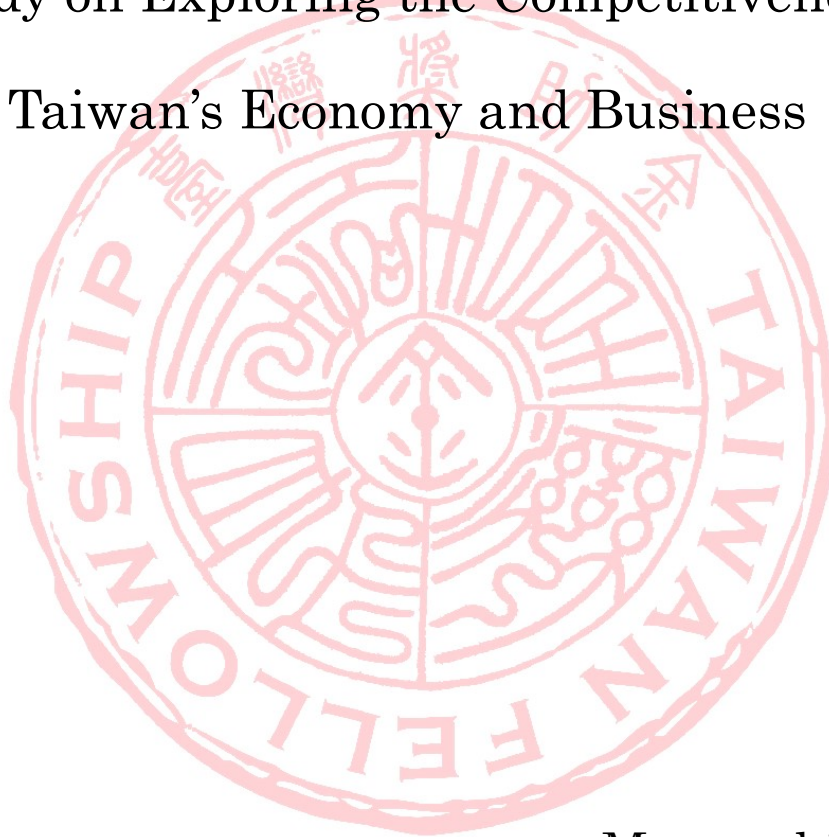


## Report On “2020 Taiwan Fellowship” Research Study

# A Study on Exploring the Competitiveness of Taiwan’s Economy and Business



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## **Acknowledgments**

First of all, I would like to express my sincere gratitude to the Ministry of Foreign Affairs of Taiwan for granting me the opportunity to receive the Taiwan Fellowship for 2020. It is a great honor. I would like to express my gratitude to the people of Taiwan. Then, I would like to report on my research in Taiwan on the theme of the previous page, with the following structure and contents.

Thank you.

March 23rd, 2021

Masayoshi Toma



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## **I. Explanation of Changes and Status of Research (The plan change by COVID-19)**

### **1. Prerequisite research (based on your Fellowship application)**

#### **(1) Aim and background of research**

The Aim of this study is to explore the "building and process of competitive advantage" that is the key to Taiwan's economy and enterprises.

Currently, Taiwan is positioned as a major innovation country not only in Asia but also in the world. And Taiwan is also positioned as a business-friendly country. The economic trend of Taiwan has been deeply influenced by its relationship with China. This is called a bilateral relationship. The relationship begins with the withdrawal of the Republic of China to Taiwan in 1949. Across the Taiwan Strait, the China People's Republic, which controls the mainland of China, and the China, which controls the Taiwan area, have formed an opposing relationship. The transformation of the civil war situation across the Taiwan Strait into a competitive relationship within a fixed framework has made it possible to realize Taiwan's economic miracle. This cross-strait special relationship has promoted the development of Taiwan's political and economic system. In fact, this framework is the framework of Taiwan's economic development.

As mentioned above, bilateral relations have greatly influenced the trend of Taiwan's economy. Taiwan can't deny the high dependence on China. For example, in Taiwan, as in Japan, the stock market crashed in 1990. The collapse of the so-called Taiwanese version of the bubble economy has occurred. Nevertheless, Taiwan's economy has been able to maintain a favorable economic growth, with the background to its rapid development with China. Taichung has developed rapidly since 1987, when measures to ban Taiwanese residents from visiting the continent were lifted. There is a background that this has helped growth for the Taiwan economy, which needed a new export market.

However, Taiwanese companies have changed their behavior in recent years from before. The trend of Taiwanese companies in recent years will be changed by the new policy of the puppet government. We are making a turn from China, which used to be the starting point of the Taiwan economy. In recent years, approximately 50 companies (January 2019) have entered Taiwan, returning to Taiwan. Of course, it is not only the return of Taiwanese companies that have made inroads. There is a de facto free trade agreement such as the "ECFA (Economic Cooperation Framework Agreement)" in 2010 with China. Nevertheless, they do turn around. The areas concerned will be Southeast Asia and South Asia. And the Chinese-speaking business will be at the center. But what about the industrial side? Until now, the manufacturing industry of computer electronic parts and the like has mainly been export dependent. In addition to fostering new industries in the future, we will try to find the creation of domestic demand. And it is also necessary to investigate where Taiwanese companies return to their home countries and where they will invest.

The above is considered to be an important research and research in Taiwan.



(2) Research subject

As a background to the Taiwan economy mentioned above, this study needs to investigate several issues:

- ① Background and reasons for returning from China
- ② Method of generating domestic demand and factor analysis
- ③ Field analysis and factor analysis of new industry development
- ④ Development methods and analysis of emerging country development

Of the above four points, for (1), I will conduct a preliminary survey in Japan. While staying in Taiwan, research will be conducted on three points (2) to (4).

(3) Research method

The research method is a general social science method. Questionnaires will be created, and surveys will be conducted. Then, an interview survey is conducted based on the result of the questionnaire survey. The contents are as follows.

- ① Economy: Trends (general transition)
- ② Industry: Trends (existing industry, new industry)
- ③ Companies: Trends (data on management strategy, marketing, management resources)

(4) Research Plan (Period and Base)

The plan (period and location) is as follows.

- ① April-May 2020: Activities based on Taipei “Hsin Sheng Junior College of Medical Care and Management”.
  - a) Visit the research institutes such as the Ministry of Economy, Trade and Industry, the Chamber of Commerce, universities, etc., and extract the issues.
  - b) Create a questionnaire, print it and create a questionnaire. Distribute to companies (company returning from China).
- ② June-July 2020: Activities based on Taipei
  - a) Interview survey (5-10 companies) and summary
- ③ August-September 2020: Activities based on Taichung
  - a) Interview survey (5 companies-10 companies) and summary
- ④ October-November 2020 Activities based on Kaohsiung
  - a) Interview survey (5 companies-10 companies) and summary
- ⑤ December 2020: Activities based on Taipei
  - a) Summary of research
  - b) Preparation of research report and preparation of research paper

**2. Reasons and details of the 5-month delay in starting the research**

(1) Changes in the research

First of all, I would like to mention that the travel to Taiwan and the research survey in Taiwan have changed drastically. Table 1 summarizes the changes in the research schedule from (1) to (4) based on the "Research Plan in Fellowship Application Documents" mentioned above.

The above delays to the research study are shown in Correspondence Table 1. Initially, the entry into Taiwan was scheduled to start in April. However, the number of cases of corona (Covid-19) in Japan increased. As a result, safety measures were taken and the entry into Taiwan was delayed. The research study was then started in September, five months late. The research schedule was drastically changed. It should be noted that these changes will significantly alter the subject, process, and outcome of the research.

## (2) Changes in the research subject

In of the "Research Plan in the Fellowship Application Document" above, among the above four points regarding the research subject, it was stated that ①preliminary research would be conducted in Japan on the background and reasons for returning from China, and that the following three points would be conducted during the stay in Taiwan. Namely, they were: ②method and factor analysis of domestic demand generation, ③field analysis and factor analysis of new industry development, and ④development method and analysis of emerging country development.

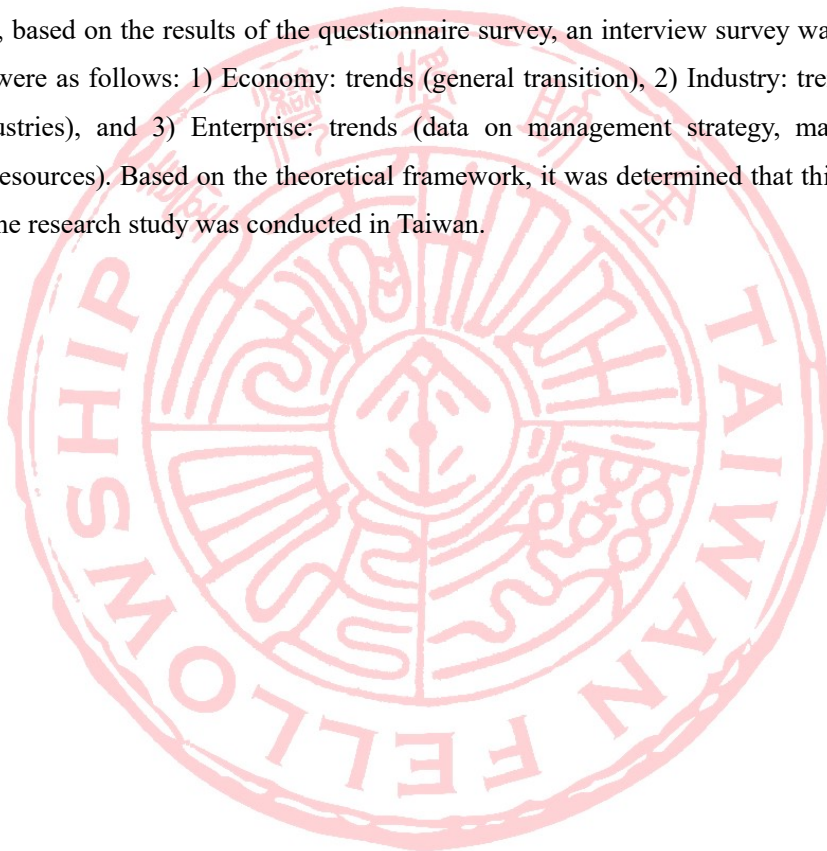
表 1. Research Schedule Changes

| Schedule (tentative)                             |   | After change   |
|--|---|--|
| April~May 2020<br>(Taipei)                       | ①Visit research institutions such as chambers of commerce and universities to select survey targets and identify issues.<br>②Creation, printing, and distribution of questionnaires | Standby in Japan (self-restraint)  |
| June~July 2020<br>(Taipei)                       | ①Interview (hearing) survey based on questionnaire (5~10 companies)   | Standby in Japan (self-restraint)  |
| August~September<br>2020<br>(Taichung)           | ①Interview (hearing) survey based on questionnaire (5~10 companies)   | ①Move to Taiwan in August (wait at quarantine hotel)<br>②Start survey in September (Taichung area)   |
| October~November,<br>2020<br>(Tainan/ Kaohsiung) | ①Interview (hearing) survey based on questionnaire (5~10 companies)   | ① Visit universities in the Taipei, Taichung, and Tainan/Kaohsiung areas to identify faculty issues.   |
| December 2020~<br>(Taipei)                       | ①Tabulation and summary of the questionnaire survey<br>②Preparation of research report and research paper   | ① Visit companies in Taipei, Taichung, Tainan and Kaohsiung to identify issues.<br>②Preparation, printing and distribution of questionnaires |
| January~March 2021<br>(After retreat: Japan)     |   | ①Collection of questionnaires by the end of February 2021<br>②Preparation of research report and research paper                              |

However, it became difficult to conduct the research study under this scheme due to the reason for the change that the trip to Taiwan was delayed by five months. As will be described again in the "Summary" section at the end of this research report, the extremely low response rate of the questionnaire (questionnaire) survey made it virtually impossible to conduct the factor analysis of ② and ③.

### (3) Research Method

For ③Research Method in the "Research Plan in the Fellowship Application Form" above, it was decided that general social science methods (creating and implementing a questionnaire) would be used. Then, based on the results of the questionnaire survey, an interview survey was conducted. The contents were as follows: 1) Economy: trends (general transition), 2) Industry: trends (existing and new industries), and 3) Enterprise: trends (data on management strategy, marketing, and management resources). Based on the theoretical framework, it was determined that this aspect was feasible, and the research study was conducted in Taiwan.



## II. Objectives and assumptions of the original study

### 1. General understanding of cross-strait issues

The purpose and background of the study are described in section I, (1) Purpose and Background. A particular point of interest is bilateral relations, or the Cross-Strait issue. This cross-strait issue is a political issue. Of course, it is expected to have a significant impact on economic conflicts.

