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塑造企業主動積極性以提高企業績效：衡量資訊科技

基礎下之協同合作在中小企業扮演的角色

Shaping Proactivity for Firm Performance:

Evaluating the Role of IT-enabled Collaboration in

Small and Medium Enterprises

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摘要

近年來，中小企業(SMEs)於經濟中扮演與日俱增的重要性，使得產官學界希望能知道更多如何提升其企業績效的方法。本研究定義企業主動積極性(proactivity)為一關鍵影響因子，可使企業預期改變、想要改變，進而執行改變，以提高企業績效。本研究亦視資訊科技基礎下之協同合作(IT-enabled collaboration)為增加企業主動積極性各面向的可能方法。本研究採用個案研究(case study)，對象為臺灣宜蘭縣枕山休閒農業區。研究結果顯示，中小企業確實可透過資訊科技基礎下之協同合作，塑造其企業主動積極性，進而提升企業績效。本研究亦可協助中小企業認識企業主動積極性的重要性，並協助其透過資訊科技基礎下的協同合作，增加其主動積極性。

關鍵詞：企業主動積極性、資訊科技基礎下之協同合作、中小企業、價值共創

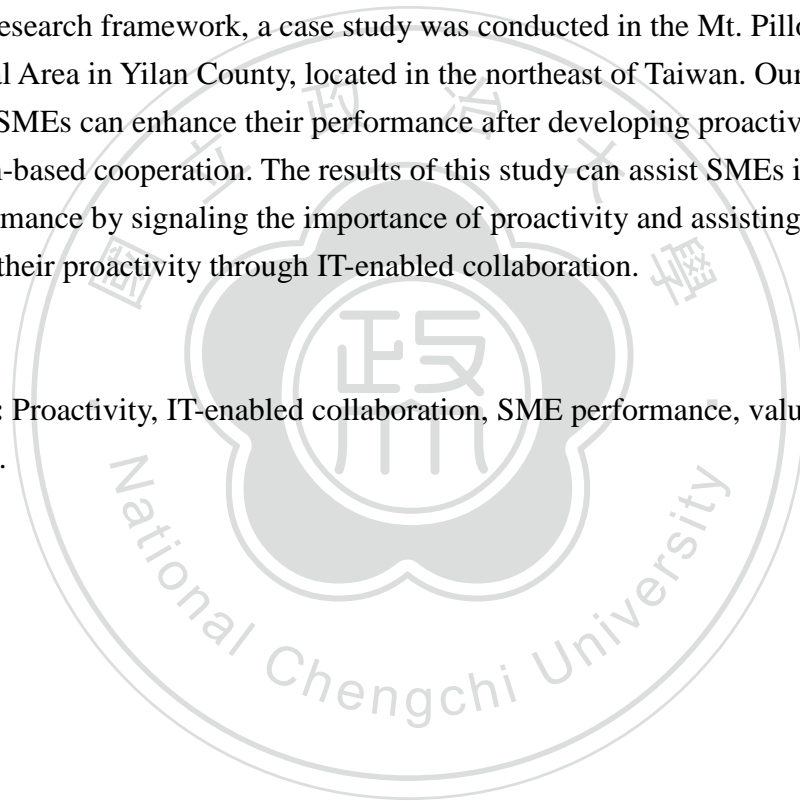


Shaping Proactivity for Firm Performance: Evaluating the Role of IT-enabled Collaboration in Small and Medium Enterprises

ABSTRACT

The emerging importance of small and medium-sized enterprises (SMEs) has led to an increased interest in how to improve performance. In our research framework, we define proactivity as an essential factor that enables a company to anticipate change, to have the desire to make a change, and to implement that change to improve the performance of SMEs. We hypothesize that Information Technology (IT)-enabled collaboration has the potential to help firms achieve all dimensions of proactivity. To verify the research framework, a case study was conducted in the Mt. Pillow Leisure Agricultural Area in Yilan County, located in the northeast of Taiwan. Our research found that SMEs can enhance their performance after developing proactivity through IT platform-based cooperation. The results of this study can assist SMEs in improving their performance by signaling the importance of proactivity and assisting SMEs in improving their proactivity through IT-enabled collaboration.

Keywords: Proactivity, IT-enabled collaboration, SME performance, value co-creation.



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CHAPTER 1: INTRODUCTION

The emerging importance of small and medium-sized enterprises (SMEs), or the “hidden champions” of the business world (Simon, 1996), has led to an increased interest in recent years about how to improve their performance. Scholars have offered various perspectives on the characteristics of SMEs. Kantabutra and Avery (2003) used vision-based leadership to test retailers. Bell et al. (2004) viewed internationalization as the most important performance factor for SMEs. The European Commission (2010) released a report that discussed European SMEs as the cornerstone of the European economy (Knop, 2007).

Some scholars find that proactivity is an essential factor in improving the performance of SMEs. In this study, we define proactivity as an organizational capability that enables a company to anticipate change, to have the desire to make a change, and to implement that change. A proactive enterprise has a relatively stable behavioral tendency to alter its environment (Randmaa, 2011). For example, Camison (1997) showed that small and medium-sized firms in Spain with proactive or innovative strategies tend to innovate more often and have better economic positions. Camison (1997) also found that proactive SMEs are more flexible in adopting innovative practices to address environmental changes and manage limited resources than their conservative counterparts. Aragón-Correa et al. (2008) indicated that proactivity is a key dimension of entrepreneurial orientation that can help small firms gain new capabilities to manage environmental changes. Although the importance of proactivity for optimal SME performance is recognized in the literature, there is no discussion of how to achieve proactivity, and once proactivity is achieved, it is difficult for companies to measure it.

Previous literature has posited that Information Technology (IT)-enabled collaboration may be a good solution for assisting firms in achieving proactivity. Shrader (2001) notes that some high-technology manufacturing firms have used IT-enabled collaboration to improve proactivity. IT-enabled collaboration, which changes the work process by changing the participants, the method of participation, and the nature of the work, has the potential to help firms achieve proactivity by supporting idea exchanges within groups and networks and by supporting interactions among suppliers and customers (McNurlin et al., 2008). SMEs are characterized by fewer employees and tight resources, making their partnerships trust-based (Hoffmann and Schlosser, 2001). IT-enabled collaboration systems may help complementary SMEs work together to obtain better performance through adequate

trust building, even more so than initially estimated; however, recent research has not addressed this issue. The purpose of this research is to discuss how SMEs can develop proactivity through IT-enabled collaboration.

Our framework will be validated using an empirical case study in the agricultural tourism industry.

Specifically, our research questions are as follows:

1. How can IT-enabled collaboration enhance the proactivity of SMEs?
2. What critical components of proactivity will impact the performance of SMEs?



CHAPTER 2: LITERATURE REVIEW

To determine how IT-enabled collaboration can enhance the proactivity of SMEs as well as the components of proactivity that impact the performance of SMEs, this section reviews two main topics. We introduce and discuss the concepts of IT-enabled collaboration in the context of SMEs, and we review past literature on proactivity to delineate important dimensions that should be examined.

2.1 IT-enabled Collaboration

Collaboration is a recursive process in which multiple people or organizations work together to achieve their shared goals (Huxham, 1996; Martinez-Moyano, 2006). Collaborative networks can help SMEs provide complete solutions comparable to those provided by large firms (Pouly et al., 2005), so collaboration is a good way to improve the revenue growth of SMEs. IT-enabled collaboration facilitates the cooperation and communication among SMEs (Ash, 2001). When an SME seeks to pursue IT-enabled collaboration, it must consider two groups: potential SME partners in the same industry or specific area and its current and potential customers.

2.1.1 IT-enabled Collaboration with Partners

Over the past twenty years, many SMEs have turned to collaboration with one another, also called team working. Consequently, collaboration has become one of the most common SME practices (Nadin et al., 1998). According to previous literature, by establishing and fostering efficient inter-firm cooperation, SMEs can achieve competitive advantages and facilitate growth and innovation (Street and Cameron, 2007; Hannah and Walsh, 2008). For example, these practices can complement internal knowledge of SMEs with external sources (Zeng et al., 2010; Malecki, 1991; Sorama et al., 2004), provide greater economies of scale (Lewis, 1990; Masurel and Janszen, 1998; Berry, 1997), produce new knowledge and enhance skills, improve product quality (Lewis, 1990), diversify corporate risks and reduce costs (Nolan, 2002), increase flexibility, and create possibilities to internationalize and identify new business opportunities (Casals, 2011). Alliances between SMEs are not merely a trend; they are necessary because of the advantages of collaboration.

However, helping various small business units work together is not an easy task due to business realities. Opportunistic behavior and overlap may destroy companies with fewer resources (Larsson and Malmberg, 1999), and the maintenance of trust

relationships between SMEs is an issue (Brunetto and Farr-Wharton, 2007). The implementation of IT may address these problems and facilitate collaboration. Some academic studies have shown that the use of IT in a collaborative network can boost the performance of SMEs (Temtime et al., 2003). For example, some researchers find that IT promotes flexible relationships (Ritchie and Brindley, 2000) and that IT-enabled collaboration may help SMEs in remote places work together (Findikoglu, 2011) to develop capabilities that a single SME would be unable to develop alone. Online collaboration, for instance, is now an important mode of operation for SMEs and can help SMEs and their partners learn individually or collectively with high levels of trust and commitment (Coopey, 1998; Allan and Lawless, 2005).

2.1.2 IT-enabled Collaboration with Customers

Collaboration with customers can occur as value co-creation with customers. The strategy of value co-creation is to enable customers to actively participate in shaping a company's value proposition (Doligalski, 2011). In other words, it is an interactive process of learning between companies and their customers (Ballantyne, 2004). Furthermore, value co-creation can assist firms in considering customers' perspectives and can help companies identify customers' true needs (Lusch and Vargo, 2006).

Collaboration with customers has become popular among SMEs (Ngugi et al., 2010) and has been found to be a useful tool to maximize the overall utility of stakeholders and to increase organizational wealth by supporting innovation and enhancing an organization's position in its industry (Ngugi et al., 2010; Tantalo, 2011). Value co-creation can be easily conducted with the assistance of IT by storing customers' experiences in databases and linking customers and SMEs (Novani and Kijima, 2010; Wilby et al., 2010). SMEs can also use customer profiles and discussions with customers to understand the market or initiate the newest trends in the market.

2.2 Proactivity

As we mentioned in the first chapter, some scholars have shown that proactivity is essential to SMEs if they want to survive and improve their position in the changing business environment. The word "proactivity" comes from the adjective "proactive," which is an antonym of "reactive". In the 1930s, the use of the term "proactive" (or "pro-active") was limited to the domain of experimental psychology, and the word was defined as "impairment or retardation of learning or of the remembering of what is learned by effects that remain active from conditions prior to the learning" (Oxford

English Dictionary, 1930). In 1946, the Austrian Jewish existential psychiatrist Frankl, who was incarcerated in the Auschwitz concentration camp during World War II, introduced the word into a wider public domain to describe a person who takes responsibility for his or her life rather than following the typical life patterns of others (Frankl, 1959). According to Frankl's theory of proactivity, individuals can choose to be reactive or proactive in every life circumstance (Page and Page, 2002).

Currently, the term is defined in most dictionaries, such as the Merriam-Webster Online Dictionary (2012), as "*acting in anticipation of future problem, needs, or changes*". Another dictionary defines proactivity as "*controlling a situation by causing something to happen rather than waiting to respond to it after it happens.*" (Miller, 1995). In sum, the attributes of proactivity, as it is currently defined, include "acting in advance" and "taking control to create changes".

Prior academic literature has outlined some constructs related to proactivity. For example, Bateman and Crant (1993; 2000) define "proactive behavior" as the relatively stable action that takes initiative to improve current situations. Parker, William, and Turner (2006) defined proactive behavior as "*self-initiated and future-oriented action that aims to change and improve the situation or oneself*". Griffin et al. (2007) contrast proactivity with adaptivity; they state that proactivity is behavior that focuses on initiating changes, whereas adaptivity involves simply coping with or supporting changes. Unsworth and Parker (2003) explain that proactivity is "*a set of self-starting, action-oriented behaviors aimed at modifying the current situation or oneself to achieve greater personal or organizational effectiveness*".

Although most discussions on proactivity focus on the individual rather than the organizational perspective, the features of proactivity summarized in the literature can be used to examine companies because a company is composed of individuals. In other words, a company is highly likely to be proactive if it has enough proactive employees. Therefore, if an SME wants to be proactive, it must have three key characteristics:

- **Anticipatory.** SMEs must act in advance of a future situation rather than simply responding to the current reality.
- **Change-oriented.** SMEs must take full control of their environment and cause changes to happen rather than adapting or waiting for the situation to

change.

