

9月 Sep 2023

運籌有限資源  
創造最大效益

Optimizing Limited Resources  
to Achieve Maximum Efficiency

誰負責？誰當責？  
何時結案？

Who Is Responsible?  
Who Is Accountable?  
When Is the Due Date?

林孟輝：  
生命是張空白的樂譜  
為人生譜上一段精彩旋律

Mason Lin: Life Is a Blank Musical  
Sheet and Go Compose a  
Wonderful Melody for Your Life



歡迎關注  
USINewsletter

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# Newsletter

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# 運籌有限資源， 創造最大效益

作者：董事長 / 陳昌益

近日，我研讀了《哈佛商業評論》中一篇探討企業資源基礎觀（RBV）的管理學文獻——《資源競爭》，深受啟發，在此與各位同仁分享其中的一些理念。

資源基本觀，RBV（Resource Based View），是以經濟學為基礎，用於衡量企業資源的一種科學方法，這可以幫助企業管理層評判企業是否具備資源優勢，實現長遠發展。

擁有戰略價值的資源是企業實現永續經營的決定性因素。文中提到，具備戰略價值的資源可以通過以下五個維度來判定：

## 不可模仿性測試

獨特性是企業價值創造的核心，它限制了對手競爭，從而產生可持續的利潤。但不可模仿性不會永遠持續，競爭對手最終會找到複製的方法。

## 持久性測試

一種資源能夠發揮效能的持續時間越長，它越有價值。然而，資源會隨著時間的推移貶值，在快速變化的行業中，技術知識是一種迅速消耗的資源。所以，將企業戰略長期建立在單一資源優勢上是有風險的。

## 利潤歸屬性測試

策略資源所創造的價值有時並非全部會流向公司，可能會流向客戶、分銷商、供應商、員工等眾多商業行為的參與者。所以，將企業戰略建立在公司無法掌控的資源上，可能會讓公司難以取得原本預計的利潤回報。

## 可替代性測試

市場每時每刻都在尋找更廉價的替代品，這個問題的本質還是企業能否提供獨一無二的產品或服務。

## 核心競爭力測試

核心競爭力並不是自己定義的，而是要靠嚴酷的外部市場來定義——你與你的競爭對手相比究竟有哪些優勢？公司所建立的戰略資源是否優於競爭對手？另外，有些公司的核心競爭力是一組資源，雖然單獨拆分某一項技能並不突出，但以組合的形式出現時，形成了獨一無二的競爭優勢。

當今世界快速發展，技術迭代日新月異，產品不斷推陳出新，資源的價值極易被時間和競爭侵蝕，舊資源日趨貶值，逐漸失去其競爭優勢。在這樣的大環境下，我們需要保持敏銳的洞察力和創新思維，持續關注市場變化，不斷提升資源價值，積極挖掘新的機會。面對既有資源，在選擇和使用資源時需要時刻保持警覺，適時調整策略。知人善任，物盡其用，而「物盡其用」就是在運用有限資源，發揮其最大的效益。這樣，企業才能在激烈的市場競爭中立於不敗之地。

就環旭而言，我們需要深刻認知企業資源是有限的，即公司的產能、資金以及團隊的時間都是有限且寶貴的。因而，對於我們而言，如何實現物盡其用，有效分配資源是一門管理學智慧，也是環旭團隊必須具備的關鍵技能之一。舉一個簡單的例子，當我們選擇把公司資源投入在服務 A 客戶，我們可能就沒有額外的資源去服務 B 客戶或其他更具潛力的客戶，但事實上，B 客戶或其他潛在客戶能給環旭帶來的利潤可能遠大於 A 客戶；另一種情況，當下雖然我們擁有 28 個全球生產據點，但每個工廠是有產能限制的，因此，我們需要做一些取舍，向客戶提出一些更符合我們環旭整體戰略利益的方案並與客戶討論，而不是盲目地滿足客戶對產能及生產據點的要求。這種類似的情況在公司的實際運營中還有很多，而有時，適當的策略性撤退，決定某些事情不做，而不是每件事情都做，進而造成資源的浪費，才是成功的前提。

在公司運營中，我們先要做資源判定，確定這個資源對我們而言是否是一個有效的資源，或者說是一個有益於我們未來發展的資源，再考慮如何利用這個資源做較好的商業決策。當環旭的全球佈局已達到一定規模，是時候該靜下心，好好審視我們以往的模式是否仍然適用於未來的業務發展，即「不要用過去的策略打明天的仗」，好好思考如何做到物盡其用，並進行適度的策略調整。我們需要充分利用現有的資源優勢，調動主觀能動性，及時調整資源配置和業務模式，開拓新的資源管道，以保持競爭優勢，這樣才能在變幻莫測的市場環境中實現我們環旭永續經營的企業願景。

最後，通過今天的分享，希望環旭團隊能夠逐步建立起資源觀的管理智慧，在用心做事的同時，提升全局觀視野，有策略且有智慧地處理工作上的難題，從而實現事半功倍。

# Optimizing Limited Resources to Achieve Maximum Efficiency

Author: Chairman / Jeffrey Chen

**R**ecently, I have been studying an article on the Resource-Based View (RBV) of the firm in Harvard Business Review, titled "Competing on Resources". It was highly inspiring, and here I would like to share some of its key concepts with you.

Resource-Based View (RBV) is an economic-based method used to assess a firm's resources. It provides a scientific approach for evaluating whether a firm possesses resource advantages that can contribute to long-term development.

Having resources of strategic value is the crucial determinant for achieving sustainable business operations. The article mentions that resources with strategic value can be assessed through the following five dimensions:

## The Test of Inimitability

Inimitability is at the core of value creation as it limits competition from rivals and generates sustainable profits. However, inimitability does not last forever, as competitors will eventually find ways to replicate it.

## The Test of Durability

The more long-lasting a resource is, the more valuable it becomes. However, the value of resources depreciates quickly over time. Especially, technological knowledge in a fast-moving industry is a rapidly depleting asset. Therefore, building long-term strategic plans relying solely on a single resource advantage carries risks.

## The Test of Appropriability

The value generated by strategic resources does not always flow entirely towards the company. It may flow to a host of business participants, including customers, distributors, suppliers, employees and

etc. Therefore, building a company's strategy on resources that the company cannot control may hinder profit capture.

## The Test of Substitutability

The market is constantly searching for cheaper alternatives, and the crux of the matter is whether a company owns the resource that underpin a company's ability to deliver unique and unparalleled products or services.

## The Test of Competitive Superiority

Core competitiveness is not self-defined, but rather defined by the harsh external market. How do you compare to your competitors? What advantages do you have? Is the strategic resources established by the company superior to those of the competitors? Additionally, for some companies, core competitiveness lies in a combination of resources. Although each individual skill may not be outstanding on its own, when combined, they form a unique and competitive advantage.

In today's rapidly evolving world, where technology is advancing at a rapid pace and products are constantly being introduced, the value of resources is easily eroded by time and competition. Old resources gradually depreciate, losing their core advantage. In such a dynamic environment, it is crucial to maintain sharp insights and foster innovative thinking. We need to continuously monitor market evolution and constantly upgrade the value of resource, and actively explore new opportunities. When dealing with



existing resources, we must remain vigilant and adjust strategies accordingly. Understanding and leveraging individual's strengths, putting them at suitable positions and utilizing the most of resources are keys to business operations. The concept of "utilizing the most of resources" involves optimizing limited resources to achieve maximum efficiency. Only then can a company maintain invincible in the fierce market competition.

For USI, it is crucial to recognize business resources are finite. Our production capacity, financial resources, and teams' time are all limited and valuable. Therefore, effectively allocating resources and maximizing efficiency are the management wisdom and key skills that USI team must possess. Let's consider a simple scenario. When we choose to allocate resources to serve Customer A, we may not have additional resources to serve Customer B or other potentially more profitable customers. In reality, Customer B or other customers may bring greater profits to USI than Customer A. Another scenario is that even though USI currently has 28 global production sites, each site has its own capacity limitation. Therefore, we need to make trade-offs and propose solutions to customers that may align better with our overall strategy and interest. It is important to engage in discussions with customers rather than blindly satisfying their demands for capacity and site. Similar situations arise in multiple actual operations of the company. Sometimes, strategically withdrawing from certain activities or

deciding not to pursue every opportunity can prevent resource waste and serve as a prerequisite for success.

In USI's daily operation, we need to start with resource assessment, determining whether a particular resource is effective or conducive to our future development. Then, consider how to make better business decisions by utilizing that resource. As USI's global presence has reached today's scale, it is the time to carefully examine whether our past strategies are still applicable to future development—"DON'T use yesterday's strategies to fight tomorrow's war." Instead, We should contemplate how to enhance resource utilization while making appropriate strategic adjustments. We need to leverage our existing resources advantages, mobilize our proactive initiative, promptly adjust resource allocation and business models, explore new channels for resources to keep the competitive edge. Only in this way can USI achieve the long-term vision of sustainable operation in the unpredictable market environment.

Lastly, through today's sharing, I expect that USI team could gradually develop the management wisdom of resource perspective. While working with dedication, it is important to enhance our overall vision and tackle work challenges strategically and intelligently. By doing so, we can achieve greater efficiency and productivity, accomplishing more with less effort.



# Optimización de Recursos Limitados para Lograr Máxima Eficiencia

Autor: Presidente / Jeffrey Chen

**R**ecientemente, he estado estudiando un artículo sobre la Vista Basada en Recursos (RBV) de la empresa en la Harvard Business Review, titulado "Competir en base a los recursos". Ha sido muy inspirador, y aquí me gustaría compartir contigo algunos de sus conceptos clave.

La Vista Basada en Recursos (RBV, por sus siglas en inglés) es un método económico utilizado para evaluar los recursos de una empresa. Proporciona un enfoque científico para evaluar si una empresa posee ventajas en recursos que pueden contribuir al desarrollo a largo plazo.

Contar con recursos de valor estratégico es el determinante crucial para lograr operaciones comerciales sostenibles. El artículo menciona que los recursos con valor estratégico pueden evaluarse a través de las siguientes cinco dimensiones:

## La Prueba de la Inimitabilidad

La inimitabilidad está en el núcleo de la creación de valor ya que limita la competencia de los rivales y genera ganancias sostenibles. Sin embargo, la inimitabilidad no dura para siempre, ya que los competidores eventualmente encontrarán formas de replicarla.

## La Prueba de Durabilidad

Cuanto más perdurable es un recurso, más valioso se vuelve. Sin embargo, el valor de los recursos disminuye rápidamente con el tiempo. Especialmente, el conocimiento tecnológico en una industria de rápido movimiento es un activo que se agota rápidamente. Por lo tanto, construir planes estratégicos a largo plazo basados únicamente en una ventaja de recurso conlleva riesgos.

## La Prueba de Apropiabilidad

El valor generado por los recursos estratégicos no siempre fluye íntegramente hacia la empresa. Puede

fluir hacia una serie de participantes empresariales, incluidos clientes, distribuidores, proveedores, empleados, etc. Por lo tanto, construir la estrategia de una empresa en recursos que la empresa no puede controlar puede obstaculizar la captura de beneficios.

## La Prueba de Sustitución

El mercado está constantemente buscando alternativas más económicas, y el meollo del asunto radica en si una empresa posee el recurso que sustenta la capacidad de la empresa para ofrecer productos o servicios únicos e inigualables

## La Prueba de Superioridad Competitiva

La competitividad central no se autodefine, sino que es definida por el exigente mercado externo. ¿Cómo te comparas con tus competidores? ¿Qué ventajas tienes? ¿Son los recursos estratégicos establecidos por la empresa superiores a los de los competidores? Además, para algunas empresas, la competitividad central radica en una combinación de recursos. Aunque cada habilidad individual puede no ser sobresaliente por sí sola, cuando se combinan, forman una ventaja única y competitiva.

En el mundo de hoy en constante evolución, donde la tecnología avanza a pasos agigantados y los productos se introducen constantemente, el valor de los recursos es fácilmente erosionado por el tiempo y la competencia. Los recursos antiguos gradualmente se deprecian, perdiendo su ventaja central. En un entorno tan dinámico, es crucial mantener una visión aguda y fomentar el pensamiento innovador. Necesitamos



monitorear continuamente la evolución del mercado y mejorar constantemente el valor de los recursos, explorando activamente nuevas oportunidades. Al tratar con los recursos existentes, debemos mantenernos vigilantes y ajustar las estrategias en consecuencia. Comprender y aprovechar las fortalezas individuales, ubicarlas en posiciones adecuadas y utilizar al máximo los recursos son claves para las operaciones comerciales. El concepto de "utilizar al máximo los recursos" implica optimizar los recursos limitados para lograr la máxima eficiencia. Solo así una empresa puede mantenerse invencible en la feroz competencia del mercado.

Para USI, es crucial reconocer que los recursos empresariales son finitos. Nuestra capacidad de producción, recursos financieros y el tiempo de los equipos son limitados y valiosos. Por lo tanto, asignar recursos de manera efectiva y maximizar la eficiencia son la sabiduría de la gestión y las habilidades clave que el equipo de USI debe poseer. Consideremos un escenario simple. Cuando elegimos asignar recursos para atender al Cliente A, es posible que no tengamos recursos adicionales para atender al Cliente B u otros clientes potencialmente más rentables. En la realidad, el Cliente B u otros clientes podrían traer mayores ganancias a USI que el Cliente A. Otro escenario es que, aunque USI actualmente cuenta con 28 sitios de producción globales, cada sitio tiene su propia limitación de capacidad. Por lo tanto, debemos tomar decisiones y proponer soluciones a los clientes que se alineen mejor con nuestra estrategia e interés en general. Es importante entablar discusiones con los clientes en lugar de satisfacer ciegamente sus demandas de capacidad y sitio. Situaciones similares surgen en múltiples operaciones reales de la empresa. A

veces, retirarse estratégicamente de ciertas actividades o decidir no perseguir cada oportunidad puede prevenir el desperdicio de recursos y servir como un requisito previo para el éxito.

En la operación diaria de USI, debemos comenzar con la evaluación de recursos, determinando si un recurso en particular es efectivo o propicio para nuestro desarrollo futuro. Luego, considerar cómo tomar decisiones comerciales mejores al utilizar ese recurso. Dado que la presencia global de USI ha alcanzado la escala actual, es el momento de examinar cuidadosamente si nuestras estrategias pasadas todavía son aplicables al desarrollo futuro: "NO utilices las estrategias de ayer para luchar en la guerra de mañana". En su lugar, debemos contemplar cómo mejorar la utilización de recursos mientras hacemos ajustes estratégicos apropiados. Necesitamos aprovechar nuestras ventajas de recursos existentes, movilizar nuestra iniciativa proactiva, ajustar rápidamente la asignación de recursos y los modelos de negocio, explorar nuevas vías para obtener recursos y mantener la ventaja competitiva. Solo de esta manera USI puede lograr la visión a largo plazo de una operación sostenible en un entorno de mercado impredecible.

Finalmente, a través de la compartición de hoy, espero que el equipo de USI pueda desarrollar gradualmente la sabiduría de gestión desde la perspectiva de los recursos. Mientras trabajamos con dedicación, es importante mejorar nuestra visión general y abordar los desafíos laborales de manera estratégica e inteligente. Al hacerlo, podremos lograr una mayor eficiencia y productividad, logrando más con menos esfuerzo.



## 誰負責？ 誰當責？ 何時結案？

作者：總經理暨營運長 / 魏鎮炎



責任者 (DRI, Directly Responsible Individual) 主要負責把事情做完，其注重的是一個行動的完成，而當責者 (DAI, Directly Accountable Individual) 則追求該行動背後的結果，要為失敗負責。每一個行動，除了 DRI 之外還要有一個 DAI，通常 DAI 是 DRI 的主管，但有時候他們也可以是同一個人。當責是我們核心價值的一部分，它是一種態度。雖然說成敗最後由 DAI 來承擔，但 DRI 必須從以客為尊 (Customer Focused Mindset) 的角度把事情做好，而不只是做完。

公司每天有許多大大小小的事情同時進行著，其中大部分是例行性的工作，透過組織分工，誰是 DRI，誰是 DAI 有清楚定義。加上有標準作業規範 (SOP, Standard Operating Procedure) 可以遵行，基本上不會有困惑或爭議。但是時不時總有一些臨時或是異常的情況發生，像是品質發生問題、客戶緊急加單、材料 / 設備 / 人員短缺、應收貨款延誤、客戶下修需求、新系統導入不順、快速擴廠建廠、大規模併購，甚至是政府官員臨時來訪等等，這個時候往往出現該誰負責以及該誰當責的疑問！遇到這樣的情況，我們就會成立專案小組，並按照事情的嚴重程度，指派適合的專案主管，對整件事情的成敗負全責。此時這位專案主管就是該專案的 DRI，同時也是 DAI。

專案主管必須將工作細分至可執行的行動，分派給專案成員，此時這位專案成員就是該行動的 DRI。不論 DRI 或 DAI 都只能是一個人名，不能是兩個或多個，以免混淆；更不能是一個組織名稱，因為組織沒辦法負責，只有個人 (Individual) 可以。

每一個行動都必須有一個預計完成日 (Due Date)，由 DRI 承諾。預計完成日必須是一個明確的日期。不能模糊帶過，如月中、月底，或是每週、每月之類。也不宜簡單地說下次會議，預計完成日該是哪一天就是哪一天。如果 DRI 難以估計一個行動的預計完成日，有可能是該行動範圍太大、太模糊。這時候就要看會議主持人的經驗和功力了，主持人必須將行動進一步拆分，直到可以個別訂出預計完成日。有時因為資訊不足，DRI 一時估不出預計完成日，那麼就先訂一個日期，在這個日期內訂出預計完成日，所謂 Give a date for a date。

公司正快速發展成長中，加上外在環境巨大的變化，我們難免會遇到許多新的、困難的，無前例可循的挑戰。日常事務已經很繁重，各式各樣的專案又特別多，而人力增補又跟不上。很多同事難免感到身心俱疲！這時候所有主管（包括專案主管），都必須以身作則，展現當責的魅力，如此團員才能心甘情願地努力負責。另一方面，也希望所有同事，都不畫地自限，凡事自問我還能多做些什麼，將 DRI 的角色盡量延伸到 DAI。在過程中，可以增進個人能力，為公司帶來價值，與公司一起成長。





## Who Is Responsible? *Who Is Accountable?* When Is the Due Date?

Author: President & COO / CY Wei

**T**he Directly Responsible Individual (DRI) is primarily responsible for executing a task, focusing on the completion of an action. On the other hand, the Directly Accountable Individual (DAI) pursues the result of an action and takes the consequence once failed. For each action, there should be a DAI in addition to a DRI. Usually, the DAI is the manager of the DRI, but sometimes they can be a same person. Accountability is a part of our core value and a kind of attitude. Although the DAI is accountable for the result of a task, the DRIs need to complete each action under that task with good results, based on customer focused mindset, rather than just to execute them.

There are many various tasks on going every day in the company, most of them are routine works. Through the organizational division of labor, it is clearly defined that who is the DRI and who is the DAI. Besides, there are standard operating procedures (SOP) to follow, so basically no confusion or dispute. However, from time to time, unexpected or abnormal situations are happened, such as quality issues, urgent customer orders, shortage of materials/equipment/manpower, delayed accounts receivable, customer demands downside, new system implementation not smooth, fast expansion of factories, large scale of acquisitions, or even visits from government officials with short notice, etc. Under these circumstances, "who is responsible and who is accountable?" which becomes a question frequently? When facing these situations, we usually form a project team immediately and assign a right person as the project manager depending on the level of the severeness. This project manager will be fully responsible for the success or failure of the project and will be the DRI as well as the DAI of the task.

