can be formed by the customer relationships and distribution channels attributes, and distribution channels can be configured as web or application (Curtis, 2021). Therefore, this theme mainly categorizes studies that analyze the attributes of the digital platforms’ business models and highlight their patterns or compare their different configurations with the goal of identifying success and failure factors.

This literature cluster shows that differences in the design and execution of the business model generate different results that affect the success or failure of digital platforms. (Piscicelli et al., 2018). This theme has the most powerful relationship with the “DPBM outcomes” (as shown earlier in Figure 2.6). Furthermore, this cluster of the literature has contributed to identifying relevant mechanisms and capabilities to support the evolution of digital platforms’ business models (Asadullah, Faik, and Faik, 2018; Rong et al., 2018). On the other hand, it also has the largest number of papers that analyze one specific dimensions of the business model (n=12), ie. they do not do a holistic analysis. This approach can be problematic considering that the success or failure of a business can hardly be attributed to a single reason (al Debei et al., 2016).

Most studies on this topic are empirical (75%; n = 48) and use case study as a research method (83.3%; n = 40). A critical issue is that 25% (n=16) of the papers do not discuss the theory. Sub-themes, sources, and theories used in this theme are presented in Table 2.13.

2.4.3.5 DPBM life cycle

This theme is composed by papers that examines the DPBM life cycle - how DPBM emerges, innovates its business model, evolves, and declines. This research stream is mainly related to “DPBM Success and Failure Factors” and “DPBM outcomes” themes. Hence, it mostly contributes to the literature by suggesting that the success or failure factors depend on the phase of the DPBM life cycle. Most papers use single (50.0%; n=9) or multiple (44.4%; n=8) case studies. Table 2.14 shows sub-themes (axial codes), sources, and theories in this theme.

Table 2.13 DPBM success and failure factors

Axial Coding	Source (n=64)	Theories/Concepts
Configurations (n=34)	Amaldoss et al. (2021); Ballon and Van Heesvelde (2011); Ballon and Van Bossuyt (2006); Bocken (2020); Buchinger et al. (2015); Chen and Hu (2008); Chen and Tang (2021); Chen et al. (2016); Clauss et al. (2019); Curtis (2021); Ditta-Apichai et al. (2020); Deng et al. (2021); Foramitti et al. (2020); Fu et al. (2021); Gonçalves and Ballon (2011); Hasselwander et al. (2021); Kuebel et al. (2014); Kuebel and Zarnekow (2014); Li (2020); Lin et al. (2021); Münzel et al. (2018); Qu et al. (2021); Ranerup et al. (2016); Rothe et al. (2018); Stofberg and Bridoux (2019); Su and Jin (2021) Subramanian et al. (2021); Vitkauskaitė and Vaiciukynaite (2019); Vizzari and Vataiaro (2014); Wang et al. (2014); Wei et al. (2020); Wirtz et al. (2019); Yuan et al. (2021); Zenny (2020)	Business Model; Two(multi)-sided Market; Platform; Game-theoretic mode; Ecosystem; Micro-entrepreneurship; Sharing economy; Community-based tourism; Pricing strategy; Network effects; Rational choice theory; Relational Models theory; Sharing Business Model
Capabilities (n=4)	Okano et al. (2021); Schrieck et al. (2021); Shi et al. (2021); Rong et al. (2018)	Ecosystem; Digital innovation; Business model; Dynamic capabilities
Relevant components (n=17)	Allam and Chan-Olmsted (2020); Badran (2021); Cornejo-Velazquez et al. (2020); Isabelle et al. (2020); Kohler (2015); Kohler and Nickel (2017); Liang et al. (2006); Liu et al. (2019); Lygnerud and Nilsson (2020); Mhalla et al. (2020); Markendahl et al. (2019); Rensmann (2012); Ruggieri et al. (2018); Setiawan et al. (2020); Weiner (2010); Yun et al. (2017); Zhao et al. (2019)	Platform; Business Model; Business Model Strategy Audit; Data-Driven Business Models; Open Innovation; Open Business Model; Organizational economics; Sharing economy
Reasons for success or failure (n=3)	Rohn et al. (2021); Piscicelli et al. (2018); Sengupta et al. (2021)	Sustainable business model; Sharing economy; Value theory; Platform; Business Model
Failure and success drivers (n=2)	Trabucchi et al. (2021); Al Debei et al. (2016)	Business Model; Platforms; Drivers of value creation
Platform business model alignment (n=1)	Solaimani et al. (2015)	Business Model
Evolution mechanisms (n=1)	Asadullah et al. (2018)	N/A
Patterns for financial attractiveness (n=1)	Grieco et al. (2020)	Sharing economy

Source: Authors (2023)

Table 2.14 DPBM Life cycle

Axial Coding	Source (n=18)	Theories/Concepts
Emerging platform ecosystem (n=2)	Rothe et al. (2018); Schreieck et al. (2021)	Ecosystem
DPBM Innovation (n=9)	Gao and Zhao (2016); Hu et al. (2019); Jocevski et al. (2020); Landoni et al. (2020); Muzzellec et al. (2015); Ning and Yun (2021); Okano et al. (2021); Rothe et al. (2018); Still et al. (2017)	Business Model; Two(multi)-sided market; Business Model Innovation; Platform Ecosystem; Sustainable business model innovation; Sharing economy
The decline of the ecosystem (n=1)	Tellier (2017)	Ecosystem
Evolution (n=8)	Fürstenau et al. (n.d.); Han and Cho (2015); Hu et al. (2019); Presenza et al. (2021); Rong et al.(2018); Shi et al. (2021) Trabuchi and Buganza (2021); Zhao et al. (2019)	Business Model; Platform; Two-sided market; Ecosystem; Sustainable business model innovation; Sharing economy; Value theory
Life cycle revenue (n=1)	Huotari and Ritala (2021)	Business model; Strategy; Life cycle revenue

Source: Authors (2023)

2.4.3.6 DPBM outcomes

Although the first paper on this theme was published in 2014, it has the most significant number of relationships with the other topics in the field. Therefore, this theme demonstrates that the literature on DPBM has evolved from studies focused on understanding how this business model is characterized to analyze its impacts on organizations and society. At the organizational level, this literature assesses the implications of different business models on organizational performance (Bivona & Cosenz, 2019; Rothe et al., 2018) as well as on the level of participation and perceived value of users (Clauss et al., 2019; Stoffberg & Bridoux, 2019).

At the societal level, these studies identify that through the DPBM, it is possible to offer social actions and sustainability to different contexts (Okano et al., 2018). This literature cluster examines positive outcomes for regional development (Yun, Won, Park, Yang, and Zhao, 2017), to implement of transportation that satisfies the needs of disabled people (Wu et al., 2020), and to improve sustainability in the food sector (Michelini, Grieco, Ciulli, and Di Leo, 2020). On the other hand, Shah and Shome (2019) while demonstrating the positive consequences of the DPBM in the Indian market, they also outlined their negative consequences, such as the negative impact on the labor market. Table 2.15 presents sub-themes (axial codes), sources, and theories in this theme.

Table 2.15 DPBM outcomes

Axial Coding	Source (n=26)	Theories/Concepts
Outcomes (n=13)	Bivona and Cosenz (2019); Chen et al. (2016); Clauss et al. (2019); Ditta-Apichai et al. (2020); Fu et al. (2021); Hasselwander et al. (2021); Lin et al. (2021); Oncini et al. (2020); Rothe et al. (2018); Shah and Shome (2019); Stofberg and Bridoux (2019); Su and Jin (2021); Wang et al. (2014)	Platform; Business Model; Two(multi)-sided market; Dynamic performance management; Ecosystem; Open Innovation; Open Business Model; Rational choice theory; Sharing Economy; Business Model; Relational Models theory
Sustainable outcomes (n=10)	Cui et al. (2020); Deng et al. (2021); Heeks et al. (2021); Mancha et al. (2021); Mattila et al. (2020); Michelini et al. (2020); Okano et al. (2018); Orefice and Nyarko (2020); Pouri and Hilty (2020); Presenza et al. (2021)	Micro-entrepreneurship; Sharing economy; Community-based tourism; Resource perspective; Socio-economic perspective; Service-dominant logic; Sustainable value creation; Systemic view; Multistakeholders perspective; Sharing Business Model; Sustainable business models; Theory of change (ToC); Sustainability
Social outcomes (n=3)	Long and Waes (2021b); Wu et al. (2020); Yun et al. (2017)	Open Innovation; Open Business Model; Responsible innovation; Social entrepreneurship

Source: Authors (2023)

2.4.3.7 DPBM external stakeholders

Papers in this theme mainly analyze the business model of companies that are external stakeholders of digital platforms (such as complementors). This literature cluster has contributed to analyzing relevant components of these companies' business models that can lead to success in their ecosystem (Abbate, Cesaroni, Cinici, & Cinici, 2019; Chandna & Salimath, 2018; Crowley, Michiels, & Joosen, 2012; Stecca, Maresca, & Baglietto, 2009). Another contribution refers to understanding how organizations that integrate the DPBM ecosystem can innovate their business model (Baber, Ojala, & Martinez, 2019; Gatautis, Vitkauskaitė, & Reuver, 2017). Recent topics in this field use an active perspective to analyze stakeholders and how they can impact the digital platform's business model (Trabucchi & Buganza, 2021) or change their own roles in the ecosystem (Park, Kim, Kim, & Minshall, 2021). This different perspective is important to understanding how value is created, delivered, and captured among the various stakeholders (Schiavone et al., 2021). All papers in this theme are empirical and most of them use case studies as a research method (78%; n = 7). Sub-themes, sources, and theories in this field are presented in Table 2.16.

Table 2.16 DPBM external stakeholders

Axial Coding	Source (n=9)	Theories
Relevant components of external stakeholders' business model (n=4)	Abbate et al. (2019); Chandna and Salimath (2018); Crowley et al. (2012); Stecca et al.(2009)	Business Model; Innovation theory; Network theory; Information processing-theory
Evolution of external stakeholders' business model	Baber et al. (2019)	Entrepreneurship (Causation and effectuation)
Business model innovation of external stakeholders (n=1)	Gatautis et al. (2017)	N/A
Change in the pre-defined role (n=1)	Park et al. (2021)	Platform; Entrepreneurship
Sides influencing DPBM (n=1)	Trabucchi and Buganza (2021)	Platform
Value co-creation, delivery, and capture among stakeholders (n=1)	Schiavone et al. (2021)	Digital business model; Sharing economy; Multi-stakeholder ecosystem

Source: Authors (2023)

2.4.3.8 DPBM antecedentes

Although many papers propose transforming pipeline business models into digital platform business model, only a few studies investigate the antecedents and drivers of this process. These studies provide evidence that trusted institution legitimacy, cooperative organizational model, founders' experiences, entrepreneurial orientation, industry influences, as well as environmental characteristics are relevant antecedents to pipelines business models transform themselves in DPBM (Jääskeläinen et al., 2021; Rumble & Mangematin, 2015; Su et al., 2020). Furthermore, this stream has identified that servitization is a relevant driver for DPBM (Kohtamäki et al., 2019). Table 17 presented the sub-themes, sources, and theories in this field.

Table 2.17 DPBM antecedents

Axial Coding	Source (n=5)	Theories/Concepts
Antecedents (n=4)	Rumble and Mangematin (2015); Jääskeläinen (2021); Su et al. (2020); Yrjola (2020)	Business Model; Two(multi)-sided market; Entrepreneurial orientation; Business Model Innovation, Strategy
Drivers (n=1)	Kohtamäki et al(2019)	Theory of the firm; Service-dominant logic

Source: Authors (2023)

2.4.3.9 Competition

While digital platform competition is a prolific research theme in the field of economics, only a handful of studies in the theme use business models as a theoretical lens. Even though DPBM competition is a small research stream, it has significant theoretical and practical implications. Broos

and Ramos (2017) use DPBM as a lens to discuss antitrust and argue that two-sidedness is not a feature of markets but of firms. In addition to this debate, Demil, Lecocq, and Warnier (2018) argue that the business model is a choice of the firm, hence, the managers can select the relevant competitive landscape. It is quite clear that the phenomena of the digital platforms' business model have theoretical and practical implications for the strategy literature.

Wang, Liu, and Lin (2017) investigate the competition between licensing business model and the platform business model to understand when the platform business model is feasible. Results of this study suggest that when both business models coexist, the platform model possesses an apparent advantage over the licensing model to dominate the market. Cozzolino, Corbo, and Corbo (2021) use a different approach to discuss competition between pipeline and DPBM. These authors examine how incumbent producers respond to digital entrant platforms by the shifting between competitive and cooperative strategies. They conclude that process is characterized by three sequential phases: (1) selective cooperation, (2) allied competition, and (3) selective co-competition. Sub-themes, sources, and theories in this field are presented in Table 18.

Table 2.18 Competition

Axial Coding	Source (n=6)	Theories/Concepts
Antitrust (n=2)	Broos and Ramos (2017); Etro (2021)	Economic theory; Strategy
Competition (n=3)	Ballon and Van Heesvelde (2011); Cozzolino et al. (2021); Wang et al. (2017)	Economic theory; Strategy
Theoretical implications (n=1)	Demil et al. (2018)	Business Model; Ecosystem

Source: Authors (2023)

2.4.3.10 DPBM diversification

This is a recent topic in the literature and analyzes the synergies of managing multiple business models and objectives (Reuter, 2021). During the evolution of a DPBM, new stakeholders are incorporated, and the organization tends to diversify how they do business, in other words, they start to work with business models portfolio (Aversa, Haefliger, Hueller, & Reza, 2021). Even though DPBM diversification increases management complexity, it allows organizations to realize both for-profit and for-purpose value creation, specifically with a hybrid DPBM (Reuter, 2021; Sparviero, 2021). Hybrid DPBM can manage the tensions emerging from the parallel pursuit of economic and social goals (Sparviero, 2021). Thus, this theme contributes to solve a significant challenge of digital platforms: delivering sustainable value for multiple stakeholders, including socio and environmental aspects. Further, this cluster of the literature contributes to demonstrating potential convergence and challenges for digital platforms' business models to add pipeline components and vice versa (Mody,

Wirtz, Fung So, Chun, & Liu, 2020). Sub-themes, sources, and theories in this field are presented in Table 19.

Table 2.19 DPBM diversification

Axial Coding	Source (n=6)	Theories/Concepts
DPBM diversification (n=3)	Aversa et al. (2021); Fürstenau et al. (n.d.); Guyader and Piscicelli (2019)	Sharing Economy; Business model diversification; Business model alignment; Bussiness model portfólios
Hybrid DPBM (n=2)	Reuter (2021); Sparviero (2021)	Hybrid business model
Pipeline and platform convergence (n=1)	Mody et al. (2020)	Strategy

Source: Authors (2023)

2.4.3.11 Other themes

There are other themes about DPBM that did not fit in the previous topics. The first one is related to data privacy in data-driven DPBM. Even though other themes introduce data privacy as an unintended impact of DPBM (Lin et al., 2021; Long & van Waes, 2021b), only one paper analyzes digital platforms' business model in terms of the monetization of personal data – raising concerns about data privacy and transparency (Fahy, Van Hoboken, & Van Eijk, 2018).

Another topic in the literature is the analysis of how the different patterns of digital platforms' business models spread among different sectors. Specifically, the authors investigate how new digital platforms mimic Uber and Airbnb' business models. The study concludes that new platforms imitate previous business models across distant sectors to avoid competition while replicating activities in ever new resource settings (Geissinger, Laurell, & Öberg, 2021).

Another aspect investigated is how digital platforms adapt their business model to a highly regulated labor market. In this case, analyzing how Uber adapted their business model to the Norwegian regulation of the taxi market (Oppegaard, 2021). This case shows that even though many governments have changed the regulation to adapt to new technologies, digital platforms have changed their business model to adapt to existing regulations.

The last paper classified in "other themes" analyzes the limitations of DPBM. While papers on Business model innovation to DPBM theme discuss benefits for pipeline BM to migrate their business model to digital platforms, our study found just one paper that analyzes the limitations of DPBM for some traditional industries (Orekhova, 2019). This article highlighted some restrictions on the use of this DPBM for industrial enterprises in the Russian context. Table 20 presents sub-themes, sources, and theories used in papers classify as "other themes".

Table 2.20 Other themes

Axial Coding	Source (n=4)	Theories/Concepts
Data privacy and transparency (n=1)	Fahy et al. (2018)	N/A
Limitations (n=1)	Orehova (2019)	Platform; Strategy; Neo-institutional economic theory
Pattern of spread of the DPBM (n=1)	Geissinger et al. (2021)	Sharing economy
DPBM adaptation (n=1)	Oppegaard (2021)	Platform economy

Source: Authors (2023)

2.5 CONCLUSION AND FUTURE DIRECTIONS

Our review of the literature at the intersection of the digital platforms and business model reveals that research in this domain is fragmented across a number of inter-related fields. Publications are also scattered across a multitude of journals and many of them do not provide a clear definition of the main concepts used (e.g., business model) or use different concepts interchangeably (e.g., business model and strategy). Unclear and unconverging concepts tend to produce imprecise literature which inhibits the advancement of in the field of research.

This paper highlights a rich body of literature that contributes to our understanding of how this research field is organized and proposes an integrative definition of digital platforms' business model. Further, we expand our contribution by presenting avenues for advancing knowledge in this field. Specifically, we presented three pathways for future research that can contribute to understanding and forecasting the impacts of digital platforms on society.

First, scholars should increase the focus to the alignment between value creation and value capture to innovate DPBM. The alignment between value creation and value capture is particularly important in DPBM because they are derived from the ability to orchestrate interactions among the actors of the ecosystem (Troiani et al., 2016). As a result, the change in the business model of the focal company may imply changes in the business models of other actors in the ecosystem (Aji et al., 2018). Moreover, actors may have different perceptions of value as well as different and conflicting objectives and interests (Velter et al., 2020). Therefore, innovating the digital platforms' business model means articulation of change with the other actors of the ecosystem to ensure the alignment of value creation and value capture by all stakeholders. Hybrid DPBM is a relevant unit of analysis to study this gap in the literature because the complexity to align the different interests can be accentuated in these organizations - where it is necessary to guarantee social and economic sustainability. Furthermore, DPBM are not sustainable by default, and collaborative approaches with stakeholders are necessary to incorporate responsibility into the innovation of this business model (Long & van Waes, 2021b). BMI literature has been focused on internal aspects (Sjödin et al., 2020), using theories such as resource-based view, dynamic capabilities, and entrepreneurship (Achtenhagen et al., 2013; Demil & Lecocq, 2010). We suggest that open system (Berglund &

Sandström, 2013), stakeholders (Laczko et al., 2019), and responsible innovation (Long & van Waes, 2021b) theories can contribute significantly to analyze this issue.

Second, future studies could focus on artefacts and success factors of hybrid DPBM. Overall, the literature on DPBM is market-oriented and only a few studies focus on analyzing how these business models can affect social outcomes. Therefore, frameworks, taxonomies, and methods to analyze hybrid DPBM can contribute to improving the social impact of digital platforms while minimizing unintended and negative impacts. In addition, specific artefacts to hybrid DPBM could be used to analyze the success and failure factors of these business models. This approach could contribute, for example, to identify which configurations could lead to optimal social outcomes (Kohtamäki et al., 2019).

Finally, as an extension to the second point, it is important to further our understanding of the unintended consequences of DPBM. (Bocken et al., 2013). Our review identifies that most of the studies have been focused on the positive side of value co-creation (Andreassen et al., 2018). We argue that is relevant to understand how value can be destroyed and what are the potential negative outcomes for different stakeholders (Bocken et al., 2013). This research agenda is especially important in developing countries, as digital platforms can potentially amplify inequalities (Bonina et al., 2021). For example, how digital platforms' business models impact employability and the overall economic scenario are still unclear (Münzel et al., 2018). For this purpose, combining literature on business models, social entrepreneurship, and social innovation can be an interesting approach for future studies in the field. Beyond these avenues, future research may use our framework to investigate under-researched relationships or themes, for example, antecedents and limitations of business model innovation to DPBM, the pattern of spread of the DPBM, or DPBM adaptation.

Although great care was taken to ensure that the choices made adhered closely to selecting a representative sample of paper for our study, we recognize that our database choices, as well as inclusion and exclusion criteria, represent a limitation of this study.

3 MANAGING VALUE CREATION PARADOXES IN SOCIAL BUSINESS: THE ROLE OF THE DIGITAL PLATFORM BUSINESS MODEL

Abstract

Contradictory demands in social business can create paradoxical tensions. Thus, a critical question is how hybrid organizations can manage these paradoxes, and thereby combine multiple forms of sustainability. This problem is more relevant in the digital economy, because entrepreneurs are increasingly interested in digital platform business models, and although DBPM can facilitate interaction between different user groups, and quickly scale a business (Cusumano et al., 2019), they can also intensify tensions between the different objectives of value creation. Thus, this work aimed to understand the role of business model design to manage value creation paradoxes in social business and identify how the DPBM can increase or reduce the value creation paradox in social business. We frame our analysis by building on the activity system perspective of business model design to inductively analyze multiple case studies in Brazilian education and employability sector. This study yields several contributions. We introduce the concept of value creation paradox, which is suitable for use in the literature related to the topic. Secondly, the findings of the study support previous conclusions by Reuter (2021) regarding the significance and influence of value drivers in designing business models based on digital platforms. Thirdly, this investigation extends the findings of Spieth, Schneider, Clauß, & Eichenberg (2019) and highlights that in social business DPBM-based there are coexistence of value drivers characteristic of traditional business models, such as complementarity, lock-in, and novelty, alongside drivers characteristic of social businesses, including impact complementarity, shared values, and integration novelty. Finally, the study reveals that DPBMs can assist social organizations in addressing the learning paradox and increasing the efficiency of activities to support business scalability. However, challenges arise in successfully implementing DPBMs, including selecting and attracting the appropriate user groups, determining the revenue model, and regulating platform access. These challenges can amplify paradoxes related to performance and learning.

Keywords: business model, digital platform, hybrid organization, social business

3.1 INTRODUCTION

Despite advancements in technology and prosperity in many nations, pressing ecological and societal issues such as climate change, poverty, and hunger persist and require solutions. These challenges are complex and demand the contribution of governmental, individual, and corporate

players. As a result, the simultaneous pursuit of economic, ecological, and social goals has become a key requirement for firms across industries and countries (Clauß, Kraus, & Jones, 2022). In this context, social business, particularly those using digital technologies, are developed with the aim of providing new solutions - or improving existing ones - to solve social challenges (Vrontis, Morea, Basile, Bonacci, & Mazzitelli, 2021). Social business are organizations whose primary purpose is to serve society, but they engage in commercial activities to sustain their operations (Yunus et al., 2010b). While literature present different terms to refer to these organizations, such as fourth sector, for benefit, social enterprise, blended value, mission driven, benefit corporation, or values driven (Haigh & Hoffman, 2012), In this work we adopt the term social business.

Because social businesses want to address social purposes (like charity organizations) while striving for commercial performance (as a business), they are “an ideal type of hybrid organizations” (Battilana & Lee, 2014, p. 399). Hybridity refers to recombination of multiple, disparate, and existing elements such as organizations that combine aspects of government and business, academic research and business, or charity and business (Battilana & Lee, 2014). In this context, social business act as a connection between two previously thought to be incompatible concepts, specifically financial gains, and social objectives (Haigh & Hoffman, 2012) and they may face various and potentially contradictory demands due to their hybrid nature (Battilana & Dorado, 2010b).

Literature indicates that contradictory demands can create paradoxical tensions in social business. Paradoxical tension involves a dynamic relationship between elements that are contradictory yet interrelated exist simultaneously and persist over time (Epstein, Buhovac, & Yuthas, 2015; Smith & Lewis, 2011). We argue that social businesses need to deal with value creation paradoxes, it is, paradoxical tensions referring to value creation, because they need simultaneously create social and economic value. The failure to integrate the two competing paradigms has negative consequences for social business (Battilana & Dorado, 2010b; Clauß et al., 2022b) because “their sustainability as hybrids depends both on the advancement of their social mission and on their commercial performance” (Battilana & Lee, 2014, p. 408). Thus, a critical question is how hybrid organizations can manage these tensions, and thereby combine multiple forms of sustainability (Battilana & Lee, 2014; Smith et al., 2010). Regarding this topic, while the literature has advanced in analyses how hybrid organizations manage organizational identity (Battilana & Dorado, 2010b), core organizational activities, workforce composition, organizational design, inter-organizational relationships, and organizational culture (Battilana & Lee, 2014), there are limited studies exploring business models of social business. Davies and Chambers (2018) demonstrate the need for further studies integrating business models and hybrid organizations and advance the study on the subject by proposing the need to design a hybrid business model to deal with multiple forms of value: social, environmental, and economic. Nonetheless, more studies are

necessary on the field because we know little about hybrid organizations' business models (Reuter, 2021). Furthermore, there is a research gap in investigating the phenomenon in countries of the global south, which are disproportionately burdened with a myriad of social challenges. The current body of literature has predominantly focused on organizations situated in developed countries - e.g. Davies and Chambers (2018), and Reuters (2021). Hence, there is a pressing need for additional research to address this disparity.

Literature suggests that business models (BM) act as cognitive and operational translation tools for organizations, allowing them to address various institutional logics by aligning their goals, strategies, and creation value (Reuter, 2021; Rozentale & van Baalen, 2021). The BM provides a cohesive and conceptual framework that offers a comprehensive, yet abstract, insight of the mechanisms of how an organization creates, delivery, and capture value (Teece, 2010; Zott & Amit, 2010). As a result, the business model can be a useful tool to make sense of different paradigms on social business and contribute to organizational alignment between social mission and business performance. This leads us to first goal of the study: to understand the role of business model design to manage value creation paradoxes in social business digital platform based.

In the digital economy, entrepreneurs are increasingly interested in business models that leverage digital platforms to connect and coordinate people, organizations, or resources. These models generate a network effect, creating, delivering, and capturing value for different stakeholders in the ecosystem (Cusumano et al., 2019). This interest is also observed in social businesses, where digital technology is seen as an enabling tool to create social value (Vrontis et al., 2021). As a result, most social enterprises present a significant number of digital platform business models (DPBM) for social challenges. This phenomenon can be observed in developing countries, such as Brazil, for example, in which most of the proposed solutions by social startups are anchored in DPBM (Barki et al., 2017). However, while DPBM can facilitate interaction between different user groups, and quickly scale a business (Cusumano et al., 2019), they can also intensify tensions such short-term value appropriation versus long term value creation (Woodard et al., 2013), individual versus collective (Wareham et al., 2014), identity ambiguities among participants (Lindgren et al., 2015), and between value creation and appropriation, because the groups may have different perceptions of value as well as conflicting objectives and interests (Velter et al., 2020). Furthermore, DPBM can positively impact society, but they are not sustainable by default (Long & van Waes, 2021b). In the context of sharing economy, for example, DPBM can create an environmental paradox: on the one hand, they can reduce the overall consumption of resources, realizing environmental value, but, on the other hand, they can promote the overall resource consumption realizing financial value (Reuter, 2021). These findings in the literature motivate the second goal of the study: to identify how the DPBM increase or reduce the value creation paradox in social business.

This study yields several contributions. We introduce the concept of value creation paradox, which is suitable for use in the literature related to the topic. We demonstrate that responsible efficiency, shared values, impact complementarities, and integration novelties are social business value drivers. Moreover, we confirm Reuter's (2021) conclusions by demonstrating that design themes contribute to the management of paradoxes in social business models. Regarding DPBM, we demonstrate that they can help social organizations to deal with the learning paradox. On the other hand, this business model can exacerbate challenges related to the performance paradox. Finally, we present some managerial recommendations.

From this point, the present study is organized as follows. In section 2, the four lines of literature that underlie the adopted theoretical model are presented: social business and hybrid organization, theory of paradoxes, business model design and digital platform business model. In section 3, the study methodology is detailed. In section 4, case studies are presented. In section 5, the main findings of the study are discussed. Finally, in the conclusion section, the implications of the study and its limitations, as well as suggestions for future research are discussed.

3.2 THEORETICAL BACKGROUND

This section delineates the principal topics of the scholarly discourse surrounding social business and hybrid organizations, paradox theory, business model, and digital platforms. We have incorporated these concepts in order to strengthen the underpinnings of our research model.

3.2.1 Social business as hybrid organizations

Today we face several significant challenges, such as climate change, global health pandemics, extreme poverty, economic inequality, and so on, that pose great difficulty for individuals, groups, organizations, and societies at large. These challenges are complex, multifaceted issues that can be difficult to address due to a variety of interrelated factors. In this context, multiple actors need to propose solutions to these challenges and companies are more than ever requested to contribute to the achievement of sustainable development (Abdelkafi & Täuscher, 2016) However, the conventional for-profit and nonprofit models are insufficient in addressing the present-day social and environmental issues (Haigh & Hoffman, 2012). As a result, many entrepreneurs have created hybrid organizations which integrate characteristics from multiple organizational forms (Battilana & Lee, 2014). The hybrid organizations blur traditional categories of private, public, and non-profit sectors (Haigh & Hoffman, 2012). Social business are typical hybrid organizations because their primary purpose is to serve society, but they engage in commercial activities to sustain their

operations (Yunus et al., 2010b). Thus, they operate between different institutional logics: charity logics (no profit) and commercial logics (for-profit). Unlike traditional organizations, new hybrid entities cannot adopt any “ready-to-wear” business model like commercial businesses, public organizations, or private charities. Instead, many social businesses face the unique challenge of balancing the needs of two distinct groups: the customers of their commercial activities and the beneficiaries of their social activities (Davies & Doherty, 2019).

When multiple forms are combined, they often diverge from each other, creating both internal and external tensions. Studies indicate that in such instances, conflicts and tensions among different logics may dissipate as one gains dominance over the others. This evidence points to the fact that social business are inherently unstable and unlikely to maintain their hybridity in the long run (Battilana & Dorado, 2010). “Thus, their sustainability as hybrids depends both on the advancement of their social mission and on their commercial performance” (Battilana, J., & Lee, M., 2014 p. 399). This poses a significant challenge for scholars who seek to understand how hybrid organizations can effectively manage these tensions to sustainably combine multiple forms. In the subsequent topic, we will expound upon tensions within social business in a more comprehensive manner.

3.2.1.1 Social value creation

There is still no widely accepted definition or measurement for the concept of social value. Some authors consider that the economic value of a product or service can be interpreted as social value, depending on the specific context in which it is generated and its overall impact on society (Acs et al., 2013). In this study we adopt the point of view that propose to define the creation of social value based on the inputs that are necessary to achieve levels of collective welfare (Bellostas et al., 2016). Thus, Social value creation extends beyond the traditional notion of value as the difference between willingness-to-pay and cost, and inherently carries collective implications (Cabral et al., 2019). As result, social value creation involves producing positive results that are beneficial for society (collective value) and is not limited to generating purely financial or economic gains (private value). Its manifestations are diverse and can include activities like job creation, enhancing public health, promoting environmental sustainability, advancing social justice, and improving community well-being (Bellostas et al., 2016).

Financial gains and social value are previously thought to be incompatible concepts because the appropriation of value from exchanges involving rivalrous goods and services, such as financial returns, is, ex post, always private and a zero-sum game. Thus, when participants pursue their interests, and engage in value creation, they inevitably confront tradeoffs. However, literature and practice has evidenced that that private and public value creation are not mutually exclusive (Cabral

et al., 2019) and indicate a significant correlation between social value (as a proxy for social impact) and economic value (as a proxy for financial returns), suggesting that it is feasible to create socially responsible and financially sustainable ventures. Overall, social value creation seeks to balance the interests of different stakeholders, including shareholders, employees, customers, and the broader community, in a way that creates sustainable and meaningful positive impact.

Social value creation can be carried out by a range of entities, including businesses, non-profit organizations, and governments and “more recently, novel arrangements for the delivery of services usually provided by governments or under traditional government regulation have given rise to hybrid organizations that operate where public, private, and nonprofit interact and collaborate”(Cabral et al., 2019, p. 473).

3.2.2 Value creation tension in social business: the paradox theory perspective

Social business has been prominent, and one area of particular interest is examining how these organizations generate social and economic value because this duality can create tensions between their multiple forms, such as potential conflicts in the allocation of human, financial, and attentional resources. Thus, a critical question is how hybrid organizations can manage these tensions, and thereby combine multiple forms of sustainability (Battilana & Lee, 2014; Smith et al., 2010). Tension can be defined as two phenomena in a dynamic relationship that involve both competition and complementarity (Epstein et al., 2015). More specifically, while these phenomena may benefit one another in the long-term, they are often conflicting in their need for resources. However, literature has indicated that tensions are perceived by managers in either of two forms: either as mutually exclusive trade-offs or as synergetic paradoxes (Haffar & Searcy, 2019). Normally, decisions about social value creation are seen as trade-offs because the relationship between social and financial goals is typically characterized by short-term competition and inconsistencies and long-term benefits (Epstein et al., 2015). On the other hand, a synergic paradox is defined as contradictory yet interrelated elements that exist simultaneously and persist over time (Smith & Lewis, 2011). Thus, paradox literature assumes that inconsistent and contradictory agendas coexist and can succeed simultaneously (Smith et al., 2010). Much of the existing studies on social and economic tensions have focused on the way companies perceive tensions as trade-offs. In contrast, the tension as paradox perspective is less clearly understood (Haffar & Searcy, 2019). Since social business needs to deal simultaneously with tensions between social and economic goals, the tension as paradox approach (Smith et al., 2011) is relevant to analyze social business models.

According to paradox theory (Smith & Lewis, 2011), tensions in organizations can be classified into four categories that represent core activities and elements of organizations: learning

(knowledge), organizing (processes), belonging (identity), and performing (goals). Over the long-term organizations strive for growth, scale, and flexibility, while also seeking stability and certainty in the short term. As a result, learning paradox includes issues related to growth, change, renewal, and innovation. It refers to the idea that the organizations are required to continuously learn and adapt to achieve their social and economic objectives. However, this learning process can also generate tension and uncertainty, which may hinder progress. On the one hand, social entrepreneurs must learn from their experiences and adapt to changing conditions to improve their effectiveness and achieve their goals. On the other hand, this process of learning and adaptation can also create tension and uncertainty because it often involves experimenting with new approaches, taking risks, and learning from failures (Smith & Lewis, 2011). Farther, in social businesses, the juxtaposition of multiple time horizons also needs to be considered in financial and social outcomes. Financial outcomes, such as profits, revenues, and costs, can be measured in the short term, while social mission outcomes, such as poverty alleviation, increased literacy, or economic injustice reduction, typically require a longer time frame. Another issue related to learning paradox for social business refers to challenges in managing growth and scalability. While social enterprises aim to expand their operations to enhance their mission's impact, this can also jeopardize their mission's effectiveness. Small organizations benefit from local connections, communal trust-building, and the imprinting of the founder's values and morals, all of which contribute to their values and mission. However, organizational growth can undermine these factors, resulting in mission drift and value violations. Moreover, growth can increase social mission costs (Smith et al., 2013).

Belonging paradoxes are results of complexity and plurality for social business manage relationships with multiple stakeholders. Stakeholders who support the social mission, such as foundations, donors, and non-profit organizations, often have different identities compared to those who support the business venture, including customers, investors, and suppliers. Therefore, a crucial challenge for social businesses is how they can position themselves in relation to their diverse stakeholders (Smith et al., 2013). Organizing paradoxes refer to complex systems that create contradictory organizational structures, cultures, practices, and processes (Smith & Lewis, 2011). In social business, social and business missions often clash because they require different employee profiles, leading to uncertainty about hiring and employee socialization. Social enterprises also face tensions regarding their organizational structure and legal form. They must decide whether to separate or integrate their social mission and business ventures and choose between for-profit or not-for-profit legal forms. Some organizations solve this by creating two separate legal entities or adopting hybrid legal forms that recognize double or triple bottom line (Smith et al., 2013).

Performing paradoxes stem from the plurality of stakeholders which often have conflicting demands resulting in competing strategies and goals (Smith & Lewis, 2011). In social business the

success of a social mission has the potential to benefit a wide variety of stakeholders. However, evaluating progress toward these goals can be challenging due to the use of non-standardized, ambiguous, and qualitative metrics. For instance, organizations that aim to improve the lives of disadvantaged individuals through employment do not only measure success by the number of employees hired but also by the impact on factors such as self-esteem, health, social status, family stability, and overall well-being. In comparison to social missions, the objectives of business ventures center around achieving commercial success and profitability, which can be evaluated using, quantifiable and standardized measures. The stakeholders in this case are primarily owners and investors, and the scope is more limited. These conflicting goals, metrics, and stakeholders can result in numerous competing demands and tensions within social enterprises. A significant challenge arises in defining success when faced with contradictory goals. This issue becomes especially complicated when achieving success in one area means failure in another (Smith et al., 2013).

