

出國報告(出國類別：其他)

# 出席「2013IASP 世界科學園區協會巴西年 會暨醫療器材招商」行程出國報告

服務機關：南部科學工業園區管理局

姓名職稱：陳俊偉/南部科學工業園區管理局 局長

許增如/南部科學工業園區管理局 投資組組長

派赴國家：巴西

出國期間：中華民國 102 年 10 月 09 日至 10 月 19 日

報告日期：中華民國 102 年 12 月 30 日

## 摘要

為增加台灣科學園區之國際能見度，本局陳俊偉局長、投資組許增如組長、中科管理局林威呈副局長、金屬中心黃博偉副組長及呂姝嬋等 5 人，於 10 月 9 日至 19 日赴巴西參與第 30 屆世界科學園區協會 (IASP) 年會，由許增如組長於會中發表高雄園區醫材聚落發展經驗，和與會先進共同討論高雄園區醫療器材產業的成果與未來發展策略。此行程規劃訪廠活動，拜訪 2 家巴西醫療器材廠商、中巴醫院葉倫群院長和巴西幸福科技城會議負責人 **Fuad Gattaz Sobrinho** 教授，了解當地市場概況及行銷模式，學習相關經驗。

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## 一、目的

2013年世界科學園區協會(IASP)年會於10月14至17日在巴西勒西非(Recife)舉行，本局許增如組長於年會 Pitch Session 中發表高雄園區醫材聚落發展經驗，和與會先進共同討論高雄園區醫療器材產業的成果與未來發展策略。本次行程除參與年會外，並順道拜訪巴西當地旗艦醫療器材廠商—Alko 公司及 White Martins 公司，同時也與從台灣移民至巴西設立中巴醫院的葉倫群院長，及巴西幸福科技城會議負責人 Fuad Gattaz Sobrinho 教授會晤，透過彼此的經驗交流與分享，為往後醫材產業的發展方向提供不同的視野與觀點。

## 二、出國行程規劃

### 2013年10月巴西IASP年會暨參訪行程規劃

9 WED	10 THU	11 FRI	12 SAT	13 SUN	14 MON	15 TUE	16 WED	17 THU	18 FRI	19 SAT
		前往里約 拜訪 Alko 公司 10:00	拜訪 White Martins 公司 09:00 拜訪 Dr. Fuad 11:00		IASP 年會 08:00報到	IASP 年會 開幕式 08:45	IASP 年會	返台日 11:05起飛 •雷雪夫-聖保羅 11:05-14:35 JJ 3549 •聖保羅-新加坡 新加坡航空 SQ 67 17:40-05:30	飛行途中	抵達台灣 13:20抵達 •新加坡-台北 新加坡航空 SQ 876 08:35-13:20
出發日 17:45起飛 •台北-新加坡 新加坡航空 SQ 879 17:45-22:10	抵達聖保羅 16:10抵達 •新加坡-聖保羅 新加坡航空 SQ 68 1:10-16:10	返回聖保羅 21:45抵達 •里約-聖保羅 天馬航空 JJ3687 20:27-21:45	拜訪中巴醫院 14:00	前往勒希非 15:30起飛 聖保羅-勒希非 JJ 3548 15:30-18:47	IASP 年會	IASP 年會	IASP 年會 Pitch session 14:00			

## 三、出席人員名單

姓名	職稱	單位
陳俊偉	局長	南部科學工業園區管理局
許增如	組長	南部科學工業園區管理局

林威呈	副局長	中部科學工業園區管理局
黃博偉	副組長	金屬工業研究發展中心
呂姝嬋	專案管理師	金屬工業研究發展中心

#### 四、年會會議情形

第 30 屆世界科學園區協會 (IASP) 年會於 102 年 10 月 14 至 17 日在巴西勒希非 (Recife) 盛大舉辦，本年度南科與中科由本局陳俊偉局長、投資組許增如組長、中科管理局林威呈副局長、金屬中心黃博偉副組長及呂姝嬋等一行 5 人代表參與。

參加園區相關國際組織之年會主要是為藉由國際會議分享園區之招商成果及發展經驗，並提升醫療器材產業聚落知名度。今年 IASP 年會主題為「Science parks shaping new cities」，本局與金屬中心聯名投稿，以「高雄市路竹區之區域發展歷程-以高雄科學園區為例」(The Regional Development of Luzhu District in Kaohsiung-A Case Study of Kaohsiung Science Park) 為題撰文，獲主辦單位同意刊登大會論文集內，此外，本局亦以「From Simple Screws to Dental Implants」為題，於年會 Pitch Session 中發表，分享南科高雄園區的產業變遷、發展歷程以及未來展望，向國際發表南科醫材聚落現況，除了可增加高雄生技醫療器材產業專區之知名度及國際地位，使南科園區能夠更廣為人知，並以世界舞台為目標，吸引更多優質廠商進駐，以提升未來招商綜效與能見度。





許增如組長於年會 Pitch Session 發表南科高雄園區的產業變遷、發展歷程以及未來展望

此外，年會期間透過觀摩世界各國科學園區與會代表之論文發表，了解各國園區之發展規劃及國際最新運作思維，並將國外經驗導入台灣產業，做為日後我國醫療專區創新模式的學習參考。例如各國之論文發表，除可參考國外研究分析之結果，亦可適度與國內園區發展方式做比較，分辨其優缺點，尋找適合台灣發展的途徑，了解台灣醫療器材產業之缺口及長處，進而設法改善以補不足，促使聚落發展、成長、茁壯，成為佔有一席之地之知名醫材產業聚落。

