Business Group Internationalization, Diversification and the Sequential Investment in Subsidiaries

鄒富任、黃怡芬

E-mail: 360568@mail.dyu.edu.tw

ABSTRACT

This study aimed to discuss whether internationalization and diversity of a business group would affect its willingness of sustained investment. We added the moderator variable of the quantity of equity shares in order to explore if the amount of equity shares would fortify the choice of sustained investment of a business group. Via literature reviewing, we came up with four hypotheses, and then we tried to verify the relationship among them. The data of the 161 business group with 957 subsidiary companies in this study were taken from the corporation list of China Credit Information Service, Ltd. in 2009, and were used as sample data. The duration of this study was three years, from 2009 to 2011. We concluded that when the level of diversity of a business group is high, it tends to sustained investment. The proportion of equity shares of a business group plays the role of strengthening the effect of diversity level over its willingness to sustained investment.

Keywords: Business Group, Sustained Investment, Internationalization, Diversify

Table of Contents

封面 簽名頁 授權書
.......v 英文摘要 v 致謝辭
.......vi 內容目錄 vii 表目錄
........x 圖目錄 x 第一章 緒論........
..........4 第一節 集團企業相關研究...........4 第二節 多角化與國際
化
假說與架構26 第二節 研究樣本27 第三節
變數衡量與操作型定義
實證結果之分析
第二節 相關係數分析
33 第五章 結論與建議
35 第二節 研究貢獻
36 第四節 建議
38 表目錄 表 2.1 集團企業定義
......13 表 2.3 多角化進入方式與目的..........17 表 2.4 國際化相關定義彙總........
....19 表 4.1 樣本的敘述統計.............32 表 4.2 相關係數分析.............
33 表 4.3 線性迴歸
3 圖 3-1 研究架構圖

REFERENCES

一、中文部分于卓民 (2000)。國際企業-環境與管理。台北:華泰中華徵信所 (2005)台灣地區集團企業研究. 台北. 中華徵信所中華徵信所企業股份有限公司著 (2003 – 2004)。台灣地區集團企業研究。台北:中華徵信所企業股份有限公司。 中華徵信所 (2008),台灣地區集團企業研究。台北. 中華徵信所 司徒達賢 (1995)。策略管理。台北:遠流。 司徒達賢 (1979),企業政策與策略規劃,東華書局印行。 余宗翰 (2002)。國際化與多角化對績效影響之研究-以國內食品廠商為例,實踐大學企業管理研究所碩士論文,頁18。 吳宗賢 (2010)。台灣集團企業在大陸市場的進入模式與經營績效之研究-以企業經營因素為調節變數,國立東華大學國際企業學系碩士論文 吳萬益、陳淑惠 (1999),「集團企業組織文化、決策模式與經營策略之研究」,交大管理學報,第八期,頁1-46。 李忠翰 (2010)。多角化與收入結構隊銀行經營效率之影響。國立台北大學經濟學研究所李東益 (2002)。中鋼集團企業運作模式及發展策略之探討。國立中山大學企研所李

