Influence of Intuition and Capability on Accelerated Product Development in Big-Medium Scaled Food Companies in Indonesia

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To face the pressure of competition, more and more companies perform accelerated product development by shortening the product development time so that the product will arrive at the market at the shortest time. Food industry has also performed accelerated product development. By using evolution theory, contingency theory, market-based view, and resource-based view a research model has been built. Results of the research’s initial identification show that food industry in Indonesia is in growth level towards mature level. Meanwhile, competition in the food industry is in moderate level towards hypercompetition level. Tactics of accelerated product development often done are from simplifying the product development step to eliminating the product development step. The innovation type used is incremental innovation since it is fast and easy. Results of the research give information that intuition and capabilities are the main motivating factors for big-medium scaled food companies in Indonesia to accelerate product development.

Keywords: intuition, capabilities, accelerated product development

Introduction

Various researches in product development had been done and publicized. The subject of product development is indeed interested to analyse since it has something to do with the efforts to survive and win in the competition by means the products provided. A certain phenomenon of product development in food industry in Indonesia gives additional opportunity to complement the researches done previously.

As a way to win in the competition, a company accelerates product development so that the new product will arrive at the market faster compared to those of competitors. Actions done by companies in accelerating product development cause researchers analyse more deeply on this phenomenon. From results of initial research and following exploration studies in November 2006 – February 2007 on 10 product

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and marketing managers and 2 top managers of big-medium scaled companies in food industry involved in product development (Kurnia, 2007a), it is known that there is indeed a trend among companies to accelerate product development. For example, a product manager of a wellknown soya sauce said, “There is a company which launches a product to the market without passing a complete and successful product development... there is such a phenomenon..., for example Vegeta from a local company. It is interesting to read a statement of a marketing manager of a drink product made from coconut extracts, “…there is indeed a phenomenon that companies launch a product to the market without fully developing the product and get success. This is because timing, since developing a product fully... may take 5-6 months, and the opportunity may be lost... In my opinion, developing products may necessary or not since that doesn’t guarantee that the product will succeed...” The statement of the marketing manager informs us that food companies had accelerated product development.

Accelerated product development is done since the companies want to benefit from the market opportunity and due to the high cost of researches. Intuition in making decisions also becomes a motivator for companies to accelerate product development as revealed by a product manager of a cooking sauce, “Intuition is necessary and formed by experience ... launching a product should be done in the right time, when we should launch a product? Hence launching also needs intuition...”. In addition to intuition, results of the exploration studies (Kurnia, 2007a) also informs us that capabilities of the managers including top managers in managing product development also influence the product development process in providing the product’s qualities. As mentioned by a product manager, “A product manager should have technical capabilities since marketing is the key element...highly influencing product qualities”. Therefore, top management and manager’s capabilities play an important role in success of the product development process in a company. Various statements of the practitioners involved in the exploration studies above indicate that accelerated product development had been done by food companies in Indonesia.

The importance of accelerated product development is stressed by McDonough III (1993) by stating that accelerated product development is a paramount importance. Accelerated product development is deemed important by companies as a part of their tactics to be still be able to compete in the environment that changes very fast. (McDonough III, 1993). A research done by Gold (1987) based on his experience succeeded in concluding eight approaches that can be done to accelerate the product development process, categorized in three groups of approaches. Almost similar to Gold’s results of research (1987), Rosenau (1988) succeeded in describing various techniques in accelerating product development. The techniques among others are short times between stages, focusing on development stage, involvement and support of management, multifunctional teamwork, reducing disturbances, and improving productivity. A similar research was also done by Gupta and Wilemon in 1990 to find out what had caused late product development and how to overcome them. Those researches’ results show that accelerated product development is required due to increasing competition, fast technological change, market necessities, to achieve the objectives set out previously, to shorten product’s life cycle, due to the pressure of senior managers and emergence of new markets. A research was done by McDonough III & Barczak (1991) in 30 product development projects of 12 British companies to study influence of leadership style and technological sources used in the product development projects. Results of the research show that leadership styles of the project leaders influence velocity of the product development and types of technological sources do not have any impact on the velocity of the product development.. Milson, et al. (1992) discovers five techniques to reduce the cycle time for new product development by proposing five tactical approaches. The five tactical approaches are simplifying operations, eliminating postponements, eliminating stages, accelerating operations, and parallel processes. The research conducted by Milson, et al. (1992) above also provides the model of specific Milson-Raj-Wilemon (MRW-hierarchy) with an argument that a company will more succeed if it follows the directions.
of the hierarchic model which is divided into five clusters or tactics. The tactics of the hierarchic model are described by Nijssen, Arbouw & Commandeur (1995) is shown in figure 1.

Different from previous researchers, Crawford (1992) gives ‘warning’ on hidden cost in the stage he called Accelerated Product Development (APD). Crawford (1992) did not oppose the new tactics done by new companies in accelerating product development, but he reminded us to be more careful in apply them. There are 5 types of hidden costs (Crawford, 1992) founded in the accelerated product development. The five types of costs are (1) low profit, (2) mistakes will often happen, (3) there are negative and disturbing aspects of the acceleration force as a new force that will increase costs of human resources, (4) results in form of unexpected inefficiency may happen when the innovation process is under pressure, and (5) the complex sources supporting the company may be damaged. The most recent research on accelerated product development done by Chen, J., Reilly, R.R., & Lynn, G.S (2012) shows that speed becomes a critical competence for big and small companies, domestic and foreign companies. Results of the research done prove that speed of new product development has a positive connection to the success of the new product. However, Chan, J et al (2012) also warns that in addition to speed as a critical element, the new product development team should analyse the source and the degree of uncertainty on a project of new product development before selecting a time strategy. From various researches on accelerated product development above it can be concluded that accelerated product development exists and has been done by companies from various industries. Accelerated product development will continuously be done as a part of a company’s struggle to win the market share it tries to enjoy.

Based on the description on research background above, mainly on product development, a research is done to find out whether intuition and capabilities are the factors motivating big-medium companies in Indonesia to accelerate product development. This research is believed to be able to give theoretical contribution to the discipline of marketing science and managerial contribution to marketing practitioners in food companies. In terms of theoretical contribution to the discipline of marketing science, this research gives a significant contribution to developing the knowledge of product development mainly accelerated product development since this research studies factors motivating food companies in Indonesia to accelerate product development. Intuition and capabilities are motivating factors never be researched in previous studies of accelerated product development. By understanding those motivating factors, companies can prepare themselves better so that the tactics of accelerated product development would not fail.

