

2018

September
9月

工廠管理 安全至上

Safety First Factory Management

人物特寫

FEATURE CLOSE-UP

2017 直接人員模範員工 深圳 & 金橋廠
2017 DL Model Employee - SZ & JQ Site

特別企劃

SPECIAL COVERAGE

順德尋味之旅
Taste Exploring Journey Of Shunde

我不知道風是在哪個方向吹
The Invisible Law

2018年 第二屆海峽兩岸學生棒球聯賽
2018 2nd Cross-Straits Student Baseball League

2017 USI內部創業競賽
2017 USI Intrapreneurs Competition





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「工廠管理 安全至上

作者：營運長 / 魏鎮炎

QCDT，品質 (Quality)、成本 (Cost)、交貨 (Delivery)、技術 (Technology) 長久以來一直是客戶對供應商管理最通用的指標。大部分公司都循此設定目標，進行持續改善和內部控制。安全這個項目雖然不在其中，但其實它是最根本、最重要的。

近幾年由於市場競爭日益激烈，有的公司不知不覺就被驅使到成本、成本、成本的路上，不僅犧牲了品質，甚至連安全都疏忽了，以至於釀成大禍！今年四月敬鵬工業平鎮廠火災造成多名警消、外籍員工的傷亡事件，或是多年前昆山市中榮金屬製品廠塵爆造成兩百多人傷亡的特大爆炸事故，這些事件就是因為輕忽了安全的重要性，而發生了重大工安事件，所引發的傷害，殃及所有利害關係人，小至個人，大至整個社會，一個公司所累積的一切成果也可能會付諸一炬，所以不可不謹慎。

現在全世界，無論是政府、客戶或社區，更將對安全 (Safety) 的要求，擴大成為企業社會責任 (CSR,

Corporate Social Responsibility)、環安衛 (EHS, Environment, Health, Safety) 和電子電機產業行為準則 (EICC, Electronic Industry Citizenship) 等更廣的層面。若未達評比標準，可能就接不到訂單，工廠甚至會被勒令停工！可見各界已經體認到，發展經濟的同時，安全 / 環保 / 健康絕不可被忽視。

因此在這裡，我要鄭重地宣布，工廠管理的優先順序，Safety 為首要，其次為 Quality，接下來才是 Delivery、Cost、Technology。雖然工廠為了保有競爭力，節省成本是必要的，但一切都要在 Safety First 的基礎上做考量，不論是公共安全，環境保護，還是員工的人身安全 / 健康，都必須優先重視，隨時注意，養成習慣。



營運長專訪專欄

開放讓全體員工參與提問！

歡迎您將問題發送到

tw.gp.newsletter@usiglobal.com



Safety First Factory Management

Author: COO / CY Wei

Q CDT, which represents Quality, Cost, Delivery and Technology, are always the most common indices applied by customers in supplier management. Most companies follow these indices to set their KPI for continuous improvement and internal control. Safety is not included; however, it should be the most fundamental and the most important index.

Due to the increasing market competition in recent years, some companies have been unconsciously driven to put their focus on only the Cost. It not only sacrificed the quality, but also overlooked the safety, and consequently caused serious disasters. In April, the fire accident of Chin Poon Industrial Co. Taoyuan Pingzhen plant caused the deaths of firefighters and migrant workers. Years ago, the massive dust explosion occurred at Kunshan Zhongrong Metal Products Co Ltd. led to more than 200 people's injuries and deaths. These accidents were happened while the importance of safety was such neglected as to cause serious workplace incidents. This brought disaster to all the stakeholders ranging from a small individual to even the whole society. The accumulated achievement of a company could be lost in a blink. Therefore, we must treat safety in a serious manner.

Nowadays, the whole world, no matter government, customer or community, all further expand requirements of Safety to a wider range that includes CSR (Corporate Social Responsibility), EHS (Environment, Health and

Safety) and EICC(Electronic Industry Citizenship). If a company fails to meet the evaluation criteria, it may not receive orders and its factory might be ordered to shut down. Obviously, all circles have realized that Safety/ Environmental Protection/Health definitely cannot be ignored while developing economy.

Therefore, I hereby formally announce that the priority of factory management is Safety first, Quality the second, followed by Delivery, Cost and Technology. Although a factory must reduce cost for keeping its competitiveness, all the considerations should base on the principle of Safety First. No matter it is public safety, environmental protection or staff safety/health, they should all be treated with the highest priority, monitored at all time and get it into a habit.



COO Interview is open to all staff members to ask questions! Please email your questions to tw.gp.newsletter@usiglobal.com

深圳 & 金橋廠

2017 直接人員 模範員工專訪

採訪編輯：CSO / 行銷企劃部

USI 有半數以上的員工是直接人員，負責第一線的生產、出貨等事宜。Newsletter 這期接續專訪深圳廠與金橋廠模範員工中的直接人員，讓同仁們瞭解他們的工作內容以及面對工作的態度。從他們的分享中，或許你能獲得不同的體悟。

深圳廠



付出與合作

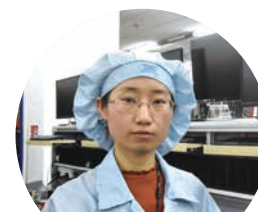
朱盼盼 (2015.03 入職)

「付出不一定成功，但放棄就一定失敗。」這是朱盼盼工作多年的心得，入職之後就在同一個部門工作，先從測試做起，再到外觀總檢，近半年無客訴案件，確實把關出貨前最後一道程序，同時也是多能工，在其他同事需要支援時，總能夠適時地幫上一把。

她認為「認真」是工作中必備的特質，細心是基本門檻，雖然產線工作在外人看來單調而容易疲乏，但她調整心態告訴自己：「這是一項團隊工作，更要好好做好自己的本分，才不會辜負其他人的努力。」也藉此激勵自己，在工作中團結合作才是最重要的。

談到團隊合作，朱盼盼經常參與廠內的舞蹈團隊的表演，在生日會、慶典上演出，每次的前置準備，都要花上一、兩個月排練。「或許一個人表演不出色，但如果是一個團隊動作一致，氣勢就不一樣了，這就是團隊的力量。」參加表演的過程中，她也認識許多朋友，工作之餘分享生活心事，在台上一同完成精彩演出，是她另一種放鬆、充電的方式。

提到得獎，她謙虛的說自己只是「笨鳥先飛」，雖然不比其他人優秀，但只要勤勞、願意多付出、提早進行工作，一樣可以做得很好。而她最想感謝同部門的其他員工，沒有團結合作，她不會獲得這項殊榮。負責該產線的王興倉組長也誇讚朱盼盼：「在部門中經常帶領許多新進員工熟悉工作，耐心指導，得獎實至名歸。」



自省與自覺

覃瑩敏 (2014.10 入職)

「每日她的身影總是忙碌的，吃飯與其他管理員輪流留守產線；星期一開線一定第一個到車間分發備品，下班交接清點備品完成後才離開；親自架設機台測試，同時還要處理異常故障及員工問題。」這是產線組長黎旭眼中所見的全能員兼備品管理員覃瑩敏。

「其實大部分的工作內容都印在腦海裡了。」覃瑩敏簡單的說，聽得出她對工作早已游刃有餘，入職三年餘，從測試做起，到今天的全能員，充實的工作經歷不言而喻。

她談到工作的訣竅應該是「自省與自覺」，每天工作結束前反省自己還有哪邊不足，還有哪邊耽誤了別人，或是進度慢了讓人一再催促提醒。只要能做到自省與自覺，就能持續進步。

因為能勝任產線中大部分工作，所以她的一天總是充滿不確定與挑戰性，測試、人員安排，或是簡易的機台維修都得會。每天工作都不相同，所以未曾感到工作倦怠。另外，她也分享，給作業員合理的工作量，培養團隊精神，甚至是親身示範，這些都是讓團隊工作效率更上一層樓的秘訣。

「今天努力換來明日輕鬆。」不論在人生或是工作上，這句話一直支持著她，她想藉此機會分享給其他員工們。回想獲獎當下，「那可是從幾千人中得來的榮譽呢！」除感謝同事支持與主管賞賜，她更要感謝遠在家鄉的母親，替她照顧女兒，讓她沒有後顧之憂，才能全心專注於工作之上。對於 USI，她心中只有感謝，並希望公司未來能夠更加強大，有更好的前景！



金橋廠



細心與思考

孟配配 (2013.03 入職)

主管推薦表上寫著：管理庫房備品費用下降 40%、管理部門文件與資產兩年稽核無異常。「這真的沒什麼，都是分內應該做的事情。」回答的簡短而豪爽，負責部門資產、儀器校調、耗材、文件等事項綜合管理，工作繁多卻總能有條有理完成的孟配配，是位來自山東的直爽女孩。

管理整個部門資產的她，大至機台小至文件都得過手，再細心的人也難免疏忽，尤其產線上處理事情更為繁多，但是她卻連續兩年稽核無異常。她想與我們分享的是「細心」，做好一件事就要檢查一次看起來簡單，但是做起來卻不簡單，「檢查剛開始可以保持 100% 專注與細心，但隨著時間一拉長就容易分散心神，效率就不好了。但我的工作就是必須從頭到尾 100% 細心檢查，不能妥協。」

然而除了細節之外，她也經常在日常例行的工作中，思考如何讓工作變得更有效率。從她接手管理備品以來，整體的費用下降了 40%。「有些事情不是馬上就能大幅度降低，而是要透過循序漸進的改善。」看著自己的工作日漸改善，讓部門變得更好，心中的成就感便油然而生。



在得獎之後，她也想給其他同仁一些建議，「人生每一天都是不一樣的，工作也是，從一樣中找出不一樣，給自己找點新鮮感。」有時候無意地觀察到的細節往往是改善效率的盲點。倘若遇到了困難，也請記得「沒有不能解決的問題，只有不願意解決問題的人」。

談到最想感謝的人，她毫不猶豫地說：「程素華部長。」她的「偶像部長」一直教導她處理事情時，自己的視野一定要比現有工作高一層級或二層級來思考，這對她來說非常受用。另外與許多同事攜手一路走來，遇到過很多困難，解決過很多問題，她想說：「相信在以後的路程中，配合會更有默契，大家持續努力，USI 終會成為更大、更強的企業。」



專業與積極

連森 (2010.05 入職)

「感謝公司給了我一個這麼好的工作，我會繼續堅守自己的崗位，用自己所學，培養出更多的 SMT 菁英人才，為 USI 做出貢獻。」乍看之下像是場面話，但在連森的口中聽起來格外真誠，即便是透過電話訪問，也能感受他的堅毅。

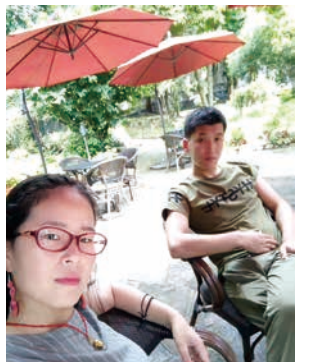
他從專科畢業後就直接投入 USI 工作至今，他的經歷也見證了金橋廠的初創與一路成長。人力調配、機台維護、物料管控、員工培訓、甚至是環境安全，都在他的工作職責中，是個十足的「全能員工」。因為歷經工廠草創階段，他也學習許多專業技能並從中不斷歷練成長。

主管張紅豔也提到去年七月由 NPI (New Product Introduction) 轉換成 MP(Mass Production) 的作業，連森的貢獻非常大。在 4 天期限，要擴張產線，但同時可用人力只有 1/3，完成這一項跨部門、跨樓層的作業，完成之後還得同時培訓新人與調派舊員工，連森展現十足的專業、溝通力及抗壓力。

連森特別提及在培訓新人的過程，自己親身試作也是一種再學習的過程，而且敞開心胸與新人溝通的過程中，也能瞭解到同仁待過的工廠，是不是有更好的制度、工作方法，或是有更先進機台可以提供 USI 做為借鏡。「以最快的速度培訓新人，減輕老員工的壓力，也讓新人有被重視的感覺，增強同事之間的默契與歸屬感。」他認為新人培訓是工作中相當重要的環節。

對他來說，雖然完成每項工作帶給他很多熱情與動力，但他還是建議同仁，如果有時間在休息日出門走走、看看書，或是到咖啡廳享受片刻悠閒，「環境的轉換對工作疲乏非常有用。」連森分享他的信念：「付出總有回報，有耕耘就會有收穫。」即使在生產部門工作已經八年了，但每天與同事的合作仍讓他感到滿滿衝勁與活力。

他給產線人員的建議是「精進專業的技能、敏銳的判斷力與良好的溝通能力」，因為這些能力在其他工作都適用；並且隨時保持學習的心態，學無止境，工作認真、勤奮，以源源不斷的正能量帶來更多正向思考，成就更大的事。



SZ & JQ Site

2017 DL Model Employee

Interviewed By: Central Staff Office / Marketing Communication



More than half of the employees in USI are direct labors and are responsible for the production and delivery. We continued to introduce 2017 DL Model Employees of Shenzhen Site and Jinqiao Site. From the interviews, you will be able to know their job contents and their working attitudes. Perhaps you will be inspired from their sharing.

Shenzhen Site



Devotion And Cooperation

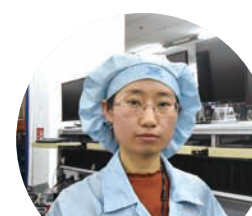
Panpan Zhu (Be employed in 2015.03)

"Devotion does not necessarily lead to success, but giving up only leads to failure." This is what Panpan Zhu has learned from work for years. She has been staying in the same department from the day on board. She started from testing and then the appearance checking. She always keeps the quality control till the last process before delivery, and therefore there was no customer complaint in recent six months. She is also a versatile worker. When other colleague needs a hand, she is always there to help.

She thinks that diligent is essential for work and carefulness is the basic. Though working in production line seems boring and tiresome, she learned to adjust her mindset by telling herself, "This is part of the teamwork, therefore everyone should do the best of their part so that it will not ruin others' effort." By the belief, she encouraged herself that teamwork is the first priority at work.

While talking about teamwork, Panpan Zhu joins the dance group to perform at the Shenzhen Site, such as at the birthday party or the festivals. Every performance needs to be prepared and rehearsed for one to two months before on stage. "Maybe one person's performance is not extraordinary, but if a group that dances in a united way, the performance will be different. This is the power of teamwork." During the preparation for the performance, she made many friends who can share feelings and thoughts after work, and perform on stage together. This is a way for her to relax and refresh.

Mentioning the award, she humbly described herself as a slow sparrow that makes an early start. She is not as talented as others, but with diligence and willingness to devote and prepare beforehand, she can do the work as good as others. She would love to thank other colleagues in the same department. Without the teamwork, she would not be awarded this honor. The department head of the production line, Xingcang Wang also praised her that "she often guides other newcomers in the department to get on board with patience. She really deserved the award."



Introspection And Self-Awareness

Yingmin Qin (Be employed in 2014.10)

"She is busy every day. She would take turns with other administrators to keep an eye on the production line during the break. She is always the first one on Monday to distribute spare parts in production lines. She will check all the spare parts before getting off work. Also, she tests the equipment in person, and at the same time deals with the equipment that is out of order or the employee's problems." This is supervisor Xu Li's description on Yingmin Qin, the versatile worker and spare parts administrator.

"In fact, most of the job content is in my mind." said Yingmin Qin at ease. From her words, it shows that she is familiar with her job. She has been on board for more than three years. She started from testing and now is a versatile worker. It is needless to say that she is an experienced employee.

She mentioned that the secrets of work are introspection and self-awareness. One should reflect on what can be done better, what might delay others' working progress or what can be done with more efficiency before the end of the work. People who have introspection and self-awareness will keep growing and improving.

Her work for every day is full of uncertainty and challenge since she can do most of the job in the production lines, from testing, manpower allocation to simple equipment maintenance. Her work is different every day so that she never felt job-weary. Besides, she also shared the secrets of improving the teamwork efficiency, like how to distribute the reasonable workload to the operators, how to cultivate team spirits and how to be a role model herself.

"Today's hard work will bring the easiness for tomorrow." This is the phrase that supports her no matter in life or work and she would love to share this with everyone. Remembering the moment she won the award, "the honor is one in the million" She appreciated the support from the colleagues and the supervisor. She sent her special thanks to her mother far away in her hometown who takes care of her daughter so that she does not need to worry and can focus on work. For USI, all she has is appreciation and hopes that USI will grow stronger and more prosperous in the future.



Jinqiao Site



Carefulness And Thinking

Peipei Meng (Be employed in 2013.03)

The recommendation letter from the supervisor has shown that "Her administration made the fee on the spare parts in warehouse saved 40%. She was in charge of the department documents and asset without any auditing issue in two successive years." While responding to the comment from her supervisor, she simply and straightforwardly said that "That is really nothing. That is my own job." Peipei Meng is the one that in charge of the asset, the adjustment of the equipment, supplies, documents and other general administration. Though there are many works, she always organizes pretty well. She is a straightforward girl from Shandong.

As the one who is responsible for the asset of the department, she has to deal with equipment and documents. A careful person might sometimes make mistakes, especially when there are numerous works in the production line. However, she made no mistake for two years in a row. She would like to share that "carefulness" is to do one thing best. It might seem to be easy but not so while doing. "When checking for the first time, it is easy to keep 100% concentration and carefulness, but as the time gets longer, one might be easily distracted and the efficiency will get worse. But my job has to be done with 100% concentration and carefulness from the beginning to the end. There is no room for negotiation."

Other than the details, she often ponders on how to do the daily routines with better efficiency. When she took over the management of the spare parts, the overall cost has lowered 40%. "Some things cannot be changed greatly in a short time, but needed to be improved gradually." She felt a sense of achievement when her work improved and made the department functioning better than before.



