

Thesis Title : A Study of the Strategic Groups in Frozen Prepared Food Industry  
and their Performance

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### **Abstract**

Frozen Prepared Food Industry appeared more than forty years ago and is now entering a completely-developed period. Due to a gradual transformation in social structure, diet habit, food-supply chain, and to a new integrated service proposed among distributor 、 food services providers and restaurant industry, the industry has been, however, faced with a new approaching growth. A strategic group means a group in which several firms take the similar or the same set of strategy. Analysis in strategic groups can help the firms realize the structure and its competition in the industry and confirm the direct strategy for a long-run dominant position.

Therefore, the study aims to apply the theory of strategic groups to the research in Frozen Prepared Food Industry, and to investigate the relation between the strategic group and its performance. Choosing 34 strategic variables developing four strategic dimensions (raw material 、 production 、 delivery 、 marketing from frozen food supply chain), this research has furthermore extracted 11 factor dimension by factor analysis, and has divided them into four strategic groups by cluster analysis. After using discriminant analysis to test the stability of grouping, this discriminant rate has been showed to reach 100%. The result illustrates that the stability of groups is good. Besides, by one way anova

analysis, we found there were significant differences in 10 strategic dimensions, which demonstrated that each group follows different strategic. Thus, we can follow different strategies to cluster the 42 firms into 4 strategic groups in Taiwan. The 4 strategic groups are named : product oriented strategy group 、 middle strategy group 、 international & differentiation strategy group 、 low cost & market focus strategy group. Statistical tests are used to evaluate the difference in performance between each group, the results indicates that there are significant cross-group differences in performance, and revealed that each group follows its strategy to affect different performance, especially group 3, named the international & differentiation strategy group, which has a batter performance.