

# 永記公司越南市場經營模式之研究

## 摘要

本研究係永記公司委託的專案計畫，主要在探討永記越南子公司之經營模式及其背後的策略，另依據經營環境變化，研擬未來的經營模式與發展經營策略。經由文獻探討、深度訪談及田野調查等方法，本研究結果除建立經營模式之形成架構外，並據此架構進行本研究有關目的。另外，可發現永記越南子公司的經營模式是一種「信任模式」，其背後採取的事業層級策略，是以台商為目標顧客的「利基策略」；而配合的功能層級策略，即是台灣母公司各部門實施的重視研究發展、照顧員工、與經銷商建立夥伴關係、及自有資金經營等落實結果。而面對經營成本逐年遞增，競爭愈來愈激烈，越南子公司未來應朝向「通路模式」發展，亦即在事業層級採取「市場滲透策略」，於越南各地建立經銷通路，全力去搶占與深耕市場，以提高市占率。而在「市場滲透策略」引導下，其下各部門功能層級策略的配合有，生產宜配合顧客需求，提供不同層次的產品；增加銷管費用等預算；人力資源如推動業績獎金、增加落實教育訓練等。而行銷方面，應本著全方位解決，進行客製化服務；對經銷商採取競爭者導向的訂價，並協助進行對外的競標及議價，以爭取工程專案；及建立經銷商的激勵制度，加強顧客關係的建立與維繫，舉辦促銷活動等。

關鍵字：經營模式、經營策略、虹牌油漆、越南市場

# **The Research on the Vietnamese Market Business Model of Yung-Chi Paint & Varnish MFG. CO., LTD.**

## **ABSTRACT**

This study is a project commissioned by the company, mainly in the study of Yung-Chi's Vietnam subsidiary business model and it behind the strategy, the other according to the business environment changes, to develop the future business model and of business strategy. Through the literature, depth interviews and field investigation method, the results of this study in addition to the establishment of the business model of the formation of the framework, and accordingly the structure of the purpose of this study. The other, it can be found that the business model of Yung-Chi's Vietnamese subsidiary is a kind of "trust mode". The business-level strategy adopted by the company is the "niche strategy" of the target customers for Taiwanese businessmen, and the functional level strategy is the implementation of the Taiwan parent company departments to focus on research and development, to take care of employees, and dealers to establish partnerships, and its own funds to manage the results of the implementation. In the face of increasing operating costs and increasing competition, Vietnamese subsidiaries should develop towards the "channel model" in the future, that is, at the business level to adopt the "market penetration strategy", in Vietnam to establish distribution channels, to seize and deep plowing Market to increase market share. In the "market penetration strategy" under the guidance of its various departments under the functional level strategy with the production should be in line with customer needs, provide different levels of products; increase sales costs and other budget; human resources such as promoting performance bonuses, increase the implementation of education and training. Marketing, should be in a total solution, customized services; to dealers to take competitive pricing, and to assist in external bidding and bargaining to fight for engineering projects; and to establish the dealer's incentive system and to strengthen the customer relations; and to take such as promotional activities.

**Keyword:** Business Model, Business Strategy, Rainbow Paint, Vietnamese Market