

# 先發優勢對經營績效之影響,兼論後發優勢之干擾效應 以台商在大陸為例

廖士凱、陳木榮

E-mail: 9314171@mail.dyu.edu.tw

## 摘要

本研究旨在探討台商在大陸的經營績效上,比較先發廠商與後發廠商何者較具有優勢。透過文獻回顧,我們提出先發優勢、後發優勢與經營績效三者相關之研究架構。研究的目的是在於探討:(1)先發優勢與經營績效之間的關係。(2)後發優勢對先發優勢與經營績效之間有何干擾效應。本研究以三個產業六家廠商為研究對象,依據其進入大陸的時間點,分為先發者與後進者兩兩成對做一個比較,深入探索台商赴大陸投資之先發者與後發者在經營績效上誰優誰劣。經由實際訪談結果發現:(1)先發優勢與經營績效間是呈現正向關係的。當先發者優勢越高的時候,先發者市場佔有率、利潤等經營績效越高。(2)我們也發現後發優勢確實對先發優勢與經營績效間產生干擾效應。因此當後發優勢高的時候,會使得先發優勢變低,先發者市場佔有率、利潤等經營績效越低。

關鍵詞:先發優勢;後發優勢;經營績效

## 目錄

封面內頁 簽名頁 授權書.....iii	中文摘要.....v	英文摘要.....vi	誌謝.....vii	目錄.....viii	圖目錄.....xi	表目錄.....xii	第一章 緒論.....1																																		
1.1 研究背景.....1	1.2 研究動機.....2	1.3 研究目的.....3	第二章 文獻探討.....4	2.1 先發者優勢機制之相關研究.....4	2.1.1 技術領先.....6	2.1.2 稀少資產的先佔.....7	2.1.3 品牌忠誠度.....9	2.1.4 區位.....11	2.1.5 網絡關係.....13	2.2 後發者優勢機制之相關研究.....16	2.2.1 搭便車效應.....17	2.2.2 技術與市場的明確化.....18	2.2.3 技術與顧客需求的改變.....19	2.2.4 既有廠商的惰性.....20	2.3 經營績效衡量之探討.....21	第三章 研究方法.....25	3.1 研究架構.....25	3.2 研究變數說明.....26	3.3 研究方法設計.....27	3.4 研究步驟與對象.....30	第四章 個案分析與命題推導.....33	4.1 自行車業個案.....33	4.1.1 自行車業先發者:美利達工業.....33	4.1.2 自行車業後發者:巨大機械.....38	4.1.3 美利達與巨大的優勢比較.....43	4.1.4 美利達與巨大的績效比較.....48	4.2 食品業個案.....49	4.2.1 食品業先發者頂新.....49	4.2.2 食品業後發者統一.....52	4.2.3 頂新與統一的優勢比較.....56	4.2.4 頂新與統一的績效比較.....60	4.3 輪胎業個案.....61	4.3.1 輪胎業先發者正新.....61	4.3.2 輪胎業後發者建大.....65	4.3.3 正新與建大的優勢比較.....68	4.3.4 正新與建大的績效比較.....73	4.4 命題推導.....74	第五章 結論與建議.....83	5.1 研究結論.....83	5.2 理論與實務涵義.....84	5.3 後續研究與建議.....86

