

論文 / 著書情報  
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題目(和文)	B2Bにおける戦略的指向性が新商品開発パフォーマンスに与える影響-背景因子の役割
Title(English)	A B2B Perspective on the Effect of Strategic Orientation on New Product Development Performance: The Role of Contextual Factors
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種別(和文)	論文要旨
Type(English)	Summary

## 論文要旨

### THESIS SUMMARY

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#### 要旨 (英文 800 語程度)

Thesis Summary (approx.800 English Words )

Due to the quick pace of change in many markets, firms face immense pressure to identify correct market needs and deliver the best products that meet these market requirements. In new product development (NPD), firms adopt different NPD strategies to achieve higher market (customer satisfaction and sales) and operational performance (quality, time-to-market, and cost). Customer value creation is one of the main intermediate processes when achieving NPD market performance. In order to achieve NPD performance, firms have been traditionally focusing on developing their internal capabilities. Recently, the importance of drawing external information into NPD processes is in the limelight. However, extant literature does not provide enough evidence on the specific roles played by the sources of external information in the NPD process and the roles of contextual factors in B2B contexts. This dissertation seeks to answer three main research questions: how sources of external information help firms achieve NPD operational performance, how sources of external information help firms create B2B customer value (hedonic, symbolic, functional, and cost), and how contextual factors (product technology, national culture, and supply chain stage) affect the relationship between sources of external information and NPD performance.

To address the research questions discussed, this dissertation defines a complex overall research framework and discusses how “open innovation theory” and “dynamic capability theory” can be extended into NPD in order to understand the process of drawing on external information through NPD strategic orientation in creating B2B customer value and in achieving market and operational performance.

To empirically explore the relationships among the dimensions of the overall research framework, this dissertation utilizes consolidated data from 425 industry experts, representing 228 SBUs (Strategic Business Units) in 25 countries across the supply chain (raw material developers, manufacturers, value adding firms, and trading offices), collected in two stages.

This dissertation explores the effects of different types of NPD strategic orientation on B2B customer value and the effect of supply chain stage on the relationship between B2B customer value and market performance. Proactive needs focus shows a positive effect on intangible (hedonic and symbolic) customer value, while responsive needs focus shows a positive effect on tangible (functional and cost) customer value. Furthermore, informal (vs. formal) modes of communication shows a positive effect on intangible customer value, while

frequent communication shows positive effects on tangible and intangible customer value. Results also show that the effects of B2B functional value on customer satisfaction and sales decrease along the supply chain, whereas the effect of hedonic value on customer satisfaction increases along the supply chain.

A study focusing on the effect of drawing on external information through B2B information base of customer orientation (data-based and intuition-based), B2C market research, B2B communication management, and eco-system orientation (technology, competitor, and manufacturing) on NPD operational performance indicates that intuition-based customer orientation has a positive effect on quality and a negative effect on time-to-market. Moreover, data-based customer orientation shows a positive effect on cost. Even though B2C market research shows a negative effect on quality, it shows a positive effect on quality with the presence of intuition-based customer orientation. Even though technology and competitor orientation do not show any significant effect on quality, manufacturing orientation shows a positive effect on quality, while it shows a negative effect on time-to-market.

This dissertation investigates the influences of B2B and B2C customer involvement types with different motives on NPD operational performance and the differential effects of high vs. low product technology. Results show that B2C customer involvement with market forecast motives does not provide any advantage in achieving quality. B2B customer involvement with economic motives shows a positive effect on quality and a negative effect on time-to-market when firms use both high-tech and low-tech products.

An examination of the effect of national culture on the relationship between B2B customer needs focus and quality shows that effect of proactive needs focus on quality is strongly positive in cultures with high power distance and short-term orientation, while this effect is negative in cultures with low power distance and high long-term orientation. In addition, the effect of responsive needs focus on quality is strongly positive in cultures with low power distance and high long-term orientation, whereas this effect is negative in cultures with high power distance and short-term orientation.

Overall findings of this dissertation have several theoretical contributions and important managerial implications. Results show that firms need to select the best sources of external information and drawing on external information via different types of NPD strategic orientation helps firms in achieving higher NPD market and operational performance. In addition, firms need to understand the important roles played by contextual factors in B2B contexts. This dissertation encourages future research to integrate other sources of external information such as B2C consumer perceived value, consumer perceived satisfaction, and supplier integration into the current conceptual framework.

備考：論文要旨は、和文 2000 字と英文 300 語を 1 部ずつ提出するか、もしくは英文 800 語を 1 部提出してください。

Note: Thesis Summary should be submitted in either a copy of 2000 Japanese Characters and 300 Words (English) or 1 copy of 800 Words (English).

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