

USI No.91 Newsletter

12月 Dec 2022

培養成長思維
開創不同未來
Develop a Growth Mindset
for a Different Future

淺談策略規劃
和思維
Strategic Planning
and Thinking

USI人才圖鑑
資深員工專訪
上海·台灣篇
Talents in USI: Senior
Employees' Stories—
Shanghai and Taiwan Site



歡迎關注
USINewsletter

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Newsletter

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- 02** 董事長專訪 CHAIRMAN INTERVIEW
培養成長思維 開創不同未來
 Develop a Growth Mindset for a Different Future
- 06** 總經理暨營運長專訪 PRESIDENT & COO INTERVIEW
淺談策略規劃與思維
 Strategic Planning and Thinking
- 12** 人物特寫 FEATURE CLOSE-UP
USI 人才圖鑑 資深員工專訪 上海·台灣篇
 Talents in USI: Senior Employees' Stories—Shanghai and Taiwan Site
- 20** 樂活久久 LOHAS FOREVER
增肌 心健康
 Muscle Building Enhance Your Health
- 24** 理財與法律 FINANCE & LAW
合規管理—企業的挑戰與防線
 Compliance: Challenges and Lines of Defense for Enterprises
- 28** 資訊特快車 INTELLIGENCE EXPRESS
Intel VRD 簡介
 Introduction of Intel VRD
- **特別企劃 SPECIAL COVERAGE** —————
- 34** 炫彩飛旭 ASTEELFLASH UNIVERSE
Gabin Bayen 工作的一天
 A Day in the Life of Gabin Bayen
- 36** 夥伴焦點 PARTNER FOCUS
法國飛旭集團 Île-de-France 廠總經理 Nicolas Waché: 認真工作 用心生活
 General Manager of Asteelflash Île-de-France Nicolas Waché: Work Hard, Play Hard!
- 42** 文化好吃驚 CULTURE CLASH
墨西哥街頭樂隊: 墨西哥的國家象徵
 Mariachi: A National Symbol of Mexico
- 46** 兩岸藝文 CROSS-STRAIT LITERARY AND ART
萬物有靈且美
 Bright and Beautiful
- 52** 職場聊天室 OFFICE CHAT ROOM
SCM & GRM 商務英語力提升專案 TOEIC 分數大躍進
 SCM & GRM English Enhancement Program
 Great Leap Forward of TOEIC Score
- 60** ESG 永續 360 ESG 360
永續供應鏈 建立與推動
 Creating a Sustainable Supply Chain
- 64** 影像迴廊 Photo Gallery
我的家鄉魅力
 Charm of My Hometown

開創不同未來 培養成長思維

作者：董事長 / 陳昌益

近期，我在哈佛商學院的學習中，有幸遇見很多值得學習的人，他們來自世界各地，帶著不同的文化背景以及對事物的認知。從中，我不僅汲取到不同的觀點，也開拓了全球化視野。因而，啟發我和同仁們分享這個話題——培養成長思維、開創不同未來。



打破信念固著

隨著年齡的增長，在待人接物時，我們常常都局限於自己的思維定式，抱著已有的觀點，難以接受新思想和改變看待世界的方式。這種現象，心理學稱之為「信念固著」。

心理學家羅斯和安德森曾做過一個心理實驗，來證明信念固著的

存在。實驗者先故意捏造一個錯誤的結論，將結論灌輸給被測試者。然後，要求被測試者給出用來證明這個錯誤結論的理由。最後，實驗者公開真相，解釋此前結論的謬誤之處，期望被測試者承認剛才自己的論證無效，並接受新的正確論證。奇怪的是，只有 25% 的被測試者接受新論證，其餘的被測試者即使面對確鑿證據，依然固執地堅持錯誤的結論。

實驗結果表明，只要人們為錯誤結論建立了理論支撐，就很難再願意否認這條錯誤的結論。

其實，如果我們願意開始接受不同的思維，我們就有可能開始進入不同的世界，開創不同的未來。也因此，我們需要具備顛覆自己已有思維的能力，才能從身邊的人事物中，培養新的思考方法。很多時候，我們都會傾向選擇和自己文化性格相似的人相處。短期來看，這種選擇便於理解溝通；但長期來看，相似的視野、想法可能會固化思維。所以，能夠欣賞並接納文化、性格上的多樣性，對個人的發展是利大於弊。因為，只有多樣化的觀點碰撞，才能產生卓越的觀點。也因此，我鼓勵大家打破思維定式，擁抱不同的意見，從身邊的人事物中去發現新價值，擅用成長思維，與時俱進地發展不同的未來。

管理層更需要具備成長思維

管理層必須看得長遠，制定出一個三到五年、切實可行的藍圖來領導公司。因此，我認為管理層更需具備成長思維。很多時候，我們會發現透過固有的思考方式，是無法解決問題，我們會需要換個想法，換個方式，也就是創新。而創新是需要靈感，所以，管理層應該廣納團隊的智慧，才能顛覆舊思維，並從而使公司的

策略可以得到更多團隊的支援及參與，也可以激發團隊的活力與積極性。

對環旭經營決策的新思考

在哈佛商學院的課程中提到了一個重要的觀點：企業要能永續發展，不能單純依靠「績效差距 (Performance Gap)」，還需要關注「機會差距 (Opportunity Gap)」。其中，績效差距是在檢視並解決目前營運與預期目標之間的落差，而機會差距則是在探索目前營運以外的新趨勢、新技術、新市場，甚至是新的商業模式。在經營管理上，常會發現機會差距居於相對次要的地位，主要是因為績效差距是在解決企業當下面臨的立即性問題，而機會差距則是在將眼光聚焦在未來和潛在的可能性。也因此，這個觀點在提醒企業追求營運效率的同時，也需要適時地分配資源開拓新市場及新業務，才能在快速變遷的競爭環境下，做出快速的反應，維持優勢。換句話說，一個企業的成敗，已經不再只是與對手競爭，而是與市場大環境進行磨合；趕超競爭對手的努力，也不再是成功的保證。因為即使設法縮小每一個績效差距，成為行業裡的第一名，但機會差距如果不斷擴大，也終將可能被市場淘汰。

就環旭而言，我認為：在 5G、人工智慧、汽車電子、雲 / 邊緣計算和物聯網等全球大趨勢的引領下，電子行業有望形成新的格局，現有廠商也將面臨新的行業洗牌，且在此同時，環旭也將有機會去開拓新的領域及市場，其中，在電動化 (Electrification)、自動駕駛 (Autonomous Driving)、車聯網 (Connectivity) 及共享服務 (Services) 趨勢下的汽車電子領域將是環旭值得去探索的「機會差距」，尤其是環旭目前已擁有傳統內燃機汽車的製造知識，再通過適當的資源配置，一定可以開拓更多汽車電子領域的商機。

在當前極具不確定性的市場環境下，我將與團隊一起面對挑戰，在不冒進的同時，透過培養成長思維，勇敢探索機會差距。目前環旭已規劃在 2026 年，要成為汽車電子功率模組領域外包設計製造排名前三的 EMS/JDM 廠，我也期待未來持續有更多優秀的環旭團隊在開放格局的視野下，積極嘗試更多新領域。相信在團隊合作下，環旭一定可以發展出深厚的競爭力，開創不同的未來。

Develop a Growth Mindset for a Different Future

Author: Chairman / Jeffrey Chen



Recently, during my study at Harvard Business School, I was fortunate to meet many people from around the world worth learning. They are with different cultural backgrounds and perceptions. From them, I not only acquired various viewpoints, but also developed a global vision, which inspired me to share the topic with you - develop a growth mindset for a different future.

Breaking "the Fixation of Belief"

As we are getting older, we always confined to our fixed mindsets when dealing with people, holding on to long-established viewpoints, having difficulty accepting new ideas or changing the way we see the world. This phenomenon is called "the Fixation of Belief" in psychology.

Psychologists have conducted a psychological experiment to prove the phenomenon. The experimenter first deliberately fabricated a wrong conclusion and implanted the conclusion into the testees. Then, the testees were asked to give reasons to justify the erroneous conclusion. Finally, the experimenter disclosed the truth, explained the fallacy of the previous conclusion, and expected the testees to admit that their argumentation just now was invalid. Unexpectedly, only 25% of the testees accepted the new argumentation, and the rest persistently held on to false conclusions even in the face of hard evidence. The experiment result shows that as long as people have established theoretical support for the misinformation, it will be difficult for them to deny it.

In fact, if we are willing to start accepting different thoughts, we may start to enter different worlds and create different future. Therefore, we need to have the ability to subvert our existing thinking pattern and cultivate new

thinking methods from people and things around us. Much of the time, we tend to choose people with the similar culture and personality with us. In the short term, such choice will be convenient for mutual understanding and communication; while in the long term, similar visions and ideas may solidify thoughts. Only the collision of ideas can come out outstanding viewpoints. Therefore, being able to appreciate and accept the diversity of culture and personality is more beneficial to personal development than detrimental. I encourage everyone to get rid of stereotypes, embrace different opinions to discover the new value from people and things around them, cultivate a growth mindset, and develop a different future with the times.

Management Needs to Have a Growth Mindset

Management must be farsighted and have the ability to draw a three-to-five-year blueprint to lead the company. In that way, I consider the management needs to have a growth mindset more than others. Sometimes, we may find it inextricable to solve the problem through the inherent way of thinking. Then that is the time to switch to a new method, in short, to innovate. Innovation requires inspiration. Therefore, the management should embrace the wisdom of the team to subvert the old thinking, so that the company's strategy can be supported and participated by more teams, and the vitality and enthusiasm of the team can be motivated.

My Thoughts on USI's Future Development

An important point in the course of Harvard Business School: to achieve sustainable development, a company cannot rely solely on the "Performance Gap", but also the "Opportunity Gap". To be specific, the performance gap is to examine and solve the gap between the current operation and the expected goal, and the opportunity gap is to explore new trends, new technologies, new markets, or even new business models out of the current operation. In business management, we often find the opportunity gap is relatively secondary, mainly because the

performance gap is to solve the immediate problems faced by the company, while the opportunity gap focuses on the future and potential possibilities. Therefore, such view reminds enterprises to pursue not only operational efficiency, but also the exploration of new markets and new business. Only in this way can the enterprise update corporate visions timely and maintain its lead in today's rapidly changing business environment. In other words, the success of an enterprise is not only to compete with its rivals, but also with the entire market - efforts to catch up with competitors are no longer the guarantee of success. Even if you manage to close each and every performance gap and become the best-of-breed in the market competition, you'll end up putting yourself out of business if you don't minimize opportunity gaps.

As for USI, I believe that with the strengthening of global megatrends, such as 5G, AI, EVs (Electric Vehicles), cloud/edge computing and IoT, the electronics industry is expected to form a new development pattern, and existing manufacturers will also face industrial shuffles. Simultaneously, USI will have the opportunity to explore new fields and markets. The EVs under the trend of Electrification, Autonomous Driving, Connectivity and Shared Services will be the "opportunity gap" worth digging into. Today, USI has already possessed the manufacturing expertise in traditional internal combustion engine vehicles. With proper resource allocation, we will definitely enhance our capabilities in the field of EVs.

In today's uncertain market environment, I am taking the challenges together with the team and will bravely explore the opportunity gap by cultivating a growth mindset without being aggressive. Currently, USI has planned to become top 3 EMS/JDM manufacturer in power module outsourcing market by 2026. I also expect more distinguished USI teams dare to explore more new fields under our open vision in the future. I believe with our joint efforts, USI will be able to strengthen the competitiveness and create a brilliant future.

淺談策略規劃與思維

作者：總經理暨營運長 / 魏鎮炎



今年在疫情封控、材料短缺、供應鏈轉移等多重壓力下，過得特別緊張又辛苦。尤其到了第四季，一方面要為各項年度目標做最後的衝刺，另一方面還要設法滿足客戶突如其來的緊急訂單，令大家倍覺煎熬。然而為了公司長遠的發展，即使面對如此多變的世界，一年一度的策略規劃仍不能被忽略，我們還是需要冷靜下來，重新確認公司的方向，校訂公司的中長期目標。

進行策略規劃之前，首先要回顧公司的使命和願景。

USI 的使命是運用創新的技術為客戶增添價值，承諾為員工提供富挑戰又有成就感的工作環境，為利害關係人創造優渥的報酬，為優質永續的居住空間做出貢獻。

USI 的願景是成為全球電子設計製造服務最靠譜的廠商，提供模組化與多元化的解決方案。

使命是我們公司在人類經濟社會上所扮演的角色和存在的理由，而願景則是我們公司一貫追求的長遠目標和嚮往的境界。也就是說，使命和願景是我們公司設定中長期目標和選擇策略的依據。

策略規劃的理論和方式很多，沒有絕對的好壞，只有適合與不適合的分別。藉這個機會，我為大家簡略介紹一下我們公司慣用的策略規劃步驟，我們將策略規劃分為七個步驟。

第一步：分析內部現況

這一步驟要做的是，將過去一年公司所有工作計劃的執行進度以及關鍵指標的達成度、年對年成長率、在產業中的排名等做個總檢討，藉以歸納出我們的優勢與弱勢。

第二步：環視外界情境

這一步驟我們採用的工具是波特五力模型和 PEST 分析。波特五力模型從市場 / 客戶、供應商、新技術 / 替代產品、新進入者、主要競爭者等五構面，來辨認未來的機會與威脅。而 PEST 則從政治 (Political)、經濟 (Economic)、社會文化 (Social-culture)、科技 (Technological) 等四方面的變化，來弄清楚趨勢。除了 PEST 之外，現在還要再加上一個 E，環境永續 (Environmental Sustainability)。因為氣候變遷，攸關到人類的生存。各國政府和各行業的龍頭品牌紛紛宣誓，設定節能減碳的里程碑。我們除了善盡企業社會責任之外，也必須注意陸續出台的各種獎勵辦法和處罰條款。

第三步：設定目標

目標必須清晰明確，符合 SMART 原則，兼具挑戰性及可達成性，涵蓋未來 3 至 5 年。我們通常採用平衡計分卡，從財務、客戶、內部流程、學習成長等四個構面，來確保目標的完整性。

第四步：選擇策略

策略是達成目標的途徑，必須兼具前瞻性和可執行性。根據內部分析以及外部環境掃描所獲得的資訊，藉由 SWOT 分析、以及 Top-Down Model 等工具，綜合運用，擬定我們未來的策略。公司的策略不是一個人想出來的，而是一群經過論證與辯論而形成。策略規劃不是單向的，而是一種上下交替討論的過程。

第五步：點出主要議題

現況與目標之間的落差，就是主要議題，也是我們管理上的重點所在。

第六步：擬定行動方案

每一項議題，都應該有相對應的行動方案。每一個行動，都必須有明確的責任者 (DRI, Direct Responsible Individual)，以及預定完成日期。如果一個行動責任者難以預定完成日，就表示這個行動層次太高太模糊，必須再加以細分，直到責任者清楚自己要什麼，並且可以承諾一個預定完成日。

第七步：建議資源的投入

各個單位根據策略和行動方案，提出所需要的資源，包括人力、地點、土地空間、設備、營運資金、技術、時間等等。但是資源往往有限，這時候就必須根據投資效益、輕重緩急來分配資源投入的先後順序。

以上七個步驟是我們公司多年來不斷實作、修改、演進而來的方法。策略形成之後也不保證一定成功，除非能夠落實執行。策略規劃要投入大量的時間與精力，舉行一連串的會議，結果如果流於空洞的口號，產出一串記都記不住，不知道是否能夠做到的 KPI 以及目標數字，就太可惜了！

有的人主張策略是機密的，讓少數人知道就好。但經驗告訴我們，策略應該不厭其煩地詳細向公司的同仁布達與溝通，確保絕大多數的同仁都清楚理解公司的發展方向，並且願意真心配合，才能讓公司的戰力全面發揮。

常常聽到「計劃趕不上變化，變化不如老闆一通電話」，對計劃的必要性產生懷疑。其實計劃除了是執行的依據，同時也是為了因應變化。

今年的策略規劃已經告一段落。維持不變的是：

- 模組化、多元化、全球化、垂直整合及智慧製造仍是公司策略上的主軸。
- 產品和技術發展方面，微小化解決方案和車用功率模組，仍是我們加強投資的兩大板塊。
- 客戶風險方面，仍持續努力降低對單一客戶的依賴。

