

Digital Business Models: A Systematic Literature Review and Bibliometric Analysis of Trends, Themes, and Future Research Directions

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ABSTRACT

The development of the digital economy has transformed how firms create, deliver, and capture value, increasing scholarly attention to digital business models as strategic approaches to technological change and market dynamics. This study aims to examine the evolution of research on digital business models, identify dominant and emerging themes, and formulate future research directions. The study combines a Systematic Literature Review (SLR) and bibliometric analysis of literature published between last five years. Bibliometric analysis is employed to map publication trends, keyword co-occurrence patterns, thematic structures, and research developments, while the SLR synthesizes existing findings and identifies research gaps. The results indicate that research on digital business models has evolved from a focus on digital transformation toward business model innovation, digital platforms and ecosystems, artificial intelligence- and data-driven business models, digital entrepreneurship, and sustainability. From an economic and business perspective, digital business models have the potential to improve efficiency, productivity, scalability, competitiveness, and value creation. Future research should strengthen empirical investigations into value capture, economic performance, resilience, and the long-term sustainability of digital business models.

Keywords: *Bibliometric Analysis, Digital Business Models, Digital Economy, Digital Transformation, Systematic Literature Review.*

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1. | INTRODUCTION

The development of the digital economy has driven fundamental changes in how companies create, deliver, and capture value. Digitalization is no longer understood merely as the application of technology to improve operational efficiency, but has evolved into a strategic process that influences organizational structure, customer relationships, innovation, and the configuration of business activities. Digital transformation has multidisciplinary implications for corporate strategy and organizational change, thereby driving companies to adapt their business models to technological advancements and market dynamics (Verhoef et al., 2021; Hanelt et al., 2021; Kraus et al., 2021). These changes in the business environment are further accelerated by advancements in artificial intelligence, the Internet of Things, cloud computing, and digital networks, which collectively create a new business environment for companies. Under these conditions, the evolution of digital technology not only transforms operational processes but also serves as a key factor in the transformation of traditional business models toward more adaptive business configurations (Jingwei et al., 2022).

In this context, digital business models have emerged as an approach that enables companies to leverage digital technologies to create new value propositions, expand market reach, build more integrated customer relationships, and develop more flexible revenue mechanisms. Digital technologies such as artificial intelligence, big data, cloud computing, and network-based technologies are playing an increasingly significant role in supporting changes in how companies conduct their business activities. Thus, technology functions not only as an operational support tool but has become a strategic component of a company's logic for creating and capturing value (Borges et al., 2021; Vaska et al., 2021). These developments have also spurred the emergence of platform-based business models that enable companies to connect various groups of users, partners, and service providers within a digital ecosystem. These models expand the scope for innovation and open opportunities for companies to build new sources of value and revenue through network-based interactions (Shenkoya, 2022).

Studies on digital business model innovation show that technological developments are closely linked to changes in the mechanisms of value creation, value delivery, and value capture. Ancillai et al. (2023) demonstrate that digital technology is a key factor in driving business model innovation and creating research opportunities regarding how companies integrate technology into their value creation processes. In line with this, Trischler and Li-Ying (2023) emphasize the importance of conceptual clarity regarding digital business model innovation as well as the need to develop a more systematic research agenda. From a broader perspective, business model innovation in the era of digital transformation is also understood as a strategic process that drives companies to reconfigure the mechanisms of value creation, delivery, and capture (Alkenani, 2022). These findings indicate that although the literature on digital business models continues

to expand, the knowledge structure and evolutionary direction of this research field still require more comprehensive mapping.

Previous research has also employed bibliometric analysis to map the relationship between digital transformation and business model innovation. Zare and Persaud (2025) analyzed the development of research on digital transformation and business model innovation and demonstrated the increasingly broad interconnection between these two fields. Meanwhile, the bibliometric study cited as a reference in this research indicates that digital transformation is associated with various themes, including artificial intelligence, big data, blockchain, the Internet of Things, innovation, strategy, and sustainability. However, focusing on digital transformation as the starting point for analysis still leaves room to position digital business models as a more specific and comprehensive research object. Furthermore, recent studies on the relationship between digital transformation and business model innovation indicate that research in this field continues to evolve, with increasing attention being paid to the drivers, mechanisms, and barriers to business model innovation in the digital economy (Mukherjee et al., 2025).

