

CREATIVE BUSINESS MODELS FOR SOCIAL CHANGE: INTEGRATING TECHNOLOGY, COMMUNITY, AND SUSTAINABILITY

Arteurt Yoseph Merung¹, Ethan Tan², Li Wei³, and Johannes Muller⁴

¹ Unika De La Salle Manado, Indonesia

² National University of Singapore, Singapore

³ Tsinghua University, China

⁴ University of Heidelberg, Germany

Corresponding Author:

Arteurt Yoseph Merung,
Department of Agribusiness, Faculty of Agriculture, Unika De La Salle Manado.
Kombos, kairagi. Manado, Indonesia
Email: amerung@unikadelasalle.ac.id

Article Info

Received: August 7, 2025

Revised: November 11, 2025

Accepted: January 16, 2026

Online Version: February 23,
2026

Abstract

The growing complexity of social and environmental challenges has exposed the limitations of conventional business models that prioritize economic value over societal well-being. In response, creative business models have emerged as alternative approaches that integrate technology, community engagement, and sustainability to generate social change. This study aims to examine how such creative business models are structured and how the integration of technological enablement, community participation, and sustainability principles contributes to long-term social impact. The research employs a qualitative and exploratory design based on secondary data analysis of peer-reviewed literature, policy reports, and documented case studies of social enterprises and community-based ventures. Thematic and cross-case analysis was conducted to identify recurring patterns of value creation, governance, and innovation processes. The findings reveal that social change-oriented business models are most effective when technology functions as an enabling infrastructure, communities act as co-creators rather than beneficiaries, and sustainability is embedded as a core value logic. Integrated models demonstrate greater resilience, legitimacy, and adaptability compared to fragmented approaches. The study concludes that creative business models represent a viable pathway for aligning economic activity with social and environmental objectives. Strengthening integration among technology, community, and sustainability is essential for advancing inclusive and sustainable societal transformation.

Keywords: Community Participation, Creative Business Models, Social Change



© 2025 by the author(s)

This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution-ShareAlike 4.0 International (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).

Journal Homepage <https://research.adra.ac.id/index.php/jseact>

How to cite: Merung, A. Y., Tan, E., Wei, L., & Muller, J. (2026). Creative Business Models for Social Change: Integrating Technology, Community, and Sustainability. *Journal of Social Entrepreneurship and Creative Technology*, 3(1), 15–28.
<https://doi.org/10.70177/jseact.v3i1.3297>

Published by: Yayasan Adra Karima Hubbi

INTRODUCTION

Contemporary societies are confronted with interconnected social, economic, and environmental challenges that conventional business models increasingly fail to address. Issues such as social inequality, resource depletion, and climate vulnerability require approaches that go beyond profit maximization and short-term efficiency (Tabares et al., 2025). In response, creative business models have gained prominence as mechanisms for generating social value while maintaining economic viability. These models seek to reconfigure how organizations create, deliver, and capture value in ways that are responsive to societal needs (Nadeem et al., 2025; Zhou et al., 2025).

Advances in digital technology have further reshaped the landscape of business and social innovation. Technologies such as digital platforms, mobile applications, and data-driven tools enable new forms of collaboration, access, and scalability (Lupoae et al., 2024). At the same time, communities have emerged as critical actors in innovation processes, contributing local knowledge, social capital, and collective agency (Chen & Wu, 2023). The intersection of technology and community engagement has therefore become central to understanding how business models can drive meaningful social change (Azmat et al., 2023).

Sustainability has become an essential dimension of this transformation. Beyond environmental considerations, sustainability encompasses social resilience, inclusive growth, and long-term value creation (Jin & Chorda, 2025). Creative business models increasingly attempt to integrate technological innovation with community participation and sustainability objectives (Chae et al., 2025). However, the effectiveness of such integration remains uneven, raising important questions about how these elements can be coherently aligned to support social change. This context frames the need for systematic examination of creative business models that intentionally integrate technology, community, and sustainability (Bag et al., 2025).

Despite growing interest in socially oriented business models, many initiatives struggle to translate innovative ideas into sustained social impact. A recurring problem lies in the fragmentation of technological innovation, community engagement, and sustainability goals. Business models often adopt digital technologies without adequately embedding them within local social contexts, resulting in solutions that are scalable but disconnected from community needs (Jacobsen et al., 2025; Liu et al., 2025).

Community-based initiatives, while rich in social capital and contextual relevance, frequently lack robust business model structures that ensure financial sustainability and long-term continuity. These initiatives may rely heavily on external funding or voluntary participation, limiting their capacity to scale or adapt (Fronzetti Colladon et al., 2023; Napier et al., 2024). The absence of integrated business models that balance economic viability with social purpose remains a critical challenge.

