

## A Comparative Study of Value Co-creation Models in the Context of Differentiation

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**Keyword:** Value Co-Creation; Business Model; Marketing Innovation

**Abstract:** The construction of value co-creation mode is helpful for enterprises to grasp the feedback information of users in real time in the dynamic business environment, obtain the valuable demand trend from the complex information, and bring the customer resources into the core competitive advantage of enterprises. Based on this, the deficiencies of products and operation can be improved in time, thus giving birth to a variety of value co-creation modes dominated by enterprises. By combing the existing literature about the value co creation model in different situations, this paper summarizes the more applicable value co-creation model for the differentiated industry field, which can provide reference for enterprises to enhance their competitive advantage and innovation in business model.

### Introduction

Up to now, the way of value creation is still one of the core issues of enterprise marketing strategic planning. The traditional point of view is that the main body of value creation is enterprises, and the flow of value is from enterprises to consumers through a series of economic behaviors. However, with the diversification of consumer behavior and business model, consumers are more and more involved in the process of enterprise production value, and create value together with enterprises. Therefore, as a business model innovation, value co-creation has been applied in many industries, and has been widely concerned by the management academia.

Early research on the theory of value co creation shows that in the process of value creation, consumers run through it and cooperate with producers in a specific way. At present, there are mainly two kinds of value co-creation views, one is the value co-creation theory based on consumer experience proposed by Prahalad and Ramaswamy, the other is the value co creation theory based on "service dominant logic" proposed by Vargo and Lusch in 2004. After combing the development and application of value co-creation theory, it is found that there is no clear classification of enterprise value co-creation models in the existing literature, and there is no meaningful summary of the cases of enterprise value co-creation. Therefore, this paper integrates the enterprise cases of value co-creation in the existing literature, roughly classifies the industry areas of enterprises, and summarizes the basis of different situations according to the value co-creation mode adopted by the enterprise's own business characteristics; it provides new ideas for the future research of value co-creation mode.

### Value co-creation mode in the field of e-commerce

After combing the enterprise cases of value co-creation in the existing literature, it is found that the application of the concept of value co-creation to the enterprise production and operation is mostly concentrated in the field of e-commerce. Q.T.Wu[1](2020) takes the attraction of online loan

platform as the core, and divides the value co creation mode of P2P online loan into three aspects. First, the value co-creation between the platform and the borrower, The second is the value co-creation between the platform and investors, and the third is the quality value co-creation within the platform. This is a typical successful case for the financial service industry to implement value co-creation with the help of e-commerce platform.

Then, based on the background of sharing economy, some scholars studied the value co-creation mode of sharing travel industry in the field of e-commerce. X.C.Yang and K.Tu[2](2017) studied the mechanism of user value co-creation in the field of travel sharing with Uber as an example, and found that in the travel industry under the mode of sharing economy, the value creation mode in the user connection stage is to follow the user led logic; the value creation mode in the user contact stage is to follow the user led logic; the user separated stage. The mode of value creation of segment is value co-creation which obeys the leading logic of supplier. In the subsequent research, X.C.Yang and K.Tu [3](2016) divided the value co-creation behavior of travel sharing industry into three stages: order, ride and payment, and established a model. The model shows that the co-creation process under the background of sharing economy is changing, that is, different service stages have different value co creation structures, and different value co-creation structures make the roles of participants different[4] ( H.L.Li ,2016).

Taobao, the leading enterprise in the field of e-commerce, also adopts the mode of value co-creation. W.H.Zhou, Y.J.Qiu and others[5](2015) based on each stage of the enterprise life cycle, studied the mode of value co-creation of Taobao e-commerce platform, focusing on the process of value co-creation between the platform and the bilateral market in the Internet environment, and summarized similar e-commerce platforms, and created platform regulations in the entrepreneurial period Then value, creating platform data value in the growth period and platform ecological value in the mature period.

After classifying and summarizing the above enterprises that implement value co-creation in the field of e-commerce, it is found that these enterprises generally use the network effect of their platform to establish the leading advantage of value co-creation, and further research finds that the so-called network effect is their ability to integrate customer resources. Most of these enterprises use the convenience of collecting customer information to stimulate consumption value co-creation behavior.

### **Value co-creation mode of manufacturing industry**

Nowadays, more and more real industries are aware of the importance of consumer information in the development and design stage of products and the marketing end. It is the general trend to make consumers participate in the production stage of products to a greater extent and build a value co-creation marketing mode based on customer data through a general survey of the dynamic business environment driven by the era of big data.

