



網上平台能否永續經營？

以HKTVmall為例探討香港電子商務
市場中的創新策略

Can Online Platforms be Sustainable?

A Study of How HKTVmall Uses
Innovation to Thrive in the Hong
Kong E-commerce Market

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網上平台能否永續經營？——以HKTV MALL為例探討香港電子商務市場中的創新策略



摘要

本研究旨在探討網上平台的永續性，以香港科技創業有限公司（HKTVmall）為案例，深入分析其創新策略如何確保網上平台的永續經營、創新對公司永續性的影響，以及提出電子商務永續實踐的建議。本研究採用質性研究方法，通過檔案研究收集資料，並以主題分析法深入探討所收集的數據，得出支持研究主題的見解。結果顯示，技術創新是確保網上平台永續性的關鍵策略。HKTVmall的策略包括在多數業務中進行數位轉型，例如廣告、平台上的客戶互動、客戶下單的便利性、財務和會計管理等，這些措施提升了公司的競爭優勢。本研究為網上平台永續性的現有文獻做出貢獻，可應用於學術、研究和組織層面，以改善運營。本研究的局限性在於使用二手數據，並僅聚焦於單一公司，而將結果推廣至整個行業。建議未來研究採用真實數據收集方法，並探索行業內多家公司以比較趨勢。

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第一章：引言

1.1 引言

當前數位轉型的時代，讓大量用主題分析步驟戶通過電腦和智能手機接入互聯網。隨著互聯網普及，電子商務和網上平台已成為重要的商業模式，作為買家和賣家之間的橋樑，促進商業活動和互動。據估計，到2026年，電子商務市場規模將達到5.4萬億美元（Morgan Stanley, 2022）。然而，電子商務及其他網上平台是否能夠永續經營，引起了眾多研究者的關注。根據Green Business Bureau（2022）的報告，電子商務在滿足市場需求的同時，應保護環境和社會系統，以實現永續性。永續電子商務意味著在處理網上交易時，保護自然環境並支持社會系統，包括社區和員工。

全球統計數據顯示，電子商務占有零售銷售的18.9%，呈現增長趨勢，預計到2025年將超過7萬億美元（Coppola, 2023）。在滿足這些需求的同時，企業應優先考慮消費者期望，以確保平台永續性。Green Business Bureau（2022）建議，企業若想實現永續實踐，應從綠色願景出發，並了解電子商務擴張的障礙（Hubertus et al., 2021）。創新與商業表現和永續性密切相關。Bigliardi（2013）指出，創新是在線公司獲得競爭優勢和提升市場表現的主要來源。增加創新有助於滿足客戶需求，並與組織的財務表現改善相關聯。創新的平台能確保用戶友好性，為網上用戶創造歸屬感，並展示一個精心規劃的平台來應對各種發展因素。

1.2 研究目的與目標

本研究的主要目的是通過對香港科技創業公司（HKTVmall）進行案例研究，評估網上平台是否能永續經營。其他具體目標包括：

- 收集HKTVmall有關創新策略和公司永續性的數據。
- 識別網上平台使用的創新策略。
- 探討創新對網上平台永續性的影響。
- 推薦永續網上平台的最佳實踐。

1.3 研究方法

本研究採用質性案例研究方法，專注於檔案數據收集，以探討 HKTVmall 的永續性。數據收集主要針對有關創新和網上平台永續性的次級資料，以非數值數據為優先。然而，部分財務比率被用來預測創新、組織財務表現和業務永續性之間的關係。研究選擇了最可靠的資料來源，並在數據收集前進行篩選以確保數據質量。數據收集過程包括閱讀資料來源並熟悉其內容，以獲取支持研究目的和目標的有用信息。數據分析採用主題分析法，確保逐步分析資料來源，提供關於創新和網上平台永續性的見解。

1.4 研究背景

儘管有關企業永續性的文獻廣泛，但網上平台在研究中幾乎未受到關注，即使它們是當前數位時代中成長最快的業務之一（Chan et al., 2020）。了解網上平台的永續性並整合研究方法，可以幫助解決現有研究差距，探索確保永續網上平台的適當策略。因此，本研究專注於研究網上平台的永續性，為電子商務企業提供解決方案，應對滿足客戶需求和期望的挑戰，以及構成永續商業實踐的技術創新。網上平台和電子商務業務是否能變得更綠色、更永續仍有待商榷，需要更有效的研究策略來提升這些平台。