The project manager must break down the task into actionable items and assign them to project members respectively. At this point, the project member becomes the DRI of the assigned action. Whether a DRI or a DAI, it can only be one person's name, not two or more, to avoid confusion. It is especially not allowed to be an organization name because an organization cannot be responsible, only an individual can.

Every action must have a due date committed by the DRI. The due date must be a specific date. It should

not be vague, such as "mid-month", "end of month", "weekly", or "monthly". It is also not advisable to simply say "next meeting". It is due when an action is due. If a due date is hard to be estimated by the DRI when an action is assigned to him, it might be that the action is wide-ranging or too vague. It depends on the experience and skill of the chairperson of the meeting at this moment. The chairperson must further break down the action into sub-actions until a due date can be set for each individual sub-action. Sometimes a DRI may not be able to estimate the due date of an action because of insufficient information. In this case, this DRI can commit a date to figure out when the due date of the action will be. This is so called "give a date for a date".

Our company is rapidly developing and growing, mingled with tremendous external environmental changes. It is inevitable for us to encounter many new, difficult, and unprecedented challenges. Many colleagues must feel exhausted to participate various projects while the routine affairs on their shoulders are already so heavy and manpower is insufficient! At this time, all managers, including project managers, must lead by example, show accountable leadership, so that team members would be conscientious willingly. On the other hand, I also expect that all colleagues do not limit yourselves. Ask yourselves what else you can do, one step further to extend the role of DRI to DAI for the actions you own. During the whole cycle, your personal competencies will be enhanced, you will be able to bring value to the company and grow together with the company.



# ¿Quién es Responsable? ¿Quién es el Encargado? ¿Cuándo es la Fecha Límite?

Autor: Presidente y COO / CYWei

**E**l Individuo Directamente Responsable (DRI in English) es principalmente responsable de ejecutar una tarea, enfocándose en la finalización de una acción. Por otro lado, el Individuo Directamente Encargado (DEI) busca el resultado de una acción y asume las consecuencias en caso de fracaso. Para cada acción, debe haber un DEI además de un DRI. Por lo general, el DEI es el gerente del DRI, pero a veces pueden ser la misma persona. La responsabilidad es parte de nuestro valor central y una actitud. Aunque el DEI es el responsable del resultado de una tarea, los DRI deben completar cada acción dentro de esa tarea con buenos resultados, basados en una mentalidad centrada en el cliente, en lugar de simplemente ejecutarlas.

En la empresa, hay muchas tareas diversas en curso todos los días, la mayoría de ellas son trabajos rutinarios. A través de la división organizativa del trabajo, está claramente definido quién es el DRI y quién es el DEI. Además, hay procedimientos operativos estándar (SOP) que seguir, por lo que básicamente no hay confusión ni disputa. Sin embargo, de vez en cuando, ocurren situaciones inesperadas o anormales, como problemas de calidad, pedidos urgentes de clientes, escasez de materiales/equipos/mano de obra, cuentas por cobrar retrasadas, disminución de la demanda de los clientes, implementación fallida de nuevos sistemas, expansión rápida de fábricas, adquisiciones a gran escala, o incluso visitas de funcionarios gubernamentales con poco aviso, etc. Bajo estas circunstancias, ¿"quién es el responsable y quién es el encargado?" se convierte en una pregunta frecuente? Cuando nos enfrentamos a estas situaciones, generalmente formamos un equipo de proyecto de inmediato y asignamos a la persona adecuada como el gerente del proyecto según el nivel de gravedad. Este gerente de proyecto será plenamente responsable del éxito o fracaso del proyecto y será tanto el DRI como el DEI de la tarea.

El gerente de proyecto debe descomponer la tarea en elementos accionables y asignarlos a los miembros del proyecto respectivamente. En este punto, el miembro del proyecto se convierte en el DRI de la acción asignada. Ya sea un DRI o un DEI, solo puede ser el nombre de una persona, no dos o más, para evitar confusiones. Es especialmente importante que no sea el nombre de una organización, ya que una organización no puede ser responsable, solo un individuo puede serlo.

Cada acción debe tener una fecha de vencimiento comprometida por el DRI. La fecha de vencimiento

debe ser una fecha específica. No debe ser vaga, como "a mediados de mes", "fin de mes", "semanal" o "mensual". Tampoco es aconsejable simplemente decir "próxima reunión". La acción debe estar vencida cuando corresponda. Si la fecha de vencimiento es difícil de estimar por parte del DRI cuando se le asigna una acción, podría ser que la acción sea de gran alcance o demasiado vaga. En este momento, depende de la experiencia y habilidad del presidente de la reunión. El presidente debe descomponer aún más la acción en subacciones hasta que se pueda establecer una fecha de vencimiento para cada subacción individual. A veces, un DRI puede no ser capaz de estimar la fecha de vencimiento de una acción debido a la falta de información. En este caso, este DRI puede comprometer una fecha para determinar cuándo será la fecha de vencimiento de la acción. Esto se llama "dar una fecha para una fecha".

Nuestra empresa está desarrollándose y creciendo rápidamente, mezclada con enormes cambios ambientales externos. Es inevitable que nos encontremos con muchos desafíos nuevos, difíciles e inéditos. ¡Muchos colegas deben sentirse agotados al participar en varios proyectos mientras que los asuntos rutinarios que tienen en sus hombros ya son tan pesados y el personal es insuficiente! En este momento, todos los gerentes, incluidos los gerentes de proyectos, deben dar ejemplo, mostrar un liderazgo responsable, para que los miembros del equipo sean conscientes de manera voluntaria. Por otro lado, también espero que todos los colegas no se limiten a sí mismos. Pregúntense qué más pueden hacer, den un paso más para extender el papel de DRI a DEI para las acciones que poseen. Durante todo el ciclo, sus competencias personales se fortalecerán, podrán aportar valor a la empresa y crecer junto con la empresa.



# 林孟輝： 生命是張空白的樂譜 為人生譜上一段精彩旋律

採訪編輯：總經理室 / 行銷企劃部

對 Mason 而言，生命是張空白的樂譜，你可以選擇畫上任意的音符、章節或曲目。自美國德州農工大學碩士畢業後，他在 1994 年加入日月光集團，期間經歷日月光集團研發、高雄及上海廠區的工程、品管及製造管理等不同部門以及上海廠區的總經理。2022 年 6 月，Mason 加入 USI 擔任資深副總，帶領先進移動裝置及微小化方案事業群 (Advanced Mobile & Miniaturization Solutions Business Group, AMMS BG) 持續成長，2024 年將是他加入日月光投控的 30 週年，為人生譜上一段精彩旋律！

花大量時間閱讀產業新聞，關注客戶、同業及供應鏈的最新動態及發展，已是 Mason 每日必做的功課。他表示：「ASE 是全球封測最大供應商，無論是國際 IDM 大公司、或新興的獨角獸公司，大大小小的設計公司都是 ASE 的客戶，行業的整併及發展天天都在周遭發生，其中行業標準的演進、產品型態或封裝測試結構的改變、生態系統的變化更是關注的焦點。」這些信息不只是吸收進來，更需要活用在工作上，對 Mason 而言，這對了解客戶需求及其發展方向、推動工作推展有相當大的幫助。

Mason 向我們介紹 AMMSBG 的主要核心「Connectivity」(連結)，利用微小化模組重新定義連結裝置，並協助客戶解決因「連結」所產生的問題，但連結裝置的



應用已從一般消費性產品，擴展到監控、車用，甚至太空衛星，大家對裝置的可靠度要求也不斷提高。隨著連結標準的不斷演進，連結速度加快，不同系統或標準的連結裝置都得同時放在一個模組內，還得解決不同標準及頻段造成的電磁干擾等複雜問題，因此 AMMS 團隊不僅幫客戶設計模組，還需解決因微小化製程帶來的封裝製程、測試、散熱、可靠度問題等等。因此 AMMS 的未來，隨著萬物互聯的覆蓋及滲透，處處充滿機會，但也面臨更高的挑戰。

在 EMS 產業中，團隊最重要的是「建立強大的執行力」，執行力往往是最後勝出的最重要因素。Mason 在領導團隊時特別重視「執行力」的建立。在績效考核裡，除了衡量 KPI 的合理性及是否配合

組織目標，執行力的好壞往往占了非常重要的評核比例。「建立了執行力，接下來便是致力將創新融入我們所做的每件事」，Mason 繼續表示。它不是口號或空談，更不是好高騖遠。對公司而言，創新是態度，也是習慣。不僅在產品設計上創新，製造管理、成本精簡，採購流程、業務流程簡化等等，都能夠成為創新的題材。另外，創新最重要的態度就是對解決問題充滿好奇，多問「為什麼」。跨界學習常常可以協助員工破除思考的障礙，例如，機構、Molding 工程師平時可多觀察，並和建築施工專業人員多交流，從不同領域的專業人員身上學習類似的解決問題方法，如此，許多的創新想法往往信手拈來。





生活或職涯路上，挫折或壓力是難免的。透過樂觀正面的態度來面對，往往是最好的方法。Mason 也分享了自己的紓壓方式，像是鍛鍊身體、聽音樂、學習新技能（音樂、繪畫、攝影）或參與志工活動等，希望可以幫助各位保持積極的生活態度。

「咱們這行業壓力山大，不僅談開發速度、生產質量，還得錙銖必較降成本，求利潤，如何有效排解壓力及促進工作效率成了日常生活的重心。對我而言，運動是最好的釋壓且鍛鍊心志的途徑。」Mason 逗趣地表示。身為一位長跑愛好者，他特別喜歡這種可快可慢，可團隊可個人練習，不斷學習如何面對自己、戰勝自己的運動。在 Mason 跑馬拉松的 10 年間，他經常到各地參加賽事，認識了許多同好。其中讓他印象最深刻的是 2013 年，在上海半程馬拉松遇見一位雙腿裝上義肢的年輕四川女孩，她是汶川地震的倖存者。「和她短暫的交談中，我深刻感受到那個不服輸、想超越自己的年輕靈魂，多麼希望藉著不斷突破自己，來表達對生命的熱愛及周遭人們的感激。」經過那次交流後，那種堅毅的人生態度，經常激勵 Mason 完成各種鍛鍊及各地跑馬的征程。

許多解決工作甚至生活難題的構想，往往在某個晨練或夜跑中迎風而生。目前他的最大目標，是完成百馬（一百個全程馬拉松），他說，「即使到了 80 歲移動緩慢，只要能跑一定奮力前行！」Mason 希望 USI 能有更多同仁找同好成立不同運動社團、舉辦各種運動競賽，更希望大家能在持續鍛鍊中保持身心健康，相信我們很快就會看到他與同好們一同活躍在中部馬拉松賽的身影！

Mason 很高興能夠加入 USI，他希望能延續在 ASE 多年封裝測試及載板的設計開發、製造管理的經驗，融合 USI 原本 EMS/JDM/SiP 的強項，帶著 AMMS 團隊為客戶提供更好的合作體驗。對於員工管理，他重視團隊建立與傳承培訓，透過有系統的培訓和學習，鼓勵更多員工一起學習成長，不僅為客戶提供更好的服務，更期望與客戶一起共生發展，讓 USI 發揮更大的影響力。最後，Mason 也期許能延續過去 29 年來不斷追求「共好」的過程，讓所有利害關係人都能 你好我好大家好！

## Mason Lin: *Life Is a Blank Musical Sheet and Go Compose a Wonderful Melody for Your Life*

Interviewed by: President Office / Marketing Communication

For Mason, life is a blank musical sheet where you can choose to draw any notes, movements, or melodies. After completing his master's degree at Texas A&M University in the US, he joined ASE Group in 1994, working in Group Central R&D, and rotating through various departments of ASE Kaohsiung and Shanghai Sites, including Process Engineering, QA and Ops Management and as the GM of ASE Shanghai Site. In June 2022, Mason joined USI as Senior Vice President, leading continuous growth of the Advanced Mobile & Miniaturization Solutions Business Group (AMMS BG). In 2024, he will celebrate his 30th years of service with ASE Technology Holdings, composing an exciting and wonderful melody for his career!

Spending significant amount of time reading industry news and staying updated on latest development of customers, competitors, and the supply chain has become a daily routine for Mason. He states, "ASE is the world's largest provider of semiconductor packaging and testing services. IDM giants, emerging unicorns, or any big or small design houses are all ASE's customers. This industry's M&A and development are happening around us every day. The evolution of industry standards, changes in product types or packaging/testing structures, and shifts in the eco-system are his main points of focus." The information isn't just absorbed in but also actively applied in his daily work. For Mason, this practice greatly assists his understanding of customer's needs, anticipating their development directions, and driving the progression of his work.

Mason introduced us the core of AMMS BG, Connectivity. By utilizing miniaturization methodologies, we re-define connectivity devices and help customers tackle the challenges arising from these connections. However, the applications of connectivity devices have expanded from consumer products to monitoring, automotive, and even space satellites. The demand for higher reliability in these devices has







been continuously increasing as well. With continuous evolution of connectivity standards, the speed of connections has been accelerated. Different standards of connection need to coexist within a single module, while addressing complex issues like electromagnetic interference caused by different standards and frequencies. Therefore, AMMS teams not only design modules for customers but also tackle challenges resulted by miniaturization processes, e.g. packaging, testing, thermal management, and reliabilities, etc. AMMS has tremendous opportunities in the future along with everything connected needs, but it also brings much higher challenges.

In EMS industry, one of the most crucial aspects for team's success is "establishing strong execution capability." Execution capability often emerges as the pivotal factor in determining the ultimate winner. When leading a team, Mason values significantly the cultivation of solid execution capability. Such emphasis is often evidenced during performance appraisal. In addition to the evaluation of team member's KPIs and the alignment with organizational objectives, the quality of execution capability often holds substantial proportion in the criteria. "Once the execution capability is built up, next step is to try all efforts to integrate innovation into everything we do," Mason continued. Innovation is not a mere slogan or empty talk; it's not about shooting for the

moon. For the company, innovation is an attitude and a habit. It could be applied not only in product design but also in manufacturing management, cost reduction, procurement processes, simplification of business processes, and more. Moreover, the most vital attitude toward innovation is approaching problem-solving with curiosity and non-stop asking lots of "why." Learning thru cross-function or even cross-line-of-business often helps employees break through the barriers. For instance, mechanical engineers and molding engineers can observe and interact more with professionals from the construction industry. By learning similar problem-solving methods from experts in various different fields, innovative ideas often come naturally.

In personal life or career, setbacks and stress are inevitable. Facing them with optimistic and positive attitude often proves to be the best approach. Mason also shared his own methods of relieving stress, such as exercises, listening to music, learning new skills like musical instrument, painting, photography, or engaging in volunteer activities. He hopes that these approaches can assist everyone in maintaining positive attitude towards life.

"In EMS industry, the pressure is continuous and enormous. We're not only talking about product development and production quality, but also



constantly seeking cost reductions and negotiating profits. Effectively managing stress and enhancing work efficiency have become the focal point of life. For me, sports are the best way to relieve stress but also develop perseverance," Mason playfully mentioned. As a long-distance running enthusiast, he particularly enjoys the toughness and flexibility of this sport. "Running can be fast and sometimes slow, individually or as a team, and constantly makes you learn how to face and conquer yourself." Mason continued. Over his 10 years of marathon running, Mason has participated in races across the countries and continents and thus met many people with the same hobby. Among these experiences, his deepest impression was meeting a young female runner from Sichuan province, China, in "2013 Shanghai International Half Marathon". She had both prosthetic legs and was a survivor of the Wenchuan earthquake in 2008. "During our short contact and brief conversation, I felt deeply moved by the spirit of never-giving-up, and the tenacious desire to surpass herself. I suddenly realized how she expressed her love for life and gratitude to those who help around her by constantly pushing her limits," Mason shared. After that encounter, this resolute attitude has often inspired Mason to complete various difficult training plan and participate in marathons worldwide. Many ideas would normally crowd in during morning



workouts or night runs against the wind. Currently, his greatest goal is to complete 100 full marathons. "Even if I may move slowly at 80 years old, I will keep pushing forward as long as I can still move!" Mason hopes more USI colleagues will form and participate in various sports clubs, organize different sports competitions, and maintain physical & mental health through continuous exercise. We believe we will see him and his fellow runners actively participating in the marathon races around Central Taiwan real soon!

Mason is delighted to join USI. He expects to leverage his experiences in Design, Engineering, and Ops Management of Packaging/Testing/Substrate from his service at ASE, along with integrating USI's strengths in EMS/JDM/SiP to provide customers with enhanced collaborative experiences. In terms of management, he emphasizes team building and knowledge pass-down through systematic training and learning while encouraging more employees to learn and grow together. It not only ensures better service for customers but also fosters mutual development with them, envisioning USI making greater impact in the future. Lastly, Mason aspires to continue his 29-year journey of pursuing "Gung Ho (mutual good)" aiming for a better tomorrow for all stakeholders.



# 日頭赤炎炎，預防熱傷害

作者：台灣南崗廠 / QA&CSR / 永續發展暨企業職安處 / 安衛管理部 / 白忻婷



根據聯合國世界氣象組織（World Meteorological Organization，WMO）示警，2023 至 2027 年可以確定將是有紀錄以來「最熱的 5 年」。由於氣溫連連飆升，真的熱到受不了！究竟熱傷害有什麼症狀？哪些人容易受到熱傷害？又該如何預防呢？

## 認識熱傷害

「熱傷害」依據症狀不同分為熱暈厥（Heat Syncope）、熱痙攣（Heat Cramp）、熱衰竭（Heat Exhaustion）及熱中暑（Heat Stroke）。

- **熱暈厥（Heat Syncope）**：成因主要是因為長時間站立，血液滯留於下半身，同時又因天氣熱，周邊血管擴張，最後血液回流到大腦的量不足造成暫時性暈厥，大多只要散熱就無礙。
- **熱痙攣（Heat Cramp）**：在高溫、高濕的環境中進行活動，流失太多水分與電解質，形成電解質不平衡的狀態。肌肉也因為電解質的不平衡而產生類似抽筋的現象，容易發生於大腿、小腿、手臂與腹部肌肉等部位，通常在補充足夠的水分與電解質後就會緩解。
- **熱衰竭（Heat Exhaustion）**：當人體大量流汗又未能及時補充足夠之水分和電解質，就容易導致血液循環衰竭，體溫中樞失常，伴隨體溫上升（但體溫不高於 40°C），可能的症狀有大量出汗、身體無力、頭暈、頭痛、噁心、嘔吐、血壓降低等症狀，嚴重時可能會失去知覺，變成中暑。

- **熱中暑（Heat Stroke）**：這才是真正的「中暑」，這時身體對於體溫調節功能完全失能，核心體溫已超過 40°C，出現「無汗（Anhidrosis）」、皮膚乾燥發紅、神智行為混亂，其併發症可能會出現肝腎衰竭、肺水腫、瀰漫性血管內凝血（DIC）、心肌損傷、橫紋肌溶解症、休克等，甚至死亡。其死亡率超過 30%，也就是說，100 位發生熱中暑的人，至少會有 30 人死亡。

## 誰是高危險群組？

### 6 大高危險族群慎防熱傷害

- **嬰幼童**：體溫調節系統及汗腺尚未發展成熟。
- **65 歲以上的長者**：身體調節體溫機能退化，對外界溫度變化較不敏感，若患有心臟病、高血壓、糖尿病、中風等慢性疾病的長者，更需加倍注意。
- **慢性病患者**（如心臟病、高血壓、糖尿病或腎臟病等）：慢性病患因散熱機能較差且不易排汗，對於環境的調節及應變能力較差。
- **服用藥物者**：某些藥物作用會影響散熱能力降低，如交感神經作用劑、抗膽鹼作用的藥物、降血壓藥、抗憂鬱及抗精神藥物等。
- **戶外工作者、運動員或密閉空間工作者**：因直接曝曬於陽光直射下，劇烈活動或處於環境通風不良環境，當活動時身體產出大量熱能，體溫或體液來不及調節平衡導致熱累積進而造成熱傷害。
- **過重者（BMI ≥ 24）**：皮下脂肪會阻隔散熱，加上基礎代謝產生的熱量更多，熱量就更容易積滯在體內，引起中暑。

## 如何預防熱傷害？

國民健康署指出預防熱傷害的三要訣：「保持涼爽、補充水分、提高警覺」。

### 保持涼爽

- 穿著輕便、淺色、寬鬆、透氣及抗 UV 的衣服。
- 室內加裝遮光窗簾，避免陽光直射。
- 加強通風設施，高溫器材建議裝置散熱設備。

### 補充水分

- 每天喝至少 2,000 c.c. 白開水的習慣，另外可依活動強度、身體狀況、氣候環境等適度調整。
- 長時間從事高強度的活動或工作者，身體流失大量的水分，同時體內的電解質也跟著流失，須適度補充含有電解質（鹽分）的液體。
- 避免攝取含酒精及大量糖分的飲料。

### 提高警覺

- 不論時間長短，絕不可將嬰幼童單獨留在密閉、停泊的車內。
- 隨時注意氣象局發布的天氣預報，選擇氣溫較低的日期安排戶外活動並落實完整的防曬保護措施。
- 戶外工作者、運動員或密閉空間工作者，應隨時留意自己及身邊同事的身體狀況。

## 發生熱傷害該怎麼辦？

當發現身體疑似出現熱傷害徵兆時，如體溫升高、皮膚乾熱變紅、心跳加速，嚴重者會出現無法流汗、頭痛、頭暈、噁心、嘔吐，甚至神智混亂、抽搐、昏迷等症狀，務必迅速離開高溫的環境並設法降低體溫，如鬆脫衣物、用水擦拭身體、搧風、飲用添加少許鹽的冷開水或電解質飲料，並盡速就醫。





# Preventing Heat-related Injuries from Blazing Sun

Author: Taiwan Nankang Site / QA&CSR / S&HS / HS / Sin Bai

According to the World Meteorological Organization (WMO), the period from 2023 to 2027 is projected to be the "hottest five years" on record. With soaring temperatures, it's getting unbearably hot! What are the symptoms of heat-related injuries? Who is more susceptible to heat-related injuries? And how can we prevent them?

