

6月 Jun 2023

「鯰魚效應」的  
管理學智慧  
Management Wisdom of  
“Catfish Effect”

勇者無懼  
No Way Is Impossible  
to Courage

USI人才圖鑑  
資深員工專訪  
墨西哥篇  
Talents in USI: Senior  
Employees’ Stories—  
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# Newsletter

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# 「鯰魚效應」的管理學智慧

作者：董事長 / 陳昌益



鯰魚效應，原指鯰魚在攪動小魚生存環境的同時，也啟動了小魚的求生能力。後來，鯰魚效應被喻為刺激企業活躍起來的一種手段或措施，被激活的企業在市場中積極參與競爭，從而激活市場中的同業。

同樣，在企業內，鯰魚效應也是領導層激發員工活力的有效措施之一。它表現在兩個方面：

第一、把那些具備學習力、思維敏捷的生力軍引入職工隊伍中去，甚至是管理層，給其他人帶來競爭壓力，喚起「沙丁魚」們的生存意識和競爭意識。

第二、企業通過不斷地引進新技術、新工藝、新設備、新管理觀念，激發員工的學習潛能，增強其生存能力和適應能力，進而提升企業的綜合競爭力。

因此，鯰魚效應可以讓競爭對手之間呈現你追我趕的向上狀態，有效地激發人的主觀能動性，搞活企業，使市場充滿活力。

反之亦然，大部分失敗的公司，事先都有一些徵兆顯示已經出了問題。所以，在適當的時候引入一條「鯰魚」是可以在很大程度上刺激團隊戰鬥力，使其重新啟動。在這一方面，日本的本田公司就做得非常出色，值得我們借鑒。

日本企業家本田對歐美企業進行考察期間，一直在思考如何減少自己公司中缺乏進取心和敬業精神的人員？如果全部淘汰，這顯然是行不通的。

後來，本田先生受到鯰魚故事的啟發，決定進行人事改革。經過周密地計畫和不斷地努力，他終於把松和公司銷售部副經理武太郎挖了過來，接任本田公司的銷售部經理後。憑藉自己豐富的市場行銷經驗和過人的學識，驚人的毅力和工作熱情，武太郎獲得銷售部全體員工的好評。員工們的工作熱情被極大地調動起來，活力大為增強。公司的月銷售額直線上升，在歐美市場的知名度也不斷提高。本田先生非常滿意，不僅僅是因為武太郎個人的工作表現，還因為銷售部作為企業的龍頭部門帶動了其他部門的工作熱情和活力。

上述故事給我們的啟示是，環旭需要「鯰魚」型員工，「鯰魚」型員工會將每個員工的長處發揮出來，可以讓企業更加具備人才優勢。同業的佼佼者能激發企業向上的動力，所以我們需要在企業文化中宣導「鯰魚」式的工作作風。我們在這裡所指的「鯰魚」型員工既可以是內部員工，也可以是外部人才。因為員工是否具備「鯰魚」精神，是否具有自我驅動力、勇於創新、具備持續學習的心態，才是關鍵。

當今世界，我們置身巨變的市場環境，為穩定生產，降低成本，企業紛紛進行結構調整。此時此刻，我們應該保持冷靜，汲取過去的經驗教訓，謀劃好未來的發展方向，提升企業的適應性和競爭力，打好堅實基礎，為未來的發力做好充分準備。

在此，呼籲同仁們，不要用昨天的方法去打明天的仗。當一個人過分追求維持現狀，不願意冒險嘗試新事物時，他就會逐漸失去進步的動力，走向衰退。個人如此，企業如此，市場亦是如此。同時，我們也明確地認識到，企業管理是具有階段性的，在企業成長的各個階段，我們需要引入不同的管理方式，管理者也要針對團隊的各自情況尋找更好的管理手段，避免因採用單一的管理方式對企業帶來負面的影響。對於任何一家追求永續經營的企業而言，適度的創新和突破是一項既具有挑戰性又具有機遇性的任務。企業只有在不斷地創新和突破中，才能保持活力和競爭力，才能在市場中不斷拓展新的業務領域，實現可持續的發展和增長。

所以，我們環旭應當時刻保持敏銳的市場洞察力和創新能力，緊跟時代潮流，不斷挑戰自我，才能在競爭中立於不敗之地。



# Management Wisdom of "Catfish Effect"

Author: Chairman / Jeffrey Chen



**T**he catfish effect originally refers to the phenomenon where catfish stirs up the survival environment of smaller fish and activates their survival abilities. The catfish effect has since been used as a means or measure to boost corporate vitality, where the activated enterprises actively participate in the competition and energize their market peers.

Similarly, within the enterprise, the "catfish effect" is also an effective measure for leaders to inspire employees' vitality. It manifests itself in two aspects:

Firstly, competition pressure among peers can be generated by introducing young and dynamic talents with good learning agility and quick-thinking skills into the workforce, and even into the management team, arousing the survival awareness and competitive consciousness of all the other "sardines".

Secondly, through the continuous introduction of new technologies, new processes, new equipment, and new management concepts, enterprises can stimulate employees' learning potential and enhance their ability to survive and adapt. In this way, the overall competitiveness of enterprises can be improved.

Therefore, the "catfish effect" can create a competitive state of chasing each other upwards among competitors, effectively stimulating people's initiatives, revitalizing enterprises, and giving the market vitality.

Likewise, most failed companies usually show signs of crisis beforehand. Therefore, introducing a "catfish" at an appropriate time can greatly stimulate and reactivate the team's combat effectiveness. In this regard, Japan's Honda company has done a very good job, which is worth learning from.

When the Japanese entrepreneur Mr. Honda visited European and American companies, he was thinking about how to reduce the lack of initiative and dedication among employees in his own company. This obviously wouldn't work to eliminate all of them.

Later, Mr. Honda was inspired by the catfish story and decided to reform personnel. After careful planning and deployment, he finally recruited Mr. Taro Takeuchi, the deputy manager of the sales department at Matsuo Corporation, and nominated him as the sales manager at Honda Company. With his extensive marketing experience, exceptional knowledge, incredible perseverance and passion for work, Mr. Takeuchi earned praise from all the employees in the sales department. The enthusiasm of the employees was significantly boosted, and the company's monthly sales rose sharply. The reputation of the company in European and American markets has been growing continuously. Mr. Honda was quite satisfied, not only because Taketaro showed an outstanding individual performance but also because the sales department, as the leading department of the company, has infused other departments with enthusiasm and energy for work.

What we can learn from the story is that USI needs "catfish-type" employees. They can leverage everyone's strengths and give the enterprise a talent advantage, just as top performers in the industry can inspire other companies to strive for excellence. And we need to advocate the "catfish" style of work culture in our corporate culture. The "catfish-type" employees we refer to here can be both internal and

external talents. In short, the key factor is whether employees possess the spirit of "catfish", which includes self-motivation, a readiness to embrace innovation, a continuous learning mindset and a can-do attitude.