After she won the award, she would like to share some suggestions with other colleagues. "Every single day in our life is different, so does for our work. Try to find something different from daily works and give yourself fresh feeling." Sometimes the details difficult to notice might probably be the blind spot for improving the efficiency. If you are stuck in some problems, please keep in mind that "there is no problem that cannot be solved, only the person that does not want to solve the problem."

For the person that she feels most grateful for is Cindy Chen, the head of the department. Cindy is her idol, who always teaches her how to deal with things, and to think things from different perspective such as from one or two hierarchy higher than she is. These are useful for her. On the other hand, for the colleagues that have been through many difficulties and solved many problems together, she would like to say, "I believe that in the future, we will cooperate with each other even better. We will continue to work hard, and we believe that USI will become a stronger and bigger company."



Profession And Positiveness

Sen Lian (Be employed in 2010.05)

"Thanks to USI for offering me such a good job. I will still stay at my position and use what I have learned to help cultivate more SMT talents, making my contribution to USI." It might sound like polite remarks but from Sen Lian's mouth, it sounds sincere. His persistent can be felt even via the telephone interview.

He has been working in USI after he graduated from the junior college. His years of experience have witnessed the establishment and growth of the Jinqiao Site. The allocation of manpower, the maintenance of the equipment, the control of the materials, the employee training, and even the environmental safety are included in his duties. He is absolutely a versatile worker. He has been through the early establishment of the Site and has learned a lot of professional skills yet still learning and growing.

His supervisor, Cherry Zhang, mentioned his huge contribution last July when the NPI (New Product Introduction) was transformed into MP (Mass Production). The production line had to expand within four days with just one-third of the manpower. He had completed this cross-department and cross-floor mission, and then soon followed up the newcomer training and the allocation of manpower. He had fully shown his profession, communication and stress resistance.

Sen Lian especially mentioned that during the process of newcomer training, it was a good way for him to learn again. When he talked to the newcomer with an open mind, he learned from them about whether there is a better system, workflow or advanced equipment for USI to learn from. "Training the newcomer in the shortest time to relieve the stress on the senior employees can make the newcomers feel valued and strengthen the mutual understanding and belonging among all colleagues." He considers the newcomers training as a fairly important part at work.

Whenever the work is completed, it brings him more passion and motivation for him. However, he suggested colleagues go out during the day off if possible. Either read a book or enjoy a cup of coffee at the café, "the change of the environment is a good treatment for the weariness." Sen Lian shared his belief, "There must be rewards after endeavor. As you sow, so you reap." He has been working in the production department for eight years. However, cooperating with colleagues still brings him motivation and energy.

His suggestions for the production line employees are "refining professional skills, sensitive judgment, and good communication." These are the qualities that apply to other works as well. He thinks that everyone should have the attitude of learning, working hard, and being diligent, so as to inspire more positive thinking by bringing positive energy so that one can achieve bigger goals.



「偏頭痛之預防與治療」

作者：草屯廠 / QA&CSR / G&EHS / 醫護室 張瑞靜護理師

偏頭痛 (Migraine) 為常見的原發性頭痛，通常會反覆發生且多半為輕度單側疼痛，伴有搏動，短則 2 小時可自我緩解，嚴重的話可能持續 72 小時，併有噁心、嘔吐、對光線、聲音敏感之不適感，繼續活動會加劇疼痛。

根據臺灣頭痛醫學會統計，偏頭痛盛行率約為 9.1%，男女比例約 1:3，女生比例較高，因偏頭痛即便沒有服用藥物也會隨著時間緩解，故症狀常被低估。流行病學研究表示偏頭痛患者中約 40% 需要預防性治療，而實際只有約 10% 病人接受預防性治療，也因為過低比例接受治療，進而導致更大的成本支出，如：偏頭痛請假無法上班導致工時損失。2013 年全球疾病負擔研究疾病導致失能損失年 (YLD, Years Lived With Disability) 調查中，偏頭痛排名第六，不容小覷。



成因

大約三分之二病例都與遺傳有關，其它如壓力、環境以及荷爾蒙也會影響，在青春之前，受到偏頭痛影響的男童比女童多，但在此之後，受到偏頭痛影響的女性則比男性要多出 2 至 3 倍，準確的致病原理目前尚不得而知。

自我檢測方法

偏頭痛通常從青春開始出現症狀，最容易影響年齡在 35 至 45 歲之間的人，但可能會影響更年輕的人，包括兒童，要如何自我檢測呢？根據最新的國際頭痛疾病分類第三版 (The International Classification Of Headache Disorders) 對於偏頭痛的診斷標準，可自我檢測以下四點是否符合典型的偏頭痛症狀。

- 發作的症狀，符合以下 4 種症狀中的 2 種 (含) 以上
 - 單邊頭痛
 - 痛起來一漲一縮，像脈搏跳動的感覺
 - 發作時不想活動，想靜靜待著
 - 發作時生活大受影響，甚至必須請假休息
- 頭痛時，至少曾經併發以下 2 種症狀其中之一
 - 出現噁心感，或是嘔吐
 - 出現畏光感，且希望週遭環境能安靜一點
- 發作時如果不吃藥，頭痛症狀持續至少 4 小時以上，但每一次發作不會超過 3 天

- 上述所描述的頭痛經驗，發生至少 5 次以上。

預防及治療方法

一、藥物

包含止痛藥、血管收縮劑、預防性用藥，常見止痛藥有阿斯匹靈 (Aspirin)、非類固醇類消炎止痛藥，例如 Naproxen、Diclofenac Potassium、Ibuprofen 等都能有效止痛。日本的 EVE 藥品，主成分為布洛芬 (Ibuprofen)，還有添加咖啡因，服用後會覺得止痛效果比普通拿疼還

好，但倘若有在喝咖啡的人，請注意咖啡總攝取量勿超過每日 2,600mg，以免導致反效果。其它用藥還有血管收縮劑如 Triptans，以及預防用藥 Beta 阻抗劑等。

二、食物

依據《梅約頭痛小百科》一書建議，某些食物會誘發偏頭痛發生，所以建議減少食用。

- 起司、巧克力、柑橘類食物，因為食物中含酪胺酸，會造成血管痙攣
- 香腸、熱狗、火腿、臘肉等食品及加工肉品含有亞硝酸鹽成分者也會誘發偏頭痛
- 代糖「阿斯巴甜」可能會過度刺激或干擾神經末梢，增加肌肉緊張
- 咖啡因有助於緩和頭痛，但過度攝取會導致頭痛情形加劇

三、運動及頸肩伸展
有氧或無氧運動皆可幫助穩定自律神經系統、減緩焦慮、肌肉緊繃等症狀，但是激烈運動，超出體能負荷時，也會誘發偏頭痛。然而，有些人是因為長時間靜態姿勢導致頸肩肌肉過度緊繃引發偏頭痛，此時就必須適當進行伸展運動。

四、按摩

自行使用指腹或者按摩頭部的器具進行按壓患部，可達到舒緩效果。

五、良好生活習慣

睡眠規律、不抽菸、少喝酒、減少壓力都能改善及減少偏頭痛發生機率。

大多數人因為擔心止痛藥的副作用，選擇能忍則忍，反而錯過了最好的用藥時機，導致疼痛時間延長且藥物治療效果降低，一般醫師建議最好在症狀發生 30 至 40 分鐘內用藥，可縮短病程及減少加重用藥情形，如果你一星期得吃超過 3 次止痛藥，建議必須立刻就醫，避免延誤病情。

Prevention And Treatment Of Migraine

Author: Tsautuen Site / QA&CSR / G&EHS / Health Center / Registered Nurse Nancy Chang



Migraine is a common primary headache. It usually happens several times with mild pains on single-side, accompanying with impulse. For the mild conditions, it is usually gone within 2 hours without any treatment. For the more serious conditions, it can last up to 72 hours, with symptoms like nausea, vomiting, being sensitive to light and sounds, and it increased pain when patients continued moving.

According to the statistics made by Taiwan Headache Society, 9.1% of population has migraine, and the ratio of males to females is 1:3. More females than males are affected by migraine, and the syndromes are usually underestimated because migraine will cure itself by time without any treatment. Epidemiological research reveals that 40% of migraine patients require preventive therapy, and the truth is only 10% of patients get that. Also, more costs are paid due to the low percentage of patients accepting preventive therapy, such as sick leave due to migraine. Among the investigations of Years Lived with Disability (YLD) conducted through Global Burden of Disease Study in 2013, migraine ranked number 6, and we should not overlook it.

Causes

About two thirds cases are inherited, and other factors such as pressure, environment and hormone also trigger migraine. Before adolescence, more boys are affected by migraine than girls, yet after adolescence, women affected by migraine are two to three times more than men. The accurate causes to migraine remain unknown.

Self-Detection

Migraine usually starts in adolescence and the most vulnerable group is people aged from 35 to 45. However, migraine may also affect younger people, including children, so how can we detect ourselves? According to the latest published 3rd version of The International Classification of Headache Disorders, for the diagnosis criteria to migraine, people can use the following classic migraine syndromes to detect themselves.

- Meet at least two of the following syndromes.
 - Get headache on single-side.
 - Pain is rising and shrinking, like pulse.
 - Lose intention to move when headache happens.

- Life is hugely bothered by Migraine and patient need to have a day-off.
- When migraine happens, at least two of the following complications occur.
 - Feel nausea or vomiting.
 - Being sensitive to light and sounds.
- If patient does not take medicine when headache happens, the pain will last at least 4 hours but less than 3 days.
- The experiences described above happened at least 5 times.

Prevention And Treatment

1. Medicine

Pain killer, Vasoconstrictor, preventive therapy, Aspirin, and non-steroidal anti-inflammatory analgesics, such as Naproxen, Diclofenac Potassium, Ibuprofen, all of them can relieve the pain. After taking the EVE from Japan, which the main active component is Ibuprofen, with coffin as additive, people usually feel much better than taking Panadol. However, for those people who drink coffee every day, please make sure the coffin consumed not exceeding 2,600 mg per day, in case of worsening the pain. Other medicines can also relieve the pain, such as Vasoconstrictor (Triptans), preventive therapy (Beta blockers), and so on.

2. Food

Based on the advices in *Mayo Clinic on headache*, some foods may cause migraine. Therefore, cutting down on consuming these foods is suggested.

- Cheese, chocolate and citrate containing Tyrosine may cause vessel constriction.

- Sausage, hot dog, ham, bacon and processed meat have nitrite, leading to migraine.
- Aspartame may over-stimulate or bother the nerve terminals, increasing muscle constriction.
- Coffee relieves headache, but over-drinking of coffee increases the pain.

3. Exercise

Stretch on neck and shoulder, aerobic and anaerobic exercises can stabilize the autonomic nervous system, relieving anxiety and muscle constriction. However, dramatic and overloading exercises will cause migraine. Nonetheless, some migraine cases are caused by neck and shoulder muscle over-constriction due to long-term static posture. In these cases, appropriate stretching exercises are necessary.

4. Massage

Use fingertips or devices to massage head to relieve the pain.

5. Good Life Habits

Sleeping regularly, no smoking, less drinking and pressure relief can decrease the chance to have migraine.

Most people worry about the side effects of pain-killers and not take the medicines; yet, they miss the best timing to treat migraine, enduring the pain and worsening the effect of treatment. Most physicians suggest taking medicines within 30-40 minutes when migraine happens in order to shorten the pain and minimize the chance to increase dosage. Go to hospital immediately when you have to take pain killers more than 3 times a week, in case of worsening the condition.



「退休不求人 理財自己來」

編輯整理：草屯廠 / 行政管理 / 財務總處 / 曾馨瑩



自從臺灣年金改革議題發燒至今，大家也隨之重視退休生活，只因未來不想成為「下流老人」(註 1)一族，書店充斥有關退休理財的書籍，教人理財的方法五花八門，推陳出新。然而在政策傾向長期低利，實質薪資跟不上物價飛漲的環境下，對於「安心退休」變成老百姓高不可攀的代名詞。既然無法完全仰賴退休年金，想要擁有安心不求人的退休生活，適度理財非常重要，這期將為大家介紹簡單易懂的理財方法。

每日記帳

千里之行始於足下，萬丈高樓平地起，每日記帳是最有效的理財工具，在吳淡如《何麗玲成功人脈學》提到投資女神何麗玲的成功即是歸功於她從小養成的記帳習慣。記帳的三個優點：

- 記帳的「點」：記下每筆費用，容易分析、統計日常消費，讓錢花在刀口上。
- 記帳的「線」：透過收入與消費支出走勢圖，觀察出個人財富長期增減情形，進而規劃出退休年齡。
- 記帳的「流」：改變傳統觀念，將「收入減去支出等於儲蓄」變成「收入減去儲蓄後才是支出」，如此一來更能掌握現金流動，以利規劃每月可投入理財之資金多寡。

堅持每日記帳就是要看出用錢習性，進而分析自己的用錢比例，若不能從記帳中歸納出有效的資金運用，那就是死記帳而已。記帳不能幫我們賺更多的錢，但卻能幫助我們守財，有了理財本，透過有效的金錢管理才能創造大財富，畢竟巧婦難為無米之炊。

設定退休年齡

可透過 Excel 表做試算 (如下圖)，因每一個人的立足點及所要求的退休生活不同，故參數設定亦不相同，只要將自己所需要的條件輸入黃色儲存格，即可輕鬆得知何時可退休，只要當年的「退休準備金」大於「退休金需求」，就有資格退休了。雖然未來仍不可知，但是如果能在每一個階段與工作都提早預備，就不愁退休後的生活了。

輸入數值		退休年齡試算表					
		退休年齡	準備年數	退休準備金	退休時年生活費	退休金需求	差額
目前年齡	40	41	1	849,069	714,000	9,711,709	-8,862,640
已存退休準備金	500,000	42	2	1,205,119	728,280	9,897,480	-8,692,360
每月投入金額	28,000	43	3	1,568,291	742,846	10,086,119	-8,517,829
退休前報酬率	2.00%	44	4	1,938,726	757,703	10,277,601	-8,338,876
退休後報酬率	10.00%	45	5	2,316,569	772,857	10,471,889	-8,155,320
通貨膨脹率	2.00%	46	6	2,701,969	788,314	10,668,935	-7,966,966
退休後年生活費	700,000	47	7	3,095,078	804,080	10,868,684	-7,773,606
可退休年齡	73	48	8	3,496,048	820,162	11,071,064	-7,575,016
		49	9	3,905,038	836,565	11,275,993	-7,370,955
		50	10	4,322,208	853,296	11,483,371	-7,161,163
		51	11	4,747,721	870,362	11,693,082	-6,945,361
		52	12	5,181,745	887,769	11,904,992	-6,723,248
		53	13	5,624,448	905,525	12,118,945	-6,494,497
		54	14	6,076,006	923,635	12,334,763	-6,258,756
		55	15	6,536,596	942,108	12,552,240	-6,015,645
		56	16	7,006,396	960,950	12,771,146	-5,764,749
		57	17	7,485,593	980,169	12,991,215	-5,505,622
		58	18	7,974,374	999,772	13,212,151	-5,237,777
		59	19	8,472,931	1,019,768	13,433,616	-4,960,686
		60	20	8,981,458	1,040,163	13,655,233	-4,673,775
		61	21	9,500,156	1,060,966	13,876,577	-4,376,421
		62	22	10,029,229	1,082,186	14,097,172	-4,067,943
		63	23	10,568,882	1,103,829	14,316,485	-3,747,603
		64	24	11,119,329	1,125,906	14,533,921	-3,414,592
		65	25	11,680,784	1,148,424	14,748,816	-3,068,032
		66	26	12,253,469	1,171,393	14,960,431	-2,706,962
		67	27	12,837,607	1,194,821	15,167,943	-2,330,335
		68	28	13,433,428	1,218,717	15,370,434	-1,937,006
		69	29	14,041,166	1,243,091	15,566,889	-1,525,723
		70	30	14,661,058	1,267,953	15,756,177	-1,095,119
		71	31	15,293,348	1,293,312	15,937,047	-643,698
		72	32	15,938,284	1,319,178	16,108,108	-169,824
		73	33	16,596,119	1,345,562	16,267,823	328,297
		74	34	17,267,110	1,372,473	16,414,487	852,624
		75	35	17,951,522	1,399,923	16,546,215	1,405,307

退休試算表來源：<http://www.masterhsiao.com.tw/CatRetirement/RetireYear/RetireYear.php>

然而最佳的退休年齡因人而異，越早做規劃及手上存款越多，就能越早退休是不變的法則。在退休前，如何準備好足夠退休金，資產配置與理財尤其重要。

慎選理財工具

如果資金的孳息比不上通貨膨脹速度，就代表實質財產縮水了，為了避免此等窘境，我們篩選一些投資理財工具做成簡表，並分析優缺點及風險，供各位參考。

理財工具	優點	缺點	風險
定存	<ul style="list-style-type: none">變現性快、安全性高資金可做短中長期規劃	<ul style="list-style-type: none">利息不高解約損失利息	低
保險	<ul style="list-style-type: none">安全性高且可節稅人生不同階段可受保障	<ul style="list-style-type: none">臨時需資金時，解約對保戶較不利較無彈性	低
基金	<ul style="list-style-type: none">組合投資，分散風險間接投資，專家理財流動性好，變現性快	<ul style="list-style-type: none">需要定期注意淨值變化基金定期收取管理費，增加成本	中等
外幣	<ul style="list-style-type: none">變現性快外幣存款利率較高	<ul style="list-style-type: none">匯率變動風險利率隨時間變動風險	中等
股票	<ul style="list-style-type: none">報酬率較高可依景氣變化調整持股資金變現容易	<ul style="list-style-type: none">買賣股票可能會賠錢公司倒閉之風險需隨時關注公司財務及產業前景	高
房地產	<ul style="list-style-type: none">保值抗通膨及增值性具收益性及區域性	<ul style="list-style-type: none">變現性慢、投資金額大少子化缺人口紅利，未來價格保守未來升息機率高	高

雖有眾多投資工具可利用，但在銀行低利的環境下，不能只依賴單一投資工具，最好選擇二至三種交叉運用。例如：房地產加保險、或是股票加定存及外幣，一則平均獲利率高於通膨，二則避免雞蛋放置同一籃子中，降低風險。面對日益惡劣的經濟環境，靠自己最好，而年輕人越早看清這點，也就能越早達到財富自由。

一般勞工，除了勞工保險、勞工退休等制度為退休後的生活預做準備外，還可使用「存股」，當作「第三年金」概念，選擇有前景之產業且為龍頭股，透過公司穩健經營獲利配息，殖利率高於定存利息的投資標的，經由定期或定額持有，每年從股市穩定的領錢，讓退休生活更無慮，既安心又不求人，當個樂活退休族。



Self-Sustainable Retirement Personal Finance On Your Own

Author: Tsaotuen Site / ADM / Finance / Alice Tseng

The discussion over the issue of Annuity Reform in Taiwan has been feverish and everyone has become more concerned about the life after retirement because people do not want to be "Karyū rōjin" (Note 1) in the future, bookstores are flooded with books on retirement wealth management and there are a variety of preaching on how to manage personal finance. However, as the government policy is prone to keep interest rate low and nominal wages cannot keep up with the skyrocketing prices, "worry-free retirement" has become an unattainable dream for most of the people. Since retirement annuities may not be sufficient, it is important to have proper financial management in order to enjoy a self-sustainable retired life. Here, we are going to introduce some simple and easy-to-understand financial management methods for you.

