



國立高雄應用科技大學

企業管理系

高階經營管理研究所

碩士論文

新產品預告對新產品成功之影響

-以內部整合、供應商整合及顧客學習為中介變數

The Impact of New Product Preannouncement on New Product Success

-The Mediating Roles of Internal Integration, Supplier Integration, and
Customer Learning

研究生：李玉蓮

指導教授：朱培宏 博士

中華民國 103 年 6 月

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中文摘要

從預告新產品到新產品成功上市是企業永續經營的重要課題之一，本研究以策略管理理論的利害關係人角度為基礎，探討企業進行新產品預告活動時，是否影響公司內外部利害關係人(內部整合、供應商整合及顧客學習)，繼而影響新產品成功。本研究以傳統機械產業為研究對象進行實徵研究，以問卷調查法進行資料收集，以機械公會會員為抽樣框架，採系統隨機抽樣方式共發放1000份問卷，實際回收的有效問卷為 232 份，進行複迴歸分析。

研究結果顯示：(1)內部整合、供應商整合及顧客學習對新產品成功有正向影響(2)新產品預告對內部整合、供應商整合及顧客學習有正向影響(3)企業的內部整合、供應商整合對新產品預告與新產品成功有完全中介效果(4)企業的顧客學習對新產品預告與新產品成功有部份中介效果。在學術上，採內外部整合來看預告到產品成功的研究非常缺乏，本研究增進了這方面的學術知識；在實務上，本研究顯示：經理人在預告後，應該繼而將管理焦點置於多角度的內外部利害關係人整合，以確保新產品成功上市。

關鍵字：新產品預告、內部整合、供應商整合、顧客學習、新產品成功

The Impact of New Product Preannouncement on New Product Success - The Mediating Roles of Internal Integration, Supplier Integration, and Customer Learning

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Abstract

New product preannouncement is a common approach for promotion in both industrial and consumer markets. However, few studies address the relationship between new product preannouncement and new product success. Questions about through what factors and how product preannouncement influences new product success remain overlooked. This research based on the perspective of multiple stakeholders in strategy management theories to investigate whether the product preannouncement would influence the integration of internal and external stakeholders, namely, internal functions, suppliers, and customers, which all together leads to product success. The study collected data from the members listing in the association of Taiwan machinery industry. Questionnaires were sent to 1000 members selected by taking a systematic random approach, and resulted in an effective sample size of 232 firms. Data were analyzed by employing multiple regression technique.

The results indicate that: (1) the effects of internal integration, supplier integration and customer learning on new product success are positive and significant; (2) new product preannouncement positively influences internal integration, suppliers integrating and customers learning; (3) internal integration and supplier integration fully mediate the effects of product preannouncement on new product success; (4) customers learning partially mediates the effects of new products preannouncement on new product success. Theoretical contributions and practical implications are discussed.

Keywords: new product preannouncement, internal integration, supplier integration, customer learning, new product Success

第一章 緒論

第一節 研究背景與動機

隨著科技與生產技術的進步，消費者對於需求及偏好的不斷變化，促使產品生命週期呈現縮短的趨勢，因此，持續推出新產品以滿足顧客的需求改變，成為當代企業能永續發展的關鍵所在。實務上，企業在推出新產品前往往會事先進行新產品預告，所謂新產品預告(New Product PreAnnouncement, NPPA)是指企業在新產品上市之前，意圖性地率先發佈相關訊息(Eliashberg and Robertson, 1988; Robertson, et al., 1995 ; Lilly and Walters, 1997)。該資訊內容視其預告對象、欲達成的策略意圖而有不同，但大都涵蓋新產品屬性功能較優於現有產品之優勢、建議售價以及預計上市時間等(Lilly and Walters, 1997)。預告的目的包括刺激顧客對新產品的好奇、興趣和需求(Rabino and Moore, 1989; Lilly and Walters, 1997)，或刺激買者對新產品需求的行銷造勢(Wind and Mahajan, 1987)、警告競爭同業、幫助公司成為產業中的創新者(Rabino and Moore, 1989)、取得先發制人的優勢(Eliashberg and Robertson, 1988; Lilly and Walters, 1997; Calantone and Schatzel, 2000)等等。透過新產品預告的策略性與行銷效果，企業的終極目標在於使得新產品成功，意即搶先佔有市場、滿足顧客並因此獲利。所以，新產品預告活動對於新產品績效具有相當地影響(Rabino and Moore, 1989; Tanner and Chonko, 1995; Lilly and Walters, 1997)。在此種背景下，「新產品預告」與「新產品成功」之間的關係，已漸漸成為學界與業界共同關心的重要議題。

