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Sustainable Competitive Advantage on the Networking Platforms in Kuwait: A Study on Key Players and Roles

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Abstract:
The research examines networking-based business models for obtaining sustainable competitive advantage in digital platforms by studying the key stakeholders of developers and end-users from Kuwait. Digital marketplaces require standardized sustainability standards to function effectively despite their ability to increase sustainable practices. The study utilized both qualitative structured interviews with executive staff from platform developers such as Talabat in addition to quantitative surveys of 100 end-users. The investigation examined how users understand sustainability elements and their platform behaviors together with the success of rules that platforms enforce. The analysis was guided by TBL framework which provided connections between value propositions along with their creation and capture elements to sustainability outcomes. Platform developers possess substantial power to implement sustainability by using algorithms to control platforms as well as incentives for suppliers and regulatory measures. People who use end-systems demonstrate both a high level of environmental mindfulness (76%) and show interest in green behavior adoption with proper financial benefits. Various global standardization systems currently maintain gaps which impede necessary completions. A new business model incorporating digital solutions with sustainability features creates market advantages that persist according to the authors' research findings. The research confirms the necessity of sustainability governance through joint strategic efforts between developers' suppliers and end-users. AI sustainability evaluation technology connects to multiple certification frameworks that reward users of platform systems with benefits.

Keywords: Networking, multiple-sided networking, value, business model, sustainability, sustainable competitive advantage.

1. Introduction:

The business environment has been hyper-dynamic during the last three decades. Stems from the internet revolution at starting of the 90s the "E" economy era, gradually the social acceptance of the presence of dot.com services [1, 2], as a global interface for business was promising. At that transitional time, most of the scholars were focusing on analyzing to find out the bridge which ties the business strategy and the entire processes it is has been represented on the business model concept and other related implications such as innovation and using the network platform as fertile land for building a powerful business model. Networking platforms in fact are significant at present time for making the value delivery and capture more profitable for the business organizations and at the same time granting more flexibility and

accessibility for the customers through up cooperation of the networking platforms and their agility for creating new value.

The Internet networks facility is a strategic wide space over the globe founded through diversified players, also each one has an incremental role in this massive mason, for instance, firstly, the networking infrastructure owners such as Amazon, Apple, SAP and Cisco built the infrastructure facility (Cable - stations- etc.) of the network itself. Secondly Then appeared the network developers or applicators such as (Facebook -YouTube- Instagram, - LinkedIn, created communities on that network platform. Thirdly, the suppliers or moderators utilize the bulk of these networks' communities as a marketplace for marketing and selling their products, services, and marketing intelligence. Fourthly, the most important segment of the end-users of the networking platforms themself as customers or as normal users. The business model innovation for sustainability amongst all of these Stakeholders / Players internally and externally needs effective criteria for conducting more ideas of sustainability can be utilized on that networking marketplace, each one of these players as the gear on that network platform machine [3, 4]. Now strategic entrepreneurship is company action as per [4] Schneider and Spieth, 2013) view, that stimulates the companies to take those pace as capable and professional entrepreneurs according to the ecosystem is represented as (Network-based business model).

The business model concept is still new in academic research and is not fully cleared in practice, but the presence of the technology business-related applications became the business model is a potential tool for business success. One of the business model definitions is a "representation of the firm`s underlying core logic and strategic choices for creating and capturing value within a value network" [5, 6]. As mentioned in the definition the new term of "network value" [1]is the research focus primely, how extracting the value from the networking platforms (Market-place) which are collaborative work managed by the business model tool, not individual work. Business model innovation interacts on the networking platforms ground, which is an open innovation community for technological, commercial, and even for social innovations. At that point, the importance of open innovation by all of these network platforms members such as organizations whoever is developer, advertiser, seller, or individuals collaboratively throughout the centralized management of the network platform facility itself or pre-directing and controlling the innovation process which must be more profitable than the innovation of development the product or services [7, 8]. Because it integrates all internal and external factors of success for reachable markets and customers' needs on the networking platforms.

Sustainability has been a major concern for all governments, international communities, and business organizations during the last two decades. There is a sort of academic theories have been practiced and tested particularly the "Triple- Bottom Lines" theory as the frame work for assessment the sustainability [9, 10]. The main three pillars of its sustainability concept are the environment, the society, and the economy how to make a business without harm these three pillars, but increase the care of these pillars as a whole to hold competitive advantage at a distinguished pace [11].

This research paper will be studying the Networking- based business model innovation role in creating sustainable competitive advantages by exploring the gaps and activate the filling capabilities of those gaps of every single path of the networking-multisided platforms, the business models innovation, and the sustainability practice, specifically by assessing and formulating the new role of both major players they are the networking developers and the end-users (Customer Interface). To formulate a code of the application for making all processes and outcomes to be sustainable and try to initiate a networking index for sustainable processes in the short term to normalize that practice as global common trend.

1.1. Problem Statement:

Global platforms implement different forms of the Networking-Based Business Model without a standardized sustainability structure. Online delivery-related environmental damage continues because emissions and congestion along with fuel consumption remain without proper control [12]. Network developers maintain essential roles in sustainability promotion by implementing regulations for business activities as well as stimulating end-users to embrace sustainable practices. A defined structure of essential stakeholders working together through business model tools enables successful implementation as the next part will discuss.

1.2. Research questions

The research will be focused on four main questions as mentioned below:

Q1. How did the network-based business model innovation pattern emerge and spread?

Q2. Who is and what is the role of the key makers in creating the networking–based business model innovation to be sustainable applied environmentally, socially, and economically?

Q3. Why must business model innovation be a source of a sustainable competitive advantage? And how?

Q 4. How will the key player be able to stimulate the networking platform end-users to adopt sustainable social, economic, and environmental behavior in their transactions?

1.3. Research Objectives

In the interview meeting with the Marketing, operations, executive managers and the questionnaire for end-users, the most important issue is investigating the research objectives as mentioned previously which summarized as:

1. Investingating the perception of the developer and end-users regarding the processes to be applicable with the sustainability pillar of the economy, society, and the environment.
2. Assessing the big capabilities of the networking-based business model in creating a sustainable code of conduct.
3. Applying the triple bottom line theory on the research topic to build theoretical ground.
4. Testing the ability of the regulations by the network developer, for instance, (Facebook - Instagram - LinkedIn - etc.) into the business organizations (advertiser, dealer, etc.) who deal on their networking platform, by assessing criteria for their process analysis which is applied in their product and services operations.
5. Recommend feedback on the loop global index related to networking platforms in the light of the mutli-window feedback of the two-part the end-users and the advertisers.

2. Literature review

A sustainable business model needs to establish its foundation through theoretical research where network-based business models connect with sustainability theories. Open business systems enabled by globalization and modern telecommunication have resulted in professional and social and industrial networking platforms that operate in open systems according to [13]. The vital task for the sustainability of these platforms depends on identifying responsible parties while implementing open innovative models. The rapid market growth established extensive networked marketplaces that demand systematic solutions. The research conducted by Nidumolu, Prahalad and Rangaswami provides essential knowledge about business model innovation [14].

