

## Identifying Barriers to the Development of Shared Businesses

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### Abstract

Every company should think about producing new goods, the pAdvances in communication technology have led to changes in business practices. Shared businesses are a new way of presenting products through a platform in the virtual environment. In this business, people's assets are shared on a peer-to-peer basis. In addition to generating revenue, this business has created employment, increased productivity, reduce energy consumption and environmental pollution in the world. This study tries to investigate the barriers to the development of shared businesses in Tehran. The research method in this study is qualitative and the data collection tool is a semi-structured interview. The informed statistical population includes 30 university lecturers, elites, graduates, entrepreneurs and manufacturers. The subjects of the recorded interviews were extracted by the lecturers of the Business Management Department and analyzed using the network themes method in MAXQDA software. Findings show that 64 barriers have been identified as the basic themes and after reviewing the opinions of experts, these barriers have been classified into 6 main themes. These barriers are: trust barriers, technology barriers, knowledge and information barriers, economic barriers, political barriers and managerial barriers.

### Keywords

*Identifying Barriers, Shared Businesses, Tehran*

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### Introduction

Today, shared business is one of the new ways of doing business in a virtual platform environment. Shared businesses are important in terms of creating jobs and meeting the needs of consumers. The starting point of this business is to pay attention to the needs of consumers. Table 1 lists some of these businesses, for example the Uber Platform, which solved the San Francisco City traffic problem. Or the services of Urban Company met the immediate needs of consumers for home cleaning and repair services. Or the Airbnb platform could solve the tourist accommodation problem. Starting a sharing in shared business is very simple compared to other businesses. For example, you can share your surplus assets through your mobile phone and earn money for yourself this way. Shared businesses are fledgling in Iran. Many products and services can be shared through this business. In general, shared businesses are not complicated, in the time of the outbreak of corona virus, the need for sharing of socio-economic activity is essential. These types of businesses are expanding day by day. The rising quality of life and the development of technology in the field of computer science and other means of communication have led to a trend towards this type of business. The most important features of this business are more freedom and independence of action, flexible working hours, creating more balance and balance between work and life, low start-up costs, low risk, the possibility of working part-time, easier child rearing Have more opportunities and time, fit the physical characteristics of people with disabilities, more likely to succeed, fit different classes, feel more comfortable, do not need heavy equipment. Sharing in this type of business is usually done through the Internet and covers other home and internet businesses and e-commerce. In this type of business, all topics of marketing, finance, sales, customer relations, after-sales service, cooperation with investors, etc. can be done. Sharing products, services and ideas in this business is very diverse. Table 1 shows the variety of products. In Iran, joint ventures have entered the economic supply in

three ways. Partner organizations are organizations that have created workspaces and ideas for freelancers, manufacturers, entrepreneurs, and employees of private companies in large metropolitan areas. Peer-to-peer lending organizations that informal credit institutions that operate in the provision of non-profit financial facilities and lend financial credits at a rate lower than the rate approved by the bank. Accelerator platforms or promotion platforms that internet taxis are a clear example of these platforms. Due to the emergence of pure ideas in Iran, shared business has not developed much. In this study, we try to examine the barriers to the development of shared business in Tehran.

Table 1.

*Shared Businesses*

Platform name	Activity
Airbnb	Accommodation services
Uber	Internet taxi service
Urban	Home cleaning and repair services
Just park	Provision of parking
Turo	Supply of luxury cars
Task Rabbit	Painting services
Lending Club	financial services
Posh mark	Supply of clothing
Sitter City	Child care

### Background

According to information obtained from the portal (2021) CURRY shows. Airbnb business platform that provides shared services for accommodation and accommodation for tourists. In 2018, Airbnb users equals 150 million people. Airbnb earned \$ 4.7 billion in 2019 and \$ 3.4 billion in 2020. And the minimum income of ordinary people from this platform in the last 6 months has been reported at \$ 924 per month. According to the official report of Uber's online taxi sharing business site on the Uber Newsroom page (2021) as a pioneering example in sharing businesses, it creates jobs for 3.9 million people with an average income

