

The Research of The Business Strategy of Full English Education by Taiwan Firms Urban Area -Giving A Case Study on Joy E

梁慶麟、劉家駒、賴文魁

E-mail: 9302258@mail.dyu.edu.tw

ABSTRACT

In these twenty years , the scale of Taiwan English education market growth and the level of internationalization increasing rapidly . According to Taiwan " Narrow Economies " market scale , we can see the limits of English chaining industry. Too much competitor in the market The market is in the low profit century. In this situation , Taiwan English industry has been the trend of internationalization. Now , China social economic was developed rapidly , like 80's in Taiwan .Followed by join WTO , world exhibition , apply for Olympic game , the step of internationalization should be soon. On the contrary , the demand of English education is high. According to investigation , the market value is more than 100 hundred million RMB. The people who want learn English is more than 2000 ten thousand people. To global English education industry , this is not only the most good place , but also the most good timing for Taiwanese English education industry to enter China English education . JOY English business organization has established the public praise in Taiwan more than 20 years ,own the economic of scale with successful chaining experiences . Entered the China market in Shang-Hai at 2001 , Feb. Having the main competitive advantages by quality , efficiency and innovation service . And the subsidiary in China is more than 30 . Between the straight , we have different education mechanism , the study use "the Research of The Business Strategy of Full English Education by Taiwan Firms Urban Area - Given A Case Study on Joy English Cram School in China " to do the research topic., use the "JOY Company" with the good business image to do our case. Using case study to verify " Quality , Efficiency and Innovation " competitive advantages. By analysis the difference of Taiwan and China education market , the study can be the sample of Taiwan English education industry business strategy to invest in China . The result shows that China English competitor use one goods and one segmentation , Taiwan English education industry can use diversification strategy to enter china market and gain the advantages. China English market shows the scale of stronger and weak is far , Taiwan English education firm having the outstanding management experience , good brand and wide goods .and this is the reason why we can gain the advantages . To compare with local industry , Taiwan English education firm have weak local relationship and market knowledge , and outside government policy have the limits of foreign investment . if Taiwan English education firm want to enter china market , they should adopt Joint Venture strategy . By joint venture , we can know the market rapidly and combine the public relationship to become the wholly owned network system . China English education firm use low cost and low price to gain the competitive advantage , but their " Quality , Efficiency and Innovation " cannot foot step Taiwan English education firm .So , Taiwan English education firm can use the capability of quality , efficiency and innovation to marketing in China market to form the similar and loyalty of brand. By adopt differentiation strategy , Taiwan English education firm can have the high bargain power in China market and raise the performance.

Keywords : Business Strategy , Education Industry , Competitive advantages

Table of Contents

封面內頁 簽名頁 授權書	iii 中文摘要
v 英文摘要	xi 誌謝
xi 目錄	xi 圖目錄
xi 表目錄	xi 第一章 緒論 第一節 研究背景 1 第二節 研究動機 1
第三節 研究目的 4 第二章 文獻探討 第一節 環境分析 6 1.1總體環境分析.....6 1.2產業環境分析.....	7 1.3大陸產業環境之評估.....7 1.4競爭環境分析.....
12 1.5競爭優勢的一般性基礎.....14 1.6 SWOT分析之策略擬定.....16 1.7產業生命週期	理論.....18 第二節 經營策略分析 21 2.1策略的意義.....21 2.2策略之層級
.....24 2.3策略管理之發展.....24 2.4策略九說.....25 2.5一般性競爭策略.....26 2.6事業策略之制定.....27 第三節 競
爭優勢 27 3.1競爭優勢的意義.....27 3.2競爭優勢的建立.....29 3.3價值鏈...29 3.4鑽石模型理論.....31 3.5競爭優勢的衡量.....
.....34 第四節 企業資源基礎理論 35 4.1資源基礎論理論緣起與定義.....35 4.2核心資源的特性.....	

