Google takes over DoubleClick

SAN FRANCISCO, CALIFORNIA

Google expanded its power in online advertising Tuesday when it completed its takeover of DoubleClick, a move which increases the pressure on Microsoft to win its hostile bid for Yahoo.

The merger of the world's top online search firm with the industry leader in matching ads to people's Internet activities came after European regulators signed off on the deal, and strengthened Google's domination of the lucrative online ad business.

"We are thrilled that our acquisition of DoubleClick has closed," Google chairman and chief executive Eric Schmidt said in a written statement shortly after European antitrust regulators cleared the deal. "Google now has the leading display ad platform."

The European Commission said an investigation opened in November 2007 concluded that the transaction "would be unlikely to have harmful effects on consumers." U.S. regulators approved the deal last year.

Google ended a bidding war with Microsoft in April 2007 by agreeing to pay US$3.1 billion to add DoubleClick to its Internet money-making arsenal.

"It's part of Google's desire to control most of the online ad revenue," said analyst Rob Enderle of Enderle Group in Silicon Valley. "Google is trying to become a one-stop shop for ads."

Microsoft under pressure

Google's purchase of DoubleClick is likely among the reasons Microsoft is now trying to buy Yahoo for US$44.6 billion in cash and stock, analysts said.

Microsoft opposed Google's purchase of DoubleClick, and says it wants to combine resources with Yahoo to battle Google's dominance on the Internet.

"It is hard to see how Microsoft's original acquisition effort or idea was not somehow predicated on the belief Google would acquire DoubleClick," Cantor Fitzgerald analyst Derek Brown said. "It doesn't seem to be a wild card in the equation."

Yahoo's board of directors rejected Microsoft's February 1 offer, saying it undervalues the California company.

Microsoft is reportedly scheming to replace the incumbents with board members that would approve the takeover.

"Google owning DoubleClick does increase the pressure on Microsoft to close the deal with Yahoo, absolutely," Enderle said.

DoubleClick "is the most powerful company in its space," using online behavior tracking to target people with online ads, according to Enderle.

In a practice common in the industry, DoubleClick installs software bits referred to as "cookies" on Internet users' computers to track pages they view.

Privacy advocates fear that Google and DoubleClick would be able to merge their expansive databases in a way that allows the company to further track people's Internet activities.
全國加油站

民國七十七年，台灣政府開放民間加油站的法令通過之時，便有許多的小礦油行，希望能結合全省工會的力量，成立一家加油站公司，於是台灣礦油工業局趁勢發展，且由於這些礦油行乃分布於全國各地，因此公司成立後的名稱，便稱為「全國」加油站，並以「藍色油桶」作為商標，這便是全國加油站最早的起源。

全國加油站成立後的第一年，經營虧損約為八、九百萬元，從民國八十年開始，全國加油站才開始轉虧為盈，而這個轉虧為盈的關鍵即在於接手經營權的蔡佳釗總經理調整全國加油站的經營策略，首先，他改變全國加油站原本零散的設點方式，取而代之的是將全國加油站的發展重心放在北部以及大都會的所在地。今天雖然全國加油站於北部地區加油站的數量相較於全省的總數雖然僅佔不到二分之一的數量，但北部地區加油站的營業額卻占了全國加油站總營業額的八成以上。

此外，全國加油站於進入國內油品市場時，一些較佳的地點多半都被中國石油所佔據，不過，全國總經理蔡佳釗卻認爲，好的地點除了有其先天的優勢外，還需要倚靠如何去開創和經營，因此全國加油站於評估新的加油站設點位置，都會利用當地車輛數、居住人口數、未來的都市計畫等作為評估進駐的條件。由於審慎地評估進駐點，使得全國加油站的每日平均發油量達到 25 公升，不僅高於國內民營加油站平均的 16-17 公升，甚至與國內龍頭中油公司不相上下。

以往國內加油站之經營實例常見促銷活動，但蔡總經理乃是日本加油站之促銷經驗引進台灣，透過加油贈送禮品的方式吸引顧客，並在全國加油站取得大量購油的優勢後，創造與中國石油的購油關係而取得台塑石油訂購長期供應合約，並藉由成本優勢進行價格競爭，此一舉動不但使全國加油站的營收和獲利都有增益，並且也打響了全國的知名度，長期身為國內油品市場龍頭的中國石油，眼見昔日的小兵竟然造成實質的威脅，也不得不思索如何有效對抗這油品市場的後進者！

Q1：請利用相關學理說明全國加油站的經營策略何以成功？（20%）

Q2：請針對全國加油站的未來經營，提出具體的建議（20%）。