而和以前不同的是：

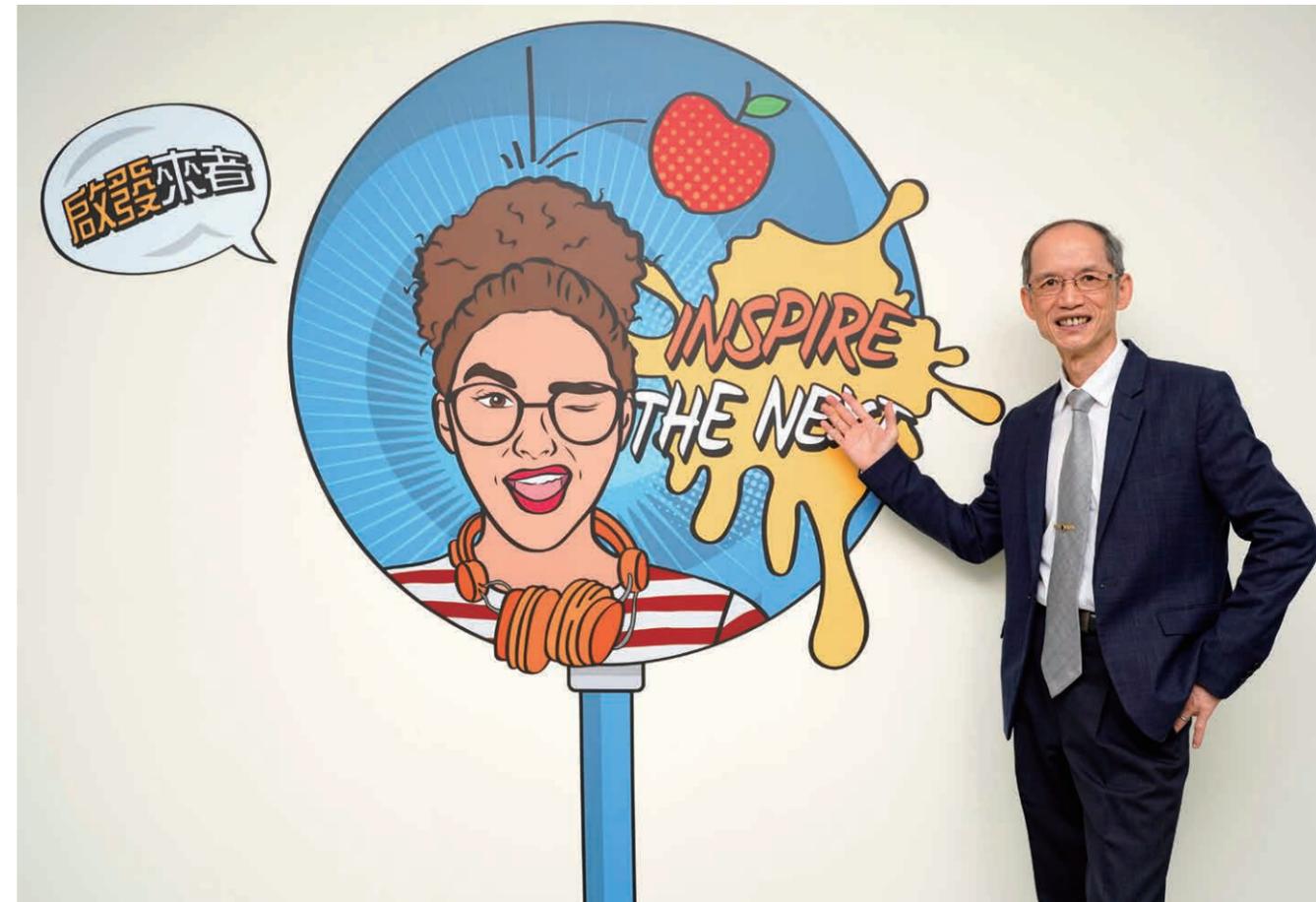
- 因應供應鏈轉移情勢，主要客戶或產品的生產據點傾向中國廠區加一海外廠區的保險模式。
- 因應全球在地化的趨勢，在原来的全球化 ODM/ JDM/ EMS+ BU 制之外，成立了區域性 EMS BU 就地直接服務客戶。
- 因應地緣政治和疫情封控，積極開發在地供應商，建立彈性穩定的供應鏈。

受整體環境影響，預期未來兩三年，我們將從高成長轉為穩定成長，因此無論是先期投資或當期預算都要更仔細衡量和控管。

在此期許公司同仁，不管是屬於 BU、FU 或是 Site，都有策略性思維，懂得策略規劃的方法，共同來貢獻心力，一整年中不限定任何時候，都歡迎坦率地提出建議或質疑。

Strategic Planning and Thinking

Author: President & COO / CY Wei



This year, it has been extremely stressful and hard due to multiple pressures such as epidemic prevention and control, material shortages, and supply chain shifts. Especially in the 4th quarter, we made the final push for various annual objectives, and at the same time, tried to meet the unexpected urgent orders from customers, which made us tormented. However, for the long-term development of our company, even in such a changing world, the annual strategic planning can't be ignored. We still need to calm down, reconfirm the direction and calibrate our company's medium and long-term goals.

Strategic planning begins with a review of a company's mission and vision.

USI's mission is to turn innovative technologies into value for our customers. We commit to providing diversified, fulfilling, and challenging working environment for employees, enerating exceptional reward for stakeholders, and contributing to build a better place to live.

USI's vision is to be a most reliable provider for electronic design, manufacturing service, and modularization with diversified global footprints and miniaturization solutions.

The mission is the role and the reason that our company exists in the economic society, and the vision is the long-term goal that we have been pursuing and the realm that we aspire to. In other words, the mission and the vision are the basis for setting medium and long-term goals and selecting strategies for our company.

There are many theories and approaches to strategic planning. It is no such thing as good or bad. What is appropriate or inappropriate are the only concerns. I would like to take this opportunity to briefly introduce our company's commonly strategic planning process, which we have divided into seven steps.

The 1st Step: Analyze the internal performances

This step is to summarize our strengths and weaknesses by reviewing the progress of all the company's working plans over the past year, as well as the achievement of key performance indicators, year-over-year growth rate, and ranking in the industry.

The 2nd Step: Monitor the external environment

The tools we use in this step are Porter's Five Forces Model and PEST Analysis. The Five Forces model helps us to identify future opportunities and threats from five aspects which are Power of customers,

Power of suppliers, Threat of substitute products, Potential of new entrants into the industry, and Competition in the industry. By PEST analysis, we investigate changes in four areas: political, economic, social-culture and technological to identify future trends. In addition to PEST, we now add another E, Environmental Sustainability. Because climate change is a matter of human survival. Governments and leading brands in industries have set milestones one another for energy saving and carbon reduction. Besides fulfilling our corporate social responsibility, we must also pay attention to the various incentives and penalties that have been initiated.

The 3rd Step: Set the objectives

Our objectives must be clearly defined and comply with SMART (Specific, Measurable, Attainable, Relevant, Time Based) principles, which are challenging and achievable, and covering the next 3 to 5 years. We usually use a BSC (Balanced Scorecard) to ensure our objectives are well balanced in four perspectives: finance, customer, internal processes, and learning and growth.

The 4th Step: Select the strategies

A strategy is a way to achieve objects and must be both forward-looking and executable. Based on the information obtained from the internal analysis and the external environment scan, we use the SWOT analysis and Top-Down Model to develop our future strategy. A company's strategy is not created by one person, but it is formed by a group of people through argument and debate. Strategic planning is not a one-way process, but rather an iterative process, top-down and bottom-up, back and forth discussions.

The 5th Step: Point out the main issues

The gap between the current situation and the objectives are the main issues and the focus of our management.

The 6th Step: Develop action plans

There should be a corresponding action plan for each issue. Each action must have a clear Direct Responsible Individual (DRI) and the scheduled completion date. If it is difficult for an action owner to set a completion date, it means that the action level is too high and too vague and must be subdivided until the owner is clear about what to do and can commit to a target completion date.

The 7th Step: Propose resource inputs

Based on the strategy and action plans, each organization comes out the resources needed, including manpower, location, land and floor space, equipment, working capital, technology, time, etc. However, resources are always limited, so they need be allocated in priority depending on the return of investment as well as the importance and urgency of the activities.

The above 7 steps are the method that we have been implementing, modifying, and evolving over the years. There is no guarantee that a strategy will be successful unless it is executed thoroughly. Strategic planning consumes a significant time and efforts, with a series of meetings. It would be a pity if the result is just empty slogans, producing a string of KPI's and target numbers that we can't even remember and don't know if they are achievable.

Some people advocate that the strategy is confidential and only allow few people to know. However, the experience tells us that we had better not mind taking all the trouble to deploy and communicate our strategies to our colleagues. It will ensure most of them aiming at the same direction and are willing to cooperate sincerely to demonstrate our company's strength fully.

It is said that a plan never keeps up with the changes, and bosses' mind beyond changes. Therefore, people doubt the necessity of plans. In fact, the plan is not only the basis for implementation, but also for responding to changes.

The strategic planning for this year has come to an end. What are not changed:

- Modularization, diversification, globalization, vertical integration, and smart manufacturing are still the main axes of our company's strategy.
- In terms of product and technology development, miniaturized solutions and automotive power modules are still the two major segments in which we are putting more investment.
- About customer risks, we continually make efforts to reduce our dependence on a single customer.

What are different:

- In response to the shift in supply chain, major customers' or products tend to be manufactured in China plus an overseas factory for ensuring the production and supply continuity.
- In reaction to the trend of global localization, we have established a regional EMS BU to directly serve our customers in addition to the original global ODM/ JDM/ EMS+ BU system.
- On the ground of geopolitics and epidemic control, we are actively developing suppliers in the region to establish a flexible and stable supply chain.

Because of the overall environment, we anticipate the shift from high to stable growth in the next two or three years. Both upfront investments and current budgets must be more carefully assessed and controlled.

I expect all our colleagues, whether you are belonging to BU, FU, or Site, can think strategically, know the method of strategic planning, and contribute efforts together. Any frank suggestion or question is welcomed at any time.

USI 人才圖鑑

資深員工專訪 上海·台灣篇

採訪編輯：總經理室 / 行銷企劃部

USI 蒐羅各路人才，就像一本人才圖鑑。在 USI 中，有些員工從基層開始做起，在不屈不撓的努力下，在 USI 開花結果。本次，我們邀請來自張江廠與草屯廠的幾位同仁，分享他們的故事。

上海張江廠 / 資訊服務總處

周權威



2010 年，權威當時還是一個在成都念書的大三生，在 USI 來到校園招聘時，很幸運地，他的資質被 USI 相中，成為唯一的大三實習生，進入系統管理部展開了他的職涯。

當時權威還是個 G1.1 的新手，為了兼顧課業跟工作，他時常上海成都兩邊跑，他分享我們一段經歷：有一次沒訂到機票，他只好坐 32 個小時的火車回學校！1 年

後他順利轉正，在 USI 一待就超過 10 年，即使中間有許多挫折與挑戰，經過多年的努力與主管的賞識，他現已成為一名 G7 的課主管，帶領著系統管理部的夥伴們邁進。

系統管理部主要負責辦公室相關的 IT 運營與服務，同事有關於電腦操作相關的問題，向他們諮詢就是最佳解答！權威做事喜歡刨根問底，這也是他一直宣導夥伴的，「一定要把事情的根本原因找到，這樣才能提供大家更好的服務。」

晉升為管理職，權威坦然表示面臨的挑戰更多，之前是工程師時，只要將自己負責的事務做好，但現在身為主管，技術與管理都要懂，都讓他感到責任重大。有時同仁難免有對系統的抱怨，但他認為「溝通是雙向的」，只要能替對方解決問題，就沒有難溝通的用戶。與部門夥伴相處方面，他滿能了解工作的難言之處。權威時常跟夥伴說：「你現在做的

工作，我其實兩三年前也做過。」接著將自己過去知道的技術或知識傾囊相授，夥伴便能理解該如何解決問題，這也是他從基層一路上來的優勢。

時光荏苒，一過就是十載，張江高科已是上海的高科技重點發展區域，昔日產線的上千個作業員，也已被機械手臂取代。唯一不變的是，權威依然喜歡 USI 的開放文化，除了良好的福利待遇，辦公室的和諧氛圍與主管的肯定也是讓他繼續待在 USI 的動力，主管們也沒什麼官架子，大家還會中午一同吃飯買咖啡，這是不可多得的。

IT 技術充滿無限性，每天都在變化，權威期許在未來能夠增進管理能力以外，自己也能從課程中多多學習，增加自己的 IT 知識。回顧過往，他想對過去的自己說聲：「辛苦了！」，有一點一滴的累積，現在才能擁有現在的高度。讓我們祝福他在 USI 的工作發展一切順利！

上海張江廠 / PD2

劉陽



Yang 現在是張江廠 NPI 課的課長，2011 年他進入 USI，從維修部門的 G1.2 作業員做起，2014 年，主管提供了 Yang 一個新機會，讓他帶領 NPI 課，當下雖然感謝老闆的肯定，但他總有些懷疑自己是否無法勝任，但念頭一轉，「任何事不去嘗試，永遠都不會認識。」，讓他下定決心承接這項職務，經過 10 年已經晉升至 G6。

Yang 負責 OPS1 NPI 的 Sample 生產，處理產線上的事務，和工程、PjM 等部門協調生產事項。在樣品生產期間，他最喜歡的是與人打交道，增進自己的知識。不過在 NPI 的 6 年間，也不是完全順風順水。有一次，在客戶嚴格的交期下產線 delay，Yang 晚上 12 點還回到公司，和 PjM 做協調，尋找彌補損失的方法，幸運的是，同事們全力伸出援手，最後沒有影響客戶太多，順利度過難關。

如何提升整條 NPI 產線的效率？Yang 強調重點要把人放在對的地方。新進人員先從簡單的工位著手，接著讓他們在數個多人工崗位輪替，學習完成整條生產。Yang 也常與員工們聊聊工作狀況，看工作上有沒有困難或可以優化的部分，讓他們認識產線的運作，也讓生產發展綜效。

時光流逝，物事變遷。NPI 課從一條小小的測試線，現在成長為一個測試車間，以前一個車間密密麻麻上千個員工，現在只需一半，甚至更少的員工來操作機械手臂；人心也變，隨著 00 後的員工加入 USI，在管理產線員工時，偶爾會有想法上的磕絆，這時就要靠溝通解決。唯一不變

的是，USI 部門同仁的高執行力與充滿互望互助的氛圍，這也是 Yang 選擇待在 USI 的原因。

過去主管 Nick 的一席話讓 Yang 非常感謝：「既然你被推薦帶領 NPI，代表你有受到大家的認可，那就放心大膽去做，我們會在後面支持你。」，Yang 秉持著「敢於去做」的精神，隨著工業設備推陳出新，雖然起初擔心無法接受，但依然鼓勵自己也要吸收新知運用於工作，避免生產不良品。最後，Yang 感謝過去 10 年自己付出的努力，讓他現在能夠承擔更大的責任，他也期許自己未來能夠提升專業知識，有更多的發展方向。



台灣草屯廠 / SCM /
供應鏈管理營運優化處
許美真



要用一個詞形容 Gina，大概是「外向無懼的冒險家」。在 USI 的 26 年，她輪調多個單位與廠區，從 G1.2 一路晉升至 G8，對她而言，USI 是一個寶庫，有無盡的資源與無數的機會讓她發展長才！

「既然是自己選擇的路，那就要在裡面尋找樂趣。」

這是 Gina 的求學理念。Gina 當初念高職電工科，是班上的一點紅。進來 USI 後，她從基層作業員做起，插件、包裝、測試無一不包，有時工程單位需要支援，憑藉著自己工科的背景，她總樂意去幫忙，藉此學習工程部門的專業知識，讓她的能力被更多人看見。



「只要我沒學過的、你要教我的，我全學！」

做了幾年作業員後，Gina 轉為文員，文員的優勢就是常跨部門溝通，被更多人認識。某次當時的生管主管 Akira 問她是否有興趣轉生管，她認為進入新部門後又可學習更多，因此申請內轉，成為生管部門的外包人員兼文員。中間 Gina 深知自己學歷不足，除了工作，她利用假日與平日晚上，攻讀空專的企管系與二技的財務金融系，一步步提升自己，克服由工轉商的挑戰。

在生管部門，Gina 接觸了生管、物管、物控等不同的領域，「我不會去挑工作，我就是接受挑戰。」擁有一顆好奇心的 Gina，當哪個單位有缺，她永遠是第一個前去遞補的人，等到新人來再交給他們。

「去國外跟外面的人拚搏，你才會知道自己的能力在哪裡。」

2006 年公司經營重心移往中國大陸，Gina 躍躍欲試。那時 Gina G3，她給自己設下 2 個月的目標，不讓自己被退回，誰知道一去就是 11 年！

起初，Gina 在上海 Set up 外包系統，之後接下代課長的職位，一路往上晉升，她從模仿從她喜歡主管的領導方式開始，塑造自己的管理風格。身為管理職後，職責比過去更多，每天面臨數不清的大型會議，許多人因為太辛苦或其他考量而離開，但 Gina 直到專案成功後才回台。為了不想被認為是空降主管，她對金橋的團隊說過：「我希望你們成長，等到你們站得住的時候，我會把這個舞台轉交給你們，去尋找我人生的下個舞台。」她也兌現了這個承諾，讓他們展翅高飛。

在墨西哥的經驗是 Gina 把在 USI 的所學發揮到最淋漓的一次，2018 年她接下前往墨西哥的 POS 產品生產任務，但一切顛覆了她的想像，原本她的目標是「可以下第一張採購訂單給供應商」就可以功成身退，但抵墨後她發現，第一條產線還在架，員工跟軟硬體設備都缺乏，這個任務有點艱鉅，Gina 憑藉在 USI 的整體經驗，被 PM Hawk Sun 授予做起現場總指揮，從庫房操作流程系統面的架設開始，接著生物管 / 採購作業操作及流程系統面的建立，起初人力不足的狀況



下所有支援人力不分職位一律從基層作業做起，首要就是到庫房當作業人員收料、發料，為了讓 NPI 順利通過客戶的稽核及順利進入量產，這些支援人力白天處理公事，晚上還得當庫房作業人員收料、發料，每個人不分你我，只想怎麼做才能讓作業更順利，有參與過這一波人員對於這樣的經驗應該會很難忘，只有在越艱苦的環境才能學到更多處理異常的寶貴經驗，畢竟這樣的事不會發生在日常中，也因為這個團隊的凝聚力強，最後如期在規劃的時程內進入量產，她職涯上又完成一次不可能的任務。幸而這些處理的手法都來自於基本功的扎實面；將之化為最適當地作業的模式，直到現在仍能順利作業。有人說從零開始很難，「我們靠的是團隊的成功。」她這麼表示。

