

The Competition Strategy of Taiwan Knitting Apparel Export to States

葉豐原、潘振雄；涂一卿

E-mail: 8809496@mail.dyu.edu.tw

ABSTRACT

Abstract The study of the competition strategy of Taiwan knitting apparel export to States, currently Taiwan textiles industries still the number one foreign currency creator ; however garment export volume was decreased year by year, after analyzed and research apparel industries facing strong competition from global suppliers, the largest apparel import country in the world — United States, take trading protection -ism and special act to favor of neighborhood, Mexico and Central America 5 countries big booming on garment export volume, off shores Taiwanese apparel firms successful invest-ment ...etc. In view of Taiwan one vertical set up textile industries was integrated strongly, man made fiber was produced by automati-cally and capacity is third place in the world, spinning/ dying /knitting and finishing mill work closely like a chain link, resulted that knitting fabrics, function fabrics, new develop fabrics is number one in the fields. Du Pont prepares to set up Asia textile research & develop-ment center in Taiwan, in charge of developing new fabrics. Under fabrics and accessories relative industries strong back up, how to bring the garment maker to the right place in the future, must have right competition strategy to guide apparel industries to “ select right place, at right time to make right decision ” such as marketing expert Al Ries quoted “ no matter small firms or big group company, either Taiwan or foreign firms must be globalization in the future market, also have to catch global competition strategy ” . This research based on Taiwan knitting apparel industries (inside Taiwan & off shores operation), I did analyze by SWOT, 5 forces model per Porter designed, visit off shores makers, strategy matrix and value chain analysis of potential countries, analysis of American import market , Honduras status of Taiwanese firms, per actual data analyzed, summarized and back up by relative document or paper, expect to summarize some practice topics and suggestion, simply reported by business language, for apparel/textile industries and future continuing study reference. This topics focus on “ Competition strategy of knitting apparel export to States ” deeply reviewed, studied and findings as following: 1. Strategy planning is a firms hedge environment changing, take posi-tion to integrate self-advantage and weakness, develop long—terms plan, draw firms business goal and objectives etc. process. Such as our old famous strategic leader “ Shun zu ’ s strategic “ first chapter “ planning first ” direct pointed out strategy concept is “ planning ” first then fight, well planning is reviewing and evaluated environ-ment & compare which party is stronger ? then completed plan-ning activity by attach or protect strategy. 2. Take location economics is vital — execute value added activity for most suitable garment production place, however, the South-east Asia, those countries below china south border and china due to limitation quantity of garment quota restriction and very high quota charge, will lose competition gradually in the near future. Central America and Mexico NAFTA zone sharing free quota and duty sav-ing 16.7-34%, plus lower wage similar as China, They will take competition advantage from now on. 3. Integrating textile industries and garment factory strategy partner-ship move to off shores, will have better opportunity to beat other garment export countries, will strengthen our apparel industries competition in the world. 4. Creating double winner between local agent and garment factories, off shores factories at big size scale/capacity and need long terms orders support, both of agent & makers can hold meeting by quar-terly, to review buying categories / quantity/price which will rein-force international competition, Korea garment makers moved to Central America but all orders still come from Korea, it maintain both of agent and makers prosperous. 5. WTO requested to release garment trade barrier by 2005 year, it schedule to withdraw quota restriction, at that time Taiwan makers may lose “ quota advantage and protection ” over night. Per Intel chairman Grove pointed “ only fear one can survive ” he said the fear is the risk sensitive, it ’ s a big urging to garment quota holder. If USA released quota per WTO terms and set up FTAA with free duty for member of FTAA, then the year of 2005 we can call : “ garment Y2K ” due it will impact a lot. 6. Internationalized production strategy — head office still need to stay in Taiwan as Korea did. Set up job description for off shores factory follow up and assigned a team to back up, factory senior manger should come from Taiwan, lower level supervisor can hire from China or Philippine, section chief should be localized, head office can set up ERP to manage off shores factory or have them report daily. 7. International competition strategy is combine both of Taiwan and off shores resources, back up each other to maintain firms compe-tition advantage. If firms has ERP(or supply chain system) con-nect to stores then can do market Q.R. business which is another advantage. To sum up, document, paper, business practice and case studies...etc. it shown garment industries still has bright future if makers can plan strategy properly

Keywords : Strategy Planning ; Location Economics ; Competition Strategy ; Strategy Matrix

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