

全球化產業下邊陲廠商之資源能力建構與組織學習、業務型態關係之研究-以台灣自行車、輪胎產業為例

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摘要

全球化下原屬邊陲之新興工業國家(Newly Industrialized Countries, NICs)廠商的國際競爭力逐漸增強，不論是傳統產業、或是新科技產業(如台灣、南韓的行動通訊業)，其國際分工角色由早期的委託代工(Original Equipment Manufacturing; OEM)，逐步轉變為設計加工(Own Designing and Manufacturing; ODM)或自有品牌行銷(Own Branding and Manufacturing; OBM)等型態。此種經營型態的轉變，不僅代表廠商在產業價值垂直鏈上的活動範圍變化，也展現邊陲廠商透過技術學習以建構資源能力產生之成果。本研究嘗試以社會學家Wallerstein(1974)的世界體系概念「核心」與「邊陲」的理念類型，套用於廠商代工業務關係，並運用資源基礎理論、組織學習、業務型態等理論，進行相關文獻探討，發展邊陲廠商資源能力建構的理論架構。試圖對「邊陲廠商資源能力建構與業務型態發展關係」的現象，做初步的探索。並以組織學習的觀點，探討「邊陲廠商不同資源能力建構與組織學習類型的關係」。本研究結果發現，台灣代工廠商在合作過程中，會不斷尋求本身有利的地位，試圖與核心廠商建立緊密的關係。從過去以製造為基礎，到後來的研發設計，甚至建立自有品牌，此種隨著外部競爭環境轉變，而不斷調整本身在產業中的重要性及策略地位，這是台灣代工廠商由邊陲 半邊陲 核心地位演進的一種獨特模式。本研究採個案研究方法，以台灣自行車及輪胎產業為研究對象，經研究結果推導出以下命題：1.邊陲廠商傾向採經驗式、適應性學習類型，以建立其製造組裝能力。2.邊陲廠商傾向採經驗式、創造性學習類型，以建立其研發設計能力。3.邊陲廠商傾向採文書式、適應性學習類型，延伸其研發設計能力，強化製造效率及品質。4.邊陲廠商傾向採經驗式、創造性學習類型，以建立其行銷能力。5.邊陲廠商傾向採文件式、創造性學習類型，延伸其行銷能力，強化產品開發設計能力。6.建立行銷能力為主的邊陲廠商，傾向採用OBM業務型態。7.建立研發設計能力為主的邊陲廠商，傾向採ODM業務型態。8.建立製造組裝能力為主的邊陲廠商，傾向採用OEM業務型態。

關鍵詞：全球化；邊陲廠商；業務型態；組織學習；資源能力；技術學習

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