

食品產業競爭力之探討

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摘要

本研究使用麥可波特(Michael E. Porter)之「鑽石體系」(Diamond System)，探討台灣食品產業之競爭力，結果簡述如下：各界應合力塑造優質的產業環境來吸引優秀之人力，政府應運用國際經貿組織，協助業者建立原料供應體系。政府之施政，在要素條件上，應以塑造優良之總體經濟環境為考量。台灣食品產業的內需市場呈現需求區隔多元化並具有先發需求，且有專業的監督者和挑剔的客戶。台灣食品產業的內需市場規模較小、成長趨於飽和，促使廠商往國際市場發展，並成為跨國型、區域性企業，帶動了台灣美食在國際間之需求。食品支援產業和食品業相互競合，驅動競爭力提升，在中國市場產生競爭優勢。食品業者投入物流業並建立通路體系，帶動流通業蓬勃發展。餐飲業與食品業之合作，帶動了加工技術、產業供應鏈及新型態商業模式之創新。食品產業同業間相互競爭與合作，運用投資、研發、合作、整合、多角化等策略，並將競爭型態提升至創新、差異化及策略運用之層面。食品企業創新組織架構，以符合市場導向之特質，且朝向大型化規模發展，並在中國及東南亞市場產生競爭優勢。政府之角色與施政應以創造生產要素、鼓勵良性競爭、提昇需求品質為考量，以提升競爭力。「機會」影響四大基本構面，使競爭力產生變化，考驗著廠商之經營能力，影響競爭力之消長。

關鍵詞：麥可波特、鑽石體系、競爭力、競爭優勢、食品產業

The Discussion of the Competitiveness of the Food Industry

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Abstract

To discuss the competitiveness of Taiwan's food industry using Michael E. Porter's "Diamond System", the results are as follows: All circles shape a fine industrial environment to attract excellent labor powers. The government should utilize merits of international economy and trade organizations to help the proprietors establish raw material supply chains. The government administration regarding the factors of production is to shape a fine macro-economic environment. Taiwan's domestic food market exhibits diversified segmentations of demand and possesses experienced supervisors and fastidious customers. Taiwan's domestic food market is relatively small in scale and is toward saturation, which force the firms to develop in the global markets and they transform into regional or trans-national enterprises. In addition, the food firms promote internationally, the needs for Taiwan cuisines. The mutual cooperation between the food industry and the peripheral industry results in competitive advantages in China market. The food manufacturers join in administrating and establish distribution systems, which drive the distribution industry to develop vigorously. The food service industry cooperating with the food industry drives the innovations in food processing technology, industry supply chain and new business model. The same lines of works compete and cooperate and adopt investment, R&D, cooperation, integration and diversification strategies, which elevate the competitions to the spheres of innovation, differentiation and strategy. The food enterprises innovate in organizational structures to comply with the requirements for market-oriented properties, develop toward large scale and achieve competitive advantages in China and ASEAN markets. The policy of the government be that it create the factors of production, encourage fine competitions, and elevate the qualities of demand. The opportunities examine the administration abilities of the firms and affect the growth and decline of the competitiveness.

Key words : Michael E. Porter, Diamond system, Competitiveness, Competitive advantage, Food industry