Daily Bookkeeping

Thousands of miles begin with a single step. A skyscraper is built from the ground up. Daily bookkeeping is the most effective financial tool. In Dan-Ru Wu's article "Li-Ling He's Successful Human Connection", she mentioned that the success of investment master Li-Ling He is attributed to the bookkeeping habits she developed from an early age. The three advantages of bookkeeping are as follows.

- The "dot" of bookkeeping: You shall write down each expense so that it is easy to analyze and summarize daily consumption expenditure and let the money be spent on where it is most needed.
- The "line" of bookkeeping: Through the chart of income and expenditure, you shall observe the long-term trend of your wealth and then plan your time of retirement.
- The "flow" of bookkeeping: **The traditional notion shall be changed. "Revenue minus expenditure equals savings" shall be changed to "revenue minus savings equals expenditure."** Thus, cash flow can be better managed to facilitate the planning of monthly saving for investment.

Adherence to daily bookkeeping is to observe the habit of using money and then to analyze the proportions of one's spending. If you cannot induce an effective usage of your money from bookkeeping, it is of no use at all. Bookkeeping cannot help us make more money, but it can help us keep our money. With this wealth management book at hand, great fortune can be created through effective management of money. After all, you cannot make bricks without straw.

〈註 1〉：下流老人（日語：かりゅうろうじん）一詞是日本社會學者藤田孝典於其 2015 年著作《下流老人：一億總老後崩壞的衝擊》中所提出的。大意為日本近年來出現了大量過著中下階層生活的老人，年金制度即將崩壞、長期照護缺乏人力、高齡醫療缺乏品質、照護條件日益提高、老人居住困難，而且未來會只增不減，若政府不提出有效政策，可能出現「1 億人的老後崩壞」。提出「下流老人」這個名詞的目的在於說明高齡者的貧窮生活，以及潛藏在其背後的問題，並沒有瞧不起或歧視高齡者。



參考資料

- 富朋友理財筆記
 - 怪老子理財網
- 請掃描下方 QR CODE
下載退休試算表



Set Your Retirement Age

You can use the Excel spreadsheet to do the retirement age trial-calculation (as shown below). Because people may have different starting points and expected lifestyle in retirement, the parameter setting may not be the same. By simply entering your conditions into the yellow cells, you can easily find out when you can retire. As long as your "retirement funds" is more than your "retirement funds needed", you are eligible to retire. Although the future is still unknown, if you can prepare in advance for each stage and work, you shall not worry about your retirement life.

Data Entry		Retirement Age Trial Table					
		Retirement Age	Number Of Years To Go	Retirement Funds	Annual Living Expense In Retirement	Retirement Funds Needed	Difference
Current Age	40	41	1	849,069	714,000	9,711,709	-8,862,640
Retirement Funds Saved	500,000	42	2	1,205,119	728,280	9,897,480	-8,692,360
Monthly Savings	28,000	43	3	1,568,291	742,846	10,086,119	-8,517,829
Rate Of Return Before Retirement	2.00%	44	4	1,938,726	757,703	10,277,601	-8,338,876
Rate Of Return After Retirement	10.00%	45	5	2,316,569	772,857	10,471,889	-8,155,320
Inflation Rate	2.00%	46	6	2,701,969	788,314	10,668,935	-7,966,966
Annual Living Expense After Retirement	700,000	47	7	3,095,078	804,080	10,868,684	-7,773,606
Retirement Age	73	48	8	3,496,048	820,162	11,071,064	-7,575,016
		49	9	3,905,038	836,565	11,275,993	-7,370,955
		50	10	4,322,208	853,296	11,483,371	-7,161,163
		51	11	4,747,721	870,362	11,693,082	-6,945,361
		52	12	5,181,745	887,769	11,904,992	-6,723,248
		53	13	5,624,448	905,525	12,118,945	-6,494,497
		54	14	6,076,006	923,635	12,334,763	-6,258,756
		55	15	6,536,596	942,108	12,552,240	-6,015,645
		56	16	7,006,396	960,950	12,771,146	-5,764,749
		57	17	7,485,593	980,169	12,991,215	-5,505,622
		58	18	7,974,374	999,772	13,212,151	-5,237,777
		59	19	8,472,931	1,019,768	13,433,616	-4,960,686
		60	20	8,981,458	1,040,163	13,655,233	-4,673,775
		61	21	9,500,156	1,060,966	13,876,577	-4,376,421
		62	22	10,029,229	1,082,186	14,097,172	-4,067,943
		63	23	10,568,882	1,103,829	14,316,485	-3,747,603
		64	24	11,119,329	1,125,906	14,533,921	-3,414,592
		65	25	11,680,784	1,148,424	14,748,816	-3,068,032
		66	26	12,253,469	1,171,393	14,960,431	-2,706,962
		67	27	12,837,607	1,194,821	15,167,943	-2,330,335
		68	28	13,433,428	1,218,717	15,370,434	-1,937,006
		69	29	14,041,166	1,243,091	15,566,889	-1,525,723
		70	30	14,661,058	1,267,953	15,756,177	-1,095,119
		71	31	15,293,348	1,293,312	15,937,047	-643,698
		72	32	15,938,284	1,319,178	16,108,108	-169,824
		73	33	16,596,119	1,345,562	16,267,823	328,297
		74	34	17,267,110	1,372,473	16,414,487	852,624
		75	35	17,951,522	1,399,923	16,546,215	1,405,307

Source: <http://www.masterhsiao.com.tw/CatRetirement/RetireYear/RetireYear.php>

However, the best retirement age varies from person to person. **"The earlier you plan and the more saving you have in hand, the earlier you can retire" is the universal principle. How to prepare enough pensions before retirement? Asset allocation and financial management are the keys.**

Choose Financial Tools Carefully

If the rate of return on the funds cannot keep up with the inflation rate, the real asset has shrunk. In order to avoid being in such a poor situation, we have selected several financial tools and compared their pros and cons, and risks for your reference.

Financial Tools	Pros	Cons	Risk
Time Deposit	<ul style="list-style-type: none">It has high liquidity and security.Funds can be used for short, medium and long-term planning.	<ul style="list-style-type: none">Interest is not high.Loss of interest is caused by early termination.	Low
Insurance	<ul style="list-style-type: none">It is highly secured and tax exempted.It provides safeguard for different stages of life.	<ul style="list-style-type: none">Terminating contract is less favorable to policyholders in case funds are needed suddenly.It has less flexibility.	Low
Mutual Funds	<ul style="list-style-type: none">It is portfolio investment to diversify risk.It is indirect investment and managed by professionals.It has high liquidity and can be easily cashed in.	<ul style="list-style-type: none">The investor must pay regular attention to changes in the net value.Investment cost is increased due to the mutual funds' regularly charged management fees.	Medium
Foreign Currency	<ul style="list-style-type: none">It has high liquidity.The interest rates on the foreign currency deposits are higher.	<ul style="list-style-type: none">Currency riskInterest rate risk	Medium
Stock	<ul style="list-style-type: none">It has a higher rate of return.The shareholdings can be adjusted according to the changes in the economy.The funds can be easily cashed in.	<ul style="list-style-type: none">There is the possibility of a capital loss.There is the risk of the company's default.The investor must constantly pay attention to the financial and industrial prospects of the company.	High
Real Estate	<ul style="list-style-type: none">Its value is protected against inflation and may be appreciating.It is profitable and regional.	<ul style="list-style-type: none">The investment scale is large but the liquidity is low.Analysts are conservative about future price increases due to low birthrate and lack of demographic dividend.The probability of the future interest rate hike is high.	High

Although there are many investment tools available, in the low-interest environment, it is not possible to rely on just one single investment tool. It is best to choose **two or three to be used interchangeably**, such as real estate plus insurance, stocks plus time deposits and foreign currency deposits. First, the average rate of return is higher than inflation rate, and second, it is to avoid putting all your eggs in one basket in order to reduce risk. In the face of an increasingly harsh economic environment, it is best to rely on yourself. The earlier the young people realize the truth, the earlier they can achieve the freedom of wealth.

In addition to the retirement funds provided by the labor insurance, labor retirement pension and other systems, workers in general choose stocks as "the third annuity". They can invest in leading and stable stocks in promising industries. Dividends shall be paid through the company's steady and profitable operation. People can choose the investment objects with yields higher than the interest rate on time deposits. Through recurrent investment, people can cash in steadily from the stock market every year to make retirement worry-free and self-sustainable, as to be LOHAS retirees.

[Note 1]
The term Karyū Rōjin (Japanese: かりゅうろうじん) appears in the title of the book "Down and Out Elderly: The Impact of the Coming Collapse Brought on by 100 Million Elderly People" published in 2015 by the Japanese sociologist, Takanori Fujita. The general idea is that in recent years, there is a large number of elderly people living in the middle and lower classes in Japan. The annuity system is about to collapse. There is a lack of manpower for long-term care. The lack of quality medical care for older people and the caring expenses are increasing. The elderly is living in difficulties and it will only get worse in the future. If the government does not put forward an effective policy, "100 million elderly people may collapse". The term "Karyū Rōjin" is to illustrate the poor life of elderly people and the problems hidden behind it. There is no disrespect or discrimination against elderly people.



Reference

- Rich Friend Website
 - Master Hsiao Financial Management Website
- Please scan the QR CODE to download the retirement spreadsheet.



Common Business Idioms

常見商用慣用語

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew

Using idioms in your speech gives you style and makes you sound more lively. In between formal and informal, they are acceptable in everyday conversations and emails, including business communications.

Because idioms are short phrases with meanings that are different from their individual words, they cannot be directly translated. If you try and get it wrong, you will look foolish. Using the wrong word will also leave your audience baffled. Therefore, it's important to learn and figure out their meanings from contexts. This helps you think actively and learn to understand new expressions faster.

說話使用慣用語，會讓你的內容聽起來更加生動有趣。慣用語介於正式與非正式間，在日常對話和電子郵件，包含商務溝通，都是可接受的。因為由簡短文字組成的慣用語常有別於其個別字義，不能直接照字面翻譯。若不小心用錯，很容易讓場面陷入尷尬或聽眾理解困難。所以從上下文中學習及瞭解其中的意思是很重要的事。這能幫助你思考更活躍並更快的學習理解新詞彙。

Quiz: Guess the meaning of these idioms in context, then check your answers at the end of this article.

小測驗：猜猜這些慣用語的意思，再到文末確認詳解

- "We showed the director 20 ideas, but she didn't like any of them – so we had to **go back to the drawing board**."
- "Our sales estimates were **way off the mark**. We'd projected sales of \$15M, but the actual numbers were closer to \$9M."
- "The text for the article is almost perfect. I just need to **tweak** one or two sentences."
- "I need to submit a weekly report on this project, so please keep me **in the loop**."
- "Three people from my department are on vacation, so **I've got a lot on my plate** at the moment."
- "The **rule of thumb** is to reinvest no more than 30%, but it's OK if you go over that number occasionally."
- "Bob said I missed the deadline, but I want to **set the record straight** – I submitted my work on time, but he didn't check his email."
- "We have until December to prepare these documents, so let's **put them on the back burner** for now. We have other, more urgent projects."
- "That program never produced any significant results, so the CEO finally decided to **pull the plug**."
- "Yesterday's meeting lasted four hours. But **in a nutshell**, we decided to close our office in India and open a branch in China."
- "Laura didn't go to the meeting. Could you send her a summary of the discussion to **bring her up to speed**?"
- "Don't make any changes without talking to Peter. He's the **one calling the shots** on this project."



Here are more common idioms typically used in business.

以下介紹一些更常見的商業慣用語。

Idiom 慣用語	Meaning 原意	Example 例句
Back to square one	To start something over again because a previous attempt failed 重新開始	To make this software finally work, we must go back to square one.
Ballpark number/figure	A very inexact estimate 非常不準確的估計	To give you a ballpark figure, how much the border wall to Mexico is going to cost, I'd say about 30 million dollars.
Big picture	Everything that is involved with a situation 大局觀	Working on all these details, we have lost sight of the big picture.
By the book	To do things exactly according to the rules or the law 完全照規則 / 法律來做事	We told our auditors that we do everything by the book.
Corner the market	To dominate a market 主宰市場	Amazon more or less corners the online retailing market.
Cut-throat	Very intense, aggressive, and merciless competition 非常激烈的競爭	Competition in the food retailing business is cut-throat.
Game plan	A strategy or plan for achieving success 策略 / 計畫	What is our game plan for dealing with our new competitor?
Get down to business	Stop making small talk and start talking about serious business topics 開始認真談正事	Now that everyone's here, let's get down to business and start with the presentation.
Get something off the ground	To start something (e.g. a project or a business) 開始進行某事	Now that we have finished the planning phase, we're eager to get the project off the ground.
Go down the drain	Something is wasted or lost 浪費 / 失去了某項事物	All our efforts in entering this new market went down the drain.
Go the extra mile	To do more than what people expect 做的事情超出大家期待	To give our customers the best shopping experience, we go the extra mile.
Hands are tied	Not being free to behave in the way that you would like 受限制	I'd love to help you, but my hands are tied.
In full swing	At a stage when the level of activity is at its highest 如火如荼	Construction of our new production site is in full swing now.
In the driver's seat	To be in charge or in control of a situation 控制 / 掌握情況	Being offered the position of managing director, I'll soon be in the driver's seat.
Keep one's eye on the ball	To give something one's full attention and to not lose focus 專心在某事物上	We should not diversify our product offering too much, but rather keep our eyes on the ball.
Learn the ropes	Learn the basics of something (e.g. a job) 從基礎學習	I'm learning the ropes in my new position.
Long shot	Something that has a very low probability of happening 非常不可能發生的事情	Winning the lottery is a long shot.
No-brainer	Something that is really obvious or easy 非常顯然 / 簡單的事	Working for an investment bank to make money is a no-brainer.

看完補充，希望能幫助讀者領略字義與原意的聯想方式，也能更瞭解一些商業慣用語。其實不只在商業上，日常生活中也可以使用，而且能讓你的言詞更生動活潑，趕緊把它們記下來，並試著應用吧！

• Answers

1	2	3	4	5	6	7	8	9	10	11	12
B	C	B	A	A	C	A	B	C	C	B	B

1. Go back to the drawing board = 重新開始，在畫板上畫圖打底重新開始，通常用在失敗後的重起爐灶。
2. Way off the mark = 不正確，Off the mark 意為偏離靶心，後引申為離目標太遠不正確；On/Hit the mark 則是非常正確的意思。
3. Tweak = 小修改，原意為「稍稍調整機器或系統」，後引申為修改小部分事物。
4. In the loop，Loop 原意為圈圈，此句「把我放到圈圈之中」引申為放在追蹤清單中，可以隨時知道事物的進度。
5. I've got a lot on my plate = 我得扛起一堆責任 / 事情待處理。「我的盤子好滿」可以聯想為還有很多事情要處理，文句中同事請假，所以事情責任都落到他身上，因此他得扛起其他人的責任，很多待辦事項要處理，因此盤子很滿。
6. Rule of thumb = 經驗法則。大拇指規則，一說為農業播種食物達到適合深度，拇指經常被用來測量土深的基準，後引申為經驗法則，或是一般靠經驗決定的規則。
7. Set the record straight = 澄清真相。直譯為把記錄伸直，伸直本來就有正直、正確之意，因此把不對的事情澄清錯誤，就是它的延伸義。
8. Put them on the back burner = 將執行順位排後面一點，慢些執行。原意為放在背後的火爐口，人經常把相對不重要的事情放在後面，不受重視，所以可以晚一點再完成。
9. Pull the plug = 終止。拔掉插頭是字面的意思，拔掉插頭後沒電，所以家電皆不能運行，可以引申為終止的意思。
10. In a nutshell = 總而言之。「在一個核桃殼子裡」可能會讓很多人摸不著頭緒，但只要想：核桃殼子很小。如果能夠把東西通通放入，那就是總而言之的意思。
11. Bring up to speed 直譯提高到最高速度，但慣用語通常與字面意義不同，駕駛車子時必須將引擎加到最高速，車子才夠快，此慣用語後面通常會加上 on something 就是給予某人關於某事的最新訊息的意思。
12. Call the shots 原意為軍隊中長官示意士兵開槍，後引申為負責做決定的人。



無線充電的規格

WPC 目前定義的規範版本為 V1.2.4，主要定義無線充電的傳輸端與接收端溝通的通訊協議格式，以及最大充電功率級別，分為 Base Power Profile (BPP) 與 Extended Power Profile (EPP)。目前市面上大部分的無線充電器是屬於 BPP 等級，最大充電功率是 5W，少數的無線充電器會做到 15W 的 EPP 等級。