In today's world, we find ourselves in a rapidly changing market environment. To stabilize production and reduce costs, enterprises are undergoing structural adjustments. At this moment, we should keep calm, learn from the past, plan for the future, and enhance our adaptability and competitiveness. We should lay a solid foundation and be fully prepared for the following endeavors.

Here, I urge you "DON'T use yesterday's strategies to fight tomorrow's war". When a person overly pursues maintaining the status quo and is unwilling to take risks on trying new things, he will gradually lose the motivation to make progress and will ultimately decline or deteriorate over time. This applies to individuals, enterprises, and even the market alike.

At the same time, we recognize that enterprise management is staged. At each stage of corporate growth, we need to introduce different management methods. Our managers need to find the most suitable approach based on the specific situations of their teams, thus avoiding any negative impacts on the company that may result from adopting a singular management approach. For any enterprise pursuing sustainable operation, moderate innovation and breakthrough are challenging and opportunistic must-dos. Only in this way can the enterprise maintain vitality and competitiveness, constantly expanding into new business areas and achieving sustainable development and growth.

In a nutshell, we USI should always maintain our keen insights and innovation capabilities, keep up with the trend, and constantly challenge ourselves to stand undefeated in the fierce market competition.



# Sabiduría gerencial del "Efecto Pez Gato"

Autor: Presidente / Jeffrey Chen



**E**l efecto pez gato originalmente se refiere al fenómeno en el que el pez gato agita el entorno de supervivencia de los peces más pequeños y activa sus habilidades de supervivencia. Desde entonces, el efecto pez gato se ha utilizado como un medio o medida para impulsar la vitalidad corporativa, donde las empresas activadas participan activamente en la competencia y energizan a sus competidores en el mercado.

De manera similar, dentro de la empresa, el "efecto pez gato" también es una medida efectiva para que los líderes inspiren la vitalidad de los empleados. Se manifiesta en dos aspectos:

En primer lugar, se puede generar presión competitiva entre los compañeros al introducir jóvenes talentos dinámicos con buena capacidad de aprendizaje y habilidades de pensamiento rápido en la fuerza laboral, e incluso en el equipo directivo, despertando la conciencia de supervivencia y la conciencia competitiva de todos los demás "sardinas".

En segundo lugar, a través de la continua introducción de nuevas tecnologías, nuevos procesos, nuevos equipos y nuevos conceptos de gestión, las empresas pueden estimular el potencial de aprendizaje de los empleados y mejorar su capacidad de sobrevivir y adaptarse. De esta manera, se puede mejorar la competitividad global de las empresas.

Por lo tanto, el "efecto del pez gato" puede crear un estado competitivo de perseguirse mutuamente hacia arriba entre los competidores, estimulando eficazmente la iniciativa de las personas, revitalizando las empresas y otorgando vitalidad al mercado.

De manera similar, la mayoría de las empresas fallidas suelen mostrar signos de crisis de antemano. Por lo tanto, introducir

un "pez gato" en el momento adecuado puede estimular y reactivar en gran medida la efectividad combativa del equipo. En este sentido, la compañía Honda de Japón ha hecho un trabajo muy bueno, que vale la pena aprender.

Cuando el empresario japonés, el señor Honda, visitó empresas europeas y americanas, estaba pensando en cómo reducir la falta de iniciativa y dedicación entre los empleados de su propia compañía. Obviamente, esto no funcionaría para eliminarlos por completo.

Más tarde, el señor Honda se inspiró en la historia del pez gato y decidió reformar el personal. Después de una cuidadosa planificación y despliegue, finalmente reclutó al señor Taro Takeuchi, subgerente del departamento de ventas en Matsuo Corporation, y lo nombró gerente de ventas en Honda Company. Con su amplia experiencia en marketing, conocimientos excepcionales, increíble perseverancia y pasión por el trabajo, el señor Takeuchi recibió elogios de todos los empleados del departamento de ventas. El entusiasmo de los empleados aumentó significativamente y las ventas mensuales de la empresa se incrementaron considerablemente. La reputación de la compañía en los mercados europeo y americano ha estado creciendo continuamente. El señor Honda estaba muy satisfecho, no solo porque Taketaro mostró un desempeño individual sobresaliente, sino también porque el departamento de ventas, como el departamento líder de la empresa, infundió entusiasmo y energía en otros departamentos para el trabajo.

Lo que podemos aprender de la historia es que USI necesita empleados de tipo "pez gato". Ellos pueden aprovechar las fortalezas individuales y brindar a la empresa una ventaja en talento, al igual que los mejores desempeños en la industria pueden inspirar a otras empresas a esforzarse por la excelencia. Y necesitamos promover la cultura laboral de estilo "pez gato" en nuestra cultura corporativa. Los empleados de tipo "pez gato" a los que nos referimos aquí pueden ser tanto talentos internos como externos. En resumen, el factor clave es si los empleados poseen el espíritu del "pez gato", que

incluye la automotivación, disposición para abrazar la innovación, una mentalidad de aprendizaje continuo y una actitud de "sí se puede".

En el mundo actual, nos encontramos en un entorno de mercado en constante cambio. Para estabilizar la producción y reducir costos, las empresas están llevando a cabo ajustes estructurales. En este momento, debemos mantener la calma, aprender del pasado, planificar para el futuro y mejorar nuestra capacidad de adaptación y competitividad. Debemos establecer una base sólida y estar completamente preparados para los desafíos que se avecinan.

Aquí, insto a que "NO se utilicen estrategias de ayer para luchar en la guerra de mañana". Cuando una persona busca excesivamente mantener el statu quo y se muestra reacia a correr cualquier riesgo al intentar cosas nuevas, gradualmente perderá la motivación para progresar y, finalmente, experimentará un declive o deterioro con el tiempo. Esto se aplica tanto a individuos como a empresas, e incluso al mercado en general.

Al mismo tiempo, reconocemos que la gestión empresarial es escalonada. En cada etapa del crecimiento corporativo, debemos introducir diferentes métodos de gestión. Nuestros gerentes deben encontrar el enfoque más adecuado basado en las situaciones específicas de sus equipos, evitando así cualquier impacto negativo en la empresa que pueda resultar de adoptar un enfoque de gestión singular. Para cualquier empresa que busque una operación sostenible, la innovación moderada y los avances son desafiantes y oportunidades que deben llevarse a cabo. Solo de esta manera la empresa puede mantener la vitalidad y la competitividad, expandiéndose constantemente hacia nuevas áreas de negocio y logrando un desarrollo y crecimiento sostenibles.

En resumen, nosotros, en USI, debemos mantener siempre nuestra agudeza de visión y capacidad de innovación, estar al día con las tendencias y desafiarnos constantemente para mantenernos invictos en la feroz competencia del mercado.

