

Abstract: China is one of the very few countries sustaining growth at the economic recession of 2008/09. While Taiwan maintains its leading role in IC foundry, China is developing its semiconductor manufacturing industry through active policy support and massive capital investment. This paper thus discusses the competitive advantages of the IC foundry in both areas. An analysis of analytical hierarchical process is conducted with 52 valid surveys to reveal the relative weights for those key factors from the middle to high rank officials after a Delphi analysis. It is found that the competitive advantage of IC foundry follows the priority of manufacturing, demand, performance of peripheral and support suppliers, strategy, structure, and competitiveness, and government. In addition, business governance and rewarding system is the most important of the 17 subcriteria. As for the strategic alliance, Taiwan has to reinforce its international cooperation with other countries in the long run to expand its role in the value chain of IC design and service innovation in IC foundry. In the short run, taking the advantage of the domestic demand of China and to develop a noncompetitive alliance might help Taiwan and China to achieve a win-win outcome.

Keywords: IC Foundry Competitive Advantages, AHP, Strategic Alliance

1. 前言

2008 年下半年的金融海嘯使得全球主要經濟體都在危機中掙扎，各國政府積極投入搶救經濟，步步升級聯合救市行動。努力的結果使得 2009 年第二、三季起，經濟衰頹開始呈現減緩回轉向上的趨勢。此時的台灣，深受全球經濟趨緩與中國大陸磁吸效應影響，百年海嘯摧毀就業堤防，但是企業經營處在多變的環境中，「變」才是不變的真理，危機也可能是轉機，如何面對當前渾沌的情勢，化危機為轉機，是企業決策與經營管理的重要方向。

1.1 研究背景

全球半導體市場 2008 年上半年產值為 1,275 億美元，年成長達到 5.4%，隨著電子產品製造中心移往亞太地區，亞太地區半導體約占全球半導體市場五成，2008 年金融海嘯前 iSuppli 公司預測 2008 年中國半導體市場將從 2007 年的 750 億美元上升到 810 億美元，增長 7%，中國半導體設計市場預計到 2012 年末將達到 420 億美元，遠高於 2008 年時的 280 億美元；而在金融風暴後，2008 年全球半導體銷售下降 5.2%至 2583 億美元。

中國為全球電子產品的主要代工區，其半導體需求約占全球兩成，其藉由政策與大量資金發展的半導體產業已初具雛形，更在面臨金融風暴考驗的同時介入華虹 NEC 與宏力的整合