行政院及所屬各機關出國報告
（出國類別：九十年度公務人員出國專題研究）

運用網際網路推動城市外交
之可行性研究

服務機關　高雄市政府秘書處
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出國地區　美國
出國期間　九十年六月十七日起至
　　　　九十年八月三十一日止
報告日期　九十年十月三十一日

A9/c09006761

系統識別號 C09006322

公 務 出 國 報 告 提 要

頁數 41　含附件 否

報告名稱

　　運用網際網路推動城市外交之可行性研究

主辦機關

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出國類別　研究

出國地區　美國

出國期間　民國 90 年 06 月 17 日 -民國 90 年 08 月 31 日

報告日期　民國 90 年 11 月 07 日

分類號/目　A9／國際關係與現勢　A9／國際關係與現勢

關鍵詞　　城市外交,網際網路

內容摘要　城市外交與網際網路的蓬勃發展密不可分,網際網路因高速度　多元化
　　　　　成本低　普遍性　互動性　透明化　利於研究等高度優勢與特性,使其成
　　　　　為促進城市外交之最佳利器,而如何去發掘與善用科技資源,俾促進城市
　　　　　外交便是一重要課題。本文以探討如何運用網際網路策略以行銷城市為主
　　　　　要內容,深入瞭解美國西雅圖等城市政府與民間運用網際網路策略,成功
　　　　　行銷都市的作法,同時對本市城市外交之網際網路策略提出建議　內容共
　　　　　分為四章　第一章係探討網際網路與城市外交的關聯性,　第二章則以美
　　　　　國西雅圖市之政府與民間社會為例,介紹城市行銷之網際網路策略　第三
　　　　　章分析運用網際網路策略促進城市外交的限制　第四章則以對業務改進之
　　　　　建議事項為主要內容。

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城市外交對我國的重要性

全球化已成為世界局勢的大潮流，在全球化的發展趨勢下，城市外交的重要性日益明顯。現任陳水扁總統在擔任台北市長期間，提出「城市外交」一詞，並積極拓展與我國無邦交國家重要城市的友好關係之後，國內各界紛紛對城市外交趨之若鶩，尤其我方在正式外交管道仍處處受中共擎之下，城市外交可以彌補正規外交的不足，無疑地成為突破封鎖的「第二軌道」，國際對話的重要代言人。此外，城市外交還有助於拓展商機，擴大市民的國際視野，提升城市競爭力，其重要性不可言喻。

網際網路的蓬勃，加速全球化的潮流，更推動了城市外交的發展

城市外交係以城市為主體，從事城市間的交流合作。城市外交可說是全球化時代的必然現象之一，而資訊革命對全球化現象而言更是功不可沒。二十世紀最大的變革是電腦發明，其所引發網際網路發展趨勢，影響了全球社區、城市、國家間的機制，形成全球無疆界的趨勢，已大幅縮短世界城市間的距離，更使得城市與城市間的交流與合作，乃超越國界而頻繁密切，城市交流已成不可避免的趨勢。

既然城市外交日愈重要，且它與科技的高度發展密不可分，而如何去發掘與善用科技資源，俾促進城市外交便是一重要課題。網

際網路有其高度優勢,它的優勢包括高速度、多元化、成本低 普遍性、互動性、透明化、利於研究等特性,在在使其成爲促進城市外交之最佳利器。

網際網路策略係促進城市外交一重要課題

本研究以探討如何運用網際網路策略行銷城市爲主要內容,深入瞭解美國西雅圖市政府與民間運用網際網路策略,成功行銷都市的作法。本研究肯定運用網際網路係推動城市外交的有效方法,希望藉由分析整理其他城市的網路策略成功經驗,對如何建構符合高雄市城市外交運作模式的網際網路策略、平台設計提出建議。而該市政府的角色與民間機構的協力合作關係,亦可供城市未來努力方向的借鏡。

第二章　研究經過

　　本研究期間自九十年六月十八日起至九十年八月三十日止，約二個半月。研究計畫以四個項目分別執行，茲分述如後

華盛頓大學國際政策協會網路研究中心 (The Center for Internet Studies, Institute for International Policy, University of Washington)

　　自 6 月 18 日起至 8 月 30 日止。華盛頓大學每年皆有數以百計不同國家、不同專業範籌的訪問學者蒞該校從事研究。本研究考量研究主題，擇定該校國際政策協會網路研究中心協助執行研究計畫。該中心於 1999 年設立，宗旨以研究網際網路對全球經濟　政治　社會的影響與衝擊為主，常參與或主辦相關議題之學術研討會和國際性會議，亦為美國華盛頓州及全國知名的網路策略諮詢智庫。該中心同時設有訪問研究員計畫，旨在提供國外政府公務人員　學者及企業人士從事網際網路相關議題之研究，師資優良，經驗豐富。其提供之協助內容包括

一、　定期的授課與諮詢。

二、　提供研究相關書籍、資料等諮詢及建議。

三、　安排與研究相關的大西雅圖地區機構專業人士進行訪談。

四、　協助研究資料的蒐集。

華盛頓大學傳播系之「公共關係與社會」課程 ("Public Relations & Society", School of Communication, University of Washington)

　　自 6 月 18 日起至 8 月 17 日止。該課程共四十小時，主要探討美

國在媒體、政府、社會團體事務中的公共關係重要議題、策略，以及公關人員所扮演的角色。研究範圍包括媒體關係、社區關係、消費者關係、勞工關係、員工關係、政府公共關係、國際公共關係，民意研究、危機溝通研究等。

專業人士訪談

透過華盛頓大學國際政策協會網路研究中心的安排，本研究與下列專業人士進行訪談

一、　大西雅圖貿易發展聯盟（Trade Development Alliance of Greater Seattle）　7月23日與該聯盟 Ms Kristi Beattie 進行訪談，　訪談內容包括該聯盟的網路行銷策略、區域合作議題及其他行銷策略等。

二、　西雅圖市政府（City of Seattle）　8月1日與該市政府資訊處處長 Ms Rona Zevin 進行訪談，　訪談內容包括該市之城市行銷網路策略、網站設計、網站評估及結合民間網路資源等議題。

三、　西雅圖市政府（City of Seattle）　8月10日與該市政府之政府關係室國際計畫專員 Ms Tsering C Yuthok 及西雅圖—高雄姊妹市協會會長 Mr Al Yuen 進行訪談，　訪談內容包括該市姊妹市交流計畫與姊妹市協會推動城市外交執行策略。

觀摩實習訪問

自8月18日至25日止。在美國波特蘭市政府市長辦公室國際關係處實習，由該市國際關係處主任 Ms Phyllis Oster 指導並規畫相關實習內容，行程共八日，包括參與該市政府國際關係處實際工作、參加該市政府各項市政會議、與該市波特蘭—高雄姊妹市協會委員會晤、深入瞭解日本花園、國際學校、中國古典花園等非營利組織與該市政府合作情況、該市網路策略　該市姊妹市協會推動城市外

交與辦理大型國際活動過程等。[1]

研究經過與研究目的之配合

在華盛頓大學國際政策協會網路研究中心研習期間，規畫城市行銷之網際網路策略為本研究主要研究方向，藉由訪談成果與該中心協助資料搜尋，深入瞭解美國西雅圖市政府的大西雅圖網際網路行銷策略、該國政府的角色與民間機構之協力合作關係，分析整理它的成功經驗，期使可供本市未來努力方向之借鏡。而該中心對高雄市政府網站之評估報告亦具參考價值。

專業人員在城市外交策略中佔重要的一環，選讀華盛頓大學傳播系之「公共關係與社會」課程，更加深對公共關係重要議題　策略、危機處理，以及公關專業人員所扮演的角色之認識，對涉外人員專業素養的提升頗有助益。

在波特蘭市政府市長辦公室國際關係處觀摩實習訪問過程中，對該市推動城市外交的實際運作過程及該市非營利組織與該市政府合作情形有深入的瞭解，同時與該市波特蘭—高雄姊妹市協會委員會晤，交換彼此心得並增進兩市姊妹情誼。

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[1] 附錄一　美國波特蘭市政府觀摩實習訪問行程表

第二篇

研究心得與建議

第二篇　研究心得與建議

前言

　　陳總統在 89 年 5 月 20 日的就職演說中曾強調兩點　人群外交及非政府組織。說明了一個城市與城市的關係可以拓展到一個國家的層次，此亦意謂著城市世紀的來臨。21 世紀是一個全球化的時代，再加以電腦、通訊等尖端科技的突飛猛進，已大幅縮短世界城市間的距離，更使得城市間的交流與合作，乃超越國界而頻繁密切，城市交流已成不可避免的趨勢。

　　城市外交與網際網路的蓬勃發展密不可分，網際網路因高度優勢與特性，使其成為促進城市外交的最佳利器。而如何去發掘與善用其優勢與特性，俾促進城市外交便是一重要課題。本文以探討如何運用網際網路策略以行銷城市為主要內容，深入瞭解美國西雅圖等城市政府與民間運用網際網路策略，成功行銷都市的作法，同時對高雄市城市外交的網際網路策略提出建議。內容共分為四章

　　第一章係探討網際網路與城市外交的關聯性，分述城市外交的意涵、網際網路的衝擊及兩者的相互關係　第二章則以美國西雅圖市為例，介紹城市行銷之網際網路策略，第三章分析運用網際網路策略促進城市外交的限制，並介紹其他促進城市外交策略，第四章以對業務改進之建議事項為主要內容，包括華盛頓大學國際政策協會網路研究中心（The Center for Internet Studies, Institute for International Policy, University of Washington）對高雄市政府網站之評估報告，及研擬本市未來努力方向等。

第一章　網際網路與城市外交

第一節　城市外交的意涵

國立政治大學外交系李登科教授在其發表的「全球化與城市外交」[2]一文中對城市外交的意義、特點及資源有精闢的闡述與分析，茲分述如後

城市外交的意義與特點

城市外交的定義為何？到現在仍無定論。根據一般的看法，城市外交係以城市為主體，從事城市間經貿，學術文化、乃至政治層面的交流合作。易言之，「城市間的國際合作」與「城市行銷」均是城市外交重要的一環。其特點如下

一、　由於城市外交的主要內涵並不涉及軍事安全、外交等敏感度高的議題，較不會受到國際政治外交上的干擾。

二、　城市外交係以地方政府為主體，交往的對象也以地方政府為主。

三、　城市外交的資源限於城市的人力物力。

四　城市外交仍未建立一定的模式。

城市外交的資源

城市外交的資源有下列三種

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[2] 民國88年7月8日「迎向全球城市高峰會　海洋視野與公民社區」會議

一、　城市政府部門的資源

　　　一般而言，城市政府的資源包括各市政府直屬或附屬機構、市政府本身的預算、以及市議會本身的人力物力資源等。

二、　城市民間部門之資源

　　　主要的民間部門資源包括私人企業、藝文團體、慈善組織、宗教團體、學術團體、以及傳播界等等。

三、　中央政府的資源

　　　例如中央政府在國外設有大使館或代表處，均可協助城市進行外交活動。

城市外交對我國的重要性

我國的政治環境特殊，長久以來在中共的國際打壓之下，我方以務實外交力求生存空間，城市外交是貫徹務實外交的新思維，對我國的重要性不在話下。

一、　彌補正式外交的不足

　　　在中共強力的打壓與阻撓之下，我國的外交環境十分艱困，在這方面，城市外交恰可成為一個輔助正式外交的重要途徑，因為推動城市外交並不需要有正式的邦交關係。更值得重視的是，在歐美各民主國家，大城市的市長往往也是當地的重要人物。透過城市外交，我國能與這些外國政要建立友誼。

二、　有助於拓展商機

　　　各國的城市，特別是重要的城市幾乎都是該國的經貿活動的主要據點。因此，藉著推動城市外交，增進城市間的瞭解與合作，其實亦有助於拓展商機。

三、 有助於擴大城市居民的國際視野

由於城市外交的對象是外國城市，與這些外國城市加強友好合作關係，市民的國際視野自然也就相對地擴大。

第二節 網際網路的衝擊

網際網路的崛起與蓬勃

二十世紀最大的變革是電腦發明，其所引發網際網路發展趨勢，已產生了資訊革命，更影響了全球社區、城市、國家間的機制，形成全球無疆界化的趨勢。網際網路大約在 1980 年崛起，最初係在美國一項政府計畫中因應核武通訊而使用，直到 1989 年才開始被廣泛地設計使用在其他範疇。網際網路自此對全球產業、經濟 政治、社會的衝擊與影響無遠弗屆，更成為地球村每個村民日常生活的一部份。以發明者美國為例，其蓬勃發展可由下列數據窺其一二 [3]

- 1999 年，美國全年網路經濟成長 68%，其金額佔美國全年經濟成長總金額的一半。
- 1999 年統計指出，美國人透過網路購物金額達 20 兆美元，每人平均每週在網路上花 8 小時，電子郵件發件數約普通郵件的 3 倍，上網人數每 95 天增加一倍，單就美國，平均每天增加 200 萬網頁。
- 1999 年全美上網人數為 1 億，2000 年增為 1 億 4 千萬人。

網際網路的傳達媒介

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[3] Fraser P Seitel, The Practice of Public Relations Chapter 13 P288-289

目前網際網路最常被使用的傳達媒介有兩種，電子郵件及網站。

一、　電子郵件（E-mail）

美國在 1999 年即有一項統計指出，美國人當年電子郵件發件數約普通郵件的 3 倍。電子郵件儼然已成爲全球各機關組織、公司行號內部與對外最普遍的溝通工具。它的快速便利　省錢與立即回饋等特質，對內大大改善組織的溝通體質，從而提升組織的行政效率　對外則能零時差地全球各地的人直接溝通聯繫，增進工作效能。政府機關及其他相關單位開始用電子郵件即時發送新聞稿，許多公司也會透過電子郵件爲其商品大作廣告，亦是商機無限。

二、　網站（Web Site）

網站的蓬勃發展亦是不容忽視。網站勾勒一個機關組織或公司行號的基本輪廓，給予個人或單位極大的自主性與彈性，用以宣導理念、廣告產品等最有力的傳達工具。網站的基本類型依建構宗旨而言大體可分爲三種類型（Models）　[4]

(一)　**存在類型（Presence model）** 此類網站以存在爲其基本建構宗旨，以作爲宣導工具爲多，例如中華民國世界和平婦女會網站。

(二)　**資訊類型（Information model）** 此類網站猶如資料庫，擁有大量資料及新聞資訊，內容包羅萬象，呈現一個單位的廣博性。例如雅虎站（Yahoo com）。

(三)　**電子商務類型（E-commerce model）** 此類網站以促進商機爲建構宗旨，內容以產品介紹及廣告爲主，亞馬松書籍網站（Amazon.com）便是一例。

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[4] Fraser P Seitel, 'The Practice of Public Relations　Chapter 13　P307

第三節　網際網路的特性與城市行銷

瞭解網際網路的傳達媒介後，網際網路的特性便呼之欲出。而
它的特性在行銷城市過程中佔有極大的優勢，它的高速度、多元化、
成本低、普遍性、互動性、透明化、利於研究等高度優勢，在在使
其成為促進城市外交的最佳利器。

一、　高速度

網際網路的傳訊速度，如同照相機"快照"般，全世界均可
零時差、同步地接收到訊息，網站上常見的"最新消息"的設置
便是一例，郵寄或發送城市行銷相關文文宣之傳統方式簡直
望塵莫及。且網際網路資訊可隨時更新，提升行銷速率。

二、　多元化

比起傳統提供資訊方式，網際網路所能提供的資訊更顯得
龐雜與多元化，尤其是網站資訊，可謂一個組織的側寫，舉
凡組織單位介紹，功能說明　活動介紹、歷年事蹟、新聞稿
等文字或照片均可納入，內容包羅萬象，資訊易於更新，大
大提升行銷項目的廣度與深度。

三、　成本低

城市行銷工作須有經費作後盾。傳統的行銷方式，如文宣
印刷及靜態、動態廣告皆成本不貲，而網際網路資訊隨時可
得，並可隨時更新，相對之下成本更顯得低廉。

四、　普遍性

據統計指出，截至 2000 年全球上網人數約有 1 億 2 千 8
百萬人，而且不僅上網人數及網站均持續增加，上網者年齡

層也不斷在擴大當中[5]。際網際網路的蓬勃發展，儼然已融入個人日常生活的一部分，它的普遍性擴大了城市行銷的對象。

五、　互動性

溝通是行銷過程重要的一環。網際網路的行銷方式與傳統方式最大的不同之一，便是網際網路可透過回饋（feedback）工具的設計，提高互動性。例如網站上 E-mail 意見箱、聊天室等溝通工具的設置，城市行銷人員可參考這些正反意見，對活動及行銷策略加以評估，俾作適當調整。

六、　透明化

地方政府的清廉與效能，常是吸引外來投資最大的誘因。城市如大力運用網際網建構政府電子服務，例如宣導投資利多政策　執行線上採購招標業務，使市政更加公開、透明化，充分展現政府效能，增進城市競爭力。

七、　利於研究

研擬及評估城市行銷策略均不能缺少研究，無論是對外相關資訊之獲得，或是對內評估行銷資訊的擇取，網際網路的快速、省錢、準確性及易於操作等特質，使其成為研究的最佳工具。

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[5] Fraser P Seitel, The Practice of Public Relations　Chapter 13 P301

第二章　城市行銷網際網路策略

在探討如何運用網際網路促進城市外交此一課題，即是研究城市外交之網際網路策略是否存在。城市行銷是城市外交的前哨，唯有先將城市透過科學化、系統化、技巧化的行銷策略成功地將城市行銷出去，讓全球都知道它的存在，肯定它的價值，才有城市外交的種種可能。如以城市行銷的觀點論之，城市外交的網際網路策略確實有脈絡可尋。

城市行銷的網際網路策略包括兩大項目　一是網站策略，二是結合其他網路資源策略。

第一節　網站策略

目前世界網際網路至少超過一百萬個網站，天天推陳出新，令人目不暇給，眼花撩亂。網站是一個組織機構的門面，如何建構與經營一個助於城市行銷的網站，是首要的課題。

美國西雅圖市政府之行銷網站策略

美國西雅圖市政府的網站策略多年來備受推崇，西雅圖市政府網站亦同時榮獲 2000 年政府科技雜誌（Government Technology Magazine）及數位政府中心（Center for Digital Government）兩個單位評比之最佳美國地方政府網站。西雅圖市政府網站自 1994 年掛牌開始，截至目前共經歷設計上四次大幅度的更新，現今該網站擁有

