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An integrated business model for the management and scaling of networked enterprises in the men's grooming industry

Rostyslav Kyseliuk,

Master's Degree, Chief Executive Officer, RossBossBarber LLC,
Sacramento, California, USA, <https://orcid.org/0009-0003-0700-0927>

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Abstract. Conditions for developing the service economy highlight the need for comprehensive approaches to managing and scaling network enterprises, ensuring the integration of strategic, process, digital, financial and customer-oriented management components. The **purpose of the study** is to develop an integrated business model for the management and scaling of network enterprises in the men's grooming industry, taking into account industry specifics, features of service activities and modern requirements of digital transformation. The **methodological basis** is the system and process approaches, adaptation of the Business Model Canvas to industry specifics, SWOT and PESTEL analysis, GAP analysis, Value Chain Analysis, expert assessment for verification of structural elements of the model, economic modeling of financial indicators of a typical network point and digital modeling of business processes in the Bizagi Modeler environment. The **study results** are presented as an eight-component conceptual model that integrates strategic, process, organizational, digital, financial, customer, scaling and efficiency management blocks. A digital management architecture based on integrating CRM and ERP systems is proposed, providing a single information



space for the network; a balanced KPI system for all management levels (network, point, barber) and a risk assessment matrix with specific response plans are developed. The financial model of a typical point demonstrates an EBITDA margin of 16–18%, ROI of 28–32% and a payback period of 18–24 months. A four-stage scaling model (pilot, regional, national, international stages) with a mixed approach combining franchising and corporate opening is substantiated. **Conclusions.** The feasibility of using an integrated approach to managing and scaling network enterprises in the men's grooming industry is substantiated. The proposed business model expands scientific and methodological approaches to managing service networks and can serve as a practical tool for improving management systems, standardizing business processes and ensuring sustainable development of enterprises in the industry.

Keywords: integrated business model, men's grooming, chain enterprises, scaling, digital transformation, business process management, franchising, KPIs, service management, dynamic capabilities.

Інтегрована бізнес-модель управління та масштабування мережеских підприємств індустрії чоловічого грумінгу

Киселюк Ростислав,
магістр, генеральний директор, RossBossBarber LLC,
м. Сакраменто, штат Каліфорнія, США,
<https://orcid.org/0009-0003-0700-0927>

Анотація. Умови розвитку сервісної економіки актуалізують потребу у формуванні комплексних підходів до управління та масштабування мережеских підприємств, що забезпечують інтеграцію стратегічних, процесних, цифрових, фінансових і клієнтоорієнтованих складових управління. **Метою дослідження** є розроблення інтегрованої бізнес-моделі



управління та масштабування мережевих підприємств індустрії чоловічого грумінгу з урахуванням галузевої специфіки, особливостей сервісної діяльності та сучасних вимог цифрової трансформації. **Методологічну основу** становлять системний та процесний підходи, адаптація Business Model Canvas до галузевої специфіки, SWOT- та PESTEL-аналіз, GAP-аналіз, Value Chain Analysis, експертне оцінювання для верифікації структурних елементів моделі, економічне моделювання фінансових показників типової точки мережі та цифрове моделювання бізнес-процесів у середовищі Bizagi Modeler. **Результати дослідження** представлено у вигляді восьмикомпонентної концептуальної моделі, яка інтегрує стратегічний, процесний, організаційний, цифровий, фінансовий, клієнтський блоки, блок масштабування та блок управління ефективністю. Запропоновано цифрову архітектуру управління на основі інтеграції CRM та ERP-систем, що забезпечує єдиний інформаційний простір мережі; розроблено систему збалансованих KPI для всіх рівнів управління (мережа, точка, барбер) та матрицю оцінювання ризиків із конкретними планами реагування. Фінансова модель типової точки за сценарним підходом демонструє можливість досягнення EBITDA-маржі в межах 16–18%, при цьому базовий розрахунок становить 16,7%, ROI – 28–32% та термін окупності інвестицій – 18–24 місяці. Обґрунтовано чотириетапну модель масштабування (пілотний, регіональний, національний, міжнародний етапи) зі змішаним підходом, що поєднує франчайзинг і корпоративне відкриття. **Висновки.** Обґрунтовано доцільність використання інтегрованого підходу до управління та масштабування мережевих підприємств індустрії чоловічого грумінгу. Запропонована бізнес-модель розширює науково-методичні підходи до управління сервісними мережами та може бути використана як практичний інструмент для вдосконалення системи управління, стандартизації бізнес-процесів і забезпечення сталого розвитку підприємств галузі.



