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New Digital Business Models and Their Role in Reshaping the Business Environment An Analytical Study of Platform Logic and Value Creation

نماذج الأعمال الرقمية الجديدة ودورها في إعادة تشكيل بيئة الأعمال

دراسة تحليلية لمنطق المنصات وخلق القيمة

*** HADJAZE khadidja**
Setif 1 University- Ferhat Abbas, Algeria
khadjaze@univ-setif.dz

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Abstract :

This article examines how new digital business models reshape the business environment through platform logic and value creation. It argues that firms increasingly compete through digital architectures that connect users, partners, data, algorithms, and complementary services rather than through linear value chains alone. Drawing on a descriptive-analytical and documentary methodology, the study reviews recent indicators on digital technology diffusion and major literature on business models, platforms, and digital transformation. The analysis shows that platform-based models create value through multi-sided interactions, network effects, data-driven learning, scalability, and ecosystem orchestration. However, these models also generate risks linked to market concentration, data dependency, governance gaps, and unequal digital capabilities, especially for SMEs. The article concludes by linking digital business model innovation to sustainable value creation, value capture, and platform governance.

Key words: digital business models; platform logic; value creation; digital transformation; business environment; network effects; data-driven strategy; digital economy.

JEL classification codes: L86; M13; M15; O32; O33

* *Corresponding author*

1. Introduction.

The business environment is undergoing a profound structural transformation. Digital technologies no longer play the role of secondary tools that merely support existing organizational routines; they increasingly define the architecture of competition, value creation, customer interaction, and organizational design. Firms now operate in markets where data, algorithms, digital platforms, cloud infrastructures, application programming interfaces, online communities, and ecosystem partnerships have become central productive resources. This shift does not only change how firms sell products or communicate with customers. It changes the very logic through which a business model is designed, scaled, governed, and monetized.

Traditional business models were generally organized around linear value chains: firms acquired inputs, transformed them internally, distributed outputs, and captured value through sales, margins, or contracts. In digital environments, this linear logic is increasingly complemented or replaced by platform logic. The platform does not only produce a service; it organizes interactions between different groups of users, coordinates complementary actors, collects and analyzes data, and creates value through participation, matching, personalization, and network effects. In this sense, the digital business model is less a static plan for making revenue and more an evolving architecture for orchestrating value within an ecosystem.

This evolution is particularly visible in e-commerce, mobility, digital services, education, finance-related technology, software, content creation, logistics, tourism, health services, and entrepreneurial platforms. Even firms that do not operate as pure platforms are increasingly adopting platform-like principles: they integrate digital interfaces, rely on customer data, build partner ecosystems, provide continuous services rather than one-time products, and use analytics to adapt value propositions. As a result, the boundaries between producer and user, firm and market, product and service, and internal capability and external ecosystem become more fluid.

The importance of this transformation is not only theoretical. Recent evidence shows that the digital economy is expanding faster than many traditional sectors, while the adoption of advanced technologies remains uneven across firms and countries. OECD

estimates indicate that the ICT sector grew by 7.6% in 2023 across OECD economies, about three times faster than the overall economy (OECD, 2024a, pp. 21-23). The same report shows that cloud computing diffuses much faster than big data analytics, reaching the transition from 5% to 50% adoption in about 12 years compared with 36 years for big data analytics (OECD, 2024a, pp. 99-101). These figures reveal that digital business transformation is not a uniform process. It is shaped by technology type, firm size, sector, skills, investment capacity, and governance arrangements.

The present article examines new digital business models as mechanisms that reshape the business environment. It focuses on platform logic and value creation because platform-based models represent one of the clearest expressions of the shift from firm-centered production to ecosystem-centered coordination. The article argues that the main issue is not whether firms should digitize, but how they can redesign their business models to create and capture value in a digital environment without becoming exposed to dependency, weak differentiation, data risks, or unfair platform competition.

2. Research Problematic

The research problematic of this study emerges from the tension between the opportunities created by digital business models and the structural challenges that accompany platform-based competition. On the one hand, digital models allow firms to reduce transaction costs, access wider markets, personalize services, integrate external partners, and scale faster than traditional businesses. On the other hand, the same models may produce market concentration, unequal access to data, dependency on dominant platforms, new regulatory risks, and a widening digital capability gap between advanced firms and smaller enterprises.

