

平台的價值共創機制之研究：以台灣大車隊為例

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摘要

一方面隨著網路與通訊科技的快速發展，另一方面藉由同邊與跨邊之網路效應的加值，平台企業這幾年不論是在數量上或是規模上都快速地增加。儘管如此，有關平台經營管理的文獻仍然不多，特別是關於平台企業如何進行價值共創？其機制為何？主要的關鍵影響因素？如何衡量價值共創的績效？等，更是相當欠缺。本研究的主要目的，就是希望深入探討這些重要的議題。本研究在文獻回顧與研究架構的思考上，整合了「服務主導邏輯」的概念，以強化研究中對於消費者在價值共創中的角色之觀察。本研究以台灣大車隊平台為研究對象，採用質性的個案研究方法，輔以 Google Analytics 工具進行數據分析，得到的研究結論主要包括：(1)平台業者會透過逐步深化消費者服務的價值主張以及開放且即時互動的系統來提升價值共創的效益。(2)平台業者會透過會員積點與綁定數位支付的有效閉環管理來提升價值共創的效益。(3)平台業者會透過數據的有效掌握，激發「消費者」的投入，來提升價值共創的效益。(4)平台業者會透過平台資源的誘因，激發「生產者」的投入，來提升價值共創的效益。(5)平台業者的價值共創績效指標，主要包括：消費者之忠誠度與滿意度的提升，以及用戶數的增加。此績效的提升會進而對消費者的投入以及新消費者的加入，產生正向的影響。

關鍵詞：平台、價值共創、平台經濟模式、服務主導邏輯

Abstract

Due to the fast development of internet and mobile technologies and the benefits from one-side and cross-side network effects, both of the numbers of, and the scale of platform firms have tremendously increasing. However, the researches about the management of platform enterprises are still scarce, particularly about the issues of how platforms implement value-co-creation? the mechanism of platform value co-creation? the main influences? how to measure the performance of platform value co-creation? The study aims to investigate these important research questions. The research combines the concept of “service-dominant logic” for framing the framework. The study mainly adopts the qualitative and case study approach for information collection, with supplement of quantitative analysis via Google Analytics. The preliminary research findings include: (1) Platform firms tend to emphasize the value proposition of consumer service through continuous learning, and the open and interactive system to enhance the process of value co-creation. (2) Platforms conducts effective close-loop management by accumulating the membership merits and restraining the digital payment system, in order to enhance the performance of value co-creation. (3) Platform firms tend to activate consumers’ participation through the big data analysis, to enhance the performance of value co-creation. (4) Platform firms tend to activate producers’ participation through the incentives of platform resources, to enhance the performance of value co-creation. (5) The main indices of the value co-creation of platforms include the degrees of loyalty and satisfaction of existing consumers and the number of new users. The advancement of the value co-creation performance will further increase both the number of new comers and the degree of consumers’ platform participation.

Keywords: Platform, Value Co-Creation, Platform Revolution, Service Dominant Logic