

1. 為推動我國貿易自由化及國際化，並保持國際競爭力，行政院於九十二年七月二十三日公布施行「自由貿易港區設置管理條例」，賦予「自由貿易港區」單一窗口管理、區內貨物自由流通、廠商自主管理、及國際商務人士得在區內自由從事商務活動，並輔以深層加工等功能。交通部為落實上開政策，亦積極推動基隆港、台中港、高雄港、花蓮港及桃園航空貨運園區等海空港「自由貿易港區」相關設置作業，至九十二年底為止，已有高雄、基隆港務局向交通部提出申請設置，桃園航空貨運園區預計於九十三年十二月前提出申設，其他各港亦積極展開規劃及準備申請書圖作業中。然自由貿易港區能否成功運作，其經營與管理是否有效率甚為重要，如你是相關當局的決策主管，你會如何來擬定國際海空港設置自由貿易港區經營策略？(50%)

2. 請閱讀下列英文個案內容後，就 Case questions 作答。

When Gordon Bethune left Boeing to become the CEO of Continental Airlines in 1994, the company was the worst performing and least profitable of all major U.S. airlines. One of its major problems was the lack of reliability. In 1994, Continental planes arrived on time only 61 percent of the time, placing it dead last in the influential Air Customer Satisfaction Study produced by J. D. Power & Associate. Worse, airline travelers ranked on-time performance the most important factor when deciding which airline to fly on. Reliability was the primary metric passengers used to determine an airline's quality.

Bethune soon came to the conclusion that the prior management had cut costs so far that service had suffered. In his words, "Our services was lousy and nobody knew when a plane might land. We were unpredictable and unreliable, and when you are an airline, where does that leave you? It leaves you with a lot of empty planes. We had a lousy product, and nobody particularly wanted to but it." Bethune's solution? He told Continental employees that if the airline's on-time performance improved, every employee would receive a \$65 bonus. The total cost to the airline was \$2.6 million. Bethune was proposing to improve performance by spending more money, and it worked. When the program was launched in January 1995, 71 percent of the planes landed on time. By year end, the figure was up to 80 percent, and continental had risen to fifth place in its on-time performance. For 1996, Bethune announced that the airline had to finish third of higher for employees to get the bonus, which he increased to \$100. The airline finished second. It has not dropped out of the top three since.

To support the drive to increase reliability, Bethune reorganized the way employees were managed. Out went the employee manual, to be replaced by a new set of guidelines for employee. Under these guidelines, frontline employees

(背面仍有題目,請繼續作答)

were given significant decision-making power to fix customer problems. For example, if a flight is canceled, a customer service agent might have to decide which passengers should receive priority to get on the next flight. Under the old system, the employee would have had to refer to the rule book, and if that did not provide an answer, ask a higher-level manager. This inflexible approach led to significant frustration among both passengers and employees. Under the new system, the customer service agent has been given the power to fix the problem as the see fit. According to Bethune, concentrating decision-making power in the hands of employees has given them the ability to solve customer problems in creative ways, which has a dramatic impact on customers' perception of the quality of service they get at Continental.

Case questions

- (1) What does the success of Continental Airlines tell you about the company-specific factors in explaining a company's performance? (25%)
- (2) What is the basis of Continental's competitive advantage? How might it lose that advantage? (25%)