

我國廠商導入「全球運籌式管理」模式之限制性因素探討

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摘要

本研究目的是在探討我國電腦製造商在全球化經營環境下是如何藉著導入「全球運籌式管理」模式，加入國際大廠的供應鏈，成為其中一員，獲得大量OEM/ODM訂單，擴張本身製造上優勢，造成大者恆大的趨勢。本研究係國內首見對此問題的研究，在研究設計上，採二階段逐步縮小研究範圍的方式，首先以「決策過程」與「導入過程」，進行第一次深入訪談，從軟體業者與顧問業者手上，獲取他們的經驗，經由歸納與分析的過程，獲得第二次訪談的重點。稍後又選三家已導入者，以前次心得所作的開放性問卷作深入訪談，以「導入策略」、「決策」、「財務績效」三部份作成結論，並推演出六個研究命題如下：一.決策者必須在導入動機與挑選合適的客戶與供應商，作到正確選擇。二.決策者必須妥善選任專案小組成員並以長遠眼光考慮專案小組的組織架構，使它發揮最大功能。三.專案小組在策略推動、導入目標的設定上，須配合企業整體發展目標。四.專案小組針對不同產品，在交貨模式設計上保留最大彈性。五.企業內部各部門對不同客戶QR/ECR服務政策的履行，要隨時依自設的評估指標，持續進行改善。六.企業導入此種模式，要在考量財務績效的效益下，以長期投入的心態，分階段逐步實施，急功近利的作法，最容易失敗。本著這六項命題，本研究希望能為尚在考慮的企業，或剛要導入「全球運籌式管理」模式的企業，能在開始就避開這些限制性因素，降低導入失敗的機率，對於能成為全球製造中心的產業，亦希望他們能儘快脫胎換骨，掌握全球競爭的經營優勢，這是本研究最衷心的期盼。

關鍵詞：全球運籌式管理；功應鏈管理；決策；限制性因素；專案小組；供應商

目錄

Abstract The study is mainly intended to probe into Taiwan's computer manufactures' status quo under the globalization environment with the use of global logistic management(GLM). They become flourishing by joining the international brand owner's supply chain as one of the prospective members with the increment of OEM/ODM orders. The study is the first research that has ever been conducted in this area in Taiwan. It is designed to have been completed in two steps, with the first step being carried out with data collected through first-time-interview on software suppliers and consultants regarding decision process and getting-in process. Through deduction and analysis following the first step, important data are obtained to formulate the second-time-interview. There are three computer manufacturing companies chosen that have currently been using GLM model for operation. Based on the data collected from the first-time-interview, investigation is then alluded to the following six suggestions with respect to getting-in strategy, decision making and financial effectiveness: 1. Decision Maker should make the right choice with respect to motivation of GLM getting-in, suitable selection of customers and suppliers. 2. Decision Maker should make proper choice with on team membership and consider team structure for long range effectiveness. 3. Special team should be in compliance with overall developmental goal with respect to policy development and goal-setting. 4. Special Team should keep maximum elasticity with respect to different products merchandise model design. 5. Enterprise interior departments should make self-evaluation constantly in the aspect of QR/ECR service and make incessant improvement accordingly. 6. With adoption of the GLM model, enterprise should make successive steps for execution by taking financial effectiveness into long term consideration. Abrupt attempt for profit making is often prone to failure. With above six suggestions, the research study is based on the belief that those that are attempting to make use of the GLM model should take the limitatins into careful consideration. But for those that want to become manufacturing hub in the global competitive management should make proper operational changes on the basis of the GLM model as soon as possible. Key words: global logistic management, supply chain, OEM/ODM order, decision making, financial reportk special team, OEM/OEM service, manufacturing hub

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