



科研管理  2013, Vol.  Issue (4) : 24-33 论文 DOI:

[最新目录](#) | [下期目录](#) | [过刊浏览](#) | [高级检索](#)

[<< Previous Articles](#) | [Next Articles >>](#)

如何驱动不连续创新:组织学习视角的案例研究

冯军政, 刘洋, 魏江

浙江大学 管理学院, 浙江 杭州 310058

How to motivate discontinuous innovation: A case study from the perspective of organizational learning

Feng Junzheng, Liu Yang, Wei Jiang

School of Management, Zhejiang University, Hangzhou 310058, China

<a href="#">摘要</a>	<a href="#">参考文献</a>	<a href="#">相关文章</a>
--------------------	----------------------	----------------------

Download: [PDF](#) (1111KB) [HTML](#) KB Export: [BibTeX](#) or [EndNote](#) (RIS)

[Supporting Info](#)

摘要 在制度转型过程中,不连续创新是中国企业长期成功的发动机还是成长道路上的陷阱? 本文基于组织学习的视角,采取案例研究的方法对南都电源不连续创新的决策和实施过程进行研究,结果表明:对已有技术领域来说,面临不连续创新的冲击,企业将采取原材料创新和产品架构创新、已有市场维持和新细分市场开拓的"双元平衡"演化战略;对新兴技术领域来说,企业将采取"逐步全面替代"的演化战略,广泛的知识搜索、非计划性组织学习以及创新性文化的培育对不连续创新具有促进作用。最后,不连续创新的成功实施能够促进企业技术能力的转变与替代、产品技术性能极大的提升以及新价值网络的构建。

关键词: [不连续创新](#) [组织学习](#) [技术转型](#) [案例研究](#)

Abstract: Whether discontinuous innovation is an engine for firms' long-term success during institutional transition or just a trap? The decision and implementation process of discontinuous innovation in Nandu Battery Company is analyzed. The results show that when facing a discontinuous innovation, a firm might take advantage of ambidextrous balance strategy in extant technology fields, making a balance between raw material innovation and product architectural innovation, maintaining the existing market and exploring new niche markets. While in emerging technology fields, the firm might take gradually complete substitution strategy instead, which extensive knowledge search, unplanned organizational learning, and innovative culture cultivation are critical factors for accelerating the success of discontinuous innovation. Moreover, discontinuous innovation

### Service

[把本文推荐给朋友](#)

[加入我的书架](#)

[加入引用管理器](#)

[Email Alert](#)

[RSS](#)

### 作者相关文章

[冯军政](#)

[刘洋](#)

[魏江](#)

promotes the transformation and substitution of old technological capability, offers sharp technology performance improvements, and constructs new value networks.

Keywords: [discontinuous innovation](#) [organizational learning](#)  
[technology transition](#) [case study](#)

Received 2011-07-15;

Fund: 国家自然科学基金重点项目:经济结构转型、研发网络化情境下企业技术创新能力演化规律研究(项目编号:71132007),起止时间:2012.01-2016.12。

引用本文:

冯军政, 刘洋, 魏江. 如何驱动不连续创新: 组织学习视角的案例研究[J] 科研管理, 2013,V(4): 24-33

Feng Junzheng, Liu Yang, Wei Jiang. How to motivate discontinuous innovation: A case study from the perspective of organizational learning[J] Science Research Management, 2013,V(4): 24-33

Copyright 2010 by 科研管理