環視產品市場，有許多產品在推出初期即被市場淘汰，在如此激烈的競爭下，各個企業莫不絞盡腦力思考一個問題：「如何讓產品在市場中脫穎而出，

且能締造良好的績效呢？」。新產品預告因此成為許多企業回應此問題的作法之一，例如：智慧型手機產業，為了確保新機成功上市，往往把新機上市預告當作是一種行銷手法，預先鎖住消費者。然而，在技術不確定性、企業經驗不足、創意難尋及通路衝突等等的狀況下，新產品的推出蘊藏著極大的風險，因此新產品預告必須要拿捏的恰當及準確，才能搶先進入目標市場，佔領優勢；是故，企業如何審慎評估，運用新產品預告為策略，以提升新產品的成功率，成為企業在競爭中勝出的關鍵。

長久以來企業之所以不斷的推出新產品以滿足買方的需求，除了增加企業之短期獲利之外，許多管理學者都指出：新產品開發是公司持續成長的關鍵，成功的開發新產品並將其商業化是企業生存與成長的基礎(Calantone et al., 1996)，同時也是競爭優勢的潛在來源(Song and Motoya-Weiss, 2001)，因此新產品成功扮演了公司永續發展的重要角色。究竟要從事何種活動才能使新產品的發展得以獲得的成功呢？雖然公司整體的組織架構、經營策略...等等固然會影響新產品開發的成功，本研究的焦點將跳脫個別公司與公司內部研發部門的視野，考慮新產品預告是否能促成各種利害關係人對新產品開發的正向涉入，進而探討其與新產品成功的關係。企業在開發新產品時，牽涉的利害關係人涵蓋企業內與外部夥伴，因此應該參考 (1)跨部門間過去的經驗、現在與未來的發展；Cooper (1996)就指出成功的新產品開發需要不同功能部門的人才投入，包含工程、財務、人力資源、行銷、營運和R & D，也需要買方和企業夥伴在新產品開發流程的涉入； (2)企業與外部鏈結之協同合作，包括邀請供應商、顧客參與新產品開發的過程。顧客早期的涉入，可以有助於明確辨識產品，良好的市場分析、市場調查及了解使用者需要和理想的銷售預測(Cooper, 1979, 1988, 1994; Rothwell et al., 1974)。而供應商的早期涉入，可以幫助企業快速地回應顧客需求，加速新產品構念的形成與實現，並在市場上獲致成功(Millson and Wilemon, 2002; Dröge et al., 2004)。本研究據此將新產品開發的利害關係人

