

Product Innovation and New Product Type Applied in Organizational Network : Case of Instant Noodle Industry

江榮俊、羅世輝

E-mail: 9302849@mail.dyu.edu.tw

ABSTRACT

The organizational competition was between individual businesses in the past. However, because of the development of information technology, globalization of industry competition, increasing risk for operation, et al., the competitive pattern between organizations has become a competitive pattern through organizational network. The topic of "innovation" is one of the most popular management topics in the twenty-first century. The traditional business of consumptive products has faced the difficulty of limited expansion of the industry, shorter product life cycle, et al. Therefore, how to acquire the advantage in product innovation has become the prime work to be solved. It includes decreased innovation time, reduced product cost and elevated product quality. This study has explored the product innovation by way of instant noodle industry. The conclusions were as follows: 1. The pattern of product innovation in instant noodle industry is a network pattern. 2. The product innovation in instant noodle industry changes according to industry life cycle. 3. The difference in network partners results in the difference in the pattern of product innovation. 4. Different types of product innovation in instant noodle industry had different outcomes in measuring factors of innovation results. 5. Different types of new products in instant noodle industry fit different models of product innovation.

Keywords : product innovation, organizational network, instant noodle industry

Table of Contents

第一章 研究動機	1.1 研究動機	1	1.2 研究目的	3
1.3 章節結構		4	1.4 研究流程	5
第二章 理論與文獻探討	2.1 創新與產品創新的探討	7	2.1.1 創新的源起	7
2.1.2 創新的定義		7	2.1.3 創新的種類	9
2.1.4 創新的模型		11	2.1.5 小結	11
2.2 新產品開發管理	2.2.1 新產品開發目的與關鍵因素	12	2.2.2 新產品的定義	13
2.2.3 新產品的類型		13	2.2.4 新產品開發程序	14
2.2.5 小結		18	2.3 網絡理論	20
2.3.1 網絡的源起		21	2.3.2 網絡的組成要素與結構	22
2.3.3 網絡定義		22	2.3.4 網絡的類型	23
2.3.5 網絡的成因探討		26	2.3.6 小結	30
第三章 研究方法	3.1 研究方法	33	3.2 資料來源與收集	34
3.3 分析單位		35	3.4 資料分析	37
第四章 台灣速食麵產業概況描述	4.1 速食麵的基本概念	39	4.1.1 速食麵的定義	39
4.1.2 速食麵的類型		39	4.1.3 速食麵的製程	40
4.1.4 速食麵的消費型態		43	4.2 台灣速食麵產業沿革	45
4.2.1 萌芽時期		45	4.2.2 成長時期	46
4.2.3 成熟時期		47	4.3 台灣速食麵產業現況與展望	47
4.3.1 台灣速食麵產銷與工廠分佈概況		47	4.3.2 台灣速食麵產業情境分析	49
4.3.3 台灣速食麵產業展望		53	第五章 個案研究	54
5.1 個案公司概況描述	5.1.1 維力公司概述	54	5.1.2 味王公司概述	58
5.1.3 個案公司概況比較		62	5.2 速食麵產業產品創新的脈絡	63
5.2.1 市場交換型的產品創新		63	5.2.2 內部組織型的產品創新	64
5.2.3 網絡型的產品創新		65	5.2.4 速食麵產業的產品創新脈絡	66
5.3 速食麵產業產品創新類型與績效衡量探討	5.3.1 產品品質	68	5.3.2 開發時間	70
5.3.3 產品成本		70	5.3.4 開發能力	70
5.3.5 開發成本		72	5.4 速食麵新產品特性與產	73

品創新模式探討	75	5.4.1速食麵的新產品特性探討	75	5.4.2速食麵新產
品類型與產品創新模式	78	第六章 結論與建議 6.1研究發現	79	
6.2策略意涵	79	6.3研究限制	80	6.4後續研究方向
建議	81			

