

※ 考生請注意：本試題不可使用計算機。請於答案卷(卡)作答，於本試題紙上作答者，不予計分。

1. 企業可透過不少方式進入或拓展海外市場，試說明有哪些方式、每種方式的優缺點與使用時機。(30%)
2. 何謂組織文化？建立組織文化對企業經營的重要性為何？請列舉一企業（國內外皆可），描述其組織文化，並說明其組織文化如何影響其營運方式與績效表現。(30%)
3. (1) 何謂 Business Model？Business Model 中須考量那些重要因素？(20%)  
(2) 請閱讀下面段落，作者對於 Business Model 的看法為何？(20%)

Definitions of “business model” vary, but most people would agree that it describes how a company creates and captures value. The features of the model define the customer value proposition and the pricing mechanism, indicate how the company will organize itself and whom it will partner with to produce value, and specify how it will structure its supply chain. Basically, a business model is a system whose various features interact, often in complex ways, to determine the company’s success.

In any given industry, a dominant business model tends to emerge over time. In the absence of market distortions, the model will reflect the most efficient way to allocate and organize resources. Most attempts to introduce a new model fail—but occasionally one succeeds in overturning the dominant model, usually by leveraging a new technology. If new entrants use the model to displace incumbents, or if competitors adopt it, then the industry has been transformed.

Consider Airbnb, which upended the hotel industry. Founded in 2008, the company has experienced phenomenal growth: It now has more rooms than either InterContinental Hotels or Hilton Worldwide. As of this writing, Airbnb represents 19.5% of the hotel room supply in New York and operates in 192 countries, in which it accounts for 5.4% of room supply (up from 3.6% in 2015).

The founders of Airbnb realized that platform technology made it feasible to craft an entirely new business model that would challenge the traditional economics of the hotel business. Unlike conventional hotel chains, Airbnb does not own or manage property—it allows users to rent any livable space (from a sofa to a mansion) through an online platform that matches individuals looking for accommodations with home owners willing to share a room or a house. Airbnb manages the platform and takes a percentage of the rent.

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Because its income does not depend on owning or managing physical assets, Airbnb needs no large investments to scale up and thus can charge lower prices (usually 30% lower than hotels charge). Moreover, since the home owners are responsible for managing and maintaining the property and any services they may offer, Airbnb's risks (not to mention operational costs) are much lower than those of traditional hotels. On the customer side, Airbnb's model redefines the value proposition by offering a more personal service—and a cheaper one.

Before platform technology existed, there was no reason to change the hotel business in any meaningful way. But after its introduction, the dominant business model became vulnerable to attack from anyone who could leverage that technology to create a more compelling value proposition for customers. The new business model serves as the interface between *what technology enables* and *what the marketplace wants*.