1.5 策略項目概述

第一章介紹了研究並提供了問題背景，第二章回顧現有文獻以識別研究差距，並通過當前研究進一步探索來彌補這些差距。對研究者的發現和研究方法進行批判性分析，以提供有關現有研究差距的見解。文獻回顧部分討論了各組織採用的創新策略及其對組織永續性的影響，為當前研究提供了堅實的背景知識，增進了對創新策略的了解，例如在網上平台的用戶界面中使用人工智能技術、機器學習、機器人互動等功能。

研究方法採用逐步數據收集和分析過程，確保得出可靠的見解。通過檔案研究收集的數據進行分析，以回答研究問題並為企業提供提升平台永續性的建議。使用次級資料來源，通過主題分析識別有用的數據模式，解釋所使用的創新策略、其對業務永續性的影響以及可能的改進措施，以進一步提升表現。

研究結果圍繞指導研究的問題展開。最終，結果的發現和討論解釋了影響HKTVmall及其他網上平台永續性的創新策略。使用表格和圖表來表示過程和結果，以更好地理解趨勢。例如，財務比率顯示隨著技術進步的年份增加，公司表現和運營效率有顯著改善。通過識別創新實踐對公司永續性的影響，解釋了這些構建之間的關係。此外，還強調了挑戰和可能的建議，為組織提供了更好的起點，以確保永續策略。

第二章：文獻回顧

2.1 引言

網上平台的永續性與網上業務（主要是電子商務企業）的表現密切相關。永續性是一個廣泛的概念，不僅限於對網上平台的經濟理解。從三重底線（Triple Bottom Line, TBL）公司的角度來看，永續性包括在維持公司盈利的同時，強調業務對社會和環境的影響。本文基於TBL理論進行文獻回顧，探討現有知識並確定網上平台永續性的研究差距。文中討論的主題包括網上平台概念、電子商務企業面臨的挑戰及其解決方法、對公司生存機率的影響、電子商務與網上平台的關聯，以及商業創新對確保永續網上平台的意義，為本研究提供了背景信息。

2.2 網上平台

網上平台已成為我們日常生活的重要組成部分，在個人和職業領域中發揮多種作用。Balki（2023）將網上平台定義為連接兩個或多個相關客戶群（包括企業或個人）的數位服務，這些平台可能為用戶創造商業和社交網絡機會。因此，網上平台帶來了商業和社交網絡的好處，大多數用戶依賴它們進行商品和服務的買賣（例如Amazon）、尋找信息（例如YouTube）以及與他人保持聯繫（例如Facebook）。根據經濟合作與發展組織（OECD, 2019），這些平台通過提供娛樂、新聞、交通選擇、住宿選項、就業機會和各種應用程式，來支持我們的日常活動。

網上平台具有前所未有的增長和擴張能力，這使得它們在為個人創造機會方面至關重要；它們可以促進貿易並揭示有益於個人和企業經濟活動的新機會（Balki, 2023）。儘管網上平台對企業和個人需求的可用性有充分的理由，但技術挑戰對全球的監管者、決策者和競爭當局提出了法律發展的挑戰（Kraemer, 2020; Tóth et al., 2022）。

Venkatraman和Nayak（2015）提供了有關TBL業務永續性的見解，網上平台可以借鑑。根據TBL成果，影響業務與永續性關係的因素包括企業環境成果、企業財務表現成果和企業社會表現成果。作者提出了實現三個競爭目標的解決方案：環境、財務和社會福祉（Venkatraman & Nayak, 2015）。雖然研究揭示了業務管理者追求超越合規性的策略優勢，但未解決企業整合社會、經濟和生態表現的負擔。

2.2.1 電子商務商店與網上平台的區別

電子商務利用網上平台與客戶進行虛擬商業交易的互動。電子商務企業完全依賴網上平台來銷售商品，讓客戶從虛擬商店購物。日益增長的電子商務業務清楚地表明網上平台的永續性。Ingaldi和Ulewicz

