

# 外送平台

## 卷一

1. 在香港，空腹熊貓 (foodpanda) 和戶戶送 (Deliveroo) 提供飲食外送服務。下列哪項有關這情況的陳述是正確的？
  - A. 他們均獲政府發給專營權。
  - B. 他們的需求彈性低。
  - C. 他們提供的服務不盡相同。
  - D. 他們只有價格競爭。
2. 空腹熊貓 (foodpanda) 經營香港飲食外送服務。它投資成立了一間餐廳，為其飲食外送服務的顧客提供飲食。下列哪項最有可能是該擴張背後的動機？
  - A. 保證可獲得穩定的原料供應。
  - B. 增加市場佔有率。
  - C. 產品多元化以分散風險。
  - D. 保證產品有銷售渠道。
3. 為了吸引電單車外送員加入，有些外送平台向他們提供電油津貼。此舉會\_\_\_\_\_這些電單車外送員的\_\_\_\_\_。
  - A. 增加……職業流動性。
  - B. 減少……職業流動性。
  - C. 增加……地域流動性。
  - D. 減少……地域流動性。

## 卷二

### 甲部

1. 

	foodpanda	Deliveroo	UberEATS
餐廳數目	約 500 間	約 350 間	約 200 間
最低消費 (元)	80	85	不設最低消費
附加服務費 (元)	15	20	20

  - (a) 根據上述資料，列舉兩項理由解釋為何香港的外送平台並非屬於完全競爭。(4 分)
  - (b) 上述外送平台的市場屬哪種市場結構？列出該市場結構的**兩項**特點。(3 分)
2. 下列是兩大外送平台員工的薪酬方式。

方式一
空腹熊貓 (foodpanda) 時薪 \$75 + 送餐費 \$15

方式二
戶戶送 (Deliveroo) 以距離計 最低薪金 \$50 / 單

- (a) 從僱主的角度，解釋選擇方式一較方式二**兩項**優勝之處。(4 分)
- 空腹熊貓 (foodpanda) 現允許外送員「拒單」
- (b) 從僱主角度，解釋上述情況反映了方式一的一個缺點。(2 分)

### 乙部

1. 空腹熊貓 (foodpanda) 母公司「快遞英雄」 (Delivery Hero) 以 40 億美元的價格併購南韓美食外送服務業者 Woowa Brothers。
  - (a) 解釋上述情況屬何種類型的擴張。(2 分)
  - (b) 解釋該項收購可導致的**三項**規模經濟。(6 分)
  - (c) 除規模經濟外，列出上述擴張的**三個**可能動機。(3 分)

# Food delivery platforms

## Paper 1

- In Hong Kong, food panda and Deliveroo provide food delivery services. Which of the following statements about the situation is correct?
  - They have all been granted a franchise by the government.
  - Their demand elasticity is low.
  - They provide different services.
  - They only have price competition.
- Foodpanda operates Hong Kong food delivery service. It has invested in a restaurant to provide food for its food delivery customers. Which of the following is most likely the motivation behind the expansion?
  - Ensuring a stable supply of raw materials.
  - Increase market share.
  - Product diversification to spread risk.
  - Ensure products have sales channels.
- In order to attract motorcycle couriers, some delivery platforms provide them with fuel subsidies. This would \_\_\_\_\_ the \_\_\_\_\_ of these motorcycle couriers.
  - increase ... occupational mobility
  - reduce ... occupational mobility
  - increase ... geographical mobility
  - reduce ... geographical mobility

## Paper 2

### Section A

	foodpanda	Deliveroo	UberEATS
No. of restaurants	about 500 restaurants	about 350 restaurants	about 200 restaurants
Minimum charge(\$)	80	85	No minimum charge
Surcharge (\$)	15	20	20

- Based on the above information, give **TWO** reasons to explain why the food delivery platforms market in Hong Kong is **NOT** perfectly competitive. (4 marks)
  - What was the market structure of the above delivery platforms market? List **TWO** features of this market structure. (3 marks)
- The following are the payment methods for courier of the two major delivery platforms.

Method1
foodpanda
\$75per hour
+
Delivery fee \$15

Method2
Deliveroo
By distance
Minimum salary \$50/order

- Explain **TWO** advantages of Method2 over Method1 from the viewpoint of the employer. (4 marks)
- Foodpanda now allows courier to "reject order"
- Explain **ONE** disadvantage of Method1 reflected by the above situation from the viewpoint of the employer. (2 marks)

### Section B

- Foodpanda's parent company Delivery Hero acquires South Korean food delivery service provider Woowa Brothers for \$4 billion
  - Explain what type of expansion this is. (2 marks)
  - Explain **THREE** economies of scale that may arise from the takeover. (6 marks)
  - In addition to economies of scale, list **THREE** possible motives for the above expansion. (3 marks)