## 參考文獻

- 一、中文部份 1.王啟任(1999),「核心競爭力類型與進入時機策略之配適對經營績效影響之研究 台灣資訊電子業進入中國大陸市場之實證」,中原大學企業管理學系未出版碩士論文。 2.陳國龍(1999),「先發優勢效果之研究 資源基礎觀點」,中原大學企業管理學系未出版碩士論文。 3.姚子龍(2003),「台商進入中國大陸市場時機與模式之研究-台商食品業為例」,中原大學企業管理學系未出版碩士論文。 4.程淑莞(1989),「產業特質、廠商條件與進入時機策略關係之研究」,國立政治大學企業管理研究所未出版碩士論文。 5.楊仁奇(1990),「先占廠商競爭優勢之策略分析」,國立台灣大學商學研究所未出版碩士論文。 6.沙愛琴(1997),「台灣高科技廠商時基競爭能力實證研究 以市場先驅優勢觀點」,銘傳大學企業管理研究所未出版碩士論文。 7.彭玉樹(2000),「台商對外投資時機之研究 以資訊電子、紡織和製鞋業為例」,國立政治大學企業管理學系未出版博士論文。 8.陳映晴(2001),「海外投資先發者優勢機制之研究 - 以台灣上市公司赴大陸投資為例」,國立東華大學國際企業研究所未出版碩士論文。 9.高坤勇(1990),「高集中度市場之進入策略 以飲料業為例」,國立台灣大學商學研究所未出版碩士論文。 10.廖文森(1995),「進入障礙、公司特質與進入策略、競爭策略關係之研究--以臺灣地區先進汽車電子零組件廠商為例」,國立政治大學企業管理學系未出版碩士論文。 11.鍾貴平(1992),「進入順序與競爭策略之研究 以人壽保險業為例」,國立台灣大學商學研究所未出版碩士論文。 12.吳泓緒(2002),「企業進入海外市場時機影響績效之研究-以台商對大陸直接投資為例」,政治大學國貿所未出版之碩士論文。 13.洪明洲(1995),「臺商投資大陸的先發後進策略之比較」,理論與政策。 14.林玉祥(1996),「台商赴大陸投資的先發與後進優勢之研究」,私立輔仁大學管理研究所未出版碩士論文。 二、英文部分 1.Abell, D. F. and Hammond, J. S. (1979), Strategic Market Planning, Prentice-Hall Inc., Englewood Cliffs, JK. 2.Agarwal, Sanjeev & Sridhar N. Ramaswami (1992), " Choice of Foreign Market Entry Mode:Impact of Ownership, Location and Internalization Factors ", Journal of International Business Studies, 23(1), pp. 1-27. 3.Arrow, k., (1962), Economic Welfare and the Allocation of Resources for Inventions, In The Rate and Direction of Inventive Activity, ed. R. Nelson, Princeton University Press. 4.Boulding, W.& Christen, M.(2000). Sustainable Pioneering Advantage? Profit Implications of the Entry Timing Decision. Working Papers, INSEAD. 5.Calantone RJ, Zhao YS.(2000). Joint ventures in China: a comparative study of Japanese, Korean, and U.S. partners. Journal of International Marketing 9(1): 1-23. 6.Carpenter, G. S. and K. Nakamoto

