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The Adoption and Impacts of Digital Business Platforms: A Systematic Review

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ABSTRACT

Digital technologies have transformed many industries' landscapes, presenting unprecedented opportunities and formidable challenges. Adopting digital technologies is unavoidable but, thus far, the service industry seems quite slow in responding to the changes. Hence, this systematic literature review (SLR) was conducted to determine the pivotal roles towards successful adoption of digital business platforms and the impacts of such adoptions. Utilizing a systematic review methodology, this research meticulously surveys and synthesizes the extant body of knowledge, with a particular focus on illuminating the determinants of adoption and unraveling the multifaceted challenges faced by service organizations. This systematic analysis draws from 21 scholarly publications meticulously sourced from reputable databases such as SCOPUS, Web of Science (WOS), and ECONBIZ, spanning the years 2021 to 2023. These publications are categorized into three principal themes: factors that influence the adoption of digital platforms (comprising 11 articles), the impact of adopting digital platforms (encompassing 6 articles), and the operational and strategic use of digital platforms (encompassing 4 articles). The SLR has uncovered a gap in the existing literature and provides fundamental insights to the practitioners.

1. Introduction

The 21st century has ushered in a profound transformation within the service industry, marked by the pervasive influence of digital technologies and the rise of digital platforms [1-3]. These platforms have fundamentally redefined service provision, fostering innovative avenues for co-creation, consumption, and seamless integration of business activities [4-6]. As the service sector becomes increasingly intertwined with the digital realm, a critical need emerges to grasp the factors influencing the adoption, impact, and operational and strategic use of digital business platforms. This systematic literature review (SLR) embarks on a timely exploration of the multifaceted dimensions shaping the integration of digital business platforms in the service sector.

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Digital business platforms, exemplified by industry giants like Amazon, Uber, and Airbnb, act as intermediaries that connect service providers with consumers within a technology-enabled ecosystem [7,8]. Their influence transcends traditional business models, extending market reach, enabling personalization, and enhancing operational efficiency [9-11]. Within a customer-centric era, the service industry's embrace of digital platforms empowers providers to respond to evolving customer needs, fostering a more competitive and agile landscape [12,13].

This SLR sets out to comprehensively synthesize the existing literatures on the service industry's engagement with digital platforms. It has several key objectives. Firstly, it aims to uncover the driving factors behind the adoption of digital platforms by service industry firms. Secondly, this review seeks to unveil the intricate relationship between digital platform adoption and its impact on both service providers and consumers, exploring aspects such as business performance, innovation, customer experience, and market competitiveness. Lastly, it explores digital platforms' operational and strategic use, contributing to a comprehensive understanding of their multifaceted roles.

As the global economy evolves, comprehending the service industry's digital transformation nuances is crucial. Digital platforms have reshaped service delivery and triggered paradigm shifts in business models, customer expectations, and societal interactions [14,15]. The insights generated through this SLR hold relevance in the post-pandemic era, where digital platforms are likely to continue playing a pivotal role in service delivery. Subsequent sections of this systematic review will delve into a comprehensive analysis of the literature, methodologies, findings, and implications, offering a holistic perspective on the factors influencing the adoption and impact of digital platforms by the service industry.

2. The Evolution of Digital Business Platforms

In today's ever-evolving digital landscape, digital platforms have become a focal point of interest for researchers due to their pivotal role in driving innovation [16-18]. Within this dynamic environment, various studies have delved into the complex factors influencing the adoption, impact, and operational and strategic utilization of digital platforms [19-21].

For instance, in a recent study conducted by Shree *et al.*, [22], the focus is on the factors that influence the adoption of digital platforms. To guide their investigation, this study draws on two established frameworks, the Diffusion of Innovation (DOI) and the Technology-Organization-Environment (TOE) models. Within this context, the study identifies key factors that significantly influence the adoption of digital platforms, particularly in business-to-business (B2B) markets. These factors fall into technological, organizational, and environmental categories, each playing a crucial role in shaping the adoption landscape. Furthermore, this study offers a comprehensive overview of the broader research landscape in this field, considering factors such as publication timelines, geographical distribution, industrial contexts, theories applied, and research methodologies. Importantly, it identifies gaps in the existing body of knowledge, paving the way for future research directions in this domain.