**Literature Review**

In general, accelerated product development can be defined as follow, “accelerating activities from first spark to final product, including tasks that occur throughout the development process” (Kessler & Chakrabarti, 1999). Kessler & Chakrabarti (1996) stated that there are two streams in accelerated product development. The first stream is acceleration that re-
fers to speed of spreading out innovation to all populations in the organization and the second stream is acceleration that refers to speed of product transformation from idea generation to products existing in the market. Although it is believed that accelerated product development can give advantages, various researchers warn on the importance of being careful in performing accelerated product development. As described by Smith by (199), accelerated product development can produce side effects among others mistakes, which often happen when a company eliminates the product development stage, and reduced product qualities. Crawford (1992) clearly stated that there are hidden costs in the accelerated product development that are not realized by the company. Companies succeeding in developing a new product faster that their competitors will have a first-mover advantage. Therefore, a company should launch its product in an effort to meet the customers’ demand before the demand changes. (Nijssen, et al. 1995). Efforts to accelerate product development are not new in research on organizations (Kessler & Chakrabarti, 1999). Even until now, in the globalization era, accelerated product development is the primary aspect that should be done by companies to win in the competition (Harvey & Griffith, 2007). Why do companies tend to accelerate product development? Accelerated product development is already a necessity of a company since “speed kills the competition” (McDonough III & Barczak, 1991; Kessler & Chakrabarti, 1996). It is believed that accelerated product development can give advantages for example: improving market share, reducing inventory costs of finished goods, increasing employees’ satisfaction since accelerated operations will give more flexibility and responsibility, and improving quality. (McDonough III & Barczak, 1991). Resource-Based view states that a company can have assets from its environment (external) that are valuable, rare, imperfectly imitable, and strategically difficult to be duplicated by the competitors (Griffith & Harvey, 2001). Strength of a company’s position in the market is a value source that influences the company’s performance (Makhija, 2003). Therefore, companies accelerate product development as a tactic to obtain competitive advantages. By launching a product to the market earlier compared to its competitors, a company has an opportunity to improve its sale and market share.

Results of exploration studies gives information that intuition and capabilities are internal sources that influence a company to accelerate product development. Resource-based view focuses on resources owned by a company that give competitive uniqueness for the company. According to the resource-based view, resources that are able to give competitive advantages are those which are valuable, rare, imperfectly imitable, or without substitution. Resources are not only land, labor, and capital as tangible assets as proposed by the neoclassical theory (Hunt, 2002), but also intangible assets such as proposed by the definition of resources as “the tangible and intangible entities available to the firm that enable it to produce efficiently and/or effectively a market offering that has value for some marketing segment(s)” (Hunt, 2002). Therefore, a company’s resources can be determined as tangible and intangible assets. (Wernerfelt, 1984; Barney, Wright, & Ketchen, 2001; Verona, 1999; Hunt, 2002). Capabilities (brand images) are intangible assets, (Wernerfelt, 1984). Barney & Clark (2007) considers them invisible assets required for succeeding in winning the competition. Invisible asset is defined as “information-based resources”, for example: technology, customer trust, brand image, control of distribution, corporate culture, and management skills. Furthermore, Barney & Clark (2007) stated that invisible assets are competitive resources and a real adaptation ability of a company since it needs hardwork ing and a long time to realize them. As intangible assets, top management’s capabilities are also significant and distinctive resources if they contribute to the company’s profit continuously (Mahoney & Pandian, 1992).

Quoting Srivastava, Fahey and Christensen (2001), it is stated that the Resource-Based view also gives contribution by transforming resources by means of managerial ability to become a value for the customers. The Resourced Based view states that different capabilities of an organization positively influence the results of the product development process so that capabilities of a company’s resource contribute to the management of product development.
Marketing manager as a company’s asset has capabilities to filter, use, and spread market information so that this function is a knowledge source (Verona, 1999). Marketing function in product development has capabilities to understand needs, hopes, and preferences of customers. Likewise, when a product is launched to the market, capabilities to manage marketing strategies and policies are required. Marketing capabilities creatively able to make strategic decision can positively influence the way customers accept new products (Verona, 1999). Hence, manager’s capabilities to manage his/her products as identified in the exploration studies is the company’s internal assets that influence the marketing function in developing products and products’ qualities (Verona, 1999). Internal source capabilities in developing products will influence the speed of the product development. A lot of companies make an investment to train employees involved in product development to improve their capabilities (Smith, 1999).

According to a definition proposed by Baker dan Sinkula (2005), “Capabilities are bundles of more specific skills, procedures, and processes that can leverage resources into competitive advantage”. Capable means able, skillful, smart (Centre of Language, Department of National Education, 2005). Hence, capability in this context is ability to make resources to become competitive advantages. Marketing capabilities which are able to manage product development play a very important role in maintaining the company’s competitive advantages. The marketing capabilities are developed by means of learning that frequently implements knowledge owned by a marketer to solve marketing problems faced by his/her company. (Vorhies & Harker, 2000). In making strategic decisions, a manager should also use his/her capabilities obtained from his/her business experience and skills. (Eisenhardt & Martin, 2000). Furthermore, Andrews (1971) stated, as quoted by Mahoney dan Pandian (1992) that an organization having a capability of focusing strategically also has a capability to coordinate human efforts and evaluate the company’s resource position effectively. With this capability, an organization can understand its strengths and weaknesses as a strong basic to win in the competition. In various journals of strategic management, capabilities needed in facing changed environment to be able to maintain a company’s competitive advantage are called dynamic capabilities.

Dynamic capabilities are defined as, “the firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments”. Hence, dynamic capabilities are a reflection of an organization’s capabilities to create new and innovative forms of competitive advantages to strengthen its position in the market (Teece, Pisano & Shuen, 1997) in facing environment changing fastly. Intuition in making decision as one factor coming from a company’s internal aspect that motivates the company to accelerate product development is assumedly an intangible asset, although no Resource-Based literature confirms it explicitly. Therefore, we should study more deeply the role of intuition in making decisions in following discussion. The conventional model of decision making consists of various sequential stages: identifying problems, making alternative solutions, evaluating, selecting, and implementing a solution (McKenna & Smith, 2005). Different from the conventional model, Thompson dan Tuden identify four approaches to decision making process based on capabilities to understand the situation faced, which are analysis, judgement, bargaining dan inspiration (McKenna & Smith, 2005). Those two approaches above are rational (or logical) terms in making decisions whose analyses are done consciously. (Simon, 1987).