REFERENCES

- 中文部份 1. 司徒達賢 (1984), 「台灣中小企業發展的經營策略」, 第一屆中小企業發展學術研討會論文集。2. 司徒達賢 (1995), 策略管理, 台北:遠流。3. 李仁芳 (1998), 「台灣產業網絡之發展:從合作生產到合作創新-以自行車工業為例」, 第七屆產業管理研討會論文集。4. 李舜偉 (2002), 新產品開發團隊學習之研究, 長榮管理學院經營管理碩士班碩士論文。5. 吳思華 (1998), 「知識流通對產業創新的影響」, 第七屆產業管理研討會論文集。6. 吳思華 (2000), 策略九說:策略思考的本質, 台北:臉譜。7. 吳凱琳譯 (2000), 創新的兩難:企業面對新科技的掙扎與抉擇, 台北:商周。譯自Clayton M. Christensen。8. 林靈宏、劉水深、洪順慶 (1994), 「消費品類型、創新類型與新產品行銷策略關係之研究」, 管理評論, 第13卷, 第1期。9. 孫盈哲 (1996), 「產業網路與中小企業之競爭力」, 台灣經濟研究月刊。10. 徐作聖、邱奕嘉編譯 (2000), 創新管理, 台北:華泰。譯自Allan Afuah。11. 徐啟銘譯 (1998), 策略性科技管理, 台北:麥格羅希爾。譯Frederick Betz。12. 陳介玄 (1994), 協力網絡與生活結構, 台北:聯經。13. 陳介玄 (1998), 台灣產業的社會學研究:轉型中的中小企業, 台北:聯經。14. 許士軍 (1983), 現代行銷管理, 台北:商略。15. 黃志文 (1983), 行銷管理, 台北:華泰。16. 張書文、戴華亭編譯 (2002), 產品設計與開發, 台北:麥格羅希爾。譯自Karl T.Ulrich and Steven D.Eppinger。17. 張苙雲 (1999), 網絡台灣:企業的人情關係與經濟理性, 台北:遠流。18. 張美玲、孫瑞囊、王國樑 (2002), 「策略聯盟理論基礎再探討-以台灣電子廠商為例」, 管理評論21卷2期。19. 葉匡時、蔡敦浩、周德光 (1993), 「策略聯盟的發展策略-交易成本的觀點」, 管理評論12卷。20. 葉匡時、蔡敦浩、王俊森 (1994), 「台灣紡織業的網絡結構」, 中山管理評論2卷第1期。21. 彭蕙仙、常雲鳳編譯 (1999), 區域優勢:砂谷與一二八公路的文化與競爭, 台北:天下文化。譯自AnnaLee Saxenian。22. 蔣永明編譯 (2002), 新產品開發管理:企業革新的生存之道, 台北:中衛發展中心。譯自小島敏彥。23. 蔣維理 (2002), 成功的新產品開發模式研究, 國立交通大學高階主管碩士班碩士論文。24. 蔡啟通 (1995), 「組織因素、組織成員整體創造性與組織創新之關係」, 管理學報18卷4期。25. 劉仁傑 (1999), 分工網路:剖析台灣工具機產業競爭力的奧秘, 台北:聯經。26. 賴士葆、王秉鈞、黃佑安 (1997), 「創新能力與新產品研發過程關係之研究」, 中華民國科技管理研討會論文集。27. 羅家德 (1997), 「為什麼砂谷能擊敗一二八公路區 - 以人際關係網絡觀點探討網絡式組織的優勢」, 中山管理評論 5卷第2期。
- 英文部份 1. Afuah Allan (1998), Innovation Management:Strategies, Im-plementation ,and Profits, NY:Oxford University Press. 2. Betz, F. (1993), Technology competing through new ventures, innovation ,and corporate research, Englewood Cliffs, NJ: Prentice Hall. 3. Baker, M. J., Black, C. D. and Hart, S. J. (1988), "The competi-tiveness of british industry:Whatreally makes the difference?," European Journal of Marketing, Vol. 22(2),pp:70-85. 4. Christensen, C.M. (1997), The Innovator's:When New Tech-nologies Cause Great Firms to Fail, NY:Havard Business School Press. 5. Coase, Ronald. H. (1937), "The nature of the firm," Economic ,Vol.4 ,pp 386-405. 6. Cooper, R. G. & Kleinschmidt, E. J. (1995), "Benchmarking firm: new product performance and practices," Engineering Management Review,Vol. 2(3) ,pp112-120. 7. Cooper, R. G. (1998), Product Leadership:Creating and Launching Superior New Products, NY: Perseus Books. 8. Crawford & Benedetto (2000), New Products Management, NY. 9. Damanpour, F. (1991), "Organizational innovation :A meta-analysis of effects of determinants and moderators," Academy of Man-agement Journal ,Vol.34,pp355-590. 10. Granovetter , M. (1973) "The Strength of Weak Tie," American Journal of Sociology 78 (6) ,pp 1360-1380. 11. Granovetter , M. (1985) "economic action and social structure: the problem of embeddedness," American Journal of Sociology 91,3:481-510. 12. Granovetter , M. (1992) "Problems of Explanation in Economic Sociology," in Nitin Nohria and Robert G. Eccles, Networks and Organizations. Boston:Harvard Business School Press. 13. Harrigan , K. R. , (1988), Strategic Alliance and Partner Asymme-tries , Management International Review , Vol.28 , pp.53-72. 14. Johnson and Jones (1957), "How to Organize for New Prod-uct," Harvard Business Review,vol 35. 15. Johnson, J.and Mattson, L. G. (1987), "Interorganizational Re-lations in Industrial Systems:A Network Approach Compared with the Transactional Cost Approach," International Studies of Man-agement & Organization,Vol.57,No.1,pp34-48. 16. Jarillo, J.C. (1988), "On Strategic Networks," Strategic Man-agement Journal,Vol.9,pp31-34. 17. Kogut, (1988), "Joint venture :Theoretical and empirical per-spectives," Strategic Management Journal,Vol.19,No4, pp319-332. 18. Kuczarski, T. (1988), "Managing New Product," Product Innovation Management Journal, pp17-29. 19. Meyer, J. and Rowan, B. (1990) "Institutionalized Organizations: Formal Structure as Myth and Ceremony," American Journal of Sociology, pp340-360. 20. Miles, R. E.and Snow , C. C. (1992), "Causes of Failure in Network Organizations," California Management Review , Sum-mer , pp53-72. 21. Oliver, C. (1990) "Determinants of Interorganizational Rela-tionships :Integration and Future Directions," Academy of Man-agement Review,Vol.15,No2, pp241-265. 22. Olive r, C. (1997) "Sustainable competitive advantage :combining institutional and resource-based view," Strategic Management Journal,Vol.18,No9, pp697-713. 23. Reddy, N. M. and Rao, M. V., (1990) "The Industrial Market as an Interfirm Organization," Journal of management, Vol. 27, Jan.,pp.43-59. 24. Pfeffer, J. and Salancik, G., (1978) "The External Control of Or-ganizations: Resource Dependence Perspective," New York: Harper & Row. 25. Porter, M. E. (1985), Competitive Advantage ,New York : Free Press. 26. Robertson, T. (1967) "The Process of Innovation and the Diffu-sion of Innovation," Journal of Marketing, p.15. 27. Rochford, L. (1991) "Generating and screening new product ideas," Industrial Marketing Management, 20(4)pp:287-297. 28. Roger, E. M. and Shoemaker,F. F., (1971) ,Communication of Innovation:A

