

## 摘要

組織雙元性所探討的重要議題是，組織如何在兩個矛盾與衝突間取得平衡，而探索與利用則是組織雙元模式中，經常出現的兩個構面。本研究以中鋼集團創業成長歷程為個案研究對象，透過論述分析，探討中鋼集團策略創業之探索與利用能力對創業績效之影響。個案研究顯示：(1) 廠商在創業前期，多透過探索能力開拓事業版圖；創業後期，多建構利用能力，持續創造優勢；(2) 當廠商處於動態競爭環境時，需同步思考探索與利用兼具之雙元策略才能持續建立競爭優勢；(3) 探索、利用能力與創業績效具正向的影響效果。

**關鍵詞：**策略創業、創業績效、探索與利用、論述分析

## Abstract

Organizational ambidexterity is an important concept when an organization balances two contradictory and conflicting agendas. Two dimensions that appear often in the organizational ambidexterity are exploration and exploitation. This study attempts to investigate this issue theoretically and practically by employing the developmental history of CSC (China Steel Corporation of Taiwan) Group as the study case. This involves discourse analysis the strategic entrepreneurship, developmental trajectory, and entrepreneurial performance of CSC Group in its different stages in concert with the theoretical foundation of organizational ambidexterity. Results indicate that firms in the entrepreneurial early, through the exploration capabilities to develop business territory; late start, constructs exploitation capabilities to create sustainable advantage. Moreover, firms in a dynamic environment, the need to synchronize think about both the exploration and exploitation of ambidexterity strategy to continued establishment competitive advantage. Finally, a firm's ambidextrous strategy of exploration and exploitation is positively associated with a firm's entrepreneurial performance. Firms should make the appropriate resources for the entrepreneurial to pursue sustainable performance.

**Keywords:** strategic entrepreneurship, entrepreneurial performance, exploration and exploitation, discourse analysis