

関西学院大学専門職大学院 経営戦略研究科

2019年度春学期入学試験

ビジネススクール(経営戦略専攻)
「国際経営コース」入学試験

Spring Semester Entry 2019
Business School (International Management Course)
Entrance Examination

筆記試験（英語小論文）問題
Written Examination
(Essay in English)

(注意事項)

- 監督者から試験開始の指示があるまで、問題用紙の内容は見ないでください。
- 解答は、すべて英語で記入してください。
- 試験場においては、すべて監督者の指示に従ってください。
- 机の上には筆記用具、受験票、時計のほかは置かないでください。
それら以外の物はカバンに入れ、床の上に置いてください。
- 筆記用具および時計は、計算機能や翻訳機能などを組み込んだ物の使用は認めません。時計のアラームは解除し、携帯電話等は電源を切ってください。
- 不正行為者は試験を無効とします。

Notes:

- Please do not look at the contents of the examination paper until the examination is started by the supervisor.
- Please complete all answers in English.
- Please follow the directions of the supervisor in all respects within the examination room.
- Nothing but writing implements, examination slip, and a watch may be placed on the desk. You are not permitted to use either writing implements or a watch that incorporate calculation or translation functions. Cancel the alarm function of your watch, and turn off your cell phone completely.
- Cheating in the examination will result in disqualification.

I. Please read the case below and answer the following questions.

Questions

- A) What motivates companies like Starbucks to expand into international markets with little perceived interest for their product?
- B) How has Starbucks adapted to Chinese culture?
- C) How will expansion in the ready-to-drink market help or hinder sales in their Starbucks stores?

Not My Cup of Tea

China is a country famous for tea. Over thousands of years, tea has been the beverage of choice in China. This, however, did not deter Starbucks from entering one of the fastest-growing consumer markets in the world. The first Starbucks opened in Taipei, Taiwan, in 1998 and the first mainland store was opened in Beijing in 1999. Since that time, they have expanded to over 1,500 stores in almost 90 cities.

Starbucks analyzed the Chinese market and found that their brand was valued not only for their food and beverage offerings but also for the atmosphere of Starbucks stores. Chinese consumers enjoyed the opportunity to meet with friends and business partners in a comfortable location and appreciated the upbeat music and chic interiors. While kiosks have become popular in the United States, some Chinese Starbucks locations are as large as 3,800 square feet.

Starbucks has customized its product offerings, introducing the Green Tea Frappuccino Blended Crème beverage in 2002 and Starbucks bottled Frappuccino coffee drinks into Chinese markets in 2007. Not all Chinese consumers are fans of Starbucks coffee. Cheng Xiaochen, an English teacher who likes to meet students at Starbucks, exclaims, “it’s good place to meet people, but the coffee is so bitter it tastes like Chinese medicine”. Responding to Mr. Cheng and others like him, the company offers mint hot chocolate and red bean Frappuccinos. Food offerings have also been customized to the Chinese market, with Hainanese chicken sandwiches and rice wraps.

Starbucks has also worked to enter the ready-to-drink market, teaming up with Chinese Company Tingyi Holding, a leader in ready-to-drink teas and instant noodles. Starbucks hope to expand its sales of bottled beverages, which were available in approximately 6,000 retail locations in 2014. The ready-to-drink market is especially appealing because it is projected to grow at a rate of 20 percent over the next three years in the very large Chinese market. Through this partnership,

Starbucks will provide “coffee expertise, brand development, and future product innovation,” while Tingyi will manufacture and distribute the product.

Starbucks acknowledges that employees are at the center of its success and makes a considerable investment in training, developing, and retaining these employees. However, Starbucks faced a challenge in an achievement-oriented Chinese culture, where parents aspire for their children to take jobs in traditionally successful fields such as financial services and banking. In response, Starbucks launched a family forum in 2012, which provided stories from managers who have worked their way up the career ladder with Starbucks.

Starbucks has worked to extend every component of its corporate culture into its Chinese expansion. The company has long established tradition of community commitment, and they have brought this to China. Through a \$5 million grant to the Starbucks China education Project, the company aims to help students and teachers in rural China, increase access to clean drinking water, and provide relief from the 2008 Sichuan earth-quake. Starbucks has demonstrated that a long-term commitment and sensitivity to international market conditions are the keys to success.

(Source: Ebert, R.J. and Griffin, R.W. (2017), Business Essentials, Eleventh Edition, Pearson)

II. Please read the below article from the digital version of The Wall Street Journal which is written in relation to Amazon.com Inc's selection of a location for the second headquarters and answer the following questions.

Questions

- A) According to the article, what changes are observed in big cities in contrast to small cities and rural areas as the labor markets?
- B) In your opinion, what are benefits for tech companies like Amazon.com Inc. and Alphabet Inc. to choose big cities as a location of offices? Also explain why do you think so.

