

地方政府經營公營事業之研究-以苗栗縣政府為例

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摘要

Miaoli county government is the first local government to operate public enterprise in Taiwan. Based on the encouragement of energy policy, Miaoli Energy Enterprise is established to promote both energy efficiency and environmental safety. This paper applied SWOT analysis on Miaoli Energy Enterprise, in order to explore its competitive advantage and positioning, so as to provide policy recommendations.

This paper found that Miaoli Energy Enterprise has the following strength: 1. Many excellent employees with expertise and flexible organizational culture. 2. Sufficient fund and superior connection to government and business. 3. Good credit. 4. First company to operate CO<sub>2</sub> emission. 5. Convenient traffic. On the other hand, Miaoli Energy Enterprise has the following weakness: 1. Attitude of State-owned enterprise reduces efficiency and hinders the response to market change. 2. High average age of employees. 3. Lack of overall research and development structure. 4. employee discoordination.

In addition, this paper discovered that Miaoli Energy Enterprise has the following opportunities: 1. Reorganization through privatization. 2. Increase the sales of CO<sub>2</sub> emission rights. 3. Expand the energy policy and diversification. 4. Consumers are more and more energy-saving oriented. 5. Product R&D brings high profits. On the other hand, Miaoli Energy Enterprise has the following threats: 1. The enacting of Government Purchase Law. 2. The Law of Reducing Green House Emission is still pending. 3. Patent Law is not fully defined. 4. Lack of low-end labor and huge labor cost.

Finally, the policy recommendations for the future operation and development of Miaoli Energy Enterprise were presented as follows: 1. Increase production efficiency and product quality. 2. Retain the rights and benefits of employees to fulfill the social expectation. 3. Clearly

define target markets. 4. Expedite the transaction of CO2 emission rights.

關鍵字：local government, public enterprise, Miaoli County, energy, SWOT