## 五、相關拜訪行程

本次巴西行程也安排拜訪 2 家當地醫材製造商，分別為製造顯影劑及相關產品的 Alko 公司及製造醫療氣體的 White Martins 公司。此外，也與從台灣移民至巴西設立中巴醫院的葉倫群院長和巴西幸福科技城會議負責人 Fuad Gattaz Sobrinho 教授會晤，期能增進對巴西市場及醫療器材產業現況之認識，提供園區廠商日後更進一步之合作交流機會，同時也介紹南科園區之優勢與特長，鼓勵當地企業來台投資，將南科醫療器材聚落進一步推廣至世界舞台。

### (一) Alko 公司

Alko 公司位於里約里約熱內盧，創立於 1986 年，生產包含口服及注射用顯影劑、注射管等相關產品，主要供應巴西國內市場需求，該公司不僅是製造商，同時也是經銷商，銷售對象以醫療院所為大宗，相關產品市佔率占巴西國內 25%，目前正在擴建廠房、增加裝配生產線並增聘員工。



本次拜會 Alko 公司，由 Augusto Luiz K. de Oliveira 總裁親自接待，該公司所生產的顯影劑及注射管，主要銷售對象為巴西境內醫院，且注射管皆為自行組裝，行銷策略採用配套方式，以顯影劑搭配注射管成套銷售或提供購買顯影劑贈送注射耗材的優惠，運用薄利多銷的銷售手法，成功



吸引醫院大量採購，因此相關產品市佔率達巴西國內 25%。此外，在人力配置方面，Oliveira 總裁表示該公司一直處於獲利階段，所以不需聘用外籍勞工，產品組裝所需投入的大量人力皆聘用巴西當地人才，提升了當地的就業率。到訪時該公司正進行擴廠整修，將再增加裝配生產線、增聘員工進行產品組裝並擴充倉儲空間，以符合日漸提升的產品需求。本次訪談除了解 Alko 公司營運狀況，亦向 Oliveira 總裁介紹南科園區的醫材聚落，日後若 Alko 公司有設立海外據點或外銷需求，可考慮來台投資。



## (二) White Martins 公司

南美洲最大的醫療及工業氣體製造商 Praxair 集團(名列財星雜誌 250 大企業名單)，目前已在全球九個國家設立據



點，在巴西為 White Martins 公司，是南美洲供應二氧化碳和氮氣的領導廠商之一，提供高素質的技術團隊、高效率的物流系統與高品質的售後服務。

本次拜會 White Martins 公司，由聖保羅區域主管 Renisvaldo Brunholi 接待，並由該公司客戶之一中巴醫院葉倫群院長伉儷陪同。該公司主要提供當地醫院二氧化碳、氧氣等醫用氣體，中巴醫院建築物外，也裝設有 White Martins 公司之氣體儲存槽供醫院使用。White Martins 公司亦提供家庭照護使用的氧氣與呼吸治療氣體，運用專業設備與其獨特技術將氣體液化後裝載於鋼瓶內，再運送至醫院或住家。該公司氣體多儲存於鋼瓶內，並以氣瓶顏色區分內裝氣體之種類，不同種類之氣體皆分區存放，具危險性或易燃之氣體則另加標示並集中存放，以維護安全。因 White Martins 公司的管理規定，自公司創立後迄今未發生重大工安事件，這也是該公司頗為自豪之處。此外，White Martins 公司亦設有實驗室，進行檢測與技術開發，使 White Martins 公司能夠在當地市場佔有一席之地。



### (三) Fuad Gattaz Sobrinho 教授

本次透過國科會劉錦龍參事的介紹與葉祖堯教授的牽線，有幸至聖保羅 Campinas 與巴西幸福科技城會議負責人 Fuad Gattaz Sobrinho 教授會晤，Fuad Gattaz Sobrinho 教授於 1984 年自美國馬里蘭大學(University of Maryland)取得電腦科學及管理科學博士學位，曾任巴西農業研究公司(EMBRAPA)執行董事，現為 Ambiencia Information Systems, Ltd.總裁，亦為多特蒙德大學(University of Dortmund)特聘教授、紐澤西理工學院(New Jersey Institute of Technology)特聘研究教授，同時也是 SharePoint Deployment Planning Services (SDPS)團隊成員，以及 P3 Technology 的創始者，也是 2013 年在巴西 HORTOLÂNDIA(巴西成長最快的城)舉辦的國際會議「Smart and Healthy City」負責人。

Fuad Gattaz Sobrinho 教授分享了许多他在當地執行幸福城計畫的寶貴經驗，並指出當地政府與其合作投入經費在醫療、疾病防治、改善居住環境(例如交通等)、食品健康等日常生活等方面，致力於鼓勵人民健康生活，以達到全市健康幸福的目標，Fuad Gattaz Sobrinho 教授以自身為例，他患有糖尿病，因此平日極少肉食，是素食主義者，自近年來注重食品健康後，糖尿病症狀已改善，也激勵他持續往健康生活的目標努力。透過 Fuad Gattaz Sobrinho 教授分享的經驗，可作為未來發展幸福科技城的參考。



### (四) 中巴醫院葉倫群院長伉儷

從台灣移民至巴西聖保羅設立中巴醫院的葉倫群院長，1954 年出生於桃園縣(客家人)，21 歲隨父母移民巴西，就讀 SANTO AMARO 醫學院專攻外科和血管科；葉醫師夫人柯家玲(台南人)則專攻醫院管理和行政。中巴醫院董事長為葉院長岳父柯楓源。中巴醫院為綜合醫院，目前有四百多位員工，兩棟建築共約 150 床。本次與中巴醫院葉院長及夫人的交流過程中，討論醫院經營管理、通路運作及民族特性等在當地開業所遭遇到的狀況，使我們對巴西的醫材市場有更進一步的認識。



