

一、高科技公司最常面臨的問題。(50分)

現今許多高科技公司所面臨的挑戰都很類似，其中主要的問題大約可分為以下八類：

1. 業績的成長不夠快速；(7分)
 2. 已經研發出一項偉大的新技術，但是有誰會來買？(7分)
 3. 已經想不出新的產品點子；(6分)
 4. 如何銷售新產品？(6分)
 5. 正面臨某公司的競爭，該如何解決？(6分)
 6. 除了某一個市場區隔外，均享有很高的市場佔有率，應該如何突破這最後的市場？(6分)
 7. 應該進入新的市場嗎？(6分)
 8. 應該如何處理購併的機會？(6分)
- 請就以上每一個問題，說明處理的步驟。

二、Case Study : THE GOODYEAR TIRE & RUBBER COMPANY(50分)

By the end of 1992, The Goodyear Tire & Rubber Company, the largest tire manufacturer in the United States, posted a profit of over \$340 million on record sales of over \$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 the company, languishing under a debt of over 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 industry competition.

Throughout the 1980's Goodyear sales had fallen as the company lost market share to its two main companies, 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 over \$4 billion in the 1980's in new, more efficient plant and equipment and by decreasing the size of the work force by over 20 percent. By 1991 output per man-hour had climbed 51 percent. However, Gault took this process much further and began to slash costs everywhere. By example, he showed managers how to reduce costs. He began by eliminating company 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

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注意：背面有試題

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產業分析

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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 noted above.

To increase market share, Gault also worked on increasing 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. Its new tires, which had higher profit margins than Goodyear's older tires, restored customers' perceptions that Goodyear was a premium tire manufacturer, and sales of the new tires, particularly the Aquatread, surged. Indeed, Goodyear sold over 1 million Aquatreads in one year, 20 percent higher than its forecast. Gault's combined strategy of reducing costs and raising the differentiated appeal of the company's products had paid off in the form of the huge increase in profits noted at the beginning of this case.

By 1991, U. S. tire manufactures had grown weary of the rounds of price cutting and price wars that had plagued the industry and diminished their profits. Tire manufacturers started supporting each other's attempts to keep prices up and avoid price cutting and also began searching for new ways to compete that did not reduce industry 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. From 1992 on Goodyear and its competitors were all benefiting from their new strategy of nonprice competition. By 1993 Goodyear was posting record profits, and its share price had climbed to over three times its 1990 value.

DISCUSSION QUESTIONS

1. How did the nature of competition in the tire industry cause problems for Goodyear?(25分)
2. What strategies did Gault develop to turn the company around?(25分)