of \$ 365 in Monthly, this internet taxi operates in more than 63 countries and 700 major cities, has a global market value of \$ 72 billion and has generated more than \$ 12 billion in revenue over the last quarter. The platform has 91 million active members worldwide and 14 million daily trips. In the current situation, talented and job-seeking youth in Tehran need such economic activities. In recent years, the economic structure of industrialized countries has shifted from a costly factory economy to a knowledge-based economy, which has led to a significant portion of countries' GDP being generated through Internet and shared businesses. Countries around the world have solved some of their economic problems through shared business. Why this business in Iran has not grown like other parts of the world? Facilitating and synergies is the basis of the activity and development of shared businesses in the world. Needs assessment and Gain customer satisfaction methods have changed from physical structure to electronic. Sharing in marketing and business management is a new approach. Transparency of shared businesses in the world is greater than traditional businesses. This advantage has made it easier for shared businesses to enter the stock market. shared businesses have many benefits, which are unfortunately not welcomed in Iran. Or less developed. Therefore, the development of shared businesses in Iran requires pathology and removal of barriers. A total of 21 research papers related to the latest research findings conducted in 2021 from the Elsevier scientific database were studied. And after studying and reviewing the results, the important factors were summarized in Table 2.

Table 2.

*Researchers' Opinions on Barriers to Shared Business*

Researcher name and year of publication	Emphasis extracted from research
(Thomas B. Long, 2021, p. 8)	“Ethical and social factors, innovation in business models”
(Maximilian Palmić, 2021)	“Different strategies between increasing economic profits and environmental problems”

## IDENTIFYING BARRIERS TO THE DEVELOPMENT OF SHARED BUSINESSES

Researcher name and year of publication	Emphasis extracted from research
(Aiden Durrant, 2021, p. 100493)	“Role-playing technology and trusted data sharing”
(David T.W, 2021, pp. 440-471)	In the fashion industry, paying attention to the environment is effective on business sustainability
(Samgwa Quintine Njanka, 2021, pp. 333-340)	“Increase cooperation between members, competitive advantage, increase performance, high return on investment, facilitate processes”
(Jihane El Ouadi, 2021, p. 1)	“Social, economic and environmental challenges”
(Francesco Schiavone, 2021, p. 120647)	“A multi-level framework for reorganizing the ecosystem and the value creation process”
(Leandro do C. Martins, 2021, p. 107080)	“Focus on optimization and simulation techniques in car sharing”
(Anthony J. Miller, 2021, p. 101914)	“Shared identity content promotes a positive assessment of competitive events”
(Sriyanta Hadi, 2021, p. 126231)	“Organizational learning culture and digital organizational culture”
(Noora Viholainen, 2021, p. 126029)	“Communicate healthily and trust in action”
(Lei He, 2021, pp. 975-985)	“Meet consumer needs with minimal environmental impact and substance use. Transparency of information, settings for picking up and returning goods, product quality, security and user knowledge for product operation, improper platform governance”
(Vincent Bagire, 2021, p. 111802)	“Dirty and recycled innovations are limited by technical and social factors”
(Renu Agarwal, 2021, p. 104196)	“Creating value, attracting and acquiring through the use of digital government initiatives and political interventions requires innovation in the business model and the demand side.”
(Timber Haaker, 2021, pp. 126-136)	“Morphology in business model innovation”
(David T.W. Wong, 2021, pp. 440-471)	“The competence of the organization resulting from the reform of management, attention to social welfare and attention to the environment, shows the sustainability of business.”.
(Wensong Bai, 2021, pp. 245-256)	““Political relations are a necessary issue for business relations, and business performance is also affected by political relations.””.