另外，有些無線充電器會標榜支援 Apple 7.5W 以及 Samsung 10W 的快速充電規格，這兩者在 WPC 規格中都屬於私有協議，WPC 的資料格式中允許在某些封包內讓傳輸端與接收端交換私有訊息，當兩者都認知到對方可支持某種私有協議時，就可以自行溝通並調整傳輸最大功率。因此本文會特別比較此規格與一般 5W 充電的效率差異。

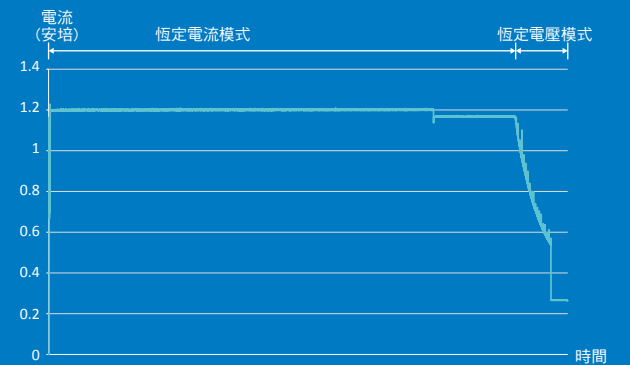


圖 2

然而實際在無線充電的過程中，CC mode 不一定是呈現穩定電流狀態，而是會因為傳輸過程的耗損而發熱，手機會自動透過降低充電效率進行溫度管理，避免過熱造成危險，因此，實際上看到的充電過程通常會類似圖 3 所示。

無線充電的充電過程

目前具有充電功能的電子產品，例如手機、行動電源等，多半是使用鋰電池的材料。以手機鋰電池為例，一般電壓會介於 3.3V ~ 4.2V 之間，充電過程分為恆定電流模式 (Constant Current Mode, CC mode) 以及恆定電壓模式 (Constant Voltage Mode, CV mode)，CC mode 會以穩定的大電流促使鋰離子離開負極，在電池容量逐漸接近充飽時，就會切換至 CV mode，改以恆定電壓充電，如此充電電流就會自然變小，達到充飽的程度，如圖 1、圖 2 所示。

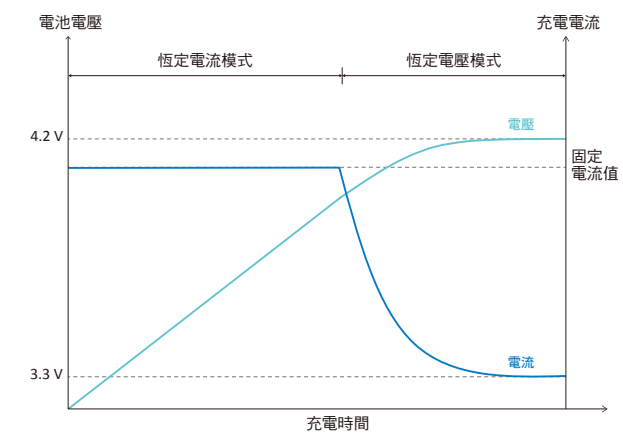


圖 1

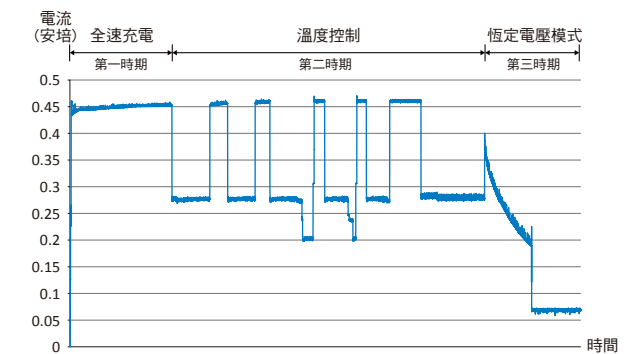


圖 3

由圖 3 可以看到，在第一時期會有一段高效率的時間，接下來第二時期因為溫度上升，手機就會開始降低充電效率進行冷卻，溫度降低後才會回到較高的效率，在充電過程中，會不斷重覆這兩個動作來避免手機的溫度過高。第三時期即進入 CV mode 以恆定電壓充電。

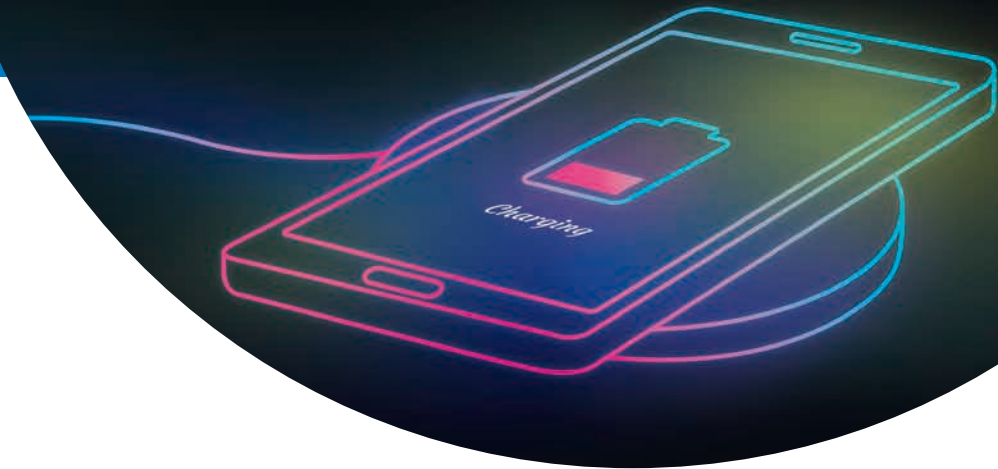
充電效率分析

我們實測了市面上的一些無線充電器，整體來說，5W 的充電器大部分溫度並不高，在室溫 25 度的情況下，大部分都不會出現停止充電散熱的現象。然而在支援 Apple 7.5W 與 Samsung 10W 的組合中，停充散熱的現象就很常出現。這表示手機頻繁觸發溫度保護，而無法持續用較高速度進行充電。圖 4 可看到支援 Samsung 無線閃充的兩

手機無線充電器的效率分析

作者：草屯廠 / V&SA / 研發處 / 王國丞 · 陳昶宏 · 林曉清

2017 年 9 月，隨著 Apple 發表 iPhone 8 和 iPhone X 無線充電技術之後，各手機品牌紛紛導入無線電力聯盟 (Wireless Power Consortium, WPC) 的 Qi 無線充電技術。無線充電產業快速的發展，以及市面上產品不斷的增加，各種充電的規格逐漸增加，除了大家共通的 Qi 標準外，各家手機大廠也紛紛推出自有的無線充電協議，試圖推出與其他競爭對手不同的產品，並加強自己品牌的黏著度。本文將介紹 Qi BPP 5W、Apple 7.5W 及 Samsung 10W 無線充電技術，並以實測效率來進行效率之分析比較。



款 10W 充電器，充電時間的確優於 5W 的充電器，但差距並不是很大，10W 充電器的平均充飽時間大約落在 3 小時左右，5W 充電器大概是 3.5 小時，僅有 0.5 小時的差距。這是因為 Samsung 系列手機溫度保護的限制大約在 38°C 左右，在 10W 充電的情況下會觸發溫度保護，因此實際充電不會一直保持 10W，實測是在 6W ~ 7W 之間動態調整。

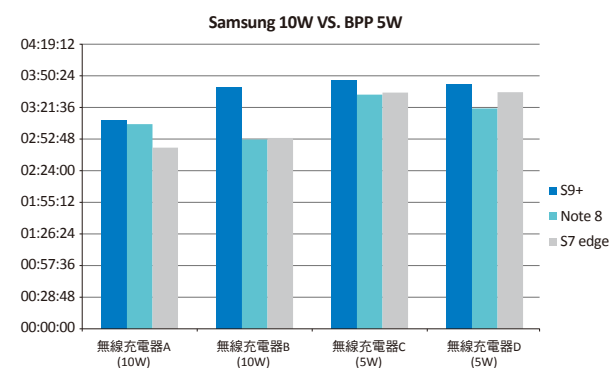


圖 4

在 Apple 7.5W 的部分，圖 5 可看到 iPhone 8 Plus 在四款充電器中，充電時間都很接近，大約都在 3 小時 10 分鐘 ~ 3 小時 30 分鐘之間，但在 iPhone X 的實驗中，7.5W 兩款的充電時間反而比 5W 的兩款還長，這是因為 iPhone 系列的手機，溫度保護的限制大約在 34°C 左右，比 Samsung 的溫度限制更嚴格，因此會更頻繁的進行停充散熱。此外，拿 iPhone X 與 iPhone 8 Plus 相比，iPhone X 體積更小，熱源相對集中而不易散熱，故需要更長的時間才能充飽。

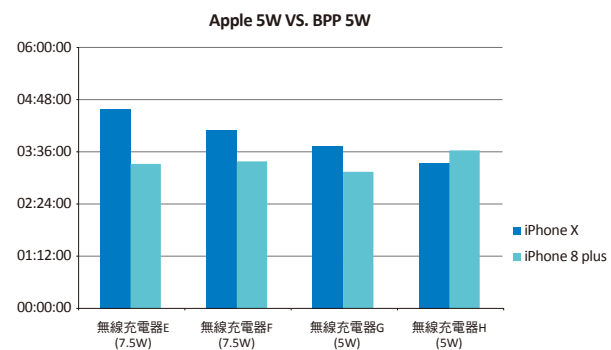


圖 5

單就 0% ~ 100% 的充電時間來看，iPhone 無線快充的效率其實並不比 5W 高太多，無線快充主要是從室溫上升到溫

控門檻 (Temperature Control Threshold) 的這段第一時期時間內，提供較高的充電電流來加速充電。但當進入到第二時期的溫度保護控制階段，停充散熱就會降低整體的充電效率。在圖 6 的例子中可以看到第一時期的充電效率大約是 0.74%/min，到第二時期開始進行溫度控制之後，效率就下降到 0.56%/min，約只有第一時期的 2/3 左右。換句話說，若能延長第一時期的時候，自然能夠提升充電的效率。

考量實際上無線充電的使用者操作情境，不一定是長時間不移動手機，較多時候是在不使用手機時放著充電，若有需要就拿起來操作，操作完再放回繼續充電。在中斷充電的過程中，充電器就會有時間降溫，因此恢復充電後，就能維持較長的第一時期 Samsung 10W 快充的效率仍是優於 Qi 5W。

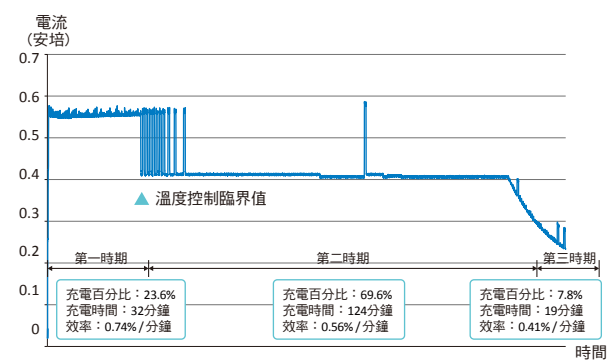


圖 6

結論

電池電量 0% ~ 100% 的無線充電時間約在 3 ~ 3.5 小時。從實驗數據來看，Apple 7.5W 與 Samsung 10W 的無線快充功能，充電速度會略快於標準的 Qi BPP 5W 速度。因為充電時間長短會受到手機的溫度控制機制影響，故對環境溫度的敏感度大。若想提升速度，要從散熱下手，選擇外殼是鋁合金材質的無線充電器，或是有帶風扇的設計，有助於提升充電效率。

無線充電的方便性改善了充電線所帶來的不方便。當手機離開充電板時會讓無線充電器有時間散熱，所以無線快充還是會帶來一些充電速度的改進。當無線充電器越來越普及，使用者也越來越不需要擔心要把手機「充飽」，只需要在有充電服務的地方停留一陣子，即能獲得夠用的電力，未來將會有更多地方能提供無線充電的服務，而服務及平台等議題也會隨著無線充電的熱潮帶來更多商機。

The Efficiency Analysis Of Mobile Phone Wireless Charger

Author: Tsaotuen Site/ V&SA / R&D Division / Kevin Wang • Justin Chen • Jeff Lin

Since Apple announced wireless charge technology (Qi) in iPhone 8/iPhone X in September, 2017, mobile phone companies have been integrated with wireless charge standard which defined by WPC (Wireless Power Consortium). The rapid development of the wireless charging industry, as well as the continuous increasing products on the market, the specifications of charging are gradually increasing. Many smart phone vendors, such as Apple and Samsung, developed their proprietary wireless charge protocol to provide faster charging function. This article will introduce Qi BPP 5W, Apple 7.5W, and Samsung 10W Adaptive Fast Charging (AFC), and analyze the test results of charging performance.

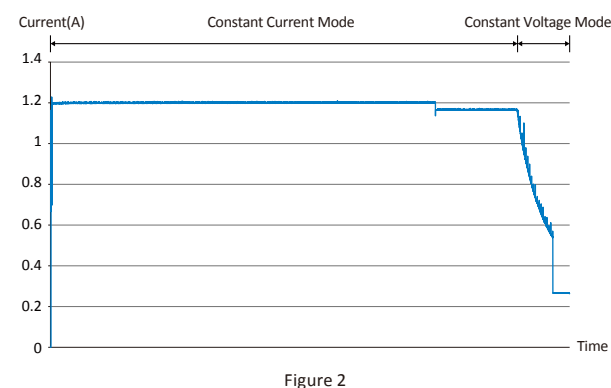
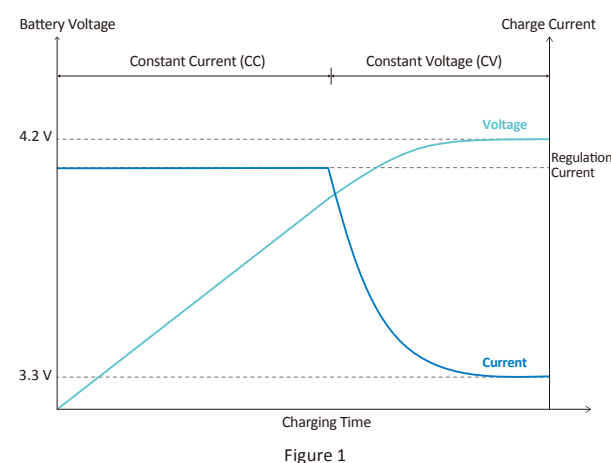
Wireless Charger Specification

The latest version of Qi specification is V.1.2.4. It defines the communication protocol, data format and maximum power level. The communication protocol is used to exchange message between TX (Transmitter) and RX (Receiver). And maximum power level is categorized into Base Power Profile (BPP) and Extended Power Profile (EPP). Most wireless chargers support BPP level (5W). EPP level (15W) are not popular so far.

Besides, some existing wireless chargers claim to support Apple 7.5W fast charge and Samsung 10W AFC. However, the two fast charging protocols are proprietary. WPC (Qi) allows a specific pair of TX and RX to adjust maximum transmitting power to improve the charging speed. We will compare the efficiency of Qi BPP 5W, Apple 7.5W and Samsung 10W AFC below.

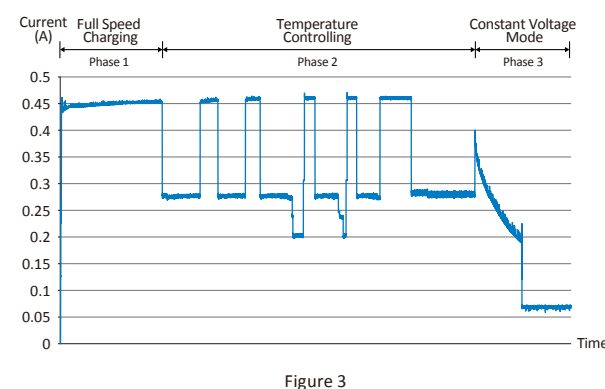
What Happen During Wireless Charging

Most batteries of mobile phones are lithium batteries, and working voltage is between 3.7V and 4.2V. The charging progress includes Constant Current Mode (CC mode) and Constant Voltage Mode (CV mode). In CC mode, battery will be charged by constant current until the voltage of battery close to 4.2V. After that, the battery charger will move to CV mode, providing constant voltage and gradually decreasing current until charging full. (Figure 1 and Figure2)



In charging process, CC mode is not always steady-state current. The temperature of TX & RX will increase while charging. However, mobile phones have a charging temperature protection mechanism. The charging current will be decreased if the RX's temperature is higher than protection point. That is to say, the charging current will be adjusted dynamically to prevent over high

temperature. Therefore, the real charging process is similar to Figure 3.

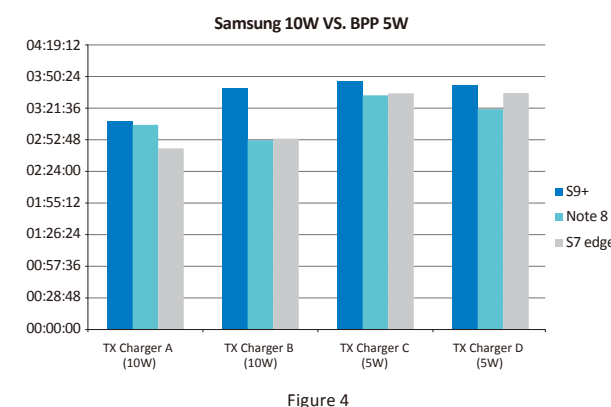


In Figure 3, Phase1 keeps the maximum charging current as high performance charging period. In Phase2, charging current is adjusted dynamically by mobile phone temperature protection. Charging current will be dropped for cooling during high temperature. Once charging devices cool down, charging current will increase. The two processes will be repeated to prevent over temperature. Phase 3 shows the battery charger enter CV mode.