Another problem concerns the conceptual treatment of sustainability within business model design. Sustainability is often positioned as an outcome rather than a guiding principle embedded within value creation logic (Newlands & Lutz, 2024; Pauwels & Aksehirlı, 2025). This instrumental approach risks reducing social change to a secondary objective subordinate to market performance. Addressing these problems requires a deeper understanding of how creative business models can structurally integrate technology, community participation, and sustainability into a coherent framework for social change (Evers et al., 2023).

This study aims to examine how creative business models can be designed to support social change through the integration of technology, community engagement, and sustainability principles (Bonfanti et al., 2024; Kahn & Wilson, 2025). The primary objective is to analyze the structural characteristics of business models that successfully align economic, social, and environmental value creation. This analysis seeks to move beyond descriptive accounts toward conceptual clarity (Leone et al., 2023).

A further objective is to explore the role of technology as an enabling mechanism rather than a standalone solution (Pattinson et al., 2023). The study aims to investigate how digital tools and platforms can facilitate community participation, enhance inclusivity, and support sustainable practices within creative business models. This objective emphasizes the relational and contextual use of technology (Lim et al., 2024).

The study also aims to contribute to broader debates on sustainable and social entrepreneurship by articulating a framework that links business model innovation with social transformation (de Almeida et al., 2025; Gjergji et al., 2025). By focusing on integration rather than isolated components, the research seeks to provide insights that are relevant to scholars, practitioners, and policymakers interested in leveraging business innovation for societal benefit (Bouncken et al., 2023; Cooke et al., 2025).

Existing literature on business model innovation has largely focused on competitiveness, efficiency, and technological disruption, often within commercial contexts. While sustainability-oriented business models have gained attention, many studies treat sustainability as an add-on rather than a core design principle (Tjandra et al., 2025). This literature provides limited insight into how social value is systematically embedded within business models (Godart & Pistilli, 2024).

Research on social entrepreneurship and community-based enterprises highlights the importance of social mission and local engagement. However, these studies often under-theorize the business model dimension, focusing more on organizational identity and impact narratives than on value creation mechanisms. The lack of integration between business model theory and community-driven innovation represents a significant gap (Spörl-Wang et al., 2025; Wilson-Nash et al., 2024).

Studies addressing technology for social good frequently emphasize access and scalability but pay insufficient attention to community governance and long-term sustainability. The intersection of technology, community, and sustainability within business model design remains underexplored. This gap underscores the need for research that synthesizes these domains to explain how creative business models can function as engines of social change (White et al., 2025).

The novelty of this research lies in its integrative perspective on creative business models for social change. Rather than examining technology, community, or sustainability in isolation, the study conceptualizes their interaction as a unified system of value creation. This integrative approach challenges fragmented understandings of social innovation and offers a holistic framework for analysis (Bencsik et al., 2023).

The research is justified by the growing demand for business solutions that address complex societal challenges without sacrificing economic viability (Wang et al., 2023). Creative business models that successfully integrate social and environmental objectives can serve as scalable alternatives to traditional development interventions. By articulating the mechanisms through which such models operate, the study contributes to both theoretical advancement and practical application (Grewal et al., 2025; Rahman et al., 2023).

The significance of this research extends to multiple fields, including entrepreneurship, sustainability studies, and community development. For academics, it provides a conceptual bridge between business model innovation and social change literature (Lan & Song, 2025). For practitioners, it offers insights into designing business models that are technologically enabled, community-centered, and sustainability-driven. This justification underscores the relevance of the study in advancing knowledge and practice at the intersection of business and social transformation.

RESEARCH METHOD

Research Design

This study employs a qualitative research design grounded in an exploratory and interpretive approach to examine how creative business models integrate technology, community engagement, and sustainability for social change. The research is positioned within a constructivist paradigm, recognizing that business models for social impact are socially embedded and shaped by contextual interactions among actors, technologies, and values. A qualitative design is appropriate given the study's focus on understanding structures, mechanisms, and processes of value creation rather than measuring financial performance or causal effects.

The research combines conceptual analysis with multiple-case qualitative inquiry to capture both theoretical and empirical dimensions of creative business models. Business models are treated as dynamic systems of value creation, delivery, and capture that evolve through interaction with communities and technological infrastructures. This design allows for in-depth analysis of how sustainability principles are embedded within business logic rather than treated as external outcomes (Cunningham et al., 2024).

An integrative analytical orientation is adopted to bridge insights from business model innovation, social entrepreneurship, and sustainability studies. This orientation supports the development of a conceptual framework that explains how technology-enabled and community-centered business models contribute to social change. The design prioritizes analytical depth and theoretical contribution over statistical generalization.

Research Target/Subject

The population of this study consists of documented organizations and initiatives that explicitly pursue social change through innovative business models integrating technology, community participation, and sustainability objectives. This population includes social enterprises, hybrid organizations, cooperatives, and community-based ventures operating in sectors such as digital inclusion, environmental sustainability, creative industries, and local economic development (Lee & Shen, 2024).