Ключові слова: інтегрована бізнес-модель, чоловічий грумінг, мережеві підприємства, масштабування, цифрова трансформація, управління бізнес-процесами, франчайзинг, KPI, сервісний менеджмент, динамічні спроможності.

Problem statement. In the context of the economy's digital transformation and the growth of the service sector, effective management and scaling of network enterprises are particularly relevant. One of the most promising areas is the men's grooming industry, whose development is accompanied by increased competition, higher service-quality requirements, and the active implementation of digital technologies in business processes.

In modern conditions, the competitiveness of network enterprises is increasingly determined by the ability to integrate strategic, process, digital and customer-oriented management components into a single business model. At the same time, scaling service enterprises differs significantly from scaling a manufacturing business, as it requires ensuring uniform service standards, developing personnel competencies, coordinating business processes and maintaining stable service quality across all divisions of the network.

This problem is especially relevant for enterprises in the men's grooming industry, where service quality largely depends on personnel skills, service personalization and the efficiency of operational organization. Despite existing scientific interest in the problem, the development of an integrated business model that comprehensively combines strategic management, digital technologies, standardization of business processes, financial mechanisms and a customer-oriented approach to ensure effective scaling of network enterprises in the male grooming industry remains insufficiently researched. This makes the research relevant.

Analysis of recent research and publications. Studying the features of the formation and development of business models of enterprises in the digital economy



is one of the most dynamic areas of modern scientific research. In recent years, scientists' attention has shifted from the traditional understanding of the business model as a way of creating economic value to its interpretation as an integrated management system that functions within the business ecosystem. In particular, D. M. Haftor, R. Costa Climent and A. Kallmuenzer [1] argue that the effectiveness of a modern business model is determined not only by the enterprise's internal resources, but also by its interactions with partners, customers and other participants in the business ecosystem. The further development of the concept of business models is inextricably linked to digital transformation and the high dynamics of the market environment. P. Spieth, P. Breitenmoser and T. Röth [2] argue that modern business models should be innovative, adaptive and capable of continuous updating of the mechanisms of value creation, delivery and appropriation. X. Chen and D. Thapa [3] consider a business model as an open system, the development of which is determined by the interaction of the enterprise with the business ecosystem, digital technologies and a network of stakeholders. K. Möller, S. Nenonen and K. Storbacka [4] made a significant contribution to the development of the concept of network enterprises, showing that modern competition increasingly takes place between enterprise networks and business ecosystems. M. Palmié, A. Aebbersold, P. Oghazi, N. Pashkevich and O. Gassmann [5] emphasize the need to integrate digitalization, innovation and sustainable development principles as the basis for the evolution of modern business models.

The issue of scaling network enterprises is most thoroughly investigated in works devoted to franchise development models. T. M. B. Rebouças, L. R. Marciano, N. C. R. Souza and A. W. B. Neves Filho [6] prove that business model innovations are a key prerequisite for ensuring the long-term profitability of franchise networks. R. Newbery, K. McKague, P. Muñoz and J. Kimmitt [7] justify the feasibility of using a configuration approach to assessing the performance of franchise enterprises. At the same time, C. M. Sashi and G. Brynildsen [8] emphasize the importance of digital communications, customer relationship



management and the use of social networks to increase the efficiency of franchise systems. D. Samodina [9] develops predictive models for assessing operational and financial risks in networked service enterprises, utilizing deep learning techniques to forecast critical performance indicators that affect the viability of scaled franchise systems.

