

國立高雄第一科技大學 106 學年度 碩士班 招生考試 試題紙

系 所 別：國際管理碩士學位學程

組 別：不分組

考科代碼：2381

考 科：管理英文

注意事項：

- 1、各考科一律可使用本校提供之電子計算器，考生不得使用自備計算器，違者該科不予計分。
- 2、請於答案卷上規定之範圍作答，違者該題不予計分。

1) Read the following article and answer the questions below.

China will get a new Starbucks every day for 5 years

Starbucks CEO Howard Schultz is unfazed by China's slowing economy. Even with China's lowest growth rates in 25 years, Starbucks plans to open a new store every day for the next five years in the world's second largest economy.

"Looking at the 45 year history of Starbucks, one of the things that we've done really well is that we've always played the long game," Schultz tells CNN in an interview in Shanghai. By 2021, Starbucks aims to have nearly 5,000 stores across China. It's been a long way since Starbucks opened its first store in China 17 years ago. "We had to tell the Chinese people what coffee was," Schultz says. "So in the early years, we did not make money." Most of the business at that time came from American expatriates and tourists in China. Today, however, most of Starbucks' customers are Chinese, and China will soon overtake the U.S. as the company's largest market.

So what are the secrets of Starbucks success in China? According to Schultz, Starbucks has always had a long-term view. The company has invested significantly in people and systems, well before the growth took off. Last year saw record earnings and was one of the best years for Starbucks in China. Another reason for success is the simplicity of the product. "Selling coffee is not a high tech business, so we're not trying to change behavior in terms of technology" Schultz says. Finally, Schultz emphasizes the importance of Starbucks employees. He believes that the best way to be successful is if the stores are operated by Starbucks people who love the Starbucks brand and live the Starbucks brand philosophy.

(Adapted from: CNN Money, October 19, 2016)

1) What are Starbucks success factors in China? (40 points)

2) What are your suggestions for Starbucks to continue their success story in China?
(60 points)