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A Meaning-making Perspective on Digital Ridesharing Platforms in Underdeveloped Markets

Abstract

Purpose: The digital platform-based sharing economy has become ubiquitous all over the world. In this paper, we explore how market actors' conflicting interpretations of digital platforms' business models give form and shape value co-creation and capture practices in contexts marked by weak institutions and underdeveloped markets.

Design/methodology/approach: Integrating insights from the broader literature on digital platforms and the contemporary turn to 'meaning-making' in social theory, we adopt a problematization method to unpack the collective contest over the interpretation of value co-creation and capture from ridesharing platforms in contexts marked by weak institutions and underdeveloped markets.

Finding: Collective contest over the interpretation of digital business models may give rise to competing *meanings* that may enable (or impede) digital platform providers' ability to co-create and capture value. We present an integrative framework that delineates how firms caught up in such collective contests in contexts marked by weak institutions and underdeveloped markets may utilise such conditions as marketing resources to reset their organizing logic in ways that reconcile the conflicting perspectives.

Practical Implications: The paper presents propositions constituting a contribution to a meaning-making perspective on ridesharing digital platforms by offering insights into how digital business models could potentially be localized and adapted to address and align with the peculiarities of contexts. It goes further to present a theoretical model to extend our understanding of the different sources of contestation of meaning of digital platforms.

Originality/Value: The meaning-making perspective on digital platforms extends our understanding of how the collective contest over interpretations of value co-creation and capture may offer a set of contradictory frames that yield possibilities for ridesharing platform providers, and their users, to assimilate the organizing logic of digital business models into new categories of understanding.

Keywords: Ridesharing platforms, meaning-making, interpretations, developing countries, user subversive behaviours, value co-creation and capture

Paper Type: Conceptual paper

1. Introduction

Digital platforms have come to embody a prevailing zeitgeist in the contemporary marketplace.

Offering a multisided platform that facilitates interactions and exchanges between dispersed

suppliers and buyers (Gerwe and Silva, 2020; McIntyre et al., 2021; Parker et al., 2016), these new

platform-based business models represent a transition toward a sharing economy within which

vast opportunities for value creation and capture are enacted (Garud et al., 2022; Sundararajan,

2017). Their modular architectural design characterises them as 'born global' (Johanson and Vahlne, 2009; Monaghan et al., 2020), accentuating their flexibility and rapid scalability in foreign and heterogeneous markets— the reason for their growing presence in many markets (Stallkamp and Schotter, 2022). They have therefore come to facilitate a surge in employment opportunities and income generation, as well as establishing efficient and effective marketplaces, particularly in contexts where value transactions are asymmetrically distributed because markets remain underdeveloped (Arkalgud, 2011; Heek et al.,2021).

However, the penetration of these digital platform models into constrained markets continues to face challenges of distinct, complex institutional arrangements and local network effects (Mair and Reischauer, 2017; Sundararajan, 2017). More importantly, as these platform business models are predominantly refracted through structures and processes of well-developed markets, they struggle to trigger market actors' network effect, which is required to ensure operational consistency to capture value. Yet, while scholarship at the intersection of international business and marketing has profoundly emphasised how distinctive attributes contributed by national contexts determine the varying effectiveness of marketing strategies and business model viability (Bei and Gielens, 2020; Burgess and Steenkamp, 2006oz), research on the dynamics of survival of the now globalised digital platform business models within contexts marked by weak institutions and underdeveloped markets remains limited. To the extent that this avenue has been explored, scholars have focused on the operational nuances in such contexts and how institutional barriers are navigated to gain legitimacy (see Basukie et al., 2020; Uzunca et al., 2018).

In this paper, we contribute to the extant discourse on the internationalisation of platform business models into diverse markets by focusing on ridesharing digital platforms. Our interest in ridesharing platforms is premised on their swift boundary-panning into developing contexts (Parente et al., 2018), thereby rendering them an important subset of the digital platform business models in the sharing economy that is expanding in developing countries (Hira, 2017). Such contexts remain characterised by weak institutions and underdeveloped market as they

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experience high degree of informality in business transactions, limited financial intermediaries and poor regulatory structures (Tobor et al., 2024; Marquis and Raynard, 2015). These constraints notwithstanding, undeveloped market contexts are also on the path toward "rapid industrialization, economic liberalization and increased integration into the global economy" (Marquis and Raynard, 2015, p. 292); hence, becoming increasingly integrated into the global economy and serving as important avenue for the creation and capture of value in the contemporary marketplace. Mapping out insights from this context therefore does not only allow us to tease out sociocultural dynamics that facilitate (or impeded) the construction of meaning to inform the adoption business model from a developed country context into a highly constrained operational environment. But also provides an opportunity for extant research to keep pace with the evolving global economic and socio-technical systems. Hence, we argue that the impediments to their market survival and dominance in under-developed markets are primarily due to contexting (Garud et al., 2022; Sundararajan, 2017; Uzunca et al., 2018). The divergent interpretations of value creation and capture between digital platform providers and users contribute to conflicting perspectives that foster subversive user practices, thereby leading to lost value within these markets. We further argue that regardless of the tensions and contestations of the meaning of their value and operationalisation, there remain huge widespread economic benefits to be captured (Heeks et al., 2021; Reischauer and Mair, 2018). Hence, these conflicting frames of interpretation, albeit challenging, could serve as adaptable marketing resources for modifying and localizing digital platform business models.

In this respect, we aim to shed light on the contextual dynamics of ridesharing digital platform business models to conceive the contingencies of market actors' (users') meaning-making frames that shape the value creation and capture mechanisms within contexts marked by weak institutions and underdeveloped markets. We ask the important question: *How do actors (users) of ridesharing digital platforms construe meaning and interpret the value co-creation and capture of digital platform business models in contexts marked by underdeveloped markets and weak*

institutions? In addressing this question, we draw on the contemporary turn to 'meaning-making' in social theory—the "collective contest of interpretations" (Kurzman, 2008, p. 6)—to review and problematise the extant literature on ridesharing digital platform business models sourced from various marketing and international business and strategy journals. We delineate the underlying nuances that inform the adaption of such business models to the meaning-making frames of underdeveloped market contexts. Our meaning-making perspective thus allows us to extend the existing conceptual boundaries to offer understanding of how sources of contest over the interpretation of digital platform business models yield a set of contradictory frames that establish their varying operational forms in such constrained market and institutional contexts.

