

海天任我行-旅遊業創新模式

休閒旅遊e起飛

海天任我行

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案**群聚名稱：**

海天任我行 - 旅遊業創新模式

行業別：

旅遊業

縣市別：

台南市、高雄市

群聚參與家數：

10家

主要營業項目：

旅遊服務

e化成功工具：

旅遊業聯合商務系統

輔導開運團：

台南縣電腦商業同業公會

根 據經濟部商業司研究顯示，以電子交易的銷售內容而言，台灣情況與美國相似，2004年旅遊產品在網路購物市場中佔有率達62.2%最高，其次是票務佔10%與3C產品佔9%；若以網路消費金額成長率而言，仍是以旅遊產品達77.9%居冠，其次是美容保養成長66.2%與3C產品成長57.4%，可見在電子商務領域上，旅遊業的確是值得優先開發的產業。

然而，旅遊產業長期以來競爭相當激烈，除了旅遊產品經銷來源取得不易、銷售通路紊亂，同質性高的業者彼此間很難採取合作的態勢，而有上下游供應關係的業者雖有快速交換資訊的需求，但受限於資訊化能力薄弱及旅遊業人力密集的特性，一直都需仰賴大量人力來提供服務。旅遊產業的通路除了存在少數的批發商外，大部份均為規模較小的經銷商，而經銷商通常需要花費大量人力去收集與分析旅遊產品，選擇適合自己經銷的產品後，再做實體銷售。

旅遊業電子商務已具規模 競爭激烈

為了解決上述難題，旅遊業者必須藉由委外或購買套裝軟體等方式建置資訊系統，不過通常旅行社人力有限，鮮少能夠有資訊部門專門負責資訊業務。目前國內旅遊業者的電子商務平台，大多是獨立建置網站，由資訊公司針對各不同旅行社量身設計。雖然客製化程度高，但是必須透過繁雜的人工調整過程，才能完成一個新的網站；部份業者雖然已開始嘗試使用商城的概念建立商務平台，但是幾乎旅行社之間沒有資訊交流，各自獨立運作，於是不論在實體經營還是虛擬網站，整個旅遊業都呈現激烈的競爭狀態，削價競爭便成為常態，中小型旅行社經營愈來愈困難。

當然，數家大型的旅遊業者，可以挾其龐大的資源，成立

Dick Cheney put it in the final days of the campaign

e-Community Profile

Community Name:

e-Travel – an innovative travel business model

Business Category:

travel

Location:

Tainan City and Kaohsiung City

Number of Community Members:

10

Major Business Items:

travel services

e-Business Instrument:

Unified travel services platform

Assisting Team:

Tainan Computer Association

According to the statistics of the Economics Ministry's Department of Business, Taiwan is similar to the U.S. in the breakdown of its sales of products and services on the Internet. In 2004, travel services took up the lion's share of annual e-commerce transaction revenue at 62.2%, followed by ticket sales at 10% and 3C products at 9%. In terms of transaction growth, travel services also topped all other categories as it recorded an annual growth rate of 77.9% in 2004, followed by cosmetics and skincare products at 66.2% and 3C products at 57.4%. These figures clearly indicate the great e-commerce potential of the travel industry.

However, the travel industry is experiencing very severe competition among the market players. Besides the difficulties of obtaining dealerships for various travel-related services and the unruly market distribution network, most travel agents provide very similar services and have no strong incentives to cooperate with each other. The upstream and downstream agents may need to exchange information with each other, but most do not have adequate computer resources, and have traditionally relied on staff to gather information through contacts with counterparts, clients, or using other resources. As of now, the travel industry is still highly labor-intensive.

Severe competition among e-travel services

Due to their limited manpower, most travel agents out-

獨立行銷網站，透過網站直接與消費者接觸。於是便有一些與這類大型旅行社合作的中小型旅行社，依附在大型旅行社的網站內生存，卻沒想到因為直效行銷的效果，客戶自然而然被大型旅行社接收；這樣的吸納效應，使原本與這些大型旅行社合作往來的中小型旅行社客戶大量萎縮，反而還造成經營上的困難。

金興旅行社發起串連中小型旅行社

在這樣的市場情況下，金興旅行社董事長洪銘玲，長期感於在各項業務往來、資料更新與交換以及獨立經銷商的運作等問題，認為若以傳統的方式進行不僅耗時，人力成本更是無可計數，因此希望在業界找尋能夠有母子站功能的資訊廠商。經過朋友的推薦，認識到台南縣電腦公會開運團，提供已成熟的母子站技術，也對於旅遊業面對的問題提出「聯合商務系統」。獨到的見解規劃與解決方案，做得雙方見面後一拍即合，立

