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註：(1) 請在答案卷依題次順序作答；(2) 可使用計算器（需不具程式儲存功能）；(3) 不可使用翻譯機、字典；(4) 除專有名詞外，請以中文作答；(5) 總分 100 分。

### 一、案例分析（50 分）：

近年來美國航空業呈現慘淡的經營狀況，幾家大型航空公司紛紛於 2004 年底，陷入財政危機，但儘管如此，卻有幾家公司，如西南航空（Southwest）和捷藍航空（JetBlue）仍在盈利。本案例主要是分析並探討西南航空公司的企業策略。

1967 年，在一次聚餐中，Rollin King（西南航空公司的創辦者之一）隨手在餐桌上畫了一個三角形，其中三個頂點分別代表美國德州的三個城市：達拉斯（Dallas），休士頓(Houston)，及聖安東尼奧(San Antonio)，如此開啟了西南航空公司的飛行夢想。King 當初的想法是：目前大型航空公司都熱中於長途飛行，對短途飛行都不屑一顧。如果我們能夠組成一家航空公司，專門經營短途空運的勞務，這種市場應是有利可圖的，而事實也證明，西南航空公司於 1971 年正式加入美國航空業的競爭市場，朝向以短程「點對點」的特定航線與便捷服務的方向設計。

1971 年，Rollin King and Herb Kelleher 提出一句西南航空公司的標語：“If you get your passenger to their destination when they want to get there, on time, at lowest possible fares, and make darn sure they have a good time doing it, people will fly your airline.”另外，西航空公司假設顧客寧願省略飛機餐點，而節省票價，因此提出針對某一種市場需求的顧客—短程、只提供飲料與花生的服務。

為了應付低成本，西南航空的班機必須持續在天空上值勤，避免在機場內轉運時間過長，每一航程時間要最短，平均不超過三個小時。每一架飛機的飛行時間要最長，西南航空公司是業界地勤調轉時間（降落、登機、起飛）最快的航空公司；西南航空的飛機亦是業界機齡最少、最省油、機種最少，所以維修、訓練、零件費用也最低。另外西南航空公司只使用單一機種—波音 737，如此公司的駕駛員，空服人員，維護工程人員，可因為飛機的調動和更換組員時帶來許多方便。且在向波音公司購買飛機時可獲得更多折扣。西南航空認為簡單可以降低成本並且加快運作速度。在機場多點辦理登機手續；建立自動驗票系統以加快驗票速度；提供 No-fills 服務—即不設頭等艙，機艙座位按照先到先就座的原則，機艙內不供給正餐，只提供點心或普通飲料。在西南航空公司，每架飛機僅僅需要 90 名員工就可以開航，比其他航空公司幾乎少用一倍的員工。如此西南航空公司的員工士氣最高、最有效率，這些條件使得西南航空公司不管飛航或地勤，都是業界最節約的。

西南航空也非常重視員工，並認為：員工個人特色的表現、主動關懷與愛心的發揮、簡單化以創造速度，以及面對突發狀況時的臨場反應和判斷等等，都必須建構在一個具有「充分授權」的行為，也就是需要將權力下放到各個層級的組織架構之下。如此，在處理許多事務上，則富有彈性，員工才能夠依據公司的價值觀來做出所謂「適切且正確」的事，並從對公司整體利益的角度出發，進而主動積極地協助公司、同事以及乘客，因此其組織結構的設計在水平面應該是以功能導向做部門化分工，且隨處可見非正式化的協調機制。

展望未來，由於西南航空公司雖然在過去急速的擴張，但面對競爭越來越激烈的市場，也逐漸產生許多新的問題：

- (1) 組織日趨龐大，過度分權，則行動者與議題的連結關係將呈多向繁複成長。
- (2) 早期公司出奇制勝的企業經營策略於獨特的市場區隔，在航空業間創造其商品化之差異，但隨著其他航空公司的學習能力，及短程飛行市場的日趨飽和，逐漸缺乏優勢。
- (3) 其他競爭之航空公司開始積極與其他產業結合，如運輸貨品或包機服務，西南航空公司面對是否轉型投資經營？
- (4) 短程運輸已成為西南航空公司代表性的模式。但隨著日趨飽和的市場，公司是否仍堅持不往國際航線發展，而過去的成功模式是否可以成功的適用於新的商業模式發展？

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請根據以上文章回答下列問題 (每題 10 分) :

