

# The Effectiveness of Entry Strategy and Networking Ties on Enterprise Competitiveness of Taiwanese Manufacturing in Viet

潘道生、封德台

E-mail: 9707345@mail.dyu.edu.tw

## ABSTRACT

本研究問題主要是探討越南製造業台商網絡關係與企業競爭力之間的影響與關係，以及進入策略與網絡關係對企業競爭力之間的影響與關係，藉由文獻之引用以及邏輯上的推理，將進一步研究這三者之間的關係。本研究是透過郵寄問卷，填答對象多數為製造業的高階主管，為求增加回收率，因此發放1000份，實際回收了256份，回收率達25.6%。研究結果顯示網絡關係與企業競爭力是有正向且顯著的影響，而網絡關係之民間借貸機構與企業競爭力彼此之間的關係是微弱的；而採用不同的進入策略對不同的網絡關係與企業競爭力具有部分的干擾效果。

Keywords : network relationship ; entry strategies ; corporate competitiveness

## Table of Contents

中文摘要	iii	英文摘要	iii
iv 誌謝辭		v 內容目錄	
vi 表目錄		viii 圖目錄	
ix 第一章 緒論	1	第一節 研究背景與動機	1
1 第二節 研究目的	3	第三節 研究範圍	3
3 第四節 研究流程	3	第二章 文獻探討	6
6 第一節 網絡關係	6	第二節 企業競爭力	14
14 第三節 網絡關係與企業競爭力	17	第四節 進入策略	21
21 第三章 研究方法	29	第一節 研究架構	29
29 第二節 研究假設	30	第三節 變數之操作性定義與衡量	32
32 第四節 問卷設計	37	第五節 研究對象及抽樣方法	38
38 第六節 資料分析方法	40	第四章 資料分析與結果	40
40 第一節 描述性統計分析	45	第二節 信效度分析	45
45 第三節 假設假定	53	第五章 結論與建議	68
68 第一節 研究結論	68	第二節 研究意涵	69
69 第三節 研究限制與後續研究建議	70	參考文獻	72
72 附錄A 問卷設計版	83	附錄B 問卷發放版	87

## REFERENCES

- 一、中文部分 Charles, W. L. H., & Gareth, R. J. (1996), 策略管理(黃營杉譯), 台北:華泰書局, (原文於1995年出版)。司徒達賢, 于卓民, 曾紀幸(1997), 環境特性與公司特性對多國籍企業網絡關係之影響 - 在台外商公司之實證研究, 管理學報, 14(2), 155-176。司徒達賢(2001), 策略管理新論, 台北:智庫。司徒達賢(2005), 策略管理新論 - 觀念架構與分析方法, 台北:智勝。吳思華(1992), 產業網路與產業經理機制之探討, 第一屆產業管理研討會, 台北:私立輔仁大學。吳思華(1994), 產業合作網路體系的建構與維持 - 產業經理機制三探, 第三屆產業管理研討會(pp. 628-689), 台北:私立輔仁大學。吳思華(2000), 策略九說 - 策略思考的本質, 台北:臉譜文化。李蘭甫(1994), 國際企業論(p.169), 台北:三民書局。洪文琪(2002), 地理群聚內廠商之網絡關係對其競爭力影響之研究-彰化和美地區紡織業之實證, 私立朝陽科技大學企業管理研究所未出版之碩士論文。施坤壽(1993), 應用資訊系統整合全面品質管理與供應鏈管理建構企業競爭優勢之結構化模式分析 - 台灣製造產業之驗證與比較, 管理評論, 22(4), 1-33。馬維揚(1996), 科學園區廠商與全國製造業對外投資行為之比較分析, 產業金融季刊, 91, 68-79。張荳雲與譚康榮(1999), 網絡台灣:企業的人情關係與經濟理性, 台北:遠流。張馨芳(1992), 歐洲跨國性企業發展策略之分析 - 兼論台灣企業發展國際化之潛力分析, 國立台灣大學商學研究所未出版之碩士論文。程永明(1992), 中國大陸市場進入模式權變模型建構之研究, 國立成功大學企業管理研究所未出版之博士論文。曾紀幸(1996), 多國籍企業在台子公司網路組織型態及其母公司管理機制選擇之關係, 國立政治大學企業管理研究所未出版之博士論文。黃盈翰(1997), 企業優勢、網絡關係、非重複性及海外投資動機與區位選擇關係之研究 - 以中國華南地區為例, 國立雲林科技大學企業管理系研究所出版之碩士論

