

台灣自行車廠商在中國之產銷策略研究 以領導廠商之子公司為例

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摘要

台灣自行車產業第一波赴大陸投資的原因主要著眼於土地、勞力的成本低廉，台灣自行車兩大領導廠商巨大、美利達在90年的初期累積豐富的生產技術及國際市場的行銷經驗，前後以中國大陸做為海外投資(FDI)的第一步，從此兩家自行車大廠開始在中國大陸展開一場產銷競賽，經過十年的耕耘成績，捷安特的最高產能已達260萬台，內銷台數也高達110萬台，美利達的最高生產台數也已將近100萬台，內銷台數也已達30萬台，本研究有完整的將兩大成車廠的成功重點完整的記錄下來。本研究以台商大陸子公司為觀察研究對象，研究發現大陸自行車內銷市場的產品價格兩極化，高單價自成一體，低單價也自成一體，台商為維護第一品牌形象，在低單價的群體市場。4. 自行車產業台商強調製造能力，會著重垂直整合、強化內製力、降低生產成本，反之則會採取水平分工委外代工取得低成本產品。5. 藉由競爭者分析設定產品在不同的策略群組，產銷策略會有不同，高檔群組高價位注重品牌形象及外型設計，低檔群組強調價格。6. 自行車台商愈主動培養陸資廠供應商，或提高生產量，可取得低成本零件有能力進入低價位區隔。7. 採經銷商通路容易擴大銷售業績可消化產能，採直營分公司通路則可降低壞帳的產生。場另創第二品牌來區隔產品線，以第二品牌來維護第一品牌。另外發現的子公司的負責人與母公司的主導決策者的互信關係，會影響子公司的策略角色進而影響子公司的規模及決策自主權。本研究採個案研究方法，首先確立論文架構，再以台灣兩大自行車廠商在中國大陸的子公司為研究訪談對象，將訪談結果與理論相結合，並提出合理命題。本文研究結果發現：1. 自行車產業台商在大陸子公司的產銷規模大小，與子公司策略角色的地位高低成正比。2. 自行車產業台商因為本身的條件、設廠考量、製造能力及行銷能力，各自發展不同的產銷策略。3. 自行車產業台商為維護主品牌的市場定位而推出副品牌策

關鍵詞：自行車產業，大陸台商，子公司策略角色，資源能力，產業環境，製造策略，行銷策略。

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