Gina 教導當地員工也有不少心法，為了和當地員工溝通，她開始學習簡易西班牙語，教他們使用電腦系統，讓員工從排斥到熟用。她平時與員工打成一片，習慣觀察他們的行為，純熟到之後即使溝通不順還是有辦法帶他們去找貨架上的物料。此外，Gina 也尋找有潛力的人才，讓他們學

會操作系統後教給下一個人，她認為與其用命令式，不如在教與賦予之間流轉。

「把生活過得不一樣。」

「要怎麼把工作變有趣，端看你的心態。」Gina 起初在產線時，每天想的都是如何比昨天增加更多的產量；在生管時，當她對一個流程有疑問，她就工作一段時間，再轉到負責該流程的 team 把它弄懂，再往下一步邁進。她不會選擇在同個崗位上待上十年，而是像在 RPG 地圖上解任務，不會換了位置就換了腦袋，她把每個階段的經驗都累積起來，當作寶貴的經驗，這樣未來到哪個位置都有辦法勝任。「別人認為你不能，但你成功了，這就是你工作的成就感。」

當工作較平穩時，Gina 就會想要在生活上「過的不那麼平穩」，她印象深刻的一次，是去爬了非洲的吉力馬札羅山，從平地到達 5,895 公尺的高空，路途上她也曾有放棄的念頭，但在嚮導的鼓勵下成功登頂，「當你腳步邁出的那一剎那，你就有機會，你不需要很厲害才開始，你要開始才

會變得很厲害。」Gina 說：「人生只要樂觀就有無限的可能，當你悲觀，就是妥協了。」

在 Gina 的職涯中有許多讓她感念的事物，當初研讀商管遇上不少難題，她很感謝現在的 Spencer 副總，當時他在學業給了 Gina 不少幫助。此外，Gina 非常肯定 USI 的內部轉調制度，內部人員若要轉調，只要有興趣，並與對方主管討論，就有很大的機會可以轉調或外派，比起外部求職的高門檻來得吃香，如果想要更被看見，就要主動舉手，別只是當個觀眾，而是要走上自己的舞台。

未來，Gina 想要嘗試 USI 與 AFG 之間系統面的整合，藉由數位化讓員工使用系統時都能簡化工作流程，她認為會是一項挑戰，必須要對流程掌握精準，才能達到雙方的需求。她也想要培養公司的中堅力量與高執行力人才，讓高管的策略可以順利執行。對 Gina 而言，USI 還有很多寶藏等著她去探索，只要用心去看，就會有更多機會，相信 Gina 在 USI 的職涯還會繼續燦爛下去！

Talents in USI

Senior Employees' Stories— Shanghai and Taiwan Site

Interviewed by: President Office / Marketing Communication

Shanghai Zhangjiang Site / Information Technology
Quanwei Zhou



Quanwei was still a college junior in Chengdu in 2010 as USI organized a campus recruitment event. Fortunate for him, he was spotted by USI for his talents and became the only college junior who was recruited as an intern. This is how he started his career at the System Management Department.

Quanwei was a new G1.1 newcomer and had to travel between Chengdu and Shanghai as he was burning his candle at both ends for his college studies and work. He shared a story with us: there was once he could not book a flight and was forced to take a 32-hour train ride back to school! A year later, he became officially a USI employee and still is after more than a decade. It has been a bumpy road along the way. Thanks to years of hard work and the managers' recognition, he is now a G7 Section Manager, leading the System Management Partners forward.

The System Management is in charge the IT operations and services at all offices. When anyone has computer-related issue, they are the one to look for! Quanwei likes to get to the bottom of things and that's what he has been telling his people: "You always get to the root of a problem. That's how we provide the best service available."

USI positively attracts talents around the world, just like a collection book. In USI, some of the employees, through their own efforts, started from the grassroots, and they succeed at USI. This time, we invited some employees from Zhangjiang and Tsaotuen Site to share their stories.

Now in a management position, Quanwei knows quite well that there are lots of challenges in front of him. When he was an engineer, he only had to mind his own business. Now he has to have knowledge about both technology and management, and that's a lot of burden on his shoulders. People inevitably have complaints about the system. However, he believes: "communications work both ways." No one is too difficult to communicate with as long as you help him/her solve his/her problem. He has a pretty good idea about the difficult part of getting along with people within his department. Quanwei usually tells his guys: "I was doing what you are doing 2 or 3 years ago." What happens next is that he opens his mind, brings out what he has learned in the past about technology or knowledge, and shows his people how problems are solved. That is how he climbed the corporate ladder.

Time flies. Zhangjiang High Tech Park has evolved into the center of high-tech development in Shanghai. Once, thousands of operators were working like worker ants on the production lines, but now they are replaced by robot arms. One thing that remains unchanged is that Quanwei still loves USI's culture of openness. The harmony in the office and recognition from bosses are

what keep him going at USI, in addition to, of course, good benefits. The supervisors are not bureaucratic, and they always have lunch or a cup of coffee together. That's something you don't experience every day.

Sky is the limit for IT technology, and things evolve every day. Apart from enhancing himself in terms of management capability, Quanwei would like to study more in course programs and improve his IT knowledge. Looking back, he would like to pet his young self on the back: "great job!" Trickle by trickle is what led him to where he is today. Let's wish him all the best for his career with USI.



Shanghai Zhangjiang Site / PD2
Yang Liu

Yang is now the Section Manager of NPI in Zhangjiang Site. He started out as a G1.2 technician at the maintenance department when he came to USI in 2011. In 2014, Yang's boss gave him an opportunity to lead NPI. He was certainly grateful for the opportunity but still doubt himself as whether he had what it takes for this position. However, "You will never know what you are capable of until you start trying," he reflected. Yang made up his mind and stepped up, and now he becomes G6 after 10 years.

Yang is in charge of sample productions for OPS1 NPI and dealing with everything about the production line and coordination with other departments, such as engineering and PjM. He likes to associate with people to enhance his knowledge while working on sample production. However, things were not always going his way during his 6 years with NPI. Once, the production was heavily delayed with the customer watching over his back. Yang had to go back to the office at midnight and coordinate with PjM, trying to find a solution to make up the lost time. Fortunately, under all hands' support, situation was solved without too much of the customers' complaint.

Is there any way to make the NPI production line more efficient? Yang focuses on putting the right person in the right place. New people started from something easier before being put into rotation with others to learn how the entire production line works. Yang talks to his people very often to see if there is any difficulty or anything

that can be improved. He helps them to get familiar with how the production line works and allow synergy to develop within the production group.

Things change as time goes by. NPI was once a small test line but now grows into a test workshop. There were some a thousand workers crowding the entire workshop, but the population is now nearly halved; even fewer workers are needed to operate the robotic arms. People's thoughts also change over time. As the generation-born-after-00s workers join USI, there are conflicts in thoughts while managing workers. This is where the communication skills come to play. One thing that remains unchanged is the atmosphere where USI colleagues stay highly productive and work as a well-oiled team, and that's why Yang chose to stay with USI.

Nick, Yang's boss, once said something that made Yang ever so grateful: "Now that you are recommended to lead NPI, it means you are well recognized. So, just do it. We are right behind you." With the idea of "just do it" in mind, Yang works hard to prevent any defected products under his watch by encouraging himself to learn something new every day, even though he is somewhat worried at the beginning that he may not accept it when new industrial equipment rolls into the workshop. At the end, Yang is thankful for the hard work he has put in for the past 10 years, as it has made him capable of taking more responsibilities. He encourages himself to improve his professional knowledge and head toward wider development.

Taiwan Tsaotuen Site
SCM / OED
Gina Hsu



To describe Gina in one word, it would probably be "extroverted and fearless adventurer". During her 26 years at USI, she has rotated through multiple units and sites, working her way up from G1.2 to G8. To her, USI is a treasure trove of countless resources and opportunities for her!

"Since it's the path you choose, you have to have fun in it."

This was Gina's philosophy as a student. Gina was studying electrical engineering at vocational high school, and she was the only female student in the class. After entering USI, she started as an operator, and she is responsible for plug-ins, packaging and testing. When the engineering department needs support sometimes, with her engineering background, she is always willing to help and learn the professional knowledge of the engineering department, so that her ability can be seen by more people.

"I'll learn everything you want to teach me that I haven't learned before!"

After working as an operator for a few years, Gina became a clerk. The advantage of being a clerk is that she often communicates across departments and gets to know more people. One time, Akira, the head of Production Management at that time, asked her if she was interested in changing to Production Management, and she thought she could learn more by joining the new department. So, she applied for job rotation and became an outsourced personnel and clerk of the Production Management. In the middle of her career, Gina realized her lack of education, so she spent her holidays and weekday evenings studying Business Administration at

the Open Junior College and Finance at the Two-year Technical Program to enhance herself step by step and overcome the challenges of changing from engineering to business.

"You will know what you are capable of when you go abroad and fight with people overseas."

In 2006, USI's focus shifted to mainland China, and Gina was eager to try. At that time, Gina was at G3, and she set herself a goal of not being sent back within 2 months. Who knew that it would be 11 years!

Initially, Gina set up an outsourcing system in Shanghai, then took over the position of Acting Section Manager and worked her way up the ladder, imitating the leadership style of her favorite supervisor and shaping her own management style. At a management position, she had more responsibilities than ever before and faced countless large meetings every day. Many people left because of exhaustion or other considerations, but Gina did not return to Taiwan until the project succeeded. In order not to be considered an outside manager, she told to Jinqiao's team: "I hope you grow up, and when you can stand up, I will hand over this stage to you to find the next stage of my life." She also fulfilled this promise and let them fly high.

The experience in Mexico was the time when Gina made the most of what she had learned at USI. In 2018, she took over the production task of POS products in Mexico, but everything overturned her imagination. Her original goal was "Make it able to place the first purchase order to the supplier", and then she can finish the work there. After arriving in Mexico, she found that the first production line was still under construction, and there was a lack of workers, hardware and software equipment. The task was a bit daunting and Gina, with her holistic experience at USI, was awarded by PM Hawk Sun to be the commander, starting with the set-up of the warehouse operations system, followed by the set-up of the production and material management/purchasing operations and process system. In the initial shortage of manpower, all support manpower, regardless of position, started from operators. The first step is to work as an operator to receive and dispatch materials in the warehouse. To allow NPI to pass the

customer's audit and enter mass production smoothly, these support personnel handle business during the day and work as warehouse workers to receive and dispatch materials at night. Everyone acts as one, only thinks of how to make the operation more smoothly. Such experience should be very unforgettable to everyone involved. Only in the more difficult environment can we learn more valuable experience in dealing with abnormalities. After all, such things do not happen in everyday life. Also because of the strong cohesiveness of the team, it finally entered mass production within the planned schedule, and she completed another impossible task in her career. Fortunately, all these handling techniques come from the solid fundamentals, and they have been transformed into the most suitable model for the local operation. Thus, it can operate smoothly thus far. Some people say it's hard to start from scratch, but "what we rely on is the success of our team," she says.

Gina also has lots of ideas to teach local employees. To communicate with them, Gina started to learn simple Spanish and taught them how to use the computer system so that they would change from rejection to familiarity. She usually gets along well with the employees, observing their behavior. She can take them to find materials on the shelves even if they don't communicate well. In addition, Gina is also looking for talents with potential, let them learn the operating system and then teach the next person. She believes that instead of using the command style, it is better to switch between teaching and giving.

"Live differently."

"How to make work interesting depends on your mindset. When Gina worked at the production line, all she thought about every day was how to increase production compared to yesterday; in Production Management, when she had a question about a process, she would work for a while and then move to the team in charge of the process to figure it out, before moving on to the next step. She won't choose to stay in the same position for ten years, but rather to solve tasks like in an RPG map, not changing her beliefs when she changes positions. She accumulates her experience at each stage

as valuable experience, so that she can be competent in any position in the future. "Others think you can't, but you succeed, this is the sense of accomplishment in your work."

When her work became stable, Gina wanted to live a "less stable" life. She was impressed by a trip to climb Mount Kilimanjaro in Africa, from flat land to a height of 5,895 meters, and having thoughts of giving up on the way, but she finally still reached the top with the encouragement from her guide. "The moment you step out, you have a chance. You don't need to be great to start, you have to start to become great." Gina said: "As long as you are optimistic in, there are infinite possibilities. When you are pessimistic, it's a compromise."

There are many things that Gina is grateful for in her career. When she was studying business management, she encountered many difficulties. She is very grateful to VP Spencer, who gave Gina a lot of help in her studies at that time. In addition, Gina is very positive about USI's job rotation system. If internal employees want to transfer, as long as they are interested and discuss with the supervisor of the other unit, there is a great opportunity to be transferred or assigned. Compared with the high threshold of external people, it is much easier. If you want to be seen more, you must raise your hand proactively. Don't just be an audience, but step on your own stage.

In the future, Gina would like to try to integrate the system side between USI and AFG, so that employees can use the system to streamline their workflow through digitization. She thinks it will be a challenge, and it is necessary to have a precise grasp of the process to achieve the goals of both parties. She also wants to cultivate USI's backbone and high-execution talents so that senior executives' strategies can be implemented smoothly. For Gina, there are still many treasures waiting to be explored at USI, and as long as she looks into them, there will be more opportunities. It is believed that Gina's career at USI will continue to shine!

增肌 心健康

作者：臺灣草屯廠 / QA&CSR / S&HS / HS / 張瑞靜

人類從 30 歲開始容易逐漸失去肌肉質量和力量，預計每十年流失 3% 左右，某些族群因疾病、賀爾蒙甚至不太活動進而導致流失快速，隨著年齡增長，發展為嚴重的肌少症。



肌肉與健康的研究

美國加利福尼亞大學洛杉磯分校有研究調查 6,400 位心臟疾病患者，研究結果顯示，維持肌肉質量可以減少過早死亡的風險 (HealthDay News, 2016)，然而，研究結果可作為解釋「肥胖悖論」(Obesity paradox)，肥胖者身體質量指數 (Body mass index, BMI) 較高，死亡率應當提升，然而，此理論卻反而提到 BMI 較高的人死亡率較低，原因應該就是在肌肉的含量加重

體重數據，進而造成 BMI 增加。另一研究評估 45 歲以上的無心血管疾病成年人中，肌肉骨骼質量 (Skeletal muscle mass, SMM) 和 10 年心血管疾病 (CVD) 發病率之間的關係，發現骨骼肌質量 (SMM) 的保存有助於心血管疾病健康 (Tyrovolas et al., 2020)。

運動與肌肉—阻抗運動

根據美國運動醫學學院的說法，提升骨骼肌的質量，主要需要

進行阻抗運動 (又稱為肌耐力訓練)，可以使用家中物品進行阻抗訓練，例如使用裝滿沙子的牛奶瓶，或使用傳統的自由舉重和啞鈴、重量機、彈性帶或球，方便隨時取得並進行。如果你患有慢性病，並且最近沒有活動，請在開始力量訓練或有氧健身計劃之前與醫生聯繫。在訓練開始前先行熱身讓肌肉溫暖，並以訓練大肌肉群為主，如大腿深蹲重複 12 到 15 次，並視情況逐漸增加重量或阻力。為了讓肌肉有時間

恢復，請務必休息一天隔一天再做訓練，每週做兩到三個 20 分鐘或 30 分鐘的訓練課程，不要花太多時間過度訓練 (Sandya et al., 2022)。

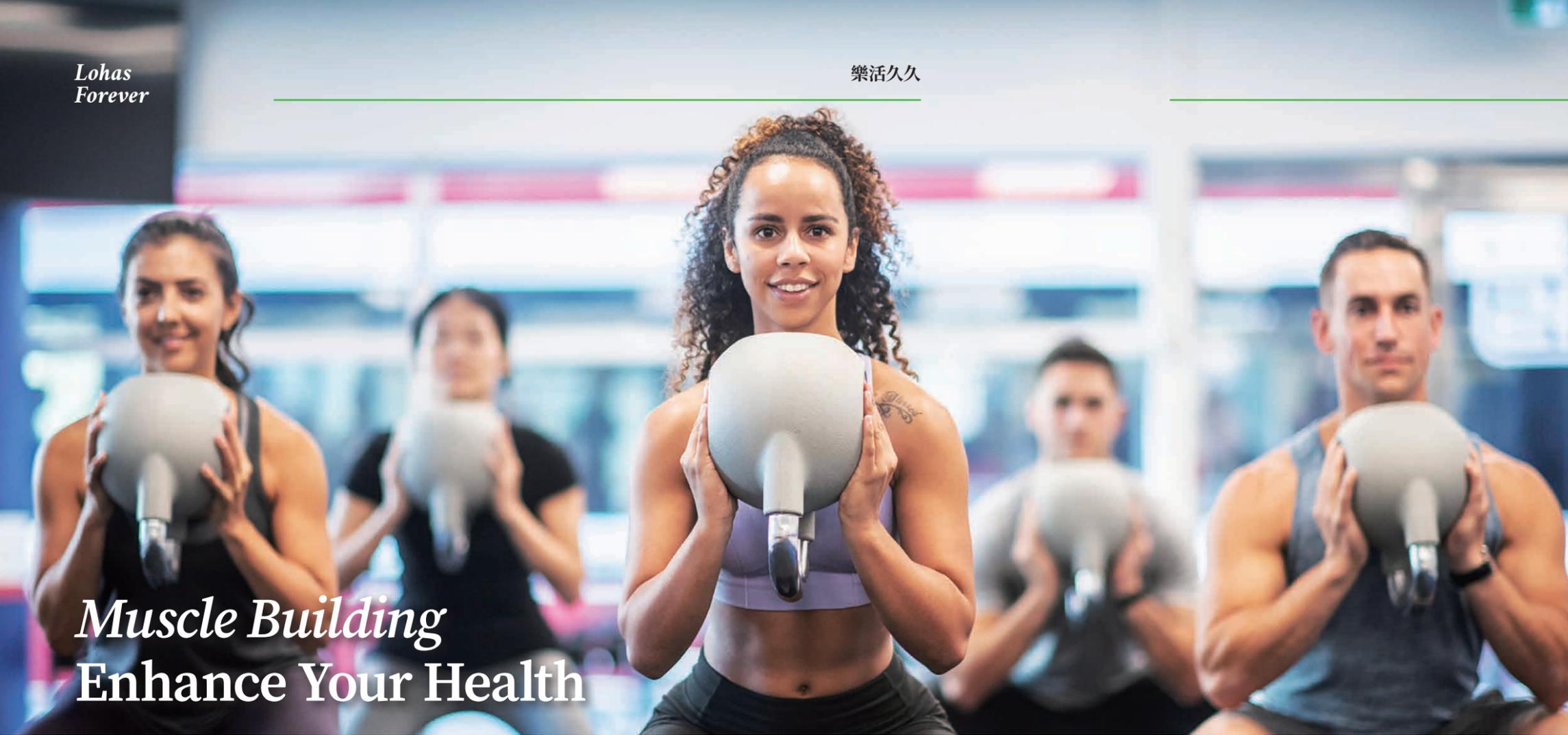
營養與肌肉—攝取優質蛋白

如果想增肌，除了阻抗運動鍛鍊外，營養和運動都至關重要，如果沒有適當的營養攝入強化肌肉生長，亦難達成目標。營養素的攝取不能靠單一食物應均衡，大家都知道肌肉的來源是蛋白質，

