

出國報告（出國類別：學術交流、參訪）

德國學術交流與地方企業參訪

服務機關：國立中興大學 行銷系/所

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派赴國家：德國 法蘭克福

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摘要

此次前往德國法蘭克福的目的有以下三個，分別為 1.與卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)的學生進行學術報告交流，共分為三個報告主題，分別為雲端投資(Cloudinvesting)、墨西哥經濟分析(Mexico analysis)、德國消費者網路消費行為(German consumer behavior online)。

2.於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)以及德國私立貴族學校法蘭克福財經管理學校(Frankfurt School of Finance and Management)進行演講，演講主題為中興大學行銷系簡介(Department of MarketingNational Chung Hsing University)、台灣產業(Taiwan's industry)、管理學(Management)、台灣電子商務(E-commerce in Taiwan)以及快速響應矩陣碼(QR code)。

3.和 BIP Investment Partners 的專業經理人 KartinWeher-Siter 進行訪談，以及德國法蘭克福當地文化參訪。

此次至卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)主要是由卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)的 Dr.Siter 進行接洽與安排，且 Dr.Siter 於參訪結束後寫了一篇此次前往參訪的文章(全文見附錄 1)，且文章將於 2014 年 3 月份時登上卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)的校園報刊中。

希望藉由至卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)與法蘭克福財經管理學校(Frankfurt School of Finance and Management)的參訪，能夠讓中興大學和卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)與法蘭克福財經管理學校(Frankfurt School of Finance and Management)在未來有更多交流和互相學習機會。

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目的

此次前往德國目的有以下三個目的，分別為 1.與卡斯魯爾應用科學大學的學生進行學術報告交流。2.於卡斯魯爾應用科學大學與法蘭克福財經管理學校進行演講。3.和 BIP Investment Partners 的專業經理人 KartinWeher-Siter 進行訪談，以及文化參訪。

過程

德國法蘭克福參訪為期九天的行程如下，過程將由表 1 呈現，並將行程分為三大部分，分別為 1.十二月二日與卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)的學生進行學術報告交流。2. 十二月三日、十二月四日、十二月五日於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)以及十二月六日於法蘭克福財經管理學校(Frankfurt School of Finance and Management)的演講。3.十二月七日和 BIP Investment Partners 的專業經理人進行訪談以及十二月八日德國法蘭克福當地文化參訪。

表 1 德國法蘭克福行程

日期	行程
12/1	從台灣出發前往德國法蘭克福
12/2	1. 抵達德國法蘭克福 2. 和卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)學生進行學術報告交流
12/3	1. 參與卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)聘請新老師面試過程 2. 於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)進行演講，題目為中興大學行銷系簡介(Department of Marketing National Chung Hsing University)
12/4	於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)進行演講，題目為台灣產業(Taiwan's industry)
12/5	1. 於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)進行演講，題目為管理學(Management) 2. 於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)進行演講，題目為台灣電子商務(E-commerce in Taiwan)
12/6	於法蘭克福財經管理學校(Frankfurt School of Finance and Management)進行演講，題目為快速響應矩陣碼(QR code)

12/7	和 BIP Investment Partners 的專業經理人進行訪談
12/8	當地文化參訪
12/9	返回台灣

以下第一部分為十二月二日和卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)(附錄 2 之圖 1)學生進行的學術報告交流，共分為三個報告主題，分別為 1.雲端投資(Cloudinvesting)。2.墨西哥經濟分析(Mexico analysis)。3.德國消費者網路購物行為(German consumer behavior online)。

雲端投資(Cloudinvesting)的學術交流報告主要內容為 Seedmatch 網路平台運作方式之研究。Seedmatch 為源自於德國的網路平台，任何想要創業或擁有創新想法的人可以將他們的理念以及計畫公布於此平台，讓投資人選擇他們感興趣的方案，並進行小額募資。若成功募集所需金額，計畫便會啟動，而 Seedmatch 將會從募集款中抽取部分費用。

墨西哥經濟分析(Mexico analysis)主要研究內容為簽訂北美自由貿易協定(North American Free Trade Agreement, NAFTA)後對墨西哥的影響。北美自由貿易協定簽訂至今已有二十年，對墨西哥的經濟不論是農業、紡織業、汽車業、金融業等，都有極大的影響，卻也因此造成墨西哥內南北兩區發展不平衡的狀態。墨西哥北部因鄰近美國所以經濟貿易方面和二十年前相比有了顯著的發展，但南部幾乎和二十年前相同沒有什麼改變，地區發展以及人民生活水準差異儼然成了墨西哥當前重要待解決議題之一。

德國消費者網路購物行為(German consumer behavior online)著重於德國人網路消費行為的分析，近年來電子通訊發展不斷進步，在手機上也可進行網路消費，使得網購族群有了大幅的增長。透過線上訂單的紀錄，分析消費者購買商品的偏好，更進一步推薦類似商品給消費者，以此增加消費的手法不佔少數。此研究仍屬於初步研究階段，未來將進行更精細的消費行為分析，藉此研究深入理解德國網購族群消費行為。

以下第二部分為十二月三日、十二月四日、十二月五日於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)以及十二月六日於法蘭克福財經管理學校(Frankfurt School of Finance and Management)的演講。

十二月三日共有兩個行程，分別為早上的參與卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)聘請新老師的面談過程，以及下午於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)的演講。

卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)聘請新老師的面試過程主要方式是透過上台演講來進行給分(附錄 2 之圖 2)。演講分為兩個部分，其中一個為指定題目，另一個題目則由系上提出五個題目再由面試人自行選定其一進行演講。這與台灣的大學聘人時讓面試者全權自由選定演講題目有極大的差異，優點為能夠更加了解面試老師，缺點為花費於面試上的時間將大幅延長。

下午於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)的演講主題為中興大學行銷系簡介(Department of Marketing National Chung Hsing University)(投影片見附錄 3)，聽講學生為大二學生。內容主要為台灣簡介(About Taiwan)和中興大學簡介(National Chung Hsing University)兩大部分。

台灣簡介(About Taiwan)介紹台灣的地理位置、氣候、人口、國民義務教育、臺灣大學的發展與改變等。

中興大學簡介(National Chung Hsing University)則介紹了中興大學從日本統治一路到今天的歷史發展、目前校內各學院發展、學生以及教師的人口數目以及管理學院行銷系所重視的行銷策略、物流管理、消費者行為等各式課程。

十二月四日於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)的演講題目為台灣產業(Taiwan's industry)(投影片見附錄 4)。主要內容為介紹台灣中小型企業現況、以及原始設備製造商(OEM)在台灣的發展現況。

中小型企業優點包含彈性及靈活性大、市場需求應變能力強、多為聚落型產業等;缺點則有缺少專業分工、易受外在環境影響、不易增強技術等。

台灣中小企業在民國戰後便於台灣萌芽，搭配政府「進口替代」政策，以輕工業以及加工出口業為主要導向，吸引大批農村人口前往加工出口區進行勞力密集工作;接著政府推動「資本技術密集進口替代」政策，讓台灣中小企業走向電子資訊產業發展;近年來則前往中國以及其他海外市場進行投資、合作與開拓。

原始設備製造商(OEM)在台灣由於「製造方」以及「採購方」雙方分工明確且合作密切，所以於台灣蓬勃發展。

十二月五日於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)的演講題目分別為管理學(Management)和台灣電子商務(E-commerce in Taiwan)。

