

摘要

當代企業積極學習善用外部資源以創新商業模式。但多數企業往往只看到資源的顯性價值以換取短期利益，忽略資源的隱性潛值，無法掌握創新先機。本研究剖析TVBS電視台—美妝時尚節目《女人我最大》，製作團隊如何在換取資源過程中喚醒置入資源、達人老師、與電商平台價值，從而創新營收獲利模式。本文提出三種轉型機制：喚醒有形資源的無形價值、轉化劣勢資源為優勢價值、從單一資源增生多元價值。在學理貢獻上，本研究由喚醒資源價值角度，豐富資源多元樣貌，取代開放創新對資源流動或資源交易的單一換價觀點。尤其，特殊資源增值過程，可創造資源多元應用可能性；較以往資源基礎論僅重視稀有性或難以模仿的優勢資源，將更具開創性。從資源基礎論到「資源喚價學」，乃是本研究重要貢獻。在實務上，本文建議陷入經營危機的企業，與其盲目仿效或到處籌措資源，不如潛心學習如何由「喚價」實務改變內外部資源價值。企業若能學習資源增值之道，就有能力掌握開創商模先機。

關鍵詞：商業模式創新、開放創新、價值鏈、資源交換、價值創造

Abstract

Enterprises learn how to leverage outside resources to innovate their business models. However, most enterprises focus on the visible value of acquired resources but neglect the invisible potentials for innovative opportunities. This research examines how a fashion TV show, “Lady First”, can summon resources for innovation by awakening “deep sleep” resources. This paper analyzes the resource exchange process and identifies three patterns of value awakening mechanism: wakening the invisible values, turning disadvantages into advantages, and effectuating one resource for multiple functions. Theoretically, this research enriches open innovation by deepening the resource exchange process through value awakening mechanism. This thesis on resource awakening also highlights the importance of resourceful applications instead of just emphasizes on rare, valuable, not imitable, not substitutable of physical resources. Thus, extending our understanding of resource-based view theory. Practically, this article suggests that enterprises in revenue crisis need to review the incumbent resources at first for potential applications. When firms learn how to awaken “deep sleep” resources, they can create new values, summon outside resources and seize new business opportunities.

Keywords: business model innovation, open innovation, resource exchange, value creation, value capture