Maintain commitments to conflicting goals over time also may result in performing paradox because in the context of competing metrics, one tends to dominate. As behavioral decision-making theory demonstrates, we tend to emphasize metrics that are more quantifiable, clear, and short-term oriented over those that are more qualitative, ambiguous, uncertain, and long-term oriented. Quantifiable metrics offer clarity and focus to situations that might otherwise be ambiguous and uncertain, and in doing so they can foster collective trust and commitment to strategic action. In the context of social enterprises, a preference for quantifiable metrics can lead business objectives to become dominant. At the same time, the passion and commitment of social entrepreneurs can lead to dominance of the social mission (Smith et al., 2013). Table 3.1 provides a summary of the categories of the paradoxical tension in social businesses.

Based on the literature review on hybrid organizations and paradox theory, it was identified that the first paradox inherent in social businesses is the need to simultaneously generate social and economic value. We define this paradox as the value creation paradox. Moreover, it is argued that, in social businesses, the learning, belonging, performing, and organizing identify by Smith and colleagues (2013) derive from the paradox of value creation.

Table 3.1 Social-Business Tensions Within Social Enterprise

Type of tensions	Dimensions of social mission	Dimensions of business ventures	Emergent tensions between social missions and business ventures
Performing Tensions Tensions that emerge from divergent outcomes—such as goals, metrics, and stakeholders	Goals address concerns across a broad ecosystem of stakeholders <ul style="list-style-type: none"> • Metrics are more subjective, qualitative, and difficult to standardize and compare across organizations 	Goals address concerns of a narrow group of shareholders <ul style="list-style-type: none"> • Metrics are more objective, quantitative, and easier to standardize and compare across organizations 	How do organizations and leaders define success across divergent goals, particularly as the same event can simultaneously be a success in one domain and failure in the other? <ul style="list-style-type: none"> • How can organizations sustain support for both social and financial metrics?
Organizing Tensions Tensions that emerge from divergent internal dynamics—such as structures, cultures, practices, and processes	Organizations hire for skills that enable the social mission or hire disadvantaged employees as a means of achieving the social mission <ul style="list-style-type: none"> • Organizations usually adopt a non-profit legal form 	<ul style="list-style-type: none"> • Organizations hire for skills that enable efficiency and profitability • Organizations usually adopt for-profit legal form 	Who should organizations hire, and how can they socialize employees? <ul style="list-style-type: none"> • How much should organizations differentiate vs. integrate the social mission and the business venture? • What legal designation should organizations adopt?
Belonging Tensions Tensions that emerge from divergent identities among sub-groups, and between subgroups and the organization	Employees and stakeholders predominantly identify with the social mission	Employees and stakeholders predominantly identify with the business venture	<ul style="list-style-type: none"> • How can organizations manage divergent identity expectations among subgroups of employees? • How can organizations manage divergent identity expectations among stakeholder groups? • How can organizations present their hybrid social-business identity to external audiences?
Learning Tensions Tensions of growth, scale, and change that emerge from divergent time horizons	<ul style="list-style-type: none"> • Social mission success requires a long-time horizon • Growth can increase but also threaten social mission impact 	Business venture success can come from short-term gains <ul style="list-style-type: none"> • Social mission can constrain growth 	How can organizations attend to both the short term and long term? <ul style="list-style-type: none"> • How can organizations manage increased short-term costs to achieve long-term social expansion?

Source: Smith (2013)

3.2.3 Value creation paradoxes and the role of the business model

Two literature streams have been contributing to our understanding of how social value manifests alongside economic value: hybridity organizational theory and sustainable business models (Davies & Doherty, 2019). However, while the literature on hybrid organization has advanced the role of hybrid organizing (see Battilana & Lee, 2014) to complete understanding the hybrid organizing concept) as a mechanism to manage the paradox between multiple and conflicting value creation in different phenomena (Reuter, 2021), sustainable business models literature rarely identifies paradoxes between social, environmental and economic value creation or addresses how businesses can deal with them (Davies & Chambers, 2018). This literature suggests a holistic model, where the social, environmental, and economic values can be mutually supportive (i.e., they assume tensions as a paradox) (Rozentale & van Baalen, 2021), but they do not explain how organizations design their business models to manage value creation paradox. Furthermore, there

are limited studies looking at organizations that are founded with multiple types of value creation at their core, typically it explores businesses with an economic focus transitioning towards sustainability (Davies & Chambers, 2018). Existing studies have primarily concentrated on corporate social responsibility; thus, they analyze enterprises that prioritize economic interests and are in the process of transitioning towards sustainable practices (e.g. Bocken et al., 2014)

Although the lack of sustainable business model literature addressing paradoxes in social business, researchers have indicated the value of the business model to lead with complex institutional logic because the business model can become part of the sensemaking process to combine different logics (Hahn et al., 2014; Laasch & Pinkse, 2020). Thus, with a careful business model design, new start-ups can pursue sustainable business from the outset (Bocken et al., 2014). In other words, entrepreneurs should develop new sustainable business models to support the creation of valuable solutions to cope with environmental and social challenges while creating economic success (Abdelkafi & Täuscher, 2016).

3.2.3.1 Business Model Design

Business models are commonly understood as the bridge between an organization's strategic planning and practical implementation through process management. As a result, the business model enables stakeholders to understand, analyze, communicate, and manage strategic choices. While there is no universally agreed-upon definition of the term, Teece's (2010) definition of a business model is widely accepted (Saebi & Foss, 2015; Zott et al., 2011). The author defines a business model as the "design or architecture of the value creation, delivery, and capture mechanisms it employs" (Teece, 2010, p. 172).

Recent research has adopted an organizational perspective on business models, viewing them as devices for structuring and designing organizations. According to Saebi and Foss (2015), business models are a manifestation of how organizational variables are configured, how the company structures its transactions with external stakeholders, and the consequences of those configurations on company performance. The business model is an activity system that is performed by the focal firm and third parties such as partners, suppliers, and customers. However, the activity system remains firm-centric to enable the focal firm to not only create value with its partners but also to appropriate a share of the value created for itself (Zott & Amit, 2010). Under this perspective, Saebi and Foss (2015) define business models as "the content, structure, and governance of transactions within the company and between the company and its external partners that support the company in the creation, delivery, and capture of value" (p. 204).

Zott and Amit (2010) argue that the process of designing a business model constitutes a fundamental and challenging task for managers. The authors highlight the significance of perceiving the business model as a set of interrelated activities and advocate for the adoption of two distinct groups of parameters, namely design elements and design themes, in the business model design process. Design elements include decisions related to the content of the offering (i.e., what products or services are being provided), the structure of the value chain (i.e., how the activities are organized and linked together), and the governance of the relationships with partners and other stakeholders (i.e., how the firm manages its collaborations with other entities) (Amit & Zott, 2001; Zott & Amit, 2010, 2017). Design themes “detail the system’s dominant value creation drivers” (Zott & Amit, 2010, p. 221). They represent the degree to which design elements are orchestrated and connected by a single theme (Zott et al., 2007).

The vast majority of business model literature sees business models as purely commercially driven (Rozentale & van Baalen, 2021) and discuss value drivers as a function of competitive strategy (Zott & Amit, 2010). As a result, the design themes that emerges from these studies are novelty, lock-in, complementarities, and efficiency (Amit & Zott, 2001; Zott et al., 2007; Zott & Amit, 2010, 2017). The novelty design theme refers to the business model which have a unique value proposition that differentiates it from competitors. Lock-in design theme implies that the business model should be designed to create customer loyalty and prevent customers from switching to competitors. The complementarities design theme suggests that the business model should leverage complementary resources and capabilities to create synergies and competitive advantages. Finally, the efficiency implies that the business model should be designed to achieve operational efficiency and cost savings (Zott & Amit, 2010)

3.2.3.1.1 Design themes in social business literature

Recently, literature has indicated that value drivers for social business models are different from commercial business models. Spieth et al. (2019) comparing their findings in value drivers in social business with the Amit and Zott (2001) identify that generic value drivers of traditional business (economic oriented) – efficiency, complementarities, lock-in, and novelty - are replaced in socio-environmental business models by responsible efficiency, impact complementarities, shared values, and integration novelties. As shown in Table 3.2.

Table 3.2 Traditional value drivers versus social value drivers

Zott and Amit (2001, 2010)	Spieth et al. (2019)
Efficiency: efficiency is understood as a value driver aligned with transaction cost theory.	Responsible efficiency: seeks to reduce waste and resource consumption while prioritizing social value.
Complementarities: refer to the creation of value through the combination of packages of goods or activities, therefore consistent with resource-based and network theories	Impact complementarities: refers to the interdependence between social and economic benefits
Lock-in: the focus is on retaining customers or partners through business model mechanisms	Shared value: refers to the appreciation of community development of social value. The shared set of values is the source of loyalty, long-term collaboration, and positive multiplication.
Novelty: refers to the innovation of activities, ways of structuring them or governance mechanisms, according to the Schumpeterian vision of innovation.	Integration novelties: refers to the integration of social value into the company's economic value offering. Novelty arises from the combination of satisfying an existing demand and achieving a social value.

Source: Based on Spieth et al. (2019)

Responsible efficiency is an essential value driver of social businesses. Social businesses strive to achieve operational efficiency while also taking responsibility for their social and environmental impact. This involves adopting sustainable business practices, such as reducing waste, conserving energy, and using eco-friendly materials, while also ensuring fair labor practices and promoting social equity. Impact complementarities refer to the ability of social businesses to leverage complementarities between social and economic benefits. Developing a community of social value and valuing collaborating partners are key aspects (Spieth et al., 2019).

Social business models focus on shared values rather than forcefully locking in any stakeholders or partners. Loyalty and long-term collaboration are driven by a shared set of values. Integration novelties refer to the integration of social value into economic supply, satisfying existing demands while achieving social value. This novelty can include the direct generation of social value within the value chain and social projects financed by economic profits (Spieth et al., 2019).

Reuter (2021) analyzed a more specific context in their study. The author discusses the role of business model design in managing the environmental paradox in the platform sharing context. By analyzing a digital energy distribution platform, the study reveals that the DPBM, in the context of the sharing economy, has two main design themes: redistribution design, which reduces resource consumption through resource sharing (redistribution of energy optimizes the use of resources to generate energy) and accessibility design, which aims to make the platform's resources more accessible to generate revenue for stakeholders, which in turn can encourage consumption by customers. Upon analyzing the results of the Reuter's study in the context of environmental responsibility, we propose that an examination of the business model of social enterprises may lead to the identification of distinct design themes.

3.2.4 Digital platforms business model (DPBM)

Digital technology is seen as an enabling tool to generate social value through innovative business models (Vrontis et al., 2021). As a result, most social enterprises present a significant number of digital-based business model for social challenges. This phenomenon can be observed in developing countries, such as Brazil, for example, in which many of the proposed solutions by social startups are anchored in DPBM (Barki, Comini, Filho, & Turra, 2017). A DPBM can be defined as a framework that represents the content, structure, and governance of the activity system of a focal organization that uses digital technology to connect and coordinate people, organizations, or resources, generating a network effect to create, deliver and capture value for different stakeholders in the ecosystem (please, see chapter 2 of the thesis for more information on this definition).

In fact, research has suggested that new business models can increase, economic prosperity, by either radically reducing negative or creating positive external effects on the natural environment and society (Schaltegger, Hansen, & Lüdeke-freund, 2016). For example, literature on DPBMs has pointed out that these innovative business models can offer sustainable outcomes in different contexts (Okano et al., 2018), such as regional development (Yun et al., 2017), solutions to transportation disabled people (Wu et al., 2020), and to improve sustainability in the food sector (Michelini et al., 2020). However, even though these business model has been associated with sustainable outcomes, they are not sustainable by default (Long & van Waes, 2021b) and it is necessary to focus attention on how these business model can lead to a negative impact on ecosystems and society (Andreassen et al., 2018; Münzel et al., 2018; Velter et al., 2020). Therefore, understanding value creation paradox on DPBM is important, especially in developing countries, as DPBM potentially amplify inequalities (Bonina et al., 2021).

3.2.4.1 *DPBM: main traits and their relationship with social business paradoxes*

Design business model is challenging because their elements are conflicting and need to be managing (Al-Debei & Avison, 2010). Literature has indicated that a DPBM consists of conflicting elements that create organizing, performing, learning, and belonging tensions (Mini & Widjaja, 2019). Therefore, on the one hand DPBM can create positive social impact, in the other hand it can intensify paradoxical tensions in social enterprises. Specifically, we identified in the literature that DPBM may increase learning and performance tensions in social businesses.

Because DPBM brings together two or more market side, to design a DPBM, the initial challenge is choosing who should and should not participate on a DPBM. When firm try to connect overly many sides early, the results is often an excessively complicated digital platform (Cusumano

et al., 2019). Thus, decision-maker need to analyze tensions between performance/complexity versus development costs (Mini & Widjaja, 2019). The option is start with two sides and, over time, incorporate more sides. In this kind of the decision digital platform owner need consider long term value creation versus short-term value appropriation (Woodard et al., 2013) because “bringing in advertisers too early might damage the user experience and depress growth of the user base”, for example (Cusumano et al., 2019, p. 71). Furthermore, another important issue is solving the “chicken-or-egg” problem (which side get first) to building the network effect. Managers can choose between “(1) create stand-alone value for one side first, (2) subsidize one or both sides, and (3) sometimes bring two sides on board simultaneously” (Cusumano et al., 2019, p. 72). Over again, the manager needs to deal with issues related to performance/complexity versus development costs (Mini & Widjaja, 2019) and long-term value creation versus short-term value appropriation (Woodard et al., 2013).

Even with a clear identification of market sides and very strong direct and indirect effects, DPBM companies can still find it difficult to identify a profitable business model. Find a profitable business model, digital platform owners must carefully analyze value creation versus appropriation for all stakeholders (Velter et al., 2020). The value creation and value appropriation are the results of an iterative process that evolves out of an interaction between stakeholders within of the digital platform ecosystem (Rong et al., 2018). However, capturing value is more difficult than creating it (Laczko, Hullova, Needham, Rossiter, & Battisti, 2019). This is particularly true when managers solve the “chicken-or-egg” problem with tactics that heavily subsidize one or two sides, because the digital platform can stock in an “infinite launching loop” which keep subsidizing participants for years (Cusumano et al., 2019). As often, in social business, people impacted by the social mission may not be able to afford it (Battilana & Lee, 2014). Therefore, if they are subsidized at the beginning, they may not have access to products and services at the time when they will need to be paid for.

Finally, after design the business model, it's necessary to establish and enforce the ecosystem rules, that is, who should be allowed to do what (Cusumano et al., 2019). In this step is important to regulate the access to the digital platform, otherwise it may end up with reverse network effects, at this point the digital platform can be less useful for every individual user, because new users joining the digital platform may lower the quality. In this regard, managers need to balance traction – large-scale participation – and friction – intentional or unintentional barriers to participation on the digital platform (Choudary, Parker, & Van Alystne, 2015). The tensions that need be analyzed to design a DPBM can be classified in two main categories of tensions: performing and learning tensions, like shows Table 3.3 (Smith et al., 2013).

Table 3.3 Paradoxes to design DPBMs

Decision	Paradox	Paradox category
Which sides get onboard.	performance/complexity versus development costs	Performing
Solve the chicken-or-egg problem.	performance/complexity versus development costs/ long term value creation versus short-term value appropriation	Performing / Learning
Find a revenue model.	value creation versus appropriation for all stakeholders	Performing
Regulate the access to the digital platform.	Balance between traction and friction	Performing / Learning

Source: Authors (2023)

3.2.5 Theoretical Model

The theoretical model employed in our research is informed by four distinct bodies of literature presented in previous sections: hybrid organizations and social business, paradox theory, business models, and digital platforms. From the literature on hybrid organizations, we highlight the importance for Social Businesses to achieve both their social and business missions. Another relevant issue is the fact that, striving for success as a hybrid by simultaneously achieving their social mission while pursuing commercial performance can lead to tensions. In this study, we propose to address the tensions of social organizations as paradoxes.

Based on Paradox Theory (Smith et al., 2010; Smith & Lewis, 2011) we suggest that social businesses need to deal with the value creation paradox: create both social and economic value simultaneously. The value creation paradox can lead to four different groups of paradoxes, namely belonging paradox, organizing paradox, learning paradox, and performing paradox (Smith et al., 2013). Different theoretical perspectives have been used to investigate how organizations manage paradoxes in social business. This study proposes to use the business model lens.

Business model literature indicate that the business model design allows the organizations to address various institutional logics by aligning their goals, strategies, and creation value (Reuter, 2021; Rozentale & van Baalen, 2021). As a result, we argue the business model can make sense of value creation paradox and contribute to organizational alignment between social mission and business performance.

Proposition 1: the design of the business model may help social businesses deal with the value creation paradox.

To analyze the business model of the social business, we used the activity system perspective recommended by Zott and Amit (2010). This perspective suggests two parameters of business model design: design elements and design themes. The design elements encompass the content, structure, and governance of the activity system, which demonstrate how the organization creates, delivers, and captures value, as well as their value proposition (Bocken et al., 2014; Zott &

Amit, 2010). The design themes refer to the primary value creation drivers. In our literature review, we identified the generic value drivers for social business models are integration novelties, shared values, impact complementarities, and responsible efficiency. These generic social value drivers direct the content, structure, and governance of the activity system as shows Table 3.4 (Spieth et al., 2019).

Table 3.4 The value drivers of social business models

Value driver				
Business model	Responsible Efficiency	Impact Complementarities	Shared Values	Integration Novelties
Business Model Content (What activities and/or transactions are performed?)		Interdependence of social and economic benefits - Profit as a means to generate social value - Reinforcement of social and economic actions and benefits		Social Value Integration - Integration of social value creation - Integration of social value intermediation
Business Model Structure (How are the activities and/or transactions linked and sequenced?)	Social Value Priority - Emphasis on social value over price - Consistency of emphasis		Social Value Community Development - Growing Multipliers - Enabling partners within the Community	- Enabling partners within the community
Business Model Governance (Who performs the activities and/or transactions?)		- Enabling partners within the community	- Values-based selection of partners and customers	

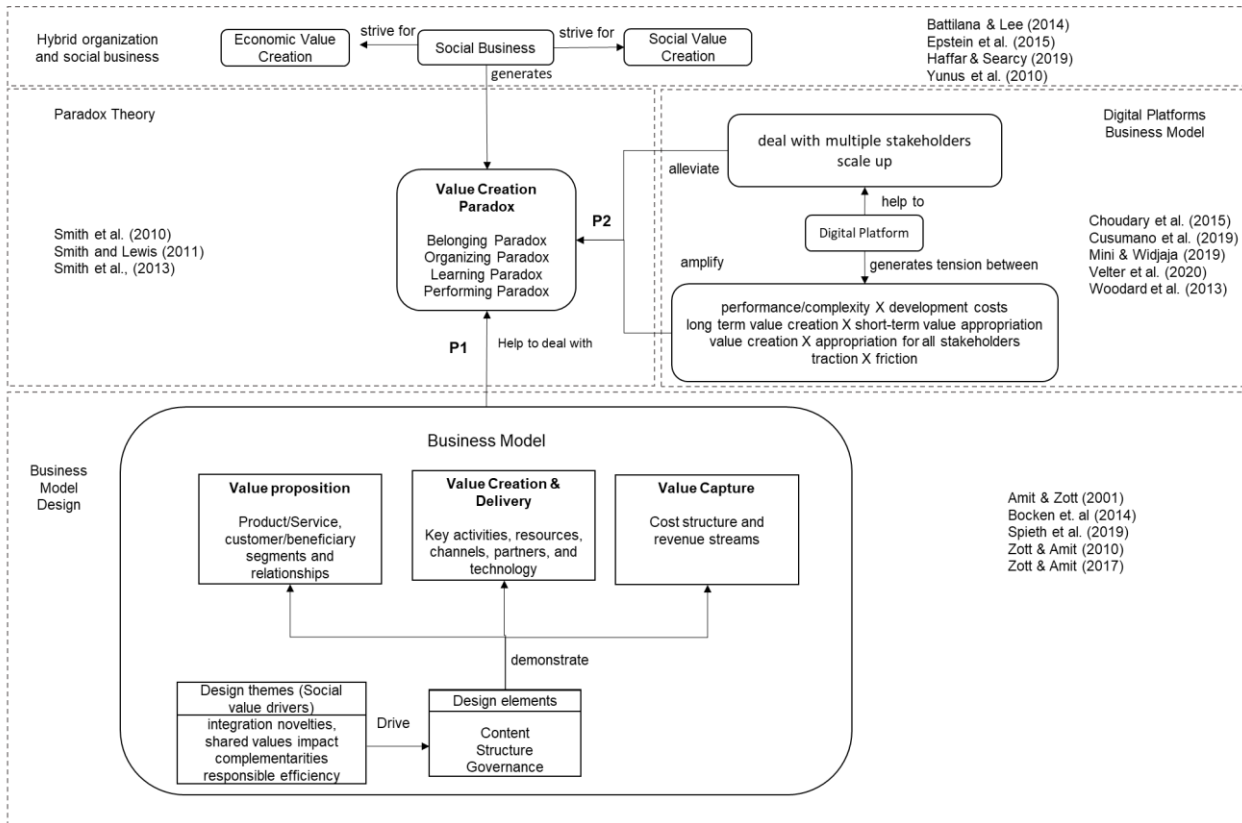
Source: Spieth et al. (2019 p. 436)

From the digital platforms' literature, we identify that digital platform can help social businesses to deal with different stakeholders' groups at the same time. Furthermore, the digital platform allows organizations to scale quickly. The issue being considered is of significant relevance, particularly considering the challenges faced by social organizations when it comes to scaling their operations. As a result, these characteristics can help social organizations to deal with the performance and learning paradoxes. In the other hand, digital platform can amplify faces performance and learning paradoxes by social business on deal with issues on performance/complexity versus development costs, long term value creation versus short-term value appropriation, value creation versus appropriation for all stakeholders and the balance between traction and friction. Therefore, we argue that:

Proposition 2: the design of DPBMs can both alleviate and exacerbate the paradox of value creation in social enterprises.

Figure 3.1 summarizes our research model and propositions.

Figure 3.1 Theoretical model



Source: Authors (2023)

3.3 METHOD

Our study investigates how social business design their business model to manage the value creation paradox. Specifically, we identify which paradoxes can be better managed using DPBM than the traditional business model of social enterprises. We frame our analysis by building on the activity system perspective of business model design (Zott & Amit, 2010) to inductively analyze multiple case studies in the Brazil (Langley, 1999; Yin, 2018). This approach is useful to theory building when constructs are “hard to measure”, such as in strategic paradoxes, and when we know little about the phenomena under investigation (Eisenhard, Graebner, and Sonenshein, 2016; Gehman et al., 2018). Furthermore, this approach allows a replication logic in which cases are analyzed individually and can serve to confirm or disconfirm inferences drawn from the others (Eisenhardt, 1989; Eisenhardt & Graebner, 2007).

3.3.1 Cases selection

This research relies on theoretical sampling (Eisenhardt, Graebner, & Sonenshein, 2016). We designed our initial sample to study two replicated cases in which business model are digital platform-based and one contrary replication which has a traditional business model (Eisenhardt & Graebner, 2007). The selected firms complied with the following criteria: (1) the organization is a social business, (2) the organization was acting in an educational market, (3) the firm were in operation for at least five years.

Initially, we utilized the Crunchbase¹ platform to identify organizations that met our established criteria. We identified six potential cases that could satisfy these criteria. Subsequently, we conducted an online investigation of these organizations, primarily to evaluate their status as social businesses; second to analyze external information available since identify organizations has less than 20 employees. We then reached out to these companies through social networks and successfully recruited The Empathy Enterprise and MOOC Enterprise to participate in our study.

During the first interview with MOOC Enterprise, we identified that the company had been bought by another social enterprise working with employability. Therefore, we expanded our study to incorporate organizations working with employability. As theoretical sampling can be used to adjust the sample as new perspectives or opportunities arise (Eisenhardt et al., 2016), we also used the snowball sampling technique to include Interneship Enterprise and Scholarship Enterprise in our sample. Given that internships are a mandatory requirement for obtaining graduation diplomas in various higher and technical courses in Brazil, we considered the company in question to be highly relevant to our study. In addition, Brazilian accelerators are considering employability as a sector that encompasses education (e.g. ARTEMISIA, 2019). So, we ended up with a sample of 4 companies. Table 3.5 displays our intentional sample and employs fictitious names to maintain the confidentiality of each organization.

Table 3.5 Case studies selected

Cases (Fictious names)	Description	Founded	Company size (employees)	Business model is digital platform based?
MOOC Enterprise (ME)	Offer free access to quality education	2012	2-10	Yes
Internship Enterprise (IE)	Help disadvantaged students get internship	2015	2-10	Yes
Scholarship Enterprise (SE)	Help disadvantaged students get scholarship	2015	11-20	Yes
Empathy Enterprise (EE)	Offer free training on social and emotional skills in public schools	2011	2-10	No

Source: Authors (2023)

¹ Crunchbase is a digital platform that provides commercial information from companies.

Analyzing the Brazilian employability and educational sector is appropriate to this study for several reasons. First, this sector has all kinds of organizational forms, including public, for-profit, and non-profit organizations, and more recently hybrid organizations (i.e., organizations with social and economic goals). However, in Brazil, there is no legal form for social businesses. Therefore, with the aim of generate profits, they must be classified as for-profit entities, which results in a lack of tax incentives. Thus, to compete in this market, hybrid organizations need successfully manage their business models to lead with paradoxical strategies to achieve legitimacy (Battilana & Lee, 2014). Furthermore, this variety of organizational forms generates debates about the efficiency and efficacy of these different designs. Second, employability and education are important challenge for Brazil's development and the investment of entrepreneurs in this market is growing (Calicchio, Dias, Mansur, Fleury, & Berbel, 2019). Third, most of the solutions proposed for these organizations are based on DPBM or applications (Barki et al., 2017).

3.3.2 Data collection

We relied on interviews, and internal and external archives as a data source. We began data collection by gathering basic archival data from external sources to identify our theoretical sample (Eisenhardt et al., 2016). We conducted videoconference interviews using a semi structured questionnaire. The questionnaire covered questions related to paradox of the social business (belonging, performing, learning, and organizing), business model (value proposition, value creation, value delivery, and value capture), and the role of the digital platform in the business model (see appendix D). The interviews were carried out with two representatives from each organization and lasted an average of 1 hour and 16 minutes. The interviews data were collected in Portuguese and relevant evidence to the study were translated into English.

To reduce single source bias (Eisenhardt, 1989) and consider the perspectives of multiple stakeholders (Davison, Majchrzak, Hardin, & Ravishankar, 2022) additional types of early records were used to validate the data. This procedure is important because research conclusions using the case study as a method cannot be fully based on interviews as the only source of information. In this case, the case study could be considered a free-response survey without careful analysis of other sources of evidence (Yin, 2018).

More than 20 written documents about the organizations were analyzed, in addition to approximately 13 hours of recorded material, including interviews and external files. All materials in audio and video format were transcribed. The availability of external resources about the MOOC Enterprise was critical to the analysis, as respondents were new brand owners who had been managing the company for less than a year at the time of the study. On the other hand, more

interview time with Internship Enterprise representatives was important as we identified few external files. Table 3.6 presents main information about data sources. Detailed information on archival data is presented in Appendix E.

Table 3.6 Data sources information

Case	Interviewee	Code	Time	Archival data
ME	CEO	I1, MOOC, 2022	0:50	Company Website, News, Podcasts, social media, YouTube videos produced by students, and consumer complaint website
	Director	I2, MOOC, 2023	0:40	
IE	Founder	I1, Internship, 2022	1:22	Company Website
	Founder	I2, Internship, 2023	1:38	
SE	Founder	I1, Scholarship, 2023	2:05	Company Website, news, and social media
	Founder	I2, Scholarship, 2023	0:36	
EE	Founder	I1, Empathy, 2022	1:11	Company Website, Annual reports, and YouTube videos.
	Partner (x2)	I2, Empathy, 2022	1:48	
		I3, Empathy, 2023		

Note1: We held two meetings with the partner of Empathy Enterprise (EE). The first meeting lasted 0:49 and the second meeting lasted 0:59.

Note2: During the 1st meeting with Scholarship, in addition to the founder, one of the partners joined the meeting approximately 1 hour after the meeting started. We identified the information presented by the partner as follows: I1, Scholarship - partner, 2023.

Source: Authors (2023)

3.3.3 Data analysis

In our study, we conducted both within-case and cross-case analyses (Eisenhardt, 1989; Gehman et al., 2018). To analyze data, we used Atlas.Ti and predetermined list of codes developed from our theoretical model (Saldaña, 2021). Table 3.7 shows our code list. During data analysis and discuss building we moved back and forth between data and theory.

During our within-case analysis, we described the components of the research model for each case. This helped us examine and understand the unique features of each case, as described by Yin (2018). By conducting a cross-case analysis, we discovered emergent patterns, which allowed us to identify commonalities, variances, and novel perspectives (Eisenhardt et al., 2016; Eisenhardt & Graebner, 2007) on the impact of business model design in managing value creation paradoxes in social business. Also, we investigated whether the business models of digital platforms amplify or alleviate value creation paradoxes in social business.

Table 3.7 Code list

Theoretical Model Elements	Codes
Business Model	BM Design/Redesign
	Impact complementarities
Social Value Drive	Integration novelties
	Responsible efficiency
	Shared Values
Value Proposition	Customer relationship
	Customer Segment
	Product/Service
	Channels
	Key activities
Value Creation and Delivery	Partners
	Resources
	Technology
Value Capture	Cost structure
	Revenue streams
	long term value creation X short-term value appropriation
	Multiple stakeholders
Digital Platform Business Model	performance/complexity X development costs
	Scale up
	Traction X friction
	value creation X appropriation for all stakeholders
	Value Creation Paradox
Paradoxes	Belonging Paradox
	Learning Paradox
	Organizing Paradox
	Performing Paradox

Source: Authors (2023)

3.4 FINDINGS

3.4.1 Cases overview

In this topic we briefly present the main business model features of each case study. Table 3.8 summarizes the main features of the case studies business models.

3.4.1.1 MOOC Enterprise

MOOC Enterprise is a Brazilian edtech that offers online courses to students in Brazil and other Portuguese-speaking countries. The company was founded in 2012 and has since become one of the leading online learning platforms in Brazil. MOOC Enterprise aims to make high-quality education accessible to anyone with an internet connection, regardless of their location or socioeconomic background. The platform offers a variety of learning materials, such as video lectures, quizzes, and interactive exercises, and allows learners to track their progress and earn certificates upon completion of courses. Primarily, the courses were offered in the fields of science, technology, engineering, and mathematics (STEM), but nowadays, MOOC Enterprise has been offering courses in several areas, such as digital marketing and entrepreneurship, in response to the

changing demands of the job market. Throughout its journey, over 3 million users registered on its digital platform. MOOC Enterprise was founded by 4 partners who led the organization's activities until 2022. In May 2022, the Innovation Enterprise, that owns Internship Enterprise brand, purchased MOOC Enterprise brand and took over its operations.

3.4.1.1.1 Value Proposition

The “MOOC Enterprise was born as a social enterprise with the purpose of expanding access to quality higher education” (M5, MOOC Founder, 2017). To serve its purpose, the organization adopts the DPBM, which allows the organization to provide value to three different groups: (1) university students, (2) education companies and educational institutions, and (3) advertising companies.

The MOOC Enterprise creates value for university students, through the availability of free content of varied courses, both from educational institutions and different companies. In addition, students are offered the possibility of obtaining a certificate by meeting two requirements: paying a fee and taking a test. It is important to highlight that the company strives to select high-quality courses, originating from renowned companies and educational institutions, as highlighted on their website:

Free online courses with renowned professors from major institutions and organizations (IN3, MOOC, 2023).

Educational organizations that provide courses via MOOC Enterprise are classified as partners by the company. MOOC Enterprise, in general, seeks to establish partnerships with entities that share the mission of democratizing educational access. In this arrangement, the partner assumes responsibility for developing the course content, whereas MOOC Enterprise provides the digital platform for disseminating the course material to students. MOOC Enterprise enhances partner value by offering the digital platform at no cost, which has broad visibility and endorses the partner as a proponent of expanding access to quality education, as articulated by the MOOC CEO:

MOOC Enterprise adds value to partners through the free offer of the digital platform, which has wide visibility and allows the partner to be recognized as a supporter of the democratization of access to quality education (IN1, MOOC, 2022).

By connecting students to organizations interested in promoting the democratization of education, the MOOC Enterprise creates a network effect. Since its founding in 2012, more than 3 million users have been registered on the digital platform. In this way, the organization also makes advertising spaces available, generating value for advertising companies that wish to promote brands, products, and services, as mentioned by the CEO:

[...] Google's technology analyzes the history, the person's profile and brings these advertisements [...] (IN2, MOOC, 2022).

To establish partnerships, the organization reaches out to other organizations. However, direct relationships with advertising companies and students are not maintained. As previously discussed, Google technology is utilized for advertising. Students autonomously register for courses on the platform.

To register is very easy, just click on registration [...], you can create a username and use an email to register, or you can use a social network of yours [...] registration here on the platform and being logged in, just choose your course [...] and click on enroll in the course (ST14, MOOC, 2022).

3.4.1.1.2 Value creation and delivery

The organization focuses on a range of key activities to support value creation. These include digital marketing actions to promote its courses and programs, the search for partnerships to produce content, and the management of the digital platform for delivering courses to students:

We strongly focus on digital marketing, including social media marketing and advertising for the acquisition of the public. In addition, our company has a finance area and actions to establish partnerships for content production (I1, MOOC, 2022).

MOOC Enterprise has as its main resources a team of 10 people and different software and digital platforms that contribute to carrying out the necessary activities. These resources are shared with the other brands (business models) of Innovation Enterprise, which owns the MOOC Enterprise brand:

It is a team of ten people who take care of all areas of the company and all things in the company [...]. Of all [Innovation Enterprise brands] (I3, MOOC, 2023).

We have a physical location for our headquarters. We have a meeting a month with her [since we work from home office] [...]. We use the Discord digital platform to communicate [...] and keep track of activities. In addition, we use several other technologies for all areas, both for people management, finance, marketing [...]. We have several other platforms for everything that doesn't need to be done manually" (I3, MOOC, 2023).

The delivery of value to students, educational organizations, and advertising companies is carried out through the digital platform:

MOOC Enterprise is a digital company. [...]. Basically, it is a model of an education company, of an EdTech, but totally focused on digital (I1, MOOC, 2022).

It is observed, therefore, that digital technology plays an essential role in the business model of the MOOC Enterprise, both for delivering value to the customer and for managing the resources and activities necessary for value creation.

The main partners of MOOC Enterprise are educational institutions, as previously presented.

3.4.1.1.3 Value Capture

As reported by MOOC Enterprise CEO, the enterprise presently embraces two revenue streams that enable it to capture financial value. The initial stream concerns payment remitted by students for certification issuance. This freemium practice is frequently employed in MOOC business models, whereby students have unrestricted access to a fraction of the service (course content) but must pay for supplementary resources or services (certification). The second revenue stream is derived from the remuneration of advertisements:

One of the sources of income is the certificate: when the student has completed the course, he must acquire the certificate [paying a fee]. And the other source is the advertising part (I1, MOOC, 2022).

The main costs refer to human resources and technologies. To properly capture value MOOC Enterprise demonstrates a clear concern with cost control, with a view to maintaining the sustainability of its business model, given that it is configured as a for-profit entity. As mentioned by CEO, it is necessary for the organization to position itself as a leader in terms of costs to maintain its competitiveness in the educational market:

To make this [business] model work, it needs to have a cost leadership. [...] We need to be very efficient, far beyond teaching institutions and other education companies that are also in the market. Basically, to have three million users, we need to have a cost of cents per user to be able to deliver this education, for the business model to sustain itself and still have some margin related to the business (I1, MOOC, 2022).

3.4.1.2 Internship Enterprise

Internship Enterprise is an online platform that connects college students with companies that provide internship opportunities. The platform is based in Brazil and was founded in 2015 with the goal of making it easier for students to find relevant internships and gain professional experience. Students can create a profile on the platform and search for internships in various fields, such as marketing, finance, engineering, and more. Companies can also create a profile and post internship opportunities, which are then matched with qualified students. As of 2023, Internship Online has over 1 million registered users.

