Nokia's roots are in Finland, not normally a country that jumps to mind when we talk about leading-edge technology companies. Back in the 1980s, Nokia was a rambling Finnish conglomerate whose activities embraced fire manufacturing, paper production, consumer electronics and telecommunications equipment. How has this former conglomerate emerged to take a global leadership position in wireless handsets? Much of the answer lies in the history, geography, and political economy of Finland and its Nordic neighbors.

The story starts in 1981. It was then that the Nordic nations got together to create the world's first international wireless telephone network. Sparsely populated and inhospitably cold, they had good reason to become pioneers; it cost far too much to lay down a traditional wire line telephone service. Yet the very conditions causing the difficulty made telecommunications all the more valuable there; people driving through the Arctic winter and owners of remote northern houses needed a telephone to summon help if things went wrong. As a result, Sweden, Norway, and Finland became the first nations in the world to take wireless telecommunications seriously. They found, for example, that while it cost up to $800 per subscriber to bring a traditional wire line service to remote locations in the far north, the same locations could be linked by wireless cellular for only $500 per person.

Consequently, 12 percent of people in Scandinavia owned cellular phones by 1994, compared with less than 6 percent in the United States, the world's second most developed market. This lead continued during the decade. It is estimated that by 2000 more than 50 percent of Finland's phone users will have a wireless phone, compared with 25 percent in the United States, and the figure may reach 100 percent by 2010.

Nokia, a long-time telecommunications equipment supplier, was well positioned to take advantage of this development from the start, but there were also other forces at work in Finland that helped Nokia gain a competitive edge. Unlike virtually every other developed country, Finland has never had a national telephone monopoly. Instead, telephone service has long been provided by fifty or so autonomous local telephone companies, whose elected boards set prices by referendum (which, naturally, results in low prices). This army of independent and cost-conscious telephone service providers prevented Nokia from taking anything for granted in its home country. With typical Finnish pragmatism, its customers were willing to buy from the lowest-cost supplier, whether that was Nokia, Ericsson, Motorola, or someone else. This situation contrasted sharply with that prevailing in most developed nations up until the late 1980s and early 1990s, where domestic telephone monopolies typically purchased equipment from a dominant local supplier or made it themselves. Nokia responded to this competitive pressure by doing everything possible to drive down its manufacturing costs while staying at the leading edge of wireless technology.

Q: 請利用麥可·波特(1990)國家競爭優勢之內涵模型分析

何以芬蘭之手機產業具有高度國家競爭力？

3.5%
二、

Q1. 在個案中的失敗情形，你覺得最大的問題出在何處？
原因為何？（15%）

Q2. 若你擔任該公司總裁，面對上述情境，你將提出什麼有效方法，以避免發生上述困境。（25%）
一、市場汽車公司是道路的象徵，對一些美國人而言，麥當勞也是一座是飲食文化的象徵。如今麥當勞卻必須為認同危機而奮鬥。儘管麥當勞目前仍是美國最多人光顧的速食店，每天有兩千多萬人吃麥當勞，可是許多調查結果也顯示，麥當勞的速食市場占有率一年不如一年。

根據 Technomic 市場研究公司所做的調查，從一九九七年至今，麥當勞的市場佔有率已跌破百分之三有餘，如今市場占有率為百分之十五點二，漢堡店（Subway）已取代麥當勞，成為美國最大的速食連鎖店。

在漢堡連鎖店之間，麥當勞的午餐大戰已敗在「溫蒂」（Wendy）手下，原來深受歡迎的「快樂餐」銷售量也下滑，原因之一是，麥當勞僅帶和迪士尼公司簽有十年合約，但自從「玩具總動員 2」之後，麥當勞卻一直未能利用任何當時影片的玩具大賺其錢。另一方面，稅前只要和麥當勞沾得上邊的產品就必然大獲利，如今許多分店業者都叫苦連天，不是嫌利潤不夠高，就是新的烹調系統太過昂貴，難以管理，市場競爭十分緊張。

更讓麥當勞受創的是，如今已到了肥胖也可以是趨勢的時代，麥當勞的食物被認為有違市場走向。去年有一家雜誌進行調查，發現在漢堡連鎖店的食物品質中，麥當勞的食物排名第十五，遠不如漢堡王等。

標準普爾的顧問分析師朱莉博士說：「當成長和消費與服務觀念之間，一直是一九九○年代中期，麥當勞的市場佔有率一直相當可觀，如今麥當勞逐漸走下坡。競爭對手表現亮麗，麥當勞未能保持優勢，麥當勞並不是一落千丈，只是慢慢衰退。」

麥當勞的財務問題也開始出現影響。去年十二月，在華爾街和投資人的壓力下，麥當勞執行長葛林伯格表示，他今年底將下台。今年一月，二十八歲的庫塔里亞取代了交易者。麥當勞宣布，計畫關閉六百家店，並且不再在三個國家營業。今年一月，麥當勞出現第一次季虧損。這還是麥當勞有史以來第一次。

麥當勞的財務問題也開始出現影響。因為長久以來麥當勞一直是美式優質生活的代表。

【節錄自 2003-03-04/聯合報/10 版/國際新聞】

Q. 麥當勞出了什麼問題，導致其無法再？請他
外部分析及內部分析進行分析，並提出改進建議。 (25%)

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