

台灣數位內容產業開放性創新之合作網絡與開放層次之研究---

智慧財產權有效性與影響

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摘要

隨著全球化腳步與知識快速地流動變遷，企業競爭策略的重點在於如何妥善運用外部的知識資源以強化本身競爭優勢。開放式創新(Open Innovation)主張企業應建立新型態商業的模式，透過有目的地整合外部的知識資源，以建立伙伴關係網絡及資源共享平台，來強化企業內部創新動能及降低產品研發的風險。然而，開放性創新並非完全嶄新的概念，理論基礎上同時承襲策略管理相關文獻的優缺點，在論述中也未明確解釋企業對外界開放層次的高低，才能確保在合作網絡中能夠獲取其專屬利潤(appropriability)，此課題與企業智慧財產權策略的運用息息相關。本計畫的主要研究旨趣在於整合策略管理理論中對於能力(Capability)與合作策略(Collaboration)的論述，重新審視開放性創新在企業對於外部資源開放層次(openness)及合作網路(collaborative network)關聯性的缺口，並據此分析智財權策略在其間

所扮演的角色及其影響力。職此，本研究以我國數位內容產業的企業創新行為做為研究對象，由於智財權對數位內容產業具有特殊的重要性，並常運用共同合作開發新產品的創新策略，本研究期望透過由外而內及由內而外兩種研究策略，結合量化與質化的證據來論證企業如何透過管理對外部資源的開放層次及智財權策略的應用，能夠確保及截取在共同合作網絡平台上創新的專屬利潤。總之，本研究將有助於進一步梳理開放性創新對智財權策略論述的不足、以及擴展在新興產業端之知識應用。

關鍵字：開放性創新；智慧財產權；合作網絡；數位內容產業

The Study on Openness and Collaborative Network of Open Innovation in the Digital Content Industry of Taiwan--- The Effectiveness and Impact of Intellectual Property Rights

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Abstract

Since knowledge is growing faster and globally dispersed, firms are expected to release organization's boundaries in order to best utilise external sources of resources and knowledge in a managed way. The notion of Open Innovation (hereafter as OI), therefore, has received wide attention and intensive interest from academics and business. OI implies that ideas, resources and talents flow in and out of organization with the purpose that firms rely on external sources of innovation more than ever (Chesbrough, 2003). Indeed, the pros and cons of innovation strategy to accomplish radically new product through accessing knowledge resources externally has already been highlighted in strategic management literature. This leads to a need for more critically reviewing the capability perspective and collaboration strategies related literature. Furthermore, as R&D information is regarded as sources of competitive advantage, inventor is supposed to reluctantly reveal their valuable technologies and knowledge assets due to its high risk of losing their return. That is, whether firms intend to be open or not is mainly based on their appropriability strategies to capture values from their innovative efforts. In addition, another concern is how firms maintain their competitive momentum of internal innovation process to appropriate value created by external sources and knowledge. In this project the notion of OI will be critically examined with regard to appropriability in terms of the effectiveness and use of Intellectual property rights (IPRs). The main objective of the project is to explore the effectiveness and use of IPRs strategies in encouraging or discouraging OI by developing a deeper empirically-based understanding of digital content industries of Taiwan. The first aim of the project is to develop and solidify the origins of open innovation theories. We address this issue by counting on a capability perspective and collaboration strategies implied from strategic management literature. As such this issue specially addresses the

knowledge flows to and from external resources, encompassing knowledge creation, exchange and utilisation, which underpin the further development of OI. The second objective is to evaluate how the effectiveness and use of IPRs do influence the degree of openness to the external sources and appropriabilities regime of collaborative networks and their impact on OI activities. The empirical context for this study is digital content industry of Taiwan. This industry has been chosen on the basis of its importance of IPRs assets in industrial development histories, its highly fragmented market, its diversity in terms of sectoral specialization, and its heterogeneity in IPRs protection strategies. In order to decipher a richer picture of the relationship between OI and IPRs within digital content industry, the research design of the project will reflect two complementary perspectives on the infrastructure of open innovation. With the aim of identifying positive, neutral and negative impacts that IPRs exert on the movement toward OI, this project proposes a mix-method approach that comprises parallel inside-out and outside-in research strategies to systematically evaluate the re-cognition of OI and IPRs departing from collaborative practices amongst participants in the digital content industry of Taiwan.

Key words: Open innovation;Intellectual property rights (IPRs);
Collaborative network;Digital content industry