

從文化角度看德東投資環境¹

羅燦慶

輔仁大學 德國語文學系

摘 要

台商欲赴海外投資，在亞洲地區的「南向」、「西進」各有優缺點。若從全球視野觀之，則德東是新選項，因為歐盟東擴之後，德東位居歐盟的樞紐位置，具有經貿上的戰略優勢。

跨國投資除「硬體」條件如市場規模、生產設備外，「軟體」條件——文化的因素也不容忽視。對台商而言，德東比德西更陌生，因為二次戰後至 1980 年代末期德東鐵幕深垂，對當時手持註明禁赴共黨國家的台灣護照之台商而言，自無緣識得德東真面目。如今德東蓬門也為台商而開，但其自然環境、社會現況、價值觀、社會關係及人際網路與台灣差異頗大，與德西亦非完全相同，台商揮軍進入德東前，對其企業文化、管理風格、員工之價值觀宜有充分之了解，方可竟其功。

關鍵字：跨文化管理、跨國投資、德國製

¹ 本文為筆者 2003 年 10 月應德國東部工業投資協會邀請於「Eastern Germany as Gateway to eastern Europe? Business opportunities, cultural and legal aspects of a European business expansion」在台北國際會議中心發表之演講改寫而成。

Cultural aspects of direct investment into Eastern Germany

Tsann-Ching Lo

German Department Fu Jen University

Abstract

Starting a decade ago Taiwanese entrepreneurs have been trying to locate new favorable investment sites. Eastern Germany becomes one of their new options after the reunification of Germany in 1990. Not only the “hardware-factors”, such as facilities for production and scale of the target market, are of importance to a transnational investment, but also the “software-factors”, for instance, management style, corporate culture and value of employees.

Taking the expansion of the European Union into consideration, Eastern Germany plays an outstanding role because of its geographic position. If we take Berlin as starting point, one can reach most of the European cities within three hours by flight and 24 hours by car. For the traffic of persons and cargo, Eastern Germany offers the most advantageous point of entry into continental Europe and the emerging of central Europe. Given the fact that Taiwan and the former German Democratic Republic never had a chance to deal with each other due to the policy of both governments in the past decades, the mentality of the people and the environment in Eastern Germany are rather unknown to Taiwanese investors. An investor has to pay attention to following culture-related aspects, should one expect success in an international investment/cooperation: ability to recognize reality; culture-based values; social relationships and ties; legal/ political norms and task-environment.

If all parties concerned in a Taiwanese enterprise investing in Eastern Germany are aware of cultural differences in addition to the excellent infrastructure, high technology standard and well-trained human resources in this country and try to reach a synergetic effect out of these differences, then success can be expected.

Keywords : Intercultural management 、 International investment 、 made in Germany