A separate area of modern research focuses on the development of enterprises in the male grooming industry. A. H. Ahmad Azahri, A. L. Dzulkamal, M. Z. H. Roskeman and A. R. A. Dahlan [10] proposed a conceptual business model of a barbershop as a tool for entrepreneurship development and job creation. H. M. Sovei [11] investigated the features of forming a sustainable barbershop business model, focusing on the combination of economic efficiency and long-term competitiveness. V. Prokop, D. Zapletal, J. Stejskal, C. Giglio and A. Appolloni [12] made a significant contribution to the development of the theory of business model innovation by establishing the relationship between the elements of a business model and the radicality of product innovations. Among Ukrainian scientists, O. A. Shvydanenko and K. S. Boychenko [13], V. M. Bakay and O. V. Pylypyak [16], M. V. Kohut and E. Yu. Len [15] study network business models, franchising and standardization of business processes as tools for developing service enterprises. P. Hneletska [16] establishes that integrating generative artificial intelligence into customer engagement and personalized service delivery in networked business significantly enhances marketing effectiveness and operational scalability, supporting the development of adaptive business models.

The works of R. Mancha and S. Gordon [17] and P. J. Carlborg, N. Hasche and J. Kask [18] complement these approaches, focusing on platform strategies, digital transformation and mechanisms for adapting business models to changes in the market environment. N. Kashchena, R. Ostapenko and V. Veliieva [19] prove that modern business analytics tools provide support for making management decisions based on data processing. At the same time, P. C. Verhoef, T. Broekhuizen, Y. Bart, A. Bhattacharya, J. Q. Dong, N. Fabian and M. Haenlein



[20] argue that digital transformation changes the principles of value creation, interaction with consumers and the formation of competitive advantages of enterprises.

Highlighting the unresolved part of the problem. Despite the significant scientific achievements, most studies consider individual aspects of business modeling, digital transformation, franchising or service enterprise development. At the same time, modern scientific literature offers practically no comprehensive approach that integrates strategic management, digital technologies, standardization of business processes, franchising mechanisms, customer orientation and scaling into a single business model for managing network enterprises in the male grooming industry. This scientific gap determines the relevance of the study.

Formulation of the objectives of the article (task statement). The article aims to substantiate theoretical and methodological approaches to forming an integrated business model for managing and scaling network enterprises in the male grooming industry.

The study follows a systems approach, treating a network enterprise as a holistic system of interconnected elements: strategy, processes, organizational structure, digital technologies, finances and customers. The process approach analyzes the enterprise's activities as a sequence of business processes that create value for the client. The tool for structuring the business model is the Business Model Canvas, adapted to the specifics of the male grooming industry, taking into account the critical role of personnel, the need for standardization of procedures and the high sensitivity of customers to the quality of service.

PESTEL analysis was used to diagnose the external environment, and SWOT analysis was used to diagnose the internal environment. GAP analysis identified gaps between the current and desired state, and Value Chain Analysis was used to identify activities that create value. Expert evaluation was used to verify the model's structural elements and determine the priority of management decisions. The expert group included owners and top managers of operating networks, as well as scientists



and consultants. Expert assessments formed the basis of multi-criteria analysis using the Analytic Hierarchy Process. Economic modeling was used to develop a financial model of a typical network point, and scenario analysis was used to account for uncertainty in the external environment. Digital modeling of business processes was performed using Bizagi Modeler. The empirical basis of the study consisted of financial reporting data from fifteen network enterprises in the men's grooming industry in Ukraine for 2020–2025, the results of an expert survey, and data from international research organizations, the Scopus and Web of Science databases. Statistical data processing was carried out using Microsoft Excel.