2.1. Literature Critical analysis.

Organizations require a successful business model design followed by innovation that stems from internal and external factors. The failure of numerous business models occurs because key reasons are not properly investigated leading to economic downturns that obstruct sustainability initiatives [15]. This study investigates dominant networking platform marketplaces which will serve as a foundation for sustainable operations. Research has studied business models on their own without exploring how system actors shape their operation. The concept of business models was explained by Osterwalder and Pigneur to involve value creation, delivery, and capture and Chesbrough and Rosenbloom viewed them as value chains [16]. Zott and Amit established "Networking Value" as a concept which demonstrates how multi-sided platforms function as global marketplaces. The authors use established research foundations to meet their research goals [17].

The network-based business model develops its links with sustainability through businesses adopting sustainable operations. Porter presented cost leadership and differentiation and focus strategies as competitive approaches that organizations should use to gauge their performance against industry standards [18]. Competitive advantage describes the ability of maintaining a defensible position which focuses on delivering value to customers [19]. Nidumolu considered sustainability an advantage that would help businesses compete while Grant explained how sustainable models transform into enduring competitive advantages [14]. Geiss Doerfer et al. proposed the possibility of business models replacing traditional mergers and acquisitions because of rising networking platforms [20]. The research adopts established concepts to fulfill its goals.

A sustainable business model necessitates team effort because this model manifests multiple dimensions [21]. According to Granados economic value creation requires implementing social and psychological and ecological values [22]. Triple Bottom Line (TBL) theory economy considers sustainability foundations among society and environment and economy [23]. Open innovation networks produce value according to Azott & Amit and Chesbrough & Rosenbloom in their studies of business models [15, 24]. Bocken et al. created a sustainable business model archetype to intersect business operations with networking systems and technological implementations for sustainability purposes [25]. Shafer treated business models as a strategic execution tool [26]yet Magrett incorporated the terms without exploring dynamic business operations [27].

2.2. Conceptual framework

In a constructive view, there are a few scholars who examined the networking business model issue (Midyette, 2001) is one of the verifying of the concepts says without the networking value there is no value creation, and there is no value delivery [28]. The succession of processes and activities are not linear, it must be networked. Later on (Provan and Kenis,) confirm the point of "Network Governance" is essential for goal-oriented networks to be effective as well it will be an influential practical direction, that must be assessed in future research [29]. Small business firms are more innovative than large-scale business firms because they are found margin on that networking platforms marketplace into slick paths (Miller, Besser and Malshe), all of these innovations grow up on the business model foundations and tools [30].

Based on the previous valued contributions to reaching the concept of Network governance, the focus of research will be using the business model innovation to be built on the " Deep process analysis up to re-configure it to be sustainably revised upon the Tribble Bottom line biases" as a vehicle for reaching the "Networking Governance" status through the most key dominators player is the "Network developer" who

can control and direct the trend of the networking associated businesses as a whole, and at same direction able to stimulate the end-users to follow the proposed change for sustainability. As (Doganova and Eyquem-Renault) emphasized. All the firm must change their business model upon the influential actions means "innovation based on technology" of the network players or it will be not in process on the network in ordinary sense will be inactive [31].

2.3. Literature gap

Scientific studies have not thoroughly analyzed sustainability aspects of networking platforms despite lacking appropriate regulatory mechanisms and suitable key players for management and insufficient understanding of networking capabilities. Sustainable networking-based business models do not have continuous innovation as part of their process. There is currently no global system to enforce sustainability between businesses through corporate initiatives, which serve as the only existing sustainability measures. The research seeks to close these gaps through an entire theoretical model framework.

Virtual platforms operate at different levels such as business alliances which include Alibaba and Amazon and industrial groups and franchising systems represented by McDonald's and KFC alongside cash flow systems through PayPal and eBay and social media networks Facebook and YouTube. The platforms generate networking effects across sites which operate as indirect mechanisms that both shape value production and sustain business operations [32]. The digital era benefits from data exchange methods which increase operational efficiency and decrease human mistakes [33]. The research targets sustainability achievement by establishing centralized network governance which uses business models as tools and platform developers as controllers who steer innovation as their transformation method.

3. Methodology

This study utilizes mixed research methods to analyze the functions of important participants in sustaining competitive advantage across Kuwait's networking platforms. The research combines qualitative executive interviews with networking platform developers including Talabat and quantitative closed-end questionnaires directed at platform end-users. The two methods employed together provide an in-depth examination of sustainable practice adoption by users and developer abilities on networking platforms.

3.1. Research approach

The evolution from local marketplaces to global online spaces within two decades has occurred due to Facebook together with LinkedIn and Instagram and other various players. The research examines the activities of network developers at Talabat alongside their end-user and customer base. Middle management interviews will provide qualitative assessment of developer sustainability roles, and we will analyze customer engagement through survey data collected through closed questionnaires. This research seeks to establish a full understanding of how the different platform stakeholders perform their sustainability functions using available tools.

3.2. Theoretical Framework

The study is grounded in the Triple Bottom Line (TBL) theory, which emphasizes the interconnected pillars of planet (environment), people (society), and profit (economy). This framework guides the analysis of how networking platforms can align their operations with sustainability goals. Additionally, the business model innovation lens is used to examine how value creation, delivery, and capture can be reconfigured to support sustainable practices.

3.3. The core of TBL

Through its framework the TBL system evaluates business activity outcomes and sustainability aspects at the intersection of Planet, People and Profit elements. The method calculates all sustainability impacts that are apparent and non-obvious to generate global sustainability performance data. The implementation of TBL requires significant difficulty because organizations must handle diverse stakeholder groups. Business model innovation can link with TBL through its value creation delivery and capture elements which correspond to TBL's value measurements in environmental social and economic terms thus creating sustainable competitive advantages.

Table 1. Value in * SBM and *TBL.

SBM	Networking SBM Innovation	TBL
Value proposition	Re-proposition, Re- Creating, Re-delivery, and Re-capturing the value to be translated on the TBL Planet, People, and Profit. The Value in TBL is measurable and quantitative to be evaluated parodically.	Economic Value calculation
Value Creation		Damaged Value calculation
Value Delivery		Value reporting
Value Capturing		Value indexing

*SMB: Sustainable Business Model.
* TBL: Triple Bottom Line theory.

Table 1 shows the central role of "Value" in both the sustainable business model and the triple bottom line theory. The link establishes how digitalization and networking affect value which serves as a sustainability measurement parameter. Networking platforms allow multiple entities to create value that would be impossible with individual efforts while improving transaction transparency which sustains monitoring activities.

3.4. Research context

The research environment is in the state of Kuwait. For that reason, it is logical to choose the local network platform is the" Talabat platform" it is a food platform for restaurants and customers. The Talabat is considered a network developer who creates space to gather both restaurants locally with their proposed customers and link both of them smoothly by capturing the value in-between, and testing sustainability achieving according to the triple bottom line theory as theoretical grounding.

Table 2. Networking player's roles.

S.	Player name	Player role
1	Networking (Infrastructure) owners	Establishing the infrastructure of the networking such (Internet cable – huge servers – etc). Examples: Cisco – Amazon Network Services.
2	Networking (Community creator) Developer	Establishing the platforms on the networking infrastructure for collecting the end-users onto classified groups to create internetworked community, which is categorized to be a marketplace. Examples: Facebook – Instagram – Talabat – Alibaba.

