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产品创新过程与管理创新关系探索性案例研究

苏敬勤, 林海芬, 李晓昂
 大连理工大学管理与经济学部, 辽宁 大连 116023

An exploratory case study on the relationship between product innovation process and management innovation

Su Jingqin, Lin Haifen, Li Xiaolang
 Faculty of Management and Economics, Dalian University of Technology, Dalian 116024, China

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摘要 产品创新与管理创新对组织生存与发展均至关重要, 如何实现两者有效匹配达到效益最大化成为当前管理者面临的巨大挑战。为此, 从产品创新过程与管理创新关系的视角出发, 通过对丰田雷克萨斯在日本重新开展产品创新的过程进行探索性案例分析, 发现, 在产品设计研发、生产及推广的整个过程中, 品牌创新、组织结构创新和营销模式创新三项管理创新活动产生的影响最为显著, 并深入挖掘各自对产品创新不同阶段或对整体的作用机制, 构建产品创新过程与管理创新三维关系模型。

关键词: 产品创新过程 管理创新 协同机制 探索性案例研究

Abstract: Both product innovation and management innovation are important for the survival and development of organizations, how to effectively combine them for achieving benefit maximization has become a huge challenge for nowadays managers. Therefore, exploratory case study method is adopted to explore the whole process for Toyota Lexus product innovation from the perspective combining product innovation process with management innovation. The research indicates that during the product innovation process of Lexus involving the phases of design and development, production, and marketing, three management innovation practices produce the most effect, they are brand innovation, organizational structure innovation, and marketing model innovation. A three-dimension relationship model between product innovation and management innovation is finally set up by deeply exploring the function mechanism of three major management innovation practices in the different phases and the whole process, respectively.

Keywords: [product innovation process](#) [management innovation](#) [synergic mechanism](#) [exploratory case study](#)

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