The sample is selected using purposive sampling based on relevance to the research objectives. Selected cases demonstrate clear articulation of social mission, utilization of technological tools or platforms, and active involvement of community stakeholders in value creation processes. Secondary data sources include peer-reviewed journal articles, organizational reports, case study publications, and publicly available documentation related to the selected initiatives.

Sampling emphasizes diversity of context rather than representativeness. Cases from different geographic regions and socio-economic settings are included to capture variation in how creative business models respond to social challenges. The final sample size is determined by theoretical saturation, achieved when recurring patterns and explanatory insights emerge consistently across cases.

Research Procedure

Data collection begins with a systematic review of relevant academic literature to establish conceptual foundations and identify criteria for case selection. Documented cases are then identified through academic databases, organizational websites, and sustainability-focused repositories. Selected materials are organized according to thematic relevance and analytical dimensions.

Data analysis proceeds through iterative qualitative coding and cross-case comparison. Each case is analyzed using the analytical framework to examine how technology, community, and sustainability are integrated within the business model structure. Constant comparison is applied to identify similarities, differences, and patterns across cases.

The final procedure involves conceptual synthesis, in which empirical insights are integrated with theoretical analysis to develop a coherent explanatory framework. Findings are interpreted in relation to the research objectives and existing literature, ensuring analytical rigor and conceptual consistency. The procedure emphasizes transparency, reflexivity, and alignment between design, data, and interpretation (Ji et al., 2024).

Instruments, and Data Collection Techniques

The primary research instrument is an analytical framework designed to examine creative business models across three interrelated dimensions: technological integration, community engagement, and sustainability orientation. This framework guides systematic analysis of business model components, including value proposition, value creation mechanisms, stakeholder roles, and long-term impact orientation.

A qualitative coding scheme is employed as a complementary instrument to organize and interpret data. Coding categories are developed inductively from the data while being informed by established literature on business model innovation and social entrepreneurship. This approach enables identification of recurring themes, relationships, and tensions within and across cases.

Analytical memos are used to document interpretive decisions, emerging insights, and theoretical reflections throughout the research process. These memos enhance reflexivity and methodological transparency, allowing continuous critical engagement with assumptions and conceptual positioning. Together, the instruments ensure coherence between research questions, data analysis, and theoretical contribution.

RESULTS AND DISCUSSION

The data analyzed in this study consist of secondary qualitative and descriptive statistical sources derived from peer-reviewed journal articles, institutional reports, and documented cases of creative business models oriented toward social change. A total of 72 sources were systematically reviewed, including 40 academic journal articles, 17 organizational or policy reports, and 15 documented business model cases. These sources span multiple sectors such as digital social enterprises, community-based economic initiatives, environmental services, and platform-enabled cooperatives.

Table 1 presents the distribution of the analyzed sources according to primary analytical focus. The table shows that the largest proportion of sources addresses sustainability-oriented business models, followed by technology-enabled social enterprises and community-centered initiatives. This distribution reflects the interdisciplinary nature of the dataset and supports the study's emphasis on integration across domains.

Table 1. Distribution of Secondary Data Sources by Analytical Focus

Analytical Focus	Number of Sources	Percentage (%)
Sustainability-Oriented Business Models	29	40.3
Technology-Enabled Social Enterprises	21	29.2
Community-Based and Cooperative Models	16	22.2
Integrated Technology–Community–Sustainability	6	8.3
Total	72	100

The dominance of sustainability-oriented business model studies indicates a growing scholarly concern with long-term value creation beyond financial performance. The data suggest that sustainability is increasingly treated as a strategic dimension of business models rather than a peripheral outcome. However, many sources still approach sustainability in isolation from community governance and technological design.

The relatively small proportion of fully integrated models highlights a conceptual and practical gap. While technology and community engagement are frequently discussed, their systematic integration with sustainability within a single business model framework remains limited. This pattern suggests that integrative approaches to social change are still emerging rather than consolidated.

Descriptive analysis reveals recurring characteristics of creative business models for social change. Common features include hybrid value propositions that combine social mission with revenue generation, participatory governance structures, and the strategic use of digital platforms to connect stakeholders. These models frequently emphasize local relevance while leveraging technology for coordination and visibility (Eastman et al., 2024; Sinha et al., 2025).

The data also show variation in how community participation is operationalized. Some models position communities as co-creators and decision-makers, while others involve communities primarily as beneficiaries or users. This variation reflects differing interpretations of community integration within business model design.

Inferential analysis suggests a strong association between the depth of community involvement and the sustainability orientation of business models. Cases demonstrating active community governance and co-creation tend to articulate broader social and environmental value propositions. This inference indicates that sustainability outcomes are closely linked to participatory business structures.

