

A Study on The Factors That Affect The Technological Capabilities Upgrading of Subsidiaries - The Case of Taiwanese Firms

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ABSTRACT

This research resource-based theory and international business development plan, probes into the subsidiary initiative and the corresponding subsidiary strategic role of Taiwanese firms have incorporated to strengthen their value added and responsibility in view of the swiftly changing operating environment in China. Parent-corporations commitment to supplying resources, duplicating organizational capabilities, utilizing the local resources to gain competitive advantage and management performance by upgrading technology capability. Through case study, a focus interview method with executives of Taiwanese firms in China indicated that resources allocated from parent-corporations to subsidiaries, subsidiary initiative, subsidiary strategic role and availability of the local resources all play a crucial role to the technological capabilities upgrading of subsidiaries. Subsidiaries operating overseas shall, with the promise of infrastructure elements which turn into resources allocation planning, identify and fill in the resource gaps. The subsidiaries shall also utilize the resources available from which the subsidiaries operate or through the local supply chain network in the event of unavailability of the required strategic resources internally. By this, subsidiaries can encourage autonomy and innovative behavior of managers who will gain control over the supply chain network. Most of Taiwanese firms are small or medium enterprises. The operation of these firms in China is commonly found as their only overseas agents. Enlarging the line of business, market, and functional activities, independency play the key role in the technological capabilities upgrading of subsidiaries. Once up to certain stage, a network economy manifests itself formed by parent-corporations and subsidiaries. This network covers scale economy, resource leverage, world-wide learning, knowledge transfer, innovative behavior, which can strengthen the corporate performance.

Keywords : Resource-Based Theory, Subsidiary Initiative, Subsidiary Strategic Role, Technology Capability, Taiwanese Firms in China.

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