URN etd-0407109-183723-1920
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Statistics This thesis had been viewed 40 times. Download 0 times.
Department
Year 2007
Semester 2
Degree Master
Type of Document Master's Thesis
Language zh-TW.Big5 Chinese
Title A Study of Key Success Factors of Management Model
in stone Industry-With South Taiwan
stone Industry as Example
Date of Defense 0000-00-00
Page Count 81
Keyword
Stone Industry; Key Success Factor (KSF); Analytic Hierarchical Process (AHP)

Abstract
The purpose of this study is to investigate the key success factors of the stone industry in Taiwan. The study include: First, to understand (1) the past development and current status of the stone industry in Taiwan (2) the changes of the stone factories' scales and distributions (3) the characteristics and current problems of the stone industry.
Second, to explore key success factors for the stone industry through the analysis of industry structure and value chain. The research adopts a two-fold approach: an exploratory case study along with a survey on senior managers in the field. The "value chain" theory and the five forces of competitiveness" model are based upon to analyze the internal environment's resources and the competitive advantages.
Third, to search the key success factors and help the stone factories' establish competitive advantages through their business models. For the convenience of survey and interview, 21 stone factories' on south Taiwan stone industry answer the questionnaires. The Analytic Hierarchy Process (AHP) was adopted for analysis. The research finds that the importance factors in the second level of AHP regarding the stone industry is: marketing management, financial management, production management, human resource management, and R&D management. The importance factors in the third level of AHP regarding the stone industry are business development, ability of financial attemper, customer's relationship, receivable turn over and cost of material purchase.
The research suggests that the private sector pursue industry integration, prepare for internationalization, and establish value nets. On the other hand, the government is suggested to (1) develop national standards/constructions spectrum, (2) initiate a pilot system for supply chains, production, and marketing, (3) establish databanks of the industry market by an assigned institution, (4) assist in capacity building in the trading areas, and (5) improve the investment environment. .
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Advisory Committee - advisor

Files No Any Full Text File.
Date of Submission 2008-06-27