

供應商管理機制之影響因素研究

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摘要

製造業是一國經濟競爭力的基礎，台灣的企業規模雖小，但在國際市場上卻仍有一定的競爭力，一個很重要的原因，就是在台灣企業間綿密的網絡關係。企業專注於最具競爭優勢的價值活動，以達規模經濟並獲取專業分工的利益，中心廠透過良好的產業關係網絡降低交易成本。因此中心廠對於供應商的管理機制，影響中心廠與供應商整體中衛體系之競爭力。實務上，幾乎所有的企業所擁有的內部資源並非取之不盡，用之不竭，組織如何運用與他人合作所產生的關係來促進組織績效，已經成為一值得重視的議題。本研究嘗試以組織間之資源依賴關係、組織間之技術關係型態，選定從事製造活動之中心廠為個案分析對象，試圖探討中心廠與供應商間之互動關係可分為幾種類型，中心廠與不同類型之供應商合作策略為何，中心廠與供應商間社會資本的累積是否使組織間的合作更緊密。經個案分析後，本研究以中心廠對供應商資源依賴程度及技術關係型態之交互作用，歸納出供應商關係類型分別為高依賴互補型、共生互補型、低依賴互補型、高依賴替代型以及低依賴替代型等。而傳統觀點下中心廠與供應商為敵對與相互競爭的關係，經社會資本的干擾效果，使中心廠與供應商變成JIT觀點下之互賴與共存的關係。

關鍵詞：資源依賴、資源互賴、技術關係型態、供應商類型、社會資本。

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