

攘外必先安內： 產業公會與台灣鞋業治理結構 形成的歷史分析

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不同於過去研究中強調成本與信任面向，本文企圖從政治的角度探討產業治理結構的形成對於 1990 年代之前台灣成爲世界製鞋王國所起的關鍵作用。其中，台灣製鞋工業同業公會，在 1960 年代的削價競爭與 1970 年代的國際貿易保護主義時期都扮演著穩定市場的重要角色。該會所制訂及執行的「協定價格，核章出口」及「有秩序市場行銷協定」兩項措施，不僅規範企業之間的競爭與合作關係，更進一步區隔出製鞋產業內部宰制者 (incumbent) 與挑戰者 (challenger) 的階層地位，奠定了 1980 年代晚期鞋業台商將事業版圖轉向中國大陸的成功基礎。本文凸顯產業公會在台灣製鞋產業的歷史地位，不僅調校了 Fligstein 的市場政治模型，也企圖進一步闡述並周密發展型國家的理論觀點。

關鍵字：鞋業、治理結構、產業公會、發展型國家、市場政治

“Internal Goes before International”: A Historical Analysis of the Governance Structure of Taiwan Footwear Industry

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ABSTRACT

Instead of adopting approaches emphasizing cost and trust, this paper examines the history of Taiwan's footwear industry from a political perspective, and analyzes how the formation of the industrial governance structure helped Taiwan to become a global leader in shoe exports. Particularly, the Taiwanese Footwear Manufacture's Association (TFMA) played an important role in stabilizing the production market during both the cut-throat competition in the late 1960s and the international trade protectionism in the 1970s. The “price approval for licensed export” and the “orderly marketing agreement” implemented by TFMA not only regulated the interaction between enterprises, but also distinguished the incumbents from the challengers in the footwear industry. Furthermore, the emergence of the status hierarchy led to the successful relocation of Taiwan footwear industry to China. Finally, the industrial association highlighted in the paper not only supplements Fligstein's model of markets as politics, but also elaborates the perspective of the developmental state.

Key Words: footwear industry, governance structure, industrial associations, developmental state, markets as politics