

答題注意事項：請「務必」依題號順序作答，不可跳答。

一、申論題。(共計 65 分)

- (20 分) 請說明企業在應用資訊科技時，所引發的有關員工在工作職場的挑戰有哪些？試列舉三項並說明可能改善的方法。
- (15 分) 請說明 SCM 與 ERP 二個跨功能企業資訊系統的功能以及二者間關係。
- (15 分) 請從技術層面與管理層面說明企業應如何做好資訊安全。
- (15 分) 何謂協同商務、行動商務？二者在企業的角色與貢獻為何？

二、個案題，請閱讀完個案後，以中文回答下面 2 個問題。(共計 35 分)

- (10 分) 請簡要說明個案大意。
- (10 分) CRM 系統為二家公司各帶來哪些價值？
- (15 分) 當二家公司導入 CRM 系統時，有哪些管理、組織與技術上的議題需要特別留意？又該如何處理

Mercedes-Benz and Saab are both premium automobile brands, with large followings of loyal customers. However, both operate in a highly competitive market space with larger rivals launching aggressive marketing campaigns, price incentives, and inexpensive financing offers. Generating showroom traffic has proved a constant challenge. Instead of spending more on advertising, Mercedes-Benz Canada and Saab U.S.A. turned to customer relationship management to fight back.

Toronto-based Mercedes-Benz Canada, with a network of 55 dealers, believed it did not know enough about its customers. Dealers provided customer data to the automaker on an ad hoc basis. Mercedes did not force dealers to report this information, and its process for tracking dealers that failed to report was cumbersome.

Georgia-based Saab U.S.A., a subsidiary of the Swedish company Saab Automobile AB, imports and distributes more than 37,000 Saab sedans, wagons, and convertibles to 200 U.S. dealerships. Saab had been engaging customers through three channels: its dealer network, a customer assistance center dealing with service inquiries from Saab owners, and a lead management center handling marketing and information requests from prospective customers.

Each of these channels maintained customer data in its own database, leaving Saab with a splintered view of its customers. The customer assistance center relied on a SQL Server database to manage customer information; dealers kept customer data in their own lead management systems; and Saab stored lead data in other internal systems as well as in systems run by third-party vendors. The company had about 3 million records and 55 files at three different vendors.

Fragmentation of customer data meant that a prospective customer might receive a direct mail offer from Saab one week and an e-mail with an unrelated offer from a third-party marketing vendor the next week. The local dealer might not know about either of these offers and consequently delivered an ineffective pitch when the prospect visited the showroom.

Saab had no integrated lead management process. Saab salespeople received leads from Saab's lead management center by fax. The leads then had to be manually re-entered into the dealership's own lead management systems, a time-consuming and error-prone process. Lead quality was highly variable, so many dealers simply ignored the leads. Follow-up to leads was often slow and the company had no way of tracking leads faxed to its dealers.

Mercedes-Benz Canada sought a solution that would increase customer loyalty through personalized service and targeted marketing campaigns. The company chose Napoleon CRM software for automotive dealers sold by Strategic Connections.

Using its new CRM system, Mercedes-Benz Canada can determine, for example, which customers purchased earlier diesel cars and can send those buyers information about its new E Class diesel vehicle. The system helps salespeople at the dealerships create personalized brochures of vehicles for customers. If the customer does not want to purchase on the first showroom visit, that person can take home leasing, finance, and product specifications for the car that is of interest. The information is stored and made available on the Mercedes Web site for the prospective customer as well. The system also notifies salespeople to follow up with a potential customer in a set number of days or weeks.

Saab U.S.A. implemented three CRM applications from Siebel Systems' Automotive Dealer Integration Set. In January 2002 Saab implemented Siebel Call Center for 45 employees in a new Customer Interaction Center, which combines the former customer assistance center and lead management groups. This application provides Customer Interaction Center staff with a 360-degree view of each customer, including prior service-related questions and all the marketing communication they have received.

In July 2002 Saab rolled out Siebel Dealer to its 220 U.S. dealers. This application provides Saab dealers with a Web-based solution for coordinating sales and marketing activities. Sales leads generated by the Customer Interaction Center are delivered rapidly by this system to the right salespeople at the right dealerships. Saab salespeople now receive qualified leads through Siebel Dealer rather than from faxes.

The system provides detailed information to evaluate each lead more effectively. Saab can track the status of referred leads by monitoring events such as the salesperson's initial call to the customer and the scheduling and completion of a test drive. Saab can use this information to measure the sales results of specific leads, recommend better selling techniques, and target leads more precisely. Since the CRM system was implemented, Saab's follow-up rate on sales leads has increased from 38 to 50 percent and customer satisfaction has risen from 69 percent to 75 percent.

Sources: Lisa Picarille, "Planes, Trains, and Automobiles," *Customer Relationship Management Magazine*, February 2004; "Saab Cars USA Increases Lead Follow-Up from 38 Percent to 50 Percent with Siebel Automotive," [www.siebel.com](http://www.siebel.com), accessed May 4, 2004; and Ginger Conlon, "Driving Sales," *Customer Relationship Management Magazine*, July 1, 2003.