4	Networking (Advertiser) Applicator	Any firm that inserts its business services and product on software application as the interface on the network space to be used by the network marketplace. Examples: Souk.com – Boos application.
4	Networking End-user (Customers)	All network participants who created personal or business account for logging into the networking community or marketplace. Examples: All customers who using the network in shopping.
5	Networking Governance authorizer bodies	Any influential official local international authority who governance the activities on the networking for all players to make it legally practices. Examples: Telecommunication local authority – UN OICT.

UN-OICT: United Nation Office of Information and Communications Technology (OICT).

3.4.1. Research samples selection (Networking major two players).

In below table illustrates the picked two samples of the research, which were selected based on the hypotheses of the research, to show a description of the role, power to "Control", and the social power of the first sample of the network developer. on the others die the role, power to "Direct", and the competitive power of the second sample end-users to brief the explanatory path for the readers as shown in **Table 3** below.

Table 3. The two major research sample analysis.

Networking platform (Community creator) Developer			**Networking End-user (Customers)**		
Role	**Ability to control**	**Social Effectiveness**	**Role**	**Ability to direct**	**Competitive reflection effectiveness**
Securing the networking community affiliation within the business analytics to serve the business marketing plans to success along with achieving the social interconnection.	Here is the marketplace access for both the seller and the buyer, which is give both of them the analytical channels of marketing need interchangeably.	Platform hold massive impact on the end-users (Customers) in every day, it is not just the marketplace only for them, but it is the widow for express their personality, achievements, and daily activities.	That is the major component members of the network platform and the proposed customers for the advertiser (applicator) at same time.	Create the trend and they able to place the purchasing orders on the network in order to flowing the mandator regulation or paths which imposed by the network developer i.e. (factbook).	If the networking platform customer moved directly on the imposed path for getting specific purchasing order which is sustainable for instance, they will create common share competitive

					advantage for that committed advertiser) applicator) on the network marketplace.

3.4.2. Sustainability application hypotheses for the networking developer and end-users.
As shown in the below

Table *4* explanation of the research proposed hypothesis of the two research samples. Each sample has a role and capability to control or direct the objectives of the study, summarized on generating sustainable competitive advantage on the networking platforms by using the business model tool, based on the hypothesis of those two players as mentioned below.

Table 4. Explanation of the research proposed hypothesis of the two research samples.

Developer (Networking marketplace creator)	**Networking End-users (Customers)**
How can be done by the Developer for sustainability?	**Why it will be accepted by the end-user to be sustainable competitive advantage?**
The network platform is one of the fundamental sources of income for the Advertiser (Applicator-Business firm). So, the developer (marketplace creator) will be able to impose new regulations on the Advertiser (Applicator-Business firm). To follow predefined practice or code of sustainability on their operations as conditional for using their platform marketplace, not only but more for adopting the assessment criteria for that application. In inverse, the Advertiser (Applicator-Business firm) will be committed to avoid losing their share of on the platform marketplace.	AS cleared previously, social media platforms became part of daily life. So, the whole member not able to lose their participation on the platform for personal and other reasons and will be able to understand the message of required change by the Developer for them to follow the same direction to encourage and use only the sustainable manufactured product or services on the network platform.

3.4.3 Qualitative - Inductive method (Semi-Structured Interview) tool for the Talabat middle management (platform developer).

Main themes of the interview with developers.

1. Assessment of supplier business model profitability when they use networking methods to gain market advantages.
2. Evaluation of how suppliers depend on platform developers to fulfill sustainability requirements in their supply chain.
3. Analyzing the internal capabilities of platform developers who contribute to global sustainability measurement indices.

Network developers build business communities to establish sustainable marketplaces as the fundamental value of their operations.

3.4.4 Quantitative - Deductive method (Closed - Questionnaire) tool for the Network End-users (Customers)

The sample population in this research is wide and varied in terms of interaction with the research objectives, had to turn to the quantitative research method, for getting a more accurate estimation of the awareness and reaction of the networking end-users (customers) toward following the sustainability approach on their transactions on the networking platforms. Accordingly, the most proper tool is the questionnaire - a close-ended questions for approximately (50 -100) individual customers in Kuwait on varied ages and social levels, to conclude specific trending on their behaviour and consciousness on the networking activities.

Main themes of the Questionnaire with end-users.

- **First section**: The end-user (Customer) networking engagement analysis at this section measures how customers spend their time on network activities by assessing age demographics and platform members alongside total usage duration and main usage purposes which reveals the end-user (Customer) demographic to the research population.
- **Second section**: The present part examines user conduct toward network platforms while investigating their everyday utilization between social needs and professional requirements along with education-related activities. Users react to platform termination while they disclose their reasoning behind choosing sustainable purchasing choices. The platform activity acceptance relies on these responses because they serve both platform users and platform sellers. Most platform users heavily depend on the platform while numerous members show resistance toward losing their account. The findings demonstrate that suppliers might willingly adopt sustainable purchasing activities on these platforms.
- **Third section**: The research examinations during its central stage evaluate user dedication towards accepting sustainable goods and services. The research examines how users utilize sustainability approaches on their networking platforms as well as their natural settings. Monitoring participant behaviors by using feedback loops allows the study to assess sustainability-related understanding in purchase decisions. A core group of research variables consists of customer knowledge about sustainability along with their product searching habits and social and environmental engagement and purchasing abilities.

3.5. Data source

- Primary data is from the qualitative structured interview outcomes from the (Networking platforms – developers) as cause-effect analysis of the responses of the middle management, and the quantitative closed-ended questionnaire result based on the descriptive statistics of end-users (customers) behaviours toward the developer's new regulations upon the (advertiser – applicators) on the platforms for their product and services on that marketplace.
- Secondary data sources are the case study (Talabat platform) statistics which provide the research with more understanding of their networking-based business model. In addition to reinforcing the research hypotheses.

