

Establishing the development strategies of  
industrial transformation for  
consideration the Med-tech stakeholders based  
on the IAA-NRM approach



**NCKU**  
National Cheng Kung University



**Article authors: I-Ching Fang, Fong-Chin Su\***

**Presenter's name and affiliation: I-Ching Fang / National Cheng Kung  
University, Taiwan**

**Presenter's email address: [dr.icfang@gmail.com](mailto:dr.icfang@gmail.com)**



# short resume of the presenter

**I-Ching Fang** received her M.Sc. degree in Information Systems, the M.B.A. degree from Johns Hopkins University, Baltimore, USA, in 2008, and a Ph.D. candidate from National Cheng Kung University of Department of Biomedical Engineering, Taiwan, in 2019. She currently runs a world-leading medical device manufacture as CEO in Southern Science Park in Taiwan.

A faint, stylized illustration of medical equipment and supplies, including a red first aid kit, a stethoscope, a syringe, and a bandage, serves as a background for the title.

# CONTENTS

- 1 Introduction
- 2 Literature review
- 3 Research methods
- 4 Empirical study
- 5 Conclusions

A stylized medical illustration in the background featuring a red first aid kit with a white cross, a grey stethoscope, a pink pill, a yellow bandage, and a red pencil.

# CONTENTS

1

Introduction

2

Literature review

3

Research methods

4

Empirical study

5

Conclusions



# Introduction

The success of the Med-tech industry transformation enterprises depends on the attitudes and interests of other stakeholders of the industry, especially the distribution channels and the end-users' support. When an enterprise announces a new brand to the market, the distribution channel may have the same product which has been sold for many years. Then, the distribution channel may consider the new brand as a unique opportunity, but it may also feel like a new competitor in the market.

This study also introduces the common path approach, based on the diverse Med-tech stakeholders (Vender, distribution channels, and medical end-users). The common path approach can offer some development strategies and development paths for the industrial transformation of the Med-tech industry through the diverse Med-tech stakeholders (OEM, distribution channels, and medical end-user) point views.

A background illustration featuring a red first aid kit with a white cross, a yellow bandage, a pink syringe, and a grey stethoscope. A black-bordered white box is overlaid on the kit, containing the word 'CONTENTS' in bold black capital letters.

# CONTENTS

1

Introduction

2

Literature review

3

Research methods

4

Empirical study

5

Conclusions



# Literature review

- **Professional competence (PC)**
- **Operation management (OM)**
- **Critical resources (CR)**
- **Regulatory system (RS)**
- **Market expansion (ME)**

A stylized medical illustration in the background featuring a red first aid kit with a white cross, a grey stethoscope, a pink pill, a yellow bandage, and a red syringe.

