

Original Research Article

Surveying on the relationship between organizational factors and the success of new dairy products development in the Iran

¹Mohammad Ghanbari, ²Rooghayeh Samadi Tirandazi, ³Maryam Moghadasi and ²Siyamak Mohammadi Pour

Abstract

¹MSc in MBA, Marketing Field, Islamic Azad University Ghom Branch, Professor of Science Applied University of Tidewater of Bandar Abbas.

²MSc in MBA, marketing field, Islamic Azad University Gheshm Branch, Professor of science applied university of Tidewater of Bandar Abbas.

³MSc in MBA, Marketing Field, Islamic Azad University Najaf Abad Branch, Professor of science applied university of Tidewater of Bandar Abbas.

*Corresponding Author's Email:
pajohesh632014@gmail.com

Developing the new products is the most important parts of each trade and new products, new products provide growth opportunities and competitive advantage for corporations. The different organizational factors influence on new product development. The goal of this research is surveying on the relationship between organizational factors and success of developing new dairy products .this research is applied in view of goal, method of data collection is descriptive and the relationship between variables is correlation. Statistical population of this research is all of managers and experts in Mazraeh sabz and Mehregan shomal dairy companies in Bandarabbas city (41 persons) and regarding to limitation is investigated on all of statistical population. The main tool for collecting data is questionnaire. Content validity of the questionnaire was confirmed by teachers and experts and reliability of questionnaire was obtained through Cornbach's s alpha value, 0.831, which shows the high reliability of the questionnaire, after collecting questionnaires, the obtained data were analyzed by SPSS software and using descriptive statistics and kolmogorov – Smirnov test, Spearman correlation and Friedman tests. The research results indicate that there is a significant relationship between organizational factors (organization management, organizational strategies, organizational processes, employees and organizational structure) and the success of new product development (performance, development, profitability and market expansion and Using the Friedman test revealed that the organizational strategies are more important than other factors.

Keywords: Organizational factors, New product development, Corporate strategy, Organizational structure, Process

INTRODUCTION

Along with speed changes in industrial environment, organizations need to using resources for competition and producing high quality and new products and also need to the continual improvement that this due to the make competitive advantages for organization (Huang et al, 2010) .Each company must be thought to the new product. Producing a new product is so essential because of consolidation of the level of selling or new

sells. The customers wants new product and if do these works. The competitors will do it (Kalter, 2009).

Today, organizational survival is tending to the new products and using new and success products methods with technical development whether the organizations become more competitive caused to making the new science and tools for products and basic changes in necessities and favorites of customers and ... caused to

Producing new products face to the new challenges. Regarding to the risks in NPD (New Products Development), the companies must constantly think to improve the processes of new products. Although NPD is considered as most important resources of competitive advantages and corporate revival of companies, but it faces to the fail, high cost and high risks and some kinds of technology in NPD caused to explain it as process that have high risk (Chai, Xin, 2006). Most of researches followed to recognizing the effective survival factors on success of NPD (Chen et al, 2005, Cooper and Kleinsmidt, 2007). Cooper (2005) stated that the rate of project failure of NPD was about 33 percents in world, also another research; Ozer and Chen (2006) stated that the failure of success of NPD projects is so low in the Hong Kong as among 100 ideas just 2.15 of them due to the NPD. Rudolph (2010) affirmed that the cost of failure of NPD in producing them caused to go the missed sales targets, unearned income, benefits, in addition to delayed resource development and he quoted from Morris that cost of failure in American food industry was estimated at 20 Milliard Dollars because of in-appropriate development.

On the other, the most important factor in success the new product is the role of organizational factor of NPD. Perhaps they fail despite of high investment for new product, using developing technology and experts because the main problems of these companies was lack of recognizing the effective factors in administering the process of product development. So this research was done by the goal of surveying on the effective organizational factors on NPD in dairy products. In this regard, the main issue of this study is expressed as; what are the effective organizational factors of dairy products development?

Research Basic Theoretical

The product development process is the complex sequences of different action to obtain goals that set earlier. These actions caused to the intermediate results that they were with goals of final results (Dreyar and Gudmundsson, 2002).