- **Self-initiated.** SMEs do not need to be asked to create change, nor do they require detailed instructions.

(Parker and Collins, 2010)

The literature identifies additional features of proactivity, such as persistence (Frese and Fay, 2001). SMEs must maintain their proactivity rather than being content to satisfy short-term interests. Based on the work of Parker and Collins (2010) and other studies, we summarize three dimensions of proactivity that should be considered: time in advance, orientation toward change, and desire for change (Table 2-1).

- **Foresight.** A proactive SME can predict change in the environment and identify the best time to act in advance.
- **Desire for change.** This dimension describes the willingness to take charge of creating change. A proactive SME does not need to be asked to change.
- **Readiness for change.** This dimension focuses on the initiation of change and the power of change. A proactive SME can create change independently and can affect the surrounding business environment through persistence.

Table 2-1: The Literatures of Proactivity

		Foresight	Desire for change	Readiness for change
Oxford English Dictionary , 1930	prior to learning	✓	✓	
Frankl, 1959	took responsibility for lives		✓	
Bateman and Crant, 1993	takes initiative in improving			✓
Scott and Bruce, 1994	being proactive on individual innovation	✓	✓	
Miller, 1995	controlling rather than waiting			✓
Camison, 1997	more flexible on adopting innovative practices		✓	
Morrison and Phelps, 1999	taking charge to bring change			✓
Unsworth and Parker, 2003	action-oriented			✓

Table 2-1: The Literatures of Proactivity (Cont.)

		Foresight	Desire for change	Readiness for change
Parker, et al., 2006	self-initiated and future-oriented action	✓	✓	
Griffin, et al., 2007	focusing on initiating changes			✓
Aragón-Correa et al., 2008	gain new capabilities			✓
Parker and Collins, 2010	anticipatory, change oriented, and self-initiated	✓	✓	✓
Randmaa, 2011	create alteration			✓
Merriam-Webster Online Dictionary, 2012	acting in anticipation of change	✓		✓

CHAPTER 3: DEVELOPMENT OF RESEARCH FRAMEWORK

Based on the discussion in the literature review, we posit that proactivity is essential to the growth of an SME and that IT-enabled collaboration among SMEs has the potential to create proactivity (Camison, 1997; Shrader , 2001; Aragón-Correa et al., 2008; McNurlin et al., 2008; Parker and Collins, 2010; Randmaa, 2011). Hence, we integrate information from previous studies to develop our research model, as shown in Figure 3-1.

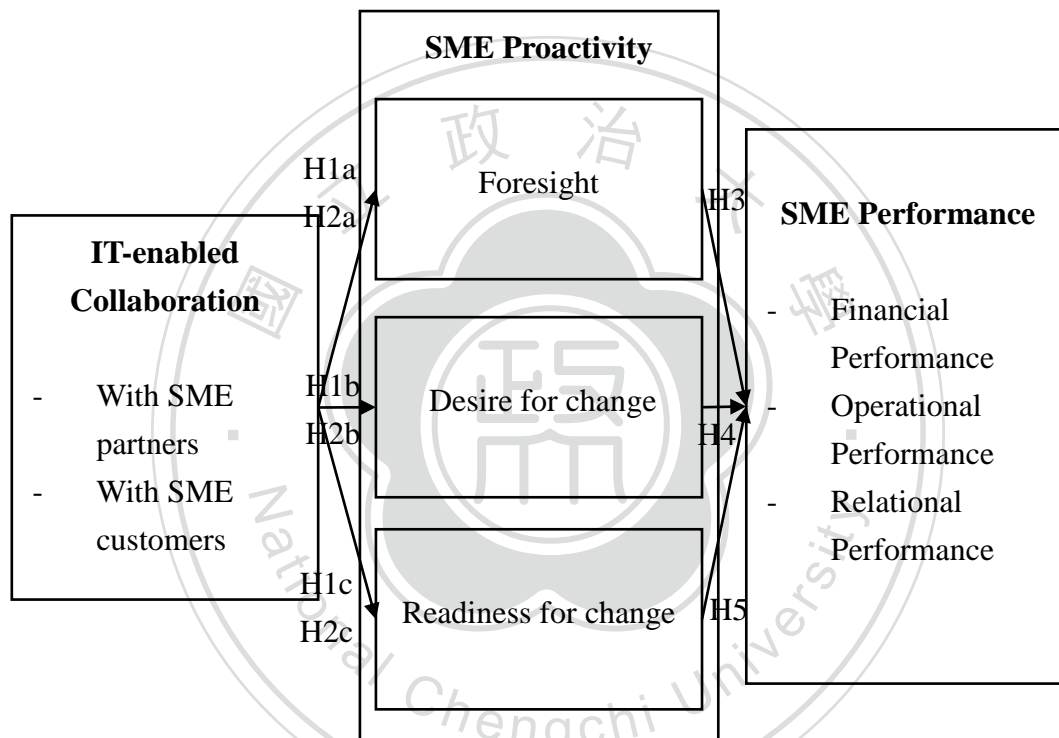


Figure 3-1 Research Framework

The research model illustrates two varieties of IT-enabled collaboration among SMEs: collaboration with business partners and collaboration with customers. In the last chapter, we defined proactivity as having three dimensions: foresight (focus on time in advance), desire for change (focus on willingness), and readiness for change (focus on initiation and readiness). We propose that IT-enabled collaboration contributes to the development of proactivity. Furthermore, the three dimensions of proactivity also relate to the performance of SMEs. Three types of SME performance are considered in this study: financial, operational, and relational. In most of the previous literature, scholars have proposed financial performance measures, such as cost and profitability, as dimensions of organizational performance (Sink, 1985; Peel

and Bridge, 1998; Omerzel and Antoncic, 2008; Hudson et al. 2001). Additionally, previous studies used cash flow, market share, overhead cost reduction, inventory performance, cost control, sales, profitability, efficiency, and product cost reduction as the measurements of financial performance for an SME. In addition to the traditional financial perspective, we argue that operational performance is another essential type of SME performance that consists of time savings, labor savings, and error reduction. Time savings has been considered both a source of competitive advantage and a basic measure of performance (Neely et al., 1995). For labor savings, Sink and Tuttle (1989) proposed productivity and effectiveness as performance criteria. Moreover, the risk reduction strategies that SMEs adopt are important for business operations (Kotey and Meredith, 1997; Shepherd et al., 2000). We suggest relational performance as a third type of SME performance that measures a company's relationships with its cooperative partners (Vickery et al., 2004). Specifically, Stank, Goldsby, and Vickery (1999) found that creating strong relationships with important customers allows firms to achieve a sustainable advantage by tailoring offerings to the needs of their customers. Gwinner et al. (1998) further stressed that well-developed relationships can have beneficial confidential, social, or special treatment aspects. The details of this model will be described in the following sections.

3.1 IT-enabled collaboration

3.1.1 IT-enabled collaboration with SME partners

For SMEs, IT-enabled collaboration with partners is a good way of gathering industrial information, scanning the business environment to identify new opportunities, and acquiring external knowledge resources (Laurie, 2001; Sawers et al., 2008). Wigand et al. (1997) noted that IT-enabled collaboration enhances networkability among partners so that companies can discover the most recent business trends through information sharing (Huisman and Smits, 2007) and take action before their competitors. Thus, we develop hypothesis H1a as follows:

H1a: IT-enabled collaboration with SME partners has a positive effect on the 'foresight' capability of SMEs.

At the same time, IT-enabled collaboration provides a common platform for accessing information and thus increases the opportunities for open discussion among participating firms (Moch et al., 2011). The exchange of ideas, experiences and practices in the open discussion provide a means for SMEs to obtain new ideas and ensure sufficient interactions to achieve innovative changes (Aldea-Partanen, 2006).

As a result, we present the following hypothesis:

H1b: IT-enabled collaboration with SME partners has a positive effect on the 'desire for change' capability of an SME.

When companies collaborate with each other, the social linkages between them are characterized as a set of relations based on an exchange of resources as well as a means of enhancing new opportunities (Ulrich and Barney, 1984; Lechner and Dowling, 2003). Complementary resource exchange through collaboration creates a good foundation for change and innovation (Wincent et al., 2010). Moreover, IT makes communication among partners much easier and more efficient. Companies can either create a friendly environment in which change can occur or resolve environmental barriers (Cairncross, 2001) that may impede changes. Therefore, we propose Hypothesis 1c, as follows:

H1c: IT-enabled collaboration with SME partners has a positive effect on the 'readiness for change' capability of SMEs.

3.1.2 IT-enabled collaboration with SME customers

It has become increasingly difficult to meet the needs of diversified customers. Thus, it is important for companies to use strategic solutions, such as IT-enabled collaboration, to resolve this difficulty (Hammer and Champy, 1993; O'Neill and Sohal, 1999). By gathering customer profiles or through collaborative filtering, SMEs are capable of identifying the overwhelming number of existing and potential interests of their customers (Herlocker et al, 2004) so that they can predict business trends and innovate to achieve the best timing. Accordingly, Hypothesis 2a was developed, as follows:

H2a: IT-enabled collaboration with SME customers has a positive effect on the 'foresight' capability of SMEs.

To obtain optimal results from IT-enabled collaboration with customers, SMEs must predict their future resources and competences and prepare in advance to interact with customers rather than simply responding to customers' requests. This foresight makes SMEs more willing to change. IT also creates an open communication channel that enables companies to exchange information with SMEs and customers so that new ideas are easily generated (Gibbert et al., 2002). Companies are therefore more

willing to change to turn their ideas into realities. Hence, Hypothesis H2b is presented as follows:

H2b: IT-enabled collaboration with customers has a positive effect on the 'desire for change' capability of SMEs.

Moreover, IT enables SMEs to accumulate and analyze customer data. When SMEs recognize customer shopping patterns, they may have a better idea of how to manage their brand and increase customer trust and loyalty (Feindt et al. 2002). Improved knowledge about customers guides firms in initiating change (Bates, 1991; Kenny and Fahy, 2011). During the process of collaborating with customers, firms can create additional relational resources and increase their competence in responding to customers' needs (Forsström and Törnroos, 2005). SMEs are thus better able to take control of their circumstances and initiate changes. Consequently, we develop Hypothesis 2c as follows:

H2c: IT-enabled collaboration with SME customers has a positive effect on the 'readiness for change' capability of SMEs.

3.2 SME Proactivity

3.2.1 Foresight

For an SME to be innovative, the company needs to search for new opportunities by tracking changes or conducting research over time (Arnold and Thuriaux, 1997) to identify opportunities for innovation. With market foresight, SMEs can improve performance through innovation and resource integration (Abro et al., 2011). For example, companies can enter into a new market before competitors and gain the greatest market share (Kim and Mauborgne, 2005); companies can improve the efficiency of the work process and thus decrease operating time in comparison with their competitors; and companies can improve their relationships with customers and suppliers through better knowledge of how to serve them. For these reasons, we develop Hypothesis 3 as follows:

H3: The 'foresight' capability of SMEs has a positive effect on performance.

3.2.2 Desire for change

Because making changes is often costly and risky, SMEs are discouraged from

initiating change by their limited resources and small number of external linkages (Bates, 1991; Coetsee and Visagie, 1995; Arnold and Thuriaux, 1997). For this reason, overcoming resistance to change and gaining a willingness to create change is usually an issue for SMEs (Coch and French, 1948; Vries, 2011). When desire for change or innovation of SMEs increases through the development of a sense of urgency and increasing confidence (Vries, 2011), employees in these companies will be more ambitious when they encounter business hazards. When companies have a positive orientation toward their work, their sales revenue and working efficiency can grow. Relationships on SMEs' supplier or customer side can also become stronger when open discussions are held among SMEs' active workers (Brennan, 1997). Hypothesis 4 is therefore proposed as follows:

H4: The 'desire for change' capability of SMEs has a positive effect on performance.

3.2.3 Readiness for change

The readiness toward change is necessary for companies to manage a dynamic business environment. When an SME prepares for a change or innovation, it needs to expand its resource and competence base with its partners. Collaborating with partners usually brings a firm more sales channels, more technological resources, and more brand images so that the company can influence its environment and easily initiate change. By initiating change, the company can create higher sales revenue by expanding channels, creating a more efficient operation with sufficient IT support, and strengthening linkages among customers and partners through loyalty building. Therefore, we suggest that SMEs will improve business performance by increasing their readiness for change. Consequently, the last hypothesis of our research model, Hypothesis 5, is as follows:

H5: The 'readiness for change' capability of SMEs has a positive effect on performance.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Research Method

This study is the result of a research effort focused on IT-enabled collaboration and proactivity using literature and dictionary reviews. These reviews assisted with the development of research questions and a research framework, which includes several hypotheses. To explore the proposed research model in more detail, we conducted a case study that examines the causes and effects in the analysis using detailed interviews. Our completed research roadmap is shown in Figure 4-1.