Intuition plays an important as a factor motivating accelerated product development in food companies in Indonesia. (Kurnia, 2007a) as described by a food company director, “…intuition is indeed used by the owner or CEO of a company who decides whether a product will be launched or not. Although the product development has taken a lot of costs, if the owner or CEO has an intuition that the time is not appropriate then launching of product may be cancelled… intuition is formed by experience and it takes courage to use it by calculating the risks…”. Intuition (Echols & Shadily, 2003) often becomes a foundation in making decisions so that the decision making is often called “intuitive” decision making (Simon, 1987). In nonration-
In terms, this making decision is intuitive and judgmental since the response required is fast, too fast to make a sequential analysis on the situation faced. “Intuitive” behavior is a product of learning and knowledge. Different from rational decision makings, non rational (intuitive dan judgmental) decision makings are made subconsciously (Simon, 1987). Intuition is also known as gut instinct, inner voice, hunch, or natural feeling (Kotler, 2003; Hayashi, 2001; Hornby, 2005). In general, intuition has four characteristics 1) appears in a nonconscious process, 2) involves holistic associations, 3) appears fast, in which 4) the results influences the decision made (Dane & Pratt, 2007). Those characteristics are also contained in the definition proposed by Klein (2006): intuition is a cognitive process happen instantly in which one recognizes a pattern familiar to him/her to make a decision as an action that he/she should be done. From various information sources that explores intuition (Simon, 1987; Peirce, 2000; Folino, 2000; Hayashi, 2001; Dotlich & Cairo, 2002; Klein, 2006; Gladwell, 2006), it can be concluded that intuition is formed by means of experiences and learning processes that create a pattern and conviction to decide an action in a fast way.

The pattern and conviction become instinctive direction needed in the intuition process. Intuition is not an opposition of rationality, on the contrary; intuition is based on a very broad experience implemented in analyzing and solving problems. Supporting Simon’s statement (1987), Klein (2006) defines intuition as one’s way to translate his/her experience into an action. Intuition is a cognitive process that happens instantly in which one recognizes a pattern familiar to him/her. The process happening frequently in experiences will be kept subconsciously and at one time will be released spontaneously, fast, and instantly in a decision that requires speed and sensitivity due to the limited time. Calculating analysis results of previous experiences will direct us in making a more accurate decision because the decision is also made with a higher conviction. Results of literature studies on intuition in making decisions (Simon, 1987; Peirce, 1997; Hayashi, 2001; Klein, 2002; Gladwell, 2006) provides a scheme that shows the flow from intuition emergence to action provided in form of a decision should be made in the high pressure of time. The scheme is shown in figure 2.

Everyone has an intuition with a different level of sensitivity in accordance with depth of their experience and their willing to sharpen it. In accordance with the scheme above, intuition in the decision making is formed from learning and experience that create a pattern and conviction in deciding an action that should be taken. The learning process involves the five senses to

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**Figure 2. Scheme of Intuition Emergence Flow in Decision Making**

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do a cognitive process. Meanwhile, experience is obtained from having facing a similar problem so that one has already had an instinctive direction in making a decision. The broader experience one has the more one recognizes the opportunities in the market. Environment also plays a role in making decisions based on intuition. Environment demanding speed in making decisions will stimulate an intuition process that happens cognitively, spontaneously, instantly, speed, and subconsciously in a free from. The creative right brain works in a dominant way in the intuition process. Supported by various researches that had been done, it can be concluded that intuition is not a kind of mystical gift; on the contrary, researches show that the more experiences one has in a certain field, the more one relies on intuition. (Klein, 2006).

Intuition is also needed by a company to win in competitions as stated by Kotler (2003) that a company should be in the front continuously in providing new attributes of its products which meet or even beyond the expectation of the target customers. In this efforts to find new attributes, intuition is one of approaches that can be done by a company. Natural selection will determine who wins and who loses. If a company has a intuitive attribute that is in accordance with the market needs then the company will be lucky. (Kotler, 2003). This intuitive approach is often done by local companies in accelerated product development (Kurnia, 2007a). An entrepreneur may use this intuition for example when developing products without marketing research. Entrepreneur is defined as a person carrying out commercial activities who is responsible and takes a financial risk for losses and benefits, (Kamdani, 2004). From the following exploration studies in multinational companies it is known that in decision making processes, intuition exist and is used. Different from local companies, however, multinational companies do not merely rely on intuition, but are also equipped with researches that provide empirical supports that the intuition-based decision makings indeed can be done. (Kurnia, 2007a) and are needed to balance the analysis (Klein, 2006). The decisions to launch a product to target market does not only come from the top management or the owner like in local companies, but also can be made at manager level (Kurnia 2007a) in which relatively young managers rely on heavily on intuition in decision makings (Klein, 2006).

The researcher takes food industry as the industry researched. Food industry in Indonesia is an industry involving so much chains of businesspeople, from upstream to downstream which provide processed products (GAPMMI, 2005). If this industry is managed well mainly in the domestic market, then Indonesia will be able to meet its own food demand and to realize the food security targeted so far.

The food industry in Indonesia has a very good prospect since food is an important and strategic commodity. Food is a basic main necessity and should be available in sufficient amount with a proper quality, safe to be consumed with a price reachable by the society. Indonesia is a promising market for developing food industry since this country has 235 millions of population (GAPMMI, 2008). The highly interesting food industry market in Indonesia had caused a lot of businesspeople get into the food industry. According to a temporary data of Badan Pusat Statistik (BPS) (Indonesian Central Bureau of Statistics) 2004 based on amount of employees as proposed by GAPMMI (2005) there are big and medium businesses (4597), small businesses (80.895) dan home businesses (950.872). The selection of food industry as the industry researched here is also in accordance with a statement proposed by Crawfors (1992) researching accelerated product development that food industry has been accelerating product innovations for years. A similar statement is also proposed by Braun (1990) that food industry also experiences the phenomenon of accelerated product development though the industry does not involve high technology like computer industry in which the phenomenon often happen.

Various hypotheses on relation between intuition and capabilities and accelerated product development will be discussed briefly as follow.