Presentation of the main research material. Based on the analysis and synthesis of theoretical approaches, empirical data and expert assessments, an author's integrated business model for managing and scaling network enterprises in the men's grooming industry has been developed (fig. 1). The model consists of eight interrelated components: the strategic block defines the mission, vision, strategic goals and competitive position of the network; the process block describes key business processes and mechanisms for their management; the organizational block defines the management structure, personnel management system and corporate culture; the digital block provides technological infrastructure – CRM, ERP, records management systems and analytics; the financial block covers budgeting, forecasting and cash flow control; the client block focuses on managing customer experience, loyalty and feedback; the scaling block defines the mechanisms and stages of network expansion; the performance management block provides KPI monitoring and risk management.

A key feature of the model is its cyclical nature. Thus, data from the client block (NPS, frequency of repeat visits) is fed into the analytical subsystem of the digital block, where it is processed and transmitted to the strategic block to adjust marketing strategies. The financial block not only provides resources for digital investments, but also receives accurate forecasts of income and expenses from the digital block based on historical data, which improves budgeting accuracy. The

organizational block, in turn, depends on the process block - standardized personnel training procedures cannot be implemented without clearly described business processes. The scaling block relies on all the previous ones – the franchise offer can be launched only after the strategy, processes, digital architecture and financial model achieve stable operation. This approach is consistent with Teece, Pisano and Shuen's concept of dynamic capabilities, which emphasizes the firm's ability to sense, seize and transform assets to achieve competitive advantage.

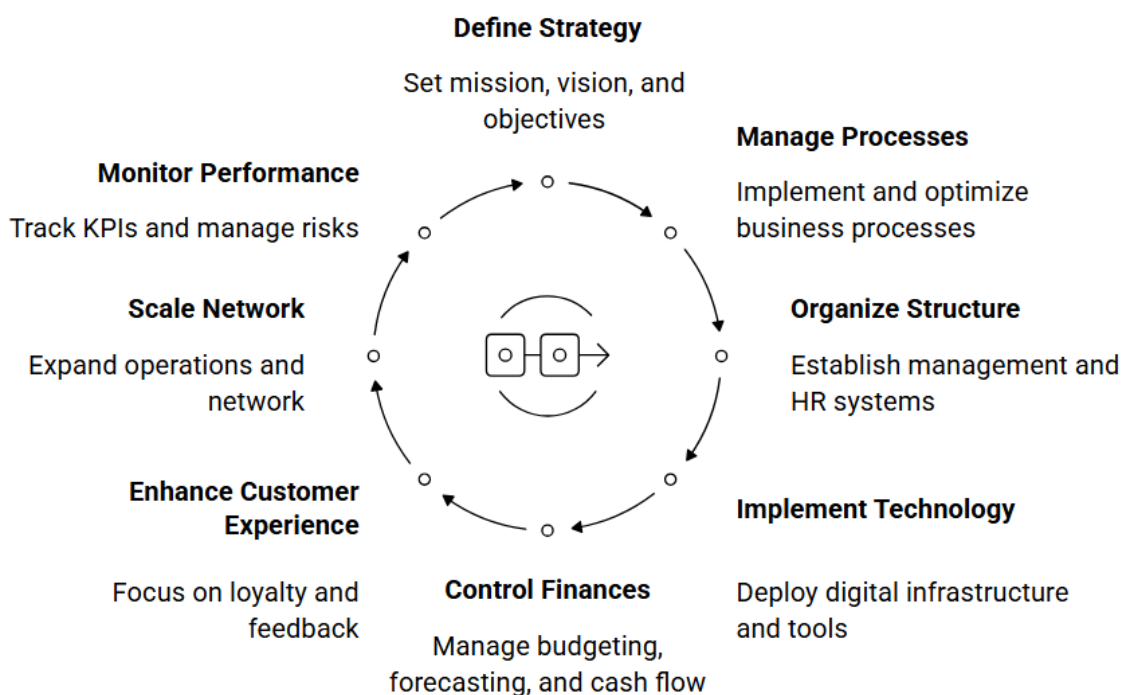


Fig. 1. Conceptual architecture of an integrated business model for managing and scaling network enterprises in the men's grooming industry