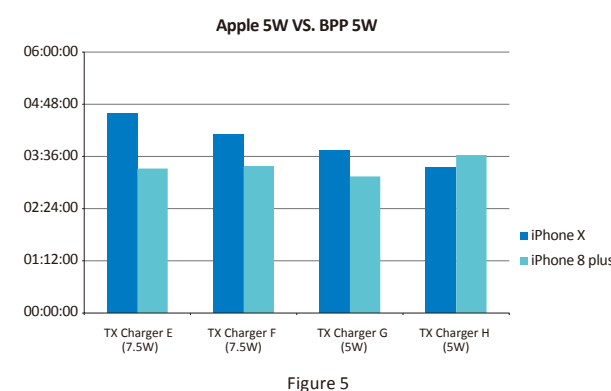
Charging Efficiency Analysis

We tested some existing wireless charger transmitter. Generally, the 5W wireless charger will not commit heat issue. Stop charging to wait heat dissipating is not necessary if ambient temperature is about 25°C. On the other hand, wireless chargers which support Apple 7.5W and Samsung 10W AFC will stop charging and wait heat dissipating frequently. It means that temperature protection mechanism will be triggered many times, and cause the charging time longer.

In Figure4, the charging time of Samsung 10W's charger is about 3 hours, and the charging time of 5W's charger is about 3.5 hours. The charging time of A&B 10W's chargers are shorter than the C&D 5W's chargers, but the difference is only 0.5 hour. This is because the temperature protection threshold of Samsung mobile phone is 38°C. When the temperature of TX reaches protection point, the charging speed will decrease. As a result, charging power will not keep in 10W continuously. Actually, it was around 6 to 7 W.



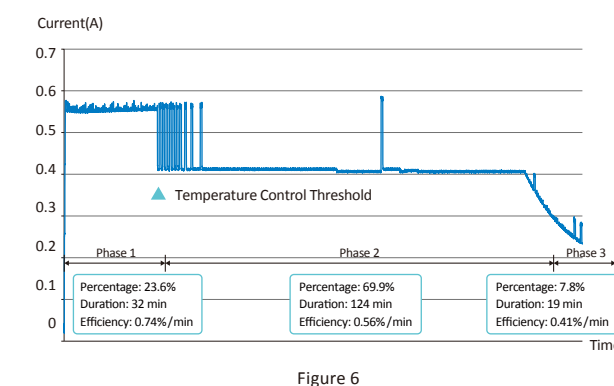
Here is the Apple 7.5W test result. In Figure 5, the charging time of the four wireless chargers (E&F 5W, G&H 7.5W) for iPhone 8 Plus are very close. All of them between 3 hours10 minutes to 3.5 hours. For iPhone X, the charging time of 7.5W was longer than 5W charger because the temperature protection of iPhone was set at 34°C, which temperature limitation is stricter than Samsung mobile phones. Therefore, it is frequently that iPhone stops charging and waits heat dissipating. The size of iPhone X is smaller than iPhone 8 Plus, thus, iPhone X could not dissipate thermal temperature quickly and it takes longer charging time.



The test result of charging time seems implying "wireless fast charging is not faster than standard Qi 5W". However, in Figure 6, it shows the high efficient part of wireless fast charging is in Phase 1. Phase 1 is the period that TX temperature raised from ambient temperature to the temperature protection threshold. And Phase 2 is the period that mobile phone starts to optimize thermal temperature by stopping charging. We can see the charging time efficiency in Phase 1 is 0.74% per

minute, and 0.56% per minute in Phase 2. The efficiency is only 2/3 of Phase 1. If we can extend the duration of Phase 1, the charging efficiency would be better.

Considering the user scenario of wireless charging, the most popular usage is not to charge a mobile phone from 0% to 100%, but to charge mobile phones when the users are not using them. When the mobile phone is taken away from TX charger, such as phone call or message notice, the TX charger will stop charging and cooling down naturally. After few minutes, the user puts the mobile phone back and TX charger could resume to charge in a lower temperature. So it will start Phase 1 again and charge with the best efficiency. In this scenario, the efficiency of wireless fast charging time will be better than standard Qi BPP 5W.



Conclusion

Generally, wireless charging time for smart phone is around 3~3.5 hours for battery level from empty to full charged. Regarding to test results above, wireless fast charge time of Apple 7.5W and Samsung 10W are faster than Qi BPP 5W. However, charging current is controlled by mobile phone thermal protection algorithm and related to ambient temperature. **Applying metal cases, or adding fans to reduce thermal temperature are helpful design to charging time improvement.**

Unlike cable charging, wireless charging provides convenience for users. Wireless fast charge is able to charge battery quickly before temperature achieving thermal protection. When wireless charging pad become popular, users would not like to charge battery fully, but to charge battery quickly. In the future, there will be more places providing wireless charging service. This will induce more business.

USI News

編輯整理：CSO / 行銷企劃部



環旭電子 2017 年 12 月營收再度創新高

(2018-01-10) 環旭電子公告 2017 年 12 月度營收數據，合併營業收入 32.47 億元，與去年同期相比增幅達到 36.69%，12 月營收刷新歷史高點。2017 全年實現合併營業收入為人民幣 297.06 億元，亦創公司歷史年度合併營業收入新高，較去年同期合併營業收入增加 23.92%；第四季度單季營收達 95.17 億元。



環旭電子 2017 年淨利潤大幅增長 63.1% 全年營收及淨利創上市以來新高

(2018-02-01) 環旭電子 2017「調整之年」實現合併營業收入 297.06 億元，同比增加 23.68%。公司 11、12 月月度營收連續創新高，全年營收及淨利也創上市以來新高。2017 年實現歸屬於上市公司股東的淨利潤 13.14 億元，較 2016 年 8.06 億元增加 63.10%，創上市以來新高！



環旭電子與高通簽訂成立合資企業協議書 在巴西設立半導體模組廠

(2018-02-05) 環旭電子與美國高通公司旗下子公司高通技術公司今日在巴西聖保羅簽訂成立合資企業的協議書。該合資企業將在巴西聖保羅設立一個半導體模組廠，專門設計、開發和製造針對智慧型手機與物聯網設備的模組與零組件，合資企業預計於 2020 年開始製造生產。



環旭電子發佈高相容性 IoT 網關產品 為物聯網提供多元應用

(2018-03-05) 環旭電子研發團隊結合最新的 WiFi、BLE/BT、LTE、LoRa、ZigBee/ZWave、GPS 等技術，利用大數據，整合行業應用，開發了基於 Intel、TI 和 NXP 平台的 IoT 網關 (IoT Gateway) 產品和邊緣運算 (Edge Computing) 產品，目前和美國及日本的廠商達成合作協議，已開始著手定制化設計開發，用於工業監控的戶外物聯網應用和醫療健康的室內應用。



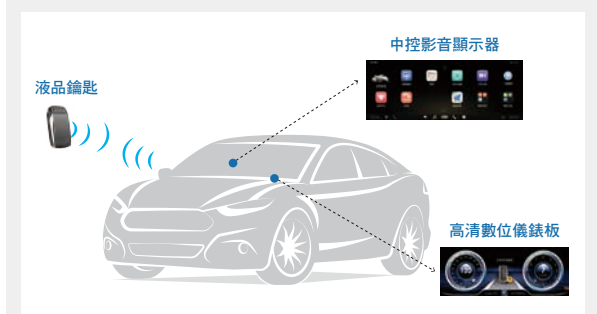
環旭電子與中科可控簽署備忘錄 合資組建伺服器部件公司

(2018-03-26) 3 月 25 日，環旭電子與中科可控資訊產業有限公司簽署合作備忘錄，將成立合資公司，共同推進在安全可控伺服器產品的研發設計與生產，以雙方各自在技術優勢和生產優勢合作為基礎，實現上下游產業鏈的資源整合，在 2018 擴張之年，再往前邁進一步。



環旭電子與母公司日月光共同贊助海峽兩岸學生棒球聯賽

(2018-04-06) 第二屆海峽兩岸學生棒球聯賽 4 月 4 日在北京開幕，環旭電子與母公司一日月光連續兩年贊助海峽兩岸學生棒球聯賽。兩岸高校棒球隊已在北京完成為期三天的第一階段賽事，7 月將移師臺灣臺中進行第二階段複賽，總決賽預計 12 月於深圳舉行，全程免票入場，歡迎一起到場欣賞賽事。



環旭電子發佈車聯網顯示屏產品，為自駕車提供車聯網應用

(2018-04-12) 環旭電子研發團隊結合 40 年車用電子與 3C 產品的技術，整合行業應用，開發 10.25 吋與 12.3 吋電容式觸控中控影音顯示器 CID、高清數位儀錶與 2 吋液晶鑰匙等各種車聯網顯示螢幕產品，支援車聯網下無縫顯示的各種場景應用。目前已有車廠導入環旭電子開發的 CID，預計在今年上半年量產。





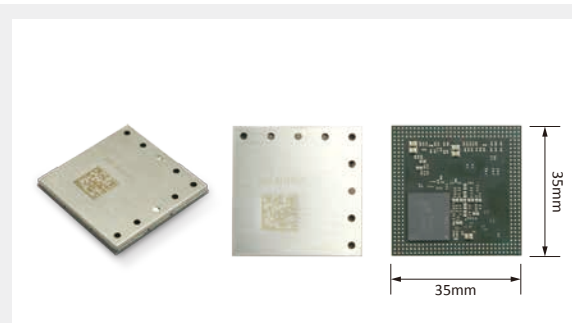
環旭電子榮獲 2018 中國上市公司品牌價值海外榜及科技創新榜

(2018-05-21) 環旭電子公司榮獲 2018 中國上市公司品牌價值榜中海外榜 Top50 及行業榜中的科技創新榜 Top25，在海內外權威學者和世界 500 強高管見證下揭曉並頒發獎項。此次入圍並得獎也是對公司長期實踐品牌價值管理的肯定。



環鴻科技連續 11 年支持全球華文學生文學獎 發掘華文創作新星

(2018-06-11) 環旭電子臺灣子公司環鴻科技 10 日以贊助商獲邀出席在明道中學第 36 屆全球華文學生文學獎。環鴻科技連續 11 年支持全球華文學生文學獎舉辦，與明道中學之刊物明道文藝共同提倡校園寫作風氣，發掘華文文壇創作新星，扎根藝文教育。



環旭電子發佈搭載恩智浦和高通晶片之系統級 SOM 物聯網模組產品

(2018-05-29) 隨著產品高度整合性及特定應用需求，環旭電子研發團隊憑藉其在無線通訊模組市場領導技術，發佈搭載恩智浦和高通晶片之 WiFi 與 WWAN 系統級 SOM(System on Module) 物聯網模組，以提供客戶多種物聯網應用場景之解決方案，目前已陸續與歐美、日本及中國客戶進一步討論產品規格設計與開發。



環旭電子於國家自然保護區三甲港九段沙濕地進行海灘清潔活動

(2018-06-27) 環旭電子為推動海洋的持續發展，6 月 23 日於浦東新區三甲港九段沙濕地的海灘進行清潔活動。自 2015 年起，每年六月由員工及員工家屬組成志願者團隊與上海仁渡海洋公益發展中心合作淨灘活動，今年已是第四年參與淨灘活動，本次活動總共清理了 70 多袋，將近 1078 公斤的垃圾。



USI News

Consolidated: Central Staff Office / Marketing Communication

Operating Income of USI in December Set a Record High Once Again



(2018-01-10) Universal Scientific Industrial (Shanghai) Co., Ltd. announced after closing its monthly operating income for December, 2017. USI realized a single-month consolidated operating income for December, 2017 of RMB 3.247 billion, with a year-on-year growth rate of 36.69%. The operating income in the second half of 2017 rose month by month, and set a record high in December once again.



Net Profit of USI in 2017 Recorded a Substantial Increase of 63.1%, Annual Operating Income and Net Profit Hit a New High since Listing



(2018-02-01) The Universal Scientific Industrial (Shanghai) Co., Ltd. consolidated operating income for 2017 reached a record high of RMB 29.706 billion, up 23.68% over the same period of last year. The Company's monthly operating income continuously set a record high in November and December, and its annual operating income and net profit also hit a new high since the listing. For 2017, the Company realized net profits attributable to shareholders of listed companies of RMB 1,314 million, an increase of 63.10 % over RMB 806 million for 2016.



Qualcomm and USI Enter Agreement to Form Joint Venture for Semiconductor Module Factory in Brazil



(2018-02-05) Universal Scientific Industrial (Shanghai) Co., Ltd. and Qualcomm Technologies, Inc., a subsidiary of Qualcomm Incorporated, signed an agreement to form a joint venture. This joint venture would focus on an installation of a semiconductor module facility in São Paulo dedicated to the design, development and fabrication of modules and components for smartphones and IoT devices in Brazil. The joint venture is expected to start manufacturing in 2020.



USI Releases High-compatibility IoT Gateway Product to Fit Various IoT Use Cases



(2018-03-05) Universal Scientific Industrial(Shanghai)Co., Ltd. has rolled out IoT Gateway and Edge Computing product which are developed with the latest technologies like WiFi, BLE/BT, LTE, LoRa, ZigBee/ZWave and GPS, and inspired by the big data thinking to incorporate various industrial applications. Built upon the Intel, TI and NXP platforms, the product is designed to support a variety of use cases including wide temperature industrial IoT, smart home IoT and smart city IoT.



USI and Cancon Signed a Memorandum to Establish a Server Component Company



(2018-03-26) On March 25, Universal Scientific Industrial (Shanghai) Co., Ltd. and Cancon Information Industry Co., Ltd., announced that both parties had signed a memorandum of cooperation to establish a joint venture for purpose of jointly advancing the R&D, design and production of safe and controllable server products and realizing the integration of resources in the upstream and downstream industry chains.



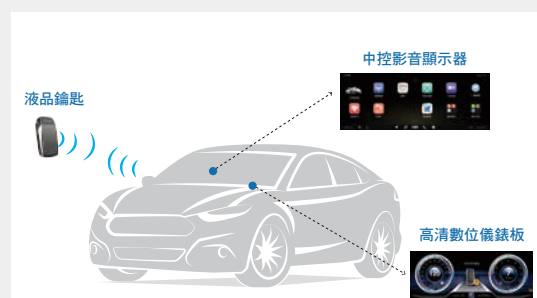
USI and Parent Company ASE Group Co-Sponsored Cross-Strait Student Baseball League



(2018-04-06) The second Cross-Strait Student Baseball League held its opening ceremony in Beijing on April 4. USI and its parent company, ASE Group, co-sponsored this student sport event for the second year. Twenty cross-strait baseball teams from universities competed in the three-day tournament at the Beijing. The tournament is to continue in Taichung, Taiwan in July and the finals will be held in Shenzhen in December.



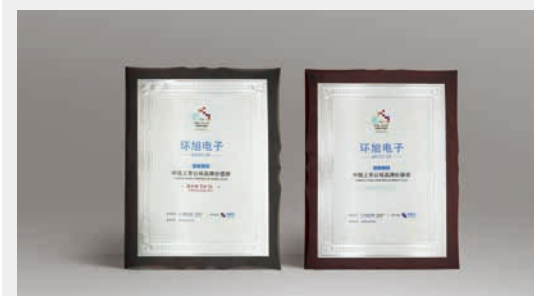
USI Launches the Internet of Vehicles (IoV) Display Products for IoV Applications



(2018-04-12) Leveraging 40 years of experience in automotive electronics technologies and 3C products, and integrating industrial applications, the R&D team of Universal Scientific Industrial (Shanghai) Co., Ltd. has developed a variety of IoV display products such as 10.25" and 12.3" capacitive touch Central Integrated Display, high definition digital instrument clusters, 2" display key, etc., to support the wide variety of applications brought by IoV.



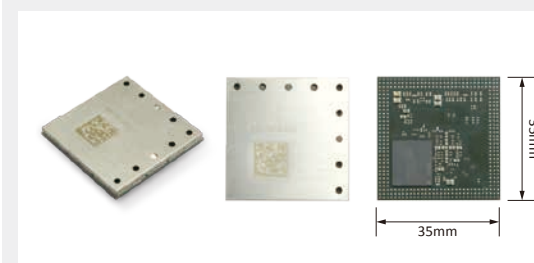
USI Won Overseas Brand Value and Tech Innovation of 2018 China Listed Company Brand Value Award



(2018-05-21) USI was ranked in the Top 50 Companies with Overseas Brand Value and the Top 25 Companies with Tech Innovation. The award was announced with the witness of authoritative scholars at home and abroad and executives from Fortune Global 500 in the world. Being ranked in the 2018 Chinese Listed Company Brand Value Award for this time is also an affirmation of the company's long-term practice of brand value management.



USI Announces SOM IoT Module Products with NXP and Qualcomm Solutions



(2018-05-29) Following product's high integration and specification application demands, USI R&D team utilizing its leading technology in the wireless communications module market, announces its WiFi and WWAN SOM (System on Module)IoT module with NXP and Qualcomm solutions to provide customers with a variety of solutions for IoT scenario.



USI Has Been Sponsored the Chinese Literary Prize for Global Youth for 11 Consecutive Years to Discover a New Star in Chinese Literary Creation



(2018-06-11) USI TW, a subsidiary of Universal Scientific Industrial(Shanghai)Co., Ltd. participated in the 36th "Chinese Literary Prize for Global Youth" held on the June 10th at Mingdao High School. USI has sponsored the "Chinese Literary Prize for Global Youth" for 11 consecutive years and jointly promoted campus's literary writing atmosphere with Mingdao Literature & Arts to discover a new star in Chinese literary creation and to root the education of art and literature.

