編號：F 409 系所：交通管理科學系丁組 科目：交通運輸個案研究（物流管理）

本試題是否可以使用計算機： ☐可使用 ， ☑不可使用 （請命題老師勾選）

請閱讀下列英文個案內容後，回答下列問題：

1. Describe the logistics supply chain for shores distributed in the United States and in Mexico. What are the major similarities and differences? 40%
2. What changes would you recommend to the logistics system supporting the Mexican market? 30%
3. In 1995 the Mexican government devalued the peso by 50 percent against the U.S. dollar. This devaluation had a very negative impact on the demand for U.S. goods in Mexico. How would a similar monetary action affect your recommended logistics system for shoes in Mexico? 30%

Sport Shoes, Inc., (SS) is a well-established U.S. sport shore retailer. It sells a complete line of tennis shoes for all major sports as well as a top-of-the-line sport shoe that has become a fashion symbol with young professionals.

All of SS's shoes are manufactured in the Pacific Rim and are transported to the United States in containers by water carriers. The containers arrive at the port of Long Beach, were they are transferred to a stack train for movement to its distribution center in Indianapolis, Indiana. From its distribution center in Indianapolis, SS ships direct to its 250 stores in the United States and sixty stores in Mexico. The total cycle time from Pacific Rim manufacturers to U.S. stores is four weeks, and to Mexican stores it is seven weeks.

SS has been doing business in Mexico since 1990. It started with three stores and has expanded the business to a current total of sixty stores in Mexico's Golden Triangle. The Golden Triangle is the region bounded by Mexico City, Guadalajara, and Monterrey. This area contains over half of Mexico's population.

The logistics of shoes in Mexico reached a critical stage during the period of 2000 to 2001. Considerable growth in the Mexican economy, coupled with the increased importation of U.S. goods, caused an explosion in the demand for SS sport shoes. As SS increased the number of retail outlets in Mexico, it continued to logistically support these stores from its Indianapolis distribution center. With the increased flow of goods into Mexico from the United States, the congestion at the border crossing points created longer cycle times and increased stockouts.

（背面仍有題目,請繼續作答）

The growth in the Mexican economy was not matched by an equal growth in its logistics infrastructure. The border crossing points became very congested, with two to three days being the normal customs clearance time during peak periods. The Mexican highway system consists mostly of dirt roads (about 55 percent) and secondary roads (about 25 percent). The Mexican trucking system is dominated by many small, local companies. No U.S. trucking companies operate in Mexico, because Mexican law prohibits foreign ownership of Mexican trucking companies. Some U.S. trucking companies have developed strategic alliances with Mexican trucking companies, and this has helped. In the near future, NAFTA will permit 100 percent ownership by foreign investors of Mexican trucking companies that are hauling foreign commerce.

Given the growing demand for SS shores in Mexico, top management has made a strategic commitment to remain in Mexico. Also, top management has made it a high priority to solve the long cycle time for shoes going to the stores in Mexico.

(Source: Coyle, J. J., Bardi, E. J., and Langley, C. J., 2003. The Management of Business Logistics a Supply Chain Perspective, p. 181.)