但還是需要碳水化合物以及脂肪等提供熱量，優質蛋白質的食物來自動物和植物。推薦的食物包含雞蛋、鮭魚、雞胸肉、希臘優格、金槍魚、蝦、大豆、豆腐、牛奶以及糙米等，這些優質蛋白同時也富含維他命以及礦物質，每天的蛋白質攝入量為 1.6 克 ~2.2 克，也可以考慮使用乳清或酪蛋白等高質量蛋白質補充劑來補充飲食 (Grant, 2022)。

增肌增健康

據研究，肌肉流失與心血管疾病、殘疾以及死亡風險增加有關，提升肌肉質量除了可以降低心血管疾病及死亡發生率外，還有許多健康上的好處，包含提升骨質含量、增加新陳代謝、保護關節、可良好管控慢性疾病以及提高思維能力 (Sandya et al., 2022)，趁早改變你的飲食運動生活習慣，贏回健康好肌力！



Muscle Building Enhance Your Health

Author: Taiwan Tsautuen Site / QA&CSR / S&HS / HS / Nancy Chang

Humans are prone to gradually lose muscle mass and strength from the age of 30. It is estimated that about 3% will be lost every ten years. Certain groups of people will lose fast due to diseases, hormones or even less activity. As they age, they develop into serious sarcopenia.

Muscle and Health Research

A UCLA study of 6,400 patients with heart diseases indicated that maintaining muscle mass can reduce the risk of premature death (HealthDay News, 2016). The research results show that when the body mass index (BMI) of obese people is higher, and the mortality rate should increase. However, this theory actually mentions that people with higher BMI have lower mortality rate, and the reason is that the content of muscle increases the weight data, resulting

in an increase in BMI. Another study evaluating the relationship between skeletal muscle mass (SMM) and 10-year cardiovascular disease (CVD) incidence in adults over 45 without cardiovascular disease found that preservation of skeletal muscle mass (SMM) contributes to cardiovascular health (Tyrovolas et al., 2020).

Exercise and Muscles - Resistance Exercises

According to the American College of Sports Medicine, improving skeletal muscle mass primarily requires resistance exercises (also known as muscular endurance training), which can be performed using household items, such as a sand-filled milk bottle, or traditional free weights and dumbbells, weight machines, elastic bands or balls that are readily available and accessible. If you have a chronic medical condition and have been inactive recently, consult with your doctor before starting a strength training or cardio fitness program. Warm up your muscles before starting a workout, and focus on training large muscle groups such as thigh squats, for 12 to 15 repetitions, and gradually increase the weight or resistance depending on your situation. To give

your muscles time to recover, be sure to take a day off between exercises, do two to three 20- or 30-minute training sessions per week, and don't spend too much time overtraining (Sandya et al., 2022).

Nutrition and Muscle - Get High-quality Protein

If you want to build muscle, in addition to resistance exercises, nutrition and exercise are crucial. Without proper nutritional intake to strengthen muscle growth, it will be difficult to achieve the goal. The intake of nutrients cannot be balanced by a single food. Everyone knows that the source of muscle is protein, but it still needs carbohydrates and fats to provide calories. High-quality protein foods come from animals and plants. Recommended high-quality protein foods include eggs, salmon, chicken breast, Greek yogurt, tuna, shrimp, soybeans, tofu, milk, and brown rice. These high-quality proteins are also rich in vitamins and minerals. The daily protein intake is 1.6 g~ 2.2 g, also consider supplementing your diet with high-quality protein supplements such as whey or casein (Grant, 2022).

Muscle Increase Leads to Health

According to research, muscle loss is associated with increased risk of cardiovascular disease, disability and death. In addition to reducing the incidence of cardiovascular disease and death, increasing muscle mass has many health benefits, including improving bone mass, increasing metabolism, and protecting joints. It can greatly manage chronic diseases and improve thinking ability (Sandya et al., 2022). Change your diet, exercise and living habits as soon as possible to win back healthy and good muscle strength!



合規管理：企業的挑戰與防線

編輯整理：總經理室 / 行銷企劃部

隨著永續發展成為全球關注的焦點，另一個衍生的趨勢就是合規 (Compliance)，當今如何藉由合規管理來強化企業環境、社會及公司治理等層面，是非常重要的議題。本次我們邀請在上海工作的 USI 合規長 (Chief Compliance Officer) 屈盈盈，與我們談談相關合規管理的知識。

合規的內容有哪些？

對每一間跨國企業而言，「合規」即是公司文化的必備要素，USI 也不例外。從內容上，我對合規的任務定義主要是「Making sure that business is run in the right way」，即：通過推廣「I Love Being Compliant」的理念，建立合規制度、踐行合規項目，確保全體員工能夠堅定的誠信行事，並與我們所受管控的眾多法律、法規和政策要求保持一致，助力公司永續發展，實現從優秀到卓越。

傳統的合規主要是道德合規 (Ethic Compliance)，包括反貪腐、反貪污 (Anti-Bribery, Anti-Corruption)。近年來，合規已經延伸到 Support 業務與公司文化發展，其中最重要的就是「監管合規」(Regulatory Compliance)，合規中提到最

多的大概是 Data Privacy (數據保護) 與 Trade Compliance (貿易合規)。這幾年數位經濟越來越熱，合規越顯得重要，一方面數位是新經濟的增長方式，另一方面也是為了確保數位安全、數據保護及個人隱私，而貿易合規主要就是探討美國出口控制規定。

以 ESG 的角度來看，合規扮演的角色是？

對每一間跨國企業而言，「在 ESG 的概念中，合規主要屬於 G(Governance, 公司治理) 的角色，同時近年也逐漸擴展到支持其他兩個領域。

什麼是合規調查？

合規調查在北美興起，後被歐洲所廣泛接受，在亞洲也越來越多。它有一種文化——「勇於直言 (Speak

up)」，它不是賦予員工權力去隨便亂說，而是當看到有其他員工——不管資深資淺——違反了法律或者公司政策，為了維護公司利益因此仗義執言，當公司收到訴求後會啟動調查，把情況了解清楚後，接著會與相關部門合作，提出適當的員工懲處或改善計畫。

合規跟公司業務的關係是？

合規部門的目標是成為公司的 Business Partner，我們以自身累積的知識和經驗來支援公司業務，使其正向發展。公司營運會預見各式各樣的風險，但不是每個風險都是等到發生了才解決，合規部門會提供關於公司治理、數據保護或貿易合規的建議，來幫助解決或規避風險。

如何在公司推廣合規？

我認為是教育訓練。因為它可以幫助公司建立合規意識 (Compliance Awareness)。任何政策的頒布，如果配備了具有目標的訓練，那麼員工就能有即時的了解。甚至能再更進一步，根據不同部門的需求設計相對應的訓練，來幫助員工順利完成工作。像今年的重點就是貿易合規與數據保護。

目前在 USI 推行合規的狀況如何呢？

像數據保護這塊，我們除了跟 IT 合作，也有跟 HR。USI 的商業模式是 B2B 的，相對來說我們比 B2C 的公司還要簡化些，因為我們不會收集消費者的個人信息，客戶基本都是公司，因此在這一塊重點是與 HR 合作，一起保護內部員工個資。另外 USI 在合規發展的前景是非常好的，藉著公司走向國際化的契機，擁有一個很好的平台來建立和發展制度，對 USI 而言，數據保護跟貿易合規都是時下議題，所以現在建立起來的政策一定就是最新最先進的。在道德合規方面，我們也與內部稽核以及 HR 部門合作。

此外，USI 的文化也非常好，通常歐美公司的規定都比較細緻，有要求程序化的，但亞洲公司——特別是總部在亞洲的企業——我覺得我們可以做得更加人性化，其實一些道德的專案也可以結合亞洲文化，即使基礎還是美式，但一個制度對公司能用並且好用，是要結合公司自己的文化。我來到 USI 後，發現員工都很勤奮，回饋時也很有效率，執行力跟自覺性高，也樂於分享，這些未來都可以充分融入到新政策的建立與頒布，讓新政策不會像歐美的制式化，而是有 USI 自己的元素存在。



Compliance: Challenges and Lines of Defense for Enterprises

Consolidated by: President Office / Marketing Communication

As sustainable development has become a focus of global concern, a trend has emerged: Compliance. Compliance management is a pivotal issue today that strengthens the environmental, social and corporate governance aspects of a company. This time, we invited Janet Qu, Chief Compliance Officer of USI based in Shanghai, to talk about compliance management.

What constitutes compliance?

For every multinational company, "compliance" is an essential element of corporate culture, and USI is no exception. In terms of context, I define the mission of compliance as "Making sure that business is run in the right way," that is, by promoting the concept of "I Love Being Compliant," establishing compliance systems and implementing compliance programs, ensuring that all employees can act with integrity and consistency with the many laws, regulations and policies that we are subject to. This empowers the company to develop sustainably and elevate company's performance from excellence to outstanding.

In conventional terms, compliance mainly refers to ethic compliance, including anti-bribery and anti-corruption. In recent years, the scope of compliance has been extended to support businesses and of fostering corporate culture, the most critical of which is "Regulatory Compliance." The most common topics heard in compliance matters are probably data privacy and trade compliance. With the popularization of the digital economy over the past few years, compliance has never been more important. On the one hand, digital is the new economic growth method and on the other hand, enterprises must also ensure digital security, data protection and personal privacy. Trade compliance is primarily the exploration of U.S. export control requirements.

From an ESG perspective, what is the role of compliance?

For ESG concepts, compliance mainly refers to the role of G (Governance), while in recent years it has also been gradually extended to support two other scopes.

What is Compliance Investigation?

The concept of compliance investigation first emerged in North America, became widely accepted in Europe and is becoming more and more prevalent in Asia. It encourages a culture of "Speak up," which does not mean it empowers employees to speak at will, but rather to speak up when they see that another colleague – regardless of seniority – is violating the law or company policy, which safeguards the interests of the company. After receiving the report, the company will initiate an investigation to look into the incident in depth and then task the concerned departments to propose appropriate disciplinary actions or improvement plans.

What does compliance have to do with company business?

The goal of the Compliance Department is to be the "Business Partner" of the company, leveraging its accumulated knowledge and experience to support the positive development of the company's business. There are a variety of risks that can be anticipated in a company's operations, but not every risk is resolved only when it occurs; the Compliance Department provides advice on corporate governance, data protection or trade compliance to help resolve or avoid risks.

How do we promote compliance in the workplace?

I think the key is education and training, because it helps the company build compliance awareness. If any policy is announced with the activation of targeted training, then employees can have an immediate comprehension. Companies can even take a step further by designing training that is tailored to

the needs of different departments to help employees perform their jobs smoothly. For example, this year, the focus is on trade compliance and data protection.

What is the current state of compliance at USI?

In terms of data protection, we not only work with IT, but also with HR. USI's primary business model is B2B, and we are relatively more streamlined than B2C companies because we do not collect personal information from consumers, and our customers are predominantly companies. Therefore, the focus in this area is to work with HR to protect the personal data of internal employees. In addition, USI has a very good prospect for compliance development and has a very sound platform to establish and develop systems as the company continues its roadmap to globalization. For USI, data protection and trade compliance are both key issues of today, so the policies that are in place now must be the most up-to-date. About ethics compliance, we also work with internal auditors and the HR department.

In addition, USI possesses a very good corporate culture. Usually, European and American companies have more detailed rules and procedures, but Asian companies – especially those headquartered in Asia – I think are more people-oriented. In fact, some ethics programs can be integrated with Asian culture, even if the foundation is still American, but a system that works well for a company is one that incorporates the company's own culture. Since I joined USI, I have found that the employees are very hardworking, efficient in giving feedback, highly motivated to execute and share their ideas. All these can be fully integrated into the creation and enforcement of new policies in the future, so that the new policy will not resemble the one-size-fits-all standardization of Western enterprises, but rather incorporate USI's own elements as well.

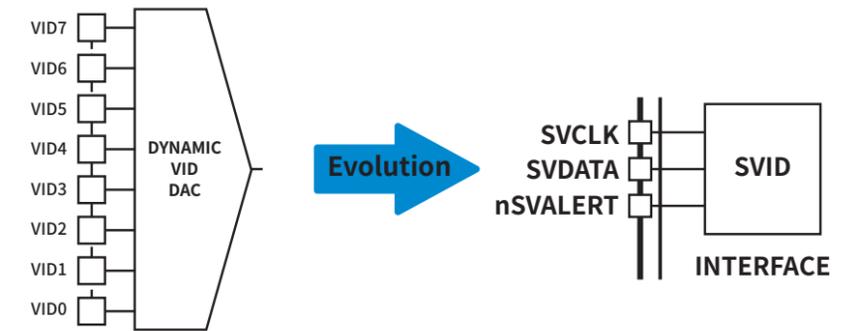
Intel VRD 簡介

編輯整理：臺灣草屯廠 / S&S & CE / 電源設計部 / 呂丞堯

一般的電壓調節器 (Voltage Regulator, VR) 只提供固定電壓給 Chip 或 Devices，但 CPU 因為基於節能、溫升控制或超頻等因素，需要 VR 隨時調整輸出電壓來符合 CPU 所發出的電壓指令，而 Intel 所提出的 VRD (Voltage Regulator Down) 就是為了支援這種感測後調整供電電壓 VR 的規範。而目前最新的文件已更新到 VR14，可支援最新的 SPR CPU (Sapphire-rapids)。

Serial VID (SVID)

上面提到 CPU 會發出指令要求 VR 調整電壓，而這個溝通管道就是 SVID (Serial Voltage Identification)，由三條訊號 Clock、Data 和 Alert 組成，在 VR11.1 之前，此通訊 BUS 是由 8 根 VID pin 組成 (8bit)，電壓調整範圍為 1.6v~0.5v，VR12 之後更新為 SVID，如圖一。不但節省 PIN number，也讓 bus 速度提升至 25Mhz，以應付更頻繁的電壓控制指令變換。



圖一 VID BUS 演進

SVID 主要功能有：

- 控制多組 VRs 電壓設定 (setVID fast/slow/decay、setWP..... 等等)
- 從 VR 讀取監測的資訊 (in/out current、in/out power、in/out voltage、VR thermal..... 等等)
- 接收警報，中斷 SOC (System on a chip)

VID Step

CPU VR 依照電壓高低可分為 5mv/step 與 10mv/step 兩種，前者最高可達 1.52v，後者最高可達 3.04v，一般 DDR4 power 因為只有 1.2v 左右，所以選擇 5mv/step；Vcore 電壓約為 1.8v，所以選擇 10mv/step。

Dynamic VID (DVID)

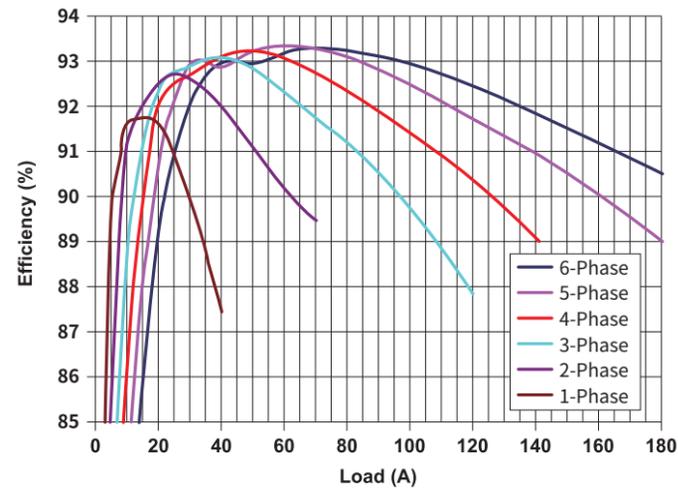
CPU 透過 SVID BUS 向 VRs 發送新的目標電壓和 slew rate 命令。在 VR 控制器執行完指令後會以 Alert 通知 CPU，以達成一個完整的命令流程。此切換方式共有三種：fast、slow 和 decay，見下表一。