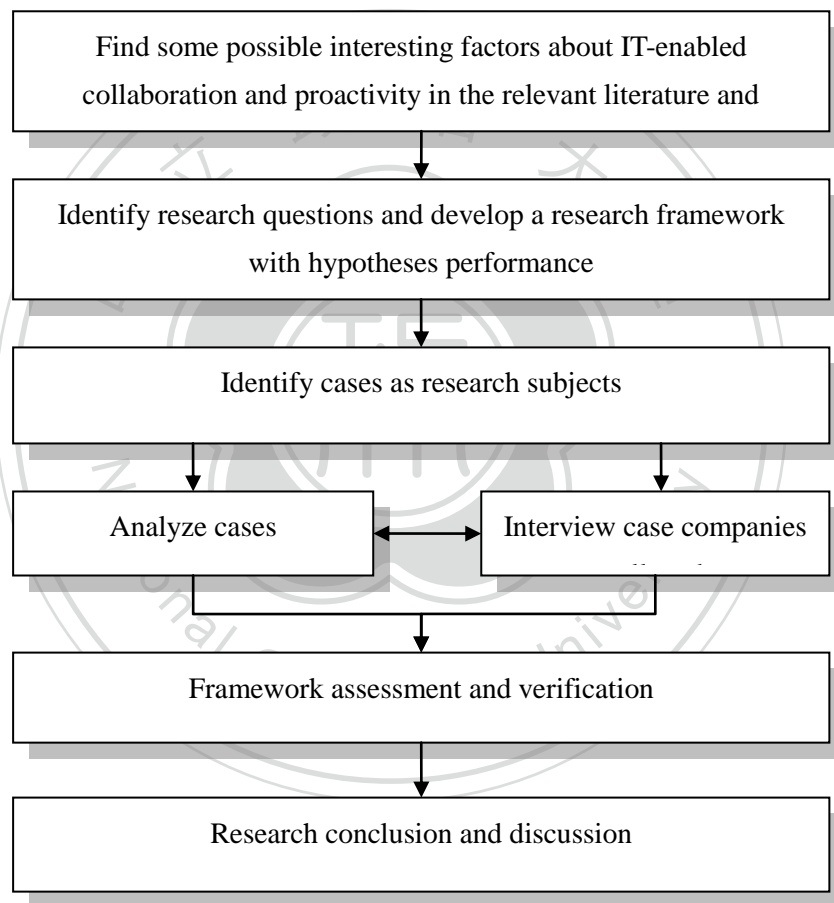


Figure 4-1-The Research Roadmap

4.2 Case Background

The tourism and leisure industry has emerged because individuals regard travel as a necessary component of their lifestyle, rather than a luxury (Kandampully, 2000). According to the literature, the tourism and leisure industry is largely dominated by SME organizations (Gammack et al., 2004; Philips and Louvieris, 2005). Because of resource limitations within these SMEs, it is difficult to predict or realize the future of the tourism and leisure industry market and implement changes to meet potential customer expectations.

IT-enabled collaboration platforms such as blogs, guest books, and social networks are integrated service systems that enable SMEs to deliver better service quality by utilizing two significant features: (1) the formation of an SME network alliance with business partners and, (2) travel information or recommendations for customers' tour planning. Using these platforms, SMEs are able to share information related to business operations and analyze cooperative opportunities with their potential SME partners; customers have the ability to share comments with the public and create customized trips in conjunction with the SME. In summary, the platforms are typical in IT-enabled collaboration for both SME partners and their customers.



4.2.1 Sample

A multiple-case study is used to test our research framework developed in the last chapter. The Mt. Pillow Leisure Agricultural Area in Yilan County, where is located on the northern-east part of Taiwan, was selected as our research participant. Several firms were contacted; eight agreed to participate in the study with the assurance that all interview content would remain anonymous. The firms, which all belong to SMEs in this leisure agricultural area, include bed and breakfasts (B&B), farms, restaurants, and orchards. For identification purposes, we refer to the eight companies as firms A1 to A8. A summary description is presented in Table 4-1.

Table 4-1 Description of the Organizations in the Sample

Firm	Kind	Major Products & Services	IT-enabled collaboration involved
A1	B&B	<ul style="list-style-type: none"> • Accommodations • Some homemade products 	<ul style="list-style-type: none"> • Facebook • Blog • Guest book
A2	Orchard	<ul style="list-style-type: none"> • Fruit • Adoption of trees • DIY experience for children 	<ul style="list-style-type: none"> • Facebook • Blog • Guest book
A3	Restaurant	<ul style="list-style-type: none"> • Snack • Food DIY experience 	<ul style="list-style-type: none"> • Blog
A4	B&B	<ul style="list-style-type: none"> • Accommodations • Drama & commercial filming(CF) shooting 	<ul style="list-style-type: none"> • Facebook • Guest book
A5	B&B	<ul style="list-style-type: none"> • Accommodations • DIY experience in backyard orchard 	<ul style="list-style-type: none"> • Facebook • Blog • Guest book
A6	B&B	<ul style="list-style-type: none"> • Accommodations • The views at the top of Mt. Pillow 	<ul style="list-style-type: none"> • Facebook
A7	Farm	<ul style="list-style-type: none"> • White champak • White champak -related product 	<ul style="list-style-type: none"> • Facebook • Blog
A8	Farm	<ul style="list-style-type: none"> • Bamboo shoot dishes • Bamboo shoot DIY experience 	<ul style="list-style-type: none"> • Blog

Firm A1 is a B&B that was built in 2003 in Yuanshan Township, Yilan County. The SME provides customers with comfortable accommodations and homemade products. It has two members, and for this study, the owner was interviewed. She uses

Facebook, a blog, and a guest book to communicate with partners and customers. The owner of A1 has run her business very actively in the past, but recently, she has been focusing less on operations and more on her other responsibilities. In addition, her B&B is not yet an officially licensed business.

Firm A2 is an orchard that primarily cultivates pears. It offers customers many types of pears and fruits, the adoption of fruit trees, and “do it yourself (DIY)” activities. The host of A2 has accounts in blog, Facebook, and a guest book, but he seldom uses these tools due to his lack of computer skills.

Firm A3 is a restaurant and snack factory owned and operated by the former host of a five-star hotel’s restaurant. He offers Chinese-themed snacks to his customers and also supplies nearby restaurants with meals. The DIY activities offered by A3 are also popular with customers. The owner recently considered expansion. Although the host spends most of his time making snacks, he expressed that he may concentrate more on collaboration at a later date.

Firm A4 is the most famous and popular B&B in our study because the Taiwanese celebrities stay here when in many Taiwanese trendy dramas and advertisements. It is also popular for its first-class facilities and beautiful views of Mt. Pillow. The interactions and message exchanges between staff and customers on the B&B’s Facebook and the official guest book add to its high visibility and revenue.

Firm A5 is a B&B owned by an enthusiastic retired couple. The beautiful setting of the B&B, combined with its comfortable accommodations, helps it retain loyal customers. This couple uses Facebook, a blog, and a guest book to communicate with their customers and partners; they utilize feedback for business improvement.

Firm A6 is another B&B; it has outstanding views and is located at the top of Mt. Pillow. The host occasionally uses Facebook and email to interact with customers and partners; however, her lack of IT skills prevents her from more advanced collaboration using these platforms.

Firm A7 is a farm that primarily plants “white champak”, a type of flower belonging to the magnolia family, which has a pleasant smell. The farm sells the flowers and flower-related products, such as herbal tea. The original host of this farm had physical issues that made continuous operation difficult; therefore, the farm is now rented to an individual who was interviewed for this study. The new holder has

struggled with promotion of the farm since he took control; he utilizes Facebook and a blog to interact with people to retain business.

Firm A8 is a famous farm offering bamboo shoot dishes and related DIY experiences. The primary host uses an official blog to communicate with customers. She does not consider using other platforms for more advanced collaboration because the firm is currently successful.



4.2.2 Data Collection

The primary data sources were face-to-face interviews conducted in April and May of 2012. Each interview was approximately 60 minutes. All of the interviews were tape recorded, and all sessions were transcribed before the data were analyzed. We summarized the major findings from all interviews; the summaries were verified by the participants to enhance the validity of their answers (see Appendix C for details). Furthermore, to ensure the construct validity, internal validity, external validity and reliability, we applied Yin's (2003) recommended tactics to our case studies, as Table 4-2.

Table 4-2 Validities and Reliability Tests

Tests	Case Study Tactic and the phase in which tactic occurs (Yin, 2003)	Implementation in this study
Construct validity	Use multiple sources of evidence in the data collection phase	The primary data sources were collected through several face-to-face interviews. Other information was gathered from each firm's official blog, personal page in social networks, or website.
Internal validity	Conduct explanation-building in the data analysis phase	Regular and iterative work was conducted to examine the framework application and at the same time lead to a cross-case analysis in our multiple-case study.
External validity	Use replication logic in multiple-case studies in the research design phase	A theoretical framework was developed to process the eight case studies (see Figure 3-1). Replication logic was used as the theoretical framework and later became the vehicle for generalizing to new cases.
Reliability	Use case-study protocol in the data collection phase	A semi-structured interview guide was used for all the interviews. Several open-format questions were included in the interview guide to allow the participants flexibility in their responses.

CHAPTER 5: RESEARCH ANALYSIS AND DISCUSSION

In this section we will analyze these cases according to the research framework proposed in Chapter 3.

5.1 Case Results

IT-enabled collaboration

IT-enabled collaboration with partners. IT-enabled collaboration with partners is defined as the degree of SME interactions using IT platforms. The case companies were categorized as having low, medium, or high rankings for IT-enabled collaboration if they had the following respective traits: no interaction or low interaction with other SMEs using IT platforms; basic interactions with SMEs using IT platforms; or coordination with partners using IT platforms.

Through our interviews and analyses, it was determined that A2, A3, A6, and A8 do not interact with other SMEs through IT, but they do have face-to-face interactions or communicate using phone calls. *“We (SMEs) exchange information with our partners, for example, we talk about awkward customers. However, we always communicate face-to-face; we seldom go through the Internet,”* stated the owner of A6. In contrast, the other four companies (A1, A4, A5 and A7) have basic interactions, such as leaving messages and sharing pictures with other SMEs via Facebook, to maintain relationships. For instance, *“I sometimes interact with other SMEs on Facebook. I give them a ‘Like’ or leave messages, just like what we used to do with our friends,”* stated the owner of A5. Based on our interviews, none of these scenarios achieves high levels of IT-enabled collaboration.

IT-enabled collaboration with customers. We define IT-enabled collaboration platforms, such as social network websites, blogs, and guest books, as common integrated service systems that allow firms to communicate with their existing and potential customers. The company owners work together with customers to generate new ideas. Hence, to determine the co-creation of value through IT platforms, the frequency of each firm’s communication with customers using IT-enabled collaboration was measured.

The first case, firm A1, had a special situation: the holder had changed her business approach. Previously, she had communicated with her customers diligently and actively. *“In the past, I often interacted with customers. For example, I took some*

photos for my customers, uploaded these to my blog, and also emailed them,” the B&B holder said. She often communicated with customers using the firm’s guest book and sent greeting cards for Chinese New Year or other festivals. However, because of her personal situation, she no longer focuses on IT-enabled collaboration. This special case therefore received an average ranking.

The other three companies (A2, A5, and A7) showed similar characteristics that produce medium frequency interactions. They occasionally interact with their customers and feel that the IT-enabled collaboration platforms work well. *“Just like the guest book, it really works. If someone tells us that there are too many mosquitoes, I need to handle the situation, or if someone says that the floor is dirty, I will sweep immediately,”* the holder of A7 said. Because of their medium frequency of interactions with customers using IT platforms, we ranked these three cases as medium.

Firms A3, A6, and A8 rarely use information technology to support their business operations and minimally utilize collaboration opportunities on IT-enabled platforms. In contrast, company A4 ranked at a high level for IT-enabled collaboration with customers due to its daily Internet interactions using various platforms. The owner of A4 regards the different platforms not only as a valuable way to promote his business but also as a way to help him learn more about his customers. This is a model example of utilizing information technology to communicate with customers.