38,000 文件，單單去年使用人次超過 4 百萬人（User Sessions），共流灠約 2 億網頁。使用人次中非美國本土人數佔 8 5%，來自其他 85 個國家。今以城市行銷的論點，茲將該市的網站策略[6]，依據網站目標、網站內容、設計風格、網站評估等要項分別說明如後

一、　確立網站目標

網站目標與網站內容相因而生，在決定網站內容之前須先確立網站目標。西雅圖市政府將其網站定位爲市政府及社區的"入口"（Portal），且是 24 小時的市政府。它的目標包括下列四點

(一)　方便使用，利於資料搜尋，使其成爲西雅圖社區資訊的中心資源，從而增進市民對市政決策的參與程度。

(二)　提升城市的核心價值，展現政策的內容與優先次序。

(三)　以觀光與投資爲重點，向全球行銷西雅圖的豐富資源。

(四)　強化居民接觸該網站的興趣，擴大行銷層面與對象。

二、　規畫網站內容

根據網站目標，西雅圖市政府網站內容規畫包括充實的資料庫、顧客導向、動態性內容、互動與回饋機制　電子化政府等五項重點，茲分述如後

(一)　充實的資料庫

爲使西雅圖市政府網站成爲西雅圖社區資訊的中心資源，除確立及協助市政府各部門建構網站之外，該網站與一些民間組織簽訂合作夥伴關係，共同規畫網站內容，例如大西雅圖貿易發展聯盟（Trade Development Alliance of Greater Seattle）等。同時該網站依相關內容需要，與社區或其他城市相關組織網站連結，使市政資料更臻完備，便於市民搜尋到所需的資料。

(二)　顧客導向

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[6] 西雅圖市政府資訊處之「1999 2000 網站報告」（1999 2000 Web Site Report）　附錄二

配合該網站目標，網站內容鎖定市民、商人及遊客為主要行銷對象，並針對其特殊需求加以規畫，同時建構多種語言版本提升服務效能。例如，該網站與觀光局、大西雅圖貿易發展聯盟等民間組織簽訂合作夥伴關係，對於觀光資源及投資環境有十分詳實的網頁介紹。就網站建構多種語言版本而言，市府網站本身已建構西班牙文、法文、日文、中文等四種外國語文版本，而大西雅圖貿易發展聯盟網站上更放置了十三種外國語文版本。

(三) 動態性內容

為強化民眾接觸該網站的興趣，該網站力求各部門捨棄敘述性內容，而以動態性內容為主，如各單位不以過多文字篇幅敘述活動內容，而改以活動財務報告呈現即是一例。再者，首頁的「城市精彩報導」（City Highlights）內容以城市最新活動消息與及時新聞為主，而且不斷更新。以西雅圖主辦 1999 年世界貿易組織（WTO）活動為例，該網站除提供相關資訊及相關人員聯絡資料供查詢參考之外，同時呈現每天、每小時 WTO 活動介紹與動態，並加以地圖配合說明移動性，單就活動期間一星期的上網人次就比過去一整個月還多，同時，該網站湧入好幾萬封 E-mail 表達意見。

(四) 互動與回饋機制

網站內容如設有互動與回饋機制，一方面不僅激發民眾接觸該網站的興趣，擴大行銷層面與對象，另一方面亦有助於雙向溝通，作為市政及網站改進之參考。該網站除設有一般市府部門均會設置的市長、首長 E-mail 意見信箱之外，每個部門所有職員的 E-mail 地址、電話及簡單職掌介紹亦作系統性地呈現，方便使用者針對個人特殊需求直接與之洽談。此外，首頁上亦開闢了使用者對該網站的意見調查，作為網站評估參考。又如該網站 1998 年開始現場轉播公聽會及市議會開會與質詢實況，市民在觀賞轉播的同時，可隨時寄 E-mail 發表意見，現場並同步呈現觀眾想法。該網站希望未來能現場轉播更多的國際性活動與會議，加速城市行銷。

(五) 電子化政府

　　　　一個電子化的政府，能為城市的競爭力加分，亦是城市
行銷的基礎工程之一。該網站除各部門所提供的便民資訊外，
所有市民洽公需用的表格多數均能下載，甚或線上傳送，停
車費繳交及法院傳票可直接在網路上完成作業。

三、　網站設計風格

　　　　西雅圖市政府網站以簡單操作、方便使用、利於搜尋資料
為主要設計目標。

(一)　首頁建構導覽桿（Navigation Bar）

　　　　首頁是網站的門面，均以放置重要訊息為主。值得一提
的是，前述該網站鎖定市民、商人及遊客為主要行銷對象，
該網站首頁左邊即分別針對這些「顧客」建構導覽桿，如「城
市居民」（Living In Seattle）　「城市經商」（Doing Business）
及「城市遊客」（Visiting Seattle）等三大類。使用者常對市
政府各部門職掌混淆不清，以行銷對象作簡易分類，可讓使
用者操作更簡單、更快搜尋到所需的資訊，同時也清楚地表
達該市行銷策略的重點。

(二)　導覽桿下設入口（Portal）

　　　　以城市遊客導覽桿為例，下設「藝文娛樂」　「運動消
遣」、「旅遊觀光」、「人口或各項統計資料」　「四種外
國語網路版本」、「更多主題」等六個入口，每個入口主題
一目瞭然，更針對城市遊客國際性之特質，提供所需資料及
外國語文版本。

(三)　強力搜尋引擎

　　　　除了導覽桿及入口的設計，首頁並設有搜尋引擎，只要
輸入關鍵字串、姓名或問題，搜尋引擎將可協助搜尋該網站
所提供的每筆資料。

(四)　視覺效果及技巧

　　　　第三代的網站設計以實用為主，畫面均力求簡潔、乾淨，
避免過於炫爛、華麗、花俏的設計，以佔據通訊的頻寬，如

此使用者方能簡易操作、節省時間。該網站因為導覽桿及入口的設計，加以顏色運用簡單、協調，確實達到簡單大方賞心悅目、兼具系統條理的視覺效果，又因文字由左至右的順序特性，重要資訊均放置畫面左邊。

四、　配合評估更新網站

網站評估對一個網站的效能具指標性的意義。西雅圖市政府網站尤其重視網站評估，西雅圖市政府網站以使用人次及網頁流灠頁數等多樣工具自我評估，並依據前述互動與回饋機制的設計，隨時更新、強化網站內容，以期配合使用者的需求，發揮最大的行銷效能。

(一)　點閱次數（Hits）

點閱次數是常用的網站使用評估方式。在 1999 年至 2000 年間，該網站的點閱次數呈驚人成長。1999 年每月平均約 270 萬次，2000 年每月則超越 700 萬次。

(二)　使用人次（User Sessions）

即進入該網站人數的總和。1999 年該網站每月平均 11 萬 7000 人次，同樣地，2000 年每月平均已超過 34 萬 2000 人次，呈倍數成長。

(三)　網頁流灠頁數（Page Views）

亦即計算使用人次所流灠網頁的總數量。1999 年該網站每月平均 63 萬 8000 頁，2000 年每月平均頁數已激增 160 萬頁。由上述三種側量工具結果顯示，網站的行銷效能不僅驚人，隨著時間的推近，更呈倍數以上成長。

(四)　首頁除外的十大熱門網頁（Top Pages）

由 2000 年 12 月的統計資料顯示，城市遊客的導覽桿為十大之最，其次是工作　交通　觀光等。該網站依據此項評估結果，特別強化熱門網頁的資料，尤其是城市遊客導覽桿及下設各入口的網頁內容。

(五)　首頁的網站意見調查（User Survey）

該調查以新使用者為對象,使用者對該網站的其他連結持續給予建議。在 2000 年 11 月,一項對希望網站新增內容的調查顯示,使用者中 84%對地圖及地理資料的搜尋最感興趣,82%希望增多會議或文化活動資料的搜尋,80%希望看到更多藝文資訊。

(六) 其他意見調查

在 2000 年 11 月另一項超過 1000 戶的抽樣調查顯示,該網站的使用者上網原因,83%是為了搜尋市政服務資訊, 68%僅是好奇流覽,51%則為了搜尋人員姓名、電話等連繫資料。所有受訪使用者中有 85%找到所需資料。

五、 其他要項

網站外部行銷與網站維護亦是該網站策略重要的一環。

(一) 網站外部行銷

網站除內部行銷內容設計之外,尚須仰賴外部行銷,將網址的訊息強力放送出去。該網站不僅委託當地電視或廣播頻道不時宣傳該網站的網址,西雅圖市區公車亦多有該網站網址的大幅平面廣告,標榜「不會塞車的市政府」,同時該網站亦製作同款式的廣告貼紙,發送民眾張貼在車上廣為宣傳,加深印象。

(二) 網站維護

網站維護係網站策略的後援系統,是持續性的工作。網站因內含文件數量龐大,伺服器環境變得十分複雜。該網站設有側試平台,供佈署新增網頁前設計與側試之用。同時,該網站依據不同網路施用功能,分設伺服器,降低故障發生的頻率及減少維修的時間。

西雅圖市政府網站近期努力方向

西雅圖市政府網站策略由該市府資訊處七人小組負責執行。該網站今年努力方向仍以顧客導向 簡易操作、配合評估經常更新內

容、易於快速搜尋到所需資料、減少文書作業與增加線上操作為中心目標。其積極作法如下

一、　確使市府各部門的網站與該網站在設計上同調，提供有用、可用並以重要訊息為主，內容經常更新，且注意網站維護。

二、　各項網站評估資料顯示，使用者對地圖指引需求殷切，該網站將與市府公用事業處及民間地理協會合作，並鑽研網路科技技巧，期於今年內在該網站上對地圖作更大篇幅的擴充與使用上的突破。

三、　擬另成立網站管理小組，成員除該網站策略七人小組與市府各部門網站負責人員外，將邀請民間組織經貿　科技等專家學者參加，共同協立促進該網站的更新與發展。

四、　前述該網站現場轉播公聽會及市議會開會與質詢實況，市民觀賞同時可隨時寄 E-mail 發表意見。該網站希望未來能擴大運用，現場轉播更多的國際性活動與會議，研發科技技術，期以呈現更多互動畫面，加速城市行銷。

第二節　結合其他網路資源策略

　　除網站策略外，結合其他網路資源策略也是美國西雅圖市城市行銷之重要網際網路策略之一。所謂結合其他網路資源策略，一是官方網站與民間網站連結　二是區域性網路資源聯盟。

官方網站與民間網站連結

　　前述西雅圖市政府網站為充實本身網站內容，而與民間組織合作或網站連結即是一例。結合民間非政府組織網路資源的方式，最大的功用便是豐富本身網站內容，使該網站成功地成為西雅圖社區資訊的中心資源，使

用者可更輕易找到所需資料，儘管對該項資料的出處毫無所知。該網站結合民間組織網路資源的方式有兩種

一、 簽訂合作夥伴關係

目前該網站與一些指標性民間組織簽訂合作夥伴關係，不僅那些民間組織網站常駐官方網站當中，官方與該民間組織亦會定期開會作網路評估並檢討網路策略。其中較知名的指標性民間組織，例如西雅圖—景郡會議暨觀光局（Seattle-King County Convention & Visitors Bureau）、大西雅圖貿易發展聯盟（Trade Development Alliance of Greater Seattle）、犯罪防治組織（Crime-Stoppers）及其他社區內的非利益團體。

二、 網站連結

為使網站資料更臻完備，該網站依相關內容需要與社區或其他城市相關民間組織網站連結，例如歷史協會、地理協會等。平均每星期該網站都會接到社區內 2 至 3 個民間團體請求與之連結，而首頁的網站意見調查中，使用者對該網站的其他連結亦持續給予建議。基本上，該網站係依據網站評估結果來決定與之連結的相關網站，也就是顧客導向。例如遊客與商業投資所需資訊，均是該網站樂意與之連結的網站。

區域性網路資源聯盟

在西雅圖市的大西雅圖貿易發展聯盟（Trade Development Alliance of Greater Seattle）係一個區域性合作的最佳典範[7]。該聯盟獲六個具政府、商業、勞工色彩的機構贊助成立至今 10 年，致力提升大西雅圖地區為北美洲首屈一指的國際貿易中心。六個機構包括西雅圖市政府（City of Seattle）、西雅圖港（Port of Seattle）、景郡府大都會（Metropolitan King County Government）、史諾荷米斯郡府（Snohomish County Government）、愛華列市政府（City of Everett）

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[7] 大西雅圖區域合作秘辛（Bill Stafford and Sam Kaplan Greater Seattle s Secrets on the Trade ）

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及大西雅圖商會（Greater Seattle Chamber of Commerce）形成一個大西雅圖區域。該聯盟屬非營利組織，採會員年費制，六個機構包括市長、郡長等 19 個代表組成該聯盟的理事，並擁有函括公司、醫院及教育團體在內共 175 間公司會員。經濟的力量超越地理的界限，唯有區域性合作，才能在面對全球化經濟的衝擊時，提升區域的競爭力。

該聯盟的區域性，也帶動了區域性網路資源聯盟，無形中更加速大西雅圖區域所有的城市行銷工作。茲將該聯盟的網站策略有助於城市行銷部份敘述如下

一　為充實本身網站內容，該網站與許多相關組織網站，提供豐富的資料俾供查詢。且該網站設有會員搜尋功能，並與該會員公司的網站連結。

二、　國際貿易是該聯盟的中心工作，該網站需配合國際性建構多種語言版本，目前的網站上已建構中、西、法、日、韓、葡泰、越、印、馬來西亞等十三種外國語文版本。

三、　該網站於首頁開闢「國際新聞」園地，每週放置 3-4 件大西雅圖區域的重要新聞訊息，該網頁經評估是最熱門的流覽網頁。同時該網站亦設有「國際日曆」（International Calendar），記錄了該區域所有的國際性活動，使用者並可按日期搜尋。

第三章　網際網路對推動城市外交所面臨的限制

前述網際網路的特性，以及西雅圖市行銷網站的成功例子，讓我們相信城市網際網路策略確爲促進城市外交的重要課題。然而網際網路策略並非城市行銷的唯一途徑，亦無法單獨存在，它與城市本身密不可分，也就是產品與行銷之間的相互關係。推銷員的角色也佔有一環，推銷員的多寡與專業素質高低，多少影響產品銷售的業績。另一方面，全球化與網際網路縮短了城市與城市、人與人間的距離，但吾人常因「科技掛帥市場爲先」的單面向理性，忽略了人與人之間多元互動，多元學習的崇高人文本質。本章將討論網際網路對推動城市外交所面臨的限制，並列舉其他促進城市外交之傳統作法以爲呼應。

第一節　網際網路策略的限制

城市軟硬體基礎建設的配合與城市特色的建立

城市網站是一個城市的門面與快照，可以呈現一個城市絢爛的外表、氣質與深刻的內涵。運用網際網路推動城市外交所面臨的限制之一是如何面對「城市沒有賣點」的窘境。如果一個城市在軟硬體基礎建設上毫無斬獲，亦未能依據城市的天賦條件建立特色，又怎能期盼運用網際網路策略成功地行銷城市呢？

在執行城市行銷的網際網路策略之前，須有城市軟硬體基礎建設的配合，而城市的軟硬體基礎建設，亦需與城市特色相輝映。在城市的硬體基礎建設方面，諸如電子政府設備、四通八達的交通運輸網　現代化都會設施　科技園區、國際性活動場地等等　而城市的軟體基礎建設方面，誠如

電子政府效能與廉正形象、政府投資利多措施、良好的社會治安　豐富的觀光資源　市民接觸網路的普及化、人文關懷、英文路名地圖等等，均需在執行網路策略以前集合所有行銷誘因，提升城市國際競爭力，城市外交方有揮灑空間。職是之故，打造一個軟硬體基礎建設與特色均備的城市，是行銷城市網際網路策略的先決條件。

網路專業人力的支援

人力的多寡與良窳向來是執行計畫成功的關鍵，城市網際網路策略也不例外。城市網際網路策略所涵蓋的工作內容包括設立網站目標、規畫與建構網站內容、網站設計、網站評估研究、網站行銷、網站更新與網站維護等，不僅工作性質極具專業，內容包羅萬象，且由於是持續性的工作，工作量更是驚人。地方政府業務龐雜，性質特殊，再以網路科技日新又新，如何成功執行城市網際網路策略，專業又豐沛的人力後援系統尤具難度。

缺乏人與人之間真實互動的情感交流

城市的網際網路策略雖能建構彼此互動的管道，但畢竟是人與機器的交往，就交往品質與深度而言，相較於人與人之間面對面的交往，真實互動的情感交流，網際網路策略立即面臨了另一層限制。舉例而言，城市之間的互訪活動，即使在資訊發達的今天，仍未見式微，因為唯有面對面的多元互動與深度交往，方使城市間的友誼更為鞏固。

無法親身體驗地方人文風俗的衝擊

城市的網際網路策略固然能展現城市的丰采與精華，惟就地方人文與文化而言，單就螢幕上的視覺認識，缺少親身體驗，實難以瞭解其精粹與奧妙之處。有鑑於此，城市常藉由舉辦具地方特色的人文活動，廣邀國際其他城市的參與，俾其親身體驗文化的衝擊，留下深刻印象，進而加速城

市行銷。

第二節　其他促進城市外交策略的呼應

鑒於網際網路對推動城市外交面臨上述的限制，謹列舉其他促進城市外交之傳統作法以為呼應。

締結姊妹市或與其他城市建立夥伴關係

與外國城市締結姊妹市或建立夥伴關係，可說是最常見的外交策略，通常均有官方文件或聲明作後盾。但值得注意的是，未來城市間如何落實雙方的書面協議。就締結姊妹市而言，姊妹市的數量並非衡量姊妹市活動的唯一指標，是否能夠透過締結姊妹市協定，達到促進雙方友好合作關係的目的才是重要的。這樣的目的，經由兩城市建立夥伴關係也可以達到，藉由兩城市的頻繁交往，透過兩城市地方政府　企業界及市民社會組織間的共同參與，積極增進雙方在經濟、文化、教育與其他方面的相互瞭解及合作關係。城市與城市之間的國際協力合作計畫可以為人民創造出最多樣的活動。

參與國際性組織及主辦、參與國際性會議與活動

參與以城市為主體的國際組織，或舉辦相關國際性會議與活動，是城市推動外交的重要策略之一。迄目前為止，「國際地方政府聯合會（IULA）」無疑地是以城市為主體所組成的一個相當重要的國際組織。至於各國城市主辦的國際性活動則日益增多，譬如台北市政府在 1994 年至 1998 年之間，即曾主辦五次國際性會議，而高雄市所舉辦的國際港灣城市會議及將來的國際貨櫃節，均邀請與活動性質相關的外國城市派遣代表團參加，增加主辦城市國際能見度，促進城市行銷。