Source: author's development

The strategic block is the foundation of the model. The conducted PESTEL analysis showed that for the Ukrainian men's grooming market, the most significant factors are social (growth of grooming culture among men, spread of trends through social networks), technological (cheaper cloud solutions, availability of CRM for small businesses) and economic (fluctuations in purchasing power, growth in rental rates) factors. SWOT analysis, based on generalized data from fifteen operating chains and expert assessments, revealed key strengths and threats, summarized in Table 1. Based on the SWOT analysis, the network's mission was formulated: to



provide high-quality men's grooming services through a standardized, technologically supported and customer-oriented management system. Strategic goals for the next three years include: an annual increase in the number of points by 30%, achieving a customer satisfaction level of at least 95%, ensuring a return on investment of at least 25% and a complete digital transformation of key business processes. The latter is especially important, since digital transformation requires not just implementing technologies, but also deeply restructuring the business model and creating new value for the client.

Table 1

SWOT analysis of chain enterprises in the men's grooming industry

Strengths	Weaknesses
High customer loyalty to the brand	High dependence on qualified barbers
Standardized service delivery processes	Difficulty of quality control in remote locations
Effects of scale (economies of scale in procurement, marketing)	Limited financial resources for expansion
Developed corporate culture	Insufficient digital maturity
Opportunities	Threats
Growth of the men's grooming market	Intensifying competition
Digitalization of business processes	Changing consumer preferences
Development of franchise models	Economic instability
Using social media to attract customers	Human resource shortage

Source: author's development

The process block covers all main and auxiliary activities. Using Value Chain Analysis and modeling in Bizagi Modeler, eight key processes were identified: provision of grooming services, management of customer records, sale of related products, management of customer experience, personnel management, procurement and logistics management, financial management, marketing and promotion. In addition, detailed technological maps have been developed for each service (men's haircut, beard trimming, styling, shaving, care complexes), including a list of necessary tools and consumables, the timing of each stage, work acceptance criteria and rules for communication with the client. This approach aligns with the principles of Lean Management, which involves maximizing customer value by eliminating costs (waste). Process modeling revealed that the most critical



bottleneck is record management; in points where manual recording was used, barbers' utilization did not exceed 55–60%, while with the introduction of an automated system it increased to 75–80%.

The organizational unit defines the management structure and personnel management system. A matrix structure is proposed, combining functional division (central office with marketing, purchasing, finance, HR, IT departments) and geographical (regional managers who oversee a group of points). The key innovation is the creation of an internal training center – the Barber Academy – which handles recruitment, basic training, advanced training and personnel certification. The career growth system provides for four levels: trainee, barber, senior barber (mentor), point manager. The motivational model includes a fixed part (salary) and a variable part (percentage of revenue and bonuses for feedback and KPI performance). As noted by K. Möller, S. Nenonen, and K. Storbacka [4], organizational design should align with the business model, especially in service enterprises, where human capital is a key asset. The digital block provides a technological infrastructure based on integrating cloud CRM and ERP with modules for managing records, inventory, finances and personnel. Integrating CRM and ERP systems creates a single information environment for managing customer data, which is an important element of the digital transformation of the enterprise's business processes and improves the quality of interaction with customers [20]. The mobile app for clients provides online booking, push reminders, service history viewing, bonus accumulation, personalized recommendations and feedback. For staff, there is a separate app through which barbers can see their schedule, client history, their KPIs and take online training. Such a digital ecosystem is critical for building dynamic capabilities in the digital age.

The financial block is based on detailed budgeting and financial modeling of the activities of a typical point of sale in a network enterprise in the men's grooming industry. To assess the network's potential efficiency, a baseline activity scenario



was developed that accounts for income structure, operating expenses and key financial results.