即開始業務製作，也持續與更多的旅行社業者聯合，成立「海天任我行」群聚。

金興旅行社經理林建宏表示，傳統旅行社競爭力比一般大公司弱，沒有經費做這樣一個巨型網站，通常是業務員做面對面銷售，規模也小。林建宏認為，每個旅行社擅長的地方不一樣，有的是旅遊路線，有的在機票業務，把各自擅長的地方聚集在一起，就是「海天任我行」的目標，每個成員是供應商也是經銷商，他可以選擇分享或不要分享給其他會員。輔導過程一開始有些旅行社還是有些老舊的觀念，擔心客戶在交換中流失，但在開運團與林建宏一一拜訪數家旅行社，把這個平台介紹給其他會員後，開始得到業者的認同，開始凝聚力量。

他們計劃透過建置一個聯合商務系統，化競爭為合作，讓供應商通路能夠更多元，讓經銷商產品來源不被寡佔、壟斷，並能產品更多元化。加上建站門檻低，建站快速，可以最低的人力、時



「海天任我行」群聚成員透過旅遊業聯合商務系統，共享資源達到群聚效益。

source their website development or acquire software packages to build them. Also, they still have to commission information service companies to help maintain and manage their websites. A major drawback of operating in this fashion is that they don't have the internal staff to update their websites, and outside experts are usually not available to offer immediate help. Some travel agents have considered the possibility of running a joint website with partners, for better website management efficiency and lower costs. However, most travel agents are accustomed to operating their business on their own and seldom think of cooperating with their counterparts, even though the continuous and severe market competition puts a great deal of pressure on many small and medium-sized travel agents, which traditionally struggle for survival alone.

In contrast, large travel agents have sufficient funds and manpower to manage their Websites and enjoy the advantage of making direct contact with consumers. Some of the large travel agents would like to share this advantage with small and medium-sized travel agents by integrating the latter's websites with their own to help them manage their websites more effectively. However some small and medium-sized travel agents are losing clients, who are increasingly able to make direct contact with the large travel agent hosting the joint website.

Jin Hsin proposes e-Community for travel agents

To address the common problems of travel agents, Jin Hsin Travel Agency Chairperson Hung Ming-ling came out with an idea of developing an Internet platform to combine the websites of several individual companies into an e-Community of travel agents. Through the introduction of her friends, she contacted the Tainan Computer Association for help in realizing her idea for the e-Community. E-Travel was accordingly established with the Association's professional advice and technical assistance.

"Most traditional travel agents do not have the budget needed to run a modern website, and their sales staff usually provides services in traditional ways," said Lin Chien-hung, president of Jin Hsin Travel Agency. However, as he observed, each travel agent actually has distinct qualities and can offer different advantages. Some are good at marketing, some at travel package design, and others at flight arrangement. The primary goal of the e-Community is to gather travel agents with different advantages into a group where members may cooperate with each other for mutual benefit. In the beginning, some agents indeed had a concern that a partnership with other members might expose their clients to the partners and create opportunities for direct contacts between their existing clients and their partners. "But after months of working together, they gradually came to understand the advantages and mutual benefits that result from cooperation among the members," Lin pointed out. Through the e-commerce program specially designed by the Association, the e-Community helps to reduce competition and encourage cooperation among the members. Members have generally enhanced their services significantly by taking advantage of each others distinct talents.

間就能維護更新，更保障各旅行社客戶資料不被其他旅行社利用。

群聚 e 化協助克服過去的業務限制

在集合「海天任我行」群聚之前，各家旅行社在資訊管理上，大致上都有共同的問題：例如其中一家旅行社已具備功能完整的網站，但是附屬在大型旅行社網站內，所以在吸納效應下，客戶不斷流失；另外，他們需要雇用大量的人力做資料新增，以及更新處理各項行程或表格；或是資料經常有異動，在缺乏一個共同平台更新下，容易發生旅行社或客戶拿到舊版本資料的狀況；各旅行社之間，產品交流通常使用傳真或者 e-mail，有時造成資訊過多或是更新不便問題；旺季客戶量大增，因網站功能簡易，無法分流處理，服務功能不彰，反而加重服務人員負擔；最後則是網路族客戶在簡易的網站內，也沒有下訂單的服務，缺少實際的電子商務功能等。

經過開運團成員訪視與蒐集廠商問題點後，決定導入旅遊業聯合商務系統，群聚成員有母子網站可共享，共同的入口平台上可看到每位群聚成員的網站，子網站也可大可小，不論大型的綜合旅行社或是小的獨立旅行代理商，都可利用模組功能輕鬆架站。人性化的操作介面，可大量開團、大量複製、大量搬移等常用功能，做到一個按鈕一次解決，讓人力不足的旅行社也能輕易成立網站。

