

Practical exploration and research based on value co-creation theory

-- Taking Enterprise A as an example

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Abstract: The global logistics supply chain system is entering a new round of reshaping stage, as a global trade power, logistics power, accelerate the construction of China's logistics supply chain system, will become a strong support point to build a new development pattern of national economy and trade. This paper takes enterprise A as the case study object, analyzes the practical exploration of the enterprise's value co-creation theory, in order to explore the implementation path of S2B2C business model. In the practice exploration of the value co-creation theory, Enterprise A fully demonstrates the efficiency of value co-creation to the cross-border e-commerce supply chain operation, in order to provide a case reference for the digital innovation and upgrading of the same industry.

Key words: Value co-creation theory; S2B2C business model; Supply chain

Introduction

With the rapid development of information technology, digital economy has become one of the important engines of global economic development, and plays an increasingly important role in the national economic system of various countries. At the same time, the traditional supply chain model is no longer suitable for the rapid operation of the digital trade market, and the digital transformation of the supply chain has become the primary issue faced by the enterprises in the related industries.

Based on the theory of value co-creation and relying on digital technology, Enterprise A innovatively creates one-stop services such as logistics, warehousing and supply chain finance. The SAAS system integrated service platform launched by applying the S2B2C business model provides a new reference template for cross-border e-commerce import and export.

I. Theoretical basis

1. Value co-creation theory

The value co-creation theory is an individual-centered theory in which consumers and enterprises jointly create value through interaction. The interaction of technology development and management practice has continuously promoted the role transformation of consumers and core enterprises, and at the same time promoted the new way of integrating resources to create value. In this context, value co-creation is understood as "the joint, collaborative, synchronous and concomitant process in which enterprises realize material new value through service exchange and resource integration".

It is of great practical significance to use the idea of value co-creation to build a new business ecosystem of enterprises, let relevant stakeholders participate in value co-creation, and help enterprises improve service quality, reduce costs, improve efficiency, discover market opportunities, and invent new products, thus building a competitive advantage of enterprises that is different from other competitors.

2.S2B2C business model

S2B2C business model is the first breakthrough innovation model in the era of intelligent business, integrating the front-end supply chain of big S (supply platform) to provide value-added services, empower small B (enterprises), and better serve the personalized needs of C (consumers) advanced business model.

The core ability is the supply chain integration ability, and the core performance is to empower small B (enterprises), including supply chain, channel, marketing, scene, service, finance, logistics, data, information system and so on. S2B2C is not a traditional franchise system, but an innovative collaboration network. Its advanced nature is reflected in that by improving the efficiency of small B (enterprises), it can meet the individual needs of users at a lower cost.

S2B2C has strong financial attributes. S as a supply platform, B(enterprise) and C(consumer) are connected in the middle, once the supply chain finance is completed, consumer finance will be more stable. In essence, S2B2C avoids the frontal battlefield that directly targets C(consumer), and serves C(consumer) by mining the nodes of B(enterprise) end. At the same time, this mode has the typical characteristics of platform empowerment, face to the seller, multi-format support, etc., which is both a challenge and an opportunity for S2B2C enterprises.

II. Case study

1. Company profile

Enterprise A is a supply chain comprehensive service company focusing on cross-border import and export business of high-end fashion consumer goods. It has five core teams, including overseas expansion center, technology development center, cross-border bonded warehouse center, business operation center and cross-border payment and settlement center.

In 2022, by laying out A nationwide warehousing network, integrating superior resources, responding to the national call to "pay attention to talent training", Enterprise A is the first characteristic school-enterprise cooperation platform. The platform integrates trade, distribution, retail, business, social networking, entrepreneurship and training, and opens a full-retail business model through online trading,

offline interaction, sharing empowerment, and mass creation and mutual assistance.

Enterprise A has always implemented the development strategy of “empowering the industry with digital and helping people’s livelihood with technology”, pursued the maximization of the interests of suppliers, distributors and consumers, connected the global supply chain service system with science and technology, and promoted the rapid development of regional economy.

2. S2B2C business model based on value co-creation theory

The original intention of the establishment of Enterprise A is to become a cross-border e-commerce transaction service platform dedicated to creating “zero cost, zero inventory and zero risk” for small and medium-sized merchants. The “key” of its rapid development in the supply chain service track is the S2B2C business model chosen based on the value co-creation theory, which effectively realizes the development goal of reducing cost and increasing efficiency and empowering the industry.

(1) S: Integrate supply chain resources and optimize supply management

S refers to the SAAS platform launched by enterprise A, based on the concept of “collaborative symbiosis and value co-creation”. As an innovative collaborative supply platform after reconstruction, it will greatly improve the speed of supply chain management and play a strong role. In terms of functional breakthrough, the SAAS platform of enterprise A abandons the disadvantages of the traditional model that S (supply platform) only assumes the role of platform information transmission, and is endowed with more service nature, while having strong supply chain integration and operation capabilities, and cooperate with B (enterprise) in the entire business model to better serve C (customer). In terms of benefit creation, A enterprise SAAS platform is not limited to enhancing efficiency and accumulating traffic for upstream suppliers, but also accurately and quickly convey the demand information of downstream customers in data transmission to achieve customized induction of customers.