X.T.Jin(2013)[6]based on the enterprise case of FAW Volkswagen, summed up the value co-innovation mode, such as linkage database marketing, which focuses on the experience of all stakeholders in the supply chain including suppliers, distributors and customers, and focuses on the interaction mode oriented by co-creating value, so that FAW Volkswagen's real difficulty of value co-creation model is that it realizes the interaction and experience among enterprises to meet the needs of all enterprises, so as to create a network organization in which all participants, including the company, can benefit. In this paper, a large length of text is used to describe the importance of database establishment to value co-creation, emphasizing that the realization of value co creation depends on a good data base foundation. Similarly, X.C.Yangand X.B. Tao (2015)[7]also take Xiaomi company as an example to study the value co-creation mode of mobile phone industry. This new mode is called flexible value network. It connects customer demand with efficient production,adopts the concept of digital information supply chain, pursues high-level customer satisfaction and company profits, and connects cooperative suppliers for each different choices of customers provide all-round and maximum value service. The research also emphasizes that

information as the core driving force runs through the whole process of value co-creation. Xiaomi company uses its own convenience to capture user information to create a three-dimensional flexible value network structure of "user information organization".

It is found that consumer information data plays a decisive role in the construction of value co-creation model in the real enterprise. The scale, type and quality of database directly determine whether the enterprise can successfully co-create value with customers.

### **Value co-creation mode of service industry**

The traditional product oriented value creation system is changing to the service-oriented new value creation system, which also exists in the tourism industry. The increasingly diversified tourism demand of consumers and the change of tourists' role in consumption are the driving factors for the tourism industry to realize the value creation together with tourists.

Some scholars have conducted in-depth research on the value co creation model in tourism industry. M.Li(2014)[8] believes that smart tourism is a brand-new tourism industry operation and management system constructed by using modern electronic technology and information technology, which can establish a kind of resource sharing and value co creation network and cross interaction among tourists, enterprises, stakeholders and industry managers platform is a major innovation of tourism public service management mechanism. Because tourists are no longer satisfied with the practical value brought by the external function utility of tourism products, they are more in pursuit of personalized tourism experience, and the theory of value co creation just meets the tourists' desire to pursue personalized tourism experience and actively participate in the development of tourism products. L.J.Li (2012)[9] believes that the purpose of tourism value co-creation is to feed back tourists' needs and opinions and suggestions on the development of the scenic spot to the scenic spot with the help of the effective interaction between tourists and the scenic spot, so that the scenic spot can provide more targeted products and services, improve the quality of tourists' experience, and finally realize the co-creation of value between tourists and the scenic spot. Its essence is through tourists and the scenic spot Information exchange, knowledge sharing and joint cooperation will finally create unique and personalized tourism experience for tourists. C.B. Luand other scholars (2015)[10]carried out value co creation from the perspective of experience and service in combination with the basic characteristics of sports tourism as a spatial product, and reexamined the experience innovation and service platform construction of sports tourism. They should not only promote the "innovation of content innovation and other auxiliary experience centered on improving the value of sports experience", but also promote the "infrastructure construction and service platform" Innovation ", in addition, this value co creation mode should combine the interaction between consumers and enterprises, as well as the interaction between enterprises and governments, to promote the sustainable innovation of sports tourism industry.Z.Q.Jian and X.Xiao(2015)[11], when studying service innovation and value co-creation under the network environment, take Ctrip Travel, a representative of online tourism service industry, as an example, think that the process of value co creation under the network environment is a transaction matching process under the open environment, which forms the value co-creation of service supply chain under the network environment mainly around the interaction between middlemen and customers at all levels create pattern.

### **Summary**

Through the above analysis and summary of value co-creation models in several industries, it is found that value co-creation, an innovation in business model, is being applied in more and more industries. The business model of value co-creation breaks the idea of business innovation with enterprises as the core, takes customers as the important subject of value production and creation, and aims to promote customers' participation in value creation. We should take a new look at the value activities of enterprises, promote the reconstruction of value elements and re-integrate customer resources.

In the field of e-commerce, the mode of value co creation mainly focuses on the network platform, which has the characteristics of low cost, large user information base and strong interaction. However, with the deepening of value co-creation interaction, the coordination cost between enterprises and customers will increase, and due to the lack of force in the network platform, the implementation efficiency is low and the uncertainty is large. In the manufacturing industry, the value of enterprises is shared. Innovation activities mainly focus on the user data provided by dealers at all levels. The advantages of this co creation mode are convenient management and guaranteed data quality of users. However, the cost of collecting user information is high and the number of participants is limited. The value co-creation activities of this kind of enterprises involve a small scope and are not widely disseminated. The value co creation mode of service industry pays more attention to the relationship with consumers. The interaction of consumers' feedback information is often an important value provided to enterprises, which makes the value created by enterprises more targeted. The application of value co-creation in the service industry makes the matching between enterprises and consumers more accurate, but it also means that enterprises need to invest a lot of energy to study the information value of consumers.

It is worth affirming that value co-creation can indeed bring competitive advantages to enterprises, which will be sustainable and eventually evolve into enterprise resources. The types of value co-creation constructed in different industries have their own particularity. In terms of the current implementation status of enterprises, value co-creation at this stage mainly focuses on customer data, who can master more high-quality users' information, whose customers will produce more value.

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