

摘要

虛實整合成為電子商務發展關鍵。但是，許多企業發現在虛實整合過程中遭遇許多困難。過去文獻說明虛實整合之成功關鍵是策略、通路、系統等方面的綜效，分析許多虛實整合不當的原因，但我們仍不清楚虛實應該如何整合？本研究探討企業如何進行虛實整合以提供消費者創新服務體驗。本文選擇特力集團為研究對象，它是台灣較早發展虛擬商店的零售商。本研究說明虛實整合過程中的三種衝突現象：人員衝突、知識衝突、流程衝突。並整理出四種虛實整合方法，包含虛實整合之相得益彰、虛實整合之化繁為簡、虛實整合之如虎添翼、虛實整合之以少制多，點出對虛實整合企業的實務意涵。

關鍵詞：虛實整合、商業模式、通路衝突、創新服務、體驗

Abstract

Previous researches focused on the importance, strength, complementarity, strategy from online to offline (O2O). Some studies use business model perspective to investigate the strategy from online to offline. Other researches use channel conflict perspective to explain the failure from online to offline. This research focused on the case study of Testrite Group to investigate how enterprise provides customers innovative service experience from online to offline (O2O). We found three conflict types during the O2O process: employee conflict, knowledge conflict and process conflict. In addition, we found four O2O types and some mechanisms to solve the conflicts.

Keywords: online to offline, business model, channel conflict, innovative service, experience