時間：2017/3/23 11:00 – 14:00
地點：成功大學管理學院 R62457 教室
與會者：方世杰教授、周信輝副教授、楊鎮維副教授、蔡依倫副教授、蔡馥陞副教授、謝如梅副教授、邱志芳博士、蔡志豪博士、溫丹瑋、楊子萱

1. **開場 By 方世杰 教授**
   ➢ 整合型計劃 (7/31 截止) – 今年我們或可以根據我們社群五年來所建構起來的「價值共創」理論觀點，針對台灣的企業做田野的研究調查:
   請如梅幫忙，整理有關價值共創的論述。請有意願的老師共同申請。也請如梅老師研究一下申請的資格。
   預計每位老師每一年進行三~五個田野調查個案。
   特別請謝如梅老師、李慶芳老師、周信輝老師、蔡馥陞老師、蔡依倫老師、楊鎮維老師，並邀請跨領域的老師。大致上有七位老師，共同申請。
   ➢ 感謝與期待
   本社群已經成立五年，感謝各位老師的付出。

2. **服務主導邏輯 與 可發展方向 by 周信輝老師 (詳細請參見附件)**
   ➢ 十年的綜觀發展，近年擴張理論影響力到資管、一般管理領域…等。
   ➢ 單一單位只能提出價值主張(value proposition)，但是無法 deliver 價值。
   ➢ 既然強調 SD (Service Dominant)，就相對要強調傳統 GD (Goods Dominant)的邏輯。SD 強調價值是因為顧客使用了產品，價值才會產生，以及產品背後知識的交換。
   ➢ 價值主張的提出是一個 invitation
   ➢ 資源性(Resourceness)是一個目前相對缺乏文獻探討的重要概念。以台南的「夕遊出張所」為例。
   ➢ 未來有四個可以發展的方向。第二個跟 Customer Journey 的概念有所連結。
   討論：
   ➢ SD 是 context specific 還是 context free? (楊鎮維老師)
   任何的 GD 都是 SD
   在 SD 的世界裡，所有的產業都是服務業。
   ➢ Inter-subjective 是什麼樣的概念。(楊鎮維老師)
   A 與 B 的交互關係中，A 會有自我詮釋以及修正
   一定有互動
   以科學哲學的角度，有關我們如何建構這個世界的 reality。也有一派說明世界是沒有客觀的，而是相對主觀性 (social subjectivism)。
   SD 企圖變成 context free，但是到科學研究的層次上，仍然會是 context specific。

3. **"Value Co-creation Mechanisms in knowledge-based organizations" by 蔡馥陞老師 (詳細請參見附件)**
   ➢ 觀念性文章的發展過程

- o 先定下 context，所以才會聚焦在 knowledge-based organizations，並以本社群為實證。
- o 本文已被今年的 AOM 所接受。
- ➢ 文章架構說明
  - o 強調知識的異質性
  - o 質性分析

討論：
- ✓ 很精要地包裝，但是定位在質性的研究是否可行？
- ✓ Mechanism 在量化研究的觀念裡面，是一個 second order。(邱志芳博士)
  First or second order 在質性的想法裡面，是理論的角度描繪個案 (first order description)，再從個案拉出 novelty (second order conceptualization) (周信輝老師)
- ✓ Mechanism 在 topology 裡面的效果是什麼? (邱志芳博士)
  Proposition 應該要呼應 framework(周信輝老師)
- ✓ 這個個案群組所共創出來的 Value 是什麼? (邱志芳博士)
  Value 目前受到 leader 很大的影響。但是的確要思考 beyond 這個社群價值是什麼。
- ✓ 社群中未被解決的問題如何在個案中呈現? (邱志芳博士)
  社群是一個 exploratory 的，所以題目可以改成 Practice for searching，以表達質性研究的探索性過程。(周信輝老師)

4. **臨時動議：**
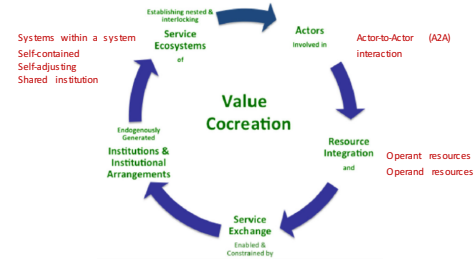   - ➢ 無

紀錄照片：

附件：

Slide 1

SD logic as a main research stream in value co-creation: suggestions for future research