**Intuition**

From the results of exploration studies it is known that intuition (of the owner, CEO, director board, or manager) is also one of the factors causing a company to accelerate product
development. Supporting results of this Study, Kotler (2003) stated that to be in the front in providing new attributes of a product to meet expectation of the costumers, intuition is one of the approaches used by company owners. By means of intuition he/she owns, an company owner accelerates product development without marketing research. Intuitions formed from learning and experience often become a foundation in making decisions so that the decision making is called “intuitive decision making” (Simon, 1987). Intuition is one’s way to translate one’s experience into an action. (Klein, 2006). Intuition is formed as the result of recurring experience. Results of a research shows that the more experience one has in one field, the more one relies on intuition (Klein, 2006). This intuition is also mentioned by practitioners in the exploration studies which calls it experience or gut feeling that happen in their companies. For example, marketing manager of a Nata de coco product said, “... intuition is like a feeling in the Niramas company, there are 2-3 top managers that have a similar vision, and then a product will be launched, usually successful... intuition is almost similar to experience. The marketing manager of M150 said even said that, “… intuition may be also called the sixth sense, owned by people who follows market development, they get into the market to see what’s happening. Therefore, it is assumed that intuition influences accelerated product development, as proposed in a hypothesis as follow:

**H1:** The more intuition is used, the more accelerated product development is implemented

**Capabilities**

RBV gives a contribution by describing the process of transforming resources by means of managerial capabilities into values for the costumers (Srivastava, et al. 2001) which is a task of marketing function as the articulator and navigator in developing products. To carry out his/her function, a marketer should have capabilities by deepening technical knowledge he/she has and filtering, using, and spreading market information. A marketer also should have capabilities to understand needs, hopes, and preferences of costumers (Verona, 1999). Likewise, top management has a similar contribution as a significant resource of competitive advantages (Mahoney & Pandian, 1992). Internal resources known from the exploration studies, capabilities of managers and top management, are intangible assets that highly contribute to a company’s profit (Mahoney & Pandian, 1992). Quoting Makadok (2001), Barney & Clack (2007) said that capabilities are special types of resources which are organizationally inherent in a company as specific resources which are non-transferable to improve productivities of other resources. Capabilities owned by an organization can influence product development management (Verona, 1999), so that a company will give more responsibility, trust, and trainings to employees involved in product development (Smith, 199). When a company faces a strong competition, the need to accelerate product development increases (Gold, 1987; McDonough, 1993) so that employees’ capabilities are demanded to provide a new product as soon as possible. These dynamic capabilities are needed in facing the environment changing fast. Hence, capabilities are assumed to influence the accelerated product development, hypothesized as follows:

**H2:** The more capabilities owned, the more accelerated product developments are done

**Methods**

This research is conducted by means of quantitative field study by using questionnaires sent to the respondents. The questionnaires are made based on the researcher’s personal processing adapted from library (Malhotra & Peterson, 2006), discussions with marketing practitioners in the food industry and previous questionnaires in the New Product Development (NPD) (Fontana, 2001). In the process of completing the questionnaires, a qualitative pre-testing had been done in form of interviews with five marketing managers/product manager and assistant of product manager/brand manager involved in product development to get feedback needed in improving the questionnaires. As much as 400 questionnaires were distributed by post or directly delivered to 200 marketing divisions per product/brand cate-
category from food companies located in Jakarta, Bogor, Depok, Tangerang, and Bekasi which meet the requirements to be analysis units in this research. The target respondents for each product category from marketing divisions are 2 marketers involved in product development (marketing or product managers and assistants of marketing/product managers). The questionnaires sent via post were equipped with envelops and stamps to send them back. A week after the questionnaires delivery, mails were sent to remind politely those respondents not yet filling the questionnaires yet to fill the questionnaires immediately and send them via couriers/post. In each week, follow-up calls were done to ask about the questionnaires and to remind the respondents to fill them. After 8 weeks the questionnaires collection was closed. The expected response rate was minimum 50% meaning that 200 questionnaires were expected to be filled from 100 marketing divisions per product category and can be used in the analysis.

Hair, Black, Babin, Anderson & Tatham (2006) stated that sample size of 100-200 is the amount recommended in statistical processing that uses Structural Equation Modelling (SEM). Furthermore, Hair, et al. (2006) stated that sample size plays an important role in estimating and interpreting results of SEM.

The population in this research is the marketing division of food companies involved in product development processes. The samples were taken from the population of marketing divisions per product/brand of food companies located in Jakarta, Bogor, Depok, Tangerang, and Bekasi. The positions of those marketers as the target respondents were various, depending on the structure of organization. In general, based on discussions when the exploration studies was held, positions of the target respondents were marketing managers/product manager or assistants of product manager/brand manager (Kurnia, 2007a). Results of the exploration studies also shows that marketing managers play an important role in projects of new product development (Kurnia, 2007a). In some researches, however, new product managers are also used as the people responsible in developing new products (Barczak, 1994). Hence, marketing managers or product managers meet the requirements to represent the samples in this research. Based on results of the exploration studies and consultation with GAPMMI, the food industry companies selected by means of convenience sampling are big and medium scaled companies located in Jakarta, Bogor, Depok, Tangerang, and Bekasi by not specializing in certain product category. The company selection is based on the information given by GAPMMI that in general big and medium scaled companies have and implement product development processes.

The sample collection used in the research is Convenience sampling by using sampling framework (kerangka sampling) in form of Convenience sampling published by GAPMMI (Gabungan Pengusaha Makanan dan Minuman Seluruh Indonesia – United Food and Drink Businesspeole around Indonesia). After the selecting process is done with the researcher’s judgement based on a discussion of one of the Chairmen of GAPMMI, 90 companies located in Jakarta, Bogor, Depok, Tangerang, and Bekasi were obtained.

The inter-variable relationship in this research will be tested using Structural Equation Modeling (SEM) statistical model. The choice of using SEM is based on its ability to explain multiple and complex inter-variable relationships (Hair, et al. 2006). SEM management uses software known with LISREL 8.72. (Joreskog, K., dan Sorbom, D. 2004). A two-phase approach is applied to analytical model of research using SEM, they are: Measurement Model Analysis, and Structural Model Analysis.

Validity and Reliability

To find out the validity and reliability of every construct from theoretical model, a Measurement Model Analysis is done by analyzing the relationship between latent variable and observed variable, while Structural Analysis Model is aimed at analyzing latent variable and latent variable (Hair, et al. 2006; Wijanto. 2005, 2008). The model of research measurements influenced by intuition and capability toward the Accelerated Product Development in Food Industry in Indonesia consists of three constructs processed with SEM, they are: intuition (abbreviated as IT), capability (abbreviated as
M) and the Accelerated Product Development (abbreviated as PP). Two tests that need to be performed after data collection are Holistic Suitability Test Model (Goodness of Fit / GOF) and Compatibility Measurement Test (Reliability and Validity Test) (Wijanto. 2003, 2008). From the holistic tests of the model (Table 1), it can then be concluded whether the data and the model fits well or not. The result of the holistic tests showed that the model fits well.