What is the cross-strait problem?<sup>1</sup> This is not the place to discuss its inner workings. For this reason, the following is written as a general understanding.

In 1949, the Republic of China withdrew to Taiwan. In 1949, the Republic of China (ROC) withdrew from Taiwan, and a relationship was formed across the Taiwan Strait between the People's Republic of China (PRC), which controls the Chinese mainland, and the Republic of China (ROC), which controls the Taiwan area. The basis of this hostile relationship was the struggle between the Chinese Nationalist Party and the Chinese Communist Party over control of China. The Communist Party of China (CCP) won the civil war and took control of most of the territory and population, thus settling the situation. However, the Republic of China was also a kind of government in exile, but it was able to maintain effective control over part of its territory. This was an extremely rare situation in post-modern world history.

With the establishment of the People's Republic of China on October 1, 1949, all territories, sovereignty, and people under the jurisdiction of the Republic of China were inherited by the People's Republic of China in accordance with the conventions of international law. Henceforth, "the Republic of China does not exist. The ROC side did not recognize the establishment of the People's Republic of China, asserted its own legitimacy, and continued to maintain its representation in the United Nations. Both sides emphasized the threats posed by the other side to tighten up the domestic situation, and they also confronted each other severely to gain support in the international political arena.

However, this hostile relationship was covered by the attracting power of "one China. The Chinese slogan of "liberating Taiwan" and the Taiwanese slogan of "countering the mainland" have both lost their feasibility. And after the phase of using military force retreated, the relationship between the two sides of the Strait became a real and peaceful relationship. In other words, these relations had turned into a fixed state of deadlock. What is meant by tranquility here is that despite the absence of direct contact and negotiation between the two sides, the gravitational pull of "one China" dictates the behavior of both sides. And in a situation where neither side could use military force, it can be said that the hostile relationship between the two sides was a fixed and limited "semi-permanent endurance war" rather than a combative relationship. In fact, this framework is the framework for Taiwan's

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<sup>1</sup> Yoshiyuki Ogasawara (1996 年) "Taiwan's Democratization and Cross-Strait Relations," *Globalization and the Restructuring of the Nation-State*, No. 20, Institute for International Affairs, Tokyo University of Foreign Studies, pp.47-60, Quotes < <http://www.tufs.ac.jp/ts/personal/ogasawara/paper/paper1.html> > (Accessed: January 15, 2020) (In Japanese)



economic development.

In addition, as has been noted, a survey of public opinion conducted by the Mainland Affairs Council of the Executive Yuan, "Should Taiwan be unified or independent? The results of the analysis showed that the status quo, in the broad sense of the term, is maintained in four categories (1) maintain the status quo. The results of the survey were as follows: 79.1 percent (August 1995 survey) and 84.8 percent (August 2005 survey). These are surprisingly high figures<sup>2</sup>. What in the world does this mean? The economic relationship in the bilateral relationship between Taiwan and China is extremely close. However, it is also important to know whether this interdependent economic relationship can avoid military conflict. In the past, there have been no cases in which good economic relations have deterred war. Rather, it has been the increase in economic power that has sparked wars. This seems to be a historical fact. On the other hand, it is not reasonable to predict the future of bilateral relations based on historical rules of thumb that have a special background. In particular, it is difficult to judge whether it is reasonable to predict the future based on historical empirical rules against the background of war. Even the above survey is not an immediate unification. And bilateral relations have not been linked to war. These may indicate important economic trends, not political or military ones. In any case, the contribution of Taiwanese companies to China's economic development is likely to be significant.

The bilateral relationship between Taiwan and China is also a conflict of ideologies. It is also a conflict between sovereignty and national self-determination. It is also a conflict between a large country and a small country, or between the central government and local governments. It can be inferred that these conflicts have a great deal to do with China's intentions, the formation of the international order by the United States, and the formation of national interests within that order. Each of these is a complex and difficult issue, but as I have described, the cross-strait issue, while aiming for unification as a bilateral relationship, can be said to have successfully formed a favorable economic situation through confrontation. This is significant phenomenon.

## **2. The direction of the phenomenon of "regression"**

The above-mentioned cross-strait issues seem to be getting deeper and deeper into conflict, with no resolution in sight.

Let me give you an example. Japan's JETRO reported the following news. Taiwan's Executive Yuan (equivalent to the Cabinet) President Su Ching-chang reported on the implementation of the "Welcome Taiwan Business to Taiwan Investment Action Plan" (an action program to encourage Taiwanese companies doing business in mainland China to return to Taiwan), which has been in effect

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<sup>2</sup> Hoshiyama Takashi (2006) "The Structure of Cross-Strait Relations: Will There Be a Military Conflict in the Taiwan Strait?", *Institution for International Policy study*, World Peace Research Institute < <http://www.wpiips.org/research/data/bp314j.pdf> > (Accessed: November 15, 2020) (In Japanese)

since January 2019. According to him, 24 companies have already passed the screening process. The number is expected to increase to 30 by the end of April. The program allows companies that meet the requirements to receive preferential treatment for investment in Taiwan, and the number of companies is expected to reach 50. The total amount of investment in Taiwan is expected to reach NT\$100 billion (about ¥360 billion, or about 3.6 yen per NT\$), and 11,000 job opportunities are expected to be created. This was reported by Taiwan's Economic Daily newspaper on April 10, 2019<sup>3</sup>.

Extrapolating from this news, we can assume that the number of Taiwanese companies returning from China may increase further in the future. Herein lies the perspective of this study's investigation.

Corporate and business exits are, in fact, not limited to Taiwanese companies. It is also expected to increase in the future due to political conflicts between countries such as the U.S. and Australia and China. Countries such as the U.S. and Australia have announced their intention to withdraw their enterprises and businesses from China. Examples of news about the return of companies and businesses from these countries are as follows.

First, let's look at the case of the United States. Former President Trump has "demanded that U.S. companies withdraw their operations from China"<sup>4</sup>.

Next is the case of Australia, where "Westpac Bank WBC.AX, Australia's second-largest bank, has announced that after reviewing its overseas operations, it will withdraw from several Asian markets, including China, and focus on its Australian and New Zealand operations"<sup>5</sup>.

The above two examples are just that, examples. However, they are not the same as the cross-strait issue between China and Taiwan (bilateral relations) but can be considered to illustrate the economic trends brought about by political conflicts between China and another country.

In general, it is worth noting that political and economic conflicts can have a significant impact on the behavior of firms and businesses. The phenomenon of Taiwanese, U.S. and Australian companies and businesses returning to their home countries from China can be equated if we focus only on this phenomenon. In addition, after these countries exit, two effects will likely occur.

First, the return of these countries from China to their own countries is expected to lead to the phenomenon of "industrial hollowing out" within China.

Secondly, when these countries return to their home countries from China, they are expected to

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<sup>3</sup> "50 Taiwanese companies in China to return to Taiwan (April 19, 2019)", *Japan External Trade Organization (JETRO)*, < <https://www.jetro.go.jp/biznews/2019/04/baab4c191c840226.html> > , p.7, p.28. (Accessed: June 12, 2020) (In Japanese)

<sup>4</sup> "President Trump Demands U.S. Companies to Withdraw Business from China (August 23, 2019) ", *Reuters*, < <https://jp.reuters.com/article/usa-trade-china-trump-company-idJPKCN1VD1YY> > (Accessed: September 26, 2020) (In Japanese)

<sup>5</sup> "Australia's Westpac withdraws from China and other markets to return to Japan and NZ", *Reuters*, < <https://jp.reuters.com/article/westpac-restructuring-idJPKBN26Z0LC> > (Accessed: October 15, 2020) (In Japanese)

either stay within their own countries or conduct "FDI in other countries" to replace China.

Under the phenomenon of regression, the importance of location can be pointed out as a trend in the management behavior of enterprises and businesses. At the same time, it is questionable whether the choice of whether to stay in the home country (internalization) or to expand to other countries is an advantageous strategic decision for the returning firms and businesses.

It may be that the cross-strait issue is more of an economic construction device than a political or military one. There is room for consideration here.





### III. Process and content of the survey and research

#### 1. A Historical Study of FDI in Taiwan

Based on the advice and guidance of Dr. Chung-Ming Lin of the Chien Kuo University, Changhua, Taiwan, the history of Taiwan's outward FDI will be discussed<sup>6</sup>.

##### (1) History of Taiwan's Foreign Direct Investment

Until the mid-1950s, Taiwan was a developing country with resource-poor agriculture as its core industry. Taiwan suffered from foreign currency shortages, trade deficits, unemployment, and inflation.

In the mid-1960s, it shed its import-substitution industrialization policy. Taiwan switched its economic policy to export-oriented industrialization and overcame the capital shortage problem by introducing foreign currency from Japan and the United States. This made Taiwan one of the Asian NIEs (Newly Industrialized Nations).

In the 1970s, Taiwan's outward foreign direct investment was, understandably, severely limited. Despite the two oil crises and the resulting inflation and recession, Taiwan's presence in the world has increased to the point where Asian NIEs, including Japan and Taiwan, are playing a leading role in global economic growth. As their foreign exchange reserves continued to grow, the Taiwanese government enacted the Foreign Investment Review and Processing Measures Act (1972). As a result, Taiwan began to take a more proactive stance toward foreign direct investment. Taiwan, following Japan's example, continued to grow at a rate faster than Japan's. Following these four Asian NIEs, Southeast Asian countries and China followed their economic growth and development process in a chain and in multiple layers. This was a true pattern of wild goose chase economic development. Considering this, there was a phenomenon of changing economic structure in Taiwan that strongly impressed the emergence of a new economic growth sector in the world.

In the 1980s, the Taiwanese government's policies focused on "cultivating overseas markets" and "securing natural resources," and it became clear that it wanted to encourage foreign direct investment. Against the backdrop of the rapid appreciation of the yen and depreciation of the U.S. dollar following the Plaza Accord between Japan and the United States, Taiwan saw the appreciation of the Taiwanese yuan in 1987. Against this backdrop, Taiwan's foreign exchange reserves rose to the level of the second largest in the world. At the same time, a labor shortage surfaced and relative wages rose. In addition, a tendency for the competitiveness of labor-intensive industries to decline has emerged as an obvious phenomenon. Taiwan began to address the issue of "outward direct investment," the relocation of production bases overseas to restore international competitiveness, as a practical matter.

As mentioned above, the economic development stage at the central country level from the 1970s to the 1980s can be explained as a compression-type economic development model based on Gershen

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<sup>6</sup> With regard to the history of Taiwan's outward FDI, we received a total of five interviews and guidance from Assistant Professor Lin Zhongming of the Jiangsu University of Science and Technology (Changhua City) in September (three times), October (once), and December (once) 2020. In addition, Assistant Professor. Huang Zhongjiu of the same university gave us advice and checked the questionnaire in Chinese via e-mail.



Kron's "late-blooming profit. Using the Japanese model as a precedent, Taiwan can be understood as the miracle of the "four tigers" that shortened the time of intention and took off in the industrial development stage.

In the mid-1990s, Taiwan became the world's third largest producer of computer and other information equipment, behind Japan and the U.S. Unlike South Korea, the economic crisis triggered by the 1997 financial collapse in Thailand had only a minor impact on Taiwan.

Unlike South Korea, the impact of the economic crisis triggered by the financial collapse in Thailand in 1997 was minimal in Taiwan, and the country began to emerge from the aftereffects of the bubble economy in the 1990s. It is better to think of Taiwan as being in its own unique stage of development, with characteristics that differ from those of other Asian NIEs such as South Korea. This can be seen as the Taiwan model.

In the mid-1960s, Taiwan developed export industries (labor-intensive textiles and light industrial products), and in the mid-1980s, Taiwan developed export industries (labor-intensive textiles and light industrial products).

In the 1960s and early 1970s, Taiwan's economic growth was driven by its pursuit of continuous export growth by fostering export industries (labor-intensive textiles and light industrial products). This economic growth led to a change in economic factors in the form of higher relative wages, which in turn promoted FDI in Southeast Asia (relocation of the production base of labor-intensive industries). This FDI in Southeast Asia had the effect of promoting exports of production equipment and machinery as well as raw materials and components. In Taiwan, further outward FDI effects were generated by the country's move toward industrial upgrading, as it withdrew from labor-intensive industries and moved into new information and high-tech industries that are more technology-intensive and have higher added value. In this way, Taiwan promoted a synergistic, cumulative, and cyclical process of economic growth and development based on outward FDI, interacting with export expansion.

## (2) Three Types of Outward FDI in Taiwan

There are three broad types of outward FDI in Taiwan that can be considered. They are as follows. Taiwan's outward FDI can be divided into three main types: (a) horizontal, defensive FDI in Southeast Asia; (b) vertical, expansionary FDI in the United States, Europe and other developed countries; and (c) direct investment in China.