Shifting the focus to the service industry, Aamir *et al.*, [23] conducted a noteworthy study examining travel agents' rapid adoption of digital technologies within the tourism sector. Multisided Platforms (MSPs) have emerged as transformative tools, allowing traditional travel agents to harness online capabilities for searching, comparing, and booking travel content. This study goes the extra mile by meticulously investigating the factors influencing travel agents at each stage of the adoption process, encompassing the pre-adoption, during-adoption, and post-adoption phases. Drawing from qualitative research involving seventeen semi-structured interviews with international travel agents, the findings shed light on two critical aspects. Firstly, they align with the established factors of the

Diffusion of Innovation (DOI) model, including relative advantage, compatibility, complexity, trialability, and observability, which are pivotal in the adoption of MSPs. Secondly, this study extends the DOI model by introducing two additional factors, supportability and integrability, which are deemed crucial by travel agents during MSP adoption. This research highlights that adopting MSPs empowers travel agents to securely access global content from multiple channels and providers, offering both practical and theoretical implications for the industry.

In a separate study conducted by Kim *et al.*, [24], network effects emerge as a significant driver of digital platform growth, particularly in regions with higher income levels. This finding suggests that businesses should strategically focus their efforts on areas with substantial user bases and consider geographic localization to fully harness the power of network effects. This discovery underscores the relevance of network effects in shaping the expansion and impact of digital platforms in various economic contexts, shedding light on important strategic considerations for businesses aiming to thrive in the digital era.

In summary, these studies collectively offer a comprehensive perspective on the intricate factors that influence the adoption and impact of digital platforms. They emphasize the importance of understanding the technological, organizational, and contextual elements while navigating the dynamic digital landscape, offering valuable insights for practitioners and academics in this ever-evolving field.

3. Materials and Methods

The systematic review comprises three main phases. The first phase, identification, entails identifying keywords and determining synonymous terms, accomplished by utilizing resources such as the thesaurus, dictionaries, encyclopaedias, and earlier scholarly investigations. Published articles were retrieved from selected databases based on relevant search terms. In the second phase, screening, the retrieved articles were screened based on predetermined criteria in order to ensure relevance to the research area. Finally, in the third phase, data abstraction and analysis were conducted. Figure 1 depicts the flow of the article selection process conducted in this study.

3.1 Identification

The selection of research databases has been narrowed down to three primary options, namely Scopus, Web of Science (WOS), and ECONBIZ. After identifying all pertinent terms, search strings were generated for each of these databases, following the guidelines provided in Table 1. The publishing year has been specified to the range of 2021 to 2023 to ensure the inclusion of the most current articles and issues. A total of 977 published articles were successfully retrieved in this phase.

Table 1

The search string

Scopus	TITLE-ABS-KEY ((acceptance OR adoption) AND ("Digital Platforms" OR "Digital Platform") AND (factor OR factors)) AND (LIMIT-TO (SUBJAREA, "SOC") OR LIMIT-TO (SUBJAREA, "BUSI")) AND (LIMIT-TO (EXACTKEYWORD, "Digital Platforms") OR LIMIT-TO (EXACTKEYWORD, "Digital Platform") OR LIMIT-TO (EXACTKEYWORD, "Business") OR LIMIT-TO (EXACTKEYWORD, "Adoption Intention") OR LIMIT-TO (EXACTKEYWORD, "Adoption") OR LIMIT-TO (EXACTKEYWORD, "Adoption And Diffusion")) AND (LIMIT-TO (PUBYEAR, 2021) OR LIMIT-TO (PUBYEAR, 2022) OR LIMIT-TO (PUBYEAR, 2023)) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (LANGUAGE, "English"))
WOS	(acceptance OR adoption) AND ("Digital Platforms" OR "Digital Platform") (All Fields) and 2023 or 2022 or 2021 (Publication Years) and Article (Document Types) and Business or Management or Social Sciences Interdisciplinary (Web of Science Categories) and English (Languages)
ECONBIZ	(acceptance OR adoption) AND ("Digital Platforms" OR "Digital Platform")