### Result and Discussion

The constantly changing environment requires those companies wanting to survive to adapt to its changes. The increasing level of competition makes companies strive as soon as possible to market its product launch, way ahead of their competitors in order to gain competitive advantage as the first to enter the market and increase the market share. Thus it is not surprising that the company performs Accelerated Product Development that he believes able to help winning the competition (Pearce & Robinson, 2007). In an ever-changing environment, the marketing managers will be encouraged to accelerate products development used to enhance the performance of their products (Calantone, et al. 2003). This is consistent with the concept proposed in the contingency theory which states that to be able to continue to survive, organizations need to be adaptable to the changing environment (Daft. 2004, 2007), for example, by accelerating the development of products like what have been done by the aforementioned marketing manager. The research results showed that the Accelerated Product Development has been performed by 107 respondents from 32 medium-scale food companies in Indonesia. Thus, the Accelerated Product Development is no longer a new thing in coping with competitions that tend to lead to hyper competition in the food industry. An Accelerated Product Development has been a requirement in the food company especially to win the competition.

The conditions of accelerated product development which is hugely done by companies push them to make incremental innovations for example, by only adding to the benefits or redesigning the packaging so that the time required for the product development process is short. These results also showed that the incremental innovation that is hugely mostly performed reinforce the statement in the exploratory study that has previously been done (Kurnia, 2007a).

The results of the research illustrate that the food industry in Indonesia was still in the stage of growth reaching the stage of maturity, according to the characteristics of the evolution

### Table 1. The holistic tests of the Model

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Value</th>
<th>Requirement</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>1035.08 (P=0.00), df: 91</td>
<td>Chi-Square’s Value</td>
<td>P=0.00 &lt; 0.05 Marginal Fit</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.070</td>
<td>≤ 0.08: good fit</td>
<td>Good Fit</td>
</tr>
<tr>
<td>ECVI (Model)</td>
<td>1.78</td>
<td>ECVI &lt; ECVI (Saturated Model)</td>
<td>1.78 &lt; 1.98 = Good Fit</td>
</tr>
<tr>
<td>ECVI (Saturated)</td>
<td>1.98</td>
<td>= good fit</td>
<td>ECVI model nearest to ECVI Saturated model: Good Fit</td>
</tr>
<tr>
<td>ECVI (Independence)</td>
<td>10.03</td>
<td>= good fit</td>
<td>ECVI model nearest ECVI Saturated model compare with ECVI Independence model: Good Fit</td>
</tr>
<tr>
<td>AIC (Model)</td>
<td>189.14</td>
<td>AIC Model &lt; AIC (Saturated Model)</td>
<td>189.14 &lt; 210.00 = Good Fit</td>
</tr>
<tr>
<td>AIC (Saturated)</td>
<td>210.00</td>
<td>= good fit</td>
<td>AIC model nearest AIC Saturated model compare with AIC Independence model: Good Fit</td>
</tr>
<tr>
<td>AIC (Independence)</td>
<td>1114.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NNFI</td>
<td>0.95</td>
<td>≥0.90 : good fit</td>
<td>Good Fit</td>
</tr>
<tr>
<td>NFI</td>
<td>0.94</td>
<td>0.80 ≤ NNFI ≤ 0.90: marginal fit</td>
<td>Good Fit</td>
</tr>
<tr>
<td>IFI</td>
<td>0.98</td>
<td>≥0.90 : good fit</td>
<td>Good Fit</td>
</tr>
<tr>
<td>RFI</td>
<td>0.87</td>
<td>≥0.90 : good fit</td>
<td>Marginal Fit</td>
</tr>
<tr>
<td>RMR</td>
<td>0.12</td>
<td>≤ 0.05: good fit</td>
<td>Poor Fit</td>
</tr>
<tr>
<td>GFI</td>
<td>0.90</td>
<td>≥0.90 : good fit</td>
<td>Good Fit</td>
</tr>
</tbody>
</table>

This table shows the results of the holistic tests of the model using the goodness of fit index and reliability and validity test.
theory, that is the ability of marketing function characterized by the ability to create brand products known to the market, attempting to have a strong distribution network, developing new distribution networks and finding a market niche (Pierce & Robinson, 2007). The Industry which is still in stage of growth invest in building a strong distribution network so that the product development process is not focused on producing new products, but more focused on making radical innovation in products that can quickly be launched to market (incremental innovation).

The companies which are still in the growth stage have not had the need to build the brand characterized in the industrial mature stage among them are the ability and skill to aggressively promote new products, maintaining products that have been owned and maintain customer loyalty (Pearce & Robinson, 2007). The evolution of food industry that fits with the characteristics of mature growth stage direction is also supported by practitioners claims that food companies nowadays are more likely to invest in building distribution networks and only a few of them are likely to invest in building a brand (Kurnia, 2007b). In the current condition of Indonesia, Investing to build distribution networks are more reasonable compared to building company’s brand that takes a long time and huge cost. By expanding the distribution network evenly across Indonesia in accordance with the already determined target market, the food companies expect that it will be easier for consumers or buyers to get their products. The picture of food industries in the stage of growth toward a more mature industry fits the profile of survey respondents who do a lot more strategy to the analyzer (52%) and defender (27%) than prospector (18%) based on the four typology proposed by Miles and Snow (Daft ., 2004, 2007).

The results of the research show that what motivated the medium-scale food companies to accelerate product development is the intuition in making decisions and product development capabilities in managing the dynamic nature of the skills needed by the company in the condition of accelerating product development. The findings of these studies are very interesting to observe because it complements the previous results of studies in accelerated product development. The results showed that the hypothesis testing on intuition (t = 4.13, p <.05) and capability (t = 2.09, p <.05) has a positive influence on the Accelerated Product Development. The results suggest that the higher the intuition used by decision makers in the company (owners, CEO, board of directors, managers) the more the accelerated product development is performed. These results are thought to represent the reality occurred in the food company in Indonesia that the Accelerated Product Development is more driven by the intuitions of the decision makers in the company.