# 勇者無懼

作者：總經理暨營運長 / 魏鎮炎



在 92 期我們談到，有別於過去六年，2023 是一個不看好的年。果不其然，部分客戶大幅下修預測，金融市場的壞消息也此起彼落，接連發生瑞士信貸危機、矽谷銀行擠兌倒閉等事件，每一事件都直接間接響到公司的訂單，今年度的營收恐怕從原先預期的低個位數負成長，轉為高個位數甚至近雙位數的下滑。

業績急轉直下，該如何應對呢？英語有句話說 **Batten Down the Hatches**，起源於航海用詞，當船行經波濤洶湧的海域時，船長下令船員用木條在艙口上固定帆布，釘上扣板，使得各個船艙密封不進水，以安全度過暴風雨，後來引申做為人們遭遇困境時的緊急應變，現在不就是這樣的情況嗎？

俗話說，勇者無懼，為什麼勇者可以無懼呢？當一個人在克服困境的時候，聚精會神全力以赴，沒有時間去抱怨或害怕，看起來就胸有成竹，氣定神閒。我們所有領導者，這個時候，縱使客戶一再下修預測，也不要惱怒，更不能沮喪，最重要的是展現基本功夫，將品質和交期做好，絕對不能出差錯，才能在競爭中脫穎而出。同時要以專業和積極的態度，和客戶密切協商，針對多餘的庫存或無法取消訂單的材料，找出解決之道。

由於營收下修，年初所編列的各項費用、人力計畫、資本支出等等，都要順應情況下調，不要遲疑。此外，在全球稅制上，也要仔細研究節稅的方法。保持好現金流，才能穩定企業營運。

各位或許會感到疑惑，不是說要控制費用保留現金嗎？怎麼還看到併購案件？主要考量是在經濟衰退時期，有機會用較低的成本找到好的標的，進行策略併購以強化核心競爭能力，我們要正面看待這些好時機。對於主要利害關係人，我們則要即時坦誠的溝通，力求資訊透明，凝聚共識。

在這非常時期，人事凍結，甚至遇缺不補，但又要兼顧長短期目標，如此難免要一人承接多項工作，承擔以前未曾經歷過的責任。但凡有才能者，正可以藉這個機會練就新的能力，成長得更快，實力變得更堅強，熬過低潮，準備迎接下一波的成長。



# No Way Is Impossible to Courage

Author: President & COO/CY Wei



In the Newsletter No.92, we mentioned that 2023 was shaping up to be a challenging year, unlike the situations of previous six years. As predicted, some of our customers have significantly revised their forecasts, and the financial market has been inundated with bad news, such as the Credit Suisse's crisis and Silicon Valley Bank's collapse. Each of these events has had a direct or indirect impact on our business. As a result, our revenue projection for this fiscal year is expected to go down from the previously anticipated low single-digit negative growth to a high single-digit or even near double-digit decline.

In the face of plummeting performance, what should we do? There is a saying in English, "Batten Down the Hatches," which originated from nautical terminology. When a ship passes through rough seas, the captain orders the crew to use wooden planks to secure the canvas on the hatches and nail them with fasteners to seal each compartment remaining watertight. This ensures the safety of the vessel during storms. Later, it was extended to emergency response when people encounter difficulties. Isn't this the situation we are confronting now?

It is said that no way is impossible to courage. Why is that? When people are overcoming difficulties, they concentrate all their efforts without time for complaining or fear. Then they appear confident and calm. As leaders, even when customers continually revise their forecasts, we do not get angry or feel frustrated. The most important thing is to demonstrate the power of our discipline skills by delivering quality products on time without any mistakes. This is the only way to stand out in the competition. At the same time, we should negotiate closely with customers in a professional and proactive manner to find solutions for excess inventory or material POs that cannot be cancelled.

Due to the decrease in revenue, expenses, manpower plans, capital expenditures, and so

on that were budgeted at the beginning of the year must be adjusted accordingly without hesitation. In addition, the global tax efficient manners must be carefully studied. Maintaining a positive cash flow is crucial for stabilizing business operations.

You may feel confused about the mention of mergers and acquisitions when the focus is on controlling costs and preserving cash. However, the main consideration is to take advantage of opportunities during an economic downturn to find good targets at lower costs and carry out strategic mergers to strengthen core competence. We should view these opportunities positively. As for the major stakeholders, we need to communicate promptly and candidly, strive for information transparency, and build consensus.

During these challenging times, there may be a freeze on hiring and even a reluctance to fill vacant positions. However, there is still a need to balance both short-term and long-term goals, which may require one person to take on multiple responsibilities and assume new levels of accountability. Those who possess talent can use this opportunity to develop new skills and grow at a faster pace, becoming stronger and more capable. By persevering through these difficult times, individuals can prepare themselves for the next wave of growth.



# No Hay Camino Imposible para el Coraje

Autor: Presidente y COO / CYWei



**E**n el Boletín No.92, mencionamos que el año 2023 se perfilaba como un año desafiante, a diferencia de los años anteriores. Como se predijo, algunos de nuestros clientes han revisado significativamente sus previsiones y el mercado financiero se ha visto inundado de malas noticias, como la crisis de Credit Suisse y el colapso de Silicon Valley Bank. Cada uno de estos eventos ha tenido un impacto directo o indirecto en nuestro negocio. Como resultado, se espera que nuestra proyección de ingresos para este año fiscal disminuya de un crecimiento negativo en un solo dígito bajo, como se anticipaba anteriormente, a una disminución de un solo dígito alto o incluso cercana a un dígito doble.

Ante el desplome de nuestro desempeño, ¿qué debemos hacer? Existe un dicho en inglés que dice "Batten Down the Hatches", que se originó en la terminología náutica. Cuando un barco atraviesa mares agitados, el capitán ordena a la tripulación usar tabloncillos de madera para asegurar la lona en las escotillas y clavarlos con sujetadores para sellar cada compartimento y mantenerlo estanco al agua. Esto garantiza la seguridad del barco durante las tormentas. Posteriormente, se extendió a la respuesta de emergencia cuando las personas se enfrentan a dificultades. ¿No es esta la situación a la que nos enfrentamos ahora?

Se dice que no hay camino imposible para la valentía. ¿Por qué es así? Cuando las personas superan las dificultades, concentran todos sus esfuerzos sin tiempo para quejas o miedos. Entonces aparecen confiados y tranquilos. Como líderes, incluso cuando los clientes revisan continuamente sus pronósticos, no nos enfadamos ni nos frustramos. Lo más importante es demostrar el poder de nuestras habilidades disciplinarias entregando productos de calidad a tiempo y sin errores. Esta es la única manera de destacar en la competencia. Al mismo tiempo, debemos negociar de cerca con los clientes de manera profesional y proactiva para encontrar soluciones para el exceso de inventario o los pedidos de materiales que no se pueden cancelar.

Debido a la disminución de los ingresos, los gastos, los planes de personal, las inversiones de capital, y demás, que se presupuestaron al comienzo del año,

deben ajustarse en consecuencia sin vacilación. Al mismo tiempo, se deben estudiar cuidadosamente las formas eficientes de impuestos a nivel global. Mantener un flujo de efectivo positivo es crucial para estabilizar las operaciones comerciales.

