

# The Core Competencies and Competitive Strategies in Distributive-channel Industry

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## ABSTRACT

The purpose of this study is to investigate the connection and influential factors between the core competencies such as capability and resources, and competitive strategies in the distribute-channel industry. The research topics include three questions: What are the core competencies and competitive strategies in general merchandise store? What is the relationship between the core competencies and competitive strategies in general merchandise store? Do the characteristics of general merchandise stores affect the core competencies and competitive strategies? The results show that the core competencies can be divided into two categories: physical resources and intangible resources, while the core competencies can be further classified into six dimensions that are information management, market management, sales place management, customers satisfaction, human resource management, and financial risk management. Besides, three types of competitive strategies which include cost strategy, difference strategy, and focus strategy are defined subsequently. Moreover, using the analysis of one-way ANOVA method, the study finds that as the controlled variables such as company existed years, fixed capital, business capital, and the number of employees are varied, the core competencies and competitive strategies of company may change. However, the variable of business pattern does not significantly affect the company's core competencies and competitive strategies. Finally, we conduct the process of correlation analysis and find that there is a highly positive relationship between core competencies and competitive strategy in general merchandise stores. It deserves to note that the relationship between capability and competitive strategy is higher than that of resource. The results also indicate that the needs for sufficient item variety, one-stop-shopping, good bargains, and comfortable place are important for a general merchandise store to pursuing long-term profits.

Keywords : general merchandise store ; core competencies ; competitive strategy

## Table of Contents

封面內頁 簽名頁 授權書.....	iii	中文摘要.....	iv	英文摘要.....	v	誌謝.....	vi	目錄.....	vii	圖目錄.....	ix	表目錄.....	x
第一章 緒論		第一節 研究背景.....	1	第二節 研究動機.....	3	第三節 研究目的.....	4	第四節 研究對象.....	4	第五節 研究流程.....	5	第六節 論文結構.....	6
第二章 文獻探討		第一節 國內量販業之現況.....	7	第二節 資源基礎理論.....	19	第三節 能耐理論.....	22	第四節 核心能力.....	23	第五節 競爭策略.....	33		
第三章 研究方法		第一節 研究架構.....	40	第二節 研究假設.....	41	第三節 各變項之操作型定義與問卷設計.....	41	第四節 研究設計.....	46				
第四章 研究結果		第一節 基本資料分析.....	52	第二節 因素與信度分析.....	54	第三節 公司特質對核心能力之差異比較.....	61	第四節 公司特質對競爭策略之差異比較.....	67	第五節 核心能力與競爭策略相關分析.....	70	第六節 小結.....	71
第五章 結論與建議		第一節 研究結論.....	72	第二節 建議.....	76	第三節 研究限制.....	78	參考文獻.....	80	附錄A 本研究調查之問卷.....	88		

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