

國立聯合大學
經營管理學系碩士班

碩士論文

組織創新在不同製造業模式創新互動的
作用探討

**The Moderation of Organizational Innovation on the
Interactions of Innovation in Manufacturing Firms
with Differentiated Business Model**

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摘要

企業在商業模式下的引導，透過創新活動不斷創造價值，成為企業獲取利益與維持競爭優勢的關鍵。過去研究中顯示企業內部創新活動，一方面與企業透過商業模式展現企業價值有關，另一方面不同價值鏈創新活動，亦會產生交互影響。此外，組織創新在商業模式運作扮演重要的資源分配與整合角色，亦可能企業其他創新互動產生影響。為了釐清商業模式、組織創新與企業創新活動的關係，本研究利用臺灣第三次產業創新調查結果，以 2,708 家具有不同商業模式的製造業廠商為分析樣本。依不同製造業商業模式切割三個獨立樣本，進行創新活動互動與組織創新對創新互動的調節效果檢驗。研究結果顯示 OEM 廠商產品創新與製程創新、行銷通路有高度互動，產品設計則沒有明顯互動；ODM 廠商則是產品創新與製程創新有高度的互動，兩者對行銷創新活動沒有明顯的影響，但行銷創新各項活動具有高度互動；OBM 廠商產品創新影響製程創新，製程創新與產品設計具有高度互動，與 ODM 廠商相同行銷創新各項活動具有高度互動。在組織創新的調節效果，在內部組織創新方面，包括新設部門與部門重組，研究結果顯示在不同商業模式下，在不同創新互動，內部組織創新大都呈現負向調節，無法提升創新效果，僅對 ODM 與 OBM 在行銷創新活動有正向調節。在外部組織創新方面，包括策略聯盟與外包改變，策略聯盟對 OEM 廠商的創新互動大都為負向或是無調節，但外包改變對不同商業模式下的創新互動正向與干擾效果，顯示內部與外部組織創新對技術創新並非助益綜合上述，本研究總結在不同製造業商業模式下，企業內部創新活動互動確實存在不同連結，而組織創新也並不一定能夠強化企業創新活動。

關鍵詞：商業模式、創新活動、組織創新、製造業、OEM、ODM、OBM

Abstract

The firms would aggressively create more values for sustaining competitive advantage through the innovation followed by their business models. Prior research considered that a firm's innovation on different functional activities demonstrates the effect of a differentiated business model on value creation and an endogenous interaction to infer its performance. Furthermore, organizational innovation plays a critical role in resource arrangement and coordination, which may interact with a firm's innovation as a moderator to influence functional activities. Therefore, this study examines the relationship between business models, functional innovations, and organizational innovation. We employ the third Taiwanese community innovation survey, and a total of 2,708 manufacturing firms divides into OEM, ODM, and OBM datasets. The results show that product innovation has positive interactions with process innovation and marketing channels for OEM firms. On ODM firms, it has a strong interaction between product and process innovation, as in internal interactions in different marketing innovations. As to OBM firms, product innovation influences the engagement of process innovation, and product design has a positive interaction with process innovation. Like ODM firms, OBM firms also have intensive interactions in different marketing innovations. On the moderation of organizational innovation, we find that the internal mechanisms harm the interactions among functional innovations under all three models, but a few positive effect on marketing innovations in ODM and OBM firms. On the external mechanisms, the strategic alliance has no favor even worse on the interaction of functional innovations. The changes in outsourcing have positive and negative moderating effects in different models. It concludes that the firm's innovation would have different interactions based upon differentiated business models, and organizational innovation may not always have the ability to promote the interactions on the firm's innovations.

Keywords: Business Model, Firm's Innovation, Organizational Innovation, Manufacturing firms, OEM, ODM, and OBM