

Preface

There is a moment in the history of each company where it takes off. For Southeast Asia and Taiwan, examples would be Asus, Giant or Foxcon. The motivation for this research is the drive to explore new explanations, to be there as a researcher – *ex ante* – before the moment of global recognition, to look into the process without the glamour of past success and its *ex post* explanations. How can a company innovate and change its business model to the degree that it can climb up the value chain? What happens on the local level that distinguishes winners from losers?

This research is looking at SMEs in Taiwan in the semiconductor and garment industry using and adaption of the Business Model Canvas by Osterwalder to capture the business model innovation taking place to climb the value chain.

A bigger project, such as an academic study, can be compared to a *Formula 1* race. One person is the driver, but without the support of his team, investors and a fan base, success is impossible. I therefore want to express my gratitude and thankfulness to “my team”:

First of all, to my supervisor Dr. Rudolf Sinkovics, who supported me in numerous ways. His guidance, comments and feedback were essential to my research.

To my professors and colleagues at the National Taiwan University, who allowed me to make use of their network to gain access to companies.

To the managers of various companies who spent their precious time to allow me to conduct interviews.

To my “investors”: The German Academic Exchange Service (DAAD) that granted me a scholarship as well as the Daniela und Jürgen Westphal-Stiftung, which helped me cover additional expenses of studying and conducting research in Taiwan.

Finally, I want to thank my “fan base”: my family and friends, who were always there for me, even when separated by immense distances in time and space during my stay in Taiwan. Their unconditional support, visits and phone calls cheered me up and helped me pursuing my goals further.

Jan Hauke Holste

Local Firm Upgrading in Global Value Chains

A Business Model Perspective

Holste, J.H.

2015, XV, 64 p. 7 illus., Softcover

ISBN: 978-3-658-09767-7