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Integration management of exiting technology and new technology at the time these technologies coexist.

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This paper focuses on development in the animation industry and explores the functions of product creation during a period where several technologies with similar functions coexist. These functions are needed for the integration between new technology supported by the existing organization and discontinuous new technology supported by the new organization as well as product development using these technologies. It is clear that organization separation enables a company to acquire the capability to use the new technology, and to combine old and new technologies, three functions (1) technology tuning, (2) transforming and (3) legitimacy are essential for product development management.

Key words: Organization separation, integration of new and existing technology, technology tuning, exertion of legitimacy

3DCG¹

3DCG

1

Abernathy and Clark, 1985 Tushman and Anderson, 1986 Henderson and Clark,
1990 Anderson and Tushman, 1990 1994 Christensen, 1997
Abernathy and Utterback, 1978

2

Christensen 1997

Utterback, 1994 Christensen, 1997

2001

2006

2

2

Tripsas

(1997)

Utterback (1994)

Christensen (1997)

, 2006

2009

David(1992)

³ Rice and Rogers (1980)

Lawrence and Lorsch 1967
Clark and

Fujimoto 1991

(1998)

4

Burgelman (1983) Dougherty and Hardy (1994)

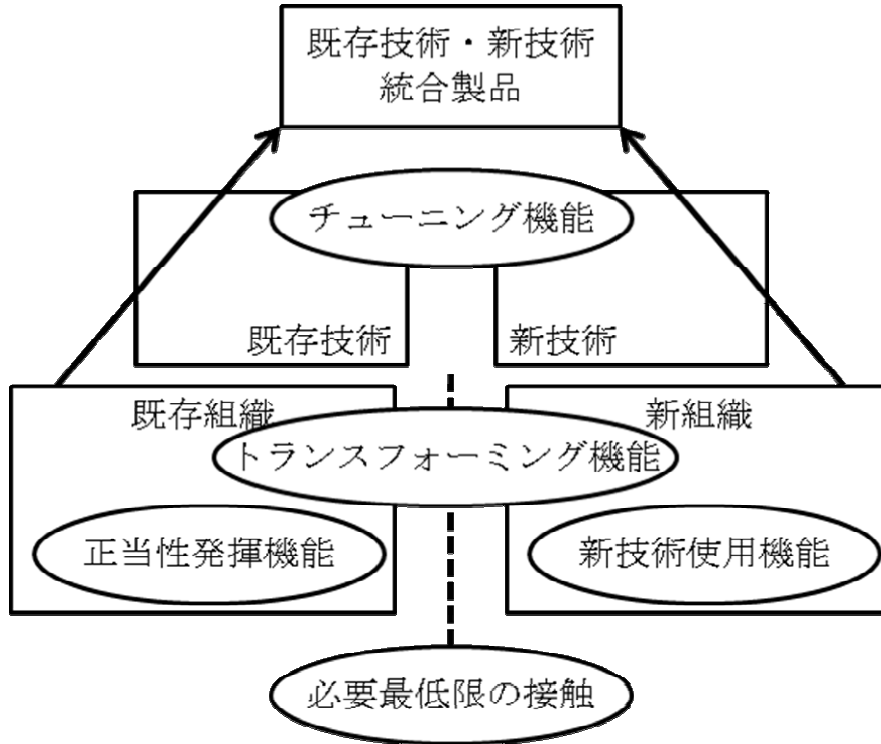
Dougherty and Heller (1994)

2008

5

1

1



1

2007 7 9

2008 6 9

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1 2

3DCG

OB

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¹³ 3DCG

1

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	3DCG
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3.