Es posible que sientas confusión al mencionar fusiones y adquisiciones cuando el enfoque está en controlar costos y preservar el efectivo. Sin embargo, la consideración principal es aprovechar las oportunidades durante una recesión económica para encontrar objetivos prometedores a costos más bajos y llevar a cabo fusiones estratégicas para fortalecer la competencia central. Debemos ver estas oportunidades de manera positiva. En cuanto a los principales interesados, debemos comunicarnos de manera pronta y franca, esforzarnos por la transparencia de la información y construir consensos.

Durante estos tiempos desafiantes, puede haber una congelación en las contrataciones e incluso una renuencia a cubrir puestos vacantes. Sin embargo, todavía existe la necesidad de equilibrar tanto los objetivos a corto plazo como los de largo plazo, lo que puede requerir que una persona asuma múltiples responsabilidades y adquiera nuevos niveles de responsabilidad. Aquellos que poseen talento pueden aprovechar esta oportunidad para desarrollar nuevas habilidades y crecer a un ritmo más rápido, volviéndose más fuertes y capaces. Al perseverar en estos tiempos difíciles, las personas pueden prepararse para la próxima ola de crecimiento.



# USI 人才圖鑑

## 資深員工專訪 墨西哥篇

採訪編輯：總經理室 / 行銷企劃部

今年是墨西哥瓜達拉哈拉廠 (GDL 廠) 建廠第 26 年，也是 USI 踏進美洲大陸的重要里程碑，在 GDL 廠，有許多深藏不露的人才，他們與公司一同成長，譜出 USI 的新篇章。本次我們邀請在 GDL 廠工作超過 20 年的兩位同事，他們將分享在 USI 的工作故事。

瓜達拉哈拉廠 / QA&CSR

Karla Duran



2023 年 3 月 8 日，Karla 迎來了她在 USI 工作的第 20 年，在這 20 年間，她除了在 QA&EHS 部門工作之外，中期也曾一度轉到 HR 部門，對她而言，USI 不僅提供了一個學習發展的平台，更陪著她走過人生許多階段。

身為 QA&EHS 部門的副處長，Karla 負責維護品質管理系統、客戶和供應商的品質，同時也藉由廠區環安衛的管理，來確保員工的健康安全。在管理方面，身為主管，Karla 有機會跟不同世代的員工一起工作，她表示：「激勵員工是很重要的一點，當他們表現得很好時，要讓他們知道結果是正向的，需要改進時，也要讓他們看清自己的改善點，並與他們一起努力改進。」秉持這樣的想法，Karla 很高興見到團隊在許多領域都取得了成就。

Karla 的工作生涯也是充滿挑戰，像早年 GDL 廠曾面臨關廠的命運，度過了一段艱難的時期。但也有正向的故事，在 USI 工作期間，她攻讀碩士學位、參加研習課程，充實自己。現在的 GDL 廠正高速發展，除了 Building 1 的擴張，未來還有 Building 2，過去四年團隊擴張，讓 GDL 廠大家庭有了更多新成員，大家帶著不同的個性、工作風格上崗，團隊的一致性與系統面的整合是個大挑戰，但 Karla 認為大家可以藉此分享彼此經驗，藉由團隊合作讓 USI 更加進步。



即使在繁忙的工作中，Karla 也不忘讓自己放鬆——游泳一直是她的興趣，她認為水在大自然中是一個令人放鬆的元素。此外，陪伴家人也是她最喜歡的事情之一，擁有願意支持她成為職業女性的親人、丈夫與小孩，對她而言是非常幸福的一件事情。

Karla 擁有許多未來的目標，也努力為自己的夢想奮鬥，除了推動團隊成長，也全力支援女性的職涯發展，為她們開創更多道路與機會。回顧在 USI 的種種，她想對自己說：「做得好！即使未來會遇到許多困難，但我一定會實現它！」除了謝謝無條件支持她的家人，她也感謝職場上的貴人——好同事與好主管——在一路上給了她信任與支持。展望未來，Karla 立下期許：「這才是剛開始，我希望上天和生活能夠給我足夠的時間來實現我所有的個人和職業目標和夢想！」

瓜達拉哈拉廠 / GDL OPS

Armando Espinoza



對 Armando 而言，USI 是他迄今職涯中的第一個、也是唯一的工作經驗，能在大學畢業後就能加入 USI，無非是個無價的機會，2005 年，他的第一份工作是擔任治具與夾具設計工程師，在接下來的 15 年中，Armando 被調任為產線課長，然後升為產品經理，他逐漸吸收了生產計劃、生產控制和車間物料控制等知識，現在他已是 GDL OPS PP Division 的副處長，負責 OPS1/OPS3 的生產計劃和生產控制管理。





隨著公司成長，再加上與 AFG 的融合，適應多元工作文化對於長期在 USI 工作的人而言，可能會有難度，但 Armando 認為：「學習永不止息。當你打開心胸接受一切，就有機會去改進自己，要把每種工作文化的最佳部分融合起來。」除了保持學習的心，身為主管，Armando 也努力提升自己的堅定自信和共情能力，身教重於言教，尤其與年輕人相處，要主動傾聽，但彼此皆須強調尊重、紀律與可信度。

回顧這段日子，Armando 從工程師升為經理，現在成為副處長，從執行和操作的角色轉變為引領和指導。每一個階段中獲得的責任感，以及帶領團隊的能力都得到了提升。這本 USI 相簿對他而言充滿非凡的意義，每張照片、每個挑戰、每一天都使他成為一個更有經驗的人，想起第一天上班、遇見生命中的摯愛、與孩子一起看足球賽、家庭週末活動、第一次晉升、第一個生產計劃、對 CY 的第一次報告、第一次亞洲之旅、Bernardo Santos 先生接任廠總經理……Armando 誠摯感謝每一個出現在他生命裡的人。

人生有許多貴人相助，Armando 最想感謝 Hector Escobedo 先生與 Bernardo Santos 先生，Hector 給了他在 USI 發展職涯的機會，鼓勵他去發掘自我、發揮最好的一面。現任廠總經理 Bernardo 則是信



任他擔任推動 GDL 廠成長的支柱，並以身作則表現 GDL 廠的價值觀（紀律、誠信、有效溝通、團隊合作、責任、持續學習），這使 Armando 不斷挑戰自己，追求卓越，在日常工作中不斷進步。

Armando 也想感謝過去的自己，感謝自己過去犯錯的經驗，讓他從中學習和糾正錯誤，在艱難的時刻保持堅定與韌性，努力不懈。對於未來，他正努力充實供應鏈管理方面的知識，期望能夠提高物料和生產的整合效率，以滿足客戶的要求。Armando 建議大家隨時保持準備就緒的狀態，機會都是給準備充分的人，但同時要更加享受生活，多笑一笑，無論是工作或生活，都要珍惜那些微小但重要的時刻。

## Talents in USI

### Senior Employees' Stories— Guadalajara Site

Interviewed by: President Office / Marketing Communication

This year is the 26<sup>th</sup> anniversary of the establishment of USI's Guadalajara Site (GDL Site) in Mexico, and it is also an important milestone for USI's entry into the Americas. At GDL Site, there are many talents who grow together with USI, creating a new chapter for USI. In this column, we have invited two colleagues who have worked at GDL Site for over 20 years to share their stories at USI.