The gradual acceleration of economic growth and development based on these three types of foreign direct investment is said to have interacted with each other for Taiwan.

The three types are briefly described here.

(a) Horizontal defense-type investment can be expected to have the effect of promoting exports of equipment and machinery, raw materials, and parts in the short term. However, if there is no effort to upgrade the industry in the short term, there is a risk of industrial hollowing out.

(b) Vertical expansion-type investment is essential for medium- to long-term economic development, and activities to learn and evolve advanced technologies must be developed in developed countries.

(c) In terms of investment in China, it is necessary for short-term purposes, i.e., to take advantage of cheap and abundant labor. On the other hand, the same opportunity exists to focus on a potentially huge market in the future and to secure access to the market. A characteristic feature of this approach is that it assumes the existence of a certain time gap between the two.

However, as a production base for the global market, Taiwan's production capacity is rapidly expanding beyond previous predictions. In addition, the Chinese market is growing faster than expected, and the time gap between Taiwan and China is shrinking. These factors have led to a race to shorten the time to market for personal computers, cell phones, and audio-visual equipment by trading production and development. It is necessary to explore the peculiarities of Taiwan, where these three types of outward FDI and Taiwan's economic growth and development have developed in close interaction and association with each other.

In this study, the focus is on cross-strait issues and the return of Taiwanese companies. Therefore, among the three types, this research study needs to focus on (3) direct investment in China.

### (3) FDI in China

FDI in China, which started practically after the lifting of martial law in 1987, surged in 1989, and further surged after 1992. The characteristics of investment in China in the early 1980s are as follows.

- 1) Concentration in Chinese regions such as Guangdong and Fujian
- 2) Small and medium-sized investments of less than \$1 million by SMEs
- 3) Focus on labor-intensive manufacturing with low technology level
- 4) Small and medium-sized investments of less than \$1 million by small and medium-sized enterprises
- 5) Short term (2-3 years) investment payback

The above five points can be mentioned, but investment in China from 1992 to around 1997 changed as follows.

- 1) Mainly medium and large investments
- 2) Regional expansion (coastal areas → inland areas, southwest → north)
- 3) Mainly capital-intensive industries with high technology level
- 4) Long-term management (20-30 years, land lease)
- 5) Diversification of investment fields

In the early stages, the motivation for investment was to reduce production costs by utilizing the abundant low-wage labor force, but in the 1990s, the company focused on the expansion prospects of the Chinese market, and the desire to secure early access to the market for future growth became stronger. In the early days, the main products were low-technology, labor-intensive products

(keyboards, mice, etc.). Gradually, however, the focus shifted to monitors, CPUs, and other production items that required the construction of large-scale facilities to achieve economies of scale. In the case of FDI in China, even though it started out as protection-type FDI, the motivation for expansion-type FDI has been increasing with little time lag, reflecting the accelerating growth of the Chinese market. Taking up the computer industry, it will be useful to explore the trend of FDI in China at the industry level. It is said that the "mutually complementary partnership method" has been highly effective in FDI in China, with the following objectives: ①complementing the management resources of the company, ②reducing investment risks and costs, ③forming partnerships with powerful foreign companies, and ④achieving economic scale.

## 2. Some points on corporate internationalization

The following is a general understanding of the internationalization of corporations, not limited to cross-Strait issues. There are a few points to consider.

### (1) General development and understanding

1) Manufacturing companies were targeted. This starts with "exporting".

2) Then, a sales subsidiary is established to serve as a sales and distribution base in the country's market.

3) They would set up production subsidiaries and eventually conduct research and development locally.

4) On the other hand, for non-manufacturing companies (banks, hotels, consulting, restaurants, etc.), the only way for an industrial company to start a business in a foreign market is through Foreign Direct Investment (FDI) in the country's market. This can be done by creating a new subsidiary or acquiring a local company.

5) In order to expand overseas, the company is involved with the objective of developing and securing a market in that country. The next objective is to conduct local production. The objective is to be able to incorporate the needs of the local market into production and to introduce local technology. The second objective is to be able to incorporate the needs of the local market into production and to introduce local technology. In particular, the cost of labor seems to be especially important aspect of overseas expansion, as it provides a cheap labor force.

### (2) Some theories of foreign direct investment and the focus of this study

There is Aliber's theory (1970), PLC theory by Vernon (1966, 1973, 1974, 1978), and internalization theory by Buckley and Casson (1976). There is also the HK theory, which is a combination of two of Hymer (1960) and Kindleberger (1969). The Eclectic Theory (1968, 1978) by Dunning of the Redding School, which came to be regarded as an influential theory considering various phenomena, is a representative example<sup>7</sup>.

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<sup>7</sup> Takagaki, Yukio (2019) *New Trends in International Business*, Sosei-sha.



Among these theories, let us first focus on the PLC theory by Vernon (1966). This PLC theory by Vernon was born in the U.S. and was considered effective in clarifying the dynamism of the multinational growth of U.S. companies since the 1960s. This theory emerged as a theory to clarify the process of successive relocation of technology-intensive and capital-intensive product production bases from the U.S. to developed and developing countries. However, it has been found to have a shortcoming in that it cannot explain the direct investment behavior of Japanese, European, and Asian NIEs since the 1970s, especially in developed countries such as the United States. For example, Japanese firms' motivation for direct investment in the U.S. market began with the desire to "avoid trade friction" and to "maintain and secure markets. On the micro level, Japan's competitive advantage began with "I want to be able to respond more flexibly to changes in demand," and in terms of product technology, Japan has armed itself with a Japanese production system that can respond more flexibly to changes in demand, as well as a Kanban system (JIT) and other related business management systems. The behavior of Japanese companies, which have armed themselves with business management systems, and in terms of product technology, have cleared the Muskie Act, and have made numerous innovations in fuel-efficient CVCC engines, rotary engines, color TVs, and VCRs, is outside the assumptions of the Vernon model and requires a new theory. Although I have begun to clarify the actual situation of Taiwanese companies' direct investment in the U.S. in this thesis, I would like to point out that constructing an alternative theory to the Vernon model is a major challenge for all researchers.

Then, what kind of theories should we focus on and use in this research to make it easier to explore this research topic? This is where Dunning's eclectic theory comes into play, and its main content is the OLI paradigm.

### (3) Dunning's focus on the OLI paradigm

To capture the phenomenon of the return of Taiwanese companies as a cross-strait issue, this study will examine the entry and exit of corporate behavior. Therefore, this study focuses on the OLI paradigm as an eclectic theory by Dunning, rather than the Vernon model.

To capture the phenomenon of the return of Taiwanese firms as a cross-strait issue, this study will examine the entry and exit of corporate behavior. To this end, the central issues underlying the premise of FDI in the eclectic theory by Dunning are as follows.<sup>8</sup>

Condition 1: Firms need to have an ownership advantage over firms in other countries in a particular market. The ownership advantage takes the form of the possession of an intangible asset that is exclusive or unique to the firm that owns it for at least some periods of time.

Condition 2: After Condition 1 is satisfied, the company must have a Location Advantage, which states that it must be more advantageous to internalize the advantage by expanding the scope of the

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<sup>8</sup> Takagaki, Y. (2019) Chapter Three., pp.48-53.

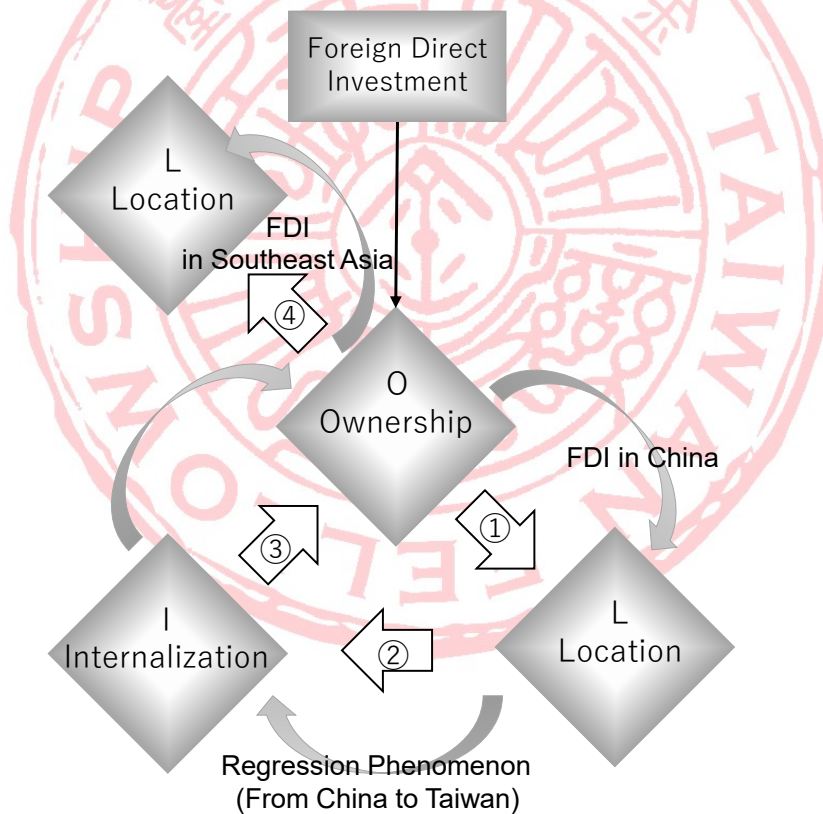


company's activities than to sell or lease the ownership advantage to a foreign company through a licensing agreement. There is a need for this.

Condition 3: After the above conditions 1 and 2 are satisfied, it must be more profitable to utilize the advantage outside the home country, at least for some elemental inputs. Otherwise, the foreign market will be supplied entirely by exports and the home market by domestic production (Internalization Advantage).

The above three conditions allow for an explanation based on an eclectic mix of three different economic factors: ①the advantage of ownership, ②the reduction of transaction costs due to market internalization, ③the presence of factors constrained by location. This can be illustrated in Figure 1.

Here is an explanation of Figure 1. The first stage, "O", refers to firms that have an ownership advantage. The second stage, "I", refers to firms that choose FDI when they can enjoy the advantage of internalization. The third stage, "L", means entering a country with a location advantage.



☒ 1. Impact on Taiwan's domestic economy

## IV. Dynamic OLI paradigm and operationalization

### 1. Questionnaire development: framework and operationalization

To investigate the phenomenon of the return of Taiwanese companies and businesses in cross-strait affairs, it must be operationalized. This involves the development of a specific questionnaire. As we have focused on in the past, we would like to use the theoretical framework of Dunning's OLI paradigm to approach the phenomenon of Taiwanese firms and business regression. However, the OLI paradigm was later developed into the "dynamic OLI paradigm" by Professor Takagaki (2019) in Japan. The fundamental difference between the OLI paradigm and the dynamic OLI paradigm is that the former involves the development of foreign direct investment through each stage (O, L, and I), while the latter can start from any of the stages (O, L, and I). Therefore, this study will be conducted using this dynamic OLI paradigm theory. However, the premise of this research was that when Taiwanese companies withdraw from China, what kind of management actions will they take? This is the premise of the issue to be examined. Figure 2 shows this in an easy-to-understand diagram.

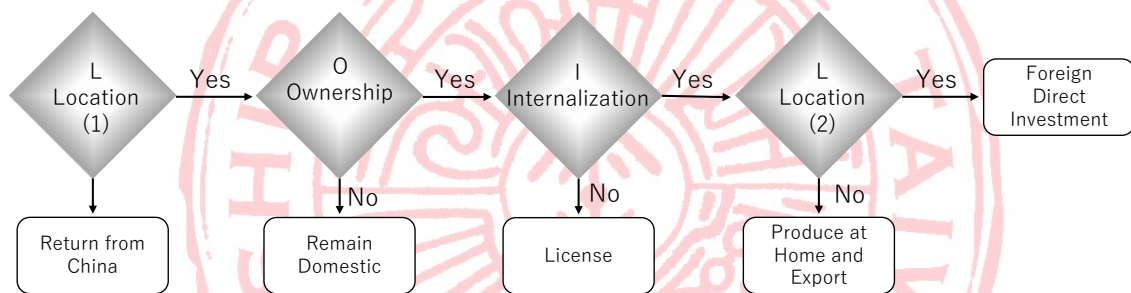


Figure 2. The Return of Taiwanese Companies and the OLI Paradigm

Please refer to this Figure 2. What I want you to pay special attention to is the flow of "L(a)" → "O" → "I" → "L(b)". This is the flow. "L (a)" means that Taiwanese companies are withdrawing from China (regression). "L(b)" means that Taiwanese companies are moving into China (FDI). Let us focus on these two points. "L (a)" means that Taiwanese companies have decided to withdraw from the market, so it is meaningless to ask the question now. "L (b)" is the future strategy of Taiwanese firms after the regression. Therefore, we decided to prepare the questionnaire according to Figure 2 in this study.