管理學(Management)(投影片見附錄 5)，聽講學生為大三學生，主要內容為講解何謂管理、策略管理、行銷管理以及工程管理的基本概念，分述如下。

策略管理為確認其企業目標，再根據外部環境以及內部環境的狀態，制定策略，且對策略實施時進行控制的一種管理過程。並講解 BCG Matrix、SWOT 分析、PDCA 理論、Poter's 五力分析理論、產品生命週期模型等，各種重要的策略管理理論。

行銷管理方面則提到近年來因網路的發達而興起的網路行銷，全球網路使用人口數已突破 20 億人，而現在又因智慧型手機的誕生也使得行動網路用戶人口快速增加，藉由網路的宣傳能令更多不同國界的人接觸到公司產品，透過 Pop-ups、網站廣告條幅、關鍵字搜尋、社交網站等開發新的客戶群。

工程管理則講解工程中管理的重要性，工程是對物、管理是對人，調整預算、管理下屬等，這些差別皆須去學習、去適應。要成為成功的工程管理人則需要注意五大事項，包括適當安排資源、增加專業度以及相互信任、設定實際可行的目標、增進軟實力以及除了薪水外的額外獎勵。

台灣電子商務(E-commerce in Taiwan)(投影片見附錄 6)，聽講學生為碩士班學生(附錄 2 之圖 3、圖 4)，主要內容分為 1.台灣學術研究機構。2.民間企業。3.政府機關。

台灣電子商務學術研究機構主要有台科大的電子商務研究中心、量子資訊與網路安全實驗室、元智大學資管系的電子化企業學程、中原大學的電子工程學系等。民間企業則包含 PC Home、Yahoo 等，各家發展蓬勃的電子商城，多數商城宅配到府以及便利商店取貨的策略提高了消費者取貨的便利性，而近年來更是發展出台灣部分地區七小時內取貨的快速取貨方案。

政府機關則有資訊工業策進會與金融資訊股份有限公司。資訊工業策進會配合政府所提出的資訊產業發展政策建立國家基礎資訊建設，且培育資訊人才茁壯資訊科技的創新運用。資訊股份有限公司整合了各式網路收付服務機制，像是國道的 E-Tag 網路餘額查詢、所得稅線上繳交、健保費、學雜費等各式費用都可於網路上完成繳交手續，讓生活更加便利。

此次於卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)的參訪將被收入進卡斯魯爾應用科學大學(Karlsruhe University of Applied Sciences)2014 年 3 月份的校園報導當中。

十二月六日於法蘭克福財經管理學校(Frankfurt School of Finance and Management)的演講題目為快速響應矩陣碼(QR Code)(投影片見附錄 7)。

QR Code 的介紹主要以傳啟資訊股份有限公司為實例進行介紹。QR Code 也是因近年來智慧型手機普及而被更加廣泛運用在行銷手法上，像是手機掃描 QR Code 獲得折扣、禮卷等。不止於一般飲食商店，QR Code 也被運用到商務個人名片，將個人資訊處存於手機中；大型展覽，藉此了解更多活動廠商資訊；地區觀光手冊，隨時更新觀光區最新訊息並和在地店家結合推出包含食衣住行育樂的完整指南；各式名冊，舉凡活動出席人數、實際到達人數等此類統計及項系資料皆可透過 QR Code 的程式完成。除了提升了生活的便利性外也帶來了更多的經濟效益。

以下第三部分為十二月七日和 BIP Investment Partners 的專業經理人進行訪談以及十二月八日德國法蘭克福當地文化參訪。

十二月七日和事前安排好的盧森堡企業 BIP Investment Partners 專業經理人同時為四家公司董事的 KartinWeher-Siter(附錄 2 之圖 5)於德國法蘭克福進行訪談。經理人 KartinWeher-Siter 在 BIP Investment Partners 內主要從事評估以及買賣其他有潛力的公司企業並尋找各式的投資方案。KartinWeher-Siter 指出選擇投資的公司的五大選擇重點為 1.公司歷史:需要觀察公司自建立以來的評價優劣。2.現金流量:現金流入、流出以及管理，還有各式經營、投資、籌資等經濟活動。3.專利技術:是否有獨門技術以及產品專利權。4.品牌:需要有品牌的建立以及良好的聲譽。5.管理人經營理念。

十二月八日的德國法蘭克福當地文化參訪主要參訪點為當地的當地博物館以及耶誕市集，其中特別令人印象深刻的為耶誕市集。耶誕市集是在晚上開幕，有點類似台灣夜市的性質，即使到了晚上也非常的熱鬧，販賣的商品多為德國法蘭克福當地的傳統食物，與台灣有些不同的是他們販賣飲料的商店有順應節慶推出紀念杯(附錄 2 之圖 6)，只要在耶誕市集購買飲料，店家便會用當年度的聖誕紀念杯作為承裝紅酒容器。顧客在飲用前先付五塊歐元，飲用完畢後可以選擇將紀念杯給帶走或者將紀念杯還給店家並取得兩歐元的退費。

心得及建議

此次至德國法蘭克福心得與建議總共分為兩大點，分別為 1. 學術交流心得與建議。2. 當地文化參訪心得與建議。

第一部分為學術交流心得。

雲端投資(Cloudinvesting)的報告中提到的 Seedmatch 平台是個十分新穎的概念，在台灣並不普遍。台灣缺乏募集小額創業資金的整合平台，對於想進行投資的投資者十分不便，想搜尋到理想投資計畫非常不易。若將此概念引進，對於小額創業或創新概念產品發行將會更為便利，並創造許多新的經濟產值。

第二部分為當地文化參訪心得與建議。

台灣的觀光夜市雖發展十分蓬勃，但順應節慶推出的特別活動卻不多，而夜市統一推出的節慶紀念商品幾乎完全沒有，若台灣夜市也能順應節慶像是端午節、雙十節、中秋節、農曆過年等，推出各夜市的特色紀念商品，例如消費集點公仔、年度紀念杯、紀念餐具等，想必能夠帶來更大的消費潮以及商機。

附錄一、

Internationaler Besuch aus Taiwan an der Fakultät W

Nachdem im Sommer 2013 Professoren der Hochschule Karlsruhe die „International Summer School“ des Taiwan Comprehensive University Systems unterstützt haben, wurde der Austausch zwischen den Hochschulen in Karlsruhe und Taiwan mit einem Besuch von Professor Dr. Lee, Tzong-Ru vom Department of Marketing der National Chung Hsing University (NCHU) in Taichung City an der Fakultät W im Dezember 2013 weiter vertieft.

Der stetige Ausbau der internationalen Aktivitäten hat an der Fakultät W aufgrund der international ausgerichteten Studiengänge einen hohen Stellenwert. Um die Studiengänge International Management und Wirtschaftsingenieurwesen kennenzulernen und um zukünftige Kooperationsmöglichkeiten zu diskutieren war Prof. Dr. Lee, Tzong-Ru für eine Woche zu Gast bei Prof. Dr. Christian Seiter an der Fakultät W.

Den Gast erwartete ein straffes Arbeitsprogramm mit Vorträgen und Workshops in einer Reihe von Lehrveranstaltungen sowie Arbeitssitzungen an der Fakultät. Abgerundet wurde das durch Prof. Dr. Christian Seiter zusammengestellte Programm durch einige Firmenbesuche und kulturelle Aktivitäten im vorweihnachtlichen Karlsruhe, Heidelberg, Mannheim und Frankfurt.