表一 動態電壓切換速率模式 (Dynamic VID Slew Rates)

SetVID_fast	Slew rate is 25mv/us (multiphase) or 10mv/us (single phase)
SetVID_slow	為 SetVID_fast slew rate 的 1/4
SetVID_decay	slew rate 則是由當時的負載與輸出電容多寡決定，VR 的 PWM(脈衝寬度調變) 在 decay mode 不會動作

Auto Phase Shedding

在 VR12.5 之前的 PWM IC 會接收來自 CPU 的 PS (Power state) 指令，調整需要工作的相數來達到效率的最佳化，VR13 之後這項工作改由 PWM IC 自行偵測電流大小自動調整工作相數，讓效率可以更優化(電流增加，相數增加，反之則減少)，見下圖二。

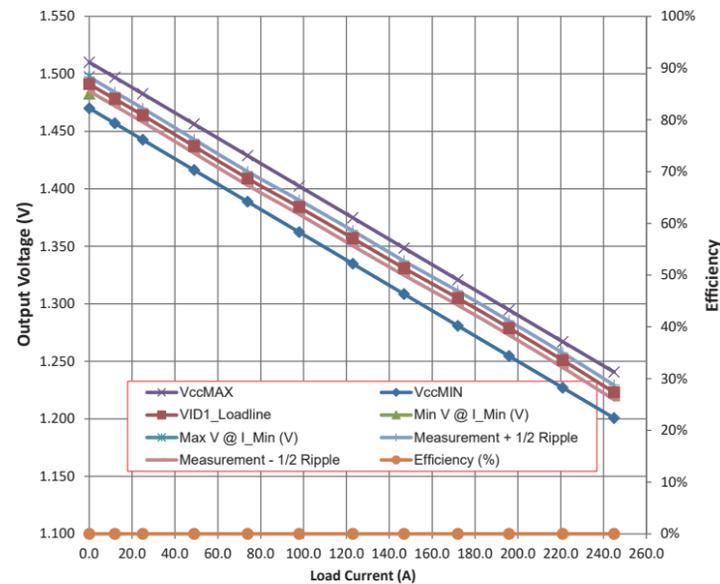


圖二 Auto phase shedding 的效率曲線可維持在最佳效率上 (紅線)

Adaptive Voltage Positioning (AVP)

AVP 是由 Intel 提出的設計概念，用以解決大電流的 VR 設計問題，一方面可以減少輸出電容的數量進而降低成本與 VR size，另一方面也可以減少散熱 (thermal dissipation) 設計的困難。

下圖三為 CPU core power 電壓容差範圍示意圖，電流越大電壓越低，下降電壓除以增加電流的值稱為 Loadline。多相式 VR 的 Load line 約落在 0.55m~1.5m 歐姆，單相式 VR 的 Load line 則約 1m~3m 歐姆。



圖三 負載線調節

CPU 速度越來越快，核心數越來越多，所要求能供應的瞬間電流也就越來越大，VR13 之前的 CPU (SKYLAKE/165w) 最大電流仍小於 255A，但在 VR13.HC 之後已經突破這個限制來到 398A (ICELAKE/270w) 以及 VR14 令人咋舌的 550A (SPR/350w)，瞬間大電流不論對輸出端或輸入端都是嚴苛的考驗，因此設計者熟悉最新 INTEL VRD 規範也就更加重要。



Introduction of Intel VRD

Consolidated By: Taiwan Tsao-tuen Site / S&S & CE / Power Design Department / Jack Lu

The general Voltage Regulator (VR) only provides a constant voltage to chip or devices, but the CPU needs VR to adjust the output voltage at any time to meet the voltage command issued by the CPU due to factors such as energy saving, temperature rise control or overclocking. The VRD (Voltage Regulator Down) proposed by Intel is to support this specification of adjusting the supply voltage VR after sensing. The latest file has been updated to VR14 to support the latest SPR CPU (Sapphire-rapids).

Serial VID (SVID)

As mentioned above, the CPU will issue a command to request VR to adjust the voltage, and this communication channel is SVID (Serial Voltage Identification), which consists of three signals: Clock, Data and Alert. Before VR11.1, this communication BUS consisted of 8 VID pins (8bit). The voltage adjustment range is 1.6v~0.5v, and the VR12 is updated to SVID afterward, as shown in Figure 1. It not only saves the PIN number, but also increases the bus speed to 25Mhz to cope with more frequent voltage control command changes.

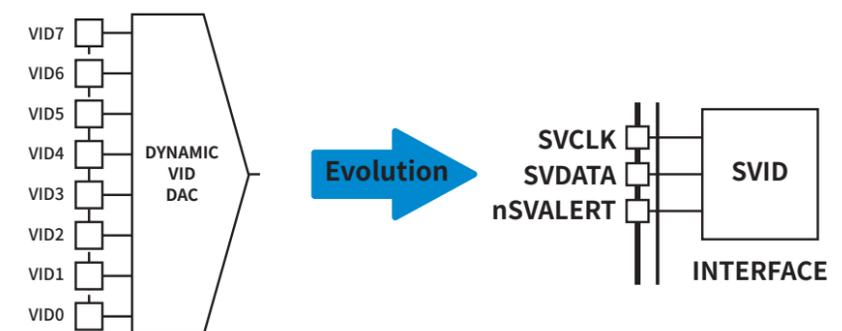


Figure 1 Evolution of VID BUS

The main functions of SVID are:

- Control multiple VRs voltage settings (setVID fast/slow/decay, setWP...etc)
- Read monitoring information from VR (in/out current, in/out power, in/out voltage, VR thermal...etc)
- Receive alert and interrupt SOC (System on a chip)

VID Step

CPU VR can be divided into 5mv/step and 10mv/step according to the voltage level. The former can be up to 1.52v, and the latter can be up to 3.04v. Generally, DDR4 power is only about 1.2v, so choose 5mv/step and Vcore voltage is about 1.8v, so choose 10mv/step.

Dynamic VID (DVID)

The CPU sends the new target voltage and slew rate commands to the VRs through the SVID BUS. After the VR controller executes the command, it will notify the CPU with Alert to achieve a complete command process. There are three switching modes: fast, slow and decay, see Table 1 below.

Table 1 Dynamic Voltage Switching Rate Modes (Dynamic VID Slew Rates)

SetVID_fast	Slew rate is 25mv/us (multiphase) or 10mv/us (single phase)
SetVID_slow	1/4 of SetVID_fast slew rate
SetVID_decay	The slew rate is determined by the load and output capacitance at that time. VR's PWM will not operate in the decay mode.

Auto Phase Shedding

Before VR12.5, the PWM IC receives the PS (Power state) command from the CPU, and adjust the number of phases that need to work to achieve the optimization of efficiency. After VR13, the work is changed by the PWM IC to detect the current size and adjust automatically the number of working phases so as to optimize the efficiency (the current increases, the number of phases increases, and vice versa), see Figure 2 below.

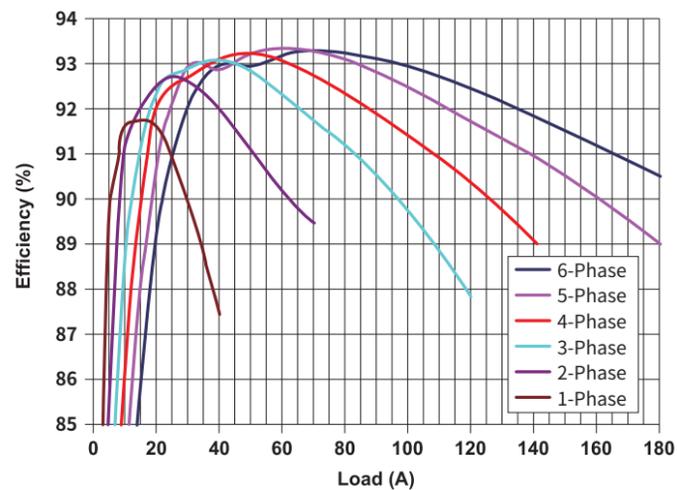


Figure 2 The efficiency curve of Auto phase shedding can maintain the best efficiency (red line)

Adaptive Voltage Positioning (AVP)

AVP is a design concept proposed by Intel to solve the VR design problem of a large current. On the one hand, it can reduce the number of output capacitors to reduce the cost and VR size, and on the other hand, it can also reduce the difficulty of thermal dissipation design.

Figure 3 below is a schematic diagram of the CPU core power voltage tolerance range. The higher the current, the lower the voltage. The value of the reduced voltage divided by the increased current is called Loadline. The Loadline of multi-phase VR is about 0.55m~1.5m ohm, and the Loadline of single-phase VR is about 1m~3m ohm.

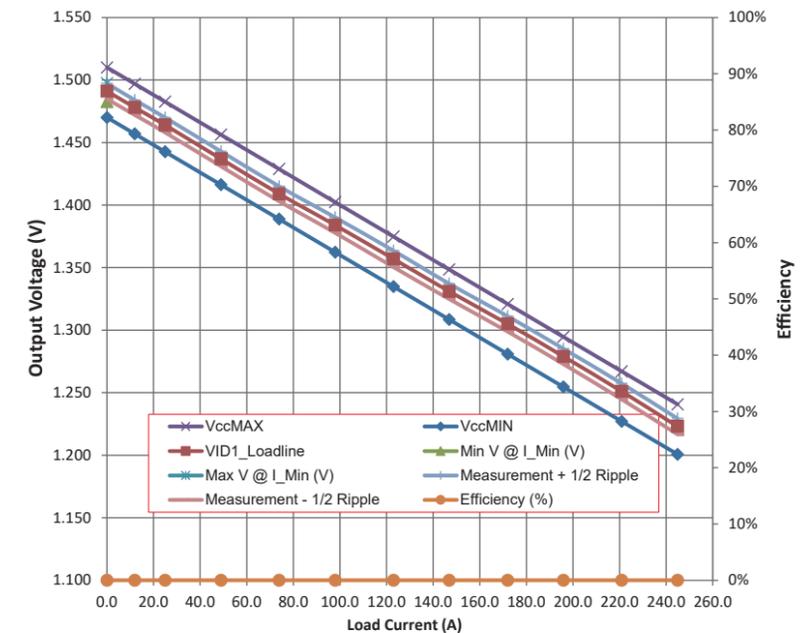


Figure 3 Load line Regulation

The CPU speed is getting faster and faster, the number of cores is increasing, and the transient current required to be supplied is also increasing. The maximum current of the CPU (SKYLAKE/165w) before VR13 is still less than 255A, but after VR13.HC, the maximum current exceeds this limit to 398A (ICELAKE/270w) and VR14's staggering 550A (SPR /350w) transient large current is a severe test for both output and input, therefore, it is more important for designers to be familiar with the latest Intel VRD specifications.



Gabin Bayen 工作的一天

作者: Asteelflash / Marketing Communication / Clara Fosse

本期「工作的一天」系列，我們很榮幸採訪到法國諾曼第 SER 廠 (Saint-Etienne-du-Rouvray) 工程經理 Gabin Bayen。

Gabin 從工程學院畢業後先在航空安全公司工作，並在 2017 年加入飛旭電子。

在工作之餘，Gabin 喜歡戶外活動，例如 DIY、騎自行車和跑步。曾經參加了幾次馬拉松比賽，上班也盡可能騎自行車，對地球環保盡些心力。身為兩個孩子的父親，他很享受與他們一起四處旅遊的樂趣。

Gabin 起初擔任工業工程師，然後晉升為專案經理，後來他成為工程經理，接管了 SER 廠工業化和開發團隊的管理。

現在，Gabin 負責 NPI (新產品導入)，在產品開發過程中幫助客戶，並管理各種團隊，像是 NPI 團隊、測試團隊和製程團隊。Gabin 的團隊必須確保新產品和生產流程的成功導入，並做好以技術和資源的妥善分配。

Gabin 很高興身為 Asteelflash 的一份子，工程經理是一個責任重大的職務，對工廠而言意義重大，但這也是一個激勵人心的工作，因為負責的範疇非常廣泛，任務非常多樣。「這是一份你永遠不會感到厭倦的工作，每天都是一次新的冒險！」



A Day in the Life of *Gabin Bayen*

Author: Asteelflash / Marketing Communication / Clara Fosse

For this new "A Day in the Life of", it's our pleasure to interview Gabin Bayen, Engineering Manager, at our Saint-Etienne-du-Rouvray (SER) Site in Normandy.

After graduating from an engineering school, Gabin joined an aeronautical security company. In 2017, he started working for Asteelflash till now.

In his spare time, Gabin enjoys outdoor activities such as tinkering, cycling, and running. He has participated in several marathons and tries to go to work by bike as much as possible. It's a good deed for the planet. As a father-of-two, Gabin enjoys traveling around with them.

Gabin started as an industrialization engineer and then a project manager. Later on, he became an engineering manager, taking over the management of the industrialization and development team.

Today, Gabin is in charge of NPI, helping customers during the development of their products and managing the various teams such as the NPI team, the test team, and the process team. Gabin's teams have to ensure the successful introduction of new products and production processes, and the good distribution of skills and resources.

Gabin is happy to be part of Asteelflash. Being an engineering manager is a position which is full of great responsibility and high stakes for the site, but it's also a motivating job because of its very broad scope and very diverse tasks. "It's a job where you never get bored and where every day is a new adventure!"



法國飛旭集團 Île-de-France 廠總經理

Nicolas Waché 認真工作 用心生活

採訪編輯：總經理室 / 行銷企劃部

法國是 Asteeflash 的起源地，在這個美麗的國家有 7 個製造據點，讓我們在 EMS 生意更加強大。這次，我們邀請了 Asteeflash Île-de-France 廠總經理 Nicolas Waché 先生，與我們分享他在工作場所的經驗和想法。



Q1. 請簡單介紹一下您自己。

我叫Nicolas Waché，有一個18歲的兒子。我是一位機械工程師，我的專長是產品設計和工業系統。在2012年加入Asteelflash，時間過得很快，已經10年了！

我的專業經驗主要是在工業運營。我第一份工作是在法國的JUY SA公司當產品經理，主要負責承包開拓重工(Caterpillar)的鍋爐和滑移轉向裝載機的製造專案。之後，我加入英國公司Baxi，任職期間曾管理落地式鍋爐的業務部門。在加入Asteelflash之前，我還有在美商Chromalox擔任工廠經理，該公司所生產的加熱系統和加熱器在石油與天然氣產業中可列入龍頭企業。

我的興趣是DIY，我喜歡學習新手藝和發現新事物。另外，週末騎公路自行車也是我的嗜好，我對於這項運動非常熱情。

Q2. 你覺得 EMS 產業是一個什麼樣的行業？

EMS產業是仰賴工程和製造來運營的。首先，我們為客戶提供服務，滿足客戶的需求。我們提供解決方案—主要是在硬體、軟體和機械設計方面，也包括工業製程

和相關的全方位產品設計(DFx)工具。最後，如果把事情做好就會有好的利潤。

Q3. 請跟我們介紹您一天的工作行程，而您最樂在其中的地方是？

我6點起床，在7點半前到辦公室，利用一天中第一個小時的平靜時間來處理核心議題。我最喜歡的時刻是早上這5個小時，在這個時間內團隊合作發揮其最大的效力。我非常重視工作氛圍，即使在某些專案遇到挑戰，也會保持體力和團隊合作的精神，工作才能開花結果。自2021年以來，我們花了很多時間與客戶的週會議上，加快解決我們所面臨的原料短缺困境，這是我們議程中的重點問題。拜訪客戶對公司業務而言也十分有益。我喜歡跟客戶接觸，總是尋求最好的方式來服務客戶，滿足他們的期望和需求。

Q4. 您如何持續關注產業的新發展？

查看新聞和網路對做技術監測是很重要的。然而，使我們進步的通常來自客戶嚴格的流程稽核。公司內部也有流程方面的專家，他們也會針對競爭對手情況提出見解。然後我們會根據他們的建議和行動計畫，開始進行持續改善的循環。



Q5. 您認為身為一位廠總經理，最需要擁有的技能是什麼？

我們在組織中扮演著推進者的角色，讓流程發揮它的效用，瞭解問題並做出決定。毫無疑問，敏捷是最重要的要素，從技術議題到員工招聘，甚至是損益分析或解決短缺問題。我們需要處理很多不同領域的工作—包括業務和運營。這就是這個職位的魅力所在！在我看來，身為廠總經理，傾聽你的團隊和客戶是必要條件，才能理解所有狀況。

最後我要說的是善意，如果沒有同理心，團隊就無法產出最好的成果。

Q6. 職場文化對你而言有多重要？你會採取什麼方法來維持你所期望的文化？

這是一個關鍵點！職場文化不僅是公司組織的特點和個性，也是公司的歷史。在我看來，完美的組織文化是一種混合的等級制度，這個制度非常重視規則和標準流程。然而，在工作上我們必須是一個團隊，一起取得共同的成就，同時保持組織的靈活性，讓團隊成員對自己的工作擁有自主權，並產出最終成果。

因此，我們的角色就在每個領域取得平衡，讓公司有好的表現。為了保持這種理想的文化，重要的是建立一個明確的願景，制定策略並就目標進行明確的溝通。這是第一步。然後，是對員工和團隊的日常態度：讓他們開心工作，讓他們有參與感，對公司產生忠誠度，支持他們、鼓勵他們、照顧他們，並保有彈性。

最後，評估職場文化表現的一個好方法是看員工離職率和曠職程度。這些KPI數字有多低，公司的職場文化就有多強。

Q7. 您最推薦的書是哪一本？

我推薦需求流動技術之父John R. Constanza寫的書《Quantum Leap: In Speed to Market》。這是我看過最有趣的一本書，因為這個理論是由數學的角度來導引的，而且非常接近精實原則。這本書在探討拉動式生產方式，也是一本很好的入門書。

Q8. 您的人生座右銘是？

認真工作，用心生活！

Nicolas Waché

General Manager of Asteelflash Île-de-France Work Hard, Play Hard!