Furthermore, research on digital business models has advanced through bibliometric mapping of publication trends, influential documents, keyword association patterns, and the evolution of research themes. Nevertheless, these studies still offer opportunities to expand the analysis by integrating bibliometric mapping with a Systematic Literature Review (SLR). This integration is necessary so that quantitative mapping of the literature's structure can be complemented by a qualitative synthesis of dominant themes, emerging themes, research gaps, and future research directions. The SLR approach to studies on digital transformation and business model innovation also highlights the importance of systematically identifying patterns in thematic development, theoretical foundations, and research directions (Srisuwan & Phromphisute, 2025). Thus, combining bibliometric analysis with an SLR can provide a more comprehensive understanding of developments in the field of digital business models.

Given this gap, this study aims to analyze the development of research on digital business models over the past five years by integrating the Systematic Literature Review (SLR) approach with bibliometric analysis. Specifically, this study maps publication trends, interconceptual relationships, key themes, and emerging themes in the literature on digital business models. Furthermore, this study adopts economic and business perspectives as the foundation for interpretation, particularly regarding value creation, business model innovation, competitiveness, productivity, scalability, and sustainability. Thus, this study is expected to provide a more comprehensive mapping of the evolution of digital business models, identify remaining research gaps, and formulate directions for future research relevant to the development of economic and business studies in the digital age.

2. | LITERATURE REVIEW

Digital Business Models

Digital business models are a type of business model that leverages digital technology as an integral part of the process of creating, delivering, and capturing value. The advancement of digitalization has transformed the way companies manage resources, interact with customers, develop products and services, and build competitive advantage. In this context, business models no longer serve merely as operational frameworks for companies but have become strategic instruments for responding to technological changes and market dynamics (Verhoef et al., 2021; Hanelt et al., 2021). Digital technology also enables companies to develop new value propositions through the use of data, platforms, digital services, and connectivity. The use of artificial intelligence and data-driven technologies opens opportunities to improve process efficiency, strengthen decision-making, and create services that are more adaptive to customer needs (Borges et al., 2021; Winter, 2021).

As they evolve, digital business models are increasingly understood as complex systems because digital innovation involves interactions among technology, organizations, customers, and the business environment. A systems perspective suggests that digital business model innovation must comprehensively consider the interconnections among these various elements (Kurti et al., 2021). Furthermore, digital capabilities and dynamic capabilities play a role in helping companies translate digital resources into business model innovation, particularly through the abilities to sense, seize, and reconfigure (Liu et al., 2024). External factors arising from technological developments can also serve as enablers for business model innovation, so that changes in the digital environment can create new opportunities for companies and entrepreneurs (Fieft, 2024). Therefore, digital business models do not merely reflect the process of technology adoption but demonstrate a shift in business logic in creating and sustaining economic value.

Digital Business Model Innovation

Digital business model innovation refers to the process of changing or developing a business model through the use of digital technology to generate new mechanisms for creating, delivering, and capturing value. Such innovation can encompass changes to the value proposition, core activities, customer relationships, organizational structure, and revenue mechanisms. Thus, digital business model innovation is not only focused on the adoption of technology but also on strategic changes to how companies conduct business activities and build competitive advantage (Trischler & Li-Ying, 2023; Ancillai et al., 2023). In this context, digital transformation can serve as a driver that influences a company's ability to develop and implement new business model configurations (Liu et al., 2024).

Technological advancements such as artificial intelligence, big data, cloud computing, and other digital technologies can drive innovation by enabling companies

to develop new products and services, enhance personalization, and optimize decision-making processes (Borges et al., 2021). The use of big data can also shape business model innovation mechanisms through data-driven processes that strengthen a company's dynamic capabilities and enable the creation of more adaptive business configurations (Sun et al., 2024). Furthermore, digital capabilities and dynamic capabilities play a crucial role in translating technological resources into business model innovation, although their impact may be influenced by the level of organizational inertia (Liu et al., 2024).

Therefore, digital business model innovation must be understood as a multidimensional process that connects technology, strategy, organization, and value creation. Its success depends on a company's ability to integrate technology with market needs and to continuously reconfigure its resources. This perspective is important because rapid technological change requires companies to continually adapt their business models to remain relevant, innovative, and competitive in the digital economy (Verhoef et al., 2021).

