

The Study on Taiwan Bicycle Assembly Companies ' Production and Marketing Strategies in China: the Case of Dominant Firms

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ABSTRACT

The reason for Taiwan bicycle industry to invest in china focus on land and cheap labor , the leading company Giant and Merida use their production capability and marketing experience in international market to foreign direct investment in China in 90 ' s. These two company now start the product and marketing competition in China , after ten years hard working , the highest product capability of Giant is 260 ten thousand , import is 110 ten thousand , the highest product capability is above 100 ten thousand , import is 30 ten thousand . the study write down the key successful factors of two company completely. The research sample focus on Taiwan subsidiary in China , in the study we find China Bicycle import market price having high differences , high price level is the group and low price level is another. Taiwan company in order to protect the first brand image, they create the second brand to segment the product line in low price group market to protect the first brand. Otherwise, we found the leader of subsidiary and the leader of mother company having mutual trust relationship , that will not only affect subsidiary ' s strategic role , but subsidiary size and decision autonomy. The research adopt case study , the research sample focus on Taiwan bicycle industry subsidiary on China , the proposition are as follows : 1. The production and marketing size of China subsidiary of Taiwan bicycle industry is direct proportion with company ' s strategic role position. 2. Taiwan company of bicycle industry they will concern their viiicapability , set plant question , product capability and marketing capability to develop the different strategy. 3. Taiwan company of bicycle industry will having the vice-brand strategy to protect the mail brand market position. 4. Taiwan company of bicycle industry emphasize the product capability and focus on vertical integration , strong the internal production capability to low the production cost. The opposite adopt horizon outsourcing to get the low price production. 5. By analysis the competitor setting their product in different strategic group, production and marketing strategy will be different , high price group focus on brand image and outlook design , low level group emphasize the price. 6. Taiwan company of bicycle industry develop the China ownership supplier more aggressive or increase the production capacity to get lower cost parts to enter the low price segmentation. 7. By adopting dealer distribution channel will easy to enlarge the performance to digest the production capability , by adopting the direct ownership company can avoid the bad debt.

Keywords : bicycle industry, Taiwan company in China, Subsidiary Strategic Role, Resource Capability, Industry Environment, Production Strategy, Marketing Strategy

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