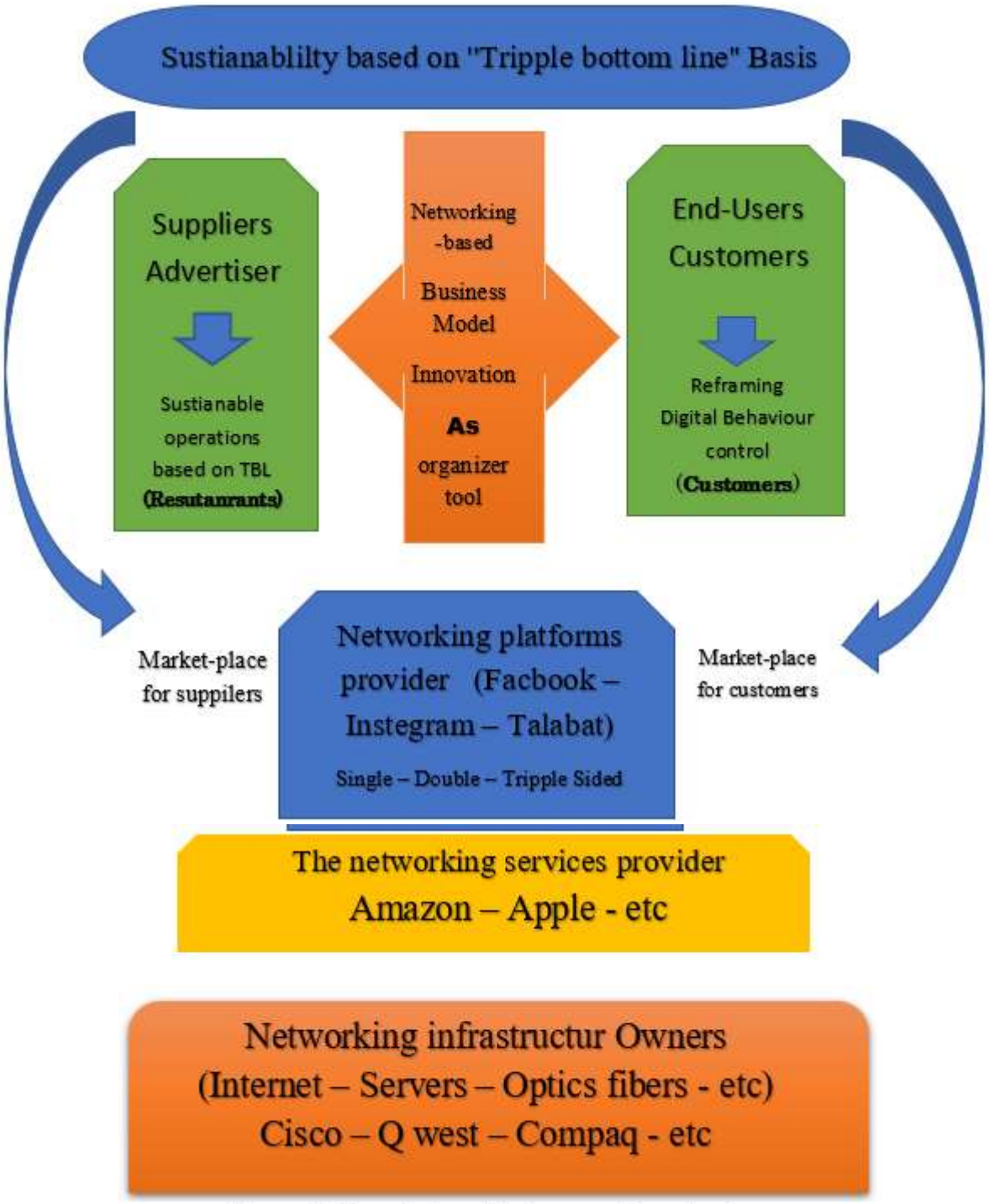


Figure 1. Network- based bsuiness model marketplace.

3.6. Sampling technique

The questionnaire tool covered a random number of end-users over the platforms, but most of them must understand the sustainability concept, so it directed to the rational segment of the research community. Another sampling of the interview was with the middle management that can formulate and analyze the processes of their operations and marketing division to collect the answers based on their real-time generated data of the daily operations and work system. The below

Table *5* illustrates the idea, overlapping items in between the two sample needs, and the theory.

Table 5. Network platform developer positioning in between end-user's and suppliers.

<table>
<tr><th>End-users</th><th colspan="3">Key and dynamic role of the developer</th><th>Supplier</th></tr>
<tr><td>Ordering</td><td rowspan="7">Sustainability awareness and testing application on delivered produce and services ordered on the platform</td><td>Sustainable Business Model Innovation</td><td rowspan="7">Sustainability application based on TBL in all operation for all provided products and services on the platform</td><td>Manufacturing</td></tr>
<tr><td>Paying</td><td>Value elements</td><td>Marketings</td></tr>
<tr><td>Delivery</td><td>Proposition</td><td>Seales</td></tr>
<tr><td>Warranty</td><td>Creation</td><td>Revenues Stream</td></tr>
<tr><td>Technical support</td><td>Delivery</td><td>Deliver</td></tr>
<tr><td>Feedback</td><td></td><td>After sales services</td></tr>
<tr><td colspan="2">Sustainability ideology creation</td><td>Capturing</td><td colspan="2">Sustainable Competitive Advantage</td></tr>
</table>

3.7. Time Horizon:

The research examined the hypothesis in a one-time format to study platform developers' sustainability functions for suppliers and customers using business model instruments. The one-month survey used closed-ended questions to gather answers from a selected random sample which demonstrated basic sustainability awareness. Research data through structured questioning spanned a one-week period with middle management participants. The analysis of case study statistics through secondary data collection needed three weeks to complete.

4. Results

The research demonstrates how sustainability integration exists throughout business models within value proposition creation and delivery methods and service capture strategies while maintaining societal and economic and environmental sustainability [34]. The section presents findings based on two main aspects: it analyzes the questionnaire data from 100 end-users quantitatively while offering qualitative results obtained from interviewing a local case developer.

4.1. Analysing the result of a quantitative method for End-user's sample community.

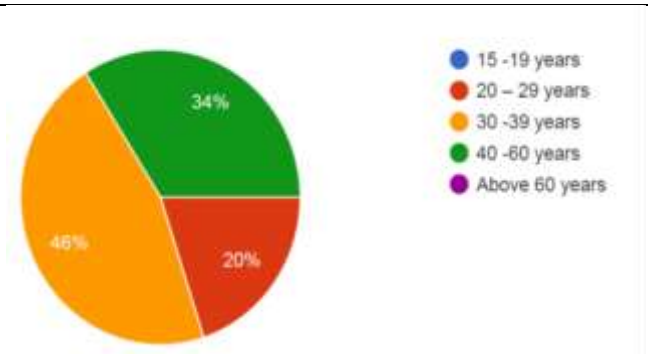
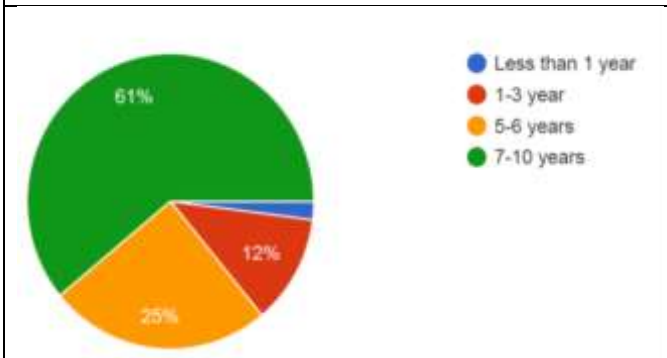
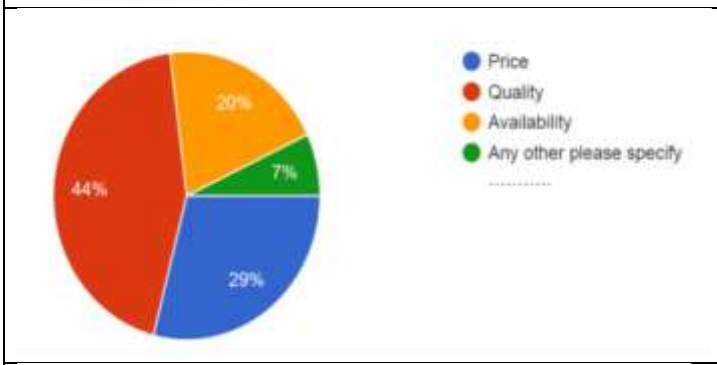
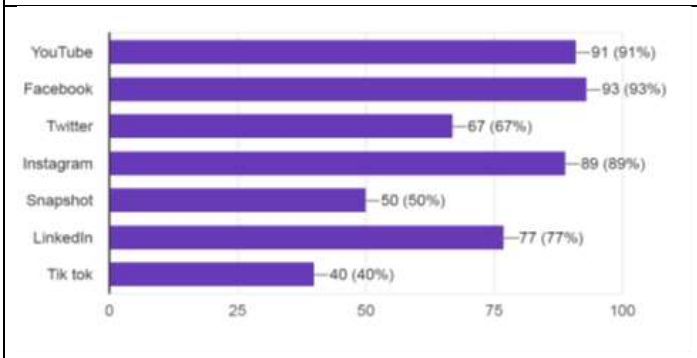
Research objectives are evaluated through surveys directed toward end-users who assess their sustainability-related motivation when making purchases on networking sites. The questionnaire consists in three separate sections.