cross-culture approach, New York : Free Press. 29. Roger, E .M. (1983) , Diffusion of Innovations, New York : Free Press. 30. Scott, W. R. (1987) , "The Adolescence of Institutional Theory," Administrative Science Quarterly, Vol.32, pp493-511. 31. Teece, D. J. (2000) , Managing Intellectual Capital: Organizational, Strategic, and Policy Dimensions, New York, Oxford University Press. 32. Thorelli, H.B. (1986) , "Networks: Between Markets and Hierarchies," Strategic Management Journal, Vol.7, pp37-51. 33. Tushman , M. and Anderson, P. (1997) , Managing Strategic Innovation and Change, Oxford University Press. 34. Tushman, M. L., and Anderson, P. (1986) , "Technological discontinuities and organizational environments," Administrative Science Quarterly , Vol.31: pp439-65. 35. Tushman, M. L., and Nadler, D. (1986) , "Organizing for Innovation," California Management Review, Vol.28, No.3, pp74-92. 36. Williamson and Oliver. (1975) , Markets and Hierarchies : Analysis and Antitrust Implication, New York : Free Press. 37. Williamson and Oliver. (1985) , The Economic Institutions of Capitalism, New York : Free Press. 38. Yin, R. K (1981) , "The case study as a serious research strategy , " Knowledge: Creation, Diffusion, Utilization, No.3, pp97-114.