An der Hochschule wurde der taiwanesischer Besucher von Dr. Joachim Lembach, dem Leiter des akademischen Auslandsamtes, mit einer Kurzpräsentation über die HSKA begrüßt. Gemeinsam mit Prof. Reinhold König, dem Leiter des Masterstudienganges Wirtschaftsingenieurwesen, wurde das Thema e-Learning sowie die Durchführung von Lehrveranstaltungen mit deutschen und taiwanesischen Studierenden diskutiert. Mit dem Dekan der Fakultät W Prof. Dr. Michael Schopen und dem Auslandskoordinator der Fakultät W Prof. Dr. Stefan Bleiweis wurden prinzipielle Kooperationsmöglichkeiten mit der NCHU besprochen, so z.B. die Möglichkeit der zukünftigen Zusammenarbeit im Rahmen von Promotionsarbeiten.

Prof. Dr. Christian Seiter vereinbarte mit dem Gast eine intensive Kooperation bei länderübergreifenden Marktforschungsprojekten und daraus abgeleiteten gemeinsamen Veröffentlichungen sowie Zusammenarbeit bei der Vermittlung von Internships und Scholarships.

In diversen Bachelor- und Master-Lehrveranstaltungen von Prof. Dr. Seiter begeisterte Prof. Dr. Lee die Studierenden mit Vorträgen über kulturelle Rahmenbedingungen in Taiwan/China, Spezifika beim B2B-Vertrieb in Asien, Internationales Marketing sowie die chinesische Sprache und stellte verschiedene taiwanesischen Unternehmen wie Acer, ASUS,

HTC und GIANT vor.

Im Rahmen von Besuchen der Mercedes Werke in Rastatt (A-Klasse, B-Klasse und die neue GLA-Klasse) und Wörth (Trucks und Unimog) standen neben Besichtigungen der Fertigungs- und Montagehallen auch Probefahrten mit dem neuen GLA und Unimog auf dem Programm. Beim Besuch der Firma E. Hahnenkratt konnte sich der Gast ein Bild über die hohe Leistungsfähigkeit eines deutschen mittelständischen Unternehmens im Bereich der dentalen Medizintechnik machen. Den Abschluss bildeten Gespräche bei der Deutschen Börse AG in Frankfurt, wo Prof. Dr. Seiter derzeit eine Abschlussarbeit bei der EUREX Clearing AG betreut. Hierzu vielen Dank an alle Beteiligten, allen voran Frau Jessica Barth, Frau Reda Schröer, Frau Ann-Katrin Schepperheyn und Herrn Moritz Klein, bei der großen Unterstützung zur Planung der Unternehmensbesuche.

Nach einer intensiven Arbeitswoche konnte Prof. Dr. Lee noch verschiedene Sehenswürdigkeiten in Baden-Württemberg und Hessen sowie auch einige Weihnachtsmärkte besuchen, von denen er sehr begeistert war.

Autor: Christian Seiter

附錄二、



圖 1 Karlsruhe University



圖 2 Karlsruhe University 老師



圖 3 arlsruhe University 碩士班學生



圖 4 arlsruhe University 碩士班學生



圖 5 經理人 Kartin Weher-Siter 名片



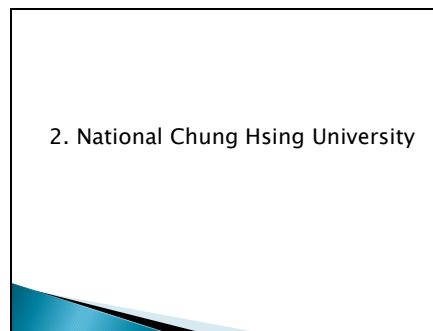
圖 6 節慶推出紀念杯

附錄三、中興大學行銷系簡介(Department of Marketing National Chung Hsing University)



Weather: marine tropical. 5-6 are rainy seasons
Hot, humid weather from 6-9.
Typhoons are common between 7 and 10
氣候:熱帶海洋性 5-6月為雨季
6-9月為炎熱潮濕氣候
7-10月為颱風頻繁季節

Educational System:
6 years of elementary school,
3 years of middle school,
3 years of high school, and
4 years of university
教育:
6年制小學教育
3年國中教育
3年高中教育
4年大學教育



1. About Taiwan

關於台灣

Capital: Taipei
首都:台北

Currency: New Taiwan dollar (NT\$) (TWD)
通行貨幣:新台幣

Official language: Standard Chinese
官方語言:台灣華語(國語)

Time zone: National Standard Time (UTC+8)
時區:UTC+8

Population(人口): 23,361,147

GDP: 20364 US dollar

HDI: 0.882(very high, 22nd)

Number of universities: 163

2.1 Overview

中興大學簡介

1919-1928
Advanced Academy of
Agronomy and Forestry

1928-1943
A Special Department
affiliated to Taihoku Imperial
University (Now National
Taiwan University)

1943-1945
Taichung College of
Agronomy and
Forestry(Moved to Taichung)

1946-1961 Taiwan Provincial College of
Agriculture
1961-1971
Taiwan Provincial Chung Hsing University
1971-present
National Chung Hsing University

8 Colleges



College of Liberal Arts
College of Agriculture and Natural Resources
College of Science
College of Engineering
College of Life Science
College of Veterinary Medicine
College of Management
College of Law and Politics



<http://www.nchu.edu.tw/index1.php>

NCHU Statistics



2.2 Department of Marketing



ACADEMIC STRUCTURE

College	Bachelor Programs	Master Programs	PhD Programs
College of Liberal Arts	5	8	2
College of Agriculture and Natural Resources	15	10	10
College of Science	4	9	4
College of Engineering	6	10	7
College of Life Sciences	1	6	4
College of Veterinary Medicine	1	5	3
College of Management	6	10	3
College of Law and Politics	1	2	1
Interdisciplinary programs	1	0	2
Total	40	81	38

*These data are for the 2012 school year, and are intended for reference only. This information is subject to change.



This program involves

Strategic Marketing

Logistics Management

Consumer Behavior



MNCHU Marketing
國立中興大學行銷學系

Faculty number: 13 (full-time)
BBA Students: 191
MBA Students: 47



MNCHU Marketing
國立中興大學行銷學系



http://140.120.52.72/index.php?option=com_content&view=featured&Itemid=101

MNCHU Marketing
國立中興大學行銷學系

Curriculums

Economics	Survey Data Analysis
Accounting	Product Strategy
Statistics	Channel Strategy
Management	Price Strategy
Commercial Law	Brand Management
Business Ethics	Promotional Marketing
Financial Management	Advertising
Calculus	Service Marketing
Marketing Management	Logistics Management
Consumer Behavior	Strategic Marketing & Management
Operations Research	Supply Chain Design & Management
Marketing Research	International Marketing
Regression Analysis	Business Role Playing Game
Electronic Commerce	

附錄四、台灣產業(Taiwan's industry)



Taiwan Industry

Small and Medium Enter (SME)

Definition

- ❖ Companies whose personnel numbers fall below certain limits
- ❖ To be responsible for driving innovation and competition in many economic sectors

Taiwan Industry

Outline

- ❖ Small and Medium Enterprise
- ❖ Original Equipment Manufacturing
- ❖ Original Design Manufacturing
- ❖ Electronics Manufacturing Service
- ❖ Component Module Move Service
- ❖ Servitization
- ❖ Reference