3.2 Screening

Two screening processes were carried out to determine the articles' eligibility. Initially, the articles underwent a screening process utilizing the search string, as depicted in Table 1. The purpose of this selection process was to exclusively include scholarly articles that present empirical research findings and were published within the timeframe of 2021 to 2023. Additionally, we have taken measures to guarantee that the papers selected for inclusion in our study are within the scope of the business and/or social science disciplines and are published in the English language. In accordance with the specified criteria, a total of 894 documents that did not meet the specified requirements were eliminated from consideration. Subsequently, the second phase entailed the evaluation of 83 documents, taking into account the exclusion and inclusion criteria outlined in Table 2. The fundamental criterion utilized in this study was the examination of relevant literature, specifically research articles, which served as the main source of practical advice. Additionally, the category encompassed several forms of scholarly literature such as reviews, meta-synthesis, meta-analyses, volumes, book series, chapters, and conference proceedings, which were excluded in the study. An additional 7 documents were eliminated from the analysis due to the duplication.

3.3 Eligibility

Following the completion of the screening process, a cumulative count of 76 articles remained in the third stage, also referred to as eligibility. During this stage, a comprehensive examination was conducted, focusing on the specific details presented in the article. The titles, abstracts, and aims of the papers were examined to ensure their relevance to this study's objectives and area of study. Consequently, 55 articles were removed from further analysis and 21 articles were determined as eligible for evaluation (see Table 2).

Table 2

The selection criterion is searching

Criterion	Inclusion	Exclusion
Language	English	Non-English
Timeline	Between 2021 – 2023	< 2020
Literature type	Journal (article)	Conference, book, review
Publication Stage	Final	In Press
Subject Area	Social science and business	Others

3.4 Data Abstraction and Analysis

The process of data abstraction and analysis involves the identification of relevant themes and sub-themes within the chosen research articles. An integrative analysis was undertaken as a primary approach for assessment, incorporating several research designs, including quantitative, qualitative, and mixed methodologies. As illustrated in Figure 1, the authors conducted a thorough analysis of a collection of 21 articles in order to identify assertions or information that are pertinent to the topic of this study. The analysis was performed based on collaborative efforts among the authors, who documented their analysis, viewpoints, and insights about each article using a log. The logs were then comparatively analyzed, and discrepancies in the thematic framework as well as conceptual differences were corrected by means of internal deliberations. After the agreed themes and subthemes were determined, two experts in technology adoption and business management were consulted in order to ensure validity. The experts' evaluation was then used to finalise the themes.