### 2. Preparing the questionnaire: collecting opinions and giving advice

To explore the regression phenomenon of Taiwanese companies and businesses based on the dynamic OLI paradigm, we conducted interviews with university researchers and others. The collection of opinions and advice is as follows.

Table 1 summarizes the survey (interviews) to collect opinions from researchers in each area. A few details are as follows.

Table 1 About the hearing

|   | Area                   | Hearing: Affiliation                                 | Hearing: Researchers  | times | Questionnaire application※ |
|---|------------------------|--|---|-------|----------------------------|
| ① | Taipei<br>(Taoyuan)    | Kainan University                                    | Ya-Hui Hsieh (謝雅惠)<br>Lie-Jane Kao (高立箴)<br>Wisely S. lawence (廖世祥) | 3     | A,C,F                      |
|   |                        | Hsin Sheng College of Medical<br>Care and Management | Su Hsiao-ni (蘇曉妮)   | 3     | B,D,F                      |
| ② | Taichung<br>(Changhua) | Hung Kuang University                                | jO Se-ichu (塗聖忠)  | 1     | A,B,F                      |
|   |                        | Chien Kuo University                                 | Lin Zhong-ming (林忠明)<br>Huang Zhong-xie (黃中十)                       | 3     | C,D,F                      |
| ③ | Tainan<br>(Kaohsiung)  | Tung Fang Design University                          | Huang Chia-Hui (黃桂慧)  | 3     | B,E,F                      |

※Questionnaire application refers to the alphabet in (3) Questionnaire development below.

#### ①Taipei (Taoyuan) Area

Interviews were conducted with researchers at Kainan University in September 2020 (three times). In addition, interviews were held with researchers from Hsin Sheng College of Medical Care and Management in September (1 time), October (1 time), and December (1 time) 2020. The return of Taiwanese companies has been publicized in the news and other media, so I believe there are many Taiwanese companies. Taoyuan City is actively trying to attract these returning companies. Of course, this also applies to overseas companies.

#### b. Taichung (Changhua) Area

Interviews were held with researchers from Hung Kuang University in October 2020 (once). Interviews were also conducted with researchers from Chien Kuo University in September (3 times), October (1 time), and December (1 time), 2020. We know about the regressions because they are published in the news, etc. We do not know the target companies, but we expect that most of them are in the information and communication sector. After the regression, I think ASEAN is the most likely destination. I also don't know if it is because of the political relationship that the returning companies withdrew.

#### c. Tainan and Kaohsiung Area

Interviews were conducted with researchers at Tung Fang Design University in September (1), October (1), and December (1) 2020. Regressions have been published in the news and other media. In fact, we have heard that this is the case in several companies.

The above is a brief description of each area. The contents based on the collection of opinions and advice to each researcher are reflected in (3) Matters for preparing the questionnaire.

### 3. Creating a questionnaire: question content items

Here, we collected opinions from researchers in each area, as summarized in Table 1 above. Here, a variety of points were raised. Therefore, in line with the process of preparing the questionnaire, the advice and collection of opinions from each researcher are presented below so that they are reflected as much as possible.

Based on what was considered from the theory (Dynamic OLI paradigm) and the results of the researcher interviews, the following items and contents were individually designed as shown below<sup>9</sup>.

- (1) Company profile (A): Company name, representative name, head office address, website URL, number of employees, respondent's name, respondent's e-mail
- (2) Company industries (B): Construction, pulp and paper, petroleum and rubber, nonferrous metals, electrical machinery, foodstuffs, chemicals, ceramics, metal products, transportation equipment, textiles, pharmaceuticals, iron and steel, machinery, precision instruments, information (equipment), information (parts), information (systems)
- (3) Subsidiaries in which the company has made direct overseas investments (C): Name of subsidiary (region, industry, date of establishment, function, shareholding ratio %, date of withdrawal)
- (4) Evaluation of the company's achievement of overseas expansion goals (D): Degree of achievement against goals
- (5) Possibility of interviewing the company (E): Possibility of questioning via interview, web conference, e-mail, etc.
- (6) Questions regarding direct investment in the People's Republic of China (China) and return to home country (Taiwan) (F)
  - a. When you decided to invest directly in mainland China, what did you think your company could do to gain an advantage: research and development (R&D), intellectual property rights (patents, registered trademarks, etc.), management organization's ability to operate and learn, product differentiation, trademark/brand name, management organization's personnel system, production method outsourced (OEM), and Efficient size of production facilities.
  - b. Local conditions at the time of the decision to invest directly in mainland China: search for sources of raw materials and parts, product sales outlets, negotiations with business partners and users, product and price differentiation, differences in culture, customs, religion, economic systems, politics, etc.
  - c. Important factors when deciding to return to the home country (Taiwan) from mainland China: availability of raw materials, parts, human resources, etc. in the home country; favorable terms of trade and tariffs; size of the home country market; large number of companies in the home country with which the company has cooperative relationships; investment incentives; ease of doing business in terms of culture, customs, religion, economic system, politics, etc.

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<sup>9</sup> Of course, when the questionnaire was completed and distributed, it was read and commented on by the researchers who collected the opinions.



#### 4. Creating a questionnaire: Completed questionnaire

As described above, the "questionnaire" was completed as one of the outcomes of this survey based on the contents of (1) Questionnaire development: Framework and operationalization, (2) Questionnaire development: Collection of opinions and advice, and (3) Questionnaire development: Questionnaire contents. Based on the content of the questions, the "questionnaire" was completed.

The completed version is attached as a reference at the end of this report because it is considered to interfere with the flow of the report.



## V. Outline of the actual survey

### 1. Conducting surveys

As one of the outcomes of this research, a questionnaire was developed. Based on this questionnaire, a survey in Taiwan was conducted (as far as possible).

#### (1) Distribution and collection of questionnaires

The questionnaire survey was started in December 2020. However, we had not yet established a cooperative system with the Chamber of Commerce and other organizations, which was the original plan for the survey. Therefore, it was expected that it would be difficult to conduct the questionnaire survey. Therefore, we decided to ask researchers at universities and schools who had cooperated in the preparation of the questionnaire. As a result, the questionnaires were distributed to the researchers listed in Table 1 with a target of approximately 100 companies. The period of distribution and collection was from December 2020 to the end of February 2021.

#### (2) Hearing (December - )

I asked each researcher to distribute the questionnaire and to introduce me to other researchers who might know about the corporate regression phenomenon. One of them introduced me to a business owner that he knew<sup>10</sup>. He himself has returned to Taiwan from China. The company in question is in the process of expanding into China. It has not yet returned. I decided to conduct an interview with him regarding the status of the regression phenomenon of the company. We conducted a questionnaire survey among the people involved in that company. The content and results of the survey research will be presented in the section VI. Content and Results of the Survey.

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<sup>10</sup> I interviewed him in December 2020. In Taichung City. His position in the company was advisor, but he was the real manager. However, I was granted permission to interview him on the condition that I would not disclose his name and the name of his company. Therefore, I am unable to describe them in this report.

## VI. Results of the survey and research

### 1. Results of the questionnaire survey

Until February 28, 2021, only four questionnaires have been collected in total. The answers will be tabulated, and the results will be noted below.

(1) A total of four responses were received for the basic questions, and these totals are noted below.

Q.1: This is a summary of the company, so it cannot be stated already.

Q.2: Regarding the type of business, we received responses for electronics (equipment), electronics (parts), metal products, and precision mold related. There were four in total.

Q.3: As for the companies that made foreign direct investments, 1 company was a subsidiary of the head office 2, 2 were subsidiaries of the head office, and 1 was a head office company. A total of five companies could expand overseas.

Q.4: As for the degree of achievement of the target, 3 cases achieved on target, 1 case achieved higher than target. One case achieved less than the target, and one case achieved much less than the target.

Q.5: For the interview survey, 2 cases were able to conduct interviews after adjusting the schedule, and 1 case was able to ask questions via web conference or e-mail.

(2) For the specific items, a total of five overseas expansions of the head office and subsidiaries were recognized, and the totals for these are noted below.

Q.1: At the time you decided to invest directly in mainland China, what did you think your company could do to gain an advantage?

(1) Research and development (R&D) capabilities

|  |           |   |                    |   |         |   |                  |  |         |
|--|-----------|---|--------------------|---|---------|---|------------------|--|---------|
|  | Different | 2 | Slightly different | 2 | Neither | 1 | Slightly correct |  | Correct |
|--|-----------|---|--------------------|---|---------|---|------------------|--|---------|

(2) Intellectual property rights (patents, registered trademarks, etc.)

|  |           |   |                    |   |         |  |                  |   |         |
|--|-----------|---|--------------------|---|---------|--|------------------|---|---------|
|  | Different | 2 | Slightly different | 2 | Neither |  | Slightly correct | 1 | Correct |
|--|-----------|---|--------------------|---|---------|--|------------------|---|---------|

(3) Ability to run a management organization

|  |           |   |                    |  |         |   |                  |  |         |
|--|-----------|---|--------------------|--|---------|---|------------------|--|---------|
|  | Different | 2 | Slightly different |  | Neither | 3 | Slightly correct |  | Correct |
|--|-----------|---|--------------------|--|---------|---|------------------|--|---------|

(4) Learning capacity of management organizations

|  |           |   |                    |   |         |   |                  |  |         |
|--|-----------|---|--------------------|---|---------|---|------------------|--|---------|
|  | Different | 1 | Slightly different | 2 | Neither | 2 | Slightly correct |  | Correct |
|--|-----------|---|--------------------|---|---------|---|------------------|--|---------|

(5) Product differentiation

|  |           |  |                    |  |         |   |                  |   |         |
|--|-----------|--|--------------------|--|---------|---|------------------|---|---------|
|  | Different |  | Slightly different |  | Neither | 4 | Slightly correct | 1 | Correct |
|--|-----------|--|--------------------|--|---------|---|------------------|---|---------|

(6) Trademark/Brand name

|  |           |   |                    |  |         |   |                  |   |         |
|--|-----------|---|--------------------|--|---------|---|------------------|---|---------|
|  | Different | 2 | Slightly different |  | Neither | 2 | Slightly correct | 1 | Correct |
|--|-----------|---|--------------------|--|---------|---|------------------|---|---------|

(7) Human resource system of management organization

|   |           |  |                    |  |         |   |                  |   |         |
|---|-----------|--|--------------------|--|---------|---|------------------|---|---------|
| 1 | Different |  | Slightly different |  | Neither | 3 | Slightly correct | 2 | Correct |
|---|-----------|--|--------------------|--|---------|---|------------------|---|---------|

(8) Production method is outsourced (OEM)

|  |           |  |                    |   |         |   |                  |   |         |
|--|-----------|--|--------------------|---|---------|---|------------------|---|---------|
|  | Different |  | Slightly different | 3 | Neither | 1 | Slightly correct | 1 | Correct |
|--|-----------|--|--------------------|---|---------|---|------------------|---|---------|

(9) Efficient sizing of production equipment

|  |           |  |                    |  |         |   |                  |   |         |
|--|-----------|--|--------------------|--|---------|---|------------------|---|---------|
|  | Different |  | Slightly different |  | Neither | 2 | Slightly correct | 3 | Correct |
|--|-----------|--|--------------------|--|---------|---|------------------|---|---------|

The questions in this section ask about the sources of the company's competitive advantage. It is an indicator of "Ownership Advantage" in the Dynamic OLI paradigm. Based on the above results, it seems that **product differentiation**, **human resource system of management organization**, and **efficient size of production equipment** are important items.