This problematic is reinforced by recent statistical trends. OECD evidence shows that digital sectors are growing faster than the broader economy and that cloud computing, data analytics, and AI are becoming central components of enterprise transformation (OECD, 2024a, pp. 21-23, 99-102). However, the diffusion of these technologies is uneven. Larger firms are more likely to adopt advanced technologies: they are about four times more likely than small firms to adopt cloud computing, five times more likely to use big data analytics, and six times more likely to use AI (OECD, 2024a, pp. 101-102). The 2025 OECD discussion paper on AI

adoption by SMEs further emphasizes that AI use among SMEs remains lower than among large firms and that adoption in core business functions is still limited (OECD, 2025, pp. 6-10). These trends suggest that digital business models may reshape the business environment in a way that benefits firms capable of orchestrating platforms and data, while leaving less digitally mature firms exposed to marginalization.

Accordingly, the main research question is: How do new digital business models, particularly platform-based models, reshape the business environment through platform logic and value creation in the digital age?

Two secondary questions guide the analysis. First, through which mechanisms do platform-based models transform value creation, value capture, and competition? Second, under what conditions can firms use digital business models to build sustainable competitiveness rather than become dependent on external platforms and data infrastructures?

3. Research Hypotheses

Based on the research problematic and the analytical orientation of the study, three hypotheses are formulated. These hypotheses are not tested through primary field data; rather, they are examined analytically through the synthesis of recent statistical indicators, peer-reviewed literature, and policy reports on digital transformation, platform models, and value creation.

H1: New digital business models reshape the business environment by moving value creation from linear, firm-centered production toward platform-mediated ecosystem orchestration.

H2: Platform logic enhances value creation and value capture through network effects, data-driven learning, and complementarity, provided that trust, governance, and user participation are maintained.

H3: The capacity of firms, especially SMEs and startups, to benefit from digital platform models is limited by unequal digital capabilities, data readiness, skills, and regulatory uncertainty.

4. Objectives of the Study

− To clarify the conceptual relationship between digital business models, platform logic, and value creation.

− To analyze how digital platforms reshape organizational boundaries, customer relations, and competitive dynamics.

− To examine recent statistical indicators related to digital technology diffusion and their implications for firms.
− To identify the mechanisms through which platform logic enables value creation and value capture.
− To discuss the risks associated with digital business models, including market concentration, data dependency, governance deficits, and capability gaps.
− To propose an analytical framework for understanding sustainable digital business model transformation.

5. Previous Studies

This section reviews two selected previous studies that provide the conceptual foundation for the present article. They were chosen because they directly address the transformation of business models and the role of digital technologies in reshaping value creation.

Previous study 1: Amit and Zott (2001) examined value creation in e-business through a systematic analysis of digital business activity systems. Their study identified four main sources of value creation: efficiency, complementarities, lock-in, and novelty. The relevance of this study lies in showing that digital value is not generated only by selling products online, but by designing interdependent activities that reduce transaction costs, connect actors, and create new forms of exchange (Amit&Zott, 2001, pp. 493-520).

Previous study 2: Vial (2019) conducted a broad review of digital transformation research and proposed that digital technologies trigger strategic responses that reshape value creation paths, organizational structures, and business processes. This contribution is important for the present study because it confirms that digital transformation should be understood as a strategic reconfiguration of the business environment, not as a simple adoption of digital tools (Vial, 2019, pp. 118-144).

The present article builds on these studies but develops a more specific focus on platform logic. While Amit and Zott clarify the sources of value in e-business and Vial explains the strategic nature of digital transformation, this study examines how platform-based models reorganize value creation, value capture, competition, and governance in the contemporary digital business environment.

6. Methodological Framework

This study adopts a descriptive-analytical methodology based on documentary analysis and critical synthesis. It does not rely on

primary field data; instead, it analyzes peer-reviewed research, recent international reports, and statistical indicators related to digital transformation, business model innovation, platform economics, and value creation. This methodological choice is appropriate because the topic concerns a broad structural transformation of the business environment that cannot be understood through a single sector or case.

The documentary corpus includes three categories of sources. The first category consists of theoretical and conceptual literature on business models and value creation, including work by Amit and Zott, Teece, Zott, Amit and Massa, and Vial. The second category includes research on platform logic, two-sided markets, network effects, and digital ecosystems, particularly the contributions of Rochet and Tirole, Armstrong, Gawer, and Parker, Van Alstyne and Jiang. The third category consists of recent statistical and policy reports, especially OECD publications on the digital economy, digital technology diffusion, and AI adoption among SMEs.