3.4.1.2.1 Value Proposition

Internship Enterprise “was born to revolutionize the way companies and young people communicate” (IN2, Internship, 2023). To serve its purpose, the organization adopts the DPBM, which allows the organization to provide value to different groups: (1) young people who are students

and recent graduates, (2) large companies that offer internship and trainee programs, (3) columnists who write on any subject related to human resources, and (4) advertising companies.

Internship Enterprise creates value for young people through free publicity of internship and trainee positions on its digital platform. They are the organization beneficiaries. In addition, the company provides free content containing tips and information related to hiring, recruitment and selection, human development, training, salary policy, benefits, human resources processes, outplacement, first job, resume, interview, career, and free courses suggestions, among others. The company's goal is to enable candidates to compete for advertised positions. As emphasized by Founder,

our internship job site is designed as a social business, meaning it is free for candidates to use. This allows a large group of people in Brazil to participate and apply for positions without having to pay any fees (I1, Internship, 2022).

Internship Enterprise provides value to large companies with internship and trainee programs by publicizing vacancies targeted towards candidates who fit the necessary profile. With over 1 million subscribers on its digital platform, the company also offers recruitment and selection services, which include the use of a business game that enhances the quality of the selection process and provides greater opportunities for candidates to demonstrate their skills:

We provide services to companies seeking talent, including recruiting for internships, training programs, and investing in campaigns to attract talent. Our services also include strengthening employer branding and publicizing vacancies. However, we primarily work with large-scale programs and cannot provide services on a vacancy-by-vacancy basis. For example, we do not work with micro-enterprises with only a few vacancies. Our focus is on massive programs [...] (I1, Internship, 2022).

According to the Founder, the company employs a database containing over one million registered individuals to disseminate job openings. This is achieved by utilizing filters based on region of residence, academic major, and current year of study to identify the most suitable candidates for the respective positions. Another value proposition for both companies and job seekers involve a specialized selection process wherein Internship Enterprise utilizes business simulations to assess candidate suitability.

In this proposal, candidates can engage with other candidates and learn prior to being selected for a position. Furthermore, the selection process goes beyond evaluating a candidate's resume, as traditional methods fail to capture practical performance or effectively assess talent utilization. Typically, candidates are evaluated only through basic question and answer and logic tests in addition to their resumes (I1, Internship, 2022).

Internship Enterprise also aims to generate value for columnists who write about any topic related to Human Resources. These columnists are partners who write about topics of interest to Internship Enterprise and, as a value proposition, receive the opportunity to promote their professional brand on a platform with a wide reach in social media (IN2, Internship, 2023). The partnership with columnists allows the organization to maximize the production of content of interest

to its users and, therefore, increase the value for advertising. When necessary, the company pay freelancers to develop this content:

[...] people want to write for free and have their content published [...]. Another alternative that we have is to hire freelancers to write content [...] (I1, Internship, 2023).

By connecting students, organizations, and columnists, Internship Enterprise creates a network effect. The organization has more than 1 million users, over 1.3 million followers on social media, a reach of more than 3.7 million people on social media, and more than 800,000 monthly page views on its website. Therefore, in addition to adding value to companies by publicizing their vacancies, the company also adds value to advertising companies through advertisements:

there are other companies that use our advertising spaces on the website, for example, to be able to advertise their products" (I2, Internship, 2023).

The relationship with the groups served by the organization occurs through the website. Relationship with both client companies and columnists can be classified as personal assistance (Osterwalder & Pigneur, 2014). Thus, they fill out an online form and Internship Enterprise representatives can contact them later. Candidates register on the website so that they can access and register for vacancies, in other words, the relationship with candidates is self-service (Osterwalder & Pigneur, 2014).

3.4.1.2.2 Value creation and delivery

The key activities to support value creation by Internship Enterprise involve management of the digital platform, content production and digital marketing, as discussed by the founders:

We carried out a talent attraction campaign, promoting the employer brand, publicizing vacancies (I1, Internship, 2022).

We make publications, create articles, publish them on social networks, many people see them, share them (I2, Internship, 2022).

Internship Enterprise has as its main resources people and different digital technologies that contribute to carrying out the necessary activities:

Our team involves people who act as consultants in these human resources processes, people who work in marketing, in finance, in the main departments. And technology is what allows us to do a lot with few people (I1, Internship, 2022).

Like MOOC Enterprise, the Internship Enterprise shares resources with the other brands (business models) of Innovation Enterprise. Its business model also is essentially based on technology for both delivering value to the customer and for managing the resources and activities necessary for value creation.

The organization employs different digital communication channels, such as its online platform, emails, and social media, as a means of providing value to its business clients and

candidates. Both e-mails and social networks have the role of leveraging publicity campaigns in relation to the recruitment and selection processes of clients, in addition to contributing to the increase in website views, generating value for advertising companies.

One of the main partners of the organization is an organization that offers scholarships. The organization also considers some competitors as partners:

For scholarships, we have a partner company, which offers scholarships based on vacant vacancies at universities. They partner with the universities, and we partner with them to attract new students (I2, Internship, 2023).

We have competitors who are partners, because the same client who hires from them can hire from us and vice versa, but we get together to do a bigger job [...] (I2, Internship, 2023).

3.4.1.2.3 Value Capture

The main costs refer to human resources and technologies. Like other Innovation Enterprise brands, such MOOC Enterprise, Internship Enterprise is concerned places a priority on leveraging technology to achieve efficiency:

we automate massive phases, which are also very manual, and involve consultants in the final stages of the process" (I1, Internship, 2022).

The Enterprise Internship has three primary sources of income: providing services to companies, earning commissions on scholarships, and displaying advertisements. As highlighted by the founder, companies pay for recruitment and selection services, or for carrying out campaigns to publicize available vacancies and the employer brand:

Companies pay us to carry out talent attraction campaigns for them. This payment is made per campaign [...]. Many companies hire us to do publicity. Not only to attract candidates, but to promote the employer brand" (I2, Internship, 2023).

The organization also publicizes the partner company's scholarships and, as pre-enrollment takes place, Internship Enterprise receives a commission:

We receive commissions for each person who completes pre-registration. The amount of the commission depends on the course in question (I2, Internship, 2023).

Regarding the advertisement, the company performs it through its blog, using Google technology, which analyzes the user's history and profile, thus enabling the display of advertisements in line with their preferences and interests:

There is also the aspect of advertising as a revenue source[...], where you earn cents per click. However, the key is in the volume - as you start to receive millions of visits, the results become significant and representative of the organization's overall earnings [...] (I1, Internship, 2022).

3.4.1.3 Scholarship Enterprise

Scholarship Enterprise is a Brazilian educational technology (EdTech) company, founded by three partners from the suburbs, whose lives have been transformed by the power of education. The company uses a multilateral platform model to connect educational institutions with spare capacity to students who cannot pay full tuition. Based on the experiences of its founders, Scholarship Enterprise aims to democratize access to quality education throughout the country. Currently, the organization has more than 800 partner schools throughout northeastern Brazil. More than 12,000 families have already benefited from scholarships, according to data from 2023.

3.4.1.3.1 Value Proposition

Scholarship Enterprise was born with the purpose of helping “students who are unable to pay the full amount of tuition, at a quality educational institution, by offering partial scholarships in partnership with the best schools in the city” (IN3, Internship, 2023). To serve its purpose, the organization adopts the DPBM, which allows the organization to provide value to two different groups: (1) low-income students and (2) private schools and universities.

Scholarship Enterprise creates value for low-income families and students by providing scholarships of up to 70% at educational institutions, providing access to quality education at a lower cost. The institution's focus is on scholarships for private schools of basic education (Elementary School, Middle School, and High School), but it also offers scholarships in technical and language courses, as well as higher education institutions.

We help families on the outskirts, humble families who cannot pay full monthly fees. We get a scholarship for this family (I1, Scholarship, 2023)

We offer grants of up to 70% in basic education, technical education and language courses (IN2, Scholarship, 2022).

We have other products, which are technical courses, language courses, graduation, but what really pays our bills is basic education. [...] Our core business is basic education (I1, Scholarship, 2023).

Scholarship Enterprise creates value for schools by filling vacancies and increasing the revenue of these institutions. In addition, the organization advertises these organizations free of charge and provides a dashboard with indicators related to scholarship students. Through the dashboard, the school principal can report various information, such as student behavior and tuition delinquency, to the Scholarship Enterprise team. This follow-up also adds value to the school by reducing tuition delinquency, for example.

We fill the vacancy generating revenue for the school (I2, Scholarship, 2023).

For schools, the startup also offers a platform where the director's portal is available (where you can follow approved students, enrolled students, students waiting for vacancies and can release vacancies), documents (data requested by Scholarship) and occurrences (where they are registered any breach or contractual problems) (M2, Scholarship, 2018)

According to the manager of a partner school, Scholarship Enterprise publicizes its school and attracting students, making a careful selection, so that the less favored are contemplated" (M5, Scholarship, 2022).

In the Scholarship Enterprise, schools, students, and families are considered beneficiaries. The organization selects the best schools in the neighborhood, but with a focus on schools that do not belong to large educational groups.

We work with the best school in the neighborhood. But large groups already invest a lot in marketing (I2, Scholarship, 2023).

In 2020 many schools went bankrupt [...] Not the one with a large educational group behind it. Who closes is that school that is there in the neighborhood, that is there in the community, that we cannot see [...] (I1, Scholarship, 2023).

Relationship with both schools and families/students can be classified as personal assistance (Osterwalder & Pigneur, 2014). Initial contact can be made through the website, where the family/student or school fill out an online form and Scholarship Enterprise representatives can contact them later. Contact with schools can also occur actively, that is, the Scholarship Enterprise team contacts the organization to identify the partnership opportunity. The company has two different relationship teams, one for the relationship with schools (B2B team) and another for the relationship with students/families (B2C team).

When the person is in doubt whether it is better to do a graduation or a technical course, for example, our collaborator helps to identify which is better. Our collaborator, he is not just a seller, he is a consultant, he does all the analysis [...]. And in B2B, our director relates a lot with the directors (I1, Scholarship, 2023).

As we have more people now, we can call these institutions [of higher education], so that we can add more institutions (I1, Scholarship, 2023).

Whenever the person responsible for the student has a problem, he can get in touch via WhatsApp, and there are customer service staff who help him enroll (I2, Scholarship, 2023).

3.4.1.3.2 Value creation and delivery

The key activities to support value creation by Scholarship Enterprise involve prospecting schools to offer scholarships and candidates for scholarships. Thus, there is a focus on dissemination through social networks and service to candidates and schools. Legal support activities are also carried out for the school in case the scholarship student is in default. The organization is currently focusing on improving its digital platform and developing new products.

We advertise schools on our platform free of charge. We present it to over 50,000 people a year, 365 days a year (I1, Scholarship, 2023).

It's not just the inscription. We follow up, including the legal aspect. If the student is in default, we look for it and inform him that he will lose the scholarship. We have contact with the person in charge and with the institution that is offering the scholarship" (M2, Scholarship, 2018).

We have a marketing consultancy that is responsible for the arts that are disseminated on social networks and promotes dissemination on Facebook, Instagram and Google (I1, Scholarship, 2023).

Scholarship Enterprise has as its main resources people, headquarter, and different digital technologies that contribute to carrying out the necessary activities:

We are a team of 17 people. [...] We are three majority partners, but there are two other people who joined as partners as well [...]. The sales team, the B2C, it has four people. The B2B team has three people [...]. We didn't have a tech team at Scholarship Enterprise, we hired freelancers because of the cost. Recently, with the support of investors, we hired the technology team, because if we want to scale digitally, we need to have this team [...]. Technology favors our company too much; without it is difficult to work. We use technology to send email marketing, information on WhatsApp, we also use a CRM [...] (I1, Scholarship, 2023).

The organization employs different digital communication channels, such as its digital platform, emails, and social media, as a means of providing value to schools and candidates. As it is possible to observe, the organization's business model is essentially based on technology for both delivering value to the different groups and for managing the resources and activities necessary for value creation.

The main partners of Scholarship Enterprise are educational institutions, as previously presented. Recently, the organization entered partnerships with providers of education solutions, such as accounting services, academic management software. Scholarship Enterprise will promote these suppliers to partner schools through its digital platform.

3.4.1.3.3 Value Capture

The main costs of the company refer to human resources, technologies, and taxes. Scholarship Enterprise is concerned places a priority on leveraging technology to achieve efficiency:

If we invest a lot by hiring a very large team, it compromises our scalability. That's why we need technology more and more" (I1, Scholarship, 2023).

It is difficult for us to be able to support a company [...], especially in Brazil because the taxes are very expensive (I1, Scholarship, 2023).

Enrollment and re-enrollment fees paid by families/students are the main source of income for Scholarship Internship. To guarantee the sustainability of the enterprise, the partnerships established with providers of educational services will also be a source of income.

In addition to receiving the student's first monthly fee in full, the company earns renewal fees. Upon renewal of enrollment, the amount paid by the student is also full. However, he must pay 50% to the platform and the rest to the educational institution" (M1, Scholarship, 2016).

There is the new platform, which is a hub of educational solutions in which we bring other startups to solve the problems of the educational institution, and, with that, we also generate revenue. [...] Scholarship Enterprise will earn a percentage of this partnership (I2, Scholarship, 2023).

3.4.1.4 Empathy Enterprise

Empathy Enterprise is a Brazilian social business that uses art and playfulness to promote diversity and empathy among students in fundamental school. The enterprise started its activities in 2011 by a group of female social entrepreneurs. One of Empathy Enterprise' projects is an educational program that uses art to teach educators and students about gender equality, diversity, respect, and empathy. The program creates spaces for dialogue and learning through workshops in public schools and social assistance institutions. The objective is to reflect on diversity, self-knowledge, respect, and empathy with a playful approach for children, young people, and educators. Empathy Enterprise also provides services to companies with the aim of generating revenue to subsidize its social activities, which are provided free of charge. The organization's paid services are aligned with core values of diversity, empathy, and respect.

3.4.1.4.1 Value Proposition

The Empathy Enterprise is a social business which purpose is

to develop social and emotional learning through art, dialogue, and playful activities. This is done via an educational approach to soft skills that sparks transformations in human relationships in students, teachers, and corporations (IN21, Empathy, 2023).

To achieve its purpose, Empathy Enterprise delivers value to three groups: (1) Enterprises, which are clients, (2) public schools and assistance institutions, which are the beneficiaries, and (3) other schools and educators.

The organization provides value to enterprise through the provision of teaching, content generation, and social responsibility consulting. The teaching occurs in different forms such as webinar, workshops, seminars, lectures. There is also diversity in the content that is generated, including podcasts, videos, newsletters, among others:

We operate within companies, catering to diverse audiences and emphasizing group-specific needs. This includes working with various segments such as operations employees, leadership, and sales teams, among others, across an array of industries ranging from factories to other corporate settings (I1, Empathy, 2022).

Empathy Enterprise provides value to public schools and assistance institutions through the provision of lectures, courses, workshops, and courseware which are centered on essential themes such as empathy, respect, and diversity for both students, educators, and family members:

Currently, we engage directly with students and young girls who are undergoing socio-educational measures at [institution]. Additionally, we conduct training programs for educators within schools. The term "educator" encompasses everyone within a school community, including teachers, administrative staff, custodial staff, kitchen staff, and management. While we cannot work with [family members of students in] all schools, we do work with a significant portion, we engage with family members in at least half of the schools. (I2, Empathy, 2022).

Empathy Enterprise adds value to other schools and educators by making its content available. Books and games, for example, are sold by partners. Despite not adopting a DPBM that connects two groups, the organization has a digital platform on which it offers its online course on empathy at school, as well as various teaching materials. These materials are freely available to anyone, while the online course is free for public school educators across the country and paid for others.

The relationships organization cultivate with both client companies and public schools, and assistance institutions, can be classified as both personal assistance and co-creation, as defined by Osterwalder and Pigneur (2014). To initiate contact, interested parties can fill out an online form on company website, after which representatives from Empathy Enterprise will be in touch. Furthermore, the organization demonstrates concern in co-create value with clients and beneficiaries through custom actions:

[...] actions with schools frequently entails conducting customized workshops in alignment with specific themes, as identified by the school. [Although the theme is related to our approach], the nature of the engagement remains highly personalized (I2, Empathy, 2022).

Based on a diagnosis that we make with the client, we manage to design solutions specific for that reality, for that public, for that need they have (IN4, Empathy, 2020).

I cannot consider that everyone is equal within this community [LGBT community], [...] there are particularities. So, there is this great care in customizing the conversations, from the interactions we build the dialogue (I1, Empathy, 2022).

Regarding to other schools and educators, the relationship can be classified as self-service (Osterwalder & Pigneur, 2014).

3.4.1.4.2 Value creation and delivery

The organization focuses on a range of key activities to support value creation, such as courses and didactic materials development and content generation. As discussed by Founder:

We have meetings, which can be workshops, seminars, lectures, and content generation, which serves both companies and schools. [...] We develop guides, [knowledge] pills, videos, podcasts, and everything you can imagine. We have some games and books that are also materials that help in these dialogues, enabling us to talk and work on a specific theme (I1, Empathy, 2022).

Empathy Enterprise has as its main resources people and different digital technologies that contribute to carrying out the necessary activities.

We work in remote job format, so our resources are internet, devices and applications. We have a series of application and platform signatures. There are printed materials, mainly for the education area, so they are resources that we end up making available to take this idea into the activities, but, for now, the resources are more personal, they are human resources. Our team consists of approximately 15 people working with different contract formats, both in administrative and technical activities” (I2, Empathy, 2022).

We work extensively with collaborators. Although we have some direct employees, we work in partnership with service providers. We are a super small company [...], but there are [service] providers. [...] (I3, Empathy, 2023).

For both, clients and educational institutions, training programs and materials are made available in both in-person and online formats. While face-to-face activities have traditionally been the norm, the COVID-19 pandemic has accelerated the adoption of online activities in both educational and corporate settings.

We had a completely face-to-face business model, [but] we grew ninety-nine percent. [...]. The pandemic presented numerous opportunities, resulting in our company's expansion, including providing online training for other Latin American countries as well as the United States and Japan. [...] Because of the pandemic, we talk a lot about emotional health” (I1, Empathy, 2022).

The channels are diverse, we use our own platform a lot to get this information there. We also use communication channels like WhatsApp. We go there in person too. They also receive our emails (I3, Empathy, 2022).

Until 2019 it would be unthinkable [to carry out actions online] due to the resistance and lack of digital literacy of educators [...]. With the COVID-19 pandemic, many processes had to adapt quickly. So, a good part [of educators] began to equip themselves to at least have a slightly more active digital life (I2, Empathy, 2022).

Multiple partnerships are established to support social activities, primarily with non-profit organizations sharing a common interest with the Empathy Enterprise's core areas of operation:

Partners are very important for Empathy Enterprise, because we also work with specialist partners, both in themes that we do not master internally or that we are not a representative group of that theme. We work a lot in partnership, both partners, individuals who provide services within these themes, as well as institutes (I3, Empathy, 2022).

Although the company does not use the multilateral platform model. The management and development of its activities are very focused on the use of technology.

Technology is helping us a lot in this, because we cannot go to 300 schools in the same network, impossible, so technology helps us a lot to get there (I3, Empathy, 2022).

In addition to content for the platform, we generate a lot of content on our website, in the part we call the newspaper (I3, Empathy, 2022).

Our website and social networks have a lot of information; we use them to complement the things we do. For example, I offer a diversity training, later we sent the extra material with the interviews with specialists. We use the platform, the website with these videos to offer more content on the topic (I1, Empathy, 2022).

For us, the hybrid work model (face-to-face and remote) is old, we used it long before the [COVID-19] pandemic, because the team is in different places (Brazil, United States). Of course, the people who served the companies [and schools] stayed here in São Paulo, but the pandemic made it easier (I1, Empathy, 2022).

3.4.1.4.3 Value Capture

The main costs of the organization refer to human resources, technology, and taxes:

This year we made an investment in the platform, which was a bit different from previous years. However, most of our earnings are generally reinvested in our team and specific partnerships to carry out targeted actions (also an investment in people). We don't have other significant overhead costs (I2, Empathy, 2022).

Another challenge is that whatever I do, for example, I sold a workshop at the company. I have my taxes and I have the [social program] (I1, Empathy, 2022).

The primary means by which the organization captures value is through revenue generated from the provision of training and consulting services to companies. Of the total revenue generated, 10% is allocated towards the social program. As a means of generating additional revenue, the organization sells books, educational games, and the online course, all related to the social mission of the organization. However, as emphasized by Empathy Founder, these other resources represent a low percentage of the total revenue: “ninety-nine percent of revenue comes from companies” (I1, Empathy, 2022).

Table 3.8 Cases business models

Case	MOOC Enterprise	Internship Enterprise	Scholarship Enterprise	Empathy Enterprise
Social Mission/purpose	Democratizing the access to high quality education.	Revolutionizing the way companies and young people communicate with each other.	Helping students who are unable to pay the full amount of tuition, at a quality educational institution	Developing social and emotional learning through art, dialogue, and playful activities. This is done via an educational approach to soft skills that sparks transformations in human relationships in students, teachers, and corporations
Value Proposition				
customer/beneficiary segments	(1) university students (beneficiaries) (2) education companies and educational institutions (beneficiaries) (3) advertising companies (clients)	(1) young people who are students and recent graduates (beneficiaries) (2) large companies that offer internship and trainee programs (clients), (3) columnists (beneficiaries/partners) (4) advertising companies (clients)	(1) low-income students (beneficiaries) (2) private schools and universities (beneficiaries)	(1) public schools and assistance institutions (beneficiaries) (2) Enterprises (clients)
Product/Service	Free online courses with renowned professors from major institutions and organizations (Students) Free offer of the digital platform (education companies and educational institutions) Mobilize a base with many users (advertising companies)	Free publicity of internship and trainee positions (Students) Publicizing vacancies and brand employer, recruiting and selection services (Companies) Promoting professional brand (Columnists) Mobilize a base with many users (advertising companies)	Scholarships at educational institutions (low-income students) Filling vacancies, advertisements, and dashboard to follow up with scholarship students (private schools and universities)	Teaching and content generation on social and emotional skills to educators, children and families (public schools and assistance institutions) Teaching, content generation, and social responsibility consulting (Enterprises)
customer/beneficiary relationships	Personal assistance and self-service	Personal assistance and self-service	Personal assistance	Personal assistance, co-creation, and self-service.
Value creation and delivery				
Key activities	Digital marketing Search for partnerships to produce content. Management of the digital platform.	Digital platform management Content production digital marketing	Prospecting schools to offer scholarships and candidates for scholarships. Digital marketing. Legal support Improving its digital platform Developing new products	Courses and didactic materials development Content generation
Resources	Team; softwares, and Digital platforms	Team; softwares, and Digital platforms	Team, headquarter, and different digital technologies	Team and different digital technologies
Channels	Digital Platform; e-mail; social medias	Digital Platform; e-mail; social medias	Digital platform, e-mail, and social media	Face-to-face meetings, digital platform, e-mail, and social media
Partners	Education companies and educational institutions	Scholarships organization Competitors	Educational institutions and providers of education solutions	Multiple partnerships that sharing a common interest with the Empathy Enterprise's core areas of operation:
Technology	Digital platforms and softwares	Digital platforms and software	Digital platforms and software	
Value Capture				
Cost structure	People, technology, and taxes	People, technology, and taxes	People, technology, and taxes	People, technology, and taxes
Revenue streams	Certificates Advertisements	Services sales to companies Commissions on scholarships Advertisements	Enrollment and re-enrollment fees	Services sales to companies

Source: Authos (2023)

3.4.2 DPBM design and value creation paradoxes

This topic presents results on the role of business model design in managing value creation paradoxes in social businesses, organized according to the business model design themes. We identified the relevance of social value drivers in making decisions related to business model design and redesign, aiming to deal with the challenges presented by value creation paradoxes. In the context of DPBM-based businesses, we observe the coexistence of complementarity, lock-in and novelty drivers (Amit and Zott, 2010), commonly found in for-profit businesses, along with complementarity drivers of impact, shared values and novelty of integration (Spieth et al., 2019), specific characteristics of social businesses.

3.4.2.1 Responsible efficiency

All cases analyzed showed concern with cost control and efficient use of resources, especially through the use of technology to optimize activities and social impact. Despite the search for efficiency in order to guarantee competitiveness, these organizations also prioritize the social impact, showing concern with the quality of services provided, the prices charged and the sustainability of organizational growth. Thus, these organizations not only seek efficiency, but also responsible efficiency, as proposed by Spieth et al (2019).

For example, MOOC Enterprise managers recognize that the traditional model of online courses, in which access to content is charged, can bring greater profitability compared to the open model proposed by MOOCs. However, the search for social impact is a relevant factor for these entrepreneurs.

There is a challenge in this business model because it does not have the profitability equivalent to that of an educational institution that only works with paid courses. But, I believe that in social businesses, entrepreneurs work with purpose. They are people who have a purpose to transform society, to do what the government often does not do. They are for-profit companies, but at the same time, entrepreneurs are seeking to help society (I1, MOOC, 2022).

Another evidence of responsible efficiency is represented by the concern of companies with the sale price and payment methods for services. Below, we highlight this concern in the different case studies.

I would say that we are a consultancy whose price is in line with the market average. We don't have very expensive prices because we try to maintain good margins, we are a B system company. So, sometimes we have customers who try to negotiate, the purchasing team tries to negotiate and wants a thirty percent discount [...]. I don't even have markup for that. And if I got thirty percent off and I didn't change the scope, they shouldn't shop with me ever again, because I'd be ripping them off, at the very least (I1, Empathy, 2022).

[The price of the certificate] is forty-nine and ninety, the person can pay in ten installments, paying four and ninety per month [...] (I1, MOOC, 2022).

We observe a lot what the competitor does. If someone is earning money and helping people, it is a sign that there is a market and that we can enter. So what did we do? It was a test in terms of looking at other platforms. I don't remember exactly which platform also charged people the symbolic value and helped them to build a better CV, to prepare for interviews, to know how to send an email with the CV (I3, Internship, 2023).

Upon enrollment, the Scholarship receives the full amount. In re-enrollments, although families pay the full amount, internally we share the amount with the school. Because in the first year, we capture the student, but from the second year on, there was also the work of the school. That's how we help everyone (I1, Scholarship, 2023).

Schools know what they need, but often they cannot find services with values that can be paid by these organizations. In the development of new products, we are also thinking about schools. We are going to charge a price, which is a little different from the market, which the manager can fit into the school's budget and benefit from the financial impact, from better management of the institution (I1, Scholarship – Partner, 2023).

Another common feature among the analyzed cases is the emphasis placed on cost control. This concern reflects the importance attributed by managers to responsible growth, ensuring the sustainability of the business model and also considering the ability to maintain the organization's financial stability in turbulent periods, such as what happened during the COVID-19 pandemic, for example.

In the beginning we didn't have pro-labore, we did the opposite of what most people do. What was left over we invested in hiring people, buying a better computer to increase productivity, in breakfast for the team that was working with us. After we structured ourselves and money started to be left over, we started to have pro-labore. At the end of the year, if the result is positive, great, the partners and investors withdraw a percentage, but we always leave an amount to be reinvested in the company and the "amount to sleep in peace". Let's suppose, if we were to close the company today, is there money to pay everyone, all the services, plans, contracts, honor everything and end the activities smoothly? That's the money to sleep peacefully (I2, Internship, 2023).

We managed to grow as we realized that we could sustain growth for some time. We have a saved amount of at least four months, if all customers say "no, I don't want to buy anything from you anymore", or another pandemic comes along, I manage to keep everyone with the same amount they have been withdrawing. I have this concern, this very conservative profile. I think it somehow reduces growth, but it is more solid growth. [...]. We [partners] have a monthly withdrawal, far from being a withdrawal from large positions compared to the market. We also have profit sharing at the end of the year, which I would say is good. But I know that if we go to the job market we will be on another level [we will earn more], but it is not what we want (I1, Empathy, 2022).

Furthermore, we observe that responsible efficiency is an important characteristic to allow social businesses to increase the generated social impact. In this sense, models based on digital platforms have a significant advantage, investing considerably in technology to achieve responsible efficiency, maximizing the resources invested and the social impact generated. The three cases based on DPBM highlight the importance of digital technology for the scalability and efficiency of their models. Even Empathy Enterprise, which is not based on a digital platform, recognizes the

importance of technology in increasing the social impact generated by the organization. The following excerpts demonstrate these findings.

With technology, we can deliver courses or this part of employability, at a cost of cents per person. In person, this is basically impossible. So, those businesses that are social, ours, at least, they don't exist without technology. Without technology, we wouldn't be able to do something so massive and deliver so much value to society" (I1, Internship, 2022).

Technology is fundamental to our survival, our scalability. It makes no sense for us to have an operation with many people [...] we need a small investment and, at the same time, have great scalability [...]. With technology, we are in eight states in Brazil, and I don't need a physical branch in each of these states (I1, Scholarship, 2023).

We are going to continue with distance learning, but, in general, we feel resistance [from the educators], but on the other hand, we are clear that we want to give access to as many people as possible (I1, Empathy, 2022).

Another important factor to be highlighted is that responsible efficiency is essential to ensure the competitiveness of social businesses based on DPBM, especially to deal with the organizational paradox characteristic of the Brazilian market. As previously mentioned, Brazil does not have a specific legal format for social businesses, which means that these organizations are legally classified as for-profit organizations, subject to the same taxes. Therefore, they compete with for-profit companies, which focus only on efficiency, and with non-profit organizations, which receive government incentives and have low operating costs. This makes competition for these organizations quite challenging, as highlighted below.

We need to be very efficient, in addition to other educational institutions, other companies that are in the market" (I1, MOOC, 2022).

We have clients in this area (Internship Integration Agent), but we didn't follow it, because the competition can even be considered unfair. [Internship Competitor], for example, charge absurdly unfeasible amounts, just to win the competition [...] because they are a non-profit company, so it is difficult to compete (I2, Internship, 2022).

In addition to the evidence that demonstrates responsible efficiency as a driver of decisions related to the business model, our results suggest that when efficient responsibility does not guide decision-making in relation to the design of the business model, the organization may have difficulties in dealing with the value creation paradoxes. These findings were observed in MOOC Enterprise and Empathy Enterprise. Initially, we will discuss our findings in relation to the MOOC Enterprise and, later, we will address the findings in the case of the Empathy Enterprise.

MOOC Enterprise received significant investments from national and international investors and quickly sought to achieve scalability and quality in its offer, essential characteristics in the business models of digital platforms, as highlighted in the literature (Choudary et al., 2015; Parker et al., 2016; Van Alstyne et al., 2016). However, in many decisions taken, the pursuit of responsible efficiency was not properly considered, which may have aggravated the learning paradox, in which the focus on growth may have limited the organization's sustainable growth. Below, we will present

information from interviews with the new owners, as well as from external sources such as archives containing interviews with the founders.

So they had a huge ability to raise money from investors. Not only from Brazil, but from abroad as well. In total, they received almost 14 million reais in investment. In the conversation with us, they explained everything [what happened] (I3, MOOC, 2023).

They used this money from the investment fund seeking to grow, seeking to generate results. My analysis is that too much money is also bad, because if your hypothesis about the business is wrong, you accelerate the business, but it's not always a rocket going up, it could be accelerating for the business to crash too. I believe that's what happened (I2, MOOC, 2022)

Another sign that we were not careful with the investment was hiring a person for HR when we had only 12 employees. [...] the benchmark shows that you start having HR when you have 60, 70, 80, 100 employees, not 12. [...]. Our second MBA was designed by one of the biggest names in corporate sustainability in the world, who was also a professor on the course. We also have another international professor, from the Netherlands. We hired a PhD professor, who was in Sweden to do all the MBA coordination. In the first MBA we created, we invested 400 thousand reais, can you imagine how much we invested in the second one? We completely ignore the rule, test, learn, do small, test (M4, MOOC Founder, 2016).

Empathy Enterprise faced a period where responsible efficiency was not adequately considered, resulting in a lack of profitability and an inability to remunerate the partners' work. Initially, the business model was conceived following a "one by one" approach, that is, it sought to impact an equivalent number of people in the social project in relation to those served by the companies or carry out the same number of actions in the social project in comparison with the actions taken by the companies. However, actions with schools continued even after exceeding the number of actions and people served by the companies, consequently increasing the cost of the social project. Thus, the lack of financial control and the business model in which the costs arising from the expansion of its social activities exceeded the revenues obtained made the business model unfeasible.

We started trying [with logic]: every workshop we do, we do a workshop at school. For each person impacted, we impact the same number of children at school. But, from the moment we started activities at school, there was no way to say: 'no, I'm going to do a session and I'm going to leave. It's just one session and I'm not coming back'. We started to get involved. We had a huge loss because the work was not voluntary. I had pedagogues and psych pedagogues who worked to do this! [...] We had revenue, but we didn't have financial control. The two of us (founders) worked for free until mid-2018 [...]. It was only after that that we began to structure the business model (I1, Empathy, 2022).

To make the business viable, the organization changed its business model and started to allocate 10% of revenues to social activities, in addition to controlling costs.

Today, the business model does not conflict, because part of the revenue goes directly to social actions. [...]. Today we have a very cool accounting! It's almost like a separate company, which has this money to cover expenses. [...] We learned that we must make this [social] growth as we have resources (I1, Empathy, 2022).

In summary, our findings demonstrate the importance of responsible efficiency for social organizations. The analyzed companies show concern with cost control and the efficient use of resources. In addition to the search for efficiency, these organizations also prioritize the social impact, worrying about the quality of services, prices, and sustainability of growth. They seek to offer affordable prices and flexible payment methods for their services. Technology plays a key role in the scalability and efficiency of DPBM-based social businesses, enabling massive delivery of social value at low cost. Responsible efficiency is also relevant for social businesses to deal with the organizational paradox, as they compete with profitable companies and non-profit organizations, however, they do not receive government incentives. On the other hand, the lack of responsible efficiency can make it difficult to manage the paradoxes of value creation, as it leads organizations to face financial challenges that make the business model unfeasible.

3.4.2.2 Impact complementarities

Our research evidenced the mutual reinforcement between economic and financial results. This demonstrates the complementarity of impact as a value driver in business models. We present below some evidence of this findings:

There is no way to say that we are making decisions for the social or we are making decisions for the financial. [...] The social and financial are linked, [...] because if you improve the social, you will improve the financial. If you improve the financial, you will make the social worse. It is necessary to walk like a business that really fulfills its purpose and helps more people, so the financial grows because the social grows (I1, MOOC, 2023)

[charging for services to access the job openings platform] is a model that works perfectly well, but it is not what we wanted, as we would end up with a more social product. We have always decided not to charge people, but whenever possible charge companies to the point that the business works. Because it's only profit, even though it's a social project, that makes the company grow, makes us hire more people, allows us to improve wages, allows us to improve systems, services, allows us to pay for a health plan for the employee. In addition, it allows you to pay the time of the partners, pay the investors. If you don't make a profit, it doesn't work (I2, Internship, 2023).

We serve the number of schools and give depth to the project in proportion as we are able to pay for the team. Today, our main investment is in people. And, without a doubt, our challenge is: how do we expand this work, [...] how to sell more to companies and increase our billing for people to increase investment for social actions transfer to the social project. I find this Empathy Enterprise business model extremely healthy (I2, Empathy, 2022).

Social and financial must grow in parallel, because otherwise we won't be able to support ourselves. If we don't scale, we won't be able to benefit more families. If I don't have billing, financial return, this will not happen. I know I need both. There is no way to look to one side, because we go bankrupt (I1, Sponsorship - partner, 2023).

The social entrepreneur is 50% social and 50% entrepreneur, balance is needed (I2, Sponsorship, 2023).

Although organizations recognize the importance of complementarity of impact in social businesses, we identified that when this complementarity does not guide the design or redesign of the business model, and the organization prioritizes financial gain, profitability can decrease and, ultimately, undermine the business model. This situation was observed in the cases of MOOC Enterprise and Sponsorship Enterprise, which started their business models by subsidizing the beneficiaries' side. MOOC Enterprise, aiming to quickly increase its revenue, started to charge for access to courses through subscriptions. However, contrary to expectations, this change resulted in a reduction in financial returns.

MOOC Enterprise became paid because the margin was shallow, and the company was practically not making a profit. That's why this was the solution: we're going to charge for [access] to the courses. The premise was that because there were more than three million registered users this would generate profitability for the business. But not. The people who are registered with the MOOC Enterprise are not the people who can pay for these courses. The number of users and accesses decreased, and revenue dropped further, instead of increasing. From the moment it started to be paid, it practically broke the business model. The company in pursuit of profit ended up getting lost in practice (I1, MOOC, 2022).