Proactivity

Foresight. Instead of gazing into a crystal ball to just guess the future, the capability of foresight allows the organization to focus on possible future scenarios and then make decisions to create the best future for the company (Horton, 1999). To understand the level of foresight at each firm, we measured each firm’s ability to predict possible trends of both customers and competitors by examining its collaboration on IT-enabled platforms.

The three companies (A1, A4, and A5) that ranked as medium on foresight have the ability to examine industry trends and the traits of their potential customers. For example, the owner of A1 found that the introduction of smart phones and tablet personal computers has changed the behaviors of customers. She predicts that televisions will not be needed at hotels or B&Bs because of new information technologies. The owner of A4 simultaneously got the trend of watching trendy dramas online and hopes to translate this activity into profit for his organization by

advertising that the dramas were filmed on site. *“A vast number of people watch dramas on the Internet; however, people may not know that the dramas were filmed in my house,”* he said.

Aside from examining market trends and the characteristics of customers, A7 observes its competitors and business partners to see how they utilize IT-enabled collaboration. *“They sometimes promote themselves by accident,”* the holder of A7 commented. *“For example, A1 is in our area. She often takes customers on outings, and if these are successful, I can plan similar outings in the future.”* He further realizes that future trends concerning travel, as well as the potential to entice backpackers, may contribute to his future business opportunities owed to IT-enabled platforms. We ranked A7 as a company with a high market foresight capability.

After carefully evaluating the interviews, we ranked the rest of the cases at low levels for foresight capability. A2 and A6 have the capability to find potential traits in customers or partners, but not in the local market, and A3 and A8 indicate no interest in predicting the future through IT-enabled interactions.

Desire for change. To measure each firm’s desire for change, we asked all eight firms whether they were willing to adopt changes after utilizing IT-enabled collaborations. Only two companies, A5 and A7, responded positively. The other firms had no desire to make changes after using IT-enabled collaboration. For instance, the owner of A4 stated that *“the information platform is just a convenient and accurate way to provide my information online for customer’s reference; therefore, I won’t change my business operations.”* He views the information platform as a bridge to connect customers with the firm and to promote the firm to customers. A2 has received constructive criticism through IT-enabled collaboration, but the owner is unwilling to improve based on those comments. Moreover, A3 has a strong desire to change his business, and he has a succinct plan for the change; nevertheless, his high desire for change is derived from face-to-face contact and his knowledge of the industry rather than IT-enabled collaboration. Therefore, we regarded A3 as a company with no desire for change related to IT-enabled platforms.

Readiness for change. We define readiness for change as the degree to which the firm is ready to implement change or innovations after IT-enabled collaboration has been measured. A company with a high readiness to initiate change must be willing to use IT-enabled collaboration and initiate changes via IT-enabled platforms.

Three companies, A4, A5, and A7, ranked as having a high readiness for change. The owner of A4 uses the Internet daily to interact with customers and to analyze customer behavior patterns utilizing various platforms; he ranks high on the readiness to change scale. A5 and A7 also ranked high: both analyze IT-enabled collaboration when it occurs and then initiate changes based on their interactions.

A6 is the only firm that ranked as medium regarding readiness for change. The owner of A6 stated, *“Unlike the others, I’ll understand when something enhances my business.”* She has the ability to utilize IT-enabled collaborations and learn from the results; however, she is not adept at making changes within IT-enabled platforms. For this reason we gave the case a medium ranking.

The other cases, A1, A2, A3, and A8, rank as having a low readiness for change. They have similar characteristics and either have difficulty with using technology devices or have issues with understanding how to initiate change. Hence, their rankings of readiness for change were low.

SME performance

We assessed the SMEs' performance based on growth in income, relationships with customers, and relationships with partners. Accordingly, we ranked their performance as "Low", "Low-to-Medium", "Medium", or "High". The interviews revealed that A1 increased its income by selling its product and had better relationships with customers through interactions. A5 did not increase its income, but it has maintained good relationships with its partners and customers. The owner of A5 commented: *“Through Facebook, I recognize some SMEs in other areas, and we interact. Also, on Facebook, customers ask me to recommend restaurants for the Chinese New Year; afterwards, they thank me on Facebook because the ones I recommended are really good and cheap.”*

A7 just started operating recently, so it only has good relationships with its partners. *“I have a good relationship with some SMEs,”* the holder of A7 said, *“Though I am not currently connected to their friends, I do try to add them as friends on Facebook.”*

The other companies are either low or high in their performance rating, representing two extremes. A4 has successfully reduced advertising costs, increased its income, and achieved an excellent relationship with customers and partners. *“I use*

information technology to market my business for free. I also have 900 friends on Facebook, both SMEs and customers; most of them are active friends. I think this type of interaction is pretty good, not too commercial, but it unobtrusively promotes our B&B,” the owner of A4 remarked. Unlike A4, the remaining four firms did not achieve income growth or increase relationships with customers and partners. In summary, we ranked A4 at the highest level of performance; A1 and A5 at the medium level; A7 at the low-to-medium level; and A2, A3, A6 and A8 at the lowest level.



Table 5-1 Cross-case Analysis Results

Factor	Item	Definition / Evidence	Result							
			A1	A2	A3	A4	A5	A6	A7	A8
<i>Independent Variables</i>	IT-enabled collaboration with partners	How extensively the firm communicates with other firms through IT-enabled collaboration.	Medium	Low	Low	Medium	Medium	Low	Medium	Low
	IT-enabled collaboration with customers	The frequency of the firm's communication with customers through IT-enabled collaboration.	Medium	Medium	Low	High	Medium	Low	Medium	Low
<i>Mediating Variables</i>	Foresight	The degree of the firm's ability to predict the trends and the traits of its customers and competitors.	Medium	Low	Low	Medium	Medium	Low	High	Low
	Desire for change	Yes/No answer that defines the firm's willingness to adopt changes after IT-enabled collaboration.	No	No	No	No	Yes	No	Yes	No
	Readiness for change	The degree to which the firm is able to conceptualize and initiate innovation or changes after IT-enabled collaboration.	Low	Low	Low	High	High	Medium	High	Low
<i>Dependent Variables</i>	SME performance	An increase in the sales growth rate, an increase in the number of new relationships initiated with partners and customers, and the maintenance of better and longer relationships with partners and customers.	Medium	Medium	Low	High	Medium	Low	Low-to-Medium	Low

5.2 Cross-Case Analysis Results

In this section, we will verify each proposed hypothesis by examining the relationships among the eight cases. As presented in our research framework, the three capabilities of proactivity, ‘foresight’, ‘desire for change’, and ‘readiness for change’, should be evaluated using the two types of IT-enabled collaboration and the SMEs’ performance. Figure 5-1 represents the results. The linear lines in Figure 5-1 are derived from the levels of each component using regression analysis.

We observed that with more IT-enabled collaborations with partners, the firm generates a higher foresight capability. The relationship between the desire for change and IT-enabled collaboration with partners can also be evaluated as positive, except in two special cases. The two cases ranked at a medium level for IT-enabled collaboration with partners; however, their ‘desire for change’ capabilities were still ranked as low because of personal factors. The owner of the first case, A1, said that she is too tired to run the business; in other words, the firm faces a situation in which there is no willingness to change because of insufficient holder motivation rather than because of the impact of IT-enabled collaboration. Another case, A4, faces a similar situation; the owner resists his own belief on running business, so he is unwilling to initiate change even if he receives significant information via IT-enabled collaboration. The cooperation mechanism using IT can be further proven as enhancing the ‘readiness for change’ capability. The only case with a non-standard result, A1, presented no willingness, no confidence, and no readiness to initiate change; therefore, the company ranked low in the ‘readiness for change’ category even though it showed strong collaboration with its partners.

IT-enabled collaboration with customers has a positive effect on generating ‘foresight’, the ‘desire for change’, and ‘readiness for change’, with some exceptions. As previously stated, the case of A1 involves a personal factor that inhibits both the willingness and the readiness of the owner to effect change. Similarly, the strong resistance of the owner of A4 supports his unwillingness to change. One exception is A2, whose owner has low willingness and low readiness to effect change. Although the owner of the firm occasionally collaborates with his customers on the Internet, he has developed no new ideas from the interactions owing to his low personal learning capability; he therefore lacks the two main capabilities of proactivity.

Finally, we evaluated the relationship between proactivity and the firms’ performance. It can be observed that the three capabilities of proactivity have a positive impact on performance, with some exceptions. The non-standard cases merit

further examination. At a medium level of market foresight and a low level of desire for change, A4, with its high ranking on performance, is a special case. Its high frequency of communication with customers and its effective promotion of advertisements, as well as the influence of well-loved trendy dramas, distinguished its performance from the other companies in the surrounding area; namely, the firm has the ability to improve its performance even without the enhancements of foresight and the willingness to initiate change after IT-enabled collaboration.

Contrary to A4, though A7 has a high market foresight ranking, it still needs to improve its performance. The firm is in this situation because of timing issues. Once more partners and customers notice that the holder of A7 has changed and is willing to collaborate with others, more improvements on the performance of the firm may occur.

The last case to discuss, A1, was ranked as a medium performance, but its holder had no 'desire for change' and a low 'readiness for change' capability. The firm initially performed well by maintaining connections with partners and by selling products using IT-enabled platforms. Although A1 has no willingness or readiness to change, it still performs well.

In summary, the hypotheses we proposed in our research model are supported by the majority of the cases. A future survey is required for further justification.

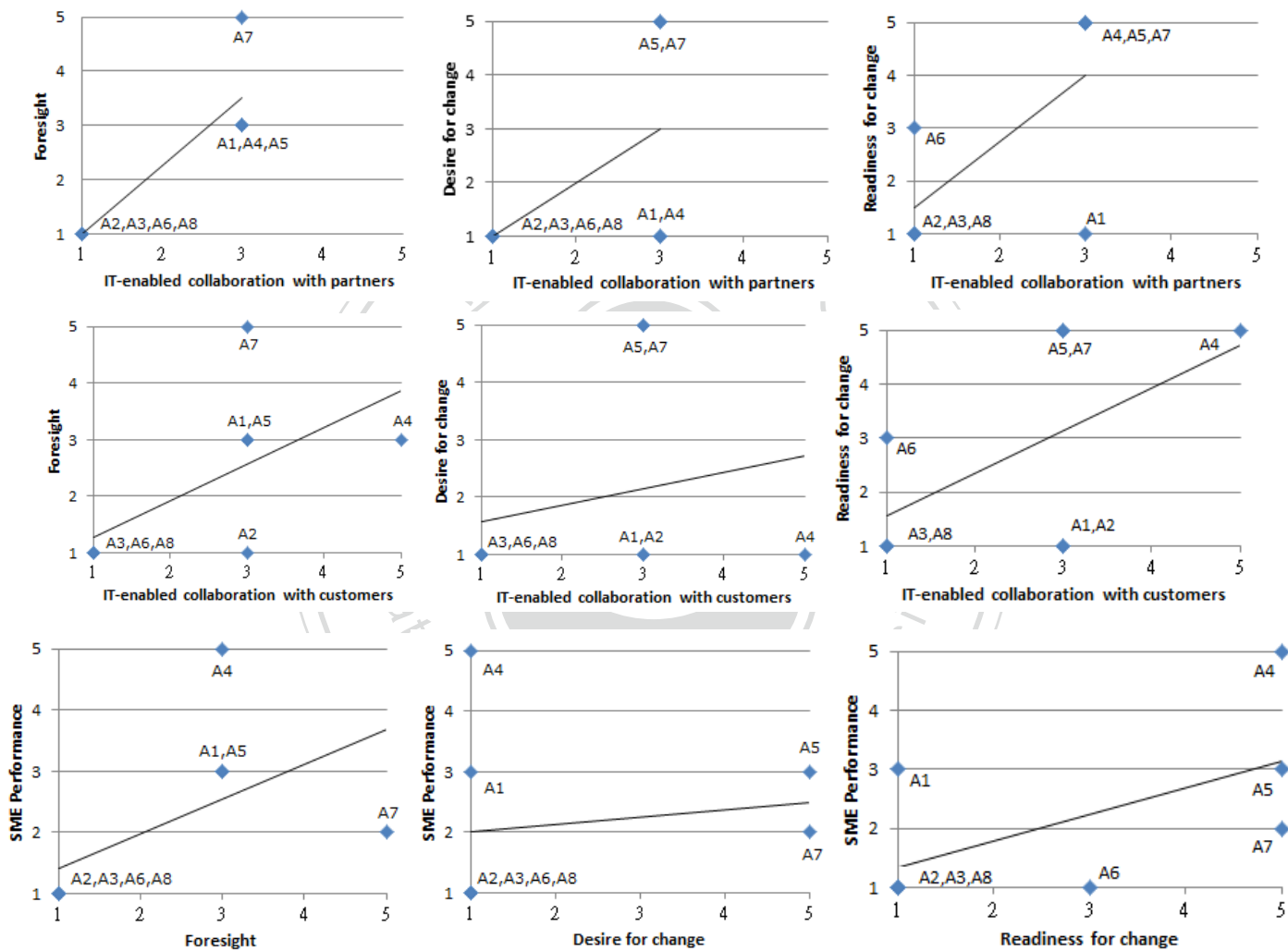


Figure 5-1 Summary of Relationships of Cross-case Analysis Results

5.3 Managerial Implications

The results shown in Figure 5-1 provide evidence that IT-enabled collaboration with partners and customers has a positive influence on the generation of proactivity, and each capability of proactivity can assist the firms in reaching improved performance. By achieving market foresight, the firm will be able to follow the trends and be well prepared to face environmental changes or to self-initiate new changes. With adequate willingness to initiate change, the company will be prepared to seek opportunities for business growth. Moreover, if the SME embraces a readiness to change, it may initiate change with little effort. After achieving proactivity, the firms will be ready to make changes instead of taking no action. Therefore, organizations hoping to achieve higher goals related to business performance should collaborate with customers and partners online to improve their proactivity, which will lead to enhanced business opportunities.