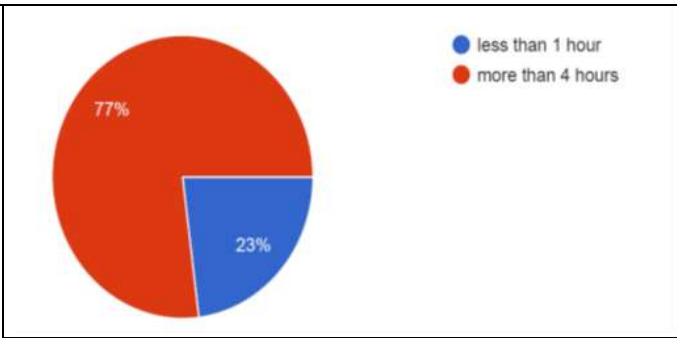
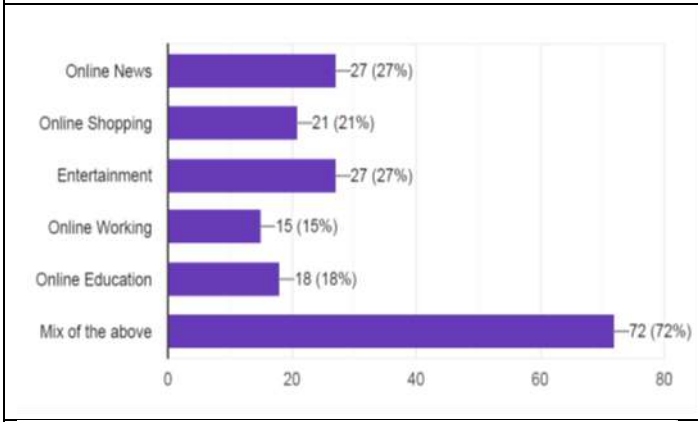
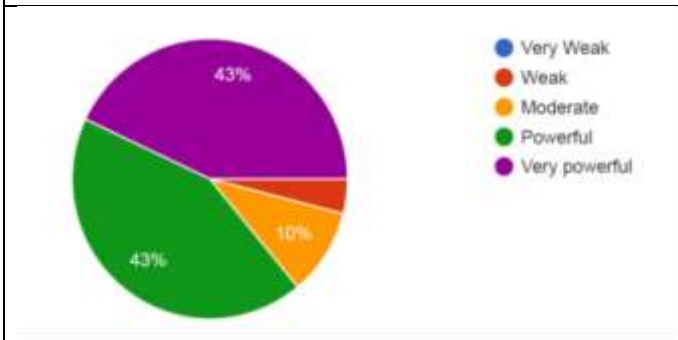
1. The first objective to examine the networking business model's role in developing sustainable conduct gets evaluated through this analysis.
2. Customer Behavior Analysis: Focuses on the second and third objectives.
3. Customer Commitment Testing: The fourth and fifth objectives about sustainable product or service adoption are evaluated through Customer Commitment Testing.

The research data derived from 100 participants representing multiple age groups and role types as well as educational profiles and buying tastes can be found in the following **Table 6**.

Summary of the quantitative deductive method – Closed-ended questionnaire results:

Table 6. First Section: Networking engagement analysis for end-users (Customers).

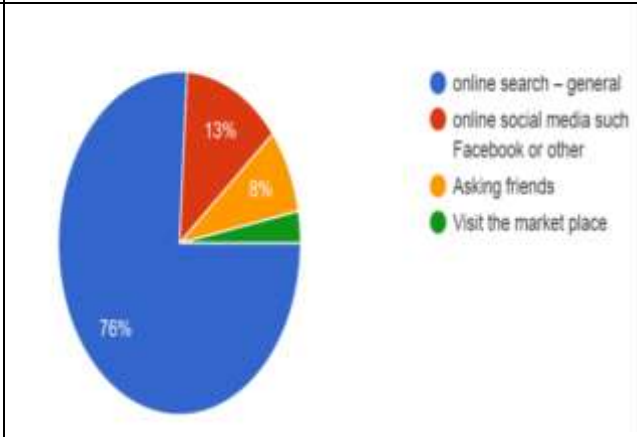
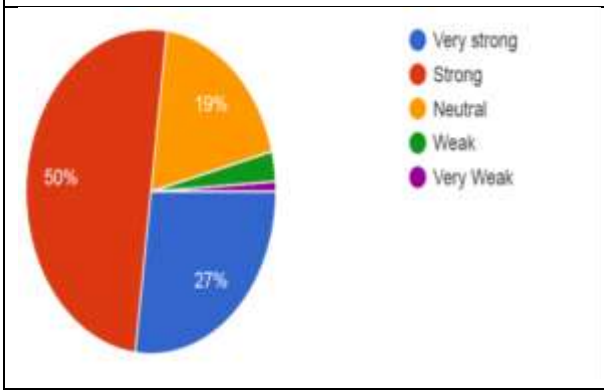
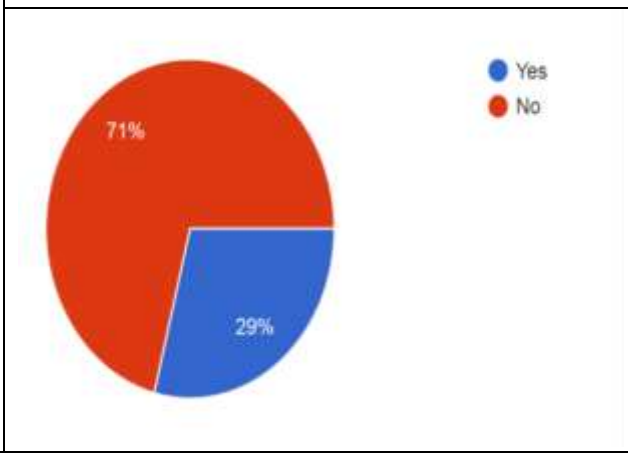
S.	The Question summary	Research objective	Results
1	How old you are?	1- Assessing the big capabilities of the networking-based business model in creating a sustainable code of conduct.	
2	Since when, you are using the online network facility of ordering or shopping products and services?		
3	What are the incentives of using social media and other networking sites for ordering products and services?		
4	How many networking interfaces do you generally use? (You can select more than one		