## Understanding Heat-related Injuries

"Heat-related injuries" are categorized into different types based on their symptoms: Heat Syncope, Heat Cramps, Heat Exhaustion, and Heat Stroke.

- **Heat Syncope:** Heat syncope is mainly caused by prolonged standing, which leads to blood pooling in the lower extremities. In addition, the peripheral blood vessels dilate due to hot weather, resulting in inadequate blood flow to the brain and temporary fainting. It can be resolved by dissipating heat.
- **Heat Cramp:** Heat cramps occur during physical activity in hot and humid environments, leading to excessive fluid and electrolyte loss and an imbalance in electrolytes. Muscles can experience cramping-like sensations due to the electrolyte imbalance, commonly affecting the thighs, calves, arms, and abdominal muscles. Typically, replenishing fluids and electrolytes helps alleviate the symptoms.
- **Heat Exhaustion:** Heat exhaustion occurs when the body loses a significant amount of sweat without timely replenishment of fluids and electrolytes. It can result in circulatory failure, abnormal thermoregulation, and an increase in body temperature (but not exceeding 40°C). Possible symptoms include profuse sweating, weakness, dizziness, headache, nausea, vomiting, and low blood pressure. In severe cases, loss of consciousness and heat stroke can occur.
- **Heat Stroke:** Heat stroke is a severe condition where the body's thermoregulation system completely fails. Core body temperature rises above 40°C, and symptoms may include "anhidrosis" (lack of sweating), dry and reddened skin, confusion, and behavioral changes. Complications can include liver and kidney failure, pulmonary edema, disseminated intravascular coagulation (DIC), myocardial damage, rhabdomyolysis, and shock, with the potential for death. The mortality rate of heat stroke exceeds 30%, meaning that at least 30 out of 100 individuals with heat stroke will die.

## Who are the high-risk groups?

### 6 High-Risk Groups to Beware of Heat-related Injuries

- **Infants and young children:** Their temperature regulation system and sweat glands are not yet fully developed.
- **Adults aged 65 and above:** Their body's ability to regulate temperature declines, making them less sensitive to changes in external temperature. Elderly individuals with chronic conditions such as heart disease, hypertension, diabetes, or stroke need to be especially cautious.
- **Patients with chronic illnesses (such as heart disease, hypertension, diabetes, or kidney disease):** Individuals with chronic conditions have poorer heat dissipation and sweat response, making it more difficult for them to regulate and adapt to the environment.
- **Individuals taking medications:** Certain medications can impair heat dissipation, such as sympathomimetic agents, anticholinergic drugs, antihypertensive medications, antidepressants, and antipsychotic drugs.
- **Outdoor workers, athletes, or individuals working in enclosed spaces:** Direct exposure to sunlight, intense physical activity, or working in poorly ventilated environments can lead to the accumulation of heat due to the body's increased heat production, resulting in heat-related injuries.
- **Overweight individuals (BMI ≥ 24):** Subcutaneous fat hinders heat dissipation, and the higher basal metabolic rate generates more heat, making it easier for heat to accumulate in the body and cause heat stroke.

## How to prevent heat-related injuries?

The National Health Administration provides three key tips for preventing heat-related injuries: "Stay cool, stay hydrated, and stay alert."

## Stay Cool

- Wear lightweight, light-colored, loose-fitting, breathable, and UV-resistant clothing.
- Install sunshades or curtains indoors to avoid direct sunlight.
- Enhance ventilation systems, and consider installing cooling devices for high-temperature equipment.

## Stay Hydrated

- Develop a habit of drinking at least 2,000 ml of water daily. Adjust the amount based on activity level, physical condition, and climate.
- Engage in high-intensity activities or work for an extended period, which leads to significant fluid loss and electrolyte depletion. Replenish fluids with electrolytes (salt content) appropriately.
- Avoid consuming alcoholic and sugary beverages.

## Stay Alert

- Never leave infants or young children alone in closed, parked vehicles, regardless of the duration.
- Stay updated on weather forecasts issued by the meteorological bureau. Choose days with lower temperatures for outdoor activities and ensure complete sun protection measures.
- Outdoor workers, athletes, or individuals working in enclosed spaces should monitor their own physical condition and that of their colleagues.

## What Should We Do if Heat-related Injuries Occur?

When recognizing signs of heat-related injuries such as elevated body temperature, dry and hot skin, rapid heartbeat, and in severe cases, lack of sweating, headache, dizziness, nausea, vomiting, confusion, seizures, or loss of consciousness, it is essential to quickly leave the high-temperature environment and attempt to lower the body temperature. Remove clothing, use water to wipe the body, create airflow, drink cold water with a pinch of salt or electrolyte beverages, and seek medical attention promptly.



# 從財務角度來談 如何支持公司降本增效

作者：上海張江廠 / ADM / 財務總處 / 第一財務中心 / 許秉修、夏德林



三年來，疫情的持續無疑對大多數企業造成了不可避免的損失，企業的進一步發展受到阻礙。為了找到保持企業活力的突破點，越來越多的企業把視線轉向了內部，希望通過推進精細化管理來實現降本、提質、增效。要想保持長久的競爭力，企業需要降低運行成本，減少不必要的支出，並且實施科學合理的成本管控策略。與此同時，通過深入分析財務管理的各項價值指標，企業能夠找到經營管理中的薄弱環節，提出優化措施，彌補漏洞；加強成本管理，以更低的耗費獲取同等或更高的收益，進而整體提升企業效益。

因此，加強與完善企業內部管理、上下游協同，提高自身競爭力，成為了企業必需面對的課題。開源節流、降本增效是有效應對疫情影響，激活企業可持續發展內生動能的重要舉措。對環旭來說，降本增效也是公司運營發展過程中的一項關鍵任務。我們將從財務角度來淺談支援企業的降本增效工作，其主要可以通過以下幾個方面來實現：

## 財務預算和費用控制

制定合理的財務預算，並確保各部門按照預算執行。嚴格控制費用支出，審查和優化各項開支，如減少非必要開支、降低運行成本、優化供應鏈管理等。同時，制定費用控制政策，鼓勵員工節約資源，提高工作效率。

## 採購和供應鏈管理

優化採購策略和供應鏈管理，以達成更好的成本控制和效率。積極與供應商進行有效的談判，來爭取更有利的價格和條款。此外，建立供應商評估體系，分析每一家供應商的產品品質、交付能力和成本，選擇最佳供應商合作。

## 績效管理和激勵機制

建立有效的績效管理體系，將績效目標與降本增效目標相結合。設定明確的目標和指標，並與員工進行有效的溝通和回饋。同時，制定激勵機制，如獎金、提成或股權激勵，以激發員工的積極性和創造力。

## 技術和自動化應用

利用資訊技術和自動化工具提高業務流程的效率和準確性。另外，可以通過投資於適當的技術系統和軟體，如財務管理系統、供應鏈管理軟體等，以提高財務資料的準確性和處理效率，自動化重複性任務，減少人力成本和錯誤率。

環旭順應當前時代的變化，目前正在使用匯聯易平台進行費用報銷流程。電子化報銷減少了員工的報銷行為，免除了貼票動作，降低了財務審核的工作量，而無紙化的綠色環保也成為了衡量企業可持續發展的重要指標。

在新政策的正式落實前，我們也開始應用 RPA 技術來進行數電發票的開具，將重複、規範性的任務自動

化，減少人工作業和錯誤率。這項技術也可以應用到資料登錄、報告生成、資料整理和處理等工作流程中。RPA 機器人可以按照預定規則和流程執行任務，提高資料處理速度和準確性，並節省人力資源成本。相信未來企業內將會有更多的 RPA 運用，使財務人員從核算功能轉型到分析功能，利用財務的價值為企業創造更多的收益。

2022 年底，我們在蘇州廠建立了財務共用中心 (SSC)，通過標準化和優化流程實現降本增效。在確保所有部門和業務單位遵循相同的標準化流程的同時，SSC 也消除了冗餘步驟和資源浪費。SSC 可以作為中心化的服務提供者，為各方提供一致的服務品質和流程執行，避免重複勞動和資源浪費。

除此以外，RPA 技術和財務共用中心 (SSC) 的結合能夠使環旭實現業務流程的自動化和中心化管理，優化資源配置，減少人力成本和錯誤率，提高工作效率和品質，從而實現降本增效的目標。

目前，環旭在技術和自動化應用方面進行了諸多嘗試和投入，將業務與財務有機結合，使得企業的各個業務部門和財務部門可以共用和交互資料資源，提高企業對市場變化的快速反應能力；給決策者提供準確的決策資料，更精準地預測市場的變化，從而提升企業的核心競爭力。通過以上財務措施，企業的降本增效目標能夠得到有效的支援，盈利能力和競爭力也能夠得到顯著提升。



# Supporting Cost Reduction and Efficiency Improvement from a Financial Perspective

Author: Shanghai Zhangjiang Site / ADM / Finance / Finance Center I / Rogan Hsu, Delin Xia

Over the past three years, the persistent impact of the pandemic has undoubtedly resulted in inevitable losses for most businesses, hindering further development. To find breakthrough points to maintain business vitality, an increasing number of companies have shifted their focus inwards, expecting to achieve cost reduction, quality improvement, and efficiency enhancement through the promotion of refined management. To sustain long-term competitiveness, companies need to lower operating costs, reduce unnecessary expenses, and implement scientifically sound cost control strategies. Simultaneously, by conducting in-depth analysis of various financial management metrics, companies can identify weak points in their operations, propose optimization measures, and fill the gaps. Strengthening cost management allows for obtaining equivalent or higher returns with lower expenditure, thus overall enhancing corporate performance.

As a result, enhancing and perfecting internal management, coordinating upstream and downstream operations, and improving competitiveness have become essential challenges that companies must face. Cost-cutting and efficiency improvement are effective measures to cope with the pandemic's impact and activate the intrinsic driving force for sustainable development. For USI, cost reduction and efficiency improvement are also critical tasks during the course of our business operations and development. In this regard, we will discuss how to support cost reduction and efficiency improvement from a financial perspective, which can mainly be achieved through the following aspects:

## Financial Budgeting and Expense Control

Develop reasonable financial budgets and ensure that each department adheres to the budget. Strictly control expenditure, review and optimize various expenses, such as reducing non-essential spending, lowering operational costs, and optimizing supply chain management. Additionally, implement cost control policies to encourage resource-saving behavior among employees and increase work efficiency.

## Procurement and Supply Chain Management

Optimize procurement strategies and supply chain management to achieve better cost control and efficiency. Actively engage in effective negotiations with suppliers to secure more favorable prices and terms. Furthermore, establish a supplier evaluation system to analyze product quality, delivery capabilities, and costs of each supplier, selecting the best suppliers for collaboration.

## Performance Management and Incentive Mechanisms

Establish an effective performance management system that aligns performance goals with cost reduction and efficiency improvement objectives. Set clear targets and metrics and engage in effective communication and feedback with employees. Also, implement incentive mechanisms such as bonuses, commissions, or equity incentives to motivate employees' proactiveness and creativity.

## Technological and Automation Applications

Leverage information technology and automation tools to enhance the efficiency and accuracy of business processes. Additionally, investing in appropriate technology systems and software, such as financial management systems and supply chain management software, can improve the accuracy and processing efficiency of financial data, automate repetitive tasks, reduce labor costs, and error rates.

USI is adapting to the changes of the current era and is currently using the Huilianyi for expense reimbursement processes. Electronic expense reimbursement reduces employees' manual processes, eliminates the need for physical receipts, and reduces the workload of financial auditing. Additionally, the shift towards paperless processes contributes to environmental sustainability and has become a crucial indicator of measuring the company's commitment to sustainable development. Before the formal implementation of new policies, we also started applying Robotic Process Automation (RPA) technology for issuing digital invoices, automating repetitive and rule-based tasks, reducing manual work, and error rates. This technology can be

extended to data entry, report generation, data organization, and other workflow tasks. RPA robots can execute tasks according to predefined rules and processes, improving data processing speed and accuracy while saving on human resource costs. We believe that in the future, there will be more extensive application of RPA within the organization, allowing financial personnel to transition from accounting functions to analytical functions, utilizing the value of finance to generate more revenue for the company.

At the end of 2022, we established a Shared Service Center (SSC) at our Suzhou Site to achieve cost reduction and efficiency improvement through standardization and process optimization. By ensuring that all departments and business units follow the same standardized processes, the SSC eliminates redundant steps and resource waste. As a centralized service provider, the SSC offers consistent service quality and process execution for all stakeholders, avoiding duplicate efforts and resource waste.

Furthermore, the integration of RPA technology and the Shared Service Center (SSC) enables USI to achieve process automation and centralized management, optimizing resource allocation, reducing labor costs and error rates, and improving work efficiency and quality, thereby achieving the goal of cost reduction and efficiency improvement.

Currently, USI has made various attempts and investments in technological and automation applications, integrating business operations with finance, enabling various departments and the finance department to share and interact with data resources, enhancing the company's ability to respond rapidly to market changes. It provides decision-makers with accurate decision-making data for more precise market predictions, thereby enhancing the company's core competitiveness. Through these financial measures, the company's cost reduction and efficiency improvement goals can receive effective support, and its profitability and competitiveness can be significantly enhanced.





# 英語簡報時好用的用語

## Useful Phrases

### for Presentation in English

作者：巨匠美語 / 陳穎蓓  
Author: Gjun Inc. / Sunnie Chen

對於非母語人士來說，用英文做簡報是一個很大的挑戰。只要事先做好準備，加上明確清晰的句型結構引導，用英文一樣能讓聽眾能夠毫不費力跟著你的邏輯思考。

For non-native speakers, giving a presentation in English can be challenging. However, with proper preparation and clear and concise sentence structures, it is still possible to effortlessly guide the audience to think through your logic in English.

#### 簡報開場 Getting started

##### 歡迎大家及自我介紹 Greeting and Introducing Yourself

簡單的方式如下：  
Here are some easy ways to make a start.

- Good morning/afternoon, everyone. Welcome to my presentation today. My name is Anna. I work for ABC overseas study center. I work in the marketing department.

各位早安/午安，歡迎大家參與今日的簡報。我是ABC留學公司行銷部的Anna。

- Let me thank you all for coming today.  
感謝各位今天出席我們的簡報。
- Let me start by saying a few words about my background.  
請讓我先簡單自我介紹。

#### 介紹簡報主旨 Introducing the Subject

簡單的方式如下：  
Here are some easy ways to make a start.

- Today I am going to talk about the development of the overseas online study programs after the breakout of Covid-19.  
今天我們的主題是關於新冠病毒爆發後，海外線上課程的發展。
- I am going to say something about the new product and last month's sales figures.  
我們來看看公司的新產品和上個月的銷售數字。
- This presentation is designed to act as a springboard\* for group discussion.  
我將以今天的簡報內容開啟後續的分組討論。

#### 描述簡報架構 Describing the Plan

概述簡報重點時可套用的公式：  
You can use the sentences below to brief your audience on your presentation.

In my presentation, I'll focus on three major issues.

First, to begin with,	I would like to look at	the pie chart on the screen.
Second/Next/After that,	I'll move on to/ turn to	the new model of the selling.
Last, Finally,	I will say something about	the new policy which is in effect next month.

- As you can see on the screen, there are three major sections I would like to talk about. First, I would like to look at our new product. Second, I'll move on to the result of the customer survey. Finally, I'll say something about the solutions to the problems on the survey.
- 如螢幕上所示，今天有三個主要部分要跟大家討論。首先，我將對新產品進行說明。接著，我將回報顧客問卷內容，並在最後針對顧客的問題提出解決方案。

What is a springboard?

Springboard 原指的是跳水用的跳板，另外有個意思是 something helps you to start with something. (開啟、開端的意思)。更多用法如下：

The term "springboard" originally refers to a diving board used in diving. Another meaning of the word is "something that helps you start with something." Similar expressions are as shown below:

- The news will work as a springboard for class discussion.  
我們先來看這則新聞再開始進行討論。
- The new project will act as a springboard for more contracts.  
這項新的企劃只是一個開始，後續會有更多的合約。



聽眾提問

Talking about Questions

進入簡報主題之前，先告訴聽眾有問題應該什麼時候發問，可以讓流程更順暢！

Before diving into the main part of the presentation, it's helpful to inform the audience when they can ask questions. This allows a smoother flow of the presentation.

聽眾有問題直接提問時，我們可以說：

If listeners have questions during the presentation, we can say:

- If you have any questions, please feel free to stop me while I'm talking.

如果有任何問題可以隨時打斷我沒有關係。

希望聽眾把問題留在最後發問，我們可以說：

If we hope the audience will save their questions for the end, we can say:

- I will be happy to answer them at the end.

我很樂意在簡報後跟各位解答。

- There will be a Q&A session in the end.

最後會有Q&A時間讓大家發問。

進入主題

The Main Part

簡報中常見圖表分別為圓餅圖，折線圖及條狀圖，以下是常見的圖表及說法：

In presentations, common types of charts include pie charts, line charts, and bar charts. Here are some examples.

