

(考試時間 2 小時)

1. (10%) Describe the motivation and history behind IP (Intellectual Property) laws. Will these same factors be attributable to IP in the future? Why or why not?
2. (12%) How do you manage risk (of failure or success) in planning to introduce products and services using Cloud Computing technology? What types of risks does the company face in new product/service introduction?
3. (13%) What personality traits tend to be shared by creative people? Do you think that any or all of these would create significant challenges for the managers of creative workers?
4. (15%) IS-Business alignment has been advocated as an effective way for delivering IT effectiveness for organizations for decades. The means to deliver/develop IT (or systems) can be either project-based or program-based approach. Please briefly describe the differences between these two approaches.

5. (50%) 若以 Apple (可加上 Facebook、Samsung 等世界領先企業) 為參考標竿, 請評述我國若干代表性企業(集團), 可舉例如鴻海富士康、宏基明基、宏達電、中華電信等, 在價值創造與創新上, 面臨哪些重大挑戰或瓶頸? (以下附圖提供構思參考, 請勿受侷限。)

Capturing Value in Global Networks: Apple's iPad and iPhone

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Figure 1. Distribution of value for iPhone, 2010

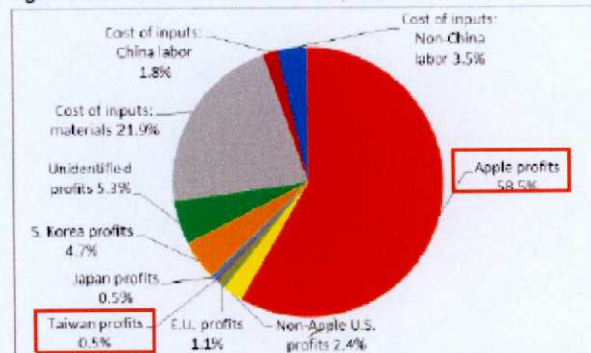
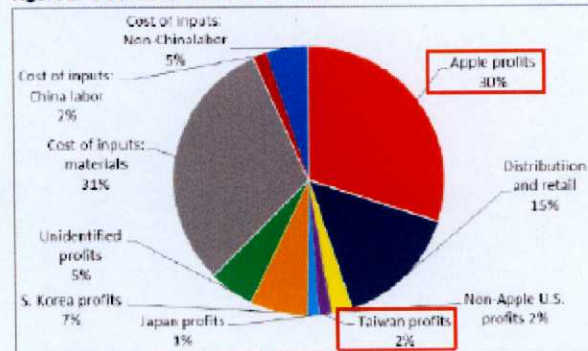
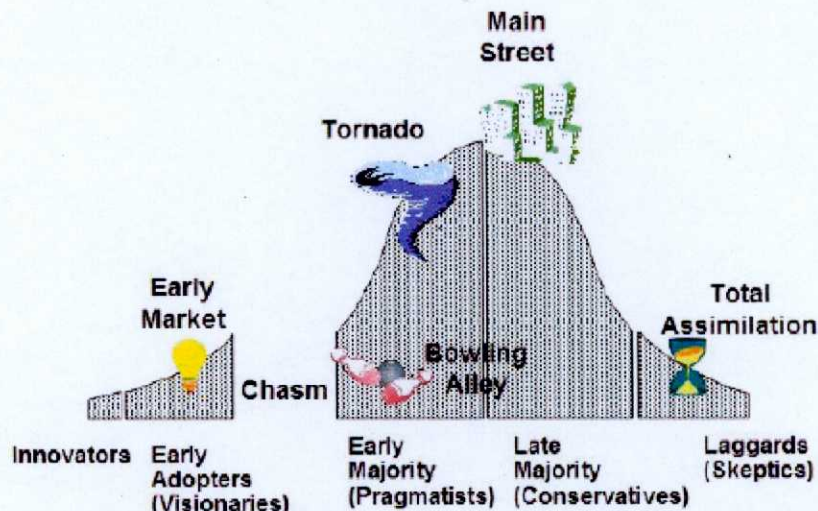