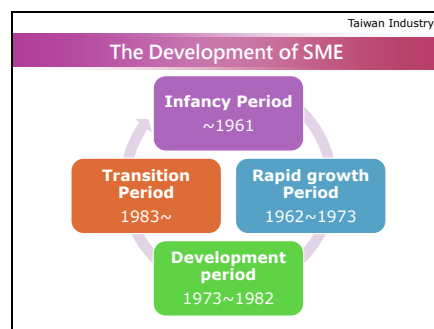
Taiwan Industry

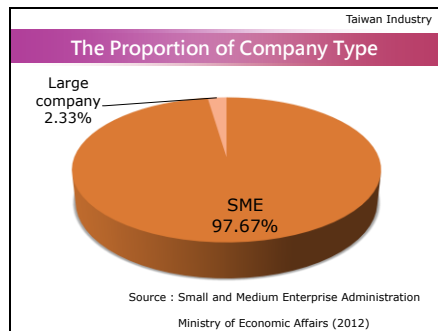
The characteristics of SME

- ❖ Rich of flexible, entrepreneurship
- ❖ Response to environmental changes quickly
- ❖ Lack of Specialization
- ❖ Manufacturers are small-scale, difficult to master resources
- ❖ Easy to form a competition or cooperation relationship
- ❖ Form industry cluster effect
- ❖ Easily affected by external factors
- ❖ Difficult to cumulative industrial technology

Taiwan Industry

Small and Medium Enterprise

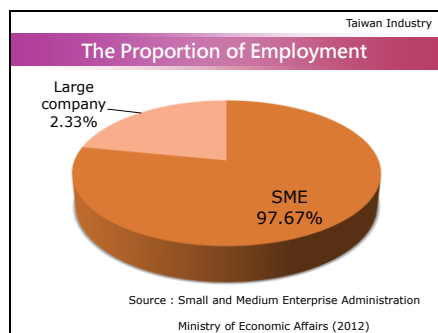




Taiwan Industry

Key Operational Areas of SMEA

- Creating a Healthy Environment for the Development of SMEs
- Strengthening the SME's Management Guidance Function
- Building a Platform for Enterprise Start-up and Incubation
- Enhancing SMEs' information Technology Capabilities
- Integrating the SME Financing Mechanism



Taiwan Industry

Ministry of Economic Affairs Eleven SME Guidance Systems

1. Management
2. Quality Upgrading
3. Finance
4. Information Management
5. Mutual Assistance and Collaboration
6. Enterprise Start up and Incubation
7. Marketing
8. Pollution Prevention
9. Production Technology
10. Industrial Safety
11. R&D

SMALL AND MEDIUM ENTERPRISE ADMINISTRATION, MINISTRY OF ECONOMIC AFFAIRS

Taiwan Industry

Small and Medium Enterprise Administration

SMALL AND MEDIUM ENTERPRISE ADMINISTRATION, MINISTRY OF ECONOMIC AFFAIRS

- To formulate plans for the development of SMEs and relevant legislation.
- To provide guidance to and undertake the inspection of SMEs.
- To undertake surveys and research related to SMEs.
- To provide assistance for the improvement of SMEs' production technology, training and other related matters.
- To provide guidance with respect to the improvement of SME operation and management, financing, etc.
- The provision of guidance in other areas related to SME development.

Taiwan Industry

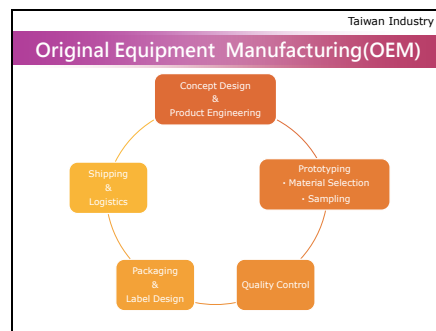
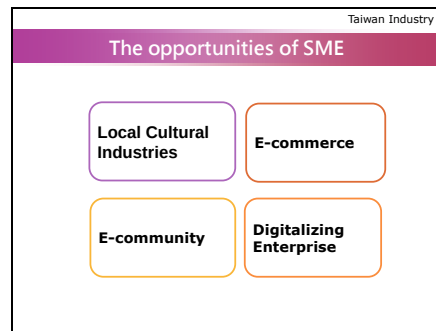
Taiwan Success

❖ National Award of Outstanding Small and Medium Enterprises

THE NATIONAL AWARD OF OUTSTANDING SMALL AND MEDIUM ENTERPRISES

AWARDED TO: New Creative Industrial Co., Ltd.

IN THE CATEGORY OF THE 34th NATIONAL AWARD OF OUTSTANDING SMALL AND MEDIUM ENTERPRISES



Taiwan Industry

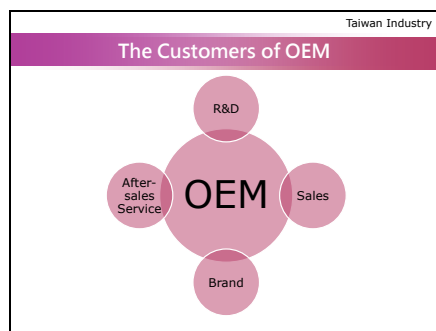
The Advantage of OEM

- ❖ Do not need to contact with end users
- ❖ Save advertising costs, focus on manufacturing
- ❖ Receive international level order
- ❖ Focus on reducing manufacturing costs and earn profit
- ❖ Transfer risks to brands

Taiwan Industry

The Problems of OEM

- ❖ Do not know what do end users need
- ❖ Lack of brand image
- ❖ Lack of high quality requirement
- ❖ Lack of innovation and design skill
- ❖ Most of patents are not their own
- ❖ Response to the change slowly



Taiwan Industry

Taiwan Brands Seeking to Break the OEM Pattern

- ❖ Enhancing Taiwan' s export competitiveness
- ❖ Taiwanese brands with Silicon Valley branches
- ❖ Taiwan' s food industry benefits from China market
- ❖ Learning from Apple

Taiwan Industry

The risk of OEM Customers

- ❖ Do not familiar with the market and trends
- ❖ Can not control the cost and quality effectively
- ❖ Can not be change OEM partner easily

Taiwan Industry

Trend of OEM

- ❖ Control supply chain more
- ❖ Control important manufacturers directly
 - High cost components
 - Social Responsibility
 - Market-sensitive

Taiwan Industry

Original Design Manufacturing

Taiwan Industry

Electronics Manufacturing Service

Taiwan Industry

Original Design Manufacturing (ODM)

- ❖ A company which designs and manufactures a product which is specified and eventually branded by another firm for sale.

Taiwan Industry

Electronics Manufacturing Service (EMS)

- ❖ Companies that design, test, manufacture, distribute, and provide return/repair services for electronic components and assemblies for original equipment manufacturers (OEMs).
- ❖ The concept is also referred to as **electronic contract manufacturing (ECM)**
- ❖ 提供經濟規模及全球各地的電子專業代工製造服務

Taiwan Industry

Original Design Manufacturing (ODM)

```

graph TD
    Negotiations --> Planning
    Planning --> PlanningStudy[Planning Study]
    PlanningStudy --> TrialProduction[Trial Production]
    TrialProduction --> Estimate1[Estimate]
    Estimate1 --> ProposedMaterials[Proposed Materials and Design]
    ProposedMaterials --> Estimate2[Estimate]
    Estimate2 --> Order
    Order --> Delivery
    Delivery --> Negotiations
    
```

Taiwan Industry

Component Module Move Service

Taiwan Industry

Component Module Move Service (CMMS)




Taiwan Industry

Servitization

Taiwan Industry

Component Module Move Service (CMMS)

Join Development Manufacture (JDVM)
共同設計開發製造

Join Design Manufacture (JDMS)
共同設計服務製造

Taiwan Industry

Servitization

- A change process where in manufacturing companies embrace service orientation and/or develop more and better services