The content of interviews also provides some insights about necessary traits that IT-enabled collaboration platform builders need to take into account to help firms shape proactivity for firm performance. Except the need of instant interaction (e.g., clicking the 'like' button on facebook), convenient photo sharing, and easy-to-use guest book, the SMEs may hope to collect more information about the general economic situation in their industry and to make some simulations for their potential change initiations. That is to say, the IT-enabled collaboration platforms would not only a crystal ball which can predict the future, but also a clay ball which can change shape for any wants and can return to the original ball if its former shape is not pretty.

CHAPTER 6: CONCLUSION

6.1 Summary

Researchers are seeking methods to assist SMEs in improving their performance by examining and exploring the path SMEs follow in their search for success. This dissertation discusses the effectiveness of IT-enabled collaboration and proactivity. In our research framework, we proposed two dimensions of IT-enabled collaboration: (1) IT-enabled collaboration with partners and (2) IT-enabled collaboration with customers. Each dimension will directly influence proactivity, which includes three capabilities: (1) foresight, (2) the desire for change, and (3) readiness for change.

Eight SMEs in the Mt. Pillow Leisure Agricultural Area in Yilan County, located in the northeast of Taiwan, were carefully studied to test the proposed hypotheses in our research. We conducted face-to-face interviews in April and May of 2012 to gather useful information and thereby gain insight. After analyzing the cases, the hypotheses proved to be well validated, and the exceptional cases can be reasonably explained. In conclusion, IT-enabled collaboration can help SMEs improve proactivity, which will subsequently improve their business performance.

6.2 Limitations and Implications of Future Research

In our research, we found that some personal factors, such as a lack of motivation and the resistance to commitment, had potential negative influences on the relationship between proactivity and IT-enabled collaboration. Thus, some mediating factors could be studied in future research. Moreover, the research framework could be further verified by using a survey, and it could also be tested in other industries to generalize the results.

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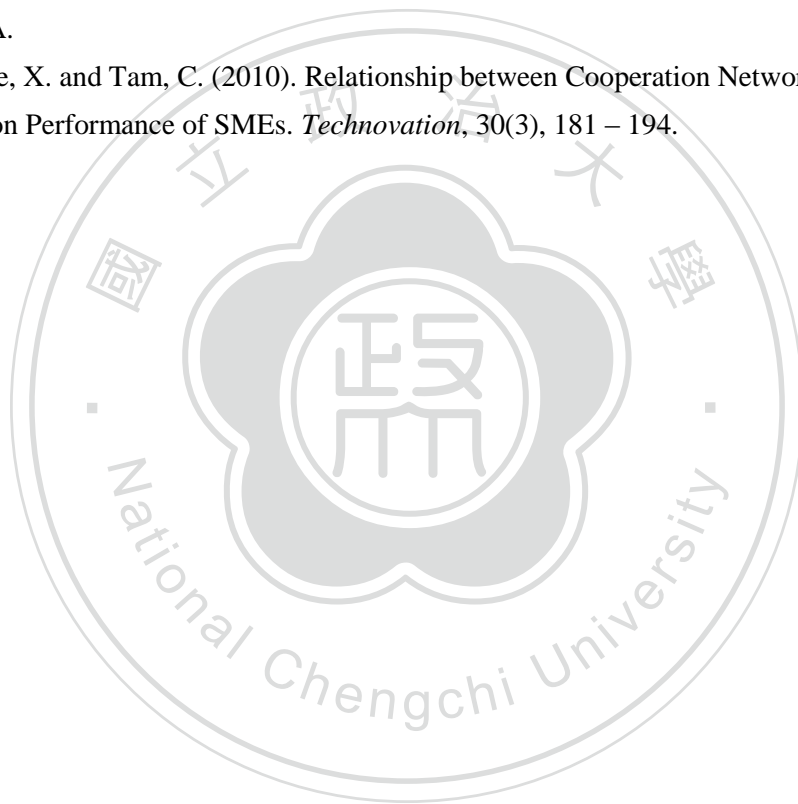
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**Appendix A: Question List for SMEs in Mt. Pillow Leisure
Agricultural Area (English Version)**

Factor	Question
<i>CP</i> ¹	Do you frequently communicate with partners through Internet?
	Do you widely interact with large numbers of SMEs through Internet?
<i>CC</i> ²	Do you frequently communicate with customers through Internet?
	Do you widely interact with large numbers of customers through Internet?
<i>Foresight</i>	Does the system allow you to predict the business trend in the tourism industry? If yes, how could you predict; if no, do you think that it is important?
	Does the system allow you to predict who your potential customers are? If yes, how could you predict; if no, do you think that it is important?
	Does the system allow you to predict your competitors' recent behavior? If yes, how could you predict; if no, do you think that it is important?
<i>Desire for change</i>	After using IT-enabled platforms, do you have strong desires to make changes to your current business?
	After using IT-enabled platforms, do you want to run your business differently?
	Do IT-enabled platforms allow you to be more flexible about the changes?
<i>Readiness for change</i>	Are you more able to initiate a change to my business after using the platforms?
	Are you more able to put an innovative idea into practice after using the platforms?
	Are you more able to make my surrounding context support my changes after using the platforms?
<i>Performance</i>	Does your firm have positive sales growth after using IT-enabled platforms?
	How many new relationships with partners does your firm initiate after using IT-enabled platforms?
	How many new relationships with customers does your firm initiate after using IT-enabled platforms?
	Do IT-enabled platforms allow your firm to maintain closer and longer relationships with partners?
	Do IT-enabled platforms allow your firm to maintain closer and longer relationships with customers?

¹ CP: IT-enabled collaboration with partners

² CC: IT-enabled collaboration with customers

**Appendix B: Question List for SMEs in Mt. Pillow Leisure
Agricultural Area (Mandarin Chinese Version)**

Factor	Question
<i>CP</i> ³	您常使用資訊平台與合作夥伴聯繫？
	您透過資訊平台廣泛的與大數量夥伴合作？
<i>CC</i> ⁴	您常使用資訊平台與旅客聯繫？
	您透過資訊平台廣泛的與大數量顧客接觸？
<i>Foresight</i>	在使用資訊平台後，您對資訊平台在預測旅遊產業趨勢的看法為何？
	在使用資訊平台後，您對資訊平台在預測潛在客層的看法為何？
	在使用資訊平台後，您對資訊平台能幫助您預測同業的未來動向嗎？
<i>Desire for change</i>	請問您認為資訊平台帶給您在經營上的新想法的程度有多少？
	請問您認為顧客或商家給您的建議的實用性有哪些？
	請問您認為在使用平台後，若您得到新想法，會因此想做改變嗎？
<i>Readiness for change</i>	資訊平台能幫助您更有能力去創造改變的程度為何？
	資訊平台能幫助您更有能力將想法或做現實的機會有多少？
	資訊平台能幫助您更有能力讓周遭環境配合您的創新改變的可能性？
<i>Performance</i>	使用資訊平台使公司的銷售正成長？
	使用資訊平台能促進公司與潛在夥伴關係的開展？
	使用資訊平台能促進公司與潛在顧客關係的開展？
	透過使用資訊平台，公司能與夥伴維持密切與長久的互動關係？
	透過使用資訊平台，公司能與顧客維持密切與長久的互動關係？

³ CP: IT-enabled collaboration with partners

⁴ CC: IT-enabled collaboration with customers

Appendix C: Interview Content & Data Analysis for SMEs in Mt. Pillow Leisure Agricultural Area (Mandarin Chinese Version)

Factor		Item		Definition / Evidence			
Independent variables		IT-enabled collaboration with partners		商家透過 IT 與其他業者互動的程度 不用 IT 互動/基本交流/溝通合作事宜			
A1	A2	A3	A4	A5	A6	A7	A8
Medium	Low	Low	Medium	Medium	Low	Medium	Low
A1		<p>受：我(FB)現在裡面有一千多人，主要還是民宿業者、貨是我們在地，也有一些外面的啦，但是會在互動的還是那幾個。</p> <p>受：商家之間的關係都是不錯的，會來按個讚阿留言阿。</p>					
A1 電腦能力還不錯，會用 FB 跟其他商家進行基本的交流。→medium							
A2		<p>受：像以前老爺酒店是直接來我們休閒農業區跟總幹事接洽，我們總幹事提供行程給他們選。</p> <p>訪：所以都是透過當面的方式？</p> <p>受：對對，他們也很慎重阿，會帶整個部門的人來玩一次看看。</p> <p>受：從網站這樣看(其他商家的資訊)，是會有幫助，但那個還只是皮毛，應該最主要還是現場去看。</p> <p>受：也是會 FB 啦但是很少，大部分都是同業，還有其他休閒農業區的也有，認識的。</p>					
A2 合作的洽談是面對面的，少有網路互動的方式。→low							
A3		<p>受：為像我之前做網頁，也有台北那邊的幾家餐廳阿看到就跟我們訂貨。</p>					
A3 有部落格做好放著很久沒更新，工作忙沒有時間用電腦。→low							
A4		<p>受：FB 上商家會有什麼樣的互動呢...怎麼講，像我在 FB 上的應用是自然而然的，不是很商業行為的...那互動好像比較少啦。像如果有人在我 FB 留太商業行為的話我也都是直接砍，包括他跟他的朋友都隔絕掉。</p> <p>受：我也會看網路上的評論阿，像民宿的話也都會稍微 search，我在網路上的功課做的還蠻多的。</p>					
A4 不刻意去宣傳，自然而然形成互動，能善用網路了解其他商家。→medium							
A5		<p>受：(商家間)都是用打電話，主要還是這邊的商家...</p> <p>受：FB 有，就是用個人帳號那後面有寫隱居山林，</p> <p>受：偶爾有(用 FB 跟商家互動)，就在 FB 上按個讚阿說你的</p>					

	照片很漂亮阿...就比較朋友間的。
A5 透過 FB 與商家維持朋友間的互動。→medium	
A6	<p>受：FB 的話...就是跟我自己的朋友，沒有跟其它的商家，因為我用自己的名字不是用山頂所在啦。</p> <p>受：有時候交流也會知道，喔有什麼奧客阿~不過都是面對面的啦，透過網路的就比較少。</p> <p>受：大部分還是面對面。</p>
A6 商家的互動幾乎都是面對面的，不會用網路跟其他商家互動。→low	
A7	<p>受：我們這邊有枕頭山休閒農業區的官網，但是後來就是價格的問題，那一年的維護費阿還蠻高的，因為他也達不到什麼效益，所以後來很多就退出。</p> <p>受：FB 有，YAM 天空也有，就是枕頭山這邊...也會跟其他商家互動。</p> <p>受：我們還是開會比較多啦，網路上面的串連好像就用 FB 而已。</p>
A7 會用 FB 等與其他商家作互動串連。→medium	
A8	受：(商家間)都打電話啦，不然就叫客人直接跟他們聯絡..
A8 幾乎不去用電腦，所以也不會用 IT 與商家連絡。→low	



