

東吳大學 110 學年度碩士班研究生招生考試試題

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系級	國際經營與貿易學系碩士班 B 組(國際企業與行銷)	考試時間	100 分鐘
科目	行銷管理	本科總分	100 分

※一律作答於答案卷上(題上作答不予計分)；並務必標明題號，依序作答。

1. 解釋下列名詞：(50%)

- (1) Psychographic segmentation (10%)
- (2) Brand equity (10%)
- (3) Captive-product pricing (10%)
- (4) Integrated marketing communications (10%)
- (5) Omni-channel retailing (10%)

2. 請仔細閱讀以下法藍瓷轉戰中國電商市場的個案資料，並回答下列問題： (25%)

法藍瓷轉戰中國電商市場

法藍瓷 (FRANZ) 創立於 2001 年，法藍瓷因產品融合中西方文化及結合浮雕的獨特設計，深受歐美人士的喜愛，所以能定位在藝術禮品市場的高級品，並且爭取到知名百貨和高級精品專賣店 (如美國的 Bloomingdale's) 擺放銷售的機會，使得歐美消費者很快的就知曉法藍瓷這個品牌。此外，媒體報導柯林頓總統和芭芭拉史翠珊等知名人士購買法藍瓷作為送禮和收藏，還大大做了免費的宣傳。以上種種，讓法藍瓷順利躋身一線國際精品品牌，年營收最高 20 億元，坐穩全球陶瓷市場第四大品牌。

2008 年，法藍瓷將經營重心轉至中國，主要是因為歐美市場因受金融海嘯而銷售萎縮，中國的經濟的快速成長，讓法藍瓷在中國市場的業績得以快速成長。2015 和 2016 年，法藍瓷首次遭還連續兩年虧損，並且衰退幅度高達兩成。為突破困境，法藍瓷將資源分配到另一個重要領域上，也就是中國電商市場。法藍瓷想要進入的是一個新的市場，一個銷售低價的杯、盤、相框、項鍊等年輕化商品的電子商務市場。法藍瓷看好中國電商市場龐大的商機，像每一年雙 11 狂歡購物節，一天就能創造人民幣數千億元的營業額，而且中國年輕人的消費觀不似年長者那麼節儉，如果杯、盤、相框、項鍊等瓷器設計精巧，價格又不貴，加上法藍瓷品牌的加持，應該能吸引年輕族群的購買。

資料來源：耿慶瑞等 (2018)，行銷學，第二版，全華圖書。

- (1) 繪圖並描述產品／市場擴張格矩 (The Product/Market Expansion Grid) 的四種成長策略。(10%)
- (2) 請以產品／市場擴張格矩，分析法蘭瓷進入中國電商市場是屬於甚麼成長策略？請詳述理由。(15%)

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3. 請仔細閱讀以下樂高的個案資料，並回答下列問題： (25%)

LEGO: Leaving the Planet Better for Tomorrow's Children

The LEGO Group (TLG)'s social responsibility strategy is caring for the environment. Although setting goals to reduce a company's environmental footprint is pretty much mandatory these days, TLG sees it as an extension of its mission. That is, TLG's work to inspire children and help them achieve their full potential through play applies to the children of tomorrow as much as to the children of today. And TLG recognizes that for children of future generations to enjoy the fruits of its mission, they must inherit a planet with a healthy environment. As with the other components of its social responsibility code, TLG has high standards for both itself and its suppliers when it comes to minimizing CO₂ emissions waste, and pollution. It has also established goals for developing renewable energy and sustainable materials.

Recently, TLG achieved a major environmental milestone when it announced that the first LEGO pieces made from sustainable plant-based plastic will go on sale this year. Specifically, polyethylene—a soft, durable, and flexible plastic with ethanol extracted from sugar can material—will be the sole plastic used to make botanical elements such as leaves, bushes, and trees included in LEGO building sets. As a bioplastic, these pieces will also be recyclable and biodegradable.

Until now, LEGO elements have always been made entirely from petroleum-based plastics. The first bioplastic LEGO pieces to hit the shelves will comprise only about two percent of all LEGO elements produced. However, this is a great first step in TLG's ambitious commitment of making all LEGO bricks using sustainable materials. To move toward this goal, TLG has joined forces with World Wide Fund for Nature and the Bioplastic Feedstock Alliance to support and build demand for sustainably sourced plastic and ensure fully sustainable sourcing of raw materials for the bioplastics industry.

Just a few years ago, TLG set a goal to achieve 100 percent sustainable materials in its bricks and packaging by 2030. However, it recently moved its deadline for its goal for packaging materials forward to 2025. Already, 75 percent of the cardboard used in its packaging comes from recycled material. Additionally, the company is focused on other environmental benefits that can be achieved through innovations in packaging. For example, reducing the average size of a LEGO box by 14 percent over the past four years saved 7,000 tons of cardboard, in turn eliminating the need for 3,000 truckloads.

When a major global corporation makes even a small social or environmental improvement, the scale of the company magnifies the impact. But TLG is not satisfied to achieve big impacts through small improvements. Can you imagine the impact of 700 million LEGO tires being made from bioplastic instead of oil-based plastic? TLG can. And TLG expects that the impact of such actions will not only result in direct benefits, they will be felt throughout the toy industry and beyond.

Source: Gary Armstrong, Philip Kotler, & Marc Oliver Opresnik (2020), Marketing: An Introduction, 14th ed., Pearson.

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- (1) 根據個案資料，請逐一列出樂高在永續行銷上所作出努力的案例。(10%)
- (2) 根據個案資料，請以 Societal Classification of Products 格矩分析，TLG 屬於甚麼產品類型的營運？請詳述理由。(15%)

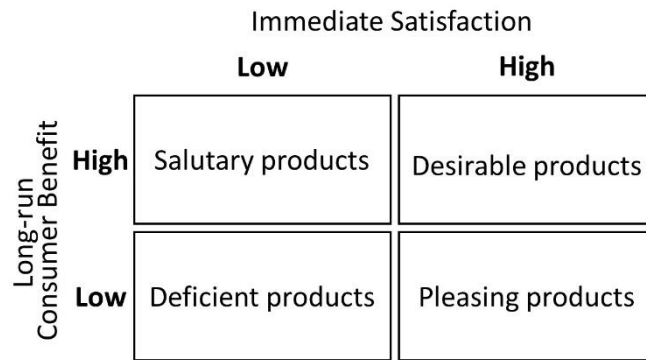


Fig. Societal Classification of Product