

# LOCALIZATION OF TAIWAN-BASED FOOTWEAR BUSINESS IN THE EXPATRIATION STATE

張聰欽、劉原超,唐啟發

E-mail: 9124114@mail.dyu.edu.tw

## ABSTRACT

Since 1980s, Taiwan investment setting has been deteriorated owing to the rising cost in labor and land, the higher standard in environmental protection and the appreciation of its currency. Many manufacturing factories have moved out of the island. For the past ten plus years, most Taiwanese footwear companies have manufactured goods at their subsidiary factories in Mainland China and South Eastern Asian countries. Facing the commonly known 20-year life span of footwear industry, Taiwan-based footwear companies should devise strategies to maintain competitiveness. Case study and interview are the methods for this study. The finding is that one of the biggest issues of overseas investment for Taiwan-based footwear industry is lacking competent professionals to solve the adjustment problems such as the increasingly changing economic environment and legal regulations. It is advised that entrepreneurs make the best use of the resources in the target nation and promote localization. To promote localization, the following four guidelines should be helpful: a. Be aware of the necessity of localization b. Clarify corporate objectives and value the willingness and competence of expatriate CEOs c. Localize step by step according to the corporate objectives and the degree of acquired resources d. Finally, localize the human resources. Digitization and transformation toward capital- and tech-intensive footwear industry are relevant objectives in order to front the competition vis-?-vis the local industry in the target nation.

Keywords : localization ; footwear industry ; overseas investment

## Table of Contents

第一章、緒論 第一節、研究背景與動機--P1 第二節、研究的目的--P3 第三節、研究的範圍與對象--P4 第二章、文獻探討 第一節、海外投資理論--P6 第二節、台商海外投資動機--P18 第三節、策略相關文獻探討--P23 第四節、本土化策略文獻探討--P38 第三章、研究設計 第一節、研究方法--P50 第二節、研究架構--P51 第三節、研究限制--P52 第四節、研究流程--P54 第四章、台灣製鞋產業分析 第一節、台灣製鞋產業發展沿革--P56 第二節、產業特質--P66 第三節、產業分析--P77 第五章、個案廠商分析 第一節、A集團--P103 第二節、B集團--P110 第三節、C集團--P116 第四節、其它個案廠商--P125 第五節、分析業界觀點與做法--P129 第六章、結論與建議 第一節、結論--P131 第二節、對產業界之建議--P132 參考文獻--P137

## REFERENCES

一、中文部份 1.王政雄(民80)「大陸投資的經營策略」,大陸投資政策與策略研討會,中華經濟研究院。2.司徒達賢(民80)「策略管理」,台北遠流出版社。3.李玉芬(民84)「大陸台商企業員工招募與任用制度之研究」,國立政大勞工研究所碩士論文。4.呂錦龍(民83)「台商赴大陸投資之人員派遣制度研究」,中國文化大學勞工研究所碩士論文。5.林彩梅(民80)「多國籍企業論」,台北五南圖書出版。6.吳秉恩(民88)「分享式人力資源」1999 P583。7.吳恩華(民85)「策略九說;思考的本質」麥田出版社。8.吳清忠(民79)「小島型市場」進入「大陸型市場」時思考模。式應有的改變,台灣電子工業集體大陸間接投資研討會。9.高長(民83)「大陸外資企業勞工招募與任用問題剖析」中國大陸研究第37卷第6期PP30-42。10.高長(民84)「大陸投資環境與台商經營管理研究訪問團研究報告」行政院大陸委員會研究案,1995,6月 P103。11.張佩珍(民78)「海峽兩岸十年轉口貿易之分析-1979至1988年」中華經濟研究院經濟專論,1989年5月。12.陳明璋(「整合台商策略與輔導措施」,大並投資政策與策略研討會,8年9月。13.陳麗英(民80)「整合產業內大資之研究」中華經濟研究院,80年6月。14.黃景輝「從管理層面探討台商對大陸投資的原起,演變下場,前景及對策」,大陸投資環境研究報告,經濟部投資業務處,79年5月。15.蔡敦浩「台灣企業國際化型態之研究。16.蕭新永「台商管理以大陸員工價值觀」,卓越160期 P138-141。英文 1.BARTLETT, CHRISTOPHER A, AND GHOSHAL, SUMANTRA (1988) "CREATION, ADOPTION, AND DIFFUSION OF INNOVATIONS BY SUBSIDIARIES OF MULTINATIONAL CORPORATIONS" JOURNAL OF INTERNATIONAL BUSINESS STUDIES" FALL 1988 PP365-388 2.CALVET. A.L.(1981),"A SYNTHESIS OF FOREIGN DIRECT INVESTMENT THEORIES OF THE MULT -INATIONAL FIRM", JOURNAL OF INTERNATIONAL BUSINESS STUDIES,VOL,12(1). 3.HILL.C.W.L. & JONES G.R.,(1992) "STRATEGIC MANAGEMENT THEORY-AN INTEGRATED APPROA -CH"3RD ED. HOUGHTON MIFFLIN, BOSTON 4.HOFER & SCHENDEL,(1979) "STRATEGIC MANAGEMENT" 5.JOHANSON, J. AND FINN WIEDERSHEIM-PAUL (1975), "THE INTERNATIONAL OF THE FIRM-FOUR SWEDISH CASE IN" THE JOURNAL OF MANAGEMENT STUDIES, VOL 1.12(3). OCTOBER.1975 6.JOHANSON, J. AND J. E VAHLNE (1990) "THE MECHANISM OF