After the acquisition of MOOC Enterprise, the owners chose to return to their initial business model, offering free access to content and including advertisements as a source of revenue.

We are recovering the initial objective, which is exactly the democratization [of access to education]. Thus, we are resuming the business model that allows everyone to take the courses, have access to the content, however, if they wish to have the certificate to get extracurricular hours [as a requirement for undergraduate courses due to Brazilian educational legislation], to be able to put it on the curriculum, they pay for the certificate" (I1, MOOC, 2022).

"With this expertise that we have in our group with other brands, we brought a business model that MOOC Enterprise had not tried before. One of the sources of revenue is the certificate [...] and the other is advertising. Our wish was that there would be no advertising, but the model cannot be sustained without it."

With these changes, the MOOC Enterprise is profitable again, demonstrating that free access to content and monetization through advertising is a business model design that generates positive results for social businesses that offer this type of product in the education sector.

The business model is very sensitive. A simple change as charging for access to the course reduced the three million accesses per month to sixty thousand. Returning to the initial purpose, the number of accesses grew exponentially again – from sixty thousand monthly accesses it has already increased to three hundred thousand, [...] in approximately 6 months." (I1, MOOC, 2022).

Internship Enterprise also attempted a similar shift to the MOOC Enterprise in its revenue model. When seeking to charge candidates for access to the platform, with the aim of offering guidance services for interviews and increasing the chances of winning internship vacancies, the organization faced a low adherence, making the business model unfeasible, even with the charging of a symbolic price.

The idea was for the candidate to inform on the platform that he would have an interview. We had partners on our side who were going to do this pre-interview to prepare the candidate [...]. But it was an attempt that failed. [...]. While we have a partner interviewer who will earn 100 reais to do a pre-interview, it was not possible to work with this cost within our context. Charging 10 or 20 reais, as we wanted, made it difficult to generate value for everyone. It wasn't paid. The idea is very cool, but we haven't seen any business in this sense work until today. Those that work is not aimed at people who need it most, but at those who have money to pay (I2, Internship, 2023).

In the online internship, we tried the idea of charging the candidate. We thought, if we have 1 million registered candidates, we will charge 10 reais per month for each one. We are going to transform the business into a multinational, a large company. We tested it and it didn't work. That is, candidates who are registered with Internship would not even pay 10 reais to access vacancies, because we took the test, adherence was minimal, 15, 20 people per month, it is very little. It didn't hold up. So, this shows that the audience really is lower social classes. This happened on both the Internship Enterprise and the MOOC Enterprise. MOOC Enterprise, even when it wasn't part of our company, also tried to do this. And, at that moment, the business model started to make no sense, because the people who registered were looking there because it was free, because it gave them access (I2, Internship, 2023).

In addition to the possibility that users did not have the resources to pay for services, the founder of Internship Enterprise and current owner of MOOC Enterprise also attributed this issue to the perception that customers interpreted the charge as a lack of genuine commitment by the organization to contribute to the society, but rather as a pursuit of profit.

We've seen how expensive it is to change the business model, even returning to how it was before, you lose that audience [...] The business model is essential, if you change the model, is no just go back to how it was before. Once this is done, people lose sight of the original purpose. People thought: 'when I signed up, the idea was to democratize education in the country, now they are charging? They want profit... If we publicize it in the media, for example, people sign up, people find it interesting, but from the moment we start to focus more on finance, people see that that purpose is profit, it is not the development, people's success (I1, MOOC, 2022).

Another relevant factor that we identified as a characteristic of social businesses that use the DPBM is that it is not only about the complementarity between the social and the financial, but also the attention to the existence of a set of services offered by the organization that increases the generated value. That is, the business model of these organizations is influenced not only by the complementarity of impact, but also by the complementarity of services. Managers recognize the importance of this complementarity between the services provided as a relevant factor to generate revenue and ensure the sustainability of the business.

It is necessary to diversify. We started in the education area with our business game. But for universities we sell in January, February, June and July. So we thought of something that complements the billing in the other months and that is related to the same public that we are working with [university students]. From there came the Internship Enterprise. Later we made our first acquisition, which was Engineering Enterprise. It is another brand that is also in the digital context and aims to disseminate more technical information. Our second acquisition was MOOC Enterprise [...] in the education area as well (I2, Internship, 2023)

When we made the acquisition [of MOOC Enterprise], the company was even losing money. With our experience with the Internship Enterprise, we identified that joining the business of courses with the offer of vacancies will not only be able to recover the MOOC Enterprise, but create an ecosystem, where the result is greater than the sum of the parts, it is a synergy [.. .] improving the quality of Internship candidates to increase the effectiveness of selected candidates and MOOC increase employability, which is what educational institutions seek (I1, MOOC, 2022)

Educational institutions have a lot of problems. One that we are solving is the enrollment of students. [...] but there are problems of default, website development, marketing, management system. We will seek solutions to increasingly meet other demands. We developed a website with an integrated system, specifically for the director [...]. We are adding these new products to increase revenue [...] (I1, Prol Educa, 2023).

Our new platform is a hub of educational solutions in which we bring other startups to solve the problems of the educational institution, and, with that, we also generate revenue (I2, Prol Educa, 2023)

We also have [scholarships for] a technical course, languages and graduation to be able to have income in the seasonal period (I2, Prol Educa, 2023).

In summary, the research revealed that the economic and financial results are complementary to the social impact, with an interdependence between them. Especially in DPBM, it is essential that businesses seek to fulfill their social purpose, as this drives financial growth. However, when the pursuit of profit prevails over social impact, profitability can decline and threaten the business model.

In addition, the importance of diversification in social businesses based on DPBM is highlighted. Organizations must offer a set of services that increase the value generated and ensure the sustainability of the business. For example, Internship Enterprise has diversified its services by acquiring other companies related to the education sector. This diversification creates synergies and generates results that are greater than the sum of the parts.

It is observed, therefore, that social businesses need to balance social impact and financial results, as they are interdependent. In DPBMs that start by subsidizing beneficiaries, starting to charge for services can jeopardize the social impact if the target audience is unable to pay. Also noteworthy is the importance of offering a variety of services to increase revenue and ensure sustainability.

3.4.2.3 Shared Values

Our study evidenced the presence of shared values as drivers of the value of business models in the analyzed cases, especially in the context of the search for strategic partnerships. In addition to providing organizations with complementary skills, these partnerships contribute to responsible efficiency. Below, we present excerpts from the interviews that illustrate the importance of shared values in the formation of these partnerships.

[Partner companies available on our platform seek profit] if I say, “they do not”, it's fake news. But they charge prices that add up to the director [of the school]. Every partner understands the schools. We have common interests, they have a product for the schools, and I have the schools (I2, Scholarship, 2023).

But there are partners that we work with a lot. [...]. We do projects together because our jobs are aligned. What we do, and what they do (I1, Empathy, 2022).

Our strategic partnerships are people with pillars that we do not have first-hand experience, for example, people with disabilities, black people, women who can talk about gender violence, issues of religious diversity. We seek partners who have complementary experiences to ours to bring to the school (I2, Empathy, 2022).

We usually work with educational institutions that want to support the democratization of education and strengthen the brand as a brand that has social strength, that supports society. Basically it's a free partnership. The partnership does not generate costs for the institution and also does not generate any costs for us, just the matter of operating the business. With that, we manage to have a lower cost than competitors (I1, MOOC, 2022).

We have partners, such as offering scholarships, for example. They are partners that offer services and products that are related to the education part (I1, Internship, 2022).

The results of the study suggest that when decisions related to the redesign of the business model do not take into account the values shared by the partners, this can aggravate the belonging paradox. This situation was particularly evident in the case of MOOC Enterprise. Initially, MOOC Enterprise sought to establish partnerships with the best national and international institutions, emphasizing the quality of these alliances. However, these partnerships generated costs for the organization, such as the payment of licenses, which increased the cost of certificates. To make its business model viable, the organization opted to collaborate with national institutions, reducing the costs associated with international partnerships. This change had an impact on users' perception of quality, as reported by a dissatisfied student:

I come to express all my dissatisfaction [...] The MOOC Enterprise project, which offered courses from countless colleges around the world, is now nothing more than a platform that gives space to teachers and people full of vanity who put themselves ahead of the real interest of teaching. The portal that was proud to bear the name of the colleges, today tries to sell so-and-so content. [...] Thank you for the disservice rendered” (consumer complaint website, 2017).

In response to the student, one of the founders explains that the purpose of the change was to keep the business model sustainable, including a significant reduction in the cost of certification:

As for the business model, it needed to be reviewed for our services to be sustainable and for us to continue producing content. We even continue to offer all content for free, charging only for certification, when requested. The certification that, on the old platform, cost more than R\$1000, today costs R\$49” (consumer complaint website, 2017).

Another evidence of partnerships established by MOOC Enterprise with institutions that had divergent values, in addition to the objective of democratizing access to quality education, was the restriction of free access to course content, as reported by the new partner of the company:

They started charging [access to the courses] and creating partnership courses in which they could no longer offer the content for free. The idea was to dramatically increase revenue in the face of investor pressure. But it resulted in a drop in the number of users and revenue (I2, MOOC, 2023).

Another relevant factor identified as a characteristic of social businesses that use DPBM is the search for "lock-in" (Spieth et al., 2019), especially by organizations that depend on advertising revenue. For advertising to be profitable, the platform needs to have many hits. Therefore, these organizations offer complementary services to keep users engaged and continuously accessing the platform. This strategy was observed mainly in the MOOC Enterprise and Internship Enterprise, as evidenced in the following information:

[...] today we are an ecosystem of education and employability. We have a user on the employability side [Internship Enterprise], we send the user to the education area [MOOC Enterprise]. Try to insert this person in the job market, show new opportunities that have to do with her profile, with what she studied on the platform, then refer her to some news on the website [...]. We make the user transit between our platforms (I2, Internship, 2023).

We were able to mobilize the base with many users [...] for that we send emails [...] it's not just once a year [...]. The interesting thing is people's engagement, because if you have a million people, it doesn't mean you're going to have a million clicks. It means that over 12 months, if you impact one person every three days they click, you will generate several million clicks over the year. I think this is the difference" (IN2, MOOC, 2022).

I just received in my email that, with the purpose of increasing employability and helping students, MOOC Enterprise has partnered with Internship Enterprise, a job site and through this partnership, students who are registered with MOOC Enterprise they will receive information [about job openings], just like the one I received (ST13, MOOC, 2022).

Although Scholarship Enterprise does not depend on advertising as a source of revenue, we have also identified that it seeks complementary services to retain its customers, which can be considered a form of "lock-in". The organization's proposal is to offer an educational system together with a website for the school, as discussed by the partners.

We are creating a new product, which is an educational system together with a website for educational institutions. We will be monetized for this (I2, Scholarship, 2023).

Educational institutions pay one company for the website and another for the system. Let's put the two together, offering the services in aggregate form for the school. Let's make this director pay only one slip with a website and system (I1, Scholarship, 2023).

In summary, our study showed that shared values play a crucial role as drivers of value in the analyzed business models, especially in the context of strategic partnerships. These partnerships provide complementary skills and contribute to responsible efficiency. However, when business model redesign decisions do not consider partners' shared values, it can lead to a belonging paradox. An example of this was the case of MOOC Enterprise, which had to adjust its partnerships to maintain the sustainability of the business model, but this affected its perception of the quality of its offer. In addition, organizations also seek "lock-in", especially those that depend on advertising as a source of revenue. They offer complementary services to keep users engaged and constantly

accessing the platform. This strategy was observed in MOOC Enterprise and Internship Enterprise. Scholarship Enterprise also seeks to complement services to retain customers, offering an educational system along with a website for the school.

3.4.2.4 Integration novelties

We observed that the novelty of integration is one of the value drivers of the analyzed business models. Scholarship Enterprise stands out by emphasizing the relevance of offering a service with social value in the face of competition. The organization believes that the transformation of families through access to quality education is the differential that distinguishes it from competitors.

We are transforming families and lives [...]. But our competitors don't sell that social impact. They can't present it. They feature discount, discount, discount, clearance sale, it seems like any product. But we are not talking about any product. We are talking about transforming the family, which is having access to quality education. [...] We emphasize this, this is our differential (I1, Prol Educa, 2023).

On the other hand, Empathy Enterprise recognizes its social work, but does not consider it a decisive factor for its competitiveness.

We use this report as a rendering of accounts and always present everything we do to a new client. [...]. But I'll be sincere, I don't think anyone has ever hired us because it reverts to social [...] I don't believe this is a decisive factor (I1, Empathy, 2022).

But over time we realized that we are different because of this social experience [...]. I think this brings much more value to them than, in fact, the feeling of collaborating for a differentiated delivery at the end (I2, Empathy, 2022).

Furthermore, we identified that innovation plays an important role in DPBM-based social businesses. Internship Enterprise uses a business game as part of its selection processes, which provides candidates with real-life situations faced by the company. This innovative approach adds more value to the recruitment and selection process compared to traditional CV review.

We've created a scenario, a case, within a game that challenges candidates with real-life situations faced by the company, its products, and the market. For example, the game can simulate events like a pandemic or a strike within the company, providing a 360-degree view of the organization and helping to train candidates. This approach brings much more value to the recruitment and selection process compared to traditional CV reviews. Among the various initiatives we have undertaken, this game is the most innovative one. (I1, Internship, 2022).

In the case of Scholarship Enterprise, in addition to integrating financial return and social purpose, the organization highlights the dashboard provided to schools as a competitive advantage. This panel allows you to monitor grades, evaluations, and family participation, providing valuable information for school management.

Our competitive advantage is that we deliver a dashboard to monitor the grade, evaluation, family participation (IN6, Scholarship, 2023).

For schools, the startup also offers a platform where the director's portal is available (where you can follow approved students, enrolled students, students waiting for vacancies and can release vacancies), documents (data requested by Scholarship Enterprise) and occurrences (where they are registered any breach or contractual problems) (M2, Scholarship, 2018).

In summary, the findings indicate that case managers recognize the importance of integration novelty to their business models. However, while Scholarship Enterprise highlights the novelty of integration as a competitive differentiator, Empathy Enterprise, despite its effort to demonstrate social actions as a competitive differentiator to its clients, does not consider this factor to be decisive. Finally, we identified that novelty, the value driver of typically for-profit business models, is present in social businesses based on DPBM. Internship Enterprise uses a business game as an innovative approach in selection processes, and Scholarship Enterprise emphasizes the dashboard provided to schools as a competitive differential.

3.4.3 DPBM traits and social business paradoxes

DPBM are widely recognized for their ability to drive business growth (Choudary et al., 2015). By analyzing the previously presented results, especially in relation to the role of digital platforms in business models and the search for responsible efficiency, we can identify that DPBM have the potential to contribute to the scalability of social businesses. Digital platforms make it possible for social businesses to reduce personnel and infrastructure costs, while expanding the reach of social actions, serving a larger number of people.

Considering the definition presented in this study, organizations based on DPBM need to provide value to two or more distinct groups. This suggests that these organizations must have the skills to manage the interests of these different groups. Based on this assumption, social businesses based on DPBM can find in this model a mechanism that contributes to the management of paradoxes in value creation, especially when addressing the paradox of belonging. Although we did not identify tensions between employees when dealing with the different groups assisted in the analyzed cases, it is important to emphasize that the teams are lean, and decisions are mainly taken by the partners/founders. Below, we present some reports.

The way we are structured could be better, but the ten people who work with us are reliable people (I2, Internship, 2023).

When we hire employees, we look for people who have a target for the profile we are looking for. We tried to understand what he thinks about education in Brazil, how much he thinks education is transformative, and about what we do. We also work on these issues in everyday life (I1, Scholarship, 2023).

[working on the organization's purpose with employees] is important while we are smaller, because it allows the culture to be transmitted when we grow up, because perhaps we [partners] will no longer be able to do all the management as we do today. We will have to delegate this function to other people (I1, Scholarship - partner, 2023).

Another issue to be considered is the difficulty pointed out by the Empathy Enterprise managers in finding people aligned with the organization's values, capable of working both with clients and in schools. The managers reinforce that it is not just about technical knowledge, which includes, for example, skills to provide training. This difficulty impacts the organization's growth (learning paradox).

Forming a team is very difficult. What we do is not a method, which is why training people to talk about such sensitive topics is difficult. The themes are not new, but our philosophy and approach is very hybrid, with knowledge of psychology, pedagogy and other important pillars such as, for example, the person's view of diversity (I2, Empathy, 2022).

A great challenge for us is to form a team. Because it's not just the technical part, it has a lot of particularity in the company's way of being. It took us a long time to find someone who somehow shares our values [...]. We have already had many people providing services for our customers. These people have technical capacity for training, with a lot of quality, they are excellent, but they lack harmony that, sometimes, does not allow for more involvement with other actions. When we talk about expanding to other places and thinking about technology, we will have this reach online and, eventually, holding meetings with groups from other places. However, finding people at a distance is super challenging (I1, Empathy, 2022).

Managers also highlight the importance of being cautious when seeking out investors. Despite the situations of external investment being quite different in the analyzed cases, all showed some concern regarding the need to align investor values with the organization's social purpose.

I was always afraid of resorting to resources that weren't ours and having other partners/investors. If there are investors, accountability is required, the investor only puts money in and he will share the profits with us, or he may demand that we do something in return, and the amounts may differ and so on. (I1, Empathy, 2022)

Currently, investors own thirty percent of the company. My partner and I are evaluating the future because what we observe is that there are conflicts when you involve investors. Many times, the investor will only seek profit. He will want to that it becomes a business and not a social business (I1, Internship, 2022).

Many of the investors already knew the company and were also interested in the social bias. Our biggest investor is "Invest Favela" which focus on social businesses. We had this look and most of our investors are concerned with social issues, but not 100% of them (I1, Scholarship – Partner, 2023).

Although the ability to deal with multiple stakeholders at the same time and quickly scale a business, the literature identifies challenges in relation to the success of DPBM. Specifically, our findings suggest that selecting sides to be part of the digital platform, determining which side to go first, finding the revenue model, and regulating access to the platform are issues that can amplify the performance and learning paradox.

Our findings are in line with the perceptions in the literature. The analyzed cases initially invested time and resources to attract one of the interested parties to their business and, later, dedicated efforts to bring other participants to the digital platform.

Internship Enterprise, targeting services focused on university students, began its activities on the digital platform by registering internship vacancies made available by organizations. Initially, vacancies were registered by the partners themselves when seeking this information from other sources. This strategy made it possible to attract the audience initially intended. With the growth of the database, the organization began to develop additional resources on its digital platform to enable companies to register vacancies and offer more specialized services, aiming to guarantee revenue.

In the beginning, it was just an advertisement portal for internship and job opportunities, but mainly internships. We [partners] took vacancies from companies on the internet and publicized it. Mainly we publicized vacancies in the biggest cities, those that we knew had the most access, we started to have access very quickly. Growing up was very easy (I2, Internship, 2023).

Scholarship Enterprise began its activities by looking for schools willing to offer scholarships. The founders' initial focus was basic education schools, and later expanded to technical, language and higher education courses. During the case study, the company was finalizing the proposal to become a hub to connect service providers to schools, as discussed earlier. The company points out that, despite the desire to incorporate these service providers into its digital platform, this action was not carried out previously due to the cost of development and the need for a team specialized in technology, which the company did not have. Unlike the founders of Internship Enterprise, who have a background in Information Systems, the founders of Scholarship Enterprise did not have technical knowledge in this area.

We started this initiative in 2013, [...] we looked for schools that had this synergy and that also wanted to work on it [offering scholarships for those who could not pay full tuition]. [...] We opened the company in the campaign cycle to enroll primary school students [...]. Later we started to work with technical courses, graduation and language courses.

We are adding these new products to billing [...]. Previously it was complicated, because we didn't have a technology team, so we couldn't do it. It was too expensive for us to pay for the development (I1, Scholarship - Partner, 2023).

When looking specifically at the case of MOOC Enterprise, the evidence suggests that the organization did not incorporate other stakeholders into its digital platform. This fact may have made it difficult to identify a revenue model that would guarantee the financial sustainability of the organization, such as the inclusion of advertisements carried out by the new owners. Our findings suggest that the organization entered the so-called "infinite launch loop", in which it is difficult to identify a viable revenue source, even when it has many users (Cusumano et al., 2019).

Suddenly you look and think, 'We don't have anything'. We have a lot of users, a lot of students. We have a website that generates 40, 50 thousand registrations every month, but

from a business point of view, there was nothing. Nothing was sustainable” (Founder Video 4, 2016).

Regarding the regulation of access to the digital platform, we identified different patterns among the cases analyzed. Internship Enterprise uses editorial control (Choudary et al., 2015) for companies that advertise vacancies on its platform and for columnists, that is, the organization controls who will have access to the platform to make its vacancies and content available.

People who want to write for free and have their content published sign up and send the content to us for an internal analysis. We have a person on the team who assesses whether the content is written correctly or has any issues. If we are right, we share (I2, Internship, 2023).

Scholarship Enterprise also utilizes editorial control for both partner organizations and families/students. The organization assesses whether the school is accredited by the MEC and checks the family's financial condition, among other aspects, such as whether the student has been or is enrolled in the school paying full tuition.

Initially, we identified whether the school is registered with the Ministry of Education (MEC), as it already demonstrates credibility [...]. Strategically, we look for partnerships with the best schools in the neighborhood, but also with the smallest school in the neighborhood, which only offers kindergarten or up to the fifth grade [...]. When the student leaves the fifth year, he will have a bigger school for him to enter with a scholarship through us [...]. One of our criteria is that the student cannot have studied at the educational institution, that is, he cannot be awarded a scholarship at a school where he has already studied or is studying, as it is understood that he is able to pay that tuition (I1, Scholarship, 2023).

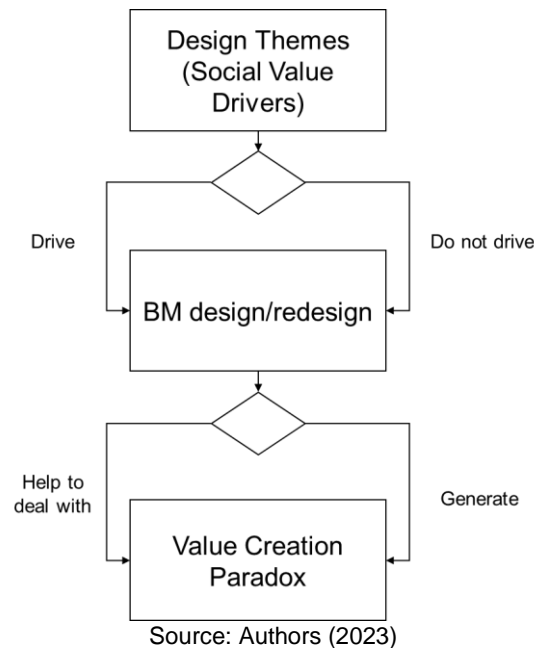
MOOC Enterprise uses the editorial control mechanism for the entry of partners (institutions that produce the courses), that is, the organization controls which partners can make the courses available. However, when the organization modifies the selection criteria to expand the offer, we identified that problems with the belonging paradox may arise, in addition to the learning/performance problem reported in the literature. As discussed, by expanding the group of partner institutions not recognized by users as the best universities in the country and abroad, the perception of quality service delivery can be reduced.

In summary, DPBM have been widely acknowledged for their potential to drive business growth. The study findings indicate that DPBM can contribute to the scalability of social businesses by reducing costs and expanding their reach, enabling them to serve a larger audience. Social businesses DPBM-based can find a mechanism to address the paradox of value creation, particularly the challenge of managing different stakeholder expectations. However, challenges such as selecting platform participants, determining revenue models, and regulating platform access can amplify the performance and learning paradoxes associated with DPBM.

3.5 DISCUSSION

The first objective of our study was to understand the role of business model design in managing value creation paradoxes in social businesses. We argue that business model design plays a critical role in helping social businesses address value creation paradoxes (Proposition 1). The findings of our research support this proposition. Specifically, we identified the significance of social value drivers in decision-making regarding the design or redesign of the business model. In other words, we observed that when the design or redesign of the business model is guided by social value drivers, organizations are capable of effectively dealing with the challenges posed by value creation paradoxes. In opposition, when value drivers do not inform business model design or redesign, it can generate value creation paradoxes (Figure 3.2).

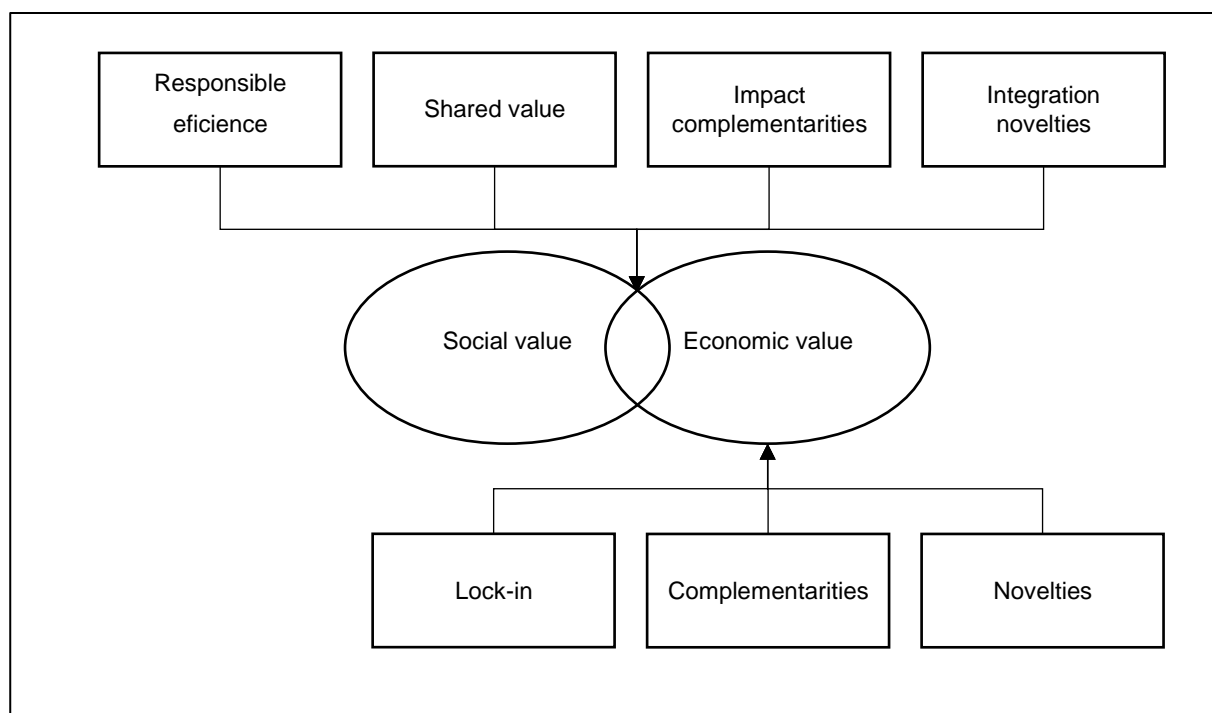
Figure 3.2 Role of social value drivers in the design/redesign of the DPBM



Our results also indicate that DPBM-based social businesses do not replace the value drivers of traditional for-profit business models, in favor of social value drivers, as proposed by Spieth et al. (2019). Instead, we observe that different value drivers are considered in decisions related to business model design or redesign. In addition to identifying the efforts of these businesses to seek responsible efficiency rather than pure efficiency, we found the coexistence of drivers of complementarity, lock-in and novelty (Amit and Zott, 2010) along with drivers of impact complementarity, shared values and novelty of integration, as shown in figure 3.3 (Spieth et al., 2019).

Based on the analysis of cases, we evidenced that the adoption of DPBM requires not only the consideration of specific value drivers for social businesses but also the incorporation of traditional business models' value drivers. In other words, both sets of value drivers play an important role in the context of social business DPBM-based to guarantee social value creation and maintain competitiveness to economic value creation.

Figure 3.3 Drivers de valor em negócios sociais baseado em DPBM



Source: Authors (2023)

Our second objective was to identify how the DPBM increases or reduces the paradox of value creation in social businesses. We argue that the designation of two DPBMs can both alleviate and aggravate or paradoxize the creation of value in social companies (Proposal 2). The results of the study also support this proposition. We analyze the specific characteristics of two cases that use DPBM (MOOC Enterprise, Internship Enterprise and Sponsorship Enterprise) and we verify that this business model is an important ally for the scalability of two partner businesses. Furthermore, we identify that the DPBM allows organizations to work with different groups, or that it makes it possible to deal with learning and performance paradoxes. Thus, in the context of social businesses, DPBM can contribute to scalability by reducing costs and expanding the reach of social actions. However, there are challenges in achieving success with DPBM, including selecting and attracting the right user groups, determining the revenue model, and regulating platform access, which can amplify performance and learning paradoxes.

The cases analyzed demonstrate the initial efforts of attracting one group to the digital platform and subsequently expanding to include other participants. For example, Internship Enterprise started by manually registering internship vacancies and later developed additional features to enable companies to register vacancies themselves. Scholarship Enterprise focused on schools offering scholarships and was planning to become a hub for connecting service providers to schools. However, the previous implementation of this plan was hindered by the lack of a specialized technology team. In contrast, MOOC Enterprise did not incorporate additional side into their digital platform, which posed challenges in identifying a sustainable revenue model. The organization faced difficulties in monetizing its large user base and fell into the "infinite launch loop" where a viable revenue source was not found.

Regarding platform access regulation, the cases employed different approaches. Internship Enterprise and Scholarship Enterprise utilized editorial control to manage access for companies, content creators, and partner organizations. MOOC Enterprise used editorial control to select partner institutions but faced difficulties in maintaining user perception of service quality when expanding to include lesser-known universities.

The cases also highlighted the importance of aligning investor values with the social purpose of the organization. The involvement of investors can bring conflicts, as some may prioritize profits over the social mission. However, having investors who share the organization's social values can provide valuable support.

3.6 CONCLUSION

3.6.1 Theoretical contributions

The objective of this study was to understand the role of business model design in managing the paradoxes of value creation in social businesses and to identify whether the business model of digital platforms increases or reduces these paradoxes when used in social businesses. The study results contribute to the literature on managing paradoxes in social business based on DPBM models on several fronts.

First, we introduce the concept of value creation paradox, which has proven to be appropriate to express the main paradox that social businesses face when designing their business models: creating social value while generating financial value. The business model can be understood as a system of activities used by the organization to create, deliver, and capture value. Therefore, the use of the term value creation paradox is suitable for use in the literature related to the topic.

Secondly, our findings support Reuter's (2021) conclusions regarding the significance and influence of value drivers in designing business models based on digital platforms, ensuring the success of social businesses in their endeavor to deliver both social and financial value. Furthermore, we are also responding to the author's plea to broaden our understanding of the social business model and its paradoxes in DPBM. Through conducting case studies with companies located in Brazil, we are also contributing to bridging the research gap on this topic in developing countries, as the existing literature predominantly originates from developed countries.

Thirdly, we present empirical evidence supporting the role of responsible efficiency, shared values, impact complementarities, and integration novelties as drivers of social business value. This investigation addresses Spieth and colleagues' (2019) call to validate their findings in a non-German context. Furthermore, we extend the authors' conclusions to social businesses employing DPBM. Our study demonstrates that, alongside social businesses' emphasis on responsible efficiency rather than pure efficiency, there exists a coexistence of drivers characteristic of traditional business models, such as complementarity, lock-in, and novelty (Amit and Zott, 2010), as well as drivers characteristic of social businesses, including impact complementarity, shared values, and integration novelty (Spieth et al., 2019).

Finally, we demonstrate that the digital platforms model can help social organizations deal with the learning paradox, increasing the efficiency of activities to support business scalability. But, on the other hand, there are challenges to succeeding with DPBM, including selecting and attracting the right user groups, determining the revenue model, and regulating access to the platform, which can magnify performance and learning paradoxes.

3.6.2 Managerial contributions

The study provides valuable insights for social business managers, particularly those utilizing DPBM. Firstly, the findings emphasize the significance of business model design in effectively creating both social and economic value. Managers should be mindful of the decisions concerning the business model, as they can significantly impact the financial and social outcomes of the organization. Secondly, the research demonstrates that decisions regarding the design or redesign of DPBMs should consider both social value drivers and drivers typically associated with traditional businesses.

Thirdly, it is highlighted that DPBM can facilitate the scalability of social businesses. However, it is crucial to carefully select partners and investors who align with the social purpose of the organization. This ensures the preservation of the social mission while dealing with diverse stakeholder groups.

Lastly, attention is drawn to the challenges posed by DPBM in the context of social businesses. These challenges include avoiding the "infinite launch loop," determining a viable revenue model, and regulating access to the platform. Failure to address these issues can amplify paradoxes related to belonging, performance, and learning.

3.6.3 Limitations and avenues for future research

Although our study made valuable contributions to the literature and practitioners, it is important to recognize its limitations. First, despite careful data collection and analysis, the study is retrospective in nature and may contain information biases. In addition, little external data was identified on the Internship Enterprise case, which limited the possibility of data triangulation. Therefore, we suggest that future studies adopt a longitudinal approach to understand how social value drivers were considered in the design of the business model.

We also recommend that future studies focus on demonstrating how managers can implement the suggestions arising from our study, offering more guidelines to social business managers on business model design.

4 PROPOSIÇÃO DE UM MODELO DE NEGÓCIOS DE PLATAFORMA DIGITAL PARA NEGÓCIOS SOCIAIS

Resumo

Os negócios sociais são organizações que buscam servir à sociedade como seu principal objetivo, combinando atividades comerciais para garantir sua sustentabilidade. Essas organizações são caracterizadas por sua natureza híbrida, pois procuram beneficiar a sociedade como entidades filantrópicas, ao mesmo tempo em que visam obter retorno financeiro como empresas lucrativas. No entanto, os negócios sociais enfrentam desafios ao tentar conciliar a criação de valor financeiro e social. A literatura sugere que o modelo de negócio pode ser uma ferramenta essencial para superar essa dicotomia, permitindo a harmonização dos objetivos, estratégias e geração de valor. Porém, no contexto específico dos negócios sociais que utilizam Modelos de Negócios de Plataforma Digital (MNPD), existe uma escassez de pesquisa e frameworks. Para abordar essa lacuna, este estudo emprega a metodologia de Design Science Research (DSR) para desenvolver um artefato (modelo) para a modelagem de negócios sociais que utilizam MNPD. O processo de desenvolvimento da proposta consiste em três etapas principais: revisão sistemática da literatura, estudos de caso e análise de especialistas. O modelo resultante incorpora o Business Model Canvas, a Teoria da Mudança e a literatura sobre plataformas digitais como base teórica. Além disso, a coleta de dados dos estudos de caso e a análise dos especialistas contribuíram para o refinamento do modelo, levando em consideração a prática profissional.

Palavras-chave: framework, modelo de negócios, negócios sociais, plataformas digitais.

4.1 INTRODUÇÃO

Os negócios sociais são organizações que possuem como objetivo principal servir à sociedade, mas que também adotam atividades comerciais para garantir sua sustentabilidade operacional (Yunus et al., 2010). A literatura acadêmica tem identificado os negócios sociais como organizações híbridas (Battilana & Dorado, 2010b; Battilana & Lee, 2014; Epstein et al., 2015; Haffar & Searcy, 2019), uma vez que buscam contribuir para a sociedade, como organizações filantrópicas, mas também têm como objetivo gerar retorno financeiro, como empresas com fins lucrativos. Os empreendedores que as lideram são denominados empreendedores sociais (Dees & Anderson, 2003; Sparviero, 2019)

Os empreendimentos sociais depararam-se com uma série de obstáculos decorrentes da necessidade de conciliar a criação de valor financeiro e social (Davies & Chambers, 2018; Gonin et

al., 2013; Smith et al., 2013). Diante dessa realidade, a literatura tem apontado que o modelo de negócios representa uma ferramenta capaz de colaborar para a superação desse desafio, uma vez que possibilita o alinhamento dos objetivos, estratégias e geração de valor, viabilizando a abordagem de diferentes lógicas de valor (Rozentale & van Baalen, 2021).

O processo de desenhar o modelo de negócios, apesar de fundamental, também é desafiador para os empreendedores (Zott & Amit, 2010).

O surgimento e a expansão dos negócios sociais em diferentes partes do planeta fazem deste fenômeno o foco das ciências administrativas não apenas para mergulhar em suas características empíricas, mas também para aplicar conhecimentos advindos da teoria organizacional e das possibilidades de modelagem de ferramentas de gestão apropriadas.