## 六、心得與建議

目前在南科園區進駐之生技醫材產業廠商已達 57 家，而高雄園區之生技醫療產業聚落專區，在四年來的積極運作下，亦已逐漸成形。然而，這僅僅是南部生

技醫療器材產業聚落發展計畫的初期目標，除了引進廠商進駐園區，更重要的是將台灣醫材產業及產品推廣至世界舞台這個重大任務。

本年度世界科學園區協會(IASP)年會於 10 月 14 日至 17 日在巴西勒希非盛大舉行，本局投稿之論文「高雄市路竹區之區域發展歷程-以高雄科學園區為例」(The Regional Development of Luzhu District in Kaohsiung-A Case Study of Kaohsiung Science Park)，獲刊登在大會論文集內，並以「From Simple Screws to Dental Implants」為題，於年會 Pitch Session 中發表南科高雄園區的產業變遷、發展歷程以及未來展望，提升南科國際能見度，而本次年會中亦有多位演講者針對園區之發展提出具參考性的論點，是本次的重要收穫之一。

本次除參與 IASP 年會外，亦拜訪巴西醫材製造商 Alko 公司及 White Martins 公司，並與從台灣移民至巴西設立中巴醫院的葉倫群院長和巴西幸福科技城會議負責人 Fuad Gattaz Sobrinho 教授會晤，增進巴西醫療器材產業現況與華僑在海外經營心聲的認識，為往後建立海外市場的國際行銷與營運模式踏出了第一步。在參訪同時一併介紹南科園區優勢，希望可提高當地企業來台投資之興趣，將南科醫療器材專區進一步推廣至世界舞台。

透過本次行程，除了了解各國園區的運作及創新理念，做為日後發展的參考外，透過發表與交流，將南科醫療器材產業聚落帶入世界舞台。而行程中結合廠商參訪，藉著與海外廠商間的交流，介紹南科醫材聚落，期望能讓南科聚落發展更多元、更國際化。

# From Simple Screws to Dental Implants



Chun-Wei CHEN

Andrea T. J HSU

Southern Taiwan Science Park, Taiwan



## Gangshan District

- Gangshan District, a dense, fastener manufacturing base located in southern Taiwan, historically had a 30% share of the global market.



# Kaohsiung Science Park



- But with increased globalization, Gangshan was forced to re-think and re-invent itself.
- KSP was the solution.

3



**As a result, and with the support of the Taiwanese government, the Southern Taiwan Biomedical Device Industry Cluster Development Project was created to develop high-end medical products and technologies.**

4

# The future...

- With the help of our governments, greater access, and fewer barriers, to international markets.
- Change from the “me too” to the patent-oriented way of thinking.



# The Regional Development of Luzhu District in Kaohsiung-A Case Study of Kaohsiung Science Park

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## Summary

This study is based on the history of Kaohsiung Science Park, trying to explore the regional development of Luzhu District in Kaohsiung in the past four years. The aim of this paper is to provide empirical evidence to study the role of Kaohsiung Science Park (KSP), the branch of Southern Taiwan Science Park (STSP), in the regional development process by studying the actors participating in the project "Biomedical Devices Industrial Cluster Establishment Project". According to this study, the main influence factors possibly include the population, transportation, the number of employee, supermarket, and the tenanted companies, etc. With the collection of information about the aforesaid influence factors for four years, we are trying to analyze how the KSP changes the industry in the city; in addition, how the Southern Taiwan Science Park Administration (STSPA) cooperated with local research institute, Metal Industries Research & Development Centre (MIRDC), to help the park industries.

**Keywords:** Southern Taiwan Science Park (STSP), Medical Device, Regional Development

## 1. Introduction

The industrial development is often associated with the regional development. Tainan Science-Based Industrial Park was established in Tainan City in 1997 and it was expanded and renamed as Southern Taiwan Science Park (STSP) in 2003. From then on, the STSP includes the Tainan Science Park (TSP) and the Kaohsiung Science Park (KSP). In other words, the KSP was established in 2003 as the second site managed by Southern Taiwan Science Park Administration (STSPA). As we know, TSP is famous for its Integrated Circuits industrial cluster. Therefore, STSPA tried to apply the successful experience of formatting the TFT-cluster into the upgrading projects for Medical Device. To improve the competitive advantages of KSP, medical device (MD) industry is chosen as a target industry to develop in KSP because it combines the medical industry with metal industry. According to Kung and Yen<sup>1</sup> (2012), MD industry is chosen under the trend for upgrading with the three main reasons. Firstly, MD industry has the opportunities to combine different field's high-tech technologies with metal, precise machine, chemical, and plastic industry in which it has high reputation in manufacturing sector. Secondly, the MD industry is comparatively a new industrial sector all over the world, even the major associations in the USA, for example, MDMA and MassMEDIC, have been established only since the 1990s. Thirdly, it is widely recognized as very potential in the future, basically because of the global increase of ageing population as well as the rising awareness of the value of health.

The KSP is situated between Luzhu, Gangshan and Yongan District of Kaohsiung, the traditional manufacturing-based industry in these areas, as mentioned in above paragraph. KSP has strong intention and is willing to develop medical device industry. Actually, Kaohsiung, which is located in southern Taiwan, is commonly known as a city of traditional industry. With its excellent geographical environment, Kaohsiung once ranked the world's third largest commercial port. In the past, Kaohsiung was famous for its metalwork industry in Gangshan and Luzhu District; however, with the trend of economic globalization and migration of Taiwan's industry, Kaohsiung Port declined in the world rankings. Therefore, transformation is a must for Kaohsiung's industries in order to resolve the aforesaid issues.

