請閱讀以下案例，並

1. 以中文說明該案例之狀況（不必須逐字翻譯）（30%）

2. 評析下列兩點：（70%）

   1) 如果此為成功案例，其成功之因素為何？
   2) 達成該案例之至少三項關鍵性作法。

REGIONAL ALLIANCES CREATE TRANSCONTINENTAL MOVES

Shippers, requiring shorter lead times and better service, have created a new level of competition between regional and national carriers. Regional carriers have responded to this new competition by forming strategic alliances to bridge regional service areas enabling transcontinental movements.

Southeastern Freight Lines of Columbia, South Carolina, was one of the pioneers in forming regional carrier alliances. Its alliance is with Central Freight Lines (of Waco, Texas) and Viking Freight System (of San Jose, California).

Under the arrangement, Southeastern picks up freight in its region and transports it to a consolidation center in Atlanta. Depending on the customer's location, the freight is picked up by Viking for delivery to Los Angeles or by a carrier hired by Central for delivery to Dallas. Central hires national long-haul carriers such as J. B. Hunt or Schneider National to transport material from Atlanta to Dallas. Once in Dallas, though, Central handles delivery to the final customer.

When the freight arrives at either Central's dock in Dallas or Viking's dock in Los Angeles, the consolidated load is broken down into smaller regional and local deliveries. These regional and local deliveries are handled by Central and Viking as required. This alliance has allowed regional carriers operating in an integrated fashion to deliver product one to two days faster than transcontinental carriers. The delivery is faster because transcontinental carriers often hold freight to consolidate loads and may handle product more often by reconsolidating at major hub locations.

Excellent service is also achieved under this alliance. Southeastern takes responsibility and risk by retaining full ownership of material in transit until final delivery. Furthermore, Southeastern tracks all shipments through its information system. Another benefit is that customers receive only one bill of lading regardless of how many carriers actually handle the freight. Southeastern then handles payment to each carrier.