

奇美電子與友達光電策略創業之比較

洪志璋、劉子歆

E-mail: 9500910@mail.dyu.edu.tw

摘要

中文摘要 瞭解廠商如何在創業與成長的過程中，透過網絡建立競爭優勢與創造價值已同時成為策略管理與創業管理之重要議題。過去的相關研究普遍視網絡為取得互補性資源的一種重要途徑，並藉此強化廠商的競爭優勢。本論文透過比較個案研究的方式探討台灣TFT-LCD產業中最具有競爭優勢的二家廠商友達光電與奇美電子，揭露網絡除了對於廠商在取得互補性資源有重要助益外，網絡亦可有效地降低各種可能的不確定性，進而有助於廠商的價值創造。另一方面，本研究發現網絡的利用應隨著市場的需求而準確地做調整。例如：友達於2001年所建立之水平網絡滿足市場對不同尺寸TFT-LCD之需求，其表現優於奇美在2000年忽視市場對中小尺寸TFT-LCD之需求所建立的垂直網絡。最後，本論文提出相關之重要理論與管理實務意涵。

關鍵詞：策略創業；不確定性；網絡；友達光電；奇美電子

目錄

第一章 導論	1
第一節 研究背景與動機	1
第二節 研究流程	4
第三節 論文結構	6
第二章 理論背景	7
第一節 策略創業	8
第二節 不確定性	14
第三節 網絡	17
第三章 研究方法	22
第一節 研究對象	22
第二節 個案研究方法	22
第三節 資料來源與彙整	23
第四節 資料分析方法	27
第五節 信度與效度分析	29
第四章 個案分析	31
第一節 友達光電	31
第二節 奇美電子	43
第三節 比較個案分析	53
第五章 結論與建議	64
第一節 研究結論	64
第二節 研究貢獻與建議	65
參考文獻	67
附錄	80
附錄一 國內大型TFT-LCD廠商相關資料表	80
附錄二 各研究機構對液晶電視需求之預估	81
附錄三 TFT面板上中下游產業關聯性	82
附錄四 友達創業發展過程之年表	83
附錄五 奇美創業發展過程之年表	88
附錄六 訪談記錄（一）	92
訪談記錄（二）	99
訪談記錄（三）	113
訪談記錄（四）	116
訪談記錄（五）	131
圖目錄	
圖1-1 五家面板廠商營業額之比較	2
圖1-2 2004年面板廠商市場占有率	3
圖1-3 研究流程圖	5
圖2-1 理論架構圖	7
表目錄	
表2-1 創業精神之定義	13
表3-1 受訪者目錄	24
表3-2 個案研究資料庫目錄	25
表3-2 個案研究資料庫目錄（續）	26
表3-3 本論文之證據鏈	27
表3-4 研究設計的檢測準則	29
表4-1 面板五虎產品廣度之比較	34
表4-2 數位電視開播時間表	47
表4-3 友達與奇美網絡策略行動過程之比較	54
表4-3 友達與奇美網絡策略行動過程之比較（續）	55
表4-3 友達與奇美網絡策略行動過程之比較（續）	56
表4-3 友達與奇美網絡策略行動過程之比較（續）	57
表4-4 友達與奇美在不確定下網絡策略利用之異同	58