Researcher name and year of publication	Emphasis extracted from research
(Thommie Burström, 2021, pp. 85-95)	“How do manufacturers use artificial intelligence to innovate business models in industrial ecosystems?”
(Nkemdilim Iheanachor, 2021, pp. 96-107)	“Proposing business model innovation for profitability and sustainability”
(Severina Cartwright, 2021, pp. 120-134)	“Research on B2B organizations' use of social media to manage relationships is limited, fragmented, and lacking in strategic orientation”.
(Muthu De Silva, 2021, pp. 733-749)	“Creating social and economic value”

### Method

The present study has been conducted with a qualitative approach in order to investigate the challenges of shared businesses in Tehran. The main purpose of the research is to gain in-depth and accurate information by assessing the interests, attitudes, perceptions and aspirations of the respondents. In-depth interviews were used to collect datum. The study population in Table 3 consisting of two university-educated groups and the group of entrepreneurs and producers was used for sampling adequacy. The informed group with university education includes 15 professors and doctoral students in the fields of business management, marketing, entrepreneurship and business. The group of producers, entrepreneurs in the field of business and marketing also consists of 15 people. In order to achieve data validity, the method of checking the information obtained from the research by the participants was used. The opinions of the expert committee were used to evaluate the reliability of the interview questions. Kappa coefficient was calculated to be 0.63 for reliability. The results are in the range of high reliability Cohen, (1960). Open-source coding, axial coding and selective coding were used to analyze the qualitative data. In Kappa multiplication,  $p_e$  indicates random agreement and  $p_o$  indicates fixed agreement between the coders.

$$k = \frac{p_o - p_e}{1 - p_e}$$

In this research, thematic analysis of network analysis method has been used and also from MAXQDA qualitative content analysis software was used.

Table 3.

*Statistical Community*

code	position	education	Employment history
F1	Associate Professor - Business Management	PhD	14
F2	Assistant Professor of University - Business Management	PhD	9
F3	Assistant Professor of University - Business Management	PhD	5
F4	Assistant Professor of University - Business Management	PhD	6
F5	Assistant Professor of University - Business Management	PhD	7
C1	Graduated in Business Administration - Marketing	PhD	2
C2	Graduated in Business Administration - Marketing	PhD	3
C3	Graduated in Business Administration - Marketing	PhD	5
C4	Graduated in Business Administration - Marketing	PhD	1
C5	Graduated in Business Administration - Marketing	PhD	1
S1	Entrepreneurship student	PhD student	4
S2	Entrepreneurship student	PhD student	1
S3	Student of Business Management - Marketing	PhD student	2
S4	Business Management Student	PhD student	3
S5	Graduated in Business Administration	MA	2
code	position	education	Employment history
P1	Entrepreneur and distributor of agricultural inputs	MA	13
P2	Entrepreneur and producer of pottery products	Bachelor	20
P3	Entrepreneur and supply of office equipment, hardware	MA	11

## IDENTIFYING BARRIERS TO THE DEVELOPMENT OF SHARED BUSINESSES

code	position	education	Employment history
P4	Educational entrepreneur and content production	Associate Degree	2
P5	Entrepreneur producing and selling clothes online	Associate Degree	16
P6	Distributor of cosmetics	Bachelor	9
P7	Fast food distributor	Associate Degree	13
P8	Internet taxi driver	Bachelor	4
P9	Application builder, domain, hosting and SEO	PhD student	10
P10	Digital goods online store	PhD student	3
P11	Entrepreneur selling and renting real estate	Associate Degree	14
P12	Entrepreneur selling pet supplies	Bachelor	7
P13	Entrepreneur consulting and legal issues	PhD student	3
P14	Entrepreneur of tourist tips and ticketing	MA	3
P15	Entrepreneur selling digital marketing products	PhD student	2

Source: Research Findings 2021

### Findings

As can be seen in Table 3, 30 member of university lecturers, graduates, entrepreneurs and business producers were used. The selected individuals have been involved in shared businesses. This study was conducted to identify barriers to shared businesses in Tehran. After conducting in-depth interviews with the statistical community, data were extracted to analyze the theme. One of the appropriate analytical techniques in qualitative research is theme analysis, which is widely used, but rarely introduced. Content analysis can be used to identify barriers through qualitative data. And the network method shows the themes of the obstacles visually. Given that in this research because the network of themes has been used. First, from the interviews, the basic themes were identified. Basic topics in content analysis express important information about research data and questions. Then, by summarizing the basic themes, more concise, abstract, and abstract