Digital Platforms, Ecosystems, and Economic Value

Digital platforms and digital ecosystems are key components in the development of digital business models because they enable interactions between companies, customers, partners, service providers, and other economic actors. Platform-based models allow companies to create value through digital networks and interactions, while digital ecosystems expand the value creation process through collaborative relationships among stakeholders. These changes indicate that digital business models are increasingly evolving from a single-company-centric structure toward a more open, connected business system that involves various actors in the value creation process (Kraus et al., 2021; Verhoef et al., 2021). The development of platform ecosystems also occurs gradually, ranging from exclusive digital platforms to broader ecosystems involving various organizations and stakeholders (Nerbel & Kreutzer, 2023).

From an economic and business perspective, digital platforms and ecosystems have the potential to enhance scalability, expand market reach, accelerate innovation, and create new revenue streams. The use of data within platform ecosystems can also strengthen business model innovation through various mechanisms for sharing and utilizing data to generate both private and public value (Kazantsev et al., 2023). Furthermore, characteristics of digital ecosystems—such as modularity, complementarity, and the ability to share resources—can support the development of more sustainable business model innovations (Li et al., 2023). However, companies also face challenges in sustainably managing relationships among actors, platform governance, data, technology, and competitive advantages. The ability to integrate technology with business strategy is a critical factor in determining the success of business model transformation and innovation (Hanelt et al., 2021). Therefore, studies of digital business models must consider the interrelationships among platforms, ecosystems, innovation, and economic value creation to understand the impact of

digitalization on corporate productivity, competitiveness, scalability, and sustainability within the digital economy.

3. | RESEARCH METHOD

This study employs a combined approach of Systematic Literature Review (SLR) and bibliometric analysis to identify, map, and synthesize research developments on digital business models. The SLR is used to systematically identify and synthesize the literature based on predetermined selection criteria, while bibliometric analysis is used to map the structure of knowledge, publication trends, interrelationships among concepts, and the evolution of research themes. The integration of these two approaches enables the study to produce a quantitative mapping of literature developments as well as a thematic synthesis of dominant themes, emerging themes, research gaps, and future research directions.

Research data were obtained from the Scopus database, covering publications from the past five years. The search strategy was designed using a combination of keywords related to digital business models, digital business model innovation, digital platform business models, digital ecosystems, and data-driven business models. The documents considered included research articles and review articles published in English-language scientific journals and relevant to the fields of economics, business, management, innovation, and information systems. The literature selection process involved the following stages: document identification, removal of duplicates, screening based on titles and abstracts, full-text eligibility review, and identification of articles meeting the inclusion criteria. These selection stages were documented using the PRISMA flowchart to enhance the transparency and traceability of the research process.

The analysis covered trends in annual publications, citation analysis, identification of influential publications and sources, keyword co-occurrence, thematic network mapping, overlay visualization, and the evolution of research themes. The results of the bibliometric analysis were then integrated with the SLR synthesis to group the literature based on key themes, including innovations in digital business models, digital platforms and ecosystems, artificial intelligence- and data-driven business models, digital entrepreneurship, and the sustainability of digital business models. Furthermore, the results of the mapping and synthesis are used to identify dominant themes, emerging themes, research gaps, and future research directions from an economic and business perspective.

4. | RESULTS

Literature Selection and Publication Trends

The literature review was conducted to identify articles relevant to research developments on digital business models over the past five years. Based on an initial search of the Scopus database using a predetermined combination of keywords, a total of 50 documents were identified. After removing 35 duplicate documents, the

remaining documents were screened based on their titles and abstracts, resulting in 28 documents for the eligibility review stage. Subsequently, after reviewing the full texts and applying the inclusion and exclusion criteria, 23 articles were selected as the final research corpus.

