

# SONY 是如何崛起於世界

## - 由創業者的經營理念談起 -

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### 摘 要

SONY 公司創業於 1946 年，1970 年代即躍升為世界級企業而屹立迄今。在短短期間 SONY 是如何從一個小小公司發展成為子公司遍及世界的大企業，此為本研究之問題意識所在。而研究目的則旨在冀望找出實用可行且足資供我產業界借鏡之原理原則。研究方法係採個案研究，亦即針對創業者——盛田昭夫個人於經營管理方面之思想、理念及 SONY 公司之發展史進行探索。結果發現 SONY 公司在人事面有「公司內招考」制度，以落實適才適任之理想。經營上有「以產品領導市場」之策略以代替市場調查等，諸樣措施造就 SONY 可以在電子業界領先群雄，在市場上確保高品質、高價值、高信譽之金字招牌，這些作為實值吾人參考、學習。

**關鍵詞：**日本式經營 貿易摩擦 販賣網 學歷無用論 海外資金調度

**SONY's Success All Over The World  
A Case Study OF The Founder's Business Philosophy**

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**Abstract**

SONY was founded in 1946, and has grown to a global enterprise since 1970s. The main idea of this research is to explore the reasons of SONY's rapid growth. Which was evidenced by its numerical subsidiaries established all over the world. We will also try to find out SONY's successful principles of operation that could be followed by Taiwan's businesses. The research methodology is through a case study of Morita Akio's (SONY's founder) managerial philosophy and vision as well as the company's growth process. The research results show that the "Internal Recruitment" system was well established to pursue the effectiveness of human resource management. In addition, instead of traditional market survey, the "Powerful Leading Product" strategy was employed to maintain SONY's competitive edges in electronic industry. These efforts help to assure high quality, high value, and high reputation. SONY's achievement act as a good example for Taiwanese businesses.

**Key words:** Japanese management, trade conflict, selling network. No value of Diploma, Capital from foreign Capital