

## 摘要

隨創(bricolage)理論分析創業者如何於資源匱乏中，以隨機應變的能力解除制約。隨創的主旨便是轉化制約為創新的來源，藉以發展出新產品、新服務或新解決方案。過去的研究著重於分析創業者如何就地取材、將就著用、重組資源以回應制約。但是，這些研究卻忽略，隨創並不單是重新拼湊資源，更要了解弱勢者如何能於社會脈絡中巧妙建構資源以回應制約。特別，本文分析創業者如何透過辨識時機、轉換角色，以重新建構資源的價值。本研究分析《燃燒的靈魂：梵谷藝術特展》的策展過程，了解策展小組在劣勢下如何展現隨創行為，將制約扭轉為解決方案。在理論上，本文提出深化隨創行為之解讀，點出創業者的隨機應變方法，弱勢者如何回應強勢者，以及弱勢者如何槓桿強勢者的資源。在實務上，本研究說明創業者如何運用隨創，更有彈性的回應制約，以時機辨識與角色轉換以巧取資源。隨創，可以幫助創業者將阻力轉化為創新助力，於劣勢中創新。

**關鍵詞：**隨創、劣勢創新、資源建構、辨識時機、轉換角色、藝術策展

## Abstract

The theory of bricolage analyses how entrepreneurs may improvise solutions to resolve constraints with scarce resources. The essence of bricolage is to translate constraints into sources of innovation so as to develop new products, new services or new solutions. Previous studies have examined how entrepreneurs may innovate by using resources at hand, making-do with resources, and recombining resources to cope with constraints. However, these studies neglect that effective bricolage may be achieved not only through recombination of resources but also through how low-power actors may construct resources socially in response to constraints. Especially, this study analyses how entrepreneurs may identify opportunities and transform its role in order to reconstruct a resource's value. This research investigates the curation process of an exhibition project, called 'The Flaming Soul: The Exhibition of van Gogh', and examines how the curation team demonstrates bricolage behavior to turn constraints into creative solutions. Theoretically, this article interprets bricolage by showing how an entrepreneur acts according to circumstances, how a low-power actor interacts with high-power actors, and how high-power actors' resources may be leveraged. In practice, our findings suggest that entrepreneurs may exercise bricolage and become more resilient in the face of constraints through identifying windows of opportunities and role transformation to leverage resources. Bricolage could assist entrepreneurs and turn

constraints into creative vantage, thereby innovating under disadvantages.

Keywords: **bricolage, innovating under disadvantages, resource construction, opportunity identification, role transformation, art curation**