

摘要

現今產業環境變化加速，知識工作者高度流動、產品生命週期越來越短、以及研發成本不斷提高，「創新」出現了革命性的變化。封閉已經成為過去，現在是「開放式經營模式」的時代，要掌握決勝未來的關鍵，就必須掌握與合作夥伴創新的能力。這個新模式，不只改變了企業的成長動能，更重要的是它改變了遊戲規則。「開放式經營模式」已經成為跨越地理疆界、打破速度、解決資源匱乏的新存亡關鍵。

企業向外尋找創新來源的過程中，必須積極地自外界搜尋、截取新的想法、資源，同時也要讓企業內部所研發創新的技術向外流出，讓外界運用。此外，企業必須進行經營模式的創新，與更多的供應商、顧客形成一新的產業生態系，企業主導其經營模式成為平台，與經營的夥伴共同承擔風險，同時共享其利潤，從中為整個產業生態系創造更大的價值，也為自己的企業創造更大的價值，此即為「開放式經營模式」的典範。

本研究將分析探討究竟企業是如何逐漸從原先的經營模式逐漸演進為開放式經營模式，理解其演進發展的過程中關鍵的成功因素為何，企業需經歷哪些重大的變革，以及企業欲成為開放式經營模式之平台的主導廠商，需要哪些關鍵的能力及資源。本研究採用歷史研究法及個案研究法，以台積電作為個案之例進行研究，發現從企業的核心策略演進分析、策略性資源演進分析、顧客介面演進分析、價值網絡演進分析，分別找出了企業演進為開放式經營模式的關鍵因素，且發現這些關鍵之間彼此有著緊密地互動與連結，而「開放式經營平台」即扮演著此一重要的角色。

透過本研究的分析探討，提供業界企業經營模式的演進以成為開放式經營模式之模型參考，以及企業欲實踐開放式經營模式實務上的作法，對於 Chesbrough (2006) 所提出之開放式經營模式的理論得到了實務上的驗證。此外，本研究亦提供了一結合 Chesbrough (2006) 開放式經營模式觀點以及 Hamel (2000) 經營模式理論之基礎架構，可作為研究探討企業開放式經營模式之演進歷程分析的理論基礎，且針對原先學者所提出的理論進行相關的討論與進一步的詮釋與修正。此外此一基礎架構也提供產學界對於未來開放式經營模式相關的管理議題，有更多後續的研究與發展。

關鍵字：開放式創新、經營模式、開放式經營模式、企業發展、演進歷程、台積電

Abstract

The environment of industry is rapidly changing and highly turnover rate of knowledge workers. Product lifecycle become shorter. R&D cost increases constantly. “Innovation” has the revolutionary change. Closing has already become the history. Now, it’s the era of “Open Business Model”. For controlling the key of success in the future, we should control the ability to innovate with partners. This new model not only transforms the growth kinetic energy of the enterprise but also changes the game rule more importantly. “Open Business Model” have become the live or dead key of crossing over the geographical boundaries, breaking the limitation of pace, and solving the problem of deficient resources.

In the process of enterprise finding innovative sources from the outwards, enterprise must search for the external world actively, acquire the new ideas and resources, and let the internal technology of R&D innovation flow to the outwards for the application of external world at the same time. Besides, enterprises must proceed the innovation of business model and collaborated with more suppliers and customers to sustain in the new eco system. Enterprises will lead and change business model in e-platform, undertake the risks with business partners, and share the profits together at the same time. In the process, not only it creates more values for the entire eco system, but also it creates much more values for itself. It’s the paradigm of “Open Business Model”.

The research analyzed and observed how the enterprise developed from the original business model to the open business model gradually. We realized what the critical successful factors are in the development period of evolution process, what the significant changes the enterprise need to experience, and what the keys of capability and resources the enterprise need to become the leading manufacturer of the open innovation platform. The research adopts historical research and case study method, and takes the Taiwan Semiconductor Manufacturing Company (TSMC) as a case study for the research. Based on the open business model perspectives, “core strategy”, “strategic resources”, “customer interface” and “value network”, the research find out the key factors in the evolution period. Moreover, the research observed the “Open Innovation Platform” plays an important role on interactive relationship between these critical factors.

The research also provides enterprise the framework of how to evolve into open business model, as well as the practical experience of how to approach the open business model. The theory of open business model which Chesbrough (2006) proposed is verified in real business. In addition, the research also provides the basis of the theoretical framework which is the combination of Chesbrough (2006) open business model perspective and Hamel (2000) business model theory. It could be used as the fundamental theory of analyzing the open business model evolution for the following research. This research also provides the topics of the following open business model or other related managerial issues for the academic and practical research.

Key Words : Open Innovation, Business Model, Open Business Model, Enterprise Development, Evolutionary Process, Tawan Semiconductor Manufacturing Company (TSMC)