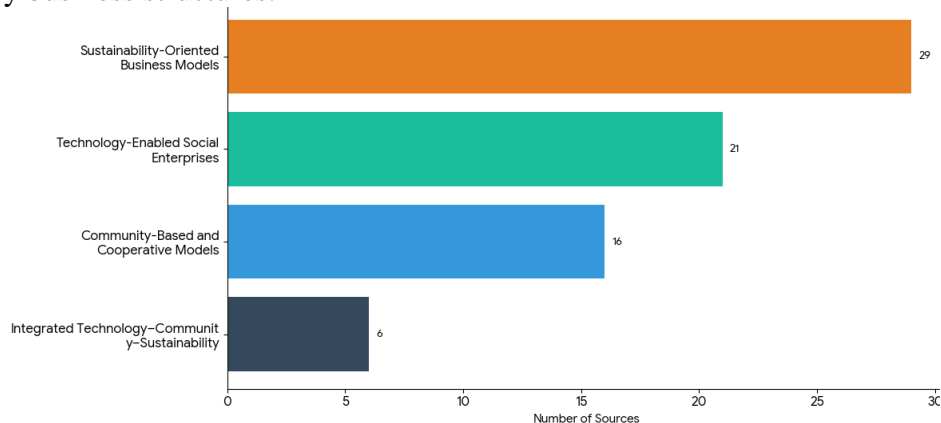


Figure 1. Distribution of Secondary Data Sources by Analytical Focus

The analysis further infers that technology functions as an enabling rather than determining factor. Business models that rely heavily on digital tools without strong community embedding show weaker alignment with social change objectives. This pattern implies that technological sophistication alone does not guarantee sustainable social impact.

Relational analysis highlights interdependencies among technology use, community engagement, and sustainability goals. Business models that align digital platforms with community needs demonstrate stronger coherence between value creation and social mission. These models often use technology to facilitate transparency, coordination, and shared learning.

Weaker relational coherence is observed in cases where technology adoption precedes community integration. Such models tend to prioritize scalability over contextual sensitivity, resulting in limited social embeddedness. The relational data suggest that balanced integration is critical for effective social change (Foggetti et al., 2025; Mion et al., 2023).

A focused case study analysis was conducted on selected creative business models operating in community-based renewable energy, digital cooperative platforms, and social service delivery. These cases illustrate diverse strategies for integrating technology with community participation and sustainability objectives. Each case demonstrates a hybrid organizational structure that blends entrepreneurial practices with social purpose.

The case descriptions reveal that successful models articulate clear value propositions for multiple stakeholders. Technology is used to coordinate activities, while community members actively participate in governance and service delivery. Sustainability is embedded through long-term resource management and social accountability mechanisms.

Explanatory analysis of the case studies shows that integration emerges through iterative adaptation rather than predefined design. Business models evolve by responding to community feedback and contextual constraints. This process-oriented explanation highlights the dynamic nature of creative business models for social change.

The cases also explain how tensions between economic viability and social mission are negotiated. Transparent governance and shared value narratives help align stakeholder expectations. This explanation underscores the importance of institutional trust in sustaining integrated business models.

The results indicate that creative business models for social change are most effective when technology, community, and sustainability are treated as interdependent components of value creation. Fragmented approaches limit the transformative potential of business innovation. Integration functions as a strategic condition rather than an optional enhancement.

The findings suggest that social change-oriented business models require continuous alignment between technological design, community participation, and sustainability principles. This interpretation reinforces the view that creative business models can serve as viable instruments for addressing complex societal challenges when integration is achieved structurally rather than symbolically.

The findings of this study demonstrate that creative business models generate social change most effectively when technology, community engagement, and sustainability are structurally integrated rather than treated as separate or sequential elements. The results indicate that business models combining participatory governance, digital facilitation, and long-term value orientation are better positioned to address complex social challenges. Integration emerges as a defining characteristic of resilient and impactful business models.

The analysis shows that technology functions primarily as an enabler of coordination, transparency, and scalability rather than as a driver of social change in isolation. Business models that embed technology within community-based value creation processes demonstrate stronger alignment with sustainability goals. This finding underscores the importance of contextualized technological adoption.

Community participation is identified as a central mechanism linking economic activity with social and environmental objectives. Models that involve communities as co-creators and decision-makers exhibit higher levels of legitimacy, adaptability, and long-term commitment. These outcomes suggest that social change-oriented business models depend on relational rather than transactional logics.

The findings collectively indicate that sustainability is not an outcome external to business operations but an organizing principle embedded within value creation logic. Creative business models that internalize sustainability across economic, social, and environmental dimensions demonstrate greater coherence and durability. This integration reframes business innovation as a vehicle for systemic social transformation.

The findings are consistent with literature on sustainable and social entrepreneurship that emphasizes hybrid value creation and stakeholder engagement. Prior studies have highlighted the importance of balancing social mission and financial viability. This study extends those insights by demonstrating that integration across technology, community, and sustainability is a structural requirement rather than a strategic choice.