themes are obtained, which are also called organizing themes. In the third step, comprehensive themes are extracted in general and are the main framework of the research (Attride-Stirling, 2001, p. 388). The themes are then displayed as images. To eliminate any hierarchy between obstacles. It is basically to show the connection between the basic themes and the main themes. (Attride-Stirling, 2001, p. 389). In theme analysis, a continuous flow is established between the data set and the encrypted categories, and data analysis is performed. In general, theme analysis is the beginning of a research that has never been done before (Uthayasankar Sivarajah, 2017, p. 5). In Table 4, this process is fully collected, summarized and classified. Based on the theme network analysis, 64 themes have been identified as basic themes. These topics contain important information about barriers to the development of shared businesses. The entire interview of the statistical community was recorded audio and reviewed several times by the instructors of the Business Management Department. After extracting the basic themes, the organizing themes and the pervasive themes have been identified. Out of 64 basic themes, 16 were categorized as sub-themes or organizers, and in general, comprehensive themes were agreed in the final 6 categories. It should be noted that after extracting themes, a network of themes in the form of website maps, each of these three levels along with the relationships between them should be shown. [Figure 1](#) shows the network of topics related to identifying barriers to the development of shared businesses in the city of Tehran. In this network, it can be seen that there are 6 main themes called "barriers to trust", "barriers to technology", "barriers to knowledge and information", "economic barriers", "political barriers" and "managerial barriers". Barriers to building trust include 17 basic themes and 5 sub-themes: security issues, business sustainability, property rights, authenticity and legal issues, respectively. Technology barriers include 10 basic themes and 3 sub-themes: infrastructure problems, platform problems, and Internet costs. Knowledge and information barriers including 8 basic themes and 3 sub-themes are

content weakness, cognition weakness and information barriers. Economic barriers include 8 basic themes and 2 sub-themes: investment issues and economic problems. Political barriers include 15 basic themes and 2 sub-themes: Law issues and lack of government support. And managerial barriers include 6 basic themes that are summarized in a sub-theme of management problems.

Table 4.

*Themes Obtained in the Research*

Main theme	Sub-theme	Basic theme
Barriers to building trust	security issues	Violation of privacy
		Online scams
		Malware, hacking account users
Business sustainability		Payment of pensions to employed persons
		Medical, educational and welfare services for the employed
		Get low commission from internet taxi drivers
		Employee insurance premium payment
		Intellectual and occupational security of the working forces
		Legal benefits for women such as maternity leave and ...
property rights		Respect for intellectual property rights
		Facilitate the transfer of ownership of goods
Authenticity		Lack of online authentication system
		Inquiry of employed manpower
		Ensure business history and authentication
Legal issues		Improper governance and failure to receive customer feedback
		Compensation problems
		Pursuit of computer crimes
Technology	infrastructure	Inadequate electronic infrastructure

## IDENTIFYING BARRIERS TO THE DEVELOPMENT OF SHARED BUSINESSES

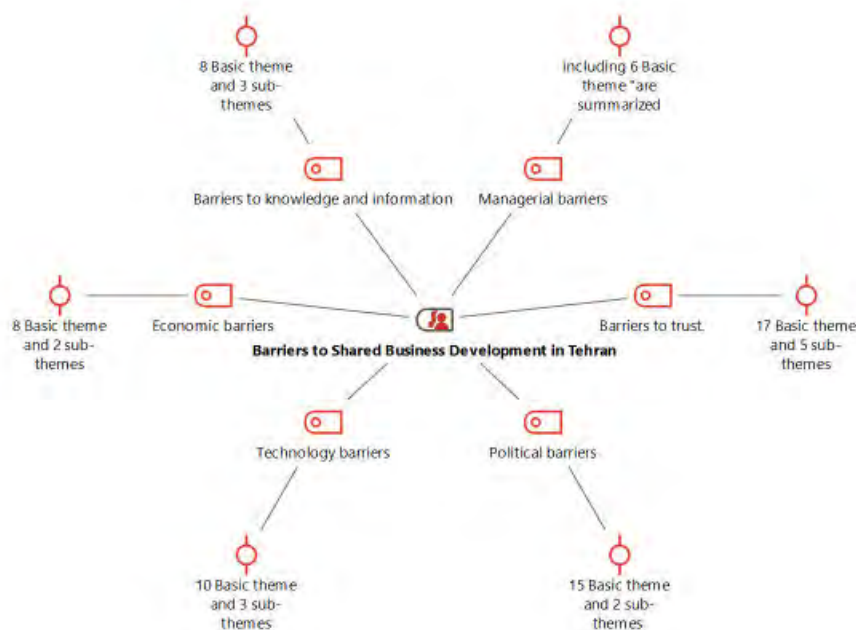
Main theme	Sub-theme	Basic theme
barriers	problems	Inadequate infrastructure of communication networks
		Problems with the banking portal and the payment system
		Inadequate cloud and storage space (hosts)
	Platform problems	Unattractive business platform
		The difficulty of using a virtual platform
		Long registration process
		Long buying process
	Internet costs	Expensive internet tariffs
		High cost of hosting and domain
	Barriers to knowledge and information	Content weakness
Lack of training and skills courses		
cognition weakness		Lack of awareness of officials about the benefits of shared business
		Cognitive weakness of people towards shared businesses
Information problems		Lack of business facilitation organizations
		Lack of promotion of shared business in official media
		Failure to identify successful examples of shared business
		Incomplete process of identifying and introducing investment opportunities
Economic barriers	Investment barrier	Lack of financial support and facilities for shared business
		Procrastination of private sector investors
		High expectations of shareholders and investors
		Lack of development plan by the private and public sector
	Economic issues	Inflation and recession
		Unusual pricing
		Currency instability