.....35	4.3核心資源的分類.....37	第五節 國際企業策略選擇 41	第六節 海外進入策略的探討 42
6.1基本進入決策.....43	6.2進入模式的選擇.....43	第七節 連鎖經營的特性 44	7.1連鎖經營體系各學者的定義.....44
7.2連鎖經營的特性.....45	7.3發展連鎖經營的條件.....46	第三章 研究方法 第一節 個案研究對象之選擇 48	第二節 研究流程 49
第三節 研究方法 51	第四節 研究架構 52	4.1建立研究架構的目的.....73	4.2研究觀念架構.....
.....53	第四章 個案分析 第一節 台灣美語教育環境及產業環境分析 55	第二節 大陸美語教育總體環境 56	第三節 佳音美語面臨的產業環境分析 61
第四節 佳音美語西進大陸的競爭力分析 63	第五節 佳音美語體系簡介 64	第六節 經營策略分析 68	第七節 佳音美語在大陸的競爭優勢及資源與能力 分析 76
第五章 命題分析與推導 80	第六章 建議與結論 86	第一節 研究結論與建議 86	第二節 研究限制 87
第三節 後續研究方向之建議 88 圖目錄 圖2-1 五力分析模式圖.....	13	圖2-2 內部環境競爭優勢圖.....
14	圖2-3 產業生命週期圖.....	19	圖2-4 價值鏈主要及資源活動圖.....
30	圖2-5 鑽石模型理論圖.....	32	圖2-6 資源特性層次圖.....
37	圖2-7 競爭優勢之來源-資源基礎觀點圖.....	39	圖2-8 資源基礎取向的策略分析架構圖.....
40	圖2-9 企業國際化四個基礎策略圖.....	41	圖3-1 個案研究流程圖.....
50	圖3-2 資料搜集與分析的觀念架構.....	54	圖4-1 不同主辦形式之園所數及園兒數比例圖.....
59	圖4-2 不同區域畫分之園所數及園兒數比例圖.....	59	圖4-3 佳音美語在大陸城市地區經營策略探討之五力分析...61
61	圖4-4 佳音事業機構組織圖.....	67	圖4-5 佳音美語在台灣之加盟分佈圖.....
74	圖4-6 佳音美語內部主要競爭優勢.....	77	表目錄 表2-1 中國大陸城市投資環境調查結果表.....
10	表2-2 創新的定義表.....	15	表2-3 SWOT分析之策略配對表.....
17	表2-4 產業生命週期之主要特性表.....	20	表2-5 策略的定義表.....
21	表2-6 策略管理之發展表.....	24	表2-7 策略九說主要論點表.....
25	表2-8 競爭優勢的定義表.....	28	表2-9 競爭優勢各學者衡量構面表.....
34	表2-10 資源分類表.....	38	表2-11 全球競爭中不同策略的優勢與劣勢表.....
42	表2-12 各種不同進入模式的優劣勢表.....	43	表2-13 連鎖經營體系的定義表.....
44	表4-1 國內四大美語補習班加盟總數表.....	56	表4-2中國大陸各地幼兒園(3-6歲)基本資料表.....
58	表4-3 大陸幼兒學前教育市場規模推估表.....	60	表4-4 佳音美語在大陸城市地區經營策略之SWOT分析...64
64	表4-5 佳音美語在台灣培訓市場產品分類表.....	69	表4-6 佳音美語主要競爭優勢表.....
75			

