

「共享經濟」是一種去中介、透過互聯網驅動的新商業模式，這個全新的商業模式不僅席捲了全世界，同時也吸引了管理學研究的關注。雖然以利益為出發點的經濟模式已是常態，但共享經濟不等於租賃，而是閒置資源的再分配，讓有需要的人得以較便宜的代價借用資源，持有資源者也能或多或少獲得回饋，例如：私人汽車透過平台實現共乘作用、人們的空房也能租借給旅客，有房有車者也能得到報酬。在網路社群與行動裝置的助力下，各種共享平台如雨後春筍竄出，這些新創的共享平台的商業模式與傳統企業有何異同？其國際化的路徑是否較為快速？面對經常與現行法令衝突、或雙方交易行為難以依現行法律界定責任歸屬，因而引發許多爭端的重重阻礙，共享平台該如何因應？共享經濟是包裹在糖衣下的毒藥，或是拯救經濟的良方？以下節錄 2018 年發表於 *Journal of International Management* 共享經濟研究架構的論文(Parente, Geleilate & Rong, 2018)，請以此論文為參考文獻回答指定問題 1-4。

The Sharing Economy Globalization Phenomenon: A Research Agenda

The sharing economy phenomenon proved to be more than just a frail and temporary trend and has been capable of overturning competition across the globe. Within the wide variety of organizations that have flourished based on the concept of “sharing” underutilized assets, a group of internet-based platform businesses have been thriving in many different industry sectors and internationally (Belk, 2014; Möhlmann, 2015). A great deal of attention has been drawn to not only their capacity to raise large amounts of funding, but also to their impressive international expansion. Relying on a virtual platform to conveniently connect users and providers, these firms have achieved instant global adoption, which has resulted in clashes with local competition and regulators. Considering the particular way in which internet-based firms create and capture value (Brouthers et al., 2016; Gawer & Cusumano, 2014), questions on how sharing economy firms formulate and implement internationalization strategies—specifically with regard to local adaptation, internalization, and competitive dynamics—still need to be addressed by the literature.

Global sharing economy firms, such as Uber, Airbnb, Lyft, and WeWork, have achieved impressive results both locally and internationally. These are for-profit organizations that have been undertaking aggressive competitive moves in order to gain market share both in the home country and abroad. Sharing economy firms can be seen as examples of platform capitalism, which consists of intermediary firms relying on data analytics and market coordination to appropriate rent from transactions (Sundararajan, 2016). Customers also do not engage with sharing economy firms just to experience a new social interaction, but mainly to avoid ownership liabilities and take advantage of lower costs (Eckhardt & Bardhi, 2015). Despite ongoing debate around the sharing economy term, a definition of it was added to the Oxford English Dictionary in 2015 as follows: “an

economic system in which assets or services are shared between private individuals, either free or for a fee, typically by means of the Internet.” This definition highlights two important features we use in this study to characterize sharing economy firms: (1) assets or services are shared between individuals for a fee; and (2) transactions are mediated through the internet. We thus set the boundaries of the sharing economy business model around the following three pillars: (1) the business focuses in unlocking the value of unused or underutilized assets; (2) consumers pay for temporary access instead of ownership using an internet-based platform; and (3) it relies on network effects and social interactions between users/suppliers for growth.

There are important implications for theory and practice regarding the effects of the sharing economy on the global economy. The widespread adoption of platform-based businesses across the world is one of the fastest and largest internationalization movement to date. Future research could explore the sharing economy internationalization phenomenon by highlighting the importance of acknowledging business ecosystems across nations. Ecosystems are composed by all relevant stakeholders around a particular business and are constantly evolving as customers' preferences change and technological changes occur. In contrast to traditional global value chains (Porter, 1985), which are based on single-directed, location-bound flows of input from upstream providers to downstream consumers, ecosystems revolve around a platform or focal firm that connects suppliers and complementary asset providers from different industries and from different locations to consumer-participants in nonlinear ways (Adner & Kapoor, 2010). Ecosystems are seen as open communities comprising different actors—such as direct suppliers, complementors, regulatory authorities, the judiciary system, and research institutions (Teece, 2007; Thomas et al., 2014)—that have different roles in the value creation and capture process.

