

顧客導向與技術導向之權衡：對創新能力與創新績效之研究

陳一中、封德台

E-mail: 374899@mail.dyu.edu.tw

摘要

本研究旨在探討顧客導向、技術導向、產品創新能力與創新績效關係之研究，並以台灣高科技產業之公司為抽樣對象，以郵寄方式進行問卷調查，發出345份問卷，回收有效問卷為290份，有效問卷回收率為100%。在分析方法上，本研究以敘述性統計分析、因素分析、信度分析、相關分析等進行資料分析與假設檢定，本研究結果如下：1.具技術導向企業之創新能力對於具顧客導向企業之創新能力有正向之影響。2.企業之創新能力對企業之創新績效有正向的影響。3.具顧客導向企業之創新績效對於具技術導向企業之創新績效有正向之影響。

關鍵詞：顧客導向、技術導向、創新能力、創新績效

目錄

內容目錄	vi	表目錄	viii	圖目錄	x	第一章 緒論	
第一節 研究背景	1	第二節 研究動機	3	第三節 研究目的	4	第四節 研究流程	5
第二章 文獻探討	7	第一節 顧客導向	7	第二節 技術導向	10	第三節 創新能力	14
第四節 創新績效	21	第五節 各變項間關係	26	第三章 研究方法	31	第一節 研究架構	31
第二節 研究假設	32	第三節 研究變項之操作性定義及衡量	32	第四節 研究設計	36	第五節 資料分析及統計方法	37
第四章 研究結果	39	第一節 回收樣本之描述統計	39	第二節 基本資料之描述性統計	41	第三節 各研究變項之描述性統計	47
第四節 各研究變項之信度分析	52	第五節 各研究變項之因素分析	58	第六節 基本資料在各研究變項之差異性分析	65	第七節 各研究變項之相關分析	81
第八節 顧客導向與技術導向間之集群分析	82	第九節 創新能力與創新績效間之迴歸分析	87	第五章 結論與建議	89	第一節 研究結論	89
第二節 研究意涵	91	第三節 研究限制	94	第四節 未來研究建議	95	參考文獻	97
附錄 問卷	110						

參考文獻

中文部份: Ranjay & James(2005)，邁向「顧客導向」之路，哈佛商業評論中文版，43期，頁82-93。司徒達賢、李仁芳、吳思華(1985)，企業概論，台北:教育部空中大學教學委員會。林明杰、李峻銘(1999)，企業技術引進策略、認知與實際整合差距對新產品研發績效影響之研究，管理學報，16卷4期，頁683-701。林明杰、洪秀婉、陳至柔(2009)，供應鏈關係品質對知識分享、動態能力與創新能力影響之實證研究，電子商務學報，11卷2期，頁339-365。翁明祥(1989)，技術創新政策與事業經營策略的配合對技術創新績效之影響—台灣合成樹脂業實證研究，博士學位論文，政治大學企業管理研究所。翁明祥(1994)，企業技術策略、政府鼓勵企業研發政策與企業技術創新績效之研究，中山管理評論，2卷4期，頁95-110。莊立民、范惟翔、石雯侃(2005)，臺灣高科技企業產品創新績效影響因素之研究—競食效應中介效果之驗證，經營管理論叢，特刊，頁21-41。張銘峻(2003)，新產品績效受顧客互動強度與顧客知識管理能力等相關因素影響之研究—以台灣資訊軟體產業為例，中原大學企業管理學系研究所碩士論文。陳一如(2009)，創新能力與公司治理程度對多角化公司價值的影響:以臺灣電子業為例，管理評論，28卷2期，頁51-75。陳忠仁、蔡淑茹(2005)，知識創造來源、知識管理能力及知識屬性對創新績效影響之研究—組織學習理論觀點，中山管理評論，13卷2期，頁289-416。陳淑芬(2000)，策略型態、市場導向、創新能力與績效關係之研究，碩士論文，雲林科技大學企業管理技術研究所。楊亨利、陳紹元(2001)，顧客導向之企業營運流程改善，管理評論，20卷1期，頁161-205。蔡啟通(1998)，組織因素與組織成員整體創造性與組織創新之關係，國立台灣大學商學研究所博士論文。蔡源成、李淑芳、紀文章(2009)，內部市場導向對員工知識管理能力與創新績效影響之研究，商管科技季刊，10:4 2009.12。賴士葆(1990)，研究發展/行銷/製造三部門互動與新產品開發績效相關之研究，台北:華泰書局。賴士葆、黃俊英等著(1990)，影響企業產品創新績效內部關鍵因素，管理新思潮，管拓文化事業公司，第83-108頁。謝甄晏(2000)，市場導向、市場知識管理、產品創新與績效之實證研究—以台灣高科技產業為例，國立雲林科技大學企業管理學系研究所碩士論文。??? 顏春華(1997)，製造業技術網路之建構與創新績效關聯之研究，國立成功大學國際企業研究所碩士論文。英文部份: Abernathy, W.J. and Utterback, J.M.(1982). Patterns of Industrial Innovation, Management Innovation, pp97-108. Ali, A. (1994). Pioneering Versus Incremental Innovation: Review and Research