Based on the results of the author's economic modeling, a baseline scenario of the functioning of a typical point of a network enterprise in the men's grooming industry was formed. According to the calculations, the projected annual income of a typical point is UAH 2.25 million. The cost structure provides for variable costs (materials, commission payments and related operating expenses) at 44% of income, ensuring a marginal profit of about UAH 1.26 million. Fixed operating costs, including rent, personnel costs, marketing support, utility and administrative expenses, are set at 39.3% of income. With these parameters, projected EBITDA is about UAH 375 thousand, or 16.7% of revenue, and net profit after depreciation and financial expenses is about UAH 300 thousand, corresponding to 13.3% of revenue. The obtained indicators were used as a basis for assessing the economic efficiency of the proposed integrated business model.

The estimated payback period of the initial investment under the baseline scenario is 18–24 months. The sensitivity analysis showed that the most significant factor influencing the financial result is the level of point utilization: a 10% change can change EBITDA by approximately 7–8%. At the same time, a 10% change in the rental rate affects EBITDA by approximately 4–5%, and a 10% change in the cost of materials affects EBITDA by 2–3%.

The calculations presented result from the author's economic modeling of a typical point of a network enterprise in the men's grooming industry and are used to assess the effectiveness of the proposed integrated business model.

The client block aims to build long-term relationships through personalization. Customer segmentation is based on three criteria: visit frequency, average check and channels of engagement. The loyalty program is implemented through cumulative bonuses (5–10% of the cost of services) and membership programs with a fixed subscription fee. Feedback collection is continuous: after each visit, the client evaluates the quality, speed, cleanliness and impression of the barber.



The data is aggregated into an analytical panel, where NPS and CSAT are calculated for each point and each barber. Target values: $NPS \geq 75$, $CSAT \geq 95\%$. When these indicators fall below the threshold, the system automatically triggers a signal for the regional manager.

The scaling block describes the phased process of expanding the network using a mixed model - a combination of corporate opening and franchising [14, 15]. Four stages are identified: pilot (1–3 points) – development of a business model and standards; regional (4–10 points) – formation of a management team, implementation of CRM/ERP, development of a franchise package; national (11–50 points) – launch of franchising, scaling through partners; international (50+ points) – entry into foreign markets. The franchise package includes a brand book, technological maps, procurement regulations, marketing materials, training programs and access to a centralized booking and analytics system. Royalty is set at 5–7% of the point's revenue, plus a lump-sum contribution of 300–500 thousand UAH, depending on the region.

The efficiency management block provides systematic monitoring of strategic goal achievement, assessment of the effectiveness of the activities of individual structural elements of the network, and development of risk management. Within the framework of the proposed business model, a balanced KPI system has been developed that covers four key management perspectives: financial results, customer value, internal business processes and training and development of personnel (Table 2).

Table 2

Author's KPI system for assessing the effectiveness of a network enterprise in the men's grooming industry

Level	Category	KPI	Target value
Network	Finance	Revenue per point	Scaling effectiveness assessment
Network	Finance	EBITDA	Operational efficiency
Network	Finance	ROI	Investment efficiency
Network	Growth	New points	Network scaling
Network	Clients	NPS	Customer loyalty



Point	Finance	Revenue	Financial performance
Point	Operations	Loads	Resource efficiency
Point	Clients	Repeat visits	Customer retention
Point	Staff	Staff turnover	Staff stability
Barber	Productivity	Customers per day	Labor productivity
Barber	Quality	Customer rating	Service quality

Source: developed by the author based on [6; 7; 8; 12; 17–20]

At the network level, it is proposed to use strategic performance indicators, in particular, revenue per point, EBITDA margin, ROI, network expansion rate and customer loyalty level (NPS). For a separate point of the network, the KPI system includes indicators of revenue, staff load, share of repeat client visits, and level of personnel stability. At the level of an individual barber, it is proposed to assess labor productivity, quality of customer service and efficiency of sales of additional goods and services.

