

Research on Franz's Development Process: A Perspective of Dynamic Capability

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ABSTRACT

It is an important issue of how to create and sustain competitive advantage for firms. However, firms face not only high uncertainty but also dramatic change in their market environments. Therefore, concentrating on static analysis of industrial structure or internal resource is gradually inadequate to explain the conditions of the rapidly changing or highly competitive industrial environment. In contrast, the perspective of dynamic capability proposed by Teece, Pisano and Shuen in 1997, emphasized on the importance of dynamic capability of integrating, establishing, and re-allocating internal and external resources in the face of the highly changing environment. Therefore, this study based on the perspective of dynamic capability, which consists of three dimensions, process, position, and path, to explore how a unique and successful company, Franz, uses dynamic capability to create competitive advantage over time. This company experiences three dynamic stages including (1) Original Equipment Manufacturer (OEM) during the period of Seagul Decore (the former of Franz), (2) Original Design Manufacturer (ODM) during the period of HACHA, and (3) Original Band Manufacturer (OBM) during the period of Franz. In conclusion, this paper investigates how a successful company, Franz, continuously improves and mobilizes a variety of capabilities or resources in the face of dynamic environment to create competitive advantage. Finally, theoretical and practical contributions are presented.

Keywords : competitive advantage、dynamic capability、Franz

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