

Review of: "Managing the User Crowds: An Effectual Approach of Business Model Innovation and Platform Envelopment for Co-Creation on a New Multi-Sided Platform Firm"

Rosaria Ferlito¹

¹ University of Catania

Potential competing interests: No potential competing interests to declare.

The present study deals with a very interesting and fascinating topic. In particular, it discussed the factors for the performance of platform envelopment its development and its relationship with BMI. However, despite the potential relevance of its contribution, I believe that it presents some issues that need to be tackled.

This paper is well organized. A minor revision is suggested for this paper.

INTRODUCTION: Some sentences of the introduction could be better explained. For example the statement: "*the latecomers got an advantage by pulling users from the existing platform through a business model innovation approach*". Moreover, I find a stretch to state that "*the bundling strategy [...] emerges as the result of BMI*". Investigate the literature linking strategy and business model as several authors state that the business model follows the strategy and not vice versa.

The research approach is not well explained. The methodology and how the theoretical study was conducted do not emerge from the introduction.

LITERATURE REVIEW: The literature on business model innovation (2.1) needs to be improved. The definition of business model innovation could be inserted. Also, the first paragraph contains a number of statements (from "first, the business model has became" to "rather than only value capture") without citing references.

Furthermore, the paragraph of the "Conceptual development and discussion" section (From "since some strategic actions" to "Based on this scale, the strategic context itself is divided into two types, proactive and reactive) should be moved to the beginning of paragraph 2.3 "*Business model innovation Typology and Platform Envelopment typology*" to explain which business innovation model classification is to be used, and to explain the difference between proactive approach and responsive and the difference between closed and open approach.

It should also be explained why the Closed Reactive BMI typology is not analysed.

Also paragraph 2.4 should be enriched with literature as it is based almost entirely on the reference "Eisenmann et al., 2011".

CONCEPTUAL DEVELOPMENT AND DISCUSSION: I would separate the conceptual development from the Discussion section.

The conceptual model is very interesting, but the discussion section needs to be reviewed entirely. It should be explored how the study fits into the existing literature and how it enriches and strengthens it.

CONCLUSION: Finally, the concluding section needs to be enriched by better discussing the practical contributions, as well as the main limitations and directions for future research.