更重要的是，群聚中各家旅行社可以分享自己的旅遊行程於聯合資料庫中，因此行程設計上架後，如有變動更新，則只要一次輸入，所有各其他旅遊網站的資訊將一併更新，同步保障網路上的資訊均是最新資訊，各家旅行社可以同時是代理商也是供應商，資源共享。

團結力量大 小蝦米也能對抗大鯨魚

目前「海天任我行」已經結合金興旅行社、捷誠

旅行社、永弘旅行社、陸陸旅行社、金興旅行社台南分公司、大同假期旅行社、潮岱汽車旅館、藍天假期旅行社、龍馬旅行社、明琴清境山莊等十家旅遊業者，完成水平整合型虛擬群聚，範圍含蓋全台灣各處旅遊業相關供應商、經銷商及下游飯店，經營項目有團體行、航空自由行、簽證、訂房及國內旅遊等。

群聚建置期間，成員與開運團固定每個月都會開會，並要求必須對網站提出各自需求表、金物流整合狀況、會員訂購狀況、客戶滿意度調查、簡式銷售報表等，以實際運作與成效來更進一步改善系統與行銷模式。

當然，在系統上也經常發生同一功能符合甲公司就不符合乙公司的狀況發生，這時就會有解決方案的產生，畢竟一套系統不可能大家都適用，但是在客製化與系統化之間，開運團仍然提出各種不同方案來應用在不同狀況之公司。漸漸地，「海天任我行」旅遊業聯合商務系統與營運模式漸趨成熟。

化激烈競爭成合作 將客戶留在群聚內

金興旅行社表示，消費者在選購旅遊產品時，往往會看品牌與路線，挑選在某條路線有名的業者，所以通常在選擇旅行社時，常常會換來換去。與其讓消費者在整個旅遊業內換來換去，不如集結一些各有所長的旅行社，成立群聚，讓消費者就在「海天任我行」群聚內換來換去，讓消費者能輕鬆得到品質較好的旅遊產品，對於群聚內中小型旅行社也能有較好的獲利。

旅遊業者的主要目標就是擴大銷售、快速銷售，在成立海天任我行群聚之後，使原本競爭激烈、幾乎處於白熱化的同業開始合作。在海天任我行群聚中，每一家業者只要發表新產品，所有群聚內各業者都可以代理，所以經銷商產品來源

e-Commerce helps overcome traditional obstacles

Before joining the e-Community, most members suffered from a common problem: they didn't have a sufficient budget or enough manpower to run a website of their own, but they would gradually lose their clients if they joined a large travel agent and integrated their online services into its website. Most travel agents still handle their business in the traditional way; yet, this often keeps the small working staff tied up with various tedious paperwork such as the updating of client data, registration forms, travel programs, and so on. What's worse, travel agents without effective online services are still losing clients, as their clients shift to those agents with effective online services.

The e-Community provides these agents with effective solutions. On its joint platform, each member runs a separate website while enjoying the advantages of the shared professional technical assistance, which ensures highly effective and efficient operation of each member's online services.

The joint online platform also takes care of website maintenance and management, making it much easier for members to update the information and online services of their websites.

Unity is strength

Currently, the e-Travel Community includes ten members (please see the member list at the end), and offers complete travel-related information and services through its members and their associated companies. During the course of developing the joint platform, members held regular meetings every month to discuss all related issues, especially regarding the details of online registration, subscription, cash flow, surveys on customer's satisfaction, and so on. All aspects of development, however, are important keys to ensure a successful website.

Conflicts among members are inevitable during the course of developing such a joint platform. After all, it's impossible for any single program to fit the different needs of each member. It needs compromise from the beginning, but the program can gradually be modified based on the practical experience gained during operation, so that it can better satisfy each member's individual needs.

Encourage cooperation, and prevent conflict

According to Jin Hsin Travel Agency, consumers usually select a travel destination first and then pick a well-known travel agency. They frequently change travel agents for different travel destinations. One of the major goals of the e-Travel Community is to provide a full set of travel agent alternatives from which consumers can choose, so as to keep their loyalty to the e-Community as a whole.

