

加減乘除敘說統一企業的策略形成與執行

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摘 要

策略管理領域中常有策略研擬與策略執行 (或營運效果) 孰重的爭論, 如何擬定策略方向與執行力成爲策略管理一個重要的研究議題。本文整合個案研究與敘說探究法來解讀整合製造與零售業成功的台灣食品領導廠商 統一企業, 如何面對不確定的動態環境, 透過簡單的算數加減乘除概念來發揮執行力以實現其策略目標, 顛覆了以往策略研擬與策略執行兩者孰重的思維。研究結果顯示, 統一企業成長的策略脈絡配合加減乘除的營運效果, 得以成爲台灣食品業的領導廠商, 驗證了企業成長必須兼顧策略研擬與策略執行的重要性。

關鍵字：策略研擬、策略執行、營運效果、敘說探究法

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Using Simple Mathematics to Narrate Uni-President Enterprise Corp.'s Strategy Formulation and Implementation

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Abstract

In the field of strategic management there is debate regarding the importance of strategic formulation or strategic implementation (or operational effectiveness). Therefore, how can a firm formulate its strategy and subsequent execution methods, are essential research topics for strategic management. This research integrates case study and narration exploration method to study the world's only successful integration of manufacturing and logistical-retail: Uni-President Enterprise Corp., a leading Taiwanese food corporation. Uni-President Enterprise Corp. approaches an uncertain and dynamic environment by applying simple mathematics to promote execution and achieve its strategic objectives; overturning traditional notions on strategic formulation and implementation. Research results show that Uni-President Enterprise Corp.'s growth trajectory incorporated with the operational effectiveness of simple mathematics has facilitated its ability to become the leading firm in Taiwan's food industry; showing that firm growth is a combination of strategic formulation and execution.

Keywords: Strategic Formulation, Strategic Implementation, Operational Effectiveness, Narration Exploration Method

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