2017/3/23

Hsin-Hui Chou

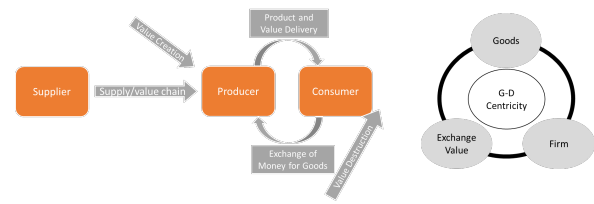Department of Business Administration

National Cheng Kung University

Slide 2

SD logic on value co-creation

Systems within a system
Self-contained
Self-adjusting
Shared institution

Actor-to-Actor (A2A) interaction

Operant resources
Operand resources

Vargo, S. L., & Lusch, R. F.(2016). Institutions and axioms: an extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, 44, 5-23.

Slide 3

Foundational Premise	2004	2008	Update
FP1	The application of specialized skills and knowledge is the fundamental unit of exchange.	Service is the fundamental basis of exchange	No Change AXIOM STATUS
FP2	Indirect exchange masks the fundamental unit of exchange.	Indirect exchange masks the fundamental basis of exchange.	No Change
FP3	Goods are distribution mechanisms for service provision.	No Change	No Change
FP4	Knowledge is the fundamental source of competitive advantage.	Operant resources are the fundamental source of competitive advantage.	Operant resources are the fundamental source of strategic benefit.
FP5	All economies are service economies.	No Change	No Change
FP6	The customer is always the co-producer.	The customer is always a co-creator of value.	Value is cocreated by multiple actors, always including the beneficiary. AXIOM STATUS
FP7	The enterprise can only make value propositions.	The enterprise cannot deliver value, but only offer value propositions.	Actors cannot deliver value but can participate in the creation and offering of value propositions.
FP8	Service-centered view is customer oriented and relational.	A service-centered view is inherently customer oriented and relational.	A service-centered view is inherently beneficiary oriented and relational.
FP9		All social and economic actors are resource integrators.	No change AXIOM STATUS
FP10		Value is always uniquely and phenomenologically determined by the beneficiary.	No change AXIOM STATUS
FP11			New Value cocreation is coordinated through actor-generated institutions and institutional arrangements. AXIOM STATUS

Vargo, S. L., & Lusch, R. F.(2016). Institutions and axioms: an extension and update of service dominant logic. *Journal of the Academy of Marketing Science*, 44, 5-23.

Slide 4

GD lens on value

Lusch, R. F., & Vargo, S.L. (2014). *Service-Dominant Logic: Premises, Perspectives, Possibilities.* New York: Cambridge University Press.

Slide 5

Value proposition

- A value proposition represents all the activities and resources necessary for service provision
- It is an invitation to engage in a particular value cocreation process (e.g. driving experience)
- The need to develop new value propositions is continual because of the dynamic needs of customers, suppliers, and stakeholders.

Lusch, R. F., & Vargo, S.L. (2014). *Service-Dominant Logic: Premises, Perspectives, Possibilities.* New York: Cambridge University Press.

Slide 6

Resourceness

- Resources as what actors can draw on for support

- "Resources are not, they become."

- **Resourceness** reflects the quality and realization of potential resources, through the process of human appraisal and action, which then transforms potential resources into realized resources

Humans live in a sea of resource potential, and these potential resources only become resources when appraised and acted on, often through integration with other potential resources.

Lusch, R. F., & Vargo, S.L. (2014). *Service-Dominant Logic: Premises, Perspectives, Possibilities.* New York: Cambridge University Press.

Future directions (FD) in SD L

- FD 1: Moving from a GD logic to SD logic
- FD 2: Transforming a value proposition into customer experience
- FD 3: Reactivating resourceness
- FD 4: Combining mid-range theory with SD L
  - Resource orchestration (e.g. Sirmon et al., 2011)
  - Jobs-to-be-donw (e.g. Christensen et al., 2007)

Thank You!