Factor		Item		Definition / Evidence			
Independent Variables		IT-enabled collaboration with customers		The frequency of the firm to communicate with customers through the IT-enabled collaboration.			
A1	A2	A3	A4	A5	A6	A7	A8
Medium	Medium	Low	High	Medium	Low	Medium	Low
A1		<p>訪：您在使用電腦方面的頻率？</p> <p>受：我上班幾乎都是電腦，然後下班也是會偶爾看一下 facebook 或部落格，如果有上就是看一兩個小時這樣。</p> <p>訪：會不會使用電腦和之前的客人互動？</p> <p>受：之前我常跟他們互動啦，像來這邊的客人我會拍照片上傳部落格，然後寄給他們。可是後來我就懶得...反正我就不是很想經營啦...。以前會常常做，現在就懶得做。</p> <p>訪：您在留言板上與顧客的回應頻率多嗎？</p> <p>受：之前有啦，但後來我幾乎很少去看它。</p> <p>受：我會在部落格上放一系列的照片、當天的心情、與顧客互動的情形等等。像望龍埤是我先介紹出來的，所以有很多顧客會看到然後打電話來詢問。</p> <p>受：之前過年或什麼節日會送個賀卡給顧客，現在都沒弄。</p> <p>受：我很少用 Email 跟顧客聯絡。</p>					
摘要：之前很常與顧客互動，近期較少，平均而言頻率尚可。 → Medium							
A2		<p>訪：留言板你大概是多久會去看？</p> <p>受：信箱每天都會看，留言板我會設定有留言的話會寄到信箱，再去做回覆。</p>					
摘要：每天會收信，偶爾與顧客互動。 → Medium							
A3		<p>受：網路行銷這些都是我老婆和我女兒幫我處理。</p> <p>受：之前做了網頁之後，有台北幾家顧客(大戶)來訂，之後我就很忙，哪有時間去看那個網頁，所以整個零售商這一塊就整個中斷掉。那當然將來我那一邊做的話就不能忽略這一塊。</p> <p>受：留言是一定有，只是目前比較少，因為你...坦白講，人就是有新的東西比較有吸引力，現在我們就是沒有去更新.....</p> <p>受：(留言)通常是由我老婆做回應，但是可能不高啦。</p>					
摘要：互動由家人處理，且非目前主力，頻率極低。 → Low							
A4		<p>受：我會利用很多很多不同的資訊廣告幫民宿做 Push。</p> <p>受：讓民宿的粉絲團，自然而然地認識民宿的周遭事物，不是強烈的置入性。其實就是我把我的生活的一些過程 show 在</p>					

	<p>(FB) 上面。像有很多人就說老闆你可以當望龍埤的代言人。</p> <p>受：我都會去 google 搜到網友文章。我把它(某一篇它搜尋到的網友文章)PO 在網路上面的時候，每個人解讀不一樣。這會把我的感覺寫出來。</p>
<p>摘要：每天都會透過各種平台與顧客互動與了解顧客。 → High</p>	
<p>A5</p>	<p>受：我會(定期)更新民宿資訊，然後每天大概就是上網看一下有誰寄信給我。</p> <p>訪：所以您跟客人大部分都是透過 Email 來溝通嗎？</p> <p>受：很少，大部分都是接電話，因為其實客人也很少用 Email。</p> <p>受：偶爾會透過 facebook 跟客人互動，但是比較少。像是上一次客人來，他們感覺不錯，然後後來他們就看到我們門口那個歌仔戲的照片，然後他們就跟那個照片合照，合照了以後他們就上那個 facebook，就把照片貼上去，然後我就會在上面說讚，然後跟他們說歡迎再來。然後後來他們那個主辦人來宜蘭還專程做蘿蔔糕送來給我。</p> <p>受：有客人在留言版上跟我留言。</p> <p>受：然後也有客人透過 facebook，就是跟我說，因為他曾經問我說他們過年想要去哪一家餐廳吃，來宜蘭吃飯，我就推薦給他，然後他後來就透過 facebook 跟我謝謝，因為那一家真的又好吃又便宜。</p> <p>受：有一兩個客人會在 facebook 上說生日快樂，老闆娘最近好不好。然後會有客人在部落格跟我說我的早餐很好吃。</p>
<p>摘要：有些許顧客會與之互動，頻率尚可。 → Medium</p>	
<p>A6</p>	<p>訪：那有你需要帳號密碼登入的平台嗎？</p> <p>受：沒有耶，那些我不會操作所以...。</p> <p>訪：那有部落格嗎？</p> <p>受：我沒用耶。之前也許有我也不知道，好像有一個，但如果沒持續一直用，斷掉就沒用了啊。</p> <p>訪：那有用像 facebook 嗎？</p> <p>受：facebook...現在沒耶。用我自己的名字而已。跟我的朋友聊一下而已。</p> <p>訪：那有來過這裡的顧客會加你 facebook 嗎？</p> <p>受：恩...他不知道我。</p> <p>受：我會固定收信。</p> <p>訪：那會有顧客寄 Email 給你嗎？頻率多嗎？</p> <p>受：會會。不多，大部分還是打電話。</p>

	<p>受：之前有留言版，客人說有留言，但就沒有看到。所以我很生氣，就沒有用了。</p> <p>受：有一些比較工夫(費力)的會寄(透過 Email)幾張照片給他們(客人)。</p>
摘要：僅與極少數顧客透過 Email 互動。 → Low	
A7	<p>訪：會用平台與顧客互動留言嗎？</p> <p>受：互動嗎？會阿會阿，留言阿什麼的。</p> <p>受：像留言板應該是很好用，像就跟我們反應這邊蚊子很多，我就要快點處理，像有人說很髒亂阿，我就要趕快掃一掃。</p>
摘要：認為留言板很好用，有時與之互動。 → Medium	
A8	<p>訪：你們有什麼部落格嗎？會在上面更新東西嗎？</p> <p>受：有啦，都我大兒子在用，不然就上次都我女兒在用。有時候會用不然都沒用。</p> <p>受：我以前在做總幹事時，我會每天去給它看上面的那個網站，我現在沒做總幹事我就沒去看。現在都叫我兒子去用。</p> <p>訪：有人會在(平台)上面問說你這邊...？</p> <p>受：沒沒沒，都打電話。在網路上看到然後他打電話給我。如果你沒透過電話要來吃我也不讓他吃。</p>
摘要：有互動平台但幾乎沒有在使用。 → Low	

Factor		Item		Definition / Evidence			
Mediating variables		Foresight		The degree of the firm to predict the trend of and the characteristics of both customers and its competitors.			
A1	A2	A3	A4	A5	A6	A7	A8
Medium	Low	Low	Medium	Medium	Low	High	Low
A1		<p>答：因為你們現在不是都有手機嗎？所以幾乎每一個人來都在那邊這樣子一直撥(智慧型手機)，有需要電視嗎？對不對，而且那個平板電腦，我看你們那個小朋友帶那個平板電腦每一個都在弄，對啊，你電視要給誰看？對啊，根本不需要了，我想你也不會去看電視吧？</p> <p>答：因為民宿吼，以前我們剛做的時候，員山只有十家，現在員山就有六十家，宜蘭有六百多家，所以客人他有很多種選擇。等於是...看有需求，有的是他覺得他經濟不錯，他就可能各個民宿都去住。</p>					
		<p>摘要：尚有預測未來或剖析趨勢，以及預測潛在顧客特性之能力。→ Medium</p>					
A2		<p>問：能透過資訊合作平台預測同業或其他商家的活動或是發展方向嗎？</p> <p>答：從 facebook 或是什麼的它都會通知...比較容易了解。</p>					
<p>摘要：可預測商家潛在特性，惟預測未來趨勢與顧客較無提及。→ Low</p>							
A3		<p>答：我那邊用的話(註：商家即將搬到新址)，可能就會，就走的路線可能就會走另外一...另外一個方向在走。那這裡本來我預計只是說，剛開始就是維持一個家庭的生活，然後可能就是把這個產品做好，拿出去推廣。那這十幾年以來，你到一個階段以後，可能你在這方面的話可能就到一個點了，點的剛好在接觸我們那個你們去訪談那個休閒農業區以後，然後漸漸我還覺得，另外一個市場還有，尤其是在宜蘭這個區域，都在走這個觀光這個路線。那剛好的話我在，有在推動這一條路線在走就是了，可能我會走...產業觀光。吼這個可能在宜蘭來講，在這今後十幾年，至二十年，可能那個市場都還有，只是看你的規模怎麼去規劃，啊那個可能就很重要。</p> <p>問：有無透過資訊平台找到新客層？</p> <p>答：其實我們作平台這個資訊，其實我們不是很內行，可是客戶他們，他們看的到的話，我們的曝光走到那邊，他們就會看到。重點就是說，我們要怎麼樣把我們的東西去曝光。啊這個可能就要經過那個數位老師幫忙，因為這個不是我們專業，但是他會幫我們，只要我們有在做有在努力的話，他</p>					

	<p>們會主動跟我們配合。啊這一點就是我的優勢啦。</p> <p>答：其實我一路走來，只要是到淡季的時候，或是有出現狀況的時候，我一直在思考就是我的產品出了什麼問題或是怎樣，我會很專心，其實就是說專心啦其實也是在擔憂啦，這市場是不是萎縮掉，這個你到底是出了哪些狀況，還是你要再加什麼東西再去經營，所以這個對我來講我是蠻敏感的。</p>
<p>摘要：由於不太使用電腦，無法衡量因資訊科技產生的 Foresight。→ Low</p>	
<p>A4</p>	<p>問：有否透過這些資訊平台預測旅遊產業的未來趨勢？</p> <p>答：沒有這樣的一個...恩...應該是沒有啦。應該沒有利用這樣...，因為這個，這要很多資訊的資料庫才有辦法去，像 Google 一樣 Google 它其實我跟你講，Google 它裡面會使用，從來沒有從我身上拿任何一毛錢，其實它就是蒐集這些資料，可是我沒有啊，我也沒辦法拿到這些資料。</p> <p>問：有沒有透過這些資料去猜出一些未來性？</p> <p>答：其實我沒有去想這麼多啦，當初設定 A4 的營業方向來講的話就是比如說品質，也沒有說去蒐集啦什麼去....只是之前幾十年來的生活過程，看到的過程，想要的是我想要表達出來的是什麼東西。也沒有用這些什麼資訊去做分析客層的方向在哪裡，沒有啦。就很單純，所以我們算是很好運，就誤打誤撞，反正就我們本身也沒去做什麼行銷，什麼都沒有，就憑自己的理念而已。沒有去做那樣的...對，沒有。</p> <p>問：那會不會就是也可以透過這些平台知道也許 A4 可能還有哪個客層沒有接觸到而也許是未來的潛在顧客？</p> <p>答：沒...其實怎麼講，恩，以 A4 來講的話，其實現在最主要是，我們現在在偶像劇的曝光度很高、知名度很高，在網路看過偶像劇的人很多，可是並不知道它是在 A4 拍的。我現在最最，真的說得，假如說要拓展業務來講的話，比較快速的方式就是，讓這個資訊給更多人知道...的時候，因為真的很多人你看楊丞琳那部戲大概有兩百萬多人看，然後在網路上看，加加好這三部戲加起來的話，三百萬四百萬人看，可能說不定超過四百萬人，這很恐怖喔，去看過這個。可是它知道的話，會去 Google、會去搜尋，這是在哪裡拍的，其實比例並不是很高。可能裡面，我們知道的，可能幾萬個幾萬個而已。對不對，可是後...至少還有一百萬個人不知道 A4 這個東西，大家覺得很美很美很美，可是他不知道是 A4 拍的。我現在重點我要做行銷的話就是把這些資訊 push 出去，讓我們的訂房率被下訂單...。那要怎麼去做，可能就是做 SEO。</p>