Q.2: Important points about the local situation when deciding to invest directly in mainland China

(1) It is easy to search for suppliers of raw materials and parts, and sellers of products.

|  |           |   |                    |   |         |   |                  |  |         |
|--|-----------|---|--------------------|---|---------|---|------------------|--|---------|
|  | Different | 1 | Slightly different | 2 | Neither | 2 | Slightly correct |  | Correct |
|--|-----------|---|--------------------|---|---------|---|------------------|--|---------|

(2) Easy to negotiate with trading partners and users

|  |           |   |                    |   |         |   |                  |  |         |
|--|-----------|---|--------------------|---|---------|---|------------------|--|---------|
|  | Different | 1 | Slightly different | 1 | Neither | 3 | Slightly correct |  | Correct |
|--|-----------|---|--------------------|---|---------|---|------------------|--|---------|

(3) Easy product differentiation

|  |           |  |                    |   |         |   |                  |  |         |
|--|-----------|--|--------------------|---|---------|---|------------------|--|---------|
|  | Different |  | Slightly different | 1 | Neither | 4 | Slightly correct |  | Correct |
|--|-----------|--|--------------------|---|---------|---|------------------|--|---------|

(4) Easy price differentiation

|  |           |  |                    |  |         |   |                  |   |         |
|--|-----------|--|--------------------|--|---------|---|------------------|---|---------|
|  | Different |  | Slightly different |  | Neither | 4 | Slightly correct | 1 | Correct |
|--|-----------|--|--------------------|--|---------|---|------------------|---|---------|

(5) Differences with culture, customs, and religion are important

|  |           |   |                    |   |         |   |                  |  |         |
|--|-----------|---|--------------------|---|---------|---|------------------|--|---------|
|  | Different | 1 | Slightly different | 4 | Neither | 1 | Slightly correct |  | Correct |
|--|-----------|---|--------------------|---|---------|---|------------------|--|---------|

(6) Differences with economic systems are important

|  |           |  |                    |   |         |  |                  |  |         |
|--|-----------|--|--------------------|---|---------|--|------------------|--|---------|
|  | Different |  | Slightly different | 5 | Neither |  | Slightly correct |  | Correct |
|--|-----------|--|--------------------|---|---------|--|------------------|--|---------|

(7) Differences with politics are important

|  |           |  |                    |  |         |   |                  |   |         |
|--|-----------|--|--------------------|--|---------|---|------------------|---|---------|
|  | Different |  | Slightly different |  | Neither | 4 | Slightly correct | 1 | Correct |
|--|-----------|--|--------------------|--|---------|---|------------------|---|---------|

The questions in this section ask about the source of the company's attractiveness. It is an indicator of "Location Advantage" in the dynamic OLI paradigm. Based on the above results, it seems that **price differentiation** is easy and **political differences** are important. **Differences in culture, customs, and religion**, and **differences in economic systems** do not seem to be especially important.

Q.3: What is important when deciding to return from mainland China to home country (Taiwan)?

(1) Raw materials and parts are available in your home country (Taiwan).

|  |           |  |                    |  |         |   |                  |   |         |
|--|-----------|--|--------------------|--|---------|---|------------------|---|---------|
|  | Different |  | Slightly different |  | Neither | 4 | Slightly correct | 1 | Correct |
|--|-----------|--|--------------------|--|---------|---|------------------|---|---------|

(2) Human resources are available in your country (Taiwan)

|  |           |  |                    |  |         |   |                  |  |         |
|--|-----------|--|--------------------|--|---------|---|------------------|--|---------|
|  | Different |  | Slightly different |  | Neither | 5 | Slightly correct |  | Correct |
|--|-----------|--|--------------------|--|---------|---|------------------|--|---------|

(3) Trade and tariffs are on good terms with my country (Taiwan)



|  |           |   |                    |   |         |  |                  |  |         |
|--|-----------|---|--------------------|---|---------|--|------------------|--|---------|
|  | Different | 3 | Slightly different | 2 | Neither |  | Slightly correct |  | Correct |
|--|-----------|---|--------------------|---|---------|--|------------------|--|---------|

(4) The market size of my country (Taiwan) is large

|  |           |   |                    |   |         |  |                  |  |         |
|--|-----------|---|--------------------|---|---------|--|------------------|--|---------|
|  | Different | 4 | Slightly different | 1 | Neither |  | Slightly correct |  | Correct |
|--|-----------|---|--------------------|---|---------|--|------------------|--|---------|

(5) Many of the companies involved in the alliance are in their home country (Taiwan)

|  |           |  |                    |   |         |   |                  |  |         |
|--|-----------|--|--------------------|---|---------|---|------------------|--|---------|
|  | Different |  | Slightly different | 2 | Neither | 3 | Slightly correct |  | Correct |
|--|-----------|--|--------------------|---|---------|---|------------------|--|---------|

(6) Incentives to invest in own country (Taiwan)

|  |           |   |                    |  |         |   |                  |  |         |
|--|-----------|---|--------------------|--|---------|---|------------------|--|---------|
|  | Different | 4 | Slightly different |  | Neither | 1 | Slightly correct |  | Correct |
|--|-----------|---|--------------------|--|---------|---|------------------|--|---------|

(7) Ease of doing business based on the culture, customs, and religion of your own country (Taiwan)

|  |           |  |                    |   |         |   |                  |  |         |
|--|-----------|--|--------------------|---|---------|---|------------------|--|---------|
|  | Different |  | Slightly different | 1 | Neither | 4 | Slightly correct |  | Correct |
|--|-----------|--|--------------------|---|---------|---|------------------|--|---------|

(8) Ease of doing business due to the economic system of the country (Taiwan)

|  |           |  |                    |  |         |  |                  |  |         |
|--|-----------|--|--------------------|--|---------|--|------------------|--|---------|
|  | Different |  | Slightly different |  | Neither |  | Slightly correct |  | Correct |
|--|-----------|--|--------------------|--|---------|--|------------------|--|---------|

(9) Ease of doing business in your own country (Taiwan) politics

|   |           |   |                    |   |         |  |                  |  |         |
|---|-----------|---|--------------------|---|---------|--|------------------|--|---------|
| 1 | Different | 2 | Slightly different | 2 | Neither |  | Slightly correct |  | Correct |
|---|-----------|---|--------------------|---|---------|--|------------------|--|---------|

This part of the questionnaire asks about the company's risk mitigation. It is an indicator of the "Internalization Advantage" in the dynamic OLI paradigm. Based on the above results, it seems that the following items are applicable: **raw materials and parts are available** in the home country (Taiwan), **human resources are available** in the home country (Taiwan), and it is **easy to do business in the home country (Taiwan) due to its culture, customs, religion, and economic system**. This item indicates that **the market size of the home country (Taiwan)** is not large but rather small.

## 2. Results of hearings based on competent information

During the research period, we were able to conduct only one interview regarding the return of Taiwanese companies to China. The content of the interview was about the cross-strait issue, the return of Taiwanese companies from China, and subsequent foreign direct investment. The content of the interview was related to "1. General understanding of the cross-strait issue" and "2. The direction of the phenomenon of "regression"" as described in section II. According to him, if the political situation is a front, the economic situation is the real story. If countries such as the U.S. and Australia are reverting, it is merely a political and economic relationship. Companies associated with the Taiwanese government would likewise be forced to withdraw. However, these withdrawals are more than favorable for Taiwan's economy, companies, and businesses. The flow of goods and services from other countries to the Chinese market via Taiwan is now possible. As a result, the economic benefits are extremely high, as products and services are routed through Taiwanese companies and businesses. In fact, the degree to which Taiwanese companies and businesses are entering the Chinese market is increasing.

In fact, the current situation seems to be that China and Taiwan are using political and military confrontations to control economic trends.



## VII. Conclusion and Summary

### 1. Taiwan's Economic and Business Competitive Advantage in Cross-Strait Issues

The cross-strait issue (bilateral relations) is a political issue and a military issue driven by it. And they are different from economic and market trends. In recent years, it has been reported that several Taiwanese companies are returning from China. We have examined the literature as a general understanding of cross-strait issues.

As for the questionnaire survey, it is difficult to state a single propensity based on the very few results. And based on the questionnaire survey, it is also a mosey situation to state the conclusions obtained from the results of the interviews. However, as a report of this survey research, we must conclude.

From this survey, the trends in the electronics and information-related business sectors were very prominent. As indicators of "Ownership Advantage" in the dynamic OLI paradigm, product differentiation, human resource systems, and efficient size of production facilities were competitive advantages. As indicators of "Location Advantage," easy price differentiation and differences in politics are important, while differences in culture, customs and religion, and differences in economic systems are not so important, the study concluded. In the end, "internalization" is the key word. Finally, as an indicator of the "Internalization Advantage," the following factors are important: availability of raw materials and parts in the home country (Taiwan), availability of human resources in the home country (Taiwan), and ease of doing business in the home country (Taiwan) in terms of culture, customs, religion, and economic system. In addition, it was shown that the market size of the home country (Taiwan) is small.

In addition, from the results of the interviews, while the U.S. and Australia are withdrawing from China, business is filling this gap, and business has become a gateway state from Taiwan to China (becoming a hub for Taiwanese companies). It is also understandable that there is a hidden economic "umami" (hollowing out of the market) for Taiwanese companies here. On the contrary, Taiwanese companies seem to be making good use of the conditions as a transitional location to enter the Chinese market and create an economic situation. Of course, Taiwanese companies and businesses that have returned from China will not be confined to Taiwan, but in the future (after the end of Corona), companies and businesses are expected to move into ASEAN countries.

The situation that unfolds in the bilateral relationship between Taiwan and China is a complicated issue because it involves a variety of factors and is unique. As a cross-strait issue, political and military conflicts seem to be the issues that need to be resolved. However, economic conflicts seem to be making good use of the cross-strait issue. Taiwan is making good use of the cross-strait issue to build an economic creation while bearing the risk. There is no doubt that the economic and business competitive advantage of Taiwanese companies from China in the cross-strait issue has become a business boon for Taiwanese industries and companies, which has been called "Taiwan's one country

win.

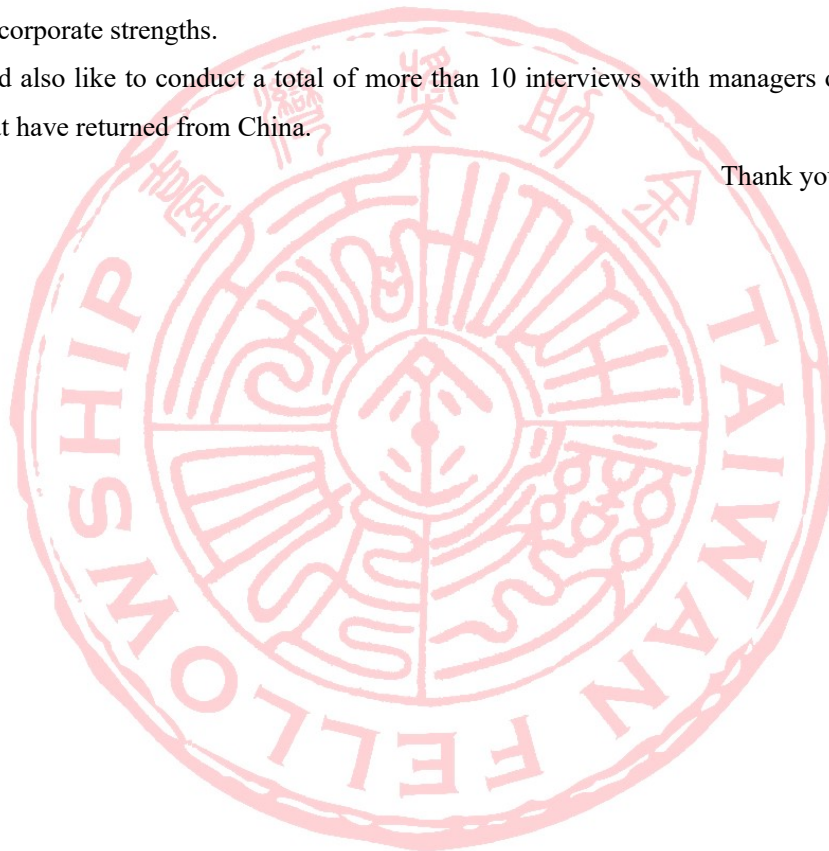
Today, Taiwan and China are experiencing remarkable economic growth. At the same time, globalization for the purpose of cost advantage, which is a characteristic of overseas relocation (setting up bases), is no longer applicable to China and Taiwan, which are regarded as advanced countries.

## **2. Future issues related to this survey research**

This research study was scheduled to start in April 2020. However, it had to be shortened due to the situation in Corona (COVID-19). One outcome of this research study was the creation of a questionnaire survey, which, if carried forward, will enable us to understand the propensity of Taiwan's economy and corporate strengths.

We would also like to conduct a total of more than 10 interviews with managers of Taiwanese companies that have returned from China.

Thank you very much.