圓餅圖

Pie Chart

- See the pie chart at right for percentage breakdowns.

請見右表圓餅圖中的百分比分類表。

折線圖

Line Graph

- In the line graph, the sales of A company dropped quickly between 2020 and 2023

在這張線性圖中，我們可以看到A公司的銷售在2020年間到2023年間快速下降。

長條圖

Bar Chart

- In the bar chart, A product changes most in the first quarter.

在長條圖中，A產品在第一季的表現改變最大。

除了這三種圖之外其實還有很多圖表可以做使用，其他不同功能圖表如下：

Here are some other types of charts with their respective functions:

Flow chart 流程圖	Pyramid Diagram 金字塔圖
Table 表格	Organization chart 組織圖

數據分析說明

Analysis and Explanations

在圓餅圖中，表達數據常用 segment/slice 來表示比例區塊，例如：

In a pie chart, a slice or a segment is commonly used to represent the proportions of the data.

- The red slice has just less than half of the votes.

紅色區塊拿到大約接近一半的票數。

- The yellow slice is in second, with about a third of the votes.

黃色區塊第二，大約是三分之一。

在折線圖及在長條圖中，經常表示一段時間的數據或走勢，例如：

The line charts and bar charts are used to shown the data or the trends over a period of time.

- The bar graph shows sales of Samsung phones from January to June last year.

這張長條圖顯示去年一月到六月間三星手機的銷售狀況。

在圖表中做比較時如以下例句：

When comparing in the chart, as in the following example sentences:

- Both Team A and Team B are going down, but Team B has a greater change.

A組和B組表現皆為下跌，但B組下跌更明顯。

- The sales online make steady gains even though the sales in shops declines slightly.

雖然門市銷售呈現些微的下降，但線上銷售穩定成長。

除了以上常見的句型之外，說明圖表數據時，有很多好用的動詞，經常在說明細節時使用：

In addition to the common sentence structures mentioned above, there are several useful verbs frequently used to provide more precise and informative explanations of the data in the chart. Here are some examples:

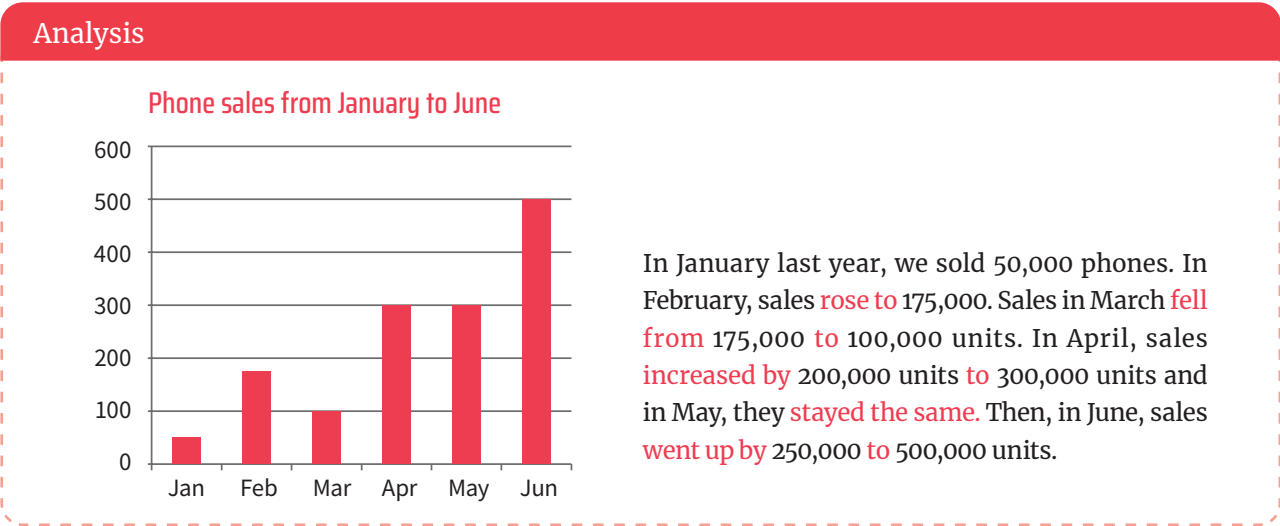
- 上升/成長: Rise/go up/increase/grow/ascend/make a steady gain
- 持平/不變: Stay the same
- 下降/減少/衰退: Fall/go down/decrease/drop/decline



常與以上動詞搭配的程度副詞：  
Here are some common adverbs of degree that can be paired with the verbs mentioned above:

- quickly / rapidly 迅速的
- slowly 緩慢的 / gradually 逐漸的
- sharply / suddenly / significantly 急遽的 / 突然的 / 大幅的
- slightly / steadily / constantly 輕微的 / 穩定的 / 持續的

- 用法如下：
- Here are some examples:
- This graph clearly shows that our income has increased significantly.  
這張圖表中很清楚看到我們的收入大幅增加。
  - The price of gasoline has been sharply decrease  
石油價格一直急遽下滑。
  - We project a gradual rise in sales in the coming months.  
我們認為在接下來幾個月，銷售量會逐漸增加。



- 以上數據說明，要注意特別介係詞**from...to**與**by...to**的不同，**from**指的是起點，**by**指的是增加或減少的數量：
- The above data analysis explains the distinction between the prepositions "from...to" and "by...to". "From" indicates the starting point, while "by" signifies the amount of increase or decrease.
- Sales in March fell from 175,000 to 100,000 units.  
三月銷售額從175,000掉到100,000。
  - In April, sales increased by 200,000 units to 300,000 units.  
四月的銷售額增加了200,000來到300,000。

### 英文簡報結尾

#### Ending

- To sum up, here is a quick recap\* of the main points of this section.  
總結來說，這裡快速回顧這部分的重點。

### 請聽眾提問

#### Questions

- If you have any questions, I will be happy to answer them now.  
如果有任何問題，我現在可以回答。

- 確認問題
- Confirm the Question
- I'm sorry, but I didn't follow your question.  
抱歉，我不太了解你的問題。

- 回覆問題
- Answer the Question
- Thank you for asking that question.  
感謝你提出這個問題。
  - Does that answer your question?  
這個答案有回答你的問題嗎？

- 無法立刻回覆時
- When You Are Unable to Reply Immediately
- I'm sorry, but I can't give you that information.  
我很抱歉，但我無法提供您這個資訊。
  - Can I check and get back to you?  
我可以確認後回覆您嗎？

英文簡報不是一場語文能力競賽，重要的不是華麗的辭藻，而是邏輯清晰，用字簡單易懂。只要把握好簡報流程，避免重複使用單字，多多練習表達的流暢度，加上排版良好的簡報，英文簡報其實一點都不難！

An English presentation is not a language proficiency competition. The key to a successful presentation is not to use fancy vocabulary, but to have clear logic along with simple and understandable words. As long as you stay on top of the presentation flow, avoid repetitive words, practice fluency, and create well-organized slides, giving an English presentation is actually not difficult at all!

recap (n./v.) 重述要點，回顧

- I would like to summarize briefly what we have looked at.  
我想要簡單總結剛剛我們看的簡報。



# I3C 簡介（下）

作者：上海張江廠 / MCS / SAI / 劉光明

上一期我們介紹了 I3C 的一些優勢和基本的流程框架結構，接下來我們瀏覽一下 I3C 所具備的一些特徵，在實際的設計開發中，這些 I3C 特點能夠給我們提供更多的設計思路。

現在讓我們深入瞭解一下它的一些特徵：

## 只需要兩條信號線

兩根信號線分別是 SDA(Serial Data) 和 SCL(Serial Clock)。SDA 是開漏加上拉設計，也可以轉換成推挽模式，SCL 是推挽輸出不支援 I2C 協定的時鐘延展。推挽模式為 I3C 的高速資料傳輸奠定了基礎。

## 支持帶內中斷

設備可以主動觸發中斷，在需要時設備通過拉低 SDA 信號線，然後等待控制器拉低 SCL 信號線來啟動，設備把自身的位址資訊發給主控制器，如果此時同時有多個設備發起中斷，那麼按照位址越低優先順序越高的原則，進行仲裁和控制器的處理完成帶內中斷的流程，無需增加外部中斷 IO 信號來實現。

## 帶內復位

I3C 不需要額外的復位信號線，通過復位時序觸發復位。直接通過 RSTACT 通用命令碼實現帶內廣播復位或者針對特定的設備復位。通過定義的 RSTACT 字節數據來實現不同等級的復位動作，這一點比其他通用總線內容豐富的多。

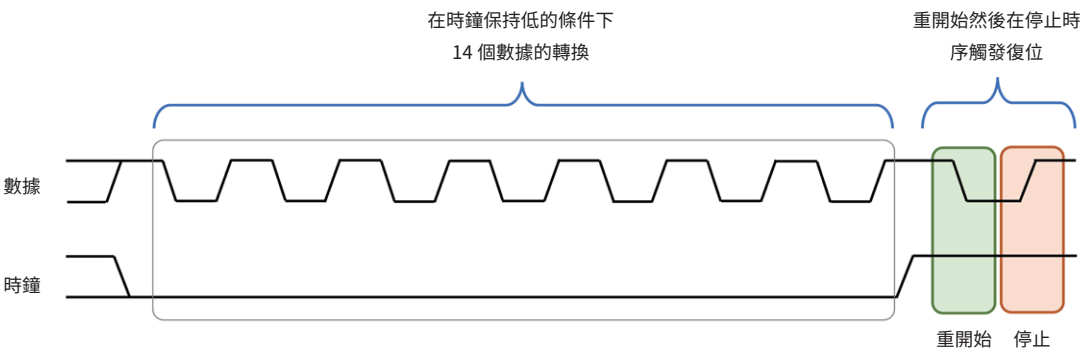


Fig 1 I3C 復位時序

## 支持高速傳輸

I3C 具有多種通訊模式。默認模式 SDR，這個跟 I2C 最接近，其次是 HDR，在 HDR 中又分為 HDR-DDR、HDR-TSP、HRD-TSL 和 HDR-BT。I3C 提供的典型數據傳輸率是 10Mbps，在 HDR 的單通道模式下超過 30Mbpsd 的性能，在四通道下最大速率可達到接近 100Mbps，如 Fig 2 所示。

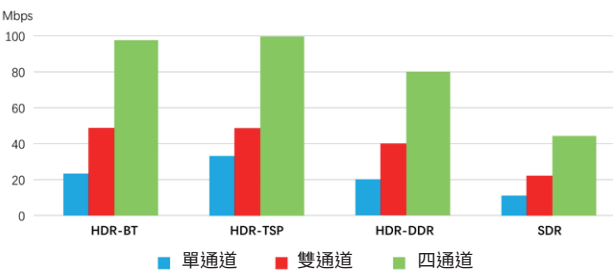


Fig 2 多通道數據傳輸

相較於 I2C 的傳輸速率，I3C 在 SDR 模式下有 11 倍的增速，在 HDR-TSP 的模式下有 33 倍的增速。Fig 3 是基於 1KB 有效數據傳輸所花費的時間，其中 I3C 都在單通道模式的條件。

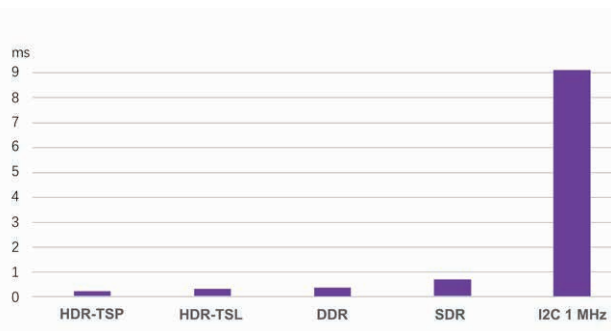


Fig 3 1KB 數據傳輸速率比較

## 支持熱插入

熱插入主要針對兩種情況：

- 已經存在總線上但由於未用到而關閉電源的設備，重新上線。
- 以前未出現在總線上，物理上新插入的設備。

這些設備都可以利用預留位址 7'h02 的寫模式發起帶內中斷獲得控制器的初始化後加入總線系統。

## 優良的能耗表現

儘管數據傳輸速率提高了，但是相比於 I2C 的能量消耗，I3C 具有優異的能效比，如下是基於 1KB 數據 I3C 各個模式跟 I2C 能量消耗的比對。與 I2C 相比 SDR 模式有 4.3 倍的能量降低，而 HDR-TSP 模式下有將近 18 倍的能量節省。

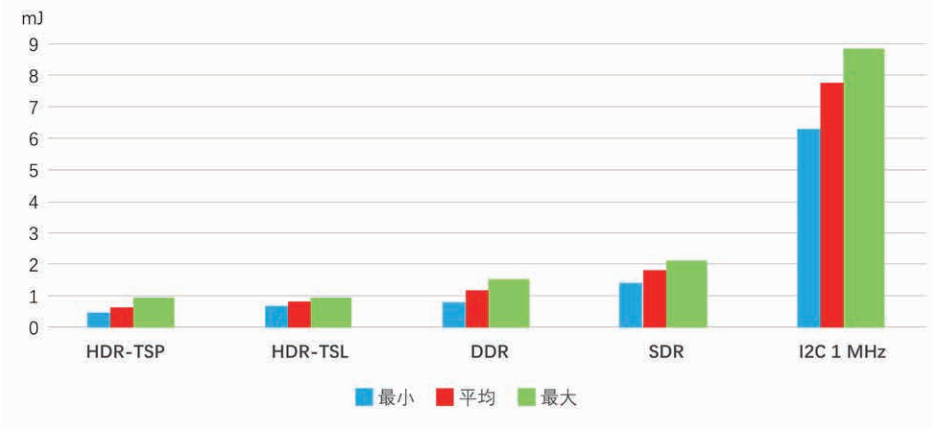


Fig 4 I3C 和 I2C 每 1KB 有效數據耗能



系統電源管理

I3C 提供了一種機制，控制器可以通知設備接下來期望的狀態。I3C 定義了四種狀態，可以對外廣播也可以針對特定的設備專門發送。設備在收到這些命令後可以調整自身的設置已實現節約電量。

Table 1 活動狀態

活動狀態	活動間隔	通用命令代碼
0	1 微秒	ENTAS0
1	100 微秒	ENTAS1
2	2 毫秒	ENTAS2
3	50 毫秒	ENTAS3

通過熱插入的機制，設備可以在不需要的情況下暫時關閉供電，後續通過熱插入機制回歸系統中。此外 I3C 設備還可以進入睡眠模式已實現電源管理的目的。

動態地址分配

在設備的初始化過程中，每一個 I3C 的設備都會獲得一個獨一無二的動態地址用於作為在 I3C 網路中的標識。系統通過 48 位預分配的 ID、BCR 和 DCR 的整合得到最終的優先順序，然後按順序完成動態地址分配。

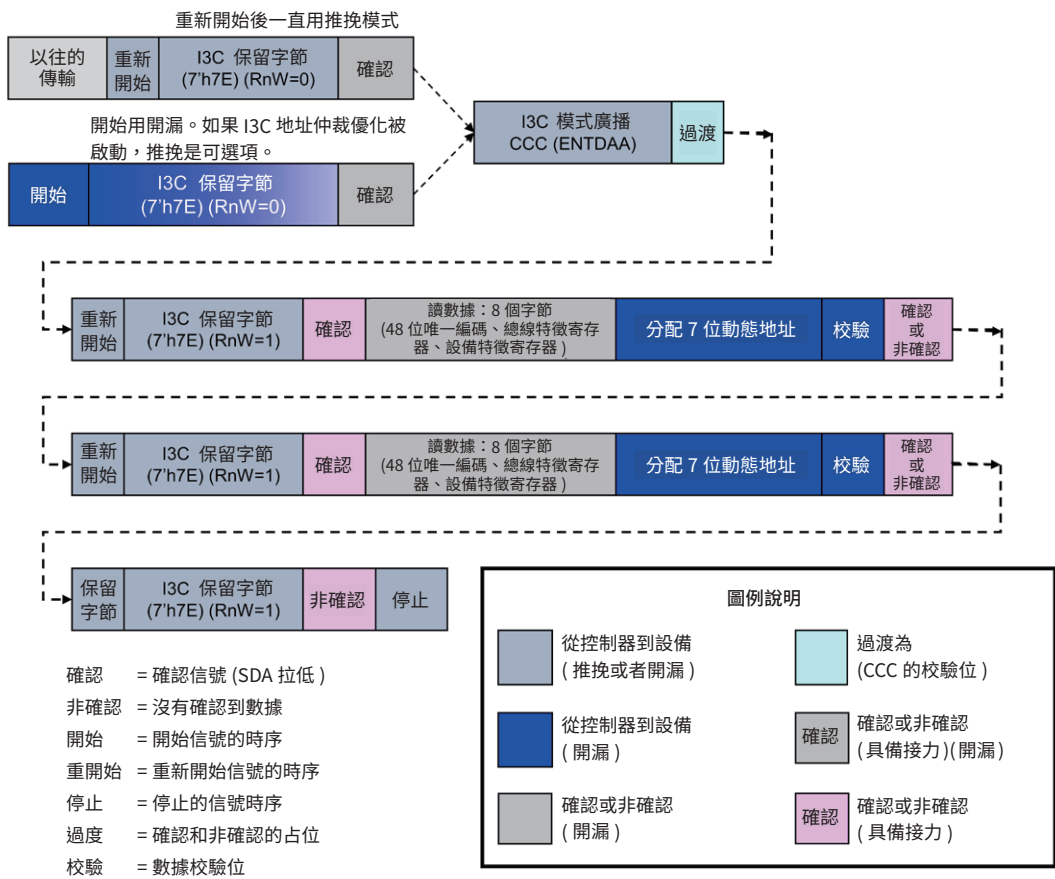


Fig 5 動態地址分配

支援群組地址

根據不同的功能和目的，設備可以被劃分成不同的群組，I3C 可以為這個群組分配一個統一的地址，這樣主控制器一次性可以群發消息給群組內的所有設備。這個群組位址會跟設備自身擁有的唯一的動態地址一起存儲。同一個設備可能會有多个不同的群，從而有多個不同的群組地址。此外需要注意的是不能用群組地址發起中斷。

支援多主機系統

I3C 總線可以有多个主機設備，但是同一時刻總線上只能有一個具有主機功能的控制器，也就是 I3C 定義的活動控制器和次控制器的區別。控制器的控制權限可以通過接力（hand-off）的工作機制由活動控制器轉移控制器權限給特定的線上次控制器，或者活動控制器在接收到次控制器的許可權申請的時候來決定是否做權限轉移，這樣活動控制器權限就可以在線上的控制器之間傳遞。

支持多通道數據傳輸

I3C 為了有利於一些應用如攝像模組、慣性測量等，支持多通道的數據傳輸模式。目前的 I3C 支持單通道、雙通道和四通道這幾種配置。數據在系統總線傳輸之前，控制器會通過 MLANE CCC 來配置和使能多通道模式。默認配置是單通道，所以 MLANE 的預設值是 0x00。

Table 2 多通道配置

額外通道數量	通道配置	描述	多通道？	數據線	總線數	支援的信號線				
						時鐘	數據 [0]	數據 [1]	數據 [2]	數據 [3]
0	單通道	普通雙線	否	1	2	√	√	-	-	-
1	雙通道	多通道	是	2	3	√	√	√	-	-
3	四通道		是	4	5	√	√	√	√	√
2,4 到 7	預留給將來 MIPI 定義									

相容 I2C

I3C 可以相容 I2C，支持 I2C 的 Fast-Mode (400KHz) 或者 Fast-Mode+ (1MHz)，但是需要設備支援 50ns 尖峰過濾，這樣 I2C 和 I3C 的設備可以共同存在 I3C 的系統網路中。

正因為 I3C 的諸多優點，現在越來越多被應用到各個領域。隨著時間的推移，相信會有越來越多的 I3C 接口出現我們的產品和設計開發中。



# The Introduction of I3C Episode 2

Author: Shanghai Zhangjiang Site / MCS / SAI / Homer Liu

In the previous issue, we introduced some advantages and the basic framework structure of I3C. Now, let's take a look at some features of I3C. In practical design and development, these characteristics of I3C can provide us with more design ideas and insights.