The Intuition of the decision makers as the driving force of Accelerated Product Development is also supported by the statement of a number of practitioners in the exploratory study which said that intuition is often used by decision makers in the company in the decisions to launch new products to market (Kurnia, 2007a). Why do intuition and the capability become the company’s main driving force to accelerate product development? To find the answer we need to look back at the research respondents that come from local (57%) more than multinationals companies. The Entrepreneurs, the founders of local companies, do not immediately have a sharp intuition in making decisions. Through learning process, the sensations felt in response to a variety of problems constantly faced create a wider and deeper experience. This wider and deeper experience shapes the strong intuition to make decisions. Entrepreneurs often plunge themselves directly into the market so that it adds to their experience, further enhancing the sensitivity of customer needs and more willing to take risks faced in taking urgent decision. A number of food practitioners call this as “feel for the market” or “sense of the market” derived from people who follow market developments by the faculty to be further processed cognitively. Such people are plunging themselves into the market to see, hear, feel and smell what’s happening in the market. Similarly, when they perform a business or are on holiday abroad, they will continue to observe the innovations of new products. Those experiences and learning processes will form instinctive pattern stored in their mind, and it is translated into an action to make new
products which he believes can be profitable in a relatively short time and is in accordance with the needs of local markets.

Intuitive behavior is a product of learning and experience (Simon, 1987) that apparently also exists even in structured bureaucratic company. Based on intuition scheme (Figure 2.1), intuition occurs subconsciously, cognitively, spontaneously, fast and can not be restricted (free form). Thus, intuition can not be controlled which means that the emergence of intuition can not be adjusted but it’s free with nothing can limit it. However, in a company applying bureaucratic structure with a mechanistic organizational design, the implementation of the action (action) can happen as a result from a blocked or restricted intuition compared with the company that is entrepreneurial with an organic structured organizational design. For example, a manager has a sharp intuition that his new product idea will be successful in the target market but due to the rules, procedures that must be passed, approval levels and the long and bureaucratic work climate that demands compliance with the company making him unable to take action to realize these new ideas.

Faced with competitive pressures and changing consumer’s tastes, the decision makers in local companies are pushed to launch their products to market as quickly as possible. By the time they find an opportunity and found that indeed the probability that the consumer takes the product directly, they immediately created product ideas to be launched to market as quickly as possible. Sometimes they do not even do research because they consider the results of the research do not help much and too costly, as has been once described by one food practitioner (Kurnia, 2007a) that, when following the results of Focus Group Discussion (FGD), a qualitative research, then Extra Joss product (brand energy drink in sachet packaging) will never be released to the market. Followings the intuition of the decision makers, the product was finally launched into the marketplace and succeeded. From the study case of Extra Joss, it does not mean that the analysis results of this research are not required in decision-making, but as expressed by Klein (2006), an analysis serves as a supporting tool in intuitive decision-making. When the time and the necessary information are available, the analysis can help uncover clues and patterns. However, the analysis can not replace intuition which is the core decision-making process. Both are required in making decisions as expressed by Folino (2000) “The best decision makers use both analytical and intuitive techniques to solve problems”. The aforementioned Folino’s Statement (2000) is reinforced by the information presented from the results of in-depth interviews with a food company’s marketing director * who have been experienced in launching new products to market. He stated that intuition alone is not enough to make the new launched product to achieve the expected products performance as expected by the company, such as sales volume, profit to be gained and market share to be achieved. Besides intuition, supporting data are also needed to reduce the possibility of product failure in the market. For example, data regarding the taste of the potential and intended target market as well as the competitors’ profile and their products and the strategies they use. An interesting example presented in the interview is Pop Noodle products, which were created because the Indofood owner felt that one day people needed to eat fast, instant, fast-served with hot water noodles. When the product was launched, Pop Mie (about 1983-1984) was not selling as expected. Indofood management eventually acknowledged that the failure was due to its considerable loss in promoting the noodles with various efforts which eventually came in vain.

However, in 1986 without being expected, the sales of this product started to rise drastically. Starting from his experience of selling Pop Mie product, the management of Indofood draws a conclusion that it was not enough to just use intuition in launching its products. This should also be accompanied with sufficient supporting data on the market need of this noodle product. as has been mentioned previously by Folino, (2000), the best decision maker that use analytical and logical and intuitive technique of problem solving. Analytical technique is a technique using logical method of thinking(Hornby 2005) as an effort to cope with problems. Analytical technique utilizes data analysis in making the decision. While intuitive technique which is based on decision making intuition is a tool to evaluate the existing decision alterna-
The blend of these two techniques yielded a more accurate and responsible decision. From both Extra Joss products and Popmie, we know that the ideas to launch new products to market solely based on intuition does not always succeed if not accompanied sufficient supporting data as explained earlier. It is not easy to find out the percentage of intuition-based new products that undergo failure or success in the market because from the already learned literatures, (Simon, 1987; Pierce, 1997; Hayashi, 2001; Dotlich & Cairo, 2002; Klein, 2002; Gladwell, 2006) none of it talked about intuition measurement related to product launch success in literatures written regarding institutions by Smith (2008), he mentioned a technique known as fMRI (functional Magnetic Resonance Imaging) or what also is called with modern brain-imaging techniques. This technique is used to measure insights emerging from neurobiology, and cognitive neuroscience as an initial effort to adjust the process of intuition based decision making. Using this technique, people are now beginning to understand what is happening inside human minds (Smith 2008). Besides, the result of the research also showed that the higher the capability in a dynamic product processing by the top management or manager then the public development of products is done faster. The result of the research strengthened the previous research which said that the capability of internal human resources in the development process of products will influence the acceleration of the product development being done (Smith 1999). Institutions are not enough to without being accompanied by capabilities to manage the product acceleration without the support of capabilities, and then the risks of failure in doing the acceleration will be high. The sharpness of intuition is oftentimes accompanied by capability increase; this is caused in the process of the building of intuition sharpness. Sometimes it is the learning process that can sharpen the sharpness of intuition.

This intuition and capability are what the marketer respondents feel in this research as the driving force that has stronger influence to perform Accelerated Product Development, defeat the other drivers i.e. market opportunity, competition, cost, and brand. For example, the decision making intuition in the company that said new products must be accepted by the market. To actualize the decision making based on intuition, the capabilities of top managers are needed in the product processing that can realize it in a short period of time. In local companies, both of those driving factors influence can be felt deeply. In fact, the study results also showed that the organizational structure from the respondent’s research profile which most 70% implement bureaucratic structure do the same standards of regulations and clear responsibility system which clearly not limiting the decisions made based on the analysis combination of intuition sensitivity named on life experience. Thus, either the local or multinational marketers that applies bureaucratic structure mostly with mechanistic design have the same vies that the intuition of decision making strengthened with capabilities become the main driving force for the company to perform acceleration in product development.

The Research Theoretical Implication consists of several sub implications as follow:

Intuition and capabilities as the driving force to accelerate development the study found that in making the decisions, intuitive decision makers and the capability of managers and top management in managing the dynamic nature of product development are the driving force for medium to large scale companies in the food industry in Indonesia to accelerate product development. These findings have implications on knowledge about the existing Accelerated Product Development and still are used by the company to keep winning in any present competition (Pearce & Robinson, 2007; Harvey & Griffith, 2007). The discovery of Intuition and capabilities become the accelerating factor in product development.