Propositions, *Journal of Product Innovation Management* 11(1):46-61. Atuahene, Gima, K. (1995). An exploratory analysis of the impact of market orientation on new product performance: A contingency approach, *Journal of Product Innovation Management*, 12, pp.275-295. Atuahene-Gima, K. (1996). Market orientation and innovation. *Journal of Business Research*, 35(2), 93-103. Atuahene-Gima, K., Slater, S.F. and Olson, E.M. (2005). The Contingent Value of Responsive and Proactive Market Orientations for New Product Program Performance, *Journal of Product Innovation Management* 22(6):464-482. Augusto, M. and Coelho, F. (2007). Market Orientation and New-to-The-World Products: Exploring The Moderating Effects of Innovativeness, Competitive Strength. Baker, S., Frastaci, M., (1999). Uncharted niches: Hi-tech skus in the wilderness, *Apparel Industry Magazine*, 60(2), pp.40-44. Barczak, G.,(1995). New Product Strategy, Structure, Process, and Performance in the Telecommunications Industry, *Journal of Product Innovation Management*, pp.224-234. Bennett, R.C. and Cooper, R.G. (1981). Beyond the Marketing Concept. *Business Horizons* 22(3):76-78. Bonner, J.M. and Walker, Jr. O.C. (2004). Selecting Influential Business-to-Business Customers in New Product Development: Relational Embeddedness and Knowledge Heterogeneity Considerations. *Journal of Product and Innovation Management* 21(3):155 – 169. Booz,Allen & Hamilton(1982). *New Product Management for the 1980 's*, New York:Booz-Allen & Hamilton,Inc. Brown, G. M., Stvenson, A. R., (1998). Measuring R & D productivity, *Research Technology Management*, 41(6), pp.30-38. Cardinal Louis, Josef Lakonishok and Theodore Sougiannis(2001). The Stock Market Valuation of Research and Development Expenditures, *Journal of Finance*, 56, 2431-2456. Cervantes, M. (1997). Diffusing technology to industry, *OECD Observer*, 207, 20-23. Christensen, C.M., and Bower, J.L.(1996). Customer Power, Strategic Investment, and The Failure of Leading Firms, *Strategic Management Journal* 17(3):197-218. Cooper, R. G.(1998). Benchmarking New product Performance: Results of the Best Practices Study, *European Management Journal*, 16(1), 1-17. Cooper, R.G. (1984). The strategy-performance link in product innovation, *R&D Management*, Vol. 14, No. 4, pp.247-259. Cooper, R.G. (1984). The Strategy-Performance Link in Product Innovation. *R&D Management* 84(4):247-259. Cooper, R.G. (1988). Predevelopment Activities Determine New Product Success. *Industrial Marketing Management* 17(3): 237-247. Cooper, R.G. and Kleinschmidt, E. J.(1987). Success Factors in Product Innovation, *Research Technology Management*, Vol.16, pp.215-223. Cooper, R.G.,(1985). Industrial Firms ' New Product Strategies, *Journal of Business Research*, Vol.13, pp.107-121. Cordero, Rene (1990). The Measurement of Innovation Performance in the Firm: an Overview, *Research Policy*, 19(2), 185-193. Danneels, Erwin and Kleinschmidt, Elko J. (2001). Product Innovativeness from the firm ' s perspective: Its dimensions and their relation with project selection and performance, *Journal of Product Innovation Management*, 18, 357-373. Deshpande, R., Farley, J. U. and Webster, F. Jr. (1993). Corporate culture, customer orientation, and innovativeness in Japanese firms: A quadrate analysis, *Journal of Marketing*, 57(1), pp. 23-37. Day, G.S. and Wensley, R.(1988). Assessing Advantage: A Framework for Diagnostic Competitive Superiority. *Journal of Marketing* 52(1):1-20. Dietzenbacher, E. (2000). Spillovers of innovation effects. *Journal of Policy Modeling*, 22(1): 27-42. Drucker, P.F.