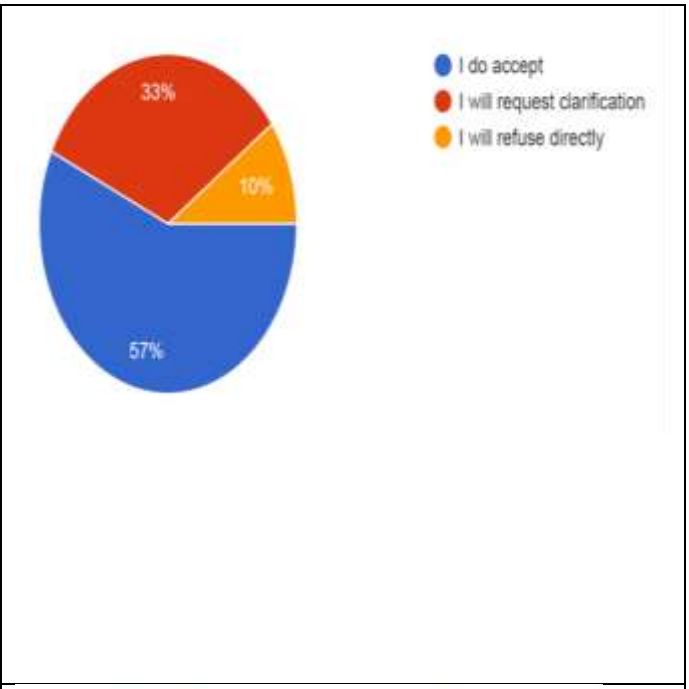
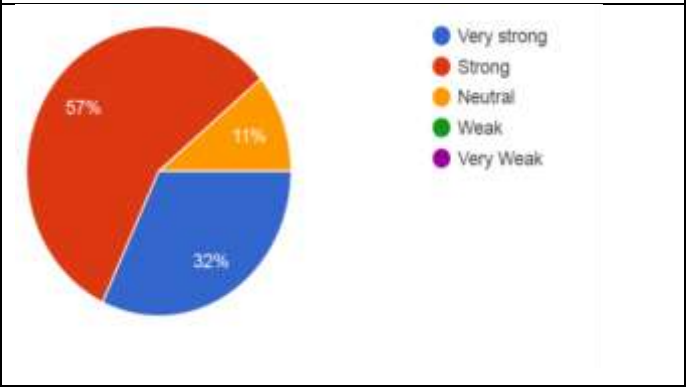
5	How much time do you spend on all the social media network interfaces?		
6	Referring to Q5, what is the main purpose of spending that time on the social media platform?		
7	To what degree do you consider the social media networking community is useful in making change in our behaviour toward shopping online?		

4.1.1. Questionnaire First Section analysis: 'Networking engagement analysis for end-users (Customers)'.

The research findings **Table 6** indicate that individuals between 30-60 years make up 80% of the total participants since this age group understands sustainability concepts and possesses transaction capacity on these platforms. About 20% are under 20 years old. The survey reveals that 86% of participants-maintained platform use for more than ten years yet 20% joined within this recent year. Online shopping incentives included quality together with price based on participant responses amounting to 73%. The participants selected quality or price advantage at a rate of 36.5%. A significant number of 77% of users dedicate more than four hours per day to their time spent on social media platforms. Facebook along with YouTube and Instagram joined by LinkedIn ranked as the top four platforms based on usage where these four platforms combined reach 90% of total use.

Table 7. Second Section: Customer behavior analysis toward interaction with networking - business model.

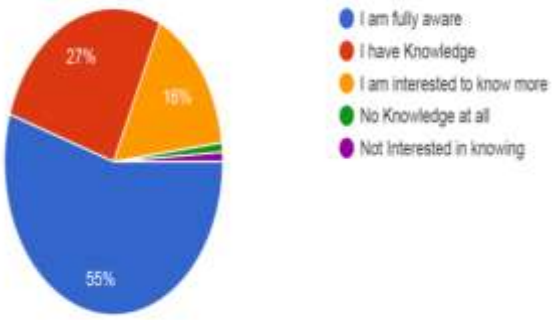
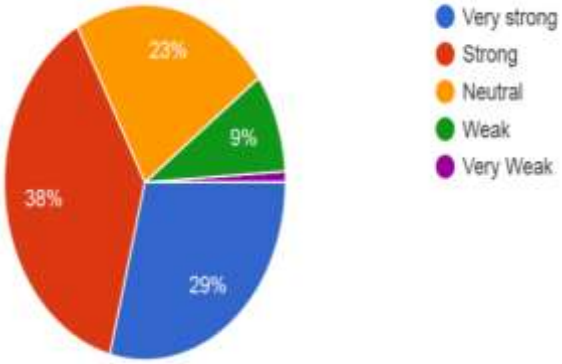
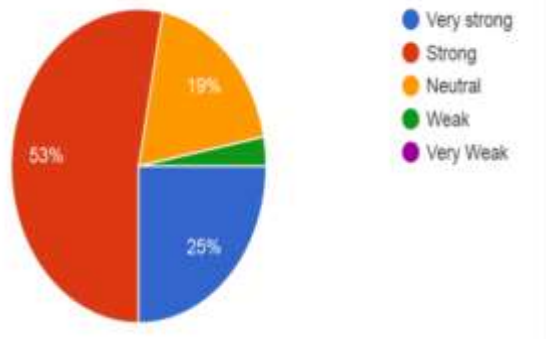
S.	The Question summary	Research objective	Results
1	What is your first option if you want to know about a product or services or any general information?	2- Applying this code mandatory by the network developer, for instance, (Facebook - Instagram - LinkedIn - etc.), into the business organizations (advertiser, dealer, etc.) who deal on their networking platform, by assessing criteria for their process analysis which is applied in their product and services operations. 3-Investingating the perception of the developer and end-users regarding the	
2	Please indicate the degree of confidence you feel about the credibility or reliability of ordering product and services online.		
3	Do you able to lose your memberships and its related services on the social media networking platform as (Facebook – Instagram – LinkedIn – etc).		