Guadalajara Site / QA&CSR  
Karla Duran



March 8<sup>th</sup>, 2023 marked a very special day for Karla as it was her 20<sup>th</sup> year working at USI. During the 20 years, Karla has not only worked in the QA&EHS Department but also had a period where she transferred to the HR Department. USI provided her with a platform to learn, grow and develop professionally. But for Karla, USI is much more than just a workplace. It has been a constant companion, walking with her through all the stages of her life.

As the Associate Director of QA&EHS, Karla is responsible for maintaining the quality management system, ensuring the quality of both customers and suppliers, and also managing the site's environment and safety to ensure the well-being of employees. As a leader, Karla has the opportunity to work with employees from different generations, and she believes that motivating them is crucial. She says, "It's important to let them know the results is positive when they perform well. Additionally, we

also need to show them what should be improved and strive for improvement together." With this mindset, Karla is excited to see her team achieve success in many areas.

Karla's career at USI has been full of challenges. She has faced difficult times such as the threat of the closure of GDL Site in the early years. But she also has positive stories to share. During her time at USI, she pursued a master's degree and attended training courses to enhance her skills and knowledge. Now, with the rapid development of GDL Site, including the expansion of Building 1 and the upcoming Building 2, the team has grown in the past four years, welcoming many new members with diverse personalities and work styles. Achieving team unity and system integration is a significant challenge, but Karla believes that everyone can share their experiences and work together to make USI even better.





Karla's Family

Karla knows the importance of work-life balance, even amidst a busy work schedule. She always makes sure to relax herself. Swimming has always been her favorite, and she finds the water is a relaxing element in the nature. In addition, spending time with her family is also one of her greatest joys. Having supportive loved ones who encourage her in her career as a professional woman is something she feels very blessed to have.

Karla has many goals, and she works hard to achieve her dreams. In addition to promoting team growth, she is also committed to supporting women's career development and creating more paths and opportunities for them. Looking back on everything Karla has accomplished at USI, she wants to say to herself, "Well done! Even though there will be many challenges in the future, I will definitely achieve them!" She is grateful to her family, who have supported her unconditionally, and to the valuable people in her workplace – good colleagues and supervisors – who have given her trust and support along the way. Looking ahead, Karla has high expectations: "This is just the beginning. I hope that God and life will give me enough time to fulfill my personal and professional goals and dreams!"



Guadalajara Site / GDL OPS

Armando Espinoza

For Armando, USI is his first and the only work experience in his career so far. Being able to join USI right after graduating from college was an invaluable opportunity. In 2005, he started his career at USI as a Tooling and Fixture Design Engineer. Over the next 15 years, Armando was transferred to become a Production Line Manager and then promoted to Production Manager. He gradually absorbed knowledge in production planning, production



control, and workshop material control. Now he is the Associate Director of GDL OPS PP Division, responsible for production planning and production control management of OPS1/OPS3.

As USI grows and Asteelflash joins USI, adapting to a diverse work culture may be challenging for those who have been working at USI for a long time. However, Armando believes that "One is never too old to learn." When you open your mind to everything, you have the opportunity to enhance yourself and blend the best parts of every culture." In addition to maintaining a learning mindset, as a supervisor, Armando also works on enhancing his own assertiveness and empathy. Leading by example is crucial, especially when dealing with young people. It's important to actively listen, but both parties should emphasize respect, discipline and credibility.

Looking back on Armando's journey at USI, from starting as an engineer to becoming an Associate Director, he transferred from an operational role to a leadership role. Each stage has brought new responsibilities and opportunities to enhance his leadership skills. For Armando, this USI album is filled with extraordinary meaning. Every photo, every challenge, every day has made him a more experienced person. From his first day at work, meeting his beloved, watching soccer games with his children, weekend family activities, his first promotion, his first production plan, his first presentation to CY, first trip to Asia, and the

appointment of Mr. Bernardo Santos as Site GM..., etc, Armando sincerely thanks every person who has appeared in his life.

Armando is filled with gratitude towards the people who have played a crucial role in his career. He is most grateful for the guidance and support of Hector Escobedo and Bernardo Santos. Hector gave him the opportunity to develop his career at USI and encouraged him to explore his strengths and potential. Current Site GM Bernardo trusted Armando to be a key player in driving the growth of GDL Site and led by example in demonstrating GDL Site's values (Discipline, integrity, effective communication, teamwork, accountability, and continuous learning). This has constantly challenged Armando to strive for excellence and make progress in his daily work.

Armando also wants to thank his past self, for the experiences of making mistakes that taught him to learn and correct them, and to stay firm and resilient in difficult moments, working hard and never giving up. As for the future, he is actively working to enhance his knowledge of supply chain management, expecting to increase the integration efficiency of materials and production to meet customers' requirements. Armando advises everyone to stay prepared at all times, as opportunities are given to those who are well prepared, but also to enjoy life and laugh more, cherish those small but important moments in both work and life.



# 勇敢面對更年期 We Can !

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



更年期是女性生命發展的必經歷程，這時期因體內荷爾蒙分泌逐漸減少，部分婦女會產生生理及情緒變化和身心不適的情形。依據國民健康訪問調查顯示，45 至 54 歲的女性，約 6 成有經期不規律或已經停經的更年期變化，而 55 至 64 歲的女性，則 9 成以上有經期不規律或已經停經。由於女性 50 歲以後，腹部肥胖比率超過五成，若是腰圍超過理想尺寸，堆積在腹部的脂肪組織將影響身體代謝，常伴有三酸甘油酯和血糖濃度升高，增加罹患心血管疾病和糖尿病的風險。

## 什麼是更年期

婦女大約在 45 到 52 歲這段期間，卵巢逐漸停止製造女性荷爾蒙，造成月經經期開始不規則、月經量一下多、一下少，最後一年內不再有月經的停經現象，這段生殖機能逐漸降低到完全喪失的停經前後過渡期，就是所謂的更年期。

## 更年期常見不適症狀

更年期是一個自然過程，它不是疾病，多數人都會順利渡過，它如何展現，會依社會文化之特殊性與時代變遷而有不同。但因為女性荷爾蒙分泌降低，有部分婦女會有更年期不適，如生理及心理相關症狀：