- 請針對 1971 年, Rollin King and Herb Kelleher 所提出的標語, 具體翻譯為適切的中文: "If you get your passenger to their destination when they want to get there, on time, at lowest possible fares, and make darn sure they have a good time doing it, people will fly your airline"。
- 企業在開始選用策略之前, 先問自己兩個問題: 客戶最喜歡我們哪一點? 我們靠哪一種產品賺最多錢? 依據上述的兩個問題, 您認為西南航空公司當初所選用的「藍海策略」為何?
- 西南航空公司的組織文化是屬於扁平化組織結構。(1) 請敘述扁平化組織當初為西南航空公司所帶來的優點為何? (2) 而此組織結構, 是否可適用於西南航空公司的現況? 請說明理由。
- 根據本文, 請利用 SWOT 分析西南航空公司的營運策略。
- 根據本文末段所提出的四個問題, 如果您是西南航空公司負責未來發展策略的人員, 你該提出哪些建議?

## 二、論文討論 (50 分) :

Dell has used a number of supply chain strategies in its journey to be one of the most successful high tech companies in the world. One of these is the VIP Principle. This refers to the use of Velocity, Information, and Postponement to enhance the customer's experience with Dell. What is the VIP Principle and how could it be used for success by companies in other industries? This article describes how VIP could be translated to a typical retailer.

First let's pick three key Dell strategies:

- (1) Velocity
- (2) Information
- (3) Postponement

Let us now visualize how each of them could be applied to a hypothetical retailer serving several hundred stores, with over 10,000 products, purchased from over 2,000 vendors and distributed through five regional distribution centers.

### Velocity

For Dell this means move the product to the customer by the *fastest channel* as appropriate for the customer. This usually means direct shipment from the assembly plant to the customer. This leads to next-to-zero finished goods inventory and very rapid response to the customer's need. With excellent management of in-transit inventory this still allows a certain amount of flexibility. You can see that with a small number of plants and high value products this makes sense.

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For our retailer the answer would be use the *best mix of channels*.

- Direct to store for very high-value and high velocity products.
- Flow-through for high value and/or high velocity products.
- Cross-dock for very low-value low velocity products.
- Traditional storage for medium-value and medium velocity items.

Deciding which channel is best for any given product requires a well-designed decision support system that takes into account the relevant cost trade-offs. These trade-offs involve handling, transportation and inventory carrying costs at the vendors, in the DCs and in the stores.

Over-utilizing direct ship and cross-dock can overwhelm the stores with too many deliveries. Over-utilizing the flow-through channel can bog down the DCs with staging area picking and labeling activities.

Finally, to benefit from the best mix of channels you need transaction processing systems that fully support the flexible use of multiple channels.

**Information**

Dell receives many of its orders on the Internet, via modem or by telephone. In this way order information can be quickly captured, validated, and forwarded to the right plant with zero errors. It also enables Dell to speed information to suppliers of goods and services.

For our retailer the equivalent strategy is to use computer links from stores to DCs, and replenishing DCs using electronic commerce. With 2,000 suppliers this can be onerous, but the benefits are easy to see. In fact, our retailer can do better than just using electronic commerce to transmit purchase orders. By using time-phased replenishment planning at the DCs it is possible to transmit a stream of future planned orders covering several months into the future to the suppliers. This enables them to improve planning and reduce lead times, benefiting them and you.

**Postponement**

Dell has moved the production process closer to mass customization and the "72 hour PC." Dell can take your order on the phone, assemble your computer to order and ship it to you within a very short time. This enables them to postpone the manufacturing and shipping decisions to the last possible moment, essentially eliminating finished goods inventory.

Our retailer can help its vendors postpone their product defining decisions.

One way of doing this is to collaborate with the vendors by transmitting the Point of Sales data from the stores to suppliers so that they can gauge the demand. However, this does not take into account inventory balances in the stores or the DCs, nor does it contain information about future promotions and seasonal variations.

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A better way is to transmit time-phased planned orders to the suppliers. These automatically net out inventories, and can reflect forecasted promotions and seasonality.

The supplier can then analyze the planned orders by future time period. For example, a bicycle manufacturer could use time-phased planned orders to plan:

- Steel 4 months out
- Frames 3 months out
- Colors 2 months out
- Accessories 1 month out

This is postponement in action and reduces the supplier's inventories.

So, if you can...

- (1) Transact fast, without paper, for any channel;
- (2) Decide on the best channel;
- (3) Implement and sustain these business processes at the stores, at the DCs, with your buyers, and with your suppliers

then you can work like Dell.

請根據以上論文回答下列問題 (每題 10 分) :

6. 請給這篇論文一個適當的題目。
7. 何謂 VIP 原則 (VIP Principle) ?
8. Dell 如何為一特定產品來決定最佳的通路 (channel) ?
9. 何謂 "Postponement" ?
10. 讀完這篇論文你有什麼心得 ?