

Title	サービスサイエンスアプローチに基づく組織間のプロジェクトに対する価値共創フレームワーク
Author(s)	張, 琦
Citation	
Issue Date	2015-03
Type	Thesis or Dissertation
Text version	ETD
URL	http://hdl.handle.net/10119/12760
Rights	
Description	Supervisor:小坂 満隆, 知識科学研究科, 博士

Abstract

Organizations shift their focus from the quality improvement to customer satisfaction today. The concept of value co-creation with customers became very important, and value co-creation activities, such as open innovations, collaborations among multiple enterprises become popular, which integrate knowledge from a wide range of individuals to deal with the complexity of markets. Projects taking the form of value co-creation activities are required in the knowledge era. Participants in today's projects involve clients and experts in multiple organizations from different backgrounds and cultures who engage into the project management process to co-create with the organization through knowledge creation for values in reality. Conventional project management (PM) centering on single leader power and skills as control and order, is not able to deal with this situation. A new managerial methodology is required for human value co-creation.

Generally, effective PM practice includes PM, Leadership and knowledge management (KM). The existing PM mainly has two methods: Last Planner and Scrum. Both methods are based on the concepts of planning and control, and decompose tasks independently in each project phase. When consumers in markets act as co-creators and directly engage into the project management process, human interaction should be the primary focus instead of the control concept in management. The traditional PM emphasizes the power and skills of the single manager in a project, overlaps with leadership theory. Mainly, there are two approaches as leader-oriented and follower-oriented in current leadership studies. Both have stressed the pattern of roles and behaviors of leaders and followers without attention to an interactive process between leaders and followers. KM can make sure that the project team has know-how and abilities for PM practice. Conventional KM narrowly focuses on knowledge transfer, application, and creation in internal organizations. Otherwise, the concept of value co-creation is developed in service science research, but still is a controversial topic. None of the research fields above can offer a realistic method for value co-creation, which facilitates human interaction to create knowledge for values.

A new framework for human value co-creation is proposed and demonstrated through two value co-creation projects in this study, which contains three factors:

- (1) Participants have a dynamic relation as partnership within human value co-creation activities;
- (2) Participants have service mindset, which is to consider other first with supportive actions, so that share goals with others to obtain supportive reactions;
- (3) There is a process pattern of sequent four stages as knowing sharing/ identification of needs/ knowledge integrating/ implementation to meet needs, with a spiral value development.

The value co-creation framework is a new managerial methodology using a multi-principle approach, lying on a service-centered view and a service systems thinking. This study gives a new paradigm of management to break down the barrier of organizational hierarchy that facilitates human interaction to speed up knowledge creation converting into values, which is significant to value co-creation studies in service research and effective PM practice.

Keywords: Value Co-Creation, Project Management, Leadership, Knowledge Management, Human Interaction, Service-Centered View, Service Systems Thinking.