

1. 個案分析：(90%，不需要翻譯)

- (a). 由 American Tool Works 個案內容或您的觀點，請說明 VMI 的優點及缺點。(30%)
- (b). 在 American Tool Works 個案中，ATW 的競爭對手使用一些方法來增加對小型批發商(distributor)的銷售，請說明 ATW 的競爭對手使用哪些方法？此外，請說明 ATW 的競爭對手為何使用這些方法？(30%)
- (c). 在 American Tool Works 個案中，ATW 的競爭對手使用一些方法來增加對小型批發商的銷售，請說明 ATW 是否也可以使用這些方法？此外，請說明 ATW 還可以使用哪些方法來增加對小型批發商的銷售？(30%)



American Tool Works

American Tool Works (ATW) is a leading U.S. manufacturer of high-quality power and hand tools, such as electric drills, hammers, and so forth. The company has manufacturing facilities all over the world, and its main markets are in Europe and North America. Products are sold through distributors and dealers or directly to home owners and tradesmen.

ATW enjoys a very successful partnership with its distributors and dealers. This channel provides about 80 percent of its revenue, and, as a result, is the focus of the new management team that took over in 2004. The relationship between ATW and its distributors and dealers may take two forms:

- Large distributors tend to have a vendor-managed-inventory (VMI) agreement with ATW. In this situation, ATW monitors the inventory levels of various products at the distributors' facilities, and makes additional shipments as necessary.
- Midsize and small distributors do not have the technical capability to participate in the VMI relationship, since they don't have the technology to automatically transfer the necessary sales and inventory information to ATW.

Many of these distributors sell not only ATW products, but many products from firms that compete with ATW.

The large distributors are typically pleased by the performance of the VMI agreement. ATW Supply Chain VP Dave Morrison recently instituted a series of meetings with ATW's key large dealers. In these conversations, the dealers emphasized the following:

- Their salespeople can direct demand to either ATW products or competitors' products. That is, buyers typically ask the distributors' sales team for advice on product/brand combination.
- Currently, distributors' sales team make decisions based on
 - Comfort level with different products/brand.
 - Promotional items.
 - Profit margin.
- ATW products' stock levels at the distributor do not effect sales since, in VMI, shipments are received frequently—a few times a week.
- For many products, space is limited due to indoor storage requirements. VMI considerably reduces inventory levels and thus the required space while maintaining or increasing service levels.

Dave also met with a number of small distributors. They identified three reasons for buying ATW products: name recognition, quality, and sales support. As in the case of large distributors, they also suggested that their salespeople can direct demand to certain product/brand combinations. Interestingly, they qualified their statement as follows:

國立交通大學 100 學年度碩士班考試入學試題

科目：個案分析(8221)

考試日期：100 年 2 月 19 日 第 3 節

系所班別：管理學院碩士在職專班

組別：運輸物流組

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【不可使用計算機】*作答前請先核對試題、答案卷(試卷)與准考證之所組別與考科是否相符!!

- Sixty percent of sales are prespecified by the buyer and the distributor has no impact on the brand/product chosen by the contractor.
- The remaining 40 percent can be heavily steered by the distributor's sales force.
- When the sales force steers demand, it is done based on on-site inventory level.
- ATW's competitors use a variety of different approaches to increase sales at these small distributors. One encourages some dealers to increase inventory of tools with a promise to buy the tools back if they don't sell. One implemented a sales

incentive program in which money contributed by both the manufacturer and the distributor is put into an account that is divided between the salespeople once a year.

After concluding his talks with the dealers, Dave felt very confident with the performance of the VMI program. However, he had the sense that there were both a tremendous opportunity to increase sales to smaller dealers and, at the same time, a risk that his competitors would steal some of ATW's business with small and midsize dealers.

2. 專業名詞翻譯：請將下列名詞翻譯成中文。翻譯成中文即可，不需要名詞解釋。(10%)

- (a). Sustainable Transportation (2%)
- (b). Intelligent Transportation System (2%)
- (c). Reverse Logistics (2%)
- (d). Third-Party Logistics (2%)
- (e). Radio Frequency Identification (RFID) (2%)