Product development at medium-large-scale food companies in Indonesia increases the knowledge in accelerated product development that there are other driving factors that affect a much stronger company to accelerate product development than the factors of market opportunities, competition and costs. Research on capabilities has been carried out in the realm of strategic management and marketing management. As expressed by Eisenhardt & Martin...
In their research, the dynamic capabilities are required in adapting to rapid and unpredictable changes. Dynamic capabilities become the source of corporate competitive advantage. Dynamic capabilities also play an important role in creating a market-oriented organization to become an excellence company that is difficult to imitate (Day, 1994). These study findings which state that capability is also the company’s driving factor to accelerate product development also clearly has contributed in marketing management.

**The Influence Power of Decision-Making Intuition in Accelerated Product Development**

The respondents, whom nearly 57% came from local companies, gave their insight on how strong the influence of decision making intuition in these companies regarding the Accelerated Product Development. Local companies are generally still led by founders (founder) who have a great entrepreneurial spirit with the ability to calculate the risk of any of his decisions. These companies are totally different from foreign companies in Indonesia run by professionals with high formality. Besides still run by the owner (owner), in local companies, the structure is organic and informal. Bolton & Thompson (2000) found one of the characteristics of entrepreneurial behavior is the ability to calculate risks in addition to other characteristics such as diligence, stubbornness, and strong determination, creative, oriented towards clear goals, initiative and responsible and not dependent on others. The study findings suggest that the experiences and learning processes possessed by an entrepreneur form the intuition in increasingly sharper and more assured decision making to make risky decisions in the process of accelerated product development.

**Completing the Intuition Research in the Company’s Decision-Making**

Research on intuition variables that occur in human life has long been done in the research field of cognitive and social psychology. Often people do not realize the benefits of these studies for the areas of management and business, though in everyday practice, intuitive decision-makers are widely used (Smith, 2008). To date, however, no studies have specifically examined the role of intuition in decision making to accelerate product development by companies in the form of competitiveness. The researchers from 1989 even tended to pick integration teams and external alliances topics than the topic of accelerated product development (Page & Schirr, 2008). The study findings showed that the intuitive decision maker as the driving factor of accelerated product development strengthened the previous research on the Accelerated Product Development. Mc. Donough III (1993) informed the result of Gupta & Wilemon’s research (1990) which suggested a link between the Accelerated Product Development with creativity and flexibility as individual characteristics. Creativity is the result of the right brain working, where intuition takes process (Figure 2). Thus these findings add to the contribution of product development knowledge so that it can be utilized in managerial activities. Companies that desire to win the competition need to have a creative man to deliver innovative, unique, valuable and not easily imitated products. To support creativity, capabilities are required in managing the dynamic nature of product development that is able to realize creative ideas into products according to market needs.

Intuition is shaped by experience. The learning process affects the organization’s strategic decisions, such as new product launches. Acuity level of intuition of each person is different depending on their life and learning experiences. Not accurate strategic decisions due to lack of experience will impact on the implementation of decisions that could ultimately hurt the company. In Resource-Based view, intuition is the decision maker intangible resource that provides a competitive advantage for companies (King & Zeithaml, 2001). This is because intuition is valuable, rare, and can not be imitated quickly by competitors and there’s no substitute to it.

To establish intuition and capabilities, companies need to redesign the organization in order to be an effective organization that matches its external environment. In the rapidly changing environment, companies need to design a more organic organization (Hatch, 1997; Kasali, 2007). This design supports the cre-
ativity of the organization members because in the process of developing intuition, right brain dominant works. In contrast to the organic design, mechanical design firm with mechanistic moves like a machine, loaded with bureaucratic rules and structure (Kasali, 2007) which can be an obstacle in the formation of intuition (Klein, 2006). In this dynamic environment, making decisions based on intuition becomes more necessary today than in the past (Dane & Pratt, 2007). In addition to organic design, the company also needs to have a flexible organizational structure that provides a ‘space’ to its members to take risks without fear of blame. Flexible organizational structure encourages all members to believe in his ability to innovate. The company encourages its employees to try something, especially something new. To apply an organic design with a flexible structure mentioned above, companies need to evaluate their employees first. Not all employees are happy with the changes in the company. For that reason, the company may make changes gradually and approaches from below. Shapiro (2002) stated that the company may make changes started from the employees so that they see changes in the design and organizational structure as an integral part of their work.

Companies need to develop an innovative culture, beginning with top management’s commitment to provide confidence in the benefits of innovations made by their employees. De Kluuyver & Pearce II (2009) revealed that in order to foster an innovative culture required for top management commitment to innovation. Top management commitment is necessary to foster trust in the employees that their creative ideas are valued and considered.

A research conducted by Gupta & Wilemon (1990) mentioned that there is still limited (32%) support innovation generated by the new product development team of top management. In addition, organizations need to get a fast culture on every aspect of the organization. This action is important given the speed in launching products has become the necessity of the company in order to win competitions (De Kluuyver & Pearce II, 2009). For example, the finance department needs to be faster to spend money for new products needs so that products can be launched into the market in accordance with the target time. Even if needed, the company can re-evaluate its business mission by including speed orientation in the employees’ performance without sacrificing the quality of the produced work.

To the demands of organizational change that has been presented previously, human resources need to adapt to such changes. The changes in fast market taste require human resources that have sharp intuition in making products decision that suit the tastes of the market. Therefore, companies need to have creative, innovative and responsive human resources (Marketing, 2004c). open minded human resources to accept the changes that need to be done by the company, capable of thinking out of box, not only about his narrow world of work, but also is open to others’ new ideas, and human resources that continue to focus on how to create value in new ways and trying to make it happen. Thus, to deal with change, it needs a new mindset and readiness to react appropriately in managing the change (Russell, P. & Evans, R., 1993).

Capability in managing products formed by knowledge and learning processes. Companies need to have human resources who have extensive capabilities and expertise in managing the risk of failure of the product so that the Accelerated Product Development can be reduced. Capability is known as ability to to create our resources to have more competitive advantage; it contains the skills (skill), procedures and processes (Baker & Sinkula, 2005). In overcoming changes in the increasingly fierce competitive environment, it takes skills to be able to make new demands where these skills should continue to be maintained, grown and developed (Kasali, 2007). Companies that want to remain competitive must have the marketing capability and can see the market opportunity, as revealed by a famous marketing manager of bakery that, “ … marketers should have the ability to read the odds ... for example, there are consumers who are concerned with health, so we made bread wheat to meet those needs ..”(Kurnia, 2007a).