參考文獻

- 參考文獻 一、中文部份
1. 劉子歆，2004，策略創業與價值創造：一個比較性個案研究，國立清華大學工業工程與工業管理研究所博士論文。
 2. 江煒琦、林宏文，2005年5月，一兆元戰爭，今週刊。
 3. 奇美新聞保存處，2003年10月，奇美電子宣佈新投資計畫：將投入90億美元興建3座次世代面板廠。
 4. 奇美新聞保存處，2003年8月，全球最大五代廠--奇美電子南科三廠 順利進入量產。
 5. 奇美新聞保存處，2004年7月，奇美電子宣佈與康寧公司簽訂長期採購合約。
 6. 熊毅晰，91年07月第19期，許庭禎、吳炳昇、林榮俊、橋本孝久：奇美「F4」，進軍TFT-LCD賽局，e天下雜誌。
 7. 張殿文，2003年9月1日第282期，鐵血紀律：友達光電大小通吃，天下雜誌。
 8. 莊素玉，2000年3月，許文龍與奇美實業的利潤池管理，頁30-32。
 9. 財訊編輯，2005年5月，台灣面板產業版圖，財訊出版社。
 10. 蔡耀駿，92年05月第29期，PDP、LCD-TV爭奪市場主流：日、韓、台廠商「西瓜」餵哪邊，e天下雜誌。
 11. 蔡耀駿，92年10月第34期，中日合作三部曲：技轉 合作開發技術 併購，e天下雜誌。
 12. 友達新聞保存處，2003年5月，友達光電與Universal Display Corporation合作展示全球第一片運用磷光發光技術之非晶矽主動式全彩OLED。
 13. 友達新聞保存處，2003年8月，友達光電宣佈中科六代廠，投資金額達800億。
 14. 友達新聞保存處，2002年12月，友達光電耶誕前夕報佳音，成功點亮五代廠第一片面板。
 15. 友達新聞保存處，2004年9月，明基、友達捐贈「明達館」，挹注台大長期培養科技人才。
 16. 楊雲高，2003年10月第69期，友達光電爭霸世界第一：友達光電雄心勃勃，夢想第一，數位時代。
 17. 王志仁、盧諭緯，2001年5月，友達光電董事長李焜耀：3年內成為LCD業的第一名，數位時代。
 18. 王素蓮，1999年8月，TFT-LCD生產廠商的驚嘆故事---達碁，3歲耀眼21世紀，數位時代。
- 二、英文部分
1. Aldrich, H. and Zimmer, C. 1986. Entrepreneurship through social network. In Sexton, D. L. and Smilor, R. W. (Eds.), *The Art and Science of Entrepreneurship*, 3-23.
 2. Aldrich, H., Rosen, B., and Woodward, W. 1987. The impact of social networks on business founding and profit: A longitudinal study. In: Churchill, N. S., et al. (Eds.), *Frontiers of Entrepreneurship Research*, 154-168.
 3. Alvarez, S. A. and Barney, J. B. 2002. Resource-based theory and the entrepreneurial firm. In Hitt, M. A., Ireland, R. D., Camp, S. M. and Sexton, D. L. (Eds.), *Strategic Entrepreneurship: Creating a New Mindset*. Oxford: Blackwell Publishers, 89-105.
 4. Alvarez, S. A. and Busenitz, L. W. 2001. The entrepreneurship of resource-based theory. *Journal*