In this vein, we offer two important contributions to the discourse on digital platform business models in the international marketing literature. First, we contribute to expanding our scope of understanding of digital platforms and their ecosystems by capturing how the contestation of meaning-making that diffracts intended interactional value production which characterises co-creation (Ramaswamy and Ozcan, 2018; Ranjan and Read, 2016) and capture approaches re-defines varying ways through which such business models manifest in different contexts. Specifically, we provide an integrative framework that offers an alternative perspective for successful product development in new markets, incorporating social cues of meaning, innovative product offerings, and a well-adapted business model in a way that can "achieve local relevance through national focus while exploiting scale" (Ghemawat, 2008, p. 201). Second, we synthesise and problematize diverse literature streams on ridesharing digital platforms to provide a set of propositions that re-inform existing views on user adoption and value co-creation strategies. More importantly, our theory-driven approach to reviewing the extant literature helps to explicate a holistic view of digital platform models in a sharing economy that draws on multiple localised interpretations of their functioning as a domain within which user or customer resources are extracted to co-refine value propositions.

The remainder of this paper is organized as follows. In the next section, we elaborate on our approach to searching and selecting relevant literature for our study. Subsequently, we engage in a concise discussion on the theoretical perspective of meaning-making, underscoring its significance in exploring the contextual nuances of ridesharing platforms. We then delineate our conceptual endeavour through an explanation of the process by which ride-sharing value co-creation activities are enacted, the dynamics of engagement and meaning-making in underdeveloped markets, as well modes of adjusting and modifying business model to fit the nuances of weak institutional contexts. We conclude the paper by reflecting on its main contributions and highlighting new prospects for future research.

2. Literature Search and Selection

In developing our contribution, we conducted a literature search in broader business and management, strategy, and marketing journals, focusing on empirical and theoretical research on digital platforms and developing markets, user behaviour, and international business strategies. We employed academic databases such as Scopus and Web of Science, as they offer large repositories of scholarly works spanning various social science disciplines. Beyond volume, they also provide objective robust citation analysis features and provide peer-reviewed outputs, thus adding a crucial layer of reliability and quality assurance to our search (Dvouletý et al., 2021; Linnenluecke, 2017; Schmitt et al., 2018). We began by selecting keywords for the search based on our study. The initial keywords that were applied to the academic databases were identified by each author's readings of the literature (including: "Emerging markets OR Developing countries" AND "Digital platforms OR Gig platforms OR On-demand platforms", "Consumer behaviours OR Consumer participation OR User motivations" AND "Sharing Economy OR Sharing platforms OR On-demand platforms", "International marketing strategies OR International business strategies" AND "Digital platforms OR Sharing platforms OR Sharing economy", "International marketing strategies OR International business strategies" AND "Platform business model OR Digital business model"). The initial search in the databases returned an output of 1,038 publications.

Next, we moved to narrowing the search to peer-reviewed articles that offered specific insights on ridesharing digital platforms (e.g., Evans and Gawer, 2016; Gawer, 2014). We merged and removed duplicates, and excluded grey literature (Aria and Cuccurullo, 2017; Boakye et al., 2024; Kosch and Szarucki, 2021). This process retained a sample of 548 articles.

In the next stage, we checked the relevance of the publications by re-reading abstracts and contributions to assess and align the articles' relevance to our research inquiry. Additionally, we followed the Chartered Association of Business Schools (CABS) journal guide (2021) to assure journal quality (Child et al., 2022; John and Lawton, 2018; Paul et al., 2017). While we acknowledge concerns about prioritization of status over idea quality by using such journal guide lists (Adler and Harzing, 2009; Tourish and Willmott, 2015), we find comfort in the observation that this guide remains one of the most reliable and important means of publishing and disseminating the results of academic research and scholarship (Harvey et al., 2010; Mallett et al., 2019). Subsequently, the final sample of 97 articles was collated and coded independently to identify varying scholarly perspectives on the ridesharing platforms' internalisation strategies. We engaged in a critical discussion to avoid diverting to rely on dominant theories and perspectives such as institutional strategies, institutional voids, sensemaking, social exchange and network theory, and legitimacy-seeking of platform business operations in diverse contexts (Möhlmannn et al., 2023; Garud et al., 2022; Uzunca et al., 2018). In our effort to tease out how our meaning-making perspective best complements or contrasts with existing understanding, we categorised the core articles by their main research question, data type and methodology, theoretical lens, and key findings. We then compared our emerging themes with existing concepts such as sensemaking to identify differences and merged overlapping insights from concepts such as institutional voids. We present Table 1 as a comprehensive summary of some salient articles on ridesharing digital platforms' business models to ease readers into the emerging scholarly landscape.

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3. Towards a Meaning-Making Frame of Ridesharing Platforms in Developing Contexts

Entering and operating in foreign markets often presents a challenge for many globally successful digital firms (Shaheer, 2020). Local firms' advantage lies in their nuanced understanding of the challenges and variations in engaging with and in their own contexts (Khanna and Papelu, 2005), as well as their greater familiarity with the collective perceptions and tendencies of locals in these contexts. As a result, it becomes crucial to rethink dominant strategies on a regular basis, given the dynamic nature of contemporary international markets and their heterogeneous users. More importantly, digital innovations leading to what has come to be known as *platformization* (Ramaswamy and Ozcan, 2018) are experiencing rapid growth and exhibiting boundary spanning capabilities which inevitably calls for attention. Scholars have indeed emphasized that the proliferation of digital platforms presents several unexplored challenges in international markets. As a result, there have been calls for effective, nuanced, and contemporary strategies for engaging with international markets, specifically for developing ones (McIntyre et al., 2021; Sheth, 2011). In attending to this gap, we also shed light on an important assertion by Nambisan et al. (2017) that "there is a critical need for novel theorizing on digital innovation management", such as novel processes, new platforms or even new business models, in a given context (p. 223). In keeping with these arguments and calls, we argue that the contemporary social theory of meaning-making provides a better perspective for a deeper understanding of the dynamics of ridesharing platforms, their firms, and their ecosystems in developing countries.

3.1 The Meaning-Making Perspective

The essence of meaning plays a focal role in individuals' approach to and experience of different phenomena, thereby shaping their behaviours and actions (Wrzesniewski et al., 2003). Pratt and Ashforth (2003) delineate meaning as the outcome of comprehending an event or phenomenon and the significance it holds within an individual's unique context. Similarly, Wrzesniewski et al. (2003) perceive meaning as an individual's understanding of their actions, akin to an individual's 'perceptions of significance' (Park and Folkman, 1997, p. 116). Elsewhere, Krauss (2005) explains

meaning as the intrinsic impulse for an individual's actions, framing their interpretation and resulting practices. At its core, the fundamental nature of 'meaning' resides in the subjective perception of a phenomenon and the personal value attached to it. While each individual ultimately makes meaning, this perception is influenced by the individual's environment or context. This is because the creation of meaning rarely unfolds in isolation from the surrounding context, its people, or its contextual peculiarities (Wrzesniewski et al., 2003).