# CONTENTS

1

Introduction

2

Literature review

3

Research methods

4

Empirical study

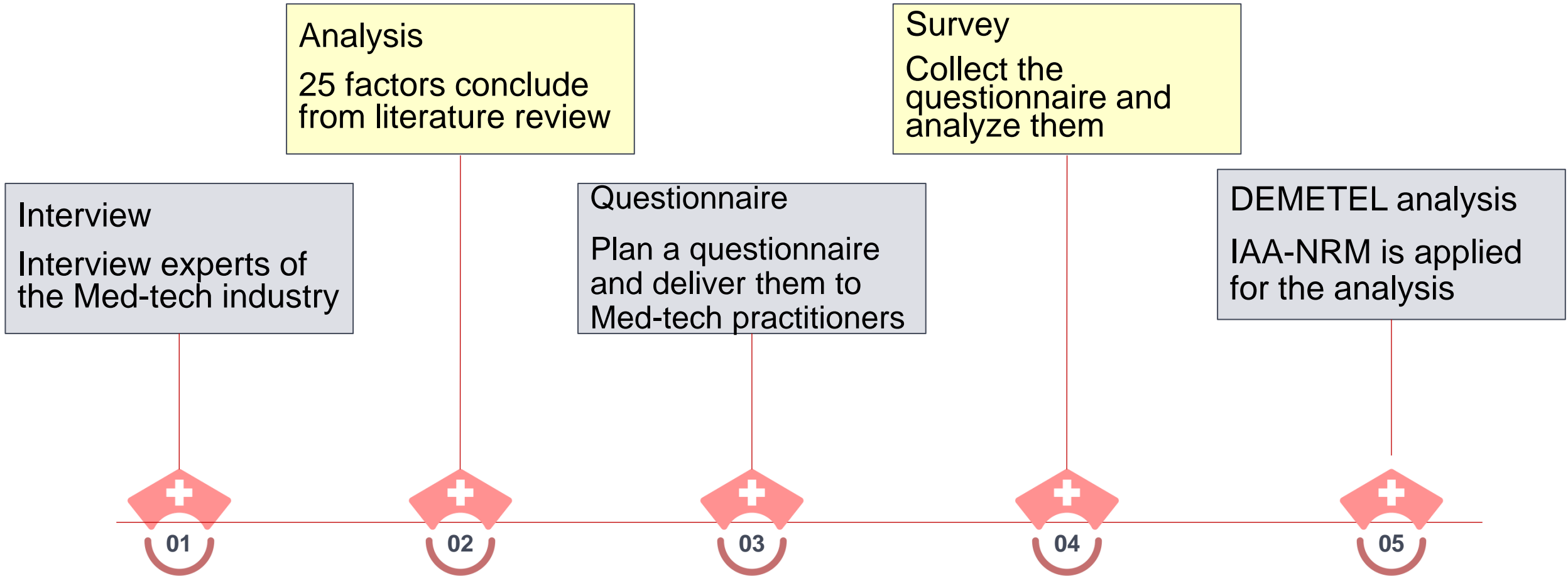
5

Conclusions



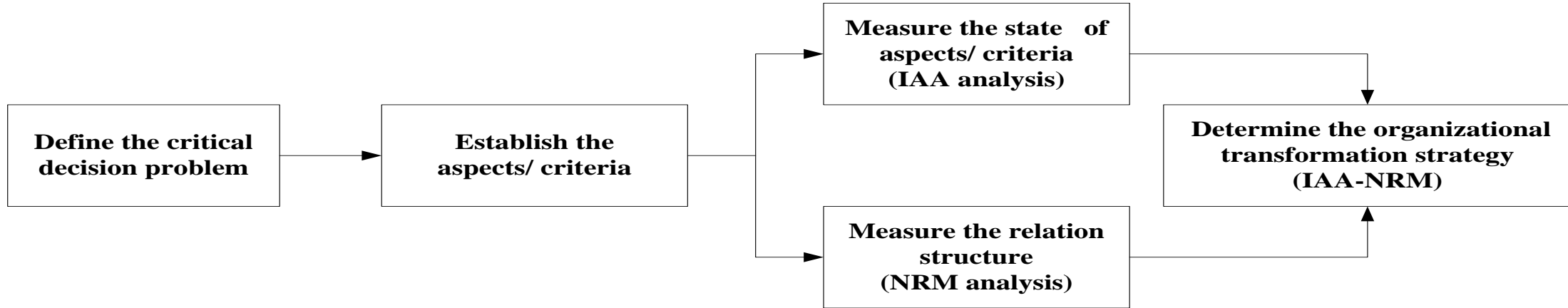


# Research Procedure





# Research Methods



1. Defining clearly the critical decision problems of the evaluation system
2. Establishing the aspects/criteria of the service system
3. Measuring the state of the aspects/criteria based on an IAA analysis
4. Measuring the relationship structure using NRM
5. Integrating the results of the IAA analysis and NRM analysis to determine the organizational transformation strategy.