Interviewed by: President Office / Marketing Communication

France is the origin of Asteelflash. There are seven sites in this beautiful country, making our EMS business stronger. This time, we invited the General Manager of Asteelflash Île-de-France Mr. Nicolas Waché to share his experience and ideas about workplace with us.

Q1. Please briefly introduce yourself.

My name is Nicolas Wache and I have an 18-year-old boy. I am a mechanical engineer specializing in product design and industrial system. I have joined Asteelflash since 2012. Time flies, it has been 10 years!

My professional experience is mainly in industrial operations, I started my career as a product manager in JUY SA, a France Company, I am responsible for subcontracting in boiler making and skid steer loader for Caterpillar, then I joined a British company, Baxi, specialized in boilers. I was in charge of a business unit of stand floor boilers. Before Asteelflash, I was a plant manager in Chromalox, an American company, one of the major players in heating systems and heaters for the Oil & Gas industry.

My hobby is DIY. I like to learn different skills and discover new things. Also, I spend time on my road bike on the weekend. I am passionate about this sport.



Q2. How do you find the EMS industry?

Do business of electronic devices with Engineering and Manufacturing. First, we serve our customers and meet their needs. We bring the solutions with our capabilities — mainly in hardware, software and mechanical design but also in industrialization and our associated DfX tools. Finally, if we did our job well, profit will be the payback.



Q3. How does your typical working day look like? What do you enjoy the most?

I get up at 6:00 and arrive at the office before 7:30, taking advantage of the calm of the first hour of the day to work on core topics. My favorite moment is the first 5 hours in the morning when teamwork maximizes its effectiveness. I am very attached to the working atmosphere. Even if facing the difficulty or complexity of certain subjects, it is important to maintain a spirit of body and teamwork to bear fruit. Since 2021, we have been spending a lot of time on weekly meetings with the customers to expedite solving all the shortages we are facing. It is a big issue on our agenda. On-site customer visits are also very rewarding for our business. I like contact customers and always seek the best way to serve them and meet their expectations and needs.

Q4. How do you stay updated about new industrial developments?

It is important to do technological monitoring with the press and the Internet. However, what often

makes us progress are the sharp customer process audits. We usually have experts in process, and they also have the vision of our competitors. Then, we will start a continuous improvement loop by following action plans based on their recommendations.

Q5. What's the most important skill for a Site General Manager should have?

We play the role of facilitator in the organization, making the process tools available, understanding the issues and making decisions. Agility is undoubtedly the most important element, from technical subjects to employee recruitment, even to the analysis of the P&L or the resolution of shortage. We take care a lot of different areas, including business and operations. That's what makes this position so attractive! In my opinion, for this position, listening to your teams and your customers is necessary to comprehend the situation.

I'll end with goodwill; without empathy, you won't get the best of your team.



Q6. How important is workplace culture to you? What measures do you take to maintain your desired culture?

It is a key point! Workplace culture is not only the character and personality of our organization but also its history. From my perspective, the perfect organizational culture is a mix of hierarchy with a strong emphasis on rules and procedures. However, we also need to work as a team focusing on collective achievement and an adhocracy where members have the ownership of their work and drive results finally.

So, our role is to tune the right balance in each area for good company performance. To maintain this desired culture, it is important to establish a clear vision to set up a strategy and have clear communication on objectives. This is the first step. Then, it is a daily attitude toward people and team: make them happy, have them engaged and committed, support & encourage all of them, take care of their matters and be flexible.

Ultimately, an excellent way to evaluate workplace culture performance is the staff turnover and the level of absenteeism. As low as these KPI figures are, as vital as your workplace culture is!

Q7. What book is you recommend the best?

I would recommend Quantum Leap: In Speed to Market by John R. Constanza, the father of Demand Flow Technology. It was the most interesting one because the theory is guided by a mathematical perspective and is very close to all the lean principles. It's also a very good introduction to pull manufacturing principles.

Q8. What is your motto for life so far?

Work hard, Play hard!



墨西哥街頭樂隊： 墨西哥的國家象徵

作者：瓜達拉哈拉廠 / ADM / Corp. Service / Daniel Evangelista Martínez



音樂是墨西哥文化中一個非常重要的元素。雖然種類繁多，但最傳統的流派還是屬墨西哥街頭樂隊 (Mariachi) 了。

墨西哥街頭樂隊誕生於西班牙總督時代的哈利斯科州科庫拉 (Cocula) 市，現已成為墨西哥文化的一個象徵。

街頭樂隊由四名以上的音樂家組成，他們身穿當地服裝 (服裝靈感來自於墨西哥 Charro 服)，演奏小提琴、比維拉琴 (Vihuela)、墨西哥大吉他 (Guitarrón) 等弦樂器，以及管樂器，像是小號。

墨西哥街頭樂隊會演奏的曲目包括來自墨西哥各地區的歌曲，如哈拉貝舞 (jarabes)、小步舞曲 (minuets)、波爾卡

(polkas)、瓦隆納 (valonas)、沙蒂希步 (chotis)、華爾滋、小夜曲 (serenatas)、蘭契拉 (rancheras)、可利多 (corridos) (這種曲子主要是敘述戰鬥、英雄功績和愛或勇氣的故事)。今日，墨西哥街頭樂隊已採用了某些音樂流派，像是波麗露舞曲、流行音樂，甚至昆比亞舞。一般來說，歌詞通常講述對墨西哥土地、地區、城市、自然和勇氣的熱愛。

墨西哥街頭樂隊通常都是代代相傳，而且學習者沒有樂譜，通常都是用耳朵直接去聽去學。

墨西哥街頭樂隊已經被聯合國教科文組織指定為非物質文化遺產，它不僅在墨西哥國內獲得肯定，而且已經傳播到世界各地。掀起一波歐洲、亞洲和拉丁美洲其他國家樂隊的誕生。

自 1994 年以來，墨西哥會舉辦一個活動—「國際墨西哥街頭樂隊和查勒里亞 (Charrería) 馬術大會」，來慶祝這個音樂流派的傳統和歷史。該活動會在 8 月底到 9 月初進行，最初只是在瓜達拉哈拉市舉行，隨著時間的推移，它已經推展到哈利斯科州其他地區，會有各種活動如晚會、競賽、展

覽等。這個活動十分重要，以至於之後在每年的盛會中，不僅本國的樂隊嶄露頭角，還有來自世界各國的樂隊前來共襄盛舉，如美洲 (秘魯、智利、古巴、阿根廷、巴拿馬、厄瓜多、哥倫比亞、委內瑞拉、哥斯大黎加、加拿大、美國)、歐洲 (克羅埃西亞、義大利、比利時、法國、瑞典)、亞洲 (日本) 或大洋洲 (澳洲和其他)。

活動首先以開幕式的遊行揭開序幕。在這幾天裡，有熱鬧的嘉年華、廣場音樂會、Charrería 馬術比賽、街頭樂隊大使比賽、多種

展覽等等。然而，整個狂歡節中最有魅力的是晚會，特別是活動閉幕晚會，哈利斯科州愛樂樂團將會上場演出，在 2013 年甚至創下金氏世界紀錄—數量最多的墨西哥街頭樂隊齊聚一堂，同時同地一齊演奏。

毫無疑問，墨西哥街頭樂隊將持續流行，提升墨西哥在世界的知名度，使其成為墨西哥人引以為豪的國家象徵。

Mariachi: A National Symbol of México

Author: Guadalajara Site / ADM / Corp. Service /
Daniel Evangelista Martínez



Music is a very important piece in Mexican culture. Although there is a lot of variety, the most traditional genre is Mariachi.

The mariachi was born at the time of the viceroyalty in the city of Cocula, Jalisco. It has become a symbol of Mexican culture.

The musical group is made up of four or more musicians who dress with regional clothing, which is inspired by the charro suit; the music is performed with string instruments such as violins, vihuelas, guitarróns as well as wind instruments such as trumpets.

The musical repertoire of the mariachi genre includes various songs from the regions of the country of

México, such as jarabes, minutes, polkas, valonas, chotis, waltzes, serenatas, rancheras, corridos (this genre focuses on recounting combats, exploits and stories of love or courage). Today, the mariachi has adopted genres such as boleros, pop music and even cumbias. Generally, the lyrics speak of love for the land of México, its region, the cities, nature and women or men's courage.

Being a mariachi generally occurs from generation to generation, and the way to learn to play as such is by ear.

The mariachi was declared by UNESCO as Intangible Cultural Heritage of Humanity, and it is not only recognized nationally but has spread worldwide. It has even led to the creation of mariachis in European, Asian and other countries of Latin America.

Since 1994, an event has been held that celebrates the tradition and history of this musical genre called "Encuentro Internacional del Mariachi y la Charrería". This is carried out from the end of August to beginning of September, and the event initially was held in the city of Guadalajara, and over time it has spread to different regions of the state of Jalisco, where various activities such as galas, contests, exhibitions, among others, are carried out. The event has been so important that in the annual participation, not only of national mariachis stands out, but also mariachis that come from different parts of the world such as America (Peru, Chile, Cuba, Argentina, Panama, Ecuador, Colombia, Venezuela, Costa Rica, Canada, United States) Europe (Croatia, Italy, Belgium, France, Sweden) in Asia (Japan) or Oceania (Australia and others).

The event starts with the inaugural parade. During the days, there are popular festivals, concerts in various public squares, charrería competitions, the Mariachi ambassador contest, exhibitions, etc. However, what is the most glamorous of the entire carnival are the galas, especially the Gala that closes the event, since it is a concert with the Jalisco Philharmonic Orchestra that even set the Guinness record for the largest number of Mariachis playing simultaneously in 2013.

Without a doubt, the Mariachi is here to stay to raise the name of México around the world, making it a national symbol which Mexicans are proud of.

萬物有靈且美

藝術家：劉毅
策展人：沈奇嵐
資料來源：M 藝術空間



20210211
UV / 150x71cm / 2021



20190413
收藏級微噴 / 200x94cm / 2019

圖像的胚胎—— 關於《萬物有靈且美》

有靈且美的事物存在於世間，劉毅看見了它們一進入一朵花蕊，成為一片白雲，做一隻湯圓。他的手指在螢幕上輕輕劃過，將萬物劃過心靈的瞬間記取下來。

如保羅·艾呂雅的詩歌所說：「有另一個世界，但它就在這個世界中。」（"There is another world and it is in this one."）

翻看劉毅的四千多張繪畫作品，有種奇妙的感覺。不僅僅因為作品的數量，而在於長達七年的持續創作，使得這些作品成為了他的視覺日記，也成為了他的心靈日記。

讓人驚奇的是劉毅讓自己保持驚奇的能力，他總能看見，總能感動。他聚攏並加深心靈的注意力，敏銳地進入事物的內部。這些作

品是心智感受與視覺形象在心靈中碰撞成型的那一瞬。那一瞬間，猶如卵子和精子相遇的那一刻，新的意識誕生，順著他的指尖，流向了畫面。

因此劉毅筆下的許多作品，擁有一種「胚胎感」（Embryo）。這些圖像來自於最直接的直覺，越過了反復醞釀、打磨和雕琢的過程，以最原生的姿態進入到畫面，混合著先天的本能與後天的經驗，一次成型。這或許是劉毅自己尚未意識到的有趣之處。

不止一次，劉毅的作品在其他的媒介中發生了新的生長。比如他快速畫下的彩色小鳥，在碧雲美術館巨大的玻璃屋頂獲得了暢快的表達空間，那只小鳥從原來圖像的胚胎中迅速破殼而出，帶來了一整片天空。那片天空本就是劉毅繪畫那只小鳥時蘊藏在其中的原始資訊，它需要特定的時機從胚胎發育出來，將隱藏的可能性實現為物理世界的一部分——小鳥的體內蘊藏著天空。

因此，在觀看劉毅的作品時，會期待這些圖像的進一步的生長。他曾將其中的一幅作品中的黑色假山實現為了沉重的雕塑，那一刻讓人猛然感受到了圖像中蘊藏的重量。我想起《小王子》中的那個故事，有人看見的是一隻帽子，有人看見的是一條吞下大象的蛇。在這個充斥著螢幕和圖像的時代中，我們期待著一些依然鮮潤的感受。

劉毅以獨特的視角和筆觸進入萬物的世界，一個當代的靈性世界。萬物皆有光輝，劉毅畫下的並非事物的樣貌，而是記取那一瞬間內心的感受，那是事物在我們的內心振動出的光輝。



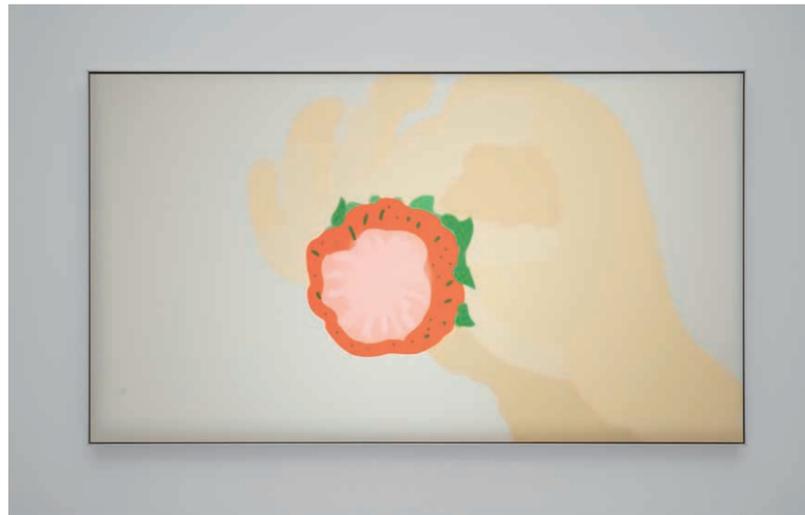
20180121
收藏級微噴 / 150x85cm / 2018

創造依賴的是心靈，而非創作的媒介。但我們不得不討論劉毅創作這些作品的媒介。手機的軟體提供了一些繪畫的便利，但同時附贈了限制。這些作品的確誕生於劉毅的手機螢幕，他用手指在螢幕上滑動，有時是記取某一瞬的感動，有時是事物經過了他，撞擊出了只有他能看見的靈韻。事物在他內心發出了指令，他必須要在第一時間捕捉這份光輝。這些作品包含著感性、衝動、數十年的藝術訓練、對色彩的敏感，以及不可逆轉的時間。

劉毅發現的是事物本身蘊含的奧秘，活潑熱烈的外部世界、沉靜深邃的內心世界。他所描繪的世界，也讓我們注意力發生新的運動和聚焦，讓未曾注意的事物重新被關注，重新打開我們習以為常的事物。



20211003
收藏級微噴 / 200x94cm / 2021



20170405
收藏級微噴 / 150x71cm / 2017

劉毅筆下的圖像有時具有一種模糊性，我們一開始並不能指認圖像中的具體事物，它召喚的是一種感受。這種模糊是一種誠實，是他在繪畫時對感受的坦誠。清晰的圖像有很多種功用，可以指涉物件，可以成為符號，他在創造這些作品的時候，未曾想過要給它們一個清晰固定的功能。他無功利無目的地持續創作，如埋頭耕種。

繪畫要形成生命上和心靈上的觸動，而不單單是視覺上的觸動。這次展覽所選擇的作品，是那些每次遇見都會重新有所感知的作品。

劉毅的作品，自然也帶有這個時代的色彩和資訊。但需要強調的是劉毅作品的「觸感」。那些線條和形狀，直接來自於手指和心靈，具有一種天真的觸感。兩萬年前人類在洞穴之中的壁畫，是以石塊、枝條和手指畫成。劉毅的手指在手機螢幕上劃動的時刻，是回到岩洞深處的一刻，是回到圖像的胚胎時刻。

萬物有靈，因此天真、鮮潤、脆弱，並對世界充滿信任。陰晴不定的時代中，這些重新敞開自己的事物增加著我們的感受、認知和信心。

劉毅的作品提供了一種信心，當我們隨著無法預知的命運航行時，依然有萬物伴隨。花朵、蔬食、遠山、白雲、落日、小鳥……無論是湯圓還是太陽，都可以略大於整個宇宙，廣闊而自由。

萬物都曾走向我，流經過我，漸漸成為了我。

—沈奇嵐



Bright and Beautiful

Artist: Liu Yi
Curator: Shen Qilan
Source: M Art Center

The Embryo of Images - About "Bright and Beautiful"