Following Kurzman (2008), we define meaning-making as the "collective contest of interpretations" (p. 6). By collective contest, we imply that different people create meaning and interpret phenomena differently. For instance, interpretations that make sense in one context— say developed countries—may not make sense or may be significantly different in another, such as developing countries, resulting in tensions and conflicts between the perspectives of different groups of individuals or firms' perspectives. These different meanings are constructed and negotiated intersubjectively through social communication and interaction, as they are deeply embedded in and influenced by social context (Cheng and Cheng, 2012). For instance, research indicates that first-tier users, or "drivers", are not only influenced by but also actively engage in social collective meaning-making. This helps them to navigate and address information asymmetry within their radius, leading to collective action (Cohen and Richards, 2015; Johnston and Land-Kazlauskas, 2018; Newlands et al., 2018). Often relying on existing interpretation schemes, interpreting realities requires meaning-making frames that function as "schemata of interpretation" that enable individuals "to locate, perceive, identify, and label" what happens in the world around them (Goffman, 1974, pp. 21). They also represent the cognitive context within which an individual understands and categorizes their sensemaking of a social situation, thus underlying the process of context production in an ongoing social process (Scheff, 2005). Furthermore, the utility of employing frames explains how and where new meanings and interpretations associated with innovations and technologies originate (Ninan et al., 2022; Purdy et al., 2019). It does so by defining which actors are involved, what problems are addressed, how

they are defined, and what solutions are considered suitable (Reinecke and Ansari, 2016), in order to provide comprehensive and fine-grained details of the phenomenon under consideration as appropriate for much better and more informed decision-making (Ninan et al., 2022; Entman, 1993).

4. Ridesharing Platform Firms and their Business Models

Monaghan et al.'s (2020) and Johanson and Vahlne's (2009) conceptualisation of digital firms as 'born digitals' characterises their rapid scalability in foreign and heterogeneous markets. The foci of ridesharing platform business models are meticulously designed to tap into a large pool of potential consumers anywhere and everywhere. They highlight a technological system where algorithms orchestrate the pairing of drivers with passengers, eliminating the need for familiarity, and operating under a structured and predetermined fee and route system (Moore and Joyce, 2020). Their focus steers the transportation agenda towards a service-based model, emphasising access rather than ownership (Boateng et al., 2022; Jin et al., 2018; Vazifeh et al., 2018). Also, this system employs a digital payment scheme that aims to reduce overreliance on cash transactions (Garud et al., 2022), and adopts rating criteria as a way of evaluating users' behaviour on the platform (Belleflamme and Peitz, 2018; Schmidt 2017).

In this regard, by leveraging their interactive platform system to trigger positive network effects to co-create and capture value (Ramaswamy and Ozcan, 2018), platform firms are able to derive substantial economic gains (Belleflamme and Peitz, 2019; Nambisan et al., 2019; Parker et al., 2016). The system of value creation on ridesharing platforms is therefore configured within a system of agential engagement that exist as a participatory creation of value by all actors within the interactive platform (Ramaswamy and Ozcan, 2018). This value co-creation activity therefore extends beyond the conventional value creation chain of distinct roles and activities including production or design, exchange, and use (Grönroos and Voima, 2013), to involve a set of relational activities between individuals and firms that are curated to engender value capture (Ramaswamy and Ozcan, 2018). Yet, when ridesharing companies scale their business models to contexts either

than that of their native origin, they are encounter challenges of idiosyncratic market designs and institutional structures as they introduce their organizing logic for value co-creation and appropriation mechanisms for users to the new context (Sorescu et al., 2011; Roome and Louche, 2016). For instance, the most sustained ridesharing platforms globally, such as Uber and Bolt, have their design logics ingrained in the context of well-developed markets and strong institutions (Khanna and Papelu, 2005). In this light, their organising practices for value co-creation and capture are largely grounded in Western marketing frames and economic models (Uzunca et al., 2018).

It is, therefore, important to highlight that the institutions that underscore and support this digital shift are particularly prevalent in many developed countries. Users in these regions are already familiar with these institutional frameworks, which thus leads to a smoother interpretation of the innovative business model by users. As a result, there is less resistance and greater alignment with non-market norms and operational modus. This may not be synonymous with a distinctly diverse institutional foundation in foreign markets as there are stark contrast to the realities in many underdeveloped contexts. In that regard, this pre-established framework of understanding becomes necessary for international ride-sharing companies to drop down their global status quo organising framework (Park, 2010) to unfamiliar foreign users. They do this in the hope of replicating the standard 'status quo' practices of creating value and engaging with their global users in developing countries. Taking this into account, we assert that:

> *Proposition 1: Ridesharing platform firms introduce business models to underdeveloped markets with pre-informed and established meaning-making frames of developed markets.*

4.1 First-tier users in contexts marked by underdeveloped markets

The interpretation of 'value' by users and the practicality of co-creating and capturing value for 'Born Global' firms is very much context sensitive (Sheth, 2020). Given that marketing does not exist in a vacuum, but rather is situated within a specific institutional environment, differences across diverse contexts introduce both heterogenous and nuanced variations in market engagement. Schatzki (2005, p. 468) defines 'context' as "an arena or set of phenomena that

surrounds or immerses something and enjoys powers of determination with respect to it''. A major contrast between developed and developing countries primarily lies in their institutional context (Uzunca et al., 2018; Marquis and Raynard, 2015). While developed countries have well-established market facilitators and strong institutions, the latter experience underdevelopment, and voids in these areas (Khanna and Papelu, 2005). In such a context, the enforcement of rules is lax, and the reliable infrastructure supporting transportation and communication is inadequate or sometimes even non-existent (Ge et al., 2019). Moreover, their financial markets have been identified to be relatively constrained, with many transactions occurring outside the formal banking system and heavily reliant on cash over digital payment. Additionally, many developing market users face limited access to capital and financial intermediaries (Marquis and Raynard, 2015), and are challenged with social issues such as high unemployment and illiteracy rates (Uzunca et al., 2018). Taken together, a *value-in-interactional creation* that defines the ridesharing platform co-creation mechanism contends with operational uncertainties and high transactional costs (Ramaswamy and Ozcan, 2018; Doh et al., 2017). Yet, in the ridesharing platforms, which function as a triadic-multi-sided marketplace (McIntyre et al., 2021; Rochet and Tirole, 2006), a significant relationship is ensured between the platform and the first-tier users (herein ''drivers''). This user group functions as a crucial intermediary actor, seamlessly connecting the platform to its other consumer groups—the 'riders'—in a nexus that is essential for the realization of the platform's value-creating logic.

Given the understanding that interpretations hinge on context, we present a hypothetical vignette of operational models of ridesharing platforms in an underdeveloped market. Imagine an individual who is primarily accustomed to an environment characterized by cash-based transactions. Transitioning and making sense of the disruptive paradigm shift towards cashless or cash-light transactions can pose a challenge. This scenario can be easily applicable to indigenous drivers in developing countries where markets are less formalized and exhibit such weakness (Botta et al., 2022). In these contexts, it is an institutionalised norm for local drivers to roam around

honking their car horns in search of riders. When a passenger stops them for a ride, they then negotiate a fee, and, if satisfied, pick up the passenger and take the best route they know. At the end of the trip, the passenger physically hands them the agreed-upon cash fee, which is greatly appreciated as the preferred mode of transaction. In most cases, these drivers may even ask for passengers' contact details in the hope of becoming their "personal chauffeur".

