

A Comparative Case Study of Strategic Entrepreneurship of CMO and AUO

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ABSTRACT

ABSTRACT Understanding value creation and competitive advantage through networks is an important issue for both entrepreneurial management and strategic management. Prior research often consider network a crucial channel of complementary resource for value creation and reinforcement of competitive advantage. Drawing on a comparative case study of CMO and AUO, this paper explores the exploitation of complementary resources through networks can decrease uncertainties and create value. On the other hand, this case study shows that the utilization of networks should be accurately adjusted to market demand. For instance, AUO used the horizontal network to meet market demands of different size of TFT-LCD in 2001, which outperforms the vertical network of CMO ignored market demands of small and medium sizes of TFT-LCD in 2000. Implications for research and practices are described.

Keywords : Strategic Entrepreneurship ; Uncertainty ; Network ; AUO ; CMO

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