（2019）的研究探討了如何提升電子商務的成功，並從永續發展的角度評估客戶滿意度，指出消費者的滿意度和不滿意度指數是決定網上平台永續性的重要因素。

雖然網上平台和電子商務商店可能有一些相似之處，但兩者之間存在差異。例如，網上平台在支持大量產品列表和允許市場信號決定企業生存方面遠比電子商務商店強大。Parker等人（2016）認為，網上平台通過整合反饋循環，收集有關產品質量和賣家聲譽的意見，從而促進更有效的商業互動，降低交易成本。

Parker等人（2016）還補充說，網上平台的雙邊網絡通過吸引一方的用戶（特別是買家）影響賣家，並創造更多用戶，通過正向網絡效應刺激增長。網絡影響平台用戶數量。雖然網絡為用戶帶來價值，但顯而易見，保留客戶和企業在平台上是網上平台永續性的關鍵。

2.2.2 網上平台的挑戰

根據賣家和買家對確保網上平台永續性的重要性，Rochet和Tirole

（2003）揭示了吸引雙方用戶對網上平台的挑戰。因此，大多數電子商務專注於吸引客戶，而忽略了賣家的一方，這導致生態系統的失敗。此外，Rita和Ramos（2022）確定研究者專注於吸引買家到網上平台，調查客戶的感知風險和價值及其忠誠度。然而，研究者需要推薦有效的客戶滿意度策略，例如質量管理和產品及服務的可靠性

（Matwiejczuk, 2019）。

另一個重要的網上市場挑戰是物流。根據Qin、Liu和Tian（2020），儘管物流是客戶滿意度的重要成本組成部分，網上平台仍未達到預期的物流效果。因此，需要更多地應用人工智能、機器學習、先進機器人、無人機和分析技術來提高物流效率，這增加了業務運營成本（Artkins, 2019）。這表明，訂單履行不足會影響生產力和客戶滿意度。

CAN ONLINE PLATFORMS BE SUSTAINABLE? A STUDY OF HOW HKTVMALL USES INNOVATION TO THRIVE IN THE HONG KONG E-COMMERCE MARKET



ABSTRACT

This study aimed to explore the sustainability of online platforms by conducting a case analysis of Hong Kong Technology Venture Limited (HKTVmall), focusing on exploring the innovation strategies used to ensure sustainable online platforms, the impact of innovation on the company's sustainability and recommendations for sustainable practices in e-commerce. The study adopted a qualitative approach, with archival research as the design for data collection. The thematic analysis drew insights into the collected data that supported the study topic. Results revealed technological innovation as a key strategy for ensuring the sustainability of online platforms. The companies' strategies involved digital transformations in most operations, including advertisement, customer interaction in the platform, customer ease of use when placing orders, finance, and accounting, enhancing the company's competitive advantage. This study contributes to the existing literature on the sustainability of online platforms, which can be applied in various academic, research and organizational perspectives to improve operations. The study's limitations were related to using secondary data and emphasis on a single company while generalizing results to cover the whole industry. It is recommended to adopt real-data collection approaches and exploring various companies in the industry to compare the trend in future research.

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CHAPTER 1: INTRODUCTION

1.1 Introduction

The current digital transformation era enables a huge population of users to access the internet through computers and smartphones. Due to increased access to the internet, e-commerce and online platforms have become prominent and a better way for doing businesses; they act as the intermediary for regulating and facilitating business activities and interactions between buyers and sellers among other users. There is a growing potential for e-commerce, estimated to be \$5.4 trillion by 2026. (Morgan Stanley, 2022) However, whether e-commerce and other online platforms are sustainable is drawing the attention of various researchers. According to the Green Business Bureau (2022), e-commerce meets market demands and safeguards the environment and social systems to ensure sustainability. Sustainable e-commerce entails processing online transactions to preserve the natural environment while supporting the social system, including the communities and the employees.