We now unpack this illustration with the paradigm shift towards the disruptive phenomenon of platform ridesharing models. As people engage with a new technology or innovation, they first have to "make sense of it and develop particular assumptions, expectations, and knowledge, which then shapes subsequent actions toward it" (Orlikowski and Gash, 1994, p. 175). In the scenario above, we observe that once the platform company replicates its developed markets-informed model to organize work on its platforms, drivers in underdeveloped contexts will actively gather information and develop a comprehensive understanding of the phenomenon based on such established frameworks (Park, 2010). In the value co-creation process, the ridesharing platform firm aims to reorient new market users to understand and accept their novel digital environment (Garud et al., 2022; Ramaswamy and Ozcan, 2018) as well as invite their agential engagement to create quality, seamless and safe services (Vargo and Lusch 2004). In these collaborative efforts, drivers also align their understanding and their value expectations to that of the firms to initiate and reinforce positive cross-network effects in the host market (Sundarajan 2017). Furthermore, the local drivers, through social interactions, collectively negotiate among themselves what the new phenomenon means to them; based on their unique needs, interests, experiences, values and institutionalised practices of their contexts (Korica and Molloy, 2010; Timmons and Tanner, 2004).

In this regard, the new digital platforms of interactional value creation may disrupt traditional norms and practices, compelling local users to come to terms with the new dynamics of the value exchange. Drivers may, for instance, need to understand that this system supports a cashless mode of transactions, with which they may be unfamiliar or probably averse as digital

financial transactions remain limited in such contexts. Moreover, they are to reconceive exchange with riders as mediated by an algorithm (Rong et al., 2021), which is initiated at pick up and ceases when trip is completed and paid via the platform. Additionally, this system emphasises the role of the platform firm as being responsible for providing an efficient and safe matching interface in exchange for a commission fee, while the driver's responsibility is to provide the services while adhering to boundaries of engagement set out within their contractual agreements (Garud et al., 2022). Ultimately, the goal is to ensure that users adhere to the platform firms pre-established operational logic that defines every aspect of co-creating and capturing value in digital ridesharing— including how it will be governed, managed, and carried out within the confines of an algorithmic system (Wiener et al., 2023). It is within this situated process that the pre-existing replicated meanings and understanding are contested. Consequently, these users in foreign markets have to come to terms with this new arrangement, often encountering challenges in aligning with the existing meaning-making frames of market interactions. In summary, this allows us to argue that:

> ***Proposition 2: First-tier users in developing countries struggle to align their interpretations and clash with the established meaning-making frames of value co-creation models.***

4.2 The Clash of Interpretations

While the nature of Born Digitals such as the international ridesharing platforms appears promising and advantageous at first glance, there is more to the narrative (Birkinshaw, 2022). Recent research has stressed that simply having a global presence is not sufficient for digital firms, as other complexities are also at play (Stallkamp et al., 2022). As highlighted above, one complexity in developing countries is the cultural variations and institutional voids (Khanna and Palepu, 2005; Pankaj, 2001) that contribute to the hurdles that international firms must navigate (Mattison Thompson and Brouthers, 2021). Within the framework of our thesis on interpretations, we assert that meaning-making is not an isolated process but is always shaped by the specificities of contexts (Sandberg and Tsoukas, 2015; Nigam and Ocasio, 2010; Weber and Glynn, 2006; Weick et al., 2005).

Against this background, 'clashes of interpretation' as used here capture the challenges of achieving uniformity in interpretation across diverse contexts due to varying strengths and limitations. The contest of interpretations (Kurzman, 2008) lies at the conflicting intersection of pre-existing interpretations and situational understanding informed by accustomed transactional modes in developed markets (Park, 2010). The challenge in dealing with developing market users is that the operational logics of digital ridesharing platforms may be unfamiliar, unrecognisable and misunderstood as they do not fall within traditional paradigms or established definitions of transportation (Aldrich and Fiol, 1994). As a result, the introduction of digital ridesharing platform implies that drivers would need to search for *new* meanings that corresponds with establish practices in the specific context. A continuous agential engagement with the ridesharing platform thus initiates a refined understanding of how value should be co-created and captured. In their process of creating meaning, they actively and collectively share and discuss their roles, the firm's responsibilities, platform procedures, revenue structure, and collective actions within their online communities and social groups (Rahman et al., 2024). Based on these premises, they develop their own interpretation, which may aim to maximize their value capturing opportunities while considering their unique contextual challenges (Uzunca et al., 2018).

Nonetheless, this interpretation could potentially misalign with the platform firms' intent, mode of operations and expectations. Consider a scenario where drivers are in a developing context characterised by high structural unemployment and economic vulnerability (Watanabe et al., 2017). Their view of the platform is not a source of supplementary income but rather a primary means of survival. While the employment value provided by these platforms for drivers is typically a temporary option for individuals transitioning between jobs or working part-time in developed markets (Barbour and John Luiz, 2019; Jin et al., 2018), for drivers in underdeveloped markets this may be a much-needed income to make ends meet (Boateng et al., 2022; Uzunca et al., 2018). As such, when revenue generated becomes insufficient to meet their daily expenses, they may

construct new meanings and adopt coping tactics that maximise their value capture from engaging with the platform; all of which may diverge from defined logics of the platform.

In another instance, while the platform perspective on rating systems is to promote professional behaviour and good service—where the algorithm detects that drivers are providing low-quality services and deactivates their access to the platforms—drivers may interpret such systems as infantilization at work (Scherer and Neesham, 2023). The participatory activities of drivers in co-creation of value being heavily mediated by the platform firms' algorithms may therefore be perceived as unfair and one-sided. This clash of interpretations may serve as another premise for subversive practices (Cameron, 2024) that could impede platform firms' value capture efforts. Although we do not suggest that more developed contexts do not experience these issues, we find support for our arguments in the prevalence of issues in developing contexts (Wang and Cuervo-Cazurra, 2017).