【經濟封面故事】 P.2-3  
除夕大抽獎的選擇

1. C
2. 私用品 (1)  
因為這些煙花匯演屬排他性消費， (1)  
沒有付費進入迪士尼樂園的遊客不能欣賞煙花匯演。 (1)

1. C
2. Public goods (1)  
It is because these fireworks displays are exclusive consumption, (1)  
visitors who do not pay to enter Disneyland cannot enjoy the fireworks display. (1)

【經濟專題 2】 P.4  
陳奕迅演唱會取消面臨的「三難」抉擇

1. 不是。  
他們在那一小時所放棄的最高價值選項可能不一樣。因為添添與深深對該一小時的其他用途可能不同，他們的時間成本不一定一樣。
2. 不是。  
該 \$500 支出是在過去發生而不可恢復的，並不影響當前可選選項。  
由於已作出選擇（即已報名及支付費用），它也反映那些不可再選的選項。

【Feature】 P.5  
Cancellation of Eason Chan's concert - the decision behind the trilemma

1. No.  
As Tim and Sam may have different alternative uses of the 1 hour, their time costs may not be the same.
2. No.  
The \$500 expenditure are irrecoverable cost incurred in the past which does not affect presently available options. Since choice is made (i.e. already applied and paid the lesson), the expenditure also reflects options that no longer available

【經濟專題 3】 P.6  
O2O 平台「貨車幫」的效率分析

1. 完全價格代表金錢和非金錢代價的總和。雖然的士司機收取較低的車資，金錢代價下降，以換取較少的等候時間成本。可是，使用該應用程式亦有被檢控的風險，故非金錢代價有機會上升。
1. Full price means the sum of money price and non-money price. Although the money price

received by those taxi drivers decrease in exchange for a shorter waiting time, there is a risk of prosecution. Therefore, the non-money may increase.

【環宇經濟學】 P.7  
澳門輕軌通車帶來的經濟利益

1. 橫向擴張。因為港鐵公司擴張至相同行業（鐵路服務）。
2. 正界外影響出現。  
澳門酒店因澳門輕軌開通而令總收入有所增加而得益，卻沒有補償港鐵公司。故此出現了外部利益。  
由於邊際社會得益大於邊際社會成本，澳門輕軌的產出會低於效率水平，形成生產不足。  
結果，會出現無效率。

1. Horizontal expansion. It is because MTR expand its business into same types of businesses (railway service).
2. Positive externality exists.  
After the opening of the Macau LRT Taipa Line, the hotels enjoy the benefit (i.e. the rise in total revenue) without paying compensation to MTR.  
External benefit exists.  
As marginal social benefit is now higher than marginal social cost,  
the output is lower than the efficient level at the existing level. Underproduction is resulted.  
So, inefficiency exists.

【試題練習】 P.8-9  
外送平台

卷一

1. C  
2. A  
3. C

卷二  
甲部

1. (a) 售賣不同產品（異質物品） (1)  
foodpanda 提供約 500 間餐廳的服務，而 Deliveroo 只提供約 350 間餐廳的服務。 (1)  
價格不同。 (1)  
外送平台以價格競爭來爭取較大的市場佔有率 (1)
- (b) 寡頭壟斷 (1)  
— 定價策略互相影響  
— 價格偏向僵固，但偶然會發生價格戰

- 存在價格領導的情況  
— 經常進行非價格競爭 (2)  
[ 以上任何兩項 ]

2. (a) 當外送員不接任何訂單時，僱主可以通過支付較少的工資來將一些風險轉移給快遞員。 (2)  
僱主可以節省監察成本，因為外送員會有更高的工作動機來獲得額外收入。 (2)
- (b) 因為外送員有固定時薪，因此他們的工作動機較方式二為低。 (2)

乙部

1. (a) 橫向結合 (1)  
因為兩家公司都生產相同類型的商品。 (1)
- (b) 結合使合併後的公司的專業化範圍更加廣泛。為具有不同專業知識的人員分配了更具體的任務，以提高效率，從而降低平均成本。 (2)  
整合後，公司規模擴大，抵押品和信心增加，可以以較低的利率借貸，因此平均融資成本可能會降低。 (2)  
兩家公司都可以利用不同經濟體中已建立的網絡，並更有效地利用機器和員工來降低平均運營成本。 (2)
- (c) foodpanda 可以享受 Woowa Brothers 建立的良好信譽。 (1)  
合併後的公司將擁有更大的市場份額，因此它具有更大的力量來影響市場價格。 (1)  
合併後的公司可以更好地利用資源來提高生產效率。 (1)

Food delivery platforms

Paper 1

1. C  
2. A  
3. C

Paper 2  
Section A

1. (a) Both food delivery platforms sell heterogeneous products. (1)  
Foodpanda serves about 500 restaurants, while Deliveroo serves about 350 restaurants only. (1)  
The prices of them are different. (1)  
Indicating both platforms engage in price competition in the market to obtain higher market share. (1)

- (b) Oligopoly (1)  
 — Independent in pricing policies  
 — Prices tend to be rigid but sometimes a price war may occur  
 — Price leadership exists  
 — Non-price competition is common (2)  
 (any **TWO** of the above)