(1986). *Innovation and Entrepreneurship-Practice and Principles*, NY, Harper Business. Ettl, J.E. and Rubenstein, A.H.(1987). Firm Size and Product Innovation, *Journal of Product Innovation* 7(1):89-108. Frankle, E.G.(1990). *Management of Technology Change*, Kluwer Academic. Friar, J & Horwitch, M.(1986). *The Emergence of Technology Strategy, Technology in the Modern Corporation-A Strategic Perspective*, ed. by Mel Horwitch, NY: Pergamon Press Inc. Gatignon, H. and Xuereb, Jean-Marc (1997). Strategic Orientation of the Firm and New Product Performance. *Journal of Marketing Research* 34(1):77-90. Ge, G.L. and Ding, D.Z. (2005). Market Orientation, Competitive Strategy and Firm Performance: An Empirical Study of Chinese firms. *Journal of Global Marketing* 18(3/4):115-142. Gopalakrishnan, S.(2000). Unraveling the links between dimensions of innovation and organizational performance, *The Journal of High Technology Management Research*, 11(1), pp.137-153. Hamel, G and Prahalad, C.K. (1991). Corporate Imagination and Expeditionary Marketing. *Harvard Business Review* 69(1):81-92. Hammer, M. and Champy, J.(1993). *Reengineering the Corporation: A Manifesto for Business Revolution*, New York: Harper Business. Han, J.K., Kim, N. and Srivastava, R.K. (1998). Market Orientation and Organizational Performance: Is Innovation a Missing Link? *Journal of Marketing* 62(4):30-45. Hanna, N. and Dodge, H.R. Han, Jin K., Namwoon Kim & Hong-Bumm Kim(2001). Entry Barriers: A Dull, One- or Two-edged Sword for Incumbents? Unraveling the Paradox from a Contingency Perspective, *Journal of Marketing*, Vol.65(January), pp.1-14. Han, Jin K., Namwoon Kim & Rajendra K. Srivastava(1998). Market Orientation and Organizational Performance: Is Innovation a Missing Link? *Journal of Marketing*, Vol.62(October), pp.30-45. Henderson, R. M., & Clark, K. B., (1990). Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms, *Administrative Science Quarterly*, 35, pp. 9-30. Hurley(2005). Innovation, Market Orientation and Organisation Learning: an Integration and Empirical Examination. *Journal of Marketing* 62(3):42-54. Hurley, R.F. and Hult, G.T. (1998). Innovation, Market Orientation and Organisation Learning: an Integration and Empirical Examination. *Journal of Marketing* 62(3):42-54. Kleinschmidt, E.J., & Cooper, R.G., (1991). The impact of product innovativeness on performance, *Journal of Product Innovation Management*, 8(4), pp.240-251. Knudsen, M.P. (2007). The Relative Importance of Interfirm Relationships and Knowledge Transfer for New Product Development Success. *Journal of Product Innovation Management* 24(2):117-138. Kohli, A. K., Jaworski B. J. & Kumar, A. (1993). MAEKOR: A Measure of Market Orientation, *Journal of Marketing Research*, Vol. , pp.467-477. Kotler, P.(2000). *Marketing Management*, 10th ed., Prentice Hall, Inc. Langerak, F., Hultink, E.J. and Robben, H.S.J. (2004). The Impact of Market Orientation, Product Advantage, and Launch Proficiency on New Product Performance and Organizational Performance. *Journal of Product Innovation Management* 21(2):79-94. Leonard-Barton, D. (1992). Core Capabilities and Core Rigidities: A Paradox in Managing New Product Development. *Strategic Management Journal* 13(2):111-125. Leong, G.K., D.L. Snyder and P.T.(1990). Ward. Research in the Process and Content of Manufacturing Strategy, *Omega*, Vol.18, pp.109-122. Lukas, B.A. and Ferrell, O.C. (2000). The Effect of Market Orientation on Product Innovation. *Journal of the Academy of Marketing Science* 28(2):239-247. Maidique M.A. and P.Patch.(1982). Corporate strategy and technology policy", in Reading in