INTERNATIONALIZATION" INTERN -ATIONAL MANAGEMENT REVIEW, VOL 7 (4);PP.11-24 7.KOJIMA,K,(1978)"DIRECT FOREIGN INVESTMENT:A JAPANESE MODEL OF MULTINATIONAL BUSINESS OPERATIONS" NEW YORK: PRAEGER 8.LEIDECKER, J. K AND BRUNO A.V,(1984) "IDENTIFYING AND USING CRITICAL SUCCESS FACTORS" LONG RANGE PLANNING. 9.MARTINEZ,JON I.AND JARILLOO,J.CARLOS (1990) DIFFERENT ROLES FOR SUBSIDIARIES : THE CASE OF MULTINATIONAL CORPORATIONS IN SPAIN,STRATEGIC MANAGEMENT JOURNAL NOV/DEC1990 PP501-512 10.MILES, R. E AND C.C. SNOW,(1978) "ORGANIZATIONAL STRATEGY, STRUCTURE AND PROCESS"MC, GRAW-HILLS, N.Y. 11.MORGAN,GARETH AND SMIRCICH,LINDA (1980) " THE CASE FOR QUALITATIVE RESEARCH,ACADEMY OF MANAGEMENT REVIEW, OCT 1980 PP491-500 12.ODDOU(1991) "TOWARD A COMPREHENSIVE MODEL OF INTERNATIONAL ADJUSTMENT:AN INTEGRATIONAL ADJUSTMENT: AN INTEGRATION OF MULTIPLE THEORETICAL PERSPECTIVES" ACADEMY OF MANAGEMENT REVIEW APR 1991 PP291-317 13.PENROSE ,E.T.(1959) "THE THEORY OF THE GROWTH OF THE FIRM, NEW YORK JOHN WILEY & SONS, INC, NEW YORK. 14.PORTER M.E.(1980) "COMPETITIVE ADVANTAGE" N.Y. FREE PRESS PP39-43 1998 P10 15.ROBBINS, RROF (1984) "CHALLENGES INDUSTRY TO FACE ETHICAL ISSUES NATIONAL UNDERWRITER AUG 6, 1994 PP15-27 16.SUGIURA, HIDEO, (1990) " HOW HONDA LOCALIZES IT'S GLOBAL STRATEGY SLOAN" MANAGEMENT REVIEW, FALL 1990 PP53-61 17.TEECE, D,J (1986) "TRANSACTION COST ECONOMICS AND THE MULITINATIONAL ENTERPRISE",JOURN -AL OF ECONOMIC BEHAVIOR AND ORGANIZATION. VOL 7. 18.VERNON, R.(1966) "INTERNATIONAL INVESTMENT AND INTERNATIONAL TRADE IN THE PRODUCT LIFE CYCLE" QUARTERLY JOURNAL OF ECONOMICS, VOL.80 19.WILLIAM, F. GLUECK (1980) "STRATEGIC MANAGEMENT AND BUSINESS POLICY."