

Social Capital and Value Creation: A Case Study of Din Tai Fung

黃泓珍、劉子歆

E-mail: 9805926@mail.dyu.edu.tw

ABSTRACT

Currently consumers are concerned with the quality, hygiene and service of restaurant. In the dining industry, the threshold of entering this market is low, thus it becomes the prior choices for entrepreneurship and career switching. The competition of dining industry becomes much intensely. In order to keep the business continuity, industries pay lots of attention on improving itself and creative the uniqueness of themselves.

Most famous brands in Taiwan, such as, wangsteak, din tai fung, and 85 ° C, they already extend their business from local to global with the globalization and internationalization dining industry. To survive in the dynamic and compleutive dining market, the industries not only consider the competition environment, but also need concern with the network relationship and social cooperation. Then create the benefit through the social capital.

The case of this study, din tai fung, during the development of din tai fung, they form the structural social capital via network members. After the structural social capital has been form, the people who cooperate will become trust and mutually beneficial via understand the e cognitional social capital. Moreover, the industries will produce the individual strengthened circulation and improve the resources of enterprises. In addition to all of the above, the enterprises are the creator of benefit; they can improve the worth of enterprises via the channel of the social capital and reduce the difference between customer's cognition and enterprise's management. Thus, the enterprises can reduce the disparity to create worth via the social capital.

According to this study, we explain how to use the social capital, and to create the worth successful by the case, din tai fung. This research extends the explanation of the social capital and provides the reference of creating worth of the social capital on enterprises.

Keywords : social capital、value creation、din tai fung

Table of Contents

中文摘要	iii
英文摘要	iv
誌謝辭	vi
內容目錄	viii
表目錄	x
圖目錄	xi
第一章 緒論	1
第一節 研究背景與動機	1
第二節 研究目的	4
第三節 研究流程	4
第二章 文獻探討	7
第一節 社會資本	7
第二節 社會資本與價值創造	12
第三節 研究架構	15
第三章 研究方法	18
第一節 個案研究法與研究對象	18
第二節 資料來源	19
第三節 資料分析方法	22
第四節 信度與效度	23
第四章 個案分析	26
第一節 公司簡介	26
第二節 鼎泰豐之社會資本	29
第五章 結論與討論	46
第一節 研究結論	46

第二節	理論與實務貢獻	47
第三節	研究限制與未來研究建議	47
參考文獻	49

表目錄

表 2-1 社會資本的定義	8
表 2-2 價值創造之意涵相關文獻整理	13
表 3-1 個案研究資料庫目錄	21
表 3-2 個案研究處理研究設計測試問題的作法	24
表 4-1 鼎泰豐之重要紀事	27
表 4-2 鼎泰豐海外據點及開店數	37
表 4-3 鼎泰豐之顧客認知	40
表 4-4 顧客認知與鼎泰豐經營目標之比較	43

圖目錄

圖 1-1 研究流程圖	6
圖 2-1 概念性架構圖	17
圖 3-1 收斂多重個案證據來源圖	20
圖 4-1 海外市場拓展時間	30
圖 4-2 鼎泰豐之社會資本與價值創造	35
圖 4-3 鼎泰豐各年度報導量	36

REFERENCES

- 一、中文部分104黃頁(2009), (上海鼎泰豐)上海廣成餐飲有限公司[線上資料], 來源:
<http://www.104info.com.tw/company.cfm?i=5e3a44285 6363f472443401d1d1d1d619443a366b88j01#01>[2009, May 1]。TVBS-N新聞(2003), 新加坡Bread Talk 麵包會說話[線上資料], 來源: http://www.tvbs.com.tw/news/news_list.asp?no=jcw62020030702221531[2009, May 1]。王梅(2000), 鼎泰豐傳奇, 台北:天下文化。江明修(2004), 充實社會資本之研究, 台北:政院經濟建設委員會。行政院主計處(2003), 近年我國餐飲業營運概況[線上資料], 來源: <http://www.dgbas.gov.tw/ct.asp?xItem=5805&ctNode=1831>[2003, Sep 9]。吳昭怡, 楊紀華(2008), 讓鼎泰豐以「慢」取勝, 天下雜誌, 391。林俊格(2003), 網路策略、跨組織學習與價值創造關連性 自行車領導廠商為例, 國立雲林科技大學企業管理系未出版之碩士論文。邵秀玲(2005), 以社會資本觀點探討中階主管之事業生涯成功與工作績效, 國立中山大學人力資源管理研究所未出版之碩士論文。洪懿妍(2000), 徐重仁輸出台灣成功經驗, 天下雜誌, 235。張浚銓(2004), 策略網絡中供應商談判力與交易成本對交易關係品質之影響, 國立雲林科技大學企業管理系未出版之碩士論文。黃鴻湖(2007), 典範鼎泰豐:楊紀華的小籠包大秘密, 台北:商周出版。新聞知識庫(2009), 報紙收錄[線上資料], 來源: <http://newspaper.ntu.gov.tw/newscgi/ttswebx?@0:0:ttsnews@0.5503724629961424> [2009, June 3]。楊永妙(2002), 楊紀華打造鼎泰豐台灣名牌, 遠見雜誌, 194。鼎泰豐公司網站(2008), 公司重要紀事[線上資料], 來源: <http://www.dintaifung.com.tw/ch/index.asp>[2008, Sep 25]。鴻觀郵報(2008), 楊紀華:鼎泰豐品質比賺錢重要[線上資料], 來源: <http://www.vatm.com.tw/Knowledge-post.html>[2008, April 40]。
- 二、英文部分
- Adler, Paul S., & Know, Seok-Woo (2002). Social capital: Prospects for a new concept. *Academy of Management Review*, 27, 17-40.Baker, W. (1990). Market networks and corporate behavior. *American Journal of Sociology*, 96, 589-625.Bourdieu, P. (1986). The forms of capital. In J. G. Richardson (Ed.). *Handbook of theory and research for the sociology of education*: 241-258. New York: Greenwood.Burt, R. S. (1992). Structural holes: The social structure of competition. Cambridge, Massachusetts: Harvard University Press.Cohen, W. M., & Levinthal, D. A. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly*, 35, 128-152.Coleman, J. (1988). Social Capital in the Creation of Human Capital. *American Journal of Sociology*, 94, 95-120.Coleman, J. S. (1990). Foundations of Social Theory. Cambridge, Massachusetts: Harvard University Press.Dale, R. (1992). *International Banking Deregulation The Great Experiment: The New Financial Regulatory Framework in Canada*, Blackwell Publishers, 120-121.Fukuyama, F. (1995). Social Capital and The Global Economy. *Foreign Affairs*, 74(5), 89-103.Gale, B. T. (1994). Managing Customer Value: Creating Quality and Service That Customers Can See. New York: The Free Press.Ghemawat, P. (1999). *Strategy and the business landscape*. Readings, Massachusetts: Addison Wesley.Grootaert, C., & Bastelaer, T. (2001). Understanding and measuring social capital: A synthesis of findings and recommendations from the social capital initiative (Social Capital Initiative Working paper 24). Washington, District of Columbia: The World Bank.Hill, W. L. C., & Jones, G. R. (1998). Strategic management theory: An integrated approach. Boston: Houghton Mifflin Co.Holm, D. B., Erksson K., & Johanson J. (1999). Creation value through mutual commitment to business network relationships. *Strategic Management Journal*, 20(5), 487-496.Jacob, J. (1965). The principles of

psychology. New York: Dover Publications.Kotler, P. (1997). Marketing Management: Analysis, Planning, Implementation and Control (9th ed.). New Jersey: Prentice-Hall.Krishna, A. (2000). Creating and harnessing social capital. In: Dasgupta, P., Serageldin, I. (Eds.), Social Capital: A Multifaceted Perspective. The World Bank, Washington, District of Columbia, 71-93.Lin, N., Ensel, W. M., & Vaughn, J. C. (1981). Social Resources and Strength of Ties: Structural Factors in Occupational Status Attainment. *American Sociological Review*, 46(4), 393-405.Lesser, E. L., & Prusak, L. (2000). Communities of practice, social capital and organizational knowledge. In E. L. Lesser, M. A. Fontaine, & J. A. Slusher, Knowledge and communities. Boston: Butterworth Heinemann, 123-131.Misztal, B. A. (1996). Trust in modern societies. Massachusetts: Blackwell.Maskell, P. (2000). Social capital, innovation and competitiveness. In: Baron, S., Field, J., Schuller, T. (Eds.), Social Capital: Critical Perspectives. New York: Oxford University Press, 111-123.Nahapiet, J., & Ghoshal, S. (1998). Social Capital, Intellectual Capital and The Organizational Advantage. *The Academy of Management Review*, 23(2), 242-266.Naumann E. (1995). Creating Customer Value. Cincinnati, Ohio : Thompson Executive Press.Ostrom E. (1998). Social capital: a fad or fundamental concept? Center for the Study of Institutions, Population and Environmental Change. New York: Indiana University.Pentland, B. T. (1999). Building Process with Narrative: From Description to Explanation, *Academy of Management Review*, 24(4), 711-724.Portes, A. (1998). Social capital. *Annu. Rev. Sociol.*, 23, 1-24.Putnam, R. (1993). Making Democracy Work: Civic Traditions in Modern Italy. Princeton University Press, Princeton.Putnam, R. D. (1995). Bowling alone: America's declining social capital. *Journal of Democracy*, 6(1), 65-78.Schramm, W. (1971). Notes on Case Studies of Instructional Media Projects. Washington, District of Columbia: The Academy for Educational Development.Tsai, W., & Ghoshal, S. (1998). Social capital and value creation: the role of intrafirm networks. *Academy of Management Journal*, 41, 464-476.Walter, A., Ritter T., & Gemunden, H. G. (2001). Value Creation in Buyer-Seller Relationships: Theoretical Considerations and Empirical Results from a Supplier's Perspective. *Industrial Marketing Management*, 30(4), 365-377.Woolcock, M. (1998). Social Capital and Economic Development: Toward A Theoretical Synthesis and Policy Framework. *Theory and Society*, 27(2), 151-208.Yin, R. K. (1994). Case study research: Design and methods (2nd ed.). Thousand Oaks, California: Sage.