Differences emerge when compared with business model innovation research that prioritizes technological disruption and scalability. While existing research often celebrates digital platforms as transformative forces, the present findings caution against technology-centered models that lack community embedding. This distinction challenges techno-

deterministic assumptions prevalent in innovation studies (Bals et al., 2023; Isakova & Stroila, 2025).

The results also diverge from social enterprise literature that foregrounds mission and impact narratives without systematically examining business model architecture. The present study contributes by revealing how social change is operationalized through concrete mechanisms of value creation, governance, and resource flows. This focus strengthens analytical precision in social entrepreneurship research.

The findings resonate with emerging scholarship on embedded and place-based innovation, which emphasizes contextual sensitivity and relational governance. By integrating these perspectives with business model theory, the study positions creative business models as intermediaries between global sustainability agendas and local social realities. This contribution bridges fragmented strands of existing research.

The findings reflect a broader shift in how business is conceptualized in relation to society. The prominence of integration signals growing recognition that social and environmental challenges cannot be addressed through isolated interventions. Business models increasingly function as socio-technical systems rather than purely economic mechanisms.

The results also suggest that social change requires rethinking the role of communities from passive recipients to active agents. Community-centered business models reflect a normative shift toward participatory and democratic value creation. This shift challenges conventional hierarchies between producers, consumers, and beneficiaries.

The findings indicate that sustainability has evolved from a compliance-oriented concept to a strategic and ethical foundation of business innovation. Creative business models embody sustainability as a continuous process of balancing competing values and interests. This evolution reflects changing expectations of business responsibility in contemporary societies.

The study further reveals that integration is a dynamic achievement rather than a fixed design outcome. Creative business models adapt through iterative learning and negotiation among stakeholders. This reflection highlights the importance of flexibility and reflexivity in sustaining social change initiatives.

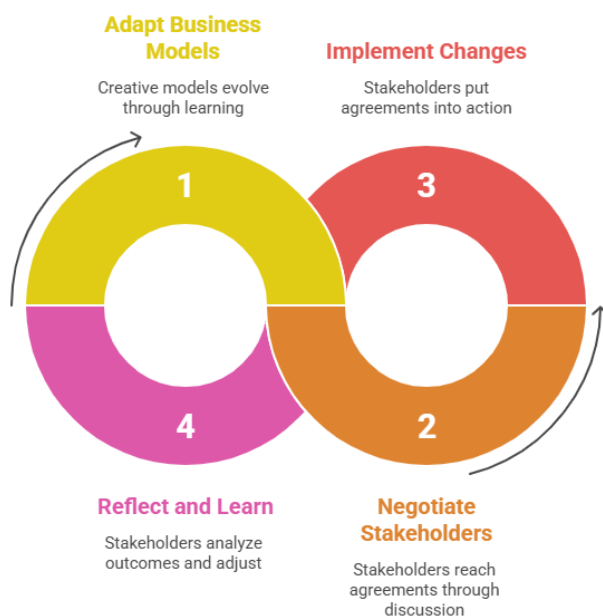


Figure 2. Integration Cycle

The findings have significant implications for entrepreneurs and practitioners seeking to design business models for social impact. Integrating technology, community, and sustainability enhances legitimacy, resilience, and long-term viability. Practitioners are

encouraged to prioritize participatory design and governance alongside technological innovation.

The results imply that policymakers and support institutions should move beyond funding isolated technological solutions. Support mechanisms should incentivize business models that embed community participation and sustainability within their core logic. This implication calls for more holistic evaluation criteria for social innovation initiatives.

The study also has implications for entrepreneurship education and capacity building. Training programs should emphasize systems thinking, community engagement, and ethical reflection alongside technical and managerial skills. Creative business models require competencies that extend beyond traditional business education.

The findings further suggest that sustainability transitions depend on business models capable of mediating between market forces and social values. Creative business models offer a pragmatic pathway for aligning economic activity with social change objectives. This implication positions business model innovation as a strategic lever for sustainable development.

The nature of the findings can be explained by the interdependence of social, technological, and environmental systems. Social change challenges are characterized by complexity and uncertainty, which require integrated and adaptive responses. Fragmented business models are ill-equipped to navigate these conditions (Hass et al., 2025; Palmié et al., 2023).

The findings also reflect the social embeddedness of economic activity. Business models that align with community norms and aspirations benefit from trust, legitimacy, and collective commitment. These social resources explain why community-centered models demonstrate stronger sustainability orientation.

The effectiveness of integrated models is further explained by the complementary roles of technology and community. Technology enhances efficiency and connectivity, while community engagement provides contextual knowledge and moral grounding. Their interaction produces synergistic effects not achievable in isolation.