Furthermore, ridesharing companies identify as technology companies, providing a matchmaking service for a commission fee (Cappelli and Eldor, 2023, Moore and Joyce, 2020). This simplistic view of a matching service in return for a commission may encounter challenges of interpretation by drivers in many developing countries. Financial institutions in developing countries tend to be underdeveloped, resulting in a lack of support and weaker access to credit facilities compared to developed markets (Khanna and Papelu, 2005; Zoogah et al., 2015). As a result, drivers in these contexts often find it challenging to acquire their own vehicles for ride-sharing services under favourable terms. Many local drivers operate under a "work and pay" system or a 'car owner-sales' arrangement (Boateng et al., 2022). The issue with this arrangement is the excessively harsh terms and conditions (Ocansey, 2019; Boateng, 2014). Moreover, drivers must cover fuelling and maintenance costs for cars they do not own, thereby significantly diminishing their earnings (Dotse et al., 2019; Obeng-Odoom, 2013). In this regard, the commission payment model of ridesharing digital platforms adds another layer of cost which may not be widely

experienced in many developed markets and is hence a site of contestation. Therefore, we argue that:

> *Proposition 3: The clash of interpretations influenced by cultural variations and institutional voids in underdeveloped markets impedes value capture efforts.*

4.3 Users' Subversive Behaviours and Value Capture Impediment

Fundamentally, the element of value capture recognizes that creating value is only half the business model equation. From a firm's perspective, capturing value lies in generating profits from the value created for its consumers (Chesbrough et al., 2018). Ride-sharing companies adopt a value-capture strategy centred on a per-ride commission model with their user drivers (Moore and Joyce, 2020; Parker et al., 2016). The effectiveness of this mechanism lies in leveraging a positive network effect (Sundararajan, 2017), which is contingent upon facilitating seamless transactions between market actors within a large user base consisting of two groups: drivers and riders on the platform. Therefore, the direct correlation between an expanding user pool and transaction volume translates into increased commissions, profitability, and the 'winner-take-all' phenomenon for the firm (Eisenmann et al., 2006; Schmidt, 2017). Importantly, capturing significant value hinges on acquiring a large user base while maintaining control over transactions within the platform's boundaries.

Value capture impediments are therefore the resultant actions taken by users, which hinder the firm's ability to efficiently extract and realize the intended value from the co-created value. An important tenet of meaning-making is that it is a springboard for action (Sandberg and Tsoukas 2015). The clash of interpretations fuelled by the institutional voids in the developing country context influences how local drivers interpret and make sense of the organising for value co-creation and capture within the platform-based business model. For example, in many developing countries where there are flexible regulations and weak enforcement, people are often heavily reliant on widely accepted norms or intrinsic beliefs (Torbor et al., 2024; Almeida and Poole, 2017). Meanwhile, developed contexts enact stricter and more formalized regulations that require

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individuals to adhere to regulatory guidelines, regardless of their personal opinions (Doh et al., 2017). Yet, the resulting interaction between interpretations and institutional voids in developing contexts leads users to engage in subversive actions that can be manipulative, conflicting, and collectively aimed at benefiting themselves (Rangaswamy et al. 2020; Reischauer and Mair, 2018). This may include engaging in direct transactions outside the platform, multiple profiles or accounts for a single user, registering unsafe vehicles, holding inaccurate or incorrect vehicle documentation, and manipulating and circumventing platform monitoring (Chen, 2018; Jarrahi et al., 2020; Obeng-Odoom, 2013; Reid-Musson et al., 2020). This may stem from the limited legal consequences or the possibility of circumventing the enforcement systems through their subconscious comfort in 'bribing their way through'. Simply, the existence of such voids in such markets serves as a notable source of influence on their meaning-making. The implication is as follows: First, it subverts the organising logic of the platform business model. Second, it weakens and impedes the value capture and appropriation mechanisms for ridesharing companies in developing markets (Chesbrough et al., 2018; Sjödin et al., 2018). In keeping with these arguments, we propose that:

> ***Proposition 4: First-tier users' subversive behaviours impede value co-creation and capture on ridesharing platforms.***

4.4 Tactics of Compromise and Resetting

The 'Global by default' mindset of born-digital firms often means that they have little consideration for international borders (Birkinshaw, 2022). Nevertheless, as they continue to grasp the reality of not being entirely location-agnostic (Shaheer, 2020), taking for granted conflicting interpretations of value creation across diverse markets relative to the product's home country may be detrimental to a firm's value capture. In this light, the reality of lukewarm results (Ghemawat, 2005) and possible de-internationalization in the future is a plausible scenario. As already delineated, the multisided marketplace of ridesharing platforms emphasizes the importance of their first-tier users

in the realization of their core operational logic. Hence, we understand the clash of interpretation as an impediment to international firms' value capture which ought to be manoeuvred.

In this regard, we conceive of their situated strategic reflections and concessions by first breaking and then re-aligning conflicting meaning-making frames as a form of the 'tactics of compromise and resetting'. While meaning-making involves creating meaning and significance, "destruction or breaking down of meaning" (Pratt, 2000, p. 464) is often required to establish new orders of shared meaning (Leibel et al., 2018). When ridesharing firms encounter challenges to their traditional, pre-existing value capture mechanisms as a result of the conflicting and contradictory meaning frames by their users, they are compelled to critically and fundamentally question, rethink and re-evaluate the organising logic underpinning their business models within specific markets. The dynamic nature of markets and the heterogeneity of consumers (Ritter and Pedersen, 2020) have compelled companies to look for new ways to create and deliver more value to consumers (Amit and Han, 2017; Sturgeon, 2021) in the face of competition. Given these developments, many firms have recognized strategic agility (Shams et al., 2021) as a dynamic capability to quickly respond and adapt to diverse, dynamic and evolving user needs. In this respect, we argue for the utility of meaning-making as a resource (Park, 2010) that such platform firms can leverage to relax their pre-informed operational logics in order adapt to contextual meaning-making cues (Van den Heuvel et al., 2009). Therefore, in the re-alignment of frames, the ridesharing platform firms may move to reset elements of their organising practices to harmoniously integrate their expected practices (what they expected to happen) with the realities of the contextual market (what actually happened as a result of the cultural and institutional voids). Therefore, we propose the following:

Proposition 5: Ridesharing firms move into the tactics of compromise and resetting to realign meaning-making frames to capture value.

4.5 Business Model Adaptation

We now situate our arguments on how contextual meaning-making necessitates some form of compromise in the seemingly robust operational systems of ridesharing platforms within the broader discourse on business model adaption. While our explications on the dynamics of underdeveloped markets rules out trial-and-error experimentation that allows for changes to be made to business modules prior to their full market commercialisation (Magretta, 2002), we conceive of the context-specific operational variation that exists after series of compromise and resetting as an adapted form of the ridesharing platform business model. Several studies in international marketing have emphasized the adaptation strategy as a viable approach for international firms to address contextual variations in foreign markets through localization (Asseraf et al., 2019; Gomes et al., 2020). However, platform business models often lag behind in embracing this approach (Moser and Gassmann, 2016), as they remain deeply rooted in modes of value creation informed by their Westernized origins (Mihailova, 2023; Stallkamp et al., 2022). This has necessitated a re-evaluation of international business theories' ability to elucidate taken-for-granted foreign nuances between platform firms and their ecosystems. This, in turn, has implications for fostering novel value co-creation and value delivery mechanisms in foreign markets (Doh et al., 2017; Nambisan et al. 2019). While existing understanding has primarily leveraged economic, industrial, and strategic approaches to make sense of foreign markets for competitive advantage, a more holistic, contemporary, and inclusive approach towards such business models in the international sphere is required (Hinings et al. 2018; Mihailova, 2023; Nambisan et al., 2017). Hence, the meaning-making perspective in ensuring ongoing relevance for international firms offers a socio-cultural and emic dimension to interpret their foreign market ecosystems. Such meaning emerges at the intersection of social construction and human agency, influencing the multifaceted and ever-evolving meanings people attach to a phenomenon.