## IDENTIFYING BARRIERS TO THE DEVELOPMENT OF SHARED BUSINESSES

Main theme	Sub-theme	Basic theme
		The ambiguity of the government's future policies
Political barriers	Law issues	Issuing an e-Trust symbol is very time consuming
		Weak business rules, regulations and guidelines
		Lack of consumer protection laws
		Strict and erosive rules
		Lack of incentive and value-added policies
		Getting a business license is hard
		Traditional processes of inquiring, issuing and renewing employment licenses
	Lack of government support	Deterrent measures of government officials
		Lack of supervision and poor performance of employment agencies
		Immediate limitations of the Informatics Council
		Lack of supportive tariffs such as taxes and ..
		Existence of bureaucracy and deterrent administrative procrastination
		Instability of managers and their taste performance
		Lack of skilled and specialized experts in the government organization
Managerial barriers	Managerial barriers	Lack of cooperation and coordination between related organizations
		Lack of skilled personnel in the field of technology and business
		Lack of development strategy
		Lack of strategic plan
		Failure to identify potential features
		Lack of identification of shared business
		Lack of proper organization of job seekers

Figure 1.

*Thematic Network in Order to Identify Barriers to the Development of Shared Businesses in Tehran*



### Conclusion

Shared Business A new way of doing business that is usually done over the Internet. This business requires little investment. And the scope of activity in this business is very wide. People without capital can also share their surplus assets. The variety of product sharing is very diverse and lucrative. One of the most important sharing activities in the world, including the provision of accommodation, Internet taxi transportation services, freelancer space, financial institutions, virtual platforms for upgrades and consulting rooms. Shared businesses have been highly welcomed by women, the low-income and environmentalists (David T.W, 2021, pp. 440-471), groups. Products efficiency has also increased.

And old books, tools, and clothing are worth sharing. In addition to productivity, employment has been created for young job seekers. Small and unknown hotels without customers can be used through a virtual platform for tourists. Tehran city is one of the cities of Tehran province in Iran. This city is located in the center of Tehran province. This city is the most populous city in the country. Tehran, which is also the capital of Tehran province and the capital of Iran. The population of Tehran in 2016 was 8,737,510, of which 8,693,706 were in Tehran and 43,221 were in the villages of the city. With all the benefits of shared businesses in the world, there are still obstacles to starting these businesses in Tehran. The facilities and good conditions of the people of Tehran are suitable for setting up shared businesses. It is hoped that this study will be of interest to economic actors. The positive features of shared businesses are not hidden from view. With a simple search, you can see the amount of revenue generated by shared businesses. Barriers to trust are removed over time and with appropriate behavior. Address security concerns, including non-invasion of privacy, respect for the intellectual and material property of individuals. Observance of consumer rights issues, launching an authentication system will create confidence and trust. The level of trust in affiliate businesses is very important. Customers make purchases based on the level of trust created by former customers. As a suggestion, ask the customers of shared businesses to give feedback on the services provided and the quality of the product. Customers have a lot of questions before buying because of the virtual environment. Answering customers' questions requires a proper governance system. The use of a valid payment gateway and an electronic trust symbol builds trust. The research findings are consistent with studies (Noora Viholainen, 2021, p. 126029), (Aiden Durrant, 2021, p. 100493) . Barriers to technology to enter the world of the Internet and online and shared business, it is essential to have the right hosts and domains. Domain is the beginning of the digitalization of shared businesses and the need to use cloud servers and web servers with high speed and uptime. In