NPD is a group of activities that beings with goals of making an opportunity and end with produce and sell the product (Ulrich and Eppinger, 2004).

The goal of product development is the performance one of the strategies for doing it by improvement and modification existing products and services or offer new products to market and caused to increasing their sells or promotes their brand (Ulrich and Eppinger, 2004).

Cooper (2001) stated that NPD and introduction it are one of the most strategic decisions that the companies used it widely. Current market environment become more competitive and un-predictable every day. Introduction and NPD is same as blood and motor development and

success in future in market NPD is the effective strategy for business development. NPD was often done because of finding the new market. Cooper (1990) said that a successful new product can be more specific success rates of profitability and more market shares and can close use to the business goals. In addition, the success products can show the technologic activities performance and also technological increasing, synergistic marketing and attractive market with high quality and also Little (2006) pointed that the high quality products can satisfy the customers and have high level of profitability and obtaining financial goals. Moreover, Cooper (2005) pointed that successful products have these characteristics; in high quality make appropriate between marketing necessities and resources and companies' abilities and their attractions can make more shares in market. So, effective NPD is as a cornerstone for future development, growth, profitability and survival. Nevertheless, successful NPD is not available and often has high risks. Cooper (1990) pointed that NPD projects always attempt high risks and so failed, innovation can have serious consequences for companies or even entire business is bankrupt (Zhang, 2009).

Huang, Soutar and Brown (2004) stated that product which it is designed well cause to significant competitive advantage to companies. So they considered it as important resource that can help to the success trade and business effectively.

The key success factors in NPD

The researchers concluded that there are so many vital ingredients in NPD, but most of acceptance is on existing effective organizational characteristics in success NPD in an organization. Generally, the factors of success NPD includes; the multi-financial, top management, support and organizational support.

Bobrow (1997) presented a list of survival factors of success new product that it included; clear collaboration in NPD, resource allocation and individuals and multi-tasking teams. In another hand, Chorda (2002) added this list; senior management support, the process of new product and market analysis.

Cooper (1980) stated; unique product, market knowledge, technology and product synergy and especially as key factors of successfully. Cooper and Kleinsmidt (1990) introduced, satisfying the market requirement developing efficient and key role of people as success factors of new product. Cooper (1996) studied on differences among winners and losers in NPD and showed that following factors with their priorities have roles in NPD and winning of companies.

- Understanding the customers and consumers
- Paying attention to marketing and the method of enter to the market and the methods of propaganda
- Paying attention to the efficient of product development

Table 1. NPD process, organization, culture, management role and commitment, strategy.

Process	<ol style="list-style-type: none"> 1- Skills of doing NPD and efficiently in each of NPD phases, especially in product development, market test and introducing to the market phases. 2- Using market data throughout the NPD processes. 3- Market orientation, customers orientation and customers' participation in NPD <ul style="list-style-type: none"> • According to customers' needs • Test the product • Support the market in introduction stage 4- Have the exact definition of product before designing and developing it. 5- Have experiences or quality preliminary work in that idea. 6- Technical studies and feasibility study of oriented- market and commercial assessment. 7- Existing correct relationship and method between through market researches and viewing competitors. 8- Existing official and specific process in NPD. 9- Quality of planning before development phases 10. Evaluating and continuous assessment during all NPD phases processes. 11. Specify customers' needs. 12. Directed the NPD processes in line with market needs and understand customers' needs.
Organization	<ol style="list-style-type: none"> 1- Existing NPD team of cross-function. 2- Existing strong and responsible project manager. 3- Existing responsible NPD team in all stages of project. 4- The project managers' and team managers' commitments. 5- Strong relationship between NPD team members in all stages of processes. 6- The structures of NPD team: <ul style="list-style-type: none"> • NPD manager • NPD department 7- Investment team
Culture	<ol style="list-style-type: none"> 8- Creating opportunities which the employees of NPD units can develop their ideas. 9- Support the employees for working on unofficial projects. 10. Access to the risky investment to realize creative ideas 11. Existing the promoting culture of innovation
The role of management commitment	<ol style="list-style-type: none"> 1- Support the senior management. 2- Budget of marketing part 3- Budget of research and development parts 4- Resource allocation 5- Senior management partnership in NPD.
Strategy	Exist a specific strategy for NPD in an organization

Table 2. Providing other assortment of effective factors on success NPD.