	<p>問：會不會透過資訊平台去預測其他同業在做什麼事？</p> <p>答：喔這不會，因為我們不...。這麼講，對，因為怎麼講，這東西來講的話吼，民宿它的客層就是很奇怪，喜歡你的就是你的，對，不喜歡你的它永遠都不會來，你把你的好就是我拗的客層就是這個就好了，你別人那個客層其實，要給我，歹勢，我也不要。所以我不會，把我這個...這樣講說是，物以類聚，喜歡、磁場對了、頻率對了，它自然就會靠過來。</p>
<p>摘要：雖然一概否認可透過資訊預測，但仍能透過 Google 等科技預測剖析顧客資訊與趨勢，商家則無。→ Medium</p>	
<p>A5</p>	<p>問：對平台預測旅遊產業未來趨勢的看法為何？為什麼？</p> <p>答：這個可能沒辦法耶。因為...因為這樣子好像有點...有點...超出我的那個...呵呵呵。</p> <p>問：所以你還是會認為透過這個平台至少可以知道預測可能下個月啦或是下下個月，可能有什麼活動等等？</p> <p>答：喔，會，會知道，對。</p> <p>問：那您對於這樣的資訊平台對於民宿來說可不可以預測還會有那些潛在的客層？</p> <p>答：會比較多一點，但是，還是說比如說過年跟暑假才比較多。其實他們辦綠博，或是辦童玩節，對我們這邊的影響比較不大。</p> <p>問：能夠透過這樣子的互動知道預測其他的民宿業者未來可能會做些什麼樣的事情嗎？</p> <p>答：喔那倒沒有，因為大部分只是照片。</p>
<p>摘要：尚可透過資訊平台稍微預測趨勢與潛在客層，但無法預測商家特性。→ Medium</p>	
<p>A6</p>	<p>問：如果網路上有說現在流行什麼，你會想要去追流行嗎？</p> <p>答：不會，不會。流行不會。其實我們每一個人做的都不同啊，風格都不一樣。</p> <p>問：你覺得透過這樣的資訊平台你可以去預測到宜蘭的產業趨勢嗎？就可能透過網路上的一些反映、意見或是人家在做什麼，可以知道也許這個民宿產業接下來會往什麼方向走等等的。</p> <p>答：其實我比較沒去...聽是聽在那個...協會...得到那些消息。我就是侷限(指不太會用電腦這件事)，其實看到的也有限。其實就像一些...，比較大的我就...警覺性比較高，我會去喬看看。現在要改變...就是說要走得比較前衛一點。</p> <p>問：像介紹來的你會不會透過網路知道說會不會也許還有別種管道的客人會來？</p>

	<p>答：也會啊，像我最近就有留言，有一個好像香港的，他是留 Email。有的他會跟我聯絡一下，留在信箱裡面。</p> <p>問：你會不會透過網路這些平台知道說其他的民宿業者(未來)在做些什麼事情？</p> <p>答：我比較少在看啦。</p>
<p>摘要：無法預測市場趨勢與潛在商家特性，潛在顧客尚可預測。→ Low</p>	
<p>A7</p>	<p>答：就是說，去那邊(望龍埤)的遊覽車，如果可以把他們吸引來這邊，其實真的是，對我們來講會比較好。</p> <p>答：現在都是民宿開在那邊(指整個休閒農業區)，民宿蠻多的，變成說真正深度旅遊這些的，好像比較少，因為賺不到什麼錢。</p> <p>問：所以會想要找到一些可能深度旅遊的新的顧客群？</p> <p>答：對對對。</p> <p>問：那你覺得透過網路這樣的平台可以幫助你直接抓到那些顧客群，然後讓他們來這邊嗎？</p> <p>答：其實很多背包客那些應該是，比如說自己會想要來邊玩個幾天這樣有沒有，這種會比較好。</p> <p>問：透過這樣的資訊平台，和其他商家作互動的結果，你能不能因為這樣的互動去預測到可能對方會有什麼樣，就是其他同業或異業會有...未來會有怎樣的動向？或是他們可能會做些什麼樣的活動？</p> <p>答：其實應該...我們有...好像都是在開會比較多，網路上面的串聯都還是用 facebook 而已。</p> <p>問：那透過 facebook 可以因為這樣子可以大概猜得出來他們最近要做些什麼事情嗎？或者是他們接下來.....</p> <p>答：會啊會啊，有時候他們也會像我們這樣不小心的廣告，這樣子。像那個，我們這邊有一個 A1，她也都是會帶朋友出去玩，她的客戶啊她都會帶他們出來玩，所以你大概看這樣就知道她大概在玩些什麼東西。</p>
<p>摘要：可透過資訊平台使用知道市場趨勢、潛在顧客群與潛在商家特性。→ High</p>	
<p>A8</p>	<p>問：可不可以透過網路更了解市場趨勢？</p> <p>答：我不知道，我不知道，我也不會講。你要知道要開一間休閒農業吼，你沒一千萬不夠，你不要看我這樣，我已經投資多少。</p>
<p>摘要：由於不太使用電腦，無法衡量 Foresight。→ Low</p>	

Factor		Item		Definition / Evidence			
Mediating variables		Desire for change		Whether the firm to have willingness on adopting any changes due to innovations after IT-enabled collaboration.			
A1	A2	A3	A4	A5	A6	A7	A8
No	No	No	No	Yes	No	Yes	No
A1		<p>答：比如說像我們，像我們沒有套房，我們就知道我們的客人在哪裡，所以你要去再花廣告的錢，說你這邊多漂亮什麼什麼，可是人家一點說，啊你這...啊不知道，他們根本不會想來，所以我根本就不要花那個錢。像剛剛有人也是要叫我廣告，我也是不要，什麼 keyword 關鍵字，那些我都不不要，因為我再怎麼曝光，你有曝光率，可是人家點進來看到說，啊，除非你是什麼偶像劇的拍攝景點，或是什麼那個有電視廣告的人家才會來。所以你要知道自己的定位在哪裡，不要去花那種冤枉錢。然後我們又不想那麼忙，你說要我天天有(客人)我也煩惱，因為自己要上班也太累啊，所以如果說平均一個禮拜有一天這樣(有客人)我們覺得這樣就好了。我們比較異類啦。至少維持個水電費支出啦，繳個稅金啦，有時候維修啦，這樣子。</p> <p>答：因為像主要...我本來想做的是類似身心靈放鬆的那種民宿，像我們有禪坐嘛那些，比較養生的民宿，可是因為我很忙，還要上班，所以我沒有辦法。如果我今天退休了可能就是主推辦那個套裝旅遊兩天一夜那種，在這個這邊類似禪坐、打氣功啊，然後吃養生的東西，然後帶你去爬山那一種。類似走向那一種。只是因為我自己沒辦法，所以我就沒有做。</p> <p>問：那如果旅客來住過這邊然後在你的留言板上有疑問或是覺得要改進的地方，你覺得...？</p> <p>答：沒有。因為如果你要改套房的話還要花錢，至少也要花個三五十萬。三五十萬賺的話要很久耶。</p> <p>答：民宿的發展，我是覺得應該是，以後可能就是，有的民宿像有品牌的啊，偶像劇那種，他生意還是很好，那一般就是可能就是要過年啦大節日童玩(註：宜蘭國際童玩節)那一種啦，才會分散到各個地方，反正我一直打、一直打嘛，這間沒有房間，我就一直打、一直打這樣子。像現在不是有個叫羅騰堡，偶像劇那個什麼，在那個冬山五結，叫愛上巧克力那邊，都是在那邊拍啊，像這樣很多人就會想去那種偶像劇的地方。</p> <p>問：所以在使用這些平台之後，所以你會比較，就是會想要</p>					

	<p>改變你現在的現狀嗎？</p> <p>答：就...現狀。因為我真的要上班，像我禮拜六在圖書館都要上班，等於客人來了以後我沒辦法，我都要六點半下班，所以我現在都幾乎跟客人講說你可以的話六點半再進來。</p> <p>問：所以你有預計退休之後要很認真的來經營？</p> <p>答：沒有沒有，要看我們的體力吧。可能那時候也不是做民宿吧，可能是類似做喝茶吧，也是養生就是類似泡茶那一種養生喝茶那一種，提供比如說有三五好友類似來這邊聊天我們就收個茶水費，大家來放鬆這樣子。可能比較傾向那邊啦。因為我有另外一個名字叫做水雲茶坊，所以就是也是要朝那個方向。就是看...看未來趨勢啦，沒有什麼預設立場。其實現在民宿也不好做了。</p>
<p>摘要：明確表達無任何改變的意願。→ No</p>	
<p>A2</p>	<p>問：你有想要開發新的顧客群嗎？</p> <p>答：這方面就比較弱一點。</p> <p>問：會不會因為在平台上跟顧客或是同業互動產生一些新的想法？</p> <p>答：一般就是比較單純，比方說是現在是水果產期，就會去照一些相片，然後就上傳，只有做這一些動作而已。</p>
<p>摘要：理解缺失，卻無明確表達改變的意願。→ No</p>	
<p>A3</p>	<p>問：所以您會預期說這樣(改作 DIY)會對您未來的收入會比較(有幫助)？</p> <p>答：這個的話吼，坦白講以現在我在宜蘭的市場來講，收入可能將來會超過，對對，絕對是可行。</p> <p>答：因為你...坦白講，人都是...有新的東西比較有吸引力，那因為我們現在就是沒有再去更新(網站資訊)，啊這一點的話因為你...你更新的話，目前你沒有這個地方沒有這個市場的話，你把人家更新來這邊的話，你老是跟人家拒絕的話，市場就打不開。所以我現在就是說，等到那個階段好了，我的照片重新再做出來，然後把我的影片全部 PO 上去，人家看到，A3，之前不是這樣子，現在感覺都不一樣了。包括我的設備什麼我都要全部把它做好，拍起來，我一次把它做成功，那這樣子的話才有效果。</p> <p>答：這個旅遊產業啊，其實在宜蘭來講，坦白講喔，它的市場吼會...會一直持續下去，你東西自己要去變，你的生存空間就大，吼，啊你不要一成不變，那你就可能停滯在那邊，因為每一個人都喜新厭舊，因為從上課當中我們了解到說很多的客戶，之前我們在上一個課程裡它是說，很多在宜蘭很</p>

	<p>多守舊的人都覺得...其實我們也蠻要守舊這個心態，好的東西要保留.....。所以你東西一定要變，人的慾望就是這樣，除非你就是說我就那樣做就好了，我不要去跟社會競爭，我不用去考慮客戶，要不然的話你就是要...(改變)。</p> <p>問：會因為使用這些資訊平台讓你更有欲望去想要做一些改變嗎？</p> <p>答：那當然會改變，一定要改變。</p> <p>問：那為什麼會因為使用這些資訊平台讓你想要去改變？</p> <p>答：這個吼，就比較少一點。因為資訊方面吼，坦白講，現在很多人，我不懂，可是很多人都懂，那很多人懂得話它就很容易就去看到。我們是忙這個的(點心)，比較沒有空檔沒有時間，可是閒的人、每天在想在動腦筋在找新點子的人太多了。那我，搞不好他從我的地方找不到，可是從你的地方它找的到，阿如果你跟人家結合跟人家配合的話，對你有益絕對沒有害處。所以這個的話我們就是說，透過農會或是縣政府、農業單位，有這個機會的話，我們一定會跟它配合，這樣子的話我們的曝光率就會愈來愈強。但是這一點的話我是知道啦，可是，我比較對我自己比較有信心就是說，我的東西要走出來的話，將來要走的話，曝光率還是會相當高。黑啊，這一點的話我是還是比較不用擔心。因為 A3 這兩個字在宜蘭已經算是它的...很多人知道了，我只要把我的硬體做好一點，其實要做起來很快，這點我是比較不用擔心。</p>
<p>摘要：有想要改變的意願，惟非因使用資訊合作獲得。→ No</p>	
<p>A4</p>	<p>問：在使用資訊平台之後，會想要做一些經營方面的修正嗎？</p> <p>答：這個，也沒有耶。資訊平台我這樣來講是，把我的資訊提供給客人很方便、很正確去搜尋到讓他參考而已。不會因為你知道那個資訊平台而去改變你的任何的那個營業的方面，不會，都不會。包括你說硬體也好，軟體也好，什麼東西的，對啊，資訊平台只是給...就是一個橋樑、一個介面讓我們跟客人，怎麼講，透過你的資訊平台，加進來而已。所以資訊平台其實就是曝光度而已。那它重點是曝光度給消費者知道。</p>
<p>摘要：認為資訊平台只是曝光與分析工具，無因此有改變的意願。→ No</p>	
<p>A5</p>	<p>(問：透過資訊平台有無改善建議?)</p> <p>答：比如說客人有跟我說那個閣樓太亮，後來我就把那個閣樓加了窗簾，因為閣樓原來是沒窗簾的。然後二樓的房間他們也說太亮，後來我又加了一層。</p>

摘要：有因為資訊平台產生改變之意願。→ Yes

A6

(在詢問是否使用資訊平台之後.....)