Shortly after its establishment, the e-Community successfully obtained the cooperation of its members, which originally competed against each other. Within the group, whenever a member launches a new travel program, other members are willing to help promote it and enjoy the mutual benefits resulting from their collaboration. Meanwhile, the e-Community strictly protects the client

不虞缺乏，對供應商而言產品快速鋪貨、快速銷售。且會員資料能夠在受保護下運作，避免A旅行社客戶被B旅行社挖走，在共享共榮的方式下，搶客戶的情況即可避免，旅行社間可以合作出團，能統計各旅行社客戶人數，以合作出團的模式降低成本。

而群聚內成員開發的商品類別很多，例如有團體行程、航空遊行、訂票、訂房、國內旅遊及簽證等，透過聯合商務模式，本來各自經營自己的營業項目的群聚成員，均可成為完整產品的經銷商。也就是說，群聚成員既可以同時為供應商（自己的主產品）又可以成為經銷商（經銷其他旅行社產品），等於是集合多家中小型旅行社成為一家大型綜合旅行社，在虛擬空間上合體成為巨人「海天任我行」，始有能力與大型旅行業者在市場一搏。

頭家經營 小秘笈

建立「海天任我行」群聚，幫助群聚內的旅行社省下許多行銷經費。倘若各家旅行社獨立成立網站，即使不算人力與時間的投入，行銷活動上

的費用更是不斷燒錢。有這個群聚，客人在網頁上可以找到他們想要的東西，降低很多的成本和麻煩，對行銷方面幫助很大。金興旅行社也特別強調，有很多消費者會認為有網站的公司才較有規模，沒有網站會讓他們較沒有信心，而這個群聚也同時幫助他們解決了這個困擾。

開運團 輔導心得

傳統的中小型旅行社，在市場上的生存空間非常有限，尤其激烈的價格競爭，加上小的旅行社一直開，相對地帶走原本的客戶，整個市場上殺成一片紅海，小的旅行社往往開一間倒一間，環境很辛苦。此外，大的綜合旅行社大者恆大，對小旅行社來說也只能自己打拼。海天任我行的成員真的只有一個單純的想法，就是要讓自己活下去。當他們與業者坐下來聊成立群聚這個觀念的時候，他們都非常同意透過「海天任我行」的整合，貢獻他們各自專長的業務，一起來突破市場上競爭。而「海天任我行」的成立，也的確帶給大家實質的幫助，未來面對過去一直以來的經營瓶頸，似乎開始露出一線曙光。

海天任我行-旅遊業聯合商務系統群聚成員

群聚成員	網址
永弘旅行社	http://www.younghong.com.tw/
陸陸旅行社	http://www.lulutour.com.tw/
金興旅行社 - 台南分公司	http://www.etour.tw/taian/
金興旅行社	http://www.jointour.com.tw/
龍馬旅行社	http://www.ezvisa.com.tw/
明琴清境山莊	http://www.mg.com.tw/
捷誠旅行社苓雅分公司	http://www.etour.com.tw/jiecheng/
大同假期旅行社	http://www.etour.tw/tatung/
潮岱汽車旅館有限公司	http://www.showdaymotel.com.tw/
陸陸通運有限公司	

data of each member so as to make members free from the problems of seeing their clients shift to other members. Through group cooperation, each member has significantly promoted its operations at reduced cost. The e-Community offers a great variety of online services such as group travel programs, flight reservations, hotel bookings, visa applications, and numerous others. It enables each member to serve its clients as a full service agent, and significantly increases its ability to compete against large travel agencies.

Business Tips

The e-Travel helps its members save a considerable amount of marketing expense. Regardless of website expense, a great deal of money and manpower are traditionally required to make various promotional campaigns every year. The e-Community helps to enable effective promotion at a much lower cost. As Jin Hsin Travel Agency observes, most consumers prefer travel agents with good website services, and have no confidence in those without their own websites. In this regard, the e-Travel Community indeed provides a significant service.

Comment of the Assisting Team

Traditional small and medium-sized travel agents are subject to the ever-increasing pressure of a continuing price war. One after another small travel agent has shut down due to the hardship, while the large travel agents are continuously expanding their operations and taking a greater share of the market. Initially, the members of e-Travel were persuaded to join the e-Community as a way to survive the severe market competition. Now, they have overcome these obstacles and have become even more confident of their ability to pursue business growth in the future.

Members of the e-Travel Community

Member	Websites
Yung Hong Travel Agency	http://www.younghong.com.tw/
Lu Lu Travel Agency	http://www.lulutour.com.tw/
Jin Hsin Travel Agency –Tainan branch	http://www.etour.tw/taian/
Jin Hsin Travel Agency	http://www.jointour.com.tw/
Long Ma Travel Agency	http://www.ezvisa.com.tw/
Ming Chin Resort Villa	http://www.mg.com.tw/
Jien Cheng Travel Agency, Linya Branch	http://www.etour.com.tw/jiecheng/
Tatung Holiday Travel Agency	http://www.etour.tw/tatung/
Chao Tai Motel	http://www.showdaymotel.com.tw/
Lu Lu Transportation Company	