銘傳大學八十九學年度二年制在職進修專班招生考試

第二節

中、英文企業個案評論 試題

答題注意事項：1. 請依題序答題，否則不予計分。
2. 回答每一小題，言詞中肯，批判與評論之切勿描述題意，答案不得冗長。

第一題：

By the end of 1992 Goodyear Tire & Rubber, the largest tire manufacturer in the United States, posted a profit of more than $340 million on record sales of more than $11 billion. This was a far cry from the situation in 1991, when the company had a record loss. For a while it looked as if Goodyear, languishing under a debt of more than $3.7 billion, might go bankrupt. What altered its fortunes was a combination of a new CEO, who restored the company's competitive advantage, and a change in the nature of competition within the industry.

Throughout the 1980s Goodyear's sales had fallen as the company lost market share to its two main competitors, Michelin of France and Bridgestone of Japan. These companies had expanded rapidly into the United States, launching an aggressive strategy to build market share and penetrate the market. Their entry started a price war in the U.S. tire market, which especially hurt Goodyear because of the company's high costs. Goodyear also had a poor record in product innovation and had been slow to bring out new products that would attract its customers back. After the company's huge losses in 1991, its board of directors forced out the CEO, Tom Barrett, and replaced him with Stanley Gault, who had been the CEO of Rubbermaid. Gault immediately began to change the way Goodyear operated to restore its competitive advantage.

First, he embarked on a strategy of massively reducing operating costs. Gault's predecessor, Barrett, had started this process by investing more than $4 billion in the 1980s in new, more efficient plant and equipment and by decreasing the size of the work force by more than 20 percent. By 1991 output per worker had climbed 51 percent.[31] However, Gault took this process much further and began to slash cost everywhere. By example, he showed managers how to reduce costs. He began by eliminating limousines for top executives and replacing them with family sedans. He sold off three of the five corporate jets and eliminated the Goodyear blimp, based in Houston, Texas. He even removed most of the light bulbs from his office to demonstrate his commitment to lower costs. The other Goodyear managers followed his lead and systematically began their cost-cutting efforts, with the spectacular results previously noted.

To increase market share, Gault also worked to increase innovation, quality, and the speed at which the company introduced new products. Goodyear had had many tires in development for years, including one named the Aquatread, a tire that performed very well on wet road surfaces. However, it had been slow to bring them to the market. In 1991 Gault decided on a bold strategy: Goodyear would introduce four new tires at once, including the Aquatread. Each tire was directed at a different market segment. For example, the Aquatread was aimed at the safety-conscious consumer, whereas another tire was constructed to lower gas costs. These moves were very successful. Goodyear's new tires, which had higher profit margins than its older tires, restored customers' perceptions that the firm was a premium tire manufacturer, and sales of the new tires, particularly the Aquatread, surged. Indeed, Goodyear sold more than 1 million Aquatreads in one year, 20 percent more than its forecast. Gault's combined strategy of reducing costs and raising the differentiated appeal of the company's products paid off in the form of a huge increase in profits.

By 1991, the same year Goodyear recorded its record loss, U.S. tire manufacturers had grown weary of the rounds of price cutting and price wars that had plagued the industry and diminished their profit. Tire manufacturers started to support each other's attempts to keep prices up and avoid price cutting. They also began searching for new ways to compete that did not reduce the industry's profitability. One strategy they adopted was to develop new kinds of tires and aggressively market them to customers. Gault's strategy of developing innovative products coincided with this change in the industry from price to nonprice competition and helped promote Goodyear's turnaround and increased sales. Goodyear and its competitors have all benefited from their new strategy of nonprice competition, which has been maintained throughout the 1990s. In 1996 Goodyear introduced a new tire that has a lifetime warranty, and its profits continue to increase at it pioneers ever better kinds of tires.[32]

Case Discussion Questions

1. How did the nature of competition in the tire industry cause problems for Goodyear?
2. What strategies did Gault develop to turn the company around?

第二題

由於美國的電腦製造商彼此謂競爭當地顧客而爭的頭破血流，位在加州艾維恩個人電腦(PC)製造商，AST Research 公司，決定到中國大陸試一試，那是一個尚未開發的外國市場。雖然，產業中的龍頭，包括 IBM，蘋果電腦和康柏，都認為中國大陸尚不能接受個人電腦，但是，AST 深信中國大陸商機無限。統計資料使公司更深信這一點，例如，美國每四個人就有一台電腦，PC 市場已趨飽和。相對的，中國大陸卻是一塊處女地，當 AST 率先於 1987 年進入中國大陸時，這個國家每六千人才有一台電腦，而預計年成長率將超過 22%。

AST 在中國大陸的電腦雜誌上登廣告，還有讓美國的管理者前往中國大陸展示產品，開始各種行銷活動。到 1992 年為止，拓荒的心血有了回報，它擄獲了 25%的中國大陸 PC 市場，及未來的成長也很樂觀。由於中國大陸的政治環境改革，准許一些市場經濟的做法，AST 看到中國對金融、重工業、和運輸等方面的需求上升，而感到有信心，也認為美國企業將會繼續爭食這塊市場大餅。