of Management, 27: 755-775. 5. Ansoff, H. I. 1965. Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion. Hightstown, McGraw-Hill Inc. 6. Balabanis, G. I. and Katsikea, E. S. 2003. Being an entrepreneurial exporter: Does it pay? *International Business Review*, 12: 233-252. 7. Barney, J. B. 1991. Firm resources and sustained competitive advantage. *Journal of Management*, 17(1): 99-120. 8. Baumol, W. 1993. Formal entrepreneurship theory in economics: Existence and bounds. *Journal of Business Venture*, 8: 197-210. 9. Birley, S. 1985. The role of networks in the entrepreneurial process. *Journal of Business Venturing*, 1: 107-117. 10. Brockhaus, R. H. 1982. The psychology of the entrepreneur. In Kent, C. A., Sexton, D. L. and Vesper, K. H. (Eds.), *Encyclopedia of Entrepreneurship*. Englewood Cliffs, NJ: Prentice Hall, 39-71. 11. Brown, J. W. and Utterback, J. M. 1985. Uncertainty and technical communication pattern. *Management Science*, 31(3): 301-311. 12. Brown, S. L. and Eisenhardt, K. M. 2000. Patching: Restitching business portfolios in dynamic markets. *The McKinsey Quarterly*, 137-146. 13. Brown, T. E., Davidson, P. and Wiklund, J. 2001. An operationalization of Stevenson ' s conceptualization of entrepreneurship as opportunity-based firm behavior. *Strategic Management Journal*, 22(10): 953-968. 14. Buzzell, R. and Gale, B. 1987. *The PIMS principles*. New York: The Free Press. 15. Carroll, G. and Mosakowski, E. 1987. The career dynamics of self-employment. *Administrative Science Quarterly*, 32: 570-589. 16. Chandler, A. D. 1962. *Strategy and Structures: Chapters in the History of the Industrial Enterprise*. Cambridge, MA: MIT Press. 17. Charan, R. 1991. How networks reshape organizations-for results. *Harvard Business Review*, 5: 104-115. 18. Conrath, D. W. 1967. Organizational decision making behavior under varying conditions of uncertainty. *Management Science*, 13: 487-500. 19. Covin, J. G. and Covin, T. J. 1990. Competitive aggressiveness, environmental context, and small firm performance. *Entrepreneurship Theory and Practice*, 14(4): 35-50. 20. Covin, J. G. and Slevin, D. P. 1989. Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10: 75-87. 21. Covin, J. G. and Slevin, D. P. 1991. A conceptual model of entrepreneurship as firm behavior. *Entrepreneurship Theory and Practice*, 16: 7-25. 22. Cromie, S., Birley, S. and Callaghan, L. 1992. *Networking by Business Support Agencies in Northern Ireland*. London: Imperial College. 23. Dean, C.C., Thibodeaux, M.S., Beyerlein, M., Ebrahimi, B. and Molina, D. 1993. Corporate entrepreneurship and competitive aggressiveness: A comparison of U.S. firms operating in Eastern Europe or the Commonwealth of Independent State with U.S. firms in other high-risk environments. In: Prasard, S. B. (Ed.), *Advances in International and Comparative Management*. Greenwich: JAI Press, 31-54. 24. DeSarbo, W. S., Di Benedetto, C. A., Song, M. and Sinha, I. 2005. Revisiting the Miles and Snow strategic framework: Uncovering interrelationships between strategic types, capabilities, environmental uncertainty, and firm performance. *Strategic Management Journal*, 26: 47-74. 25. Dess, G. G., Lumpkin, G. T. and Covin, J. G. 1997. Entrepreneurial strategy making and firm performance: Tests of contingency and configurational models. *Strategic Management Journal*, 18: 677-695. 26. Downey, H. K. and Slocum, J. W. 1975. Uncertainty: Measures research and sources of variation. *Administrative Science Quarterly*, 18: 562-577. 27. Drucker, P. F. 1985. *Innovation and Entrepreneurship*. New York: Harper and Row. 28. Dubini, P. and Aldrich, H. 1991. Personal and extended networks are central to the entrepreneurial process. *Journal of Business Venture*, 6: 305-313. 