In response to the changing market and development trend towards industrial transformation and upgrade, many local industries try to find another way to create business opportunities with high value-added industry. With aging population being a global trend, high value-added medical device industry becomes the focus for these industries. The capability of precision molding, plastic injection and metal processing is the strong foundation for local industries to change into medical device industries. It is one of the reasons why the Southern Taiwan Science Park (STSP) could attract 37 enterprises for an investment amount of US\$ 176 million and create about 600 jobs after the promotion campaign of the "Biomedical Devices Industrial Cluster Establishment Project" for almost 4 years. The strategy is to utilize the R&D strength of the academic and research institutions to transform the traditional metal processing industry into a medical device industry. The industrial cluster is further completed with the presence of dentistry and orthopedics device manufacturers. Now, in Taiwan, Kaohsiung has become the city with the highest proportion of medical device company establishments.

From the above-mentioned circumstance we could find that the rise of medical device industries improves the development of surrounding areas. The reason why the medical device industries could develop in Luzhu is the technology of metal, steel and chemical industries in Luzhu and the surrounding area provides a good environment for medical device industries. The city promotes the development of the industries and vice versa; this condition is like an ecosystem. According to the experience in Taiwan, when the development policy of a science park is made, not only the suitable industry category but also the location and the capability in surrounding area should be considered.

In view of above, this study tried to explore the development history between medical device industries and Southern Taiwan Science Park, and it is expected that this development experience will be a reference in the future.

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<sup>1</sup> S-F KUNG, Y-C YEN, B-C WU, C-W CHEN, C-M CHEN, B-W HUANG, *The Study of the Relationship between Southern Taiwan Science Park and Regional Innovation Network*, 2012.

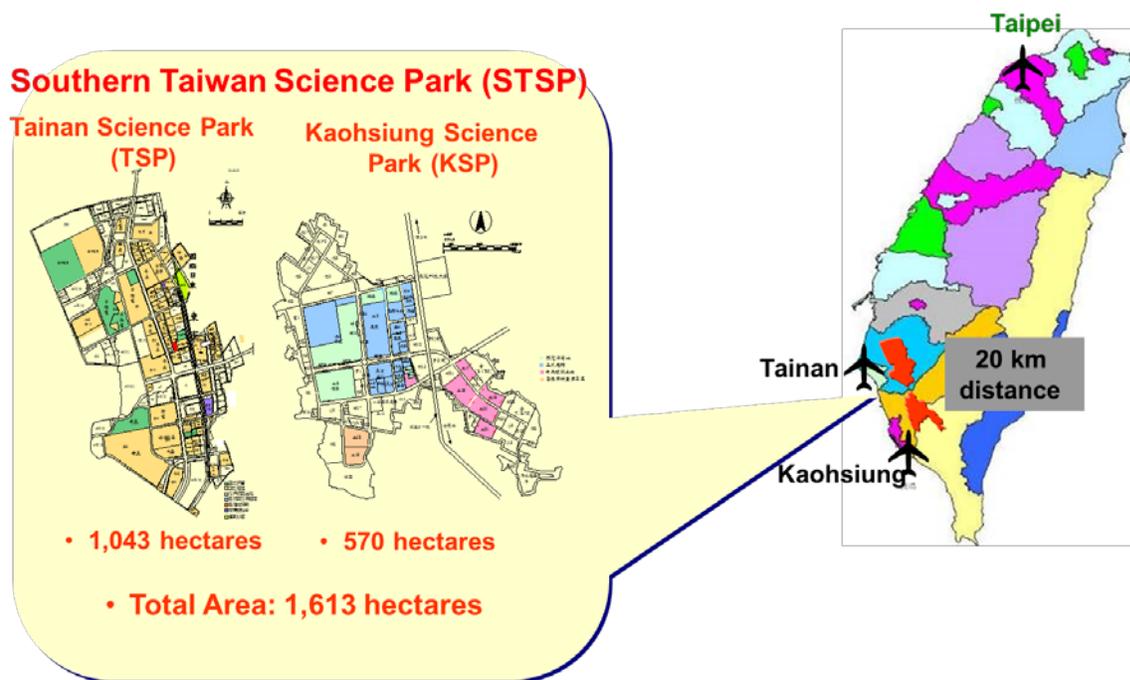


Figure 1: The Location of the TSP and KSP in Taiwan

## 2. An Overview of “Southern Taiwan Biomedical Devices Industrial Cluster Establishment Project”

From 2009 to 2013, the project “Southern Taiwan Biomedical Devices Industrial Cluster Establishment Project” is promoted by Southern Taiwan Science Park Administration (STSPA) and executed by Metal Industries Research & Development Centre (MIRDC). Nearly NT\$1.2 billion, which is equivalent to US\$ 4 million, have been invested in promoting the “Southern Taiwan Biomedical Device Industry Cluster Establishment Project” to upgrade the technology and value of small and medium traditional manufacturers in southern Taiwan. One of the goals of this project includes upgrading and transforming the industry in Taiwan. This project is a method for the industry to tenant in Southern Taiwan Science Park (STSP) more easily due to the industry could get financial support from the Southern Taiwan Science Park Administration (STSPA) and the technical and professional services from Metal Industries Research & Development Centre (MIRDC). The Southern Taiwan Science Park Administration (STSPA) provides the subsidy for the industry to do research and development on the medical device products. It could help the industry to upgrade the products or transform the traditional industry into medical device industry quickly by obtaining the financial support from the Southern Taiwan Science Park Administration (STSPA). STSPA is not only the sponsor but also the consultant. STSPA and MIRDC also help the park enterprises to do international marketing, for example, participation in famous exhibitions with national pavilion; provides the medical device regulation consulting service, etc.

