

國立勤益科技大學九十六學年度研究所碩士班招生筆試試題卷

所別：企業管理

科目：企業管理個案評論

准考證號碼： (考生自填)

考生注意事項：

- 一、考試時間 100 分鐘。
- 二、禁用計算機與翻譯機或相當功能之裝置。

試題一：〈25 分〉

Capital One entered the U.K. market in 1996 and emerged as a major issuer of credit cards in this market. It is a good example of a company with a strong alignment of organizational process and customer-focused strategy. It is exactly this alignment of its customer-focused organizational processes that forms the backbone of its CRM success. Having built the company around CRM, Capital One has close cooperation between back-office and front-office department and activities, both of which are oriented toward customer service. Back-end activities such as account management, strategy, and product testing – which the customer never sees! – contribute to the performance of front-end activities and incorporate, in turn, the front-end agents' feedback. Take, for example, the cooperation between front-end service operations and the marketing and analysis department (M&A), which is responsible for new product development. Operations cooperate closely with M&A in the new product introduction process, where M&A designs the new products, develops marketing material, and follows up on customers' response, while operations collects the feedback from customers and makes improvement suggestions. There is a partnership between operations and M&A to review the risk perspective of today as well as the strategy for tomorrow.

問題

1. 何謂 CRM? (5%); 策略性 CRM 需要有哪些要素相輔相成? (10%)
2. 請簡要陳述此一個案之內容, 其與上題之哪些要素有關。(10%)

試題二：〈25分〉

「Consider the last ten year of GTE and NEC. In the early 1980s, GTE was well positioned to become a major player in the evolving information technology Industry. In 1980, GTE's sales were \$9.98 billion. NEC, in contrast, was much smaller, at \$3.8 billion. Yet look at the position of GTE and NEC in 1988. GTE's 1988 sales were \$16.46 billion, and NEC's sales were considerably higher at \$21.89 billion. GTE has, in effect, become a telephone operating company with a position in defense and lighting products. NEC has emerged as the world leader in semiconductors and as a first-tier player in telecommunication products and computers. Why did these two companies, starting with comparable business portfolios, perform so differently? Largely because NEC conceived of itself in terms of "core competencies" and GTE did not. NEC create a corporate level committee to plan core corporate technical competencies and to oversee the development of core products for the business of the firm. This committee established groups across the individual business to coordinate the research and development (R&D) efforts for core products. This committee, which NEC called the "C&C Committee," identified three directions of technologies in computers, components, and communications. The committee anticipated the fact that two previously different industries, computing and communications, were going to come together into a single and more complex Industry. The components for the two businesses were to become increasingly more complex, common to the two, and interrelated. GTE in contrast, had been managed only as a diversified set of businesses without core corporate competencies. The senior management of GTE fail to develop the corporate strategic insight to fully exploit the evolving market and competitive opportunities in information technology.

問題：

1. NEC 所定義之核心能力為何？（10%）
2. 請條列 NEC 可以獲致成功之三項原因或作法。（15%）

試題三：〈50分〉

以下個案描述摘錄自雜誌報導：李俊廣原本是一線唱片製作人，但網路讓唱片產業幾乎解體；他相信「毒藥的旁邊就是解藥」，成功發展無名小站娛樂產業。

學的是資訊，李俊廣很早就在網路上玩音樂。1999年時，他發現Napster、Kuro這些音樂分享軟體，一定會改變整個唱片產業。從那一年開始，台灣唱片市場的產值就從一百四十億元，連番腰斬。2003年，他決心跳進網路產業尋找商機。那一年，他創辦名為Fun TV的網站，專播MTV。短短幾個月，這個網站就有十萬會員，同時在線上人數有數千人，可是線上影音是最需要昂貴頻寬和設備的服務，由於他尚沒有業務能力賺錢養這個網站，沒多久就結束Fun TV，自己還賠上一百多萬元。

後來李俊廣成立無名小站，提供部落格與相關之資訊服務。李俊廣說服熟識的唱片公司的老闆讓旗下藝人上網開部落格，同時在無名小站上登網路廣告，當時他們天天跑唱片公司，終於爭取到張惠妹、SHE等大牌藝人在無名小站上提供獨家影像，寫部落格等獨家內容。讓藝人的實體活動和虛擬的部落格結合，那一年，無名小站的人氣成長三倍。無名小站也把所有的廣告合約交給傑思媒體代理，傑思的廣告合約從零衝上一季一千五百萬元。2006年12月，無名小站以七億元代價被Yahoo!奇摩購併。2007年1月，使用過無名小站的不重複人數為六百八十一萬。根據網路市調公司創市際市場研究顧問公司2007年1月的調查指出，無名小站是大型入口網站之外，台灣目前最大的獨立社群網站之一。

問題：

1. 從創新的角度，評論「毒藥的旁邊就是解藥」的見解。(10%)
2. 條列至少三項無名小站之關鍵成功因素。(15%)
3. 你授命成立一公司，主要任務為與無名小站競爭（非合作或策略聯盟），請以英文撰寫一份營運計畫大綱（構想書階段，一千字內）。大綱中至少包括營運目標、人力與組織佈局、行銷組合規劃、設備與資金需求、成本效益預測等。(25%)