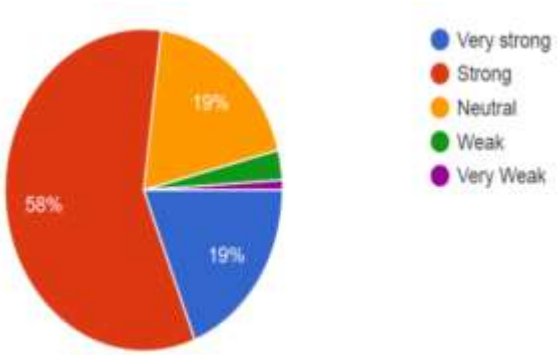
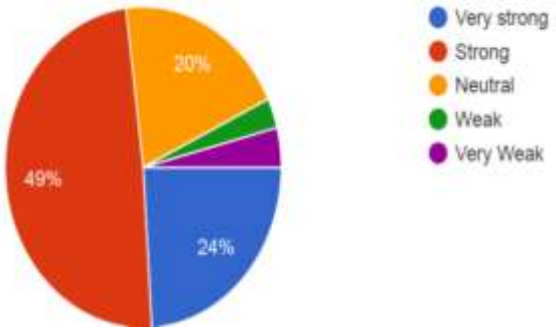
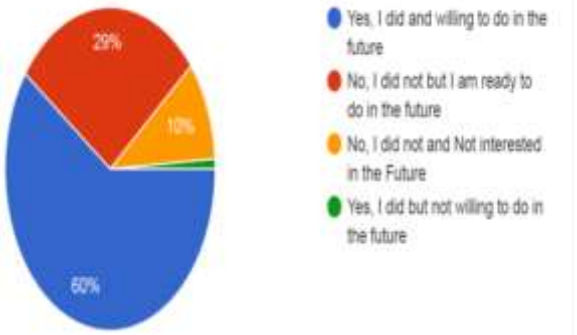
4	Please indicate the degree you accept the new regulations which impose mandatory to your online accounts on the networking memberships (Facebook – Instagram – LinkedIn – etc), if you do not accept the regulations your membership will be blocked?	processes to be applicable with the sustainability pillar of the economy, society, and the environment.	
5	Do you think in the future all services and product will be available online and it will be remotely directed and controlled collaboratively?		

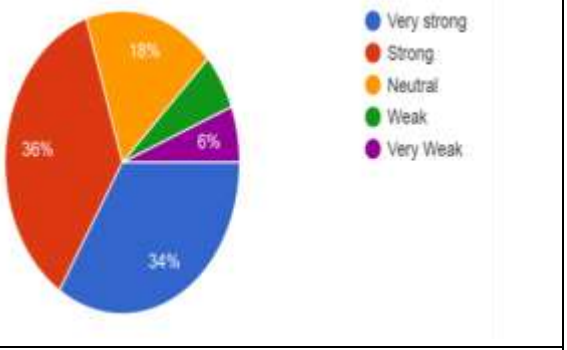
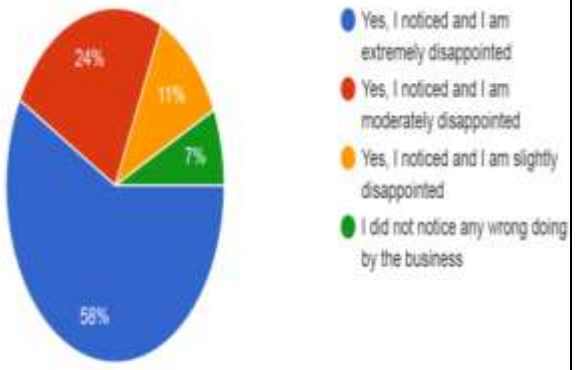
4.1.2. Questionnaire Second Section analysis "Customer behaviour analysis toward interaction with networking -business model".

The platform's performance surpassed all the set targets **Table 7**. Participants mainly access networking platforms for two purposes, which include knowledge acquisition and product discovery according to 76% of respondents. Physical visits to marketplaces account for only 3% of user behavior while 89% prefer to access platforms through direct login interfaces. These findings comply with previous observations about using age and preferring price/quality products. User independence is high because 71% of participants indicated unwillingness to give up their memberships on platforms. Networking platforms function as essential instruments to generate enduring awareness of products and information across platforms. Research findings reveal that platform users demonstrate trust in online shopping with 49% of them and show their support for new platform regulations including sustainability-related rules at 57%. A majority of 57% among the participants expressed strong confidence in platform development to introduce additional services alongside new products while 89% agreed with this assessment. The findings validate the research goals on sustainability conduct requirements and users' responses to sustainability aspects including economic, social and environmental factors.

Table 8. Third Section analysis: Customer commitment testing for adaptation sustainable product or services.

S.	The Question summary	Research objective	Results
1	Please indicate the degree of awareness you feel about the Environment, Society, and economy to be sustainable? * *Sustainability definition: refers to doing business without negatively impacting the environment, community, or society.*	4- Applying the triple bottom line theory on the research topic to build theoretical ground. 5- Recommend feedback on the loop global index related to networking platforms in the light of the mutli-window feedback of the two-parts, the end-users and the advertisers.	
2	When you are shopping online and find some of the social initiatives attached for purchasing specific products or services, you will buy that products or services for that reason?		
3	I would prefer online companies who package the product with recyclable material with caution about the environment and society?		

4	I believe that I am able to make an impact in the direction of adopting sustainability through my social media accounts on social media or other media.		
5	Are you will take the action of purchasing decisions exclusively for the sustainable products only?		
6	In the past I have participated as a volunteer for sustainability through online interface companies or through the social media network.		
7	While purchasing online, I check about the certified environmental management system in place for online companies?		

			
8	Did you realize and are disappointed regarding any environmental or social damage done by the business activity before?		

4.1.3. Questionnaire Third Section analysis, " Customer commitment testing for adaption sustainable product or services".

Most end-users show awareness about sustainability yet transactional platform involvement for sustainability remains low as indicated by a 76% awareness rate ***Table 8***. The survey results show 67% of participants favor social initiative participation yet developers have not adopted this approach on a large scale. A majority of 78% of users choose sustainable businesses on the platform suggesting the business model can effectively promote sustainability. Online sustainability volunteering attracts the interest of 60% of respondents who also make up 29% of those who endorse the initiative.

Most participants considered sustainability issues to have a strong effect on business environmental and social and economic impacts with moderate effects reported by 24% of respondents. The research objectives verify the suitability of the Triple Bottom Line (TBL) Theory through findings which show strong sustainability commitment from end-users. The proposed feedback system between users of the platform and sustainability initiatives receives support.

4.2.

4.3. Analysing the result of Qualitative method for Network developer sample community.

The operations and marketing executives from Talabat shared essential information about sustainability during our interview. Talabat serves as a dual-platform system which links restaurants with customers for placing orders and managing payments and deliveries. The company operates through a smartphone application which works together with call centers and outsourced delivery services and GPS tracking systems and restaurants. The Talabat network exists in all parts of the Arab Gulf and Middle East territory which includes Kuwait.

4.3.1. First section of interview "focus on platforms marketing and sustainability"

The executive described how restaurants operating on Talabat generate significant profits that help the

network-based business model thrive. Talabat works to maintain sustainable operations by establishing mandatory regulations that cover electric oven usage and natural oils and electronic invoicing and delivery driver safety protocols. The platform lacks the capability to restrict non-compliant suppliers yet helps suppliers follow sustainable practices through its recommendations that also benefit marketing and profitability efforts.

Talabat updates its processes for sustainability by using its powerful software system which needs six months to synchronize all suppliers and outsourcing partners. The company achieves customer satisfaction by conducting deep market research while analyzing data and it adds sustainability features to its worldwide searchable database.