Clusters have become a popular key word and new planning concept of discussion and analysis in contemporary debates on regional development including “Third Italy” and “Silicon Valley”. Regarding the theory of industrial cluster, many significant literatures highlight the importance of the firm clustering in space. From Marshall’s external economy, agglomeration economics studied by Weber and Hoover, Porter’s analysis of national competitive advantage, to Saxenian (1994) compared the case between Silicon Valley with Route 128. Porter<sup>2</sup> (1990) in his book “National competitive advantage”

<sup>2</sup> Porter, Michael E., *The Competitive Advantage of Nations*, New York: Free Press, 1990.

indicated that the competitive advantage in nation is dependent on their competitiveness, meanwhile, the cluster which has the external economy, innovation and cooperation effect, just could be the driving force to promote national and regional economy development. Therefore, how to promote the formation, development and upgrade of cluster, and make a cluster-based policy, is already becoming a hot issue in the planning field.

STSP now has 328 tenanted companies with a total of about 65,000 employees and the total revenue of park enterprises is around US\$ 12 billion in 2012. No doubt, it is now an important high technology industrial area in Taiwan and one of the world-class TFT-LCD and Integrated Circuits industrial clusters.

With almost 4 years of project execution, 37 firms have tenanted in the STSP which include 17 dental device companies, 4 orthopedic companies, 4 medical cosmetic companies and 12 other medical device companies, forming a medical industrial cluster in southern Taiwan.

### 3. Cluster and Spatial Development

As a late-comer in industrial development, Taiwan started its way on high technology industrial cluster building, as a strategic trajectory leap forward in industrialization, and selected from advanced industrial societies the development strategies perceived as suitable to the island. United States and Japan in particular, have been the focus of such studies. "High technology industrial cluster" is a combination of two terms welcomed by many high technology and industrial cluster. Moreover, it has to be carried out in space. Since 1980s, the "high tech fever" or "high-tech fantasies" have swept most of the world (Rogers & Larsen, 1984; Makusen et al, 1986; Massey et al, 1992); and following Porter (1990), industrial clusters have become one of the hottest research and policy fields since 1990s (OECD<sup>34</sup>, 1999, 2001). There are many ways to develop high technology industrial cluster in the spatial planning disciplines. Therefore, the following will be discussed the two key concepts, cluster and spatial developing pattern briefly.

The emergence of industrial cluster concept can be traced to the late 19th century and Alfred Marshall's observations about industrial district in the UK. According to his concept, when the firms start agglomerating in one place, it will produce the competitive advantage in terms of the phenomenon with specialized skills, subsidiary industry and technological spillovers (Krugman<sup>5</sup>, 1991). Weber<sup>6</sup> (1929) proposed the agglomeration economics which emphasized the co-location can reduce operation cost by internal and external economics. These theories provide the important theoretical explanation about why firms have to concentrate in one place, and then indicate the ability to control the markets and production inputs will determine whether the concentration would happen. Maurel and Sedillot<sup>7</sup> (1999) also found that some highly firm-density areas in US and Japan have highly positive influence on their productivity. However, there are many scholars proposing different points to see

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<sup>3</sup> OECD, *Boosting Innovation: The Cluster Approach*, 1999.

<sup>4</sup> OECD, *Innovative Clusters: Drivers of National Innovation Systems*, 2001.

<sup>5</sup> Krugman, P., *Geography and Trade*, Cambridge, MA: MIT Press, 1991.

<sup>6</sup> Weber A., (1929) *Uber den Standort der Industrien*, translated by FRIEDRICH C. J. ,1929, *Alfred Weber's Theory of the Location of Industries*, University of Chicago Press, Chicago), translated in Chinese,<http://www.hcclib.net/pdf/default.htm>.

<sup>7</sup> Maurel F. and Sedillot B., A measure of the geographic concentration in French manufacturing industries, *Regional Science and Urban Economics*, 1999, 29(5): 575-604.

whether cluster is useful for economic development. Saxenian<sup>8</sup> (1994) discussed two experiences between Silicon Valley and Route 128 to describe the point that agglomeration can't explain why two regions under the same condition developed totally different.

Therefore, Hill and Brennan<sup>9</sup> (2000) clearly identified the definition of industrial cluster with competitive advantage is a geographic concentration of competitive firms or establishments in the same industry that either have close buy-sell relationships with other industries in the region, use common technologies, or share a specialized labor pool that provides firms with a competitive advantage over the same industry in other places. The first part is necessary condition (a geographic concentration of competitive firms or establishments in the driver industry or industries); the others are combined with at least one of the other three parts before a group of industries can be considered an industrial cluster. From the above definition, we can find that the firms concentrating in one place not only could reduce the production cost in common, but also create the competitive advantage by fierce inter-firm competition and knowledge diffusion. Hence, critical to a region's moving to the next stage of development is that the indigenous industry begins to generate cluster economies.

