

The Value Co-creation Process of Service Platform in Intellectual Property Operation—Take YET2.Com for Example

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ABSTRACT: This paper puts forward the value co-creation process of service platform in intellectual property operation from the perspective of Service-dominant Logic. The process comprises three main steps including value capture, value transformation and value realization. Then the paper further explores the co-creation process in-depth by using YET.com as an example to elaborate. Finally the paper ends up with some constructive suggestions for China's service platform in intellectual property operation, hoping to promote China's intellectual property operating service to achieve leapfrog development.

KEY WORD: Intellectual property operation; Service platform; Service-dominant logic; Value co-creation

Date of Submission: 10-07-2019

Date of acceptance: 28-07-2019

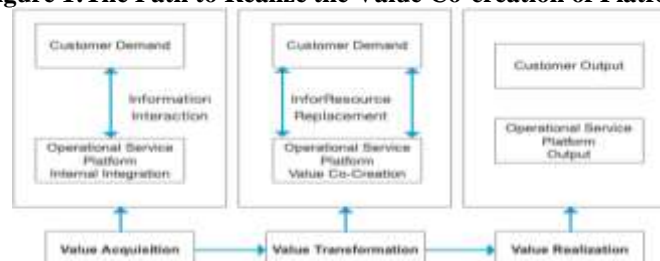
I. INTRODUCTION

With the advent of the era of knowledge economy, intellectual property rights of patents and trademarks have been paid more and more attention by countries around the world. The creation, possession, protection and use of intellectual property have become one of the indicators for measuring the comprehensive strength of countries. The intellectual property operation service platforms in developed countries such as the United States started early and now they have high levels, and have formed a relatively complete operational service model. China's service platform in intellectual property operation is still in its infancy. There are many problems, such as government-led, low degree of informatization and imperfect business system, which are difficult to meet the rapid development needs of China's intellectual property. It is urgent to explore new ideas and lead the healthy development of China's intellectual property operation service platform. Therefore, this paper puts forward the value co-creation process of service platform in intellectual property operation from the perspective of Service-dominant Logic. Finally the paper ends up with some constructive suggestions for China's service platform in intellectual property operation

II. THE PATH TO REALIZE VALUE CO-CREATION

In the IPR operation service platform, the main body of value creation includes two parts: platform and customer. The main goal of both is to achieve value creation. They are interdependent and mutually integrated. Through the information exchange between the platform and customers, the platform can understand the needs of customers more clearly. At the same time, the platform can actively guide customers to participate in the formulation of intellectual property marketing services, so that both sides can achieve value acquisition. Subsequently, the platform can match and replace its own related resources with customer resources according to the needs of customers, so as to match customers with the most suitable buyers or sellers. On this basis, the platform will also provide advisory services and other supporting services to promote the conversion of value between the two sides, and ultimately enable both sides to achieve the goal of innovation and revenue, so as to achieve the win-win effect of platform and customer value. The whole process of value creation is mainly divided into three steps: value acquisition, value transformation and value realization, as shown in Figure 1.

Figure 1: The Path to Realize the Value Co-creation of Platform



2.1 Step1 -Value Acquisition

The first step of the realization path of platform value co-creation proposed in this paper is value acquisition. Usually the ultimate goal of value acquisition is to achieve innovative profitability. The essence of value acquisition refers to the process of making enterprises gain certain profits or market share through the interaction between enterprises and customers^[6]. For IPR Operational Services Platform, the most important thing in value acquisition is the interaction between customers and platforms, which mainly includes two parts: customer demand provision and enterprise internal resource integration. The customers of IPR Operational Service Platform include the supplier and demander. The supplier and demander of IPR need to clarify the basic attributes, characteristics and functions of their own or needed IPR, so as to inject abundant intellectual property resources into the platform. As a channel of communication and interaction between supply and demand, the platform needs to sort out and integrate its own information, technology and market resources, so as to be able to more quickly and accurately "bridge" customers. In this process, not only need the platform to provide professional consultation and personalized marketing solutions for customers, but also need customers to actively participate in the platform's marketing plan design process, through the interaction and integration between the platform and customers, customers and platforms become partners and share results. This creates the common value between the platform and customers.