14

1948

1956

1958

1963

2009 9

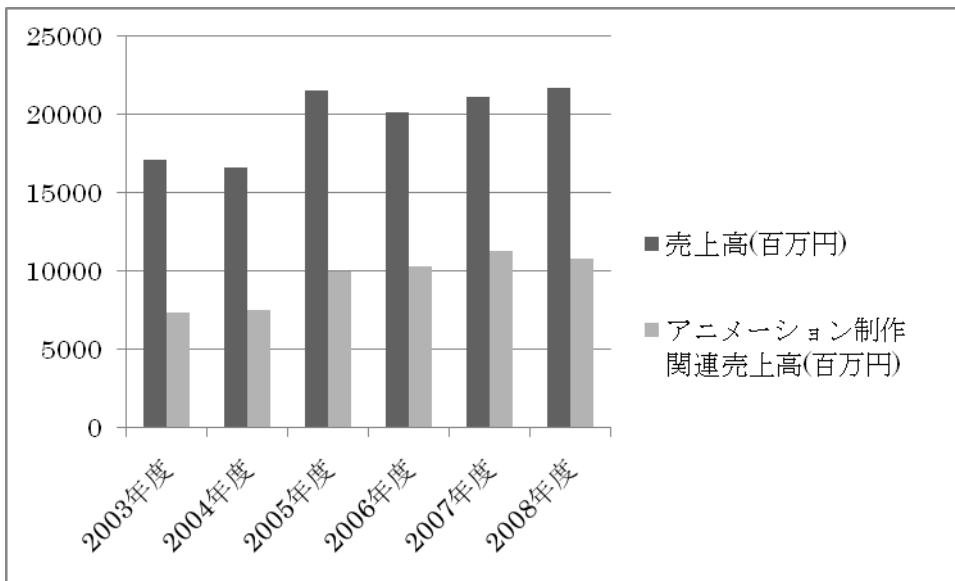
553

328

2008

217

2



4.

(1)

映像的に初めて 3DCGを取り入れるのは、1993 年の劇場用映画であった。当時はまだ部門としては立ち上がっておらず、個人的に 3DCG制作を行っていた制作スタッフが、監督の意向に沿う形で導入が実現することとなった。作品にて取り入れられたのは岩が割れるシーンで、その岩を 3DCGで表現した。パース¹⁶がきっちり出るため、立体感が出るようになることがその導入理由であった。しかし、東映アニメーションでは、3DCG制作もCGに興味がある人間が扱っていた程度の域を出ることなく、以後しばらくの間、部門が立ち上がることはなかった¹⁷。

2000

3DCG

1998

1999

3DCG

3DCG

3DCG

18

3DCG

19

CG

20

21

(2)

CG

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3DCG

3DCG

(3)

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3DCG

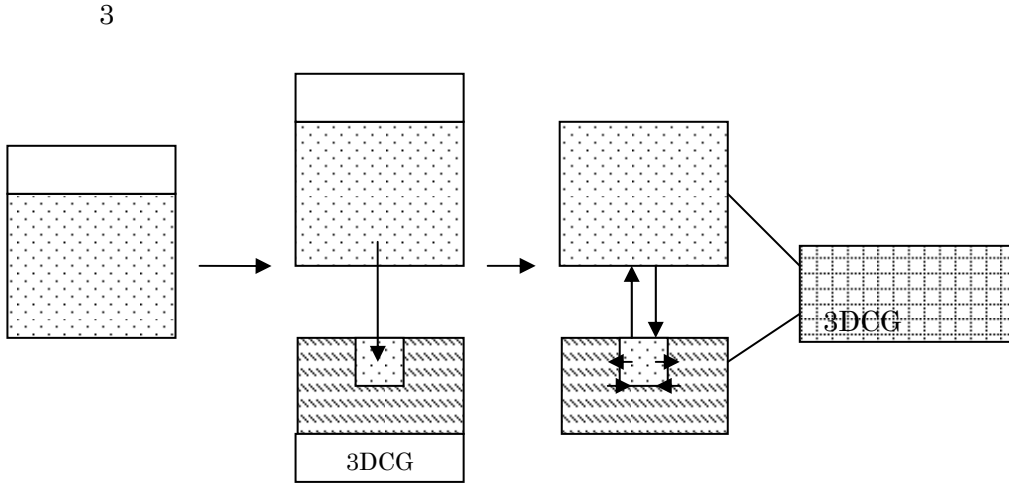
(4)

3

3DCG

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(5)