In this regard, a firm's value co-creation capabilities hinge on collaboration with its local ecosystems. This is particularly valuable in phenomenological circumstances, such as the advent of

disruptive innovations like platform business models (Ansari and Phillips, 2011; Purdy et al., 2019). Thus, the cycles of interactions within the liminality of re-constructing meaning associated with digital business models yield a diffracted business model that may be profoundly distinct from the original transactional logic or tools within the platforms (Garud et al., 2022). As Van Mesdag (2000) argued, "irrespective of whether a global or any approach to international marketing is contemplated, it is prudent to assume that everything in the foreign market has to be done differently from the way it is done in the home market unless hard proof to the contrary has been obtained" (p. 77). In this vein, the diverging interpretations that are encountered in the internationalisation process become an effective market resource to infuse elements of institutional and idiosyncratic variations in multiple, often contrasting, contexts (Akaka et al., 2013; Theodosiou and Leonidou, 2003; Vern et al., 2000). Hence, the digital platform business models constantly undergo testing, refining, and fine-tuning as competitive wayfinding into the untapped value in underdeveloped markets. This may imply modifications to the design architecture of the models or adjustments to their organising practices. Drawing from these discussions, we argue that subversive user behaviours stemming from users' interpretation of this digital business model serve as agile marketing resources to reshape and adapt such ridesharing platform models to underdeveloped market contexts. Therefore, we propose that:

> *Proposition 6: Ridesharing digital platform models assimilate local layers of meaning to yield diffracted business models to capture value from underdeveloped markets.*

5. Discussion

Ridesharing platforms, albeit woven into the fabric of the contemporary marketplace, represent a new, complex and often challenging potential for international digital firms to co-create and capture competitive value in foreign markets (Mair and Reischauer, 2017). Given that their business models are deeply etched in well-developed markets and robust institutions (Khanna and Papelu, 2005), their occidental practices are extensively subject to varying meaning systems that underpin marketing and economic systems in different contexts. Particularly, their operational tools may

not fully resonate with other social practices and institutional intricacies amongst the heterogeneous nature of their user bases in contexts marked by underdeveloped markets and weak institutions (Smets and Jarzabkowski, 2013). Yet, the existing literature has offered little insight into how these platform business models penetrate and adapt to market contexts that are not fully developed to support their market ideals. In an attempt to conceptualise how digital platforms are replicated with variations in such contexts, we focused on the extant discourse on ridesharing digital platforms to explicate the contextual dynamics that come to shape variant forms of platform business models in underdeveloped markets.

In this vein, we argued that the situated and contextual challenges that shape digital platform business models' adaption in underdeveloped markets exist within an unfolding interplay of conflicting interpretations of value co-creature and capture modes. Although this abstraction could be rightfully captured by theories on cognitive legitimacy, sensemaking and institutional voids (Rana and Sørensen, 2021; Weick et al., 2005), we drew on the social construction of meaning through 'collective contest of interpretations' as the underlying logic for the perceptual contest that shapes value co-creation modes within a digital platform business model in underdeveloped markets. This allowed us to espouse six propositions constituting an integrated framework that offers a novel way to unpack the different sources of contestation of meaning of digital platforms, which could serve as a market resource to localize and adapt to the peculiarities of contexts (see Figure 1). Hence, the construction of logics and mental modes that emerge at the intersection of institutional voids and cultural holes (Khanna and Palepu, 2005; Pachucki and Breiger, 2010) leads to the eruption of a clash of interpretations of digital business models in a way that impedes value co-creation and capture from digital ridesharing platforms. These contestations manifest in first tier platform users' subversive practices, which are informed by their perceived organising schemas for value creation and capture in such platforms (Lee et al., 2015; Rangaswamy et al., 2020). Yet, through the tactics of compromises that enable digital platform providers to draw on divergent interpretations to modify their business models to local ways of organising, a diffracted

form of the business model is established to achieve sustained value capture in contexts marked

by weak institutions and underdeveloped markets.

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In rethinking international marketing strategies through this framework to delineate our

contributions, we are particularly interested in the dichotomy between predetermined meaning-

making frames that form the foundation of the ridesharing digital business models and the

situational, subjectively interpreted nuances encountered in underdeveloped market contexts.

This dynamic interaction serves to explain the subversive challenges confronted by digital

ridesharing platform providers in these regions, hence explicating strategic wayfinding toward

adaptation in such distinctly diverse markets. Furthermore, our meaning-making theoretical

perspective helps to extend discourse on digital platforms in the international market literature

beyond the boundaries of existing marketing theories. Over and above the conceptual constraint

to geographical inclusivity (Fainshmidt et al., 2018; Paul, 2019; Sheth, 2011) as a marketing strategy

of international firms, we explicate an understanding of socio-cognitive processes of market

adaptation that characterise the new and innovative digital platform ecosystem. Thus, while

cognitive legitimacy is imperative to triggering network effects, and consequently mustering

sociopolitical legitimacy for such new business models (Garud et al., 2022), we offer deeper insights

into the underlying mechanism through which cognitive tensions emerge as a form of contesting

interpretations, which, in turn, permits natural inference to be made to modify the operational

models of a digital platform.

5.1 Practical Implications

Our study yields two practical implications. First, we offer digital ridesharing platform firms a

means of enhancing the market penetration strategies of their often Western-oriented business

models in contextually dissimilar markets (Sharma et al., 2020). Thus, while entry into similar

contexts may appear to be a rather simplistic linear path, with regulatory conflicts and competitive resistance (Aversa et al., 2021; Uzunca et al., 2018), it is important to perceive entry into underdeveloped markets as a co-evolving process that assimilates diverse idiosyncratic interpretations of firms' business models. Value capture in such contexts therefore requires an agile platform that allows variant operational forms to thrive while focusing on expansion opportunities to protect new value capture modes. Such capability, we argue, could be developed by attuning to the constructive conflict of interpretations that help to carve out a robust system of value capture.