Now let's dive into some of its cool features.

## Two Signal Lines

Two signals, SDA and SCL are adopted. SDA supports both open-drain and push-pull mode. SCL supports push-pull (avoid power absorption and slow rise-time like I2C), does not support the ability of slaves to stretch the clock. Push-pull mode achieves I3C high data rate.

## In-Band Interrupt

Slave can spontaneously initiate an interrupt. The in-band function allows I3C slave to initiate a START transaction whenever they deem it necessary, so as to send its address to master. If more than one slave tries to access the bus simultaneously, an arbitration will be triggered by the means of the higher priority, the lower address. No extra interrupt GPIO is required during the procedure.

## In-Band Reset

Unlike I2C, I3C does not need an extra reset IO to achieve the bus reset. I3C can realize the bus reset by using command code RSTACT. Master can reset one or more selected targets and avoid resetting any others. Abundant reset levels can achieve different resets ranging from resetting only the I3C peripheral to resetting the whole target device.

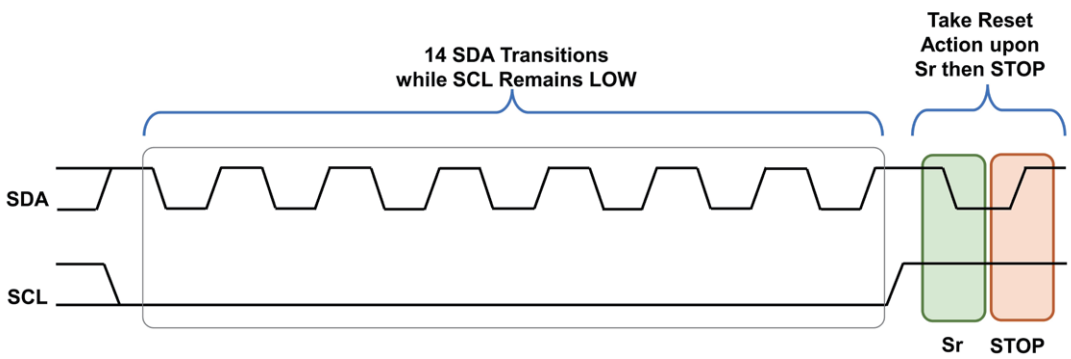


Fig 1 I3C Reset Pattern

## High Data Rate Transmission

The I3C provides the user with various communication modes. SDR (Single Data Rate) is a default mode compatible with the exchange of messages of the legacy I2C interface. HDR (High Data Rate) includes several message exchange modes that are not compatible with I2C. HDR has HDR-DDR, HDR-TSP, HDR-TSL and HDR-BT. The typical data rate of I3C is 10Mbps. But the data rate will be up to 30Mbps in HDR with single lane. If the HDR enables four lanes, the data rate can be up to 100Mbps. The following picture, Fig 2 is an illustration of data rates.

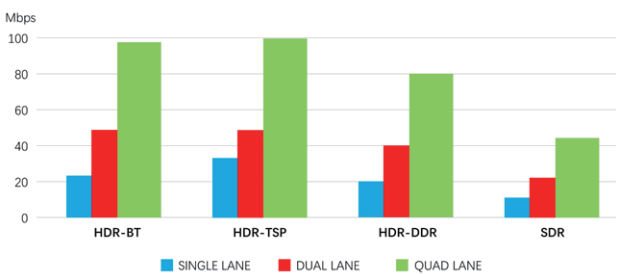


Fig 2 Multi-lanes Data Rate

In contrast with I2C transfer rate, I3C in SDR mode is about 11 times faster than I2C. In HDR-TSP mode, I3C can even be up to about 33 times faster speed than I2C. The following figure, Fig 3 shows the transfer time comparison based on effective 1KB data. In addition, I3C is using single lane to transfer data in the following comparison.

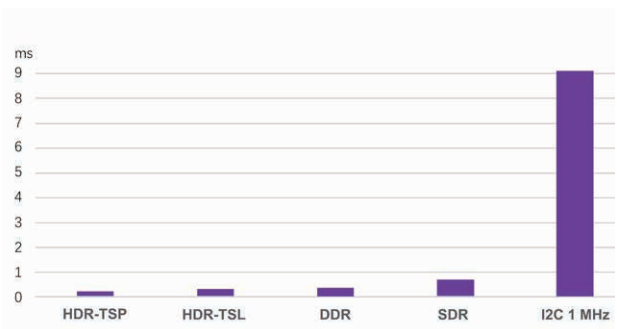


Fig 3 1KB Data Transfer Rate Comparison

## Hot-Join

Thanks to hot-join feature, the following scenarios can be easily realized.

- Inactive device on the bus returns active
- Physically inserted device after I3C bus has already been configured

These target devices can use the reserved address, 7'h02 to initiate the in-band interrupt, so as to complete the hot-join.

## Excellent Power Consumption

Although data rate is enhanced, I3C interface is more energy-efficient than I2C, even in the compatible I2C mode. Figure 4 shows the amount of Energy (mJ) consumed for an effective single lane of 1kB data. In contrast with I2C, I3C SDR mode can save 4.3 times energy, I3C HDR-TSP mode save up to 18 times.

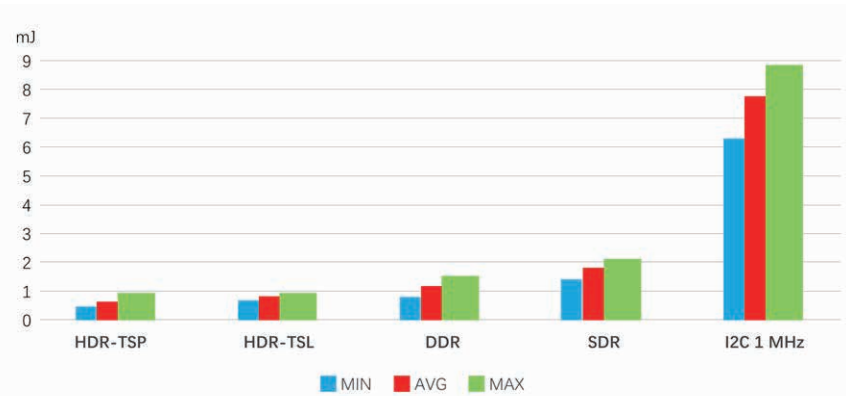


Fig 4 I3C vs. I2C Energy per 1KB Effective Data



System Power Management

I3C provides a mechanism for master to inform slave what behavior is expected subsequently. I3C defines 4 states. States have both a broadcast version and a directed version. Target device can use received activity state hint to adjust internal setting, which can realize the power saving.

Table 1 Activity States

Activity State	Activity Interval	CCC
0	1μs	ENTAS0
1	100μs	ENTAS1
2	2ms	ENTAS2
3	50ms	ENTAS3

Another way, by using hot-join method, target device can be shut down when it is not required for a while. Moreover, I3C target device can also enter sleep modes to achieve power saving.

Dynamic Address Assignment

In the process of initialization, each I3C target device will get a unique dynamic address. In system, master uses concatenated 48bit Provisioned ID, BCR and DCR to set priority and complete the address assignment in order.

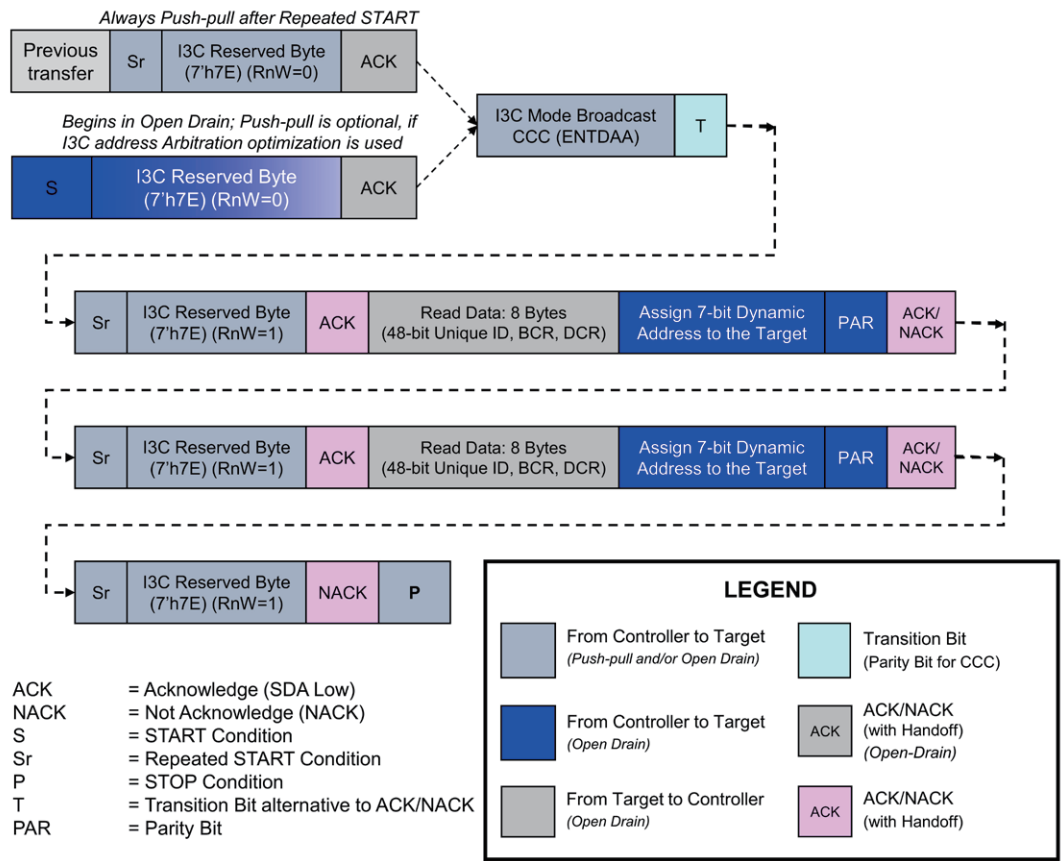


Fig 5 Dynamic Address Assignment

Grouped Addressing

According to different function and purpose, target device can be divided into different groups. I3C can assign an address to the group. So master can broadcast messages to the group. Target device will store the group address together with its dynamic address. By the way, same device can have many different group addresses. But interrupt cannot use group address to initiate.

Multiple Master

I3C bus support multiple masters, but only one master is active on line at the same time. So there is active master and secondary master definition. The controller role can be transferred by using hand-off procedure. Either one controller-capable device can directly the flow of passing the role back and forth, or else secondary controller can request the controller role from the active controller.

Multi-Lane Communication

I3C can support multi-Lane mode. It will benefit to some applications, such as camera module using quad lanes, IMU using dual lanes and so on. At present, I3C provides single lane, dual lane, and quad lane configurations. Before data transfer, controller uses MLANE CCC to configure the multi-Lane mode. The default configuration is single lane mode, so the MLANE value is 0x00 by default.

Table 2 Multi-lane Configuration

Number of Additional Data Wires	Lane Configuration	Description	Multi-lane?	Data Wires	Data Wires	Wires Supported				
						SCL	SDA[0]	SDA[1]	SDA[2]	SDA[3]
0	Single	Ordinary 2-wire I3C	N	1	2	√	√	-	-	-
1	Dual	Multi-lane Data Transfer	Y	2	3	√	√	√	-	-
3	Quad		Y	4	5	√	√	√	√	√
2, 4 through 7	Reserved for future definition by MIPI Alliance									

Backward Compatible with I2C

I3C supports both I2C Fast-Mode (400KHz) and Fast-Mode+(1MHz). The target device must support the true 50ns spike filter, so as that I2C device and I3C device can present on same I3C bus.

Just as those merits above, more and more applications are emerging in different fields. As time goes by, more and more I3C designs will also appear in our product.



# 環旭電子新聞集錦

## USI News

環旭電子以卓越的模組化設計實力為智慧駕駛座艙系統帶來革新  
USI Empowers Smart Cockpit System Innovation with Excellent Modular Design Capability



(2023-07-19 上海) 隨著電動車和先進駕駛輔助系統的蓬勃發展，汽車行業正處於迅速發展的智慧駕駛時代。為了提升操控性能和乘坐體驗，眾多車廠紛紛積極導入嶄新的電子裝置和技術，並致力於實現更先進的駕駛座艙系統。在這一蓬勃發展的領域中，環旭電子（上海證券交易所股票代碼：601231）現正與多家車用 SoC 方案原廠（TP）攜手合作，憑藉多年深耕 SiP/SoM 模組將車用運算模組（Automotive Compute SiP/SoM Module）進一步微縮，同時確保 DDR 最高運算速度，從而協助品牌車廠及 Tier1 加速智慧駕駛座艙系統的開發。



(2023-07-19, Shanghai) With the booming development of electric vehicles and advanced driver-assistance systems, the automotive industry is entering a rapidly evolving era of smart driving. To enhance performance and passenger experience, numerous automakers are actively incorporating cutting-edge electronic devices and technologies, striving to achieve more advanced driver's cockpit systems. In this flourishing field, USI (SSE: 601231) is collaborating with multiple automotive SoC solution providers (TP) to accelerate the development of smart cockpit systems by leveraging its years of expertise in System-in-Package (SiP) and System-on-Module (SoM) modules, effectively reducing the size of automotive compute modules while ensuring the highest operational speed of DDR.

環旭電子榮獲中國企業標普全球 ESG 評分  
最佳 1% 及行業最佳進步企業的殊榮  
USI Recognized as Industry Top 1% &  
Industry Mover in the Inaugural S&P Global  
Sustainability Yearbook (China) 2023



(2023-06-30 上海) 國際評級機構標普全球（S&P Global）於 2023 年 6 月 28 日在上海舉辦了一場「創造優勢，把握永續發展機遇——標普全球 Sustainable1 永續研討會暨《永續年鑑（中國版）2023》發佈」活動。在電子設備、儀器與零組件產業類組（Electronic Equipment, Instruments & Components）中，環旭電子以總分 80 分的優異表現獲得了「中國企業標普全球 ESG 評分最佳 1%」和「行業最佳進步企業」的榮譽，成為該產業類組中得分最高的企業。此前，環旭電子已在 2023 年 2 月入選了 S&P Global 的《永續年鑑》全球版本，充分證明公司在同產業中的永續發展優勢。



(2023-06-30, Shanghai) On June 28, USI was awarded Industry Top 1% and Industry Mover in the inaugural launch of the Sustainability Yearbook (China) 2023 event Creating Advantages, Seizing Sustainable Development Opportunities – S&P Global Sustainable1 Sustainability Seminar. With a ESG score of 80 in the Electronic Equipment, Instruments & Components industry group, USI has also been included in the S&P Global Sustainability Yearbook 2023, released in February, fully distinguishing our sustainable development among industry peers.



環旭電子波蘭廠擴建舉行第二個工廠動土  
儀式，擴展製造能力  
USI Expands Manufacturing Capabilities with  
Groundbreaking Ceremony for the Second  
Factory in Poland



(2023-06-21 上海) 環旭電子（證券代碼 601231）作為全球電子設計製造和 SiP 製造公司，於 6 月 20 日在波蘭舉行了第二個工廠的奠基典禮，為公司全球發展的另一個重要的里程碑。出席典禮的嘉賓包括波蘭工業發展局、Kobierzyce 市長辦公室、波蘭投資貿易局、博世、Demant、DIEHL Metering、霍尼韋爾、LSEV Poland、ERBUD、JP Weber、2MPM 和 Industrias Alegre Poland 等，典禮在 Kobierzyce 市舉行，象徵著公司在歐洲市場需求的不斷增長。



(2023-06-21, Shanghai) On 20th June, USI (SSE 601231), a leading electronic and SiP manufacturing company, marked a significant milestone with the groundbreaking ceremony for its second factory in Poland. The ceremony, attended by Agencja Rozwoju Przemysłu, Kobierzyce Mayor Office, Polish Investment and Trade Agency (PAIH), BOSCH, Demant, DIEHL Metering, Honeywell, LSEV Poland, ERBUD, JP Weber, 2MPM and Industrias Alegre Poland, took place in Kobierzyce and symbolizes the increasing demand of the European market for the company.



# 飛旭電子 新聞集錦

## Asteelflash News

整理編輯：Asteelflash Bedford 廠 / Sales / Urszula Bismark-Pettit  
Consolidated by: Asteelflash Bedford Site / Sales / Urszula Bismark-Pettit



### 執行副總裁訪問 Bedford 廠 Executive Vice Presidents Visited Bedford Site

7 月 21 日，我們很榮幸見到 Asteelflash 的執行副總裁 Felix Timmermann 和 Nicolas Denis。他們兩位訪問了 Bedford 廠，向我們介紹了 Asteelflash 的最新戰略和發展方向。Felix 和 Nicolas 所關注的不僅僅是公司，還有員工們的狀況。他們不但鼓勵和激勵員工，也提供我們有關企業發展的詳盡資訊。感謝兩位主管傳達的最新資訊，我們期待能夠很快再次見到你們！



On 21 July, we had the pleasure to meet and greet the Executive Vice Presidents of Asteelflash, Felix Timmermann and Nicolas Denis. They visited our Bedford site to deliver an update on the Asteelflash strategy and what direction the company is going towards. Felix and Nicolas focused on more than just the company, but on people. They not only encouraged and motivated us but also provided well-detailed information concerning the growth of the business. Thank you for keeping us updated and we look forward to seeing you again soon!

### 與 Bedford 廠管理團隊 Say Hi! Meet Bedford Management Team

這次我們向大家介紹 Bedford 廠的管理團隊。前排左起為人力資源經理 Caroline Harvey、廠總經理 Andrew Buss 和財務總監 Christine Warwick。

This time we would like to introduce our management team in Bedford Site to everyone. Front row from the left is HR Manager Caroline Harvey, Managing Director Andrew Buss and Financial Controller Christine Warwick.



後排左起為生產經理 Paul Gray、物流經理 Hanna Dobbek、工程經理 John Cardi、品質經理 Helen Huckle 和專案管理主管 Nick Jones。

Back row from the left is Production Manager Paul Gray, Logistics Manager Hanna Dobbek, Engineering Manager John Cardi, Quality Manager Helen Huckle and Head of Program Management Nick Jones.

所有的主管不僅能有效領導他們各自的團隊，還能夠為專案任務提供支援和清晰的指導。每位主管都獨具特色，擁有各種不同且與他們所負責的部門專業相匹配的能力。偷偷分享一個小秘密，其中一位主管有時候可能會有點脾氣，而另一位主管則經常開開小玩笑。雖然各位主管各有各的個性，但在追求共同目標方面，他們的價值觀可是驚人地相似！

All managers don't only lead their teams well but offer support and provide clarity for project tasks and so on. Each manager is unique and possess diverse capabilities which are matching the department they manage. Let me share a little secret with you all, one manager may be grumpy sometimes, and the other manager often cracks joke. Although they each have their own differences, they are remarkably similar when it comes to sharing common goals!