the Management of Innovation, M.L. Tushman and W.L. Moore, Eds. Marshfield MA: Pitman Publishing Inc. Miller, Douglas, Michael J. Fern and Laura B. Cardinal(2007). The Use of Knowledge for Technological Innovation Within Diversified Firms, *Academy of Management Journal*, 50(2), 308-326. Nakata, C., Im, S. and Park, H., and Ha, Y.W. (2006). Antecedents and Consequence of Korean and Japanese New Product Advantage. *Journal of Business Research* 59(1):28-36. Narver, J.C. and Slater, S.F. (1990). The Effect of A Market Orientation on Business Profitability. *Journal of Marketing* 54(4):20-35. Narver, J.C., Slater, S.F., and MacLachlan, D.L. (2004). Responsive and Proactive Market Orientation and New Product Success. *Journal of Product Innovation Management* 21(5):334-347. Narver, John C. & Stanley F. Slater(1990). The Effect of a Market Orientation on Business Profitability, *Journal of Marketing*, 54(October), pp.20-35. Narver, J. C. & Slater, S. F. (1990). The Effect of a Market Orientation on Business Profitability, *Journal of Marketing*, October, pp.20-36. OECD, OSOL MANUAL(1997). The measurement of scientific and technological activity. Pappas, R.A. & Remer, D.S.(1985). Measuring R&D productivity, *Research Management*, Vol. 28, No.3, May/June, pp.15-20. Paula, Carmen & Luis(2011). The Trade-off Between Customer and Technology Orientations: Impact on Innovation Capabilities and Export Performance, *Journal of International Marketing*, vol.19, No.3, pp.36-58. Richardson, P.K. Taylor, A.J. and Gordon, J.R.M.(1985). A Strategic Approach to Evaluating Manufacturing Performance", *Interface*, Vol.15,pp.15-27. Rochford & Linda(1991). Generating and Screening New Product Ideas, *Industrial Marketing Management*, pp.287-296. Salavou, H. (2005). Do Customer and Technology Orientations Influence Product Innovativeness in SMEs? Some New Evidence from Greece *Journal of Marketing Management* 21(3/4):307-338. Santomero, A. M. and Trester, J. J.(1998). Financial innovation and bank risk taking, *Journal of Economic Behavior and Organization*, 35(1), 25-37. Schroeder, R.G., Benson, P.G. and Saraph, J.V. An Instrument for Measuring the Critical Factors of Quality Management, *Decision Science*, Vol.20, pp. 810-829, (1989). Slater, S.F. and Mohr, J.J. (2006). Successful Development and Commercialization of Technological Innovation: Insights Based on Strategy Type. *Journal of Product Innovation Management* 23(1):26 – 33. Slater, S.F. and Olson.(2005). Customer-Led and Market-Oriented: Let ' s Not Confuse the Two. *Strategic Management Journal* 19(10):1001 – 1006. Song, X.M. and Parry, M.E. (1996). What Separates Japanese New Product Winners From Losers. *Journal of Product Innovation Management* 13(5):422-439. Souder, W.E.(1987). *Managing New Product Innovations*, Lexington Books, pp. 217-220. Sundaram, D. S., & Webster, C. (1998). Service consumption criticality in failure recovery, *Journal of Business Research*, 41(2), pp.153-159. Tajeddini, K., Trueman, M., and Larsen, G. (2006). Examining the Effect of Market Orientation On Innovativeness. *Journal of Marketing Management* 22(5/6):529-551. Veryzer, R.W. (1998). Key Factors Affecting Customer Evaluation of Discontinuous Products. *Journal of Product Innovation Management* 15(2):136-150. Walker, O.C. and Ruekert, R.W.(1987). Marketing ' s Role in the Implementation of Business Strategies: A Critical Review and Conceptual Framework, *Journal of Marketing*, Vol.51, pp.15-33. Wind, J and Mahajan, V (1997). Issues and Opportunities in New Product Development: An Introduction to the Special Issue. *Journal of Marketing Research* 34(1):1 – 12. Workman, J.P. (1993). Marketing ' s Limited Role in New Product Development in One Computer Systems Firm. *Journal of Marketing Research* 30(4):405-421. Yorukoglu, M. (2000). Product vs. process innovations and economic fluctuations. *Carnegie-Rochester Conference Science on Public Policy*, 52:137-163. Zahra, S.A. and W.C. Bogner(2000). Technology Strategy and Software New Ventures ' Performance: Exploring the Moderating Effect of the Competitive Environment, *Journal of Business Venturing*, Vol.15, pp.135-173, .