## 關於公司鮭魚返鄉的學術研究

### “Questionnaire”: Completed version

和光大学 経済経営学部 経営学科  
教授 當間政義

這項調查調查了在中國（台灣）進行外國直接投資（FDI：Foreign Direct Investment）並返回其本國（台灣）的一家台灣公司作出“鮭魚返鄉”決定的背後因素。同時，這對於決策公司在其他國家的海外戰略很有用。當您忙於工作時，我們非常抱歉，但是如果您可以回答以下問卷，我們將不勝感激。這項調查僅用於學術研究活動，將不會公佈個別公司名稱，同時調查結果將以摘要版本進行匯整。研究代表者：當間政義（Masayoshi Toma）／e-mail：tw-masa@outlook.jp

## 1.基本事項

Q1.請提供您的公司概况。(願意提供公司資訊)

|            |  |
|------------|--|
| 公司名        |  |
| 代表者名       |  |
| 總部地址       |  |
| 網頁         |  |
| 在職員工人數     |  |
| 受訪者姓名      |  |
| 回答者 e-mail |  |

Q2.請圈選您所在行業的號碼。(如果您身處多個行業, 可用◎標記多個○, 並用◎標記主要業務。)

|                          |         |                          |         |                          |         |                          |        |                          |        |
|--------------------------|---------|--------------------------|---------|--------------------------|---------|--------------------------|--------|--------------------------|--------|
| <input type="checkbox"/> | ①建設     | <input type="checkbox"/> | ②紙漿/紙   | <input type="checkbox"/> | ③石油/橡膠  | <input type="checkbox"/> | ③非鐵金屬  | <input type="checkbox"/> | ④電機    |
| <input type="checkbox"/> | ⑤食品     | <input type="checkbox"/> | ⑥化學     | <input type="checkbox"/> | ⑦陶瓷行業   | <input type="checkbox"/> | ⑧金屬製品  | <input type="checkbox"/> | ⑨輸送用機器 |
| <input type="checkbox"/> | ⑩纖維     | <input type="checkbox"/> | ⑪藥品     | <input type="checkbox"/> | ⑫鋼鐵     | <input type="checkbox"/> | ⑬機械    | <input type="checkbox"/> | ⑭精密設備  |
| <input type="checkbox"/> | ⑮電子(設備) | <input type="checkbox"/> | ⑯電子(零件) | <input type="checkbox"/> | ⑰電子(系統) | <input type="checkbox"/> | ⑱其他( ) |                          |        |

Q3.請描述貴公司的海外直接投資子公司(最多3家代表公司), 對於行業類型, 請輸入 Q2①到⑱中的一個; 對於各功能, 請在下面輸入 a 到 e 之一。

|   |       |     |        |    |   |   |
|---|-------|-----|--------|----|---|---|
| 1 | 子公司名稱 | 地區: | 行業:    | 提前 | 年 | 月 |
|   |       | 功能: | 持股比例 % | 撤退 | 年 | 月 |
| 2 | 子公司名稱 | 地區: | 行業:    | 提前 | 年 | 月 |
|   |       | 功能: | 持股比例 % | 撤退 | 年 | 月 |
| 3 | 子公司名稱 | 地區: | 行業:    | 提前 | 年 | 月 |
|   |       | 功能: | 持股比例 % | 撤退 | 年 | 月 |

a.資金調度的金融子公司、b.生產部門(設立工廠)、c.銷售部門(設立銷售辦事處)、  
d.原材料/資源採購部門、e.其他( )

Q4.關於貴公司實現投資成效的評估, 請圈選適用的數字(請在第1位標記◎, 在第2位標記○)

|                          |         |                          |        |
|--------------------------|---------|--------------------------|--------|
| <input type="checkbox"/> | 成效遠高於目標 | <input type="checkbox"/> | 成效高於目標 |
| <input type="checkbox"/> | 成效達到目標  | <input type="checkbox"/> | 成效低於目標 |
| <input type="checkbox"/> | 成效遠低於目標 | <input type="checkbox"/> |        |

Q5.我想問您是否願意當面接受訪談, 請圈選相應的號碼。

|                          |             |                          |                       |
|--------------------------|-------------|--------------------------|-----------------------|
| <input type="checkbox"/> | 配合您可接受訪談的時段 | <input type="checkbox"/> | 透過視訊和電子郵件等方式接受訪問或回答問題 |
| <input type="checkbox"/> | 其他( )       |                          |                       |

2.具體項目：我們想問您以下有關在中國大陸進行直接投資，並返回台灣的問題。

【子公司】

Q1.我想問您有關您決定直接在中國大陸投資時可能會佔優勢的事項，請圈選適用部分。

(1) 研發能力 (R&D)

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(2) 智慧財產權 (專利, 註冊商標等)

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(3) 公司的營運能力

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(4) 公司組織的學習能力

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(5) 產品差異化

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(6) 商標品牌名稱

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(7) 公司的人事制度

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(8) 外包生產方式 (OEM)

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(9) 有效的生產規模

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

Q2.當您決定直接在中國大陸投資時，我想問您有關當地情況的重要事項。請用圓圈標記相應的數字。

(1) 容易調度原物料和零件的供應商以及便捷的產品通路。

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(2) 易於與供應商及消費者進行談判。

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(3) 易於產品差異化。

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(4) 易於價格差異化。

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(5) 文化、習俗和宗教的差異性很重要。

|                          |      |                          |      |                          |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(6) 經濟體系的差異性很重要。

|  |      |  |      |  |     |  |      |  |      |
|--|------|--|------|--|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|--|------|--|------|

(7) 政治體系的差異性很重要。

|  |      |  |      |  |     |  |      |  |      |
|--|------|--|------|--|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|--|------|--|------|

Q3.在決定從中國大陸返回台灣時，我想問您重要事項，請用圓圈標記相應的數字。

(1) 在台灣可取得原物料和零組件。

|  |      |  |      |  |     |  |      |  |      |
|--|------|--|------|--|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|--|------|--|------|

(2) 在台灣可尋覓適當的人才。

|  |      |  |      |  |     |  |      |  |      |
|--|------|--|------|--|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|--|------|--|------|

(3) 在台灣貿易和關稅條件良好。

|  |      |  |      |  |     |  |      |  |      |
|--|------|--|------|--|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|--|------|--|------|

(4) 台灣的市場規模很大。

|  |      |  |      |  |     |  |      |  |      |
|--|------|--|------|--|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|--|------|--|------|

(5) 在台灣關係企業很多。

|  |      |  |      |  |     |  |      |  |      |
|--|------|--|------|--|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|--|------|--|------|

(6) 台灣有投資獎勵的措施。

|  |      |  |      |  |     |  |      |  |      |
|--|------|--|------|--|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|--|------|--|------|

(7) 由於文化，習俗和宗教信仰的因素，在台灣經商容易。

|  |      |  |      |  |     |  |      |  |      |
|--|------|--|------|--|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|--|------|--|------|

(8) 由於經濟體制的因素，在台灣經商容易。

|  |      |  |      |  |     |  |      |  |      |
|--|------|--|------|--|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|--|------|--|------|

(9) 由於政治體制的因素，在台灣經商容易。

|  |      |  |      |  |     |  |      |  |      |
|--|------|--|------|--|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|--|------|--|------|

這就是問題所在。 謝謝您的合作



## 關於公司鮭魚返鄉的學術研究

### Questionnaire: Answer data (1)

和光大学 經濟經營学部 経営学科  
教授 當間政義

這項調查調查了在中國（台灣）進行外國直接投資（FDI：Foreign Direct Investment）並返回其本國（台灣）的一家台灣公司作出“鮭魚返鄉”決定的背後因素。同時，這對於決策公司在其他國家的海外戰略很有用。當您忙於工作時，我們非常抱歉，但是如果您可以回答以下問卷，我們將不勝感激。這項調查僅用於學術研究活動，將不會公佈個別公司名稱，同時調查結果將以摘要版本進行匯整。研究代表者：當間政義（Masayoshi Toma）／e-mail：tw-masa@outlook.jp

## 1.基本事項

Q1.請提供您的公司概况。(願意提供公司資訊)

|            |  |
|------------|--|
| 公司名        |  |
| 代表者名       |  |
| 總部地址       |  |
| 網頁         |  |
| 在職員工人數     |  |
| 受訪者姓名      |  |
| 回答者 e-mail |  |

Q2.請圈選您所在行業的號碼。(如果您身處多個行業, 可用◎標記多個○, 並用◎標記主要業務。)

|                                  |         |                       |         |                       |         |                       |        |                       |        |
|----------------------------------|---------|-----------------------|---------|-----------------------|---------|-----------------------|--------|-----------------------|--------|
| <input type="radio"/>            | ①建設     | <input type="radio"/> | ②紙漿/紙   | <input type="radio"/> | ③石油/橡膠  | <input type="radio"/> | ③非鐵金屬  | <input type="radio"/> | ④電機    |
| <input type="radio"/>            | ⑤食品     | <input type="radio"/> | ⑥化學     | <input type="radio"/> | ⑦陶瓷行業   | <input type="radio"/> | ⑧金屬製品  | <input type="radio"/> | ⑨輸送用機器 |
| <input type="radio"/>            | ⑩纖維     | <input type="radio"/> | ⑪藥品     | <input type="radio"/> | ⑫鋼鐵     | <input type="radio"/> | ⑬機械    | <input type="radio"/> | ⑭精密設備  |
| <input checked="" type="radio"/> | ⑮電子(設備) | <input type="radio"/> | ⑯電子(零件) | <input type="radio"/> | ⑰電子(系統) | <input type="radio"/> | ⑱其他( ) |                       |        |

Q3.請描述貴公司的海外直接投資子公司(最多3家代表公司), 對於行業類型, 請輸入 Q2①到⑱中的一個; 對於各功能, 請在下面輸入 a 到 e 之一。

|   |                     |           |           |    |   |   |
|---|---------------------|-----------|-----------|----|---|---|
| 1 | 子公司名稱<br>[redacted] | 地區: 中國    | 行業: 塑膠產品  | 提前 | 年 | 月 |
|   |                     | 功能: b, c, | 持股比例 100% | 撤退 | 年 | 月 |
| 2 | 子公司名稱               | 地區:       | 行業:       | 提前 | 年 | 月 |
|   |                     | 功能:       | 持股比例 %    | 撤退 | 年 | 月 |
| 3 | 子公司名稱               | 地區:       | 行業:       | 提前 | 年 | 月 |
|   |                     | 功能:       | 持股比例 %    | 撤退 | 年 | 月 |

a.資金調度的金融子公司、b.生產部門(設立工廠)、c.銷售部門(設立銷售辦事處)、

d.原材料/資源採購部門、e.其他( )

Q4.關於貴公司實現投資成效的評估, 請圈選適用的數字(請在第1位標記◎, 在第2位標記○)

|                                  |         |                       |        |
|----------------------------------|---------|-----------------------|--------|
| <input type="radio"/>            | 成效遠高於目標 | <input type="radio"/> | 成效高於目標 |
| <input checked="" type="radio"/> | 成效達到目標  | <input type="radio"/> | 成效低於目標 |
| <input type="radio"/>            | 成效遠低於目標 | <input type="radio"/> |        |

Q5.我想問您是否願意當面接受訪談, 請圈選相應的號碼。

|                                  |             |                       |                       |
|----------------------------------|-------------|-----------------------|-----------------------|
| <input checked="" type="radio"/> | 配合您可接受訪談的時段 | <input type="radio"/> | 透過視訊和電子郵件等方式接受訪問或回答問題 |
| <input type="radio"/>            | 其他( )       |                       |                       |

2.具體項目：我們想問您以下有關在中國大陸進行直接投資，並返回台灣的問題。

【子公司 1】

Q1.我想問您有關您決定直接在中國大陸投資時可能會佔優勢的事項，請圈選適用部分。

(1) 研發能力 (R&D)

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(2) 智慧財產權 (專利, 註冊商標等)

|                          |      |                          |      |                          |     |                          |      |                                  |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input checked="" type="radio"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|

(3) 公司的營運能力

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(4) 公司組織的學習能力

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(5) 產品差異化

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(6) 商標品牌名稱

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(7) 公司的人事制度

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(8) 外包生產方式 (OEM)

|                          |      |                          |      |                          |     |                          |      |                                  |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input checked="" type="radio"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|

(9) 有效的生產規模

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

Q2.當您決定直接在中國大陸投資時，我想問您有關當地情況的重要事項。請用圓圈標記相應的數字。

(1) 容易調度原物料和零件的供應商以及便捷的產品通路。

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(2) 易於與供應商及消費者進行談判。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(3) 易於產品差異化。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(4) 易於價格差異化。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(5) 文化、習俗和宗教的差異性很重要。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(6) 經濟體系的差異性很重要。

|  |      |  |      |   |     |  |      |  |      |
|--|------|--|------|---|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 | ◎ | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|---|-----|--|------|--|------|

(7) 政治體系的差異性很重要。

|  |      |  |      |  |     |  |      |   |      |
|--|------|--|------|--|-----|--|------|---|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 | ◎ | 非常正確 |
|--|------|--|------|--|-----|--|------|---|------|