The marketing plan positions profit as its maximum priority before addressing social and environmental aspects. The platform starts by guaranteeing stakeholder profits before addressing social and environmental aspects that include staff wages and safety measures and healthcare services. This paper includes a case study about Talabat's sustainability practices and its supplier observation work through software tools to demonstrate their methodology.

4.3.2. Second section of interview "focus on platforms Applying the sustainability"

The section examined sustainability implementation within Talabat operations and its effects on profits. Customers of Talabat can experience sustainable practices while maintaining profit levels for all stakeholders. The platform demonstrates its employee welfare commitment through the emphasis placed on driver safety by an outsourcing executive.

The platform needs to strike a balance between supplier blockages because losing customers or profits would negatively impact its operations. Customer base and profits would decrease if the platform blocks suppliers who do not comply with platform regulations.

The platform connects sustainability with AI data analysis to collaborate with suppliers and stakeholders for sustainable business operations that do not impact profits. The marketplace structure of Talabat creates operational success through benefits for every entity involved in the transactions.

Table *9* gives an overall view of the Quantitative and Qualitative results.

Table 9. Summary of the Quantitative and Qualitative method research results.

1	**Quantitative Method - Questionnaire**		1	**Qualitative Method – Interview**	
*	Platform End-users (Customer of the Network marketplace)		*	Platform developer (The Network marketplace creator)	
S.	Check points	Status	**S.**	Check points	Status
1	Age average	30-40	**1**	Platform profitability	Profitable
2	Buffer time on platform	More than 4 Hours daily	**2**	sustainable process	Applied
3	Platform Membership losing	Not able to lose	**3**	Blocking supplier on the platform	Not able
4	Sustainability awareness	more average is aware	**4**	Controller and direction to sustainability	Able to do
5	Sustainability initiative participation	more average is ready	**5**	Multiwindow indication for sustainability	Able to do

6	sustainability impact	more average is impacted	**6**	ranking the sustainability pillar	Profit People Planet
7	End-user accepting new regulation	above average accepted	**7**	Customer expectations for new regulations by the developers	Satisfied

5. Discussion

Studies show that networking platforms generate lasting competitive benefits through developer partnerships that unite suppliers and end-users. The study confirms previous academic research about sustainable business model innovation through the Triple Bottom Line (TBL) framework that demonstrates economic social and environmental value connections [14, 20]. Talabat alongside other platform developers function as sustainability enablers because their business models contain regulatory structures and incentive systems. Zott and Amit demonstrate that sustainable value creation happens through collective stakeholder coordination according to the research findings [35]. This research makes platform developers the essential drivers of sustainable practices through its primary findings. The marketplace control developers maintain allows them to implement sustainability criteria as supply requirements that guarantee suppliers meet environmental and social standards and economic benchmarks. The research outcome supports Provan and Kenis who state network governance establishes the basis for achieving goal-oriented results [29]. Sustainability practices receive continuous reinforcement from end-users because of their purchasing choices which demonstrate their essential role in maintaining these practices [26].

The survey data demonstrates that end-users demonstrate strong sustainability consciousness since 76% of participants value its significance. There seems to be a significant discrepancy between users who understand sustainability importance and those who take concrete steps. This problem requires additional motivation programs and educational campaigns. Bocken et al. validate the observations that sustainable business models need to connect stakeholder understanding with concrete implementation [25]. Talabat executive interviews validate the challenge that business profitability confronts while pursuing sustainability as described in the research of Hubbard [9]. The platform has adopted electric oven usage and safety standards but continues to allow non-compliant suppliers because developers face economic limitations.

The research brings forward "networking value" as the collective outcome that develops when digital platform users work together. The study expands Chesbrough's open innovation framework through demonstrations of how platforms with multiple sides enable sustainable value development [36]. The proposed multi-window sustainability monitoring system provides developers with an operational framework for sustainability tracking that responds to academic needs for standardized sustainability measurement [34].

The study's findings have important merits, yet the research contains certain restrictions. The research suffers from generalization limitations because it examines the Talabat platform using one specific market. Multiple platforms and different time spans need to be utilized for sustainability effect research in academic studies. Pursuing research becomes necessary because digital technology rapidly evolves which requires frameworks to adapt their sustainability approaches toward emerging trends in artificial intelligence and blockchain [33].

This research strengthens the knowledge of sustainable competitive advantage for networking platforms by demonstrating how developers and end-users promote platform transformations. Success in sustainability targets requires stakeholders along with innovative tools which include multi-window system and regulatory measures to achieve their partnership. Decision-makers alongside platform administrators should create better sustainability plans through the incorporation of these findings to produce positive TBL impacts for planet and people and profit outcomes.

6. Conclusion

This research investigates how networking-based business models create enduring competitive advantages for digital platforms specifically by studying the activities of platform developers and end-users in Kuwait. Research uses a mixed research design by interviewing platform executives from Talabat alongside collecting data through surveys that evaluate sustainability practices. Platform developers facilitate sustainable business model integration through their method of regulation combined with incentives as well as algorithmic monitoring systems. End-users show readiness to practice sustainability by receiving proper guidance and incentives. The Triple Bottom Line framework (TBL) uses planet, people, profit elements as theoretical bases to link sustainability goals with value creation and delivery and value capture. The study discovers limitations in worldwide sustainability standardization while presenting an indication system that monitors sustainable platform operations. Artificial intelligence should be used for sustainability assessments while suppliers need incentives along with increased sustainability awareness among end-users.

6.1 Research Limitations

This research highlights the key player—the platform developer—who can lead sustainability efforts on networking platforms, using a business model to control and promote sustainability based on the TBL framework. However, there are limitations: rapid technological changes, difficulty in establishing a unified global sustainability code, and challenges in quantifying sustainability value on platforms. Methodologically, the research was constrained by a small local sample size and a limited timeframe. The response rate was acceptable given the time constraints, with closed-ended answers aligning well with the research objectives.

6.2 Future research and Recommendations

This paper type explorations for more diving in that area to find the common core element that brings together all stakeholders' whatever developer, supplier, advertiser, or end-users. And that element is ‘The Value’ in a variety of shapes and evaluations, gradually that will be the future base for the schooler to do more investigation to quantify that element in sustainability, in order to be more realistic, measurable values on that wide world of the networking platforms.

It is recommended that the relevant international and national bodies make efforts to encourage the networking platforms to make a multi-window indication system for sustainable operations for all platforms members. And work on evaluating the results to continue enhancement of those operations, and it must be openly published online for every single process on the platforms that will be sustainable or not by putting the final labeling signs on all products. In addition to raising awareness of the role of sustainability on the platforms media by harnessing effective advertising spaces and tactics directed at end-users. Recommending the platform to grant incentives to suppliers/advertisers on their platform to be sustainable to create a new shared business sustainable value. It will be a benefit to request the platform's developers to invent the artificial intelligence application. To test sustainable operations on their platforms.

Also, it is recommended to study sustainability at early school stages to create a new generation who believe in that sustainability ideology. because of this generation who will be the future customer and supplier for that platform's marketplace.

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