The analysis is structured around four dimensions: digital business model transformation, platform logic, value creation and capture, and governance challenges. The article uses the platform as an analytical lens because it represents a distinctive form of digital business organization in which value emerges from interactions among multiple actors rather than from the internal production activities of a single firm. The time frame of the statistical evidence is mainly 2020-2025, with emphasis on the acceleration of digital transformation after the pandemic period and the rise of AI-enabled enterprise tools. The study is limited by the fact that digital business models differ across sectors, and international indicators may not fully capture informal or emerging digital activities in developing economies.

7. Recent Statistical Indicators Framing the Digital Business Environment

The reshaping of the business environment is supported by measurable transformations in digital sectors, technology diffusion, and firm-level adoption patterns. Table 1 summarizes selected indicators that are especially relevant for understanding why digital business models and platform logic have become central to contemporary business analysis.

Table 1. Recent empirical indicators framing digital business model transformation

Indicator	Recent statistic	Economic meaning	Source
ICT sector growth	7.6% average growth in 2023 across OECD economies	Digital sectors are expanding faster than the overall economy and becoming strategic sources of growth.	OECD, 2024a, pp. 21-23
Cloud diffusion speed	Approx. 12 years to move from 5% to 50% adoption	Cloud infrastructure has become the fastest enabling layer for digital business models.	OECD, 2024a, pp. 99-101
Big data diffusion speed	Approx. 36 years to move from 5% to 50% adoption	Advanced analytics diffuses more slowly because it requires stronger data capabilities.	OECD, 2024a, pp. 99-101
Firm size and AI adoption	Large firms are about six times more likely than small firms to use AI	Digital transformation can deepen gaps between firms with unequal capabilities.	OECD, 2024a, pp. 101-102
SME AI adoption	SME AI use remains lower than large-firm use and limited in core business functions	Digital business model innovation requires skills, finance, data, and governance capacity.	OECD, 2025, pp. 6-10

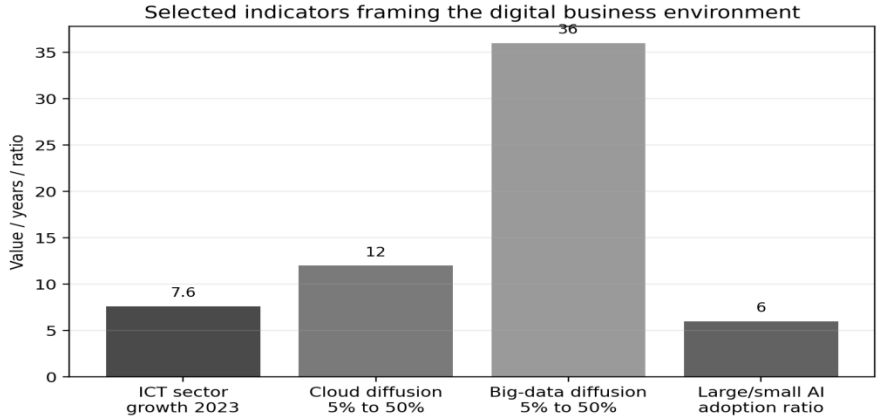


Figure 1. Selected indicators framing the digital business environment. Source: prepared by the authors based on OECD (2024a, pp. 21-23, 99-102) and OECD (2025, pp. 6-10).

The indicators show that digital business models cannot be reduced to the adoption of a website or online sales channel. They require a broader technological stack: cloud infrastructure to scale, data systems to learn from interactions, analytics and AI to

personalize and optimize, and platforms to coordinate multiple groups of users. The uneven diffusion of these technologies explains why some firms can transform their business models while others remain limited to superficial digitization.

8. Conceptual Foundations: Digital Business Models, Platform Logic, and Value Creation

A business model describes the logic through which a firm creates, delivers, and captures value. Amit and Zott define value creation in e-business as a system of interdependent activities that can generate efficiency, complementarities, lock-in, and novelty (Amit&Zott, 2001, pp. 493-520). Teece emphasizes that a business model is not merely a revenue formula; it links customer needs, technological possibilities, organizational design, and value capture mechanisms (Teece, 2010, pp. 172-194). Digital transformation expands this logic by making data, connectivity, algorithms, and platform ecosystems part of the value architecture.