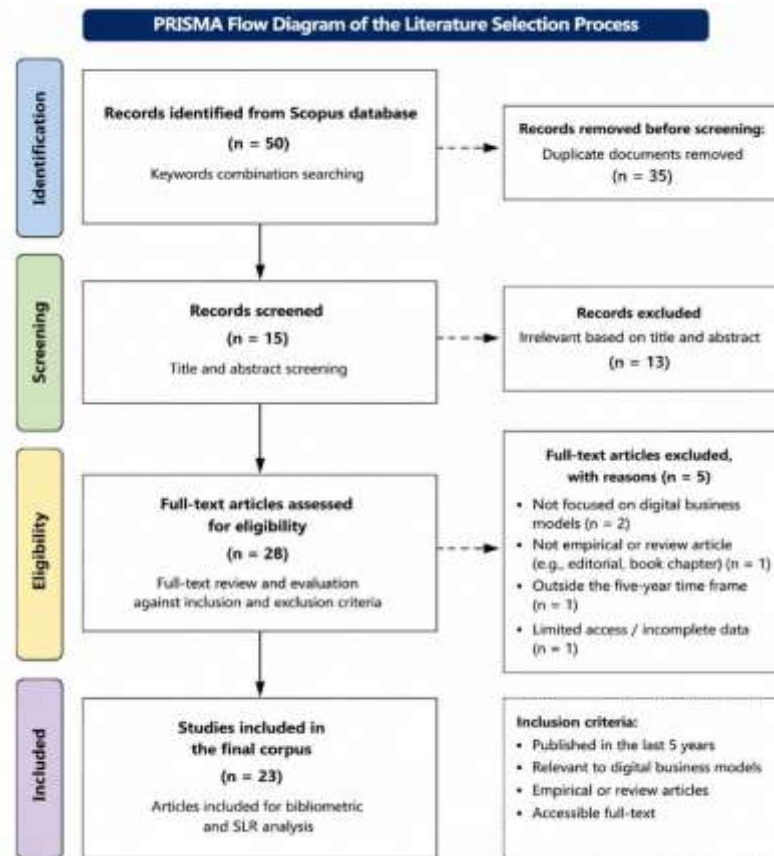


Figure 1. PRISMA Flow Diagram of the Literature Selection Process

Figure 1 illustrates the four main stages: Identification, Screening, Eligibility, and Inclusion. The diagram shows the number of documents at each stage of the selection process and the reasons for excluding articles that did not meet the criteria. A systematic presentation of the selection process is important to ensure that the corpus of literature analyzed is relevant to the research focus.

An analysis of publication trends shows that research on digital business models has grown over the past five years. The number of publications in 2021 was the highest at 7 articles, while the lowest number of publications was recorded in 2025 at 1 article. This trend indicates increasing academic attention to changes in business models as a consequence of digitalization and technological transformation. Digitalization has evolved from the mere adoption of technology to strategic and organizational changes that affect business structures and value creation processes (Verhoef et al., 2021; Hanelt et al., 2021; Kraus et al., 2021). These developments have also heightened the focus on

digital business model innovation and the use of technology to build competitive advantage (Vaska et al., 2021; Trischler & Li-Ying, 2023).