加強交流互訪活動

推動城市間的互訪活動，亦是常見的城市外交活動。這些訪問可能是由市長帶隊，也可能是由議會首長帶隊。此外，城市政府所轄的機關學校，甚至民間團體，亦可在政府的支持或贊助之下，組成代表團往訪或進行表演。加強學習性質的互訪是未來重要的趨勢，彼此間透過相互的交流考察，吸收彼此的優點長處，作爲自身改進的標準，達到雙贏的境界。

第四章　對業務改進之建議事項

　　網際網路已為地球村的不同村落創造了共同的溝通方式，它的國際性是城市行銷工作中無法忽視的要項。全世界網際網路的蓬勃，加速全球化的潮流，更推動了城市外交的發展。本研究肯定運用網際網路係推動城市外交的有效方法，它的高速度、多元化　成本低、普遍性　互動性、透明化、利於研究等優勢，在西雅圖市的網站策略的成功經驗中顯露無遺，以及該市結合政府與民間網路資源合力行銷城市的作法，均可供高雄市未來努力方向的借鏡。

　　高雄市是一個擁有良好發展體質與潛力的城市，不僅是全國最大的工商業重鎮，也是南台灣的建設中心。高雄港條件優越，腹地深廣，是全世界第三大貨櫃港。再加上已經動工的都會大眾捷運系統，多功能經貿園區正在積極對外招商，以及即將完成的高雄軟體科技園區等城市基礎建設，都將帶動城市的全面改造工程。面對日益激烈的城市競爭，高雄市應好好掌握此一新契機，多多利用網際網路的特性，慎思規畫城市行銷的網際網路策略。

第一節　對高雄市政府網站的評估

　　茲將美國華盛頓大學網路研究中心於 90 年 8 月 28 日對高雄市政府網站所作的評估報告內容（Evaluation of Kaohsiung City Government Website By University of Washington Center for Internet

Studies）[8]詳譯如後

前言

網站評估原就是一個主觀的過程，由於評估者所好的差異，自有不同的分析結果。其次，網站評估需有各類專家針對不同範籌（例如技術、行銷、統合操作等）的網頁內容共同投主心力，多位專家或機構的參與是必要的。再者，由於網路科技的發展日新月異，多數機構的網站管理小組，亦作經常性的評估工作。

綜合意見

本中心對貴市的網站評估以中、英文版的網站首頁內容為主。今年以來貴市中、英文版網站已作多次更新，網站更新是建構一個活絡的城市網站重要指標之一。

網站的重要性

本中心相信網站是一個機構面對世界的顏面，它代表機構，更像一面鏡子能反映一個機構的本質與精隨，也包括價值、個性、代表性及其他該機構視為重要的項目。

視覺感受

「視覺感受」對網站設計而言是非常重要的項目。即使尚未深入流覽其他內容，使用者常根據對於進入網站後的直接視覺感受建立對貴市的第一印象。「視覺感受」在整個網站內容須有一致性，除網頁外，甚或城市文宣、電視廣告也能如同建立商標般有一致的視覺感受。

富貴市網站在建構多種語言版本時，尤須多加主意在視覺感受上的一致性。然面對不同文化常需訴諸個別技巧，能引起台灣人興緻的設計花招，

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[8] 附錄四

對美國人而言，未必具有同樣的效果，因此如何在文化差異上取得干衡點確為一大挑戰，一方面要在網站各種語言版本力求建立商標般的一致性，另一方面也要顧及不同的文化品味與需求。

網站導覽

為方便使用者流覽網站，網站設計上常須以水干與垂直導覽項目合併應用。紐約市政府網站即是一例，效果突出。http //www nyc gov/

紐約市政府網站的水干導覽項目位於網頁上方，引導使用者進入網站核心（如市長室、市府服務項目、市政新聞、城市特色等）。垂直導覽項目則是核心項目的延伸，如府內各單位的介紹。

大部分網站的導覽鈕均應用 JAVA 或 ACT1VE X 等技巧，以伴持網頁的動態效果。

首頁

百頁是網站良窳的重要指標之一。首頁的基本功能猶如提供使用者一張網站的"快照"，藉以傳達網站的重要訊息，不僅要展示青楚的導覽設計，更要呈現一個組織的動態性。首頁是網站的鎂九聚焦點，下列網站均善於應用其特性，運用首頁設計，展現及篩選該網站的精彩部分

美國西雅圖市政府 www cityofseattle net

美國紐約市政府 www nyc gov

美國白宮 www whitehouse gov

美國華盛頓大學網路研究中心 www cis washington edu

顧客

市政府網站針對不同使用對象的需求配合設計內容是必要的。多數市府網站均將其顧客加以分類，例如市民、商人及遊客等類。惟僅依顧客分類設計網站導覽是危險的，因為在資料搜尋過程中，顧客群有重疊的可能性（如市民與遊客同時需要城市最新活動訊息）。一個好的政府網站會同時運用兩種導覽設計，一係依據業務性質（如服務項目或各單位），一則按顧客分類。在顧客分類導覽系統下，每位使用者應能快速找到所需資料，

舉例來說，商人應能及時且輕易地找到從商許可資訊、稅率及其他相關資料。

服務

越來越多個人或公司，包括本地與國外，要求城市網站上的電子政府服務。電子政府不僅為本地市民提供更有效率的線上政府服務，亦能向國外人士或公司證明該城市的進步與投資潛力。舉例如下

美國加州車輛局之車輛註冊更新

www dmv ca gov/online/vrir/vr_top2 htm

美國華盛頓州稅務局之商業許可證申請

http //dor wa gov/index asp?prd

美國財政局報稅電子檔案

http //www irs gov/elec_svs/index.html

掌握科技脈動

成功的網站在設計上總能應用最尖端網站設計技術，推陳出新，以符合科技潮流。在掌握科技脈動的同時，力求組織全盤形象與商標的一致性亦是必要的。在日本有 100 年歷史的電通廣告公司（www.dentsu.com），它的英文網站充滿活力，公司形象鮮明（值得注意的是，其日文網站在設計上卻未用同樣的技巧，令人不解）。

多媒體網路科技

在網站設計上運用多媒體網路科技，亦能塑造一個機關組織掌握科技脈動的進步形象。

一、　串流視訊

串流視訊（或串流影像）是展示一個城市投資與旅遊資源的有效方法。串流視訊可選用 Real Networks 和 Microsoft 兩種程式，並應用檔案持續下載的影像處理技術格式，可以在網路上即時播放經過壓縮的影像。高雄市可參考應用在交通現況播放或在著名景點放置網路攝影機，或即時放送城市重要活動，相信必能吸引民眾的

目光。電視頻道亦可移至網站中，讓市民及國外使用者便於觀賞。

　　美國紐約市政府網站的交通網網頁的例子值得參考。網路上交通時況轉播不僅讓通勤市民受惠，也受到有心一窺城市真實面貌的外來遊客的歡迎。

二、　閃燈效果

　　閃燈效果在許多網站上被普遍運用。日本電通廣告公司的網站上大幅充斥閃燈效果（一般不作如此建議），高雄市政府中英文網站的首頁及網站部分內容亦同樣大量使用此種設計技巧。

結語

　　建構與維護一個資訊性及動態性的網站，需要投注大量不同層級的人力。以市政府為例，人力資原包括來自組織之資訊中心的資深決策人員與一般技術人員。第一步可先成立網站小組，召集民間產業界的管理者與專業技術人員共同參與，再進一步由各行各業人士研商成功的城市網站策略。

　　為高雄市建構一個行銷網站有其實質報酬且影響深遠。城市若擁有一個成功的網站，不僅能改善市民的生活品質，同時增進市民與外地人創業方面更大的便利性，吸引外來遊客，更能全面提升城市形象。網際網路猶如城市面對世界的窗口，是城市活動中不可或缺的環節。本中心謹藉由今夏的邱員研究生將網站的重要性及其他網站策略等相關訊息提供　貴市參考。

第二節　高雄市未來努力方向

　　針對如何建構符合高雄市城市外交運作模式的網際網路策略與平台設計，個人提出以下五項建議並逐項分述如後

一、　建構一個城市行銷的市府網站。

二、　與民間社會共同編造城市之全球資訊網。

三、　打造城市特色，提升城市競爭力。

四、　傳統城市外交模式結合網路科技。

五、　加強國際事務人員網路及研究能力。

建構一個城市行銷的市府網站

一、　操作簡單、使用方便的設計方向

　　操作簡單、使用方便的設計方向應是使用網站策略行銷城市的基礎要件，網站一旦好用，方能成為行銷的利器，增加及擴大行銷對象。

(一)　首頁與網站導覽

　　首頁是網站良窳的重要指標之一，不僅要展示清楚的導覽設計，亦能聚焦及篩選該網站的精彩部分。為方便使用者流覽網站，市府網站導覽設計上以水平與垂直導覽項目合併應用為宜。水平導覽項目引導使用者進入網站核心，如市民、遊客、商人、市政新聞等，垂直導覽項目則是核心項目的延伸，如府內各單位的介紹。

(二)　視覺感受

　　網站設計亦應以實用為主，畫面簡單大方，顏色淨化協調，過於花俏的設計（例如閃燈效果），會佔據通訊的頻寬，增加使用時間。在視覺效果上，因水平文字由左至右的順序特性，重要資訊放置畫面左邊。視覺感受在整個網站內容須有一致性，包括在多種語言版本的網站上。除網頁外，甚或城市文宣、電視廣告也能如同建立商標般有一致的視覺感受。

(三)　效率與效能

　　能夠快速搜尋到所需資料，發揮網站的效率與效能，是提高網站使用率的基本要件。在技巧上，市府網站應確保每項連結都是「活路」又不費時，輔以「強力」搜尋引擎，協助尋找該網站內容。另外，網站維護是網站效率與效能的後援系統，不僅是持續性的工

作，更要設法減低故障率，及減少維修所需的時間。

二、　顧客導向，並鎖定主要行銷對象

　　　為加速城市行銷，市政府網站應針對不同使用對象的需求配合設計內容，亦即顧客導向。網站可將其顧客加以分類，例如市民商人及遊客等，再針對其特殊需求規畫顧客導向的網站內容。例如在首頁將不同顧客加以分類、規畫不同入口，俾使用者一進入本市府網站即能找到確切的入口，快速搜尋到所需資料。尤有甚者，市府網站可依據城市行銷內容的優先次序與網站評估結果，鎖定主要行銷對象，放置於首頁顯眼處，並加強該主要行銷對象入口的內容。惟考慮顧客群有重疊的可能性，網站可同時運用兩種導覽設計，一係依顧客分類（如市民　遊客），一則按係依據業務性質（如服務項目或各單位），強化導覽功能。

三、　建立資料庫，提供電子政府服務

　　　與民間網站連結最大的功用便是可豐富本身網站內容，使用者將更輕易找到所需資料，僅管對該項資料的出處毫無所知。市府網站可參照西雅圖市政府網站作法，或與民間指標性組織簽訂合作夥伴關係，讓那些民間組織網站常駐官方網站當中，雙方並定期評估及檢討網路策略，或依據相關內容或網站評估，多與民間網站直接連結，使市政資料更臻完備，讓本市府網站成為名符其實的大高雄社區資訊的中心資源。同時本身或鼓勵民間組織網站建構多種語言版本，提升國際服務效能。

　　　此外，市府網站應多加強電子政府服務效能，因為電子政府服務不僅讓本地市民受惠，亦能全面提升城市形象，向國外人士或公司證明城市的進步及良好的政治與投資環境。由美國布朗大學（Brown University）今年夏天一項對全球 196 個國家共計 2,288 個政府網站的線上電子政府服務效能評比報告指出，台灣以提供 65%線上服務名列第一，殊堪嘉許，對台灣進步的國際形象有正面的影

響。[9]

四、 動態性內容，增進互動與回饋

本市府網站應力求各部門捨棄過多文字篇幅的敘述性內容，而以動態性內容為主，提高使用者接觸該網站的興趣。在互動與回饋機制方面，應以助於雙向溝通為內容規畫考量，例如除現有的市長、各部門首長 E-mail 意見信箱之外，每個部門所有職員的 E-mail 地址、電話及簡單職掌介紹亦應作系統性地呈現，方便使用者針對個人特殊需求直接與之洽談。現場轉播市議會開會與質詢實況或國際性活動與會議實況，並設計開放市民觀賞同時可隨時寄 E-mail 發表意見，亦可增加互動性與活潑性。此外，市府網站在設計上若能掌握科技的脈動，應用最尖端網站設計技術，亦能塑造一個城市的進步形象。例如運用多媒體網路科技，串流視訊（或串流影像）是展示一個城市投資與旅遊資源的有效方法，本市可參考應用在交通現況播放或在著名景點放置網路攝影機，或即時放送城市重要活動，活潑真實地呈現城市面貌。

五、 強化網站評估，配合需求更新

網站評估對一個網站的效能具指標性的意義，市府尤應重視網站評估，並依據評估結果，確實隨時更新、強化網站內容，以期配合使用者的需求，發揮最大的行銷效能。以城市地圖為例，在美國西雅圖市各項網站評估資料顯示，使用者對地圖指引需求殷切，市府本身或與民間地理協會等相關組織合作，在市府網站上應多多加強城市地圖的建構，並鑽研網路科技技巧，不斷擴充篇幅與技術突破，提升城市生活的便利性。網站評估工具除了一般常用的使用人次、流覽網頁頁數、熱門網頁以外，首頁上亦可開闢使用者對該網站的意見調查，或辦理其他意見調查，如該網站使用者上網原因等，

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[9] 全球政府的線上服務效能（ Global Governments Go Online eStatNews） 附錄五

作為網站評估及改進更新參考。

六、　政府與民間共組網站管理小組

建構與維護一個資訊性及動態性的網站，需要投注大量不同層級的人力。市府網站可考慮成立網站小組，成員包括市府資訊中心負責人員、策略人員，並召集民間經貿　科技等專家學者及產業界的專業技術人員共同參與，共同研擬城市行銷網站策略，並定期作網路評估與檢討，合力促進市府網站的更新與發展。

與民間社會共同編織城市的全球資訊網

亞太事務公共論壇（APPAF）執行長吳英明教授一直致力提倡民間參與及區域性合作對城市外交的重要性。他曾指出一個國家真正的生命力及競爭力，除了需要有企業性政府的努力外，最主要的是要有獨立自主多元活潑的民間社會。我國政府必須積極培養民間經營國際事務的能力，並擅於開發民間潛能主動形成協力夥伴。國家外交的內涵若無民間社會多元、普遍　自然的參與，必是枯燥而無永續性。若能把握區域及全球變遷的趨勢而能加以整合，就能營造出策略性的「整合性優勢」[10]。

一、　鼓勵民間參與國際事務，開啓資源網路

在要求民間大力參與國際事務之前，首應重視市民國際視野與態度的培養。美國之所以有如此生氣蓬勃的民間社會，乃由於志工精神與國際視野早已深耕每位市民的心中。政府在這方面除應多加宣導之外，還需有配套措施激發市民參與國際事務的興趣。以目前本市成立的十個姊妹市協會為例，如能鼓勵他們建構網站，以研擬年度活動計畫、定期開會或舉辦活動等配套措施強化各協會參與國際事務的熱誠，使他們成為活絡民間社會參與精神的生力軍，一旦越來越多的民間國際事務相關組織成立，無形中將豐富城市之網路

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[10] 民國87年4月發表「接軌政府外交與民間社交」及民國85年七月「民間參與國際社會」等文

資訊網，帶動城市行銷。

二、 鼓勵民間成立區域性組織，帶動區域性網路的建構

吳教授所說的「整合性優勢」就是指區域性合作。目前國土重畫南部七縣市的縣市合併議題，或是每年舉行的高高屏縣市長高峰會，均肯定區域性合作的必要與價值。而區域性合作不僅可運用網際網路方式，其所需面臨的政治議題與阻力比任何方式都來得簡易。高雄市政府可先從鼓勵民間成立區域性組織踏出第一步，跨出行政的區域，跨出領域的限制，帶動區域性網路資源建構的發展，無形中將加速大高雄地區所有的城市行銷工作。

傳統城市外交模式結合網路科技

傳統的外交模式仍佔據目前城市推動城市外交工作的大部份，例如締結姊妹市或夥伴城市、參與國際性組織、主辦或參加國際性會議與活動，以及城市交流互訪活動等等。市府宜多考慮將這些傳統的外交模式結合網路科技，不僅更能樽節經費，節省時間與人力，減少出國次數，也較能避開中共在國際上的阻撓。

誠如鼓勵姊妹市或夥辦城市之間平日多以電子郵件互通有無，電子郵件的快速、便利、省錢等特質，能零時差地全球各地的人直接溝通聯繫，增進工作效能。市府亦可將其商機或最新宣導資訊，以電子郵件方式(可含影音)隨時主動大量寄發世界各大城市政府單位爭取支持。此外，舉辦網路虛擬國際會議也是一例。1996 年的世界資訊博覽會，曾將各項議題搬上網路，廣邀世界各大城市相關人士參與討論及意見交流，文字、影音、線上即時均可。而運用多媒體網路科技，利用串流視訊，即時轉播及放送城市重要節慶或活動，與傳統的電視轉播相比較，將更能增進城市的國際能見度，促進城市行銷。

專業人力的後援，加強涉外人員網路能力

人力的多寡與良窳向來是執行計畫成功的關鍵，行銷城市網際網路策略也不例外。地方政府業務龐雜，內容包羅萬象，工作性質不僅專業且具持續性。再以網路科技日新又新，唯有專業又豐沛的人力作爲後援，執行行銷城市網際網路策略方能成功機會。

涉外人員的素質與能力也是推動城市外交工作的重要關鍵。上述涉外人員包括市府推動城市外交工作者與民間社會之國際事務人員等。傳統上，國際事務人員的能力首重外語能力，面對網際網路錯綜複雜的今日社會，這樣的說法顯有欠缺。今日的涉外人員難與網際網路脫離關係，同時，涉外人員在研擬及評估城市行銷策略時均不能缺少研究，無論是對外相關資訊之獲得，或是對內評估行銷資訊的擇取，網際網路的快速、省錢、準確性及易於操作等特質，使其成爲研究的最佳工具。

打造城市特色，提升城市競爭力

城市網站是一個城市面對世界的門面，前面曾提及運用網際網路推動城市外交所面臨的限制之一是如何面對「城市沒有賣點」的窘境。因此，在執行城市行銷的網際網路策略之前，須有城市軟硬體基礎建設的配合而城市的軟硬體基礎建設，亦需與城市特色相輝映。

