

資訊通訊科技公司經營績效指標選擇之探討 - 以某電信公司為例

Exploring The Performance Appraisal Indicators Choice from The Perspective of ICT Company : A Case of Telecom Company

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摘要

本研究旨在應用平衡計分卡 (BSC) 四大構面設計觀點，輔助資訊通訊科技 (ICT) 公司，推導影響其經營績效之各項指標。本研究試圖以文獻蒐集及實務面考量整理出績效評核指標，藉由 ICT 個案公司組織成員的參與，並透過模糊德爾菲法與層級分析法，重新推導並建構適切符合 ICT 個案公司之績效評核指標權重。研究結果發現 BSC 四個構面中以顧客構面最為重要，各項績效評選指標以財務構面之稅前純益，顧客構面之客戶滿意度、企業客戶營業收入與 ICT 專利性產品銷售率以及內部流程構面之網路服務品質為重要關鍵因素。本研究所建構之 ICT 個案公司績效評核模型，除可供 ICT 個案公司訂定績效評核制度之參考，並可強化市場行銷與產品力，以提升公司競爭力與營運績效，長保公司永續經營。

關鍵字：資訊通訊科技、平衡計分卡、模糊德爾菲法、層級分析法。

ABSTRACT

This study aims to apply the four dimensions of Balanced Scorecard (BSC) and deduce a variety of impact indicators for Information and Communication Technologies (ICT) case company. This study attempts to sort out the performance indicators based on the literature search and the consideration of practice. It is to re-derive and construct the weight of performance assessment indicators in ICT case company through the member participation of the case company with the application of Fuzzy Delphi Method (FDM) and Analytic Hierarchy Process (AHP). The results show that, of the four dimensions, the customer perspective is the most important and that the key indicators include profits before tax on the financial perspective, customer satisfaction, the operating income of corporate customers and the sales rate of ICT patent products on the customer perspective, and quality of network service on the internal processes perspective. The established ICT case company performance assessment model can be served as the reference for the development of performance appraisal system. Moreover, it can strengthen marketing and productivity to enhance company competitiveness, operating performance and keep company sustainable development.

Keywords: Information and communication technologies, Balanced scorecard, Fuzzy delphi method, Analytic hierarchy process