

CITY UNIVERSITY OF HONG KONG  
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Charting the Strategic Architecture of a  
High-Tech Firm in Hong Kong  
為香港一所高科技企業制作策略宏圖

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# Abstract

This dissertation is concerned with charting the strategic architecture of ASM, a publicly-listed high-tech firm based in Hong Kong and the worldwide number one in the semiconductor assembly and packaging equipment industry. The company has been very successful over the past 31 years in its differentiated strategies, as reflected in its rising market share and revenues. The company also has a well-established corporate culture as well as a seasoned management team. However, as the industry enters into maturity and the company needs to prepare itself to face management succession, a high-level blueprint for what ASM should do to sustain its growth is highly desirable.

As suggested in the extensive literature review, corporate longevity is a challenge even to very successful companies. Strategies need to be specifically crafted to tackle this issue. In addition to various marketing, R&D, and product strategies, however, a strategic architecture — which encompasses the management foresight about the industry and the company, and suggestions on the development of core competencies of an organization — is a very powerful tool to aid a company in competing for the future. Thus, to come up with a viable strategic architecture for ASM, we carry out detailed information gathering on the external forces and internal strengths and weaknesses of the company. This includes a careful review of the mission and vision of the company, and we also consider how they impose a boundary condition for the company to maintain a high compound

annual growth rate over the next few years. The situations in the semiconductor assembly and packaging equipment industry, such as technology trends, existing competitions, and the bargaining power of customers, are also analyzed comprehensively. Meanwhile, we look very carefully at the successful factors of ASM, such as its corporate culture, core competencies, and intangible assets, and explore whether they are sustainable and whether new developments are necessary. Furthermore, we also formulate and analyze specific problems on growth that are pertinent to ASM's future development. Armed with this knowledge and analyses, we finally arrive at a recommendation for ASM's strategic architecture, which we suggest the company's management to consider it seriously in order to lay down specific plans to execute it seamlessly.