Verifica-se uma crescente preocupação entre pesquisadores e empreendedores em aplicar conhecimentos derivados da teoria organizacional e explorar as potencialidades de modelagem de ferramentas de gestão apropriadas (Comini et al., 2022). Nesse contexto, os pesquisadores têm direcionado esforços para adaptar artefatos, compreendendo ferramentas, métodos e modelos já empregados em empresas, instituições sem fins lucrativos e órgãos governamentais, ao contexto dos negócios sociais. Apesar dos avanços alcançados, persiste um vasto terreno a ser explorado nesta área de pesquisa (Ebrahim & Rangan, 2014; Maas & Grieco, 2017; Yunus et al., 2010).

Essa necessidade é ainda mais relevante no contexto dos negócios sociais que utilizam modelos de negócios de plataformas digitais (MNPD). O MNPD é um *framework* que representa o conteúdo, a estrutura e a governança do sistema de atividades de uma organização focal, que usa tecnologia digital para conectar e coordenar pessoas, organizações ou recursos, gerando um efeito de rede para criar, entregar e capturar valor para diferentes partes interessadas no ecossistema.

MNPD podem impactar positivamente a sociedade proporcionando desenvolvimento regional (Yun et al., 2017), soluções para transporte de pessoas com deficiência (Wu et al., 2020), melhoria da sustentabilidade no setor de alimentos (Michelini et al., 2020) e democratização do acesso a serviços e produtos (Parker et al., 2016). No entanto, a análise de 246 estudos publicados entre 2005 e 2021 sobre modelos de negócios e plataformas digitais (artigo 1 dessa tese) revelou que apenas dois estudos abordavam especificamente o contexto das organizações híbridas (Reuter, 2021; Sparviero, 2019), o que evidencia a carência de investigações nessa área de pesquisa.

Visando contribuir com esse campo da literatura, esse trabalho objetivou desenvolver um artefato (modelo) para modelagem de negócios sociais que utilizam MNPD. Para a consecução deste objetivo, adotou-se o método de Design Science Research, reconhecido por ser uma metodologia apropriada para o desenvolvimento de artefatos (por exemplo, frameworks) que visem contribuir com a prática dos empreendedores sociais (Dimov et al., 2022; Gregor & Hevner, 2013).

Com base nas diretrizes de Dimov, Maula e Romme (2022), a literatura sobre negócios sociais, plataformas digitais e modelos de negócios foi analisada para identificar artefatos que pudessem ser utilizados para fundamentar o estudo. Foram identificados o Canvas Business Model (Osterwalder & Pigneur, 2010, 2014) e a Teoria da Mudança (Weiss, 1995) como referências para o desenvolvimento da proposta de modelo. Uma proposta inicial foi desenvolvida com base em dois estudos de caso, posteriormente, essa proposta foi melhorada a partir do feedback de especialistas.

A seção seguinte do artigo apresenta o referencial teórico sobre negócios sociais e modelos de negócios de plataformas digitais. Em seguida, é descrita a metodologia adotada na pesquisa. Posteriormente, o desenvolvimento do modelo é apresentado, incluindo a análise realizada por especialistas. Os resultados da aplicação do modelo são ilustrados por meio de dois estudos de caso, seguidos de discussões finais.

4.2 REFERENCIAL TEÓRICO

4.2.1 Negócios sociais

A sociedade enfrenta desafios complexos e multifacetados que podem ser difíceis de abordar devido a uma variedade de fatores inter-relacionados. Nesse sentido, múltiplos atores precisam propor soluções para esses desafios e as empresas são cada vez mais solicitadas para contribuir com a resolução de questões que apresentam grandes dificuldades para indivíduos, grupos, organizações e sociedades em geral, como mudanças climáticas, desigualdade econômica entre outros (Abdelkafi & Täuscher, 2016; Haigh & Hoffman, 2012).

Como resultado, surgiram diversos movimentos de busca por maneiras inovadoras de se fazer negócios, que sejam capazes de aliar impacto social e lucro. Algumas dessas visões são mais adjacentes ao core do negócio; enquanto outras defendem uma nova forma de se fazer negócios. É relevante ressaltar que a terminologia empregada nesta temática não é uniforme; no entanto, é notório o percurso evolutivo da filantropia corporativa para a configuração de organizações híbridas (Barki et al., 2020). Nesse âmbito, surgem os negócios sociais, que incorporam características provenientes de diversas formas organizacionais, sendo assim reconhecidos como organizações híbridas (Battilana & Lee, 2014). Essas entidades incorporam elementos oriundos das estruturas tradicionais pertencentes aos setores privado, público e sem fins lucrativos (Haigh & Hoffman, 2012). No cenário brasileiro, tanto a literatura quanto os profissionais do campo, adotam a denominação de "negócios de impacto" para identificar as organizações híbridas que centralizam sua razão de existir na geração de valor socioambiental, buscando integrar lógicas que, até então, eram percebidas como independentes ou complementares (Barki et al., 2020).

Os negócios sociais objetivam servir à sociedade, mas realizam atividades comerciais para sustentar suas operações (Yunus, Moingeon, & Lehmann-Ortega, 2010). Assim, operam entre diferentes lógicas institucionais: lógicas de caridade (sem fins lucrativos) e lógicas comerciais (com fins lucrativos).

Ao contrário das organizações tradicionais, as novas entidades híbridas têm dificuldade em adotar modelos de negócios tradicionais, isto é, característicos de empresas comerciais, organizações públicas ou instituições de caridade privadas. Essa dificuldade advém do fato de que esses negócios enfrentam o desafio único de equilibrar as necessidades de dois grupos distintos: os clientes de suas atividades comerciais e os beneficiários de suas atividades sociais (Davies & Doherty, 2019).

Quando múltiplas formas são combinadas, muitas vezes divergem umas das outras, criando tensões internas e externas. Estudos indicam que, nesses casos, conflitos e tensões entre diferentes lógicas podem se dissipar à medida que uma lógica ganha domínio sobre as outras. Essa evidência aponta para o fato de que os negócios sociais são inerentemente instáveis e dificilmente manterão seu hibridismo no longo prazo (Battilana & Dorado, 2010). "Assim, sua sustentabilidade como híbridos depende tanto do avanço de sua missão social quanto de seu desempenho comercial" (Battilana & Lee, 2014, p. 399).

O gerenciamento efetivo das tensões inerentes às organizações híbridas representa um desafio significativo para os empreendedores dessa área. Nesse contexto, estudos têm indicado que modelos de negócios podem ser úteis para negócios sociais lidarem com esses desafios (Sparviero, 2019). A seção seguinte discute detalhadamente como os modelos de negócios podem contribuir para os empreendedores sociais na concepção e gestão de suas organizações.

4.2.2 Modelos de Negócios

O modelo de negócios é um conceito fundamental na estratégia organizacional, sendo definido como o desenho ou arquitetura dos mecanismos de criação, entrega e captura de valor empregados por uma organização (Teece, 2010). Sua importância se deve à sua capacidade de funcionar como uma ponte entre o planejamento estratégico e a implementação prática, permitindo que as organizações alinhem seus objetivos, estratégias e criação de valor (Saebi & Foss, 2015; Zott et al., 2011). Como resultado, o modelo de negócios permite que as partes interessadas entendam, analisem, comuniquem e gerenciem escolhas estratégicas.

Portanto, os modelos de negócios desempenham um papel importante na coordenação e facilitação da ação social dentro da organização e com partes interessadas externas, ao simplificar a cognição e construir narrativas que facilitam a comunicação (Massa et al., 2017). Com base nesse

pressuposto, argumenta-se que os modelos de negócios podem ser úteis para enquadrar, entender e comunicar as características e estratégias dos negócios sociais, pois ajuda a explicar diferentes lógicas de criação de valor (Reuter, 2021; Rozentale & van Baalen, 2021).

A literatura apresenta diferentes frameworks para representar o modelo de negócios (Al-Debei & Avison, 2010; Baden-Fuller & Haefliger, 2013). No entanto, o Modelo de Negócios Canvas (Osterwalder & Pigneur, 2010) tem sido amplamente adotado por profissionais e pesquisadores, pois é uma ferramenta visual com facilidade de uso e eficaz para ajudar na compreensão do modelo de negócios de uma organização (Joyce & Paquin, 2016; Rosa et al., 2019).

4.2.3 Modelo de Negócios Canvas

O modelo de negócios Canvas (Business Model Canvas - BMC) foi desenvolvido por Osterwalder e Pigneur e ficou amplamente conhecido com a publicação do livro *Business Model Generation*, em 2010 (Osterwalder & Pigneur, 2010). Os autores desenvolveram o BMC com a proposta de construir uma linguagem comum para descrever, visualizar e alterar modelos de negócios (Osterwalder & Pigneur, 2014).

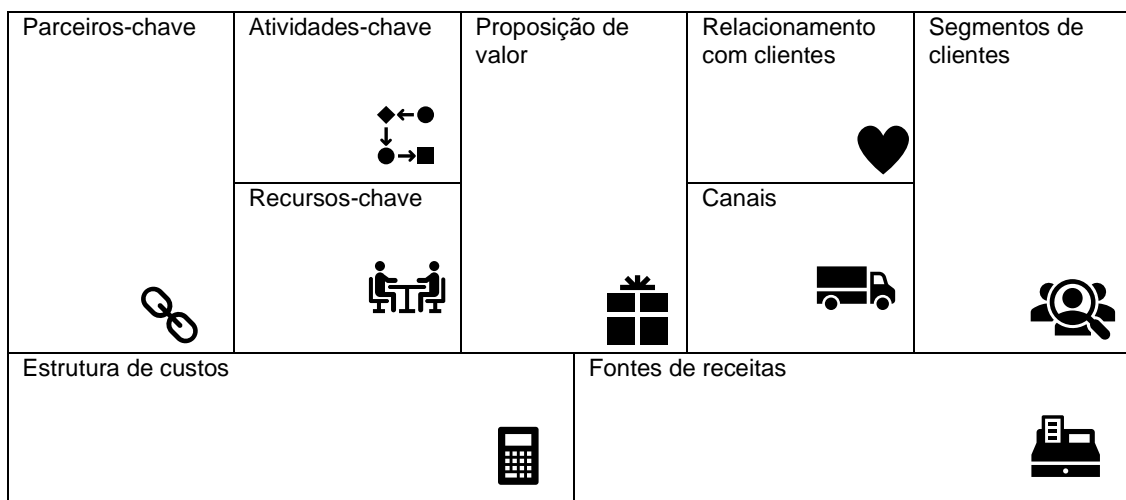
O BMC é composto por nove componentes interconectados, a saber: proposta de valor, segmentos de clientes, canais, relacionamento com clientes, fontes de receita, recursos principais, atividades principais, parcerias principais e estrutura de custos (Osterwalder & Pigneur, 2010, 2014). O componente segmentos de clientes demonstra os grupos de clientes que uma empresa atende ou pretende atender, ou seja, representa para quem a empresa está criando valor. A proposta de valor representa o conjunto de benefícios que a empresa oferece para atender as necessidades do cliente. Os canais descrevem como a organização se comunica e interage com os clientes para entregar sua proposta de valor. O componente relacionamento com clientes descreve como a empresa estabelece e mantém o relacionamento com seus clientes, desde o primeiro contato até o pós-venda (Osterwalder & Pigneur, 2010, 2014).

O componente receitas demonstra como a empresa gera receita financeira a partir da venda de seus produtos ou serviços, levando em consideração os diferentes segmentos de clientes e canais de distribuição. Os recursos principais indicam os principais recursos necessários para a entrega da proposta de valor da empresa, incluindo recursos humanos, financeiros, materiais e tecnológicos. As Atividades-chave são o componente do modelo que descreve as atividades essenciais que a empresa realiza para entregar sua proposta de valor aos clientes. O componente parcerias principais indica as parcerias estratégicas que a empresa estabelece para fortalecer seu modelo de negócios. Por fim, a estrutura de custos representa os custos associados à entrega da

proposta de valor da empresa, incluindo os custos com recursos, atividades e parcerias (Osterwalder & Pigneur, 2010, 2014). A Figura 4.1 apresenta o BMC.

Apesar de sua ampla adoção na literatura e na prática organizacional, a maioria dos modelos de negócios são orientados para o mercado e focados na estratégia competitiva (Rozenale & van Baalen, 2021; Zott & Amit, 2010). No entanto, os negócios sociais precisam, além de demonstrar sua lógica de criação de valor financeiro, demonstrar a lógica de criação de valor social (Sparviero, 2019; Yunus et al., 2010b). Nesse aspecto a literatura tem indicado a mesma limitação sobre o BMC, pois apesar de ser uma ferramenta que contribui para o desenvolvimento de um modelo de negócios sustentável (Osterwalder & Pigneur, 2011) ela foi desenvolvida para priorizar o valor financeiro (Joyce & Paquin, 2016). Desse modo, sua utilização requer adaptações ou o apoio de um profissional para utilizá-la com foco sustentável (Bocken et al., 2013).

Figura 4.1 Modelo de Negócios Canvas



Fonte: Osterwalder e Pigneur (2014)

Para endereçar essas questões, existem algumas abordagens que visam adaptar o BMC ao contexto de criação de valor social. Por exemplo, Kamatah, Lee e Zhang (2013) propõem subdividir o elemento “custo” em custo financeiro e custo social, bem como alteram a dimensão fontes de receitas para benefícios que, por sua vez, também são divididos em financeiros e sociais. Por fim, os autores alteram os elementos relacionamento com clientes, canais e segmentos de clientes para relacionamento com beneficiários, segmentação de beneficiários e distribuição. Entretanto, os autores não contemplam dimensões relacionadas especificamente para os clientes da organização, considerando apenas a existência de beneficiários. Esse aspecto é relevante em negócios sociais,

pois clientes e beneficiários podem pertencer a grupos distintos com propostas de valor também diferentes (Battilana & Lee, 2014).

Sparviero (2019) propõe o desenvolvimento de um BMC específico para negócios sociais, entretanto, assim como o trabalho de Kamath et al. (2013), o autor considera que clientes e beneficiários são o mesmo público. Joyce e Paquin (2016) propõem realizar adaptações em todas as dimensões do BMC desenvolvendo três modelos distintos: um para valor financeiro, um para valor ambiental e outro para valor social e propõe a utilização dos três modelos em camadas. Entretanto, os autores consideram o resultado econômico como objetivo primário da organização.

O que se observa, é que mesmo a expansão do BMC apresenta desafios em articular de forma plena a lógica de como a organização cria valor financeiro e valor social (Castello Branco, Ufer, Ribeiro, & Brandão, 2022), sobretudo quando a organização em que clientes e benefícios compõem grupos distintos, como ocorre em organizações em que o beneficiário não possui recursos financeiros para ter acesso ao produto ou serviço (Battilana & Dorado, 2010b). Essa dificuldade também é presente em negócios sociais que adotam MNPD, cuja característica relevante é o atendimento a dois lados distintos do mercado, conforme discutido a seguir.

4.2.4 Modelos de Negócios de Plataformas Digitais

A literatura existente sobre plataformas digitais possui suas raízes teóricas em pesquisas sobre plataformas e sistemas de informação, refletindo, assim, duas perspectivas teóricas distintas: uma inspirada na teoria econômica e outra influenciada pela área de engenharia (Gawer, 2014). A abordagem econômica se baseia nos trabalhos de Rochet e Tirole (2003, 2006), os quais definem plataformas como tipos de mercados. Nesse contexto, as plataformas fornecem um local comum para facilitar as interações entre os membros de dois grupos distintos de clientes, minimizando os custos de transação e criando um arranjo mutuamente benéfico para as partes envolvidas (Evans & Schmalensee, 2011, 2016). Por outro lado, a abordagem da engenharia conceitua plataformas como arquiteturas tecnológicas modulares. Com base nessa abordagem, as plataformas digitais são entendidas como a “base de código extensível de um sistema baseado em software que fornece uma funcionalidade central compartilhada pelos módulos que interagem com ela e pelas interfaces por meio das quais interagem” (Tiwana et al., 2010, p. 675).

Esse estudo, utiliza a perspectiva de modelo de negócios para integrar as duas abordagens. Portanto, uma empresa que utiliza um modelo de negócios de plataforma digital (MNPD) é aquela que usa a tecnologia digital para conectar e coordenar pessoas, organizações ou recursos, gerando um efeito de rede para criar, entregar e capturar valor para diferentes partes interessadas no ecossistema. Nesse sentido, uma empresa que utiliza o modelo de negócios de plataforma digital,

fundamenta seu negócio na utilização de sistemas de tecnologia da informação para realizar a conexão e interação entre dois ou mais grupos de usuários e/ou empresas, funcionando como intermediária na interação entre diferentes partes, permitindo a troca de serviços, produtos e/ou informações. Exemplo de empresas que utilizam o modelo de negócios de plataforma digital são Uber, Airbnb, e Facebook (Cusumano et al., 2019).

No MNPD a participação e atividades desenvolvidas por um grupo de clientes/usuários aumentam o valor para outro(s) grupo(s) e atraem mais clientes ou usuários por meio do efeito de rede (Hagiu, 2009; Hagiu & Wright, 2015). Por exemplo, em uma plataforma digital como a Uber, quanto mais motoristas disponíveis, mais valor a empresa oferece para os passageiros e, quanto mais passageiros, mais valor a empresa oferece para os motoristas. O efeito rede gera maior complexidade à criação, entrega e captura de valor (Bivona & Cosenz, 2019; Kohtamäki et al., 2019; Rong et al., 2018), devido à necessidade de equilíbrio entre criação de valor, entrega de valor e captura de valor para todos os atores (Xu et al., 2019; Zott & Amit, 2010). Nesse estudo, argumenta-se que para representar o MNPD é essencial que o framework permita a identificação do efeito de rede.

4.2.5 Teoria da Mudança

A Teoria de Mudança (TM) foi desenvolvida na década de 1990 como resultado de estudos de campo ligados à avaliação. A teoria foi popularizada pelo trabalho de Carol Hirschon Weiss em 1995 (Weiss, 1995), professora de educação e políticas na Escola de Pós-graduação em Educação de Harvard (Msila & Setlhako, 2013). A Teoria da Mudança é amplamente utilizada para a avaliação de ações sociais por organizações da sociedade civil e organizações não governamentais, bem como por agências de desenvolvimento governamentais e multilaterais como a Organização das Nações Unidas para a Educação, a Ciência e a Cultura (UNESCO) (Rogers, 2014).

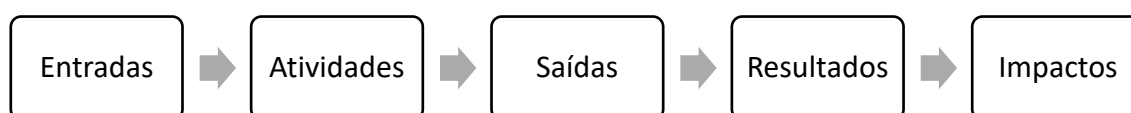
Não há uma definição única para a Teoria da Mudança (Vogel, 2012). Entretanto, frequentemente tem sido definida “em termos da conexão entre atividades e resultados, sendo a articulação dessa conexão o componente chave do processo da Teoria da Mudança” (Davies, 2018, p. 2). Conforme destaca Weiss (1995), a Teoria da Mudança é a teoria de como e porque uma iniciativa funciona. Ou seja, existem vários caminhos para desenvolver as atividades que podem levar ao resultado pretendido, é preciso explicar o que levou a escolha de determinada trajetória, qual a teoria que fundamenta as escolhas relacionadas às iniciativas, sejam elas um evento, projeto, programa, política ou organização, com propósito de mudança social (Davies, 2018; Rogers, 2014; Rogers & Weiss, 2007; Weiss, 1995).

A Teoria da Mudança é, portanto, uma abordagem baseada em resultados e pode ser utilizada para desenhar/planejar, implementar e avaliar iniciativas que buscam provocar mudança em seus contextos sociais (Vogel, 2012). Ou seja, iniciativas que visam causar impacto. A literatura utiliza o conceito de impacto para descrever o valor econômico, ambiental e social gerado por uma organização para a sociedade, como resultado de suas ações implementadas (Ebrahim & Rangan, 2014; Michelini et al., 2020).

Reconhecendo que impacto social representa um fenômeno complexo para ser resumido a um único conceito, não importa como seja definido (White, 2018), esse estudo adota uma abordagem abrangente com base nas definições de Rawhouser e colegas (2017) e Stephan e colegas (2016). Assim, impacto social refere-se aos efeitos positivos de longo prazo decorrentes das ações intencionais realizadas pelo negócio social, que visam beneficiar a sociedade e que são desejados pelo público-alvo dessas ações e/ou pela comunidade mais ampla de indivíduos e/ou organizações (Rawhouser et al, 2017).

A Teoria da Mudança pode ser considerada, portanto, a representação da cadeia de valor do impacto. A cadeia de valor do impacto, diferencia entre os insumos utilizados para uma ação, a própria ação, o resultado imediato da intervenção e a mudança de longo prazo nas pessoas, organizações, ambientes, sistemas sociais e instituições (Michelini et al., 2020). Nesse contexto, os pressupostos que explicam como as atividades (intervensões) de uma iniciativa social levam aos resultados pretendidos é uma característica importante da metodologia. A Figura 4.2 representa a Teoria da Mudança como uma cadeia de valor de impacto.

Figura 4.2 Teoria da Mudança representada como a cadeia de valor do impacto



Fonte: Rogers (2014)

As entradas são os recursos materiais, financeiros e humanos necessários para o desenvolvimento das intervenções (atividades), por exemplo, treinamentos, oficinas para capacitar professores. As intervenções geram saídas, que representam uma categoria mais processual e, portanto, não representam mudanças, são, por exemplo, o número de apostilas produzidas, a quantidade de participantes em um treinamento. Por sua vez, os resultados são os efeitos de curto e médio prazo decorrentes das saídas das intervenções, como por exemplo, melhoria dos resultados acadêmicos de um estudante. Os impactos, conforme discutido anteriormente, referem-se aos efeitos de longo prazo, como por exemplo, a melhoria do sistema educacional de uma cidade, região ou país (Rogers, 2014).

A literatura tem enfatizado a utilização da Teoria da Mudança para o planejamento estratégico de programas sociais, pois é útil para identificar a situação atual em termos de necessidade e oportunidades, qual a situação futura desejada e o que é necessário fazer para sair da situação atual e alcançar a situação desejada (Rogers, 2014). Também é indicada para auxiliar na implementação dos programas sociais, pois ajuda a identificar quais indicadores precisam ser monitorados. Ademais, considera-se a Teoria da Mudança como ferramenta de comunicação para explicar a lógica do programa social para a equipe, financiadores e parceiros, pois normalmente envolve uma representação gráfica (Davies, 2018; Rogers, 2014). Por fim, a Teoria da Mudança é utilizada para a avaliação do impacto social gerado pelas iniciativas, pois contribui para identificar quais são os dados necessários e como eles podem ser avaliados, além de fornecer uma estrutura para geração de relatórios (Rogers, 2014).

Diante das diversas utilizações da Teoria da Mudança para avaliar o impacto social, ela representa uma importante ferramenta para os negócios sociais. Entretanto, como a abordagem não considera como o valor financeiro é gerado para sustentar as ações sociais, não pode ser considerado um modelo completo para negócios sociais (Battilana et al., 2013; Dees & Anderson, 2003; Ebrahim et al., 2014; Ebrahim & Rangan, 2014), reforçando a relevância de desenvolver um *framework* específico para essas organizações.

4.3 METODOLOGIA

Esse estudo objetivou desenvolver um artefato (modelo) para modelagem de negócios sociais que utilizam MNPD. Para tal finalidade, o método de *Design Science Research* (DSR) foi utilizado por ser um método adequado para desenvolver soluções práticas para o mundo real e por estar fundamentado na proposição de uma solução satisfatória e não em uma solução ótima (Gregor & Hevner, 2013; Van Aken & Romme, 2009).

Primariamente utilizada nas áreas de engenharias, a DSR também se mostrou relevante para os estudos organizacionais (Van Aken & Romme, 2009) e, recentemente, pesquisadores têm sido chamados a considerar a utilização desse método no desenvolvimento de artefatos na área do empreendedorismo (Dimov et al., 2022).

Destaca-se que a relevância para o desenvolvimento do presente trabalho foi identificada a partir de uma revisão sistemática da literatura e discussão realizada na introdução deste trabalho, demonstrando que tanto a prática organizacional, quanto a literatura acadêmica indicam desafios para a modelagem de negócios sociais.

A literatura apresenta diferentes processos para desenvolver pesquisas utilizando a DSR, nesse estudo, utilizou-se o modelo proposto por Dimov e colegas (2022), focado no

desenvolvimento de artefatos que visam orientar a prática de empreendedores. Os autores propõem que a DSR compreende um ciclo com as etapas de criação, avaliação, teorização e justificativa para o desenvolvimento e avaliação de um artefato.

Esse estudo se concentrou na fase de criação. Portanto, foi projetada uma solução para a modelagem de negócios sociais considerando o corpo de conhecimento existente (Dimov et al., 2022), visando contribuir com o desafio dos empreendedores para modelar negócios que buscam, simultaneamente, criar valor social e valor econômico. Propõe-se o desenvolvimento de um framework para modelos de negócios sociais baseados em MNPD em quatro etapas: (1) revisão sistemática da literatura (RSL), (2) estudos de caso (para desenvolvimento do modelo), (3) análise de especialistas e (4) estudo de caso para demonstração do modelo.

4.3.1 Revisão Sistemática da Literatura

Para facilitar o desenho do modelo, inicialmente realizamos uma Revisão Sistemática da Literatura (RSL) e identificamos o Business Model Canvas (Osterwalder & Pigneur, 2010, 2014) e a Teoria da Mudança (Weiss, 1995) como frameworks de referência. A RSL focou no estado da arte da pesquisa sobre os modelos de negócios das plataformas digitais. Especificamente, a literatura na interseção das plataformas digitais e modelo de negócios foi analisada com atenção especial aos seguintes aspectos deste campo de pesquisa: (1) enquadramentos principais e fundamentação teórica; (3) definições primárias; (4) temas-chave; e mais importante, (5) as lacunas neste campo. A RSL foi conduzida utilizando uma abordagem indutiva com base no Método *Grounded Theory Literature-Review* proposto por Wolfswinkel et al. (2013) e gerou um artigo específico para demonstrar os resultados. No presente estudo, apresenta-se uma síntese da RSL.

A RSL foi desenvolvida em quatro etapas, a saber: (1) definir o escopo da revisão, (2) pesquisar a literatura, (3) selecionar a amostra final, (4) analisar o corpus (Wolfswinkel et al., 2013).

Na primeira etapa, o escopo da revisão foi definido através de uma revisão preliminar da literatura. Foram identificadas palavras-chave, bases de dados e critérios de inclusão e exclusão. Foram selecionadas as bases de dados Web of Science (WOS) e Scopus. As strings de busca (Kitchenham, 2004) foram construídas com as seguintes palavras-chave: *platform*, *multisided*, *multi-sided*, *two-sided* e *business model*. Os critérios de inclusão consistiram em artigos revisados por pares publicados em inglês, tanto em periódicos como em conferências, além de aderência ao tema da RSL.

A pesquisa da literatura (etapa 2) foi realizada em fevereiro de 2022. As *strings* de busca foram utilizadas no campo “tópico” (título do artigo, resumo e palavras-chave), resultando na

identificação de 5.792 documentos, que foram filtrados para eliminar duplicatas, resultando em uma amostra inicial de 4.914 artigos.

A seleção da amostra final (etapa 3) foi realizada em quatro passos. Primeiro, os artigos foram filtrados com base em termos de pesquisa no título e palavras-chave. Em seguida, foram lidos os resumos para identificar artigos relevantes. No terceiro passo, os artigos foram lidos na íntegra e foram adicionados critérios de inclusão adicionais visando identificar somente trabalhos aderentes ao escopo do estudo, ou seja, plataformas digitais que possibilitam a interação entre grupos de usuários e permitem que esses grupos de usuários realizem um conjunto de tarefas definidas (Bonina et al., 2021). Também foram removidas duplicatas adicionais e diferentes tipos de documentos, resultando em 219 artigos selecionados.

Na quarta etapa, foi realizada a análise do corpus dos artigos selecionados. Foram identificados os principais temas na literatura sobre modelos de negócios de plataformas digitais e desenvolvidos códigos abertos, códigos axiais e códigos seletivos. Foram identificados 11 códigos seletivos como os principais temas da literatura, a saber: Design do MNPD; inovação do modelo de negócios para MNPD, artefatos de MNPD, ciclo de vida de MNPD, fatores de sucesso e falha de MNPD, resultados de MNPD, partes interessadas externas de MNPD, antecedentes de MNPD, Competição, diversificação de MNPD e uma categoria que denominamos “outros temas”.

A análise temática permitiu identificar uma agenda de pesquisa demonstrando a necessidade de compreender os impactos das plataformas digitais na sociedade. Especificamente, identificou-se a necessidade de alinhamento entre criação e captura de valor para inovar o MNPD de organizações híbridas, desenvolver artefatos para o MNPD de organizações híbridas e entender as consequências não intencionais (negativas) dos MNPD. Esse estudo foca em reduzir a lacuna de artefatos para o MNPD de organizações híbridas buscando desenvolver um framework para a modelagem de negócios sociais baseados em plataforma digital.

Analisando os artigos que utilizavam frameworks existentes para representar o MNPD identificou-se o Modelo de Negócios Canvas como o mais utilizando, representando, portanto, um modelo relevante para o estudo. A análise dos documentos focados em organizações híbridas (Reuter, 2021; Sparviero, 2021), bem como aqueles focados na análise de resultados socio-ambientados gerados pelos MNPD (Cui et al., 2020; Deng et al., 2021; Heeks et al., 2021; Long & van Waes, 2021b; Mancha et al., 2021; Mattila et al., 2020; Michelini et al., 2020; Okano et al., 2018; Orefice & Nyarko, 2020; Pouri & Hilty, 2020; Presenza et al., 2021; Y. J. Wu et al., 2020; Yun et al., 2017) permitiu a identificação da Teoria da Mudança, apresentado no trabalho de Michelini e colaboradores (Michelini et al., 2020) como um framework relevante para modelar os aspectos relacionados a criação de valor social.

4.3.2 Estudos de caso para desenvolvimento do modelo

Utilizando o Business Model Canvas e a Teoria da Mudança como referências, foram coletados dados de casos de negócios sociais brasileiros que atuam na área de educação e empregabilidade. O objetivo ao realizar a análise de casos para a elaboração da proposta inicial do modelo foi compreender a complexidade enfrentada pelos empreendedores para descreverem seus negócios, bem como aumentar a utilidade e viabilidade do artefato desenvolvido (Dimov et al., 2022).

Os mercados de educação e empregabilidade foram selecionados por representar áreas que demandam expressivo desenvolvimento no Brasil e que foram bastante impactadas com efeitos da pandemia de COVID-19. Os casos foram selecionados considerando a facilidade de acesso às informações pela pesquisadora, bem como o atendimento a três critérios: (1) a organização é um negócio social, (2) a organização atua no mercado educacional e/ou de empregabilidade, (3) a organização possui MNPD e (4) a empresa está em operação há, no mínimo, 5 anos. Foram identificados dois estudos de caso

Para a coleta de dados dos estudos de caso foram realizadas entrevistas semiestruturadas para compreender como a organização estrutura o modelo de negócios visando obter valor social e econômico (Tabela 4.1).

Tabela 4.1 Questionário semiestruturado de entrevista

Questões da entrevista
1. Qual a missão da organização? Que problema social a organização está tentando resolver? Por quê (motivação)? 2. Para quem o problema é resolvido? 3. Qual valor é criado e para quem? 4. Como a organização realiza sua missão e entrega o valor proposto para todos os envolvidos? (Quais são as principais atividades e recursos realizadas pela organização?) 5. Quais pessoas, equipes ou parceiros estão envolvidos nessas atividades? 7. Quais recursos e tecnologias são utilizados? As plataformas digitais/tecnologias possuem algum papel no processo de criação de valor da organização? 11. A organização possui indicadores para mensurar e analisar o valor criado para os stakeholders? 10. Qual a principal fonte de receita? Existem fontes de receita adicionais? 11. Quais são os principais custos da organização?

Fonte: Autores (2023)

As entrevistas foram realizadas com dois sócios de cada organização entre agosto de 2022 e abril de 2023. As entrevistas foram gravadas e transcritas. A Tabela 4.2 sumariza as principais informações sobre os estudos de caso e coleta de dados. Adicionalmente às entrevistas, coletamos informações externas nos websites e redes sociais das organizações.

Tabela 4.2 Estudos de caso

Casos (nomes fictícios)	Descrição	Ano de fundação	Tamanho (nº empregados)	Entrevistados
MOOC Enterprise (ME)	Offer free access to quality education	2012	2-10	Sócio/CEO e Sócio-diretor
Internship Enterprise (IE)	Help disadvantaged students get internship	2015	2-10	2 sócios-fundadores

Fonte: Autores (2023)

4.3.3 Entrevistas com especialistas

Conforme preconizado pela abordagem do DSR, além da participação ativa da pesquisadora no desenvolvimento do artefato, especialistas foram consultados para avaliar o modelo em desenvolvimento e enriquecer a proposta com suas experiências. Para isso, foram conduzidas entrevistas em profundidade com 8 especialistas. A seleção dos especialistas para essa etapa foi realizada com base na rede de contatos da pesquisadora e por meio de amostragem em bola de neve, a partir das indicações dos próprios profissionais entrevistados. Os participantes do estudo possuem expertise em modelagem de negócios, investimentos de impacto social, plataformas digitais e/ou gestão de negócios sociais. A Tabela 4.3 resume as informações sobre os especialistas que participaram do estudo.

Tabela 4.3 Informações sobre os especialistas

Especialista	Formação	Síntese da experiência e atuação profissional
A	Graduada em Psicologia e Especialista em Psicodrama	Atuou como psicóloga em clínica e instituições de ensino. Atualmente é sócia de um negócio social na área de educação.
B	Graduada em Assistência Social, especialista em Recursos Humanos, Especialista em Saúde Mental e Psiquiatria e Especialista em ESG e Impacto	Atua na liderança de projetos de impacto social, realizados em parceria com Organizações da Sociedade Civil nos temas de educação, assistência social e saúde. Desenvolve programas de formação de gestores de projetos sociais.
C	Graduado em Relações Internacionais, Mestre em Desenvolvimento Internacional e Mestrando em Administração.	Atuou em organização da sociedade civil com foco em facilitar o campo de investimentos em negócios de impacto social no Brasil. Colaborou no desenho de programas de formação de gestores de incubadoras e aceleradoras para apoiar negócios de impacto social e em projetos com o Banco Interamericano de Desenvolvimento para fornecer capital semente para negócios de impacto social. Atualmente atua em uma organização latino-americana de investimento de impacto social, além de atuar como professor e pesquisador sobre o tema.
D	Graduado em Comunicação Social, especialista em Administração Estratégica, Mestre em Administração e Doutorando na mesma área.	Atuou em diferentes cargos nas áreas de investimento e análise de projetos sociais. Foi sócio de uma assessoria em gestão para negócios de impacto social. Atualmente é professor em Estratégia, Marketing e Sustentabilidade e pesquisador, pesquisador sobre tensões em negócios de impacto social e gestor em uma associação que trabalha com projetos de empreendedorismo, geração de renda e inclusão produtiva.

E	Graduada em Medicina Veterinária e Mestre em reprodução animal. Possui diversas formações na área de dança e é especialista em Teoria do Movimento com Ênfase em Dança de Salão	Atuou como pesquisadora e empresária na área em que se graduou, tanto no Brasil quanto no exterior. Atualmente atua em movimentos sociais relacionados a dança e cultura, promovendo a articulação de políticas públicas.
F	Graduado em Ciências Contábeis, Direito e Ciências Econômicas. Mestre em Administração e doutorando na mesma área.	Atuou como professor e gestor acadêmico em diferentes instituições de ensino. Atualmente é gerente de cultura empreendedora de uma organização que promove o desenvolvimento de micro e pequenas empresas.
G	Graduada em Educação Física, especialista em Qualidade e Produtividade, Mestre em Comportamento do Consumidor.	Atuou em diferentes posições relacionadas ao atendimento ao cliente e no gerenciando canais remotos e presenciais. Atualmente é gerente de soluções e transformação digital de uma organização que promove o desenvolvimento de micro e pequenas empresas.
H	Graduado em Comunicação Social, Especialista em Marketing e Especialista em Marketing de Dados Digitais.	Atuou em diferentes posições na área de marketing e comunicação. Atualmente é diretor operacional de uma organização que promove o desenvolvimento de micro e pequenas empresas e gestor de inovação na mesma organização.