Q3.在決定從中國大陸返回台灣時，我想問您重要事項，請用圓圈標記相應的數字。

(1) 在台灣可取得原物料和零組件。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(2) 在台灣可尋覓適當的人才。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(3) 在台灣貿易和關稅條件良好。

|  |      |  |      |   |     |  |      |  |      |
|--|------|--|------|---|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 | ◎ | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|---|-----|--|------|--|------|

(4) 台灣的市場規模很大。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(5) 在台灣關係企業很多。

|  |      |  |      |   |     |  |      |  |      |
|--|------|--|------|---|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 | ◎ | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|---|-----|--|------|--|------|

(6) 台灣有投資獎勵的措施。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(7) 由於文化，習俗和宗教信仰的因素，在台灣經商容易。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(8) 由於經濟體制的因素，在台灣經商容易。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(9) 由於政治體制的因素，在台灣經商容易。

|  |      |  |      |   |     |  |      |  |      |
|--|------|--|------|---|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 | ◎ | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|---|-----|--|------|--|------|

這就是問題所在。 謝謝您的合作



## 關於公司鮭魚返鄉的學術研究

### Questionnaire: Answer data (2)

和光大学 經濟經營学部 経営学科  
教授 當間政義

這項調查調查了在中國（台灣）進行外國直接投資（FDI：Foreign Direct Investment）並返回其本國（台灣）的一家台灣公司作出“鮭魚返鄉”決定的背後因素。同時，這對於決策公司在其他國家的海外戰略很有用。當您忙於工作時，我們非常抱歉，但是如果您可以回答以下問卷，我們將不勝感激。這項調查僅用於學術研究活動，將不會公佈個別公司名稱，同時調查結果將以摘要版本進行匯整。研究代表者：當間政義（Masayoshi Toma）／e-mail：tw-masa@outlook.jp

## 1.基本事項

Q1.請提供您的公司概况。（願意提供公司資訊）

|            |  |
|------------|--|
| 公司名        |  |
| 代表者名       |  |
| 總部地址       |  |
| 網頁         |  |
| 在職員工人數     |  |
| 受訪者姓名      |  |
| 回答者 e-mail |  |

Q2.請圈選您所在行業的號碼（如果您身處多個行業,可用◎標記多個○,並用◎標記主要業務）

|                                  |                                  |                                  |                                |                                      |
|----------------------------------|----------------------------------|----------------------------------|--------------------------------|--------------------------------------|
| <input type="checkbox"/> ①建設     | <input type="checkbox"/> ②紙漿/紙   | <input type="checkbox"/> ③石油/橡膠  | <input type="checkbox"/> ③非鐵金屬 | <input type="checkbox"/> ④電機         |
| <input type="checkbox"/> ⑤食品     | <input type="checkbox"/> ⑥化學     | <input type="checkbox"/> ⑦陶瓷行業   | <input type="checkbox"/> ⑧金屬製品 | <input type="checkbox"/> ⑨輸送用機器      |
| <input type="checkbox"/> ⑩纖維     | <input type="checkbox"/> ⑪藥品     | <input type="checkbox"/> ⑫鋼鐵     | <input type="checkbox"/> ⑬機械   | <input type="checkbox"/> ⑭精密設備       |
| <input type="checkbox"/> ⑮電子（設備） | <input type="checkbox"/> ⑯電子（零件） | <input type="checkbox"/> ⑰電子（系統） | <input type="checkbox"/> ○     | <input type="checkbox"/> ⑱其他（精密模具相關） |

Q3.請描述貴公司的海外直接投資子公司（最多3家代表公司），對於行業類型，請輸入Q2①到⑱中的一個；對於各功能，請在下面輸入a到e之一。

|   |                |       |            |                |
|---|----------------|-------|------------|----------------|
| 1 | 子公司名稱<br>品有限公司 | 地區：中國 | 行業：製造業     | 提前 年 月         |
|   |                | 功能：   | 持股比例 100 % | 撤退 2025 年 12 月 |
| 2 | 子公司名稱          | 地區：   | 行業：        | 提前 年 月         |
|   |                | 功能：   | 持股比例 %     | 撤退 年 月         |
| 3 | 子公司名稱          | 地區：   | 行業：        | 提前 年 月         |
|   |                | 功能：   | 持股比例 %     | 撤退 年 月         |

a.資金調度的金融子公司、b.生產部門（設立工廠）、c.銷售部門（設立銷售辦事處）、  
d.原材料/資源採購部門、e.其他（ ）

Q4.關於貴公司實現投資成效的評估，請圈選適用的數字（請在第1位標記◎，在第2位標記○）

|                          |         |                          |        |
|--------------------------|---------|--------------------------|--------|
| <input type="checkbox"/> | 成效遠高於目標 | <input type="checkbox"/> | 成效高於目標 |
| <input type="checkbox"/> | 成效達到目標  | ○                        | 成效低於目標 |
| ○                        | 成效遠低於目標 |                          |        |

Q5.我想問您是否願意當面接受訪談，請圈選相應的號碼。

|                          |             |   |                       |
|--------------------------|-------------|---|-----------------------|
| <input type="checkbox"/> | 配合您可接受訪談的時段 | ○ | 透過視訊和電子郵件等方式接受訪問或回答問題 |
|                          | 其他（ ）       |   |                       |

2.具體項目：我們想問您以下有關在中國大陸進行直接投資，並返回台灣的問題。

【子公司 1】

Q1.我想問您有關您決定直接在中國大陸投資時可能會佔優勢的事項，請圈選適用部分。

(1) 研發能力 (R&D)

|                          |      |                          |      |                       |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|

(2) 智慧財產權 (專利, 註冊商標等)

|                          |      |                       |      |                          |     |                          |      |                          |      |
|--------------------------|------|-----------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|-----------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(3) 公司的營運能力

|                          |      |                       |      |                          |     |                          |      |                          |      |
|--------------------------|------|-----------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|-----------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(4) 公司組織的學習能力

|                          |      |                          |      |                       |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|

(5) 產品差異化

|                          |      |                          |      |                          |     |                       |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|-----------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|-----------------------|------|--------------------------|------|

(6) 商標品牌名稱

|                          |      |                       |      |                          |     |                          |      |                          |      |
|--------------------------|------|-----------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|-----------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(7) 公司的人事制度

|                          |      |                          |      |                          |     |                          |      |                       |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|-----------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="radio"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|-----------------------|------|

(8) 外包生產方式 (OEM)

|                          |      |                          |      |                       |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|

(9) 有效的生產規模

|                          |      |                          |      |                          |     |                          |      |                       |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|-----------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="radio"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|-----------------------|------|

Q2.當您決定直接在中國大陸投資時, 我想問您有關當地情況的重要事項。請用圓圈標記相應的數字。

(1) 容易調度原物料和零件的供應商以及便捷的產品通路。

|                          |      |                          |      |                          |     |                       |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|-----------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|-----------------------|------|--------------------------|------|

(2) 易於與供應商及消費者進行談判。

|                          |      |                          |      |                       |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|

(3) 易於產品差異化。

|                          |      |                          |      |                       |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|

(4) 易於價格差異化。

|                          |      |                          |      |                          |     |                          |      |                       |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|-----------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="radio"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|-----------------------|------|

(5) 文化、習俗和宗教的差異性很重要。

|                          |      |                          |      |                       |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|

(6) 經濟體系的差異性很重要。

|                          |      |                          |      |                       |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|-----------------------|-----|--------------------------|------|--------------------------|------|

(7) 政治體系的差異性很重要。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ○ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

Q3.在決定從中國大陸返回台灣時，我想問您重要事項，請用圓圈標記相應的數字。

(1) 在台灣可取得原物料和零組件。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ○ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(2) 在台灣可尋覓適當的人才。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ○ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(3) 在台灣的貿易和關稅條件良好。

|  |      |  |      |   |     |  |      |  |      |
|--|------|--|------|---|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 | ○ | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|---|-----|--|------|--|------|

(4) 台灣的市場規模很大。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ○ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(5) 在台灣關係企業很多。

|  |      |  |      |   |     |  |      |  |      |
|--|------|--|------|---|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 | ○ | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|---|-----|--|------|--|------|

(6) 台灣有投資獎勵的措施。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ○ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(7) 由於文化，習俗和宗教信仰的因素，在台灣經商容易。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ○ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(8) 由於經濟體制的因素，在台灣經商容易。

|  |      |  |      |  |     |  |      |   |      |
|--|------|--|------|--|-----|--|------|---|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 | ○ | 非常正確 |
|--|------|--|------|--|-----|--|------|---|------|

(9) 由於政治體制的因素，在台灣經商容易。

|  |      |  |      |   |     |  |      |  |      |
|--|------|--|------|---|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 | ○ | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|---|-----|--|------|--|------|

這就是問題所在。謝謝您的合作



## 關於公司鮭魚返鄉的學術研究

### Questionnaire: Answer data (3)

和光大学 経済経営学部 経営学科  
教授 當間政義

這項調查調查了在中國（台灣）進行外國直接投資（FDI：Foreign Direct Investment）並返回其本國（台灣）的一家台灣公司作出“鮭魚返鄉”決定的背後因素。同時，這對於決策公司在其他國家的海外戰略很有用。當您忙於工作時，我們非常抱歉，但是如果您可以回答以下問卷，我們將不勝感激。這項調查僅用於學術研究活動，將不會公佈個別公司名稱，同時調查結果將以摘要版本進行匯整。研究代表者：當間政義（Masayoshi Toma）／e-mail：tw-masa@outlook.jp

## 1.基本事項

Q1.請提供您的公司概况。（願意提供公司資訊）

|            |  |
|------------|--|
| 公司名        |  |
| 代表者名       |  |
| 總部地址       |  |
| 網頁         |  |
| 在職員工人數     |  |
| 受訪者姓名      |  |
| 回答者 e-mail |  |

Q2.請圈選您所在行業的號碼(如果您身處多個行業, 可用◎標記多個○,並用◎標記主要業務)

|                          |         |                                  |         |                          |         |                          |        |                          |        |
|--------------------------|---------|----------------------------------|---------|--------------------------|---------|--------------------------|--------|--------------------------|--------|
| <input type="checkbox"/> | ①建設     | <input type="checkbox"/>         | ②紙漿/紙   | <input type="checkbox"/> | ③石油/橡膠  | <input type="checkbox"/> | ③非鐵金屬  | <input type="checkbox"/> | ④電機    |
| <input type="checkbox"/> | ⑤食品     | <input type="checkbox"/>         | ⑥化學     | <input type="checkbox"/> | ⑦陶瓷行業   | <input type="checkbox"/> | ⑧金屬製品  | <input type="checkbox"/> | ⑨輸送用機器 |
| <input type="checkbox"/> | ⑩纖維     | <input type="checkbox"/>         | ⑪藥品     | <input type="checkbox"/> | ⑫鋼鐵     | <input type="checkbox"/> | ⑬機械    | <input type="checkbox"/> | ⑭精密設備  |
| <input type="checkbox"/> | ⑮電子（設備） | <input checked="" type="radio"/> | ⑯電子（零件） | <input type="radio"/>    | ⑰電子（系統） | <input type="checkbox"/> | ⑱其他（ ） |                          |        |

Q3.請描述貴公司的海外直接投資子公司（最多3家代表公司），對於行業類型，請輸入Q2①到⑱中的一個；對於各功能，請在下面輸入a到e之一。

|   |                     |                  |            |    |   |   |
|---|---------------------|------------------|------------|----|---|---|
| 1 | 子公司名稱<br>[redacted] | 地區：中國 [redacted] | 行業：光電      | 提前 | 年 | 月 |
|   |                     | 功能：b             | 持股比例 100 % | 撤退 | 年 | 月 |
| 2 | 子公司名稱<br>[redacted] | 地區：中國 [redacted] | 行業：光電      | 提前 | 年 | 月 |
|   |                     | 功能：b             | 持股比例 100 % | 撤退 | 年 | 月 |
| 3 | 子公司名稱               | 地區：              | 行業：        | 提前 | 年 | 月 |
|   |                     | 功能：              | 持股比例 %     | 撤退 | 年 | 月 |

a.資金調度的金融子公司、b.生產部門（設立工廠）、c.銷售部門（設立銷售辦事處）、  
d.原材料/資源採購部門、e.其他（ ）

Q4.關於貴公司實現投資成效的評估，請圈選適用的數字(請在第1位標記◎，在第2位標記○)

|                       |         |                                  |        |
|-----------------------|---------|----------------------------------|--------|
| <input type="radio"/> | 成效遠高於目標 | <input checked="" type="radio"/> | 成效高於目標 |
| <input type="radio"/> | 成效達到目標  | <input type="radio"/>            | 成效低於目標 |
| <input type="radio"/> | 成效遠低於目標 | <input type="radio"/>            |        |