A digital business model can be understood as a value creation and capture architecture in which digital technologies are not external tools but constitutive elements of the model. In such models, value may emerge from online transactions, digital services, user data, automated recommendations, subscription systems, software interfaces, digital communities, or the coordination of complementors. This means that the firm's competitive advantage may depend less on ownership of physical assets and more on control of interfaces, data flows, user relationships, and ecosystem participation.

Platform logic is a distinctive form of digital business model logic. It differs from the pipeline model, where value moves from producer to consumer in a linear chain. A platform creates value by enabling interactions between two or more groups of participants, such as buyers and sellers, drivers and passengers, learners and instructors, developers and users, or firms and service providers. The platform provides rules, technical infrastructure, trust mechanisms, pricing systems, data analytics, and matching functions. Its central task is not simply production but orchestration.

The economic foundation of platform logic is closely connected to two-sided market theory. Rochet and Tirole show that platforms must manage the interdependence between different user groups, because the value for one side often depends on participation from the other side (Rochet&Tirole, 2003, pp. 990-1029). Armstrong

similarly emphasizes that cross-group network effects influence pricing, competition, and market structure (Armstrong, 2006, pp. 668-691). In business environments, this means that platforms can grow rapidly once they attract critical mass, but they may also produce winner-take-most dynamics.

Digital value creation is therefore not only a question of efficiency. It is a question of connectivity, scalability, personalization, trust, and governance. The more a platform learns from user interactions, the more it can improve matching and recommendations. The more complementors join the ecosystem, the richer the value proposition becomes. The more users participate, the stronger the network effects become. However, these same mechanisms can create dependency, exclusion, and concentration if the platform becomes the main gatekeeper of market access.

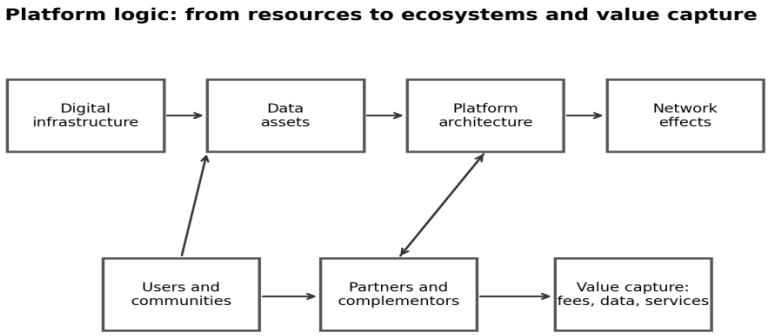


Figure 2*. Platform logic: from resources to ecosystems and value capture. Source: prepared by the authors.*

9. From Traditional Models to Digital Platform Models

The difference between traditional and digital platform models can be clarified through several analytical dimensions. Table 2 compares the two logics in terms of value proposition, resources, customers, competition, and revenue mechanisms.

Table 2. From traditional business models to digital platform models

Dimension	Traditional model	Digital platform model	Strategic implication
Value creation	Internal transformation of inputs into outputs.	Coordination of interactions among users, partners, and data systems.	The firm becomes an orchestrator of value rather than only a

			producer.
Main resource	Physical assets, labor, inventory, distribution channels.	Data, interfaces, algorithms, network effects, ecosystem partners.	Competitive advantage shifts toward intangible and relational assets.
Customer relationship	Segmented market relationship based on sales and service.	Continuous interaction based on personalization, feedback, and user communities.	Customer data becomes a strategic source of learning and adaptation.
Revenue logic	Margins, unit sales, contracts, licensing.	Commissions, subscriptions, freemium models, data-enabled services, ecosystem fees.	Value capture becomes multi-source and dynamic.
Growth logic	Expansion through investment in assets and branches.	Scaling through digital infrastructure and network effects.	Growth can be faster but also more dependent on platform governance.
Competition	Product quality, cost, distribution, brand.	Ecosystem size, user engagement, data advantage, complementor participation.	Competition moves from firm-versus-firm to ecosystem-versus-ecosystem.

This comparison highlights a crucial shift. Digital business model innovation is not only about moving activities online. It is about redesigning the activity system of the firm. Zott, Amit and Massa argue that the business model has become a key unit of analysis because it explains how firms organize activities across boundaries and not only within the firm (Zott et al., 2011, pp. 1019-1042). Digital platforms intensify this boundary-crossing nature by making external users and complementors part of the value creation process.