維斌 (1997)。產業結構、多角化策略與績效 - 台灣企業集團實證分析。中山大學企研所 李蘭甫 (1984)。國際企業論 再版 , 三民書局出版 。 卓嘉容 (2004)。多國籍企業在台子公司外派總經理決定性因素之研究。義守大學管理研究所,未出版碩士論文。 邱清顯 (1995)。集團 企業多角化策略、結合與所有權分配類型對其財務績效影響之研究。中山大學企研所 韋國亮 (2003)。企業國際化進入模式影響知識移轉 之研究。大葉大學國際企業管理學系碩士班,未出版碩士論文。 張淑昭、李?誠、謝屏 (2003)。大陸台商集團策略運籌與組織運作之研 究-以統一集團與頂新集團為例。商管科技季刊,4卷,1期,91-123頁。 張淑清 (2001)。「台灣集團企業多角化形態、集團企業特徵 與財務績效之實證研究」,東華大學企業管理研究所碩士論文 許士軍 (1987)。台灣地區集團企業研究: 台灣地區集團企業與經濟發展座 談會記錄,第 7 版 , 台北:中華徵信所 陳希沼 (1976)。「台灣地區集團企業之研究」,台灣銀行季刊,第二十七卷,第三期,九月 陳定 「高階管理 企劃與決策」,修訂版,台北,華泰書局,p. 36。 陳書平 (2006)台灣集團企業首次與後續海外直接投資所有權 決策之研究. 東華大學國際企業研究所碩士論文 黃于芹 (2004)台灣集團企業海外子公司進入模式之研究. 義守大學管理研究所碩士論文(集團企業) 黃俊英 (1983)台灣地區總體行銷環境之回顧與展望. 管理評論. 6: 40-59 蔡渭水、蔡新豐 (1998)。集團企業赴大陸之經營模式與 其影響因素之研究。中原學報,26卷,4期,35‐52頁。 蘇怡如,「台灣企業集團多角化程度之探討」,國立成功大學國際企業研究所 ,碩士論文,(2002)? 二、英文部分 Agarwal, S., and Ramaswami, S.N. (1992). Choice of foreign market entry mode: impact of ownership, location and internalization factors. Journal of International Business Studies, 1, 1 - 27, Anand, J., and Delios, A. (1997). Location specificity and the transferability of downstream assets to foreign subsidiaries. Journal of International Business Studies, 28(3), 579 - 603. Annavarjula, M. and S. Beldona. 2000. Multinationality Performance Relationship: A Review and Reconceptualization. International Journal of Organizational Analysis, 8(1): 48-67. Ansoff, H. I. and E. J. McDonnell.(1965). Corporate Strategy. New York: McGraw-Hill. Barney, J.B., "Firm Resources and Sustained Competitive Advantage, "Journal of Management, 17(1), 99-120(1991). Berry, C.H.(1975), "Corporate Growth and Diversification", Princeton, NJ: Princeton University Press. Birkinshaw, J., "How Multinatinal Subsidiaries Mandates are Gained and Lost," Journal of International Business Studies, 27(3), 467-495. (1996) Chang, S.J., U. Choi. (1988) Strategy, Structure and Performance of Korean Business Groups. Journal of Industrial Economics, 37, 141-158. Chatterjee, S. and Wernerfelt, B., 'The link between resources and type of diversification: theory and evidence ', Strategic Management Journal, 12, 1991, pp. 33-48. Chung, C. N., 2001. Market, culture and institutions: the emergence of large business groups in Taiwan. Journal of Management Studies, 38: 719-745. Collis, D.J. and C.A. Montgomery, "Competing on Resources: Strategy in the 1990s, "Harvard Business Review, 73 (4), 118-128(1995). David W. Stewart/著 (2000)。次級資料研究法。台北市:弘智。 Davidson, W., "The Location of Foreign Direct Investment Activity: CountryCharacteristics and Experience Effects," Journal of International Business Studies, 11(2),9-22(1980). Delios, A. and Ensign, P. C., (2000). A subnational analysis of Japanese direct investment in Canada. Revue Canadienne des Sciences de l'Administration, 17(2), 38 - 51. Delios, A. and P.W. Beamish, "Geographic Scope, Product Diversification, and the Corporate Performance of Japanese Firms, "Strategic Management Journal, 20(8),711-727(1999), Deresky, Helen (1994), International Management: Managing Across Boarders and Cultures: New York: Haper Collins College Publisher. Ekeledo, I., and Sivakumar, K. (1998). Foreign market entry mode choice of service firms: A contingency perspective. Academy of Marketing Science Journal, 26(4), 274 - 292 Erramilli, M. K., and Rao, C. P. (1993). Service firms 'international entry-mode choice: A modified transaction-cost analysis approach. Journal of Marketing, 57(3), 19 - 38. Geringer, J. M.(1988) "Partner Selection Criteria for Developed Country Joint Ventures", Business Quarterly, Vol. 53, No.1, pp.55-62. Geringer, J. M.(1988) "Selection of partners for international joint venture", Business Quarterly, Vol. 53, No.2, pp.31-36. Geringer, J. M.(1991) "Strategic Determinants of Partner Selection Criteria in International Joint Ventures", Journal of International Business Studies, First Quarter, pp. 41-62. Gomes, L. and Ramaswamy, K. (1999), "An Empirical Examination of the Form of the Relationship Between Multinationality and Performance, "Journal of International Business Studies, 30(1), p.173-188. Grant, R.M., "The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation, "California Management Review, 33 (3), 114-135(1991). Grant, Robert M., Azar P. Jammine, and Howard Thomas (1988), "Diversity, Diversification, and Profitability Among British Manufacturing Companies, 1972-1984," Academy of Management Journal, 31(4), 771-801. Hennart, J.F. and Y. Park, "Location, Governance, and Strategic Determinants of Japanese Manufacturing Investment in the United States, "Strategic Management Journal, 5(6), 419-436(1994). Hitt, M. A., R. E. Hoskisson, and H. Kim ,1997. International Diversification: Effects on Innovation and Firm Performance in Product-Diversified Firms, Academy of Management Journal, 40(4):767-798. Jacquemin, A. P. and Berry, C. H., 'Entropy Measure of Diversification and Corporate Growth', The Journal of Industrial Economics, 27, 1979, pp.327-343. Jensen, Michael C. and William H. Meckling, 1976, "Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure, "Journal of Financial Economics 3, 305-360. Johanson, J. and J. Valhne, "The Internationalization Process of the Firm: A Model of Knowledge Development and Increasing Foreign Commitments, "Journal of International Business Studies, 8(1), 23-32(1977). Jung, Y., "Multinationality and Profitability," Journal of Business Research, 23(2),179-187(1991). Keister, Lisa A. 1998. "Engineering growth: Business group structure and firm performance in China's transition economy." The American Journal of Sociology 104:404-440 Khanna, Tarun and Rivkin W. Jan(2001), "Estimating the Performance Effects of Business Groups in Emerging Markets", Strategic Management Journal, 22,pp.45-47. Kogut, B., In The Multinational Corporation in the 1980s, MIT, MA (1983). Kotler, P. (1994). Marketing management: Analysis, planning, implementing, control(8th ed.). New York: Prentice-Hall. Luo, Y., "Product Diversification in International Joint Ventures: Performance Implications in an Emerging Market, "Strategic Management Journal, 23(1), 1-20(2002). Miller, J. C., and Pras, B., 1980, The effects of multinational and export diversification on the profit stability of US corporations, Southern Economic Journal, 46: 792-805. Montgomery, C. A., 'The Measurement of Firm Diversification: Some New Empirical Evidence', Academy of Management Journal, 25, 1982, pp.299-307. Pack, H., A World Bank Research Publication, Oxford University, UK (1987). Pennings, J.M., Barkema, H.G. and S. Douma, "Organizational