(1989). "Consumer Preference Formation and Pioneering Advantage." *Journal of Marketing Research*, Vol.26, pp.285-298. 7. Castro, J. and J. Chrisman (1995). "Order of Market Entry, Competitive Strategy, and Financial Performance." *Journal of Business Research*, Vol.33, pp.165-177. 8. Chen, H. & Chen, T. (1998). Network Linkage and Location Choice in Foreign Direct Investment. *Journal of International Business Studies*, 29(3), 445-467. 9. Cohen and Levinthal (1990). "Absorptive capacity: A new perspective on learning and innovation." *Administrative Science Quarterly*, Vol. 35, pp.128-152. 10. D.J. Teece (1980), "Economies of Scope and the Scope of the Enterprise," *Journal of Economic Behavior and Organization*, 3, 223-247. 11. Dunning, J. H. (1998), Location and the Multinational Enterprise: A Neglected Factor?, *Journal of International Business Studies*, Vol. 29, pp.45-66. 12. Gilbert, R. J. and D. M. G. Newbery (1982), "Preemptive patenting and the persistence of monopoly" *American Economic Review*, 71, June, pp. 514-526. 13. Hamel, G. and Prahalad, C. K. (1994) "Competing for the Future", Boston: Harvard Business School Press. 14. Hannan, Michael. T. & John Freeman (1989), *Organizational Ecology*, Cambridge, Massachusetts: Harvard University Press. 15. Johanson, J. & Mattsson, L. (1988). Internationalization in Industry System: A Network Approach. In N. Hood and Jan-Erik Vahlne, (Eds), *Strategies in Global Competition*. London, UK: Routledge. 16. Karakaya, F. and M. J. Stahl (1989) "Barriers to entry and market entry decisions in consumer and industrial goods markets", *Journal of Marketing*, Vol. 53, Iss. 2, pp.80-91. 17. Kerin, R. A., P. R. Varadarajan and R.A. Peterson (1992). "First Mover Advantage: A Synthesis, Conceptual Framework, and Research Proposition." *Journal of Marketing*, Vol.56, pp.33-52. 18. Lambkin, M. (1988). "Order of Entry and Performance in New Markets." *Strategic Management Journal*, Vol.9, pp.127-140. 19. Lieberman, M. B. & Montgomery, D. B. (1988). First-Mover Advantages. *Strategic Management Journal*, 9(Special Issue), 41-58. 20. Lieberman, M. B. & Montgomery, D. B. (1998). First-mover (Dis) Advantages: Retrospective and Link with the Resource-based View. *Strategic Management Journal*, 19(12), 1111-1125. 21. Lilien, G.L. and E. Yoon (1990). "The Timing of Competitive Market Entry: An Exploratory Study of New Industrial Products." *Management Science*, Vol.36, pp.568-585. 22. Luo, Y. (1998). Timing of Investment and International Expansion Performance in China. *Journal of International Business Studies*, 29(12), 391-407. 23. Luo, Y and M. W. Peng (1999). "Learning to Compete in a Transition Economy: Experience, Environment, and Performance." *Journal of International Business Studies*, Vol. 30, pp.269-296. 24. Luo Y. (2002). Product diversification in international joint ventures: performance implications in an emerging market. *Strategic Management Journal* 23: 1-20. 25. Luo Y (2002). Stimulating exchange in international joint ventures: an attachment-based view. *Journal of International Business Studies* 33(1): 169-181. 26. Mahoney, J.T & J.R. Pandian (1992), "The resource-based view within the conversation of strategic management", *Strategic Management Journal*, 13, pp. 363-380. 27. Nakata C. and K. Sivakumar (1997). "Emerging Market Condition and Their Impact on First Mover Advantages." *Journal of Marketing Review*, Vol.14, 28. Pan, Y., S. Li, & Tse, D. K. (1999). The Impact of Order and Mode of Market Entry on Profitability and Market Share. *Journal of International Business Studies*, 30(1), 81-104. 29. Porter (1976), *Interbrand Choice, Strategy and Bilateral Market Power*, Harvard University Press, Cambridge, MA. 30. Prescott, E. C. and M. Visscher (1977), "Sequential Location Among Firms with Foresight," *Bell Journal of Economics* 8, 387-393. 31. Raymond H. Vernon (1966), "International Investment and International Trade in the Product Cycle," *Quarterly Journal of Economics*, 80, pp.190-207. 32. Robinson, W. T. (1988). Sources of Market Pioneer Advantage: The Case of Industrial Goods Industries. *Journal of Marketing Research*, 25(1), 87-94. 33. Robinson, W. T. & Fornell, C. (1985). The Sources of Market Pioneer Advantages in the Consumer Goods Industries. *Journal of Marketing Research*, 22(3), 297-304. 34. Robinson, W. T., Fornell, C. & Sullivan, M. W. (1992). Are Market Pioneers Intrinsically Stronger than Later Entrants? *Strategic Management Journal*, 13 (8), 609-624. 35. Schmalensee (1982), R. "Product Differentiation Advantages of Pioneering Brands", *American Economic Review*, 72, June, pp. 349-365. 36. Schnaars, S. P. (1986). "When Entering Growth Markets, Are Pioneers Better than Poachers?" *Business Horizons*, Vol.29, pp.27-36. 37. Shankar, V., G. S. Carpenter, and L. Krishnamurthi (1998). "Late Mover Advantage: How innovative Entry Outsell Pioneers." *Journal of Marketing Research*, Vol.35, pp.54-70. 38. Teece, David J. (1986), "Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy", *Research Policy*, Vol.15, P. 285-305. 39. Tellis, G. & P. N. Golder (1996). "First to Market, First to Fail? Real Causes of Enduring Market Leadership." *Sloan Management Review*, Winter Issue, pp.65-75. 40. Urban, et al, (1986) "Market Share Rewards to Pioneering Brands: An Empirical Analysis and Strategic Implication", *Management Science*, 32 (June), pp.645-659. 41. Vorhies DW, Harker M. (2000). The capabilities and performance advantages of market-driven firms: an empirical investigation. *Australian Journal of Management* 25(2): 145-171. 42. Venkatraman, N, & V. Ramanujam. (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review*, 11: 901-914. 43. Wenerfelt, B., Karnani, A. (1987), *Competitive Strategy Under Uncertainty*, *Strategic Management Journal*, 8, (March-April), pp.187-194. 44. Yin, R.K. (1984), *Case study research: design and methods*. Beverly Hills, CA: Sage Publications. 45. Yu, Chwo-Ming J. & Kiyohiko Ito (1988), "Oligopolistic Reaction and Foreign Direct Investment: The Case of the U.S. Tire and Textiles Industries," *Journal of International Business Studies*, 19 (4), pp. 449-460. 46. Zhao H, Luo Y. (2002). Product diversification, ownership structure, and subsidiary performance in China's dynamic market. *Management International Review* 42: 27-48.