在堅守遲到總比不到好的信念下，其他的美國 PC 製造商終於發現 AST 的成功和中國大陸多數未開發的市場潛力。例如，康柏和中國首席電腦公司，合資每年製造並配銷三萬台 PC。蘋果電腦、IBM、和惠普合資開發中文軟體，三家公司都堅信此乃長久的成功之道。

環境不允許 AST 自滿，它在中國內部建立起自己的生產和設計單位。透過合資案，將投資一千六百萬美元設立新廠，每年生產十萬台 PC。它也將目標放在小型企業、學校，和醫院上。同時，為了配合大量中文文字，AST 很快地引進能讓使用者在銀幕上寫字、代替鍵盤輸入的 PC。

AST 1993 年買下了 Tandy 公司的電腦製造業務，使其產能一夜之間成長一倍，而且為了維持中國大陸市場佔有率的地位。根據 AST 的總裁沙飛．夸許的說法：「這一項併購案讓我們具備了和大公司競爭所需的規模經濟。」雖然中國大陸的競爭日趨白熱化，AST 對自己當先鋒打頭陣的努力仍有信心，AST 已是中國大陸的「大公司」之一。夸許說：「我們紮根，所以我們能領導中國大陸市場的發展。」

問題

1. 你認為為何 IBM、蘋果電腦、和康柏在 1980 年代中期會誤判中國大陸的市場潛力，而決定不在中國大陸設行銷處？你認為預測中國大陸的

市場趨勢，為何比美國的難？
2. AST 的成功和中國大陸的政治環境有何關聯？
3. 你認為為何合資是 AST 擴張計劃中重要的部份？
4. 哪些政治因素可能對美國政府放寬對中國大陸的貿易限制有所影響？
5. 雖然，有幾家日本電腦製造商也試圖進入中國大陸市場，但美國企業在軟體和微處理器的科技仍遙遙領先。依你之見，這些技術上的優勢在未來幾年有可能變化嗎？在你的回答之中，將日本自然的優勢，如環太平洋國家和另一個環太平洋國家做生意，考慮進去。

第三題

Wal-Mart 的訴訟案子，是由阿肯色州康威市的三家獨立藥局提出的，它們控告 Wal-Mart 在康威市的商店採行掠奪訂價。控訴指陳 Wal-Mart 銷售各式各樣保健用和個人用產品，其中包括不用醫師處方的藥，及牙膏等，售價都低於成本。因此，使得較小型的競爭者無法生存。藥局依據阿肯色州不公平業務法(Arkansas Unfair Act)提出控訴。該法主要在禁止以低於成本的價格銷售商品，而傷害競爭者及破壞競爭。

眾所周知，Wal-Mart 的訂價策略是使其成為當地低成本的領袖。Wal-Mart 的法律顧問羅伯・藍路說：「連鎖店的目標，不在傷害任何人，而是遵守對顧客曾做的承諾，那就是我們答應消費者品質及低價。」在審判期間，Wal-Mart 承認某些項目的售價低於成本。CEO 大衛・葛拉斯在作證時表示，這是為了反映全店的訂價組合，而不是想要把競爭者趕出市場。葛拉斯承認：「每賣一件產品都能賺錢，當然最好，只是真實世界中，是不可能的。那就是為什麼我們偶而賣的這麼低價的原因。」

Wal-Mart 如何能以低於成本的價格出售產品，還能存活於產業中呢？首先，全是因為公司的規模讓 Wal-Mart 有雄厚的本錢，能以低於成本價格利誘消費者。2,300 加折扣商店及批發倉庫的進貨量很大，所以縱使比競爭者的售價更低，仍能獲利。事實上，有時候 Wal-Mart 的價格低到連競爭者也向它進貨。1991 年，提出告訴的那三家藥局的老闆之一杜威・古迪，在法庭中說，他曾因 Wal-Mart 的售價低於批發價，而在 Wal-Mart 採購。

阿肯色州的法官大衛・雷諾判決 Wal-Mart 不得繼續從事低於成本的銷售辦法。其判決不只是根據連鎖店明定的政策—不許已成本打擊競爭者，還基於比較 Wal-Mart 和其他競爭者店內促銷價格的結果。法官認同原告的說法，Wal-Mart 的作法是掠奪訂價，而且對不具競爭力的小型零售商而言，有不利的影響。

此案仍在上訴中，最高法院是否回維持雷諾法官的原判，仍未可知。只是 Wal-Mart 的法律顧問藍路說：「如果維持原判，會使消費者必須以更高的價格在大大小小的零售店購物。」

到目前為止，至少法官的判決已給予在 Wal-Mart 陰影下做生意的小型零售商稍微喘一口氣。

問題

1. 你同意雷諾法官判決 Wal-Mart 的掠奪訂價有罪嗎？
2. Wal-Mart 的規模大小在低價競爭能力方面有多重要？
3. 你認為為何 Wal-Mart 選擇在保健用品及個人用品上，提供低於成本的售價，而不是其他型態的商品呢？
4. 虧本領導(Loss leader)也就是指產品售價低於成本以吸引顧客，是傳統的行銷技巧。而 Wal-Mart 的保健用品及個人用產品售價低於成本，是否構成虧本領導策略的要件？如果是，為何法院判定公司的作為是不合法的？

試題完