分為三部分，第一是企業內部各部門的整合；第二部分是供應商整合；第三部分則是顧客學習。茲概述其重要性如下。

新產品的開發是一個非常複雜且耗時的過程，跨部門的整合是一項非常重要的活動。對企業內部而言，除了研發部門，其他各個部門的參與在新產品成功上也扮演了重要角色。整合是一種管理上的途徑 (approach)，新產品開發涉及跨領域的協調、交流與互動(Gerwin and Barrowman, 2002)，是新產品發展成功與否的重要關鍵。在企業內，行銷與研發部門通常被視為各自獨立的部門，再加上不同的教育背景和工作的內容，導致兩個部門彼此間產生思維上的差距與衝突，此舉將嚴重阻礙新產品的發展。Souder and Moenaert(1992)的研究中就特別提出，要能成功的運用技術需要將研發與行銷部門加以整合。過去的文獻(Brown and Eisenhardt, 1995; Griffin and Hauser, 1996)和實證研究(Henard and Szymanski, 2001; Song and Parry, 1997; Troy, 2008)都發現，跨功能整合一直被認為是新產品發展(New Product Development, NDP)主要成功的因素。因此，如何有效協調部門間落差以達到良好的跨部門整合，將對於新產品績效提供良好的助益(Gupta and Wilemon, 1990; Brown and Eisenhardt, 1995; Shreerman et al., 2005)。而企業新產品發展是屬於高度資訊密集與知識密集的一連串過程與活動(Clark and Fujimoto, 1991)，因此企業需要透過整合的程序與機制來建立、獲得、重組與運用相關內外部資源、資訊與技能以協助並加速新產品的發展(Li and Calantone, 1998; Eisenhardt and Martin, 2000; Leenders and Wierenga, 2002; Millson and Wilemon, 2002; Paolo Tassarolo, 2007)。

新產品成功同時也受通路與供應商的影響 (陳禹辰、李昌雄, 2001)。Porter (1980)就指出現今產品技術的發展涵蓋面將超出傳統對研發的界定，並包含了客戶與供應商。Liker et al. (1996)提到隨著競爭越來越激烈使得企業必須開發出更快、更好、更便宜、更多的新產品。在追求此種競爭優勢的情況下，其中一

種方法是運用跨功能團隊，在製造、行銷、研發能直接互相溝通及資訊分享，以促進組織新產品開發並將供應商整合進入企業本身之生產流程中，進一步提昇產品品質與促進新產品的開發(Handfield et al., 1999; Dyer and Nobeoka, 2000)。Koufteros et al. (2007)提出參與產品開發的供應商，能透過他們分享的知識、技能及資訊，而使成員能形成一個共同的目標，並且形成一個努力的團隊。因此，企業在面臨外部環境的機會及威脅時，必須強化競爭能力，且能更緊密整合企業內部功能與外部供應商的長處及顧客需求，藉由彼此相互配合達最大效益。過去許多文獻亦指出，企業在新產品開發時，與外部供應商的整合對新產品開發績效有顯著的正向影響(Wynstra et al., 2001; Ragatz et al., 2002; Kessler and Chakrabarti, 1996; Ragatz et al., 1997)。

顧客的早期參與對新產品成功上也扮演極其重要的角色。Eliashberg and Robertson (1988)認為如果某項產品(或服務)在買方使用之前，需要持續性學習和應用，此時新產品預告是有益的。新產品預告也符合買方對於有關的產品特色、規格、功能或能實現其利益及滿足需求。由於新產品預告可以讓買方對新產品產生興趣及好奇心，或是可鼓勵買方延緩購買新產品，直到廠商預告之新產品正式上(Lilly and Walters, 1997)，使得買方是企業新產品開發中，攸關其未來企業利益的影響者之一。Gupta and Souder (1998)指出在新產品開發的文獻中，買方的早期涉入已被認為是影響新產品成功的重要貢獻因素。而買方涉入程度通常也被描述為整合顧客的聲音、一種很強的市場導向、或是一種產品開發早期的準備工作。這也能促使產品績效的問題能提早獲得釐清，並於最終著手產品開發前結合買方需求的最新改變，促使新產品的開發獲得相當的績效。

綜觀過去學者的研究文獻，皆著墨在探討企業對新產品預告之前因及對外部利害關係人之影響，大都是由發訊者的角度來看一個發訊者新產品開發的影響因素及從收訊者的觀點來看收訊者如何處理(回應)，諸如：哪些會刺激企業

預告(Calantone and Schatzel, 2000)、新產品預告策略之研究(陳建維, 1990)、影響新產品預告時機之因素(Lilly and Walters, 1997)、新產品預告對現存競爭者反應 (Roberson et al., 1995; Shankar, 1999)、或者企業競爭者新產品預告訊息回應速度 (李英豪, 2001)。過去的研究鮮少對於企業如何從運用新產品預告策略，透過內部整合與最重要之買方、供應商相互的合作，以促進新產品的開發，並讓新產品成功上市相關文獻進行深入之探討。