There are many ways to develop high technology industrial cluster, in the spatial planning disciplines, various kinds of planned development arouse: science park, technopolis, technopole, among others. Castells and Hall (1994) described that these projects exist "on the periphery of virtually every dynamic urban area in the world", and they "constitute the mines and foundries of the informational age". The most frequent way in Taiwan is the "Science Park", now, the trend is the "Science City". The Science Park plays the role of a driver to create the science field. In academic or professional arena, there is no globally accepted definition for either science park or technopolis. With respect to the meaning of science park, International Science Park Association (IASP) and Association of University-related Research Park (AURRP) are two major international organizations for the study and promotion of science park development; United Kingdom Science Park Association (UKSPA) is perhaps the most active national organization. Science park definitions set by these organizations have been widely adopted in literature. Some researchers gave science park a broader meaning, that is, to use it as the generic term to cover a range of high technology industry development types (Debenham et al, 1983; OECD, 1987; Kung, 1995); others identify it as one specific type among the related industrial development categories (Couvidat and Giusti 1991; Castells and Hall, 1994; Spolidoro, 1998; ULI, 2001). The latter is basically a direct descendent of the first planned high technology industrial development -- Stanford Research Park, and most notably prevails and appears in Nother America, United Kingdom and Australia. Couvidat and Giusti (1991: 16) regard this narrower defined science park as "a model of organization for technopolises based on Anglo-Saxon tradition of university campuses, established on the outskirts of towns". Castells and Hall (1994) grouped famous examples like Cambridge Science Park, Sophia Antipolis and Hsinchu Science Park in one category and titled it "technology park" certainly gave way to discussion of difference between science park and technology park, we will touch this point in Taiwan's context, nevertheless, the author consider that the above quoted characteristics given by Couvidat and Giusti is common to both terms in general.

"Technopolis" is now translated as "science city" or "science and technology city" in Chinese language, and are interchangeable in common usage. However, science city appears earlier in Chinese literature. According to author's knowledge, the first science city project introduced to Taiwan readers in Chinese is Akademgorodok, and literally translated as "Science City of Siberia" in 1965. This was followed by Tsukuba project. At any rate, the pure R&D-oriented science city gives people the image of a collection of "ivory tower", and seems very remote to the general public. Thus, the more popular concept is the latercomer "technopolis" introduced in mid-1980s, translated as "science and technology city" or "technology-intensive city", where "technology" gives a more application-oriented sense, hence, a

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<sup>8</sup> Saxenian, A., *Regional Advantage: Culture and Competition in Silicon Valley and Route 128*, Cambridge MA: Harvard University, 1994.

<sup>9</sup> Hill, E. W. and Brennan, J. F., A Methodology for Identifying the Drivers of Industrial Clusters: The Foundation of Regional Competitive Advantage, *Economic Development Quarterly*, 14 (1): 65-96, 2000.

better linkage between R&D and business circles maybe promoted; and by “city”, not only industrial but all other urban activities are possible components.

The successful experience of development of high technology industrial cluster in TSP encouraged the government to establish the industrial cluster. Therefore, in view of the environment of KSP, the industrial background in the surrounding area and global market trends, an establishment project for developing the biomedical devices industrial cluster is executed. The period of the first phase of this project was 4 years, from 2009 to 2013. The goal of this project is to attract over 15 companies to tenanted in STSP, the total investment amount could reach to NT\$ 50 billion, which is equivalent to US\$ 1.67 billion. With the purpose to induce local innovation capacity, this project was subcontracted to MIRDC to execute. After executing for 4 years, 37 medical device companies are tenanted in STSP and the cluster was formed.

#### **4. The Regional Development of Luzhu District**

After the medical device cluster was formed, the circumstance of the city is changed. Thereafter, we will investigate the regional development of Luzhu District from the following factors: the population, transportation, the number of employee, the tenanted companies and the number of supermarket in the surrounding area, which includes Gangshan and Luzhu.

##### **The history of population**

Kaohsiung is a modern metropolis located in southern Taiwan as well as the second largest city of Taiwan. The total area is approx. 2946.2671 km<sup>2</sup> and the population is approx. 2,270,000. In this part, we have investigated the migration of the people in Luzhu District and northern Kaohsiung and tried to find the evidence that Luzhu District.

Most of the people in Kaohsiung live in the city, especially in Lingya District, San Min District, Zuoying District, Fongshan District and Nanzih District. Luzhu District is also located in northern Kaohsiung; however, it is just a small town and people here are most farmers and fishermen. After KSP was established, the structure of the economy has been changed. From the population of Luzhu District and the downtown in northern Kaohsiung (Table 1), we could find that the number of population doesn't increase in Luzhu District. From our study, the reason might be that the people prefer to live in the big city-Gangshan nearby rather than stay in Luzhu because the living function is better. However, it is believe that once the living function of Luzhu District has been improved, the population in Luzhu District will increase.



Figure 2: Kaohsiung City Map

Table1. The population of Luzhu District and the downtown in northern Kaohsiung

Year	Luzhu District	Growth rate	Downtown in Northern Kaohsiung	Growth rate
2007	54,576		1,559,165	
2008	54,369	-0.379%	1,564,399	0.336%
2009	54,137	-0.427%	1,569,462	0.324%
2010	53,791	-0.639%	1,573,714	0.271%
2011	53,443	-0.647%	1,576,051	0.149%
2012	53,145	-0.558%	1,579,454	0.216%

Source: Kaohsiung City Government

## **The development of public transportation**

In the beginning of the establishment of KSP, there is no shuttle bus service in it. First of all, a highway intersection which is connecting the KAP and the downtown was finished construction in 2009. People who would like to go to KSP are always by motorcycle, by car or by taxi. There are only a few companies located in KSP and it is difficult for the government to set a bus stop in KSP. With the increase of the companies tenanted, the STSPA decided to provide the public transportation service for the people who work in KSP. Thus, the shuttle bus service was started in September 2012. In addition, Gangshan South Station of the Kaohsiung Mass Rapid Transit System (KMRT) was in operation in December 2012; in the meanwhile, the Kaohsiung City Government announced that KMRT will be extended to KSP. From the development of public transportation, we could understand the history of regional development in Luzhu District.