Market	Belachandra and Friar (1997), Cooper (1980), Mansfield and Wagner (1975), Gaynor (1995), Merrifield (1981), Zirger and Maidique (1984)
Product	Balbentin, Cooper and Yazdani (1999), Cooper and Kleinshmidt (1990), Belachandra (1989)
Technology	Belachandra and Friar (1997), Edget, Forbes and Shipely (1992), Cooper and Kleinshmidt (1990)
Relationship	Knudsen (2007), Ragatz, Handsfield and Scanel (1997), Baxter and Matear (2004), Lagrosen (2005)
Organization	Lester (1998), Belachandra and Friar (1997), Suvadas and Diyar (2000)

(Zhang, 2009)

- Efficient using of technology and external scientific community.

Ernest (2002) divided key factors of NPD, which introduced by other scientists and researchers since 30 years ago, too the five categories; NPD process, organization, culture, management role and commitment, strategy. (Table 1 and 2)

Market

Most of the studies that were done by Belachandra and Friar showed that market is one of the main determined factors that affects on NPD specifically.

Cooper (1980) proposed that before introducing a new product to the market, must be measured the market

power and other aspects must be measured carefully by project managers such as; market size, current market share and expected predications profits. Some of researchers believed that analyzed the market position and environment 0one step earlier.

Belachandra (1997) stated that market analysis help to the managers that can obtain to the development program for NPD.

Gaynor (1995) proposed that "having information of customers' needs and wants" caused too better understanding of market, moreover, "the estimated market growth rate" have vital effects on NPD in future and a market growth have more chances in NPD.

Ziger and Maidique (1994) studied on "current and potential existing competition in market" and "speed-to-market" caused to researchers paying more attention to it. The writers said that regarding to these two factors can achieve more profits, such as; grater market shares and obtaining managers' better attitudes about competitive market.

Product

Ballentin (1999) stated that product is the most important factors of determinants of success in NPD and Kleinschmidt (1990) stated that for obtaining success in NPD, one of the effective factors are introducing "distinct product" to customers that have more advantages than others for them. An attractive and qualitative product can satisfy more customers and have more accordance with their expectation. Also, Belachandra (1989) pointed that reasonable strategy for a product must be considered as a basic factor of success (such as; introducing and pricing product)

Technology

Belachandra and Friar (1999) stated that most of researchers believed that products, which have more innovation, have more attraction among customers while if a product make based on study and development of projects' needs especially will have high percents of NPD success. So technology must be considered as main factor. Moreover, products with high technology potentially make competitive profits and opportunities for success. Cooper and Kleinschmidt (1990) said that some of people believed that products with high technology will have high costs and some ones don't consider technological industry as strong factor of success.

Effective organizational factors on NPD

Lester (1998) considered organizational factors as most important factors that directly affect on failure and

success in NPD, while an organization or a company cannot entire a product to the market, the project will face to failure and according to the Suvadas and Diyar (2000) based on studies said that factors such as skills of research and development, ability of innovation, ability of cooperation and strategic planning, function and operation are so important factors of success NPD in organizations.

Relationship

Relationship is a process that two or more than two exchange their information to each other and this process due to the kind of understanding between parties and finally relationship is a kind of process that personal and group of activities and intercourses for increasing the efficiency are been coordinated by it (Griffin, 2011)

Other studies were reported that readiness of organizational structures can change to the fulcrum point of an organization, because structure of an organization affects on team and environmental adjustment factors continually and daily, also change those (Papadakis and Burants, 2010). Relationship is one of the vital factors in internal team, management, provider of row material and distributors' products and customers are affected through organization's organizational structures. The researchers believed that when an organization follows to in NPD process, supporter of organizational structure can caused to the NPD process. Researchers have recognized relationship as the most important factor for success. Relationship in market includes ingredients such as; customers' relationship and participation among customers and providers in NPD processes (Zhang, 2009).