The findings are also shaped by evolving societal expectations of business responsibility. Stakeholders increasingly demand accountability for social and environmental impacts. Creative business models respond to these expectations by embedding sustainability within their operational logic rather than treating it as external obligation.

Future research should examine the long-term performance and impact of integrated creative business models through longitudinal and mixed-methods studies. Empirical evidence on durability, scalability, and systemic impact would strengthen theoretical claims. Such research could clarify conditions under which integration is most effective.

Comparative studies across cultural, institutional, and sectoral contexts are needed to explore how integration strategies vary. Understanding contextual influences will support the development of adaptable rather than universal business model frameworks. This direction aligns with the diversity of social change challenges.

Further investigation is required into governance mechanisms that enable sustained community participation. Research on power dynamics, inclusivity, and conflict management within creative business models would deepen understanding of social embeddedness. Governance remains a critical but underexplored dimension.

The study ultimately points toward a redefinition of business innovation for social change. Creative business models that integrate technology, community, and sustainability offer a viable alternative to extractive and short-term approaches. Future action should focus on institutionalizing such models within broader economic and policy systems.

CONCLUSION

The most significant and distinctive finding of this study is that creative business models generate social change most effectively when technology, community participation, and sustainability are integrated as interdependent components of value creation rather than treated as separate strategic elements. The analysis demonstrates that social impact and long-term viability emerge from structural integration, particularly through participatory governance, context-sensitive use of digital technologies, and sustainability-oriented value propositions. This finding differentiates the study from prior research that emphasizes isolated innovation drivers, highlighting integration as the critical condition for durable social change.

The primary contribution of this research is conceptual. The study advances an integrative framework that links business model innovation with social change by systematically connecting technological enablement, community embeddedness, and sustainability orientation. This conceptual contribution extends existing literature in social entrepreneurship and sustainability by reframing creative business models as socio-technical systems rather than purely economic constructs. Methodologically, the study also contributes an analytical approach for examining how social, technological, and environmental logics interact within business models.

The study is limited by its reliance on qualitative secondary data and documented case analyses, which restricts the ability to assess causal relationships and quantify social impact outcomes. The absence of longitudinal empirical evidence limits generalizability across different institutional and cultural contexts. Future research should address these limitations through mixed-methods and longitudinal designs, incorporating primary data, comparative case studies, and impact measurement to examine how integrated creative business models evolve over time and contribute to sustainable social transformation.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this work, the author(s) used Cloude to assist with text translation. After using these tools/services, the author(s) reviewed and edited the content as needed and take full responsibility for the content of the publication.

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

Author 3: Data curation; Investigation.

Author 4: Formal analysis; Methodology; Writing - original draft.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

CONFLICTS OF INTEREST

The authors declare no conflict of interest.

REFERENCES

Azmat, F., Lim, W. M., Moyeen, A., Voola, R., & Gupta, G. (2023). Convergence of business, innovation, and sustainability at the tipping point of the sustainable development goals.

- Journal of Business Research, 167, 114170.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2023.114170>
- Bag, S., Rahman, M. S., Routray, S., & Khurana, R. (2025). Regenerative supply chain orientation and cooperation in supply chain networks for ESG initiatives: A parallel mediation study. *Journal of Business Research*, 201, 115685.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115685>
- Bals, L., Huang, F., Tate, W. L., & Rosca, E. (2023). Creating social value at the bottom of the pyramid: Elaborating resource orchestration via social intermediaries. *Journal of Business Research*, 168, 114209.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2023.114209>
- Bencsik, B., Palmié, M., Parida, V., Wincent, J., & Gassmann, O. (2023). Business models for digital sustainability: Framework, microfoundations of value capture, and empirical evidence from 130 smart city services. *Journal of Business Research*, 160, 113757.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2023.113757>
- Bonfanti, A., De Crescenzo, V., Simeoni, F., & Loza Adauí, C. R. (2024). Convergences and divergences in sustainable entrepreneurship and social entrepreneurship research: A systematic review and research agenda. *Journal of Business Research*, 170, 114336.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2023.114336>
- Bouncken, R. B., Aslam, M. M., Gantert, T. M., & Kallmuenzer, A. (2023). New work design for knowledge creation and sustainability: An empirical study of coworking-spaces. *Journal of Business Research*, 154, 113337.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2022.113337>
- Chae, M.-J., Rodríguez-Vilá, O., & Bharadwaj, S. (2025). Real-time marketing messages and consumer engagement in social media. *Journal of Business Research*, 191, 115266.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115266>
- Chen, X., & Wu, C. (2023). Subnational social trust and the internationalization of emerging market firms. *Journal of Business Research*, 158, 113661.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2023.113661>
- Cooke, F. L., Wang, J., & Wood, G. (2025). What do we know about climate change and multinational enterprises?: A systematic review and an integrated theoretical framework for future research. *Journal of Business Research*, 200, 115631.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115631>
- Cunningham, J., Hughes, J., Hay, A., Greene, F. J., & Seaman, C. (2024). Bridging the divides: A case study of collective action across Scottish university business schools to support small business. *Journal of Business Research*, 183, 114859.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2024.114859>
- de Almeida, J. O., Lugosi, P., & Quinton, S. (2025). Child viewers' engagement with social media influencers: Exercising socialisation-driven agency. *Journal of Business Research*, 200, 115590. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115590>
- Eastman, J. K., Shin, H., Jain, V., & Wang, X. (2024). Determinants of positive consumer affect toward luxury brands' social media posts on sustainability: A fsQCA approach. *Journal of Business Research*, 183, 114871.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2024.114871>
- Evers, N., Ojala, A., Sousa, C. M. P., & Criado-Rialp, A. (2023). Unraveling business model innovation in firm internationalization: A systematic literature review and future research agenda. *Journal of Business Research*, 158, 113659.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2023.113659>
- Foggetti, C., Natalicchio, A., Ardito, L., & Albino, V. (2025). Opening the black box of Growth Hacking: Insights into the microfoundations of Lean Startup Capabilities. *Journal of Business Research*, 191, 115272.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115272>