答：其實主要都用電話...這樣也講得比較清楚。在那邊按按也按沒什麼，我說正經的。

問：如果你在(資訊平台)上面看到一些建議，你會因此想要去做一些改變、更正嗎？

答：其實也沒有什麼建議。我是說看到你說的那個評語什麼的那些，還好啦。沒什麼大的事情，普通這樣就好了。其實我跟你講，現在的客人...有的...什麼客人都有啦，挑毛病的也很多。我是覺得，像我上次看那個...礁溪那個民宿，上次在那邊爭來爭去那樣，而且對方是當老師，老師也...在那邊爭來爭去，我覺得是說，其實不用再說了啦，就不要再說就沒話就這樣，就好了。在那邊爭來爭去、爭來爭去，爭到最後那樣...。啊你自己要怎麼做，你就堅持自己的那個...，如果有人跟你說(真的覺得)不好的，那你就改進，就好了，就是比較低調一點，大不了就不用去爭那些.....。

問：那除了道歉之外，那如果真的你有你發現就是他的意見可能有一些還真的可以用的話，你會採用他的意見嗎？

答：其實我們也是...模仿、學習人家比較好的東西、給我們的建議，其實也是...自己做啦，慢慢地學啦，有時候聽說，有需要改進就...(還是會學習)。其實這種東西我是覺得說，可能我自己也沒幾間房，我覺得就自己學著...邊做邊學。因為人家的東西不一定適合你，客戶群其實也不太相同。

問：如果有那些(平台上的)意見的話，你會因此去做改變嗎？

答：不...不太會啦。沒什麼大問題應該就這樣做。因為顧客的意見一堆，你怎麼可能因為他那樣說就去(改)，已經不可能。

摘要：明確表達不會因資訊平台而產生改變意願。→ No

A7

答：就是看人家外面有這樣做，然後後來發現說.....我現在葉子很多嘛，那變成是...本來是垃圾，那我可以把垃圾把它變成黃金。一片葉子的話以後可以賣 50 元，我把它加工之後，對，做成書籤，然後再加個什麼框啊，以後就可以透過網路去行銷。

答：然後還有一些我們這邊的....芭樂、蓮霧、還有金棗，我們這邊的名產，他們會有一些....賣剩的，或是說他們的拿去做加工品的，比如說芭樂可以做芭樂乾還是做冰，像我們會開發玉蘭花的冰、冰沙，現在正在....機器已經買了。玉蘭花冰沙應該很少人有做啦，變成是我們這邊的一些亮

	<p>點。</p> <p>問：在使用這些資訊平台之後，帶給您在經營方面的想法的程度有多高？</p> <p>答：程度喔，應該蠻高的吧。有一些你走錯方向就會一直錯掉，對啊，就是知道說他們現在在玩什麼，(就會去修正或是去做改進)，對對對。</p>
<p>摘要：明確表達因資訊平台產生改變意願。→ Yes</p>	
<p>A8</p>	<p>答：因為我不是真正的專業去做這個。應該是說，我不是正經的因為生活去做這些工作。意思是說，我當初做 A8 的時，我沒那一種去做。</p>
<p>摘要：連資訊平台都無意願使用，罔論改變之意願。→ No</p>	



Factor		Item		Definition / Evidence			
Mediating variables		Readiness for change		The degree of the firm to be able to conceptualize and initiate the innovation or changes after IT-enabled collaboration. (會用電腦/因此知道要改變什麼/因此能善用資訊平台輔助改變)			
A1	A2	A3	A4	A5	A6	A7	A8
Low	Low	Low	High	High	Medium	High	Low
A1		<p>問：能否透過這樣子的資訊平台揣摩出您未來的發展走向，像是持續還是身心靈還是？</p> <p>答：我…還是這樣子，還是這個方向，只是因為我沒有退休我沒辦法去做這麼多事情。</p>					
摘要：會用電腦，但明確表達無因資訊平台得到改變之能力，亦無善用資訊平台。 → Low							
A2		<p>問：透過這樣子的資訊平台有沒有幫助你去做一些改變？是怎樣的改變？</p> <p>答：可能是我比較沒有去經營這些平台，效果沒有很明顯。經營方面的技術比較少，我會去那個農改場那邊。</p>					
摘要：會用電腦，但明確表達無因資訊平台得到改變之能力，亦無善用資訊平台之情形。→ Low							
A3		<p>答：所以我現在的規劃是因為這裡沒有(足夠的場地和設備)，所以才停掉，盡量不要去碰這一塊(透過網路互動以宣傳DIY)，那現在就是先學，先學怎麼去更新，將來要用的時候就很快，所以我...他們兩個(老闆娘與老闆女兒)會去學(網路相關技能)。</p> <p>問：資訊平台能否幫助去做改變？</p> <p>答：這個吼就大家互相啦，就好像一個連結的廣告一樣，這個休閒農業區都有在做，一直都有在做，而且那個我跟你講過那個蘭陽技術學院還有佛光山都一直在幫助我們做這個產業結合，這個是非常好的一個路線。</p>					
摘要：由於不太用電腦，無法衡量資訊平台得到改變之能力，亦無善用資訊平台。 → Low							
A4		<p>問：那針對資訊曝光度這件事情，老闆您有沒有透過資訊平台去學習、去更增加曝光度，就是有各種不同的方法？</p> <p>答：那資訊平台...就是...這...一定一定...這有啦。對。</p> <p>問：老闆是否會直接對顧客的問題或意見做回覆？</p> <p>答：我每天都會去搜尋別人提到 A4 的文章，會去參考做回應這樣。</p>					

	<p>答：像什麼民宿阿，我都會去了解，因為我在網路上做的功課其實還算蠻多的。我每天在網路上花的時間很多。</p>
<p>摘要：有因資訊平台得到改變之能力，且能善用資訊平台輔助其改變。→ High</p>	
A5	<p>問：那那些(在平台上的)建議的話，您會因此實際上去做改變嗎？</p> <p>答：會。一定會。</p> <p>問：您覺得透過這樣的資訊平台，可以讓您有學習的機會去改進民宿的設備或是改進您的經營，就是能不能學習到一些新的能力這樣？</p> <p>答：啊，會啊會啊。</p> <p>問：那您覺得像是怎樣的能力？</p> <p>答：就像說以前我沒注意說我的窗簾是太亮的，那透過它透過 facebook，我知道說我的房間，因為他們希望說他們是來休閒，他們想要睡晚一點，可是我的窗簾雖然只有兩層可是還是太薄，然後我就會去把那層薄的再換掉，換成比較厚的。就是會透過他們告訴我，然後我去改進這樣。</p> <p>問：平台能否幫助您將新想法去做實行的動作？</p> <p>答：應該可以。</p> <p>問：那您能夠透過這些資訊平台可以幫助你讓周遭環境也可以配合你的改變嗎？這可能性有多高？</p> <p>答：會啊，就像說原來我們旁邊是沒有那個玻璃屋的，原來我們旁邊是只有那個帳篷，那後來就是剛好我們區裡面有那個機會，然後我們就把它做改變。那，因為原來帳篷是在右邊，那右邊的話，早上起來就會比較...會有太陽，然後如果坐在這邊的話，就是早上起來就比較不會那麼熱這樣。這都是客人說這邊也可以....(問：都是客人在網路提供的意見?) 對對對。</p>
<p>摘要：明確有因資訊平台得到改變之能力，亦可善用資訊平台輔助其改變。→ High</p>	
A6	<p>答：適合的，就學一下，不用跟著人家那樣(完全一樣)。</p>
<p>摘要：有因資訊平台得到改變之能力，但無善用資訊平台輔助其改變。→ Medium</p>	
A7	<p>問：這樣的資訊平台可以幫助您將理想化為現實的機會有多少？</p> <p>答：理想化為現實，其實自己現在當這個老闆的話，你要怎麼做那個自尊心就會比較高。也是像老婆啊，親戚朋友啊，都會給蠻好的建議，就是慢慢地去修正這樣。</p> <p>問：讓周遭環境也一起配合你去做改變？</p> <p>答：可以啊，其實現在慢慢的她們都知道是我在經營，一些</p>

	東西就會慢慢拿來賣，就透過我們的平台.....。
摘要：明確表達有因資訊平台得到改變之能力，且能善用資訊平台輔助其改變。 → High	
A8	答：我是會說我不會做(關於網路、電腦的事)。
摘要：不太使用資訊，無因資訊平台得到改變能力，亦無善用資訊平台輔助其改變。→ Low	



Factor		Item		Definition / Evidence			
Dependent Variables		Performance		收入增加/顧客關係/商家關係 (The increase of income and its relationships with customers and partners.)			
A1	A2	A3	A4	A5	A6	A7	A8
Medium	Medium	Low	High	Medium	Low	Low-to-Medium	Low
A1		<p>訪：有因為透過 Facebook 認識原本不認識的商家嗎？</p> <p>受：也是有啦不過基本上就是讚一下，留言這樣子。</p> <p>訪：所以其實商家之間的關係還不錯？</p> <p>受：有阿有阿，我們都是有在互動。</p> <p>訪：是透過什麼在販賣商品？</p> <p>受：現在在 Facebook 上有一個社團是專門在販賣的，做公益，所以我現在是希望有一個平台可以專門販售，因為 Facebook 一定要有帳號才能使用。</p>					
A1 透過 Facebook 與商家維持不錯的互動關係，並且利用此增加商品部分的銷售金額。→Medium							
A2		<p>訪：接觸的客人廣泛嗎？</p> <p>受：有阿，外國的也有新加坡、大陸的。</p> <p>訪：會不會利用這樣的互動平台找到旅遊產業的新朋友？</p> <p>受：會阿會阿，會想阿，就要多認識阿。</p> <p>訪：會希望可以透過這樣互動？</p> <p>受：對，一定是要互動很好有交情人家才會跟你講深入一點，沒有交情沒人教，生意就會不好了阿。</p>					
A2 來訪消費的顧客相當廣泛，並且非常注重與其他商家的關係，希望可以從中學習到經營上的一些方法。→Medium							
A3		<p>受：台北那邊都是從平台得到我們的資訊這樣，看到我們的產品，就打電話來問這樣，就有進貨試一下，阿不錯就繼續訂這樣。</p>					
A3 很少用資訊科技相關的東西，所以並沒有太大績效成長→Low							
A4		<p>受：卡幄汀很大的優勢就在三、四年前部落格盛行的時候，我可以說累積下來了好幾百篇的文章，那個就是幫我們背書，消費者一定會去做搜尋。</p> <p>受：像我都會運用一些免費的資訊科技來行銷。</p> <p>受：現在我的 FB 朋友有 900 多個，從 200 多個後我就沒主動加入了，一般的商家或是顧客我會評估一下，不是太商業行為的話我會同意加入他好友。</p> <p>受：很多人會加我朋友，粉絲群我是沒經營，但其實這個互動是很不錯的，你不用很商業，但就會讓人覺得好想要再來。</p>					

A4 利用部落格和 FB 等免費的平台成功增加許多收入和降低了成本，同時也與商家和顧客建立了不錯的互動關係(非商業)。→High

A5

受：偶而會跟附近的商家用 Facebook 互動，照片讚一下這樣。

訪：是否有認識其他地區的商家然後互動？

受：其他的區有，像內城那邊有，我們有時會幫他按讚。

訪：透過這些資訊科技平台是否能夠有新的顧客來訪嗎？

受：會，但覺得不多，因為現在各種平台太多了。

受：然後也有客人透過 Facebook，就是跟我說，因為他曾經問我說他們過年想要去哪一家餐廳吃，來宜蘭吃飯，我就推薦給他，然後他後來就透過 Facebook 跟我謝謝，因為那一家真的又好吃又便宜。

A5 利用這些平台並沒有增加太多的收入，但是認識了許多商家與顧客，互動性也相當良好，維持著不錯的關係。→Medium

A6

訪：會不會用 Facebook 跟顧客或是商家互動？

受：不會耶，就自己的朋友這樣。

受：跟其他家交流阿，比較不會。

受：不太善於在沒看到人的情況下去表達。

受：大部分還是網路看到來的客人啦。

A6 收入主要來自於網路或是朋友介紹，但其實也非常有限。對於顧客和商家的關係上少有互動或是交流，也沒有意願要認識更多商家。→Low

A7

訪：您有透過像資訊平台或是 Facebook 因此認識原本不認識新的業者？

受：其實 Facebook 該怎麼講，有的都是看共同朋友，對阿，如果共同朋友很多就會知道我是誰，因為我都是用假的名字阿。其實他可以透過誰誰誰這樣知道我是誰。

受：例如說我們一些業者，你跟他還蠻好的，然後你又跟他是朋友，那我也知道我可能認識你，但可能沒交集，但可以試著加他看看。

A7 由於剛轉手尚未開始經營，所以跟顧客之間的關係還沒完全建立，而目前透過 Facebook 認識新的商家並與附近商家保持密切互動。→Low-to-Medium

A8

訪：你有沒有覺得用網路那種比較多人來？

受：我跟你說，我這邊人來都是看 DM，看什麼放牛吃草。

受：(商家間)都打電話啦，不然就叫客人直接跟他們聯絡。

A8 的都是靠實體的宣傳工具來增加銷售量，與顧客和商家的互動主要都是靠電話，並不會使用網路來聯絡。→Low