高雄港是高雄市的天賦條件，未來「市港合一」之後，將影響高雄市港整體規畫建設，也肯定帶動南台灣的整體發展。目前都會大眾捷運系統已經動工，高雄軟體科技園區也將爲高雄市創造商機，再加上焚化爐、工商展覽中心　音樂館以及即將誕生的高雄巨蛋，這些城市硬體基礎建設，賦予城市一個新的風貌。城市的改造工程還包括城市的軟體基礎建設與政策的配合，諸如廉能的政治風氣　電子政府效能、政府投資利多措施、良好的社會治安、開發觀光資源、落實社

會福利、人文關懷、英文路名地圖等等，均需在執行網路策略以前集合所有行銷誘因，提升城市國際競爭力，打造高雄市成爲一個兼具科技發展、工商繁榮及文化藝術內涵的現代化國際都市。

結語　世界放進來，高雄走出去

城市行銷是城市外交的前哨，唯有先將城市透過科學化、系統化、技巧化的行銷策略，成功地將城市行銷出去，增加城市的國際知名度與能見度，才有城市外交的種種可能。網際網路本身即具有國際性，運用網際網路策略無疑能爲城市的行銷工作加分，換句話說，運用網際網路推動城市外交之可行性，顯然有一個是無庸置疑值得肯定的答案。

高雄市正處在城市的全面改造工程階段，潛力無限，蓄勢待發，更應好好掌握此一新契機，慎思規畫城市行銷的網際網路策略。市府可先從建構一個促進城市行銷的市府網站做起，同時鼓勵高雄市本身或與跨縣市的民間社會成立與國際事務性質相關的組織社團，這股由民間組織社團所衍生的城市民間網路資源與區域性網路資源，無形中將豐富高雄市的全球網路資訊網，全面帶動城市行銷。此外，在傳統的城市外交模式中充分運用網路科技是事半功倍、符合時代潮流的作法，惟大肆應用網路科技的背後，尚需專業又豐沛的網路人力支援，方能增加策略的成功機會。

網際網路對全球產業、經濟、政治、社會的衝擊與影響無遠弗屆，美國一家商業週刊中有一篇文章如此形容「21世紀，地球即將覆上一層電子皮膚，而網際網路則猶如建構這層皮膚的膺架，負責支撐與傳輸地球上種種訊息與感受」[11]。全世界網際網路的蓬勃，加速全球化的潮流，更推動了城市外交的發展。在世界網路科技發達的今天，高雄市如能

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[11] Neil Gross, The Earth Will Don An Electronic Skin, Businessweek Online, August 30 1999

　　「借力使力」，為傳統的城市外交行為模式注入新血，加強網際網路行銷城市策略，城市將得以無限廣闊與延展，並與全球同時邁步。

附錄

附錄一

美國坡特蘭市政府國際關係處觀摩實習訪問
行程表

美國坡特蘭市政府觀摩實習訪問行程表

日期		起訖地點	研 究 內 容	前 往 機 構	備　　註
月	日				
8	18	西雅圖-坡特蘭		坡特蘭--高雄姊妹市協會	搭機（UA6878Q）坡特蘭市為高雄市之姊妹市
8	19	坡特蘭	與坡特蘭--高雄姊妹市協會委員會晤，俾瞭解該協會推動城市外交與承辦重大活動之實際運作過程。	坡特蘭--高雄姊妹市協會	
8	20-25	坡特蘭	業務實習，俾深入瞭解該市如何與民間機構合作，共同推動城市外交。	坡特蘭市政府市長辦公室國際關係處	該機構規畫之行程表
8	25	坡特蘭-西雅圖	返回西雅圖市		搭機（UA6873Q）

Itinerary for Penny Chiu

Saturday, August 18
> 16 50 - Arrive in Portland via UA6878Q
>> Meeting with Mr & Mrs Richard Cole President of Portland-Kaohsiung Sister Cities Committee

Sunday, August 19
> Meeting with members of Portland-Kaohsiung Sister Cities Committee

Monday, August 20
> 9 00 - Arrive City Hall, 1221 SW 4th Ave Portland (503) 823-4266
> 9 30 - 11 30 - Orientation meet staff, tour of City Hall, explanation of IR office
> 12 00 - Lunch, IR staff
> 14 00 - 15 00 - Japanese Garden Maureen Sanchez, Director (503) 223-0913
> 15 00 - Departs

Tuesday, August 21
> 8 15 - 13 30 - Commander Rosie Sizer Central Precinct Portland Police Bureau
>> (503) 823-0099, 1111 SW 2nd Ave (check in at point desk)
> 13 30 - IR staff meet at Sizer's office
> 14 00 - 15 00 - Policy Team
> 15 00 - 16 00 - Chief of Staff Meeting
> 16 00 - 16 30 - Meeting with Mayor and Consul General of Mexico
> 16 30 - Departs

Wednesday, August 22
> 9 00 - Arrive City Hall
> 9 30 - 10 00 - City Council Session
> 10 30 - 11 30 - Visit International School
>> Sarah Pons (503) 525-0549 025 SW Sherman St Portland, 97201
> 12 00 - Lunch Portland Farmers Market
> 15 00 - Departs
> 18 30 - Dinner with Dr Eng Khoo Advisor of Portland-Kaohsiung Sister Cities Committee

Thursday, August 23
> 9 00 - Arrive City Hall
> 9 30 - 10 30 - Bureau of Information Technology Meeting
>> Art Alexander (503) 823-4893, 1120 SW 5th Ave Portland 97204
> 11 30 - 1 30 - Staff Meeting (brown bag lunch)
> 14 00 - 15 00 - Tour Portland Classical Chinese Garden
> 15 00 - Departs

Friday, August 24
> 9 00 - Arrive City Hall
> 12 00 - 1 30 - Oregon Ballet Theater Luncheon, North Park Blocks
> 13 30 - Departs
> 18 30 - Farewell Dinner with Portland-Kaohsiung Sister Cities Committee

Saturday, August 25
> 12 30 - Departs via UA6873Q

附錄二

西雅圖市政府 **1999-2000** 網站報告（**1999-**

2000 Web Site Report of City of Seattle）

File   Edit   View   Go   Favorites   Help   Address   Links
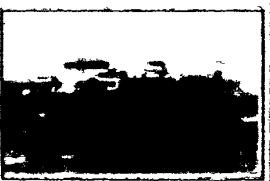
City of Seattle

Employment   Mayor   Council   News   Events   Traffic   Weather   City Directory   About   Contact Us

| Seattle Services ▼ | Search | Go! | City Directory ▼ |

LIVING IN SEATTLE

DOING BUSINESS

VISITING SEATTLE

City Highlights

May 2000

1999 - 2000 Web Site Report

Rona Zevin

Director, Internet and Cable TV

Department of Information Technology

HOT INFORMATION

MAYOR'S OFFICE

CITY COUNCIL

USER SURVEY

We welcome your feedback. Please take a few minutes to fill out our survey and let us know what you think about the new PAN web site

AWARDS

CityofSeattle.net has been named "Best Local Government Web Site" by Government Technology magazine

WEB SITE GUIDE

'ALPHABET SOUP'

Internet zone

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City of Seattle
www cityofseattle net
Public Access Network (PAN)
1999-2000 Report

For several years we have prepared a short annual report about the City s web site as a way to summarize our major initiatives and plans There was so much going on in early 2000 that we did not have an opportunity to complete a 1999 annual report so this report will cover both 1999 and 2000

Mission

PAN s mission is to provide a 24-hour City Hall for the citizens of Seattle

PAN s goals include
- *To enable citizens to initiate every transaction required to secure City services*
- *To be a central resource for Seattle community information*
- *To promote democracy on the local level by facilitating citizen debate on public issues and participation in government decision-making*
- *To promote the City s core values priorities and policies*
- *To promote Seattle worldwide as a good place to do business and to visit*
- *To assure that every Seattle citizen has access to the Internet an e mail account and basic computer literacy*

Brief History

The City of Seattle Public Access Network (PAN) began with a dial-in Bulletin Board (BBS) System that went on line in December, 1994 The City's Web site was added in February, 1995 All of the work was done in house by City staff The initial staff of four FTE spent over a year creating PAN

In part because of the initial difficulty of getting information from City departments, the City s website always included content from other community and governmental agencies – for example, the Trade Development Alliance Seattle also hosted many of the smaller jurisdictions web sites until they developed the capacity to do it themselves As result our initial web site functioned as a portal to government and community information from the very beginning, even though the term "web portal', had not yet been invented The portal concept proved very popular, and we have continued to expand it

We also host numerous community service web sites, including the Seattle King County Convention and Visitors Bureau, the Trade Development Alliance, Crime-Stoppers and several community and neighborhood non-profit web sites

Use of the City's Website

Use of the City s website continues to grow dramatically Our initial long term goal, established in 1996, was to receive 1 million hits' per month That goal was achieved in January, 1997 By the end of 2000, we were receiving over 8 million hits per month Use between 1999 and 2000 grew significantly, with an average of about 2 7 million hits per month in 1999 and over 7 million per month in 2000 *Note those peaks at the end of 1999 will be explained later*

Seattle Public Access Network
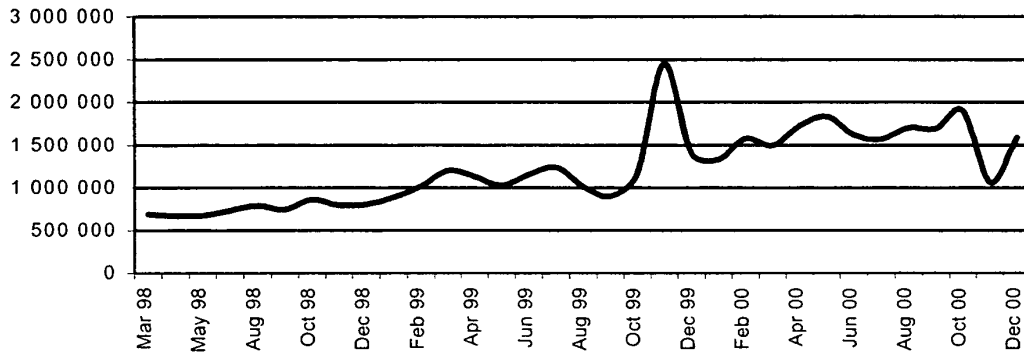**Total Number of Object Retrievals (Hits)**
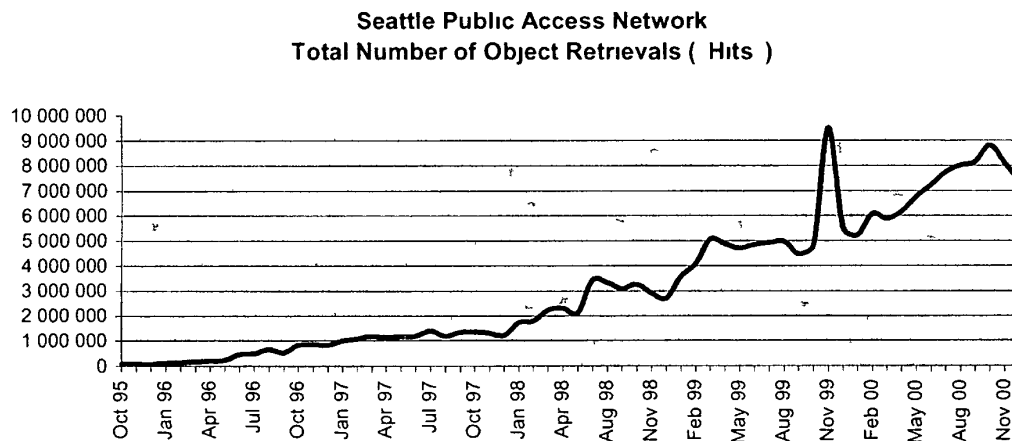
Hits are a common way to count web site use, but they are not the best way Two better measures are **user sessions** (each time a user comes to the site, regardless of the number of pages he or she accesses) and **page views** which measures how many pages are looked at by all users

Number of User Sessions
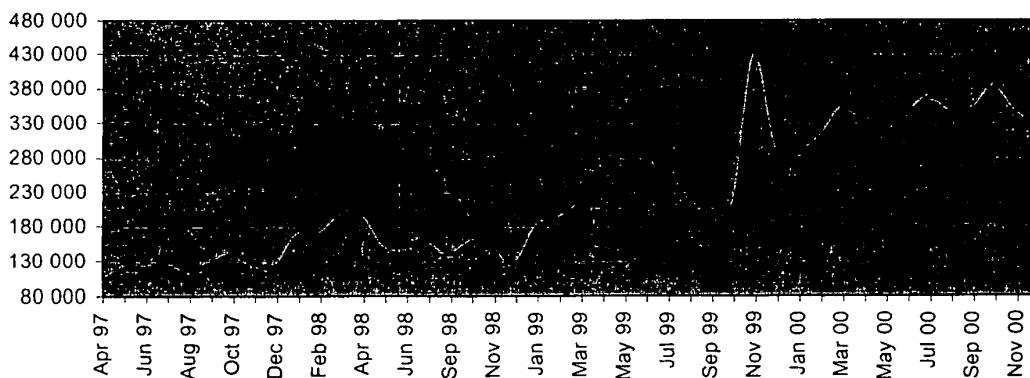
Number of Page Views

User sessions averaged over 117,000 per month in 1999 but grew to over 342,000 per month in 2000 Page views may be the best measure of the site's use, as it measures pages looked at without including graphic files The growth in page views followed the same trends, with an average of about 638,000 per month in 1999 and almost 1 6 million per month in 2000

The number of Seattle residents using the website continues to grow In 1997, survey data indicated that 10 percent of residents had been to the City's website In 1998 nearly one out of five (18 percent) City residents had been to the website – representing over one quarter (26 percent) of those with Internet access By late 2000, 30 percent of all Seattle residents (36 percent of those with Internet access) had been to the City's website

Users come from all over the world In our 1997 annual report, we estimated that 5 percent of our site users came from outside the US [1] Recent statistics show that about 8 5 percent of our users are from 85 countries outside the US, with about 4 percent from Canada In the interest of obscure statistics, during one sample month we had more users from the Netherlands than from Texas

What On-Line Services are People Using?

Employment information, the City Directory of phone and e-mail addresses and the WSDOT traffic map continue to be very heavily used functions Some of the most popular pages from 1997 remain highly used in 1999 and 2000, including a number of pages with information for tourists and other visitors, including the Seattle Center, the Police, Fire and Transportation Departments Both Seattle City Light and Seattle Public Utilities receive a large number of hits from both the public and City employees The Crisis Clinic s Community Resources on Line

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[1] We don t keep track of individual users Our statistics track the location of the users ISP which heavily inflates areas such as Virginia where large ISP s such as AOL are located Some international users have US based ISP s so international traffic is underestimated The location of about 20 percent of our users is unknown

continues to be heavily used, as does the Human Services Department Home Care Referral Program Maps of all kinds are also heavily used

The majority (83%) of those visiting the city's web site are looking for specific service information However, a significant number (68%) are simply browsing [2]
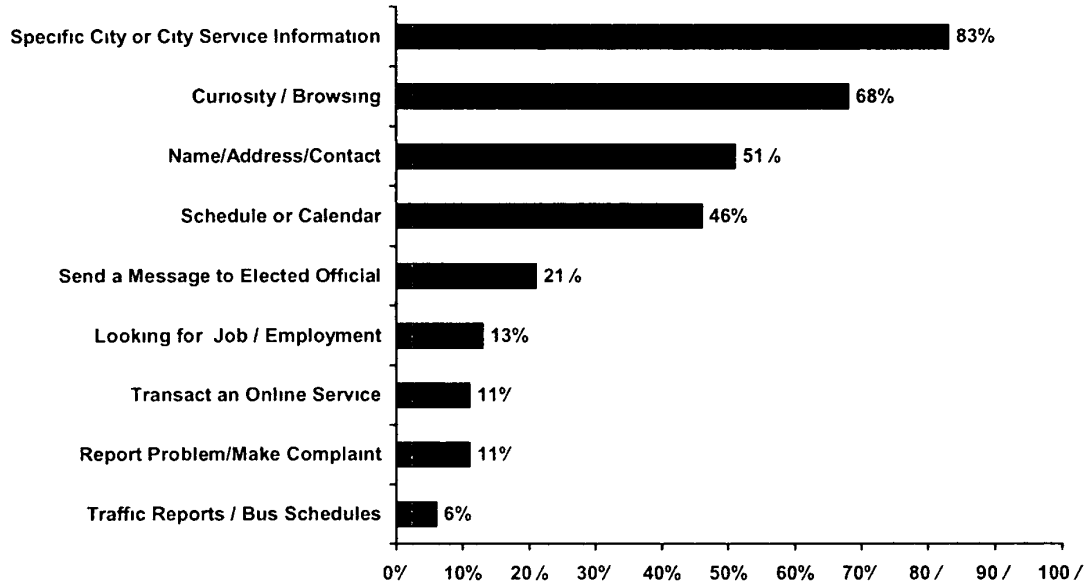
The vast majority of those who have visited the city s web site are satisfied with their visit – having found the information they were looking for
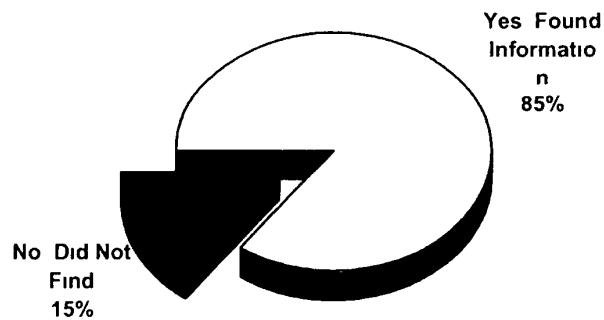
48

In 1996, we completed the first redesign of the website We created a navigation structure around which the customer was – a citizen, business or visitor Portal pages organized information functionally under these customer-centric categories

By 1998, the web site had grown to containing about 32,000 documents and 30 interactive applications and forms All departments except Law had a web presence, although the Library and Seattle Center maintained separate sites We added several centralized features, such as the press release database, and translated our first document into Spanish

What information and services are available through the City's Website

Much of what we have written in previous annual reports remains true today The 1996 strategic plan suggested that it was time for the City's website to move beyond posting static content to posting dynamic (changing, up-to-date) content and to more interactive applications We have implemented most of the specific recommendations in that plan, and still struggle to get business leadership to implement others And we have added functionality that was not possible at the time that report was written