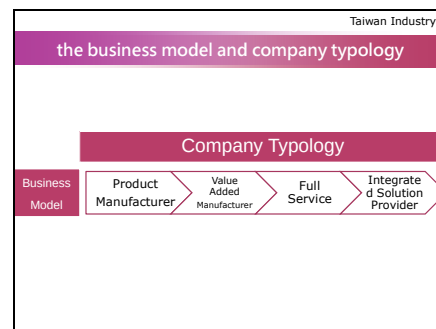
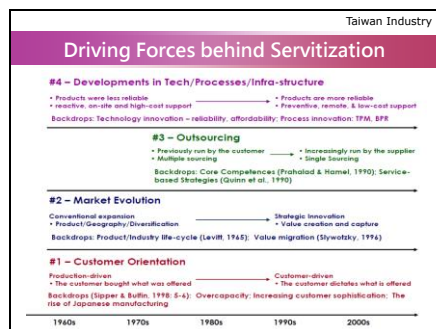
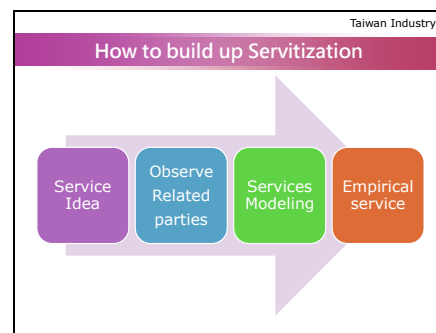
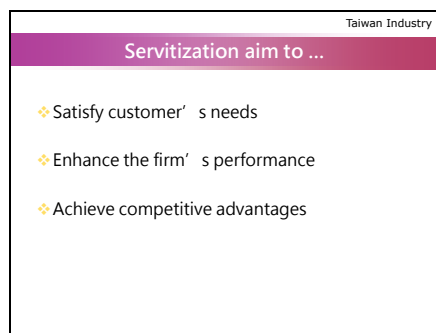
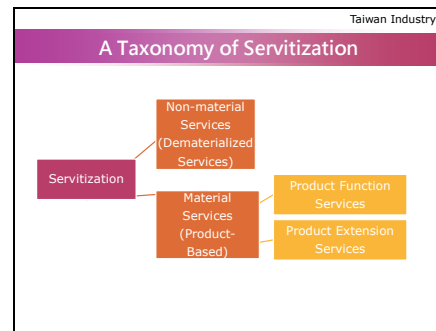
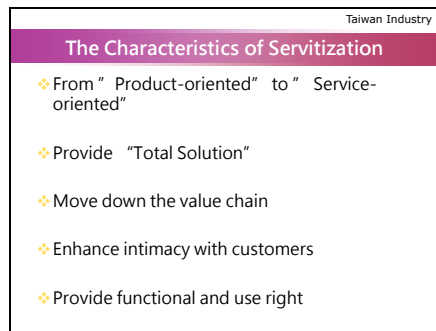
Taiwan Industry

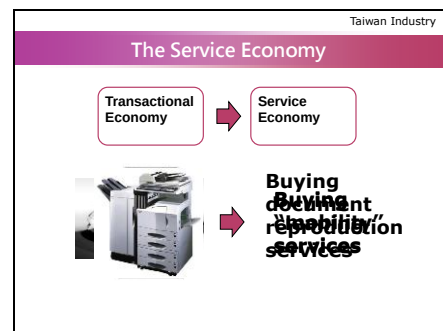
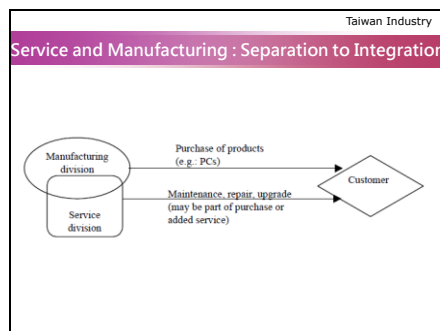
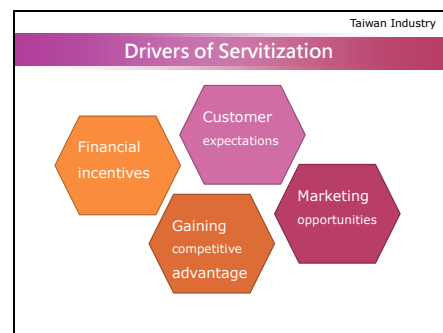
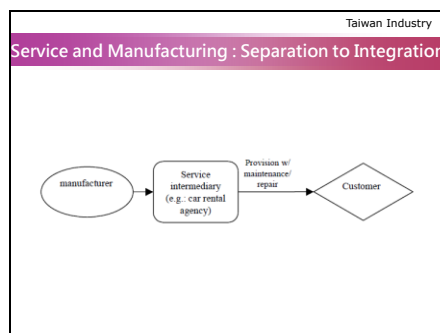
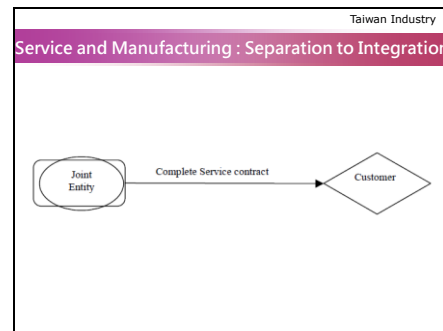
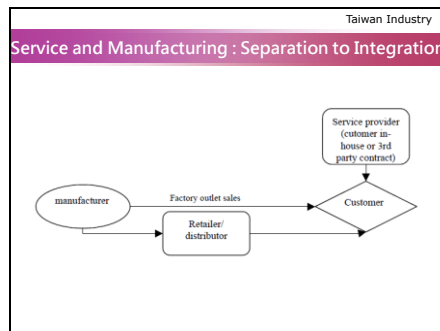
ODM	OEM			
		自有品牌 Own Brand		
		市場行銷 Marketing		
		產品設計 Product Design		
		產品開發 Product Development		
		工程服務 Engineering Service		
		小量生產 Small Amount of Production	EMS	
		大量生產 Mass Production		
		關鍵零件 Key Parts		
		全球組裝 Global Assembly		
		全球交貨 Global Delivery		
		客戶服務 Customer Service		
		全球維修 Global Repair		

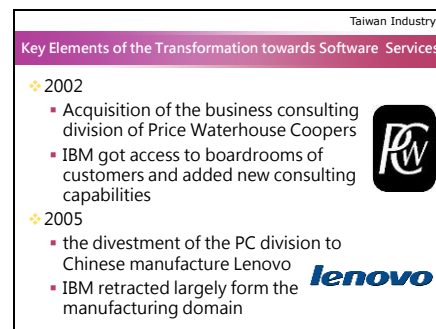
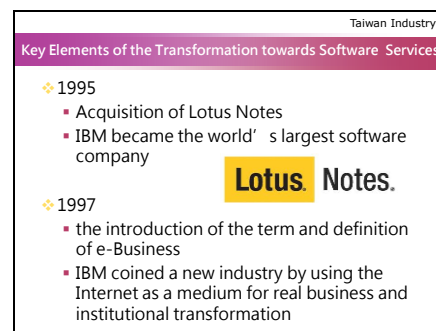
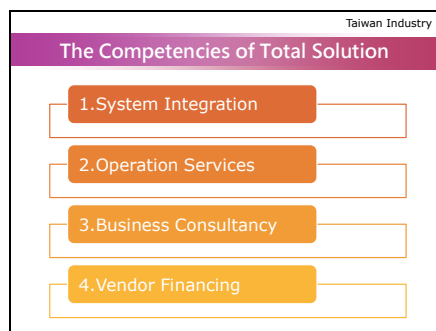
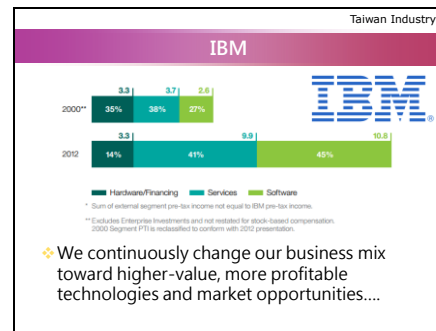
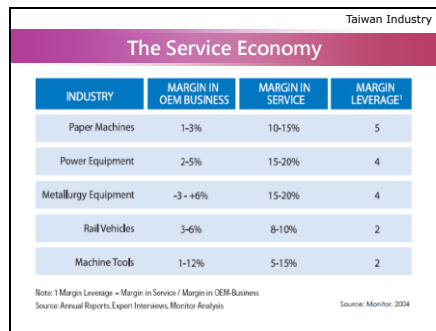
Taiwan Industry

Servitization

- Henry Ford
- "A business absolutely devoted to service will have only one worry about profits, they will be embarrassingly large!"