Figure 2. Distribution of value for iPad

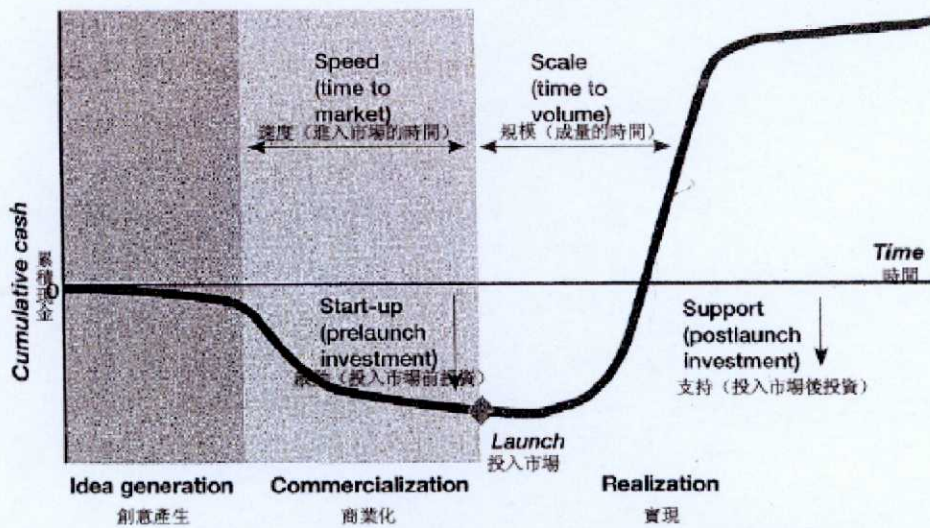


ICT大廠轉型品牌後之獲利能力變化





Source: Moore (2002), *Crossing the Chasm*; Viefels (2002), *The Chasm Companion*.



Profit Protecting Power	Index	Strategic Control Point	Examples
High	10	Own the standard	Microsoft, Oracle
	9	Manage the value chain	Intel, Coke
	8	String of superdominant positions	Coke (intl)
	7	Own the customer relationship	GE, EDS
Medium	6	Brand, copyright	Countless
	5	Two-year product development lead	Intel
Low	4	One-year product development lead	Few
	3	Commodity with 10 to 20 percent cost advantage	SW Air
None	2	Commodity with cost parity	Countless
	1	Commodity with cost disadvantage	countless

Source: Slywotzky et al. (2001)

EXHIBIT 3.3 Profit Models and Their Practitioners*

Profit Model	Leading Practitioners
1. Customer Solutions Profit	• GE, USAA, Nordstrom, ABB, Nalco, HP
2. Product Pyramid Profit	• SMH (Swatch), Mattel
3. Multicomponent Profit	• Coca-Cola, Mirage Resorts
4. Switchboard Profit	• Schwab, USAA, Auto-by-Tel, CAA
5. Time Profit	• Intel, Bankers Trust, Sony
6. Blockbuster Profit	• Merck, Disney, NBC
7. Profit-Multiplier Model	• Disney, Virgin, Honda
8. Entrepreneurial Profit	• Thermo-Electron, ABB, 3M
9. Specialization Profit	• ABB, EDS, Wallace
10. Installed Base Profit	• Microsoft, Otis Elevator, Gillette, GE
11. De Facto Standard Profit	• Microsoft, Oracle
12. Brand Profit	• Intel, Coca-Cola, Nike
13. Specialty Product Profit	• Hercules, Merck, 3M, Great Lakes Chemical
14. Local Leadership Profit	• Starbuck's, Wal-Mart
15. Transaction Scale Profit	• Morgan Stanley, British Airways
16. Value Chain Position Profit	• Intel, Blockbuster Video, Republic Industries
17. Cycle Profit	• Toyota, Dow Chemical
18. After-Sale Profit	• GE, Softbank (Kingston)
19. New Product Profit	• Compaq, Chrysler
20. Relative Market Share Profit	• Procter & Gamble, Philip Morris
21. Experience Curve Profit	• Milliken, Emerson Electric
22. Low-Cost Business Design Profit	• Nucor, Southwest Air, Dell

Product Marketing Framework
(for high-tech industry)

