

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"

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Potential competing interests: No potential competing interests to declare.

1. Introduction. I consider this section a bit convoluted and, for that, hard to follow. I'd suggest Authors to better explain the main gap in the literature and research questions for the topic. Moreover, please try to revamp the Introduction structure as follow: (i) define the contest of the analysis; (ii) clearly explain the gap in the literature that the paper wants to fill; (iii) point out the originality of the article. Finally, I'd like to suggest Authors to better outline the scope of the research still in the Introduction. Please, revamp the whole section.

2. Literature Review. In this section, it is recommended that the Authors give a detailed discussion on each of the theoretical frameworks used and the relationship deduced from these frameworks to support this study. Please reinforce the contributions on business model approach. I would please suggest also to consider in your research some useful studies which can help the reader to a better understanding the culture of co-creation in several ways.

I would particularly advice you to read the following international studies: [Abdulkader, B., Magni, D., Cillo, V., Papa, A. and Micera, R. \(2020\), "Aligning firm's value system and open innovation: a new framework of business process management beyond the business model innovation", *Business Process Management Journal*, Vol. 26 No. 5, pp. 999-1020. <https://doi.org/10.1108/BPMJ-05-2020-0231>](#); [Scuotto, V., Magni, D., Palladino, R., & Nicotra, M. \(2022\). Triggering disruptive technology absorptive capacity by CIOs. Explorative research on a micro-foundation lens. *Technological Forecasting and Social Change*, 174, 121234. <https://doi.org/10.1016/j.techfore.2021.121234>](#); [Rossi, M. V., & Magni, D. \(2017\). Intellectual Capital and Value Co-Creation: an Empirical Analysis from a Marketing Perspective. *Electronic Journal of Knowledge Management*, 15\(3\), pp147-158. Magni, D., Palladino, R., Papa, A., & Cailleba, P. \(2022\). Exploring the journey of Responsible Business Model Innovation in Asian companies: A review and future research agenda. *Asia Pacific Journal of Management*, 1-30. <https://doi.org/10.1007/s10490-022-09813-0>](#); [Del Sarto, N., & Magni, D. \(2018\). How dynamic capabilities matter for the implementation of a successful equity crowdfunding campaign. In *Cybernetics and systems* \(pp. 96-100\). Routledge.](#)

3. Methodology. I'd suggest Authors to explain the sources of the data they used in the paper. Why do you select those respondents? Is there previously literature to support the data? Please, explain the specific methodology you have used for the research.

4. Discussion and Conclusions: Starting from the findings, I would suggest Authors to explain better the novelty of results and the main theoretical but also managerial implications of the paper. Alongside, please strengthen the discussion along with the rest of the article. As it right now, discussion and conclusions are missing in the paper.

5. A professional proof reading is required.