Title	多様なサービス開発と事業変革を加速するビジネス・エコシステム活用モデルの提案―クラウドサービスを対象とした事例研究―
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Citation	
Issue Date	2024-12
Type	Thesis or Dissertation
Text version	ETD
URL	http://hdl.handle.net/10119/19685
Rights	
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Abstract

The rapid changes in the business environment due to the spread of digital technology and the diverse customer needs in today's world have made it socially significant for not just individual companies to create value on their own, but for multiple organizations to co-create complementary value. Particularly, there are limits to how individual companies can respond to these changes with only the resources and capabilities they possess on their own. As one solution to this challenge, business ecosystems, which allow multiple complementary companies to cooperate to achieve common goals and objectives while providing a variety of values to diverse customers, have garnered attention.

Traditional business ecosystem research has primarily focused on defining, classifying, and understanding the structure of business ecosystems, developing as part of competitive strategies within companies. However, considering the recent social demands of co-creating value with complementary companies based on diverse and rapidly changing customer needs and market trends, there is room to further develop the concept of business ecosystems into specific value creation processes. In particular, addressing the question of how keystone species, which are the central companies in business ecosystems, and complementary companies can form and develop a business ecosystem during the value co-creation process carries academic significance, as it offers a framework that evolves into concrete service development mechanisms from the customer's perspective. It also has practical implications for overcoming the limitations of individual companies creating value on their own.

This study focused on cloud services, one of the digital technologies, and clarified the process of IT service development based on business ecosystems, as well as the processes related to the transformation of business ecosystems. Specifically, using the cases of Amazon Web Services (AWS) and Microsoft Azure IoT, which form business ecosystems on a global scale, this study elucidated two key points. The first point is that from the pre-service provision stage, these companies co-created IT services that meet customer needs by collaborating with complementary companies, simultaneously realizing the formation and modification of business ecosystems through an IT service development co-creation process. The second point is that this research clarified how complementary companies can be transformed using continuous / discontinuous business ecosystem transformation processes, while smoothly transitioning into new business ecosystems from the existing business ecosystems, utilizing the core values and experiences of the existing ones.

Of academic contribution is that this study not only assumed the existence of a business ecosystem for co-creating value, but also clearly demonstrated the formation and development of business ecosystems while creating core and complementary values from a customer-centric perspective.

Keywords: Business Ecosystem, Dynamic Capability, Sustainable Development, IT Service Development Methodology, Customer Participation