10. Platform Logic and the New Architecture of Value Creation

Platform logic reshapes value creation through several mechanisms. The first mechanism is interaction. Platforms create value by allowing participants to find, compare, evaluate, and transact with one another. The quality of the platform depends on the quality of interaction design, search functions, ranking systems, payment channels, dispute mechanisms, and trust signals. The platform is therefore a market-making infrastructure.

The second mechanism is network effects. When additional users increase the value of the platform for other users, growth becomes self-reinforcing. Direct network effects occur when the value of the service increases with more users on the same side, such as social media or communication platforms. Indirect network effects occur when one group benefits from the growth of another group, such as buyers benefiting from more sellers or developers benefiting from more users. These effects are powerful but can also generate concentration and dependency.

The third mechanism is data-driven learning. Digital platforms collect information about searches, clicks, transactions, preferences, ratings, locations, delays, complaints, and repeated behavior. When these data are transformed into analytics, they allow better matching, personalization, demand forecasting, and operational optimization. This is why data are not only a by-product of digital activity; they are a productive asset. Vial describes digital transformation as a process through which digital technologies trigger strategic responses that alter value creation paths (Vial, 2019, pp. 118-144).

The fourth mechanism is complementarity. Platforms can increase value by allowing third-party actors to build services, applications, content, or offers around a core infrastructure. Parker, Van Alstyne and Jiang show that platform ecosystems may invert the traditional firm by shifting innovation from inside the organization toward external developers and complementors (Parker et al., 2017, pp. 255-266). This ecosystem logic allows the platform to expand its value proposition without fully owning all components of production.

The fifth mechanism is scalability. Digital models can often serve additional users at lower marginal cost than physical models, especially when the service is software-based or digitally mediated. However, scalability is not automatic. It depends on infrastructure reliability, cybersecurity, regulatory compliance, data quality, customer trust, and the ability to manage platform governance across large numbers of interactions.

Table 3. Mechanisms through which platform logic reshapes value creation

Mechanism	How it creates value	Value capture opportunity	Main risk
Interaction design	Reduces search and transaction costs between users.	Fees, commissions, subscriptions, service	Poor trust mechanisms can reduce participation.

		packages.	
Network effects	More users increase the usefulness of the platform.	Scale advantages and stronger market position.	Market concentration and dependency.
Data-driven learning	Improves matching, personalization, and forecasting.	Premium services, targeted offers, operational efficiency.	Privacy risks and data quality problems.
Complementarity	External actors enrich the platform ecosystem.	Ecosystem fees, developer services, expanded value proposition.	Governance conflicts with partners.
Scalability	Digital infrastructure supports rapid expansion.	Lower unit costs and geographic reach.	Operational fragility and regulatory exposure.

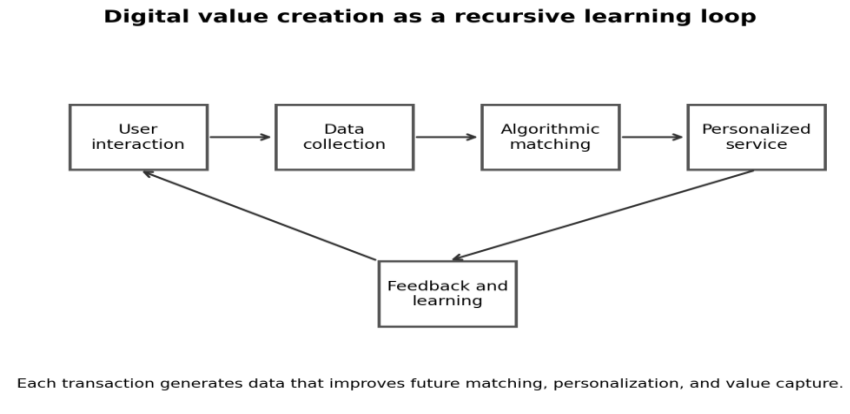


Figure 3. Digital value creation as a recursive learning loop. Source: prepared by the authors.

11. Types of New Digital Business Models

Digital business models are heterogeneous. Not every digital model is a platform, and not every platform has the same level of data intensity or ecosystem depth. A useful typology can distinguish between four broad models according to the degree of platform intensity and data intensity.