- 生理方面：發熱、潮紅、盜汗、虛弱、暈眩、頻尿、尿失禁、陰道乾澀、性交疼痛、肌肉骨骼痠痛、骨質流失
- 心理方面：焦慮、煩躁、失眠、恐慌、心情低落、記憶力衰弱

## 更年期自我評估表

以下是更年期自我評估表，0= 沒有、1= 輕微、2= 中等、3= 嚴重，總分達 15 分以上，有可能進入更年期，建議諮詢婦產科醫師。

評分項目	評分日期	分數
熱潮紅		
頭暈眼花		
頭痛		
暴躁		
情緒抑鬱		
失落感覺		
精神緊張		
失眠		
異常疲倦		
背痛		
關節痠痛		
肌肉疼痛		
面毛增多		
皮膚異常乾燥		
性慾降低		
性接受度降低		
陰道乾澀		
性交疼痛		
總積分		

## 更年期自我保健

### 心血管好健康

50 歲前或是停經前的婦女，因卵巢所分泌的雌激素對心血管有保護作用，降低了心血管疾病的發生率。婦女心血管疾病的發生率，在 50 歲前約只佔男性的一半，50 歲之後會緩慢增加，到了六十歲以後，心血管疾病的發生率會與男性不相上下。以下是預防心血管疾病的方法：

- 戒菸：菸品中的尼古丁等物質，會加速動脈硬化，讓血液黏稠、血管缺乏彈性，容易引起中風或心肌梗塞。
- 飲食控制：更年期婦女容易發胖，建議採取均衡飲食型態，多吃綠葉蔬菜與黃豆，限制食鹽攝取與少吃甜食。
- 規律運動：建議中度運動量每日 30 分鐘以上，如快走、騎腳踏車等運動。
- 體重控制：體重超過標準的婦女，配合飲食控制與運動，持之以恆。
- 危險因數的控制：控制血壓、血糖及血脂。

### 存骨本防骨鬆

更年期婦女因女性荷爾蒙分泌不足，加速骨質流失，長久下來會影響骨骼強度，使女性骨質疏鬆發生率比男性高。此外，缺少運動、抽菸、酗酒、飲用咖啡過量、日曬不足、長期使用類固醇、家族遺傳都是骨質破壞殺手。以下是預防骨質流失的方法：

- 避免抽菸、喝酒、熬夜，規律並持續地運動，荷重運動，強化肌肉和骨骼，減緩骨質流失速率。
- 攝取充分鈣質：適當的曬太陽能幫助身體產生維他命 D，加強腸道對鈣的吸收，還可增加骨質再造速率。

### 婦女泌尿顧好好

更年期婦女因體內賀爾蒙分泌減少，可能產生骨盆鬆弛、生殖泌尿系統感染及尿失禁等症狀，可藉助凱格爾運動加強訓練骨盆肌肉，而減緩尿失禁發生之機率。以下是預防生殖泌尿道系統感染的方法：

- 不要沖洗陰道，以免破壞原本酸性保護環境，增加感染機會。

- 分泌物多時，請以溫水每天清洗陰部 2 次，盡量保持乾燥。
- 外陰部發生紅、腫、熱、痛、癢時，請立即就醫。
- 穿純棉內褲，並注意與其他衣物分開清洗。
- 性行為前，將陰部清洗乾淨，避免細菌從肛門帶到陰道或尿道。

### 老來伴更恩愛

女性荷爾蒙缺乏會讓性生活快感降低，甚至引起性交疼痛，而讓婦女對性生活意願降低。兩性和諧的關係，是建立在勇敢溝通、互相體諒和具備同理心；另外，可透過適當治療及改善陰道乾澀的外用潤滑軟膏，讓感情更甜蜜幸福！

### 妥善使用賀爾蒙

當更年期對身心造成不適時，可以先自我評估，瞭解自己身體狀況。如果僅是偶發現象，可藉由飲食、運動、正常作息及情緒管理來舒緩更年期的不舒服，如果症狀嚴重影響日常生活，則需諮詢醫師尋求醫療協助。

### 一不三多原則

- 荷爾蒙不是唯一！
- 多溝通：多與家人朋友溝通
- 多諮詢：多向醫護人員諮詢
- 多瞭解：多瞭解其利益與風險

### 心動舒食好習慣

- 心：揪友談心
- 動：規律運動
- 舒：放鬆舒緩
- 食：均衡飲食

更年期是女性生命發展的自然與必經階段，傾聽自己身體的聲音，對於更年期所產生的生理或心理不適，採取「面對它、接受它、處理它、放下它」的四原則，勇於尋求資源來解決，才能讓更年期活得自由自在。



# Dealing with Climacteric Yes, We Can!

Author: Taiwan Nankang Site / QA&CSR / S&HS / HS / Luan Hsieh



Climacteric is a part of life for every woman. The hormone level starts to decrease during this period of life. Some women experience changes in physiology and mood, as well as mental and physical discomfort. The National Health Interview Survey indicates that approximately 60% of women between 45 and 54 years of age start to show climacteric changes, such as irregular menstrual periods or menopause, while this percentage increases to 90 or more for women between 55 and 64. For women in their 50s, the waist-hip ratio (WHR) is often greater than 50%. If the waist grows beyond the ideal size, the fatty tissues accumulated on the belly will affect body metabolism, which often leads to health risks like increased level of triglyceride and blood sugar, and cardiovascular diseases and diabetes.

### What Is Climacteric?

When a woman comes to the age of 45 to 52, her ovaries stop making female sex hormone gradually. It leads to fluctuation of menstrual periods and the menstrual secretion goes up and down. In the final year, the menopause comes as there is no more menstrual period. The gradual transition from a fertile woman to complete loss of reproductive capability is what is known as the climacteric.

### Common Discomforts During Climacteric

The climacteric is not a disease, but a natural process that the great majority of people will survive through. Its development, however, varies widely depending on specific social and culture, as well as time changes. Because of the decreasing female sex hormone secretion, some women experience climacteric discomforts both physically and psychologically:

- Physical discomforts: slight fever, flush, night sweat, poor health, dizziness, frequent micturition, urinary incontinence, dryness in vagina, dyspareunia, soreness in muscles and bones, and loss of bone mass.
- Psychological discomforts: anxiety, dysphoria, insomnia, panic, depression, and loss of memories.

### Climacteric self-evaluation

The following is a climacteric self-evaluation scale; 0 = none, 1 = minor, 2 = moderate, and 3 = severe. A score of 15 points or higher suggests possible climacteric. Consultation with an obstetrician is recommended.

