

明新科技大學

九十六學年度研究所

碩士班

碩士在職專班

招生考試試題卷

系所名稱	科目	准考證號碼 (請考生填入)	考試日期	節次	第 1 頁/共 5 頁
工程管理研究所	案例分析與論文 討論		96年5月6日	第一節	

答案須寫在答案卷內，否則不予計分。

- 註： (1) 請在答案卷依題次順序作答。
(2) 不可使用翻譯機、字典。
(3) 除專有名詞外，請以中文作答。

一、 案例分析 (50 分)

請就個案(A)、(B)回答下列相關問題 (每題 10 分)：

個案 (A)

日本約有 5 萬家便利商店，尤其在東京，甚至每 1600 人就可分配到一家，密集度遠高於 3000 人一家店的台灣，已經達到每走三、五步就出現一家的盛況。

然而，當日本人口結構發生急速變化，普及度相當高的便利商店，就好比是隱藏於社會各個角落的探針，立即感知客層的變化。

這幾年，日本前三大便利商店，都對高齡少子的現象，各自擬出了積極應戰之道。尤其，近四年來積極擴展的全家便利商店，由於剛滿 60 歲的社長上田準二，正是二次大戰後出生的日本嬰兒潮「團塊世代」的一員，因此對高齡者商機尤為敏感；在他的動員下，日本全家的戰略已經初步成形。

「日本的便利商店，與一些百年商社相比較，還是很年輕、不斷變化的業態，而且發展 30 年來，消費主力都是以 30 歲到 50 歲的男性為主，」全家便利商店常務及商品本部長補佐（特別助理）加藤利夫指出。

但是，一份 2005 年日本國立社會保障人口問題研究所「國勢調查」的數字，卻引起了全家便利商店的注意。

調查中顯示，從 1985 年到 2005 年，50 歲以上的人口占總人口比例，已經從 27% 提高到 42%，快接近一半人口。而 20 歲以下的人口，卻從 29% 降低到 19%，甚至預測在 2050 年，只剩下 15%。

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問題：

1. 日本便利商店的人口比例調查中，你獲得什麼啟發？
2. 對於這樣的人口比例調查，你的產品策略該如何擬定？請舉實例說明。
3. 您認為在日本的便利商店市場調查與分析，是否也適用於台灣的便利商店市場？若是，你將會建議該如何作適當的調整？

個案 (B)

除了創業時的七年虧損，被喻為全球 7-ELEVE 模範生的統一超商，目前在台展店超過 4000 家，市占率遙遙領先同業。20 幾年來在國內大大小小的評選競賽中，每次都拿第一名，不知不覺中，統一超商員工也已習慣當第一名的感覺。但到 2004 年 11 月，在措手不及的情況下，在服務品質調查中，以三分之差，敗給了全家，在便利商店類排名第二。有人猜測，也許是統一超商 4000 家的規模，大到鞭長莫及，就連喊「歡迎光臨」，或雙手奉上發票這種基本功，都很難確保每一家店做到。再加上全家在調查期間，正推動服務競賽，服務警覺自然提高。

也許一般人認為只不過掉了一名，沒有什麼大不了，但對榮譽感極強的統一超商員工而言，第二名就等於是最後一名。

問題：

4. 您認為一家小公司轉型規模較大或連鎖店時，會發生哪些問題？
5. 對於便利商店的經營管理，新店一直在開，所聘用的工讀生流動率又高，該如何確保其服務品質？

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二、 論文討論 (50 分)

請閱讀下面這篇文章，並依據此文內容回答下列問題（每題 10 分，除專有名詞外，請以中文作答。）：

1. 何謂 Business intelligence ?
2. Business intelligence 提供哪些分析工具 ?
3. Business intelligence 提供給公司中那些階層的人員使用 ?
4. Business intelligence 和孫子兵法有何關係 ?
5. Business intelligence 的未來趨勢為何 ?

Business intelligence (本文摘錄自 Wikipedia)

Business intelligence (BI) is a business management term which refers to applications and technologies which are used to gather, provide access to, and analyze data and information about their company operations. Business intelligence systems can help companies have a more comprehensive knowledge of the factors affecting their business, such as metrics on sales, production, internal operations, and they can help companies to make better business decisions.

Rationale for using BI

Business intelligence applications and technologies can enable organizations to make more informed business decisions, and they may give a company a competitive advantage. For example, a company could use business intelligence applications or technologies to extrapolate information from indicators in the external environment and forecast the future trends in their sector. Business intelligence is used to improve the timeliness and quality of information and enable managers to better understand the position of their firm in comparison to its competitors.

Business intelligence applications and technologies can help companies analyze the following: changing trends in market share, changes in customer behavior and spending patterns, customers' preferences, company capabilities and market conditions. Business intelligence can be used to help analysts and managers determine which adjustments are most likely to affect trends.

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BI Technologies

For the BI technology system to work effectively, companies address the need to have a secure computer system which can specify different levels of user access to the data 'warehouse', depending on whether the user is a junior staffer, manager, or executive. As well, a BI system needs to have sufficient data capacity, a plan for how long data will be stored (data retention). Analysts also need to set benchmark and performance targets for the system.

Business intelligence analysts have developed software tools to gather and analyze large quantities of unstructured data, such as production metrics, sales statistics, attendance reports, and customer attrition figures. Each BI vendor typically develops Business Intelligence systems differently, to suit the demands of different sectors (e.g., retail companies, financial services companies, etc.).

BI History

Sun Tzu's *The Art of War* highlighted the importance of collecting and analyzing information. Sun Tzu claimed that to succeed in war, a general should have full knowledge of his own strengths and weaknesses and full knowledge of the enemy's strengths and weaknesses. Lack of either one might result in defeat.

In modern businesses, increasing standards, automation, and technologies have led to vast amounts of data becoming available. Data warehouse technologies have set up repositories to store this data. Improved Extract, transform, load (ETL) and even recently Enterprise Application Integration tools have increased the speed of collecting the data. Online Analytical Processing (OLAP) reporting technologies have allowed faster generation of new reports which analyze the data. Business intelligence has now become the art of sifting through large amounts of data, extracting pertinent information, and turning that information into knowledge upon which actions can be taken.

Business intelligence software incorporates the ability to mine data, analyze, and report. Some modern BI software allow users to cross-analyze and perform deep data research rapidly for better analysis of sales or performance on an individual, department, or company level. In modern applications of business intelligence software, managers are able to quickly compile reports from data for forecasting, analysis, and business decision making.

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The Future of BI

In this rapidly changing world consumers are now demanding quicker more efficient service from businesses. To stay competitive, companies must meet or exceed the expectations of consumers. Companies will have to rely more heavily on their business intelligence systems to stay ahead of trends and future events. Business intelligence users are beginning to demand Real time Business Intelligence or near real time analysis relating to their business, particularly in front line operations. They will come to expect up to date and fresh information in the same fashion as they monitor stock quotes online. Monthly and even weekly analysis will not suffice. "Business users don't want to wait for information. Information needs to be always on and never out of date. This is the way we live our lives today. Why should Business Intelligence be any different?" Charles Nicholls, CEO of SeeWhy, a Software company, Windsor UK.

In the near future business information will become more democratized where end users from throughout the organization will be able to view information on their particular segment to see how it's performing. In the future, the capability requirements of business intelligence will increase in the same way that consumer expectations increase. It is therefore imperative that companies increase at the same pace or even faster to stay competitive.