

# A Practical Investigation of the Transformation of LAN Industry Suppliers in Taiwan as Exemplified by the D-Link Corporation

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## ABSTRACT

In this research, the changeover strategies among different market segments such as LAN, WAN, Wireless Networking, Broadband Networking, or Home Networking are explored by an actual case study. The framework of this study is as follows:

1. To analyze and identify the company's initial operating tactics and key success factors.
2. To understand how the changes in the industry affect a company's tactics and track records.
3. To realize that a company extends its life cycle by targeting different market segments and expanding its product lines.

By an analysis of the company's history and the results of research and interviews with the company's high-level staff the findings can be summarized as follows:

1. Enterprises will survive with a clear product definition and distinction.
2. Companies will extend their life by developing innovative products when corporate life appears to be waning.
3. The changeover strategy should include expanding product lines to meet the customer's requests.
4. The infrastructure of the industry demarcation should be established. Mainland China will be a home market.
5. To earn a higher success rate, the executives must support the revolution in an enterprise.
6. New products should be researched and developed by a new department.
7. The CEO must lead in a new direction toward the changeover.

**Key Words:** strategic change, product proliferation

## 一、前言

### (一) 研究動機與目的

科技的快速發展，迫使公司加速改變策略以求生存 [10]。電腦網路產業的發展方向朝高速、高頻寬，及數據、語言、影像的整合服務，因此頻寬接取、無線通訊、網路通話、家庭網路等產品和市場發展方向，成為業者兵家必爭之地。為瞭解個案公司－友訊科技在網路產業演變下其經營策

略如何改變，如何成功地從企業區域網路轉型跨入廣域網路、無線網路及家用網路市場。本研究的目的乃是探討個案公司：

1. 如何從專注的企業區域網路市場轉戰廣域網路、無線網路及家用網路市場？
2. 其轉型策略為何？
3. 將研究結論，提供產業界參考或學校做為教學個案用。