Taiwan Industry

Servitization in B2B Product Companies

- ❖ Customers of capital goods (B2B) are demanding more value from their suppliers
- ❖ Services can be best developed, sold and delivered by the product supplier
- ❖ There is a lock-in effect resulting in relatively high profit margins
- ❖ Services are related to the (large) installed base they suffer less from cyclical economic cycles than the core product business

Taiwan Industry

The Future of Servitization



品牌台灣發展計畫第二期
Branding Taiwan Campaign the Second Phase

**Enhance brand value
Develop the brand image of Taiwan**

Taiwan Industry

Inhibitors of Servitization

- Organizational conflict
- Incomplete transformation into an 'outside-in' orientation
- Underestimation of difficulty to sell solutions
- Stopping short of offering full line services

Taiwan Industry

Reference

- ❖ 遠見雜誌
 - 台灣OEM廠商的生存之道
- ❖ 台灣代工產業(OEM)的經濟奇蹟有感
- ❖ Annual Reports, Expert Interviews, Monitor Analysis
- ❖ 2012 IBM Annual Report
- ❖ Servitization in product companies: Creating business value beyond products
- ❖ Servicizing: The Quiet Transition to Extended Product Responsibility
- ❖ 經濟部中小企業處

Taiwan Industry

The challenges of servitization

- ❖ Manufacturing of products involves transformation, delivering services involves interaction
- ❖ shift from "product thinking" to "systems thinking"



Thank You !

附錄五、管理學(Management)



Management

Management

Definition

- ❖ In all business and organizational activities is the act of coordinating the efforts of people to accomplish desired goals and objectives using available resources efficiently and effectively

Management

Outline

- ❖ Management
- ❖ Strategy Management
- ❖ Marketing Management
- ❖ Engineering Management

Management

Strategic Management

Management

Management

Management

Strategic Management

Definition

- ❖ Analyzes the major initiatives taken by a company's top management on behalf of owners, involving resources and performance in internal and external environments.



Management

Strategic Management

The perfect plan does not exist. DO expect the following:

- ❖ Better understanding of your business
- ❖ Clear statement of your desired long term vision
- ❖ Specific steps that you believe will take you there
- ❖ Planning of the resources needed to make the journey



Management

Strategic Management

Corporate strategy level 公司策略層級	Business strategy level 業務策略層級
Integrate Business 事業間整合	Market positioning 市場定位
The Direction of Business 企業成長方向	Business Model 經營模式
Assess Diversification 多角化評估	Competitive Advantage 競爭優勢
Enter New Area 進入新領域	Strategy means 策略手段
Acquisitions and strategic alliances 購併與策略聯盟	

Management

Strategic Management

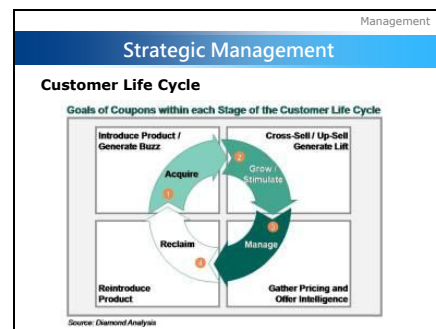
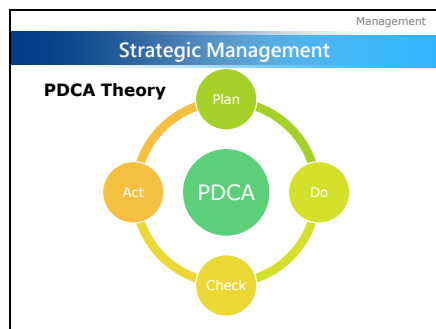
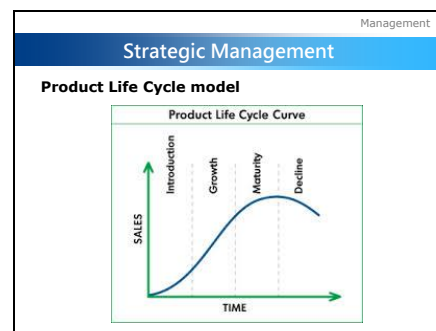
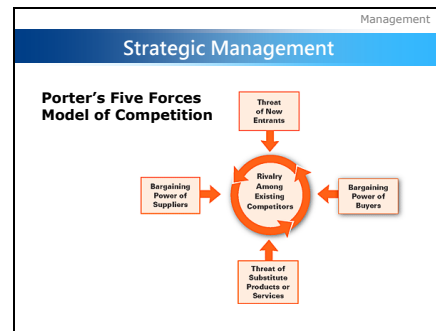
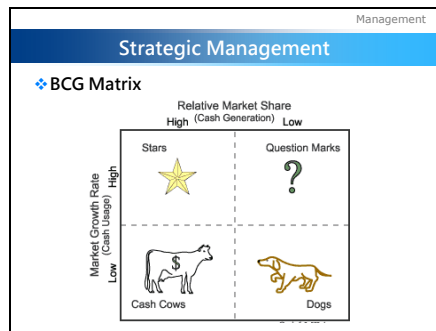
- ❖ VISION formulation which leads to the statement of the MISSION
- ❖ The mission is then converted into performance OBJECTIVES
- ❖ To achieve objectives you develop STRATEGIES
- ❖ Strategy IMPLEMENTATION
- ❖ EVALUATION of performance

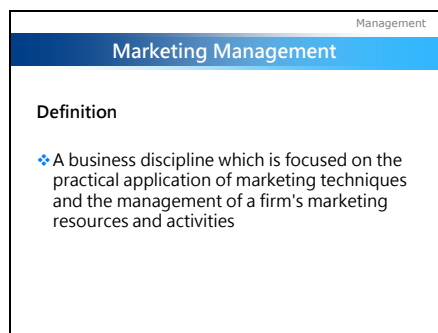
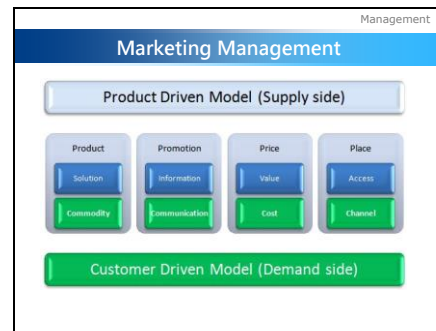
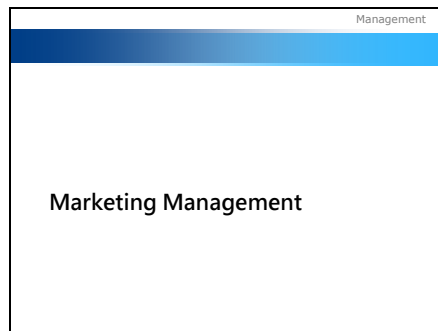
Management