Worldwide statistics show that e-commerce contributes to 18.9% of all retail sales, displaying a growing trend and projecting to over 7 trillion US dollars in 2025. (Coppola, 2023) While struggling to meet these demands, consumer expectations should be a priority for the businesses that want to

ensure sustainable platforms. The Green Business Bureau (2022) suggests that businesses that want to ensure sustainable practices should start with a vision of going green and understanding the barriers to expanding e-commerce (Hubertus et al., 2021). Innovation is closely related to business performance and sustainability. According to Bigliardi (2013), innovation is a prime source for online companies to gain a competitive edge and improve their market performance. Increased innovation helps meet customer needs and improved financial performance of organizations is associated. Innovative platforms ensure user-friendliness, create a sense of belonging for online users and show a well-planned platform to address various factors from the platform developments.

1.2 Research Aim and Objectives

The primary aim of this study was to assess if the online platforms can be sustainable by conducting a case study on the Hong Kong Technology Venture (HKTVmall). Other more specific objectives included:

- To collect data from HKTVmall about innovative strategies and sustainability of the company.
- To identify some innovative strategies used in online platforms.
- To explore the impact of innovation on the sustainability of online platforms.
- To recommend the best practices for sustainable online platforms.

1.3 Research Approach

This study is a qualitative case study focused on an archival data collection approach to explore the sustainability of HKTVmall. Ideally, the data collection targeted secondary sources about innovation and sustainability of online platforms, with non-numeric data being the priority. However, some financial ratios were adopted to predict the relationship between innovation, organizational financial performance and business sustainability. The most credible sources were identified and screened for reliable data before they were used for data collection. The data collection process involved reading the sources and familiarizing them to obtain helpful information supporting the study's aim and objectives. The data was analyzed using thematic analysis that ensured stepwise analysis of the sources to provide insights into the innovation and sustainability of online platforms.

1.4 Context of the Study

Despite a wide literature on the sustainability of businesses, online platforms have received nearly negligible attention from researchers, although they are among the growing businesses in the current digital era (Chan et al., 2020). Understanding the sustainability of online and integrating research-based approaches can help address the existing research gaps in exploring the appropriate strategies to ensure sustainable online platforms. As a result, this study focused on researching the sustainability of online platforms to provide companies with solutions to the e-commerce business challenges associated with meeting customer needs and expectations and technological innovations that constitute sustainable business practices. The potential for online platforms and e-commerce businesses to become greener and more sustainable is questionable, with more effective research-based strategies necessary for enhancing these platforms.

1.5 Strategic Project Outline

While Chapter 1 introduces the study and provides a background to the problem, chapter 2 reviews existing literature to identify the research gaps and bridge them through further explorations in the current study. Critiques are provided on the researchers' findings and study approach for critical insights about the available research gaps. The literature review section discusses the innovative strategies employed in various organizations and their impact on organizations' sustainability. This way, a solid background for starting the current exploration is provided by increasing the knowledge of such innovative strategies as using AI technology, machine learning, robotic interactions and other features in the user interface for the online platforms.

The methodological approach follows a stepwise data collection process and analysis of the findings to ensure reliable insights into the topic. The data collected through the archival research is analyzed to answer the research questions and offer recommendations for businesses to boost their platforms' sustainability. Using secondary data sources, thematic analysis of the materials helped identify the useful data patterns in explaining the innovative strategies used, their impact on the sustainability of the business and the possible improvements that could foster further performance.

The findings of the study revolved around the questions guiding the research. Ultimately, the findings and discussion of results explained the innovative strategies that affected the sustainability of HKTVmall and other online platforms. Tables and figures were used to represent the processes and results to understand trends better. For instance, financial ratios showed a greater improvement in the company's performance and operational efficiency with increased use of innovative strategies as years of technological advancement approach. The relationship between the constructs was explained by identifying the impact of integrating innovative practices in the company to its sustainability. Also, challenges and possible recommendations were highlighted, giving organizations a better start for ensuring sustainable strategies.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

The sustainability of online platforms has much to do with the performance of online businesses, basically e-commerce enterprises. *Sustainability* is a broader term that goes beyond the economic understanding of online platforms. From the perspective of Triple Bottom Line (TBL) companies, sustainability entails the maintenance of the company's profitability while emphasizing the social and environmental impacts of the business. A literature review, based on TBL theory was conducted to explore the existing knowledge and establish the research gaps on the sustainability of online platforms. In this case, such topics as the concept of online platforms, challenges faced by e-commerce establishments and how to overcome them, and impact on the company's chances of survival, the correlation between e-commerce and online platforms, and the significance of business innovation in ensuring sustainable online platforms provided background information for the current study.