addition to the aforementioned infrastructure, the design of the business platform is important. Product innovation depends on creativity in platform design. Internet tariffs to support this business and domestic hosts should be considered in proportion to the customers. The research findings are parallel to the studies (Nkemdilim Iheanachor, 2021, p. 96) and (Thommie Burström, 2021, p. 85). Public knowledge is becoming more common in the shared business environment. With the spread of knowledge, shared businesses can be designed to offer products across organizational boundaries. Economics knowledge supports the use of the Internet in shared businesses. Cognition and self-confidence promote a culture of innovation and creativity. The skill of creating a revenue-generating culture in the face of limited resources requires innovation through increased accessibility and consumer influence. Empowering and encouraging innovative ideas is important for co-producers. A key element in creating a business dynamic is increasing the knowledge of producers and consumers. Facilitating the communication process through empowerment and training is very useful. The research findings confirm the results (Sriyanta Hadi, 2021, p. 126231) regarding the need to strengthen the "organizational learning culture and digital organizational culture". Lack of financial support for shared businesses, procrastination of private sector investors, high expectations of shareholders and investors, lack of comprehensive development plan by the private and public sectors, inflation and recession, irrational pricing, currency instability, ambiguity of policies the government is one of the most important economic barriers. The research findings are consistent with the findings (Jihane El Ouadi, 2021, p. 1). The main political problems and obstacles are related to the inadequacy of business laws and the lack of government support for joint ventures. During the tenth government, a progressive and efficient law, entitled the Law on Continuous Improvement of Business Environment, was approved by the Islamic Consultative Assembly and notified to the government, in which the government was not implemented and its executive regulations were

drafted by the eleventh government. Strict implementation of this law can effectively help improve the business environment and create economic prosperity in the country. It is hoped that by compiling and completing the relevant executive regulations and the strict implementation of this law and using all its capacities, effective steps can be taken to create a suitable business environment in the country and create economic prosperity in the twelfth government (Eghtesadonline\_newspaper, 2017). The most important political obstacles are the instability of laws and regulations in the country, failure to use the views of private sector organizations, lack of improvement of cumbersome processes and procedures for businesses, lack of licenses required for economic activities, He considered the lack of effective supervision and follow-up of the legislator in order to implement the law. The research findings are the same as the findings of researchers (Renu Agarwal, 2021, p. 104196) and (Wensong Bai, 2021, p. 245). According to studies, managerial barriers are the most repetitive of the responses received, management factors act as a reference group for members of the group. Emphasis on management reform improves executive factors and improves the business environment. Designing and setting up roadmaps and formulating investment and employment strategies, training skilled labor, training entrepreneurial human resources, reviewing and studying the process of improving the business environment in the country, reporting inefficient and annoying laws, using bank facilities, building trust in Attracting consumers and motivating employees, "Increasing cooperation between members, creating competitive advantage, increasing performance and facilitating processes", attracting investors, encouraging and supporting private and government facilitators, solving entrepreneurial problems and promoting sustainable jobs, diversification and product development, Increasing the quality of products and appropriate pricing, increasing the accessibility of self-employment opportunities, the emergence of new ideas and new ways of earning money, building trust and more job opportunities, removing barriers to



ownership and using surplus assets are the core tasks of management. Carrying out these activities will lead to the prosperity of shared businesses by managers. The results are consistent with the findings of researchers (Samgwa Quintine Njanka, 2021, p. 333), (Noora Viholainen, 2021, p. 126029) and (Lei He, 2021, p. 975) in the field of management barriers.

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