Big Cities' Success Reflects Deepening Urban-Rural Divide

Amazon competition shows the pull of the coasts, while rural areas fall behind

By Shayndi Raice and Janet Adamy

Nov. 14, 2018 6:48 p.m. ET

Decisions by Amazon.com Inc. and Alphabet Inc.'s Google to add tens of thousands of jobs to New York and the Washington area reflect a growing divide in the U.S.

A few big cities, particularly on the coasts, are soaking up high-tech talent and are also becoming wealthier, more liberal and more ethnically diverse—shifting the economic, political and cultural landscape of the nation.

Smaller cities are also pulling in educated workers, but are having trouble competing for the nation's most prized jobs and biggest projects, while rural areas are falling behind.

In the past 10 years, employment in U.S. cities has grown 7% and the number of businesses in these places has grown 11%, while employment has contracted in nonmetro areas and the number of businesses there has barely changed, according to Labor Department data.

Big shifts in how people work and live over the past generation are behind the change. As global competition dried up manufacturing jobs in small towns, the U.S. became more dependent on the growth of knowledge and service jobs that tend to proliferate in dense places.

Five cities—New York, Chicago, Dallas, Houston, San Francisco—accounted for a third of all

Fortune 500 headquarters and half of Fortune 500 firms' profits last year, according to research by Richard Florida, a professor at the University of Toronto, and his colleagues. The Washington area, which had just four corporate headquarters in 1975, was home to 17 headquarters last year. New York had 70, more than any other U.S. city.

“For those that were watching [the Amazon competition] and using it as some sort of bellwether for how the coasts and the heartland are doing, they are coming away saying we're still in an era where the rich are getting richer both in terms of people, companies and now cities,” said Joseph Parilla, a fellow at the Brookings Institution.

When startups began locating in cities in the 1990s, many experts predicted that because the internet allowed people to work from anywhere, tech workers would scatter across the country as firms sought cheap office space.

Instead, places like Silicon Valley and Seattle proved that clusters of highly skilled workers fueled innovation at a faster pace. That supercharged places that were already doing well, drawing in more educated workers who wanted to live in walkable neighborhoods with nice restaurants and hip entertainment.

“Every giant of the long-distance internet economy that chooses a traditional city location only reinforces the view that new technologies work well in dense settings,” said Edward Glaeser, an economics professor at Harvard University.

When Amazon announced it had winnowed its finalist cities to 20 places earlier this year, small cities like Columbus, Ohio; Indianapolis and Pittsburgh saw a chance to spread out the country's economic growth. Their dearth of technology workers put them at an insurmountable disadvantage.

In Dallas, former Amazon executive Matt Rutledge said he wanted his city to land HQ2 but worried about the dearth of tech talent. He said Dallas has many developers in the energy and financial sectors, but few of them are looking for work. “I've had trouble finding a big talent pool of developers that are available in the workforce,” he said.

Diversity also was high on Amazon's lists of priorities for its new home, according to its initial

request for proposals and people familiar with its thinking. The company wanted a location with lots of women in the workforce and many ethnicities.

Among all of Amazon's U.S. finalist cities, the New York and Washington metro areas rank third and fourth, respectively, for having the most diverse populations, according to a Wall Street Journal analysis of census figures. They are behind Los Angeles and Miami. The Indianapolis, Nashville and Pittsburgh metro areas took the bottom three places on the diversity list.

(A few of paragraphs are omitted from the original article.)

Johnna Reeder, former president of the group that prepared Cincinnati's Amazon bid, said the city had sought to impress the company with its efforts to turn itself into a tech hub. It wasn't enough. "We just didn't have the volume, the scale that was necessary," she said.

Still, it's not exactly a winner-take-all economy for the biggest metro areas. Prof. Glaeser said small and midsize cities with educated populations are still benefiting from their combination of skilled labor and lower costs, just on a smaller scale.

In Pittsburgh, for example, officials say the city's high quality of life is key to nurturing the former steel town's tech sector. Allegheny County Executive Rich Fitzgerald pointed to the area's parks, cultural amenities, professional sports teams and major universities as playing a role in attracting major companies such as Uber Technologies Inc., Facebook Inc., Google, Microsoft Corp. and Amazon.

Kenny McDonald, head of the economic development group that ran Columbus's Amazon bid, said city officials focused on making it a better place to live with the hope of drawing a talent base that would then lure employers. That was a switch from older economic models that revolved around getting the jobs first.

The unemployment rate in Columbus hit 3.6% in September—lower than the New York City area's rate of 3.9%.

—Scott Calvert and Paul Overberg, Dante Chinni and Valerie Bauerlein contributed to this article.

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