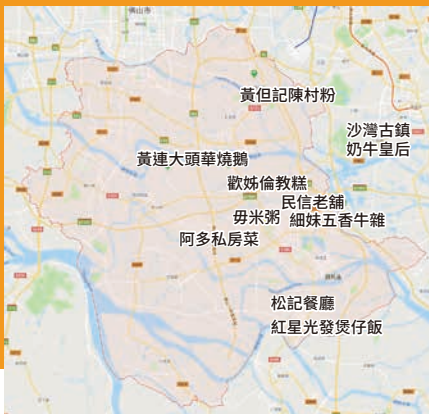


USI Initiated Beach Cleanup for Jiuduansha Wetland National Nature Reserve



(2018-06-27) In order to promote the sustainable development of oceans, On June 23, USI volunteers went to the Jiuduansha Wetland National Nature Reserve Located at Sanjiagang, Pudong New Area for beach cleanup. USI organizes its employees and their family members to collect garbage at beaches in cooperation with Shanghai Rendu Ocean NPO Development Center in June each year since 2015. This year marks the fourth anniversary of such coastal cleanup. They dumped the Solidago canadensis L. and more than 1,000 kilograms of garbage into the truck together.





「順德尋味之旅

作者：深圳廠 / SZ&KS GRM / SZ OPS/ 黃雅瑩

順德，對於老饕而言，就是美食的天堂。順德人的美食講究「食之本味」，食材本身的新鮮程度決定了順德之味。作為一個吃貨女子，順德是一座待挖掘的美食寶庫。深圳與順德距離並不遠，熱愛美食與旅遊的我，來深圳兩年，竟然未曾與他打過照面。那天一個念頭閃過，收拾背包，說走就走，尋味順德！

蒜蓉卜卜貝

驅車自駕從深圳開往順德有些疲倦，但等嚙到宵夜的那一刻，疲憊感一掃而光。半夜 12 點多的順德，特別安靜，偶爾傳來陣陣觥籌交錯的聲響。尋聲而去，「你想食咩？」(註 1)「老闆，埋單。」(註 2)「唔該！」(註 3)大排檔燒烤攤一下子出現在眼前，充滿市井氣息。

我迅速點了「蒜蓉卜卜貝」，不久後，新鮮的白貝連爐子一起上桌。白貝緊閉，等溫度與火候到了，一個個白貝「卜、卜、卜、啵」打開了口，露出了鮮嫩的貝肉。夾著蒜蓉與貝肉一同入口，貝肉的鮮嫩與蒜蓉的辛辣在嘴裡相互交融、碰撞，美味至極！

環視周圍的顧客，看起來大多是附近的居民，這應該是他們的日常宵夜。我注意到這家店的老闆已近古稀，在廚房忙活的是老闆的兒子，雖然兒子已能獨當一面，但老闆仍坐鎮店裡。這是我對順德的第一印象——保證口碑的「家族傳承」。

仁信雙皮奶

第二天悶熱的早晨讓人無法繼續賴床，於是決定上街遊蕩，吃個早餐。順德以乳製品出名，「民信雙皮奶」與「仁信雙皮奶」是順德地區的雙招牌，誰都說不準他們到底開了多少年。走進仁信，現代化的裝飾與佈置，讓人覺得心裡一涼。在我的想像中，老店裝潢應陳舊古樸，再搭配一位脾氣古怪的老闆。

可是，在仁信，既沒有脾氣古怪的老闆，也沒有陳舊裝潢，也許在現代化與資訊高速發展的今天，老手藝也需要跟上社會發展的步伐。上菜後，與傳說中的雙皮奶相差甚遠。奶味算不上濃烈，一口入喉，甜而易膩，吃了兩口便放下了湯匙。轉頭一看，一對老夫妻互相攙扶著走進店裡，店員並沒有給他們菜單，而是問了句「老樣子？」。

雖然他們之間沒有交流，但從他們的狀態可以看出，這是這對夫妻的日常相處模式，早上散步，喝一碗雙皮奶，一起回家。這一瞬間，我頓悟，這或許是這家老店為什麼這麼「甜」的原因了。因為這裡的人就生活在一種甜蜜的環境中，不論是家庭環境，還是鄉間鄰里，空氣中都瀰漫著熟悉的蜜糖氣息。

清水火鍋

在街上繼續遊蕩著，時間不知不覺到了晚飯時間，經過一家不起眼的小店，看到許多人在排隊。多年老饕的經驗告訴我，這一定是一家深藏不露的餐館。果然，大廳裡坐滿

A

B

C

D

E

A. 私房地圖 (P.40)

B. 大頭華燒鵝 (私家珍藏) 一般大頭華燒鵝店只出 2 爐燒鵝，上午 11 點半一爐，下午 4 點半一爐。店面很小，只有一張桌子，如果人不多的話，可以在店裡吃

C. 仁信老鋪 炸牛奶

D. 仁信老鋪

E. 民信老鋪 蓮子雙皮奶 (仁信與民信兩間店鋪特別近，距離不遠，都位於步行街上)



了人，用餐的、排隊的，就為了一嚐鮮香的火鍋。

但我心裡嘀咕，「火鍋至於排隊嗎？」坐定位置，服務員端上了一鍋清水，並囑咐水開了叫他。我更迷糊了，「火鍋不是自己燙的嗎？」好不容易等水開了，服務員將我們點的魚肉分批下到鍋裡，並把火調小了。我更不懂了，「難道不是大火燙肉嗎？」等服務員將煮好的魚肉盛到碗裡，我嚐了一口，我的天，魚肉嫩得無法形容，入口即化像冰淇淋一樣在口中化開，魚肉鮮甜而軟嫩，在吞下後，嘴裡回味著魚肉的甘甜本味，好像順德人一樣，崇尚本真，以最真的一面，面對世間萬事。

美食須用身體與精神體會

腳步在丈量著世界，精神也在感知著世界，美食更不斷地豐富著我的認知。它是世界最獨特的部分，與名勝古蹟一樣，源遠流長，述說著古老的故事。地區特色美食是本地居民在經過許多年，由長者代代相傳而來，代表了地區文化。而能代表地區的食物，一般都是藏匿於市井角落，想品嚐需要付諸行動，想瞭解食物背後的故事，則得觀察與提問。

談起豪氣直爽，讓人閃現東北飯館老闆，性格一如上菜的分量，直來直往；談起溫婉秀氣，仿佛看到蘇杭美女向你走來，杭幫菜的精緻讓你的味蕾為之折服；談起淳樸，耳邊迴蕩起劉三姐的山歌，如同灕江的山水，天然不做其他綴飾。

各地不同的美食都可反映出當地人對待生活的態度，甚至是當地絕大多數人的性格。順德人不像東北人豪爽，也不像江蘇人秀氣，他們個性有如宵夜大排檔一般，對生活充滿熱情，有如清水火鍋一般清澈透亮，也如雙皮奶般溫潤如玉。

「我堅信著身體和心靈總會在旅途中成長，而美食是兩者親身體驗之後的結合。」以食探味，以食知人，期待下一段尋味之旅，隨時啟程！

〈註 1〉：廣東話「你想食咩」亦即「你想吃什麼？」

〈註 2〉：廣東話「埋單」亦即結賬之意。

〈註 3〉：廣東話「唔該」與「多謝」，意思相似但有分別。在接受別人贈予物品或金錢時，接受者說「多謝」；在接受別人提供的服務時，接受者說「唔該」。

〈註 4〉：在文章中未提及的大頭華燒鵝及阿多私房菜也是值得品嚐的優質美食。

Dishes Of The Barbecue Stall



Taste Exploring Journey Of Shunde

Author: Shenzhen Site / SZ OPS / OPS1 / Yvonne Huang

Shunde is a delicacy paradise for the gourmets. The people of Shunde focus on "tasting the original flavor" of food.

The freshness of the ingredients determines the taste of Shunde. As a foodie, Shunde is a treasure trove of food to be excavated. Shenzhen is not far away from Shunde. As a person who loves food and traveling, since I have been in Shenzhen for two years, I have never been there before. One day, a thought flashed, so I packed up the backpack and went as I say to start the taste exploring of Shunde.

Garlic Pupu Clam

Driving car from Shenzhen to Shunde is a bit tiring, but when I tasted the night snack, the exhaustion was swept away. Shunde was especially quiet after 12 in the middle of the night, and occasionally there was sound of toasting. I followed the sound, "What do you want to eat?" (Note 1), "Owner! Can we have the bill, please." (Note 2), "Thanks!" (Note 3), the barbecue stall suddenly appeared in front of me, which was full of the atmosphere of folk.

I quickly ordered "Garlic Pupu Clam", and soon after, the fresh white clams were served to table along with the stove. The white clams were tightly closed, and when the temperature and the heat reached a certain point, the white clams "Pu! Pu! Pu! Bo!" opened one after another, revealing the tender meat. Put the garlic along with the clams into your mouth. The freshness of the clams and the spiciness of the garlic blended and collided with each other in the mouth. It was so delicious!

I looked around. It seemed that most of them were residents living nearby. This should be their daily night snack. I noticed that the owner was nearly 70 years old. The one who was busy in the kitchen was the son of the owner. Although the son is already able to handle the restaurant, the owner still helps in the restaurant. This was my first impression of Shunde—the "Family Heritage" that guaranteed good reputation.

Renxin Double Layered Milk Pudding

The sweltering morning on the next day made it impossible to stay in bed, so I decided to go out on the street and have a breakfast. Shunde is famous for its dairy products. "Minxin Double Layered Milk Pudding" and "Renxin Double Layered Milk Pudding" are the signatures in Shunde. No one can say how many years they have been in this area. Entering Renxin, the modern decoration and layout make me feel disappointed. In my imagination, the decoration of an old store should be antiquated and simple, and then with an eccentric owner.

However, there was neither an eccentric owner nor an antiquated decoration in Renxin. Perhaps ancient store also needs to keep up with the pace of society development nowadays which is modernization and information rapid development. After the dish was served, it was far from the expected legendary double layered milk pudding. The milky taste was not strong and too sweet and greasy. I put down the spoon after two bites. I turned around and saw a senior couple walking into the store along with each other. The store assistant did not give them a menu; instead, he asked, "as usual?"

Although there was no conversation between them, it can be seen from the interaction that this was the daily of the couple, walking in the morning, eating a bowl of double layered milk

Aduo Private Dishes -
Sauna Chicken BrothAduo Private Dishes -
Sauna ChickenChung Kee Clear Water Hot Pot -
Blanched Pig's Liver

Chung Kee Clear Water Hot Pot - Blanched

pudding and going home together. At that moment, I realized that this might be the reason why this old store was so "sweet". Because of the sweet environment where people live in, no matter in the family or in the country neighborhood, the air is filled with familiar honey smell.

Clear Water Hot Pot

I continued to wander on the streets and the time went unnoticed to dinner time. I passed by a normal small store and saw many people lining up. As being a gourmet for many years, I had the feeling that this store must be a nice hidden restaurant. Just as expected, the hall was full of people who were either dinning or queuing just for tasting the fresh and savory hot pot.

But I grumbled in my mind, "Is a hot pot worth lining up?" After I sat down, the waiter put a pot with clear water in it and asked me to call them when the water was boiled. I was even more confused, "Isn't hot pot a self-serving dish?" After a long while, the water was finally boiled. The waiter put the fish I ordered into the pot in batches and turned the fire down. I didn't even understand. "Shouldn't I turn up the fire to blanch the meat?" After the waiter put the cooked fish into the bowl, I tasted it. "Oh, my god!" The fish was so tender beyond description. It melted like ice cream once it entered the mouth. The fish was sweet and tender. After I swallowed it, the sweet taste of the fish remained in the mouth. It was just like Shunde people advocating the truth and facing the world in the most authentic way.

The Food That Requires Your Body And Mind To Experience

When we travel, the steps measured the world and the consciousness felt the world. Moreover, food enriches my mind. Food is a unique part of the world, like famous historic and cultural sites, which pass on long history and stories. Regional delicacies are handed down by local residents from generation

to generation after many years and they represent the regional culture. The food that can represent a region is usually hidden in the corner of streets. If you want to taste it, you need to take action to find them. If you want to know the story behind the food, you have to observe and ask local people questions.

Talking about being liberal and straightforward, the image of the Northeast restaurant owner flashed. The personality was like the amount of the dish, very straightforward. Talking about being gentle and elegant, it seemed like that the beauties from Suzhou and Hangzhou walking towards you. The exquisiteness of the Hangzhou dishes would convince your taste buds. Talking about simplicity, the ears echoed Liu Sanjie's folk songs, like the landscape of Lijiang River being natural without any embellishments.

Different cuisines from different places can reflect the attitude of local people towards life and even the character of local people. Shunde people are not as generous nature as Northeasters, nor are they elegant as Jiangsu people. Their personality is like the stalls of the night snack. They are full of enthusiasm for life, as clear and translucent as the clear water hot pot and as gentle as double layered milk pudding.

"I firmly believe that the body and the mind will always grow during the journey and the experience of tasting food is linked both the body and mind exploring." Exploring the taste and knowing people through food, I look forward to the next taste exploring journey and it can start at any time!

[Note 1] In Cantonese " 你想食咩 " means "what do you want to eat?".

[Note 2] In Cantonese, " 埋單 " means paying a bill.

[Note 3] " 唔該 " and " 多謝 " in Cantonese have a similar but distinctive meaning. When accepting gifts or money from others, the recipient says " 多謝 "; when accepting the services provided by others, the recipient says " 唔該 ".

[Note 4] Big head Hua roasted goose and Aduo private dishes, which are not mentioned in the article, are also worth tasting.

我不知道風是在 哪個方向吹

作者：崔璨 / 資料來源：M 藝術空間

"The wind blows over it and it is gone, and its place remembers it no more." — Psalm 103:15-16

風在幡旗、柳枝和伸出窗外的手上，又不在那裡。

「風在哪個方向吹？」我們追問瞬息不定的風，就像追問萬象間隱密又彰顯的法則，敏感而認真的人或許可以接近某種真相。此次展覽的作品在闡釋主題上各有側重，尤值得玩味的是三組藝術家都在他們的作品中借由某種規律、現象和特性，探問著風的方向。

作品《有的靈魂走向絕對，就像水流向大海》指向了地球上的自然法則。郝經芳和王令傑「模仿」水的三態迴圈，是藍色星球的日常藝術。作品以物質形態的變幻融化言辭的「絕對」(ABSOLU)，又在大的系統上論證著轉換間存在的守恆。作品名稱源於亨利·德·蒙泰朗在《少女們》中的寫下的句子。「靈魂如水流」比喻之所以美麗，大都是因為本體與喻體激起的共振，物與非物以至肉與靈的存滅與恒有，沒有比自然的法則更適合的比喻了。

道在寰宇，亦在瓦甓。

物質材料本身也由法則建立起來，不妨說，材料即法則的成果。任健的作品某種意義上正是在材料的特性上搭建出來的。《夜巡》由反光與吸光材料編織而成。只有在閃光燈的作用下，才能透過拍攝螢幕的介質，顯露出另一種強對比的色調。《Abuilding III》的誕生更像是材料在不經意間的暗示。在使用熱膠黏結其他材料時，任健發現使熱膠失黏並得以塑形的辦法，物質間的特殊作用成全了她以新的材料表達對空間結構的偏好。

同樣的偶得也發生在董大為身上，他的系列作品源於筆尖戳在紙上暈散開來的墨團。這種「失誤操作」沒有被懊喪地迴避，反而被正視為材料的某種個性，成為董大為重新為紙筆制定遊戲規則的基本元素。法則的顯現時常並不基於它對預設的依附，而是基於它對預設的分歧。在分歧裡，法則舒展開來，新的可能破門而入。

雖然路徑不同，任健與董大為的作品在視覺上有某種幾何化的相似性，可能正是物質規則的作用將這些作品從殊途引向了一起。嚴格來說，這些作品規則中的基本元素並不是董大為和任健的「發明」，他們是「發現」了那部分不易彰顯的現象，並用一種自定的嚴格重複強調、見證了它。

「發現」是基於對材料特性的體認與順從，是對物質內部不可見法則的充分信任，從來都不是什麼「偶然」砸中了他們的腦袋，而是他們總是浸潤在那風裡。

只有認識結構，才有解構的可能。而解構在本質上是對結構的承認和致敬，甚至展現結構另外的可能。同樣的，確認法則的最佳方式便是打破它：熱膠本是服務其他藝術材料性的黏結物，而在《Abuilding III》當中卻突破原本的功用成為作品的主體；暈散本是單一現象，董大為卻用暈散限制暈散，在現象的規律中創造出一套與原定法則彼此配合又制約的語言。

郝經芳和王令傑的《寂靜因恐懼而有引力》講述在宇宙所有物質間彼此作用的引力。此時此刻，我們正受到一顆來自億萬光年外星星的引力，同樣的，我們身體的引力也作用於整個銀河的每一顆星球上。引力的傳遞以光速行進，從這個意義上講，此處消弭的品質在浩渺之外仍有其存留的引力可尋。就像王令傑說的那樣：「我父親逝世於 2002 年，葛利斯 832（天鶴座，距地球 16.1 光年）上我可能還能找到他留下的引力。」人類最龐然的安慰和最虛空的恐懼，都倚靠在光年外延時的記憶與遺忘了。

世界的終極浪漫不過造物的法則。我們讚美法則處處可尋，簡單而萬能；也同樣驚歎於統一法則之下，依然保有的如此充沛的可能性。

風來疏竹，雁過寒潭。

答案在風中。

A
B
C

A. 《Abuilding》III

B. 《有的靈魂走向絕對，就像水流向大海》

C. 《寂靜因恐懼而有引力》

THE
INVISIBLE
LAWS

我 不 知 道
風 是 在 哪 個 方 向 吹

董大為
Dong Dawei

任 健
Ren Jian

郝經芳 & 王令傑
Hao Jingfang & Wang Lingjie

M 藝術空間
MART SPACE



任健

1982 年生於中國上海，2014 年畢業於中國美術學院雕塑系，現生活工作於上海。



董大為

1981 年生於大連，畢業於法國布日國立高等藝術學院，現於北京生活工作。



郝經芳 & 王令傑

郝經芳，1985 年 8 月出生於山東招遠；王令傑，1984 年 11 月出生於上海。兩人目前在上海及法國工作、生活。

The Invisible Laws

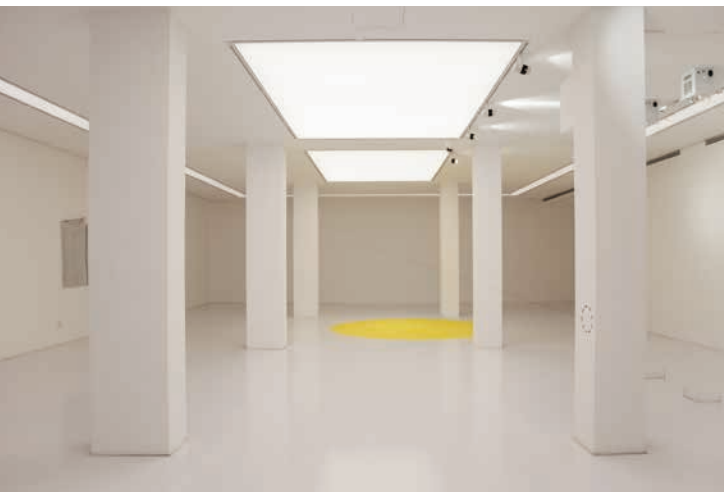
Author: Can Cui / Source: M Art Center

"The wind blows over it and it is gone, and its place remembers it no more."
— Psalm 103:15-16

Wind can be felt on flags, willows and hands stuck out the window, however, can never be caught.