Strategic Management

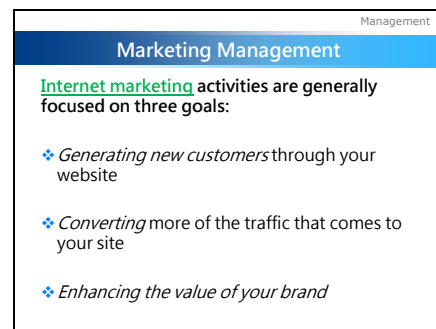
Strategic Positioning 策略定位

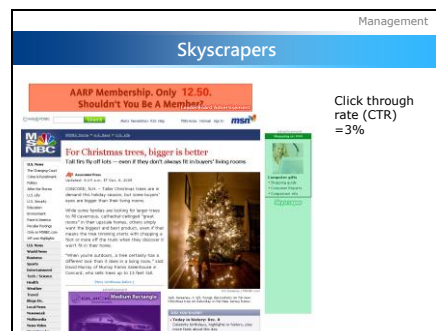
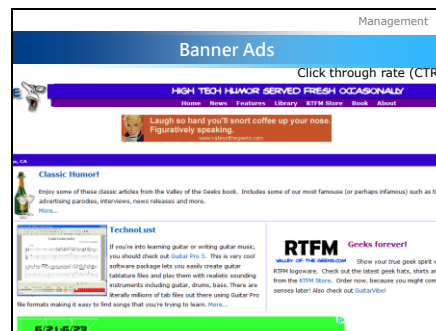
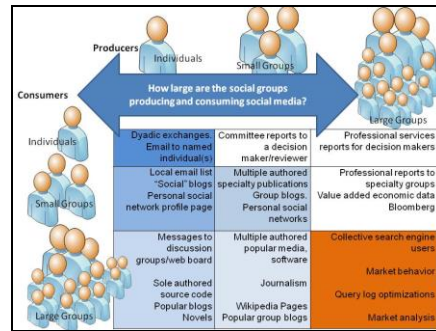
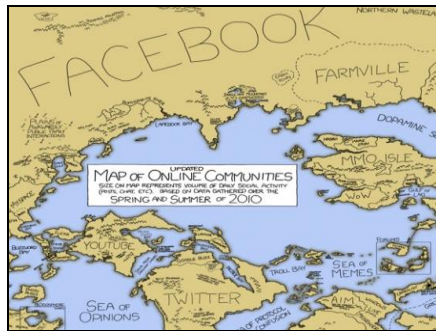
- ❖ What is the target market?
目標市場是什麼？
- ❖ What is product or service ?
產品/服務的範疇是什麼？
- ❖ What is the value for customer?
提供給顧客的價值是什麼？
- ❖ What is the competitive advantage?
用什麼競爭優勢？

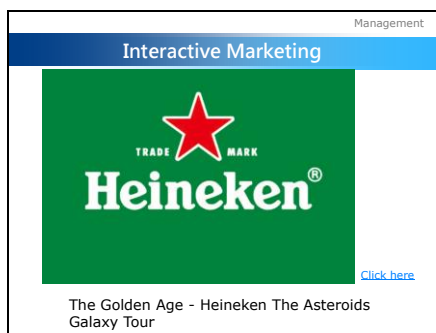
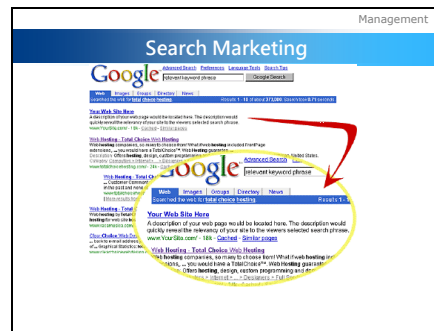




Stage	Concept
1850~1900	Production concept
1900~1925	Product concept
1925~1950	Selling concept
1950~1990年	Customer / Marketing concept
Recent years	Social marketing orientation







Management

Yahoo! Advertising Solution

Ads for your business appear in search results on Yahoo! and other popular web sites.

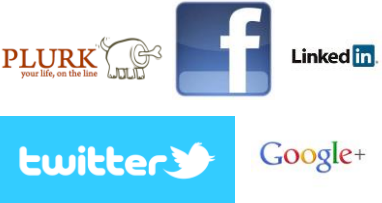
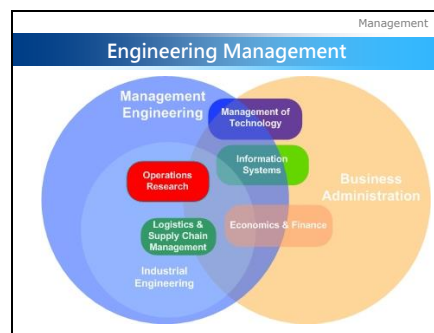


View Demo



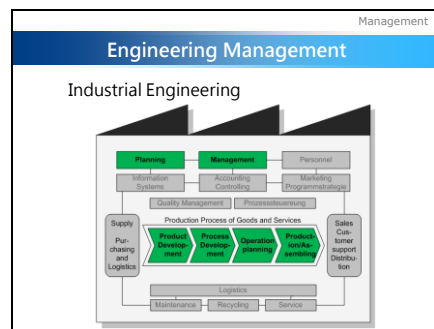
Management

Social Net-Working Site

Management

Engineering Management

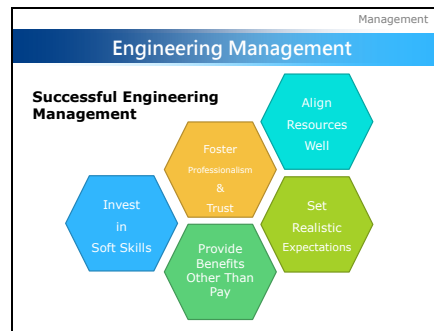


Management

Engineering Management

Engineering vs. Management

- ❖ Engineering is about things
Management is about people
- ❖ Project planning, budgeting and risk analysis are all very easy parts of the manager's job for engineers to handle. The people, not so easy. "
- ❖ If you're managing, you need to trust the people you're managing to do the work



Management

Engineering Management

ENGINEER	MANAGER
❖ To help others by using technology to solve problems.	❖ To help others by using technology to solve problems. ❖ You are primarily a FACILITATOR • To provide the direction, tools and training necessary for your associates to achieve the goals

Management

Engineering Management

```

graph TD
    A[Invest in Soft Skills] --- B[Foster Professionalism & Trust]
    B --- C[Align Resources Well]
    C --- D[Set Realistic Expectations]
    D --- E[Provide Benefits Other Than Pay]
    E --- F[Invest in Soft Skills]
    
```

- ✓ **Management functions**
 - such as scheduling, planning details
- ✓ **Manage projects**
 - Organizational structure
 - Project management
 - try a new approach
- ✓ **Retain qualified consultants**

Management

Engineering Management

Is going into management the right career path for you?

Are you right for management?

Do you need extra training or skills to become an effective manager?

What if it doesn't work out for you?

Are the best paths for career growth with your current employer?

DO you switch companies before you can advance?

