

萃取 SWOT 分析關鍵性策略因素之實證研究

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摘 要

為求有效使用 SWOT 分析，最好準備一套完整的競爭分析來補充 SWOT 分析，因為 SWOT 分析在於尋求「關鍵」或「成功」的策略性因素時，必須經由實證調查後得到之關鍵性策略因素較具實用性。因此，本研究將使用五力分析及競爭優勢分析之架構與內容來強化及萃取 SWOT 分析中之關鍵性策略因素，以及探討台灣不同產業間在進行 SWOT 分析時所引用關鍵性策略因素的差異在那裡，並找出具實用性的關鍵性策略因素。

實證結果顯示最有區別的內部成功關鍵性策略因素有：專業化程度、顧客導向、企業作業流程品質、組織結構、產品多樣化、文件制度、及創投資本之取得等；而並沒有發現有任何外部成長動力策略因素有區別，但較有區別的外部潛在威脅（障礙）策略因素則有：行銷通路不足、人員招募困難、創投來源以及勞動法規等。另外，利用 K-W 之 H 檢定得到較重要的分類變項：（一）內部成功因素有一顧客反應、品質、公司能力及資源等，其區別能力佳，因為 Wilks λ 值為 0.785，其正確預測率為 78.9%；（二）外部機會與威脅有一專利權、行銷通路不足、人員招募困難、創投來源及勞動法規等，其區別能力尚佳，Wilks λ 值為 0.788，正確預測率為 65.8%。

最後，本研究實證對象是以實務界為主，所得的研究結果可能較適用於業界經營者及企劃經理人使用，但如果再能針對策略管理之學者進行實證，可能會使本研究在建構 SWOT 分析之關鍵性策略因素的結果更趨完備；所建構出的 SWOT 分析之關鍵性策略因素將更具實用性。

關鍵詞：SWOT 分析、實證研究、策略性因素、成長障礙、比較分析

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Empirical Study of Selecting Key Strategic Factors in SWOT Analysis

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Abstract

For effectively use SWOT analysis, it is better to prepare a complete competitive strength analysis to amend the SWOT analysis because the searching of the key or success strategic factors of the SWOT analysis must acquire the key factors via the empirical investigation. Therefore this research will use the structure of the Five Forces Analysis and the competitive strength analysis to enhance and extract the key strategic factor of the SWOT analysis, to discover the difference of the key strategic factors among various industries in Taiwan on the SWOT analysis, and find the practical key strategic factors.

The empirical result indicates that the most differential key strategic factors of internal success are : level of professional, customer orientation, quality of enterprise operation procedure, structure of the organization, diversity of products, document system, and the acquirement of invest capital etc.. There is no differentiation on the external growing motivation strategy, but the more differential strategic factors of the external latent threat (obstacle) are : deficiency of sales distribution, difficulty of human recruit, resources of the invest capital, and labor law etc.. In addition, the more important taxonomy variables of using K-W hypothesis are : (1) internal success factors – customer responds, quality, cooperation capability, and resources. It has good differentiation because Wilks λ value is 0.785, and the ratio of correct forecast is 78.9%; (2) external opportunity and threat – patent, deficiency of sales distribution, difficulty of human recruit, resources of the invest capital, and labor law etc.. It has good differentiation because Wilks λ value is 0.788, and the ratio of correct forecast is 75.8%.

The empirical object of this research is basically the practical business, therefore the result of this project is more suitable for the business managers. If this project could

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further include the empirical study on strategic management researcher, the result of the key strategic factors of the construction of SWOT analysis will be more completed and the key strategic factors of the construction of SWOT analysis will be more practical.

Keywords : SWOT Analysis, Empirical study, Strategic factors, Growth barriers, Comparative analysis