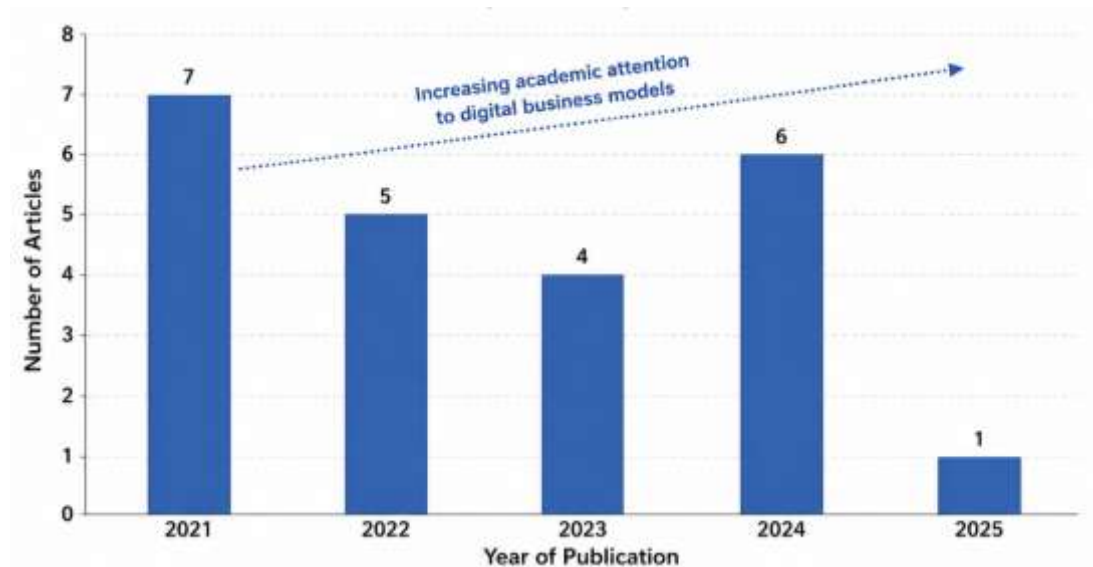


Figure 2. Annual Publication Trend of Digital Business Model Research,

Citation and Influential Research

Citation analysis was used to identify the publications that have had the greatest influence on the development of research on digital business models. Based on the results of the analysis, the ten publications with the highest number of citations are listed in Table 1 below. The publication with the highest number of citations received 13 citations, while the publication ranked tenth received 1 citation.

Tabel 1. Top 10 Most Cited Publications on Digital Business Models

No.	Authors	Year	Title	Journal
1	Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M.	2021	Digital transformation: A multidisciplinary reflection and research agenda	<i>Journal of Business Research</i>
2	Hanelt, A., Bohnsack, R., Marz, D., & Antunes Marante, C.	2021	A systematic review of the literature on digital transformation: Insights and implications for strategy and organizational change	<i>Journal of Management Studies</i>
3	Kraus, S., Jones, P., Kailer, N., Weinmann, A., Chaparro-Banegas, N., & Roig-Tierno, N.	2021	Digital transformation: An overview of the current state of the art of research	<i>SAGE Open</i>

No.	Authors	Year	Title	Journal
4	Vaska, S., Massaro, M., Bagarotto, E. M., & Dal Mas, F.	2021	The digital transformation of business model innovation: A structured literature review	<i>Frontiers in Psychology</i>
5	Borges, A. F. S., Laurindo, F. J. B., Spínola, M. M., Gonçalves, R. F., & Mattos, C. A.	2021	The strategic use of artificial intelligence in the digital era: Systematic literature review and future research directions	<i>International Journal of Information Management</i>
6	Ancillai, C., Sabatini, A., Gatti, M., & Perna, A.	2023	Digital technology and business model innovation: A systematic literature review and future research agenda	<i>Technological Forecasting and Social Change</i>
7	Trischler, M. F. G., & Li-Ying, J.	2023	Digital business model innovation: Toward construct clarity and future research directions	<i>Review of Managerial Science</i>
8	Jia, Y., Su, J., Cui, L., Wu, L., & Tan, K. H.	2023	Platform business model innovation in the digitalization era: A “driver-process-result” perspective	<i>Journal of Business Research</i>
9	Jorzik, P., Klein, S. P., Kanbach, D. K., & Kraus, S.	2024	AI-driven business model innovation: A systematic review and research agenda	<i>Journal of Business Research</i>
10	Kazantsev, N., Islam, N., Zwiegelaar, J., Brown, A., & Maull, R.	2023	Data sharing for business model innovation in platform ecosystems: From private data to public good	<i>Technological Forecasting and Social Change</i>

Conceptually, high-impact publications in the research corpus can be grouped into several key areas: digital transformation, business model innovation, digital technology, and value creation. The literature on digital transformation positions digitization as a strategic process that influences organizations and corporate strategy (Verhoef et al., 2021; Hanelt et al., 2021). Meanwhile, studies on business model innovation emphasize changes to the mechanisms of value creation, value delivery, and value capture (Vaska et al., 2021; Trischler & Li-Ying, 2023). Technological developments such as artificial intelligence and data utilization are also expanding the scope of research on digital business models (Borges et al., 2021; Ancillai et al., 2023).

Keyword Co-Occurrence and Research Clusters

Based on the mapping results, Cluster 1 centers on the themes of digital transformation, digitalization, business models, and innovation. This cluster reveals a strong relationship between digital transformation and business model innovation. Digitalization not only drives efficiency but also transforms companies' strategies and organizational structures (Verhoef et al., 2021; Hanelt et al., 2021; Kraus et al., 2021). This relationship reinforces the view that technological changes must be accompanied

by changes to business models so that companies can maintain their relevance and competitiveness (Vaska et al., 2021; Trischler & Li-Ying, 2023).

