

國立嘉義大學 95 學年度管理研究所入學考試

科目：個案分析

一、奇美實業是奇美企業集團中最早成立者，時至今日，已走過近五十個年頭。奇美實業成立於民國四十八年，最初以生產壓克力產品為主，並以創造物美價廉的的產品，提昇人類生活品質為信念。近年來，由於一連串的技术突破、設備更新及廠房擴建，使得該公司成為了全世界最大的丙烯脛-丁二烯-苯乙烯共聚合物 (ABS，一種塑膠原料)製造商。

為追求奇美更高的經營績效，董事長許文龍在民國六十年代初期，便致力於經營權與所有權的分離工作。就像他說的：「……以現代經營的觀念而言，我們從家族式的小企業成長到今天，其中因素之一是：『脫離家族經營，以組織運營』。……同樣的，我們強調以組織制度運營，排除一般中小企業老闆個人英雄式的集權管理，讓每一位從業同仁能夠各在其位發揮所長，使公司持續安定地成長。」

為貫徹「脫離家族經營，以組織運營」理念，奇美實業成立了「經營委員會」，負責公司的整體營運。後來關係企業陸續成立，經營委員會也成為集團最高決策單位。奇美企業集團之中，其他重要的關係企業尚有：保仁工程公司，奇美油倉公司、奇菱樹脂公司、佳美貿易公司、奇美冷凍食品公司、奇美電子、奇美光電、奇美醫院等等。

經營委員會設立目的，在秉承公司之經營方針，釐訂經營目標，策劃達成目標所必須採取之各項方案、措施及協調，俾執行部門得以有效推行經營活動。

以委員會來經營管理，好處之一是集思廣益，避免一言堂式的獨斷經營。委員會的成員分為「常務」與「一般」，常務委員由經理級以上挑選組成，而一般委員則是課長級以上便有資格出任。經營委員會直接隸屬董事會，其下又設常務委員會。常務委員會重要性不言而喻，其任務在於：

- 公司內部有關組織、管理規則、制度等之立案

- 公司員工之賞罰、升遷、薪資待遇調整等之立案及預備審查
- 經營目標之設定及目標達成成果之評價
- 一般員工之任免及重要人事之推薦
- 董事會委任事項之研究

經營委員會之委員任期為一年，連選得連任。而開會為不定期舉行，但每半年至少須開會一次，由總經理負責召集。換言之，經營委員會是奇美實業公司及其他關係企業的最高管理中心，任何重大的決策無需召開董監事會，只需透過經營委員會進行決策即可，近四分之一世紀以來，奇美的建廠、擴建、投資、研發等所有重要決策，只要這「委員會」開會通過，就可立刻動手開工。許文龍曾很自豪地說，一般上市公司的重大決策，一定要召開董監事會，在等董事會召開的行政流程中，我們可能已經把工廠建好了。

另外，奇美集團在體制上還有一個**綜合企劃處**，用綜覽整個企業集團的管理。主要功能在為奇美集團設計長期的發展構想，並協助奇美企業集團之構成分子改善體質、調整相互間共同利害問題，釐訂將來發展之方案，冀能加強各分子企業間之機動的配合，藉以收到經營上之相乘效果。不過，綜合企劃處本質上是**幕僚組織**，無直接之行政權及指揮權。工作內容分為兩方面：

- 研究擬定使奇美各關係企業構成一個總體而營運的方案
- 對於個別構成企業提供服務

以工作內容而言，綜合企劃處為了提供集團內各企業的經營管理的服務，故編制對市場銷售、生產技術、經營管理、財務會計及法務等相關經驗的人員，另外也聘請學有專精的專業人士為顧問。

奇美集團歷經數十年的革新及成長，已奠定在塑化產業的地位，組織規模不斷地在穩定中發展，藉由各子公司的經營委員會與總管全局的綜合企劃處，奇美完全脫離家族式經營，走上「以組織運營」的坦途。透過組織力量的發揮與專業經理人的努力，創造更高的組織績效。

問題：

1. 請描繪出奇美實業公司個案中所提及之組織架構(含組織結構圖、相關部門之執掌)(15%)
2. 根據個案內容的描述，請說明奇美實業公司之實際的規劃流程(15%)。
3. 在現今複雜多變之經營環境中，請評論奇美實業公司之實際的規劃流程，並為該公司設計一套理想的規劃流程(20%)。

二、Coca-Cola:

Coca-based drinks did not start with Coca-Cola. In 1863, a drink emerged that popularized the use of coca leaves for non-medicinal use. It was called ‘Vin Mariani’, a coca-based wine formulated by Angelo Mariani that became hugely popular among high society within Europe. Famous authors, poets, musicians and even royalty celebrated the wine. The legendary French engineer Frederic-Auguste Bartholdi remarked that, had he drunk Vin Mariani earlier in life, he would have built the Statue of Liberty a few hundred metres higher. Even the Catholic Church was behind the coca-based drink; Pope Leo XIII was a big fan, and drank it daily.

