

# 整合模式－鬆散的專有制度

創新者沒有太多**時間**、**財力**去創造或是整合

需要對互補性資產依照**需求程度**排名

如果對在財力有所限制，入股可以提供互補性資產的公司是好選擇

		Time Required to Position (Relative to Competitors)	
		Long	Short
Investment Required	Minor	OK If Timing Not Critical	Full Steam Ahead
	Major	Forget It	OK If Cost Position Tolerable

		Optimum Investment for Business in Question	
		Minor	Major
How Critical to Success?	Critical	Internalize (majority ownership)	Internalize (but if cash constrained, take minority position)
	Not Critical	Discretionary	Do Not Internalize (contract out)

Fig. 9. Specialized complementary assets and weak appropriability: Integration calculus.

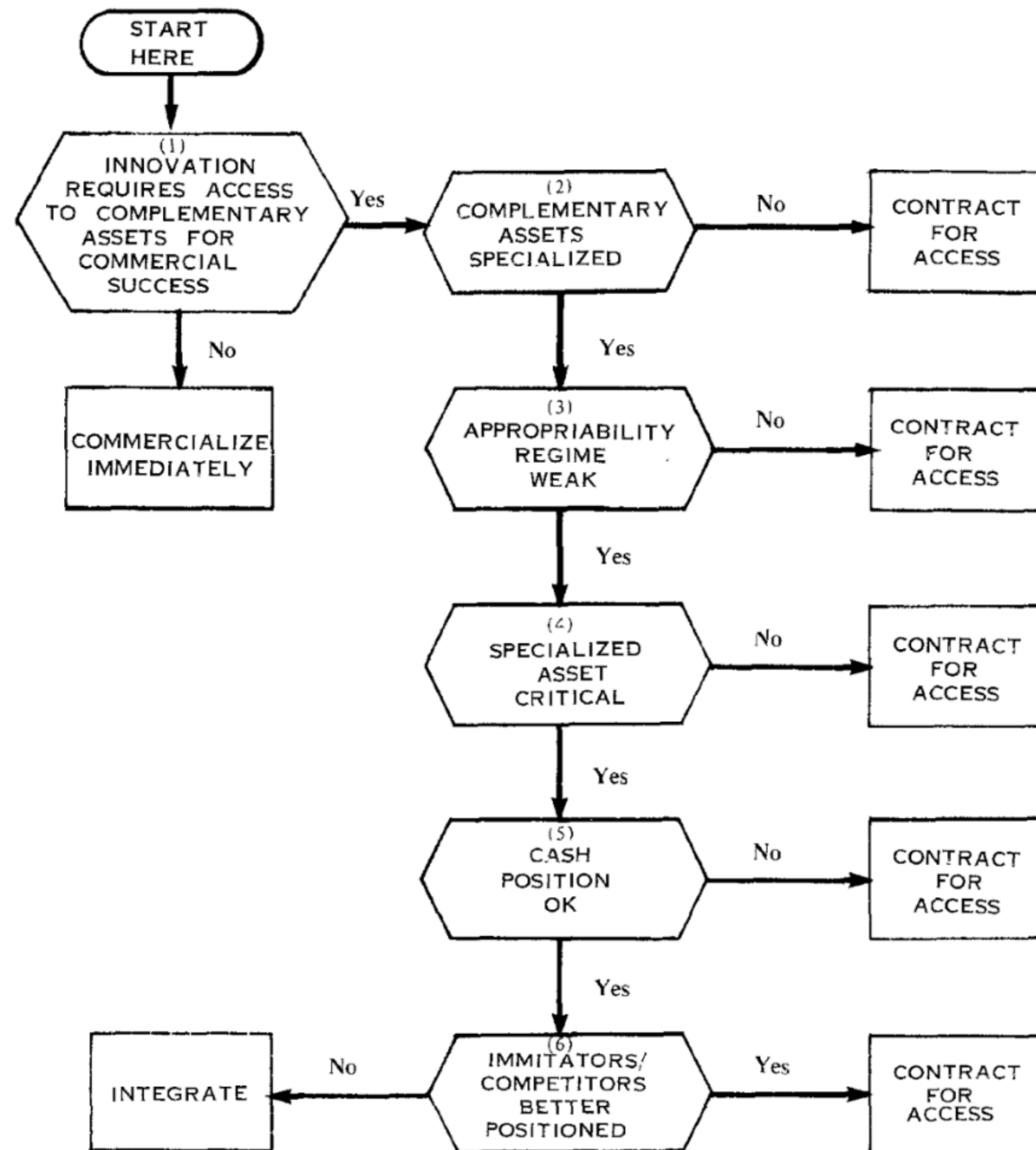


Fig. 10. Flow chart for integration versus contract decision.