Provide your "service" and let's co-create value

Value Co-creation Mechanisms in Knowledge-Based Organizations: The Case of An Academic Community

Presenter:

Fu-Sheng Tsai (Co-creators: Shih-Chieh Fang; Ching-Fang Lee; Peng Du**)**

Associate professor

Dept. Business Administration, Cheng Shiu University

Introduction

- Value Co-Creation (VCC) Theory is emergent as a new paradigmatic shift in thinking of the research fields of Strategic Management and Marketing (Prahalad & Ramaswamy, 2004)
- "value," "co-," and "creation" (Saarijärvi et al., 2013)
- The "value" and "co" have been cared (Ramirez, 1999; Prahalad & Ramaswamy, 2004; Ramaswamy & Gouillart, 2010; Pitelis & Teece, 2010; Pitelis, 2009, 2012), and more understandings of the "creation" demands more systematic study
- The issue is **HOW**
- ... especially in a knowledge-based organization characterizing co-creation with a wide and heterogeneous knowledge coverage.

Introduction (contd.)

- How to study the "how"?
- ➔ exploring for **mechanism**

- Since VCC differ from VC in nature, there should be different mechanisms (Vargo, Maglio, Akaka, 2008). However, great ignorance in such issue (Zhang & Chen, 2008), except for one pioneering work (Saarijärvi, 2012).

- Saarijärvi (2012), he tried to discuss the VCC mechanism from economic, functional, emotional, and symbolic perspectives by focusing on **customer value propositions**.

Introduction

- So,
  - Studying processing mechanisms by qualitative method
  - In a case of knowledge-based organization
  - And go beyond functional level to strategic view

Literature Review

- Value Co-creation: Roots
- VCC: What
- Extant VCC mechanism studies
- VCC Mechanisms as Governance for motivation and capability

		Agents with interests	
		Motivation	Capability
Task activities	Problems (P)	Motivation for joint problem-solving (MP)	Capability for joint problem-solving (CP)
	Resource (R)	Motivation for joint resources operation (MR)	Capability for joint resources operation (CR)
	Interaction (I)	Motivation for interaction (MI)	Capability for interaction (CI)

typology for value co-creation imperatives

Methodology

- Case study analysis based on value co-creation theory and "phenomena, story, meaning, and reflection" (Dyer Jr & Wilkins, 1991; Miles & Huberman, 1984; Walsham, 1995)
- Case intro
  - The VCCRC
- Data sources
  - Narratives, interviews, secondary materials (e.g., meeting minutes)
- Analysis
  - first-order analysis and second-order analysis (Dutton, Worline, Frost, & Lilius, 2006)

Findings, Propositions and Discussions
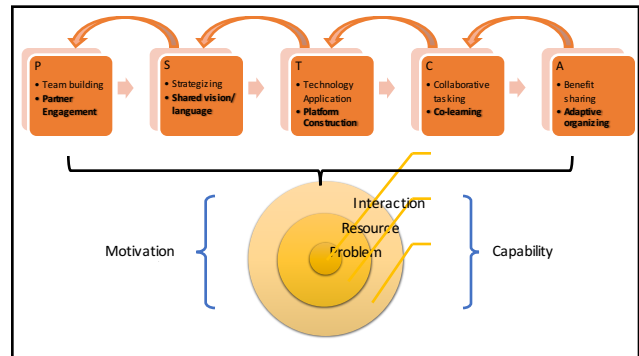
Findings, **Propositions** and Discussions

- Partner membership is dynamically changing as a VCC community develops; also, VCC membership evolve not just in volume but also in structure
- The strategy for VCC is not planned but emerged (i.e., strategizing); the effort of strategizing needs to be embodied into shared vision and goals to implement VCC
- Platform as a virtually shared space that embed co-creators' activities should be a significant result from encouraging members to try up new communication technology and apps
- Collaborative tasking formally assign co-creators into cooperative and coordinative contexts that may further stimulate co-learning from heterogeneous knowledge domains
- Benefit sharing as a critical stimulator for adaptive organizing largely influences on, and is largely influenced by, co-creators' subjective perception of value

Findings, **Propositions** and Discussions

- Mechanisms can be categorized into first- and second-order ones that differ in time order of appearance and in their width and depth of impacts on resolving the six VCC imperatives
- The development of VCC mechanisms and the uses of them for resolution for the major VCC imperatives is not in linear order but emerge in an iterative way

Conclusion and Implications

- VCC mechanisms are indeed keys to the **VCC implementation**
- This paper conceptualized a PSTCA model that containing first- and second-order processual mechanisms for resolving VCC's six fundamental imperatives interwoven by motivation/capability and problem/resource/interaction nexuses
- While we focused on processing mechanisms, future studies can study further issues, **e.g., contexts, human dynamics, organizational designs, etc.**, for mechanisms to undergo smoothly
- Why and how members interpret their **contributions in conducting mechanisms**