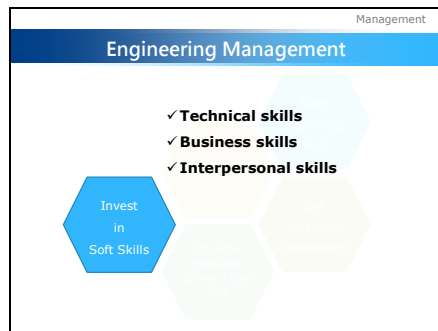
Management

Engineering Management

```

graph TD
    A[Invest in Soft Skills] --- B[Foster Professionalism & Trust]
    B --- C[Align Resources Well]
    C --- D[Set Realistic Expectations]
    D --- E[Provide Benefits Other Than Pay]
    E --- F[Invest in Soft Skills]
    
```

- ✓ **Build rapport among associates**
 - MBWA (managing by wandering around)
 - Open Door Policy

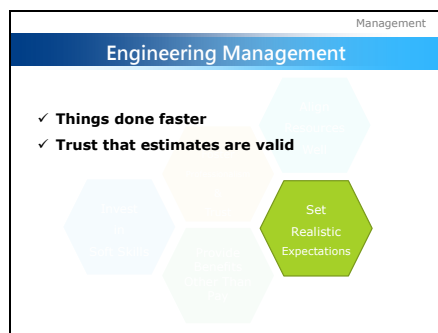


Management

Engineering Management

From Doer to Influencer

- ❖ Your job is no longer to get the work done, it's to **enable others to get the work done**.
- ❖ A manager moves away from doing the actual day-to-day work — and **instead helps others through allocating resources, facilitation, mentoring, etc.**



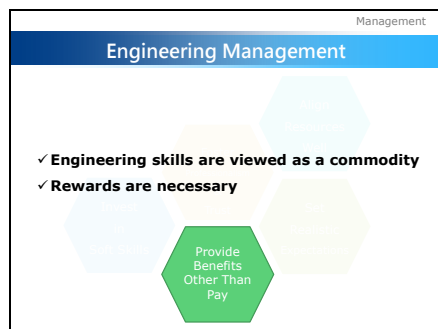
Management

Engineering Management

Engineering Management Is A Difficult Profession

- ❖ Engineering managers need *soft skills* to be effective.
 - Business skills
 - Communications skills
 - Presentation skills
 - Leadership skills

...and so on



Management

Engineering Management

Engineering Management Is A Difficult Profession

- ❖ Expectations of an engineering manager are unrealistic.
 - Total package
 - Technical
 - Business
 - Leadership skills

...all rolled into one

Management

Engineering Management

Engineering Management Is A Difficult Profession

- ❖ The engineering manager role lacks profit/loss responsibility.
 - Without direct responsibility for profits and losses
 - Won't be fully recognized as strategic leaders

Management

Engineering Management

- ❖ Stay semi-current in your field by studying the journals, trade magazines and blogs
 - Stay plugged in and listen to what people are saying so you can understand why they are making the decisions they are making
- ❖ Stay relevant, continue to learn

Management

Engineering Management

Professional Organizations

The Engineering Management Society

- ❖ One of the largest societies is a division of IEEE
- ❖ Which regularly publishes a trade magazine.

Management

Reference

- ❖ Today's Engineer
 - Career Profile: Engineering Management
 - Five Strategies for Successful Engineering Management
- ❖ INSTITUT FÜR KUNSTSTOFFVERARBEITUNG
 - Industrial Engineering
- ❖ WIKI

Management

Engineering Management

Professional Organizations

- ❖ American Society of Engineering Management (ASEM)
- ❖ which was founded in 1979 by a group of 20 engineering managers from industry. [\[10\]](#) ASEM currently certifies engineering managers (two levels) via the Associate Engineering Manager (AEM) or Professional Engineering Manager (PEM) certification exam.



Thank You!

附錄六、台灣電子商務(E-commerce in Taiwan)



1. Academic Institutes in Universities, Taiwan
台灣學術研究單位

1.1 National Taiwan University of Science and Technology, E-Commerce Business Center
台科大 電子商務研究中心

1.2 National Chiao Tung University Quantum Information and Network Security Laboratory
量子資訊與網路安全實驗室

1.3 E-Business Program, Dept. Information Management, Yuan Ze University
元智大學資管系 電子化企業學程

1.4 Department of Electronic Engineering, Chung Yuan Christian University
中原大學電子工程學系

Overview

- ▶ 1. Academic Institutes in Universities, Taiwan
台灣學術研究機構
- ▶ 2. Private Enterprises
民間企業
- ▶ 3. Government 政府機關

1.1 E-Commerce Business Center, National Taiwan University of Science and Technology
台科大 電子商務研究中心

<http://ec2.ba.nust.edu.tw/mic/Default.htm>

1. Academic Institutes in Universities, Taiwan
台灣學術研究機構

1.2 Quantum Information and Network Security Laboratory, National Chiao Tung University
量子資訊與網路安全實驗室

<http://140.116.247.63/index.php?act=link>

1.3 E-Business Program, Dept. Information Management, Yuan Ze University
元智大學資訊管理系 電子化企業學程



2. Private Enterprises
民間企業

2.1 360Buy, Limited
京東商城

2.2 PC home

2.3 YAHOO

1.4 Department of Electronic Engineering,
Chung Yuan Christian University
中原大學電子工程學系



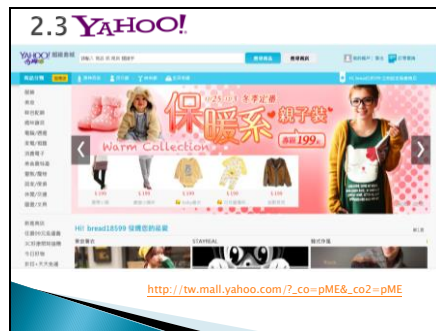
2.1 360Buy, Limited
京東商城



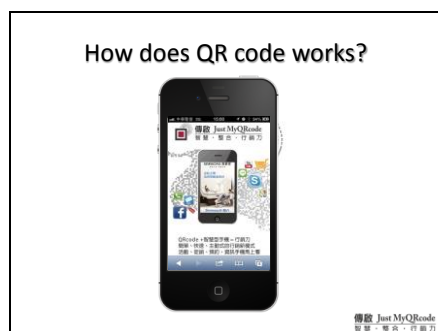
2. Private Enterprises
民間企業

2.2 PChome





附錄七 、快速響應矩陣碼(QR Code)



Member list

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1	表單統計詳細表							
2	場地租借申請表							
3	起始日期:未設定起始日期							
4	統計日期:2013/10/29-2013/10/29							
5	本次統計人數:1人							
6	序號	填表日期	填表時間	申請人:	連絡電話:	E-mail:	活動名稱/簡更	參加人數
7	1	2013/10/29	下午 04:32	Cindy	0937910505	cindyhgw@gmail.com	Just my qrcode	10
8	2	2013/10/29	下午 05:33	王郁純	0923167237	Ted@myqr.com.tw	Just my qrcode	8
9	3	2013/10/31	下午 01:34	黃常及	0921014233	bocmentop@yahoo.com	Just my qrcode	6
10	4	2013/11/1	上午 11:35	白慧心	0950626460	usamail129@gmail.com	Just my qrcode	4
11	5	2013/11/2	下午 02:36	徐士傑	0912095713	Bono@myqr.com.tw	Just my qrcode	2
12	6	2013/11/3	上午 08:37	許書婷	0926820860	ozamaki@msa.hinet.net	Just my qrcode	7
13	7	2013/11/4	下午 05:38	林怡君	0935251516	George@gmail.com	Just my qrcode	3

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Reservation

Contact detail

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