We persist on seeking the direction of the wind as studying the law of the world which is concealed occasionally while revealed in other cases. Those with more sensitive perception and more serious obsession probably have an even greater chance to approach the truth. The art pieces in this exhibition reflect on different perspectives of the theme and it is intriguing that the three involved artists (group) are coincidentally chasing after the wind through some rules, phenomena and characteristics in their individual manners.

"Certaines âmes vont à l'absolu comme l'eau va à la mer" makes references to the laws of nature on the earth. In this piece, the artist duo Jingfang Hao and Lingjie Wang simulate the circulation in three states of water which is regarded as the art of daily life on the blue planet. The living changes in states melt the solidity of language (ABSOLU), and also give a proof to energy conservation during transformation on a general level. The name of this work is quoted from a sentence in *Les Jeunes Filles*, a novel by Henry de Montherlant. It is so beautiful to make the metaphor that the soul flows as water. There is no more appropriate metaphor than the laws of nature, for the tenor resonates with the vehicle in the structure, while material and immaterial substances, body and soul long live the loop of life and death which never ends.



De Nachtwacht No.1

Up in the universe and down on tiles and bricks lies the principle.

The material itself is generated by the mode of laws, which in other words is that materials are the result of laws. To some extent, Jie Ren's work is based on the interactions between qualities and natures of different materials. *De Nachtwacht* is knitted with reflective and non-reflective materials. Exposed under flash, the object's texture appears in high contrast on the screen through the camera. Occasionally inspired by materials, Jie Ren gives birth to *Abuilding III*. When once using hot melt glue to stick other materials, the artist found a method to eliminate glue's capability of stickiness and endow it to plasticity. The special interaction between materials helps Jie Ren complete her reproduction of space with new manipulation on materials.

Dawei Dong received a similar gift as well. His series of works are developed from the scattered ink dot dropped on the rice paper. Rather than avoiding more ink dots, the artist chooses to give new rules to paper and brushes, viewing the mistake as a normal property of the material. The law always reflects its real essence when there emerges divergence between reality and presupposition. The differences unfold the law and then brand-new possibilities burst into view.

In spite of different contexts, the works of Jie Ren and Dawei Dong share some visual similarity on geometrization. In one sense, it is the power of general laws of materials that lead their creations to the same track from various origins. Properly speaking, the basic elements of these works are more discoveries than inventions by Dawei Dong and Jie Ren. They find the concealed appearance of things, then represent, emphasize and witness it through their precise systems.

Discovery is a path where they firmly follow the visible and invisible laws and properties inside materials rather than

the apple dropping on Newton's head by accident. They are devoted in the un-caught wind.

The understanding of structures comes before the action of deconstruction which in essence is the recognition and homage towards structures, and even an extension experiment towards other states of existence of structures. Similarly, the best method of proving a law is to disassemble it. In the work of *Abuilding III*, hot melt glue becomes the principal part other than a sticky auxiliary medium between surfaces, which breaks the restriction of the usual functions of materials. Not only a self-contained phenomenon, Dawei Dong uses scattering as a method to limit itself, developing a corresponding language to frame a dialogue and also set restraints towards the former system.

We feel relieved by understanding the laws. *Gravity2002* by Jingfang Hao and Lingjie Wang deals with the mutual gravity between beings in the universe. We are being impacted every second by the gravity force from a star millions of light years away from us, and vice versa, the same force of our bodies is influencing every star in the galaxy. Gravity force distributes at the velocity of light, so we may probably arrive at a reasonable conclusion that the gravity of the quality having disappeared here can still be traced in the limitless distance. Lingjie Wang said, "my father passed away in 2002, but perhaps I can find his gravity on the planet of Gliese 832 (Grus, 16.1 light year away from the earth)." Human beings pin their deepest comfort and vastest fear to the space and time in the unreachable distance.

The ultimate romance of the world originates from the laws of creation. It is admirable that things are still open to abundant possibilities under the system of the authoritative universal laws which prove to be the truth in everything.

The laws are in the wind.



Ren Jie

Born in Shanghai, China, in 1982. Graduated from Fine Art College of Shanghai University, Sculpture Department in 2014. Lives and works in Shanghai.



Dawei Dong

Born in Dalian, China. 1981. Graduated from Ecole nationale supérieure d'art de Bourges. Lives and works in Beijing.



Jingfang Hao & Lingjie Wang

She was born in 1985 in Shandong, China. He was born in 1984 in Shanghai, China. Both of them live and work in China and in France.

誰是接班人

作者：草屯廠 / 行政管理 / 企業服務總處 / 陳仕勳



2018 年 6 月 5 日，半導體教父台積電董事長張忠謀正式退休，由長年培養的兩位接班人接下重任，雙首長接班，劉德音將接任董事長、魏哲家擔任總裁，領導員工延續企業。而現年 67 歲的鴻海集團老闆郭台銘，日前也在股東會上說：「每天都在想培養接班人，但這五年不會退休，因為這是集團關鍵轉型期，鴻海股價不到 200 元我不退休。」可見對於企業來說，如何傳承及尋找接班人是延續企業必然面對的重要課題。

根據調查，美國前三百大企業執行長，只有 27% 大於 60 歲；中國前一百大上市公司 CEO 平均上任年齡四十六歲，中國百大企業中只有三位 CEO 是原始創辦人；臺灣百大集團執行長有 40% 的人年紀 60 歲至 70 歲，70 歲以上更是占 20%，40 歲以下卻只有 10%。企業真的準備好傳承了嗎？高階管理人才正面臨高齡化的斷層危機，但很多公司在處理人的議題上還是相信人治，而非一套標準化的制度或流程。

接班人計畫

一般而言，為了解決企業傳承與接班的相關問題，採用單一獨立的接班人計劃是不會成功的，而是要建立一個辨識人才、培育人才、留住人才的系統化架構。亦不能遇到危機才開始重視，而是

持續性、長遠性、一步一腳印的長期人才養成計畫。主管必須審慎評估並遴選合適的候選人，為每一位候選人訂定發展計畫，建立有效的制度留任這些人才，而且名單必須定期地被檢視，才有機會為組織培育出一批又一批的戰力。

未來目標

usi 希望未來可以導入新的人才管理系統，分析全球員工能力，輔助員工晉升，甚至接班人遴選。目標針對處、部、課管理儲備人才，建立潛力識別標準，完善人才梯隊建設，形成良好的內部人才供應鏈；深化經營和成本理念，實現系統化人才管理。如同大數據一樣，每位員工都能在系統上客觀呈現自我能力價值。

員工可從系統認知自我優、劣勢分布，主管也能得到組織人才管理之依據與參考，提升人事決策科學性，安排合適的機會和舞台，並且做好無縫接軌，讓關鍵人才一展所長。如同近來因應墨西哥廠區人才需求，可以藉由科學化系統快速應變，選出適當人才轉調，解決組織臨時缺口。

結語

接班人選跟遴選一般員工一樣，不是選最優秀的，而是最適合組織的、最有企圖心的、心態最正確的。另外，主管在檢視每個月的業績或工作目標的同時，必須能夠持續培育部屬，再加上接班人有很強的成長動力，兩者相輔相成才能讓組織永續發展。

Who Is The Successor

Author: Tsaotuen Site / ADM / Corporate Service / Stanley Chen



On June 5, 2018, Dr. Morris Chang, the "Semiconductor Godfather" and the chairman of TSMC, was officially retired. Two successors trained by the company for years have taken over the heavy responsibility as the dual heads of the company. Dr. Mark Liu will take over as the chairman and Dr. C.C. Wei as the Chief Executive Officer to lead the employees to continue the legacy. Terry Gou, the 67-year-old owner of Foxconn Technology Group, said at the annual shareholder meeting recently: "I am thinking about training successors every day, but I will not retire in the next five years because this is the group's key transition period. I will not retire before Foxconn's per share reaches NT\$200." It is obvious that the cultivation of successors is an inevitable issue for every company for sustainability.

According to a survey, only 27% of the CEOs at the top 300 U.S. companies are older than 60 years old. The average age of the CEOs of China's top 100 listed companies when they first took office is 46 years old. Only three CEOs of China's top 100 companies are the original founders. However, 40% of CEOs of Taiwan's top 100 groups are 60 to 70 years old, 20% are over 70 years old, and only 10% are under 40 years old. Are these companies really ready for the succession? Companies are facing an aging crisis at their executive and administrative level, but many of them still believe in rule of man when dealing with personnel issue, rather than a standardized system or process.

The Succession Plan

It refers to an organization's plan to evaluate and develop potential employees through a systematic and standardized process. This would ensure that there is no interruption in the organization's talent supply. If the succession is well-planned, the organization can establish an internal talent pool to ensure that there

are excellent talents to form a team at any time, especially when there are job vacancies, the time to fill the vacancies could be significantly shortened, and the organization can continue to operate and manage smoothly and achieve its organizational goals.

In general, in order to solve the problems related to corporate succession, it can never succeed by adopting just one single independent succession plan. The company should establish a system to identify, cultivate and retain talents. Companies should not evade this issue until a crisis occurs, but establish a long-term talent development plan that is sustainable, visionary and pragmatic. Supervisors must carefully evaluate and select suitable candidates, develop a talent cultivation plan for each candidate, and establish an effective system to retain these talents. The list of candidates must be regularly reviewed to have the opportunity to cultivate manpower batch after batch for the organization.

The Future Goal

USI hopes to introduce a new talent management system in the future to analyze the capabilities of the global employees, assist employees in promotion and even select successors. The goal is to manage talents for divisions, departments and sections, establish the identification standards for employees' potentials, improve talent echelon construction, and form a good internal talent supply chain. The company would like

to deepen the concepts of operation and cost, and realize systematic talent management. Like big data, every employee should be able to objectively present the value of one's ability in the system.

Employees can recognize their own strengths and weakness through the system, and supervisors can also get the basis and reference for organizational talent management, in order to enhance the scientific nature of personnel decision making, arrange appropriate opportunities and stages, and allow seamless transition for key talents to develop their strengths. Recently, in responding to the talent demands in the Mexico Site, the company can react quickly through the scientific system to transfer appropriate talents in order to resolve the temporary gap in the organization.

Conclusion

The selection of a successor is the same as the selection of the general staff in that it is not to choose the best, but the most suitable for the organization, and the one who is most ambitious and with the right mindset. In addition, while reviewing the monthly performance or work goals, the supervisor must continue to cultivate the subordinates at the same time. The successor also needs to have a strong growth motivation. These two elements complement each other to make the organization sustainable.

好友聚

A Good Date With My Best Friends



01 昆山廠 / KS OPS / 供應鏈管理處 / 張亞文 Kunshan Site / KS OPS / SCM / Kate Chang

中國煙台
Yantai, China

雖然我過著忙碌的日常生活，但我永遠不會忘記那代表一部份青春時光的老朋友們。這是我們大學在煙台畢業後第一次的同學會。我們所有人都非常興奮，在寒天裡一起拍了許多有趣的照片、享受美食和聊天到半夜，就像我們以前聚在一起還沒長大的快樂時光。

Although I am busy in daily life, I never forget my old friends who are parts of my youth. This is the first college classmate party after graduation in Yantai. All of us were so excited that we took plenty of interesting photos in cold weather, enjoyed food and chatted till mid-night. It is like our happy together time before we grew up.

02 張江廠 / AMMS / MWC / 費紅豔 Zhangjiang Site / AMMS / MWC / Emily Fei

上海南匯體育中心
Nanhui Sports Center, Shanghai

和同事們聚參加年會，一起祝福環旭大家庭「環心聚力，蓄勢待發」。

I got together with colleagues in USI Annual Party. Let's make a wish that "USI(ZJ) Unite Together And Gets Ready".



03 昆山廠 / KS OPS / 製造服務一處 / 朱延靜 Kunshan Site / KS OPS / PD1 / Yanjing Zhu



徐州人家餐廳
Xuzhou Family Restaurant

「家有一小如有一寶」同事家生了寶寶，部門決定聚餐為他慶賀，所有人都為他開心，祝福寶寶一切平安、身體健康。

"Having a baby is like owning a priceless treasure." One of our colleagues had a newborn baby. We decided to have a celebration dinner for him. Everyone was happy for him and wished the baby all the best and grow up healthy.

04 深圳廠 / 行政管理 / 企業服務總處 / 李衛林 Shenzhen Site / ADM / Corporate Service / Weilin Li

深圳銀湖山郊野公園

Yinhushan Country Park, Shenzhen

初冬時節，同仁們聚在一起享受粵式早茶，香味瀰漫餐廳，載著無限暖意。聚餐後，一行人開始了銀湖山郊野公園的徒步之旅，在這藍天白雲之下放鬆身心，「萬物靜觀皆自得」，四個多小時的徒步之旅更像是身體的一次修行。

In the early winter, the colleagues gathered to enjoy Cantonese-style breakfast and the fragrance filled the restaurant with warmth. After the meal, we began a walking tour of Yinhushan Country Park, relaxing under the blue sky and white clouds. "All things could be contented with quiet appreciation." The four-hour walking tour is more like a physical practice.



05 草屯廠 / CSO / 行銷企劃部 / 陳昭雄 Tsaotuen Site / Central Staff Office / Marcom / Noah Chen

臺灣國立政治大學

National Chengchi University, Taiwan

一年一次的球隊聚會，從北到南的隊友一起回到母校以球懷舊。雖然一年只見一次，但是球場上的默契是不會騙人的！

Our basketball team reunites once a year. The teammates from northern to southern Taiwan returned to university to play basketball for recollecting the good old days. We only meet each other once a year, but the great tacit on the court speaks for it.



06 金橋廠 / M³&S / OPS & NPI Mgmt 中心 / 羅超 Jinqiao Site / M³&S / OPS & NPI Mgmt Center / Victor Luo

上海辣翻天川菜館

Super Spicy Sichuan Restaurant, Shanghai

一直以來我都喜歡安靜獨處，自己的時間都是一人待在宿舍，其實回憶特別孤單。聚會能讓同事變朋友，讓生活更加溫暖。聚會也是壓力的釋放劑，無論工作壓力多大、煩惱有多少，餐桌上的笑容會將讓負面情緒一掃而空。

I like to be quiet and alone all the time. I stay in the dormitory in my free time. In fact, it's lonely. Party makes colleagues become friends and makes life warmer. A party is also a stress reliever. No matter how stressful the working pressure is and how much troubles we have, the negative emotions are swept away by smiles at the dining table.