Figure 2: Value Acquisition of Platform



2.2 Step2-Value Transformation

The second step of value co-creation is value transformation, that is, to achieve customer value co-creation and platform value co-creation through information feedback and resource replacement. For the intellectual property operation service platform, the platform should actively establish close links with high-tech companies and manufacturing enterprises and other intellectual property intensive enterprises, so as to realize the value of providing internal resources for customers while fully mobilizing external resources. They match demanders and suppliers in a precise way by replacing resources to achieve customized services and promote the "efficient" transformation of intellectual property rights. In the process of value transformation, the platform needs to exchange its own internal and external resources with the intellectual property resources owned by customers. The resources provided by the platform mainly include technical support (patent retrieval, demand retrieval and other database resources), consultancy services, partner resources, etc.

Figure 3: Value Transformation of Platform

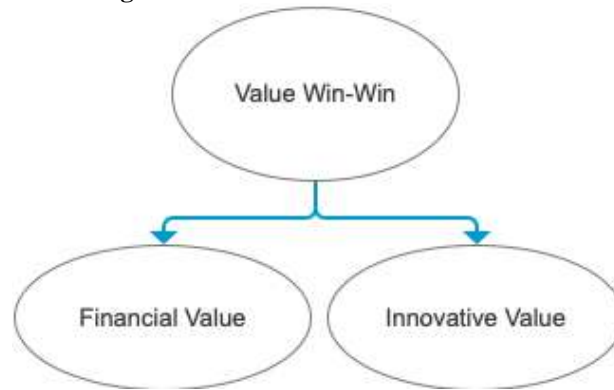


2.3 Step3 -Value Realization

The ultimate goal of value creation is to achieve value win-win. Value win-win includes financial win-win and innovation win-win. In the intellectual property operation service platform, the platform can collect a large amount of commissions from intellectual property transactions, and promote the aggregation of innovative

resources and the accumulation of platform experience. Intellectual property rights suppliers can gain profits through intellectual property rights licensing, transfer and other transactions, while intellectual property rights demanders can enjoy customized services, but also can realize the realization of demand, so that customers become real value creation partners.

Figure 4: Value Realization of Platform



III. CASE ANALYSIS

3.1 Value Acquisition

Yet2.Com has two parts: TechPak and TechNeed, among which TechPak focuses on the demand side of service intellectual property rights. In this section, intellectual property demanders can view the information released by technology providers in TechPak. Once they find the information that meets the demand, the demanders can communicate with the intellectual property suppliers through this platform, so as to further obtain the detailed content of the required intellectual property rights. If the demander urgently needs the intellectual property right, he can also send a detailed description of the application request of the intellectual property right to the supplier directly through the platform, describing the basic information of the demander's company, application purpose, plan, transaction budget and so on. The supplier of intellectual property rights can respond to the information received and the actual situation of the company. In addition, the TechNeed sector mainly serves intellectual property suppliers. In this section, the intellectual property supplier can send its solution to the intellectual property demander who publishes the demand information on the platform, which mainly includes the solution idea, whether the intellectual property right has been needed, whether it can provide technical support and other information. Intellectual property demanders can also reply to it through the platform. Through the information exchange and communication among the suppliers, demanders and platforms of intellectual property rights, intellectual property rights supply and demand can find suitable buyers and sellers, thus realizing the value of both sides through the transfer and acquisition of intellectual property rights. And the platform can also gain revenue through its successful transaction, achieve financial value, and then achieve the value of customers and platform.

