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That thoroughly American experience of renting a movie video or video game cartridge to take home overnight has gone global. As foreign opportunities opened, Blockbuster Entertainment Corporation plunged into numerous international markets. Chairman H. Wayne Huizenga has always been one to look to new frontiers, and the world out there beyond the United States is quite tempting!

Huizenga and some close business associates bought out Blockbuster's founders and franchise holders located in the Dallas area in 1987. The company began expanding rapidly across the United States by using a growth philosophy similar to McDonald's Corporation: blanket major markets, add stores quickly, use franchising to hasten the process of getting managerial talent and operating capital, and never admit that the market is saturated. (By the middle of 1994, there were over 4,300 stores throughout North America, Asia, Europe, Latin America, and Australia.) At that time, Huizenga, who had built a fortune in a variety of entrepreneurial ventures, including Waste Management Inc. (now better known as WMX Technologies), felt that the video rental industry was poised for enormous growth both domestically and internationally. In 1982, rentals and sales of home videos in the United States was a mere \$700 million. By 1991, revenues in the video rental industry had reached \$11 billion and Americans were spending double the amount to watch movies at home as they did to watch them in movie theaters. By 1994, industry sales revenues approached \$14 billion. Blockbuster currently estimates that the United States video rental market for movies will reach \$19.3 billion by the end of the decade. And that doesn't even include the potential sales in foreign markets.

Blockbuster Entertainment made its first international push in early 1992 when it acquired Cityvision PLC, the largest home video retailer in the United Kingdom. Around the same time, the company opened several video stores in Japan in a joint venture with Fujita & Company. Currently the company has outlets in Austria, Australia, Canada, Chile, Guam, Japan, Mexico, Puerto Rico, Spain, the United Kingdom, and Venezuela as well as the United States. As Blockbuster entered the various foreign markets, its employees had to familiarize themselves with many different cultures and political jurisdictions.

However, since Huizenga wants to keep his company in the fast-forward mode, he is constantly on the lookout for other global opportunities and challenges. Blockbuster Entertainment intends to keep writing its own video script on location throughout the world!

參考用

問題：

- 一、請完成一份 300 字的個案內容摘要。請完全依照 40% 個案內容，切勿自行發揮或是另行補充。
- 二、假設您是 Blockbuster 的台灣區經理，您會如何管理此多國公司的法律、政治、文化差異？ 20%
- 三、Blockbuster 的國際化特色為何？請具體地評論其優勢以及弱勢。 20% Blockbuster 的
- 四、假設您即將被指派至中國瀋陽開設分公司。請問您在個人性格 (personality) 以及專業生涯 (Professional Career) 上應從事那些必要的調整？ 20%