## **The number of employee**

Before 2009, there are only 5 medical device industries located in KSP and the employees of these companies are less than one hundred. In 2012, the medical device industries in KSP were increased and the numbers of tenanted companies were 24. The employees of these park enterprises were over 600. According to a regional economic theory, an increase of the employment population would also lead to an increase of population in peripheral areas. Employment population is important to regional development.

## **The number of supermarket**

Generally speaking, the supermarket will build in suburb because the rent is lower and the land is wider than in a city. The increase of the supermarket indicated that this area is growing. The only one supermarket is located in Luzhu District from December 2008 until now. Although the number of the supermarket in Luzhu District doesn't increase, there are more and more supermarkets in Gangshan District nearby it. The first supermarket situated in Gangshan District was established in August 2000, the second one was built in November 2009 after KSP established in Luzhu. Then the third supermarket was founded in November 2012, the fourth is in May 2013. In the recent years, no development policy or plan was announced from the government in Gangshan District, we thus assumed that the population was increased due to the KSP established in Luzhu.

## **The type of tenanted companies in KSP**

As mentioned above, there are 5 medical device industries located in KSP before 2009. After 4 years, the number of medical device companies in 2012 was 6 times more than the quantity before 2009. It indicated that KSP attracted the target industries successfully in the past 4 years. More and more companies tenanted in KSP and this phenomenon also supports our viewpoint about the regional development of Luzhu District.

## **5. The Future Strategy**

As of 2009, the "Southern Taiwan Biomedical Device Industrial Cluster Development Project" was promoted by Southern Taiwan Science Park Administration (STSPA) for four years. In the past four years, 37 medical device enterprises tenanted in Southern Taiwan Science Park, and the turnover of these park enterprises had been around US\$25 millions.

In the future, STSP needs to improve its competitive advantages continuously to attract more companies to tenant in STSP. Therefore, 5 development directions have been identified in the next four years. First, the park enterprises will be encouraged to develop innovative products by obtaining the subsidy from STSPA. Second, the innovative strategy of international marketing will be adopted. Third, a suitable investment environment should be created. Fourth, STSPA would provide the straight-line service. Fifth, the assistance in medical device regulation should be provided as well.

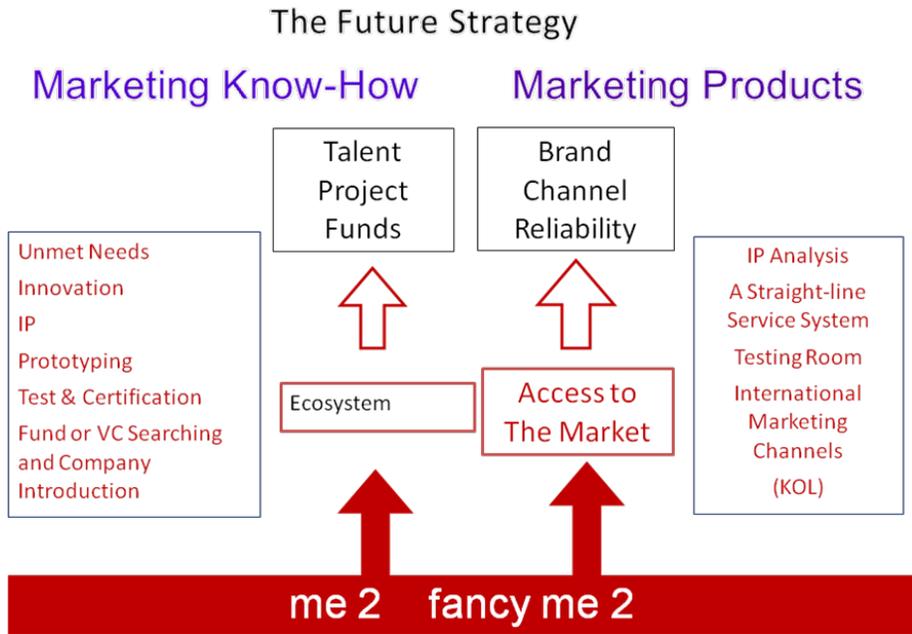


Figure 3: The Future Strategy

In the next step, the focus is marketing know-how and marketing products. Regarding to marketing know-how, we would figure out unmet needs such as direct talking to doctors in the hospitals and then help teams with technologies to create the product, which can be launched to the market. We would pave their ways to enter the market by providing linking to professional R&D centers or financial companies. IP, law, accounting or prototyping, testing services are all provided. As for marketing products, business matching events or tradeshowes are our ways and the scope also includes international market. It is believed that by marketing know-how and products, new products can be created and the products can be sold internationally.