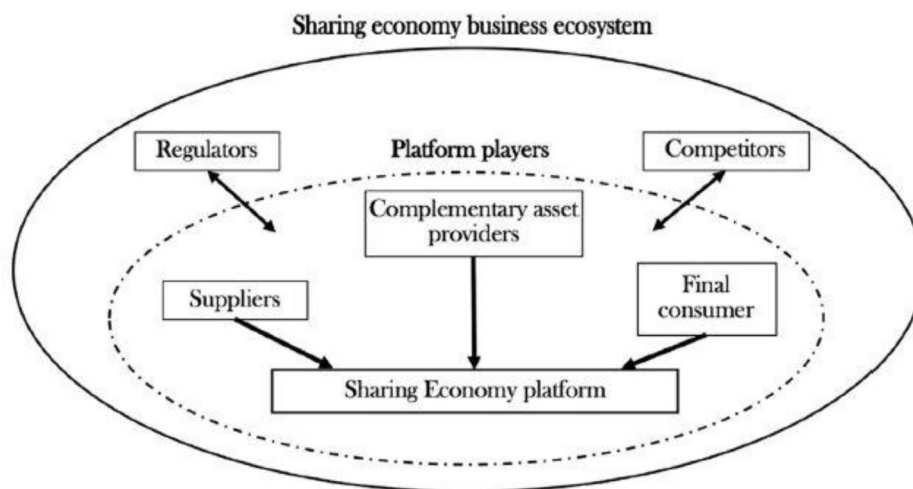


Figure 1. Sharing economy platforms and its main business ecosystem's stakeholders

As we have highlighted, since sharing economy firms do not possess assets to be transferred internationally and ownership advantages can be replicated by competitors, their internationalization relies mainly on their reach for multisided ecosystem players' engagement. According to former Uber executive Mina Radhakrishnan, the global market is seen as a “collection of hundreds of hyperlocal marketplaces,” where each local marketplace has its own ecosystem configuration. In this ecosystem view, the role of complementors from both downstream and upstream sides becomes extremely important in order to spur widespread adoption of the platform. Uber's partnership with important complementors—such as Toyota and the acquisition of maps start-up deCarta—reveal that sharing economy firms' network and integration investments prioritize complementary asset providers. This also indicates that these firms have to strategically “nurture” the ecosystem to enhance growth conditions for local providers, consumers, and complementors in different national ecosystems in order to survive (Rong et al., 2015).

The investigation of issues related to how sharing economy and other platforms foster multisided adoption and capture value in different geographies by organizing collaborative and knowledge-sharing partnerships is of great promise for the international business literature. While international network formation and configuration has an important role in firm internationalization (Choi & Contractor, 2016; Zhou et al., 2007), little is known about how alliances and acquisitions made with players of different functions in local ecosystems (Kapoor & Furr, 2015; Rong et al., 2015), and particularly with complementors, impact firm internationalization. Considering that business platforms need to be open to multisided players to capture value from transactions, open innovation (Baldwin & Hippel, 2011) and collaborative innovation endeavors are also stimulated in ecosystems. Investigating sharing economy firms' internationalization using an ecosystem perspective would then allow for a more comprehensive view on key stakeholders and their important effects of firm international entry (Devinney et al., 2013).

1. 請用 300 字以內中文解釋共享經濟平台的商業模式與特性。(30%)
2. 文章中對於共享經濟平台的國際化路徑的解釋為何?(中英文回答不拘)(20%)
3. 針對本文所提出的共享經濟平台研究架構與理論，您認為可發展的研究主題與內容有哪些?(中英文回答不拘)(20%)
4. 請以本文為管理學術基礎，連結實務做法，提出三點關於共享經濟平台的管理意涵。(中英文回答不拘)(30%)

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