Second, our study also draws attention to the conflicting interpretations that fuel subversive user behaviours and practices on digital platforms (Rangaswamy, 2020; Rosenblat and Stark, 2016; Van Doorn 2017). This implies that beyond broader regulatory, institutional, and financial constraints that platform firms need to navigate in underdeveloped markets, there are shared habituated tendencies of users that are rooted in their prevailing practices which fuel a collective disposition to engage in subversive behaviours. Interestingly, even the ridesharing platform is itself conceived by users as an avenue to subvert the boundaries or constraints of the established institutions in such contexts (Heeks et al., 2021). These socio-cultural practices that are tied to socio-cognitive frames for meaning-making— often eluding consequential reasoning of managers— forms core process through which the first-tier users with whom platform firms have direct contractual relations construct an interpretation of the business model (Park, 2010). In light of this, we encourage managers of digital platform firms to adopt organisational values that incorporate localised ways of doing, focusing on the specific needs and orientations of their users with their expectations to reach a middle-ground alignment. Such compromise and alignment with user-contextualised orientation would enable platform firms to establish a shared-system of meaning that would lead to the realisation and capture of value needed to maintain their competitive edge. Consequently, the digital platform firms would need to re-define their operational goals beyond satisfying market needs to accrue rent and capture value, but also

include deliberate efforts to fill structural and institutional voids as well as improve market functioning.

5.2 Limitations and Opportunities for Future Research

While our study presents valuable contributions and novel insights, we acknowledge that there are some limitations which also point to opportunities for future research. First, our study sheds light on how having an appreciation of the social construction of meaning in an underdeveloped market context could go far enough to both capture sustainable value and address social and institutional inefficiencies that impede widespread economic growth in such contexts. Yet, while we do not map out in great detail how, and to which extent, platform firms could foster such socio-economic and structural change in underdeveloped contexts, future research could draw on basic insights from this study to further explore how these firms could reshape and refine cognitive, normative, and regulative structures and practices to stabilize social behaviour in such contexts. Here, it is worth emphasizing the huge economic potential of developing contexts which would only be fully exploited if the recent turn to *platformization* is able to address grand social issues and enable institutional development (Heeks et al., 2021; Uzunca et al., 2018 Marquis and Raynard, 2015); thereby generating a positive effect on the overall economy of underdeveloped context.

Second, our meaning-making perspective allowed us to conceptualise and articulate value creation within a ridesharing platform as a form *co-creation (*Schultz et al., 2023). To wit, we delineated clash of interpretation impeding the creation and capture of value as ongoing tensions that exists in an interactive value creation and capture mode. We argued that this process provides socio-cognitive system within which conformity of meaning between ridesharing platform firms and their users comes to be defined. This submission however calls for further empirical examination to underscore how the participatory activities of users in co-creating value exist in a pre-constructed digital platform. Here, important insights could the extracted from this study to initiate enquiry into the interactive exchanges that generate adaptive solutions for re-shaping or extending value offering of digital platform firms beyond the initial boundaries of thought on how

or what value could be co-created and captured (Ramaswamy and Ozcan, 2018; Ranjan and Read, 2016).

6. Conclusion

In conclusion, digital sharing platforms have come to dominate the contemporary marketplace, and their disruptive tendency for existing business models will ensure their continued interest in scholarly inquiry in the coming years. In this paper, we have sought to contribute to the burgeoning discourse on ridesharing digital platforms in the sharing economy to yield important contributions to the international marketing and strategy literature. We hope that our study and the conceptual framework presented will not only push boundaries, but also jumpstart conversations on the significance of digital platforms, interpretations, and the contextual nuances of markets in the contemporary epoch, as it appears that the perspective of meaning-making has often been overlooked. With this novel framework, international digital firms are presented with an international marketing perspective—one that promotes the seizing, sustaining, and facilitating of value capture within contexts marked by underdeveloped markets and weak institutions.

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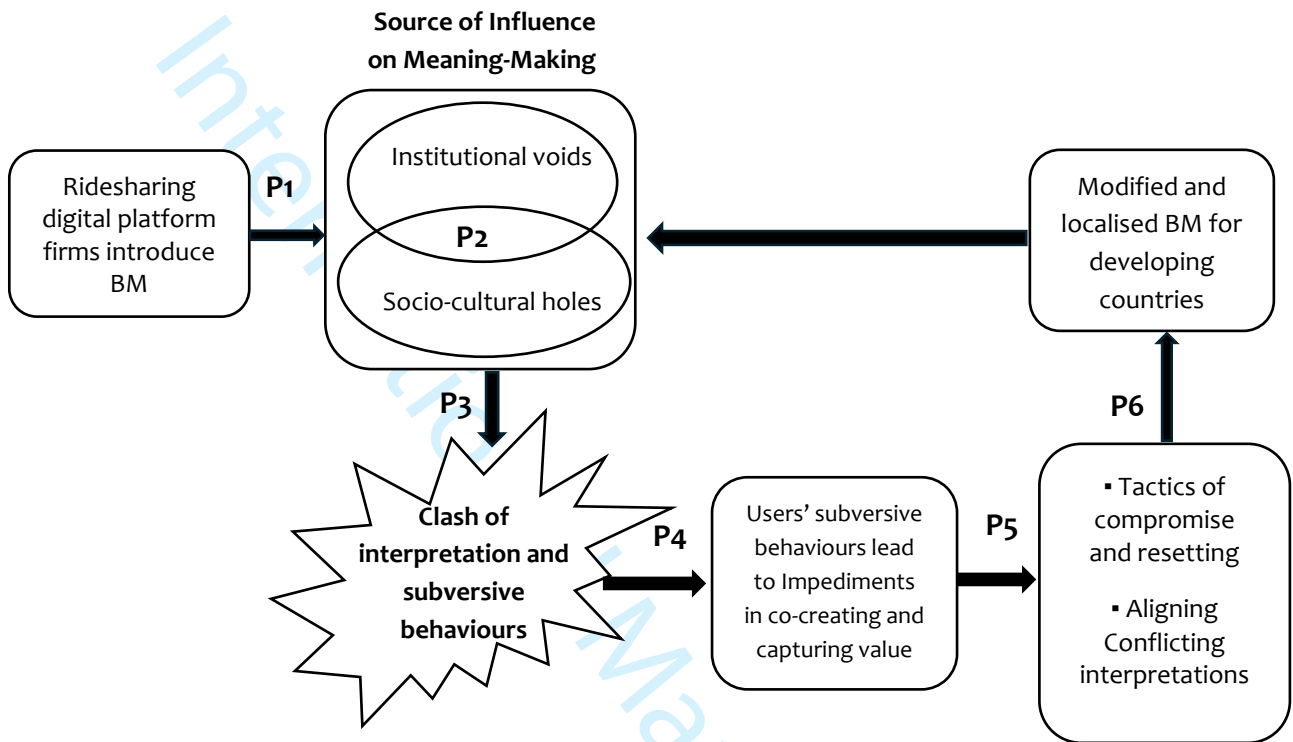
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FIGURE 1: Conceptual Model for the Meaning-Making of Digital Ridesharing Platforms in contexts of underdeveloped Markets and Institutions

