

The Effect of New Product Development Process and Interorganizational Network Resources Utilization on the Performance

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ABSTRACT

As the international competition becoming more intensive, the increasing consumer consciousness, and the rapid change of technology, force most of the enterprises to continuously launch their new products to the market. Machine tool industry in Taiwan becomes one of the world top ten exporters. Although most of the Taiwanese enterprises are medium size, but they devote to the development of new products. The tightly linked interorganizational network is one of the indivisible forces for those enterprises. This research selects four medium size machine tool manufacturers as a case study to investigate their performance of new product development. The researcher finds out that most of the machine tool manufacturers in Taiwan imitate Japanese products. On one hand, imitation can reduce the risk of new products development, but on the other hand, it is a good opportunity for R&D staff to learn the characteristic feature of Japanese product design. The apparent causes may be the shortage of R&D experience and lack of engineering capability. But in reality, the reason is that it is not easier to run a manufacturing business than any other business. This leads the owner of medium size enterprise losing their belief in operating business perpetually, but pursuing the short term profit as a company goal. During the new product development process, most of the top management make their own decision only by personal vision and subjective judgement. They don't have enough experience in marketing survey, neither in the integration of R&D, manufacturing and marketing department, nor in the R&D project management. Fortunately Taiwanese machine tool manufacturers have special interorganizational network, which builds the prospective growth of machine tool business. But on the contrary, this will also restrict the product quality from being up-graded. Consequently Taiwanese machine tools can only stand at the lower end of market, and still cannot compete with

Keywords : New Product ; Interorganizational Network ; R & D ; Development Process

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