Table 4. Typology of new digital business models

Model type	Core logic	Examples of value creation	Strategic challenge
Digitized traditional model	A traditional firm adds digital channels to existing	Online catalogues, digital communication, online orders,	Risk of superficial digitization without

	activities.	customer support.	business model change.
Platform-enabled service model	The firm connects different groups of users around a digital interface.	Marketplaces, booking systems, delivery coordination, service matching.	Need to reach critical mass and ensure trust.
Data-driven optimization model	The firm uses data and analytics to improve operations and customer value.	Demand forecasting, personalization, inventory optimization, predictive maintenance.	Need for data quality, skills, and ethical governance.
Intelligent ecosystem model	The firm integrates platforms, AI, partners, and continuous learning loops.	Adaptive services, multi-partner ecosystems, automated decision support, dynamic pricing.	Complex governance, regulation, cybersecurity, and accountability.

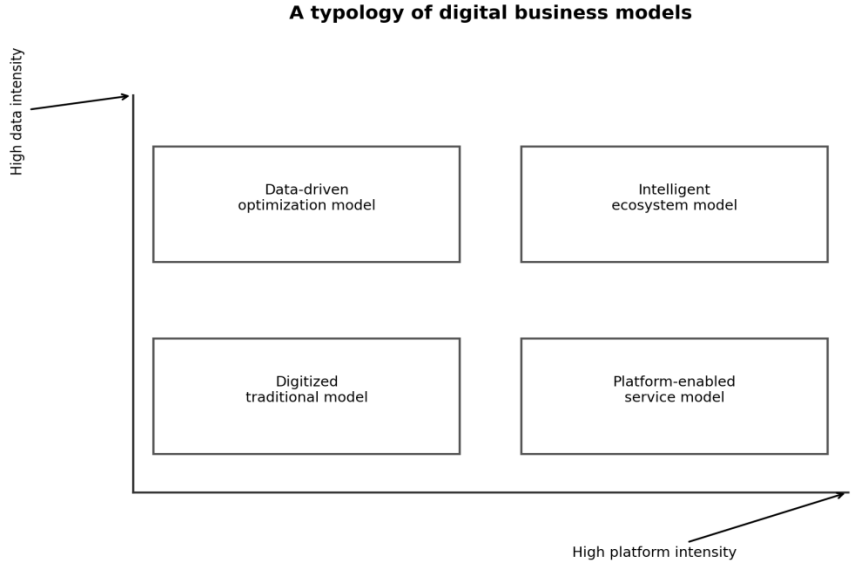


Figure 4. A typology of digital business models. Source: prepared by the authors.

The typology shows that digital transformation should be evaluated by the depth of change in the business model, not only by the existence of digital tools. Many firms begin with a digitized traditional model, but sustainable competitiveness often requires moving toward data-driven optimization or ecosystem-based models. Verhoef et al. describe digital transformation as a multidisciplinary

change that affects strategy, organization, customer relationships, and value creation (Verhoef et al., 2021, pp. 889-901). The transition from one model to another therefore requires not only technology investment but also managerial capability, organizational redesign, and a clear value proposition.

12. Digital Business Models and the Reshaping of the Business Environment

Digital business models reshape the business environment at several levels. At the market level, they reduce geographical barriers and allow firms to reach customers beyond local boundaries. Digital interfaces can make small firms visible to wider markets, while platform-based distribution allows new entrants to access customers without building full physical infrastructure. This creates opportunities for entrepreneurship, but it also increases competition because firms become exposed to wider market comparison and price transparency.

At the organizational level, digital models change internal capabilities. Firms must develop skills in data management, digital marketing, cybersecurity, customer experience, analytics, and platform strategy. Rachinger et al. show that digitalization influences business model innovation by reshaping value creation, value proposition, and value capture processes (Rachinger et al., 2019, pp. 1143-1160). This means that digital transformation is not a technical department project; it is a strategic process that affects the whole organization.

At the customer level, digital business models create continuous relationships. The customer is no longer only a buyer at the end of a value chain. In digital models, customers generate data, provide ratings, participate in communities, influence product improvement, and sometimes become co-producers of value. Matarazzo et al. show that digital transformation can support customer value creation by enabling closer market sensing and relational capabilities, especially for smaller firms (Matarazzo et al., 2021, pp. 642-656).

