

國立嘉義大學 96 學年度 管理研究所博士班【一般管理組】招生考試試題

科目：個案分析

一、某家知名人壽公司曾於 1999 年 9 月決定成立「921 安泰扶育金」，提供 921 震災中失去雙親的孤兒每人每月一萬元的扶助金，直到他們成年 20 歲(仍就學者至 22 歲)。同時該知名人壽公司並邀請兒童福利聯盟的專業人士提供長期的協助與關懷，還有只要是年滿 20 至 50 歲有意從事壽險服務工作者，該人壽公司將安排為期三個月的壽險訓練課程，並提供每人每月二萬元的訓練津貼，以協助其走出災變陰影重新發展新事業。

(1) 針對上面所述內容，請從『企業經營角度』提出您的看法。(15%)

(2) 針對上面所述內容，請從『藍海策略角度』提出您的看法。(15%)

二、(1) Nonprofit marketing 的類型有很多種，試針對 service marketing、idea marketing、person marketing 這三種作法，提出您的個人見解。(10%)

(2) 它們可能運用於實務界的操弄作法或實際案例為何，請說明之。(10%)

三、Ford Moter

Jacques Nasser, recently promoted to CEO at Ford, is seeking to implement a new structural arrangement in the firm that is aimed not only at changing the company's reporting relationships, but also at altering the mind-set of every employee. His vision is to reinvent the industrial giant into "a growth-oriented consumer powerhouse for the twenty-first century." As the battle for global market share continues, and only a few auto giants are expected to emerge at the end of the competition, Nasser wants his organization to be a nimble player in the global environment. "He envisions a company in which executives run independent units-cut loose from stifling bureaucracy and held more accountable for success and failure."

Nasser started his career in the Australian division of Ford, which he left in 1987 to run a struggling unit in the Philippines. Although his boss in Australia warned him that he would never come back from the Philippines, Nasser did return to help turn the Australian unit around in 1990. Next, he moved into Europe and was able to turn its large organizational unit around as well. In 1994, Nasser became the head of product development at Ford's Dearborn headquarters. By that time, he had become skilled at a nimble entrepreneurial decision-making style that was developed in peripheral Ford organizational units, where there was much more opportunity for making entrepreneurial decisions without a lot of bureaucratic oversight from headquarters. His focus today is to

regenerate Ford's employees such that a new mind-set emerges in which this entrepreneurial spirit allows Ford to be a much more decentralized and value-creating enterprise (like a multi-domestic structure). Nasser also views the market as valuing a global approach to business, where the company's units, divisions, teams, functions, and regions are all tightly integrated and synchronized across borders (like the word product structure).

Traditionally, however, Ford has been organized into a "collection of fiefdoms." Nasser suggests that this structure is due to Ford's history, which can be segmented into three stages of evolution. From 1905 to the 1920s, the organization was run by Henry Ford, who focused on building a single car for use throughout the world. Competition during that period was nonexistent and disorganized. The second period, from the late 1920s through the late 1950s, was a period of intense nationalism. Accordingly, Ford established companies in the United Kingdom, France, Germany, and Australia that built their own vehicles, tended toward nationalistic objectives, and were tailored to the policies of the host country. Foreign strategy was implemented through exports from independent European or U.S. operations. The third period, from the 1960s through the 1980s, was a period of regionalism, with the emergence of the European Common Market and NAFTA. Countries kept their own political systems and social values, but economic trading blocs were formed. Ford of Europe was fortunate to be evolving during this period. The units inside Ford decreased from 15 to 4 and competed in separate regions—one in Europe, one in the United States, one in Asia, and one in South America.

Currently, Nasser sees Ford in a fourth stage, in which the internationalization of capital, communications, economic policy, trade policy, human resources, marketing, advertising, and brands are forming around globally oriented markets or systems. Lately, globalization is not a choice, but is demanded by the current stage of the market. "You don't make money by downsizing or shutting plants or reducing your product line," he says. "You make money by building the company." Accordingly, he is out to rebuild Ford and change its basic cultural approach through a combination structure that simultaneously matches localization and global integration in the international automotive environment.

In Nasser's earlier days, the foreign units would get visitors from headquarters who would suggest new ways about thinking and doing things. The local managers would wine and dine them and nod yes at everything the visiting executives said. After the executives returned to Dearborn, the local managers would continue to run their division the way they saw fit. This can no longer be; there must be both decentralization and centralization to effect the integration that will meet the demands of the global marketplace. In the 1980s, Ford intended the Escort to be its first global product, and accordingly, the car was engineered on two continents—North America and Europe. This made it possible to capitalize on global sourcing for components. But because each country wants its own individual variety of product, the advertising and message heard in each country was devised by a different advertising agency in order to get Ford's message across in the

local culture. In one country it was a limousine, in another a sports vehicle. In comparison, the Focus, the new Ford compact car, was engineered by one management team in Geneva and launched at one show in Paris. Journalists were brought in from all over the world, and there was only one advertising agency. The journalists who came all drove the Focus on the same roads in the same condition and got the same technological presentation from the same people. Therefore, they got the same brand and product positioning delivered to them from the same marketing people.

This integration and shift from a fiefdom approach to a combination structure is being implemented through an education program to help facilitate the change in mind-set. Using the GE program built by Jack Welch as a model, Nasser is following a “teachable point of view, “in which a person writes out his or her version for the firm and teaches it to the leaders, who, in turn, teach it to their team members. Then the material becomes not just a manual for doing work, but a vision for why the business is approached the way it is. In the process of implementing the vision, managers and team members change their mind-set about how they have traditionally done their work at the company.

As part of the combination structure, Nasser hopes to package combinations of cars by using similar components, but still maintaining distinct brands. For example, he is seeking to combine the similar components of luxury cars in Lincoln, Jaguar, and Volvo, each of which has a different consumer appeal. He expects to do the same in the car divisions of Ford, Mercury, and Mazda. This is what Ford has done in its combinations of pickups and sport utility vehicles. Indeed, Ford has even used this platform to move into fancier versions, such as the SUV under the Lincoln brand. Such an approach can create significant savings on parts and drive costs down.

In sum, Ford has implemented the combination structure to change the centralized mindset into one in which employees are taking more initiative. In addition, Ford is seeking to integrate across businesses to match these dual trends found in the automotive industry competitive environment. Besides the change in structure, Ford has brought in a lot of new outside management talent in key areas, such as design, and key regions, such as Europe, to manage the change. The focus is on education, as well as on the structural changes that have taken place. Managers are also receiving more incentive pay when they create value that will help realize an increased stock market capitalization.

Questions (You may answer the following questions with Chinese or English)

1. Please to give a short and appropriate title for this case? (5%)
2. Please briefly describe the evolution of structure change of Ford Motor in the twentieth century. (15%)
3. What barriers to change did Nasser encounter? (15%)
4. Ford Motor, founded by Henry Ford in 1903 at Detroit, is confronted with the powerful competition from Japanese motors, such as TOYOTA, Honda. What are your strategic suggestions to Ford Motor? (15%)