

## 一、問答題 (每題25分, 共75分)

1. 何謂供應鏈管理? 請以一產業為例定義並說明之。
2. 請利用下列六家運動鞋製造商之財務報表資料, 如你是 Adidas 公司的物流經理, 你會如何藉由物流的活動來提高財務績效?

Company	Sales	Profit Margin	Asset Turnover	ROA	Financial Leverage	RONW
Nike	9553.1	8.20%	2.04	16.73%	1.44	24.03%
Adidas	5994.3	4.38%	1.59	6.98%	6.39	44.60%
Fila	1021.9	-10.29%	1.50	-15.46%	3.70	-57.18%
Reebok	3224.6	3.59%	2.10	7.55%	2.93	22.10%
Converse	308.4	-13.07%	1.90	-24.85%	NA*	NA*
K-Swiss	161.5	7.18%	1.47	10.55%	1.32	13.93%

\* Converse has a negative net worth which makes these calculations impossible

		COGS	Variable Expense	Fixed Expense	Inventory	Accounts Receivable	Other Current Assets	Cash
Peer Average		61.02%	30.57%	1.10%	16.75%	16.94%	3.94%	2.47%
Nike	Actual	61.05%	27.47%	0.63%	14.62%	17.53%	3.70%	1.14%
	vs. Peer	0.03%	-3.10%	-0.47%	-2.13%	0.59%	-0.25%	-1.34%
Adidas	Actual	59.40%	32.39%	1.03%	19.08%	15.69%	4.40%	1.01%
	vs. Peer	-1.62%	1.82%	-0.07%	2.33%	-1.25%	0.45%	-1.46%
Fila	Actual	64.07%	43.25%	2.25%	21.01%	21.13%	3.97%	10.83%
	vs. Peer	3.05%	12.68%	1.15%	4.26%	4.19%	0.03%	8.36%
Reebok	Actual	61.80%	32.35%	1.88%	16.60%	16.06%	3.99%	5.59%
	vs. Peer	0.78%	1.78%	0.78%	-0.16%	-0.88%	0.05%	3.11%
Converse	Actual	76.17%	30.06%	5.67%	23.12%	18.74%	2.92%	1.07%
	vs. Peer	15.15%	-0.51%	4.57%	6.36%	1.80%	-1.03%	-1.40%
K-Swiss	Actual	55.73%	31.70%	0.00%	20.74%	16.41%	2.85%	23.16%
	vs. Peer	-5.29%	1.13%	-1.10%	3.99%	-0.53%	-1.10%	20.69%

\* Converse RNOW is from Negative ROA and negative financial leverage.

註: ROA= return on asset; RONW= return on net worth; COGS= cost of goods sold

3. 何謂 3PL? 請說明 3PL 可提供的物流服務項目有那些? 如你是製造商, 你會如何來選擇 3PL 公司?

## 二、解釋名詞 (每題5分, 共25分)

1. Push and pull strategy
2. 4PL
3. RFID
4. Postponement strategy
5. CPFR