# CONTENTS

1

Introduction

2

Literature review

3

Research methods

4

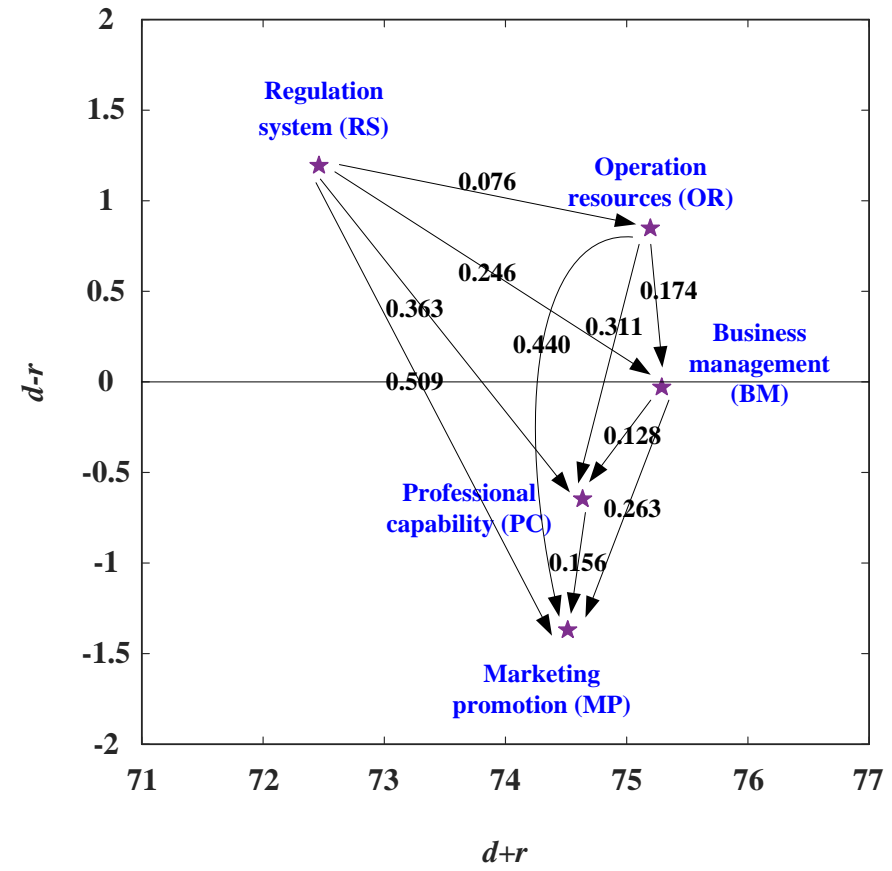
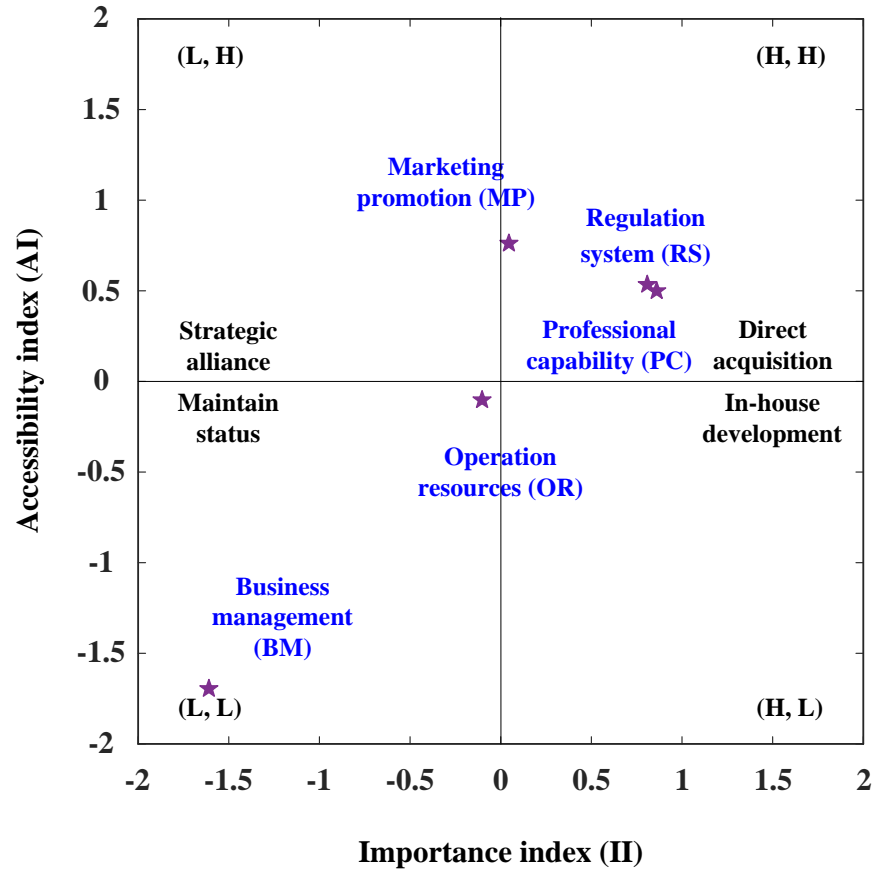
Empirical study

5

Conclusions



# The organizational transformation strategy based on IAA-NRM approach



A stylized medical illustration in the background featuring a red first aid kit with a white cross, a grey stethoscope, a pink pill, a yellow bandage, and a red syringe.

# CONTENTS

1

Introduction

2

Literature review

3

Research methods

4

Empirical study

5

Conclusions



# Conclusions

1. The motivation for enterprises to transform is mainly based on sustainable operation and getting rid of the dilemma. The purpose behind it is to increase the added value of the business. At the same time, the company will choose the business when it considers the timing of transformation and stable development.
2. In the process of transforming an enterprise, its choice of developing new capabilities will be affected by past development paths and business strategies and will improve organizational capabilities through internal education training and the design of organizational management procedures.
3. In the process of a company's transformation, its global headquarters will play the role of supervision and management of resource coordination and integration and performance evaluation; for brands or channels acquired by mergers and acquisitions, its local management team will be authorized to operate independently.

Q & A

# Thank you for your attention

---