「2018年 第二屆 海峽兩岸學生棒球聯賽

採訪編輯：CSO / 行銷企劃部



「Let's Play With Passion!」2018 年第二屆海峽兩岸學生棒球聯賽複賽臺中場於 7 月 27 日至 29 日盛大開打，共有 20 支兩岸大專棒球隊參賽，此階段將選出甲、乙組分別 6 支球隊參加深圳的決賽。今年也是 USI 第二年贊助賽事，期許與海峽兩岸棒球交流合作委員會合作為兩岸學生打造一個以球會友的平台。

賽事開幕先由啦啦隊為選手帶來熱力四射的表演，先進移動裝置及微小化方案事業群總經理劉鴻祺代表 USI 出席臺中場開幕典禮，以法國哲學家伏爾泰的話，「生命在於運動，運動賦予我們強健的體魄，堅韌的鬥志，昂揚的熱情。」鼓勵所有選手盡力打出每一場好球。

臺灣—專注細節 挑戰自己

清華大學是本次首次參加的球賽乙組球隊之一，隊中投手黃子杰就分享，「臺灣球員對於棒球的細節、理解度都較好，選球比較有耐心。技術目前還是兩岸棒球差距最大的方面。雖然在北京站臺灣球隊都以大比分獲勝，但看到其他球隊的缺失也能提醒自己，每一場比賽都能學到新東西，很開心能夠參加這樣的棒球盛會。」另外，他也期許自己能在這階段比賽「挑戰自己，拿下投手獎」。

「臺灣贏在環境、體制分級完備，但是在體能及身體條件上，中國並不輸給臺灣。」嘉南藥大的教練康明杉觀察到中國許多可取之處，如資源完備、球場硬體明顯比臺灣好很多，只要中國成立職棒體系，讓棒球普及化，中國的實力將會快速提升。他也很開心透過這次交流賽除了認識中國球隊之外，也提早讓球員進入狀況，備戰臺灣的大專聯賽。

中國—努力學習 提高水準

廈門大學已經是第二次參賽，教練覃干寶表示「比起前一屆，本次賽會的隊伍水準都較高，能帶給球員的衝擊較大。」他期待這次球員成為一塊大海綿，能夠充分學習臺灣隊伍對棒球的理解力與戰術。另外，他也很佩服臺灣球員的棒球教育理念，不論是站上壘包前對場地、裁判的敬禮與尊重或是比賽結束後，排隊謝謝場地的行為都讓他感動。希望回去之後能加深球員對於細節的重視，讓尊重比賽、認真盡力的態度能夠帶回到他們的人生路途上。



「雖然我們不是專業的球隊，但我們希望能夠把冠軍留在深圳！」深圳大學隊長楊博睿有自信的說。雖然實力比不上臺灣球隊，但是希望能夠學習各方面的優點，帶回中國之後消化，提升隊上的實力。這次本來想利用空閒的時間到現場觀看中華職棒，可惜時間無法配合，成為小小的遺憾，也讓他留下「再來臺灣的期待」。

兩岸交流 教學相長

海峽兩岸棒球交流合作委員會執行長徐勇開心的說，「去年第一屆的賽事榮獲兩岸十大新聞，表示棒球的影響力逐年提升。」亞洲棒球總會會長彭誠浩也同樣對於賽事充滿期待，「球是圓的，白色球身、紅色線條在快速轉動中，帶出無限的樂趣。」因為兩岸交流也正代表著運動追求的合作精神，對於雙方都有正面的影響，2018 年第二屆海峽兩岸學生棒球聯賽深圳決賽將於 12 月舉行，將有 12 支球隊一決高下，爭奪冠軍金盃。

2018 2nd Cross-Strait Student Baseball League

Interviewed By: Central Staff Office / Marketing Communication



"Let's Play With Passion!" The second round game of 2018 2nd Cross-Strait Student Baseball League were grandly launched between July 27 and 29 at Taichung with the participation of 20 college baseball teams from Taiwan and China. Six teams would be selected from Group A and B respectively to participate in the finals in Shenzhen. This year was the second time that USI sponsored Cross-Strait Student Baseball League as it hopes to cooperate with Cross-Strait Baseball Exchange and Cooperation Council (CSBECC) to build a platform for students from Taiwan and China to make friends through playing baseball.

The opening ceremony for the games kicked off with a glamorous performance by a cheerleading team for players. Albert Liu, the GM of USI Advanced Mobile and Miniaturization Solution Business Group, on behalf of USI attended the opening ceremony in Taichung and encouraged all players to do their best to play each game with the words of Voltaire, a French philosopher, "Life is about physical exercise. It gives us a strong body, unbeatable stamina and unstoppable passion."

Taiwan - Focusing On Details And Challenging Yourself

National Tsing Hua University was one of Group B teams that participated in the league for the first time. Zi-Jie Huang,

the pitcher of the team, shared his opinion, "Taiwanese players excel more in the details, have better understanding of the baseball and are more patient with choosing ball. Additionally, the baseball skills of Taiwanese players are far better than Chinese players. Although Taiwanese teams won games in Beijing with high scores, I still tell myself to learn something new in each game when seeing mistakes made by other teams. I am very happy to be able to participate in this grand event for baseball." Additionally, he hoped that he could "challenge himself and win the Pitcher Award" in the second round.

"Taiwan has better environment and grading system. However, in terms of physical capabilities and body conditions, China players are not worse than Taiwan's."

Ming-Shan Kang, coach of Chia Nan University of Pharmacy and Science, has observed quite a few advantages of Chinese teams such as complete resources and much better hardware at baseball fields than Taiwan. As long as China establishes a professional baseball system to make the sport prevalent, China's skill will be rapidly upgraded. He was very happy that this league gave his team a chance to prepare for the University Baseball League in Taiwan ahead of schedule in addition to getting to know China's baseball teams.

China - Working Hard To Reach Higher Standards

This was the second time Xiamen University participated in the league. Coach Gan-Bao Tan stated, "Compared with the league last year, participating teams this year are more competitive, which can bring more impact to our players." He hoped that his players could be like a big sponge and thoroughly acquire Taiwanese teams' comprehension and tactics of baseball. Moreover, he really admired Taiwanese players for their baseball education and philosophy. No matter their salutes and respect for baseball fields and referees before standing on bases or their appreciation for baseball fields after a game, all these actions have moved him. He intended to attach importance to details after returning to China, and he hoped that they can bring the attitudes of respecting games, being earnest and sparing no efforts with them in their lives.

"Although we are not an elite team, we hope that we could win the championship in Shenzhen!" said Bo-Rui Yang, captain of Shenzhen University baseball team, confidently. Although the team's skills cannot compete with Taiwanese teams, he hoped that his team can acquire advantages and bring them back to enhance their skills. He was planning on watching a game of Chinese Professional Baseball League during his free time, but it was a pity that the time did not allow him to do so, and he was regretful for it. However, he "looks forward to coming to Taiwan again".

Teaching And Learning During Cross-Strait Exchange

Yong Xu, CEO of CSBECC, said happily, "2017 1st Cross-Strait Student Baseball League was ranked in top 10 cross-strait news, showing that the influence of baseball is increasing year by year." Tom Peng, President of Baseball Federation of Asia (BFA), also looked forward to the games, "The ball is round. Infinite delight is brought to us when a white ball with red lines rapidly spins." As the cross-strait exchange represents cooperative spirit that sports pursue, and it has positive influence on both sides, the finals of 2018 2nd Cross-Strait Student Baseball League will be held in Shenzhen in December and 12 baseball teams will participate in the event to fight for the championship.

2017 USI 內部創業競賽

採訪編輯：CSO / 行銷企劃部

記得 1980 年代復古影集《霹靂遊俠》中尖端科技的結晶，萬能電腦車—夥計嗎？這一部三十多年前的美國影集，在當時即展現了衛星導航、車用視訊、自動駕駛、人工智能對話，手錶式通訊裝置等當時遙不可及的科技配備，但這些技術在三十多年後都一一實現了。你不得不佩服當時編劇的創新想法，某種程度上預知了未來可能實現的科技與人們的想像。USI 內部創業競賽也希望大家透過腦力激盪，在科技創新、應用領域上找出新的商機，甚至成為公司的新事業單位。

USI 內部創業競賽決選成績於 8 月 6 日正式公告，從研擬辦法、宣傳、初選、複選到最後決選，歷時一年多，經過第一輪初選後共有 12 組團隊通過，經過激烈的競爭後，有 3 組進入決選，分別為家用降噪裝置、數位電子看板解決方案以及載具智能化—人機介面與中控系統的提案，最終由智能載具團隊榮獲首獎，第二、三名分別由數位電子看板團隊與家用降噪裝置解決方案團隊獲得。

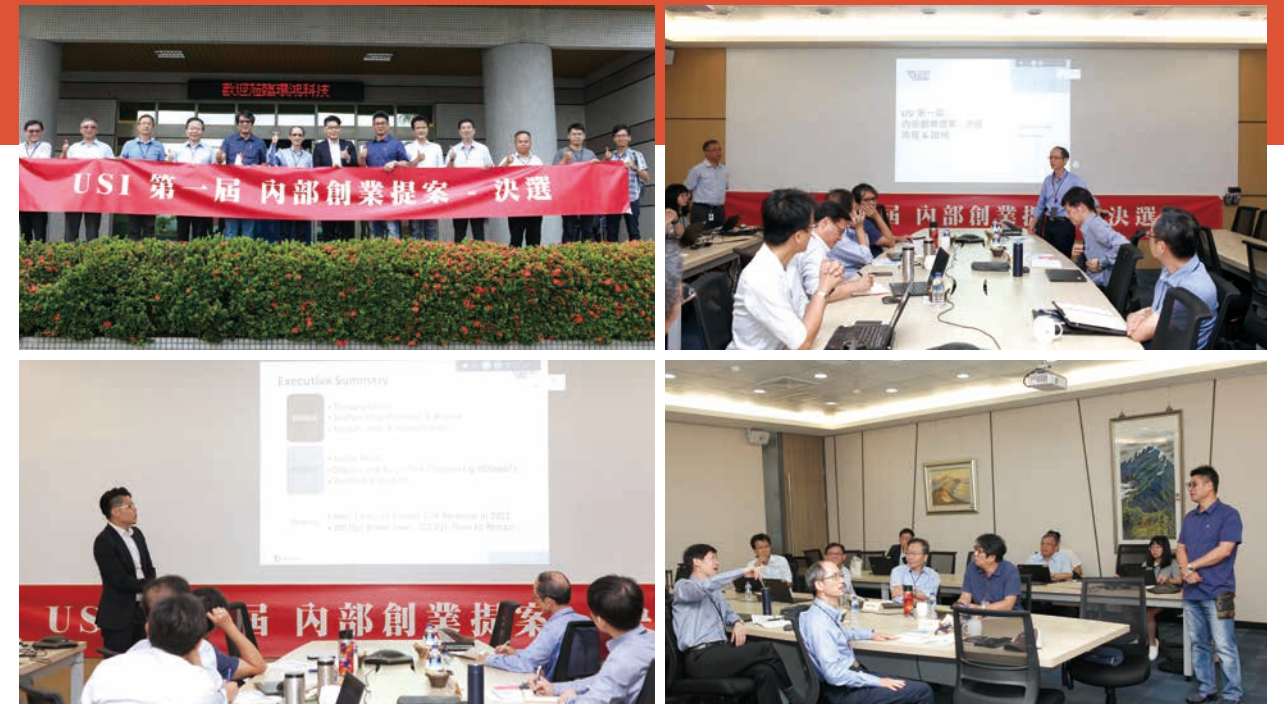
本次競賽共有 36 組團隊報名參加，分別來自臺灣、中國各廠區團隊。競賽主要目的為鼓勵員工創新思考，培養員工成為公司內部企業家，並發掘、開創公司新的事業項目及成長動能。

入圍決選團隊中的降噪裝置是藉由高靈敏度聲學麥克風採集周圍的噪音，通過內置的處理器即時運算出一個與噪音完全相反的聲波抵消，從而達到降低噪音的效果，未來可望運用在家電領域。機車這種載具在臺灣幾乎是家庭不可或缺的一種交通工具，但意外也層出不窮。如何讓騎士能騎得更安全、便利呢？如果載具可以顯示來電、導航、測速照相提醒，甚至能提醒駕駛路上動態、溫度及光線感應等智慧功能，那該有多棒啊！常見數位電子看板已逐漸普及化，但相對應一次性設備投資金額仍相當龐大，容易造成業者的龐大負擔。因此，數位電子看板解決方案的構想乃是藉由改變在特定應用情境下的傳統數位電子看板連接架構，進而達成更佳的成本效益。

這次的提案都從解決生活麻煩出發。「你怎麼『想』？從生活中解決問題，往往是創業的起源。」本次內部創業的專案負責人 Michael 跟我們說到，在初選階段，篩選重點為是否為有效提案，或是與現有 USI 開發中的產品有衝突；複選時著重在產品與市場連結度及技術創新；最後決選篩選出的提案則有機會獲得公司資源挹注，成為新的事業單位及公司未來的成長動能。

提到本次競賽中有許多優秀的提案，其中令人印象深刻的是「移動中電動車的充電裝置」，想法非常有創意，如果能實現，電動車長途行駛在公路上再久也不用擔心沒電。但這項提案在評審間呈現兩極端評價，有評審覺得這是非常具前瞻性的提案；有評審則認為在現有技術下是不可能達成，形成熱烈的討論。

最終該提案沒能進入決選，但 Michael 仍對該組的創意想法大力讚賞，「這是我們需要的創意！有發想才能有所突破。」另外，他也相當鼓勵不同事業單位的同仁不要侷限在自己的工作專業中，換個視角看，往往能突破盲點。



最後他以開頭的「霹靂遊俠」的案例來說明，「雖然有些技術在短期還不成熟，甚至還沒有，但是在現今資訊爆炸，科技發展以跳躍式成長的年代，只要我們的底蘊夠深厚，想像得到的，有一天都可能實現，而且實現的時間點也會遠比我們想像中快得多。」

對於許多未入選的競賽團隊來說，仍有許多收穫，累積的跨領域合作經驗與簡報報告能力，未來在工作上一定有幫助。Michael 也鼓勵有想法的內部創業家們，「我們不見得要做出市面上完全沒有的產品，只要對 USI 來說是『新的』，都可以提案並加上自己的創意再改進，勇敢地去嘗試，讓他變成更好的 2.0 系列。」

他也鼓勵這次參與的單人隊伍，可以多找一些其他領域的同仁合作，對於技術、市場分析、成本管控，甚至是如何研發出貼近市場需求的產品，都會有很大的幫助，而且不同專業背景的人一起工作，思考面向更廣。另外，也可以主動諮詢主管推薦其他部門的人才一起組隊，因為「創業不是單打獨鬥，團結合作才能勝出」。

如果你也對內部創業有興趣的話，不妨從生活周遭開始觀察起，開始腦力激盪、創新思考，只要是能夠解決日常生活問題的提案，都有望成為下一次內部創業競賽的獲獎團隊。未來 Newsletter 也會專訪決選第一名的智能載具團隊，讓大家瞭解他們是「怎麼發想」，又是「如何做到」。

2017 USI Intrapreneurs Competition

Interviewed By: Central Staff Office / Marketing Communication

Do you remember the cutting-edge technology, KITT, in *Knight Rider*, the old American television series in the 1980s? In this series that produced over 30 years ago, it showed the GPS, video chat, self-driving car, AI technology and the smart watch, the technology they could hardly achieve back then. However, after 30 years, the developments of technology made all these come true. You must admire how creative those screenwriters were back then. They had predicted the possible technology and the imaginations that could only be achieved today. The USI Intrapreneurs Competition is held with the expectation that, through brainstorming, our employee could find the new market niche in the innovative technology and applied area, and even establish a new department in USI.

The winners of 2017 USI Intrapreneurs Competition were announced on August 6. It took over a year from the planning, promoting, first round, second round and to the shortlist. There were 12 teams which passed the first round. After the competitive competition, 3 teams were in the shortlist: "Noise Control Device For Home Application", "Digital Signage Solution" and "Intelligent Vehicle - HMI & Central Control System". In the end, the "Intelligent Vehicle - HMI & Central Control System" won the first prize, and "Digital Signage Solution" and "Noise Control Device For Home Application" came to the second and the third place.

There were 36 teams signed up for this year. They came from different sites in Taiwan and China. The main purpose of the competition aimed at encouraging innovative thinking, discovering potential entrepreneurs, and developing new business and growth capacity.

The "Noise Control Device For Home Application" was designed to make use of the highly sensitive microphone to collect the surrounding noise, and through the internal processing unit to produce the opposite sound wave to offset against the original ones and then reduce the noise. It was expected to be applied in home appliances. The scooters are necessary for every family in Taiwan. However, there are many scooter accidents in every day as well. How to make the riders to have a safer and more convenient experience? If the vehicles could show the caller information, GPS and the notification of the camera, and other smart functions that remind the riders with the mobility, temperature and the light. It would be fantastic! Digital Signage has been popularized now, but the amount of the money invested in the equipment is comparatively huge and can easily be a burden for a company. Therefore, the "Digital Signage Solution" tried to modify the connection framework of the traditional Digital Signage under the certain applied circumstance to achieve better cost-effective benefits.

All the proposals started with solving the problems in daily life. "How do you 'think'? Business usually starts from solving the daily problems" said Michael, the project owner of the USI Intrapreneurs Competition this year. In the first round, the selection criteria were that whether the proposal was feasible or if there was a confliction with the USI developing products. In the second round, the focus was on the connection between the product and the market, and also the innovative of the techniques. The proposals that were in selected the final list would win the grants and resource from the company, and develop into a new department and become energy for the future of company.

There were many impressive and talented proposals this year, especially the "Charge Device For The Moving Electric Car". It is a very creative idea. If the idea could be realized, the long-distance electric car will not need to worry about the power anymore. However, the committee was divided over the proposal. Some members of the committee considered it to be prospective while others believe it could not be realized with the current technology. It raised an intense discussion.

Despite the proposal did not get into the shortlist in the end, Michael expressed his admiration for the creativity and innovation. "This is the creativity that we need exactly. Brainstorming brings the breakthrough." Moreover, he mentioned that one should not just stay in the comfort zone and in his/her own professions. Michael encouraged colleagues to think from a different perspective as it often was how the blind spot was found.

In the end, He took the case of the *Knight Rider* to illustrate. "Though some technologies are not mature yet or simply do not exist, we are living in an information exploration era where the development of technology is becoming faster and faster, any idea could come true in future as long as we could imagine, and these idea might come earlier than we think."

For many teams that did not survive till the shortlist, they still learned a great deal. The team experienced with cross-departments and the capability of the presentation are valuable for the future work. Michael encouraged the intrapreneurs, "It is not necessary to develop something that doesn't exist in the market. As long as it is 'new' for USI, one could always make a proposal, and integrate one's own idea into it and make it better."

He also encouraged the independent participant to cooperate with other colleagues in different fields because it would greatly benefit the techniques, market analysis, cost control, development of the product that the market needs. Working with a group of people from various backgrounds will broaden the scope of thinking and ideas. Moreover, one could ask the supervisors to recommend talent from other departments to form a team, for "entrepreneurship does not play a lone hand and teamwork is the key to success".

If you are interested in intrapreneurship, you could start by observing the things happening around you, brainstorming and thinking creatively. Any proposal that could improve or solve our daily problems is likely to win the prize in the next USI Intrapreneurs Competition. Newsletter will interview first prize winning team, the "Intelligent Vehicle - HMI & Central Control System" project in the next issue for colleagues to realize "how they thought" and "how they made it".

2017 USI Intrapreneurs Competition



Newsletter

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Theme: Travel in the Wild

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