- Fronzetti Colladon, A., Toschi, L., Ughetto, E., & Greco, F. (2023). The language and social behavior of innovators. *Journal of Business Research*, 154, 113317. <https://doi.org/https://doi.org/10.1016/j.jbusres.2022.113317>
- Gjergji, R., Brunelli, S., & Sciascia, S. (2025). A systematic literature review on family business capabilities. *Journal of Business Research*, 201, 115731. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115731>
- Godart, F., & Pistilli, L. (2024). The multifaceted concept of disruption: A typology. *Journal of Business Research*, 170, 114311. <https://doi.org/https://doi.org/10.1016/j.jbusres.2023.114311>
- Grewal, D., Roggeveen, A. L., Benoit, S., Lucila Osorio Andrade, M., Wetzels, R., & Wetzels, M. (2025). A new era of technology-infused retailing. *Journal of Business Research*, 188, 115095. <https://doi.org/https://doi.org/10.1016/j.jbusres.2024.115095>
- Hass, D., Jahari, S. A., Hass, A., & Tanner, E. C. (2025). The Collector's Dilemma: Navigating pleasure and pain in brand communities amidst speculating behavior. *Journal of Business Research*, 198, 115496. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115496>
- Isakova, E., & Stroila, I. (2025). Turning the tables towards gender inclusivity in entrepreneurial ecosystems. *Journal of Business Research*, 200, 115620. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115620>
- Jacobsen, L. F., Frank, D.-A., Søndergaard, H. A., & Peschel, A. O. (2025). From diversity to distinction: Exploring the role of diversity and inclusion related to consumer perceptions of company innovativeness and attractiveness. *Journal of Business Research*, 189, 115184. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115184>
- Ji, E., Mahmudur Rahman, S., Wilden, R., Lin, N., & Harrison, N. (2024). Leveraging customer knowledge obtained through social media: The roles of R&D intensity and absorptive capacity. *Journal of Business Research*, 182, 114811. <https://doi.org/https://doi.org/10.1016/j.jbusres.2024.114811>
- Jin, T., & Chorda, I. M. (2025). The impact of green strategy hybrid orientation on startup performance in SMEs. *Journal of Business Research*, 201, 115748. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115748>
- Kahn, B. E., & Wilson, A. V. (2025). More than 50 years of consumer behavior research: What will the future look like? *Journal of Business Research*, 186, 115027. <https://doi.org/https://doi.org/10.1016/j.jbusres.2024.115027>
- Lan, X., & Song, B. (2025). The more, the merrier? Investigating the distinct and interaction effects of gamification mechanics in corporate sustainability engagement. *Journal of Business Research*, 199, 115513. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115513>
- Lee, C. T., & Shen, Y.-C. (2024). Exploring determinants of non-fungible token creators' engagement behaviors on metaverse-based NFT platforms: A multi-analytical SEM-IPMA method. *Journal of Business Research*, 185, 114920. <https://doi.org/https://doi.org/10.1016/j.jbusres.2024.114920>
- Leone, D., Cristina Pietronudo, M., Gabteni, H., & Rosaria Carli, M. (2023). Reward-based crowdfunding for building a valuable circular business model. *Journal of Business Research*, 157, 113562. <https://doi.org/https://doi.org/10.1016/j.jbusres.2022.113562>
- Lim, W. M., Kumar, S., & Donthu, N. (2024). How to combine and clean bibliometric data and use bibliometric tools synergistically: Guidelines using metaverse research. *Journal of Business Research*, 182, 114760. <https://doi.org/https://doi.org/10.1016/j.jbusres.2024.114760>
- Liu, X., Pang, Q., Yuen, K. F., & Wang, X. (2025). Transforming last-mile delivery into marketplaces of logistics services: An investigation on consumer participation motives, resources, and contextual differences. *Journal of Business Research*, 200, 115624. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115624>

