

情境因素、承諾、接任意願與營運模式之 研究-中小型傳統產業為例

A Study on Contextual Factors, Commitment, Succession Intention and Business Model - A Case Study of SMEs in Traditional Industry

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摘要

近年臺灣中小型傳統產業的新世代，未必願意接任家族企業，使得上一代累積的知識資本與網絡資源，無法順利地傳承。若新世代的接任者能承襲這些資源，並開創新營運模式，則可提高企業價值並增加成功機會。本研究以製鞋與西服等傳統製造業為對象，利用深度訪談個案企業的接任者，探討在何種情境與承諾下，萌生接任意願，且當其產生接任意願後，將如何調整或改變經營現況，促使營運模式轉變或更新。結果顯示，產業環境、家族企業經驗、個人經歷，及接任者對家族或產業的承諾，會促動接任者萌生接任意願，並形成直接接任或新創企業等不同型態的接任方式。接任者後續則會根據接任型態，運用異質的價值創新來源，替企業更新現有或建立新營運模式。

關鍵字：承諾、接任意願、營運模式、中小企業

ABSTRACT

New generations of traditional SMEs in Taiwan are uncertainly willing to succeed; hence "resources" which includes knowledge capital and network resources accumulated by the last generations is hard to pass on. But if new generations apply "resources" to set up new business model, the value of the firm and chance of success will raise. Using in-depth multiple case method, this study investigates shoes and suits manufacturing firms to explore in what context does succession intention germinate and how do successors adjust current operation to renovate business model. The results indicate that industrial environment, family business experiences, personal experiences, and successors' commitment for family or industry could motivate succession intention of direct succession or startup. Base on different types of succession, successors can use heterogeneous sources of value creation to renew or build new business model.

Keywords: Commitment, Succession intention, Business model, Small and Medium-sized enterprises (SMEs)