Fonte: Autores (2023)

As entrevistas foram conduzidas online entre os meses de abril e maio de 2023. Inicialmente, o framework proposto, resultante da análise dos estudos de caso, foi apresentado aos entrevistados para que pudessem realizar uma análise crítica do modelo e fornecer suas sugestões. Durante as entrevistas, perguntas foram realizadas sobre a usabilidade, complexidade e adequação do framework. As entrevistas foram gravadas e transcritas após cada reunião. As principais contribuições de cada entrevistado foram analisadas e sintetizadas para subsidiar o desenvolvimento do framework final. Além disso, a pesquisadora consultou livros e literatura cinza (publicações de aceleradoras de negócios sociais, por exemplo) recomendados pelos especialistas para auxiliar no desenvolvimento do modelo. Dentre a literatura cinza analisada, destaca-se o Modelo C (Castello Branco et al., 2022)

É importante ressaltar que a proposta de modelo foi sendo aprimorada a cada entrevista, e quando pertinente, sugestões resultantes de entrevistas anteriores foram discutidas com os entrevistados subsequentes. A análise ativa dos dados empíricos ao longo do processo de coleta de dados permitiu a cocriação do modelo pelos especialistas e pesquisadora (Dimov et al., 2016).

4.3.4 Estudo de caso para demonstração do framework

Após a finalização do framework, sua aplicação é apresentada por meio de um estudo de caso. O caso em questão foi selecionado por conveniência e recomendado por um dos especialistas entrevistados, que possuía conexões com a organização em estudo.

Para coletar informações sobre a referida organização, foi realizada uma entrevista online com a CEO e Fundadora, além da análise de dados externos, como o site oficial da organização e

suas redes sociais. A entrevista, realizada no mês de maio, teve duração aproximada de 1 hora e 30 minutos. Durante o processo, foi utilizado o mesmo questionário previamente aplicado nos estudos de caso iniciais.

Posteriormente, a entrevista foi transcrita para análise e a pesquisadora preencheu o framework com base nas informações obtidas. Tal procedimento visou aprofundar a compreensão do framework e corroborar análises realizadas pelos especialistas. Destaca-se que o método utilizado visa demonstrar a aplicação do framework e não sua validação.

4.4 RESULTADOS DOS ESTUDOS DE CASO E INTERAÇÃO COM OS ESPECIALISTAS

4.4.1 Compreensão dos casos

4.4.1.1 *MOOC Enterprise*

A MOOC Enterprise é uma empresa brasileira que nasceu com o propósito de expandir o acesso à educação superior de qualidade por meio da oferta de cursos online. Os fundadores da MOOC Enterprise estruturaram sua proposta em um dos principais obstáculos para o crescimento econômico do país: a escassez de mão de obra qualificada. Apesar do enorme potencial econômico, o Brasil constantemente ocupa posições inferiores nos rankings de qualidade da educação, portanto, a organização se propôs a melhorar a qualificação dos profissionais brasileiros por meio de cursos online desenvolvidos em parceria com instituições de ensino renomadas.

A organização adota o DPBM, que permite que a organização forneça valor para três grupos diferentes: (1) estudantes universitários, (2) empresas e instituições de ensino e (3) empresas de publicidade. A MOOC Enterprise cria valor para os estudantes universitários, oferecendo gratuitamente conteúdos de diversos cursos, tanto de instituições educacionais quanto de diferentes empresas. Além disso, os estudantes têm a oportunidade de obter um certificado mediante o pagamento de uma taxa e a realização de um teste.

As organizações educacionais que fornecem cursos por meio da MOOC Enterprise são classificadas como parceiras pela empresa. A MOOC Enterprise busca estabelecer parcerias com entidades que compartilham a missão de democratizar o acesso à educação. Nesse arranjo, o parceiro assume a responsabilidade pelo desenvolvimento do conteúdo do curso, enquanto a MOOC Enterprise fornece a plataforma digital para a divulgação do material do curso aos alunos. Portanto, agrega valor aos parceiros ao disponibilizar a plataforma digital gratuitamente, a qual possui ampla visibilidade e endossa o parceiro como defensor da expansão do acesso à educação de qualidade.

Ao conectar estudantes e organizações interessadas em promover a democratização da educação, a MOOC Enterprise gera um efeito de rede, com milhões de usuários. Dessa forma, a organização também disponibiliza espaços publicitários, gerando valor para empresas de publicidade que desejam promover marcas, produtos e serviços.

A criação e entrega de valor são realizadas por meio da plataforma digital da MOOC Enterprise. A empresa concentra-se em várias atividades-chave para apoiar a criação de valor, incluindo ações de marketing digital para promover seus cursos e programas, busca por parcerias para produção de conteúdo e gestão da plataforma digital para entrega de cursos aos estudantes.

A MOOC Enterprise conta com uma equipe de 10 pessoas e diferentes softwares e plataformas digitais como seus principais recursos, que contribuem para a realização das atividades necessárias. A captura de valor financeiro pela organização ocorre por meio de duas fontes de receita. A primeira refere-se ao pagamento dos certificados pelos estudantes. A segunda fonte de receita é derivada da remuneração de anúncios publicitários. Os principais custos estão relacionados a recursos humanos e tecnologias.

Apesar da organização monitorar seu retorno financeiro, não possui indicadores específicos que possam monitorar seus resultados e impactos sociais. A organização mensura apenas seus outputs, como número de usuários inscritos, % de concluintes dos cursos, % de estudantes que adquirem o certificado.

4.4.1.2 Internship Enterprise

A Internship Enterprise é uma startup brasileira com o propósito de revolucionar a forma como as empresas e os jovens se comunicam de modo a possibilitar a conexão entre jovens às oportunidades de estágio e programas de *trainee*. Os fundadores da empresa identificaram o aumento do desemprego e, por já possuírem outros produtos focados no público universitário, identificaram uma oportunidade de contribuir para a conexão desse público com oportunidades relevantes para obter experiência profissional.

A organização adota o DPBM, que permite à organização agregar valor a diferentes grupos: (1) jovens estudantes e recém-formados, (2) grandes empresas que oferecem programas de estágio e *trainee*, (3) colunistas que escrevem sobre temas relacionados a recursos humanos e (4) empresas de publicidade.

A organização cria valor para os jovens oferecendo publicidade gratuita de vagas de estágio e *trainee* em sua plataforma digital. Além disso, a empresa fornece conteúdo gratuito com dicas e informações relacionadas a contratação, recrutamento e seleção, desenvolvimento humano, treinamento, política salarial, benefícios, processos de recursos humanos, recolocação profissional,

primeiro emprego, currículo, entrevista, carreira e sugestões de cursos gratuitos, entre outros. A meta da empresa é capacitar os candidatos para que possam competir pelas posições anunciadas.

Para as grandes empresas que oferecem programas de estágio e trainee, a Internship Enterprise cria valor ao divulgar vagas direcionadas a candidatos que se encaixam no perfil necessário. A empresa também oferece serviços de recrutamento e seleção, incluindo o uso de um jogo de negócios que aprimora a qualidade do processo seletivo e oferece mais oportunidades para os candidatos demonstrarem suas habilidades.

Além disso, a Internship Enterprise busca gerar valor para colunistas. Esses colunistas são parceiros que escrevem sobre temas de interesse do Internship Enterprise e recebem a oportunidade de promover sua marca profissional em uma plataforma digital com grande alcance nas mídias sociais.

A empresa também gera valor para empresas de publicidade por meio de anúncios, pois a organização alcança milhões de usuários em sua plataforma digital e redes sociais.

As principais atividades para apoiar a criação de valor pela Internship Enterprise envolvem a gestão da plataforma digital, produção de conteúdo e marketing digital. A empresa utiliza diferentes canais de comunicação digital, como sua plataforma online, e-mails e mídias sociais, para fornecer valor aos seus clientes e candidatos.

Os principais custos estão relacionados a recursos humanos e tecnologia. A empresa possui três principais fontes de receita: fornecimento de serviços para empresas, ganho de comissões em bolsas de estudo e exibição de anúncios. A empresa também publiciza bolsas de estudo de uma empresa parceira e recebe uma comissão por cada pessoa que conclui a pré-inscrição. Além disso, a Internship Enterprise gera receita por meio de anúncios em seu blog, usando tecnologia do Google para exibir anúncios de acordo com as preferências e interesses dos usuários.

Assim, como a MOOC Enterprise, apesar da organização monitorar seu retorno financeiro, não possui indicadores específicos que possam monitorar seus resultados e impactos sociais.

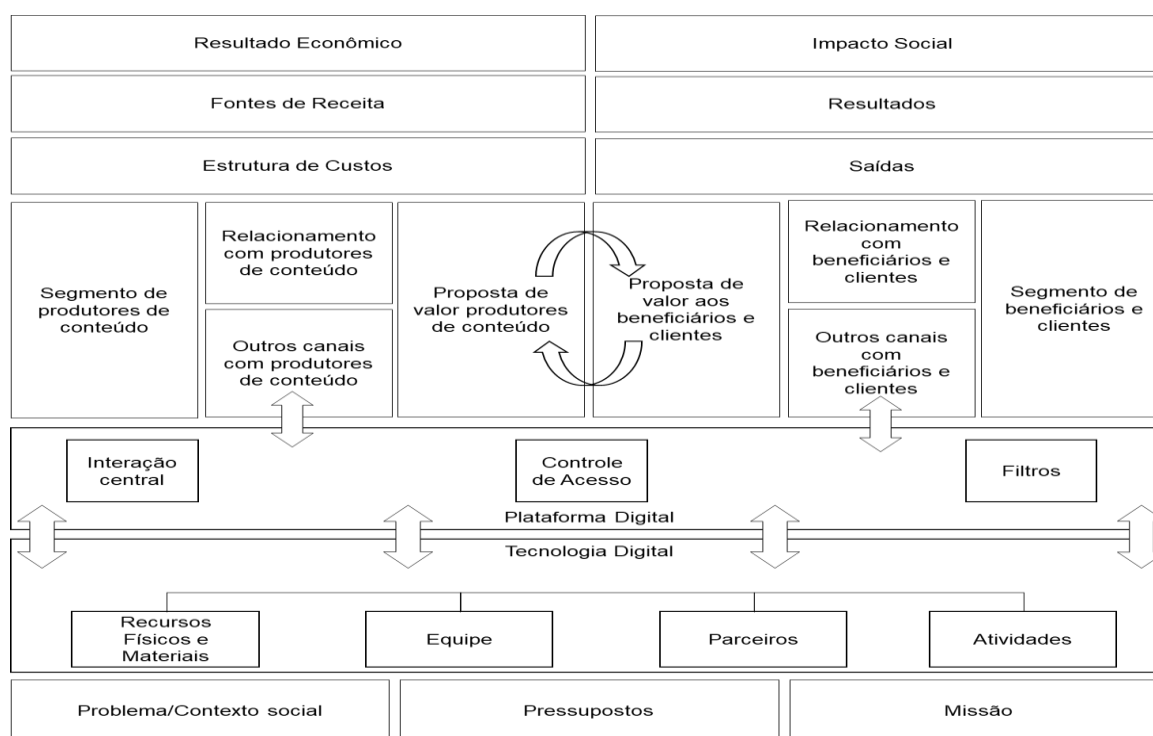
4.4.2 Proposta inicial do framework

Utilizando a literatura como referência e as informações obtidas nos dois estudos de caso, uma versão inicial do framework foi desenvolvida, conforme ilustra a Figura 4.3.

A proposta inicial pode ser compreendida por meio de uma análise *bottom-up*, destacando que a base do negócio social está na análise do problema social a ser solucionado, nos pressupostos identificados pelos empreendedores sobre como abordar essa questão e na missão da organização. De fato, a literatura tem apontado que os negócios sociais são criados a partir do desejo dos empreendedores de promover mudanças em uma realidade social, envolvendo-se em

atividades econômicas para sustentar esse propósito (Austin et al., 2006), portanto, na base do modelo estão os elementos que ajudam a conectar as estratégias do negócio com os demais elementos.

Figura 4.3 Framework inicial com base na análise dos estudos de caso



Embora não seja explicitado como uma dimensão da Teoria da Mudança, o Problema/Contexto é frequentemente mencionado como ponto de partida para as ações de impacto social, sendo fundamental para a modelagem do negócio (Deutsch et al., 2021). Essa dimensão busca identificar o contexto social que a organização visa impactar. Os pressupostos referem-se à lógica da articulação entre atividades e resultados, sendo considerados fatores-chave da Teoria da Mudança (Davies, 2018). Alguns autores sugerem sua identificação na representação do modelo de Teoria da Mudança, como Rogers (2014). A missão da organização é um discurso que sintetiza seu propósito fundamental, destacando o que a diferencia de outros empreendimentos, combinando aspectos racionais, como sua oferta e objetivos estratégicos, bem com aspectos simbólicos, como crenças e normas de conduta (Irigaray et al., 2016).

Na Teoria da Mudança, a dimensão "entradas" refere-se aos recursos físicos (equipamentos e instalações) e à equipe (Rogers, 2014). No modelo de Negócios Canvas, eles são equivalentes aos blocos "Recursos-chave" e "Parceiros-chave", razão pela qual optou-se por adotá-los do

Canvas. No entanto, reconhecendo a importância da equipe nos negócios sociais, considerou-se a equipe como uma dimensão separada. A dimensão "Atividades", adotada do modelo de Negócios Canvas, representa as atividades mais importantes que a organização precisa realizar para que o modelo de negócios funcione.

Nos estudos de caso, identificou-se o papel da tecnologia digital como um mecanismo importante para conectar recursos, parceiros e equipes para viabilizar o desenvolvimento das principais atividades da organização. Por isso, essa dimensão é representada no modelo, abrangendo as dimensões mencionadas (recursos, equipes, parceiros e atividades).

A dimensão plataforma digital refere-se ao principal canal para comunicação e entrega de valor aos grupos atendidos pela organização, como websites e aplicativos. A plataforma digital também pode envolver plug-ins de navegador, botões de compartilhamento e provisionamento de interfaces de programação de aplicações (APIs) e kits de desenvolvimento de software (SDKs) (Choudary et al., 2015). As setas indicam que a plataforma digital pode estar conectada com outras tecnologias digitais utilizadas pela organização, como softwares de gerenciamento do cliente (CRM) ou com outros canais de relacionamento com os clientes, como as redes sociais.

A dimensão plataforma digital é subdividida em três elementos: interação central, controle de acesso e filtros. A interação central refere-se à interação entre os dois principais grupos da plataforma que geram o efeito de rede. Por exemplo, na Internship Enterprise, apesar de haver colunistas e empresas de publicidade, a interação central está relacionada aos jovens e empresas, ou seja, refere-se à interação inicial que irá gerar o efeito de rede capaz de atrair os demais grupos.

O controle de acesso e os filtros são mecanismos utilizados para que as organizações possam equilibrar a participação (número de usuários) com a qualidade e relevância (Choudary et al., 2015). O controle de acesso diz respeito aos mecanismos utilizados para garantir que o valor oferecido na plataforma seja de qualidade. Por exemplo, a MOOC Enterprise realiza uma análise das instituições que desejam oferecer cursos em sua plataforma digital, exercendo assim um controle de acesso editorial. Além disso, o controle de acesso pode ser realizado por meio de algoritmos que analisam parâmetros pré-definidos antes de permitir a entrada de um membro, produto ou serviço na plataforma. Outra abordagem é o controle de acesso realizado pela comunidade, em que os próprios usuários avaliam membros, produtos ou serviços disponíveis na plataforma digital, permanecendo somente aqueles que atingem um padrão mínimo de avaliação (Choudary et al., 2015).

A proposta de framework abrange as particularidades do modelo de negócios de uma plataforma digital, que envolve a criação de valor para diversos grupos. Nesse sentido, as próximas dimensões a serem discutidas representam essas características distintas. A plataforma digital desempenha um papel central como o principal canal de interação com os diversos grupos

presentes na plataforma. Além da dimensão da plataforma digital em si, existem outras dimensões que representam os grupos para os quais a organização cria valor, assim como a forma como a organização se relaciona com esses grupos, incluindo a utilização de outros canais. Essas dimensões foram inspiradas nos blocos segmento de clientes, relacionamento com clientes, canais e proposta de valor do Business Model Canvas. No entanto, é importante ressaltar que o Canvas tradicional aborda apenas um grupo atendido pela organização, ou seja, os clientes.

O segmento dos produtores de conteúdo identifica os grupos responsáveis por gerar conteúdo na plataforma. No caso da MOOC Enterprise, esses produtores são as instituições de ensino que desenvolvem os cursos, enquanto na Internship Enterprise, são os colunistas. O relacionamento com os produtores de conteúdo diz respeito às estratégias adotadas pela organização para envolver e engajar esse público, bem como o tipo de suporte oferecido. A dimensão "outros canais para produtores de conteúdo" refere-se às diferentes formas de fornecer valor, como, por exemplo, utilização de redes sociais. Por fim, a proposta de valor para os produtores de conteúdo indica qual valor a plataforma digital gera para esses produtores. Nessa dimensão, destacamos o efeito de rede por meio das setas, ou seja, ao criar valor e atrair os produtores de conteúdo, a organização também gera valor para os demais grupos. As quatro dimensões relacionadas aos produtores de conteúdo estão representadas à esquerda do modelo, indicando que se referem aos mecanismos de criação de valor para os clientes e beneficiários, cujas dimensões são representadas à direita do modelo.

As dimensões "Fontes de Receita" e "Estrutura de Custos", assim como as do modelo Canvas, identificam os principais custos envolvidos na entrega de valor aos grupos participantes da plataforma, além dos mecanismos utilizados para gerar receita. A dimensão "Resultado Econômico" indica os principais objetivos financeiros buscados pela organização. Por fim, as dimensões "Saídas", "Resultados" e "Impacto Social" representam a teoria da mudança da organização. As "Saídas" abrangem os indicadores mais processuais, enquanto os "Resultados" referem-se aos efeitos de curto e médio prazo decorrentes das intervenções realizadas. Já os "Impactos" dizem respeito aos efeitos de longo prazo.

4.4.3 Análise dos Especialistas

A seguir, apresenta-se uma síntese das principais contribuições dos especialistas em relação à versão inicial do framework proposto, incluindo uma análise do Modelo C. Este modelo, apontado pelos especialistas como desenvolvido por praticantes, propõe combinar o Canvas com a Teoria da Mudança para a modelagem de negócios sociais. Vale destacar que outros materiais

sugeridos pelos especialistas também foram consultados, proporcionando novas reflexões sobre a estrutura proposta.

Tanto a análise do Modelo C quanto as demais contribuições dos especialistas desempenharam papel importante no fortalecimento dos elementos e características do modelo que necessitam ser preservados. Ao mesmo tempo, essas análises ofereceram oportunidades para aprimoramento e reflexão.

4.4.3.1 Análise do Modelo C

O Modelo C foi desenvolvido por Castello Branco e colegas (2022) com o apoio de um amplo grupo de negócios de impacto e organizações da sociedade civil. O Modelo C é um fluxo de trabalho que tem como objetivo modelar a Teoria de Mudança dos negócios sociais, em harmonia com seu modelo de negócios, de forma a servir como base para que empreendedores sociais possam desenhar, planejar, desenvolver e monitorar suas organizações.

O modelo foi desenvolvido em três dias de encontros com dez negócios sociais e algumas incubadoras durante o ano de 2018, que resultou na publicação de um guia sobre o modelo. O Modelo C objetiva ser: (1) completo, ao integrar todas as dimensões do negócio social; (2) compreensível, pois pode ser facilmente entendido pelos usuários; (3) colaborativo, ao propor que seja utilizado com a colaboração de diversas pessoas da equipe e visões externas à organização; (4) constante, pois pode ser aplicado em qualquer fase do desenvolvimento do negócio social e (5) de conteúdo vivo ao propor que o conteúdo do modelo seja sempre revisado, amadurecido, ajustado (Castello Branco et al., 2022).

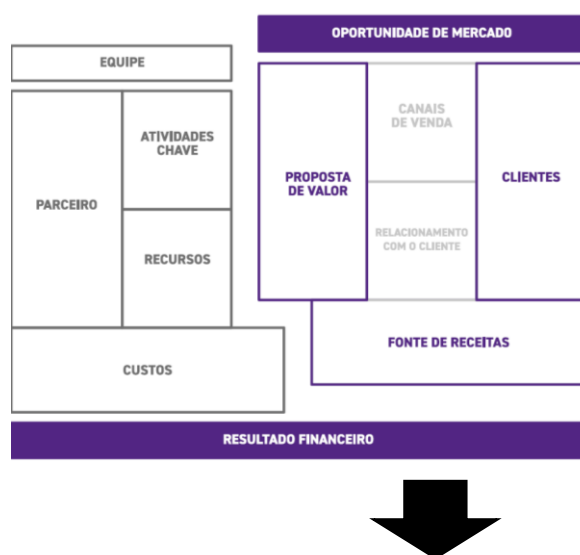
Para integrar a Teoria da Mudança ao BMC, os autores reordenaram os elementos do BMC e adicionaram três elementos: oportunidade de mercado, equipe e resultados financeiros, com o objetivo de traçar um paralelo com a Teoria da Mudança e tornar o modelo apto a demonstrar uma narrativa completa dos negócios sociais (Castello Branco et al., 2022). As dimensões canais de vendas e relacionamento com os clientes foram suprimidos do modelo, entretanto, os autores não apresentaram uma justificativa para tal exclusão. A Figura 2 apresenta o reordenamento do BMC e inclusão das novas dimensões, conforme proposto pelos autores. Do lado esquerdo (em cinza) estão as dimensões que representam a capacidade organizacional e do lado direito (em azul) o fluxo do negócio (Castello Branco et al., 2022).

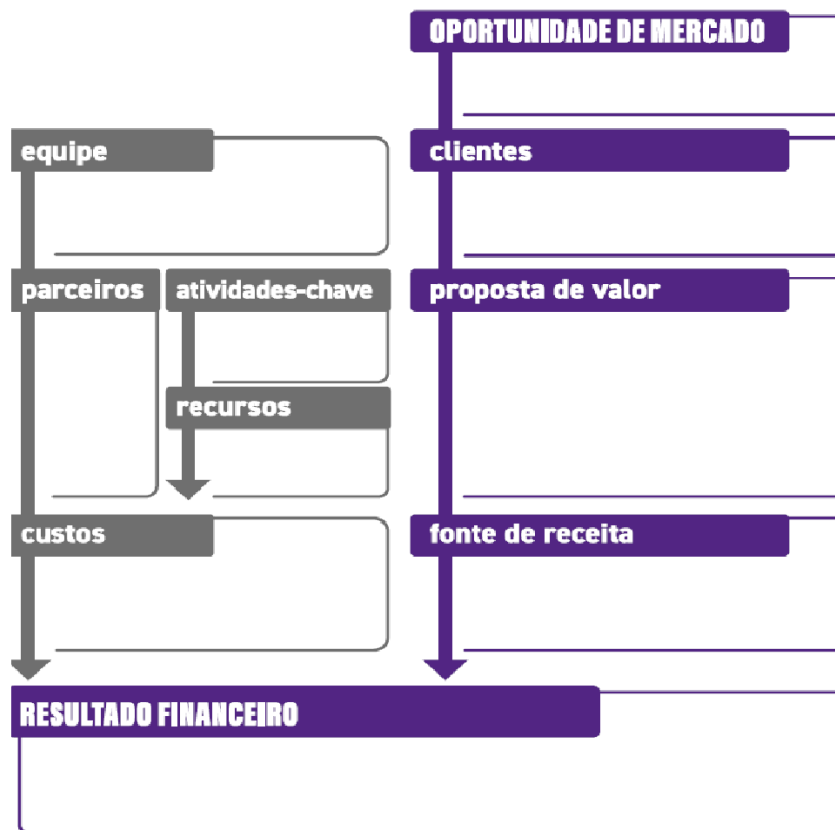
O framework da Teoria da Mudança também sofreu duas alterações. A primeira foi a inclusão da dimensão “Contexto e Problema”. Apesar de não explicitado como uma dimensão da Teoria da Mudança, é um aspecto frequentemente mencionado como o ponto de partida para as ações de impacto social (Deutsch et al., 2021). Castello Branco e colegas (2022) enfatizam a importância de

conhecer bem o contexto e o problema para que as ações propostas nas intervenções possam ser coerentes e consistentes.

A segunda modificação, não explicitada pelos autores, refere-se a exclusão da dimensão “entradas” (inputs). A alteração é pertinente, pois trata-se da dimensão que representa os recursos humanos, financeiros e materiais necessário para a realização do impacto social (Rogers & Weiss, 2007b) e, portanto, estão representados pelos elementos da capacidade organizacional, bem como do resultado financeiro advindos da oportunidade de mercado.

Figura 4.4 Reordenamento e expansão do BMC

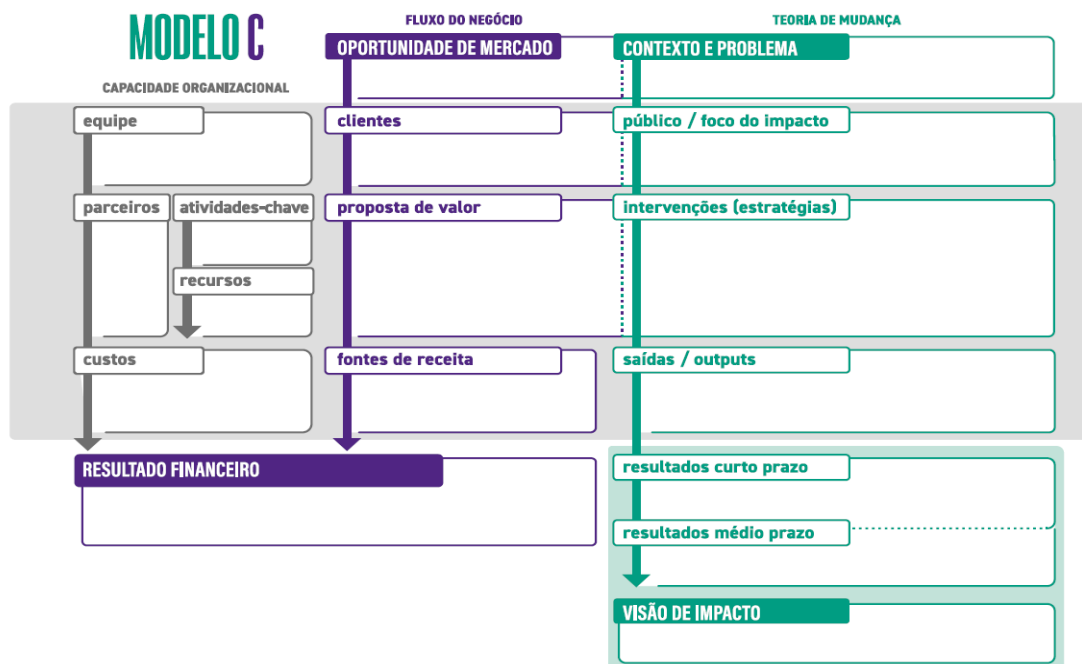




Fonte: Castello Branco et. al (2022)

Após esses ajustes, a Teoria da Mudança é incorporada ao Modelo C, conforme apresentado na Figura 3. Os autores dividem o modelo em três blocos: a capacidade organizacional, o fluxo do negócio (representa o fluxo que gera valor financeiro) e a Teoria da Mudança (representa o fluxo que gera valor social). Os autores explicam que os fluxos da Teoria da Mudança e do Negócio ocorrem de forma paralela. Também orientam que o modelo deve ser lido da direita para a esquerda, demonstrando que o impacto social é sustentado pelo resultado financeiro do negócio. Alinhado à esquerda do fluxo do negócio está o bloco capacidade organizacional. Como a capacidade organizacional apoia tanto o fluxo do negócio quanto a teoria da mudança, os autores utilizam um sombreamento que se estende até a Teoria de Mudança transcorrendo também pelo fluxo do negócio (Castello Branco et al., 2022).

Figura 4.5 Modelo C



Fonte: Castello Branco et al. (2022)

Cada um dos fluxos também pode ser lido de cima para baixo, conforme indicação das setas. Tanto a capacidade organizacional, ao gerar os custos da organização, quanto o fluxo do negócio, ao gerar receita, influenciam o resultado financeiro da organização. Outra característica do modelo destacada pelos autores refere-se é a capacidade de fusão de alguns elementos do fluxo. Nesse sentido, os elementos oportunidade de mercado, clientes e proposta de valor do fluxo do negócio são separados por uma linha tracejada dos elementos “Contexto e Problema”, “Público/foco do impacto” e “intervenções (estratégias)”.

Os autores explicam que tal abordagem deve-se ao fato de que em alguns negócios a oportunidade de mercado advém do contexto problema que se quer mudar, nesses casos, os clientes e público (beneficiários) podem representar os mesmos indivíduos, existindo, portanto, a possibilidade de que proposta de valor e intervenções também sejam as mesmas (Castello Branco et al., 2022). Essa característica é muito pertinente, pois a literatura tem indicado que os negócios sociais podem apresentar modelos de negócios integrados, em que os clientes são os beneficiários, como no caso do Grameen Bank discutido em Yunus e colegas (2010a) ou não integrados, como no caso da Escola Móvel analisada por Battilana e colegas (2012).

Analisando o Modelo C, é possível identificar sua pertinência com relação à literatura existente sobre os dois modelos que o compõe: Modelo de Negócios Canvas e Teoria da Mudança. Entretanto, é importante destacar que nenhum estudo científico demonstrou sua validação, além disso, é importante ressaltar que alguns elementos dos modelos de referência são relevantes para serem considerados no modelo: (1) ampliar o fluxo da Teoria da Mudança para considerar a identificação dos pressupostos utilizados pelos empreendedores para modelar o referido fluxo; (2)

considerar o relacionamento com clientes e beneficiários no modelo; (3) considerar os canais comunicação, interação e entrega dos produtos e serviços para clientes e beneficiários; e, (4) considerar a dimensão impacto social. Por fim, considerando o contexto específico para modelos de negócios que utilizam o modelo de negócios de plataformas digitais, fatores relevantes como, por exemplo, mecanismos para identificação do efeito de rede, controle de acesso e outros aspectos específicos não são considerados. Para revisão e análise final do nosso modelo, consideramos os aspectos de melhoria identificados na análise do Modelo C.

Nos próximos tópicos vamos analisar questões mais específicas relacionadas a análise dos especialistas com relação a nosso modelo inicial.

4.4.3.2 Utilidade do modelo

Os especialistas ressaltaram a necessidade e utilidade do desenvolvimento da proposta, validando assim a relevância do estudo. Uma das análises indicou que o modelo proposto é aplicável em diferentes estágios de desenvolvimento empresarial, além de servir como inspiração para aqueles que desejam empreender em negócios sociais.

Eu acho que [o modelo] pode ajudar muito, tanto para quem está começando como para quem já tem uma experiência, mas que pode reorganizar o seu negócio olhando para isso. E, para mim, traz uma inspiração de que é possível fazer. Porque também é uma outra coisa que a gente escuta muito de quem quer empreender com impacto social: “é muito difícil, eu tenho que receber uma receita muito grande de algum edital, de algum viés público, um patrocínio muito grande. Eu acho que [o modelo] torna mais factível quando a gente pensa nesse cenário: recebo daqui para entregar lá e passa por onde. Então, eu acho que ajuda (Entrevista A).

Um dos aspectos positivos destacados pelos especialistas refere-se ao potencial do modelo para auxiliar na tomada de decisões organizacionais, proporcionando clareza sobre as atividades, resultados e papéis desempenhados dentro da organização. Essa característica foi considerada benéfica não apenas para novas empresas, mas também para que as organizações possam reavaliar seu planejamento e ações. Tal ponto é de suma importância, pois, como mencionado na Entrevista A, empreendedores sociais frequentemente tomam decisões focadas exclusivamente na dimensão social, deixando de considerar aspectos relacionados ao negócio, como também ressaltado na Entrevista B.

Eu acho que traz uma clareza, para nós que estamos na rotina do trabalho e no campo, às vezes as coisas se misturam muito, então acho que traz um mapeamento geral e organiza coisas, que às vezes são muito intuitivas e que estão muito na rotina e a gente sai fazendo e tomando decisão sem necessariamente entender. Mas essa pessoa, ela é equipe, ela é parceira, isso aqui é uma atividade, isso aqui é a nossa entrega, acho que as coisas vão se misturando na rotina. Então, eu acho, a título de organização e de tomada de decisão, eu acho que é um modelo que pode ajudar as empresas a não cometerem erros por, às vezes, até pela emoção de querer fazer tudo, de querer dar conta de botar todo mundo como

beneficiário ou tentar, qualquer pessoa agora é cliente. Então eu acho que conseguir mapear traz uma profissionalização do negócio (Entrevista A).

Teoricamente, a instituição está lá no dia a dia, ela está atendendo. Dá a impressão que está tudo bem. Mas tem coisas que é preciso rever, com esse olhar de sustentabilidade [do negócio]. Vamos fazer a Teoria de Mudança. Teoricamente, [o negócio tem] a visão, missão e valores. Mas a hora que eu me sento para ver, na minha missão está dizendo que [o negócio vai] atender crianças nessa faixa etária. Mas a organização está atendendo idoso. Por quê? “Ah, porque apareceu um idoso na porta e atendemos ele”. Mas depois vem uma outra demanda. Então, ou a missão não está atualizada, vai precisar atualizar, ou não. [...]. Se você trazer essa ferramenta, sentar-se com ela [organização] para conversar, vai contribuir muito. Porque tem que parar e planejar para ver se a organização continua no caminho certo e se está chegando lá no resultado que eu pretendo.

Destaca-se também que um dos especialistas indicou que o modelo, além de possibilitar a modelagem do negócio, também precisa indicar quais são os próximos a serem seguidos durante a trajetória da organização.

Porque primeiro, a pessoa faz um framework, depois ela tem que fazer isso com um plano de ação. [...]. Eu preciso minimamente ajudar essa pessoa a entender, instigar e, direcionar qual o próximo passo. Por exemplo, parte dos próximos passos, quando ele desenha a teoria da mudança, ele está desenhando uma lógica de impacto de longo prazo (Entrevistado F).

4.4.3.3 Complexidade do modelo

Alguns dos especialistas consideraram que o modelo é simples para ser utilizado e que as dimensões apresentadas são relevantes para o modelo.

Eu acho que está bem completo. Acho que não tem nem muito mais o que falar. Acho que está bem completo. Eu gostei de todos os itens (Entrevista G).

Eu acho que ele é super abrangente, ele ajuda não só a dar uma resumida [no que a organização faz], mas também sustenta a explicação de algo que é muito complexo. Eu acho que ele organiza e de alguma maneira nos ajuda a dimensionar [o negócio]. Como cada um desses itens tem pesos diferentes na nossa rotina, às vezes hiperfocamos numa coisa e quando vemos aqui por perspectivas, nesse formato me traz a sensação de que eu tenho que distribuir [o foco de atenção]. Está ok que a minha dor fica muito grande na rotina, na missão, e eu fico focada naquilo, mas ajuda a dimensionar muito mais o que a gente faz, eu achei super abrangente (Entrevista A).

Para mim, [o modelo] faz muito sentido. Talvez na cabeça das instituições, talvez fique um pouco complexo. Mas, dependendo da forma como você apresenta, simulando um projeto dela aqui dentro, ela vai entender (Entrevista B).

No entanto, conforme destacado na entrevista A, o estágio atual da organização na qual ela é sócia contribui para o entendimento do modelo, pois a organização já possui um mapeamento preliminar da teoria da mudança. A entrevistada ressalta que é possível que organizações que estejam em estágios mais iniciais de atuação identifiquem maior complexidade.

Eu achei que o modelo é de baixa complexidade, mas [...] a gente tinha de alguma maneira um pré-mapeamento e já conhecia um pouquinho da teoria. Não sei como seria se isso

chegasse completamente novo e a gente fosse analisar e preencher. Acho que depende do nível de organização em está a empresa que vai utilizar. Pode ser, por outro lado, que se a gente já começasse com isso aqui tão claro, acho que algumas coisas seriam facilitadas. Vamos pensar ideal e depois vamos mudando, conforme vamos sentindo, acho que são dois lados, talvez, não sei (Entrevista A).

Esse ponto de vista foi compartilhado por outros especialistas consultados, reforçando a necessidade de simplificação do modelo para utilização de diferentes públicos. O entrevistado F, por exemplo, destacou a importância da terminologia utilizada.