Handifild and Skanl (1997) stated that most of researchers believed that effective using of providers of NPD process will cause to more successful and then cause to decrease the costs, increase the quality of products and also proper interaction among providers cause to speed development in using technology.

Baxter and Matier (2004) showed that relationship between seller-buyer caused to create intangible value and also Lajrosen stated that the customers' participations in NPD can make to understand and familiar with customers' information, their expectation and the methods of satisfying their needs (Zhang, 2009).

Senior management's support

Malkom Balidij's scale showed that the importance of leadership. The leaders must pay attention to correct cooperation and participation culture in an organization, in other word, laws, regulation and bylaws for organization's success are not enough for obtaining goals. Strategic centralization of stability, prediction and

simple function moved to the value added. This case insists on this point that without senior management's support and their commitment will fail any attempt for improvement and development. Senior managements' commitment and support are not be in the talking stage but also do them. So manager's can do and act same as behaviors that have open mind and be creative and professional.

Atuahene (1997) stated that NPD is ambiguous process with different people and units with different progresses. So NPD is considered as political process with high bargaining power in an organization and for solving the conflicts and problems among units and people need to the high power in an organization that senior managements have this power and they can solve this conflicts. Poolton and Barclay (1998) stated that senior managements' support provides organizational support for change, generate enthusiasm, correct sight in resource allocation Konel believed that patronage improvement and organizations' senior managements' commitment decrease the time of making decisions and also will case to create motivations in work teams and also success in NPD need to the management's financial patronage for success in plan (Cengiz et al, 2008)

Organization's structure

World Day conditions of rapid change and various outstanding features is being accelerated competition. So organizations and produced units must change their resources in the best form that can be continued their vitality and these changes caused to change the production organization's strategies that subsequent must be changed the organization's structures. For the first, structure is a factor that determined the method of long term and policies of goals. It means that the frame of structure can affect for determining the goals and policies on relative activities of strategies performance. Second reason about changing in strategies caused to change the structure is that determined structure is a method that the resources will be allocated. So change in strategies caused to changes in organizational structure and this structure must be planed as it was available (David, 2010). If an organization has NPD strategy in its planning so must have an appropriate structure with that strategy. Organization that following to NPD must create structure which it has innovation in it. The organization's structure must be organic and be flexible that multi-tasking teams can do their duties (Shirvani, 2005).

NPD strategies

Ilori et al (2000) stated that NPD strategies are developed in an organization goals frame work, environmental factors, past and current function, access to resources

and capacity of organizations can be recognized based on the kind of NPD strategy. These categories included; reactants, planners and entrepreneurs. Rebounded organizations expect happen problem in an organization that shows reaction. Planning organization predict the problems and issues and entrepreneur organization follow to predict problems and opportunities other categories, divided the NPD strategies to the two categories; defensive strategies and aggressive strategies.

Aggressive strategies use in organizations that are risk able and invest in NPD. Defensive strategies use in organizations that are not risk able and imitate from success organizations (Cengiz et al, 2008).

Firth and Narayanan (2000) defined NPD strategies based on three aspects:

- 1- New technology
- 2- New market requirement
- 3- Innovation in market

NPD's teams and employees

NPD's teams often use cohesive staffs of different units of organization and provide opportunities for them to simply parallel and contemporaneous processes. Most of experimental researches showed that work team of an organization cased to increasing innovation and success in making NPD. Sethi and Smith (2001) said that multi-tasking participation progress is one of the most important improvement and effective factors of NPD process in multi-tasking teams. Multi-tasking teams use as equipment for complex NPD. The management of multi-tasking teams is so difficult but these teams have multi-skills and can solve complex problems and issues.