- Lupoae, O.-D., Wilk, V., & Radu, R. I. (2024). Sustainable entrepreneurship in equine services. *Journal of Business Research*, 170, 114361. <https://doi.org/https://doi.org/10.1016/j.jbusres.2023.114361>
- Mion, G., Loza Adauí, C. R., Bonfanti, A., & De Crescenzo, V. (2023). Mission statements and financial and sustainability performance: An exploratory study of Benefit Corporations certified as B Corps. *Journal of Business Research*, 157, 113585. <https://doi.org/https://doi.org/10.1016/j.jbusres.2022.113585>
- Nadeem, W., Ashraf, A. R., & Kumar, V. (2025). Fostering consumer engagement with sustainability marketing using augmented reality (SMART): A climate change response. *Journal of Business Research*, 192, 115289. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115289>
- Napier, E., Liu, S. Y. H., & Liu, J. (2024). Adaptive strength: Unveiling a multilevel dynamic process model for organizational resilience. *Journal of Business Research*, 171, 114334. <https://doi.org/https://doi.org/10.1016/j.jbusres.2023.114334>
- Newlands, G., & Lutz, C. (2024). Mapping the prestige and social value of occupations in the digital economy. *Journal of Business Research*, 180, 114716. <https://doi.org/https://doi.org/10.1016/j.jbusres.2024.114716>
- Palmié, M., Rügger, S., & Parida, V. (2023). Microfoundations in the strategic management of technology and innovation: Definitions, systematic literature review, integrative framework, and research agenda. *Journal of Business Research*, 154, 113351. <https://doi.org/https://doi.org/10.1016/j.jbusres.2022.113351>
- Pattinson, S., Cunningham, J. A., & Preece, D. (2023). Harnessing creative tensions: A micro-level study of value creation. *Journal of Business Research*, 166, 114150. <https://doi.org/https://doi.org/10.1016/j.jbusres.2023.114150>
- Pauwels, K., & Aksehirlı, Z. (2025). Big data analytics democratized with clean collaboration and customer privacy choice. *Journal of Business Research*, 188, 115112. <https://doi.org/https://doi.org/10.1016/j.jbusres.2024.115112>
- Rahman, M. S., Bag, S., Gupta, S., & Sivarajah, U. (2023). Technology readiness of B2B firms and AI-based customer relationship management capability for enhancing social sustainability performance. *Journal of Business Research*, 156, 113525. <https://doi.org/https://doi.org/10.1016/j.jbusres.2022.113525>
- Sinha, S., Malik, S., Mahajan, V., & ter Hofstede, F. (2025). Retain, reactivate or acquire: Can nonprofits reliably use community profiles as an alternative to past donation data? *Journal of Business Research*, 186, 114997. <https://doi.org/https://doi.org/10.1016/j.jbusres.2024.114997>
- Spörl-Wang, K., Krause, F., & Henkel, S. (2025). A life cycle framework of social media influencers and the influencer' dilemma. *Journal of Business Research*, 199, 115459. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115459>
- Tabares, S., Dionisio, M., & Parida, V. (2025). Leveraging corporate social innovation by hybrid organizations: A strategic perspective from B Corps in Latin America. *Journal of Business Research*, 186, 114945. <https://doi.org/https://doi.org/10.1016/j.jbusres.2024.114945>
- Tjandra, N. C., Feri, A., Ind, N., Iglesias, O., Backhaus, C., & Seegebarth, B. (2025). The core attributes of conscientious brands: A stakeholder perspective. *Journal of Business Research*, 201, 115744. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115744>
- Wang, N., Wan, J., Ma, Z., Zhou, Y., & Chen, J. (2023). How digital platform capabilities improve sustainable innovation performance of firms: The mediating role of open innovation. *Journal of Business Research*, 167, 114080. <https://doi.org/https://doi.org/10.1016/j.jbusres.2023.114080>
- White, K., Cakanlar, A., Sethi, S., & Trudel, R. (2025). The past, present, and future of sustainability marketing: How did we get here and where might we go? *Journal of*

- Business Research, 187, 115056.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2024.115056>
- Wilson-Nash, C., Pavlopoulou, I., McCabe, L., & Gibson, G. (2024). Towards an evaluation framework for inclusive technological innovation in social and health care services. Journal of Business Research, 179, 114704.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2024.114704>
- Zhou, W. C., Sun, S. L., & Jia, P. (2025). The subscription business model and new venture viability during a crisis. Journal of Business Research, 200, 115660.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115660>
-

Copyright Holder :

© Arteurt Yoseph Merung et al. (2026).

First Publication Right :

© Journal of Social Entrepreneurship and Creative Technology

This article is under:

