

以動態能力觀點探討法藍瓷發展歷程之研究

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摘要

對廠商而言，如何創造及維持競爭優勢是一個非常重要的議題。然而，現今的市場環境，除了充斥高度的不確定性外，更有劇烈的環境變動。是故，過去著重產業結構或組織內部資源分析的靜態性研究，已逐漸無法解釋現今產業環境的快速變化或市場競爭激烈的情況。相對地，Teece, Pisano, and Shuen於1997年提出之動態能力，強調整合、建立和重新配置內部與外部特殊資源，以因應高度變動環境的重要性。準此，本研究以動態能力觀點作為理論依據，透過動態能力中的流程、定位、路徑三個內涵，揭露一家獨特且成功的個案公司 - 法藍瓷 - 如何利用動態能力創造競爭優勢。本研究發現該公司從海暢實業時期的製造代工(OEM)起家、歷經設計代工(ODM)、到後來自創品牌(OBM)，一共歷經了三階段不同角色的動態發展。整體而言，本研究透過法藍瓷個案解釋企業如何不斷提昇自身能力來因應環境變動，透過動態能力的觀點充分說明了企業如何有效地利用資源配置與組織應變能力，創造其競爭優勢。最後，本研究提出相關之理論貢獻並與實務建議。

關鍵詞：競爭優勢、動態能力、法藍瓷

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