By the end of 2000 all City departments (with the exception of the Law Departments whose site was just launched) had web sites Most of our content is no longer static On a typical day, several hundred files are added or modified Many of these files are dynamic information such as campaign finance reports, while others are single large documents packed with information, such as the Comprehensive Annual Financial Report

The site includes access to numerous databases, from business licenses to community resources to legislative information Simple databases, such as one from Seattle Public Utilities that allows citizens to look up their garbage, yard waste and recycling pick-up days, provide important access to information that otherwise could only be found by calling a City employee

Paying parking tickets and other Municipal Court citations remains the only financial transaction that can be done on the Internet But there are many other business functions that can be carried out on the site, including checking the status of a building permit to registering as a City vendor to submitting campaign finance reports A large proportion of City forms can be downloaded from the site, and an increasing number are interactive (that is, you can actually submit the form on line)

We continue to be involved in the support and facilitation of several sites that are not hosted on our server, but contribute to our mission and provide valuable information to Seattle citizens These include non-profit sponsored efforts such as History Link, and intergovernmental sites such as "Taking Winter by Storm "

The reasons people come to the City's web site have remained fairly constant over the years In surveys conducted between 1997 and 2000, 40-51 percent of users said they were looking for a name, address or contact, and 39-46 percent said they were looking for an event or calendar In both surveys, approximately 20 percent used the web site to send a message to an elected official But citizens overall have a mixed view of the effectiveness of e-mail in communicating about public issues Half of our residents think e mail is an effective way to communicate opinions about issues, and one third think it is effective in communicating with elected officials Less than one quarter of the population believe it is ineffective, with a large percent in the middle

Surveys capture the reason local citizens are using the web site, but can not give us a picture of total use since they do not include visitors and some business users of the site The data below shows the top pages (except the home page) accessed during one month at the end of 2000

> Visitor Portal
> Jobs
> Traffic
> Tourism
> Citizen Portal
> City Directory
> Getting Around Town Portal
> Community Portal
> Business Portal

During that same month, the top level pages that people spent the most time using included Arts and Entertainment, Education, Employment, Demographics, Housing, Points of Interest, Maps and the Permit, Public Safety, and the Getting Around Town Portals

Highlights of Major 1999-2000 Accomplishments

Cityofseattle net

In 1999 we got a new web address for our site – cityofseattle net Our web address or more technically, our domain name, followed the standard city naming convention www for world wide web, ci for city, seattle for us, wa for washington , and, us for united states Logical in computer land, but in reality it was a mouthful to say and difficult for people to remember We chose dot net because the City's web site is a network of information and services for citizens, businesses and visitors to Seattle Dot com is an ending that was intended for use by businesses Our site is a community and government site, with no commercial interests

Using the new address has made it easier to market the site, and reduced (but not eliminated) requests from departments for their own websites

Website Redesign

In mid-2000 we implemented a long overdue redesign of the site Our previous design was innovative for its time, but it no longer met our needs We identified five goals we wanted to accomplish with our new site 1 Have a space on the homepage to post important information, let people know what type of information they could find under each of our major categories – citizen, visitor, and business, 3 Have a place on the home page to easily add links to hot web sites, 4 Create a navigation structure that could be used on each page to assist the user find the information her or she was looking for, and 5 Increase the number of portal pages' to provide a useful, functional organization As part of the redesign, we created many new portal pages – second level pages that organize information functionally These pages make it easier for people to locate information on the site, as well as locate related links Examples of portal pages include Getting Around Town, Community Resources Trade and Development and Arts and Entertainment
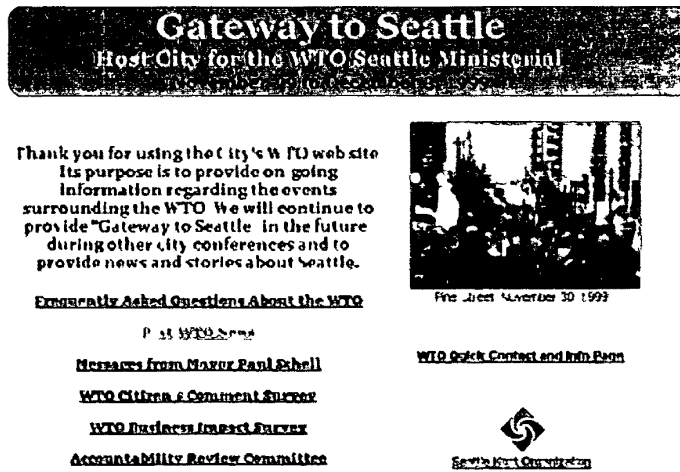
City Highlights

As part of the redesign, we created a space on the home page to post news and important information City Highlights is updated several times a week with short descriptions of new information on the site and timely community events It is also used for emergency communications – but more about that in next year s report
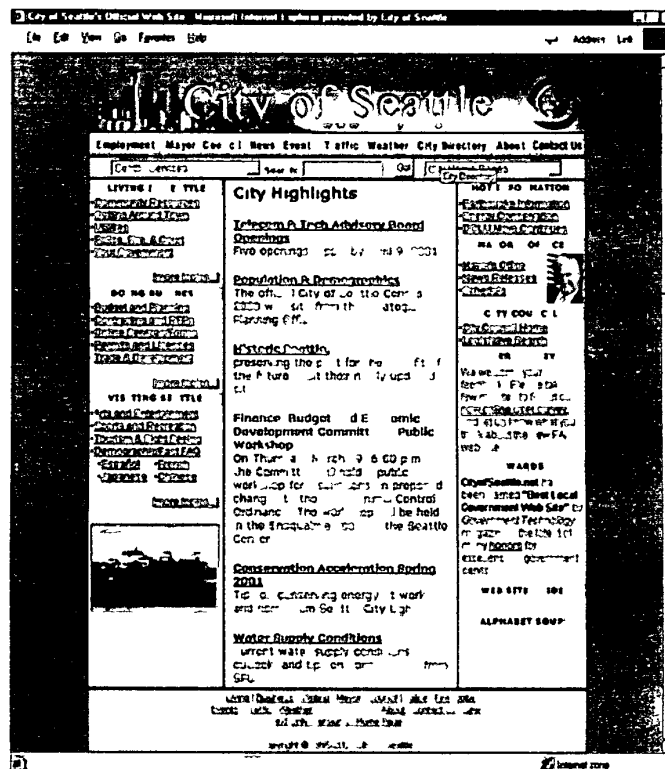
World Trade Organization (WTO)

Finally, the explanation for those large blips in site use in November of 1999 Seattle was host to the World Trade Organization (WTO) conference, and with it came huge protests and demonstrations The City used the web to communicate general information to citizens and conference attendees before the event began When demonstrations generated international press coverage and the City declared a no protest zone, people from all over the world came to the web site to get information and e-mail addresses for City officials The City received tens of thousands of e mails both protesting and praising how the City handled the events Web site traffic for one week topped site use for the previous month and those levels only returned in early 2001 This event really showed how the Internet has changed communication on a global scale

The City established several task forces to review the WTO events, and our web site was used to communicate the task forces work to the public Below is an example of the very sophisticated maps that were created to track WTO related events hour by hour
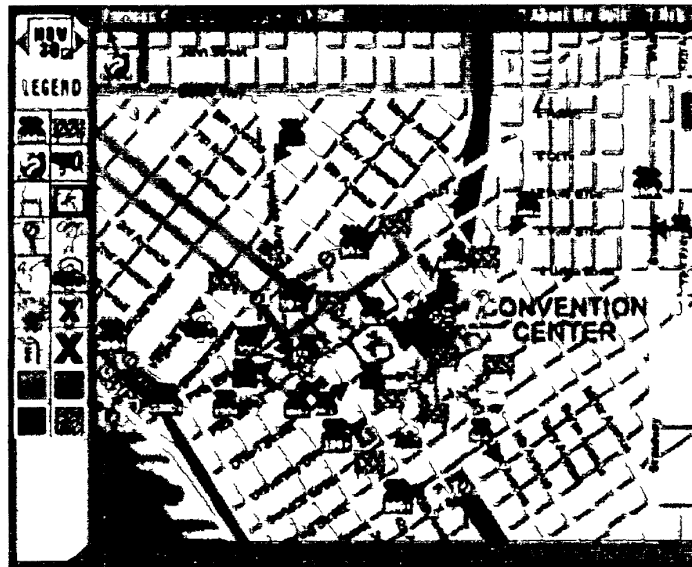
Live Video Streaming

Seattle was one of the first cities to video stream its government access TV channel programming, beginning in 1998 In 2000, we added the capacity to stream our live TV channel signal – meaning you could watch whatever was on TV on the Internet at the same time

Several interactive meetings and public hearings were held during which citizens could submit testimony in person, by phone and/or by e-mail As an on-going pilot project, meetings of the City Council Public Safety and Technology Committee are broadcast and streamed live and e-mail comments may be sent during the meetings

We continue to offer streamed video on demand on the website – audio and video of popular meetings and other productions, in their entirety

Electronic Government

Parking ticket payment remains the only financial transaction available on the web at this time Payment processing is now completely automated
During 1999-2000, the number of on-line forms and databases was greatly expanded Online forms range from a Request to Reschedule Jury Service, to ordering free Neighborhood publications to reporting Potholes An example of a very useful new searchable database was Garbage, Yardwaste and Recycling Pick-up schedules,

We also added some very innovative applications, such as our Consultant Roster Program Application When this new program was created in early 2000, it was set up so that consultants could complete their applications completely on-line, the database is then available to City employees through our intraweb, Inweb, to search for pre-qualified consultants

Budget and Staffing

The budget for 1999 and 2000 remained relatively constant over funding available in 1998 - not recognizing the dramatic increase in volume and complexity of information and services provided on the website

1995	1996	1997	1998	1999	2000
$440,266	$485,879	$487,597	$726,000	$763,000	$843,603

Staffing levels remained constant, but we had many staff changes in the last two years Hiring staff was a challenge here in dot com land, but the City's new IT Human Resources program helped us put together an excellent team Our team includes our Internet and Cable TV Director, a systems administrator, a content manager, two web site designers and two application developers An assistant systems administrator and management systems analyst also help us

with some web applications Our staff particularly the application staff, now spend much more time maintaining applications rather than developing new ones Because our system has become much more complex our systems administrator also spends much more time responding to crises and problems

Responsibility for server support was shifted from our team to the central server team in late 2000 However, the central server team had funding for only ½ FTE, which was not sufficient to free up any significant amount of our resources

The web development capability within several departments increased over this two-year period, but remains very uneven Several departments continue to rely on temporary staff or interns or have no in house web staff

Awards

The City s website received many awards in 1999 2000 In 1999, we were a finalist in the Global Bangemann Challenge, a project of the City of Stockholm and the European Union to recognize outstanding uses of technology to serve peoples needs

In 2000, Seattle was named best local government website by Government Technology Magazine and the Center for Digital Government

With the redesign the Seattle Web site now serves its constituents much better while still appealing to the cybertourists said Bryan Gold director of communications at PTI Residents can pay parking and traffic tickets online comment on street improvements online and view videos online, all thanks to improved navigation flow In addition the city keeps the site current with a section on hot information It s clear that city staff put much thought and effort into the endeavor So it s a good thing that the city is headquarters to a number of coffee bar chains because there is nothing decaf about this site

Our website was also named "Best Local Government Site" in the third annual *Seattle Times* Best of the Web Contest in 1999 One judge described it as "mind blowingly comprehensive "

The National Association of Telecommunications Officials and Advisors (NATOA) also honored our website In 2000 the TVSea's site won a first place award and the overall site placed second TVSea's website was also honored with a second place award in 1999

Marketing

To quickly get the word out to the public about our new web address, we undertook our first marketing effort In October, 1999 we purchased Metro bus signs Bumperstickers with a similar design were affixed to City vehicles, and have been distributed widely TVSea also produced some Public Service Announcements (PSA's) to help market the web site Perhaps our modest advertising campaign, rather than WTO, contributed to the dramatic increase in site usage at the end of 1999

City Hall without the traffic jams
www.cityofseattle.net
your 24 hour city hall on the internet

Back-end Systems

Throughout this two-year period our server environment became much more complex We created a development platform so that applications could be designed and tested before they were deployed We also segregated our web applications from our web pages and set up separate servers for several specific functions, creating a server farm of 8 machines for PAN at the end of 2000 (We also manage several additional servers for the City's intranet, In-Web)

In 2000, Arthur D Little was hired by the City's technology planning team to evaluate and make recommendations on our web infrastructure This study made some valuable recommendations, particularly on the architecture for web application development

Citizen Comments and Desires

Seattle's web site has always been user focused, so the needs, desires and comments from our citizens and businesses are important to us Many of the features and links on our site have come from the suggestions of citizens, through e-mail or surveys We were particularly interested in receiving suggestions on our redesigned site, and made several changes as a result of citizen comments – the most significant was to enlarge the font on the home page, which many people said was too small
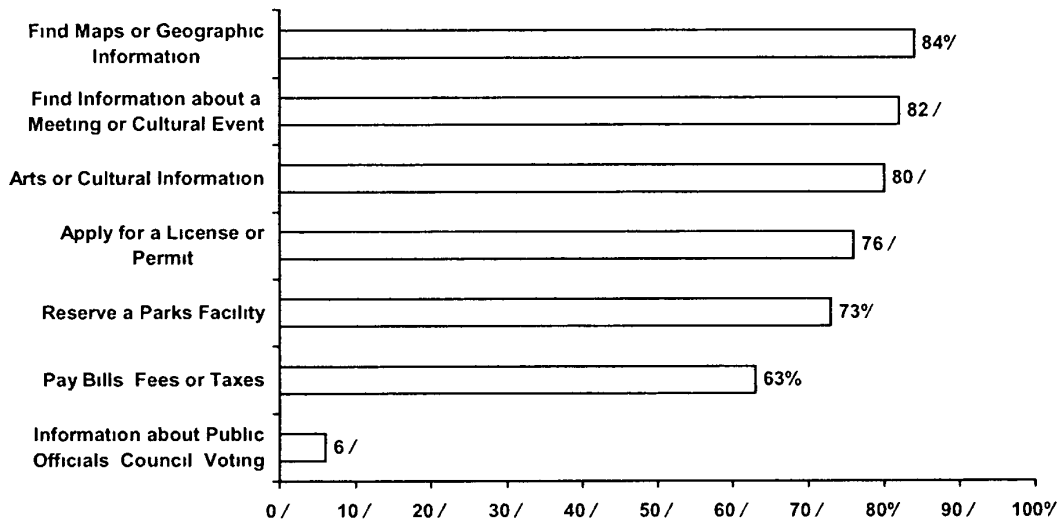
Many other cities have asked how we locate all of the community links that are included on our site Initially, we searched the web periodically seeking out local sites of community interest

Now, citizens contact us frequently with suggestions for additional links   The following is a typical example

> *I have a suggestion for another community education link on your web page*
> *"Odyssey   The Maritime Discovery Center ' just launched a new web page which*
> *has many educational resources and links to information about the Maritimes*
> *The address is www ody org*

In the technology survey conducted last November, we asked citizens who had been to the City s website what additional features and functions they would like to see

INTEREST IN NEW CONTENT AND FEATURES ON CITYOFSEATTLE NET

Feature	Percent
Find Maps or Geographic Information	84%
Find Information about a Meeting or Cultural Event	82/
Arts or Cultural Information	80/
Apply for a License or Permit	76/
Reserve a Parks Facility	73%
Pay Bills Fees or Taxes	63%
Information about Public Officials Council Voting	6/

0/   10/   20/   30/   40/   50/   60/   70/   80%   90/   100%

The most common request that we receive through both surveys and comments is for more geographic information   Departments also identify this as their number one desire for their sites Finding information about meetings and/or cultural events applying for licenses and permits and reserving park facilities also are highly desired by users

A summary of some comments we have received from our on-line survey is included as Appendix A   Appendix B contains some additional useful information from a national citizen survey about what people want most and expect the benefits to be from electronic government

Near Future Plans

Below are brief descriptions of some of our key initiatives for 2001 These do not at all represent all of the projects and applications that individual City departments are working on

Content Management Software
Approximately 35,000 pages and 70,000 files, it has become critical to acquire content management software Content Management Software will enable us to create templates, organize the flow of updating pages, and better manage keeping the site up to date

Web Communications Strategy
In early 2001, the Mayor's Office will be initiated a web communications strategy, with the following goals and desired results

Goals
To make sure that all City department websites are customer-focused easy to use and frequently updated allowing users to find what they need quickly and easily To reduce unnecessary paperwork and conduct more City business over the web

Desired Results
- *Improved content Posted information should be useful and usable emphasizing the City s key messages e g affordable housing transportation social services delivery of basic services*
- *Improved compliance with design guidelines Within the City s web & design standards departments are encouraged to have their own identity and creativity within the City family*
- *Improved site maintenance Department sites are to be maintained and updated regularly*

As part of this effort all departments will be asked to complete a Web Site Self-Assessment The self-assessment has multiple purposes, including raising the visibility of the web effort to department heads, and helping raise awareness of the standards and centralized features of the site It will also describe department's plans and dreams for their sites, and identify areas where they need assistance

Department Web Site Redesigns

Following the site redesign in mid-2000, many departments have recently or are in the process of redesigning their individual sites   The Central Web Team is providing assistance to many of these departments, creating templates that match the overall design of the site, while still providing some unique identity We expect this to continue throughout 2001

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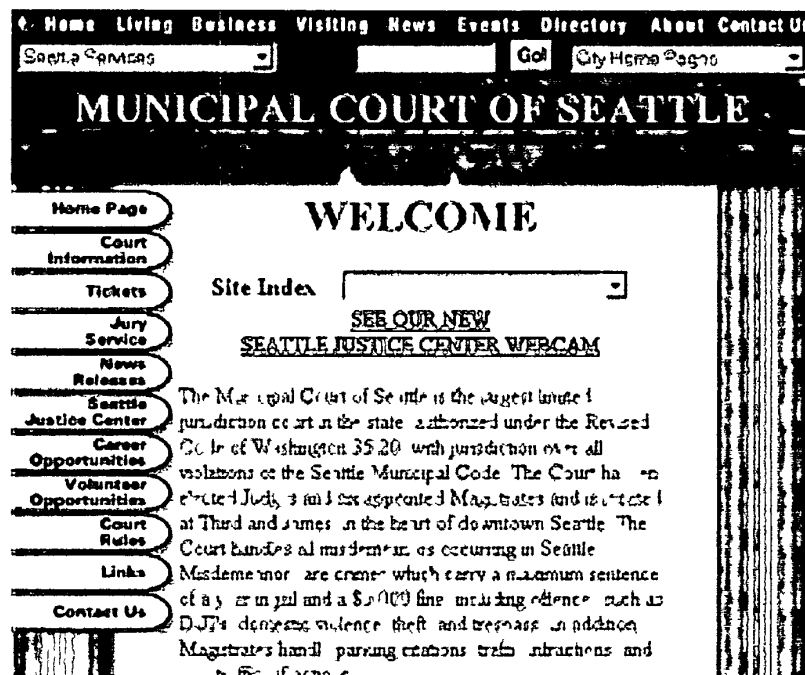
Maps

Citizens consistently rank geographically displayed information as their highest priority addition to our web site The existing real property application, which allows the user to view base property maps and City owned property, is very heavily used   In order to provide these applications departments have had to rely on the City's GIS staff in Seattle Public Utilities We expect that the GIS group will be adding significant mapping capacity to the web site this year In addition, we are working with the Strategic Planning Office on some new technology for mapping census data, which we think, will be very useful

Web Governance Group

For its first few years, an interdepartmental group known as the PAN Management Committee helped provide guidance to the web team on the creation and evolution of the site   The committee did not meet for the last few years   We are planning to reconstitute a Web Governance Group in mid-2001 with a membership of City business public information and technology leaders   This group will provide guidance and leadership to the next level of web development efforts

Democracy Portal

In 2000 we began experimenting with using our TV channel and web site together to provide more ways for citizens to interact with City Council and to comment on issues that the City

Council was considering Meetings of the Public Safety and Technology Committee are broadcast and streamed live, and e-mail comments are taken during the meetings We supported several such interactive public hearings held by the Council

We want to work with the City Council to further the use of information technology to involve our citizens in governance – making it easy for people to comment, testify, discuss, propose and otherwise be involved in decisions that affect them

Rona Zevin
Director Internet and Cable TV
Department of Information Technology
May 2001

Appendix A
Selected Citizen Quotes from Web Site Survey

There is a continual on-line web site survey to get citizen comments and suggestions The current survey was posted in mid-2000 in conjunction with the site redesign therefore many of the comments we received related to the new design About 90 percent of the comments were positive sometimes including suggestions About 10% were critical

Praise and Critiques

The new design is easy to use easy to read and pleasant in appearance

I used this months ago to find out information on where to go hiking Now that I m a homeowner I m finding your community resources even more useful more than any other sites I m forwarding this link to friends and family who are thinking of relocating here You also have the most extensive listing of arts/entertainment links Good job I really appreciate this service

Helpful user friendly

Great web site This is a very well put together city web site One of the best I ve visited

The more subject tabs the better

I am a Web developer and in my professional opinion you folks have done an outstanding job There are so many bad gov sites I m very impressed to see a really good one

I also found the new look and design to be a fresh and exciting change

Very well set-up One of the easiest web sites I have ever used I spend most of my time at work on line for my job so that tells you how much I am on line

Great layout very functional pages very useful information Web crew gets A+ from me!

