

系統思考應用於公司競爭策略之研究 - 以維力食品公司為例

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摘要

公司在訂定競爭策略時，除了主動出擊之外還有與競爭者推出競爭性行動時的攻防行動，但此一連串的攻防行為是動態的過程，而現有的競爭策略模式難以完整表達出來，本研究有別於傳統的競爭策略及陳明哲教授等的動態競爭觀點，利用系統思考工具將速食麵產業中的動態性複雜初步整理出來，探索性的探討速食麵產業中維力公司的競爭策略。速食麵產業在台灣發展已臻於成熟，經與個案公司主管的訪談與資料蒐集後，研究發現個案公司在訂定競爭策略時，會產生一系列策略性行動，這些策略性行動中因消費者對價格敏感，致使公司會避免使用降價策略，以免進入公司間的惡性競爭；而新產品上市與產品活動促銷則能因模仿的困難性，產生時間滯延，有效的提升競爭優勢。

關鍵詞：系統思考、競爭策略、動態性複雜、策略性行動

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