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高階主管管理學程碩士班

碩 士 論 文

台灣傳統沖壓產業未來發展之分析

——以某公司為例

The Analysis of Future Development in Taiwan
Traditional Stamping Industry Through A Real
Case Study

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摘 要

有關於傳統產業之未來發展研究，過去實為不少，但本研究主要以沖壓產業做為範疇，並以某一個案公司做為研究主體，運用產業分析工具如五力分析以及資源基礎觀點來對於該公司之外部、內部環境進行分析，進行理論上的探討來擬訂未來發展的合適策略。

而本研究以個案為例，使用層級分析法(AHP)對該公司之管理階層員工進行調查，並蒐集相關文獻資料與次級資料，結合理論架構而設計出問卷。將問卷回收後，透過數量模型的分析計算出相關的權重，產生員工所認定的最適策略。接著再與理論模型相互比較，探討兩者之異同以及其原因。

最後本研究認為個案公司應該採取水平整合策略，其後再進行垂直整合與多角化，並且要注重人才的培育。而整體產業應當要重視產品差異化，並應避免惡性削價競爭以免降低該產業之獲利性。

關鍵字：沖壓產業、五力分析、資源基礎觀點、層級分析法

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ABSTRACT

The studies concerning the future of traditional industry are quite a few in the past years. However, this research regards stamping industry as the scope and focuses on a case of a real company. We use tool of five force analysis, resource-based view to analyze the external as well as internal environment, which involved with theoretically argument about future optimal strategy.

In the case of this study, we use Analytic Hierarchy Process (AHP) to conduct a research toward management employees, and collect relevant information and secondary data, combining with the theory to design a final questionnaire. After recalling the data, we use quantitative model to calculate each weight and find out the result. Then we make a comparison and discuss the similarity and difference.

Finally this study concludes that the company should adopt the strategy of horizontal integration, and have to emphasize the talents. And the whole industry should focus on product differentiation and avoid vicious circle in fear of low profitability.

Keyword: stamping industry, five force analysis, resource-based view, Analytic Hierarchy Process