Overall this web site is a GREAT way for residents to learn about and participate in current (and complex) matters of interest in the city Please keep decoding all the alphabet soup of PAN etc There are so many agencies and studies and alternatives to keep straight!

I would like to see something on the web page that has all the neighborhood names with events calendar and contacts for a variety of neighborhood offerings w/ contacts Maybe start out with a city map and have people click on it to pull up the area neighborhoods that they want to go to That way if someone wanted to find out in the neighborhood next to them click and they re on it!

What a terrific web site! All the information I was seeking was readily and conveniently available I have been seeking similar information from 25 major cities in Canada and US The Seattle web site is by far and away the best Good work!

I regret you don t have the what s new' option any longer it was a convenient way to see what changes there have been in the site

It is excellent overall one of the best I have visited with definite citizen-focus   But if you are an elderly citizen looking for services targeted to your age group how do you proceed?

I inadvertently stumbled upon the City of Seattle s new web site while looking for a valid email address I was able to find not only the valid email address but a wealth of other information to assist me as an

understudy of UW's Professor Emeritus Richard Morrill s Geography 490 Class for 'The Seattle Region

In less than two minutes I found precisely what I sought - Start a New P-Patch! - you deserve the awards!

Photo Archives did not show up many Post-Modern buildings

I want to know why I can t make a payment for Seattle City Light over the Internet You guys need to update yourselves It would sure cut down on the traffic in town to keep people off the streets paying bills which can easily be done on the Internet

Not easy to find a brochure guide to be sent by mail

The site is very clean and concise well thought out and extremely helpful a great reflection on this cutting edge city Include more audio and movies and maybe a live cam or two would be nice added options Thanks for your hard work!

It would be nice to have all the area hospitals listed to include telephone map services

I think that you need an omniport installed to better represent the other languages

The most frequent critical comments are (from about 10% of responders)

- Citizen could not find what they were looking for (referred to the appropriate department for follow-up) In other instances the citizen reports the new navigation structure is too convoluted takes too many clicks etc

- Difficulty using the search engine or finding what they need with it (though these comments have dwindled since we improved it recently)

- Font size we use is too small (got several comments about this and enlarged the font size for the home page links)

- Wish we had more locator maps to find neighborhood info from a visual interface

A strong critique of our new navigation system

I am trying to find information on filing a youth/child at-risk petition and can find absolutely nothing about it The menu structure just caused me to hunt around aimlessly longer than I would have with the previous version of the site Visually things are more appealing It is presented too much as a maze or puzzle without retaining context Thus navigation is a very unpredictable experience and not helpful It did not get me to the information I am looking for

And our silliest comment

Make it more like Star Trek The page should have sound recognition A lot of people cannot spell very well When you say virtual the page should resemble an IMAX movie I want to BE there!

Appendix B

Americans see the benefits of e-government as more than better or more cost-efficient services—they regard e-government as a way for citizens to become better informed and more involved in government

While the public sees e-government as simply better government, they also see it as making an important contribution to a more participatory democracy Nearly three-quarters (72%) of adults, including two in three (64%) who do not use the Internet, believe that people s ability to communicate with their elected representatives will get better with e-government That the public evaluates e-government not only as consumers of government services, but also as citizens is confirmed by the following results

Most Important Benefits
Of E-Government
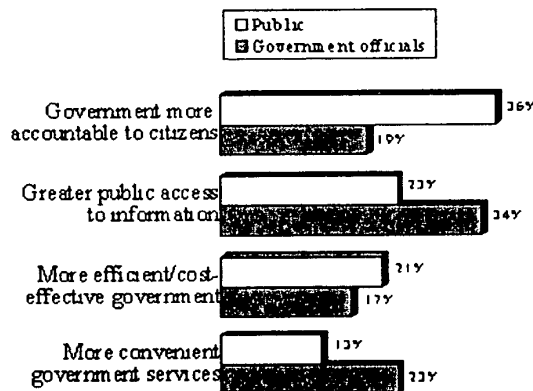
1 When asked to name the most important outcome of e-government, 59% of adults choose greater participation (36% more accountable government) and a more informed citizenry (23% greater public access to information), compared with 21% who opt for a more efficient and cost-effective government and 13% who select more convenient government services

2 Nearly three in four (72%) Americans believe that their ability to communicate with elected representatives will get better with e-government, and a majority (54%) believe that government accountability will improve

The full survey can be found at http //www excelgov org/egovpoll/report/contents htm

cityof
seattle.net

How Seattle's Web Portal is Used Before, During and After Earthquakes
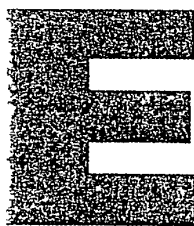
arthquake! But that s for later

Seattle was one of the first cities to have a web site, going online in February 1995 From the beginning Seattle s Public Access Network (PAN) was a portal for citizens, businesses and visitors to obtain govern ment and community information Over the years, PAN has won numerous awards, including being a finalist in the prestigious Global Banghaman Challenge and being named Best of the Web by *Government Technology Magazine* in 2000

Last year the city created a more friendly web address" – cityofseattle net, and completed a major redesign of the upper levels of the site making it easier for users to find infor mation by subject department or search An important new feature is "City Highlights" – a place on the home page where hot department web sites or new information can be high lighted, new information is posted daily

Use of the city s web site has grown astronomically reflecting both general Internet growth and an expansion of the amount of information on PAN In 1996, PAN included about 1,300 documents, and web site use was estimated at about 7 5 percent of the population
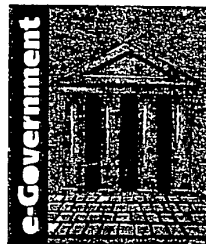
BY RONA ZEVIN

cityofseattle.net

Seattle's web site has been a portal for government and community information from the beginning Seattle contracts with numerous community-based organizations to provide services and works closely with many neighborhood groups on planning and project implementation When we began our web site, it seemed to us that one of the benefits of the technology is that we could make it easy for citizens to find information, even if they did not know what organization it was attached to
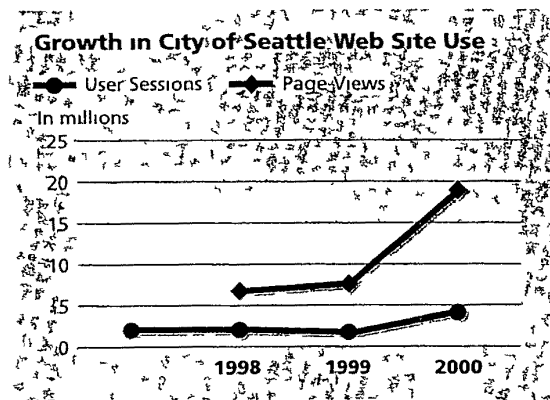
Today our web site contains almost 38 000 documents and many interactive features In 2000 alone there were more than 4 million user sessions accessing almost 20 million page views

Growth in City of Seattle Web Site Use
User Sessions — Page Views
In millions

Internet use has exploded and is exceptionally high in Seattle where a recent survey identified that more than 82 percent of our population has Internet access Excluding the elderly population which has the lowest rate at 43 percent almost 89 percent of the non elderly population has Internet access The figures for younger people are even more dramatic 93 percent of those under 35 have Internet access – more than have a television in their home

There are other important differences based on income education and race but the key point for purposes here is that the Internet must be regarded as a primary means of communication with our citizens

Almost 30 percent of all Seattle residents have visited the city's web site which is an amazingly high number The chart that follows shows the principal reasons people use the site

Specific City Service or Information	82%
Curiosity/Browsing	68%
Name/Address/Contact	50%
Schedule of Calendar	44%
Send a Message to Elected Official	20%
Transact an Online Service	13%
Employment	11%
Report Problem/Make Complaint	10%
Traffic/Bus Schedules/Transportation	8%
Look up Laws or Codes	6%

Most cityofseattle net users (85 percent) found what they were looking for, but want the city to provide more services electronically Citizens expressed interest in the following

Geographic Information	84%
Meeting/Event Information	82%
Arts/Cultural Information	80%
Apply for License/Permit	76 /
Reserve a Parks Facility	73%
Pay Bills Fees or Taxes	63%

The bottom line is that our citizens have access to the Internet use it and want the city to provide them with more services and information online

■ Seattle s Portal Approach

Seattle s web site has been a portal for government and community information from the beginning Seattle contracts with numerous community based organizations to provide services and works closely with many neighborhood groups on planning and project implementation When we began our web site it seemed to us that one of the benefits of the technology

Age of Population with Internet Access
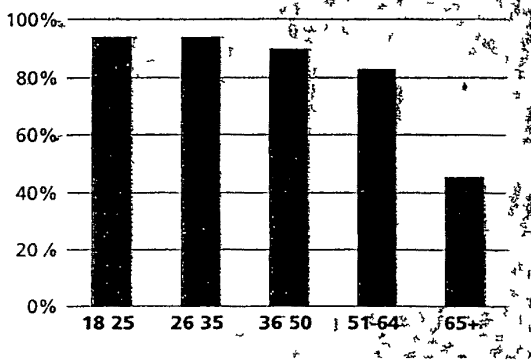
100%				
80%				
60%				
40%				
20%				
0%	18 25	26 35	36 50	51 64 65+

is that we could make it easy for citizens to find infor mation even if they did not know what organization it was attached to We also knew from our user statistics that many of our users were visitors or businesses from around the world, who were looking for information that needed to come from many sources So our site has always been organized functionally and always included many outside links Does it raise issues? Well yes but the benefits have greatly outweighed them We link to non profit, community and sites of general civic inter est using a small graphic globe to indicate an outside link We receive two or three requests a week for links many from small community organizations – it s a simple way to do something positive for a citizen group that doesn t get much from city government We turn down commercial link requests with a polite explana tion

To help organize our information, we created a series of "portal pages on topics ranging from

Getting Around Town" to Tourism and Sightseeing" to Trade and Development " We used a combination of information about what people were looking for feedback, and our own sense or organization to decide what pages were needed We add new ones based on feedback particularly when people indicate difficulties in finding information

To help site navigation we also have drop down menus by both department and service, and a search feature included in our navigation bars on all pages

So Back to the Earthquake

The Internet is a key component of Seattle s emergency communications plan We have a web workstation in our Emergency Operations Center (EOC) and a specific protocol about who can post to which sections of the site There are two features of our web site design that are particularly suitable to use in emergencies A centralized press release database and the design of our home page with a space for

City Highlights " Both elements of our site have important functions that are used daily but were designed in part to help us use the web site to notify the press and public during emergency situations

Our web site and e mail were major tools for communicating with the public and with City employ ees Some public buildings remained closed for a week and we were able to let the majority of employees know where they should report or whether they should stay home – we were also able to post specific informa tion about services that affected the public, such as court schedules We have also been using the web to let the public know about disaster assistance programs – including posting letters in Chinese and Vietnamese

There were things that worked as we planned and places where we improvised Here are some of them

*   It was essential that we had an emergency response protocol in place – who could write content and who could post it on the web site
*   We used telephone messages and e mail as well as the web site to communicate with employees Seventy two percent of Seattle residents have home Internet access but all employees did not know how they could access their e mail from the web Still a lot of people used the web information – our earthquake portal page" received about 14 000 views in the two weeks following the quake
*   We had a pre established e mail group so we could give that address to people needing content posted and be sure that at least one person in the group was able to handle it
*   It made it much easier that my staff could work from home both immediately and throughout the week Computers in our temporary space did not have the software we needed and our servers were inaccessible except remotely
*   We will add a few more people to our emergency response team Some people were initially too upset to work, and others were on vacation or out of the office and didn t know where they should go If the quake had been more extensive we would have been in the EOC for much longer and needed relief
*   We absolutely need to implement our plans for backup outside our region I want to explore part nerships with other cities where we agree to host emergency sites for each other And we better do it now because you never know when ■

65
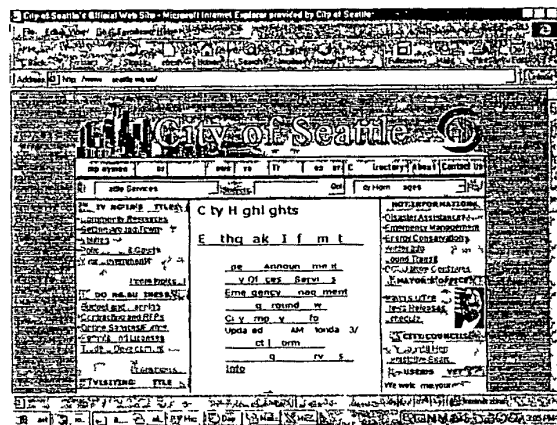
附錄三

大西雅圖區域合作秘辛（**Bill Stafford and Sam Kaplan, "Greater Seattle's Secrets on the Trade"**）

Greater Seattle's Secrets of the Trade

Bill Stafford and Sam Kaplan

World class companies require world class cities This was the comment of Doug Beighle former senior vice president of the Boeing Company after the Greater Seattle region s 1989 Intercity Visit to the Kansai region of Japan (Osaka/Kobe/Kyoto) In this context. a city is the brand name for a region Boeing s facilities and 90 000 workers are located throughout the entire Puget Sound region However when people say where Boeing is located they say Seattle not some subdivision of it. The bottom line is that corporate success and regional success jobs and prosperity are all intertwined

Many years ago the Carnation Dairy located in a nearby namesake town served our area. The business grew as did the region West Coast and nation The headquarters moved to Los Angeles Carnation is now owned by a Swiss company A few cows remain in the town Carnation that is the dairy s namesake The United States has rapidly become part of a global economy and while this has affected our businesses dramatically the country s civic and local public leaderships have been slow to understand the ramifications to our cities and regions The economic game has changed dramatically for America and this will force adjustments in the way we govern our regions

The Greater Seattle region is an excellent case study for the globalization of the American economy This article will focus on three tools that have been developed to help our region coordinate among its institutions educate our civic leadership and better participate in the global economy The Trade Development Alliance of Greater Seattle the intercity study mission and trade and business mission programs and the Regional Economic Strategy project are the focus of our attention These efforts in education infrastructure and civic leadership building are important to the success of our regional economy

Changing World and Changing Seattle Create Need for New Vision

The Puget Sound region—we call it Greater Seattle in international marketing—is the most trade oriented region in the United States One out of four jobs in Greater Seattle is directly dependent on trade and this is expected to rise to one in three in the next decade The change toward an international economy has come quickly and our systems and organizations are adjusting slowly to the new circumstances

In the 1970s. Seattle saw itself as the last frontier and the Gateway to Alaska Three significant trends changed our circumstances. First was the growth of Asian trade. The port complex of Seattle Tacoma and Everett is now the second largest in the

United States as a container load center We are a significant center of Asian maritime trade because of our location (our marine ports are closer to Asia than other continental U S ports) and our deep draft harbors

Second the development of new airplanes which could fly over the poles brought us closer to European aviation markets We no longer were forced to fly to the East Coast to make our way to Europe These changes and the changes in the nation s economy changed the nature of the Greater Seattle region

Third America s economy became a center of high technology where investment is made in people and not in manufacturing facilities Companies could locate anywhere Quality of life became a major factor in attracting and retaining the top minds in a field Our location on the Pacific Rim with access to Europe and the Russian Far East along with our mountains lakes and bays became an advantage

These changes were taking place at the same time the American economy was changing Our nation ended World War II with our current competitors and customers economies in shambles Two world wars strengthened the American economy while destroying others The United States accounted for 75 percent of the world s GNP immediately after World War II The reemergence of other nations can be illustrated by our current 25 percent share of the world s GDP (gross domestic product)

The United States entered the 1960s as a self-contained economy Domestic regions bought and sold to each other Over 90 per cent of what we produced stayed at home Now almost one quarter of the American economy is based on exports The United States was dominant in banking in the 1970s with six of the world s 10 largest banks American In 1994 the largest American bank was ranked 23rd

The game has changed for America and its metropolitan regions Our nation s institutions have responded slowly Although Greater Seattle is the most trade dependent region in the United States we don t have all the answers We have made trips to other cities around the country and world in an attempt to learn from other regions successes and failures

Seattle is not just a central city but is the brand name of the region The Boeing 777 plant is north of the city and Microsoft is to the east International marketing traditionally uses the name of the central city to refer to the entire region or as the Greeks and syndicated columnist Neal Peirce say city states Our regions must now be competitive internationally We have been forced by the world s economic forces to put aside local turf battles We can no longer afford the luxury of adversarial relations Working partnerships must be established within a metropolitan region between government business and labor

When you are in Mumbai or Munich it is not surprising that business people have not heard of Seattle They know Boeing and they probably have heard of Microsoft but they may not know they are located in the Seattle area They don t know that Seattle s boundaries end at 145th street to the north or that the border between Snohomish County and King County is at 205th Street. Local governments care about these boundaries However as regions around the world—from South America to Europe—promote themselves internationally a region is fortunate just to be known at all If five different entities in a region (be they counties or cities) all vie to establish different identities—well good luck.