3.2 Value Transformation

Yet2.Com's strategic transaction process service achieves value transformation between platform and customer. Its main benefit is that Yet2.Com has a large number of internal and external resources, including advanced intellectual property investigative technology, large-scale enterprise partner resources and professional advisory services. Intellectual property suppliers also have many high-quality intellectual property resources and R&D teams. Most of the demanders of intellectual property rights are well-funded enterprises with sufficient financial resources. On Yet2.Com, the platform uses advanced technology of intellectual property investigation and review to replace resources with intellectual property suppliers. The platform covers resources from all over the world, breaks through geographical restrictions, and provides point-to-point connections for both supply and demand sides. At the same time, through information integration and transmission, the platform can exclusively obtain the current industry's cutting-edge ideas and trends, and at the first time through briefings and other means of free transmission to customers, to avoid the loss caused by information lag. This measure reduces the risk of innovation, helps customers to make correct market forecasts, and achieves value conversion between customers and platforms.

3.3 Value Realization

Because of Yet2.Com's practice of radical service innovation value concept of service platform, Yet2.Com's global influence and authority have been rapidly improved. At present, it has become the world's largest technology trading platform, with hundreds of thousands of members, including Procter & Gamble,

Ford and other KA level customers have become the platform's "loyal fans". These customers can keep up with the market trend, quickly match the required technology and other resources, so as to ensure that the fastest speed into production and sales, seize market share, and achieve customer value output. Small and medium-sized start-up enterprises can sell their intellectual property rights or obtain strategic investment, so as to gain profits and long-term development. Yet2.Com platform achieves the output of financial value by collecting information release fees, transaction commissions, value-added services, and finally achieves the value creation between customers and platforms.

IV. REVELATION

4.1 Enhancing Interaction and Promoting Value Acquisition

In the service-oriented logic, the key to value co-creation is to strengthen the interaction between customers and platforms. For China's intellectual property operation service platform, the most lacking is the communication between customers and the platform. The platform only bears the functions of transmission and display. It only provides an application platform for the demand and supply of intellectual property rights, and can not match quickly and accurately. Therefore, for China's intellectual property operation service platform, we should strengthen communication with suppliers and demanders, tap the deep-seated needs of intellectual property demanders, fully understand the characteristics and functions of intellectual property provided by suppliers, so as to make the demand of both "efficient" and "accurate". In this process, customers can also understand the research frontier of the industry through information exchange and communication with the platform, and timely grasp the market dynamics, which can improve the value creation efficiency between the platform and customers.

4.2 Establishing trust mechanism and realizing value conversion

In the process of value co-creation, value is no longer simply transmitted unilaterally from the platform to customers, but through the replacement of resources between the platform and customers, realize the two-way and multi-way transmission of value and create value together. The premise of resource replacement between customers and platforms is based on mutual trust. Therefore, the platform needs to constantly improve the platform operation rules, establish trust mechanism, strengthen cooperation with high-tech companies, and establish good partnership with them, so as to form relatively stable customer resources. At the same time, the platform should strengthen the participation of customers in the transaction process, transform customers from simple value users to value-creating partners, guide them to participate in consulting services, marketing program formulation and other activities, so that customers can get a sense of participation in value creation, and also can better enhance customer experience.

4.3 Strengthen the technical level of the platform and improve its construction

For the intellectual property operation service platform, the key point of information exchange and resource replacement between the platform and customers is whether the technology supports. For the platform, in order to improve the efficiency of value creation between the platform and customers, it needs to be able to provide precise matching services for customers through strategic technology processes and targeted search services. At present, the functions of China's intellectual property operation service platform are relatively simple, and the plate classification is relatively single. Most of the platforms are classified according to the types of intellectual property rights, which are extensive and lack of direct communication channels between the supplier and the demander. Therefore, the construction of China's intellectual property operation service platform should focus on strengthening the platform's technological research and development capabilities, improving the platform's technological infrastructure construction, requiring the platform to upgrade technology, laying the foundation for value creation.

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Liu Xinqi "The Value Co-creation Process of Service Platform in Intellectual Property Operation—Take YET2.Com for Example" International Journal of Business and Management Invention (IJBMI), vol. 08, no. 07, 2019, pp 05-08