29. Duncan, R. B. 1972. Characteristics of organizational environments and perceived environmental uncertainty. *Administrative Science Quarterly*, 17: 313-327. 30. Ebers, M. 1997. *The Formation of Inter-Organizational Networks*. New York: Oxford University Press, 3-40. 31. Eisenhardt, K. M. 1989. Building theories from case study research. *Academy of Management Review*, 14(4): 532-550. 32. Gartner, W. B. 1990. What are we talking about when we talk about entrepreneurship? *Journal of Business Venture*, 5(1): 15-29. 33. Gifford, W. E., Bobbitt, H. R. and Slocum, J. W. 1979. Message characteristics and perceptions of uncertainty by organizational decision makers. *Academy of Management Journal*, 22: 458-481. 34. Hara, G. and Kanai, T. 1994. Entrepreneurial networks across oceans to promote international strategic alliances for small business. *Journal of Business Venturing*, 9: 489-507. 35. Hart, S. 1992. An integrative framework for strategy-making process. *Academy of Management Review*, 17: 327-351. 36. Hickson, D. J., Hinings, C. R., Lee, C. A., Schneck, R. E. and Pennings, J. M. 1971. A strategic contingencies ' theory of intraorganizational power. *Administrative Science Quarterly*, 16: 216-229. 37. Hitt, M. A. and Ireland, R. D. 2000. The intersection of entrepreneurship and strategic management research. In Sexton, D. L. and Landstrom, H. (Eds.), *Handbook of Entrepreneurship*. Oxford: Blackwell Publishers, 45-63. 38. Hitt, M. A., Ireland, R. D., Camp, S. M. and Sexton, D. L. 2001. Guest editors ' introduction to the special issue strategic entrepreneurship: Entrepreneurial strategies for wealth creation. *Strategic Management Journal*, 22: 479-491. 39. Hoang, H. and Antoncic, B. 2003. Network-based research in entrepreneurship: A critical review. *Journal of Business Venture*, 18(2): 165-187. 40. Ireland, R. D., Hitt, M. A. and Sirmon, D. G. 2003. A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Business Venture*, 29(6): 963-989. 41. Jarillo, J. C. 1988. On strategic networks. *Strategic Management Journal*, 1: 31-41. 42. Johannisson, B. 1986. Network strategies: Management, technology, and change. *International Small Business Journal*, 5(1): 19-30. 43. Johannisson, B. 1990. Economics of overview-guiding the external growth of small firms. *International Small Business Journal*, 9(1): 32-44. 44. Johannisson, B., Alexanderson, O., Nowicki, K. and Senneseth, K. 1994. Beyond anarchy and organization: Entrepreneurs in contextual networks. *Entrepreneurship and Regional Development*, 6: 329-356. 45. Johanson, J. and Mattson, L. 1987. Interorganizational relations in industrial system: A network approach compared with the transaction-cost approach. *International Studies of Management and Organization*, 17: 34-48. 46. Karagozoglu, N. and Brown, W. B. 1988. Adaptive responses by conservative and entrepreneurial firms. *Journal of Product Innovation Management*, 5: 269-281. 47. Khilstrom, R. and Laffont, J. 1979. A general equilibrium entrepreneurial theory of firm formation abased on risk aversion. *Journal of Political Economy*, 87(4): 719-748. 48. Kirzner, I. 1973. *Competition and Entrepreneurship*. Chicago. IL: University of Chicago Press. 49. Kirzner, I. 1997. Entrepreneurial discovery and the competitive market process: An Austrian approach. *The Journal of Economic Literature*, 35: 60-85. 50. Knight, F. 1921. *Risk, Uncertainty, and Profit*. New York: Augustus Kelly. 51. Knight, G. 2000. Entrepreneurship and marketing strategy: The SME under globalization. *Journal of International Marketing*, 8(2): 12-32. 52. Koberg, C. S. 1987. Resource scarcity, environmental uncertainty, and adaptive organizational