Large businesses transcend a region Large banks law firms, and companies such as Boeing and Microsoft have little patience with local infighting They understand that in international markets it is a metropoli-

tan region that is known They also under stand that. In international marketing it is the name of the central city that is the brand name. After all can you name the region that C ,aka is located in or the administrative district surrounding Amsterdam?

Formation of the Trade Alliance

George Duff then president of the Greater Seattle Chamber of Commerce came to this realization in the late 1980s. He commissioned a study that found the Greater Seattle area was fragmented—many different organizations and governmental structures were involved in international activities None were promoting the region This was similar to the scene found in most metropolitan areas Duff used a sports metaphor to assess Greater Seattle s situation and opportunity Only a few American cities will be awarded an international franchise and Seattle has the opportunity to be one of them

The idea for a partnership to promote Greater Seattle internationally developed out of two ideas. First was the arrival in Seattle via the Netherlands of the new Port of Seattle executive director. Zeger van Asch van Wijck He was surprised by the lack of local coordination in Seattle. Rotterdam has a promotion council which was established in the 1930s Amsterdam has AMPRO (Amsterdam Promotion) which was established in the 1960s and became the model for the Trade Alliance The Chamber of Commerce and the Port of Seattle began talking about forming an organization like those in the Netherlands to help establish the Greater Seattle area internationally The concept caught the attention of business and civic leaders of the area. who then began planning such an organization

Second in the late 1980s in a coffee shop in the Guam airport a small group of business and civic leaders sketched out some ideas for better partnerships on the back of a paper napkin Gary Severson chairman of F rst Intersta e Bank Jim Dwyer a partner at Bogle and Gates Law Firm. Pat Davis a Port of Seattle commissioner. and others began the outline for what became the Trade Alliance George Duff and the Port director met for lunch in 1989 and the Port/Chamber partnership began. The Port and Chamber asked the City of Seattle King County and labor to join the partnership They did and the Trade Alliance began operating in 1991 In 1994 Snohomish County located just to the north of Seattle and home to Boeing's 777 plant. Joined the Trade Alliance The organization became more re gional in its nature

The Trade Alliance s Executive Board is made up of 19 representatives of its part ner organizations The mayor of Seattle and the executives of King and Snohomish Counties are both members of the board. as are council members from the two counties and the city Selected commissioners of the Port of Seattle which are elected positions are also members of the board The presi dent of the Chamber is a member and the Chamber selects four other business people to be on the board Similarly the leaders of organized labor in the region select three people to participate on the board

In addition companies and organiza tions around the region can join the Trade Alliance as members for a small annual fee ($150 for corporate members $100 for nonprofits and $500 for patron member ship) The Trade Alliance has attracted a wide range of direct members who support the organization These range from manu facturers such as Boeing and Fluke to soft ware companies such as Microsoft and Attachmate There are trade service compa nies hospitals educational institutions and nonprofits such as our Pacific Science Center that conduct international program

ming Members range from one person operations to the largest company in the region

In the early days of the Trade Alliance the organization focused on developing a strategic promotion plan and deciding on which markets to target with its limited resources The first step was to forge agreement among the partners on what we were marketing where we should be targeting our energy and how we would implement our efforts In its first two years the Trade Alliance consisted of three staff members and could not take on the whole world

Through months of research analysis and writing the Trade Alliance produced the 1992 International Market Report which documented Greater Seattle s current international markets and analyzed possible opportunity markets for the future The report looked at purchasers of King County exports investors in King County Port of Seattle marine customers Seattle-Tacoma International Airport air cargo customers and the countries which generate the largest number of tourists to the region The Trade Alliance Executive Board used the report to select "target markets" those international economies on which the Trade Alliance would concentrate its efforts Among the markets targeted by the Trade Alliance in 1992 were Japan the United Kingdom and South Korea The Trade Alliance produced updated reports in 1994 and 1996 and continues to reexamine its target markets every two years

Tools of the Trade
Intercity Study Mission

In 1992 the Trade Alliance organized its first overseas trade mission traveling to Taiwan Hong Kong and Shenzen in China The delegation was comprised of more than 20 businesses with a focus on aerospace environmental and capital works projects

In addition the Trade Alliance worked with the Chamber and City of Seattle to organize an intercity study mission to the cities of Rotterdam Amsterdam and Stuttgart

Since that time intercity visits to international regions have become part of the annual routine of the Trade Alliance Now cosponsored by the Chamber the city Port and King and Snohomish county governments the Trade Alliance arranges the agenda of the trips The most recent and 18th intercity study mission was to the United Kingdom last spring The region s business and government leaders will travel to Singapore next March These missions are a recognition by our region s civic leadership that the lessons learned from other cities throughout our nation and world will benefit our citizens and illustrate that the Greater Seattle area is now part of a competitive international economy Greater Seattle and Washington state s special dependence on international trade requires us to understand our competitors strategies and our customers needs around the world

The United Kingdom mission was the fifth intercity study mission with an international focus following Germany and the Netherlands in 1992 the Kansai region of Japan in 1994 and Hong Kong in 1996 In 1991 our region traveled to a U S city—Atlanta—to begin our international understanding by examining a region which was beginning to market itself internationally Our civic leadership was impressed with Atlanta s international marketing efforts under the leadership of former mayor Andrew Young From Atlanta we expanded our trips to include successful overseas trading nations with decades and in some cases centuries of experience in international trade and promotion

"The Competitive Region in a Global Economy" was the theme of the 10th anniversary intercity study mission to Europe in

1992 This trip allowed the delegation to examine the two organizations that were the model for the Trade Alliance—AMPRO and the Rotterdam Promotion Council The visit to the Netherlands and Germany examined the components of a region s competitive ness strategy organization infrastructure and education We rode Amsterdam s public transit studied German vocational training programs and explored the Port of Rotterdam We heard and saw what the Dutch and Germans thought was important to their economic vitality and were impressed with local officials understanding of their region s economies

The mission to the Kansai region of Ja pan built upon the study of a region s com petitiveness This trip provided participants with an understanding of how a region s governments and business organizations made decisions on major projects in Japan including airports technology centers rail systems and educational systems The mis sion explored the assertive role of the Japa nese government in business and in fund ing major projects in Japan such as Science City We also examined third sector corpo rations in Japan entities in which business and government have joint ownership Japan s emphasis on worker training and the extensive collaboration between public and private programs were similar to what we found in the 1992 intercity study mis sion to Europe

The mission to Hong Kong in 1996 pro vided our delegation an understanding of one of the world s great trading cities—one that was selected in 1995 by *Fortune Maga zine* as the best city in the world for inter national business Hong Kong is also one of our region s most important trading part ners The delegates heard the commitment Hong Kong makes to its air and marine port and ground transportation system exceed ing $20 billion how over $160 million is spent by the Hong Kong Trade Development

Council on promotion and about how the Hong Kong Housing Authority houses 53 percent of the population The Tourism Board has a 10 year capital and promo tional plan Delegates found a city that thinks strategically about its future and invests to remain competitive

The London/Bristol mission built upon the lessons learned on the previous trips The port cities of London and Bristol have a long history of competition and international trade In addition the UK is Washington state s seventh largest trading partner and number one European partner On this trip the delegation focused on the two cities economic development strategies partner ships and business organizations

The 1998 intercity study mission is al ready planned to Singapore in March with the same focus on what makes that city state successful and what we can learn for our region The 1999 trip is tentatively planned for Sydney with a special focus on their preparations for the Olympics since Seattle is making an Olympic bid of its own for the year 2012

The study missions have helped our re gion develop one of the most sophisticated civic leaderships in the United States on international issues Because of these trips we also have a leadership group whose members know each other There s nothing like living on the road together to bond people The study mission to the Nether lands and Germany presented our delega tion with examples of business and govern ment leaders who clearly talked to each other and had reached agreement on eco nomic strategy Local political leaders un derstood what made their regional econo mies work and how events such as trends in world shipping would impact their economy It was impressive that city gov ernments business leaders universities and port leadership were talking to each other

Out of one of the intercity study missions the Chamber of Commerce the Port of Seattle the Puget Sound Council of Governments and the Economic Development Councils began a project. Foundation of the. Future. The first phase was an economic profile of the regional economy It came as a surprise to local leaders that no one had done an economic profile of the region

The second phase of the report reviewed the leading sectors and the economic development capacity This report summarizes information in six areas

- the views of several of the leading economic thinkers about what causes an economy to prosper
- economic analyses of our region s leading sectors
- the barriers to growth identified by business leaders
- a framework for thinking about our strategic opportunities
- lessons from other U S regions and
- an assessment of our region s institutional capacity to address our economic needs and opportunities

The report also was premised on four key findings

- city regions play a central role in economic vitality
- business clusters that achieve world-class competitiveness are often geographically concentrated in city-regions
- a skilled work force is increasingly key to economic success and innovation and collaboration in business government, and community are essential elements of economic growth and prosperity

The final piece of work is an action plan Two of the counties Snohomish and Pierce have developed a strategy for their counties The Greater Seattle Chamber of Commerce and the King County Economic Develop-

King county The were content or a so sensus between business government labor and a variety of citizen and single issue interests will be a daunting effort The process of just understanding what is happening in the economy is valuable

One outcome of this effort has been the Trade Alliance building its marketing effort based on sectors of the economy an idea originated by Don Lorentz of the Port of Seattle Marketing materials on the software health outdoor recreation equipment agriculture and environmental industries have been completed The key is working with sector associations when they exist such as the Washington State Software and Digital Media Alliance

Overseas Trade and Business Mission

The intercity study mission is one of two missions the Trade Alliance organizes each year The other is the overseas trade and business mission Intercity study missions generally go to places where the Trade Alliance has taken trade and business missions or focused considerable trade promotion activities Each year the Trade Alliance organizes a trade and business mission to one of our targeted markets In the past the Trade Alliance has taken such missions to Japan New Zealand Greater China Vietnam Southeast Asia (Indonesia. Singapore and Malaysia) the United Kingdom India. and this year to South America (Chile Argentina. and Brazil)

In Brazil our trip coincided with President Clinton s visit The delegation was seated on the stage with Clinton during his major speech on "Partnership for the 21st Century " The president acknowledged the delegation during his speech calling it a "first rate" trade mission from Seattle The leaders of our delegation met with the presi-

dent at a reception following the speech These three delegation leaders along with U S Rep Jim McDermott (D WA) held a 10-minute conversation with the president about the trade mission fast track legislation and South America The reception was a unique opportunity of access to high level leaders of both the United States and Brazil.

These missions are a significant way to promote our partners adopted messages to targeted international markets build relationships fulfill other promotional objec tives and assist small and medium sized companies in their export initiatives by providing a vehicle for companies to investigate markets

Missions invariably differ in form and complexity based on the country visited timing delegation composition and several other factors Types of missions range from primarily trade and business development missions to promotional missions The Trade Alliance incorporates individual business appointments and matchmaking opportunities into certain mission itineraries (e g as in the Taiwan Hong Kong and China trips) Focused-presentations briefings and key relationship-building visits with public and private sector leaders (e g as in Vietnam) have been important elements in mission agendas Each type of mission has its value and all promote the Greater Seattle region and our business interests The Trade Alliance prepares fol-

low up plans for each mission undertaken to continue relationship building and pro motional activities in each market

In certain cases the Trade Alliance has been a trailblazer in its trade missions In 1993 we organized the first mission from the United States to Vietnam Since this was even before the trade embargo had been lifted the mission was exploratory in its nature The Trade Alliance returned with a second mission after the lifting of the em bargo in 1994 We assisted the governor of Washington state when he went to Vietnam in 1995 Although Vietnam was and is an evolving market through early and consis-tent work there Greater Seattle has posi-tioned itself well to take advantage of oppor tunities in this large and potentially rich market Last year the Trade Alliance orga nized one of the first missions from the U S West Coast to India. the second most popu lated country in the world Again this is a developing country but one which offers enormous potential We have found it is important to establish brand recognition in these markets when they are on their way up

But we do not ignore already established markets For example the 1995 trade mis sion to the United Kingdom our most sig nificant European trading partner proved that new business relations are still to be discovered in what we assume are familiar markets George Duff's famous words still

echo most poignantly "Remember you are telling your message not to an audience but to a constantly moving parade of people" Greater Seattle cannot assume that just because it has been trading with the United Kingdom for over a century our continuously evolving economies have nothing more to learn from or trade with one another It also became very apparent that making an impact in London one of world s top three cities for international business and trade requires the best of our business civic and government leadership showing them how important this trading relationship is to our region telling them face to face about the great opportunities that continue to evolve in our respective corners of the world and explaining how important what we learn from them is to us

To these ends the Trade Alliance s 1995 trade and business mission followed by the Intercity study mission to London and Bristol in 1997 is a wonderful example of how well these two types of mission complement each other in fulfilling the multiple objectives of strengthening our business and trade relations learning from our global competition and placing this region more prominently on the global map Through the Trade Alliance efforts since 1995 and reciprocated efforts in the United Kingdom new key relationships were formed with Britain s aerospace education legal financial soft ware biomedical pharmaceutical health care and biotechnology industries

Inbound International Delegations

The Trade Alliance also works with and recruits inbound international delegations We have hosted delegations from every cor ner of the world From South Africa to South America and from Poland to Pakistan we have worked with inbound business delega tions ambassadors prime ministers and

commercial counselors Often, when a high level official from a country comes to Seattle we will work to put together a program where they present business opportunities in their region to the business community of Greater Seattle Some examples include the ambassador of India, the ambassador of Singapore and the Malaysian minister of health Sometimes the delegation wants to meet with certain companies or organiza tions in the region Or the delegation is cen tered around a particular sector such as software or aerospace When possible the Trade Alliance matches Greater Seattle com panies with the delegation s companies

The Trade Alliance is also often called upon to help organize large events or visits of heads of state In 1993 the Asia Pacific Economic Cooperation (APEC) Leadership Meetings were held in Seattle This confer ence for the first time brought together the 13 heads of state then comprising APEC including the presidents of China, Malaysia, the Philipines and the United States The Trade Alliance worked on media logistics for APEC and created marketing materials to be used by the various visiting delegations In fact, the Trade Alliance created marketing brochures translated into all of the APEC economies languages—from Thai to Taga log Our organization was also involved with the visit of Russian President Boris Yeltsin the annual "Quad" meeting of the trade min isters of Canada, Japan, the European Union and the United States as well as a host of other large events and high-level visits

The existence of a Trade Alliance type organization provides our community with institutional knowledge on how to deal with such events and visits The unique partner ship of the Trade Alliance provides the com munity with an organization that can pull together the diverse resources needed to make such events and visits happen As a region like Seattle becomes international a number of organizations will evolve includ

Ing sister city committees a World Affairs Council country specific organizations and federal or state offices The key for a community is to work together Having a system of coordination is essential so that when a significant event occurs the team can be assembled to deliver the event

Marketing Materials

Since the Trade Alliance is a marketing agency whose product is a region it was necessary to create materials promoting the Greater Seattle area In 1992 the organization created a marketing kit consisting of an elegant folder and a 24-page glossy color brochure The folder incorporated the work of a local native American artist thus setting the theme for all Trade Alliance marketing materials and as the years went by an increasing number of other organizations marketing materials As any marketer knows successful marketing requires that a consistent theme be presented to your potential customers By incorporating the native American artwork (a very Seattle image) into all brochures folders videos and other materials the Trade Alliance did just that.

The folder does not include the name of the Trade Alliance anywhere on it In fact the only words on the folder are Greater Seattle In this way the Trade Alliance can place our brochures and other materials into the folder (which do have our name and address on it) or other companies can use the folder as their own If a company takes one of our basic kits abroad it can put its own materials in the folder and we are still getting Seattle s theme out to the world Often companies will place their company s own materials in the folder along with the Trade Alliance s Greater Seattle brochure this provides their customers with information on the company as well as the region the company is from It is a win-win situation for both the company and the region

In addition to the basic marketing kit the Trade Alliance also was commissioned by King County to do a brochure focused solely on the county This brochure although highlighting King County incorporated the images and themes used in our other marketing materials In addition as the Trade Alliance gained more experience and more resources it became clear that we needed to market important sectors of the local economy Industry sector brochures usually produced in partnership with other organizations have been some of our most successful and most used marketing pieces When traveling overseas or working with an inbound delegation it is helpful and impressive—when your customer asks about for example the outdoor recreational equipment industry—to be able to pull out an eight page brochure describing that industry and the companies which make up the industry

Befitting a region based on a high tech economy the Trade Alliance uses high tech means to market the region The Trade Alliance was early on the Internet with a web site full of information and links on the region (URL http //www ci seattle wa us/ business/tda/tda htm) The APEC language brochures were placed on the web site allowing cyber visitors to read about the region in their own language The web site also contains a section called Greater Seattle International News Each week we post three or four stories of things happening in the Greater Seattle area of international note This feature receives some of the highest number of page views on the web site and allows people around the world the opportunity to keep up with what is happening in the region

During certain trade missions we have kept a cyber journal of the trip that people can read on our web site Using a digital camera and a laptop we download photos and updates on the trade mission as it is happening This way people back home and

all over the world can keep up with the progress of missions via the Internet When traveling to developing countries with limited telecommunications infrastructure this is not possible However it is a tool we are increasingly building into our missions

The web site also contains a searchable data base of Trade Alliance members For example visitors can look up and see all the software companies that are members of the Trade Alliance and link directly to these companies web sites In conjunction with other international organizations in the area we placed an International Calendar of Events on the web site This lists all the international programs and events taking place in the Greater Seattle area. The online calendar can be searched by date type of program country of program and sponsoring organization For example if you are interested in programs on Korea taking place in the month of January with a few keystrokes the calendar will display them in chronological order

The Trade Alliance also produced two videos marketing the region. The video contains the themes and messages found in our written materials and also allows us to depict visually the natural beauty of the area—the mountains and water and high quality of life our region enjoys The video is used extensively with inbound delegations and on overseas trade missions.