Cluster 2 focuses on digital platforms, ecosystems, and the platform economy. The emergence of these themes indicates that digital business models are increasingly evolving through network-based relationships. Platforms enable companies to connect various user groups and economic actors, while digital ecosystems expand the value creation process through collaboration among stakeholders. These changes demonstrate that value creation in the digital economy is becoming increasingly collective and integrated (Kraus et al., 2021; Verhoef et al., 2021).

Cluster 3 relates to artificial intelligence, big data, data analytics, and digital technologies. This cluster reflects the growing focus on leveraging data and artificial intelligence as strategic resources. These technologies support automation, service personalization, data-driven decision-making, and the development of new value propositions (Borges et al., 2021; Ancillai et al., 2023).

Cluster 4 covers the themes of digital entrepreneurship, SMEs, and innovation. This cluster indicates that digitalization is also linked to the ability of entrepreneurs and small businesses to develop new business models. Digital technologies can help businesses expand their markets and increase the flexibility of their business activities, although the success of transformation remains influenced by organizational capabilities and available resources (Kraus et al., 2021; Hanelt et al., 2021).

Cluster 5 relates to sustainability, competitive advantage, resilience, and digital sustainability. The emergence of this cluster reflects a shift in research focus from efficiency and innovation toward sustainability and business resilience. This indicates that digital business models are increasingly viewed not only in terms of their ability to generate economic value but also in terms of their ability to sustain performance over the long term (Verhoef et al., 2021; Ancillai et al., 2023).

Overlay Visualization and Emerging Themes

The mapping results indicate a possible shift in focus from foundational themes such as digital transformation, digitalization, and business model innovation toward more specific themes, such as artificial intelligence, data-driven business models, digital ecosystems, and digital sustainability. This shift indicates that research is increasingly focused on how technology can be used to design and develop new business models, rather than merely on how companies adopt technology (Hanelt et al., 2021; Verhoef et al., 2021).

The themes of artificial intelligence and data-driven business models are becoming increasingly relevant because data and artificial intelligence can be used to create new value propositions and improve efficiency and decision-making capabilities (Borges et al., 2021; Ancillai et al., 2023). Meanwhile, the emergence of the theme of digital ecosystems reflects a growing focus on value creation models that involve multiple actors rather than being centered on a single organization.

Thematic Synthesis

The integration of the results from the bibliometric analysis and the systematic literature review (SLR) indicates that research on digital business models can be synthesized into five main themes. First, digital business model innovation is a fundamental theme that explains changes in the mechanisms of value creation, delivery, and capture (Trischler & Li-Ying, 2023; Ancillai et al., 2023). Second, digital platforms and ecosystems reflect a shift in business structures toward network-based and collaborative models (Kraus et al., 2021; Verhoef et al., 2021).

Third, AI-enabled and data-driven business models demonstrate the growing role of artificial intelligence and data as strategic resources (Borges et al., 2021; Ancillai et al., 2023). Fourth, digital entrepreneurship and SMEs highlight the opportunities of digitalization in supporting innovation and the development of new business models (Kraus et al., 2021). Fifth, sustainable digital business models demonstrate the evolution of the research agenda toward the relationship between digitalization, sustainability, and business resilience.

Overall, the analysis results indicate that research on digital business models has evolved from a technology-adoption perspective toward a more strategic and value-creation-oriented approach. This evolution reflects the increasingly strong relationship between digital transformation, business model innovation, platforms, data, artificial intelligence, and sustainability. Consequently, studies on digital business models are becoming increasingly relevant in explaining changes in economic structure and business strategies in the digital age.

5. | DISCUSSION

The results of the analysis show that research on digital business models has evolved from an initial focus on digitization and digital transformation toward a more strategic examination of business model innovation, digital platforms and ecosystems, and the use of data and artificial intelligence. This shift indicates that digitization is no longer understood merely as a process of technology adoption, but as a mechanism capable of transforming the logic of value creation, delivery, and capture in business activities (Verhoef et al., 2021; Hanelt et al., 2021; Kraus et al., 2021). These findings reinforce the view that digital transformation has broad implications for corporate strategy, organizational structure, and a company's ability to respond to changes in the business environment (Vaska et al., 2021). In this context, the evolution of digital business models also indicates that companies need to build the capacity to continuously experiment, adapt, and reconfigure their business models in line with technological changes and market dynamics.

