

運用Kano二維品質模式與決策實驗室分析法於贏得與符合訂單條件的改善~以台灣工業電腦製造業為例

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摘要

Abstract: Order winners and qualifiers model by Hill (2000) can help managers really understand the market and develop marketing and manufacturing strategies in no time. This crucial step of this process is to know involved order winners and qualifiers and then make marketing and manufacturing strategies accordingly. However, Hill's model and research focus on the consistency between marketing strategies and manufacturing strategies, sparing no attention on the quality attributes of order winners and qualifiers. Besides, order winners and qualifiers interact with one another, so the traditional interval scale for identifying them and qualifiers cannot know their nonlinear effects and causation, which may lead to wrong marketing and manufacturing strategies.

This study puts forward a new method of decision analysis that exploits Kano's model to know the quality attributes and nonlinear effects of order winners and qualifiers, and adopts the decision

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making trial and evaluation laboratory (DEMATEL) to figure out causality of order winners and qualifiers and the extent they interact. This method can know what core order winners and qualifiers are. Based on a specific industrial computer manufacturer in Taiwan, this study looks into the

quality attributes and causation of order winners and qualifiers by means of Kano questionnaire survey analysis and Delphi method. This study case shows that the Kano' s model and DEMATEL together can accurately assess the quality attributes of order winners and qualifiers, and also help managers solve complicated problems by showing the causality. In a word, this new model can effectively and correctly provide information for making marketing and manufacturing strategies.

關鍵字：Manufacturing strategy, Order-winners and Qualifiers, Decision Making Trial and Evaluation Laboratory, Kano' s Model