法國飛旭集團 Lorraine 廠總經理

# Florent Belvaux

## 打造良好有效溝通 致力自我實現

採訪編輯：總經理室 / 行銷企劃部



Asteelflash Lorraine 廠位於法國大東部大區佛日省，在智能家居、智能建築設備以及醫療和工業電子方面具有豐富的經驗。身為 Lorraine 廠的總經理，Florent Belvaux 先生非常認同這裡的一切，本期他將和我們分享他的洞察。現在就讓我們來一探究竟他的經歷！

### Q1. 請簡單介紹一下您自己。

在完成工業管理的學位後，我以管理主管的身份開始了我的個人職涯，我的首個任務是在惠普公司分包的共同包裝單位建立關鍵績效指標。任務完成後，我想承擔能讓我實踐自身經驗的營運職務。起初，我在馬賽擔任物流平台總監，接著在香水業擔任噴霧閥製造部門與加工部門的生產總監，2007 年我加入 Asteel，擔任 Lorraine 廠總經理（那時 Flash 還沒加入）。

就我個人而言，我樂於陪伴我的四個孩子一起做各式各樣的活動跟學習，或是對長女的工作提供一些協助與建議。週末的休閒時光則保留給我鍾愛的舊車翻新。



### Q2. 您在 Asteelflash 工作了 15 年以上，是什麼原因促使您留在 Asteelflash 呢？

Lorraine 廠是 Gilles Benhamou 先生創建飛旭集團時最初的 3 個廠區之一。自 2007 年入職至今，我得以參與 Asteelflash 的發展以及和 USI 合作的機會，令人印象深刻。我的團隊夥伴們在同一個單位工作了數年甚至數十年，他們是忠誠的合作對象，透過夥伴們的能力及敬業度，讓我得以平穩地執行 Lorraine 廠可持續性發展的使命，對於能為他們提供就業機會並且擁有共同的價值觀與目標，帶給我滿足感。此外，迷人的佛日省也對我的家人發展助益良多，現在我們全家人就紮根在這片壯麗的環境中。

### Q3. 請告訴我們您理想的工作環境，您會給 Lorraine 廠幾分？

在我的專業經歷中，我總是選擇以人性化的方式在生產現場工作，確保我可以了解每一位合作者，並建立一個友善的工作環境，從而建立牢固和持久的專業關係。佛日省可說是一個讓我看著四個孩子健康均衡成長的理想環境，這裡有未受破壞的大自然，融合優質的教育與文化基礎設施，以及可見的強大社區精神

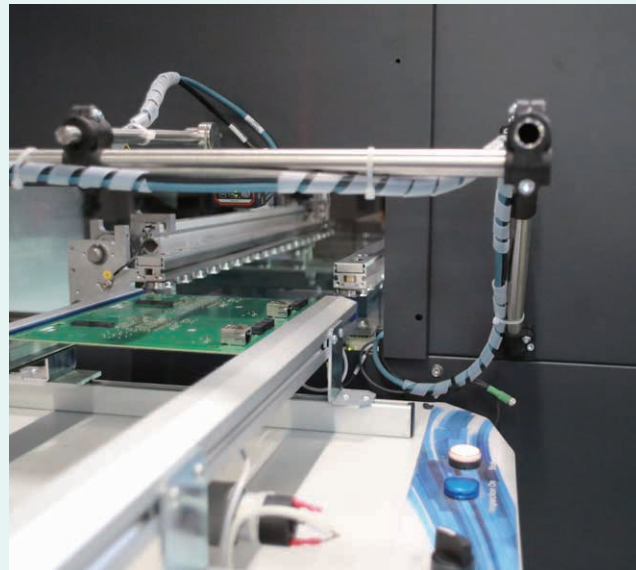
體現在每個人日常生活中。2007 年至今，對這個能讓我將充實的個人生活與職業生活完美結合的廠區，我給予 10/10 的滿分評價。

### Q4. 請分享一個您曾經在專案或運營中必須做出困難決策的時刻。您是如何處理這個情況？

針對重大議題做出決策已是常態性且為日常生活的一部分。要想當機立斷、做出決定，首先必須收集所有可將情況事實化的數據，進行量化、評估延遲和潛在影響以確定議題的重要性，之後再以團隊模式來處理問題。每個領域的專家都會幫忙構建數據，以便我們可以對其進行分析並做出正確的決策。

以最近一個案子為例，我們的客戶施耐德 (Schneider) 在接到中國客戶訂單後提出了現貨請求，要求我們在極短期間內將兩條產品線的產能翻倍。專案經理與客戶接洽後，召開內部物流、生產、方法和管理會議以因應狀況。透過物料完整度與產能的交叉數據，我們確定生產瓶頸之所在，以便提出產能解決方案。我們酌情在集團內部找到了解決方案，現在能夠滿足客戶的需求了。





#### Q5. 您如何確保員工有效參與並鼓勵他們積極參與工廠的決策過程？

與各團隊間的日常互動可確保我了解他們的各種需求以及在關注或憂慮的事情，親近感可促成開放且有效的溝通，並使每個人都能積極主動地解決問題或展開新的行動。快速決策是使每個人得以有所進步的關鍵因素。信任廠區指導委員會，授權每個主管都可以擁有決策能力，增強他們有效率達成目標的能力，及對公司懷有歸屬感。我自己的使命是確保他們擁有實現這些目標所需的資源和支持。在組織內鼓勵並促成協作與創新的文化，藉由提供員工培訓、專業發展以及持續進修的機會，我致力於促進員工的技能及自信，使他們能夠追求自我實現。

#### Q6. 根據您的經驗，建立一支優秀團隊的基本要素是什麼？

最主要需要有良好的溝通，每個人都能自在表達自己的想法、提出問題並分享他們所關注的各個方面。信任與相互尊重乃最基本的基礎，每個人都必須受到重視、被尊重並能夠信任他人。當每個成員均發揮互補

的能力並一起努力實現共同目標時，就創造了綜效。這使得團隊接觸各類專案時，能從不同觀點，促成創新並有效應對挑戰。

#### Q7. 您以前非常看重哪些事情，但現在覺得不重要了？

在職場生涯初期，我參與了多項任務、並全心全意地投入到所有不斷湧現的計劃中；隨著時間的流轉，我了解到，專注於具有針對性影響和有意義成果的事項，更有效益。這讓我學會如何有效授權給我的團隊，並向他們灌輸教導同樣的方法，即體認到自己的局限性、相互信任並使集體工作效率達到最大化。這種方法使我得以平衡自身職責、提高工作效率，並為團隊及整個組織的成功做出更大的貢獻。

#### Q8. 您人生的座右銘是什麼？

亞伯·愛因斯坦的名言：「邏輯會帶你從 A 點到達 B 點，想像力將帶你去任何地方。」

## Florent Belvaux

General Manager of Asteelflash Lorraine

# Cultivate Strong and Effective Communication to be Dedicated to Self-fulfillment

Interviewed by: President Office / Marketing Communication

**A**steelflash Lorraine, situated in Vosges Department, Grand Est Region of France, boasts extensive experience in Smart Home, Smart Building devices, as well as Medical and Industrial electronics. As the General Manager of Lorraine Site, Mr. Florent Belvaux is highly affirmative of everything this location offers. In this issue, he will share his insights with us. Let's embark on a journey to uncover his experiences!



#### Q1. Please briefly introduce yourself.

After completing a training program in Industrial Management, I began my career as a Management Controller with the mission of deploying KPIs in a subcontracting co-packing unit for Helwet Packard. Having successfully accomplished this mission, I sought to take on operational roles that allowed me to implement my experience. Firstly, I served as the Logistics Platform Director in Marseille, and later as the Production Director in a manufacturing unit for

aerosol valve production and a processing unit in the perfumery industry. In 2007, I joined Asteel as the General Manager of Lorraine Site (Flash hasn't joined Asteel at that time).

Personally, I enjoy engaging in various activities and learning experiences with my four children, as well as providing assistance and advice to my eldest daughter in her job. Besides, I reserve weekends for my cherished hobby of refurbishing old cars.





**Q2. You have worked in Asteelflash for over 15 years, please tell us what motivates you to stay in Asteelflash.**

Lorraine Site was one of the initial three sites established by Mr. Gilles Benhamou when he founded the Asteelflash Group. Since joining in 2007, I have had the opportunity to be part of the development of Asteelflash and the collaboration with USI, which has been truly impressive. My team members have been working in the same unit for several years, some even for decades. They are loyal collaborators, and through their capabilities and engagement, I have been able to smoothly execute the mission of sustainable development for Lorraine Site. Providing them with employment opportunities and sharing common values and goals brings me a great sense of satisfaction. Additionally, the charming Vosges Department has greatly contributed to my family's development. Now, my entire family is firmly rooted in this magnificent environment.

**Q3. What's your ideal workplace? Based on that, how would you rate Lorraine Site, and why?**

Throughout my professional journey, I've consistently chosen to work in production environments with a human touch. This approach ensures that I can understand each collaborator and foster a friendly work atmosphere, ultimately building strong and lasting professional relationships. The Vosges Department can be described as an ideal environment where I can watch

my four children grow up in a healthy and balanced manner. Here, untouched nature blends with quality education and cultural infrastructure, alongside a strong sense of community spirit visible in everyone's daily engagement. From 2007 until now, I would give a perfect 10/10 rating to this facility that allows me to seamlessly blend fulfilling personal and professional lives.

**Q4. Could you describe a time when you had to make a difficult decision regarding a project or business operation, and how did you handle the situation?**

Making decisions regarding significant issues has become a routine and integral part of daily life. To make prompt decisions, it's crucial to gather all data that can contextualize the situation, quantifying, evaluating delays, and potential impacts to ascertain the issue's significance. Following this, addressing the problem in a team setting is essential. Experts from each field contribute to constructing the data, allowing us to analyze and make informed decisions.

Taking a recent case as an example, our client Schneider received an order from a Chinese customer, urgently requesting immediate stock availability. They needed us to double the production capacity of two product lines within an extremely short timeframe. The program manager communicated with the customer and organized internal logistics, production, methods, and management meetings to address the situation. By analyzing the cross-



referenced data of material completeness and capacity, we pinpointed the production bottleneck, allowing us to propose capacity solutions. We collaboratively found a solution within the group and are now able to meet the customer's requirements.

**Q5. How do you ensure effective employee engagement and encourage active participation in decision-making processes within the factory?**

Daily interactions with various teams ensure that I understand their diverse needs and what they focus on or concern. This sense of closeness fosters open and effective communication, enabling everyone to proactively address issues or embark on new initiatives. Swift decision-making is a pivotal factor in propelling each individual's progress. Trust in the site steering committee empowers every manager to possess decision-making capabilities, enhancing their ability to achieve objectives efficiently and nurturing a sense of belonging within the company. My own mission is to ensure they have the necessary resources and support to achieve these goals. Within the organization, I encourage and cultivate a culture of collaboration and innovation. By providing opportunities for employee training, professional development, and continuous learning, I aim to enhance their skills and confidence, empowering them to pursue their accomplishments.

**Q6. In your experience, what is the essential factor to build a good team?**

Effective communication is paramount, where everyone should feel comfortable expressing their thoughts, raising questions, and sharing their areas of concern. Trust and mutual respect form the fundamental foundation; each individual must be valued, respected, and able to trust others. When each member brings their complementary abilities and collaboratively strives for common goals, it creates a synergistic effect of these essential factors. This enables the team to approach various projects from different perspectives, fostering innovation and effectively addressing challenges.

**Q7. What things did you used to value greatly, but now feel unimportant?**

In the early stages of my career, I engaged in multiple tasks and wholeheartedly immersed myself in all the emerging projects. As time went on, I came to understand that focusing on initiatives with targeted impact and meaningful outcomes is more efficient. This taught me how to empower my team effectively and instill in them the same approach – recognizing limitations, fostering mutual trust, and maximizing collective work efficiency. This method allowed me to balance my own responsibilities, enhance work efficiency, and make a greater contribution to the success of the team and the entire organization.

**Q8. What is your motto for life so far?**

"Logic will get you from A to B. Imagination will take you everywhere." – Albert Einstein



# 退休感言 回顧在 USI 的這段日子

作者：台灣草屯廠 / 全球營運發展總處 / 劉金條



懷著感恩及喜悅的心情，我跟內人春美於 6 月 30 日自 USI 退休，謝謝大家在過去 34 年工作與生活上的指導與照顧。

時光荏苒，猶記得 1989 年從彰化騎機車至台中及南投找工作，在田間小徑經過 USI 門口，看到餐廳前停著兩部消防車，「哇！這公司真大，居然配備消防車！」還記得在草屯廠第一會議室面試，進了公司進行三個月儲備幹部培訓，每週至不同單位實作，了解生產產品特性、生產流程、跨單位組織運作，把這些做成筆記，最後變成在 USI 工作之武功秘笈。儲幹實作訓練讓我對未來公司各組織的生產產品、流程管理及跨組織合作有深層的認識。

公司的輪崗機制讓我挑戰不同工作職能。回想起第一次完成產品測試標準作業書 (Test MOI)；第一次和楊顧問至產線將 PLCC 放至 LPM 286 主機板之樣品製作、擔任 SMT 工程師跟徐榮和學習印刷機、零件置放機程式製作；凌晨兩點被產線呼叫至公司維修零件置放機機故，之後將維修方式書面化並教導產線人員，在設備工程單位讓我對 ICT/SMT 產業有更深的認識。隨後我也幾次至日本接受原廠松下、九州松下、三洋的技能培訓。

1993 年至 2000 年，我感受到 USI 對身為父母親的員工非常貼心，上班載子女至公司搭幼兒園專車，小朋友下課後可在守衛室寫功課，有人照顧，員工安心。這是在 USI 上班的感動。

1997 年我擔任設備工程主管，跟公司併購評估團隊去美國德州評估 IBM 主機板生產廠，雖然最後公司未併購該廠，但 1998 年墨西哥設廠，我隨著公司組團至瓜達拉哈拉安裝 SMT 設備，教導當地員工操作及保養設備、編寫 P&P 程式，再到試產，我展開第一次跨國跨文化的生產管理。

1999 年 921 大地震，對台灣、公司與每位員工都是非常傷痛的經歷，當天公司在餐廳成立了戰情室，確認公司及員工之情況，與客戶緊密聯繫，我們戴上安全帽頭燈進入產線，發現幾噸重的 SMT 設備偏移，在公司高層有效領導及員工、供應鏈及客戶三方全力支持下，很快恢復了運作。



2006 年 6 月 26 日調任 TSC，與 TSC 幾位戰將 Humiko、Near、Andrea、Cony、Emi 分別拜訪日本、美國、新加坡 IBM、北京聯想、Zebra，實地至各個技術服務中心了解運作，參與不同客戶之報價，至今 TSC 仍是我喜歡的團隊。

2008 年台灣廠因相關製造轉移至大陸，相關 BU 至歐洲設廠意願變低，然而因客戶售後服務之需求，我與李秋錦一起至波蘭及匈牙利評估服務據點設置，雖因損益考量最終未設點。但因我表達過至歐洲派駐的意願，同年在 David 的邀請下，提及兩岸文化、語言、風俗習慣相近，加上兩個月便可返台一次，為何不去深圳闖一闖呢？







在太太的支持下，2009 年 3 月 29 日，我帶著兩箱行李搭機前往香港，再轉搭交通車至深圳。離家前回看太太，不禁淚下。這十年太太除了上班，還要照顧三個子女，一家五口分住 5 個地方，身體病痛不讓知道，只怕彼此擔心，其中辛酸。我 2019 年回任返台之後，幸福感更為昇華，在此感謝洪兄、洪大姊、銘修、淑華、福蓉與各位財會朋友們在我派駐期間對春美的照顧。

在深圳廠參加公司活動，在 David 介紹下，三個月內我快速認識深圳大部分夥伴，當時 TSC 深圳是最大之服務據點，加上增強了售後服務工程，是除了 TSC 台灣外最完善的服務中心。在深圳除了跨單位合作，我喜歡上打羽球，也分享 Tutor ABC 給公司同仁、參加 TSC 深圳尾牙、與 Grace 合唱滾滾紅塵、與 Lihwa、Grace、Andrea 及同仁一起走秀。

為了提高對上海廠 SiP 售後服務，2011 年 2 月 19 日我調任至上海，提高對 WiFi、SiP、手持產品之售後服務。工作之餘參加集團杯羽毛球比賽，亦帶領 TSC 上海同仁至高爾夫練習場揮桿練習，讓同仁

在對應客戶時能多些話題。同仁很有天分，在多次熱身練習後，都能完成揮桿及滾動距離超過 100 公尺的認證。這兩年期間我亦見證上海現代建設的快速發展。

2012 年 11 月 26 日，我調任至昆山，是我在 USI 工作時接觸最多的廠區。我擔任過 MSD 4 處主管，負責 Array/WP1/WP3 之製造服務、也負責過 ADM/EHS/生活區管理、虛線管理 KS TSC/HR/VP/WP1/Array/Non-BOM、CSR 代表及安全負責人、TTT 內部講師訓練的講師、簡報技巧講師、MTP 第一單元講師。回想這段期間，在昆山廠生活區遇到下雪，我們在運動場堆雪人，這是在玉山還不一定能遇見的情景；帶團 KS QCC 冠軍團隊參加全國 QCC 發表競賽；也在 David 家、Eric 家、Jenny 家、Ruby 家參加不同家庭的慶生會，享受美食。

想起在昆山工作之餘，Robert 開車載我們去烏鎮及西湖旅遊；離開昆山回任台灣前，David 請我與內人、熊浪及鄒建一同聚餐，有大家真好！在我任職的部門—KS ADM/EHS—這個負責公司生活及安全規



劃的溫馨單位，很高興與大家一齊推動企業文化活動，豐富員工生活及職場向心力，我很喜歡這貼心的單位及夥伴！

2019 年 5 月 26 日我回任台灣 GRM (2022 年改為 COD)，非常感謝 David、Jona 及 CY 之協助及核准。初期我支援南崗廠製造服務，隨後也擔任 FE-EQ GPO 及 USI 環電大學製造管理學院設備工程系系主任，這也是我在 USI 工作有始有終的一個象徵。

在 USI 這些日子，我有一些感謝話想對各位說：

謝謝 COD Asia 團隊及百忙之中 Clement 特別抽出時間於 6 月 13 日舉辦之退休餐會；感謝文網特別返台參與聚會；謝謝大家的分享及禮物。

謝謝 CY 及 HR 於 6 月 19 日舉辦的溫馨退休茶會，感謝夥伴們的祝福。謝謝 Vincent 惠賜吉言「金色人生從此開，條理有致活得嗨。身體健康樂開懷，精神活絡永常在。」謝謝 David、Eric、Vincent、Ruby 製作的影音與祝福，讓我這些年工作及生活點滴歷歷在目。



謝謝台灣廠羽球社社長家榮、社團幹部及球友在 6 月 20 日舉辦的「USI 2023 畢業生蘇大年及劉金條之退休餐會及球會」，當天約有 40 位球友參與，非常溫馨。6 月 21 日迎來我在 USI 工作最喜歡的團隊—TSC 餐敘，與大家相聚就是開心，2006 年至今夥伴都在，真棒！

感謝在 USI 同行之主管、同事及好友讓我豐富職場職能，能夠遊歷中國。謝謝大家照顧及給予我家庭及家人之成長，祝大家工作順心、身體健康、生活美好。祝公司基業長青、業績長紅、不斷卓越。

最後，謝謝我太太 30 幾年的支持及持家。我不聰明，感謝有妳，退休後有更多時間陪伴彼此，一起學習、一起爬山、一起旅遊、一起看世界，也謝謝我的爸媽、岳母及我三位寶貝兒女。

劉金條

2023 年 6 月 29 日



# Retirement Reflections

## Looking Back on My Time at USI

Author: Taiwan Tsao-tuen Site / Corporate Operations Development / Jintiao Liu



With gratitude and joy, my wife May and I retired from USI on June 30. We want to express our heartfelt thanks to everyone for their guidance and care throughout our 34 years of work and life at USI.

