

題目	台商投資大陸對母公司營運的影響－策略導向的觀點
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摘要	近年來，大陸已經成為台商對外投資之主要地區，因而台商赴大陸投資後對於其母公司營運（例如生產規模、人才僱用）所產生的影響，受到國內產官學相當高程度之重視。雖然過去針對此議題有許多的研究報告，然而其分析單位多以宏觀或微觀之角度觀察，缺乏以中間層次之角度對此議題進行不同方向的剖析(meso-level analysis)。本研究將以台商之策略導向為分析觀點，利用台灣製造業廠商為樣本進行策略分群，探討台商赴大陸投資及其母公司營運間的關係。經由經濟部製造業對外投資資料分析後，本研究發現隨著對外投資動機的不同，赴大陸投資的台商可被明顯的區分成擴張者、追隨者與防禦者三類不同之策略導向分組。其中，擴張者群組赴大陸投資後，整體而言對於母公司營運有著最佳之助益。實證結果發現，相對於追隨者群，擴張者群赴大陸投資後其母公司營運於產品技術發展與資金運用彈性上有較佳之表現；另外，相對於防禦者群，擴張者群亦在於生產規模、產品技術發展與資金運用彈性上有較佳之表現。
關鍵字	海外直接投資、策略導向、母公司營運
Title	The Impact of Taiwanese Investments in China on Parent Operations – A Strategic Orientation Approach
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Abstract	There is an increasing concern in Taiwan with regard to the impact of direct investment in China on parent operations. Rather than taking a conclusion based on a macro-level or micro-level analysis like in most researches, this study explores the effects of Taiwan's FDI toward China at the meso-level. Drawing upon FDI motivations, we argue that groups, which are different in the nature of strategic orientation, exist among firms of conducting FDI toward China, and that impact of FDI on parent operations differ among the groups. Using a sample of 1252 Taiwanese firms, three groups in various strategic orientations were found. They are the Expansionier, Follower, and Defender. Of the three types of group, the Expansionier has better parent operations than the others in general. The Expansionier is better in technological development and financial management than the Follower. In addition, the Expansionier receives greater improvement on production scale, technological development and financial management than does the Defender. Finally, limitations and implications for future research are discussed.
Key Words	FDI, strategic orientation, parent operation