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大同大學 九十二 學年度研究所碩士班入學考試試題

考試科目：企業個案分析

所別：事業經營研究所

第 1/3 頁

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(一) ACME Division: Designing a Competitive Analysis

Mr. John Veitch, General Manager of ACME division of the Simplimatic Engineering Co., was in the process of developing an annual marketing plan for his company. ACME manufactured and marketed a line of high-speed, fully automatic palletizing and depalletizing machines. Automatic palletizers were used by container and packaging manufacturers to load empty containers such as aluminum cans and 2-liter plastic bottles on pallets for shipment to beverage and food bottlers and processors. Depalletizers automatically unload empty containers off stacked pallets and move them to high-speed filling and packaging lines. In addition to these industries, palletizers and depalletizers were purchased by customers in several other industries requiring high-speed materials handling equipment. For instance, Ford Motor Company used depalletizers to unload oil filter cartridges to auto assembly lines. Pennzoil and Quaker State used depalletizers to sweep empty containers to their consumer oil container filling lines. However, ACME had concentrated its design and marketing efforts on food and beverage container manufacturers and on bottlers and processors in those same industries. Companies such as Continental Can, Ball Container, Budweiser, Coca-Cola, and PepsiCo used ACME machines in their plants. In some cases, these and other customers used two or more different types and sizes of packaging.

Automated palletizing and depalletizing products had been around for years. Generally, they were used as a part of an overall production system with a variety of other automated production equipment. These systems were becoming increasingly sophisticated in the way they monitored and controlled the flow of packaging and filling operations. Often, the efficiency of the operation was limited by the speed of the packaging process and the downtime involved for maintenance and repair.

While market-share information was not published, prior research had identified over 50 manufacturers of various types of palletizers ranging in size from very small to large, multinational organizations. Customer loyalty was not believed to be especially high. An analysis of the United States packaging industry suggested that this industry would grow at a slower rate than the economy as a whole.

As Mr. Veitch began thinking about his marketing plan he began to realize the importance of gaining more insights on the competition prior to setting a strategy. For instance, field sales managers had often expressed to him the problems they encountered when competing on a price basis for a customer's order. Lack of price competitiveness was a frequent reason given by the sales force for not obtaining an order. But Veitch felt that ACME had a superior

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reputation for engineering and on-time delivery that would more than offset competitors' lower prices (if, in fact, they were lower).

1. Based on this information, would you expect competition to be intense in this industry? Explain.
2. Do you think tangible resources would be more important than intangible resources in developing a competitive advantage in this market? Or is the reverse more likely?
3. What dimensions would be useful to Mr. Veitch if he wanted to construct a competitive strength grid? How could he obtain the information for completing this grid?

(二) E. & J. GALLO AND THE DOMESTIC WINE INDUSTRY*

During the mid-1980s, the U.S. wine industry witnessed a number of acquisitions as many of the nation's 1300 smaller vineyards sold out to larger firms. Further, certain large companies decided to drop out of or to scale back their involvement in the wine business. For example, in early 1987, National Distillers, Inc., sold its Almaden winery to Heublein for about \$150 million, and giant Joseph E. Seagram & Sons had put its money-losing Taylor and Paul Masson wines on the selling block.

Between 1981 and 1987, demand for table wines had fallen by 3 to 5 percent each year, and despite the efforts to create a mass market for wine, per capita consumption had remained around 2 gallons per year. Industry experts ascribed the recent declines to health concerns and worries about drunk driving. Certainly, prices were not retarding consumption, since prices and industry profits had fallen primarily under the lead of E. & J. Gallo.

Because of the decline in total demand, the industry had excess capacity even though the new wine cooler category had experienced strong growth, and demand for "premium" table wines (priced above \$3 per bottle) remained solid. The key development was the decline in low-priced table wines which accounted for 90 percent of the volume of California producers and which Gallo dominated with a 31 percent market share under the Gallo and Carlo Rossi labels. (Gallo was also the leader in premium table wines, but the company was not as dominant a force in that segment.)

Gallo's decision to cut table wine prices late in 1986 seemed to trigger an acceleration in the trend (by competitors) to produce only premium wines. A key to Gallo's ability to compete on price is its vertical integration. Besides growing grapes and maintaining long-term contracts with other growers, Gallo has a glass plant, an aluminum cap business, a lime quarry, and a large fleet of trucks. In those states which permit it, Gallo also owns its distributors who call on retail outlets. In other states, it uses distributors who carry only the Gallo line. In all cases, distributor salespeople are expected to work closely with retailers, building displays, dusting shelves, and helping retailers merchandise the product.

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change that image. At the same time, heavy advertising and price cutting of Gallo's Bartles & Jaymes wine cooler enabled the company to displace California Cooler as the leader in that market. Gallo is also the leading producer in champagne (with its André brand), brandy, sherry, vermouth, and port wine.

1. What are the major reasons for the apparent intensity of competition in the wine industry?
2. Analyze the competitive strengths and weaknesses of E. & J. Gallo. Would you anticipate that new competition will be forthcoming to challenge Gallo?
3. Describe the specific marketing strategies of E. & J. Gallo and of its major competitors.

Instructions for this written test :

1. Six questions are included in two cases. Please be advised to list your answers in number order clearly and cleanly.
2. High-score hints: as best as you can to FIGURE OUT what the cases really mean and the questions ask.
3. Have a good time and hopefully see you soon.