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"

Joseph Mpeera Ntayi

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

Abstract

The abstract in question provides an insight into the research area and the focus of the manuscript. However, it can benefit from refining in terms of clarity, coherence, and comprehensibility.

1. **Opening Statement**:

   - **Original**: "The growth of Internet firms these days starts to catch the strategic management scholar attention."
   - **Critique**: This statement is informal with the phrase "these days". Additionally, it could be more direct.
   - **Suggestion**: "Recent growth in Internet firms has garnered significant attention in strategic management research."

2. **Purpose & Rationale**:

   - **Original**: "However, the study about how Internet platform achieves their performance with their unique business model is very limited."
   - **Critique**: The statement could be clearer about the specific research gap.
   - **Suggestion**: "Yet, there is limited research on how Internet platforms optimize performance through unique business models."

3. **Main Focus**:

   - **Original**: "This research wants to fill this gap by platform envelopment attack typology to explain the strategic fit of business model innovation typology and envelopment attack typology."
   - **Critique**: The wording is unclear and repetitive. Using "wants to" is informal for an academic abstract.
   - **Suggestion**: "This study addresses this gap, employing platform envelopment attack typology to elucidate the strategic alignment between business model innovation and envelopment strategies."

4. **Propositions**:

- **Original**: "Finally, we proposed the same proposition as follows..."
- **Critique**: The word "Finally" is not necessary. The use of "the same proposition" is

confusing, as it's unclear what it's being compared to. Also, the propositions could be presented in a clearer, more concise manner.

- **Suggestion**: "We propose the following relationships: Closed Proactive BMI Typology corresponds to Complementary Envelopment Attacks Typology; Open Reactive BMI Typology is linked to Functional Unrelated Envelopment Attacks Typology; and Open Proactive BMI Typology associates with Weak Substitute Envelopment Attacks Typology."

5. **Additional Insights**:

- **Original**: "Furthermore, economies of scope and user base overlap play a significant role in determining platform envelopment performance."
- **Critique**: This statement is clear but could be integrated better into the abstract's flow.
- **Suggestion**: "In addition to the proposed relationships, our findings highlight the pivotal roles of economies of scope and user base overlap in influencing platform envelopment performance."

6. **Keywords**:

- The keywords are relevant and cover the main areas of the study.

General Recommendations:

- **Clarify Terms**: Terms like "envelopment attack typology" or "BMI Typology" might be familiar to experts in the field but could benefit from brief explanations or examples for a broader audience.
- **Flow & Structure**: Ensure that the abstract follows a logical flow: starting from context and problem statement, moving to the research purpose, main findings or propositions, and concluding with additional insights or implications.
- **Conciseness**: Aim for clarity and brevity. Each sentence should be essential and provide meaningful information.

Suggested Revised Abstract: "Recent growth in Internet firms has garnered significant attention in strategic management research. Yet, there is limited research on how Internet platforms optimize performance through unique business models. This study addresses this gap, employing platform envelopment attack typology to elucidate the strategic alignment between business model innovation and envelopment strategies. We propose the following relationships: Closed Proactive BMI Typology corresponds to Complementary Envelopment Attacks Typology; Open Reactive BMI Typology is linked to Functional Unrelated Envelopment Attacks Typology; and Open Proactive BMI Typology associates with Weak Substitute Envelopment Attacks Typology. In addition to these relationships, our findings highlight the pivotal roles of economies of scope and user base overlap in influencing platform envelopment performance."

Keywords: Internet venture, Multi-sided platform, Platform strategy, Business model innovation, Business model typology, Platform envelopment.

1. **Introduction:**

   2. **Literature Review**

The introduction provides a comprehensive overview of the topic, and the motivation behind the research seems clear. However, there are areas where clarity and flow could be improved. Let's critique the introduction section step-by-step:

1. **Opening Statement**:

   - **Critique**: It dives right into the topic without providing a broad context first.
   - **Suggestion**: Open with a more general statement about the importance or rise of Internet ventures before delving into their specific business models.

2. **Flow & Transitions**:

   - **Critique**: Some transitions between sentences and paragraphs are abrupt or non-existent.
   - **Suggestion**: Ensure each paragraph has a clear focus, and transitions smoothly to the next. This will improve readability.

3. **Use of Examples**:

   - **Critique**: The examples given (e.g., Windows Media Player vs. RealPlayer, Food Panda vs. Go-Food) are useful but may be elaborated upon a bit more for clarity.
   - **Suggestion**: Provide concise context for each example for readers unfamiliar with the specifics of the cases mentioned.

4. **Research Motivation**:

   - **Critique**: The importance of the research is hinted at, but the exact gap in the literature could be articulated more clearly.
   - **Suggestion**: After presenting the phenomena, clearly state what is missing in current research and how your study aims to address it.

5. **Research Questions**:

   - **Critique**: The research questions are presented, but they could be made more prominent.
   - **Suggestion**: Consider using a separate paragraph to highlight the research questions.

6. **Closing Remarks**:

   - **Critique**: The ending seems a bit abrupt, and the transition to the literature review could be smoother.
   - **Suggestion**: Provide a concise summary of the introduction's main points and link this summary to the forthcoming literature review.