2. (a) The employer can shift some business risks to courier by paying less wage when the courier does not deliver any order. (2)  
 The employer can save monitoring cost for courier's performance, since he would have a higher work incentive to gain extra income. (2)  
 (b) The working incentive of the courier will not be high as they have a constant time wage. (2)

### Section B

1. (a) Horizontal integration, (1)  
 because both firms are producing the same type of goods. (1)  
 (b) The integration allowed a wider scope of specialization in the merged firm. People with different expertise are assigned more specific tasks to improve efficiency, thus reduce the average cost. (2)  
 After integration, the firm has become a larger with more collateral and confidence to borrow loans at a lower interest rate, thus the average financing cost could become lower. (2)  
 Both firms can take advantage of the established network in different economies, and utilize the machines and staff more efficiently to reduce average operation cost. (2)  
 (c) Foodpanda can enjoy benefits derived from the established goodwill of the Woowa Brothers. (1)  
 The combined firm will have a larger market share so it has more power to influence the market price. (1)  
 The combined firm can have better utilization of resources to improve production efficiency. (1)

### 【經濟專題 4】 P.10-11

#### 市民以新鈔派利是划算嗎？

1. (a) 通脹是指一般物價水平持續上升的現象。 (1)  
 她的描述不正確。 (1)

一般物價水平是指在某一刻，一個經濟體系內所有貨品和服務的價格的加權平均數。它的上升不代表所有物品的價格都上升。在通脹期間，部分物品的價格或會下跌。 (2)

- (b) 在通脹期間，生活費增加，貨幣的購買力下降。俊傑可能不能負擔日常的開支。為維持俊傑零的購買力，媽媽應該增加他的零用錢。 (2)

1. (a) Inflation is the phenomenon of a persistent increase in the general price level. (1)  
 She is not correct. (1)  
 The general price level is the weighted average of prices of all goods and services in an economy at a certain moment. Its increase does not imply that the prices of all goods have increased. The prices of some goods may decrease during inflation. (2)

- (b) During inflation, the cost of living rises and the purchasing power of money drops. Karl may not have enough money to cover his daily expenses. To maintain the purchasing power of Karl's pocket money, Karl's mother should increase his pocket money. (2)

### 【校園經濟學】 P.12

#### 從需求定律看家長日現象

1. 否。  
 長假期間的外遊需求增加，令機票和酒店的需求增加。  
 價格上升和交易量上升。  
 需求線仍是向右下傾斜。  
 1. No.  
 The demand for travel abroad will increase during the holiday periods, leading to a rise in demand for air tickets and hotel rooms.  
 Price and quantity transacted will rise.  
 The demand curve is still downward sloping.

### 【企財封面故事】 P.22-23

#### Google 的管理哲學

1. C  
 較多表彰，例如獎賞、口頭稱讚。  
 較多參與機會，例如予員工有更多參與決策的機會。  
 安排具挑戰的工作，例如給員工參與開發新應用程式及新項目的機會。  
 為員工提供海外培訓，以及安排他們到知名的工程學院上課，掌握最新的科技發展。

3. Google 需要符合勞工處對員工假期及退休安排的要求，包括休息日、法定假期及強制性公積金。

建立良好僱主的形象，例如 Google 要成為「商界展關懷」的優良僱主。

滿足員工安全感及社交需要，例如 Google 提供足夠的空間給員工聚首交流，並提供僱員保險及為員工安排休閒活動。

增加僱員忠誠度，例如 Google 為員工提供海外培訓津貼。

1. C  
 2. Provide more appreciation. For example, provide verbal appreciation and acknowledgement.  
 Provide more autonomy. For example, provide more opportunities to employees to get involved in the decision making process.  
 Provide more challenging work. For example, provide offer more opportunities to employees to take part in the programming of innovative application software and new project initiative.  
 Provide staff training. For example, provide offer overseas training to employees and arrange them to study in famous engineering schools so that they can master the latest technological development.  
 3. Googel need to comply with legal requirement such as the holiday and retirement arrangement requirement imposed by the Labour Department, including annual leave, statutory leave and Mandatory Provident Fund. Build up a reputable image of employer, for example, Google wants to receive the award of "Caring Company" and be recognized as reputable employer.  
 Satisfy the safety and social needs of employees, for example, Google offers abundant office space to employees for their gathering and arranges insurance as well as leisure activities for its employees.  
 Increase the loyalty of employees, for example, Google offers overseas training subsidy to its employees.

### 【企會財專題 2】 P.20

#### 敬業樂業的譚仔姐姐

1. 生理需求→充足的休息時間。  
 安全需求→職業安全培訓、購置特定的設備使員工安全受到保障。  
 社交需求→聯誼活動、週年聚餐。  
 自尊需求→管理層多與員工溝通，例如使用調查了解員工想擔任甚麼崗位，令員工感受尊重。  
 自我實現需求→升職，或使用工作輪替，使員工擔當不同崗位突破自身界限。