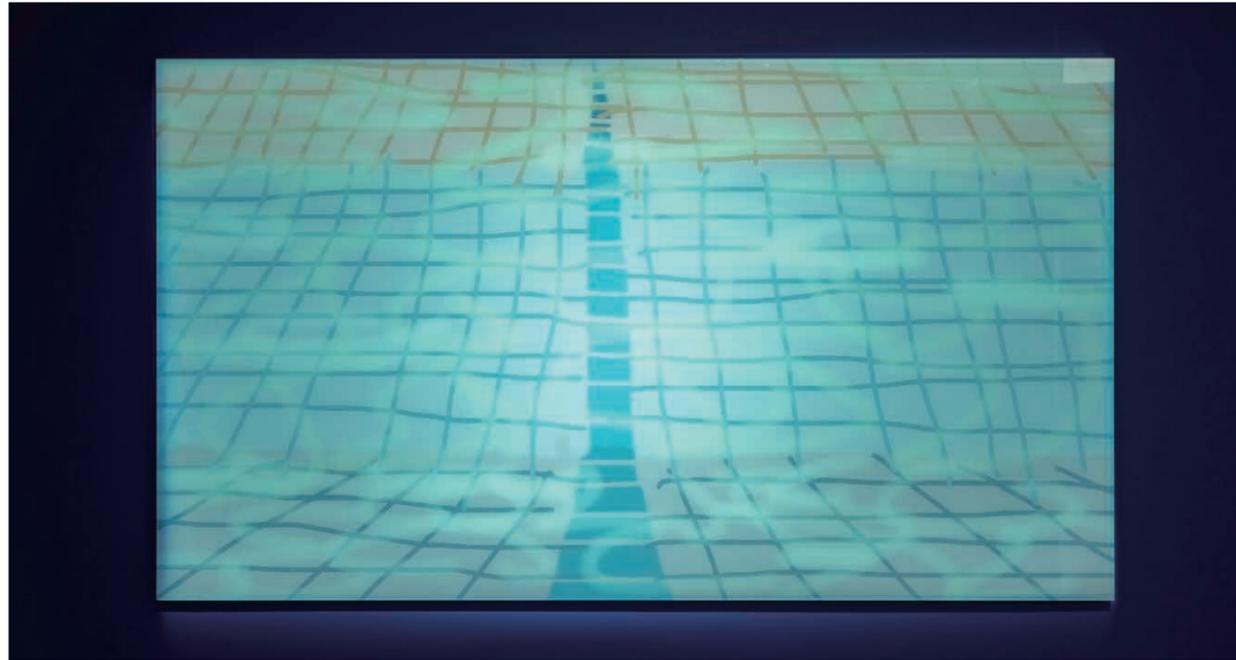
Things bright and beautiful exist in the world, and Liu Yi sees them - entering a flower stamen, becoming a white cloud, being a soup dumpling. His finger gently swipe on the screen, capturing the moment when the thousand things crosses his mind.

As Paul Éluard's poem says: "There is another world and it is in this one."

Looking through Liu Yi's over 4,000 paintings, it generates a wonderful feeling. It is not just the number of works, but the seven-year-long continuous creation that makes these works his visual diary as well as his spiritual diary.

What is amazing is Liu Yi's ability to keep himself amazed; he can always see and always be moved. He gathers and deepens the mind's attention, acutely entering the inside world of things. These works are the moment when mental feelings and visual images collide and take shape in the mind. That moment is like the moment when the egg and the sperm meet and a new consciousness is born, flowing down his fingertips and into the image.

As a result, many of Liu Yi's works possess a sense of embryo. These images come from the most direct intuition, which skip the process of repeatedly brewing, polishing and sculpting, and enter the picture in the most original form, mixing innate instincts and acquired experiences, and taking shape in one-time molding. This is perhaps an interesting point that Liu Yi himself has not yet realized.



20170707
UV / 150x85cm / 2017

More than once, Liu Yi's works have taken on new growth in other media. For example, the colorful bird he quickly painted was given unrestricted space to express itself on the huge glass roof of Biyun Museum, and the bird quickly broke out from the embryo of the original image, bringing with it an entire sky. That piece of sky was the original information that was embedded in Liu Yi's painting of the little bird, and it needed a specific moment to develop out of the embryo and realize the hidden possibility as part of the physical world - the little bird's body contains the whole sky.

Therefore, when viewing Liu Yi's works, one would expect further growth of these images. He once realized the black wigwam in one of his works as a heavy sculpture, and that moment made one feel the violently weight embedded in the image. I am reminded of the story in "The Little Prince" where some people see a hat and others see a snake that swallowed an elephant. In this era full of screens and images, we expect some feelings that are still fresh and moist.

Liu Yi enters the world of ten thousand things with a unique perspective and brushstroke, a contemporary world of spirituality.

There is light in all things, what Liu Yi paints is not the appearance of things, but the feeling and memory of the moment, which the glow of things is vibrating inside of us.

Creation relies on the mind, not the medium of creation. But we have to discuss the medium that Liu Yi uses to create these works. The software of the cellphone provides some convenience in painting, but at the same time comes with limitations. These works are indeed born on Liu Yi's cellphone screen, where he swipes his finger across the screen, sometimes to remember a momentary touch, and sometimes when things pass by him and hit a spiritual rhythm that only he can see. Things send out instructions within him, and he has to capture this light at the first place. These works contain sensuality, impulse, decades of artistic training, sensitivity to color, and irreversible time.

What Liu Yi discovers is the mystery contained in things themselves, the lively and passionate outside world and the quiet and profound another one. The world he portrays also allows a new movement and focus of our attention, bringing the unnoticed back into focus and reopening the things we take for granted.

Liu Yi's images sometimes have a kind of ambiguity; we cannot at first identify the specific thing in the image, it summons a vague feeling. This ambiguity is a kind of honesty, an openness to his feelings while painting. Images have many functions, they can refer to objects, they can become symbols, and he creates these works without ever thinking of giving them a clear and fixed function. He continues to create without merit or purpose, like farmers in the ground.



Painting should form a touch on life and mind, not just a visual one. The works selected for this exhibition are those that are perceived anew each time they are encountered.

Liu Yi's works naturally carry the colors and messages of this era. But what needs to be emphasized is the "touch" of Liu Yi's works. The lines and shapes come directly from the fingers and the heart, with an innocent touch. The murals painted by humans in caves 20,000 years ago were made of stones, branches and fingers. The moment Liu Yi's finger scratches on the phone screen is a moment to return to the depths of the cave, a moment to return to the embryonic moment of the image.

All things are spiritual, thus naive, fresh, fragile, and in full trust of the world. In times of gloom and doom, these things that reopen themselves increase our feelings, perceptions and confidence.

Liu Yi's works offer a confidence that as we sail along with our unpredictable destiny, we are still accompanied by all bright and beautiful things. Flowers, vegetables, giant mountains, white and soft clouds, sunsets, birds Both the dumplings and the sun can be slightly larger than the entire universe, vast and free.

All things have walked toward me, flowed through me, and gradually become me.

SCM & GRM 商務英語力提升專案 TOEIC 分數大躍進

作者：SCM / 簡慧盈



因應公司成長需求和各位潛力股同仁的能力發展及晉升考量，在 Alex 副總的號召與董事長和 CY 的支持下，我們規劃了不同於以往的商務英語專案課程，1 對 1 的外師口語、1 對 2 的中師講授，正式開啟了為期半年的訓練。專案結束後，全體同仁多益平均分數成長了 90 分，其中更有同仁進步達 195 分！而英語簡報的表現更是從期初的青澀模樣，蛻變成妥妥的大將之風，不論口語表達、發音、台風都有顯著的成長。鑑於第一波同仁的優異成果，CY 決議持續將這個專案推行給更多的同仁一同參與！你準備好加入我們了嗎？

TOEIC 進步幅度最大

GRM / 陳郁仁

最初聽到 1 對 1 及 1 對 2 的英語能力提升課程時，心中不斷冒出質疑！對英文能力的提升會有幫助嗎？1 對 1 上課的壓力是不是很大呢？種種的想法不斷在心中盤旋。所幸 Parrish 老師友善的態度與耐心，減輕了不少壓力。而 1 對 2 的課程也能讓自己稍微輕鬆一下，多了隊友能一起討論及面對。經歷半年洗禮後，1 對 1 課程不再有壓力，聽力也有不少的提升。最終 TOEIC 分數的達標，除了認真上課之外，課後的複習及 TOEIC 考題的練習及檢討更是不可少，我們不能只是光說不練！



期末發表學習感言

GRM / 吳宗翰

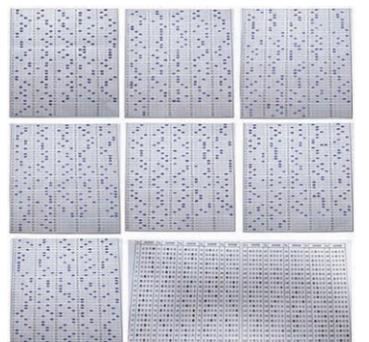
很訝異我能被選入參加這個饒有趣味的挑戰，首月就達成了 135 分的大躍進，著實令人訝異與開心。後半年課程中與外籍老師談世界不同國家的文化宗教，甚至是區域政治、疫情影響與政府處理方式、其下時事與其後背景討論，增長了不少的視野及語文能力，而中師在郵件往來及會議主持的技巧指導與分析，分享不同文化背景或情境時，不同用字遣詞會如何影響會議的氛圍及進展，讓我受益良多。



期末發表學習感言

GRM / 鄭文綱

加入 USI 至今，這是我最大幅度的進展，語言無捷徑，只能練習、練習再練習，天天使用便能逐步成長。從一開始慘不忍睹的分數，最後終於趕上大部隊的車尾。雖然這半年很辛苦，但帶來的成果是無價的。這不是結束，而是另一個開始。期待大家一起持續成長，再次感謝老師的授教、公司與老闆給予的機會、HR 的協助與所有同學們。



多益習題的練習軌跡

SCM / 陳建邦

首先，我想謝謝 CY 和 Alex 副總的大力支持，提供我們不同於過往的方式學習英語溝通，以及如何適當有禮地闡述不同意見，訓練自己像英語母語者一樣思考。在我這樣坐四十望五十的年紀，還能夠順利取得多益金色證書，讓我非常以自己為榮！回想過去無數夜晚的閱讀，還有緊抓通勤時間的聽力練習（推薦 BBC 6 minute English），都證明了只要我們寸陰是惜，一定可以找出時間練習！此外，在專案的學習過程中，我也發現了自己一些弱點。告別了這段旅程之後，我已踏上發音、文法的精進之旅了。再次感謝有這個專案，也期待蛻變成更好的自己！

GRM / 曾雅如

英文是我從國中時期開始就害怕的科目，當時老師認為多數人在補習班已開始學習（但是我沒有啊！），所以直接跳過最基本的 KK 音標，導致我在初期英文學習成績不優，心裡存在對英文的懼怕！隨著 USI 併購 Asteelflash，即使是主要合作對象是內部同仁的我，也開始會有與國外同事討論的會議。因為這個的轉變，我必須提升英文能力！中文老師教學文法，讓我重新溫習已經忘記的該注意事項；外語老師教導英文聽說，強迫自己思考如何說出完整句子，努力闡述要表達的事情，並認真用「聽力」學習！半年後進步不少，尤其聽力上確實是有感！很感謝公司提供這樣的學習機會！

SCM / 王源欽

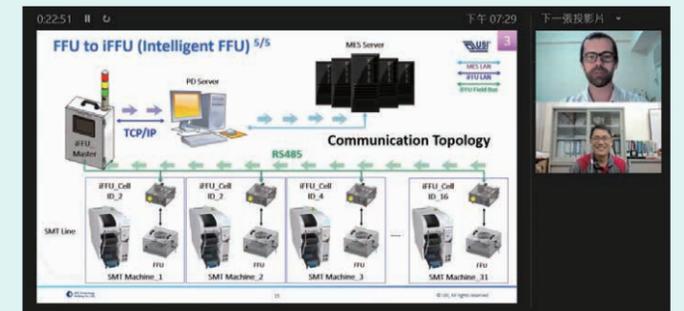
在此專案的學習過程中，最讓我受益的是 1 對 1 對話教學，這個情境就是逼迫你說英語，不然場面會很尷尬，一開始會詞不達意，或花較長的時間思考怎麼回答，但透過練習能夠增強自己即時問與答的能力，這也是在做簡報時必須具備的，不管其場合是面對客戶或供應商。談到簡報的技巧，我想要分享的是 Practice Makes Perfect，如何在有限的時間內有效傳達簡報內容給聽眾，就是透過事前的練習，透過老師的反饋，可以知道自己簡報的優缺點進而改善，並相信自己可以做到，結果往往都會是成功的。最後，我想要推薦一個可以讓自己持續用英語練習簡報的環境，就是參加 International Toastmasters 國際演講會，謝謝。

ALCMM / 莊光燁

完成一場簡報就像詮釋一齣獨角舞台劇，演員需賣力演出，讓觀眾能專心融入劇情，在有限的時間中能夠將精心準備的腳本，導引觀眾至簡報信息欲傳遞的關鍵，過程中的每一刻，都應賦予其意義，以期創造完美的互動，達成雙方獲益。英文是一種藝術的語言，一個字、詞區分多個音節，在不同的語速、語調下，卻能創造出不同的語境。老師認為我的發音標準像 ICRT 的新聞播報，少了關鍵情緒，他讓我透過單元劇中的角色扮演和模仿，來傳遞不同語境下該有的情感！「Amazing」，調整音節、放慢語調，效果的確「神奇」。

GRM / 邱俊吉

自從我 2007 年入職南崗廠當製程工程師開始，就時常需要面對國外客戶，畢竟 USI 是跨國的大型企業。於是在這十幾年間，我只要有機會就參與公司內部的英文進修課程，多益分數也隨之提升，唯獨口說練習機會還是太少。剛好有這機會在這次的外師英文課程中補足了這塊拼圖；透過長達半年的學習與練習，增強了聽力與口說的自信及順暢度，讓我在對應國外同事與客戶能更有自信開口表達。期待此專案能持續推廣給更多同事參與，一起增進英文能力，提升工作績效。



對外師闡述工作內容、練習簡報技巧



英文簡報雙料 MVP 頒獎

ADM / 羅安志

從一開始選講師到最後面的成果發表，都要很嚴謹地按照 AR 執行，深怕漏缺了，還好同仁們都很友善及認真，以及有簡慧盈 (Adella) 及傅詠怡 (Felicia) 一起指導，過程中還算順利。大學剛畢業 TOEIC 成績可能都不到 200 分，很了解英文學習的痛點，所以也衷心希望能夠陪伴大家快速在英文能力上有所提升。收到大家的成績及感謝時，心裡滿滿的感動，其實我才應該感謝大家，讓剛到 USI 不到兩個月的我，短時間內迅速成長。熟悉整個專案流程，再次迎接下次的英文專案。我準備好陪伴你了，你呢？

商務英語簡報
MVPs個人學習心得及
專案推動感想

SCM & GRM English Enhancement Program Great Leap Forward of TOEIC Score

Author: SCM / Adella Jian

In response to USI's growth and the competence and career development of the USI members who have high potential, under the call of SVP Alex and the support of the Chairman and CY, we introduced a business English enhancement program which is quite different from what we had done before. One-on-one oral courses with foreign lectures and one-on-two courses with Chinese lectures officially ushered in a half-year training. After the program ended, the average TOEIC score of all colleagues increased by 90 points, and some even improved by 195 points! Their performance of English presentation has improved from unconfident at the beginning to attractive and skilled, and the oral expression, pronunciation and gestures have polished up significantly. In view of the excellent results of the first wave of colleagues, CY decided to continue to promote this program to more colleagues! Are you ready to join us?

Biggest progress on TOEIC scores

GRM / Jessper Chen

When I first heard about the one-on-one and one-on-two English enhancement program, I kept having doubts in my mind! Will it help me improve English ability? Is the class stressful? All kinds of thoughts went in circles in my mind. Fortunately, Parrish's friendliness and patience relieved my stress. The one-on-two course also made me a little relaxed by having a teammate to discuss and face the challenge together. After half a year, the one-to-one class is no longer stressful, and my listening comprehension capability has also been improved a lot. To achieve the goal, other than paying attention to the class, after-class review and TOEIC test practice are indispensable. We can't just talk the talk!



Learning Reflection Presentation

GRM / Eugene Wu



Learning Reflection Presentation

It's surprising that I was the candidate of this interesting challenge. I achieved a great leap of 135 points in the first month, which made me surprised and happy. In the half year of the course, I talked with foreign teachers about the cultures and religions of different countries, and we even discussed regional politics, the impact of the pandemic, how the government handled it, current events and background discussions. These topics have broadened my view and improved my English communication skills. I also have benefited a lot from the technical guidance of the e-mail writing and meeting hosting by the Chinese teacher, and how different words and phrases will affect the atmosphere and progress of the meeting when sharing different cultural backgrounds or situations.



GRM / Wenkang Zheng

Since joining USI, this is my biggest progress. There are no shortcuts in language learning. Keep practicing and you can gradually grow by using English every day. My score at the beginning was quite low..., and I finally caught up with the rear of the group. Although the past six months were hard, the results turned out great. This is not the end, but another beginning. I look forward to continuously growing together, and thanks again for the lectures' training, the opportunity given by USI and the managers, the assistance of HR and all the classmates.