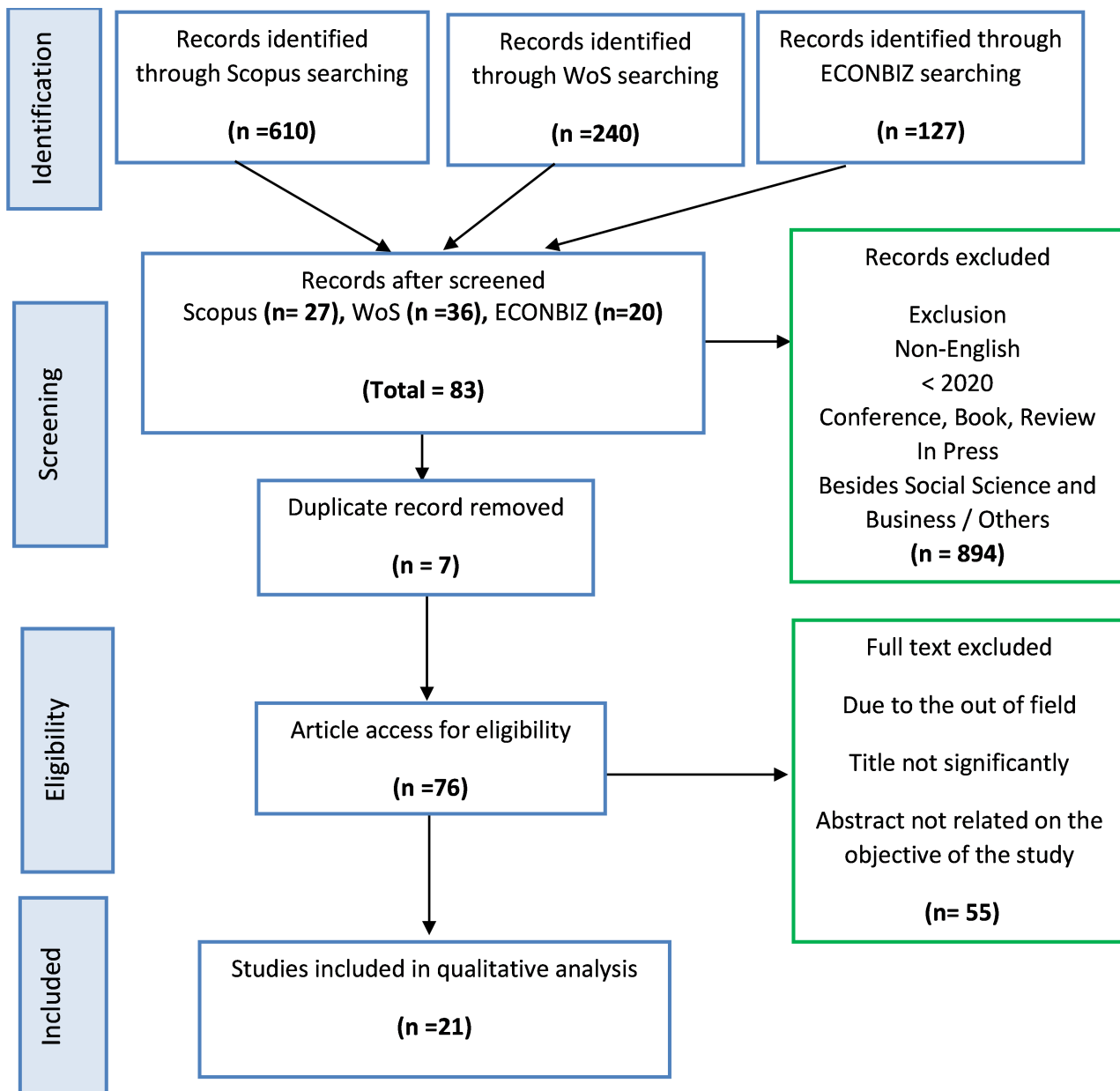


Fig. 1. Flow diagram of the proposed searching study [25]

4. Result and Finding

Three themes emerged from the analysis. We have identified Theme 1 as the factors influencing the adoption of digital business platform (11 articles). Theme 2 is determined as the impacts of adoption (6 articles). Theme 3 is named as the operational and strategic use of digital business platforms (4 articles). The articles forming each theme is organised in Tables 3, 4 and 5, first according to the subthemes, followed by the year of publication.

Articles forming Theme 1 is presented in Table 3. We have determined that two subthemes emerged from the data, namely adoption of digital business platforms for Business-to-Business (B2B) enterprises, and Business-to-Consumers (B2C) enterprises. Studies involving B2B enterprises seemed to receive more attention from researchers. We posited that the success of digital business platform is first determined by the willingness of the products and service providers in adopting the technology, followed by the consumer's adoption. Several common factors were determined among

these studies, including the operational benefits such as effectiveness and efficiency [26-28], cost reduction, transparency, customer service [29], and creativity [30]. B2B enterprises also place significance on the technological consideration, including supportability, integrability, relative advantage, compatibility, complexity, trialability, and observability [23,30]. Organizational preparedness is also another important factor [31]. It is also apparent from this stream of studies that industry-specific factors could become a deterrent towards adoption such as innovation and competitiveness [31].

