

# 國際出口行銷策略管理之研究 - 以台灣出口貿易商為例

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## 摘要

台灣出口貿易商在台灣經濟發展之過程中，不僅扮演著一重要之角色，亦是推動台灣國際化之一股重要助力。惟面對全球市場結構之巨大改變以及市場競爭日益激烈之下，台灣出口貿易商能否再依恃著過去的經驗、能力及所累積之資源繼續蓬勃發展下去呢？台灣之出口貿易商之生存空間，自從新台幣急遽升值之後，造成傳統產業大量外移，加上大陸市場之吸引力之下，它所面臨之新環境之挑戰、機會、威脅，是過去所未有的，在此種趨勢之下，本文就台灣貿易商所應具備之視野及就未來之展望，提出一些出口行銷上之策略性看法，主要是針對過去台灣出口貿易商僵硬之行銷手段上，提出理論性及實務性之建議。概傳統之出口貿易商之過去經營策略常太重視現存之機會，而忽略了新的資源及能力之創造及建構，而策略之目標亦常著重在今日之利益，而非明日之機會，故本文希望提供一些有參考價值之論點來說明台灣出口貿易商能在了解自己內部之優、劣勢，及外部市場環境激烈變動下，特別是就中國大陸這一潛力無限之市場，能制定一套適合本身生存、發展、茁壯之策略，並同時擬定本身近期、中期、長期目標。此外，本論文就台灣出口貿易商最頭痛問題：「員工離職，另立門戶」提出解決方法，那就是「企業內創業」，藉著此一策略，擬定一個有效方案，將公司之文化延伸，讓企業生命延長並形成員工與雇主雙贏之局面。另外，本文於個案分析上，亦就業界在面臨問題時，所應考量之策略及運用之工具為何提出建議，藉以支持本論文之內容在實務上具有實用之效益，而非空談式或是毫無用處！最後結論時，本論文建議任何一個策略之擬定，必須設定目標，並就人、時、物、地之不同上作彈性適配。沒有策略的企業是不會成功的，但成功的策略是絕非一成不變的。

關鍵詞：共生關係；殊途同歸；創意

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