At the competitive level, platforms alter the basis of advantage. A firm may gain advantage not only by producing a superior product but by building a superior ecosystem. This includes attracting users, retaining complementors, controlling interface standards, improving trust, and using data to refine matching. Gawer argues that digital platforms and ecosystems require attention to both technological architecture and organizational governance (Gawer, 2022, pp. 1-33). This dual nature explains why platforms are powerful but also difficult to regulate and manage.

At the policy level, digital business models require new forms of governance. Traditional business regulation often assumes clear boundaries between producer, seller, intermediary, and consumer. Platform models blur these categories. A platform may be simultaneously a marketplace, data collector, rating system, advertising channel, payment facilitator, and rule-maker. This complexity creates regulatory questions related to competition, transparency, data protection, consumer protection, taxation, employment, and liability.

13. Risks and Governance Challenges

While digital business models create significant opportunities, they also generate new risks. These risks should not be treated as secondary issues, because they shape the sustainability of value creation. Table 5 summarizes the main risks associated with platform-based digital models.

Table 5. Risks and governance challenges in digital platform models

Risk	How it appears	Economic effect	Governance response
Market concentration	Network effects and data advantages favor dominant platforms.	Reduced competition and weaker bargaining power for smaller firms.	Competition monitoring and interoperability policies.
Data dependency	Firms rely on external platforms for customer data and visibility.	Loss of strategic autonomy and weak customer ownership.	Data governance, direct customer channels, and transparent terms.
Digital capability gap	Small firms lack skills, finance, and infrastructure.	Unequal capacity to innovate and scale.	Training, advisory support, and affordable digital tools.
Trust and cybersecurity	Digital transactions require secure systems and reliable identity mechanisms.	Loss of user confidence and operational disruption.	Security standards, risk management, and incident response.
Regulatory uncertainty	Platform roles do not fit traditional legal categories.	Compliance costs and investment hesitation.	Adaptive regulation and clear accountability frameworks.
Value capture imbalance	Platforms capture high shares of ecosystem value.	Partners may become dependent and low-margin actors.	Fair platform governance and transparent pricing rules.

These challenges show that digital business model innovation requires a balance between openness and control. Platforms must be

open enough to attract users and complementors, but governed enough to maintain trust, quality, and fairness. Firms that depend on external platforms must avoid confusing platform access with strategic autonomy. Access to a platform may create short-term market visibility, but long-term competitiveness requires capabilities that the firm controls: brand, data strategy, customer experience, innovation routines, and differentiated value propositions.

14. Discussion: Platform Logic as a New Competitive Grammar

The analysis suggests that platform logic has become a new competitive grammar in the digital business environment. It changes the way firms understand resources, markets, customers, and value. In traditional models, the firm creates value mainly by controlling a sequence of activities. In platform models, the firm creates value by designing an environment in which others can interact productively. This makes the platform a form of institutional infrastructure: it defines rules, mediates exchanges, creates trust signals, and shapes economic behavior.

The first implication is that value creation becomes distributed. Users, partners, developers, service providers, and data systems all contribute to the final value proposition. This distributed nature can increase innovation because external actors bring diverse ideas and resources. However, it also makes governance more complex because the platform must manage quality, fairness, reputation, and coordination across multiple groups.

The second implication is that value capture becomes more strategic and contested. Platforms can capture value through transaction fees, subscriptions, advertising, data-enabled services, premium visibility, and ecosystem control. Yet this creates tension with participants who also need to capture value. If the platform captures too much, complementors may leave or reduce investment. If the platform captures too little, it may not sustain infrastructure and innovation. Sustainable platform governance therefore requires an equilibrium between platform revenue and ecosystem health.

The third implication is that digital business model innovation depends on dynamic capabilities. Teece argues that business models must be supported by the capacity to sense opportunities, seize them, and reconfigure resources (Teece, 2018, pp. 40-49). In digital environments, these capabilities include data sensing, rapid experimentation, user experience design, partner coordination, cybersecurity readiness, and regulatory learning. A firm may possess digital tools without possessing digital capabilities; the latter are what make transformation strategically meaningful.

The fourth implication concerns smaller firms and startups. Digital platforms can lower entry barriers by providing access to customers, payment systems, logistics, and digital visibility. At the

same time, they may create dependency if small firms do not own their customer relationships or cannot differentiate their offers. The OECD discussion paper on AI adoption by SMEs highlights that smaller firms face persistent barriers related to skills, finance, data, connectivity, and legal uncertainty (OECD, 2025, pp. 29-49). This implies that digital business model policy must target capabilities, not only connectivity.