B2C digital platforms have been developed for various purposes and the adoption among consumers or end-users differs across these purposes. For common products and services, adoption of digital platforms is determined by the user's online habits and trust, the quality of the services and products offered [24]. Technological factors appreciated by the consumers are performance and effort [32]. The adoption of digital platforms for specific purposes, on the other hand, depends on two factors, namely preparedness and motivation. For new services offered via digital platform, users' readiness is important [33], as well as intention to use [34]. Motivation also forms a significant determinant for users in adoption digital platforms with specific purpose such as knowledge sharing. The need to manage one's issue also form a motivating factor in the adoption of specific purpose digital platform. Users are more likely to use a specific-purpose platform when they have a pressing need in managing their issues. This can be observed when users with more health concerns are more likely to use a healthcare digital platform [35].

Table 3
 Factors influencing the adoption of digital business platforms

Sub-theme	Author(s) (publication year)	Title	Journal	Objective	Methods	Outcomes
B2B	Peruchi <i>et al.</i> , [31]	Moving towards digital platforms revolution? Antecedents, determinants, and conceptual framework for offline B2B networks	Journal of Business Research	Analyzes factors influencing offline B2B networks' decisions to implement a new multisided digital market platform	Mixed methods, involving Interviews with 14 networks and a large-scale survey of 1,704 networks.	Significant factors are implementation potential and organizational preparedness. Influence could be different in inconsistent situations involving openness, innovation, and competitiveness.
B2B	Sharma <i>et al.</i> , [29]	Digital adoption of start-ups with e-Governance systems: A mediating role of digital support and awareness	International Journal of Electronic Government Research	Examines small investment start-ups' digital adoption intention towards e-governance in India	Self-administered survey	Significant factors are related to perceived benefits, including efficiency, cost reduction, transparency, and customer service. Push factor is the lack of technological proficiency.
B2B	Tessmann and Elbert [36]	A multilevel, multi-mode framework for standardization in digital B2B platform ecosystems in international cargo transportation—A multiple case study	Electronic Markets	Examines factors influencing standardization mode and adoption of B2B platform ecosystem in international cargo transportation.	Case studies	Factors that are determined as significant are enhanced operational effectiveness, compatibility, reduced risks, and increased creativity.
B2C	Kim <i>et al.</i> , [37]	Local network effects in the adoption of a digital platform	The Journal of Industrial Economics	Examines network effects on a digital platform, particularly in the fantasy sports market.	Quantitative Study	Network effects significantly impact the growth of digital platforms, particularly in counties with higher income levels
B2B	Amawate [38]	Adoption of digital platforms by sponsoring organizations and NPOs for cause-related B2B marketing programs: a fsQCA exploration	Journal of Business and Industrial Marketing	Examines the factors influencing digital B2B platform adoption for managing cause-related marketing programs in India involving sponsoring and non-profit organizations	Qualitative comparative analysis	This study identified six potential combinations for adoption by sponsoring and NPO organizations.