The proposed KPI system is the author's development and is used to comprehensively assess the effectiveness of management in network enterprises in the male grooming industry. The indicators were selected with modern approaches to assessing the effectiveness of business models, franchise systems, digital transformation and analytical support for management decisions [17–20]. The author defines the given KPI target values as practical guidelines for assessing the effectiveness of the network and are not a direct borrowing from the given sources.

Estimated modeling of the network's operating parameters demonstrates the potential for achieving an EBITDA margin of 16–18%, an ROI of 28–32% and a payback period of 18–24 months, provided that the proposed business model is effectively implemented. It was established that one of the key factors influencing financial results is the load factor of points, since increasing resource-use efficiency is directly related to optimizing records, customer service and digital management systems. The results indicate the practical suitability of the proposed model as a scientific and methodological basis for developing network service enterprises. An algorithm for implementing the model has been developed, consisting of eight consecutive steps (fig. 2): diagnostics of the current state of management; strategic

planning; development of a process model; digital transformation; organizational design; financial modeling; customer-oriented tuning; launch of scaling with constant monitoring and adjustment. Each stage is accompanied by control points - intermediate results that confirm readiness to move to the next stage. This approach complements existing research on network structures and franchise models, as it focuses not only on the mechanisms of network expansion but also on ensuring the stability of the operating model during growth.