The prominence of the theme of digital business model innovation indicates that a company's ability to redesign its business model is becoming increasingly important in navigating the dynamics of the digital economy. Digital technology enables companies to develop new value propositions, expand market reach, improve efficiency, and create alternative revenue streams. However, digital business model innovation cannot be

understood solely through a technological lens, as these changes also require adjustments to strategy and value creation mechanisms (Trischler & Li-Ying, 2023; Ancillai et al., 2023). Thus, an organization's ability to integrate technology, resources, and strategy is a critical factor in the success of digital business models. This perspective aligns with research on platform-based business model innovation, which indicates that the innovation process must be understood through the interplay between driving factors, change processes, and value creation outcomes (Jia et al., 2023).

The emergence of the themes of digital platforms and digital ecosystems signals a shift in the economic structure from a company-centric business model toward a more network-based model. In the digital environment, value creation increasingly involves customers, partners, technology providers, and other actors. This situation expands organizational boundaries and heightens the importance of a company's ability to manage interactions and relationships among actors within the digital ecosystem (Verhoef et al., 2021; Hanelt et al., 2021). From an economic perspective, platform-based models have the potential to enhance scalability and expand markets, but they also pose challenges related to governance, technological dependence, and the sustainability of competitive advantage. Therefore, business model innovation on platforms must consider how interactions among stakeholders can generate value co-creation while establishing sustainable value capture mechanisms (Jia et al., 2023).

The growing attention to AI-enabled and data-driven business models also signals a significant shift in the direction of research. Data and artificial intelligence are increasingly positioned as strategic resources that can support automation, personalization, decision-making, and the development of new value propositions (Borges et al., 2021; Ancillai et al., 2023). Recent reviews indicate that research on AI-driven business model innovation is growing rapidly but remains fragmented in terms of conceptual perspectives and units of analysis. This highlights the need for a more systematic understanding of how AI is not only applied to existing business models but can also drive fundamental changes to business model configurations and value creation mechanisms (Jorzik et al., 2024). Furthermore, AI can influence various components of business models and drive companies to adjust their strategies to gain a competitive advantage from the use of this technology (Aagaard & Tucci, 2024). At the organizational level, AI-based business model innovation is also influenced by a combination of technological and strategic factors; therefore, AI adoption must be integrated with business objectives and organizational capabilities (Shaik et al., 2024).

Based on the overall research, the integration of SLR and bibliometric analysis shows that research on digital business models is increasingly shifting from questions about how companies digitize to more strategic questions about how companies design, develop, and sustain digital-based business models. This finding expands upon previous studies on digital transformation and business model innovation by placing digital business models at the center of a more specific analysis (Zare & Persaud, 2025). Remaining research gaps primarily concern the relationship between digital business

models and long-term economic performance, value capture, productivity, resilience, and sustainability. Therefore, future research should strengthen empirical testing of how various configurations of digital business models generate economic value and sustainable competitive advantage in different organizational contexts, including how AI, digital platforms, and business ecosystems can be strategically integrated to drive adaptive and sustainable growth.

6. | CONCLUSION

This study analyzes the development of research on digital business models over the past five years by integrating a Systematic Literature Review (SLR) approach with bibliometric analysis. The results show that research on digital business models has evolved in tandem with the increasing role of technology in transforming corporate strategies, structures, and value creation mechanisms. The analyzed literature reveals a shift in focus from digitization and digital transformation toward business model innovation, digital platforms and ecosystems, artificial intelligence- and data-driven business models, digital entrepreneurship, and sustainability.

The findings indicate that digital business model innovation has become a key theme in explaining changes in the mechanisms of value creation, delivery, and capture. At the same time, the development of digital platforms and ecosystems indicates that value creation increasingly depends on connectivity and collaboration among actors within digital networks. The use of artificial intelligence and data also opens opportunities for companies to improve efficiency, productivity, service personalization, scalability, and the development of new revenue streams.

From an economic and business perspective, digital business models have the potential to strengthen competitiveness and create economic value through innovation and the utilization of digital resources. However, there remains a gap in understanding how digital business models generate sustainable value capture and long-term economic performance. Future research should strengthen empirical studies on the relationship between the configuration of digital business models, economic performance, productivity, resilience, competitive advantage, and sustainability. Thus, the development of digital business models should not only focus on technology adoption but also on the ability to create and sustain economic value over the long term.

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The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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