Learning and Diversification, "Academy of Management Journal, 37(3), 608-627(1994). Phatak, Arvind (1990), "The Effects of Transborder Data Flow Restrictions on American Multinational Corporation," Management International Review, 30(3), 267-290. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, The Free Press, NY (1985). Powell, W. W., and Laurel S. D. (1994). Networks and Economic Life. 368 – 402 in The Handbook of Economic Sociology, edited by Neil J. Smelser and Richard Swedberg. Prahalad, C.K. and G. Hamel, "The Core Competence of Corporation," Harvard Business Review, 68(3), 79 -91(1990). Punnett B. J. and D. A. Ricks(1992), International Business: Wardsworth Publishing Company. Ramanujam, V. and Varadarajan, P., 'Research on corporate diversification: a synthesis 'Strategic Management Journal, 10, (1989), pp.523-551. Rumelt, Richard P. (1974), "Strategy, Structure and Economic Performance ", Boston, MA, Division of Research, Harvard Business. Shi, Y., "Technological Capabilities and International Production Strategy of Firms: the Case of Foreign Direct Investment in China, " Journal of World Business, 36(2), 184-204(2001). Shyu, J., 1998. Deregulation and Bank Operating Efficiency-An Empirical Study of Taiwan's Banks. Journal of Emerging Markets 3, 27-46. Song, J., "Firm Capabilities and Technology Ladders: Seguential Foreign Direct Investments of Japanese Electronics Firms in East Asia, "Strategic Management Journal, 23(3), 191-210(2002). Teece, D. J. Towards an economic theory of multiproduct firm. Journal of Economic Bechavior and Organization, 3, pp. 59-63,(1982) Vernon,(1966), "International Investment and International Trade in the Product Cycle", Quarterly Journal of Economics,:190-207, Welch, L., and Luostarinen, R. (1988), "Internationalization: Evolution of a Concept," Journal of General Management, 14(2), 34-55. William F. Glueck, (1976) "Business Policy: Strategy Formation and Management Action" 2nd ed., N.Y.: McGraw-Hill, ,p86 Zhao, H., Luo, Y., and Suh, T. (2004). Transaction cost determinants and ownership-based entry mode choice: A meta-analytical review. Journal of International Business Studies, 35 (6), 524 - 544.