Specific Areas of Improvement:

1. **Refine Opening**: "In the age of digital transformation, Internet ventures have significantly reshaped how businesses operate and compete. Specifically, in network economies..."

2. **Improve Clarity in Examples**: When presenting the example of Food Panda vs. Go-Food, clarify the significance of this envelopment attack for readers unfamiliar with these platforms.

3. **Highlight the Research Gap**: "Despite the prevalence of these envelopment phenomena, there remains a dearth of empirical studies exploring the determinant factors for platform envelopment performance and its evolutionary trajectory."

4. **Present Research Questions Clearly**:

    - "This study aims to address the following questions:"

        - "How do different platform envelopment attacks achieve success?"
        - "How is the platform envelopment attacks typology developed?"

5. **Smooth Transition to Next Section**: "The following sections will delve deeper into the literature surrounding Internet platforms and business model innovation, laying the groundwork for our theoretical and conceptual exploration."

Remember, an introduction's main purpose is to set the stage for the research, highlight its importance, and clarify its objectives. Making sure the introduction is clear, concise, and well-organized will help readers understand and appreciate the study's significance.

The literature review is comprehensive and does a good job of exploring key concepts and linking existing research to the manuscript's focus. However, there are still some areas for improvement:

1. **Structure and Flow**: A clearer structure to the literature review would enhance its readability. Consider using concise subheadings to guide the reader and clarify the flow of the discussion.

2. **Clarity in Trends and Gaps**: The text mentions several "emerging common trends" and "limitations" but they are interspersed. A more systematic presentation of these aspects would help.

3. **Defining Terminology**: For readers unfamiliar with the topic, some terms might be confusing. It might be beneficial to define terms like "platform envelopment" and "BMI" the first time they are introduced.

4. **Relate to Manuscript Purpose**: Consistently relate the discussed literature back to the purpose of your study. This will remind readers of the manuscript's importance and relevance.

5. **Depth in Analysis**: For each cited work, delve a bit deeper into their findings, methodologies, and conclusions. This will give a more comprehensive overview of existing research.

6. **Critical Examination**: Rather than just listing studies and their conclusions, critically examine them. Discuss the methodologies they used, the scope of their research, the limitations they acknowledged, etc.

7. **Interconnectedness**: Ensure there is a seamless connection between Business Model Innovation and Platform Envelopment sections. This will provide clarity on why these two concepts are being discussed in tandem.

8. **Proposition Development**: The development of propositions is clear, but consider adding a brief explanation after each proposition about its significance or relevance. This might help in grounding the reader.

9. **Visual Aid**: While you've indicated the presence of figures (Fig. 1 and Fig. 2), always ensure that the visuals are clearly labeled, have relevant titles, and are referenced in the text in a way that elucidates their purpose.

10. **Citation Consistency**: Ensure consistency in citation styles. Sometimes there are author names with a comma in between, and sometimes there's an "and" in between.

11. **Summary**: At the end of the literature review section, consider adding a summary or synthesis paragraph that briefly recaps the main points discussed and provides a segue into the next section.

12. **Grammar and Style**: Proofreading for grammatical errors, clarity, and academic tone is essential. Some sentences are quite long and could be broken up for clarity.

In summary, while the literature review provides a robust foundation for the study, improvements in clarity, structure, and critical analysis will elevate its quality and provide a stronger base for the subsequent sections of the manuscript.

3. Conceptual Development and Discussion

Strengths:

1. Comprehensive explanation of BMI typology based on Taran, Boer, and Lindgren (2015).
2. Inclusion of pertinent details about organizational setting and strategic context.
3. Detailed examination of platform markets and the envelopment attacks.

Areas for Improvement:

1. **Repetitive Information**: Some details are repeated from the previous section, such as the three types of envelopment attacks. Ensure you're introducing new ideas or building upon previously mentioned concepts.

2. **Expand on Specific Case Studies**: Mentioning instances like eBay Billpoint vs Paypal and Google Video vs Youtube is a good strategy, but delve deeper into each case to give readers a clearer understanding of the concepts.

3. **Enhance Flow**: The segment can benefit from more transitional phrases to ensure the progression of ideas is smooth.

4. **Incorporate Visuals**: Given the complex nature of the topic, consider integrating diagrams or flowcharts to simplify and visually represent the concepts.

4. Conclusion

Strengths:

1. Succinctly summarizes the core proposition of the study.
2. Highlights the importance of understanding BMI typology for strategic fit and platform envelopment performance.

Areas for Improvement:

1. **Provide a Clearer Recap**: The conclusion should briefly revisit the main findings or discussions of the paper to remind

the reader of the key takeaways.

2. **Implications**: Discuss more about the broader implications of your findings, not just for startups in Southeast Asia but perhaps in a global context or for larger firms.

3. **Limitations and Future Work**: Conclusions often benefit from an acknowledgment of the study's limitations and a brief mention of potential avenues for future research.

4. **Call to Action**: Suggest ways industry players or academics might use or build upon your research.

5. **Relevance to Title**: The manuscript's title mentions "Managing the User Crowds" and "Co-Creation." The conclusion should touch on how your findings relate to these aspects to ensure alignment with the initial premise.

In general, the manuscript presents valuable insights into business model innovation and platform envelopment. With some revisions and further elaborations, it can provide a robust contribution to the field of strategic management and internet platform literature.