Q5.我想問您是否願意當面接受訪談，請圈選相應的號碼。

|                                  |             |                       |                       |
|----------------------------------|-------------|-----------------------|-----------------------|
| <input checked="" type="radio"/> | 配合您可接受訪談的時段 | <input type="radio"/> | 透過視訊和電子郵件等方式接受訪問或回答問題 |
| <input type="radio"/>            | 其他（ ）       |                       |                       |

2.具體項目：我們想問您以下有關在中國大陸進行直接投資，並返回台灣的問題。

【子公司 1】

Q1.我想問您有關您決定直接在中國大陸投資時可能會佔優勢的事項，請圈選適用部分。

(1) 研發能力 (R&D)

|                          |      |                                  |      |                          |     |                          |      |                          |      |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input checked="" type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(2) 智慧財產權 (專利，註冊商標等)

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(3) 公司的營運能力

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(4) 公司組織的學習能力

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(5) 產品差異化

|                          |      |                          |      |                          |     |                          |      |                                  |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input checked="" type="radio"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|

(6) 商標品牌名稱

|                          |      |                          |      |                          |     |                          |      |                                  |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input checked="" type="radio"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|

(7) 公司的人事制度

|                          |      |                          |      |                          |     |                          |      |                                  |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input checked="" type="radio"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|

(8) 外包生產方式 (OEM)

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(9) 有效的生產規模

|                          |      |                          |      |                          |     |                          |      |                                  |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input checked="" type="radio"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|

Q2.當您決定直接在中國大陸投資時，我想問您有關當地情況的重要事項。請用圓圈標記相應的數字。

(1) 容易調度原物料和零件的供應商以及便捷的產品通路。

|                          |      |                                  |      |                          |     |                          |      |                          |      |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input checked="" type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(2) 易於與供應商及消費者進行談判。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(3) 易於產品差異化。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(4) 易於價格差異化。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(5) 文化、習俗和宗教的差異性很重要。

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(6) 經濟體系的差異性很重要。

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(7) 政治體系的差異性很重要。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

Q3.在決定從中國大陸返回台灣時，我想問您重要事項，請用圓圈標記相應的數字。

(1) 在台灣可取得原物料和零組件。

|  |      |  |      |  |     |  |      |   |      |
|--|------|--|------|--|-----|--|------|---|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 | ◎ | 非常正確 |
|--|------|--|------|--|-----|--|------|---|------|

(2) 在台灣可尋覓適當的人才。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(3) 在台灣的貿易和關稅條件良好。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(4) 台灣的市場規模很大。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(5) 在台灣關係企業很多。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(6) 台灣有投資獎勵的措施。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(7) 由於文化，習俗和宗教信仰的因素，在台灣經商容易。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(8) 由於經濟體制的因素，在台灣經商容易。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(9) 由於政治體制的因素，在台灣經商容易。

|   |      |  |      |  |     |  |      |  |      |
|---|------|--|------|--|-----|--|------|--|------|
| ◎ | 完全不同 |  | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|---|------|--|------|--|-----|--|------|--|------|



【子公司 2】

Q1.我想問您有關您決定直接在中國大陸投資時可能會佔優勢的事項，請圈選適用部分。

(1) 研發能力 (R&D)

|                          |      |                                  |      |                          |     |                          |      |                          |      |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input checked="" type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(2) 智慧財產權 (專利, 註冊商標等)

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(3) 公司的營運能力

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(4) 公司組織的學習能力

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(5) 產品差異化

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(6) 商標品牌名稱

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(7) 公司的人事制度

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(8) 外包生產方式 (OEM)

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(9) 有效的生產規模

|                          |      |                          |      |                          |     |                          |      |                                  |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input checked="" type="radio"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|--------------------------|------|----------------------------------|------|

Q2.當您決定直接在中國大陸投資時，我想問您有關當地情況的重要事項。請用圓圈標記相應的數字。

(1) 容易調度原物料和零件的供應商以及便捷的產品通路。

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(2) 易於與供應商及消費者進行談判。

|                          |      |                                  |      |                          |     |                          |      |                          |      |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input checked="" type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(3) 易於產品差異化。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(4) 易於價格差異化。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(5) 文化、習俗和宗教的差異性很重要。

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(6) 經濟體系的差異性很重要。

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(7) 政治體系的差異性很重要。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

Q3.在決定從中國大陸返回台灣時，我想問您重要事項，請用圓圈標記相應的數字。

(1) 在台灣可取得原物料和零組件。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(2) 在台灣可尋覓適當的人才。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(3) 在台灣貿易和關稅條件良好。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(4) 台灣的市場規模很大。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(5) 在台灣關係企業很多。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(6) 台灣有投資獎勵的措施。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(7) 由於文化，習俗和宗教信仰的因素，在台灣經商容易。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(8) 由於經濟體制的因素，在台灣經商容易。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(9) 由於政治體制的因素，在台灣經商容易。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

這就是問題所在。謝謝您的合作

## 關於公司鮭魚返鄉的學術研究

### Questionnaire: Answer data (4)

和光大学 經濟經營学部 經營学科  
教授 當間政義

這項調查調查了在中國（台灣）進行外國直接投資（FDI：Foreign Direct Investment）並返回其本國（台灣）的一家台灣公司作出“鮭魚返鄉”決定的背後因素。同時，這對於決策公司在其他國家的海外戰略很有用。當您忙於工作時，我們非常抱歉，但是如果您可以回答以下問卷，我們將不勝感激。這項調查僅用於學術研究活動，將不會公佈個別公司名稱，同時調查結果將以摘要版本進行匯整。研究代表者：當間政義（Masayoshi Toma）／e-mail：tw-masa@outlook.jp

## 1.基本事項

Q1.請提供您的公司概况。（願意提供公司資訊）

|            |  |
|------------|--|
| 公司名        |  |
| 代表者名       |  |
| 總部地址       |  |
| 網頁         |  |
| 在職員工人數     |  |
| 受訪者姓名      |  |
| 回答者 e-mail |  |

Q2.請圈選您所在行業的號碼。（如果您身處多個行業，可用◎標記多個○，並用◎標記主要業務。）

|                          |         |                          |         |                          |         |                          |       |                          |        |
|--------------------------|---------|--------------------------|---------|--------------------------|---------|--------------------------|-------|--------------------------|--------|
| <input type="checkbox"/> | ①建設     | <input type="checkbox"/> | ②紙漿/紙   | <input type="checkbox"/> | ③石油/橡膠  | <input type="checkbox"/> | ③非鐵金屬 | <input type="checkbox"/> | ④電機    |
| <input type="checkbox"/> | ⑤食品     | <input type="checkbox"/> | ⑥化學     | <input type="checkbox"/> | ⑦陶瓷行業   | ◎                        | ⑧金屬製品 | <input type="checkbox"/> | ⑨輸送用機器 |
| <input type="checkbox"/> | ⑩纖維     | <input type="checkbox"/> | ⑪藥品     | <input type="checkbox"/> | ⑫鋼鐵     | <input type="checkbox"/> | ⑬機械   | <input type="checkbox"/> | ⑭精密設備  |
| <input type="checkbox"/> | ⑮電子（設備） | <input type="checkbox"/> | ⑯電子（零件） | <input type="checkbox"/> | ⑰電子（系統） | <input type="checkbox"/> | ⑱其他（  |                          |        |

Q3.請描述貴公司的海外直接投資子公司（最多3家代表公司），對於行業類型，請輸入Q2①到⑱中的一個；對於各功能，請在下面輸入a到e之一。

|   |       |     |      |    |    |   |
|---|-------|-----|------|----|----|---|
| 1 | 子公司名稱 | 地區： | 行業：  | 提前 | 年  | 月 |
|   |       | 功能： | 持股比例 | %  | 撤退 | 年 |
| 2 | 子公司名稱 | 地區： | 行業：  | 提前 | 年  | 月 |
|   |       | 功能： | 持股比例 | %  | 撤退 | 年 |
| 3 | 子公司名稱 | 地區： | 行業：  | 提前 | 年  | 月 |
|   |       | 功能： | 持股比例 | %  | 撤退 | 年 |

a.資金調度的金融子公司、b.生產部門（設立工廠）、c.銷售部門（設立銷售辦事處）、  
d.原材料/資源採購部門、e.其他（

Q4.關於貴公司實現投資成效的評估，請圈選適用的數字（請在第1位標記◎，在第2位標記○）

|                          |         |                          |        |
|--------------------------|---------|--------------------------|--------|
| <input type="checkbox"/> | 成效遠高於目標 | <input type="checkbox"/> | 成效高於目標 |
| ◎                        | 成效達到目標  | <input type="checkbox"/> | 成效低於目標 |
| <input type="checkbox"/> | 成效遠低於目標 | <input type="checkbox"/> |        |

Q5.我想問您是否願意當面接受訪談，請圈選相應的號碼。

|                          |             |   |                       |
|--------------------------|-------------|---|-----------------------|
| <input type="checkbox"/> | 配合您可接受訪談的時段 | ◎ | 透過視訊和電子郵件等方式接受訪問或回答問題 |
| <input type="checkbox"/> | 其他（         |   |                       |



2.具體項目：我們想問您以下有關在中國大陸進行直接投資，並返回台灣的問題。

【子公司 1】

Q1.我想問您有關您決定直接在中國大陸投資時可能會佔優勢的事項，請圈選適用部分。

(1) 研發能力 (R&D)

|                          |      |                          |      |                                  |     |                          |      |                          |      |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input checked="" type="radio"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|----------------------------------|-----|--------------------------|------|--------------------------|------|

(2) 智慧財產權 (專利, 註冊商標等)

|                          |      |                                  |      |                          |     |                          |      |                          |      |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input checked="" type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(3) 公司的營運能力

|                          |      |                                  |      |                          |     |                          |      |                          |      |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input checked="" type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(4) 公司組織的學習能力

|                          |      |                                  |      |                          |     |                          |      |                          |      |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input checked="" type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(5) 產品差異化

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(6) 商標品牌名稱

|                          |      |                                  |      |                          |     |                          |      |                          |      |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input checked="" type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(7) 公司的人事制度

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(8) 外包生產方式 (OEM)

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(9) 有效的生產規模

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

Q2.當您決定直接在中國大陸投資時，我想問您有關當地情況的重要事項。請用圓圈標記相應的數字。

(1) 容易調度原物料和零件的供應商以及便捷的產品通路。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(2) 易於與供應商及消費者進行談判。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(3) 易於產品差異化。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(4) 易於價格差異化。

|                          |      |                          |      |                          |     |                                  |      |                          |      |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input type="checkbox"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input checked="" type="radio"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|--------------------------|------|--------------------------|-----|----------------------------------|------|--------------------------|------|

(5) 文化、習俗和宗教的差異性很重要。

|                          |      |                                  |      |                          |     |                          |      |                          |      |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|
| <input type="checkbox"/> | 完全不同 | <input checked="" type="radio"/> | 比較不同 | <input type="checkbox"/> | 無意見 | <input type="checkbox"/> | 比較正確 | <input type="checkbox"/> | 非常正確 |
|--------------------------|------|----------------------------------|------|--------------------------|-----|--------------------------|------|--------------------------|------|

(6) 經濟體系的差異性很重要。

|  |      |  |      |   |     |  |      |  |      |
|--|------|--|------|---|-----|--|------|--|------|
|  | 完全不同 |  | 比較不同 | ◎ | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|--|------|---|-----|--|------|--|------|

(7) 政治體系的差異性很重要。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

Q3.在決定從中國大陸返回台灣時，我想問您重要事項，請用圓圈標記相應的數字。

(1) 在台灣可取得原物料和零組件。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(2) 在台灣可尋覓適當的人才。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(3) 在台灣貿易和關稅條件良好。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(4) 台灣的市場規模很大。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(5) 在台灣關係企業很多。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(6) 台灣有投資獎勵的措施。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

(7) 由於文化，習俗和宗教信仰的因素，在台灣經商容易。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(8) 由於經濟體制的因素，在台灣經商容易。

|  |      |  |      |  |     |   |      |  |      |
|--|------|--|------|--|-----|---|------|--|------|
|  | 完全不同 |  | 比較不同 |  | 無意見 | ◎ | 比較正確 |  | 非常正確 |
|--|------|--|------|--|-----|---|------|--|------|

(9) 由於政治體制的因素，在台灣經商容易。

|  |      |   |      |  |     |  |      |  |      |
|--|------|---|------|--|-----|--|------|--|------|
|  | 完全不同 | ◎ | 比較不同 |  | 無意見 |  | 比較正確 |  | 非常正確 |
|--|------|---|------|--|-----|--|------|--|------|

這就是問題所在。 謝謝您的合作