2.2. Online Platforms

Online platforms have become essential to our daily lives, serving various purposes in our personal and professional spheres. Balkı (2023) defines online platforms as digital services connecting two or more interrelated customer sets, including businesses or individuals, where the venue might create commercial and social networking opportunities for the users. As a result of the associated commercial and social networking benefits, most users rely on online platforms for buying and selling goods and services (e.g., Amazon), seeking information (e.g., YouTube) and staying connected with others (e.g., Facebook). Per the Organization for Economic Co-operation and Development (2019), the platforms support our routine activities by providing entertainment, news, transportation options, accommodation choices, job opportunities and access to various applications.

Online platforms have unprecedented growth and expansion abilities, which makes them essential for bringing opportunities to individuals; they can facilitate trade and reveal new opportunities that benefit the economic activities of individuals and businesses (Balkı, 2023). Despite the justification for the usability of online platforms for businesses and individual needs, the technology challenges regulators, decision-makers and

competition authorities regarding legal developments worldwide (Kraemer, 2020; Tóth et al., 2022).

Venkatraman and Nayak (2015) provide insights into the sustainability of the TBL businesses, which the online platforms can embrace. Accordingly, the TBL outcomes that influence the relationship between the business and sustainability are the corporate environmental outcomes, corporate financial performance outcomes and corporate social performance outcomes. The authors provide a solution to implementing the three competing goals: environment, finance and social well-being (Venkatraman & Nayak, 2015). Although the research reveals the underrated strategic advantages for business managers to pursue beyond compliance, the burden of integrating social, economic and ecological performance s in the enterprises is not addressed.

2.2.1. Differences between E-commerce Stores and Online Platforms

Ecommerce uses online platforms for interactions with clients during virtual business transactions. E-commerce businesses depend entirely on online platforms to sell goods and allow customers to shop from virtual stores. The increasingly growing e-commerce businesses are a clear indication of the sustainability of online platforms. The study by Ingaldi & Ulewicz (2019) explores how to improve the success of e-commerce and assess customer satisfaction in terms of sustainable development,

establishing that the satisfaction and dissatisfaction indexes of the consumers are significant factors determining the sustainability of the use of online platforms for business.

Although online platforms and e-commerce stores may share some similarities, there are differences between the two. For instance, online platforms are by far the strongest among the two in support of numerous product listings and allow the market signals that determine the businesses' survival. Parker et al. (2016) justify that online platforms are transforming the economy of nations by integrating the feedback loops that help collect opinions about products' quality and sellers' reputations for more efficient business interactions. As a result, there is a lower transaction cost from the business and the client's perspective.

Parker et al. (2016) also add that a two-sided network for online platforms to attract one side, particularly the buyers, impacts the sellers and creates more users, stimulating growth with a positive network effect. Ideally, the network affects the number of users in a given platform. While the network is responsible for bringing value to the users, it is evident that the retention of the clients and businesses in the platform is the key to the sustainability of the online platforms.

2.2.2. Challenges of Online Platforms

Based on the criticality of the sellers and buyers in ensuring the sustainability of online platforms, Rochet & Tirole (2003) reveal how attracting users from both sides poses a challenge to the online platforms. As a result, most e-commerce focus on attracting customers and forget about the sellers' side, which causes a failure in the ecosystem. Furthermore, Rita & Ramos (2022) ascertains how researchers have focused on attracting buyers to the online platform by investigating the perceived risks and values for customers and their loyalty. However, the researcher needs to recommend effective customer satisfaction strategies, for instance, quality management and reliability of the products and services from online sellers (Matwiejczuk, 2019).

Another significant challenge for the online marketplace is logistics. According to Qin, Liu and Tian (2020), although logistics constitutes a significant cost component for customer satisfaction, online platforms still need to achieve the desired logistic results. Therefore, there is more need to apply artificial intelligence and machine learning, advanced robotics, drones and analytics for logistics to perform more efficiently, which adds to business operation costs (Artkins, 2019). The depicted idea is that there needs to be more order fulfillment that derails productivity and customer satisfaction in online platforms.

網上平台能否永續經營？——以HKTVmall為例

探討香港電子商務市場中的創新策略

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