

國際機場精緻服務探索

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摘要

目前全球每年已逾四十億人次搭乘飛機。不論旅遊、探親或經商，搭乘飛機均需要經由各地的機場，使機場成為人類地球村一個重要的轉運中心。而機場的安全性、便捷性，以及舒適性，則自然地成為機場的核心競爭力。

本項探索以直接觀察法及價值主張模型作為此項計畫的研究方法。觀察亞洲、北美洲、以及歐洲共十七座國際機場。總共獲得照片逾2100張、觀察記錄34份，以及觀察影片268片，長度分別為20秒至3分鐘。觀察中發現各個國際機場，無不竭盡所能提升服務品質，以增進自身的國際競爭力。蒐集到的資料以科技、管理、文化三大提升方向作分類，並以事證逐步說明。本項觀察結果顯示大排長龍與延誤是旅客主要的痛苦來源，而機場措施皆以減輕旅客煩擾為優先考量。儘管各國際機場都有各自歷史、特色與限制，但都面臨需要不斷提昇服務速度及品質，又急需增建或改建機場設備的困境。可以確定的是科技的應用將在機場服務提升上擔任核心的功能，而管理能力則是扮演重要的協調與決策角色，文化考量則是以建立機場特色與旅客願意造訪與利用為重點。給台灣的建議有五：一是引進創新的科技設備或利用既有科技，增進設施與服務的速度與品質；二是有計畫地培養機場管理人才，提升設施與服務的管理品質；三是與企業或組織合作，共同開發設施與服務；四是取材地區歷史或文化，發展特色設施與服務；最後則是持續有效的投資以改善機場建設、服務，以及民航事業。

關鍵字：價值主張、精緻服務、國際機場

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Capturing the Value Proposition of Exquisite Service at International Airports

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Abstract

Every year, commercial airlines carry more than 4 billion passengers to travel, visit friends, or do business. The first stop for people to embark on their journey is airports, so is the last stop. Therefore, airports play an important role as tourist gateways and business hubs. The provision of safe, efficient, and right services to passengers becomes the core of airport competitiveness.

Using holistic observation for data collection and based on the concept of value proposition canvas, the study aimed to identify the exquisite services the 17 international airports had offered to alleviate passenger pains or problems. 2,100 photos, 34 research notes, and 268 video clips ranging from 20 seconds to 3 minutes were collected. The results showed that every international airport had been striving to improve its service quality and increase its competitiveness in three approaches – technology-oriented, management-oriented, and culture-oriented. Long lines and delays were the most painful experience to passengers, and mitigating passenger hassles was a top priority at these observed airports. In spite of their unique histories, characteristics and limitations, and under increasing passenger capacity demand, these international airports have found creative ways to improve the speed and quality of their services. Technology is crucial for these airports to improve passenger experience, management plays an important role of coordination and decision making, and culture develops a unique identity and value

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proposition to attract and retain passengers. Five suggestions for the airports in Taiwan are provided accordingly.

Keywords: value proposition, exquisite service, international airports