The Process of Preparing TOEIC Test

SCM / Patrick Chen

First, I would like to thank CY and Alex for their great support in providing us a different way to learn English communication and how to properly and politely articulate disagreements and train ourselves to think like native English speakers. At the age of over 40 and approaching 50, I successfully obtained the TOEIC Gold Certificate, which makes me very proud of myself! Looking back on countless nights of reading in the past, as well as listening practice when commuting (I recommend BBC 6 minute English), all prove that as long as we make good use of every second, we can definitely find time to practice! In addition, during the program, I also found some of my weaknesses After saying goodbye to this journey, I have embarked on a journey of improving pronunciation and grammar. Thanks again for this program, and I look forward to transforming into a better me!

Presentation Grading MVPs

SCM / April Zeng

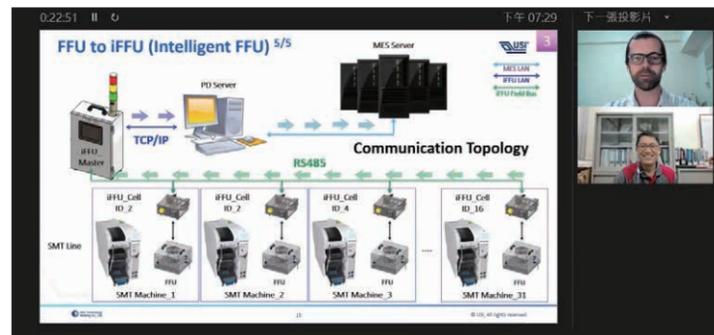
English is a subject that I have been afraid of since I was in junior high school. The teachers thought that most students had already started learning in the cram school then (but I didn't!), so they skipped the KK pronunciation and phonetics, which led to my poor English learning results at the very beginning. There was a fear of English in my heart! After USI acquired Asteelflash, even me, whose main co-workers are USI local colleagues, started to have meetings with foreign colleagues. Because of this change, I have to improve my English skills! Grammar courses with Chinese lectures made me revisit the rules that I have forgotten; Listening and speaking courses with foreign lectures forced myself to think about how to say complete sentences and to try to explain what I want to express and learning with "listening" hard! After half a year, I have made a lot of progress, especially on listening comprehension! Thank you to USI for providing such an opportunity!

SCM / Tom Wang

In this learning program, I was benefited the most by the one-on-one conversation courses. It forced you to speak English, otherwise the atmosphere will be awkward. At the beginning, the words may not convey the meaning, or I need to spend a long time thinking about how to answer. Through practice, I enhanced my ability to ask and answer questions promptly. This is also a must-have when giving a presentation, whether the occasion is for a customer or a supplier. Talking about presentation skills, what I want to share is Practice Makes Perfect. How to effectively convey the presentation content to the audience within a limited time, that is, through prior practice and feedback from teachers, the strengths and weaknesses of the presentations can be realized and improved. Moreover, believe that you can do it, the results will often be good. Finally, I would like to recommend an environment where you can continue to practice your presentations in English, which is to attend the Toastmasters International, thank you.

ALCMM / David Chuang

Completing a presentation is like interpreting a solo play. The actors need to perform diligently to make the audience concentrate and become a part of the plot. In a limited time, the script is prepared precisely to guide the audience to the key to the briefing information. Every moment should be given meaning to create the perfect interaction for mutual benefit. English is an artistic language. A word or phrase has multiple syllables, but under different speech rates and intonations, it can create different contexts. The lecture advised that my



Introducing the career to the foreign teacher to enhance presentation skills.

pronunciation is like ICRT's broadcast, lacking key emotions. He asked me to convey the emotions that should be in different contexts through role-playing and imitation in the play! Adjust the syllables and slow down the intonation, the result is indeed "Amazing".

GRM / Eric Chiu

Since I joined Nankang Site as a process engineer in 2007, I often have to deal with foreign customers. USI is a large international corporation. In the past ten years, I often participated in USI's internal English training courses, and my TOEIC score has also improved. However, there are still few opportunities for oral practice. This perfect opportunity to have foreign teacher's English courses completed this puzzle for me. Through half a year of study and practice, I have enhanced my confidence and smoothness in listening and speaking, allowing me to better deal with foreign colleagues and customers by speaking confidently. I expect this program can be continued for more colleagues to participate to improve English ability and work performance together.



The Double MVP of English Enhancement Program

Personal Learning Experience on the Project Promotion

ADM / Dwight Luo

From the beginning of the selection of lecturers to the final result presentation, we were aligned with AR. I was afraid that there would be any omissions. Fortunately, my colleagues are very friendly and hard-working, with Adella and Felicia's help, the process went smoothly. My TOEIC score was less than 200 points when I graduated from university, and I knew the pain points of English learning very well. Therefore, I sincerely hope to accompany every member to improve English ability quickly. When I received everyone's achievements and thanks, I was deeply moved. In fact, I should thank everyone. I have just joined USI for less than two months, but I have grown rapidly in such a short period of time. I familiarize myself with the entire program process and welcome the next English program. I'm ready to accompany you, how about you?

永續供應鏈 建立與推動

作者：永續委員會 價值鏈管理小組 總幹事 / 許惠玲
臺灣草屯廠 / QA&CSR / S&HS / CSR / 張雅琳
SGS Taiwan Ltd. / 李修賢、陳昭岐

供應鏈管理，除了追求效率、成本與品質，應兼顧發展與避險的需求。而 ESG 管理績效越好的企業對於外部風險的因應與韌性表現越佳，因此將環境、社會與經濟議題管理的概念加入供應鏈管理，打造永續供應鏈，便成為企業風險管理的重要指標。

何謂永續供應鏈？聯合國將永續供應鏈定義為在產品與服務的循環周期內，對環境、社會與經濟衝擊的良好管理方案。2022 年，國際間歷經中美貿易戰、Covid-19 爆發、中國大陸限電、俄烏戰爭等重大事件，造成生產延滯、航運壅塞等狀況，諸多企業才開始正視跨國供應鏈的問題。

聯合國於 2004 年提出全球盟約十項原則，呼籲企業針對人權、勞工、環保及反貪腐等議題做有效的

管理，後續更推出《永續供應鏈：持續改善的實務指南》。國際間的永續浪潮，公司治理及環境保護的法規，將供應商管理規範訂定地越來越明確，期許企業能將管理範疇擴展到上下游的供應鏈，使企業必須執行更為主動的管理作為。

永續供應鏈包含有良好的監督與管理系統，確保對 ESG 議題的管控，將風險與機會內化並運用，且具備高透明度，才能促進供應鏈上的利害關係人議和，發揮綜效，進一步擴大企業影響力，強化風險應對能力。建立永續供應鏈大略分為三個階段：

建立永續供應鏈政策

企業在建立永續供應鏈時，應先了解目前的處境和利害關係人的期待，建立永續供應鏈政策。並在政策獲得高階管理層支持後，積極地做內外部溝通，此政策也應當與企業的重大永續議題有所連結，並用以發展採購目標與準則。

鑑別永續議題與建立目標

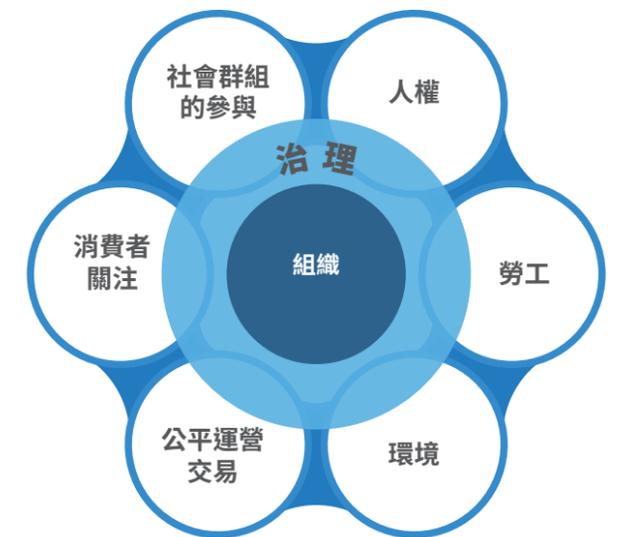
永續議題眾多，若無成熟的管理系統在議題鑑別與評估上可能遭遇困難。因此可從基礎的採購行為著手，參考 ISO 20400 永續採購指南。此指南羅列 12 項永續採購原則，協助組織設定永續採購策略與基礎，逐步將永續性概念納入採購流程。同時 ISO 20400 也結合 ISO 26000 社會責任指引的 7 類核心主題，37 項議題，讓企業在進行議題的風險與機會鑑別時能有所基礎。

執行採購準則與持續改進

永續採購指南主張永續概念應建基於現行的採購流程之上，即在供應商篩選、合約管理等程序中加入永續相關的要求。為了確保永續採購的執行力及有效性，企業除了在目標階段積極地與內外部利害關係人溝通，也應適當地導入外部績效評鑑，檢視整體採購流程的風險與機會，發掘各式的改善契機。

USI 為追尋永續成長，在日常採購作業中，除成本與品質的考慮外，更評估供應鏈所產生的整體永續價值，並規劃出供應鏈六大策略，與供應商發展穩定的夥伴關係。

善盡社會責任、永續發展轉型已是國際趨勢，企業難以置之度外，企業社會責任推行能否成功的關鍵，在於管理方法與因應計畫能否增加正向、削減負向的衝擊。企業能從永續採購起始，和供應商與客戶，攜手打造具備高度環境、經濟與社會韌性的永續供應鏈。



社會責任 - ISO26000 七個核心科目



供應鏈管理策略

Creating a Sustainable Supply Chain

Author: Sustainability Committee Value Chain Management Taskforce / Coordinator/ Sandy Hsu
Taiwan Tsaotuen Site / QA&CSR / S&HS / CSR / Momoco Chang
SGS Taiwan Ltd. / Rex Lee, Vanessa Chen

In light of recent events, besides the basics of efficiency, cost, and quality, supply chain management should also oversee environmental, social, and governance (ESG) issues to hedge against possible futures. Businesses with better ESG management have better resilience to external risks. Therefore, managing the social, environmental, and economic impacts of supply chains to achieve supply chain sustainability has become a critical indicator of enterprise risk management.

What is a sustainable supply chain? The United Nations (UN) defines a sustainable supply chain as the sound management of environmental, social, and economic impacts within the cycle of products and services. In 2022, US-China trade tensions, the COVID-19 pandemic, China power outages, and the Russian-Ukrainian war compounded the supply chain problems, resulting in production delays and shipping congestion. Faced with this, corporations are finally addressing global supply chain issues.

Based on the 2004 UN Global Compact Ten Principles, the UN subsequently released the "Supply Chain Sustainability: A Practical Guide for Continuous Improvement," calling on enterprises to effectively manage issues such as human rights, labor, environmental protection, and anti-corruption in the supply chain. International sustainability consensus on corporate governance and environmental protection regulations have clarified supplier management norms, so corporations are expected to actively manage their suppliers and expand their management scope to upstream and downstream suppliers.

A sustainable supply chain has a good system to manage and control ESG issues. The system internalizes and utilizes risks and opportunities, and is highly transparent to promote stakeholder engagement in the supply chain and achieve synergy.

Managed well, it also expands corporate influence and strengthens risk response capabilities. The establishment of a sustainable supply chain can be roughly divided into three stages:

Establish a Sustainable Supply Chain Policy

When establishing a sustainable supply chain, companies should first understand their current situation, consider stakeholders' expectations, and establish a sustainable supply chain policy with the support of the senior management team. This policy should also be linked to the company's material sustainability issues and be used to develop procurement goals and guidelines. After the policy is set, companies should actively publicize it internally and externally.

Identify Sustainability Issues and Set Goals

There are many sustainability issues, and without a mature management system, it may be difficult to identify which ones are material. Therefore, we can start by referencing the ISO 20400 Sustainable Procurement Guidance's 12 sustainable procurement principles to help set sustainable procurement strategies and foundations and gradually incorporate

the concept of sustainability into the procurement process. ISO 20400 is based on ISO 26000 Social Responsibility Guidance's seven core themes and 37 topics, so companies have a framework reference for identifying the risks and opportunities of the issues.

Implement Purchasing Guidance and Continuous Improvement

The Sustainable Procurement Guidelines advocate that the concept of sustainability should be based on the current procurement process, adding sustainability-related requirements to procedures such as supplier selection and contract management. To ensure the effectiveness of sustainable procurement, companies should not only actively communicate with internal and external stakeholders at the goal-setting stage but also appropriately introduce external evaluation to examine the overall procurement process and explore various options for improvement.

To pursue sustainable growth, USI not only considers cost and quality in daily procurement, but also evaluates the overall sustainable value generated by the supply chain. Our Supply Chain Management Strategy has six aspects to develop stable partnerships with suppliers.

Fulfilling social responsibility and shifting to sustainable development is a trend that is difficult for companies to ignore. Corporate social responsibility implementation success lies in whether management methods and response plans can increase positive influences and reduce negative impacts. Corporations can start with sustainable procurement and work with suppliers and customers to build a sustainable supply chain with high environmental, economic and social resilience.

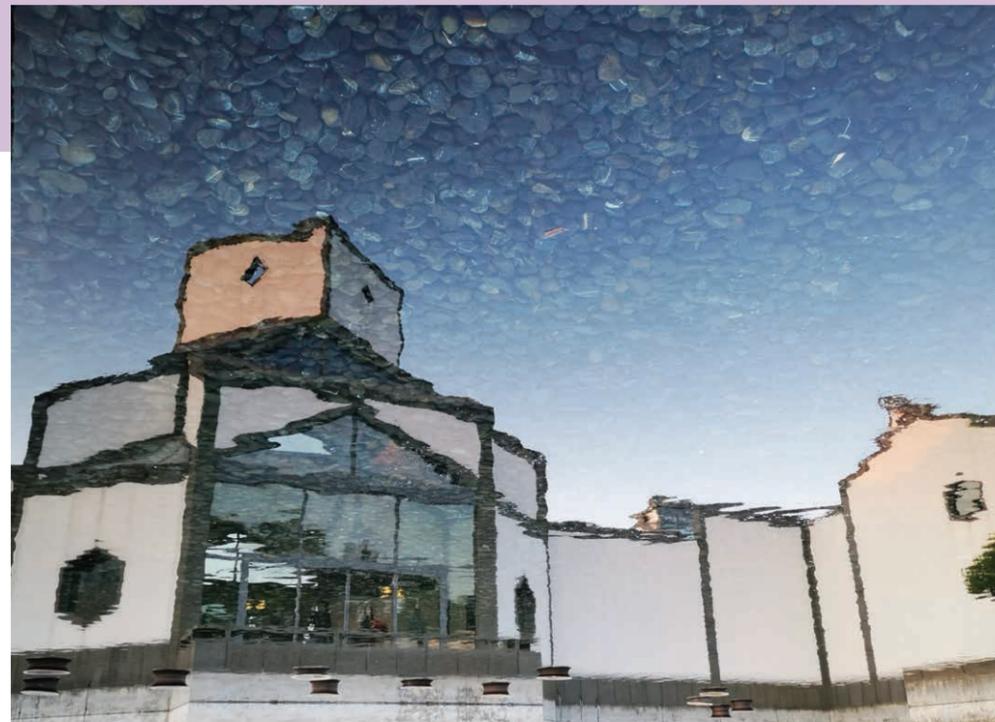


Social Responsibility - ISO 26000 7 Core Subjects



Supply Chain Management Strategy

我的家鄉魅力 Charm of *My Hometown*



01

Asteelflash 蘇州廠 / 信息技術部 / 黃蘇陽
Asteelflash Suzhou Site / Information Technology / Judy Huang

蘇州博物館 Suzhou Museum, China

一切有為法，如夢幻泡影，如露亦如電，然粉牆黛瓦始終愛著自己的倒影。
All conditioned phenomena are like a dream, an illusion, a bubble, a shadow, like dew and a flash of lightning, however, white wall and black tiles always love their reflections.

02



昆山廠 / ICS&TW OPS / MCS / SAI PLM / 袁杰
Kunshan Site / ICS&TW OPS / MCS / SAI PLM / Jay Yuan

江蘇省昆山市 Kunshan, Jiangsu

旅居 5 年，現定居昆山，昆山成為第二故鄉。擁擠的人群，繁忙的交通，高聳的建築，心裡裝滿了愛人，此刻只有這輪黃昏靜靜的陪伴著我。

I have been living in Kunshan for 5 years, which has become my second hometown. The crowd, the busy traffic, the towering buildings, the heart full of lovers, only this dusk is accompanying me quietly at this moment.

03



臺灣南崗廠 / ADM / 資訊服務總處 / 劉信宏
Taiwan Nankang Site / ADM / Information Technology / Sean Liu

臺灣臺中 Taichung, Taiwan

身為一個臺中人，還是習慣原本的稱呼：「再會中港路」。
As a person of Taichung, I am still accustomed to its original name. "Farewell to Taichung Port Road (Tsai hue tiong kang loo)".



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PHOTO GALLERY

Welcome to share your spontaneous moments in daily life, travelling, working, etc.

"A good snapshot keeps a moment from running away."

— Eudora Welty

Impressive Exhibitions

Image properties:

- (1) Please submit digital images as JPG files. The size of each image should be around 800KB to 2MB.
- (2) Every contributor is allowed to submit a maximum of 3 digital images with a short description within 50 words and noted where it was taken for each image.

LIVING / EATING / TRAVELING

This is a column for you to share stories of living, eating, traveling or special talent. We will pay the writer for the accepted story. Please name your e-mail subject as "Story of Living · Eating · Traveling". We will choose one to publish. Please mail us via tw.gp.newsletter@usiglobal.com to know more information about remuneration.