A Working Partnership

Other regions have looked at the Trade Alliance model and adapted it to their local circumstances—Bay Area Trade Development Alliance Cleveland Spokane Orlando and others A recent column by Neal Peirce on the Trade Alliance has stimulated additional calls for information from Florida to Hawaii The internationalization of the American economy will require all regions to develop their own institutions

The National League of Cities prepared a report a few years ago that portrayed our country as a series of local economies forming a common market of North America This report has just been published as a book written by William R Barnes and Larry C Ledebur (*The New Regional Economics The U S Common Market and the Global Economy* 1998 Thousand Oaks California. Sage Publications) If you accept as the book posits that our country is formed by a series of regional economies the obvious question is what makes a region successful? The health of each region is partly de termined by the quality of education. infrastructure and civic institutions A region must work together to succeed in the new global climate

The change that has come to the Seattle region has been dramatic and fast paced Local leaders Mic Dinsmore executive director of the Port of Seattle Bob Watt president of the Greater Seattle Chamber of Commerce Bob Drewell Snohomish County executive Norm Rice mayor of Seattle Ron Sims King County executive Ron Judd of the King County Labor Council and many others have shown that our region will only move forward by working together

As many companies have discovered the old ways of doing business are no longer good enough Regions are finding this out as well and are reinventing themselves A partnership bringing together labor business and government to promote Greater Seattle internationally has worked for our community It can work in other regions as well. ■

Bill Stafford is executive director of the Trade Alliance and among many other activities was previously deputy mayor of Seattle Sam Kaplan is deputy director of the Trade Alliance and previously worked on foreign affairs and trade issues for U S Representative John Miller

Visit the Trade Alliance web site at http //www ci seattle wa us/business/tda/tda htm

TRADE DEVELOPMENT ALLIANCE OF GREATER SEATTLE
(www ci seattle wa us/business/tda)

Number of Page Views on Internet

| 13 451 | 12,895 | 14 633 | 11 141 | 15 266 |
| Jun-00 | Jul-00 | Aug-00 | Sep-00 | Oct-00 |
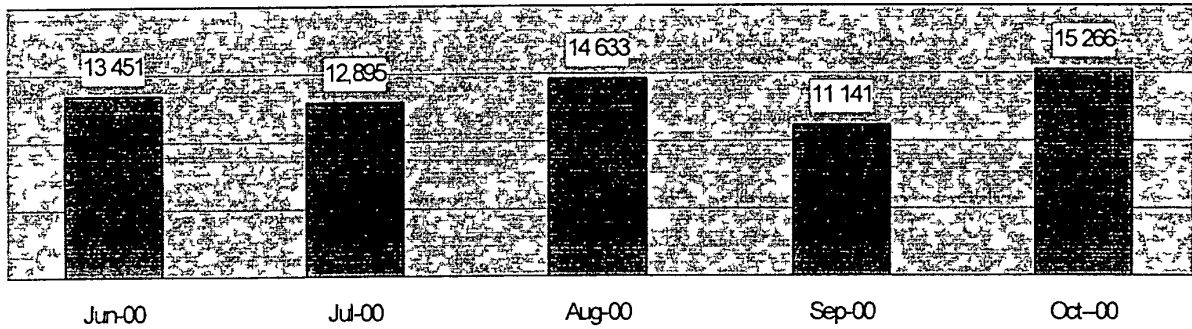
Monthly most visited areas of Internet site

OCTOBER 2000 STATISTICS	last months ranking (# of months on chart*)	SEPTEMBER 2000 STATISTICS
1 Greater Seattle International News	1 (49)	1 Greater Seattle International News
2 Business Card Directory of Trade Alliance Members	2 (31)	2 Business Card Directory of Trade Alliance Members
3 Tools of the Trade Directory of Intl Organizations	4 (4)	3 ISG Calendar of International Events
4 ISG Calendar of International Events	3 (12)	4 Tools of the Trade Directory of Intl Organizations
5 International Newspaper Web Sites	5 (10)	5 Consulates of Greater Seattle
6 Tanzania Special Report	6 (19)	6 Tanzania Special Report
7 Consulates of Greater Seattle	5 (3)	7 International Newspaper Web Sites
8 Galway Sister City Report	NA (1)	8 Agriculture Brochure
9 IPC Seattle	NA (1)	9 IPC Seattle *Journalist Reference Guide*
10 Agriculture Brochure	8 (3)	10 Metropolitan King County Transportation

*Starting with November 1995

2000's most visited areas of Internet site

1 Greater Seattle International News		6 Tanzania Report	
2 Int Business Card Listings of Trade Alliance Members		7 International Newspaper Web Sites	
3 ISG International Calendar of Events		8 Agriculture Sector Brochure	
4 Tools of the Trade Directory of Intl Organizations		9 IPC Seattle *Journalist Reference Guide*	
5 Consulates of Greater Seattle		10 Metropolitan King County Transportation	

Top U S States Accessing Web Site		Top Intl Regions Accessing Web Site	
This Month	This Year	This Month	This Year
1 California	1 Virginia	1 North America	1 North America
2 Virginia	1 California	2 Europe	2 Asia
3 Washington	2 Washington	3 Asia	3 Europe
4 Pennsylvania	3 South Carolina	4 Australia/Oceania	4 Australia/Oceania
5 New Jersey	4 Ohio	5 Africa	5 South America
6 Florida	5 Florida	6 South America	6 Africa
7 Massachusetts	6 Massachusetts		
8 Ohio	7 Pennsylvania		
9 Illinois	8 New York		
10 Texas	9 Illinois		

This Month

Top European Traffic	Top Asian Traffic	Top S American Traffic	Top African Traffic
1 Sweden	1 Japan	1 Colombia	1 South Africa
2 Netherlands	2 Korea	2 Chile	2 Tanzania
3 United Kingdom	3 Singapore	3 Uruguay	3 Morocco
4 Germany	4 Hong Kong	4 Brazil	4 Tunisia
5 Ireland	5 United Arab Emirates	5 Peru	5 Kenya
6 Norway	6 Malaysia		6 Egypt
7 France	7 India		7 Nigeria

This Year

Top European Traffic	Top Asian Traffic	Top S American Traffic	Top African Traffic
1 Netherlands	1 Japan	1 Colombia	1 South Africa
2 United Kingdom	2 Korea	2 Chile	2 Tanzania
3 Germany	3 Israel	3 Brazil	3 Nigeria
4 France	4 Singapore	4 Argentina	4 Morocco
5 Norway	5 Hong Kong	5 Uruguay	5 Sao Tome
6 Ireland	6 India	6 Chile	6 Egypt
7 Austria	7 Malaysia	7 Peru	

Top Referring Sites*	
1 Yahoo	
2 City of Seattle Site	
3 Google	
4 Alta Vista	
5 Washington State Government Site	
6 Netscape	
7 Greater Seattle Chamber	
8 Metacrawler	
9 Aol com	

附錄四

美國華盛頓大學網路研究中心對高雄市政府網站之評估報告原文（**The original document -- Evaluation of Kaohsiung City Government Website By University of Washington Center for Internet Studies, August 28, 2001**）

CENTER FOR INTERNET STUDIES
UNIVERSITY OF WASHINGTON

Evaluation of Kaohsiung City Government Website
By University of Washington Center for Internet Studies
August 28, 2001

Introduction
The evaluation of a website is inherently a subjective process that is influenced by the interests and biases of the organization/individual conducting the analysis Furthermore, it is a process that typically requires the dedication of a team of experts assessing the various dimensions of the web strategy (e g technology, branding integration with operations, etc) A thorough, professional review of this sort is highly recommended Moreover many organizations have put into place a "web governing board ' composed of both inside and outside people to offer continuing guidance since the Internet is a sector that experience dramatic change on a yearly, if not monthly basis

Nevertheless, the CIS is pleased to offer some general observations on good website design principles These suggestions should not, however, be a substitute for a professional review

General Comments
The Kaohsiung City Government (KCG) websites we looked at are
http //www kcg gov tw/ (Home page, Taiwanese version)
http //www kcg gov tw/english/ (Home page, English version)

It appears that both the Taiwanese and English website have undergone major upgrades during the summer of 2001 Such improvements are indicative of a commitment to an active web presence which is one of the most important factors in web construction for municipalities

Importance of Web Site
The CIS believes that a web site is your face to the world In other words, it is who you are, and should be a mirror reflection of the essence of your organization This includes your values "personality " what you believe is important, and other factors that define your organization

Look and Feel
Look and feel is an extremely important aspect of web design Visitors to your site will develop an immediate impression of your city based solely on the look and feel without even going further into the site This should be consistent with the image you want to portray The best sites have a consistent look and feel, not only throughout all of their web pages, but also throughout non-web materials such as literature, posters, and TV

Organizations such as KCG face an additional challenge in integrating a common look and feel when they must be concerned with multiple language versions This is more than a language issue Different techniques appeal to different cultures Consequently, design elements that appeal to a Taiwanese may differ from those that appeal to an American Balancing potential contradictions becomes a major challenge On the one hand, organizations want to convey a consistent image – or brand – while on the other hand they want to adapt themselves for differing local tastes

Navigation
Users should be able to navigate the site with ease and simplicity Our favorite sites incorporate both vertical and horizontal navigation

The New York City site is one the uses both horizontal and vertical navigation bars in a highly efficient way
http //www nyc gov/

The horizontal nav bar at the top guides people through the core sections of the site (e g Mayor's Office, Services, News and Features)
The vertical nav bar is used to drill down into a core section For example, within City Agencies, the vertical nav bar is expandable to list sub-sections in the directory

Most nav buttons take advantage of either JAVA or ActiveX technology to keep them current with dynamic page controls

Home Page
This is one of the most critical sections of your site The basic goal here is to give people a snap shot of your site with fresh content that you want to deliver up front Not only should the navigation be intuitive, but also the home page should convey the dynamic nature of your organization An In Focus" section is a good way to highlight select news and other events that keep the page fresh Examples include
City of Seattle www cityofseattle net
New York City www nyc gov
The White House www whitehouse gov
CIS www cis washington edu

Audience
Because government websites serve many constituencies its important to design the site for each of their needs Most government website have categories for specific users such as citizens, business people, and visitors There is a danger in exclusively designing your site around user categories because groups often overlap in their information seeking behavior (e g both citizens and visitors may want information on upcoming events) Good government sites present topically orientated navigation (e g by government service or department) as well as by user type Within a user category, the user should be able to find all of the information he/she wants with ease For example, business users should be able to locate business permits, information on tax rates and other information they need to complete their work in a timely and efficient manner

Services
More and more citizens are demanding access to eGovernment services via the web This applies to both individuals as well as to businesses both local and foreign Not only does eGovernment enhance the efficiency of government services for local citizens, but it conveys to foreign business people that your government is progressive and easy to work with Some examples are
Vehicle registration renewal www dmv ca gov/online/vrir/vr_top2 htm
Business permits database http //dor wa gov/index asp?prd
Filing taxes http //www irs gov/elec_svs/index html

"Hipness"
Most successful sites stress the "coolness' factor measured by use of the latest in web technologies and design One of the goals of many organizations is to communicate that they are on the leading edge of the Internet Age Of course, designing in 'hipness" needs to be consistent with the overall image/brand of your organization Dentsu, the 100 year old Japanese advertising agency, rejuvenated its image in their English language website at www dentsu com (Note, however, that they do not use the same technique for their Japanese language site www dentsu co jp , a fact that seems odd)

Multimedia Web Technologies
Advanced web design takes advantage of the latest in web multimedia Typically, these technologies are used to convey "hipness "

Streaming Video
A great way to show case a city's business or tourism opportunities is via streaming video The two standard codecs are by Real Networks and Microsoft Moving file-downloaded video to streaming format may be a top consideration Helpful information such as traffic monitors and web cams for famous cites in Kaohsiung may draw an audience Also, live and archived webcasts of cultural events may prove popular City government television channels should also be moved to the web for viewing by Kaohsiung citizens and viewers abroad

A good example of this is the New York City traffic webcam Not only is this useful for city commuters, but also is also popular for outsiders who want to see a live city scene http //nyctmc org/manhattan asp#

Flash Animation
Flash animation is also very popular for presenting a hit upbeat image The Dentsu site is built entirely on Flash (not necessarily recommended) The KCG website also uses Flash on both its home page http //www kcg gov tw/main htm in the navigation, and in certain sub-sections such as http //cabu kcg gov tw/tzuoying/flash/flash html

Conclusions
Developing and sustaining an informative and dynamic web presence is a demanding job that requires leadership and the dedication of staff at all levels of an organization from the information technology (IT) division all the way through senior decision-makers One of the most important steps is to build a web team that unites both business managers and the technical staff A successful web strategy requires input from many divisions of the enterprise

Building a robust website for Kaohsiung has tangible and far-reaching rewards Cities that have a superior web site can expect to improve the lives of its citizens, create greater efficiencies for local and foreign businesses, attract tourists, and in general enhance the overall image of a city As your window to the world, the Internet is an indispensable component of your overall activities It is the hope of the CIS that the summer fellowship of Chi-pin Chiu was valuable in conveying both the importance of a web presence and the specific considerations one needs to take into account in developing a web strategy

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附錄五

"全球政府的線上服務效能"，「網路統計資料即時新聞」網站（**Global Governments Go Online", eStatNews**），

http://www.emarketer.com/estatnews/estats/eglobal/20011025_brown.html?ref=ed

eStatNews

Marketer.

when planning a media buy

msn
Advantage
Marketing

Main Menu

eReports

Newsletters

eStatNews

▶ eStats

eNews

Strategy Week

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Marketing

World Regions

eStats

Global Governments Go Online

25 October 2001

According to a recent 'E-government" report from World Markets Research Centre, conducted by Brown University, 28% of government websites in North America offer online services Following North America is the Pacific Ocean Islands region with 19% of websites offering services Asia comes in third with 12% and the Middle East follows in fourth place with 10% of all government websites

The report reviewed 2,288 government websites in 196 nations worldwide during the summer of 2001 It found that Taiwan has the highest percentage of websites that offer online services (65%) Canada and the US fall behind in a mutual seventh place with 34% each
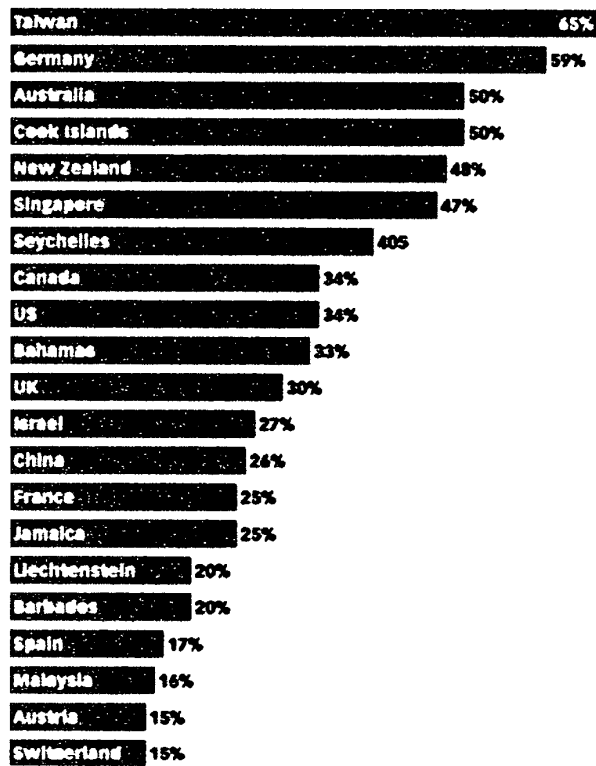
Percent of Government Websites Offering Online Services, by Selected Country 2001

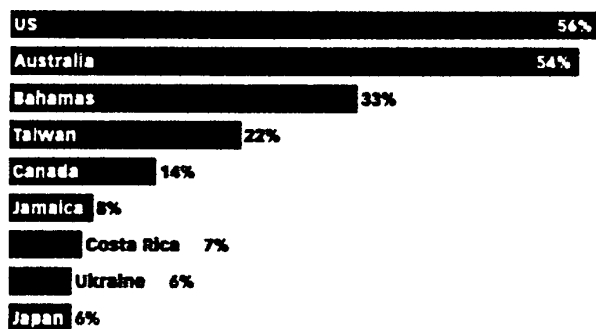| Country	
Taiwan	65%
Germany	59%
Australia	50%
Cook Islands	50%
New Zealand	48%
Singapore	47%
Seychelles	40S
Canada	34%
US	34%
Bahamas	33%
UK	30%
Israel	27%
China	26%
France	25%
Jamaica	25%
Liechtenstein	20%
Barbados	20%
Spain	17%
Malaysia	16%
Austria	15%
Switzerland	15%

Source World Markets Research Centre and Brown University October 2001

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Though the US trails behind quite a few countries in terms of online services offered by government websites, it ranks first in terms of online security policies with 56% of its websites maintaining policies Taiwan lags in fourth place with 22% of its websites maintaining privacy policies

Top Countries in Terms of Government Website Security Policy 2001 (as a % of websites in each country)

Country	
US	56%
Australia	54%
Bahamas	33%
Taiwan	22%
Canada	14%
Jamaica	8%
Costa Rica	7%
Ukraine	6%
Japan	6%

Source World Markets Research Centre and Brown University October 2001
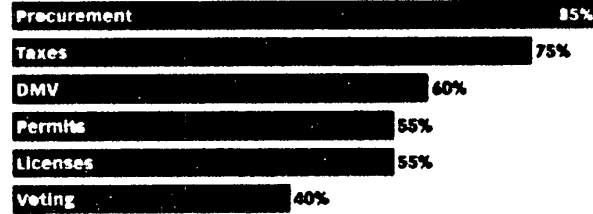
033601 ©2001 eMarketer Inc.   www.eMarketer.com

Gartner Dataquest finds that government

agencies in the US will increasingly go online in the near future The company predicts that in the next three years, 75% of the IRS' tax procedures will be online and 60% of the Department of Motor Vehicle s activity will be online

Government Agencies Hoping to Implement Web Processes Over the Next Three Years In the US, 2001

Procurement	85%
Taxes	75%
DMV	60%
Permits	55%
Licenses	55%
Voting	40%

Source Gartner Dataquest, 2001

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