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| Title        | サービスアプローチに基づく価値創造を加速する企業共創フレームワークの提案：企業間の取引における事例研究                             |
| Author(s)    | 張, 琦                                                                            |
| Citation     |                                                                                 |
| Issue Date   | 2011-09                                                                         |
| Type         | Thesis or Dissertation                                                          |
| Text version | author                                                                          |
| URL          | <a href="http://hdl.handle.net/10119/9918">http://hdl.handle.net/10119/9918</a> |
| Rights       |                                                                                 |
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# A proposal of co-creation framework to speed up value creation in business collaboration: Case study in B to B business cases

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September 2011

**Keywords:** Service, Service field「Ba」, Co-creation, Knowledge creation, Human being, Effective information

There have been numerous collaborations, open innovations, business to business collaborations, and university to business collaborations in the knowledge society of the 21<sup>st</sup> century. It has become possible to create new products and services to control the competitive predominance of businesses, due to value co-creation by multi-enterprises which have integrated each enterprise's core technology and know-how. We consider such collaborations to be support activities to generate new knowledge to create new economic values. However, there has been a lack of previous research to offer a theoretical framework or system regarding co-creation systems.

We aim to propose a new framework for co-creation systems based on the service approach. In this study, a co-creation system is considered as a service system. Collaborators between both parties in a co-creation system offer information and/or support for each other's actions, such behavior can be treated as service behavior. The concept of service field 「Ba」 which is developed based on previous field concepts is introduced to enable services to be designed as more effective behavior which creates knowledge, services, and technologies to achieve the objectives of collaboration. Finally the following results are found by a case study.

1. There is a 'changeable relationship between the host and the guest' in collaboration. Collaborators between both parties are service providers as well

as service receivers in collaboration.

2. Effective service is generated through the interaction among needs-satisfaction, emotional-satisfaction and relationship-strengthening which stimulates the service field 「Ba」 to develop as spirals.
3. The service field 「Ba」 for co-creation is defined as a spatial-temporal space where the creation of service value between the service provider and the service receiver through the effective interaction over time. Effective service is created to speed up knowledge creation through the understanding of service fields.
4. The service process in co-creation is a knowledge generating action to speed up value co-creation in collaboration, which is generated through indentifying service fields by repeating those steps: sharing information to search service needs, making service agreement to design effective services, offering suitable services to improve service efficiency and interacting service experiences. There are named ‘service socialization, service externalization, service combination and service internalization’.

In this study, the framework for the ‘value co-creation process’ is presented as ‘service process’, which is built by repeating those steps that identify the service field to clarify necessary services (information and/or support actions). This is done in order to streamline service behaviors, which speed up knowledge creation to efficiently co-create value in collaboration. The concept of service field provides a new method to renew the knowledge creation process for value co-creation in collaboration. It is shown the interaction among needs-satisfaction, emotional-satisfaction and relationship-strengthening between service providers and receivers develops the service field 「Ba」 as spirals, and influences on value co-creation in collaboration. In this study we use a real business as a co-creation case to reveal the effectiveness of the ‘value co-creation framework’. This new proposal is useful for value co-creation and significant for collaboration management.