

CITY UNIVERSITY OF HONG KONG
香港城市大學

**Effectiveness of Rapid Commercialization for
Acquired Radical Innovation**
根本性創新產品之快速商品化的有效性研究

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by

Chow Pok Yu Augustine
周博裕

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ABSTRACT

Many researchers and practitioners are interested in rapidly commercializing their acquired radical innovations. Despite this increased interest and the fact that more firms are rapidly commercializing their radical innovations, few studies have been analyzed to the point at which firms are successful in doing so effectively and the factors which determine this effectiveness.

The purpose of this study was to investigate the factors which determine the effectiveness of foreign manufacturing firms in China and their ability to rapidly commercialize the acquired radical innovative products, processes or systems. In particular, this study examined: (1) what internal factors influence the rapid commercialization process in radical innovation technology? (2) what external factors influence the rapid commercialization process in radical innovation technology? and (3) how is the anticipated performance determined by rapid commercialization of a radical innovation?

Four theoretical perspectives were hypothesized in order to influence the effectiveness of rapid commercialization of acquired radical innovation which were technology uncertainties/constraints, organization uncertainties/constraints, customers uncertainties/constraints and resources uncertainties/constraints.

Using the case methodology, data was collected from four cases categorized by product—medical and non-medical industries. In addition, they are further divided by the stage of their technology development—two products are ready to manufacture and the other two remain in their conceptualization stage.

The data analysis indicated that in order for firms to implement effectively, technology and customer collaborations are the most important factors in the rapid commercialization process. In addition, among the four collaborations namely technology, organization, customer and resources, the researchers and practitioners should consider the following key elements: partner match/relationship, prototype development, product champion, cultural aspects, pioneer users, financial

collaboration, strategic alliance, market alliance, time frame, pricing strategy, product compatibility and product strategy.

Externally, as demonstrated and witnessed in all the four cases under investigation, the product champion should work together with the respective government on regulatory, safety and environmental issues so that the radical innovation technology can become a joint exercise. In addition, collaboration with a local university enables further enhancement of basic and applied research on the radical innovation technology. Consequently, both the government and the university become a moderating factor in the probability of success during the implementation process.