

摘要

本研究主要探討國際企業對海外子公司策略控制的跨文化決定因素。經由對台灣在美國 10 家子公司的實地訪查結果，研究發現如下：

1. 國際企業對海外子公司的價值鏈活動需先確認其價值與能力，並比較母國與地主國在該活動上的文化優勢。
2. 就跨文化觀點而言，國際企業對子公司的價值活動，會以「文化控制」回應「高整合與高調適」需求；並以「價格控制」回應「低整合與高調適」需求；且以「層級控制」回應「高整合與低調適」需求，尤其是低附加價值活動。

關鍵字：層級控制、價格控制、文化控制、文化調適、文化整合

Abstract

It is expected that Taiwanese foreign direct investment toward the USA will continue growing due to its market attraction. This study investigated 10 Taiwanese top high-tech manufacturing companies operating in the USA in an attempt to provide a cross-cultural framework of strategic control. Our findings are as follows:

1. In order to perform subsidiary's value-added activities, multinationals need to identify the value and capabilities need for this activity; at the same time, subsidiaries also need to compare the cultural advantage of home country in terms of these activities.
2. From the perspective of cross-cultural influence, cultural control is designed to respond to high integration and high adaptation; price control is executed in the case of low integration and high cultural adaptation; while hierarchical control is used to respond to high integration and low adaptation, simultaneously in the case of low value of subsidiary's activities.

Keywords: Hierarchical Control, Price Control, Cultural Control, Cultural Adaptation, Cultural Integration