REFERENCES

- 一、中文部份: 1.中共國家統計局(2002) 2.王玉民(2003)投資中國雜誌 3.司徒達賢(1995)資源基礎理論與企業競爭優勢關之探討,行政院國家科學委員會專題研究計畫成果報告。 4.司徒達賢(2001)策略管理新論-觀念架構與分析方法,台北:智勝文化事業有限公司。 5.司徒達賢、李仁芳、吳思華著(1985)企業概論,教育部空中大學教學委員會 6.外商對大陸投資環境評估(1995) 7.吉的堡教育機構(2001),中國大陸營運計畫書,吉的堡教育機構在大陸所作之調查結果 8.行政院青年輔導委員會(2003) 9.李淨錦(2001)台灣連鎖加盟發展策略,台灣連鎖加盟特輯,中華民國加盟促進協會 10.林朝和(2003),台北:中國通財經月刊 11.邱鈺恩,(2002)兒童教育連鎖產業拓展中國大陸市場相關因應策略之研究-目標市場界定與策略研擬,私立大葉大學事業經營研究所碩士論文。 12.施振榮(2000)「IO(Internet Organization)聯網組織」,台北:天下雜誌。 13.崇德工業研究發展基金會(1983) 14.許士軍(1988),管理學,第7版,台北:東華書局。 15.許英傑(1997)流通經營未來,台北:書華出版社 16.許鴻鏗(1988)「核心技術與競爭優勢之研究-以中小精密機械業為例」,國立中興大學企業管理研究所碩士論文。 17.陳慶得(2000),「連鎖式經營關鍵成功因素之探討-以美語補習業為例」,私立淡江大學管理科學系碩士論文。 18.黃佑安(1997)「企業創新能力對新產品研發過程影響之研究」,國立政治大學並業管理研究所博士論文。 19.榮泰生(1994),策略管理學,台北:華泰出版社。 20.鄭紹成(1991),「企業關鍵成功因素、競爭優勢及競爭策略之研究」,中國文化大學碩士論文。 21.賴士葆(1990),生產作業管理-理論與實務,台北:華泰文化事業股份有限公司。
- 二、西文部份: 1.Aaker, D.A.(1984), "Strategic Market Management" New York 2.Andrews, K.P.(1971), The Concept of Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion, Homewood, IL: Irwin. 3.Ansoff, H.I.(1965), "Corporate Strategy", New York, Mc Graw Hill. 4.Barney, J.B., (1991),"Firm Resources and Sustained Gompetitive Advantage", Journal of Management 5.Carman, J. M., Marketing, (1973) Homewood Ill: R. D. Irwin 6.Chandler, A.D., (1962) "Strategy and Structure :Chapters in the History of America Industrial Enterprise", Cambridge, Mass: MIT Press. 7.Charles W.L. Hill and Gareth R.Jones, (1999) Strategic Management Theory 8.Drucker, P. F.(1985), Innovation and Entrepreneurship, New York: Harper &Row. 9.Edith T. Penrose (1959) 「The Theory of the Growth of the firm」 10.El-Ansary A. & Stern L. W. (1988) Marketing Channels, Prentice Hall 11.Grant. R.M. Vol. 33, Spring (1991)The Resources Based Theorv of Cometitive Advantage:Implications for Strategy Formulation, 12.California Management Revivw, , Wehrich,Heinz,"The SOWS Matrix-A Tool for 13.Hatten, Kenneth J.;Hatten, Mary Louise(1987), "Strategic Groups, Asymmetrical Mobility Barriers and Contestability",Strategic Management Journal. 14.Hill,C.W.& G.R.Jones, (1999) "Strategic Management Theory". 15.Hill,C.W.&Jones.G.R.(1995).Strategic Management Theory. 16.Hofer, C.H. and Schendel, D.E.(1978), "Strategy Formulation: Analytical Concepts" ,St Paul, Minn. :West Publishing Co. 17.Kotler, Phillip

(1990) Markkinoinnin kasikirja: analyysi, suunnittelu, toteutus ja seuranta Oy Rastor Ab 18. Long C. and Vickers K. M. (1994), Using core Capabilities to create Competitive Advantage, Organizational Dynamicx. 19. Michael E. Porter. (1985), "Competitive Advantage: Creating and Sustaining Superior Performance" , Free Press, New York. 20. Mintzberg, H. (1979), "The Structure of Organization", Prentice-Hall. 21. Porper, M.E. (1980) , Competitive Strategy, New York: The Free Press. 22. Porper, M.E. (1985) , Competitive Strategy: Creating and Sustaining Sustaining Superior Performance. Free Press: New York. 23. Porter, M.E. (1990), The Competitive Advantage of Nations, New York: Free Press 24. Roach, I. and Sager, C. (2000), "Einnovation: Leadership, tasks, and tools" , Quality Congresses. ASQC annual Quality Congress Proceedings, Milwaukee 25. Rue & Holland. (1986), Strategic Management, "The Core Competence of the Corporation," Harvard Business Review. 26. Wehrich, H. Vol. 15, No. 2, (1982), The TOWS matrix-A tool for situational analysis. Long Range Planning. 27. Wernerfelt (1984) Resource Based theory 28. Wimmer, R.D. & Dominick, J.R. (1987). Mass Media Research: An Introduction. Second Edition. Belmont, CA: Wadsworth Publishing Company.