本研究將以探討新產品預告是否透過內部整合、供應商整合及顧客學習等變數，以影響新產品成功。先前學者的研究不乏此三個整合的相關研究，如郭展君(2010)供應商整合之變數對供應商議價能力的研究；Kahn (1996)是以新產品開發的跨部門整合關係著產品發展與管理績效進行研究；黃士豪 (2003)在涉入前因及涉入程度對新產品預告之探討，對於有關買方涉入中買方學習對新產品預告的相關研究；賴玉嫣 (2009)以新產品成功影響因素之後設分析研究，顯示策略導向變數(技術、市場顧客、跨功能整合導向等)及環境變數(市場潛能)對新產品成功有正向及重要的影響。唯之前的研究侷限於單一利害關係人，缺乏一個整合觀點將多個利害關係人納入單一研究中；另外，之前的研究多為新產品開發成功與利害關係人整合，缺乏探討新產品預告這個重要變數。所以，本研究嘗試選擇新產品成功作為新產品預告的終極目標，發展出完整的概念性架構，來探究新產品預告是否影響公司內部整合、供應商整合及顧客學習，進而影響新產品成功，從管理策略角度，來驗證新產品預告之影響性。基於研究結果，將提出策略供業者參考。

第二節 研究目的

依據研究背景及動機，本研究期望在競爭激烈的環境中，企業對於新產品的預告，透過公司內部整合及外部整合(供應商及顧客的整合)等利害相關人的行為及態度之影響深入分析探討。因此本研究目的整理如下：

- 一、了解新產品預告是否透過公司內部整合來影響新產品成功。
- 二、了解新產品預告是否透過供應商整合來影響新產品成功。
- 三、了解新產品預告是否透過顧客學習來影響新產品成功。
- 四、了解新產品預告是否會影響新產品成功。

本研究希冀能從策略管理之角度，提供企業在進行新產品預告時，能促進企業與夥伴之間，有效地進行新產品之開發及提升產品創新及績效，經營彼此間的關係，增進雙方合作之互信與滿意程度。

第三節 研究流程

本研究之研究流程如圖 1-1 所示，首先確立研究的主題及動機與目的，然後透過相關文獻探討與分析，以建立研究架構及假說，之後進行研究設計與確立研究對象，然後問卷調查，針對回收的問卷來做整理與統計分析，再來驗證假設，最後，提出結論與建議。

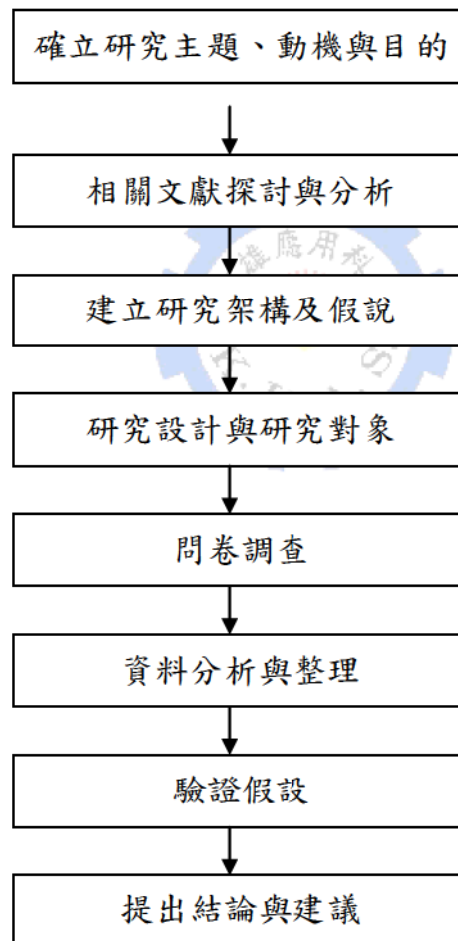


圖 1-1 研究流程

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