

海外市場通路動態調整之研究-以鴻海集團在大陸為例

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摘 要

台灣廠商長期以來在大陸深根並且獲得良好的成效。但是以往國外的製造商在大陸銷售必須仰賴大陸通路商配銷。對於外商而言，必須要有足夠的資金、人力與策略才能在大陸市場布局。鴻海集團在 2005 年以前，曾建立過通路並且失敗二次，因此，鴻海決定強化在大陸的通路結構與改變通路策略，不僅與第三大零售商(METRO)合作並且利用台商潤泰集團的通路，可知進入海外市場必須評估內部組織核心能耐、當地的通路狀況與產業競爭環境變動等。本研究從資源基礎理論、動態能力觀點與海外市場進入模式討論進入大陸的營運策略，透過鴻海個案的敘述與次級資料的蒐集與分析，加入縱斷面的時間構面，希望以鴻海進入大陸市場的歷程與動態通路調整，提供廠商進入海外市場通路布局之參考。

關鍵詞：通路策略、資源基礎理論、動態能力觀點、鴻海集團

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The Study on the Foreign Channel Dynamic Transformation Strategy: A Case of the Foxconn Group in China

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Abstract

Many Taiwan firms have focused on the Chinese market and have had good results. However, foreign manufacturing firms have been depending on China retailers to help them distribute goods in China. Foreign firms should have enough capital and human resources to distribute in China. The Foxconn Group failed twice before 2005 and chairman of the Foxconn Group made a plan to strengthen the channel structure and change the channel strategy in China. The group cooperated with METRO (the No. 3 retailer in the world) and the Taiwan retailer- Ruentex Group to enter the Chinese electronic market. The Foxconn Group hopes to combine R&D, manufacturing, marketing and after-sales service. This research explores the state of the channel of the Chinese expense electronic industry and the relative competitive environment. In addition, this research applies resource-based theory, dynamic capabilities perspective and foreign entry-model to discuss the operating strategy of entering the Chinese market. This research uses case study method to describe and analyze the China channel structure and offer foreign firms references for entering the China market.

Key words: Channel Strategy, Resource-based view, dynamic capabilities perspective, Foxconn Group

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