Time flies, yet I still remember the year 1989 when I rode my motorcycle from Changhua to Taichung and Nantou, searching for job opportunities. Passing by the entrance of USI along a rural path, I noticed two fire trucks parked in front of the canteen. "Wow! This company is truly significant to have fire trucks!" I thought to myself. I recall my interview at the Conference Room 1 in Tsao-tuen Site. Upon joining USI, I underwent a three-month training program as a reserve cadre, during which I rotated through different departments each week to gain hands-on experience. I learned about the product characteristics, production processes, and cross function operations,

diligently documenting all these insights, which eventually became my treasured knowledge of the USI's operations. The practical training as a reserve cadre provided me with a profound understanding of USI's various departments, production products, process management, and cross function collaborations, which has proven to be a valuable asset throughout my tenure at USI. USI's job rotation mechanism allowed me to take on challenges in various job functions. I fondly remember the first time I completed the Test Method of Instruction (Test MOI) for product testing. Additionally, I had the opportunity to work with Consultant Yang to create samples by placing PLCC on LPM 286 motherboards on the production line. As an SMT engineer, I learned from Ronny Hsu about programming the printing machine and component placement machine. One remarkable incident was when I received a late-night call from



the production line at 2 a.m. to repair a malfunctioning component placement machine. Subsequently, I documented the maintenance procedures and trained the production line staff. This experience in Equipment Engineering deepened my understanding of the ICT/SMT industry. Afterward, I had the privilege of traveling to Japan several times to undergo technical training provided by manufacturers, including Panasonic, Kyushu Matsushita, and Sanyo.

From 1993 to 2000, I felt that USI was incredibly considerate of employees who were also parents. The company provided a thoughtful service of picking up employees' children and bringing them to the company's kindergarten using a special bus. After school, the kids could stay at the security office to do their homework, where they were taken care of, allowing the employees to work with peace of mind. This was the heartwarming aspect of working at USI.

In 1997, I took on the role of Equipment Engineering Manager and accompanied USI's merger and acquisition assessment team to evaluate an IBM motherboard production plant in Texas, USA. Although USI ultimately did not acquire that facility, in 1998, we established a manufacturing base in Mexico. As part of the team, I traveled to Guadalajara to install SMT equipment, train local employees in equipment operation and maintenance, and develop P&P (Process and Procedure) programs. From there,

we proceeded with the trial production, marking my first experience in cross-country and cross-cultural production management.

In 1999, the devastating 921 earthquake had a profound impact on Taiwan, USI, and USI's employees. On that day, USI set up a war room in the canteen to assess the situation of the company and its employees and maintain close communication with customers. Wearing safety helmets with headlamps, we entered the production line and discovered that several-ton heavy SMT equipment had shifted. With effective leadership from USI's management and full support from employees, the supply chain, and customers, operations quickly resumed.

In June 2006, I was transferred to TSC (Technology Service Center). Together with Humiko, Near, Andrea, Cony, and Emi, a group of skilled individuals, I visited IBM in Japan, the United States and Singapore, as well as Lenovo in Beijing and Zebra. We also visited various technical service centers to understand their operations and participated in different customer quotations. To this day, TSC remains my favorite team.

In 2008, due to the transfer of related manufacturing to mainland China, the willingness of the relevant business unit to set up factories in Europe decreased. However, driven by the customer's after-sales service needs, George Li and I went to Poland and Hungary to





assess the establishment of service locations. Although it didn't materialize due to profit considerations, I expressed my willingness to be assigned to Europe. Later that year, David invited me and mentioned that the cultural, language, and customs similarities between both sides of the Taiwan Strait, coupled with the ability to return to Taiwan every two months, why not take the opportunity to explore in Shenzhen?

With the support of my wife, on March 29, 2009, I packed two suitcases and flew to Hong Kong, then took a shuttle to Shenzhen. As I looked back at my wife before leaving, tears couldn't help but fall. Over the past ten years, my wife had not only been working but also taking care of our three children. As a family of five, we lived in five different places. Despite her own health challenges, she didn't let me know, afraid that we would worry about each other. It has been a bittersweet journey for both of us. After returning to Taiwan in 2019, the feeling of happiness was further elevated. I want to express my gratitude to J.C, Lily, Arrow, Eileen, Ruby, and all the Finance friends for taking care of May during my assignment period.

During my time at Shenzhen, I actively participated in employee activities and, thanks to David's introduction, quickly got to know most of my colleagues in Shenzhen. At that time, TSC Shenzhen was the largest service center, and with the enhancement of after-sales service engineering, it became the most comprehensive service center outside of TSC Taiwan. Besides working cross-functionally, I developed an interest in playing badminton, shared Tutor ABC with my colleagues at USI, attended the TSC Shenzhen year-end party, sang "Rolling Red Dust" with Grace, and participated in

runway shows with Lihwa, Grace, Andrea, and other colleagues.

In order to improve after-sales service of SiP in Shanghai Site, on February 19, 2011, I was transferred to Shanghai, tasked with enhancing after-sales service for WiFi, SiP, and handheld products. In addition to my work, I participated in the group's badminton competition and led TSC Shanghai colleagues to practice golf swings at the golf course, providing them with more topics to engage with customers. The colleagues showed great talent, and after several warm-up sessions, they all successfully completed the certification for swinging and rolling the ball over 100 meters. During these two years, I also witnessed the rapid development of modern construction in Shanghai.

On November 26, 2012, I was transferred to Kunshan, the site I had the most exposure to during my time at USI. I served as a manager of MSD 4, responsible for manufacturing services for Array/WP1/WP3. I also had the responsibility of overseeing ADM/EHS/living area management, functional management for KS TSC/HR/VP/WP1/Array/Non-BOM, acting as CSR representative and safety officer, and being a trainer for internal TTT (Train-the-Trainer) instructor training, presentation skills, and the first unit of MTP (Manager Training Program). Looking back at this period, I remember a unique moment when it snowed in the living area of Kunshan Site, and we built snowmen on the sports field, an experience that might not be encountered even on Yushan. I led the KS QCC championship team to participate in the national QCC presentation competition. I also attended birthday celebrations at David's, Eric's, Jenny's, and Ruby's homes, enjoying delicious food together.

As I recall my time in Kunshan, Robert kindly drove us to visit Wuzhen and West Lake during our leisure time. Before leaving Kunshan to return to Taiwan, David invited me, my spouse, Ruby, and Jack for a gathering. It was wonderful to be surrounded by such great people! Working in KS ADM/EHS, which is responsible for life and safety planning, I am delighted to have been part of promoting corporate



culture activities, enriching the lives of employees, and fostering a sense of belonging in the workplace. I truly cherish this thoughtful department and its members!

On May 26, 2019, I returned to Taiwan to take on the role of GRM (renamed COD in 2022). I am deeply grateful for the assistance and approval from David, Jona, and CY. Initially, I supported the manufacturing services at the Nankang Site, and later, I took on the role of FE-EQ GPO and the head of the Equipment Engineering Department at USI University. This symbolizes my journey at USI, from beginning to end.

During my time at USI, I have some words of gratitude to express to everyone.

Thank you to the COD Asia team and Clement for making time amid busy schedules to host the retirement dinner on June 13. I appreciate Wenkang's special presence at the gathering, and I'm thankful for all the sharing and gifts.

Thank you to CY and HR for organizing the heartwarming retirement tea party on June 19 and for the well-wishes from my colleagues. I'm grateful for Vincent's kind words, "A golden life begins from here, organized and vibrant, living life to the fullest. Stay healthy, be cheerful, and keep a lively spirit forever." Special thanks to David, Eric, Vincent, and Ruby for creating the video with messages and wishes, which vividly reminds me of the moments in my work and life over the years.

Thank you to Ryan, the president of Taiwan Site badminton club, the club executives, and fellow players for organizing the "USI 2023 Graduation & Retirement Dinner and Club Event" on June 20. It was a heartwarming gathering with around 40 club members attending. On June 21, I had the pleasure of reuniting with my favorite team at USI - TSC. It was a joyous occasion, and I'm thrilled that all the colleagues who have been with me since 2006 were present.

I am thankful to the managers, colleagues, and friends who walked alongside me at USI, enriching my professional capabilities and allowing me to travel across China. Thank you for taking care of my family and contributing to their growth. I wish everyone a fulfilling career, good health, and a wonderful life. I also wish the company continuous success, remarkable achievements, and everlasting excellence.

Finally, I extend my heartfelt thanks to my wife for her unwavering support and managing the household for over 30 years. I'm not particularly smart, but having you by my side has made all the difference. In retirement, we will have more time to accompany each other, learn together, climb mountains together, travel together, and explore the world together. I also want to thank my parents, mother-in-law, and our three beloved children.

Jintiao Liu  
June 29, 2023



# 領導人管理心法—— 變革中的智慧與價值創造力

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2023 年第二季的管理論壇，我們邀請管理界的泰斗施振榮先生向我們分享創立宏碁集團將近 50 載以來的管理心法，論壇一開始，施先生毫無架子地希望大家直接稱呼他 Stan 哥，拉近彼此間的距離。



## 領導的基本信念

「王道」是施先生所提出的管理經營理念，談大小組織的領導之道，其中的精神是「組織要為社會創造價值，考量利害相關的利益平衡，並為組織的永續不斷經營」。

創造價值最重要的是六面向價值總帳論。面對未來，我們要對「間接」、「無形」、「未來」的價值更加重視。身為一個領導人，要考慮到間接、無形、未來的價值，懂得投入資源來創造隱性價值，像是對於人才、研究發展、品牌形象的投資。

價值是共創的，且須由供給方及需求方雙方產生的價值來交換進一步共創價值，如果價值無法交換，則無法有效的體現，隨著時間的推移，透過利益動態平衡促進共創的力量。利益平衡是以組織之總價值及永續為主。利益如果只考慮自我，就無法考慮到相對的平衡，顯性價值分配時，不患寡而患不均，隱性價值，例如成就感，就可以多分一些給員工。



## 建立組織凝聚力的關鍵要素

好的企業文化對企業收益與員工投入度有非常積極的影響。企業文化要有基本信念，由上而下取得參與者的共識，做必要的調整。

願景領導很重要，宏碁一開始在投入微處理器的領域時就以「微處理機的園丁」作為願景，積極將美國的微處理技術引進應用並開發。而願景這個概念最早是由 Jim Collins 提出，是對未來所追求的理想狀態，也是對組織使命和價值觀的長遠展望。一個強大的願景能夠激發組織成員的積極性，在追求共同目標的過程中產生共鳴和凝聚力。

## 面對變革的心態及溝通心法

變革是個演化的過程，要「做得早」，累積能力及經驗；要「做得小」，做可承擔風險的調整。輸了就當作繳學費，並把經驗轉化成機會，唯有改變並發生典範轉移才會有機會成功。

舊方法無法面對未來，因此創業精神很重要，所謂創業精神就是

擁有一個大方向，摸著石頭過河，在這個過程中充分溝通並得到彼此認同。面對變革溝通，施先生提出「3C 而後行、5C 而決策」的領導原則，3C 就是 Communication、Communication 與 Communication（溝通、溝通，再溝通），而 5C 就是再加上 Consensus（共識）與 Commitment（承諾）。一定要找一群人討論，明確大方向，但是要做什麼？要怎麼做好？這就需要透過溝通取得承諾。溝通要能將隱性價值最大化及有感化，例如我們可將公司理念透過口號深植人心。

## 如何突破瓶頸，創造價值？

變革的過程難免遇到瓶頸，瓶頸會讓價值無法有效的體現。突破瓶頸有三個核心能力，分別是「系統觀的創新力」、「跨領域的整合力」以及「問題根源的探索力」，可透過經驗與思維改變及跨域合作來提升相關的能力。管理創新就是一個例子，公司可透過員工入股或是推動共同使命等，從人性的角度切入管理。

此外，要懂得「挑戰一般人性的盲點」，跟隨非我風格 (Me too is not my style) 就是一種反向思考，很多議題若不反向思考就無法創新，大家一窩蜂去做，價值自然受到限制。

為了利己，從利他開始，施先生從創業起初就提出企業文化是人性本善的基本信念。鼓勵分享所有的經驗，分散式管理可讓員工有機會來做決策，雖然員工可能會犯錯，但這就是容許犯錯的組織文化體現。

為了贏不斷在認輸，宏碁經過三次的再造，施先生都是先否定過去的一些成功的模式，要先認輸才有可能再次創造贏的局面。

面對同仁五花八門的提問，施先生直球對決每一個問題，我們可感受到他隨時都在關注世界趨勢，可謂站在巨人的肩膀上看世界，如沐春風。



# Leadership Principles: *Wisdom and Value Creation* in Times of Change

Author: Taiwan Taipei Office / ADM / Corporate Service / Anita Huang  
Lecturer: The Founder of Acer Group / Stan Shih



In the management forum of the second quarter of 2023, we invited Mr. Stan Shih, a renowned figure in the management field and the founder of Acer Group, to share his management principles accumulated over nearly 50 years. At the beginning of the forum, Mr. Shih humbly requested to be addressed as "Stan," aiming to bridge the gap between himself and the audience.

## Fundamental Beliefs of Leadership

Mr. Shih proposes the concept of "Wangdao" as his management philosophy, encompassing leadership principles for organizations of all sizes. The core spirit of this concept is that "an organization should create value for society, consider the balanced interests of stakeholders, and ensure the sustainable and continuous operation of the organization."

Creating value is of utmost importance, and Mr. Shih emphasizes the "Six-aspect Values" with six dimensions. When facing the future, it is crucial to place more importance on the "indirect," "intangible," and "future" value. As a leader, one should consider the indirect, intangible, and future value, understanding the investment of resources to create hidden value, such as investing in talent, research and development, and brand image.

Value is co-created and needed to be exchanged between the supplier and the demander, further generating value through mutual collaboration. If value cannot be exchanged effectively, it cannot be truly realized. Over time, the power of co-creation is fostered through dynamic balance of interests. Balancing interests is based on the overall value and sustainability of the organization. If one only considers self-interest, it is impossible to achieve relative balance. When distributing explicit value, the focus should not be on scarcity but on fairness. As for hidden value, such as a sense of accomplishment, it can be distributed more to employees.

## Key Elements for Building Organizational Cohesion

A strong corporate culture has a profoundly positive impact on both company performance and employee engagement. Corporate culture needs to have a fundamental belief system, obtain consensus from participants, and make necessary adjustments from top to bottom.

Visionary leadership is crucial, and Acer started with the vision of being the "gardener of microprocessors," actively introducing and developing American microprocessing technology. The concept of vision was originally proposed by Jim Collins, representing the ideal state to be pursued in the future and providing a long-term outlook for the organization's mission and values. A powerful vision can inspire the motivation of organizational members, generating resonance and cohesion in the pursuit of common goals.

## Mindset and Communication Approach in the Face of Change

Change is an evolutionary process. It is important to "start early" to accumulate capabilities and experience. "Start with small adjustments" that are manageable in terms of risk. If there are setbacks, consider them as tuition fees and transform the experience into opportunities. Only through change and paradigm shifts can there be a chance for success.

Old methods are insufficient to face the future, so entrepreneurial spirit is crucial. Entrepreneurial spirit means having a general direction and crossing the river by feeling the stones. In this process, effective communication and mutual agreement are essential. In terms of communicating change, Mr. Shih proposes the leadership principles of "3C before action, 5C for decision-making." The 3Cs represent Communication, Communication, and Communication, emphasizing the importance of constant communication. The 5Cs add Consensus and Commitment. It is essential to engage in discussions with a group of people, clarify the overall direction, and determine what needs to be done and how to do it effectively. This requires obtaining commitment through communication. Communication should maximize the expression of hidden value and create a sense of impact. For example, embedding the company's philosophy through slogans can deeply resonate with people.

## How to Break Through Bottlenecks and Create Value?

During the process of change, bottlenecks are inevitable and can hinder the effective realization of value. Breaking through bottlenecks requires three core capabilities: "innovation with a systems perspective," "integration across fields," and "exploration of root causes." These capabilities can be enhanced through experiential and mindset changes, as well as cross-domain collaboration. Management innovation serves as an example where companies can approach management from a human perspective, such as through employee stock ownership plan or promoting a shared mission.

Furthermore, it is essential to understand and challenge the blind spots of conventional human thinking. Adopting a "Me too is not my style" mindset encourages reverse thinking. Many issues cannot be innovated without reverse thinking. If everyone follows the same path, it naturally limits the potential for value creation.

To benefit oneself, one must start with benefiting others. Mr. Shih has advocated the belief that corporate culture is rooted in the inherent goodness of human nature since the early days of entrepreneurship. He encourages everyone to share all experiences with others. Implementing decentralized management allows employees the opportunity to make decisions. Although employees may make mistakes, it is a reflection of an organizational culture that embraces and allows for mistakes.

Acer has undergone three transformations in its pursuit of continuous success. Mr. Shih has consistently challenged and negated past successful models, recognizing that embracing defeat is essential to creating new winning situations.

Facing a myriad of questions from colleagues, Mr. Shih fearlessly confronts each one head-on. We can feel him always focuses on global trends, as we stands on the shoulders of giants.