Item	Date	Score
Hot flashes		
Dizziness		
Headache		
Anger		
Depression		
Feeling of loss		
Mental stress		
Insomnia		
Unusual fatigue		
Back pain		
Sore joints		
Muscle pain		
Increased facial hair		
Unusual skin dryness		
Decreased sexual urge		
Decreased sexual acceptance		
Dryness in vagina		
Dysphoria		
Total points		

### Self-Care For Climacteric

#### Good Cardiovascular Health

The estrogen produced by ovaries provides a certain degree of cardiovascular protection and lowers the possibility of cardiovascular Diseases (CVDs) for women before 50 or menopause. The occurrence of CVDs in a woman before 50 is roughly half of that in a man, and starts to increase gradually after 50, and about the same as a man when she reaches the age of 60. Here are some tips to keep you from CVDs:

- Quit smoking: nicotine and other substances in tobacco are found to accelerate arteriosclerosis, cause the blood to thicken and blood vessels to lose flexibility, and in turn lead to stroke or myocardial infarction.
- Dietary control: it is easy for menopausal women to gain weight. A balanced diet is recommended with increased ingestion of green vegetables and soybeans. It is better to keep salt ingestion low and stay away from sweets.
- Constant exercise: it is recommended to take 30 minutes or more of moderate exercise every day, such as quick walk and biking.
- Weight control: dietary control and exercise are good for overweighted women, and do it constantly.
- Dangerous factor control: keep your blood pressure, blood sugar and blood lipids at a healthy level.

#### Stock Up Your Bone Capitals for Osteoporosis

It is common to see loss of bone mass in menopausal women due to insufficient level of female sex hormone. In the long run, bone strength will be lost, and that's why osteoporosis is more common in women than in men. Besides, there are some bone killers in our life, such as lack of exercise, smoking, alcohol consumption, over-consumption of coffee, lack of solar exposure, long-term use of steroid, and family inheritance. The following are some tips to keep you away from loss of bone mass:

- Quit smoking, drinking and staying up late; take regular and constant exercises; do weight lifting to increase the strength of muscles and bones and, therefore, slow down the loss of bone mass.
- Sufficient ingestion of calcium: appropriate exposure to sunlight helps your body produce vitamin D, which improves the intestinal absorption of calcium and even increases the regeneration or bone mass.

#### Keep Your Female Bladder Healthy

The decreased secretion of female sex hormone may lead to symptoms in menopausal women, such as weak pelvic floor muscles, infection in reproductive / urinary system, and loss of bladder control. Kegel exercise helps improve the pelvic floor muscle strength and mitigate the occurrence of urinary incontinence. The

following are some tips to avoid infection in reproductive / urinary system:

- Do not flush the vagina, as it compromises the protective acidic environment and, thus, increase the chance of infection.
- Wash your vagina twice every day with warm water when vaginal secretion is abundant, and keep it dry.
- Go to a doctor when the vulva area is showing signs of flush, swelling, fever, pain and itching.
- Wear underwear made of pure cotton, and keep it separate from other clothing during laundry.
- Clean vagina before intercourse. This helps prevent migration of bacteria from anus to vagina or urethra.

#### Thoughtful Partner for Happier Sex Life

The insufficient level of female sex hormone leads to lowered sexual urge and even pain during intercourse. That's why menopausal women are reluctant to have sex with their partners. A good, harmonic relationship is built upon open communications, mutual care for one another and empathy. Also, appropriate treatment or use of lubricating ointment is advised to improve vaginal dryness and make your sex life better!

#### Proper Use of Hormone

When you are not feeling well in climacteric, it is recommended to learn what is happening to you by taking the self-evaluation. If the discomforts are just occasional, it is possible to easy the menopausal discomforts with the help of diets, exercise, regular daily schedule and emotion management. If the symptoms persist and start to take a toll on daily life, it is advised to seek medical assistance.

#### One Not and Three Moors

- Hormone is not the only solution!
- Communicate more with your family and friends.
- Consult: consult more with your doctor.
- Learn more about the benefits and risks involved.

#### Good Friends, Good Exercise, Peace of Mind, and Balanced Diet

- Good friends: go out with friends
- Good exercise: take regular exercise
- Peace of mind: relax and take it easy
- Balanced diet: maintain a dietary balance

Every woman in the world has to go through the inevitable process of climacteric in her life. Learn to listen to your body. When you are experiencing the physical or mental discomfort that comes with menopause, remember to "face it, accept it, deal with it, and let it go." Do not hesitate to look for help, and learn to live a care-free menopausal life.

# 新興科技下的 企業變革與風險管理

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新興科技正日益普及且應用範圍不斷擴大，這些技術的發展，帶來了前所未有的機會與挑戰，對企業產生了深遠的影響。在經營管理方面，可以利用這些技術來提升生產效率、降低成本、改進產品設計、創造更好的客戶體驗，但與此同時，也帶來了風險與挑戰。企業必須妥善管理這些風險，建立健全的風險管理機制，加強內部控制，確保企業的安全性和合規性。此外，也需要不斷學習，革新策略、架構、技能與文化，充分利用新技術的機遇，以便在新興科技的發展中，保持競爭和創新力。唯有敏捷而靈活的企業，才能在新的科技浪潮中生存和發展。

新興科技	發展趨勢
人工智慧	機器學習、深度學習算法推動 AI 的智能化與個性化，各行業應用越來越廣泛。AI 和機器人的能力不斷提升，越來越多工作可被機器人替代，這對企業架構和人員配置產生重大影響。
大數據	各種感知設備、物聯網設備大量運用，產生的數據規模呈爆炸式增長。這為企業提供了更豐富的數據基礎，進行數據分析和決策，但也使企業面臨嚴峻的大數據安全課題。
物聯網	推動企業向智慧工廠和自動化發展，在大幅提高生產效率的同時，也會改變企業的製造設備、流程和產品線。
區塊鏈	去中心化和不可竄改的特點，有利於解決許多行業痛點，但技術本身也面臨一定風險，特別監管政策也尚未到位。企業需要審慎評估應用情境，避免過度投入。
雲端運算	使企業可在短時間內迅速調整資源，提供更多服務和功能，同時減少平台管理成本，提升業務靈活性，但也改變了企業架構、部署模式和應用程式開發流程，需更妥善地控制數據與系統安全。

## 衍伸的風險

- 新興科技發展帶來了許多創新與機會，同時也衍伸出新的風險：
- 個人資料安全：隨著人工智慧、大數據和物聯網等技術的發展，蒐集了大量的個人資料，這些資料可能會被濫用於市場營銷或個性化廣告等目的，或者被駭客盜取，導致嚴重的隱私侵犯和資安風險。
  - 機密性：企業使用新興科技來優化流程、提高效率，同時也產生了大量的機密資訊，如專利、技術、業務計劃等。如果這些機密資訊洩漏，就會對企業營運產生嚴重的影響。
  - 資訊安全：新興科技涉及處理和存儲大量的數據，更容易成為內外部攻擊的目標。當企業系統遭入侵時，就可能造成嚴重的數據洩漏和損害。
  - 業務風險：新興技術的不斷發展，可能對既有的商業模式造成衝擊，若未適時調整，可能造成企業市場佔有率下降與營利衰退。
  - 法律風險：法律法規的跟進速度往往跟不上新興技術的快速發展，企業若未了解相關的法律法規，以確保自身的行為的合法性，將有法律風險的疑慮。

