URN etd-0407109-183722-1814
Author Chang-Chieh Ho
Author's Email Address No Public.
Statistics This thesis had been viewed 43 times. Download 0 times.
Department
Year 2007
Semester 1
Degree Master
Type of Document Master's Thesis
Language zh-TW.Big5 Chinese
Title The Competitive Strategy Research of Taiwan’s Professional TFT LCD Color Filter Manufacturer - Using Sintek Photronic as an expamle
Date of Defense 0000-00-00
Page Count 71
Keyword
Color Filter
Competitive Strategies
Five Force Analysis
SWOT Analysis

Abstract
Domestic TFT LCD display panel manufacturers’ in-house produce color filter percentage have gradually increased year after year, results in great business operation pressure for domestic professional color filter manufacturers. Thus, how to plot an effective competitive strategy to enhance the competitiveness for domestic professional color filter manufacturers is an important issue for the business administrators. The main purpose of this research is to use Sintek Photronic, a professional TFT LCD color filter manufacturer, as an example to: firstly, using Porter’s 『five force analysis』 structural to discuss case company’s competitive strength and weakness as well as its survival probability and threats; Secondly, conduct SWOT analysis and plot competitive strategy to provide the case company with decision-making related information for future formulation of effective and accurate operation management strategy. Based on the analysis result of this research, case company has the following competitive strengths: (1) entering the market early, techniques and experiences are better than its competitors; (2) forming strategic alliance with downstream clients; (3) continuously obtaining and researching new technology; (4) having professional management and research and development teams. The competitive weakness is investment of second generation production line falls behind competitors. The market opportunities are: (1) new product development; (2) cooperative partnerships’ investment in second generation production line that promotes new demand and new business opportunities. The market threats are: (1) domestic downstream clients’ in-house production rate has been increasing annually; (2) mainland China’s TFT LCD display panel manufacturers integrate the supply chain; (3) suppliers have the upper hand in price negotiation, resulting in profit reduction; (4) buyers have the upper edge in price negotiation as well, resulting in profit reduction. In addition, this research recommends case company conducts the following competitive strategies: (1) increase key-materials’ in-house production rate to maintain continuous reduction in costs and to prevent out-of-stock problem; (2) increase production yield rate to lower production costs; (3) optimize hedge tools to minimize the impact of key-material purchase costs as influence by exchange rate; (4) forming strategic alliance with downstream clients to lower costs; (5) intensively cooperating with downstream display panel manufacturers’ needs and maintain long-term client relationship to secure current market; (6) aggressively planning the invest of second generation production line to keep pace with client demands; also phase in new production techniques to lower production costs; (7) use current equipment’s excess production capability to produce new product to develop new sales domain. The above mentioned research results can

provide the case company with important reference source for the development of business management strategies, also benefiting the strategic decision's precision and effectiveness.
Keywords: Color Filter, Competitive Strategies, Five Force Analysis, SWOT Analysis
Advisory Committee Jung-Hsiang Yen - advisor

Files No Any Full Text File.
Date of Submission 2008-01-04