Pensando agora como cabeça de modelador de negócios [...]. Existem muitas palavras que dão origem a muitas interpretações [...] que vai gerar muito esforço para quem está conduzindo uma oficina e utilizando o modelo como elemento planejador de negócios de impacto social [...]. Há um esforço muito grande de traduzir para os participantes, para os usuários [...]. Tem que ser simples, inclusive, para um grau de leigo, porque muitas vezes esses negócios são só um sonho de uma pessoa que vai levar isso para o papel. E quanto mais simples for, mais efetivo será (Entrevistado F).

Por outro lado, o entrevistado H focou na análise da quantidade de dimensões existentes no modelo.

Outro aspecto é de entender um pouco do processo de aceleração [de startups] em si. Porque a todo momento, quando conversamos com startups, tentamos sempre simplificar ao máximo. Por exemplo, “qual é o seu principal cliente? Você pode ter mil tipos de clientes, mas qual é o seu principal?”. Não faz parte do processo colocar 40 tipos de clientes dentro do seu primeiro Canvas [...]. Estamos tentando simplificar, para ele ir para a essência, no MVP, no mínimo para o cliente principal, para o adotante inicial. Eu tive a sensação de que tem campos importantes, mas, talvez, não precisa estar tudo junto, podem estar em modelos diferentes (Entrevista H).

Para simplificar o entendimento do modelo, os especialistas também contribuíram com algumas sugestões relevantes. Uma das sugestões refere-se a utilizar perguntar em cada dimensão que direcione o usuário a saber sobre qual o tipo de informação ele precisa pensar em cada uma delas.

Eventualmente faria o que eu acho que é um super sucesso do modelo Canvas, que é explicar o que tem que se fazer dentro de cada um desses quadradinhos [...] para o seu modelo ser muito bom, ele precisa ser replicado, ele tem que ser simples o suficiente para muitas pessoas poderem fazer isso em seu nome. E aí eu acho que aí é uma questão de escolha de palavra, pura e simplesmente. Eu acho que você tem que induzir os planejadores a pensar coisas que poderiam ficar de fora se eles não usassem o seu framework [...]. Explica, faz uma pergunta para a pessoa. E quando você faz uma pergunta, ele tem que dar uma resposta direta. [...]. Você simplificou o modelo. (Entrevistado F).

Outro aspecto refere-se ao direcionamento quanto a ordem em que os campos devem ser preenchidos, explicando e evidenciando a lógica do modelo para o usuário, de modo a tornar o entendimento mais simples.

O autor do Lean Canvas, por exemplo, sugere como utilizar o modelo. Ele dá três possíveis caminhos para você utilizar. Você faz primeiro uma avaliação do seu negócio, e você entende onde estão os riscos principais, e ele agrupa esses riscos em três. Então, por exemplo, se o seu risco principal é o risco de produto, você começa de um jeito, [...] se o

seu risco principal é um risco de mercado [...], você começa o processo de preenchimento de outra forma. Isso também é interessante, sugerir o caminho do processo de validação, de como utilizar, por onde começar (Entrevista H).

Outra sugestão foi a possibilidade de elaborar diferentes *frameworks* para aspectos diferentes da modelagem de negócios, considerando também os diferentes estágios da organização.

Por exemplo, no caso do Business Canvas, depois [de desenvolvido], teve um complemento, outro Canvas, um Canvas de proposta de valor. [...]. Eventualmente, você pensar em criar dois materiais, porque simplifica um pouco a visão. [...] Neste momento você [usuário do modelo] precisa responder essas questões básicas. [O negócio] evoluiu, vai para outro estágio? Utiliza esse outro Canvas, olha com atenção esse ponto. Eu acho que isso poderia ajudar a simplificar um pouco o modelo (Entrevista H).

4.4.3.4 Complexidade relacionada a dimensão impacto.

Um ponto bastante enfatizado pelos avaliadores refere-se à complexidade da medição de impacto e, portanto, de sua relevância para o modelo. Diferentes especialistas enfatizaram o fato de que grande parte dos negócios sociais não avaliam o impacto social.

Isso [impacto] é muito complexo, quase nenhum negócio que você encontrar vai medir o impacto, de nenhuma área. É muito complexo, é custoso. (Entrevista D)

Ninguém faz [o monitoramento do impacto], não dá, é muito custoso. Quem fez foi a [empresa de impacto social] Vivenda em parceria com a [Fundação Getúlio Vargas] FGV, em 2014. [...]. Mas é um caso em um milhão que tem isso (Entrevista D)

Ele [impacto] vai acontecer no longo prazo, quando a gente está falando de cultura, educação, por exemplo, pode ser que o resultado se dê daqui quatro, cinco anos, não é um resultado que você vai investir o recurso agora e no final do ano você vai [medir] como as empresas fazem, vai conseguir ter indicadores e já demonstrar que reduziu a violência [...] pode até ser que em alguns casos, dependendo da intervenção, isso aconteça, mas é muito mais difícil, é um movimento (Entrevista E).

E por questão também de ter equipes enxutas não consegue, às vezes, chegar no impacto social. [...] Não há quem faça isso. Então, ela não consegue responder qual o impacto social: eu sei que eu formei 100, agora desses 100, quantos estão empregados? Houve aumento de renda familiar? Essas coisas eles não conseguem contabilizar (Entrevista B).

Outro aspecto relevante com relação às dimensões resultados e impactos do modelo, é evidenciar a necessidade de que cada negócio precisa compreender o que é curto, médio e longo prazo de acordo com as atividades que está propondo, bem como com relação aos resultados e impactos que pretende alcançar.

O que é curto, médio e longo prazo? Ele é diferente das empresas [tradicionais]. É preciso definir o que é isso. Podemos ter reflexos a prazos imediatos, por exemplo, quando você consegue estabelecer uma metodologia dentro desses aspectos culturais, e você estabelece um ambiente, uma metodologia em que você vai profundamente atingir essas pessoas, do ponto de vista emocional, inclusive. [...] Só que a permanência desse resultado, ele se dá a longo prazo. Ele é provocado num primeiro momento, mas se isso for

interrompido, isso esvaece, porque para você provocar uma mudança de hábito, é preciso um período de execução disso (Entrevista E).

Com relação a essa coluna, impacto social. Primeiro ele tem que definir o que vai ser longo prazo no projeto dele [usuário]. Tem que estar claro para ele. Longo prazo serão 20 anos? Mas às vezes, olhando ações do ensino médio, por exemplo, longo prazo será cinco anos. [...] Então, para definir impacto social de longo prazo, vamos precisar ajudar eles [usuários], talvez, linkando com indicadores públicos mesmo [...]. Essa coluna de impacto social vai precisar de muita ajuda [...] (Entrevistado F).

Apesar da reconhecida dificuldade para que os empreendedores sociais identifiquem o impacto do seu negócio, também foi identificada a importância de a dimensão ser contemplada no modelo.

Uma das coisas que o Ash Maurya [autor do Lean Canvas] fez, foi acrescentar um quadro específico sobre métricas-chave. Então, você está iniciando o seu negócio, já na ideia, você deveria pensar em quais são os indicadores que vão medir sucesso do seu negócio. E isso eu acho interessante, desde o início. Eu acho que faz muito sentido pensar nesses indicadores, como medi-los para garantir uma transparência, uma isonomia. Isso tudo é realmente importante já no início do negócio. Inclusive para contar a mesma história do início até três anos depois, por exemplo. Você conseguir medir o mesmo indicador, mostrar uma evolução em cima deles (Entrevista H).

4.4.3.5 Dimensões e suas relações no modelo

Além de propor a simplificação do modelo, os especialistas identificaram que as explicações a serem fornecidas para os usuários podem influenciar as relações estabelecidas no modelo (relações estabelecidas pelas setas na proposta inicial).

[O entendimento do que é tecnologia digital] pode mudar inclusive o que você está demonstrando: que a tecnologia digital impacta na proposição de valor e na plataforma digital. Talvez [o entendimento] como TIC impacte na plataforma digital e como ERP impacte na proposta de valor, não sei. Mas eu acho que tem aí uma explicação técnica a ser dada (Entrevistado F)

Outra sugestão focou na importância de, além de explicar cada dimensão do modelo, explicar como essas dimensões estão inter-relacionadas explicitando a lógica relacionada a como o modelo foi desenvolvido.

Estou vendo os quadros, mas, se você pensou por detrás, nessa lógica de organização para fazer sentido. “Aqui, eu tenho quadros que falam disso, aqui, eu tenho quadros que falam daquilo. Isso ajuda a gente a entender a lógica do processo. Se ele possui uma sequência, se ele não tem. Isso pode ajudar na explicação para as startups (Entrevista H).

Outras análises também sugeriram a inclusão de dimensões. Por exemplo, a entrevistada G sugeriu incorporar uma dimensão que aborde como a organização relaciona-se com a questão da sustentabilidade ambiental, indicando como a organização otimiza recursos, por exemplo.

Um insight do que você poderia acrescentar é a questão da sustentabilidade [ambiental]. A empresa está consumindo árvores [consumindo papel]? Como ela vai contribuir para evoluir as questões do meio ambiente? Como otimizar a utilização de recursos? É um assunto que

ainda não está tão forte entre as micro e pequenas empresas, mas a tendência é que irá crescer (Entrevista G).

Outra sugestão foi a inclusão de uma dimensão que aborde os desafios vivenciados pelos negócios sociais.

Uma sugestão que eu vejo, é acrescentar, de alguma maneira, a questão do desafio, a questão das barreiras, porque isso não funciona de uma forma tão linda, leve, fluida, e tudo funciona e é tudo maravilhoso. [...]. Por exemplo, um desafio para medir o impacto é a complexidade do que a gente faz, o nosso resultado econômico tem um desafio porque a gente tem uma contrapartida e um custo muito alto para gerar [com as ações sociais]. Mas a gente também tem que ser muito competitivo no mercado. Então, acho que para cada uma dessas camadas tem um desafio diferente. Mas eu fiquei pensando em equipe, no público e depois nas entregas. Acho que para cada uma dessas camadas a gente tem barreiras diferentes. Mas acho que é legal de alguma maneira, ter pelo menos um asterisco em alguns momentos desse mapa para a gente dizer, isso aqui é uma barreira aqui, isso aqui é uma barreira ali (Entrevista A).

Apesar de não indicarem a inclusão de uma dimensão para identificação dos desafios para os negócios sociais, a discussão com relação ao tema também foi realizada por outros especialistas, além disso, o desafio de conseguir o efeito de rede para os MNPD foi enfatizado, demonstrando que os desafios são um fator relevante para os empreendedores sociais, sobretudo para os que buscam estruturar MNPD.

Eu vi casos, não [na área] de educação, mas vi um que era tipo um Airbnb só para mulheres, vi um caso que era um para músicos que queriam fazer turnê e [a plataforma digital] buscava conectar músicos com produtores culturais. Esses eram os dois públicos. O produtor cultural querendo contratar e o músico querendo ser contratado para fechar turnê num determinado território. Eram muitos desafios. É muito difícil para uma empresa que está começando, porque não é possível focar em um dos lados e viabilizar. Se você não focar nos dois, os dois vão naufragar. Se você tem um monte de músico, mas não tem produtor. Se você tem um monte de produtor, mas não tem músico, esquece. Que é um pouco dessa interação central para garantir esse efeito de rede que você estava comentando (Entrevista D).

Outro aspecto, refere-se ao possível agrupamento de dimensões. Foi sugerida a junção de dimensões típicas do Modelo de Negócios Canvas com dimensões bastante específicas da teoria da mudança. Um dos especialistas sugeriu que, apesar das propostas de valor serem diferentes para os diferentes grupos que integram a plataforma digital, a dimensão “saídas” pode contemplar os custos e as receitas, e o resultado social seria equiparado com os resultados econômicos, por fim, resultando no impacto social.

Eu estou olhando para cima aqui [do modelo], estou pensando se tem alguma coisa que dá para fundir. Por exemplo, eu acho que o que está na esquerda [do modelo], resultado econômico, receita e custo estão relacionados com as saídas, que são os produtos da teoria de mudança. Para entregar a proposta de valor, se são duas propostas de valor, uma para o criador de conteúdo e uma para o cliente ou se não tem saídas específicas para ambos também. Assim, talvez seja possível criar um único modelo em cima que vai dialogar com as duas partes, não vai ter essa divisão por bloco. Ou seja, essa saída vai ter custo e receita, a partir disso você vai ter resultados econômicos e sociais e a partir disso vai ter um impacto social que dialoga com a missão de baixo. Talvez possa equiparar resultado econômico com resultado social. Em cima, você vai ter só o impacto social, que vai ser

decorrente desses dois resultados, o econômico e o social. Na teoria, uma coisa alimenta a outra e aí vira um círculo virtuoso que gera esse impacto social, se não tivessem as tensões que a gente também pesquisa. Então eu faria assim, saídas relacionadas a custo e receita, em cima disso de alguma forma, ou na frente, mas como algo posterior. Resultados econômicos e sociais num nível de igualdade e acima disso, uma coisa única, o impacto social, que pode ser decorrente do resultado social e do resultado econômico, que vai te permitir alimentar essa engrenagem (Entrevista D).

Apesar da proposta de equipar resultados financeiros com resultados sociais ter sido realizada pelo Entrevistado D, um dos especialistas destacou que pode tornar o modelo confuso:

Eu acho que se confunde, porque quando você está falando de custos, das suas receitas, você está falando para a empresa, quando você está falando do impacto social, você está falando do impacto que ela gera em um público externo, esse impacto pode ser financeiro, então, você tem um projeto que está relacionado com empregabilidade, como você estava comentando, o seu impacto social está relacionado a aumentar a renda dessa população, mas eu manteria isso separado do resultado econômico que a empresa gera para si. A diferença entre os dois seria o que está da porta da empresa para dentro e o que está da porta da empresa para fora. Sem falar de uma discussão ética importante em termos da medição de impacto, que é que se você provoca uma fusão dos dois, estimula essas pessoas a entenderem como transformar o impacto social em valores financeiros. Tem aquele dilema moral de colocar um valor financeiro sobre a vida humana, sobre a qualidade de vida humana. E aí você entra em questões complexas (Entrevista C).

4.4.3.6 Compreensão dos papéis

Outro aspecto relevante identificado pelos especialistas refere-se às mudanças de papéis nos diferentes tipos de negócios. Eles destacaram que os beneficiários dos negócios sociais podem estar em diferentes partes da cadeia de valor da organização. Isto é, o beneficiário pode ser o cliente, pode ser um fornecedor, pode ser um parceiro.

Às vezes, o cliente e o beneficiário são a mesma pessoa, às vezes o beneficiário está na cadeia de fornecimento do negócio, e o cliente é quem paga. Então existem várias formas, diferentes relações possíveis (Entrevista C).

Acho que um ponto de atenção é pensar se o produtor de conteúdo não pode ser o beneficiário, por exemplo. Acho que [o pesquisador propondo o modelo] não vai saber de antemão onde está o beneficiário (Entrevista D).

4.5 PROPOSTA FINAL DO FRAMEWORK

A análise realizada pelos especialistas proporcionou reflexões valiosas para o aprimoramento do modelo. Com base nisso, destacaram-se três sugestões para o desenvolvimento do modelo final.

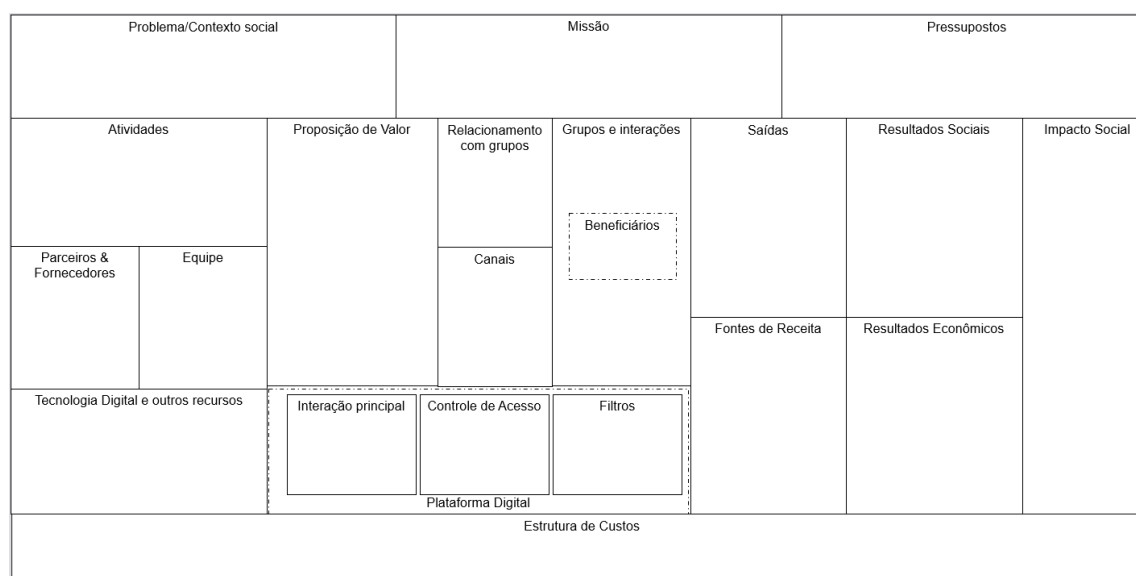
- (1) Simplificação do modelo: buscar a simplificação do modelo, tornando-o mais acessível e fácil de usar para os usuários. Isso envolveu manter os elementos considerados essenciais.

- (2) Orientações detalhadas para compreensão da lógica de preenchimento: fornecer aos usuários orientações claras e detalhadas sobre a lógica de preenchimento do modelo. Isso inclui a criação de perguntas orientadoras que ajudem os usuários a entender como preencher corretamente as informações necessárias.
- (3) Identificação dos grupos participantes e seus beneficiários: a versão final do modelo permite que os usuários identifiquem os grupos que irão utilizar a plataforma digital, bem como quais grupos representam os beneficiários do modelo.

As demais considerações apontadas pelos especialistas são indicadas para serem exploradas em trabalhos futuros, conforme discutido na próxima seção.

A Figura 4.4 representa a proposta de framework para modelagem de negócios sociais que utilizam MNPD.

Figura 4.6 Framework final após análise dos especialistas



Fonte: Autores (2023)

A proposta final de modelo sugere que o empreendedor social inicie a modelagem do negócio com a análise do problema e contexto social a serem enfrentados, definição da missão social, pressupostos e impactos sociais almejados. A missão social deve ser uma resposta ao contexto e problema encontrados, guiando a organização para alcançar o impacto social pretendido. Dessa forma, a missão deve direcionar as ações do negócio para gerar o impacto social.

O impacto social pretendido é uma descrição da visão de futuro com relação ao contexto social transformado de maneira positiva. Alguns exemplos de impacto social pretendido podem ser a erradicação da pobreza, o aumento da renda dos beneficiários, a redução da violência em um bairro ou a promoção de ampla igualdade de direitos em todo o mundo. É importante compreender

que o impacto social pretendido terá a contribuição das ações realizadas pelo negócio social, entretanto, envolve vários outros fatores.

Os pressupostos indicam qual é a visão dos empreendedores sociais sobre a relação causal entre as ações que serão empreendidas através de sua missão e os resultados e impactos a serem alcançados para possibilitar a mudança do contexto social no qual irá atuar. A identificação dos pressupostos também contribuirá para direcionar quais são as métricas relevantes para mensurar as saídas, resultados e impactos sociais gerados.

Para refletir sobre o problema/contexto social, missão, impacto social pretendido e pressupostos, o empreendedor social pode realizar os seguintes questionamentos:

- Problema/contexto social: qual é o problema social que nos propomos a resolver? Quais são as causas dessa situação? Quais são os fatores que influenciam esse problema e contexto social?
- Missão: Quais são os valores e princípios fundamentais que guiam o negócio social? Quais são os principais produtos, serviços ou soluções que o negócio social oferecerá para abordar o problema social? Qual é o diferencial do negócio social em relação a outras organizações ou abordagens existentes?
- Pressupostos: quais são as crenças fundamentais subjacentes à teoria da mudança que estou adotando? Quais são as relações de causa e efeito que estou assumindo? Como o contexto influencia a mudança pretendida?
- Impacto social: qual é a visão de futuro que o negócio social busca alcançar? Ou seja, qual é a situação ideal que o negócio social deseja criar no longo prazo em relação ao problema social identificado?

A partir da análise do problema e contexto social, do estabelecimento da missão organizacional, do impacto social pretendido e da identificação dos pressupostos que descrevem como a missão irá gerar os impactos almejados, o empreendedor social precisa pensar com mais detalhes sobre quais serão os grupos a serem atendidos pelo seu negócio e qual será a proposta de valor a ser gerada para cada um desses grupos. É importante que, nessa etapa, o empreendedor social foque na identificação da interação central (grupos principais) do seu MNPD. Na identificação dos grupos que irão participar da plataforma digital, é importante que o empreendedor social defina quem será o público beneficiário, ou seja, quais os grupos que serão impactados positivamente pelo negócio social e terão sua realidade social modificada por meio desse impacto. Nessa etapa, os seguintes questionamentos podem orientar o desenvolvimento do modelo pelo empreendedor social:

- Interação central: qual será a principal interação entre os grupos para que a plataforma gere o efeito de rede? Como garantir a participação ativa dos grupos na plataforma digital?

- Grupo beneficiário: quais grupos receberão as intervenções/estratégias da organização?
- Outros grupos participantes da plataforma: existem outros grupos que precisam participar da plataforma para que a organização produza sua proposta de valor, incluindo fontes de receita? Como envolver esses grupos na plataforma de forma eficaz?
- Proposta de valor: qual é a proposta de valor que o negócio social precisa entregar para cada grupo que participa da plataforma digital? Como personalizar a oferta de valor para atender às necessidades específicas de cada grupo? Como atender às necessidades específicas de cada grupo beneficiário?

O próximo passo é identificar quais serão os mecanismos de relacionamento com os grupos e quais serão os principais canais de comunicação com eles. Aqui, o foco deve ser criar e reforçar o efeito de rede, atraindo os participantes para a plataforma digital. Os seguintes questionamentos podem guiar o empreendedor social nesse passo:

- Relacionamento com os grupos: quais serão os mecanismos de relacionamento com os grupos?
- Canais: quais são os principais canais de comunicação para se engajar com os grupos?

Agora, o empreendedor social precisa se dedicar a identificar os mecanismos que serão utilizados para que a plataforma digital contribua para a geração de valor para os grupos participantes. Dessa forma, ele precisa identificar quais serão os mecanismos de controle de entrada dos participantes na plataforma, visando garantir a qualidade da oferta de valor. Também é necessário identificar quais filtros serão disponibilizados para facilitar a busca pelos usuários.

- Controle de acesso: quais serão os mecanismos de controle de entrada dos participantes na plataforma para garantir a qualidade da oferta de valor? Identificar se o controle de acesso será editorial, ou seja, a equipe da organização avalia a entrada de um membro, produto ou serviço na plataforma. O controle de acesso pode ser realizado por meio de algoritmos que analisam parâmetros pré-definidos antes de permitir a entrada de um membro, produto ou serviço na plataforma, ou o controle de acesso realizado pela comunidade, em que os próprios usuários avaliam membros, produtos ou serviços disponíveis na plataforma digital, permanecendo somente aqueles que atingem um padrão mínimo de avaliação.
- Filtros: quais filtros serão disponibilizados para facilitar a busca dos usuários na plataforma digital (por exemplo, região, tipo de produto ou serviço, preço etc)?

A partir das definições anteriormente realizadas, o empreendedor está apto a identificar quais serão as principais atividades a serem desenvolvidas pela organização para garantir a oferta de valor para todos os grupos, bem como qual será a equipe e quais serão os parceiros e fornecedores necessários para a realização dessas atividades. Também irá refletir sobre quais as

tecnologias digitais (Tecnologias de Comunicação e Informação, CRM, ERP etc.) são necessárias para suportar as equipes no desenvolvimento das atividades e na gestão da plataforma digital. Os questionamentos a seguir podem guiar as reflexões sobre essas dimensões:

- Atividades: quais serão as principais atividades a serem desenvolvidas pela organização para garantir a oferta de valor para todos os grupos? O que precisa ser realizado para gerar o impacto social desejado? Quais são as macro atividades e estratégias?
- Equipe: quais são os papéis e competências necessários na equipe para desenvolver as atividades?
- Parceiros e fornecedores: quem são os principais parceiros e fornecedores? Qual papel eles terão nas atividades do negócio social?
- Tecnologias digitais e outros recursos: quais tecnologias digitais (Tecnologias de Comunicação e Informação, CRM, ERP, etc.) são necessárias para suportar as equipes no desenvolvimento das atividades e na gestão da plataforma digital? Quais outros recursos são necessários?

Agora é o momento em que o empreendedor social precisa se dedicar a analisar como o negócio irá produzir resultados, tanto financeiros quanto sociais. Assim, ele precisa identificar quais serão os aspectos tangíveis ou mensuráveis resultantes dos principais processos da organização, ou seja, medidas que indicam que os processos estão sendo implementados. Também é preciso garantir que o negócio irá gerar receita, portanto, é necessário refletir sobre como a organização irá monetizar as atividades realizadas para sustentar suas operações.

- Saídas: quais são os aspectos tangíveis ou mensuráveis resultantes dos principais processos da organização? Quais os indicadores podem evidenciar que as atividades estão sendo implementadas de modo satisfatório para alcançar os resultados financeiros e sociais?
- Fontes de receita: como a organização irá monetizar suas atividades para sustentar suas operações?

Por fim, é necessário pensar em quais serão os indicadores-chave de resultados financeiros e sociais que irão indicar, no curto e médio prazo, que as mudanças sociais pretendidas estão ocorrendo e que a organização está obtendo o retorno financeiro satisfatório para crescer com sustentabilidade.

- Resultados financeiros: quais são os resultados financeiros que demonstrarão o sucesso do negócio? Quais os indicadores serão utilizados para mensurá-los?
- Resultados sociais: que período será considerado como curto prazo para as ações sociais realizadas pela organização? Quais são as mudanças no contexto que podem ser

observadas nesse período? Como essas mudanças podem ser mensuradas (indicadores)? Que período será considerado como médio/longo prazo para as ações sociais realizadas pela organização? Quais são as mudanças no contexto que podem ser observadas nesse período? Como essas mudanças podem ser mensuradas (indicadores)?

A dimensão custos está na base do modelo e permeia todas as outras dimensões, demonstrando que o empreendedor social precisa refletir sobre os custos gerados por todas as demais dimensões do modelo, incluindo os recursos necessários para coletar e avaliar dados relacionados aos indicadores e ao impacto social. Nesse sentido, o empreendedor social pode considerar as seguintes questões:

- Custos: quais são os custos despendidos com tecnologia digital e outros recursos? Quais os custos para o desenvolvimento das atividades? Quais custos destinados para a equipe e fornecedores? Quais os custos para engajamento dos grupos na plataforma digital? Quais os custos envolvidos na gestão dos indicadores financeiros e sociais?

4.5.1 Demonstração do framework: caso da Diversity Enterprise

As informações obtidas na entrevista da Diversity Enterprise foram utilizadas para demonstrar a utilização do modelo final proposto no estudo, conforme ilustra a Figura 4.5. A Diversity Enterprise é uma startup dedicada à promoção da diversidade e inclusão por meio da educação. A empresa oferece produtos digitais e prestação de serviços que visam promover a mudança cultural nas organizações, capacitando tanto a equipe de diversidade, quanto os demais colaboradores, em temas como empatia, respeito no ambiente corporativo, liderança inclusiva, conceitos básicos sobre diversidade, letramento racial, entre outros.

Figura 4.7 Aplicação do modelo ao caso da Diversity Enterprise

Problema/Contexto social		Missão			Pressupostos		
Exclusão de grupos sub-representados no ambiente corporativo. A maioria da comunidade LGBTQIA+ esconde a sexualidade no ambiente corporativo.		Transformar organizações ao potencializar a diversidade.			A educação e o letramento em diversidade são caminhos essenciais para a transformação cultural das organizações, a fim de torná-las mais inclusivas		
Atividades		Proposição de Valor	Relacionamento com grupos	Grupos e interações	Saídas	Resultados Sociais	Impacto Social
Realização de treinamentos e consultoria. Produção de conteúdo Moderação da Comunidade Digital			Relacionamento de longo prazo				
Parceiros & Fornecedores	Equipe	Consultoria Treinamentos Experiências Sensoriais	Canais	Beneficiários Grupos sub-representados	Número de empresas clientes que foram atendidas Número de pessoas impactadas nesses clientes Satisfação dos clientes	Evolução do grau de maturidade em diversidade e inclusão das organizações clientes no curto e médio prazo.	Organização que colocam a diversidade em prática. Organizações mais inclusivas
Contabilidade, Atendimento jurídico, Tecnologia da Informação e rede de facilitadores	14 pessoas incluindo especialistas em Diversidade e Inclusão, área comercial e moderação da Comunidade Digital		Website e redes sociais				
Tecnologia Digital e outros recursos		Interação principal Empresas em busca de conhecimento sobre diversidade e inclusão	Controle de Acesso	Filtros	Fontes de Receita Serviços de consultoria, treinamentos e experiências para empresas Assinatura da Comunidade Digital	Resultados Econômicos Faturamento, Lucro e Ticket médio	
Plataforma digital (produto já existente no mercado e customizado para a organização)			Editorial	Pesquisa por tema e filtros com relação ao tipo de material			
Estrutura de Custos							
Recursos Humanos/Produção de materiais/ Tecnologia/Comunicação e Marketing							

Fonte: Autores (2023)

Um dos principais produtos digitais oferecidos pela organização é a Comunidade Digital (nome fictício), uma plataforma digital que possibilita a interação entre empresas em busca de conhecimento sobre diversidade. Por meio dessa comunidade, as organizações podem esclarecer dúvidas, divulgar suas práticas de diversidade, consultar exemplos de práticas adotadas por outras empresas e ter acesso a cursos e materiais orientativos.

O objetivo central da Diversity Enterprise é abordar o problema da exclusão de grupos sub-representados no ambiente corporativo. De acordo com relatos da CEO da empresa, aproximadamente 61% da comunidade LGBTQIA+ esconde sua sexualidade no local de trabalho (M1, Diversity, 2022). Sendo assim, a missão da organização é "transformar organizações por meio do fortalecimento da diversidade" (I1, Diversity, 2023). A empresa acredita que a educação e o letramento em diversidade são caminhos essenciais para a transformação cultural das organizações, a fim de torná-las mais inclusivas. A Diversity Enterprise espera que suas ações tenham um impacto social significativo, promovendo a inclusão não apenas no discurso, mas também em todas as práticas das organizações. Além disso, conforme relatado pela CEO, a empresa busca expandir o acesso ao conhecimento sobre diversidade e inclusão por meio de sua plataforma digital:

Um ponto chave do porquê optamos por usar tecnologia é porque os serviços de consultoria de diversidade não são baratos. Então, eles não são acessíveis para muitas empresas. Claro, grandes empresas, que têm grandes lançamentos etc., vão pagar. [...] Mas a gente entende que esse é um tema que precisa sair só do eixo Rio-São Paulo. Tem que chegar em outras regiões do Brasil. Tem que chegar em outros portes de empresas. [...] Então, a partir do momento que a gente usa a tecnologia, no caso, a “Comunidade Digital”, eu consigo

tornar esse modelo de assinatura mais barato, mais acessível para as empresas [...] Então, eu consigo tornar o conhecimento de diversidade, a sensibilização, o letramento, a discussão contínua de diversidade ao longo do ano possível, pois é mais barata, e eu democratizo o acesso a esse conhecimento, que é algo que hoje não acontece (E1, Diversity, 2023).

A "Comunidade Digital" é construída por meio da participação de várias organizações na plataforma. Atualmente, a maioria das organizações participantes consiste em grandes empresas que buscam adquirir conhecimento e boas práticas relacionadas à diversidade. Embora o objetivo principal da "Comunidade Digital" seja fortalecer e capacitar as equipes de diversidade das organizações envolvidas, é importante considerar que os principais beneficiários são os grupos sub-representados. Essa perspectiva foi destacada pelos especialistas, que sugeriram que a identificação dos grupos beneficiados seja tratada de forma mais abrangente no modelo.

A organização identificou que as principais necessidades das organizações que estão buscando implementar ações de diversidade são três: manter o "tema vivo" o ano inteiro para seus colaboradores, conhecer boas práticas sendo implementadas por outras organizações e acessar conteúdo de qualidade sobre o tema. Nesse sentido, além da Comunidade Digital oferecer a integração dos participantes por meio de uma rede social, ela disponibiliza cursos online e materiais, como guias e manuais, sobre diversidade e inclusão. A Comunidade Digital é mediada por colaboradores da Diversity Enterprise, mas os participantes também podem interagir, conforme explica a CEO:

Uma vez que a empresa realiza a assinatura anual, os usuários participam do onboarding para saber como é que a comunidade funciona e tudo mais. A partir do momento que eles entram na comunidade, eles vão acessar vários cursos. Então, a gente produz cursos, conteúdos sobre conceitos, por exemplo, liderança inclusiva, viés inconsciente, letramento de gênero, letramento LGBTQIA+, letramento geracional, letramento racial, letramento sobre inclusão de pessoas com deficiência... Conceitos básicos sobre cada um desses assuntos... Como desenvolver carreira de grupos minorizados. Então, a gente tem vários temas... Segurança psicológica.

E a gente também tem tipo uma rede social, como se fosse um Facebook, em que as pessoas podem postar dúvidas, perguntas, pedir dicas de materiais... Onde também entra essa interação, porque às vezes, você tem ali uma pessoa do Telecine perguntando: "Pessoal, o que vocês estão planejando para o mês do orgulho." E você começa a ter pessoas de outras empresas respondendo, interagindo, falando, dando dicas ou comentando... Ou a nossa própria equipe, aqui da Blend.

Além do produto digital, a organização oferece consultoria especializada, treinamentos e experiências sensoriais, que envolvem atividades mais lúdicas. Conforme destacado pela CEO, apesar do produto digital ter sido a primeira ideia do negócio, ela foi impulsionada pela pandemia, no entanto, a porta de entrada da Diversity Enterprise em seus clientes são as consultorias e treinamentos, que são os produtos mais convencionais com os quais as organizações estão habituadas.

Nós temos quatro pilares, porque a gente não deixa de oferecer, ainda hoje, os serviços de consultoria, que eles acabam representando uma grande parcela da receita que a gente tem.

Parte do nosso objetivo, ao longo do tempo, é transacionar, digamos assim, cada vez mais o percentual maior da nossa receita vinda de produtos digitais, mas isso ainda é uma jornada a ser percorrida. Então, a gente ainda tem serviços de consultoria, e dentro de consultoria envolve diagnóstico, construção de desenho de estratégias de diversidade. A gente tem a parte de treinamentos customizados [...]. Temos a Comunidade Digital. E temos também uma parte que são experiências [...], incluindo algumas digitais, que são algumas vivências que a gente propõe para a pessoa exercitar a capacidade de empatia dela. Uma coisa um pouco mais gamificada, um pouco mais lúdica (E1, Diversity, 2023).

O relacionamento com as organizações ocorre principalmente por meio do website e networking realizado pela organização, que foca no relacionamento de longo prazo com os clientes. Conforme relatado anteriormente, é comum que as organizações contratem inicialmente os serviços de treinamento e consultoria e, posteriormente, passem a se relacionar com a Diversity Enterprise por meio da Comunidade Digital. A Organização também mantém contato com seus clientes por meio da divulgação de conteúdo em suas redes sociais.

Com relação a Comunidade Digital, o controle de acesso é realizado de forma editorial, ou seja, a partir da assinatura anual da plataforma digital, a equipe da Diversity Enterprise autoriza a entrada de um novo membro (organização) na comunidade. Que possui um menu de pesquisa para acessar os materiais e cursos de acordo com o tema desejado. Além disso, é possível realizar filtros por tipo de material deseja, como por exemplo, podcasts, vídeos, e-books.