文。越南計畫投資部(1998-2008, 2月), 台灣在越南投資統計(依產業別) [線上資料], 來源 <http://www.teco.org.vn/investfields.htm> [2008, May 30]。熊瑞梅(1993), 社會網絡資料收集、測量及分析方法的檢討, 社會科學研究方法檢討與前瞻科技研討會, 台北:中央研究民族學研究所。劉仁傑(1997), 重建台灣產業競爭力, 台北:遠流。賴木湧(1997), 台灣中小企業生產策略與競爭優勢之研究 - 以紡織產業供應鏈為例, 國立政治大學企業管理研究所出版之碩士論文。戴佳雯(1999), 高科技產業網絡特色之探討, 國立中山大學企業管理研究所出版之碩士論文。蕭世輝(2000 April), 越南投資環境評估及台商投資模式分析, 東南亞投資雙月刊, 11, 59-71。

二、英文部分

Aaker, D. A. (1989). Managing assets and skills: The key to a sustainable competitive advantage. *California Management Review*, 31(2), 91-106.

Anderson, E., & Hubert, G. (1986, Fall). Modes of foreign entry: A transaction cost analysis and propositions. *Journal of International Business Studies*, 17, 1-26.

Blodgett, L. L. (1991). Partner contributions as predictors of equity share in international joint ventures. *Journal of International Business Studies*, 22(1), 63-78.

Bjorn, A., & Geoffrey, E. (1992). *Industrial networks: A new view of reality*, London: Routledge.

Buckley, P. J., & Casson, M. (1988). A theory of cooperation in international business. In F. J. Contractor, and P. Lorange (Eds.), *Cooperative Strategies in International Business*, MA: Lexington Books, 31-53.

Burt(1992). *Structural holes: The social science of competition*. Harvard University Press.

Clemons, E. K. (1986). Information system for sustainable competitive advantage. *Information and Management*, 11(3), 131-136.

Clemons, E. K., & Row, M. C. (1991, September). Sustaining IT Advantage: the Role of Structural Differences. *MIS Quarterly*, 15(3), 275-292.

Contractor, F. J., & Lorange, P. (1986). Why should Firms Cooperate? In F. J. Contractor & P. Lorange (Eds.), *Cooperative Strategies in International Business*, 3-28, Lexington: Lexington Books.

Evan, W. M. (1978). An organization-set model of interorganizational relations. *Interorganizational Relations*, 78-90.

Fagre, N., & Wells, L. T. (1982). Bargaining power of multinationals and host governments. *Journal of International Business Studies*, 13(3) 9-23.

Granovetter, M. S. (1973). The strength of weak tie. *American Journal of Sociology*, 78, 1360-1380.

Gomes-Casseres, B. (1990). Firm ownership preferences and host government restrictions: An integrated approach. *Journal of International Business Studies*, 21(1), 1-22.

Hakansson, H., & Snehota, I. (1989). No business is an island: The network concept of business strategy. *Scandinavian Journal of Management*, 4(3), 187-200.

Hennart, J. F. (1988, Jul/Aug). A transaction costs theory of equity joint ventures. *Strategic Management Journal*, 9, 361-374.

Hennart, J. F. (1991). The transaction costs theory of joint ventures: An empirical study of Japanese subsidiaries in the United States. *Management Science*, 37(4), 483-497.

Hill, C. W. L., & Jones, G. R. (1998). *Strategic management theory: An integrated approach* (4th ed.). Boston: Houghton Mifflin Company.

Hill, C., Hwang, P., & Kim, C. W. (1990). An eclectic theory of the choice of international entry mode. *Strategic Management Journal*, 11, 117-128.

Holm, D. B., Kent, E., & Johanson, J. (1999). Creating value through mutual commitment to business network relationships. *Strategic Management Journal*, 20, 467-486.

Jarillo, J. C. (1988). On strategic networks. *Strategic Management Journal*, 9, 31-41.

Jarillo, J. C., & Martinez, J. I. (1990). Different role for subsidiaries: The case for multinational corporations in Spain. *Strategic Management Journal*, 11(7), 501-512.