Research's hypotheses

Main hypothesis

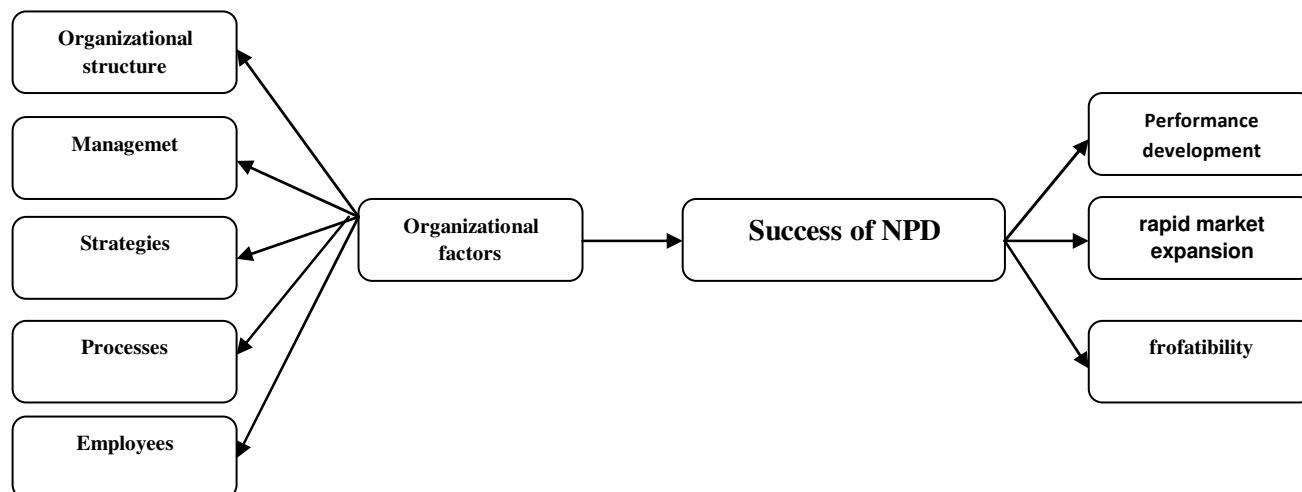
There is meaningful relationship between organizational factors and success of dairy NPD.

Secondary hypotheses

First hypothesis: there is meaningful relationship between organizational structure and performance development of new dairy products.

Second hypothesis: there is meaningful relationship between organizational structure and rapid expansion of new dairy products.

Third hypothesis: there is meaningful relationship between organizational structure and profitability of new dairy products.



Resource: Research findings.

Figure 1. Research model

Forth hypothesis: there is meaningful relationship between organizational management and performance development of new dairy products.

Fifth hypothesis: there is meaningful relationship between organizational management and rapid expansion of new dairy products.

Sixth hypothesis: there is meaningful relationship between organizational management and profitability of new dairy products.

Seventh hypothesis: there is meaningful relationship between organization's strategies and performance development of new dairy products.

Eighth hypothesis: there is meaningful relationship between organization's strategies and rapid expansion of new dairy products.

Ninth hypothesis: there is meaningful relationship between organization's strategies and profitability of new dairy products.

Research model

Following model is evaluated by using literature of research model. (Figure 1)

RESEARCH METHODS

This research is practical and for collecting data it was descriptive-correlation. This study is descriptive research of correlation branch. It is in the descriptive research category because "descriptive research" (non-experimental) includes group of methods that their goal is descriptive existing features or surveyed phenomenon. Descriptive research performance can just be for recognizing more existing characteristics with along

making decisions process (Sarmad and others, 2007)

The (statistical) population includes all managers and experts of Mazraeh Sabz (20 persons) and Mehregan Shomal (21 persons) companies of producers of dairy products in Bandar Abbas. Regarding to the limitation of population is considered as statistical sample. The data collection tool is questionnaire that researches are characterized the variables, firstly. Organizational factors variable (organizational structure- management- strategies- processes and employees) are considered as independent variables and success NPD variable (performance development- market expansion- profitability) is considered as dependent variable. The questionnaire included 41 questions and it is designed based on these variables and with Likert range. Content validity of this research is determined by supervisions and consultant and some of experts who showed that it has validity. For measuring the durability of questionnaire used a primary sample which includes 10 questionnaires pre-test and using obtained data then used SPSS software the amount of reliability coefficient was obtained 0.831 by Cronbach's alpha and this number showed that this questionnaire has reliability or durability. Following table showed the Cronbach's alpha reliability coefficient for each dependent and independent variables of research:

By distributing the questionnaires among managers, experts of two companies; 17 questionnaires of Mehregan Shomal and 15 questionnaires from Mazraeh Sabz were analyzed after backing it. For analyzing the obtained data of questionnaires was used deductive and descriptive methods. So for surveying the demographic variables; gender, the level of education and ... were used descriptive variables and for surveying the relationship between independent variables (strategies, organizational structure, management and processes)

Table 3. The results of research variables' durability

Variables	Cronbach's Alpha
Organizational structure	0.861
Management	0.768
Strategies	0.832
Processes	0.822
Employees	0.810
Performance development	0.871
Market expansion	0.796
Profitability	0.840
Total of questionnaire	0.831

Resource: research findings

Table 4. The results of Smirnov-Komologrov test for surveying the normalization of research dimensions and indexes

Variables	Meaningful level	The error level	Hypothesis determination	Results
Organizational Structures	0.01	0.05	H1	Not normal
Management Strategies	0.02	0.05	H1	Not normal
Processes	0.021	0.05	H1	Not normal
Employees	0.023	0.05	H1	Not normal
Performance development	0.009	0.05	H1	Not normal
Market expansion	0.006	0.05	H1	Not normal
Profitability	0.001	0.05	H1	Not normal
	0.01	0.05	H1	Not normal

Resource: Research findings

Table 5. The results of Pearson's correlation test for surveying on organizational variables and NPD success

The relationship between research's variables	Meaningful level	The error level	Results	Amount of correlation coefficient
Organizational structure and performance development	0.000	0.05	There is relationship	0.446
Organization's management and performance development	0.000	0.05	There is relationship	0.736
Organization's strategies and performance development	0.000	0.05	There is relationship	0.605
Organization's processes and performance development	0.000	0.05	There is relationship	0.312
Organization's employees and performance development	0.000	0.05	There is relationship	0.435

Table 5. Continue

Organizational structure and market expansion	0.000	0.05	There is relationship	0.431
Organization's management and market expansion	0.000	0.05	There is relationship	0.360
Organization's strategies and market expansion	0.000	0.05	There is relationship	0.670
Organization's processes and market expansion	0.000	0.05	There is relationship	0.391
Organization's employees and market expansion	0.000	0.05	There is relationship	0.105
Organizational structure and profitability	0.000	0.05	There is relationship	0.393
Organization's management and profitability	0.000	0.05	There is relationship	0.371
Organization's strategies and profitability	0.000	0.05	There is relationship	0.535
Organization's processes and profitability	0.000	0.05	There is relationship	0.473
Organization's employees and profitability	0.003	0.05	There is relationship	0.391

Resource: Research findings

and success NPD (market expansion, profitability and performance development) was used Smirnov-Kolomogrov test as dependent variable. For surveying the normal and abnormal data and used Spearman's correlation test for surveying on the relationship between variables and was used Friedma's test for ranking organizational factors.

Data analysis

For analyzing the data, first obtained data of questionnaire were tested by Smirnov-Komologrov test to specifying whether the data is normal or abnormal. By doing this test, specify that the data of research is not normal and must used the non-parametric tests for analyzing the data. The results of Smirnov-Komologrov tests are; (Table 4)

In research's variables were used correlation coefficients. The results of correlation coefficient and meaningful level about the relationship between variables

showed that there is meaningful relationship between effective organization's factors on success NPD. There is the highest correlation coefficient between two variables; organizational management and performance development. In at all, obtained correlation coefficient showed that there is direct and high relationship between organizational factors and NPD success. By comparative and total view can be resulted that organizational strategies variable have highest direct and meaningful relationship with NPD success. In other words, can say independent organizational strategy variable have most effects on success of NPD in an organization.

