

EVOLUTIONARY PATH OF THE BUSINESS MODEL IN PUBLIC HEALTHCARE FACILITIES: A SYSTEMATIC LITERATURE REVIEW

Rizzi, Alessandro¹; Sardi, Alberto¹; Sorano, Enrico¹; Khvatova, Tatiana²

¹Department of Management "Valter Cantino", University of Turin, Turin, Italy.

²Innovation and entrepreneurship department, EMLYON Business School, Ecully, France.

ABSTRACT

The coronavirus (COVID-19) pandemic increased the average per capita health expenditure of many countries, especially in counties in the Organisation for Economic Co-operation and Development (OECD/European Union, 2020). Moreover, the gross domestic product of many countries contracted (OECD/European Union, 2020).

Given this context, healthcare facilities should reassess their business models to achieve sustainability. This study aims to identify the evolutionary path of business models in public healthcare facilities.

The literature defines a business model as a tool divided into the following four sections: "what" the company offers, describing the value proposition offered; "who" is the target audience, highlighting the relationship with customers; "how" the company conducts business, emphasising the management of resources and activities to satisfy the first two points; and "how much" the company earns, describing the revenue and cost flow (Osterwalder and Pigneur, 2003). The literature rarely investigates the evolutionary path of the business model in public healthcare facilities.

This research will adopt a systematic literature review (Tranfield *et al.*, 2003): planning the review, identifying keywords, defining document-selection criteria, selecting relevant documents, classifying study information, and conducting an in-depth analysis based on the co-word analysis technique (Callon *et al.*, 1991) using the open-source software R-package Bibliometrix (Aria and Cuccurullo, 2017). Bibliometrix analyses trends and their evolution in scientific research and has recently become one of the most widely used programmes for conducting bibliometric research.

The findings will describe evolutionary trends and highlight the main changes modifying the business models of public healthcare facilities, which are the theoretical and practical contributions.

The value of the study, in the current context, is that it will provide insight into the healthcare sector before, during, and after the COVID-19 pandemic. The study will explore the keywords and how they influence the composition of a business model for a healthcare organisation, depending on the historical context and stakeholder needs.

The research implications may suggest new content for innovative business models for public healthcare facilities.

The findings will be generalisable to the context of public healthcare facilities at the international level and will explain the trend of business models on an international level through the systematic literature review.

Keywords: Business model, National Health Service (NHS), healthcare facilities

REFERENCES

- Aria, M. and Cuccurullo, C. (2017), "bibliometrix: An R-tool for comprehensive science mapping analysis", *Journal of Informetrics*, Elsevier Ltd, Vol. 11 No. 4, pp. 959–975.
- Callon, M., Courtial, J.P. and Laville, F. (1991), "Co-word analysis as a tool for describing the network of interactions between basic and technological research: The case of polymer chemistry", *Scientometrics*, Vol. 22, pp. 155–205.
- OECD/European Union. (2020), *Health at a Glance: Europe 2022: State of Health in the EU, Tuberculosis*, Vol. 6011.
- Osterwalder, A. and Pigneur, Y. (2003), "Modeling value propositions in e-business", *ACM International Conference Proceeding Series*, Vol. 50, pp. 429–436.
- Tranfield, D., Denyer, D. and Smart, P. (2003), "Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review", *British Journal of Management*, Vol. 14 No. 3, pp. 207–222.