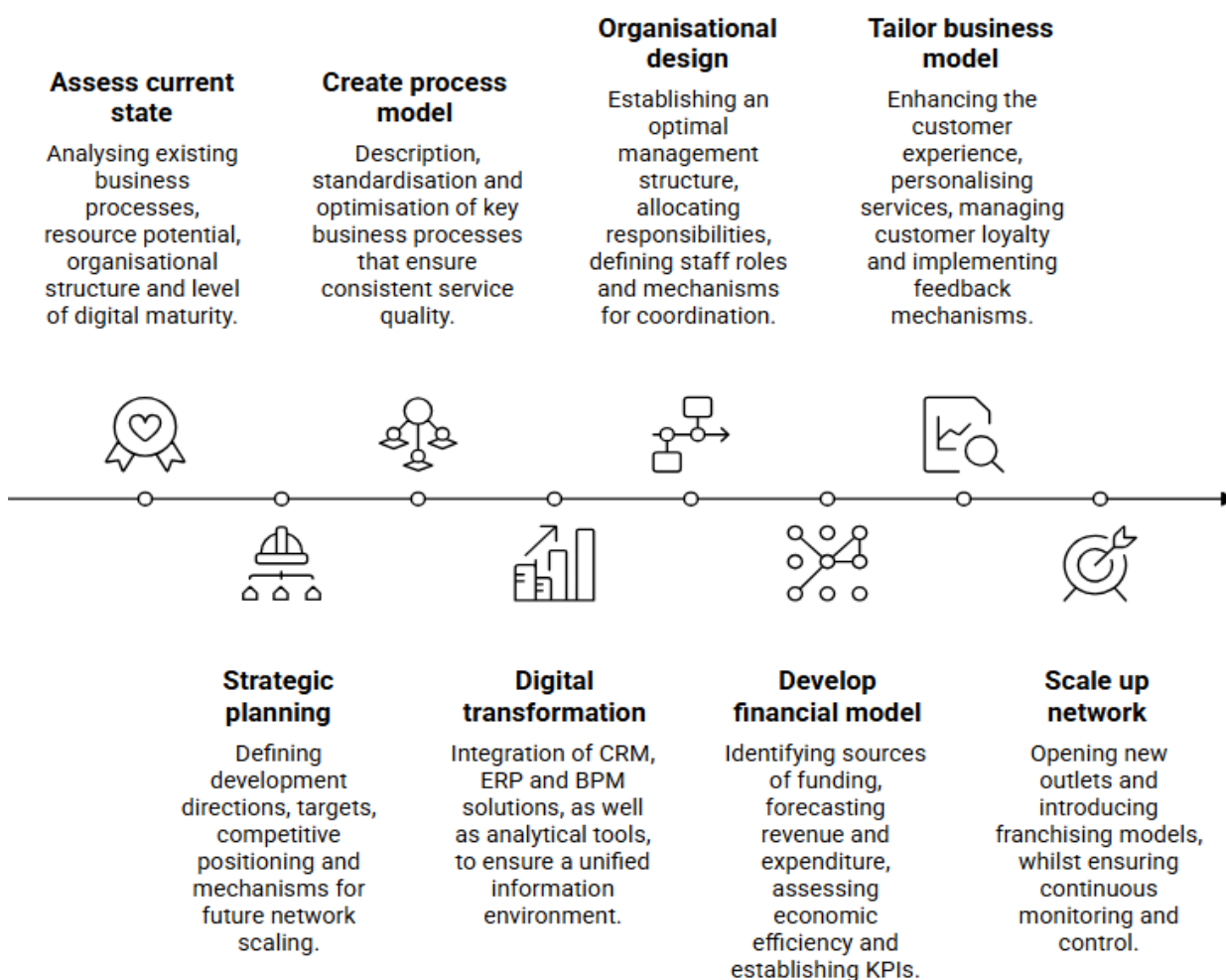


Fig. 2. Algorithm for implementing an integrated business model for management and scaling

Source: author's development

Thus, the developed integrated business model is a conceptual system for managing and scaling network enterprises in the men's grooming industry, which combines strategic, process, digital, financial and customer-oriented development



mechanisms. The results of the author's financial modeling of a typical network point demonstrate the potential for achieving an EBITDA margin of 16–18%, an ROI of 28–32% and a payback period of 18–24 months under the basic operating scenario. The scenario analysis showed that one of the most significant factors influencing financial results is the level of point utilization, since changes directly affect resource-use efficiency and network performance. This confirms the importance of implementing digital record management systems, customer behavior analytics and service quality control tools.

The results obtained are consistent with modern approaches to the development of business models, according to which the creation of long-term value is determined not only by the internal resources of the enterprise, but also by the ability to effectively coordinate the interaction of participants in the business ecosystem, partnerships and customer relationships [1]. The proposed approach also corresponds to the concept of a dynamic business model, within which the enterprise must ensure constant updating of the mechanisms for creating, delivering and receiving value in a changing environment [2].

The scientific novelty of the study lies in the adaptation of the provisions of modern concepts of business modeling, digital transformation and network management to the specifics of a high-contact service business - the male grooming industry. Unlike traditional approaches, the proposed integrated model accounts for the simultaneous need to standardize business processes, ensure stable service quality, manage the human factor and maintain a personalized customer experience in the context of network scaling.

Conclusions. The results allowed us to develop an integrated business model for managing and scaling network enterprises in the male grooming industry, based on a systematic combination of strategic management, process organization of activities, digital tools, financial control and a customer-oriented approach. Unlike approaches that consider individual management tools in isolation, the proposed



model integrates them within a single management architecture with mechanisms for continuous monitoring and adjustment.

The author's approach builds on modern business modeling concepts, which hold that an enterprise's competitiveness depends not only on the availability of individual resources but also on the ability to coordinate internal processes, partner interactions and customer relationships effectively.

An algorithm for implementing the proposed model has been formed, which involves the sequential passage of eight stages - from diagnosing the current state of the enterprise to scaling the network and continuous improvement. This approach reduces network development risks through phased adoption of management decisions and readiness checkpoints.

A network enterprise efficiency management system has been developed based on a set of KPIs, covering financial, operational, client and personnel indicators. Its application creates a basis for regular assessment of the effectiveness of individual network points and timely adjustment of management decisions.

The practical significance of the proposed model lies in developing tools to systematize management processes, prepare enterprises for scaling, improve network manageability and build a sustainable competitive position in the service market.

Prospects for further research include empirical verification of the proposed model on a wider sample of enterprises, development of a methodology for assessing the digital maturity of network service companies and research into the possibilities of using artificial intelligence technologies to forecast demand, optimize resources and personalize client offers.

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