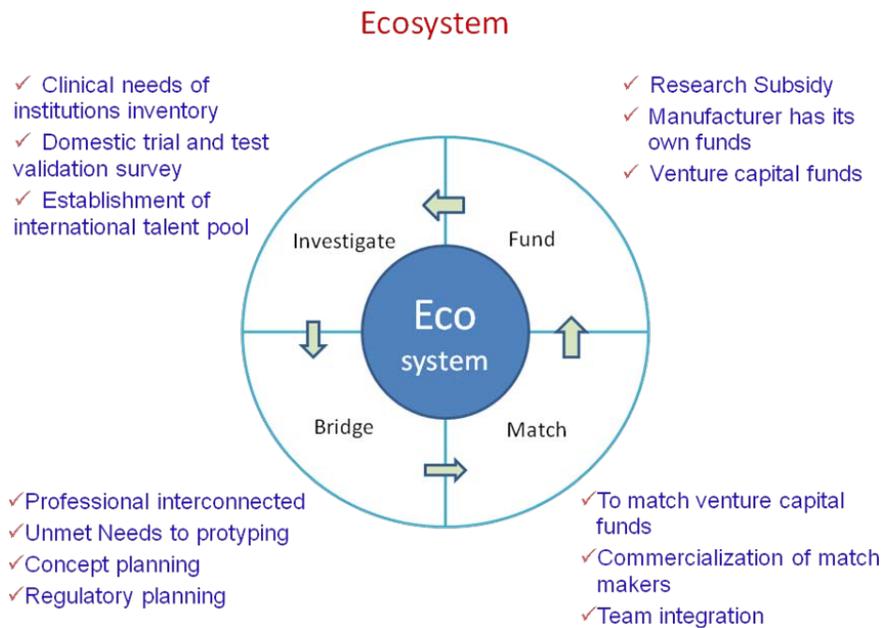


Figure 3: The Concept of Ecosystem

One of the original concepts of our strategy is from the “ecosystem”. The park enterprises could apply for the project to get financial support provided by the STSPA, and the STSPA also help the park enterprises to match with venture capital funds. While the industries get funds, they could do R&D to create innovative products easily without concern for the source of funds.

The investigation of clinic needs, domestic trial and test validation and international talent pool is one of the key points for the ecosystem as well. In this part, the role of the government is like the consultant who obtains much information from different fields, and the industries can get help from government completely.

It always takes a long time for the medical device manufactures to launch their new products into the market. The government would be a bridge among the academia, research institution, medical university and industries to assist them to cooperate with each others. In other words, the government has the resource to connect the academia, research institution, and medical university with industries.

The final part of the ecosystem is “match”. As aforementioned, the government could be a sponsor, a consultant, a bridge and finally a match-maker. To connect and combine with capabilities from different fields is the last mission of the government. It is believed that the industries would develop smoothly and more innovative products will be created after the establishment of ecosystem. When the products become mature, the way to access into the international market will be wide.

In the next phase of this project, innovation capability is the core competitive element for manufacturer and the government would help the industries to develop, finally, the goal will be to establish the ecosystem. In addition, in order to access to the market, marketing will be the most important strategy for the next phase.

## 6. Conclusion

This study explained the scheme of science park and science city, and it also indicated that the industrial cluster plan needs not only suitable policies, but also the core element - science park. With combination of development of the surrounding area, a science city would be formed. This study takes Kaohsiung Science Park for example; we analyzed the development of Kaohsiung Science Park as well as the surrounding area. The result shows that the science park in Taiwan is developing with a different module to create a brand new science city.

Before the establishment of KSP, southern region of Taiwan were famous for its complete steel and chemical clusters. Kaohsiung has been the major steel and petrochemical industrial centre in Taiwan. With the variety of materials and the convenience of the biggest harbour of Taiwan, metal works and precision machinery SMEs have clustered in Kaohsiung and the southern Taiwan region, and are still a significant industrial sector in the early 21st century (Yen and Kung, 2008). Yet, with the uprising industrial competition from China and ASEAN countries, many of these SMEs have to find new ways of production or higher value-added and more sophisticated products if they choose to stay instead of moving out to other lower cost countries (Yen and Kung, 2012). The STSPA therefore make the policy for developing the MD industry.

Regional development is an important issue for many developing cities, and what strategy adopted by the government to promote the regional development is one of the influent factors. With the collection of information about the history of population, the development of public transportation, the number of employee, supermarket and the type of tenanted companies in Kaohsiung Science Park for four years, we are trying to analyze how the Kaohsiung Science Park changes the industry in the city; in addition, how the government, Southern Taiwan Science Park Administration (STSPA), cooperated with local research institute, Metal Industries Research & Development Centre (MIRDC), to help the traditional industries upgrading and transforming into high value-added medical device industry.

The research found that only 5 medical device industries were located in Kaohsiung Science Park (KSP) before 2009, and 24 medical device industries are in KSP in 2012. The employees of the tenanted industries are almost one hundred in 2009, and the employees increased every year. In 2012 the number of the employee reached to over 600. The quantity of the supermarket in the surrounding area is increased as well. In addition, the public transportation in Luzhu District which is the location of the KSP, is getting more and more convenient. A highway intersection which is connecting the KSP and the

downtown was finished construction in 2009; the shuttle bus service among the train station, The Kaohsiung Mass Rapid Transit System (KMRT) and KSP started in September 2012. The Kaohsiung City Government also announced that the KMRT will extend to KSP in the future. From the above evidence, we acknowledge that the history of regional development in Luzhu District after the establishment of the KSP. From this study, we could also find that the strategy for the next stage by learning the regional development of Luzhu District.

In the next four years, Kaohsiung Science Park will under the construction of ecosystem to help the industry development. The concept of the ecosystem is to create more interactive opportunities between R&D sectors and the industries, then become a "Cycle". How to help attract the industries to tenant in the science park is a big issue, and the regional development of Luzhu District is an important factor. The regional development and good environment are the key points of attraction of industries and employee. In the past four years, Kaohsiung Science Park constructed the environment through attraction of industries; however, it is the first step for the science park. In the future, how to combine with the ecosystem and regional development in Luzhu District will be the key factor for Kaohsiung Science Park.