

國立聯合大學

經營管理系碩士班

碩士論文

用新混合多評準決策法來探討微型創業之資源配置-以台灣餐飲產業為例

Micro-Enterprise Resource Allocation  
Based on A New Hybrid MCDM Model-  
A Study of Taiwan Restaurant Industry

研究生：林佳瑜撰

指導教授：胡天鐘博士

中華民國一〇八年六月

## 摘要

近年來以餐廳形式的微型創業風潮逐漸興起，以資源基礎理論觀點來看，創業者必須有效掌握資源，並透過資源的有效配置與運用，才能創造出良好的創業績效。因此，本研究亟欲探討微型餐飲創業者經營初期需要取得與應用何種創業資源，才能確保餐廳穩定經營與成長。

本研究先從資源基礎理論觀點結合餐飲創業情境，蒐集相關文獻並統整出創業資源五大構面分別為『實體資產』、『無形資產』、『人力資源』、『組織資源』、『創業績效』，經由兩次德菲法問卷確認指標定義後，透過 DEMATEL、DANP、VIKOR，分析新創餐飲業主要資源五大構面和資源各指標間的因果影響關係。

在 DEMATEL 分析中，根據關聯度值( $r_i+c_i$ )，發現「 $D_3$  人力資源」(= 2.80)具有最高影響力的構面，反之，「 $D_1$  實體資產」(= 2.32)具有最低影響力的構面；根據原因度值( $r_i-c_i$ )，發現「 $D_3$  人力資源」(= 0.08)為最容易影響其他構面，反之，「 $D_5$  創業績效」(= -0.07)為最容易被影響之構面。

從 DANP 表中，在構面部分，發現「 $D_5$  創業績效」(= 0.2156)的權重最大，反之，「 $D_1$  實體資產」(= 0.1774)的權重最小。在準則部分，發現「 $C_{19}$  創業目標達成度」(= 0.0562)的權重最大，反之，「 $C_2$  土地房屋」(= 0.0348)的權重最小。

從 VIKOR 表中，可得知績效表現為丙店家最佳(=8.95)且缺口最小(=0.0619)；在綜合指標中值越小，表示績效越好，丙店家(=0.1009)為最佳方案，而乙店家(=0.2969)為最差且急需改善的方案。本研究發現，乙店家之最大缺口為「 $D_1$  實體資產」，應為優先改善的項目。

**關鍵詞：**資源配置、餐飲市場、微型創業、創業資源

## ABSTRACT

In recent years, the micro-entrepreneurship trend in the form of restaurants has gradually emerged. Based on the perspective of resource-based theory, this study is intended to explore the entrepreneurial resources that micro-restaurant entrepreneurs need to acquire and apply in the initial stage of operation to ensure stable operation and growth of restaurants.

Identify the critical factors of entrepreneurial resources available to want to enter the restaurant industry entrepreneurs make decision. In this study, Documentary Analysis, Delphi method, DEMATEL, DANP, VIKOR. Identify the 5 Dimensions, 20 Criteria.

" $D_3$  Human Resource" (= 2.80) has the highest impact of the affected, and (= 0.08) most likely to affect other dimensions. In otherwise, " $D_1$  Physical Asset" (= 2.32) has the lowest impact of the affected, and " $D_5$  Entrepreneurial performance" (= -0.07) is most likely to be affected by other dimensions.

Global weight value ranking, " $D_5$  Entrepreneuria Performance" (= 0.2156) has the highest weight, otherwise, " $D_1$  Physical assets" (= 0.1774) has the smallest weight. And, it was found that the " $C_{19}$  Entrepreneurship Target" (= 0.0562) had the highest weight. Conversely, the " $C_2$  Land House" (= 0.0348) had the lowest weight.

" $D_1$  Physical Asset" as the worst performance and maximum gap in one of VIKOR studies which is the worst performance, we must first improve this facet in order to get the maximum performance improvement.

**Keywords : Resource Allocation 、 Restaurant-market 、 Micro-entrepreneurs 、 Entrepreneurial Resource**