Para apoiar a criação de valor, a Diversity Enterprise se concentra em várias atividades-chave, como ações de comunicação e marketing e vendas, além da produção dos cursos, treinamento e conteúdos e gestão da Comunidade Digital. Para suportar a realização das atividades, a Diversity Enterprise conta com uma equipe de 14 pessoas, além de fornecedores de serviços jurídicos e de contabilidade, de tecnologia da informação e uma rede de facilitadores que atuam em projetos específicos. Conforme esclarece a CEO:

Temos pessoas que ficam na equipe de especialistas, que tocam os projetos de consultoria e, eventualmente, projetos de treinamento. Temos pessoas que ficam meio na estrutura [da Comunidade Digital], que é um produto digital. A gente tem uma pessoa que está na estrutura de um outro produto digital que a gente deve lançar no final do ano, ainda está em fase, de programação etc. Temos a área de comunicação, que trabalha com gênero de redes sociais, conteúdo, site, Newsletter etc. A gente tem equipe comercial, que faz toda a parte de vendas. Até porque a nossa venda é uma venda B2B, consultiva. Então, é uma venda de prazo longo. E a gente tem uma pessoa que está na equipe do RH. Então, assim, uma pessoa que está nessa parte mais de ver cultura, o clima da empresa, algumas práticas de conexão. Até porque a gente está num modelo que é 100% remoto, com pessoas em diferentes lugares do Brasil (E1, Diversity, 2023).

Como principais saídas a organização monitora quantas empresas clientes foram atendidas, qual o número de pessoas impactadas nessas organizações, bem como a satisfação dos clientes. Como fonte de receitas a empresa conta com o fornecimento de serviços de consultoria, treinamentos e experiências para empresas e a assinatura da Comunidade Digital.

Apesar de monitorar os resultados financeiros como faturamento, lucro e ticket médio a Blend Enterprise, assim como relatado nos estudos de caso anteriores e na discussão dos especialistas, possui desafios para monitorar os resultados e impactos sociais, conforme destaca a CEO:

É bem desafiador. Eu acho que ainda não conseguimos mensurar muito bem o nosso impacto. Porque além de mensurar impacto social já ser um desafio, mensurar impacto social na área de educação é ainda mais desafiador. Ações educacionais também têm uma camada de complexidade bem grande. Especialmente porque, muitas vezes, não é um programa estruturado de longa duração, onde eu consigo, metrificar uma base zero e depois de seis meses de programa, sete meses de programa, um ano de programa, vamos ver fazer um novo uma nova pesquisa para avaliar se o grau de conhecimento das pessoas evoluiu. Muitas vezes são ações isoladas. Pode ser até que ao longo do ano o cliente contrate a gente para fazer várias ações. Só que muitas vezes são ações pontuais, com objetivos diferentes, públicos diferentes (E1, Diversity, 2023).

Entretanto, apesar dos desafios identificados, a CEO considera que o crescimento da Comunidade Digital possibilite a melhoria dos mecanismos de avaliação do impacto social. Ela planeja que, utilizando a plataforma digital será possível realizar um diagnóstico inicial dos clientes que estão participando da comunidade e acompanhar a evolução deles a cada renovação da assinatura, mas compreende que mesmo essa proposta ainda trará desafios, conforme explicado a seguir:

O que a gente quer começar a fazer agora é fazer [avaliação de impacto] na Comunidade Digital. Quando a empresa entra na Comunidade Digital, a gente faz esse assessment, e aí toda vez que ela renova a assinatura, a gente faz de novo [...]. Foi através da Comunidade Digital que identificamos ser possível acompanhar um pouco melhor essa evolução no grau de maturidade de diversidade [...]. Claro que parte dessa evolução, acho que a gente pode atribuir a nossa atuação na própria comunidade e, mas ao mesmo tempo, eu também não posso levar todo esse crédito, porque, às vezes a empresa está implementando outras práticas ou outras ações que, não necessariamente foram coisas que eu influenciei [...]. Isso para dizer que é bem desafiador (E1, Diversity, 2023).

Com relação a estrutura de custos, estão principalmente relacionados a recursos humanos, tecnologia e impostos. Alguns custos também envolvem a elaboração dos materiais disponibilizados aos clientes na Comunidade Digital e nas ações de treinamento, bem como as atividades de comunicação e marketing.

4.6 CONSIDERAÇÕES FINAIS

4.6.1 Contribuições

Este estudo buscou contribuir com os esforços empreendidos pelos pesquisadores para o desenvolvimento de artefatos que possam contribuir com a realidade dos negócios sociais (Ebrahim & Rangan, 2014; Maas & Grieco, 2017; Yunus et al., 2010), sobretudo no contexto da economia

digital em que o uso de modelos de negócios de plataforma digital é crescente. Desse modo, a proposta faz contribuições para o campo acadêmico e prático.

O modelo possibilita uma estrutura sistemática para a compreensão da complexidade dessas organizações, agrupando elementos do Modelo de Negócios Canvas (Osterwalder & Pigneur, 2010, 2014) e da Teoria da Mudança (Weiss, 1995), possibilitando ao empreendedor social refletir sobre os aspectos necessário tanto para a criação de valor social, quanto para a criação de valor financeiro. Ao incorporar elementos específicos do MNPD, a proposta também possibilita ao empreendedor refletir sobre os aspectos essenciais e desafiadores, como o efeito de rede, controle de acesso, filtros e fontes de receitas.

Além disso, a proposta pode fornecer uma linguagem comum para a discussão e análise de negócios sociais. A utilização do o framework tem potencial para facilitar a comunicação entre pesquisadores, profissionais e partes interessadas envolvidas nesse campo, permitindo melhores comparações entre casos de estudo e uma compreensão mais precisa dos desafios e oportunidades enfrentados pelos negócios sociais.

Outra contribuição importante é a possibilidade de avaliar e comparar diferentes propostas de negócios sociais, sendo particularmente relevante para investidores e financiadores que desejam tomar decisões informadas sobre alocar recursos para projetos de negócios sociais.

Por fim, o framework para modelagem de negócios sociais pode estimular o avanço da teoria e da prática nesse campo. Através de pesquisas e aplicações práticas, a proposta pode ser constantemente refinada e aprimorada, levando a uma maior compreensão dos negócios sociais e ao desenvolvimento de estratégias mais efetivas para enfrentar desafios sociais.

4.6.2 Sugestões de trabalhos futuros.

Embora o desenvolvimento do o framework para modelagem de negócios sociais seja um primeiro passo promissor, é essencial realizar estudos empíricos abrangentes para validar sua eficácia e aplicabilidade em diferentes contextos. Trabalhos futuros podem se concentrar em conduzir pesquisas de campo, entrevistas e estudos de caso para coletar dados e evidências que confirmem a utilidade do framework na prática.

A proposta focou no contexto do setor de educação e empregabilidade, entretanto, os negócios sociais podem variar amplamente em termos de setor, escala, recursos disponíveis e desafios enfrentados. Portanto, é necessário explorar como o framework pode ser adaptado e personalizado para atender às necessidades específicas de diferentes tipos de negócios sociais. Estudos futuros podem examinar as modificações necessárias no framework para atender a contextos diversos e identificar elementos comuns que são essenciais em todos os casos.

Um aspecto importante levantado pelos especialistas consultados no estudo refere-se a dimensão temporal dos negócios sociais, pois os diferentes estágios de desenvolvimento do negócio vão requerer focos em dimensões distintas. Futuras pesquisas podem se concentrar em como o framework pode capturar e incorporar a dimensão temporal, considerando fases de desenvolvimento, mudanças ao longo do tempo e sustentabilidade a longo prazo dos negócios sociais. Isso pode incluir a análise de modelos de negócios em estágios diferentes de maturidade e como o framework pode fornecer orientações específicas em cada fase.

A última sugestão refere-se a avaliar a efetividade do framework como ferramenta de ensino. Pesquisas futuras podem investigar como o framework pode ser incorporado em programas educacionais, como cursos de empreendedorismo social, e avaliar sua efetividade no desenvolvimento de habilidades e conhecimentos dos estudantes nessa área.

5 CONSIDERAÇÕES FINAIS

Esta tese investigou os modelos de negócios de plataformas digitais no contexto dos negócios sociais, com um enfoque específico na área de educação e empregabilidade. Os principais objetivos foram avaliar o estado da arte da pesquisa sobre os modelos de negócios das plataformas digitais, compreender o impacto desses modelos de negócios nos negócios sociais da área de educação e empregabilidade, e desenvolver um artefato para a modelagem de negócios sociais que utilizem esses modelos de negócios de plataformas digitais na área em questão.

Para atender a esses três objetivos centrais, o estudo foi organizado em três artigos inter-relacionados. No primeiro artigo, conduziu-se uma revisão sistemática de 246 estudos que abordavam a interseção entre plataformas digitais e modelos de negócios. Essa revisão proporcionou uma visão abrangente das principais características e elementos dos modelos de negócios de plataformas digitais. Durante o estudo, constatou-se que a pesquisa sobre esse tema está em crescimento em diferentes disciplinas, o que resultou em uma fragmentação no corpo de literatura existente, devido à variedade de definições e abordagens utilizadas.

Diante disso, inicialmente o estudo propõe uma definição integrada do modelo de negócio das plataformas digitais para, em seguida, sintetizar a literatura em um framework que abrange os principais temas encontrados. Por fim, propõe-se uma agenda de pesquisa focada em compreender os impactos das plataformas digitais na sociedade. Identificou-se, especificamente, a necessidade de estudos voltados para a análise do alinhamento entre a criação e a captura de valor a fim de inovar os modelos de negócios híbridos que utilizam MNPD, desenvolver artefatos específicos para esses modelos e compreender as consequências não intencionais que podem surgir.

As lacunas de pesquisa identificadas no primeiro artigo fundamentaram o desenvolvimento dos dois outros artigos que compõem esta tese. Assim, aprofundou-se o estudo dos modelos de negócios híbridos no segundo artigo, analisando a aplicação dos MNPD no contexto dos negócios sociais. Nesse estudo, adotou-se a perspectiva do sistema de atividades do design do modelo de negócios (Zott & Amit, 2010) para analisar o papel do design do modelo de negócios na gestão dos paradoxos da criação de valor em plataformas digitais de negócios sociais na área de educação e empregabilidade. Através de estudos de caso no setor brasileiro, examinou-se como os design do modelo de negócios podem aumentar ou reduzir os paradoxos (Smith et al., 2010, 2013) de criação de valor.

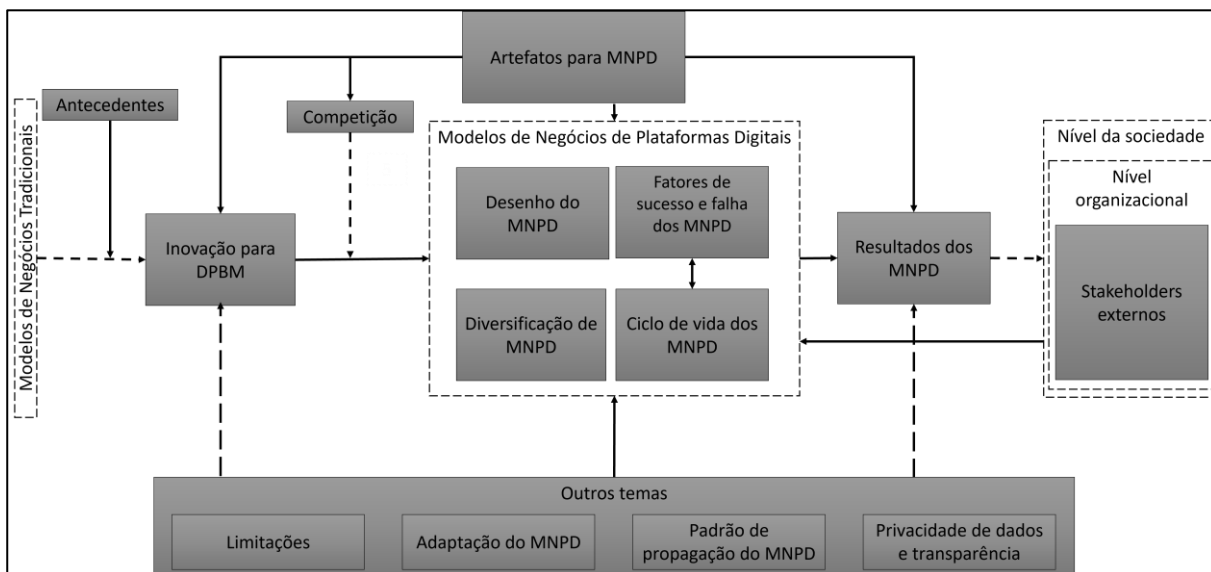
Já no terceiro artigo, seguiu-se o método de Design Science Research para desenvolver um artefato de modelagem de negócios sociais que utilizam modelos de negócios de plataformas digitais. O modelo resultante incorpora elementos do Business Model Canvas, da Teoria da Mudança e da literatura sobre plataformas digitais como base teórica. Além disso, estudos de caso

e entrevistas com especialistas foram realizados para o desenvolvimento, refinamento e demonstração do modelo, levando em consideração a prática profissional. As seções seguintes exploram as contribuições acadêmicas e práticas proeminentes desta pesquisa.

5.1 IMPLICAÇÕES TEÓRICAS

Este estudo apresenta uma contribuição para a teoria dos modelos de negócios das plataformas digitais ao fornecer uma visão abrangente do estado da arte da pesquisa nessa área. O trabalho consolida e sintetiza o conhecimento existente em 11 temas centrais: design de MNPD; inovação do modelo de negócios para MNPD, artefatos de MNPD, ciclo de vida dos MNPD, fatores de sucesso e falha dos MNPD, resultados dos MNPD, partes interessadas externas dos MNPD, antecedentes dos MNPD, Competição, diversificação dos MNPD e outros temas – conforme ilustra a Figura 5.1.

Figura 5.1 Principais temas da pesquisa sobre MNPD



Fonte: Autores (2023)

Essa síntese do extenso corpo de literatura contribui para a compreensão da organização do campo de pesquisa sobre MNPD, o que é essencial para a comunidade acadêmica (Wolfswinkel, Furtmueller, & Wilderom, 2013). Identificar o que é conhecido e o que ainda não sabemos sobre uma determinada questão ou tópico auxilia no desenvolvimento da pesquisa e tem o potencial de informar tanto profissionais quanto pesquisadores.

Ao propor uma definição integrada de plataformas digitais, considerando a perspectiva organizacional de modelo de negócios, este estudo contribui para o acúmulo de conhecimento sobre o tema. Compreender os elementos centrais do modelo de negócios facilita a superação das

diferenças terminológicas e possibilita um maior entendimento da complexidade desse fenômeno e de suas diversas ramificações (Täuscher & Laudien, 2018).

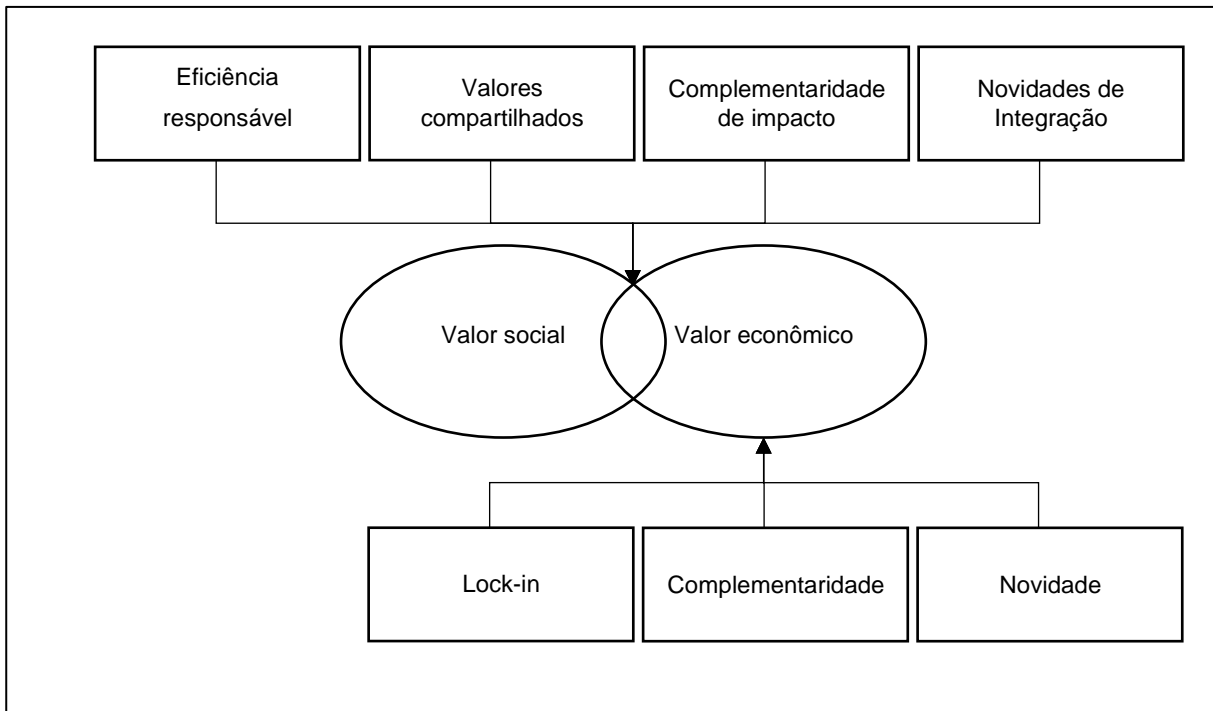
O estudo também introduz o conceito de paradoxo da criação de valor como adequado para expressar a principal contradição enfrentada pelos negócios sociais ao desenvolverem seus modelos de negócios: criar valor social enquanto geram valor financeiro. O uso desse conceito é apropriado para a literatura relacionada aos modelos de negócios de negócios sociais, uma vez que o modelo de negócios pode ser compreendido como um sistema de atividades utilizadas pela organização para criar, entregar e capturar valor (Zott & Amit, 2010). Além disso, o conceito de paradoxo da criação de valor sintetiza as categorias de paradoxos identificadas nesse tipo de negócio: paradoxo de aprendizagem, paradoxo de pertencimento, paradoxo de desempenho e paradoxo de organização (Smith et al., 2013)

Em consonância com as conclusões de Reuter (2021), este estudo identifica a importância e a influência dos *drivers* de valor na concepção de modelos de negócios baseados em plataformas digitais para garantir o sucesso dos negócios sociais em seus esforços para fornecer valor social e financeiro. Observa-se, especificamente, que quando as decisões de (re)desenho do modelo de negócios são guiadas por *drivers* de valor social, as organizações conseguem lidar eficazmente com os desafios apresentados pelos paradoxos da criação de valor.

Alinhado com estudos recentes (Spieth et al., 2019), este trabalho apresenta evidências empíricas que sustentam o papel da eficiência responsável, valores compartilhados, complementaridades de impacto e novidades de integração como *drivers* de valor nos modelos de negócios sociais. Além disso, estende-se esses resultados para o contexto dos negócios sociais que utilizam MNPD, demonstrando que, além da ênfase na eficiência responsável em vez da eficiência pura, existem também *drivers* característicos dos modelos de negócios tradicionais, como complementaridade, aprisionamento (*lock-in*) e novidade, bem como *drivers* característicos de negócios sociais, incluindo complementaridade de impacto, valores compartilhados e novidade de integração (Spieth et al., 2019; Zott & Amit, 2010), conforme ilustra a Figura 5.2.

Os achados da tese também demonstram que o MNPD pode contribuir para que as organizações sociais lidem com o paradoxo da aprendizagem, aumentando a eficiência das atividades para dar suporte à escalabilidade dos negócios (Cusumano et al., 2019). No entanto, há desafios a serem enfrentados para obter sucesso com o DPBM, incluindo a seleção e atração dos grupos de usuários adequados, a determinação do modelo de receita e a regulação do acesso à plataforma digital (Choudary et al., 2015), o que pode ampliar os paradoxos de desempenho e aprendizado.

Figura 5.2 Drivers de valor em negócios sociais baseado em DPBM.



Fonte: Autores (2023)

Ademais, ao propor um framework para a modelagem de negócios sociais que utilizam MNPD, este estudo contribui para estimular o avanço da teoria e da prática nesse campo. Por meio de pesquisas e aplicações práticas, nossa proposta pode ser constantemente refinada e aprimorada, levando a uma maior compreensão dos negócios sociais e ao desenvolvimento de estratégias mais efetivas para enfrentar desafios sociais.

Por fim, ao realizar estudos de caso com empresas sediadas no Brasil, este estudo contribui para preencher a lacuna de pesquisa sobre negócios sociais e MNPD em países em desenvolvimento. A literatura existente nesse tema é predominantemente originária de países desenvolvidos (Bonina et al., 2021).

5.2 IMPLICAÇÕES PRÁTICAS

Além das contribuições teóricas explicadas anteriormente, o estudo pode apoiar empreendedores sociais na modelagem de seus negócios utilizando os modelos de negócios de plataformas digitais.

Os resultados enfatizam a importância do desenho do modelo de negócios na criação efetiva de valor social e econômico. Os gestores devem estar atentos às decisões relativas ao modelo de negócios, pois podem impactar significativamente os resultados financeiros e sociais da organização. Além disso, a pesquisa demonstra que as decisões relativas ao (re) desenho de MNPD

devem considerar tanto os *drivers* de valor social quanto os drivers tipicamente associados a negócios tradicionais.

Destaca-se que o DPBM pode facilitar a escalabilidade dos negócios sociais. No entanto, é fundamental selecionar criteriosamente parceiros e investidores alinhados ao propósito social da organização. Isso garante a preservação da missão social ao lidar com diversos grupos de partes interessadas.

Chama-se a atenção para os desafios colocados pelo MNPD no contexto dos negócios sociais. Esses desafios incluem evitar o "ciclo de lançamento infinito", determinar um modelo de receita viável e regular o acesso à plataforma. A falha em abordar essas questões pode amplificar paradoxos relacionados a pertencimento, desempenho e aprendizado.



















O framework proposto para a modelagem de negócios sociais que utilizam MNPD (Figura 5.3) oferece uma estrutura sistemática que permite uma compreensão aprofundada da complexidade dessas organizações. Ele combina elementos do Modelo de Negócios Canvas (Osterwalder & Pigneur, 2010, 2014) e da Teoria da Mudança (Weiss, 1995), fornecendo uma abordagem abrangente que incentiva o empreendedor social a considerar tanto os aspectos relacionados à criação de valor social quanto à criação de valor financeiro.

Através da incorporação de elementos específicos do MNPD, a proposta de framework também permite que o empreendedor reflita sobre os aspectos essenciais e desafiadores desse contexto. Isso inclui considerações sobre o efeito de rede, controle de acesso, filtros e fontes de receitas, que são cruciais para o sucesso desses negócios (Choudary et al., 2015).

Além disso, a proposta pode fornecer uma linguagem comum para a discussão e análise de negócios sociais. A utilização do framework tem potencial para facilitar a comunicação entre pesquisadores, profissionais e partes interessadas envolvidas nesse campo, permitindo melhores comparações entre estudos de caso e uma compreensão mais precisa dos desafios e oportunidades enfrentados pelos negócios sociais.

Por fim, outra contribuição importante é a possibilidade de avaliar e comparar diferentes propostas de negócios sociais, sendo particularmente relevante para investidores e financiadores que desejam tomar decisões fundamentadas sobre alocar recursos para projetos de negócios sociais.

Figura 5.3 Framework para modelagem de negócios sociais que utilizam MNPD

<p>Problema/Contexto social</p> <p>Qual é o problema social que nos propomos a resolver? Quais são as causas dessa situação? Quais são os fatores que influenciam esse problema e contexto social?</p> 	<p>Missão</p> <p>Quais são os valores e princípios fundamentais que guiam o negócio social? Quais são os principais produtos, serviços ou soluções que o negócio social oferecerá para abordar o problema social? Qual é o diferencial do negócio social em relação a outras organizações ou abordagens existentes?</p> 	<p>Pressupostos</p> <p>Quais são as crenças fundamentais subjacentes à teoria da mudança que estou adotando? Quais são as relações de causa e efeito que estou assumindo? Como o contexto influencia a mudança pretendida?</p> 
<p>Atividades</p> <p>Quais serão as principais atividades a serem desenvolvidas pela organização para garantir a oferta de valor para todos os grupos? O que precisa ser realizado para gerar o impacto social desejado? Quais são as macro atividades e estratégias?</p>	<p>Proposição de Valor</p> <p>Qual é a proposta de valor que o negócio social precisa entregar para cada grupo que participa da plataforma digital? Como personalizar a oferta de valor para atender às necessidades específicas de cada grupo? Como atender às necessidades específicas de cada grupo beneficiário?</p> 	<p>Parceiros & Fornecedores</p> <p>Quais são os papéis e competências necessários na equipe para desenvolver as atividades?</p>  <p>Equipe</p> <p>Quem são os principais parceiros e fornecedores? Qual papel eles terão nas atividades do negócio social?</p> 
<p>Relacionamento com grupos</p> <p>Quais serão os mecanismos de relacionamento com os grupos?</p> <p>Canais</p> <p>Quais são os principais canais de comunicação para se engajar com os grupos?</p> 	<p>Grupos e interações</p> <p>Beneficiários</p> <p>Quais grupos receberão as intervenções/estratégias da organização? Existem outros grupos que precisam participar da plataforma para que a organização produza sua proposta de valor, incluindo fontes de receita? Como envolver esses grupos na plataforma de forma eficaz?</p> 	<p>Saídas</p> <p>Quais são os aspectos tangíveis ou mensuráveis resultantes dos principais processos da organização? Quais os indicadores podem evidenciar que as atividades estão sendo implementadas de modo satisfatório para alcançar os resultados financeiros e sociais?</p> 
<p>Parceiros & Fornecedores</p> <p>Quais tecnologias digitais (Tecnologias de Comunicação e Informação, CRM, ERP, etc.) são necessárias para suportar as equipes no desenvolvimento das atividades e na gestão da plataforma digital? Quais outros recursos são necessários?</p> 	<p>Fontes de Receita</p> <p>Como a organização irá monetizar suas atividades para sustentar suas operações?</p> <p>Resultados Sociais</p> <p>Que período será considerado como curto prazo para as ações sociais realizadas pela organização e quais são as mudanças no contexto que podem ser observadas nesse período? Como essas mudanças podem ser mensuradas?</p> 	<p>Resultados Econômicos</p> <p>Quais são os resultados financeiros que demonstrarão o sucesso do negócio? Quais os indicadores serão utilizados para mensurá-los?</p> 
<p>Interação principal</p> <p>Qual será a principal interação entre os grupos para que a plataforma gere o efeito de rede? Como garantir a participação ativa dos grupos na plataforma digital?</p> 	<p>Controle de Acesso</p> <p>Quais serão os mecanismos de controle de entrada dos participantes na plataforma para garantir a qualidade da oferta de valor?</p> 	<p>Fontes de Receita</p> <p>Como a organização irá monetizar suas atividades para sustentar suas operações?</p> <p>Resultados Econômicos</p> <p>Quais são os resultados financeiros que demonstrarão o sucesso do negócio? Quais os indicadores serão utilizados para mensurá-los?</p> 
<p>Interação principal</p> <p>Quais filtros serão disponibilizados para facilitar a busca dos usuários na plataforma digital?</p> 	<p>Plataforma Digital</p>	<p>Impacto Social</p> <p>Qual é a visão de futuro que o negócio social busca alcançar? Ou seja, qual é a situação ideal que o negócio social deseja criar no longo prazo em relação ao problema social identificado?</p> 
<p>Estrutura de Custos</p> <p>Quais são os custos despendidos com tecnologia digital e outros recursos? Quais os custos para o desenvolvimento das atividades? Quais custos destinados para a equipe e fornecedores? Quais os custos para engajamento dos grupos na plataforma digital? Quais os custos envolvidos na gestão dos indicadores financeiros e sociais?</p> 		

Fonte: Autores (2023)

5.3 LIMITAÇÕES DO ESTUDO E SUGESTÕES DE PESQUISAS FUTURAS

Conforme demonstrado nas seções anteriores, o trabalho possui contribuições para a literatura e profissionais da área de MNPD e negócios sociais, entretanto, é importante reconhecer suas limitações. Embora muito cuidado tenha sido tomado para garantir que as escolhas feitas aderissem à seleção de uma amostra representativa de estudos para revisão de literatura, as escolhas de banco de dados, bem como os critérios de inclusão e exclusão, podem limitar as conclusões do estudo.

Além disso, apesar da coleta e análise cuidadosa dos dados para os estudos de caso, o trabalho é de natureza retrospectiva e pode conter vieses de informação. Considera-se ainda, que poucos dados externos foram identificados no caso da Internship Enterprise, o que limitou a triangulação de dados. Portanto, sugerimos que estudos futuros adotem uma abordagem longitudinal para entender como os *drivers* de valor social foram considerados na concepção do modelo de negócios.

Embora o desenvolvimento do *framework* para modelagem de negócios sociais seja um primeiro passo promissor, é essencial realizar estudos empíricos abrangentes para validar sua eficácia e aplicabilidade em diferentes contextos. Trabalhos futuros podem se concentrar em conduzir pesquisas de campo, entrevistas e estudos de caso para coletar dados e evidências que confirmem a utilidade do *framework* na prática.

Embora a tese tenha abordado as plataformas digitais no contexto de negócios sociais na área de educação e empregabilidade, existem outros setores e contextos nos quais essas plataformas podem ter um impacto significativo. Portanto, estudos futuros podem expandir essa análise para outros domínios e investigar como os modelos de negócios das plataformas digitais podem contribuir para a sustentabilidade econômica, social e ambiental em diferentes áreas.

Um aspecto importante levantado pelos especialistas consultados em nosso estudo refere-se a dimensão temporal dos negócios sociais, pois os diferentes estágios de desenvolvimento do negócio vão requerer focos em dimensões distintas, questão não abordada nesse trabalho. Futuras pesquisas podem se concentrar em como o *framework* de modelagem de negócios pode capturar e incorporar a dimensão temporal, considerando fases de desenvolvimento, mudanças ao longo do tempo e sustentabilidade a longo prazo dos negócios sociais. Isso pode incluir a análise de modelos de negócios em estágios diferentes de maturidade e como o *framework* pode fornecer orientações específicas em cada fase.

Nossa proposta focou no contexto do setor de educação e empregabilidade, entretanto, os negócios sociais podem variar amplamente em termos de setor, escala, recursos disponíveis e desafios enfrentados. Portanto, é necessário explorar como o *framework* pode ser adaptado e

personalizado para atender às necessidades específicas de diferentes tipos de negócios sociais. Estudos futuros podem examinar as modificações necessárias no *framework* para atender a contextos diversos e identificar elementos comuns que são essenciais em todos os casos.

Adicionalmente, sugerimos avaliar a efetividade do *framework* como ferramenta de ensino. Pesquisas futuras podem investigar como o *framework* pode ser incorporado em programas educacionais, como cursos de empreendedorismo social, e avaliar sua efetividade no desenvolvimento de habilidades e conhecimentos dos estudantes nessa área.

Por fim, recomenda-se que estudos futuros se concentrem em demonstrar como os gestores podem implementar as sugestões decorrentes da tese, oferecendo mais orientações aos gestores de negócios sociais sobre o desenho do modelo de negócios.

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APÉNDICES

APPENDIX A – FINAL SAMPLE

Supplementary data to Paper 1 (chapter 2) can be found online at

https://drive.google.com/drive/folders/1MFbKICA1QUf_me0qGZtV2m23XRL2QjD?usp=share_link

APPENDIX B – PROCESS CODING

Supplementary data to Paper 1 (chapter 2) can be found online at

https://drive.google.com/drive/folders/1MFbKICA1QUf_me0qGZtV2m23XRL2QjD?usp=share_link

APPENDIX C – EXTANT DEFINITIONS

Supplementary data to Paper 1 (chapter 2) can be found online at

https://drive.google.com/drive/folders/1MFbKICA1QUf_me0qGZtV2m23XRL2QjD?usp=share_link

APPENDIX D – FINAL SAMPLE

Interview script**Business model (value proposition, value creation, value delivery, and value capture)**

What is the mission and motivation of the organization? What social problem is the organization trying to solve? For whom is the problem solved? What value is created and for whom?

How does the organization accomplish its mission and deliver the proposed value for all involved? (What are the main activities carried out by the organization?)

Which people, teams or partners are involved in these activities?

What is the main source of income? Are there additional revenue streams?

Paradoxes of the social business (belonging, performing, learning, and organizing)

Is there any tension in the development of activities and/or allocation of resources (human and material) regarding the achievement of the social mission and financial performance? How does the organization deal with them?

What have been the main changes to the business model over time to help the organization deal with the tensions between social mission and achieving economic value?

What are the factors related to the business model that contribute to dealing with the tensions related to social mission and financial return?

What are the growth strategies? How are they aligned with the organization's social sustainability principles?

What are the biggest difficulties for the organization to deal with the tensions between generating social value and obtaining financial return?

Does the organization have indicators to measure and analyze the value created for stakeholders?

What are the existing tensions between achieving social performance and financial performance? How does the organization manage them?

How do the tensions between social mission and economic value impact decision-making regarding the business model?

The role of the digital platform in the business model

What resources and technologies are used? Do digital platforms/digital technologies play a role in the organization's value creation process?

APPENDIX D – DETAILED INFORMATION ON ARCHIVAL DATA

MOOC Enterprise

I1, MOOC, 2022	Interview 1 conducted with the co-founder of Innovation Enterprise about the MOOC Enterprise
I2, MOOC, 2022	Interview 2 with the second co-founder of Innovation Enterprise about the MOOC Enterprise
M1, MOOC Founder 1, 2012; M2, MOOC Founder 1, 2013; M3, MOOC Founder 1, 2014; M4, MOOC Founder 2, 2016; M5, MOOC Founder 2, 2017; M6, MOOC Founder 2, 2018; M7, MOOC CO, 2018	Interviews/Media Presentations by MOOC Enterprise founders or former employees in video and/or podcast format.
M8, MOOC, 2012; M9, MOOC, 2012; M10, MOOC, 2012; M11, MOOC, 2012; M12, MOOC, 2013; M13, MOOC, 2013; M14, MOOC, 2013; M15, MOOC, 2013; M16, MOOC, 2013; M17, MOOC, 2013; M18, MOOC, 2013; M19, MOOC, 2014; M20, MOOC, 2014	Media publications and videos about the MOOC Enterprise
IN1, MOOC, 2014; IN2, MOOC, 2020	Institutional information made available by the organization on its social networks and/or websites.
UN1, MOOC, 2017	Interviews/Case from universities using MOOC Enterprise courses as a didactic resource
ST1, MOOC, 2013; ST2, MOOC, 2013; ST3, MOOC, 2013; ST4, MOOC, 2015; ST5, MOOC, 2016; ST6, MOOC, 2018; ST7, MOOC, 2018; ST8, MOOC, 2020; ST9, MOOC, 2020; ST10, MOOC, 2020; ST11, MOOC, 2020d; ST12, MOOC, 2021; ST13, MOOC, 2022; ST14, MOOC, 2022	Youtube videos of students/teachers talking about/recommending MOOC Enterprise.

Internship Enterprise

I1, Internship, 2022	Interview 1 with the co-founder of Innovation Enterprise about Internship Enterprise
I2, Internship, 2022	Interview 2 with the second co-founder of Innovation Enterprise about Internship Enterprise
IN1, Internship, 2018; IN2, Internship, 2023, IN3, Internship, 2023	Institutional information made available by the organization on its social networks and/or websites.

Scholarship Enterprise

I1, Scholarship, 2023	Interview 1 with the CEO and the participation of a partner of Internship Enterprise
I2, Scholarship, 2023	Interview 2 with the third partner of Internship Enterprise
M1, Scholarship, 2016; M2, Scholarship, 2018; M3, Scholarship, 2021; M4, Scholarship, 2022a; M5, Scholarship, 2022; M5, Scholarship, 2022	Media interviews/reports in video and/or text format
IN1, Scholarship, 2022; IN2, Scholarship, 2022; IN3, Scholarship, 2023; IN4, Scholarship, 2023; IN5, Scholarship, 2023	Institutional information made available by the organization on its social networks and/or websites.

Empathy Enterprise

I1, Empathy, 2022	Interview 1 with the founding partner of Empathy Enterprise.
I2, Empathy, 2022	Interview 2 with the partner of Empathy Enterprise.
I3, Empathy, 2023	Interview 3 conducted with the partner (same partner from interview 2) of Empathy Enterprise.
IN1, Empathy, 2018; IN2, Empathy, 2019; IN3, Empathy, 2020; IN4, Empathy, 2020; IN5, Empathy, 2020; IN6, Empathy, 2020; IN7, Empathy, 2021; IN8, Empathy, 2021; IN9, Empathy, 2021; IN10, Empathy, 2022; IN11, Empathy, 2022; IN12, Empathy, 2022; IN13, Empathy, 2022; IN14, Empathy, 2022; IN15, Empathy, 2022; IN16, Empathy, 2022; IN17, Empathy, 2022; IN18, Empathy, 2022; IN19, Empathy, 2022; IN20, Empathy, 2023	Institutional information made available by the organization on its social networks and/or websites.