所別：流通科技管理研究所　　組別：科技應用組　　身分別：在職生
科目：電子化企業個案評論　　准考證號碼：□□□□□□□□（考生自填）

考生注意事項：
一、考試時間100分鐘。
二、總分100分。
三、不可使用計算機。
四、答題請標註題號。

試題一、（共35分）

　　請評論 電子商務之發展在歐美地域廣大及交通運輸不甚便捷之遠因下,對零售之實體通路商機成長實屬不易,故造就零售電子商務有極大之發展空間,因而有亞馬遜網路書局之快速銷售成長,若電子商務之交易安全機制能進一步加強,獲得零售消費者信心加強與認同的話,則零售業電子商務必會有爆發性成長,但在 TAIWAN 零售業電子商務並不具備上述之經營優勢,而 Taiwan 7-11 連鎖便利商店推動電子商務服務之銷售業績卻非常卓越,請詳細評論其成功之定位為何？

試題二、（共15分）

　　Disco 系統公司創立於1984年、為網際網路路由器之全球領導者。在1994年初，由於舊有系統不敷使用，乃決定更新系統。管理團隊瞭解建置符合企業需求的解決方案，需要高度的涉入，所以採取將人員調離原單位而投入計畫中。特別的是需要整合的伙伴來協助選擇導入解決方案，因此選擇 KPMG 為整合顧問伙伴。在 ERP 的解決方案上，公司採用 Oracle Application，包括財務管理、生產製造模組。運用範圍主要在公司之全球生產製造、財務管理與訂單輸入功能。因為公司需要藉助該系統來快速反應生產計畫、即時掌握資金流動。

　　計畫開始後，導入小組由核心的20人、擴增為100人。並分為五個流程小組，每一個小組均包含資訊系統之主管、事業部主管、KPMG 或 Oracle 顧問或相關人員。各小組之進度由計畫管理辦公室管理，包含公司之計畫經理及 KPMG 之計畫經理。在計畫辦公室之上為指導委員會，成員包含製造副總裁、顧客支援副總裁、Oracle、KPMG 等副總裁層級的人員。

　　依據文獻整理得知，企業導入 ERP 之關鍵成功因素包括：高階主管的承諾與支持、有效的管理結構、系統具有延伸性與彈性、標準化軟體、企業流程再造、企業願景與目標、適當的 ERP 顧問、足夠的預算、員工的訓練、員工的信念與支持、專案進度及計畫。請針對上述個案陳述，列出符合之關鍵成功因素。

背面還有試題

Intel Corp. located in Santa Clara, California, is the world's largest producer of Integrated Circuits Chips. Today, the company has evolved from a processor maker into a supplier of network and server hardware, Internet hosting services, and other e-business components. However in 1996, when key value chain partners, such as Dell Computers and Cisco Systems, started their B2B e-procurement systems, they pressured Intel to convert B2B activities on-line. Intel's management decided to advise customers that Intel was serious about e-business. It created an 'e-business program' (a self-service extranet) which focused procurement and customer support for Intel products. Project teams that participated in the early development of the e-business system included: A project planning team that consisted of customer, technical and logistical representatives was created to define the scope and objective of the project. Business analysts were brought in during the early stages to help define the business workflow and to assess how information was given to customers. Intel's sales and marketing staff were told to study and define how to work with customers via the e-business system. Intel's Planning and Logistics Group was included on the planning team to help the IT department to develop the solutions to integrate the new e-business with existing business activities. The IT department was positioned as an "enabler" of business. Its role was to implement the solutions from the Planning and Logistic Groups.

Intel's early mission was to use Internet technology to improve the competitive advantage of its value chain activities. The goals were to design and deploy a worldwide e-business solution for its current business, and build an infrastructure that worked with existing business processes. The intent was to integrate Internet technology into the company's overall strategy in order to gain competitive advantage in both operational effectiveness and strategic positioning. Intel project teams used an iteration approach in building it first e-business sys-tem. They first focused on building an extranet B2B system to support direct customers on-line. "We picked one thing that we could build very quickly and deploy to our customers," said Sandra Morris.

Intel aimed to achieve its competitive advantage by both operational efficiency and strategic positioning.

1. Operational efficiency: In order to improve efficiency, Intel helped its value chain partners connect to the world-wide-web to access information on-line. To do

this Intel automated its order management and information delivery system. The greatest efficiency improvement in 1997 was to customers who were not already electronically connected to Intel. By converting the "unwired" to "wired," Intel replaced traditional phone and fax lines to PC-based on-line communication. By providing access to real-time information, Intel allowed customers to know more about of Intel products and future direction. On-line access also made customers feel more connected with access to more Intel resources, and thus having a closer business relationship.

2. Distinctive strategic positioning in the value chain: In 1998, Intel was well positioned with its Pentium processor product lines and enjoyed a distinctive strategic positioning in the market thanks to its unique R&D programs and good supply chain relationships with partners. To further strengthen this position, Intel focused on building on-line relationships with direct customers, including OEMs and distributors. Intel worked hard to convert its system and data from the old vendor-centric model to the new customer-centric model. Because management, procurement, sales and marketing, and engineering functions of value chain partners and customers all have different informational needs, Intel customized its websites within customer accounts. Being able to deliver personalized information on-line allowed Intel to support multiple levels of the customer organization in a manner that best met the individual's needs. This makes it easier for every customer to do his/her own research and to take appropriate action. Customers visiting the Intel extranet website now find their name and specific applications available to them, based on their personal profile. This user profile allows a customer to obtain confidential information important to him or her alone.

請依據上述個案陳述用中文回答下列問題

1. 為何 Intel 要進行企業電子化？　（5 分）

2. 請問有哪些人（部門）參與電子化系統開發之專案規劃團隊？他們分別執行哪些任務？　（20 分）

3. 請說明 Intel 藉助網際網路科技來增強哪些競爭優勢？其具體作法/成果分別為何？　（25 分）