Johanson, & Mattsson, L.G.. (1987). Interorganizational relations in industrial systems: A network approach compared with the transaction-cost approach. *International Studies of Management and Organization*, 17(1), 34-48.

Keohane, R. (1986). Reciprocity in international relations. *International Organization*, 140(1), 1-27.

Kim, W. C., & Hwang, P. (1992). Global strategy and multinationals' entry mode choice. *Journal of International Business Studies*, 23(1), 29-53.

Knoke, D., & Kuklinski, J. H. (1982). *Network analysis*. The International professional Publishers.

Kraatz, M. S. (1998). Learning by association? Interorganizational networks and adaptation to environmental change. *Academy of Management Journal*, 41, 621-643.

Kumer, V., & Subramaniam, V. (1997). A contingency framework for the mode of entry decision. *Journal of World Business*, 32, 53-72.

Lecraw, D. J. (1984). Bargaining power, ownership, and profitability of transnational corporations in developing countries. *Journal of International Business Studies*, 15(1), 27-43.

Lewis, J. D. (1990). *Partnerships for profit: Structuring and management strategic alliances*. New York: The Free Press.

Long, C., & Vickers-Koch, M. (1995). Using core capabilities to create competitive advantage. *Organizational Dynamics*, 24(1), 6-21.

Lorenzoni, G., & Lipparini, A. (1999). The leveraging of interfirm relationships as a distinctive organizational capability: A longitudinal study. *Strategic Management Journal*, 20, 317-338.

Miles, R. E., & Snow, C. C. (1992). Caused of failure in network organizations. *California Management Review*, 53-72.

Miles, R. E., & Snow, C. C. (1995). The New York firm: A spherical structure built on a human investment philosophy. *Organization Dynamics*, 23, 5-18.

McEvily, B., & Zaheer, A. (1999). Bridging ties: A source of firm heterogeneity in competitive capability. *Strategic Management Journal*, 20, 1133-1156.

Oliver, C. (1990). Determinants of interorganizational relationships: Integration and future directions (Vols. 15, pp. 241-265). *Academy of Management Review*.

Pfeffer, T. J., & Salancik, G. R. (1978). *The external control of organizations*. New York: Harper & Row.

Pfeffer, T. J. (1987). A resource dependence perspective on intercorporate relation. In Mizruchi & M. Schwartz (Eds.), *Intercorporate Relations* (pp. 25-55). New York: Harper & Row.

Porter, M. (1985). *Competitive advantage: Grating and sustaining superior performance*. New York: Free Press.

Powell, W. W. (1990). Neither market nor hierarchy: Network forms of organization. *Research in Organizational Behavior*, 12, pp. 295-336.

Prahalad, C. K., & Hamel, G. (1990). The core competence of corporation. *Harvard Business Review*, 68(3), 79-91.

Preffer, J., & Salancick, G. R. (1978). *The external control of organizations*. New York: Harper & Row.

Root, F. R. (1987). *Entry strategies for international markets*. Lexington: D. C. Heath.

Rumelt, R. P. (1984). Towards a strategic theory of the firm, In R. Lamb (Eds.), *Competitive strategic management* (pp. 556-570). Prentice-Hall, Englewood Cliffs, New Jersey.

Stopford, J. M., & Louis, T. W. (1972) *Management the multinational enterprise*, Basic books, Inc. pp.100-167.

Tampoe, M. (1994). Exploiting the core competences of your organization. *Long Range Planning*, 27(4), 66-77.

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533.

Thorelli, H. B. (1986). International investment and international trade in the product cycle. *Quarterly Journal of Economics*, 80, 190-207.

Weill, P. D. (1989). *The relationship between investment in information technology and firm performance in the manufacturing sector*. Unpublished doctoral dissertation, New York University.

Williamson, O. E. (1975). *Markets and*

Hierarchies. New York: Free Press. Williamson, O. E.(1975). Markets and hierarchies: Analysis and antitrust implications. New York: Free Press. Williamson, O. E.(1985). The economic institution of capitalism. New York: Free Press. Wiseman, C. (1988). Strategic information systems. Homewood, IL: Irwin. Yli-Renko, H., Autio, E., & Sapienza, J. (2001). Social capital, knowledge acquisition, and knowledge exploitation in young technology-based firms. Strategic Management Journal, 22, 587-613.