

# 台日企業進入中國市場策略 合作相關理論之檢討

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## 中文摘要

近年來企業進入中國市場的潮流仍然不退，但對於外國企業來說中國市場並不容易掌握與了解，產生了許多事業及經營上風險太大的看法。在這樣的情況下，出現了在中國當地經營不如預期順利而必須重新評估市場，或甚至無法脫身的企業組織。為了克服於中國市場上在中國當地的風險和經營上的困難，利用企業外部資源的策略合作，是提供解決問題的方法之一。

基於上述背景下，本文為了探討進入中國市場的策略合作之其意義，檢討在台灣已有長期間相互合作關係的台日企業，進入中國市場在當地經營時能否有效利用這種合作關係的理論。首先就台日企業在進入中國市場的現況看來，為了減低經營上的風險和初期的安定化經營，和有信用關係的企業夥伴進行策略性合作是一種可行的方法。再者，進入中國市場時，台灣企業不只有語言、文化背景上的先天優勢，根據分析只要能善加利用台灣企業的合作網路，更能加速在中國市場初期經營上的安定化。最後，對於在台灣擁有長久信賴關係的日商企業來說，只要能積極地利用台灣企業優勢，將會是進出中國市場上一個有效的戰略。這樣的台日企業間的策略性合作網路，不但有助於進入中國市場，並極有可能為日台企業帶來相互利益，這種新型態的網路合作為「共進化策略」的類型表現。

關鍵字：策略合作、中國市場、台日企業間的策略合作、共進化策略。

## A Theoretical Analysis of Japanese-Taiwanese Corporations' Strategic Alliance in Mainland China

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## Abstract

This study offers a possible and potential solution termed “Co-evolution Strategy” in order for overseas investors to overcome risks and obstacles in advancing into the Chinese market, based on a theoretical analysis of successful cases of Japanese-Taiwanese corporations’ strategic alliance in Mainland China. The China market has been attracting overseas investors and corporations for some time. At the same time, it is still considered risky by many. To secure successful advancement into the Chinese market, this study proposes “Co-evolution Strategy” that has been proved successful in cases of Japanese-Taiwanese corporations’ strategic alliance in Mainland China. On one hand, Taiwanese corporations have some advantages in the Chinese market for their familiarity with linguistic and socio-cultural factors in China. They also have strong ties with Chinese business partners as well as their own network in China. On the other hand, Japanese corporations have a long history of successful business partnership with their Taiwanese counterparts. Our analysis shows that when Japanese and Taiwanese corporations establish a strategic alliance, it is proved to be reciprocally beneficial and effective in advancement into the Chinese market. It is because their alliance enables Japanese corporations to rely on their Taiwanese partners, and as a result, Japanese corporations are able to secure their advancement and position in the Chinese market at earlier stages. Such highly potential and strategic alliance, in this study, is termed “Co-evolution strategy,” which, we believe, offers a new prospect in business advancement to the Chinese market.