

# 國立中央大學九十學年度碩士班研究生入學試題卷

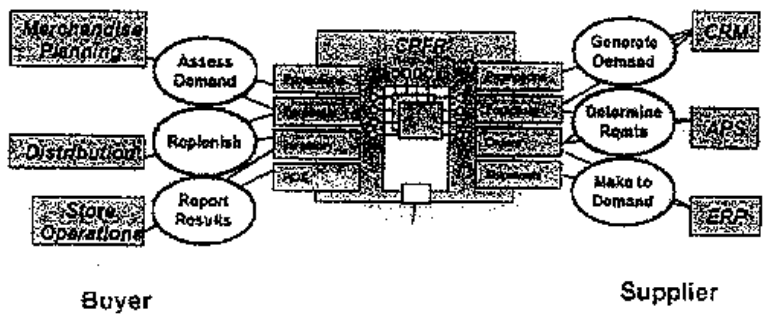
所別： 工業管理研究所 丙組 科目： 產業分析 共 2 頁 第 / 頁

請以中文評述。

評分標準：分析與見解 (60%) 中文撰寫能力 (40%)。

Below is excerpted from the article "Transforming B2B Exchanges into Collaborative Trading Communities: The Role of Collaborative Planning, Forecasting and Replenishment (CPFR)" written by M. Johnson, 2001. Please read through it and answer following questions in Chinese.

1. Assuming you are in charge of developing a Collaborative Trading Community for an industry in Taiwan, what would be the procedure you will propose for this task?
2. What factors and conditions you may consider to make this Collaborative Trading Community become a reality by referring the below figure (Enterprise Application Interfaces)?
3. If you do not know how to answer above questions, please summarize this article and present your knowledge about e-Business, supply chain management, or Enterprise Resource Planning.



CRM: Customer Relationship Management  
 APS: Advanced Planning and Scheduling  
 ERP: Enterprise Resource Planning

B2B trading exchanges began as independent start-up companies, backed by venture capitalists or application software firms. Leveraging the increasing maturity of the Internet, these firms offer on-line vendor product catalogs, industry news, discussion, and auctions of excess inventory and commodities.

Competitor exchanges have the advantage of leveraging the high volume of business transactions needed to support their core businesses. Rather than having to attract customers to their network, they simply re-route their own transactions, creating instant "liquidity" and pricing power.

Currently, trading exchanges focus on spot purchases of indirect materials and commodities. They do not typically handle delivery, and may not even handle the actual purchasing transaction. Figure 1 illustrates the lifecycle and channel dimensions of a B2B trading exchange, highlighting the areas exploited to date. For spot-purchased commodities or MRO products, a B2B trading exchange identifies qualified vendors, products, and terms of sale. It aggregates the needs of many buyers into a buying pool, resulting in larger purchasing transactions. It sets up an auction (or reverse auction) to arrive at a winning bid, or sources supply from multiple vendors.

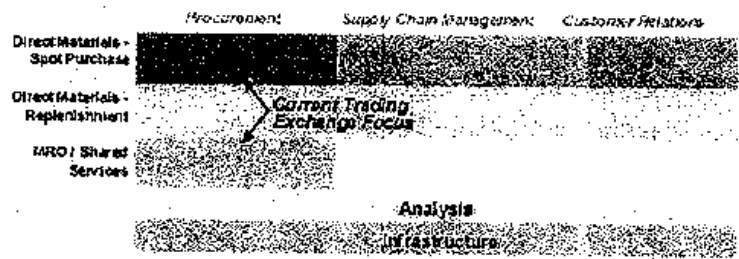


Figure 1: Lifecycle and Channel Dimensions of B2B Trading Exchanges

參考用

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Trading exchanges are expanding rapidly from this narrow base. They will soon transform into collaborative trading communities by moving in two directions. First, they will handle the full trading lifecycle - from procurement, to supply chain management, to customer relationship management—spanning raw materials suppliers to consumers. Second, they will move into other product and materials channels, including direct replenishment. The full trading lifecycle and channel requirements of a collaborative trading community imply many specific functional requirements. Figure 2 positions these business functions in the trading model.

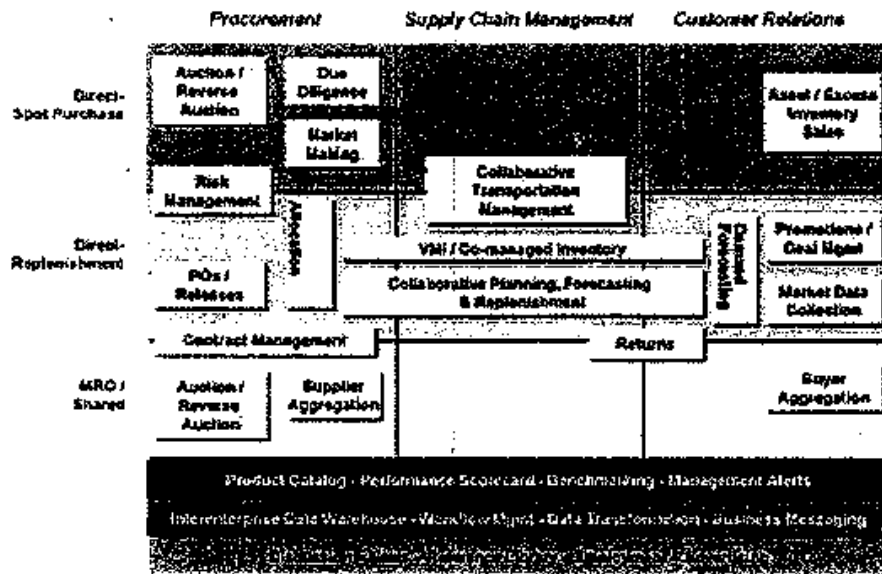


Figure 2: Collaborative Trading Community Services

For replenishment-based products, a collaborative trading community must consider the time-phased requirements of supply and demand. Purchasing negotiations are infrequent. A forecast-driven process is required to maintain availability, while keeping inventory at a minimum.

The community identifies and negotiates planned promotions, new product introductions, inventory policy changes, and store/distribution center/plant openings/closings. It forecasts demand, allocates demand to selected suppliers, calculates replenishment plans, authorizes shipment, selects loads and routes, and tracks shipments to delivery. The community also captures historical data, such as actual sales, on-hand, orders, and shipments throughout the supply chain to be used in future plans. Finally, the community uses exceptions and alerts to ensure continuous feedback and improvement.