Source of Influence on Meaning-Making

Ridesharing digital platform firms introduce BM

P1

Institutional voids

P2

Socio-cultural holes

Modified and localised BM for developing countries

P3

Clash of interpretation and subversive behaviours

P4

Users' subversive behaviours lead to Impediments in co-creating and capturing value

P5

▪ Tactics of compromise and resetting

▪ Aligning Conflicting interpretations

P6

Table 1: A summary of past studies on ridesharing digital platforms

	Author (year)	Research question	Method and data	Theoretical lens	Key findings
1.	Ciulli and Saka-Helmhout (2023)	What is the role of institutional voids in ride-hailing platform governance in developing countries?	(Qualitative—interviews and secondary data)	Platform governance	Delineate how deploying coercive and enabling can address institutional voids in developing countries
2.	Lui et al. (2023)	How do ridesharing firms' legitimacy management strategies and institutionalisation co-evolve to resolve the changing ethical controversies among diverse stakeholders?	(Qualitative case study— Interviews, journalistic articles, corporate releases)	Co-evolutionary perspective	Key stakeholders' value priorities indicate ethical controversies, and the legitimation of ridesharing platforms fluctuates between ridesharing firms and key stakeholders.
3.	Möhlmannn et al. (2023)	How do rideshare workers "make sense" of the tensions associated with algorithmic activities impacting their behaviours?	(Qualitative single case study—interviews and documents)	Algorithmic sensemaking	Algorithm sensemaking triggers different reactions from platform workers to regain agency, such as spotting loopholes and gaming the Uber algorithm (market-like responses)
4.	Garud et al. (2022)	What challenges do ridesharing ventures confront upon permissionless entry into existing ecosystems where their products or services violate existing regulations?	(Qualitative case study, secondary documents)	Legitimacy theory	Firms could deploy a series of interrelated market and nonmarket strategies to gain both cognitive and sociopolitical acceptance.
5.	Tan et al. (2022)	Why do users engage in ridesharing in the tourism industry?	(Quantitative, Econometrics—survey data)	Self-determination theory and technology acceptance model	Users will participate in ridesharing based on consumption competency, peer-to-peer consumption spillover, and car service availability.
6.	Si et al. (2022)	What factors drive the continuance intention in ridesharing platforms?	(Quantitative—online data survey)	Expectation confirmation model	Driving factors for user continuance intention are satisfaction, perceived usefulness, economic benefits, environmental awareness, and platform incentives.
7.	Punt et al. (2021)	To what extent do the local institutional conditions and global legitimacy spillovers affect the choices of ridesharing platform businesses about where to operate?	(Quantitative—secondary dataset)	Institutional theory	Explicates mechanisms for ridesharing platforms' preference for regions with weak labour institutions, strong political and economic institutions, and regions with a high visiting influx of their existing global users
8.	Kobis et al. (2021)	What is the common denominator of the positive and negative consequences for participants in the ride-sharing economy	(Review paper)	Transparency-based sharing framework	Positive consequences stem from the infrastructural characteristics of the sharing economy, whereas most negative consequences stem from ambiguities inherently associated with sharing-economy activity

9.	Rong et al. (2021)	To investigate whether CSV activities assist sharing platforms in retaining sustainable innovation at their ecosystem level.	(Conceptual)	Shared value approach	Embedding virtue ethics and local culture in sharing economy practices preserves sustainable innovation with key ecosystem partners.
10.	Karanovic et al. (2021)	How and why do workers respond to new forms of organising in the platform economy across different regulatory environments?	(Qualitative case study, forum data, interviews, and documents)	Resource dependence theory	Workers do not always adopt organising solutions but actively oppose or supplement them. Platform workers' responses vary with different local regulatory structures, affecting their mutual dependency and balance of power with platforms
11.	Zeng et al. (2021)	What is the value creation process of sharing economy-based firms operating in emerging markets?	(Exploratory qualitative case studies— interviews and archival data)	Resource-Based View	Delineates three main mechanisms for value creation: constructing adaptation, building big-data-driven network effects, and enabling ecosystem resource coordination.
12.	Aversa et al. (2021)	How do digital firms' market entry strategies lead to divergent responses by non-market stakeholders?	(Longitudinal comparative case study— archival data)	Strategic categorization	Develops a category priming through which digital new entrants, through self-categorization, can enduringly impact the nature of the responses of non-market stakeholders.
13.	Heeks et al. (2021)	What are the institutional actions of digital platform companies in developing countries?	(Qualitative— interviews, observations, and secondary literature	Institutional theory	Elucidates the three strategies of platform firms in developing countries as well as the four categories of the market-related institutional void present in developing countries.
15.	Boateng et al. (2019)	What are the factors that drive consumers to use Uber?	(Quantitative— surveys)	Social exchange theory	Outlines elements of economic and socio-emotional dimensions and their impact on people's participation in the sharing economy
16	Paik et al. (2019)	What is the role of political competition in influencing the regulatory stance of cities towards ridesharing platforms?	(Mixed method— archival data and interviews)	Political competition	In instances of less political competition, ridesharing platforms are more likely to be banned, and in cities with larger populations and higher unemployment rates, this effect is less pronounced.
17.	Zeng et al. (2019)	What is the value creation process of multi-sided platform firms for their diverse stakeholders in emerging markets	(qualitative multiple case studies— interviews and secondary data)	Internalization and network theory	Findings suggest that internalization theory needs to shift its focus from the 'boundaries of the firm' to the 'boundaries of the local network in adapting their business models
18.	Guda and Subramanian (2019)	What platform strategies explicitly account for how workers strategically move between locations to maximize their expected earnings?	(Conceptual paper)	Pricing	Delineates strategies for effectively managing on-demand service with independent workers.
19.	Uzunca et al., (2018)	How do ridesharing firm strategies to gain legitimacy by shaping the institutional environment have different effects in different country contexts	(Qualitative multi-case study— interviews, secondary and archival data)	Institutional theory	When countries are more strongly institutionalized, firms with disruptive and transformative strategies (such as Uber) may achieve rapid but short-term gains but will receive less resistance from less institutionalised countries

20.	Benoit et al. 2017	What are the roles of the three actors (platform provider, platform service provider, and consumer user) involved in the exchange in collaborative consumption?	(Conceptual)	Conceptual consumption	Delineates mechanism of the Collaborative Consumption Triangle along three dimensions: motives, activities and resources and capabilities of each other
21.	Lamberton and Rose (2012)	Beyond the cost benefits of sharing, what other factors promote commercial ridesharing's attractiveness?	(Quantitative—Online surveys)	Augmented Utility Model	Functionality utility and the perceived risk of product scarcity is a significant factor in participating in ridesharing