

**Exploring the Comparative Effects of Societal Syndromes
on
Knowledge Discovery
in
New Product-Process Development
~
Contrasting Anglo-Western Society and Han-Chinese Society**

by

Peter James Sinclair

Volume I

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Thesis Author..... Peter James Sinclair
28 September 2012

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‘A journey of a thousand miles begins with a single step’ (The Way of Lao-tzu, *Teo te Ching* (道德經)). Also, any long academic journey ends with a final step. An important step: The step of recognition. The course of this thesis ends its journey by recognising that the works presented draw on the knowledge and scholarship of many others. The literature review and the bibliography are testimony to that fact.

The weave of the thesis is very much comprised of the threads provided by earlier authors and seekers of knowledge. The new patterns that emerge from the current investigation are an extension of the legacy of the earlier efforts of many others, especially from the disciplines of Cultural Studies, Knowledge Management and New Product Development in Marketing.

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ABSTRACT

International marketers must learn how to match product and process transformation requirements to localised cultural predispositions, as not all cultures are equally disposed towards novel innovation or improving existing technologies.

In this thesis, the original unification of prior histological investigations and first application of quantitative analyses of reflective and structural equation models, newly confirmed that a comprehensive understanding of cultural predispositions in society at large and in the workplace, is necessary and indispensable, in guiding the rightful assignment of global new product-process development tasks. Moreover, the affiliation between cultural antecedents and final product-process outcomes was shown not to be a direct relationship, as formerly assumed: Instead, cultural predispositions, based on newly revealed societal syndromes, were unmistakably found to act to foster or impede knowledge building (i.e., knowledge sharing and creative synergies) and knowledge discovery. Thus, in this thesis, for the first time, knowledge building was unambiguously shown to; *intermediate* the relationship between cultural antecedents and final new product-process development outcomes.

Key societal models, established in this exploratory research, were developed for multiple cross-societal applications. However, for first measurement, significant to the twenty-first century product and process development, Anglo-Western society and Han-Chinese society were selected to test an original societal syndrome archetype comprised of the primary dimensions of Vertical Power Ethos, Horizontal Altruism and Conventional Orthodoxy. ‘First measures’ were made, in ‘seminal’ and quantitatively exploratory research, to reveal Han-Chinese general superiority in replicating known technologies and making minor incremental changes to enhance known technologies. Alternatively, Anglo-Western society was typically

more talented in developing first generation (often high transformation) or intermediate transformation product-processes, which require higher levels of lateral knowledge sharing and involvement of out-groups.

Extensive structural equation modelling confirmed original societal syndromes. A new intermediation primary path model and accompanying moderators were statistically validated. Armed with a new knowledge of societally-based predilections, towards either progressing highly novel product-process innovation or forms of innovation aimed at improving traditional practices; based on particular needs, global companies, with various products and components, such as Boeing Inc. and 3M, can now benefit, from a more informed basis for assignment of their product-process development tasks.

Unifying socio-cultural studies and histological accounts enabled study of cultural antecedents, providing a more integrated theoretical qualitative discipline-wide model than previously available. Development of a dynamic structural design (archetype) comprised of original societal syndromes, elucidates for theorists the relationships of societally qualified syndromes on knowledge building across multiple disciplines

From the perspective of cross-societal dispositions, concerning products and processes, future researchers should study the implications of profitability and new research commitment, on original innovation vis-à-vis cultivating accepted approaches. New transnational cross-societal equity corporate relationship types could be progressed, to concurrently achieve benefit, in both creative product-process innovation and existing product-process generation improvement, across societies in joint-venture relationships, by leveraging societally localised advantages globally.

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¹ **REDUCED MODEL:** Definition as requested by Thesis Examiner. “Reduced” means sectioned within the full Intermediation Primary Path Model. Here, representing the aggregate Societal Archetype international relationship *before* Knowledge Sharing. Partitioning allows autonomous and independent analysis of dissected construct formations. This term used several times in the thesis.

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One ship sails East,
And another West,
By the self-same winds that blow,
'Tis the set of the sails
And not the gales,
That tells the way we go.

Like the winds of the sea
Are the waves of time,
As we journey along through life,
'Tis the set of the soul,
That determines the goal,
And not the calm or the strife.

- Ella Wheeler Wilcox

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