For comparison between answers' ideas of Mazraeh Sabz and Mehregan Shomal companies was used Mann-Whitney's test for independent samples in terms of effects of organizational factors on success NPD. (Table 6)

As seen in above table; there is no significant difference among answers' ideas of Mazraeh Sabz and Mehregan Shomal companies in terms of influence of effective

Table 6. Provide legend

Variables	Companies	The numbers of sample	Mean	SD	U-Mann-Whitney	Z	Meaningful level
Organizational structure	Mazraeh Sabz	15	18.56	11.28	36	-2.05	0.04
	Mehregan Shomal	17	12	10.41			
Organization's management	Mazraeh Sabz	15	9.25	2.66	12	-4.22	0.000
	Mehregan Shomal	17	22.64	2.09			
Organization's strategies	Mazraeh Sabz	15	12.19	1.54	59	-2.26	0.021
	Mehregan Shomal	17	19.29	1.36			
Organization's processes	Mazraeh Sabz	15	10.06	3.56	25	-1.176	0.000
	Mehregan Shomal	17	21.71	3.55			
Organization's employees	Mazraeh Sabz	15	10.56	17.69	33	-2.02	0.01
	Mehregan Shomal	17	21.14	14.53			

Resource: Research findings

Table 7. Obtained data of Friedman's test

Measured chi-square	Freedom rate	Meaningful level	Error rate	The test's results
15.562	6	0.016	0.05	H1 is accepted

Resource: Research findings

Table 8. Ranking of organizational factors based on Friedman's test

Organizational learning components	Mean	Rank
Strategies	4.71	1
Management	4.32	2
Processes	4.02	3
Organizational structure	3.71	4
Employees	3.60	5

Resource: Research findings

organizational factors on success NPD.

For ranking the effective organizational factors on success of NPD was used Friedman's test for doing this test; following statistical hypothesis was surveyed: (Table 7)

H0: The mean ranks of each organizational factor are equal

H1: at least, a couple of mean rank of organizational factors have significant differences

The results of Friedman's test showed that H0 hypothesis is declined and H1 hypothesis is determined. It means that at least one couple of mean rank of organizational factors have significant difference with

each others. The mean rate and organizational factors are; (Table 8)

As seen, organizational factors ranking; the organizational strategies are in the highest rank and organizations' employees is I the lowest rank.

Research proposals

Management

NPD processes management need to using management new processes. Rugby competition progress, in which

hard work, ball back and forth constantly with high speed are the password of winning is one of the progresses to have better results. Hyundai and Canon used these kinds of models as references models of NPD processes

Following managements' characteristics affect on management and his/her domain powers:

- Product nature: regarding to the frame work, novelty and current of "technology" and "market" and amount of changes and importance of each of them, can place team management in a one part of marketing or in research and development parts.

- Project importance and share: based on the product development project place, regarding to the Macro enterprises' views, how much is strategic and how much use from resources, so the management of project will be selected by his/her experiences and specialty and proficiency.

- Organization's life: whatever the organization's life become more and more experienced people worked in it, power and policy among different parts will be more serious. So the position of project leadership and balance of his/her power and authority is based on this variable against functional task managers.

- The relative units power and influence: the influence method of this factor is same as organization's life but this factor work independently and can be based on industrial characteristics (oriented-production or oriented-market) separately influenced on product development team management.

- Senior management support: despite of power of each part of organization and NPD team, this is senior management support that can force all powers to work with each other or provide environment of competitions and challenges between them.

- Management encourages the organization's employees to NPD and does necessary support.

- Management provides environment in which the nature of company's culture lean on new product.

Organizational strategies

Organization's success or mission editor and organization's strategies in different areas are kinds of production and resources strategies and ... So NPD success needs to accurate and appropriate planning in an organization. Organization's producers must make their product strategies officially that all of employees know about it.

- For developing the strategies of NPD must be done based on organizational goal framework, environmental factors, past and current performance and available resources and capacity of company. Generally, 3 kinds of organizations can be recognized based on NPD strategies. This categories includes; reactant, planners, entrepreneurs. The organizations must specify that placed in which categories.

- Proposed to the companies that not only, planning and developed their strategies for staying in market but also, must attention to the strategic coordination challenges in marketing and for losing it, is selected strategies which have more coordination than other strategies why the results of research based on the effects of two dimensions; external coordination and internal coordination strategies of marketing on company's function and showed that companies which have highest external and internal coordination, they have better and higher performance development and be more success in product to market.

- Proposed to the dairy products producers which proper integrated courses in marketing strategies area.

- Have clear and specified strategies.