# 永續員工投入契合度

作者：永續委員會員工關懷與社會參與小組 / 總幹事 / 簡俊才  
台灣廠 / 企業服務總處 / 全球人資發展處 / 童婉怡

員工投入契合度 (Employee Engagement)，簡單來說，是企業贏得多少員工的「心」，激發員工在理性與感性上對企業的目標與願景全力投入，展現樂於宣傳 (Say)、樂於留任 (Stay)、樂於全力以赴 (Strive) 的行為，以提升組織績效、推動企業持續成長。員工投入契合度不僅僅是一個事件，它是一種以積極的方式塑造員工行為和績效的體驗，因此對於員工投入契合度，提出了更進一步的定義：「永續員工投入契合度」。

## 什麼是「永續員工投入契合度」？

韜睿惠悅企管顧問公司將「永續員工投入契合度」描述為員工與其組織的聯繫強度，提出 3 個核心要素：

### 敬業

- 讓員工對公司目標有著高度的信念
- 讓員工與公司有強烈的情感連結，自豪在公司工作，願意推薦他人來公司工作
- 讓員工願意在工作上付出額外的努力達成目標

### 支持

- 積極支持員工克服困難，達成組織目標
- 提供員工工作的資源、工具、方法，達到更好的績效表現
- 提升員工能力，有效應對工作的挑戰

### 能量

- 讓員工在工作中，持續維持高能量
- 讓員工保持工作中的熱情與成就感
- 讓員工擁有活力、擁有幸福感

永續員工投入契合度與一般員工投入契合度的定義區別在於「工作環境」。永續的工作環境透過促進和增強員工的身體、情感和社交福祉來激勵和吸引員工，讓這個工作環境可以持續激發員工的創造力，並為他們提供更大的使命感。

## 「永續員工投入契合度」從員工體驗架構開始

員工體驗是員工在組織中經歷的旅程。它包括員工生命週期中發生的每一次互動，例如員工角色、工作空間、經理和福祉的體驗。為了能夠更全面的了解員

工生命週期中每一次互動的想法與期望，「永續員工投入契合度」透過 4 個不同面向包含目標信念、工作、薪酬與福利與員工，3 個層次從基本到卓越，進而展開 12 個項目的員工體驗架構，透過此架構去了解員工想法、支持員工，賦予員工更大的使命感。

卓越秘訣	願景鼓舞 我完全被我們的願景所鼓舞。我們是一家負責任的公司	敏捷轉型 我們敏捷，完全專注於我們的客戶，提供市場領先的產品和服務	潛能發揮 我在職業生涯中表現出色並發揮了我的潛力	信任高管 我對領導充滿信心，他們以尊嚴和尊重對待我們
成功要道	融合多元 我們支持多樣性、包容性及平等機會	發聲參與 我對我們的工作有發言權	能力提升 我正在培養技能已推進我的職業生涯	協同合作 我們互相幫助、跨界合作
基礎建設	目標連結 我知道我們做什麼，以及我如何適應	組織效率 我們高效靈活且不斷改進	合理薪酬 我的薪酬和福利是公平的並提供穩定性	主管支持 我的主管支持我們並建立團隊

目標信念

工作

薪酬與福利

員工

## 強化公司整體目標與目標的溝通，建立清晰的方向

透過全方位的溝通渠道，溝通公司的願景、策略目標、未來規劃、關鍵里程碑，幫助員工能夠清晰地看到「終極目的」以及自己為何而努力，同時藉由雙向溝通從員工的角度發現潛在的問題，讓員工參與其中，使員工個人發展目標與公司的長遠目標相結合，提升員工的歸屬感。

## 通過 ESG 戰略的溝通和品牌化進一步加強員工倡導

USI 追求企業永續經營，以「低碳使命、循環再生、社會共融、價值共創」四大永續策略為主軸，呼應聯合國永續發展目標（SDGs），根據企業核心價值，選擇優先的永續發展目標，展開全面性的行動。

## 持續培養韌性領導力

領導人應隨著大環境變動不斷調整機制，如此才能確保發揮團隊力量，並創造團隊凝聚力。

## 建立「認可文化」並鼓勵領導者以身作則

當員工的工作受到鼓勵與認可時，他們往往會更加投入，這會提高生產力和創新。請及時給予認可，強化員工的行為與組織目標價值之間的聯繫。

## 持續進行「人才留任」關鍵因素分析

確保總體薪酬能滿足當地市場標準並留住關鍵人才；打造讓員工願意熱情投入的員工體驗，激發員工的內在動力主動推薦 USI，以及提供多元的職涯發展管道讓員工可根據個人職涯發展目標、組織發展需求與 USI 共同成長。

「永續員工投入契合度」不僅僅是一個事件，它更是一種以積極的方式去創造工作環境、塑造員工行為和績效的旅程。



# Sustainable *Employee Engagement*

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Taiwan Site / Corporate Service / Global HR Development Division / Sandy Tong

**E**mployee engagement, in essence, refers to how much of the "hearts" of employees a company can win over, inspiring them to fully commit to the organization's goals and vision both rationally and emotionally. It entails promoting behaviors where employees are enthusiastic to Say, Stay and Strive, thereby enhancing organizational performance and driving sustainable business growth. Employee engagement is not just an isolated event; it is an experiential approach that actively shapes employee behaviors and performance. Consequently, a further definition has been proposed: "Sustainable Employee Engagement."

## What is "Sustainable Employee Engagement"?

Towers Watson & Co. describes "Sustainable Employee Engagement" as the strength of the connection between employees and their organizations, highlighting three core elements:

## Engaged

- Instilling a strong belief in employees regarding the company's objectives.
- Creating a strong emotional connection between employees and the company, fostering pride in working for the organization and a willingness to recommend it to others.
- Encouraging employees to go the extra mile in their work efforts to achieve goals.

Enabled

- Actively supporting employees in overcoming challenges to achieve organizational goals.
- Providing employees with the necessary resources, tools, and methods to improve performance.
- Enhancing employee capabilities to effectively address job-related challenges.

Energized

- Fostering a work environment where employees can maintain high levels of energy.
- Sustaining employee enthusiasm and a sense of accomplishment in their work.

- Cultivating a workforce that possesses vitality and experiences a sense of well-being.

The distinction between sustainable employee engagement and general employee engagement lies in the "work environment." A sustainable work environment motivates and attracts employees by promoting and enhancing their physical, emotional, and social well-being. This environment consistently stimulates employees' creativity and provides them with a greater sense of purpose.

## "Sustainable Employee Engagement" Begins with the Framework of Employee Experience

Employee experience refers to the journey an employee undergoes within an organization. It encompasses every interaction that occurs during an employee's lifecycle, such as their role, workspace, manager, and well-being experiences. To gain a comprehensive understanding of employees' thoughts and expectations at each interaction point in their lifecycle, "Sustainable Employee Engagement" employs a framework that consists of four distinct dimensions: purpose, work, rewards, and people. These dimensions are further categorized into three levels, ranging from basic to exceptional, resulting in a framework of 12 employee experience elements. This framework allows for a holistic understanding of

employees' perspectives, facilitating the ability to support employees and provide them with a greater sense of purpose. By leveraging this framework, organizations can effectively comprehend employee sentiments, enhance employee support systems, and empower employees with a stronger sense of mission.

Excellence	Inspiration "I'm totally inspired by our vision, we're a responsible company"	Drive "We're agile, totally focused on our customers, with market leading products & services"	Growth "I'm excelling in my career and achieving my potential"	Trust "I'm confident in leadership, they treat us with dignity & respect"
Emphasis	Inclusion "I'm totally inspired by our vision, we're a responsible company"	Voice "I have a say in what we do"	Capability "I'm developing skills to progress my career"	Collaboration "We help each other and work across boundaries"
Essentials	Understanding "I get what we do, and how I fit in"	Organization "We are efficient, flexible and continually improving"	Fair Rewards "My pay & benefits are fair and offer stability"	Support "My supervisor supports us and builds the team"

## Purpose

## Work

Total Rewards

## People

### Strengthening Communication of the Company's Overall Goals and Objectives to Establishing Clear Direction

Through the company's vision, strategic goals, future plans, and key milestones it helps employees see the "ultimate purpose" and understand why they are putting in their efforts. By facilitating two-way communication, organizations can uncover potential issues from an employee perspective and involve employees in the process, aligning their long-term goals with those of the company and enhancing their sense of belonging.

## Enhancing Employee Advocacy through ESG Strategy Communication and Branding

To reach the United Nations Sustainable Development Goals (SDGs) and pursue corporate sustainability, USI follows four sustainability strategies, Low Carbon, Circular, Collaborative, and Inclusive, to prioritize response SDGs based on the Company's core values. This enables the Company to take comprehensive actions concerning corporate sustainability.

## Continuously Cultivating Resilient Leadership

Leaders should continuously adjust mechanisms in

response to changing environments to leverage the power of teams and foster team cohesion.

### Establishing a "Culture of Recognition" and Encouraging Leaders to Lead by Example

When employees' work is encouraged and recognized, they tend to be more engaged, leading to increased productivity and innovation. Provide timely recognition to strengthen the connection between employee behavior and organizational values.

## Continuously Conducting Critical Factors Analysis for "Talent Retention"

Ensure overall compensation meets local market standards and retains key talent. Create an employee experience that motivates employees to passionately endorse USI, and provide diverse career development opportunities for employees to grow in alignment with their career goals and organizational needs.

"Sustainable Employee Engagement" is not just an isolated event; it is a journey that actively creates a work environment, shapes employee behavior and performance in a positive manner.





# 2023 USI 百萬植樹計劃 內蒙古

採訪編輯：總經理室 / 行銷企劃部

2023 年是 USI 參與百萬植樹計劃的第 11 年，在 2023 年，USI 和員工一同捐贈了 7,206 棵綠意盎然的小樹苗，透過長達 11 年的堅持與努力，USI 的企業森林和員工愛心森林共種下 151,420 棵樹苗，持續為環境保護而努力。睽違 4 年，今年我們終於成行，植樹大使踏上實踐環保的旅程，前往內蒙古種下希望的種子。



## 聽聽植樹大使怎麼說



### ADM / 林昇委

透過參與公司植樹活動，有機會到內蒙古實地了解到人類開發行為導致環境沙漠化的浩劫，同時也見證到透過專業團隊計劃性的生態復育及經年累月不間斷的努力，慢慢地一點一滴恢復當地生態環境。然而就在同一時間，美國環境預測中心 (NCEP) 測得 2023 年 7 月 6 日全球平均氣溫為 17.23°C，創下有記錄以來的全球平均氣溫最高記錄，顯見全球暖化已經不再是討論的議題，而是正在進行中的氣候危機，減少碳排保護環境刻不容緩，期盼大家繼續支持員工愛心林地活動，為減緩氣候變遷盡一份心力。

### 台灣草屯廠 / SCM / 策略採購三處暨採購系統 & 庫存管理處 / 李瑞婷

植樹活動是個體力活，在沙地裡，隨風揚起的細沙吹進了眼睛、耳朵，嘴巴上也沾滿細沙，但大家還是仍努力挖坑掘土，齊力完成任務。種下幼苗之後，團隊協力為每一棵幼苗澆水灌溉，希望能順利長成大大的樹林，為地球種下一個希望、一個生機。我們也為 2012 年種植的楊樹林地進行修枝與剪枝。這個季節是當地林木的生長期，我們為楊樹剪去多餘的消耗枝，讓楊樹可以有更多的養份繼續生長，期待將來能夠抵擋強風及沙塵，捍衛這片土地。引

用珍·古德博士的理念「唯有了解，我們才關心；唯有關心，我們才會採取行動；唯有行動，生命才会有希望。」此行雖然時間短暫有限，我們更期待能為環境保護多盡一份心力，讓環保的種子深植在人們的心中生根發芽。地球只有一個，我們要好好愛護，綠色於心，環保於手，任何微小的努力都能創造不一樣的未來，執行綠手指任務更可以讓地球多一分清新亮麗，讓綠洲再現！



### 昆山廠 / SZ&HZ&KS OPS & VP / KS OPS / 製造服務中心 / 孫榮妹

時隔 6 年，當我再次踏入內蒙這片土地，回憶來襲，初次來到這片土地一眼望去是沒有生機的顏色，但這次我看到了綠油油的樹木及農田，所以只要是有在變好，慢一點也是沒有關係的，環保行動本身就是場持久戰。同行的夥伴們在植樹、澆水及修枝過程中都搶著幹，因為大家心裡只有一個目標，就是盡自己最大所能，為地球盡一份微薄之力，同時我也希望能號召更多人參與此項活動，重視環保，與自然重建和諧，與地球重修舊好。







惠州廠 / SZ&HZ&KS OPS & VP / 製造服務第二中心 / 李丙權

有幸作為 USI 植樹大使的一員，參與 2023 內蒙植樹活動。雖然一直熱心公益，但這卻是我第一次真正直接接觸環保領域。內蒙古大部分地區年降水少於 400mm，植被稀少，極度乾旱。自然與社會的雙重因素使得該地區沙化十分嚴重。而治理風沙一般可由風與人兩方面入手，除圍欄禁牧及封育外，植樹造林、紮設草方格沙障可幫助降低地表風速，從而降低風蝕的破壞力。這是一場喚醒認知的啟蒙之行，個人的力量是微小的，而集體行動的影響力是巨大而持久的，殷切希望 USI 同仁種下的棵棵樹苗都能順利長高長大。讓我們開始通過植樹、減少塑膠製品和一次性物品的使用，積極推動環境保護和可持續發展的實踐，共同守護我們賴以生存的家園。



深圳廠 / ADM / SZ/HZ 人力資源暨行政管理處 / 董軼群

很幸運參加這次植樹活動！在野外挖坑、澆水和剪枝，風吹日曬、揮汗如雨，深刻體會到不是坐在辦公室，吹著空調、動動手指，捐點錢那麼簡單。而且一個人或者少數人的力量太有限了，得更多人一起長期努力才會對環境有一點點影響，不僅僅是捐錢，還要在生活的點點滴滴中，節能減排、避免浪費，呼籲更多 USI 的夥伴們一起珍惜和愛護我們的地球、我們的家園。

台灣草屯廠 / 第二工程總處 / 王國樑

瞬息之間，期待已久的內蒙古植樹活動已然謝幕，曾經的想望與實際的過程雖不盡一致，但留在內心的激盪有如生命之火源源不斷。原本看似輕易即可完成的挖坑，因內蒙砂的細緻具有極佳的流動性，常常才剛挖起一鏟的砂，一瞬見就自動回填了六成到洞中；澆水也是另一個體力活，因沙漠地帶原本就缺水，主辦單位特別準備了水車，但水車不可能開到種樹的地帶，因此人力涉砂提水是唯一的可行方案，經過一天的體力活之後（當晚特別好睡），我不禁深思身為地球子民的我們能為自己休養生息的地球做點什麼事？包括衣食住行，未來我更將會把環保的觀念落實於日常生活中，期待下次還有機緣參加植樹活動。



惠州廠 / QA&CSR / SZ/HZ 品質管理二處 / 曾凡君

通過此次植樹活動，讓我們能感受到自然的美好和生命的可貴。在植樹活動中，我們可以感受到大自然的力量，同時也可以感受到自己的力量和責任。通過植樹活動，我們可以為環境保護和生態建設做出自己的貢獻，同時也可以提高自己的環保意識和責任感。讓我們更瞭解植樹造林保護生態的重要性，我們還應該珍惜身邊的每一棵樹，愛護花草樹木，從小事做起，減少浪費，保護環境。最後，植樹活動不僅是一種行動，更是一種態度和信念。





# 2023 USI Million Tree Planting Project Inner Mongolia



Consolidated by: President Office / Marketing Communication

In 2023, USI participated in the Million Tree Planting Project for the 11<sup>th</sup> year. During this year, USI and employees donated 7,206 vibrant saplings. Through 11 years of dedication and effort, USI's Corporate Forest and Employee Forest have collectively planted 151,420 saplings, continuously contributing to environmental protection. After a gap of 4 years, this year, we finally embarked on the journey of environmental conservation as tree planting ambassadors, traveling to Inner Mongolia to plant seeds of hope.



## Listen to the Tree Planting Ambassadors



ADM / Adamas Lin

Through participating in USI's MTP event, I had the opportunity to personally witness the devastating effects of human development leading to environmental desertification in Inner Mongolia. At the same time, I witnessed the systematic ecological restoration efforts by professional teams, as well as the continuous and diligent work over the years to slowly restore the local ecosystem. However, during the same period, the National Centers for Environmental Prediction (NCEP) recorded a global average temperature of 17.23°C on July 6, 2023, setting a new record for the highest global average temperature ever recorded. This clearly indicates that global warming is no longer a topic of discussion but an ongoing climate crisis. Reducing carbon emissions to protect the environment is an urgent necessity. I hope that everyone will continue to support the Employee Love Forest event and contribute to the efforts in mitigating climate change.

Taiwan Tsautuen Site / SCM / SPD3/PS&IMD / Tina Lee

Tree planting is a physically demanding activity. In the sandy soil, fine sand is blown into our eyes, ears, and mouth by the wind. Despite this, everyone still works hard, digging holes and moving soil, to accomplish the task together. After planting the seedlings, the team collaborates by using buckets to relay water, ensuring each sapling is watered and nurtured. We hope they will grow into a lush forest, bringing hope and vitality to the Earth. We also pruned and trimmed the willow trees planted in 2012. This season is the growth period for the local



trees, and by cutting away unnecessary branches, we provide the willows with more nutrients to continue their growth. We anticipate that they will be able to withstand strong winds and sandstorms, defending this land in the future. As Dr. Jane Goodall once said, "Only when we understand, do we care; only when we care, will we take action; only when we take action, can there be hope for life." Although this trip was short, we look forward to contributing more to environmental protection, nurturing the seed of conservation in people's hearts. There is only one Earth, and we must cherish it. Every small effort can create a different future, and executing the mission can make the Earth fresh, allowing the oasis to flourish once again!



Kunshan Site / SZ&HZ&KS OPS & VP / KS OPS / MSC / Rongmei Sun

After 6 years, as I set foot on this land in Inner Mongolia once again, memories come flooding back. The first time I arrived here, all I saw was a colorless landscape, lacking vitality. But this time, I witnessed green trees and farmlands. As long as there is progress and improvement, even if it's slow, it doesn't matter because environmental conservation itself is a long-term battle. My partners and I worked eagerly in tree planting, watering, and pruning processes because we all had one common goal: to do our best and contribute our small efforts to the Earth. We hope to encourage more people to participate in such activities, to value environmental protection, to rebuild harmony with nature, and to restore the Earth to its former beauty.



Huizhou Site / SZ&HZ&KS OPS & VP / MSC2 / Black Li

As a fortunate member of the USI tree planting ambassadors, I had the opportunity to participate in the 2023 MTP event in Inner Mongolia. Despite being actively engaged in public welfare, this was my first direct involvement in the field of environmental protection. Inner Mongolia, with most areas receiving less than 400mm of annual precipitation, faces scarcity of vegetation and extreme aridity. Both natural and social factors contribute to severe desertification in the region. Addressing wind and sand erosion can be

approached from both natural and human perspectives. In addition to fencing and prohibiting grazing, tree planting and setting up straw checkerboard barriers can help reduce surface wind speed and mitigate the destructive power of wind erosion. This enlightening journey awakened my awareness. While individual efforts may seem small, the collective impact of collective action is significant and enduring. I earnestly hope that every tree planted by USI colleagues will grow tall and strong. Let us begin by planting trees, reducing the use of plastic and disposable items, and actively promoting environmental protection and sustainable practices to safeguard our precious Earth.



Shenzhen Site / ADM / SZ&HZ Human Resource Division / Sussie Dong

I feel very fortunate to have participated in this MTP event! Digging holes, watering, and pruning in the branches, enduring wind and sun, and sweating profusely, I deeply realized that it is not as easy as sitting in an air-conditioned office, moving a few fingers, or simply donating money. Moreover, the power of one or a few individuals is limited; it takes the sustained efforts of many people to make even a small impact on the environment. Environmental conservation goes beyond just donating money. It requires us to make energy-saving efforts, reduce emissions, and avoid wasteful practices in our daily lives. I urge more USI colleagues to come together to cherish our planet and our home.



Taiwan Tsautuen Site / Central Engineering II / Poco Wang

The long-awaited MTP event in Inner Mongolia has come to an end. Although the actual experience didn't fully align with my initial expectations, the excitement and passion in my heart continue to burn like an everlasting flame. What seemed like an easy task of digging holes turned out to be challenging due to the fine and flowing nature of the Inner Mongolian sand. Often, just after digging up a shovel of sand, almost two-thirds of it would automatically flow

back into the hole. Watering was another physically demanding task. Being in a desert area with limited water resources, the organizers provided a water cart. However, the water cart couldn't reach the planting site, so we had to manually carry water. After a day of physical work (which made for a very satisfying sleep that night), I couldn't help but contemplate what more we, as Earth's inhabitants, can do for our planet to thrive. From our daily lives, including our consumption and lifestyle choices, I'm determined to incorporate more environmental awareness and action. I eagerly look forward to the next opportunity to participate in tree-planting activities and continue contributing to the well-being of our precious Earth.



Huizhou Site / QA&CSR / SZ/HZ QMD2 / Fanjun Zeng

Through this MTP event, we can experience the beauty of nature and the preciousness of life. During the planting process, we feel the power of nature and also recognize our own strength and responsibility. By participating in tree-planting, we can contribute to environmental protection and ecological development, while also raising our awareness and sense of responsibility towards the environment. This experience allows us to understand the importance of afforestation and ecological preservation. We should cherish every tree around us, care for flowers, plants, and trees, and take small steps to reduce waste and protect the environment. Ultimately, tree-planting is not just an action; it is a mindset and belief that guides us in safeguarding our environment and embracing a sustainable future.







# Newsletter

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