B2B	Aamir <i>et al.</i> , [23]	Going digital with multisided platforms: Assessing the innovation adoption process from the perspectives of travel agents	Tourism and Hospitality Research	Analyses factors influencing travel agents' adoption of multisided platforms, focusing on pre-adoption, during-adoption, and post-adoption phases.	Qualitative study, involving interviews with travel agents	Significant factors that determine adoption are supportability, integrability, relative advantage, compatibility, complexity, trialability, and observability.
B2C	Molla <i>et al.</i> , [21]	The effects of digital platform expectations, information schema congruity and behavioural factors on mobility as a service (MaaS) adoption	Information Technology & People.	Analyses consumer readiness for mobility as a service.	Survey involving 331 respondents.	Digital platforms significantly influence consumers' readiness to adopt Mobility-as-a-Service (MaaS) due to their personalization, functional integration, data governance, and attitude toward MaaS.
B2C	Singh and Ravi [34]	Adoption of e-Health platforms by medical practitioners: Mediating effect of attitude on E-health platforms usage	Health Marketing Quarterly	Investigates the adoption of e-health platform by medical practitioners.	Survey involving 224 medical practitioners.	Adoption is affected by intention to use.
B2C	Cenamor [39]	Use of health self-management platform features: The case of a specialist e-Health app	Technological Forecasting and Social Change	Analyses the relationship between user characteristics and a specialized healthcare platform for managing chronic pain, focusing on app exercises, lessons, and messages' impact on pain intensity and frequency.	Quantitative Study	The use of digital platform features for managing chronic conditions is influenced by user characteristics, with users with higher pain intensity, physical activity, fear of movement, and other chronic conditions more likely to use these features
B2C	Nguyen <i>et al.</i> , [40]	Employee acceptance of online platforms for knowledge sharing: exploring differences in usage behaviour	Journal Of Knowledge Management	Examines employee acceptance of online platforms for knowledge sharing.	A survey involving 290 banking and insurance employees in Vietnam	Intrinsic and extrinsic motives significantly influence online platforms for knowledge sharing, with ease of use influencing behaviour, particularly among women.
B2C	Almunawar and Anshari [41]	Customer acceptance of online delivery platform during the COVID-19 pandemic: the case of Brunei Darussalam	Journal of Science and Technology Policy Management	Analyses the factors influencing customer acceptance of online delivery platforms (ODPs) in Brunei Darussalam during the COVID-19 pandemic	Survey involving 350 participants	Significant factors are like product quality, performance, effort, service quality, online habits, and trust

Table 4
 Impacts of adopting digital platforms

Sub-theme	Author(s) (publication year)	Title	Journal	Objective	Methods	Outcomes
Success factor	Dicuonzo <i>et al.</i> , [42]	The role of transformational entrepreneurship in managing a digital platform: The case of Yamamay	Journal Of Strategy and Management	Examines the role of transformational leadership in managing a digital platform	A case study	The study highlights the significant role of digital platforms in enabling transformational entrepreneurship and retail companies to navigate crises, suggesting their potential as powerful tools for business success.
Performance	Liu <i>et al.</i> , [43]	When and how digital platforms empower professional services firms: An agility perspective	Journal Of Service Theory and Practice	Assesses the effects of adopting digital platforms on business performance and strategic agility.	Survey involving 127 professional service businesses	Positive impacts on performance were determined, which is achieved strategic agility; strong digital platform capabilities are more likely achieved when the managers are creatively efficient.
Performance	Ballerini <i>et al.</i> , [44]	How commitment and platform adoption drive the e-Commerce performance of SMEs: A mixed-method inquiry into e-Commerce affordances	International Journal of Information Management	Explores the influence of SMEs' e-commerce adoption of digital platforms on consumer knowledge, internationalization, and customer diversity	165 managers and 24 managers	Digital platforms enhance e-commerce performance and business growth for manufacturing SMEs.
Performance	Yang and Lin [45]	The impact of digitalization and digital logistics platform adoption on organizational performance in maritime logistics of taiwan	The Flagship Journal of International Shipping and Port Research	Explores the impact of digitalization and digital logistics platform adoption on organizational performance in the maritime logistics industry	Survey involving 165 shipping companies in Taiwan	Digitalization and logistics platforms can significantly improve the maritime logistics sector's digital transformation, but implementation is still in its early stages.

Success factor	Chatterjee <i>et al.</i> , [46]	Examining the role of intellectual capital on knowledge sharing in digital platform-based MNEs and its impact on firm performance	Technological Forecasting & Social Change 197	Examines the impact of non-market strategies on firm performance in digital platform-based multinational enterprises	Quantitative study	The study highlights the positive impact of intellectual capital on firm performance, suggesting that non-market strategies can enhance the performance of digital platform-based MNEs despite limitations in the sample size.
Performance (business continuity)	Mao <i>et al.</i> , [47]	Impact of digital platform organization on reducing green production risk to tackle COVID-19: Evidence from farmers in Jiangsu China	AGRICULTURE-BASEL, Vol. 13	Explores the impact of COVID-19 on farmers' green production continuity in C2F digital platform organizations	Quantitative analysis	Platform companies are utilizing digital platforms to mitigate COVID-19 risks, promote green output continuity, and optimize operational functions, ensuring fair access and environmentally sustainable agricultural practices.

