

國立嘉義大學九十三年學年度

休閒事業管理研究所碩士班招生考試試題

科目：觀光遊憩管理

一、簡答題（每題 5 分）

- (一) Code share
- (二) Yield management
- (三) 觀光系統
- (四) 觀光資源調查

二、申論題

(一)您認為台灣在人口統計特質上的改變，對未來休閒遊憩需求的影響會是如何？（請至少以三個關鍵因素說明之）(15 分)

(二)文章評述：(25 分)

- 1.請簡述並評論以下文章摘要。
- 2.請舉一個案例，說明您對台灣 heritage tourism 發展的看法。

Much of today's heritage tourism product depends on the staging or re-creation of ethnic or cultural traditions. Local authenticity (本質性) is perceived as the critical factor for heritage tourism development. The Flora MacDonald Scottish Highland Games (FMHG event/festival) was took place to promote Scottish culture. The event organizer tried to evaluate the authenticity of specific festival events as a measure of product quality and as a determinant of tourist satisfaction. Approximately, 68% of the people visited FMHG to seek authentic Scottish goods, such as Scottish food or highland dancing. However, there is a substantial percent of the respondents who were just seeking outdoor recreation and spectacle. Finally, the authenticity rating was found to be positively related to tourist expenditure. In other words, when the authenticity rating of events increased, the total event spending also increased.

(三)試舉一例說明六標準差(Six Sigma)，如何運用於商業遊憩管理中，請詳述其管理及進行流程。(20 分)

(四)個案評析：(20 分)

西風東襲，Southwest 航空公司所引發的低價航空公司經營模式，逐漸為亞洲航空公司所採行。試分析說明 Southwest 航空公司經營成功之處及所採行策略為何？此外，試從商業遊憩經營者的角度（如果你/妳是西南航空的 CEO），說明如何有效藉由進入障礙的提高，而阻撓其它競爭者的模仿與進入？

In 1971, Texas airline passengers were treated to a new concept in flying by an upstart airline operating from Love Field, the old airport in Dallas. The concept was: FUN!!! Fledgling Southwest Airlines thought flying should be enjoyable. Although some people find its tactics tacky, Southwest Airlines has thrived. Today it is the top 10 airline in the United States and has the best profit record in the entire industry-it has been profitable for more than twenty-five years. In 1994 Fortune magazine pictured Southwest CEO Herb Kelleher on its cover as one of the best CEOs in the United States. In an industry noted for its red ink, bankruptcies, and start-ups that never leave the ground, that is a truly enviable record. How does Southwest manage to do so well when other airlines are losing huge amounts of money?

Southwest adheres to a strategy of offering no-frills service on its highly popular short commuter flights. It has reduced costs by eliminating meals, movies, and other services and by selling only one class of ticket. As a result, Southwest's labor cost per mile for each available seat is 2.48 cents compared to American's 3.37 cents, Delta's 3.79 cents and United's 3.69 cents. Southwest does not participate in any computer reservation system. To buy a ticket, you or your travel agent have to call the airline. By flying only highly popular routes, Southwest keeps its load utilization high. In addition, its planes can land, unload, and reload in 15 minutes-an efficiency that not only reduces down time and costs but also enables Southwest to stay on schedule. That this airline has one of the best performance records in the industry is partially attributable to hard-working employees motivated by stock and profit sharing and nonrigid work rules. Southwest flies point to point, without taking on any interline passengers. "Point to point" means that the airline operates only between pairs of cities, such as Phoenix and Dallas, without making connecting flights to other cities.

By flying only on popular routes, Southwest avoids having to operate low-capacity flights. In contrast, most airlines use a "hub system" in which flights connect with one another at the hub. For example, Delta has a hub in Atlanta, so to fly from Charlotte, North Carolina, to Houston, Texas, on Delta Airlines, you have to fly into and out of Atlanta. Since Delta has to fly from Charlotte to Atlanta whether or not the plane has many passengers, flights arriving at the hub are often half filled. Companies that serve interline passengers (passengers who are changing to other airlines) also frequently have to operate flights with low capacity. Southwest further reduces costs by operating from satellite airports such as "Love field" instead of major airports like Dallas-Fort Worth because the satellites have lower charges. In addition, it uses only one type of plane--the twin-engined Boeing 737-which reduces maintenance and scheduling costs.

The major characteristic of Southwest's service, however, is its low prices. Whenever Southwest moves into a market, fares tend to go down. For example, one month after Southwest entered the California market, fares between Los Angeles and San Francisco declined from \$139 to \$69 during the week and to \$49 on weekends. To make matters worse from the other airlines' perspective, Southwest also offers incentives such as Friends Fly Free (a two-for-one deal) and the Take Along Fare (the second ticket costs only \$20). Southwest's decision to fly into Baltimore stimulated a price war before its first plane landed in that city! Because of its low fares and frequent service, demand for Southwest flights usually doubles within twelve months after the airline begins service in an area.

Given its phenomenal success, how does Southwest avoid being attacked by the other airlines? It avoids head-on competition with the giants and it targets commuters while they target business travelers. As one manager phrased it: "Southwest doesn't slap the 'big cats'... we just run between their legs." Southwest's success in the commuter market could be its undoing. Other commuter airlines such as Kiwi are growing and major companies like American are considering offering their own Southwest-style service.