15. Results of the Study

The study leads to a set of analytical results that clarify how new digital business models reshape the business environment through platform logic and value creation. These results do not treat digital transformation as a purely technical phenomenon; rather, they show that technology becomes economically meaningful only when it is integrated into a coherent value architecture.

Table 6. Main analytical results of the study

Result	Evidence or analytical basis	Economic implication
Digital business models reshape the business environment by changing the logic of value creation.	The literature defines business models as activity systems linking value creation and capture, while digital transformation alters these activity systems (Amit&Zott, 2001; Teece, 2010; Vial, 2019).	Firms must redesign activities, not merely adopt digital tools.
Platform logic shifts firms from production-centered models to orchestration-centered models.	Two-sided market theory and platform ecosystem research show that platforms create value by coordinating interactions and network effects (Rochet&Tirole, 2003; Armstrong, 2006; Gawer, 2022).	Competitive advantage increasingly depends on ecosystem governance.
Digital infrastructure is a precondition for scalable business model innovation.	Cloud computing diffuses much faster than big data analytics, indicating its role as a flexible foundation for digital models (OECD, 2024a, pp. 99-101).	Cloud services enable scalability, experimentation, and rapid service deployment.
Technology diffusion remains unequal across firms.	Large firms are significantly more likely than small firms to adopt AI and other advanced technologies (OECD, 2024a, pp. 101-102).	Digital transformation may widen firm-level productivity and competitiveness gaps.
Data-driven learning becomes a central source of value creation.	Digital platforms transform user interactions into data that improve matching, personalization, and forecasting.	Data governance becomes a strategic and ethical necessity.

Value capture becomes more complex and multi-source.	Digital models combine commissions, subscriptions, data-enabled services, premium access, and ecosystem fees.	Firms need clear monetization strategies that do not weaken trust.
Platform-based models create governance risks.	Network effects, data concentration, and platform dependency can produce market power and unequal value distribution.	Policy and firm strategy must address transparency, fairness, and interoperability.
Sustainable digital competitiveness requires dynamic capabilities.	Business model innovation depends on sensing, seizing, and reconfiguring capabilities (Teece, 2018, pp. 40-49).	Digital transformation must be supported by skills, organization, and strategic learning.

These results confirm that digital business models are not simply new channels for doing business. They are new organizational and economic architectures. Their transformative power lies in their ability to connect actors, generate data, coordinate interactions, and scale value creation beyond the boundaries of a single firm. However, their risks are equally structural: dependency, concentration, opacity, and capability inequality can limit the inclusive potential of digital transformation.

16. Conclusion

New digital business models are reshaping the business environment by changing how firms create, deliver, and capture value. The shift from traditional linear models to platform-based and data-driven models represents a major transformation in the organization of economic activity. In this transformation, value is no longer created only inside the firm. It emerges from interactions among users, partners, data systems, algorithms, and digital infrastructures.

The article has shown that platform logic is central to this transformation. Platforms reduce transaction costs, enable matching, generate network effects, and support ecosystem-based innovation. They allow firms to scale faster and provide more personalized services. At the same time, platform logic creates new challenges related to market concentration, data dependency, algorithmic opacity, and unequal digital capabilities. This means that digital business model innovation should not be understood as an automatic path to competitiveness. It requires strategic design, governance, skills, and institutional support.

The statistical evidence confirms the urgency of the topic. Digital sectors are growing faster than the overall economy, cloud

computing is diffusing rapidly, and AI is becoming an important component of business transformation. However, adoption remains uneven, especially for smaller firms. The gap between firms that can build intelligent, data-driven, platform-enabled models and firms that remain at the level of superficial digitization may become a new source of economic inequality in the digital age.

The central conclusion is that the future of business performance will depend on the capacity to build sustainable digital value architectures. Firms need to move beyond the mere use of digital tools and develop integrated business models based on platform thinking, data governance, customer participation, ecosystem partnerships, and dynamic capabilities. Policymakers, in turn, should support fair competition, digital skills, trust infrastructure, and transparent platform governance. Under these conditions, digital business models can become instruments for innovation, productivity, and inclusive economic transformation rather than mechanisms of dependency and concentration.

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