Table 5
 Operational and strategic use of digital platforms

Author(s) (publication year)	Title	Journal	Objective	Methods	Outcomes
Dicuonzo <i>et al.</i> , [42]	The role of national values and trust in online sharing hospitality platform acceptance	Journal Of Strategy and Management	The study uses a US fantasy sports platform dataset to analyze user registration information, using a gravity model to quantify network effects and new user influx.	Case Study	The study reveals that a county's pre-existing user base significantly influences new user adoption while neighbouring counties' influence is negligible. Network effects on digital platforms vary across income levels, with lower-income countries having more influence.
Wąsowicz-Zaborek and Elżbieta [48]	Consumer choice determinants of online intermediary tourism platforms	International Journal of Management and Economics	Analyze usage intention and word-of-mouth of online travel agencies' services among Polish users	Quantitative Study	PQ and CST positively impact IU and WOM, with age, income, and education not moderating the effect.
Garud <i>et al.</i> , [49]	Liminal movement by digital platform-based sharing economy ventures: The case of Uber technologies	Strategic Management Journal	Explore the challenges that digital platform-based sharing economy ventures confront in establishing legitimacy for their business models.	A case study on Uber Technologies	Uber successfully established legitimacy in cities by using innovative strategies, partnerships, lobbying regulators, and social media, demonstrating the potential of digital platforms in sharing economy ventures.
Agarwal <i>et al.</i> , [50]	Growing platforms within platforms: how platforms manage the adoption of complementor products in the presence of network effects?	Strategic Management Journal	Examines the adoption of complementor products in a platform business, specifically Apple's app promotion strategy.	Case study of a two-sided platform, Takeaway.com	Platform owners strategically use endorsements to promote complementor firms, expanding their user base.

Studies on the impacts of digital platform adoption could be further classified into two sub-themes, namely performance and success factors. Table 4 shows the studies that examine the impacts of digital platform adoption, mainly focussed on firm's performance. Perspectives of the service providers were gathered in order to determine the impact of digital platform adoption on business performance. Positive outcomes were determined by these studies, including achievement of strategic agility [43], enhanced business growth [51], improved transformation [42], and ensures production continuity during a crisis [47]. This stream of studies has also determined the required factors which ensure that organizations are able to reap full benefits of digital platform implementation. These include transformational leadership [42], managerial efficiency [43], intellectual capital [46] and non-market strategies [46].

This SLR has also uncovered the third research focus related to digital platforms, specifically the operational and strategic use of the technology, as summarised in Table 5. Research in this area is still in infancy and in need of further development. Several issues have been previously investigated as indicated in Table 5.

5. Discussion

Digital platforms have transformed the way businesses operate and deliver services. However, there is still a significant amount of knowledge to be acquired regarding the determinants that lead to the effective acceptance and utilization, as well as the enduring consequences. Prior research has demonstrated that various factors influence the adoption of digital platforms by both organizations and consumers. Organizations prioritize commercial efficiency, while consumers prioritize the value, they gain from adopting a product or service. These seems to be a gap between the organization's focus and consumers' focus. Studies that attempt to bridge the organizational perspective and consumer perspective will be valuable towards understanding of digital platform adoption. Studies on the impacts of digital platform adoption have examined it in relation to performance and success factors. This stream of studies, yet again, are solely focussed on organizational perspective. Much focus has been spent on the B2B enterprises, further enhancing the gaps between the organizational perspective and consumer's perspectives. There is also a lack of studies that investigate the ethical and regulatory implications.