(2) “2” : 4.2.2 Innovation supply chain platform, enabling business incubation

Enterprise A innovates its own supply chain service system, takes SAAS as the supply platform, builds a one-stop supply chain system, makes full use of the core advantages of the supply chain, and creates one-stop comprehensive services such as strict selection of goods, big data selection, logistics performance, store management, marketing promotion and after-sales to empower small B (enterprise), and help small B (enterprise) to open a store free of charge and easily. To realize the beautiful idea of “anytime, anywhere, everywhere can easily make money”. Small B (enterprises) can set their own prices, share the store with one click to connect to Facebook, Instagram and other social platforms, easily sell goods to C (consumers) end consumers, and get shareholders’ dividends after successful sales.

(3) “B” : Provide personalized services to enable industrial optimization

B refers to A small B (enterprise) with 10,000 or even higher levels accessed by a large platform, which must invoke certain services and commodities provided by S(supply platform), and jointly serve C (consumer) this kind of services and commodities. Besides the output of commodities in the supply chain of Enterprise A, More and more are transparent, online, collaborative, software-based, real-time feedback services. In addition, according to the empowerment of B (enterprise) by S (supply platform), B (enterprise) has more autonomy to provide differentiated products and value-added services. The B (enterprise) side of A enterprise can not only provide standardized services empowered by S (supply platform) side, but also provide personalized services to C (consumer) according to differences.

(4) “2” : Improve the efficiency of the supply chain and build a supply platform

Enterprise A innovatively builds the supply chain platform of “connecting the previous and the next”. “Chengshang” provides integrated “end-to-end” supply chain solutions for domestic and foreign customers, integrates the global supply chain logistics demand information of domestic and foreign customers through the platform, and exchanges and tracks in-depth business data, captures the pain points encountered by various business models in the implementation process of supply chain logistics from multiple angles, and continuously optimizes supply chain solutions. “Qixia” is to establish and maintain long-term strategic partnership with mainstream international logistics service providers, maximize and explore the carrier’s available resources and timely expansion of capacity in the main links of the industry chain, and complete the whole process service from origin procurement to the final customer in the way of the highest efficiency, lowest cost and optimal logistics solutions.

(5) “C” : Improve customer satisfaction and provide a “fast” experience

C is the consumer, B (enterprise) and C (consumer) establish a long-term relationship between service and service, and improve C (consumer) satisfaction through long-term data analysis. When cross-border shopping has become a normal choice and faced with diversified choices, service experience has gradually become the main basis for users to choose.

III. Case Summary

This study takes enterprise A as a sample, combs and analyzes the S2B2C business model from both theoretical and practical aspects, and reveals the specific characteristics of the enterprise, such as digital order management system, characteristic supply chain, standard cloud warehouse data, etc. Through the analysis of Enterprise A’s S2B2C business model and business practice based on the theory of value co-creation, the relationship between business model innovation, supply chain innovation and enterprise development is highlighted, so as to provide a valuable reference for other enterprises in the supply chain industry. Through the investigation of the above enterprises in the aspects of digital transformation and business model selection, the following conclusions are drawn:

1. Focus on the source: Improve supply chain efficiency

Supply chain management through multiple links, improve the overall efficiency. Each link does not exist independently, there are intricate relationships among them, and form a network system. Nowadays, through the precise positioning of big data, various forms

of experience and precise services have been added to fully meet the needs of domestic and foreign markets. With A sound supply chain system, A company focuses on the actual needs of consumers to improve the refinement of the supply chain.

2. Plan ahead: Enterprise digital upgrade

If enterprises want to fight steadily, they must develop themselves with long-term vision and strategies and inject fresh vitality. Faced with the loss of attractiveness of the traditional retail supply chain, the digital upgrading of enterprises has become an inevitable trend to break the traditional retail.

IV. Case Revelation

1. Strengthen intelligent research and development to build a high-quality platform

In the era of rapid development of big data, enterprises need to have rapid response ability to cope with the changes of The Times, but also need to use high-quality platforms as strategic support. Enterprises should pay attention to the market situation in real time, gain insight into customer needs, and increase research and development efforts. They should quickly provide digital services through resource service platforms, make use of emerging technologies for further innovation and development, and strive to create more high-quality integrated services for consumers and improve supply chain efficiency. Enterprises need to have a strong ability to integrate resources, connect and collaborate efficiently between enterprises, use the platform to enable innovative applications, and create synergies between multiple platforms to help participants create value.

2. Attach importance to digital empowerment and build an integrated service platform

The ultimate goal of realizing the value of the integrated logistics service platform is to focus on the needs of customers, take the Internet technology as the support, improve the efficiency of logistics cooperation through resource integration and fine, dynamic and visual management, and help customers, logistics enterprises and other partners to realize value together. For customers, it can meet individual needs and get a good experience at the right time and cost. The platform can obtain feedback from customers and other stakeholders in time and evaluate the process of value realization, thus improving the business product experience and service innovation ability. The more comprehensive the function of the platform, the more service enterprises willing to enter, the richer the business that can be launched, and the better the experience, so as to attract more customers to register for services on the platform and form positive feedback. The platform and logistics enterprises can also mine more value-added services according to customer information and transaction data, so as to improve the platform functions and increase the business types.

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