The secret to Vin Mariani’s success, with hindsight, was less down to the alcohol and more attributable to the coca. In Vin Mariani there were two ounces of coca leaves concentrated into the mixture. This meant that some wines contained over 10 milligrams of cocaine per fluid ounce. So Vin Mariani wasn’t just tasty. It was addictive.

Twenty-three years after its conception, just when Vin Mariani was reaching its peak in Europe, a pharmacist in Georgia called John Pemberton came up with another coca-based drink called ‘Coca-Cola’. In his version of Vin Mariani, he replaced the wine with sugar syrup, added cola nuts and a combination of seven ‘natural flavours’ that still remain a well-guarded secret, and marketed the product as a brain tonic. Although the drink was non-alcoholic, it originally contained cocaine.

The name ‘Coca-Cola’ was not the inspiration of Pemberton. It came from his bookkeeper, Frank Robinson, who has the most recognizable handwriting on earth, being the basis of the brand’s logo itself. However, while Robinson may be able to take credit for the name and logo, it was Pemberton who was responsible for the early rise of the brand.

The first year though was not exactly promising. Pemberton had arranged to sell his tonic at a soda fountain in an Atlanta pharmacy for five cents a glass. Despite the

potentially addictive qualities of the drink, sales stagnated at six glasses a day, which wasn't even enough to cover production expenses. In other words, Coca-Cola was no Vin Mariani.

However, John Pemberton had one thing over his European counterpart, Angelo Mariani- a marketing brain. While precious little money was invested in the Vin Mariani brand, Pemberton understood the power of advertising right from the outset. The first advert for Coca-Cola appeared in *The Atlanta Journal* three weeks after the drink was invented. So whereas Vin Mariani was soon about to all but disappear, Coca-Cola grew steadily on the back of advertising. During the first two years this emphasis on advertising was overseen by Pemberton but then in 1888, only weeks before he died, he sold the rights to a local entrepreneur and fellow pharmacist (and future mayor of Atlanta), Asa Candler.

Candler officially formed the Coca-Cola company in 1892 and registered the trademark the following year. By 1895, he had achieved his expansion plan, as bottled Coca-Cola was now on sale in all US states. Bottling plants were opened at the turn of the 20th century, and throughout that century Coca-Cola was to grow into the world's most recognized brand, even without the aid of cocaine, and despite the threat of its expanding rival, Pepsi-Cola.

So, the Coca-Cola brand is a brand success story. Maybe it is even the brand success story. It is available in 196 countries. It has spawned other successful brands such as Fanta and Diet Coke. It is consistently ranked as the world's most valuable brand, with a brand value reaching \$50 billion.

Could it possibly go wrong? Well, yes. It could. After all, no brand can live for ever. In many ways, the values that have made it so strong are now working against it. For instance, a brand that symbolizes the United States to such an extent is bound to be unpopular among certain sections of society in the Middle East. Indeed, a number of Muslim-backed alternatives, such as Quibla cola, have seen sales rocket in markets where Coca-Cola has declined since the Afghanistan and Iraq wars.

The brand has also been under fire from health officials, who have highlighted the drink's switch from sugar to high-fructose corn syrup. It has therefore been linked to skyrocketing US obesity rates, second as a target only to McDonald's.

What the future of the brand will hold ultimately depends on the future of the markets. If the rise in health consciousness increases any further, the Coca-Cola brand could be in trouble. And unlike other brands, it is not in a position to evolve with the market. As the unwelcome reception of New Coke proved, Coca-Cola drinkers want their brand unchanged or not at all. 'Always Coca-Cola' could end up being wishful thinking.

After reading the above case, please answer the following problems:

1. What is the enterprise's competitive advantage over its competitors ? (10%)
2. If you were CEO of the enterprise, would you take the same management strategy? (10%)
3. What are the key success factors that lead the enterprise to success ?(15%)
3. Express your feeling about the case in less than 150 words using Chinese or English.(15%)