3DCG

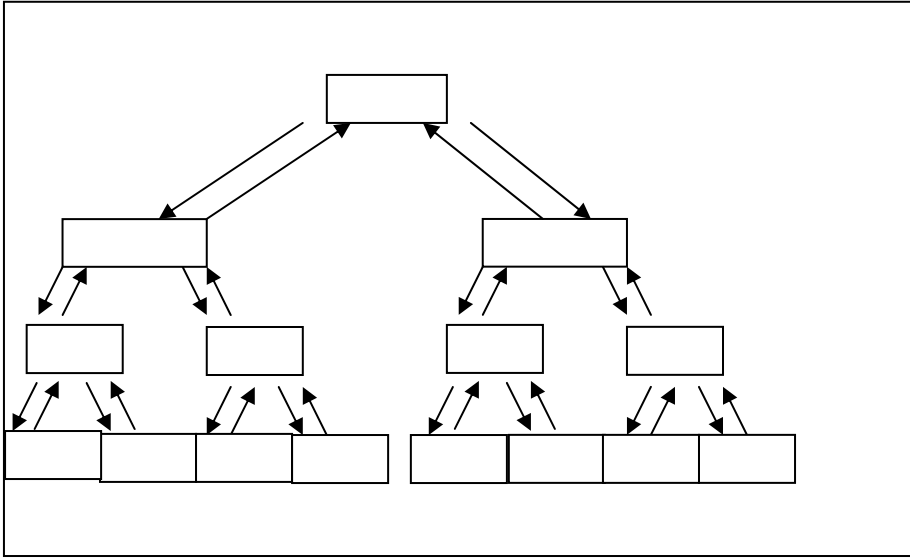
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4

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4 3DCG

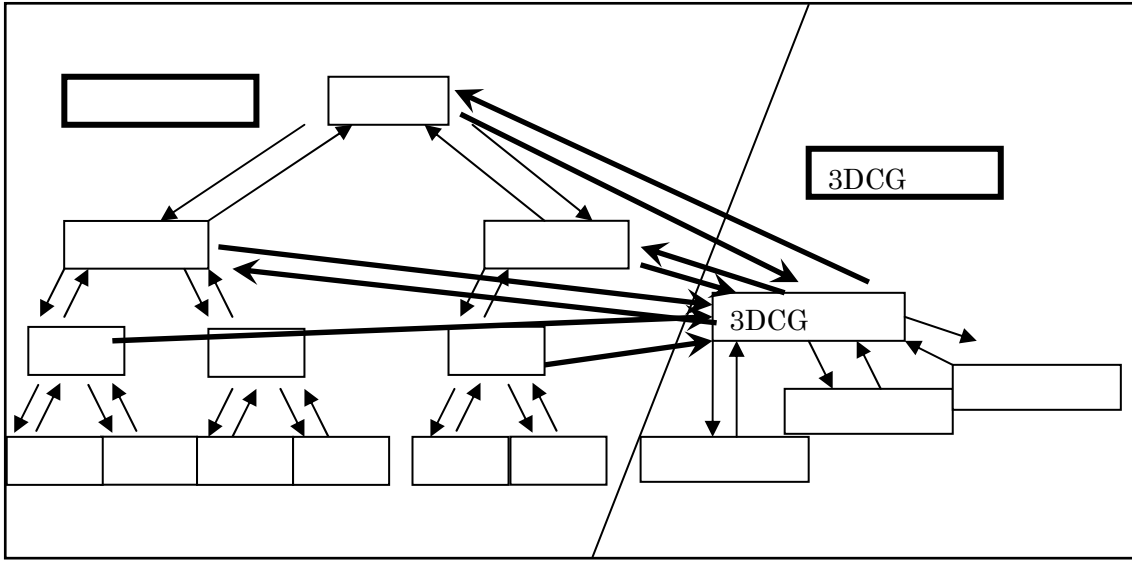


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5 3DCG



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3DCG

3DCG

3DCG

31

2007

¹ 3DCG 3

(2006)

² Christensen(1997) (2009)

Dimensional Computer Graphics 3

(2008)

(2004)

³ David 1992

” ”

⁴ 1998
Allen and Cohen, 1969; Allen,1977

⁵ Dougherty and Heller(1994) (2008)

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¹¹

¹²

¹³

¹⁴ 50

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¹⁶

¹⁷ 1990 2000 3DCG

¹⁸ 3DCG

¹⁹ 3DCG 3DCG 3DCG

3DCG 3DCG

“ ”

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²¹

3DCG
²² 2005

²³

²⁴ 3DCG 3DCG 3DCG

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