- Organization must have ready to act against distributed and uncertain conditions and consider the customers, suppliers of raw materials and competitors.

- As possible try to creating correlation and synergistic among new product and technology.

- There is environment that people have freedom in organization for risk against ideas.

Organizational structure

NPD and selling market expansion of organization's products need to flexible structure to response to environmental changes, two main reasons caused to organization's strategies change:

- First, factor structure that determines the methods of long term goals and policies. It means structure shape can affect on related activities of strategies for determining goals and policies.

- Second reason is that determined structure is a method that the resources will be dedicated, so changes in strategies caused to change in organizational structures and this changes must be planned as implying the strategies become available.

- Good communication systems of companies must provide the opportunities for effective and good communication system.

- Systems give the controlling power and authorities of making decisions to employees.

- Persons who have a breadth and have ideas and powers for solving problems must be supported by organizations.

- As possible, avoiding strict rules.

- Eradicate barriers among parts for expedite in works.

- Expend participation in organization and admire organization informal with at least regulation and face to face communication.

- Avoid hierarchy works that cause to the work do so lowly if companies' which are producers of dairy products and have NPD strategies in plans must;

- Adopt structures which appropriate to NPD strategies

- Organization that following to NPD must provide innovative structure.
- The structure of organization must be organic and flexible to multi-tasking team can do their task easily
- Insist on work team because there is innovative and creative environment in teams.

Employees

Manpower is considered as main elements of production and success in each organization. So have power and commitment manpower is the success necessities of NPD and proposes:

- Proper appropriate environment for oriented-communication and motivation for professionals, managers and employees in NPD team.
- Have organization's line unit experts and constructive comments because of direct see and touch the products. So can use their ideas and comments in meetings by their direct participation. This case caused to increasing their motivation because of paying attention to their comments and will be affected in product produce process and the level of quality.
- Preparing appropriate educational courses for organization's employees, their technological and mental abilities for showing better services. So organization's managers need to preparing these courses that needs; ideas, creativity and innovation. These factors caused to preparing employees' and experts' ideas in NPD.
- Participating the managers and experts in educational institutes and seminars.
- Employment the employees (includes; experts and managers) with acknowledge and have new skills.
- Buying informational books and references to give to employees.
- Creating motivation in employees by spiritual and material rewards.
- Creating intimate place among employees to participate in information.
- Creating coordination between research, development and marketing units.

Organizational processes

Organizational processes have most important role in idea performance stage of new product. So it proposed regarding to the following points;

First priority in process of produce a new product is customer because the customers buy the product and must pay attention to their ideas and proposal to the organization will not face to any problem in selling new product in future.

Companies which produce dairy product must use new technologies, so new technologies decrease the current costs of organization in long time.

Integrated processes there are two categories of product development projects; processes that exist in each parts and processes that exist among different parts. Product complexity is a factor that due to increasing the internal processes and the nature of product due to increasing the necessary of ingredient midsection processes.

- Versatility of processes: points to the flexibility of processes of product development. So whatever the nature of product have more success, the importance of versatility of processes for saving time and costs. Also if the products have more complexity, the importance of flexibility of process will become more synchronization process:

It is done because decreasing and save the time and costs of doing project. In concurrent engineering, all parts of product development involve; designing, engineering, produce, market and quality,...in product definition stage and then designing part. This involvement also caused to waste the time but because of consensus on product and predicate the possible paradox of different aspects; sample producing, producing, marketing and selling it will be decreased in the final time to market and because of all parts involve in designing process simultaneously, changes in products will be decreased in future and then caused to decrease the cost of product development.

- Organization use customers, researchers, employees, competitors and distributed members.
- Organization does market test on produced product and then analyzed it.
- Organization pays attention to the users' ideas and their reaction to the products which are seeking to produce.
- Organization studies and plans the goal, sells and market share about new product and also does targeted advertising on produced product and customers report the goals than the product and its profits.

Research limitations

- Lack of Persian references and essays on NPD because of new subject
- The results of this research cannot be generalized to other companies because of the small of dairy products companies.
- Lack of answering to questionnaires and times and the method of data collection.

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