behavior. *Academy of Management Journal*, 4: 789-807. 53. Kraatz, M. S. 1998. Learning by association? International networks and adaptation to environment change. *Academy of Management Journal*, 41(6): 621-623. 54. Lawless, M. W. and Finch, G. G. 1989. Choice and determinism: A test of hrebiniak and Joyce ' s framework on strategy-environment fit. *Strategic Management Journal*, 10: 351-365. 55. Lawrence, P. R. and Lorsch, J. W. 1967. *Organization and Environment*. Boston: Harvard University. 56. Lumpkin, G. T. and Dess, G. G. 1996. Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21(1): 135-172. 57. McCline, R. L., Bhat, S. and Baj, P. 2000. Opportunity recognition: An exploratory investigation of a component of the entrepreneurial process in the context of the health care industry. *Entrepreneurship Theory and Practice*, 25(2): 81-94. 58. McEvily, B. and Zaheer, A. 1999. Bridging ties: A source of firm heterogeneity in competitive capabilities. *Strategic Management Journal*, 20(12): 1133-1156. 59. Miles, R. E. and Snow, C. C. 1978. *Organizational Strategy, Structure and Process*. New York: McGraw-Hill. 60. Miles, R. E. and Snow, C. C. 1992. Cause of failure in network organizations. *California Management Review*, 29: 62-73. 61. Miller, D. 1983. The correlates of entrepreneurship in three types of firms. *Management Science*, 29(7): 770-791. 62. Miller, D. and Friesen, P. 1982. Innovation in conservative and entrepreneurial firms: Two models of strategic momentum. *Strategic Management Journal*, 3: 1-25. 63. Miller, D. and Friesen, P. 1983. Strategy-making and environment: The third link. *Strategic Management Journal*, 4: 221-235. 64. Miller, K. D. 1992. A framework for integrated risk management in international business. *Journal of International Business Studies*, 23: 311-31. 65. Miller, K. D. 1993. Industry and country effects on managers ' perceptions of environmental uncertainties. *Journal of International Business Studies*, 24(4): 693-714. 66. Milliken, F. J. 1987. Three types of perceived uncertainty about the environment. *Academy of Management Review*, 1: 133-143. 67. Mueller, R. K. 1986. *Corporate Networking: Building Channels for Information and Influence*. New York: Free Press. 68. Nahapiet, J. and Ghoshal, S. 1998. Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review*, 23: 242-266. 69. Naman, J. L. and Slevin, D. P. 1993. Entrepreneurship and the concept of fit: A model and empirical test. *Strategic Management Journal*, 14:137-153. 70. Nelson, R. E. 1989. The strength of strong ties: Social networks and Inter-group conflict in organizations. *Academy of Management Journal*, 32(2): 377-401. 71. Oliver, C. 1990. Determinants of interorganizational relation: Integration and future direction. *Academy of Management Review*, 2(April): 241-65. 72. Oliver, C. 1997. Sustaining competitive advantage: Combining institutional and resource-based views. *Strategic Management Journal*, 18(9): 697-713. 73. Ostgaard, T. A. and Birley, S. 1994. Personal networks and firm competitive strategy-a strategic or coincidental match? *Journal of Business Venturing*, 9: 281-305. 74. Pennings, J. M. 1981. Strategically interdependent organizational. In Nystrom, P. C. and Starbuck, W. H. (Eds.), *Handbook of Organizational Design*. New York: Oxford University Press, 1: 433-455. 75. Pennings, J. M. and Tripathi, R. C. 1978. The organization-environment relationship: Dimensional versus typological viewpoints. In Karpik, L. (Ed.), *Organization and Environment*. Beverly Hills, CA: Sage, 171-195. 76. Pfeffer, J. and Salancik, G. R. 1976. The effect of uncertainty on the use of social influence in organizational decision making. *Administrative Science Quarterly*, 21(2): 227. 77. Porter, M. E. 1980. *Competitive Strategy*. New York: Free Press. 78. Porter, M. E. 1985. *Competitive Advantage*. New York: Free Press. 79. Powell, W. W. 1990. Neither hierarchy nor market: Network forms of organization. In Shaw, B. W. and Cummings, L. L. (Eds.), *Research in Organizational Behavior*, 12: 295-336. 80. Provan K. G. 1983. The federation as an interorganizational linkage network. *Academy of Management Review*, 1: 1-33. 81. Ramachandran, K. and Ramnarayan, S. 1993. Entrepreneurial orientation and networking: Some Indian evidence. *Journal of Business Venturing*, 8: 513-524. 82. Rumlet, R. P., Schendel, D. and Teece, D. 1994. In *Fundamental Issues in Strategy*. In Rumlet, R. P., Schendel, D. and Teece, D. (Eds.), Cambridge, MA: Harvard Business School Press, 9-47. 83. Schmidt, S. M. and Chummings, L. L. 1976. Organizational environment, differentiation and perceived environmental uncertainty. *Decision Science*, 7: 447-467. 84. Schollhammer, H. 1982. Internal corporate entrepreneurship. In Kent, C. A., Sexton, D. L. and Vesper K. H. (Eds.), *Encyclopedia of Entrepreneurship*. Englewood Cliffs, NJ: Prentice Hall. 85. Schumpeter, J. A. 1934. *The Theory of Economic Development*. Cambridge: Harvard University Press. 86. Schumpeter, J. A. 1942. *Capitalism, Socialism and Democracy*. New York: Harper. 87. Shane, S. and Venkataraman, S. 2000. The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25(1): 217-226. 88. Shubik, M. 1983. Political risk: Analysis, process, and purpose. In Richard, J. H. (Ed.), *Management International Risk*. New York: Cambridge University Press, 109-38. 89. Stevenson, H. H. and Jarillo, J. C. 1990. A paradigm of entrepreneurship management. *Strategic Management Journal*, 11(1): 17-27. 90. Sull, D. N. 2004. Disciplined entrepreneurship. *MIT Sloan Management Review*, 46(1): 71-77. 91. Taylor, R. N. 1984. *Behavioral Decision Making*. Glenview, IL: Scott, Foresman. 92. Thompson, J. D. 1967. *Organizations in Action*. New York: McGraw-Hill. 93. Ting, W. 1988. *Multinational Risk Assessment and Management*. Westport, Conn.: Greenwood Press. 94. Uzzi, B. 1997. Social structure and competition in interfirm networks: The paradox of embeddedness. *Administrative Science Quarterly*, 1: 35-67. 95. Venkataraman, S. 1997. The distinctive domain of entrepreneurship research. In: Katz, J. A. (Ed.), *Advances in Entrepreneurship Research: Firm Emergence and Growth*. Greenwich, CT: JAI Press, 119-138. 96. Westphal, J. D., Gulati, R. and Shortell, S. 1997. Customization or conformity? An institutional and network perspective on the content and consequence of TQM adoption. *Administrative Science Quarterly*, 42: 366-394. 97. Wilson, H. and Appiah-Kubi, K. 2002. Resource leveraging via networks by high-technology entrepreneurial firms. *Journal of High Technology Management Research*, 13: 45-62. 98. Yin, R. K. 1994. *Case Study Research: Design and Methods*, 2nd edition. London: Sage. 99. Zahra, S. A. and Dess, G. 2001. Defining entrepreneurship as a scholarly field. *Academy of Management Review*, 14(3): 361-384.