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慶應義塾大学大学院経営管理研究科修士課程

学位論文（ 2024 年度）

論文題名

Mastering Innovation at TSMC: The Strategic Integration of Diverse Innovation Approaches
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論文要旨

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(論文題名)			
Mastering Innovation at TSMC: The Strategic Integration of Diverse Innovation Approaches			
(内容の要旨)			
Through the case study of Taiwan Semiconductor Manufacturing Company (TSMC), this thesis examines how structural innovation integrates strategy to drive legacy enterprises toward creating core competitiveness while mitigating the challenges posed by disruptive trends. Past research has extensively explored various innovation frameworks, such as Metanational Management, Dynamic Capabilities, Open Innovation, and the Innovation Ecosystem. However, gaps remain in understanding how these frameworks synergize within a single organizational context, particularly in the semiconductor industry, to achieve sustained competitive advantage. Furthermore, previous studies often overlook the role of cultural and structural adaptability in aligning innovation strategies with evolving geopolitical and market conditions. This research addresses these gaps by uncovering crucial factors in TSMC's success through a comparative case study, supplemented by interviews with key stakeholders and historical analysis. The findings reveal that TSMC's cultural resilience, multi-level innovation strategies, and environmental adaptability collectively enable it to remain at the forefront of the semiconductor industry. The proposed Adaptive Innovation Framework highlights 3 core elements: instilling a responsibility-driven culture that encourages experimentation and alignment with enterprise objectives; achieving a balance between incremental and disruptive innovations to meet dynamic market demands; and navigating geopolitical challenges through strategic alliances and technological monopolization. These practices not only allow TSMC to address industry needs but also establish benchmarks for sustainability and technological progress. By bridging theoretical frameworks and practical application, this research contributes to the academic discourse on innovation management and provides actionable insights for global corporations aiming to sustain competitiveness in volatile markets. It underscores the importance of integrating diverse innovation approaches to achieve long-term growth, adaptability, and resilience while addressing existing research limitations.			