The examination of the literature has unveiled three distinct themes related to the adoption and impact of digital business platforms. Theme 1 delves into the factors influencing the adoption of digital business platforms, with a total of 11 articles contributing to this theme. Within Theme 1, two subthemes emerged: the adoption of digital business platforms for Business-to-Business (B2B) enterprises and Business-to-Consumers (B2C) enterprises. Notably, research attention appears to be more concentrated on B2B enterprises, indicating a prevailing interest in understanding the dynamics of digital platform adoption within this context.

In the context of B2B enterprises, the success of digital business platforms is discerned to hinge first on the willingness of products and service providers to adopt the technology, followed by consumer adoption. Several common factors have been identified across these studies, encompassing operational benefits such as enhanced effectiveness and efficiency, cost reduction, transparency, creativity, and improved customer service. Additionally, B2B enterprises place significance on technological considerations, including supportability, integrability, relative advantage, compatibility, complexity, trialability, and observability. Organizational preparedness is identified as another critical factor, and industry-specific factors such as innovation and competitiveness can act as deterrents to adoption.

On the other hand, B2C digital platforms show different patterns of acceptance depending on their specific objectives. User acceptance of common products and services is determined by online habits, trustworthiness, and the perceived quality of the given services and products. Technological factors, particularly performance and effort, are appreciated by consumers. However, for specific-purpose digital platforms, adoption depends on two key factors: readiness and motivation. The willingness and intention of users to utilize new services through digital platforms are essential, particularly for platforms with specific objectives like knowledge exchange, where incentive plays a big role. The motivation to address personal problems drives individuals to use digital platforms designed for specific purposes, as evidenced by the higher probability of users with health issues utilizing healthcare digital platforms.

Theme 2, presented in Table 4, featuring six articles, shifts the focus to the impacts of digital platform adoption with a focus on firm performance and success factors. The studies predominantly focus on the perspectives of service providers to determine the impact of digital platform adoption on business performance. Positive outcomes include the achievement of strategic agility, enhanced business growth, improved transformation, and the ability to ensure production continuity during crises. Additionally, the studies identify crucial factors that facilitate organizations in fully realizing the benefits of digital platform implementation. These include transformational leadership, managerial efficiency, intellectual capital, and non-market strategies.

Theme 3, which consists of four articles and is displayed in Table 5, explores the operational and strategic use of digital business platforms. This nascent area of research indicates that investigations in this domain are still evolving and necessitate further exploration and development. The issues outlined in Table 5 offer a glimpse into the depth and complexity of this theme, serving as a roadmap for future research endeavours seeking to illuminate the operational and strategic dimensions of digital platform utilization.

6. Implications and Recommendations

Several implications arise from this study. Firstly, there is a considerable research gap that future studies should address by incorporating both organizational and user perspectives. Developing a framework that provides a holistic view of successful digital business platform adoption is essential for advancing understanding in this field.

From a practical implementation standpoint, past literature indicates that the adoption of digital business platforms yields positive impacts on organizational performance. However, organizations must recognize the importance of aligning their products and services with consumer expectations. While digital platforms are instrumental in delivery, they cannot compensate for subpar products and services. A well-implemented digital platform should be viewed as a facilitator, with the focus on ensuring it meets consumer expectations.

7. Conclusion

In conclusion, this systematic literature review underscores the divergence between organizational efficiency goals and consumer-centric value considerations within the realm of digital platforms. For organizations embarking on the development or implementation of specific-purpose digital platforms, a critical consideration should be given to the platform's significance to users, both internal and external. The success of adoption hinges on meeting consumer expectations, and a holistic framework that considers both organizational and user dimensions is paramount for understanding the factors that influence adoption and sustained value creation.

The development of digital platforms necessitates a meticulous assessment of user needs, and emphasis on user motivation is imperative during the buy-in stage to prevent the platform from becoming redundant. Organizations should be motivated by a strong commitment to understanding and meeting user expectations to ensure successful adoption and avoid the platform becoming an underutilized asset.

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Conflicts of Interest

The authors declare that they have no conflicts of interest to report regarding the present study.

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