The statement of the marketing manager is in accordance with the statement of Iansiti (1995) who conducted a study on how to manage product development in turbulent environments.
The results inform that the ability or capability to adapt to external and internal uncertainty is the critical resource of competitive advantage. External uncertainty can come from changes in consumer tastes that can not be predicted or a rapid change, whereas internal uncertainty can be derived from new product development budget policy which is suddenly reduced for the sake of efficiency.

Companies need to have human resources who dare to take risks based on experience-shaped intuition with the calculations that can be accounted for. The courage to take risks necessary for the company’s conditions in accelerating product development to immediately launch the product to the target market. As suggested by Kasali (2007) the company needs to support the birth of the people who work with courage to take risks. Those people who are full of new initiatives and are very excited to implement it. They view that risk is not something scary but as an opportunity and challenges to defeat (Prasetya, GT & Murdoko, EW H, 2003). Therefore companies need to consider aspects of the characters that make up one’s courage in the human resource acceptance (Kasali, 2007).

Conclusion

The Research conducted to 107 respondents from medium-scale food companies in Indonesia was to provide useful input for marketing academics and practitioners. The results informed that the food industry was in a growth stage reaching towards a mature stage. In this growth stage, food companies have managed to make the brand known in the market, capable of forming a strong distribution network, capable of developing a new distribution network and is able to find a niche market. Food industry in Indonesia has performed the acceleration of development using the most commonly used tactics, namely simplifying the product development process and shortening (eliminating) the approval steps, which are lowly risky. The mostly chosen characteristics of innovation is the easiest and quickest to do such as adding the benefits of the product or replace or update the package (incremental innovation). Intuition of decision makers in the company and the capabilities possessed by the top management/manager in managing the dynamic nature of product development becomes a strong driving force of big-medium scaled food industrial companies in Indonesia to accelerate product development.

The sharp intuition that is gained through experience and learning process, which creates courage to take risks, becomes the driving force for the decision makers in big-medium scaled food companies to make decisions under tight competition and restricted time. Intuition becomes an important intangible asset in the Resource-Based view because it is valuable, non duplicable and non-substitutable. Capabilities of top management and managers in managing product development that can respond to the dynamic nature of market needs are also driving companies to accelerate product development. Capability as an intangible asset in companies is very determining in the success of product development acceleration conducted, for example, without the support of sufficient capability of speed-up tactic then the risk of failure will be high (low quality product). Thus, the decision making intuition fully supported with product processing is the main driving force to perform acceleration of product development. Market opportunity, competition, and the cost of product development as well as brand power do not make a fairly strong factor to drive the big-medium scaled food companies to accelerate product development. This result is thought to be caused by the marketing practitioners who do not really realize the external condition (market opportunity and competition) this can be due to bureaucratic structure or because of the conscientiousness of the company remembering the unstable state of Indonesian economy. The initial result of this research identification informs us that there are many companies that apply strategy analyzer (observing the condition of the market in advance before launching new products to the market) to face this not-yet unstable economy. The result of the study informs that competition does not become the fairly strong driving factor for accelerating product development. This is also thought because of the bureaucratic structure applied in the company as expressed by one local large-scale food marketer that the structure of bureaucracy makes the market apathetic and does not realize over competitions (Kurnia,
2007b). Besides that, this can also be caused by the existence of the company’s activity so that it no longer becomes a strong driving factor for the company for accelerating the product development.

Every study has must have limitations, recognized as part of the humbleness of the researchers in understanding how breadth and depth of knowledge not yet known. This study also has limitations that need to be considered to understand the meaning of the research results obtained for advanced research. The limitations are:- Results of study on 107 respondents may not reflect the general picture of the food industry in Indonesia. More samples are needed to complete or correct the results of this study as a preliminary picture to be observed. -The limitation of time to collect more questionnaires due to the restricted time of practitioners who are busy with the preparation of budget for 2008 and the achievement of sales target by the end of 2007 so that the response to contribute to the research is low. A seminar with an interesting topic has been held as an effort to invite practitioners and to encourage them to fill in research questionnaires, but the response of the attending practitioners is only 25% of those confirmed previously. -Limited access to the company, especially for companies that are resistant with studies from outside of the company resulting in a refusal to contribute to the research. An effort has been done in collaboration with the association of food (GAPMMI) and provide the necessary references, but still could not overcome the resistance shown by the attitude of the company. There’s even a food company that refused to contribute by giving written excuses that the questionnaire contains sensitive content like sensitive sentence to be answered. Lifestyle Trendsetters, unearthed in discussions with practitioners (Kurnia, 2007b). It is thought to be the factor to motivate the product development acceleration in the present and future. But the trendsetter lifestyle is not specifically investigated in this study and is also not represented in the research model. -the research focus is only on the food product of the final product (down stream) so that for the up stream product (eg, wheat flour from PT. Bogasari Fluormills) has different characteristics that are not considered in this study because the number of questionnaires filled in from PT. Bogasari were only 3 of 107 questionnaires that are filled resulting in a selection that has to be considered in further research.

This research needs to be continued with: -Focus more on the category of similar products in a food industry so that it complements the general picture that has been investigated previously. For example, a research is conducted using only the marketing division for each category of products from biscuit companies only (For example: Monde, Khong Guan, Nabisco, Danone). The results of the research conducted represent marketing practitioners who work in the bureaucratically structured firms (70%) and entrepreneurs (30%). For further research, it is recommended to divide the sample of respondents coming from bureaucratically structured firms (50%) and entrepreneurs (50%). This is expected to give different results from the previous one. -Research conducted does not divide equally between local and multinational companies. For further research, it can be done in a balanced division between local (50%) and multinational (50%), which is expected to give a different result and complete the existing one. -The further research can focus only on down-stream and up-stream products, which is expected to give a different result. For example, the research is conducted towards wheat-flour products (up-stream). -The suppliers play an important role in the process of accelerated product development done by the company (Kurnia, 2007b). The willingness and commitment of suppliers in supporting and succeeding the product development, by supplying necessary materials, are determinant factors of success and failure in the process of accelerated product development. This role of suppliers in the process of accelerated product development can be explored further in the next research. -Lifestyle trendsetter can be included as one of the reasons why a company performs accelerated product development in accordance with the development of fast-changing lifestyles of consumers (Kurnia, 2007b).
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