現實中，新興科技已不再是單獨出現，而是相互搭配運用的場景，因此需要更全面的風險辨識與評估機制，將風險降低至合理水平，以降低對企業的衝擊。



平衡新興科技的利弊

企業運用新興科技時，必須充分理解各種技術的潛在風險，制定明確的策略和計劃，並在取得效益與風險的最佳平衡點時，同時保護資訊安全並遵守法規要求。如此才得以在確保安全的基礎上，通過持續學習和適應新技術，利用這些技術帶來業務機會和競爭優勢。

新興科技	效益	風險	管理對策
人工智慧	提升生產效率和決策品質、縮短開發週期、改善用戶體驗	隱私侵犯、算法偏見	設置透明、負責任的機制，監督 AI 系統的運作，確保其符合倫理和法律要求
大數據	挖掘潛在商機、優化業務流程、提高市場競爭力	數據洩漏、濫用	建立嚴格的數據治理機制，確保資訊安全，並符合相關法規要求
物聯網	實現設備間的智能互聯，提升生產力、節能減碳、提高生活品質	安全漏洞、隱私洩漏	建立完善的設備管理機制，加強網絡防護，並遵循相關法律法規
區塊鏈	實現資訊透明、降低成本、提高安全性	合規性、技術成熟度	建立合適的管理機制，確保區塊鏈系統的運作符合法律和商業要求
雲端運算	提供靈活的計算資源、降低 IT 成本、實現快速創新	資訊安全、合規性	選擇可靠的雲服務供應商，確保數據加密和備份，並遵循相關法律法規

內部控制在新興科技下的角色與挑戰

- 在新興科技的快速發展下，對公司各層級人員都產生了影響，為了因應這些變化，可從內部控制角度調整與強化下列項目：
- 建立完善的政策和流程：根據新興科技的發展，企業應制定相應的政策和程序，並根據新技術環境不斷修訂和完善內部控制制度，以確保內部控制體系的適應性。
  - 持續更新風險評估：隨著新興科技的發展，企業應定期更新風險評估方法，以識別和應對新的風險。
  - 加強跨部門合作：面對新興科技帶來的挑戰，企業應加強不同部門間的合作，共同制定和執行發展策略。
  - 提高員工認知與技能：加強員工對新興科技的培訓，讓員工熟悉和掌握新技術的使用方法和風險，提高員工的技術水平和安全意識，才能夠適應新興科技的快速變化。
  - 加強資訊安全：新興科技大大增加了系統複雜性，隨著數據量與重要性不斷增加，也帶來更多的網絡安全威脅，故需更加關注於資訊安全，建立有效管理機制，以降低資訊風險對企業的衝擊。
  - 強化數據分析能力：新興科技的應用使企業產生了更多的數據，這些數據可以被用來更好地了解企業的運營狀況和市場趨勢，以及發現潛在的風險和問題。
  - 持續監控和改進：企業應建立一個持續監控和改進的機制，以確保內部控制體系隨時適應新興科技的變化。

總之，調整內控因應新興科技的挑戰，需要企業重視內部控制、加強風險評估，並建立應對新興科技的文化和技術體系。企業需要保持警覺，不斷調整和改進內部控制措施，以確保其有效性。

# Corporate Transformation and Risk Management in Emerging Technologies

Author: Taiwan Nankang Site / ADM / Audit Center / Information Audit Department / Jhenwei Wu

Emerging technologies are becoming increasingly prevalent, and the applications are constantly expanding. The development of these technologies has brought unprecedented opportunities and challenges, profoundly affecting businesses. In terms of management, these technologies can be utilized to enhance production efficiency, reduce costs, improve product design, and create better customer experiences. However, at the same time, they also bring risks and challenges. Companies must deal with these risks properly, establish sound risk management mechanisms, strengthen internal controls, and ensure the safety and compliance of the enterprise. In addition, continuous learning is needed to innovate strategies, frameworks, skills, and cultures, fully utilizing the opportunities of new technologies, to maintain competitiveness and innovation in the development of emerging technologies. Only agile and flexible enterprises can survive and develop in the wave of new technology.

Emerging Technologies	Development Trends
Artificial intelligence (AI)	Machine learning and deep learning algorithms are driving the intelligence and personalization of AI, with applications becoming increasingly widespread across industries. As the capabilities of AI and robots continue to improve, more and more jobs can be replaced by robots, which has a significant impact on corporate structure and personnel allocation.
Big data	The widespread use of various sensing devices and IoT devices has resulted in an explosive growth of data. This provides companies with a richer data foundation for data analysis and decision-making, but also poses serious big data security issues.
Internet of Things (IoT)	Promoting the development of smart factories and automation in enterprises not only significantly improves production efficiency but also changes the manufacturing equipment, processes, and product lines of the enterprises.
Blockchain	The decentralized and immutable nature of blockchain is advantageous in solving many industry pain points, but the technology itself also faces certain risks, especially as regulatory policies are not yet in place. Companies need to carefully evaluate the application scenarios and avoid excessive investment.
Cloud computing	Cloud computing enables companies to quickly adjust resources, provide more services and functions, while reducing platform management costs, and improving business agility. However, it also changes a company's structure, deployment patterns, and application development processes, requiring more effective control of data and system security.



Risk May Be Expanded

The development of emerging technologies has brought about many innovations and opportunities, but also expanded new risks, including:

- **Personal data security:** With the development of technologies such as artificial intelligence, big data, and the Internet of Things, a large amount of personal data has been collected. This data may be misused for purposes such as marketing or personalized advertising, or be stolen by hackers, leading to serious privacy infringement and cybersecurity risks.
- **Confidentiality:** Companies use emerging technologies to optimize processes and improve efficiency, but also generate a large amount of confidential information such as patents, technology, and business plans. If this confidential information leaks, it can have a serious impact on the company's operations.
- **Information security:** Emerging technologies involve processing and storing a large amount of data, making them more vulnerable to internal and external attacks. When a company's system is invaded, it may cause serious data leaks and damage.
- **Business risk:** The continuous development of emerging technologies may have an impact on existing business models. If not adjusted in a timely manner, it may cause a decrease in the company's market share and profitability.
- **Legal risk:** The speed of following up on laws and regulations often cannot keep up with the rapid development of emerging technologies. If companies do not understand relevant laws and regulations to ensure the legality of their actions, there will be doubts about legal risks.

In reality, emerging technologies no longer appear in isolation, but in scenes where they are used together. Therefore, a more comprehensive risk identification and evaluation mechanism is needed to reduce risks to a reasonable level and minimize the impact on businesses.

Balancing the Pros and Cons of Emerging Technology

When companies adopt emerging technologies, they must fully understand the potential risks associated with various technologies, develop clear strategies and plans, and protect information security and comply with regulatory requirements while achieving the optimal balance between benefits and risks. Only by ensuring safety and continuously learning and adapting to new technologies can companies leverage these technologies for business opportunities and competitive advantages.

Emerging Technologies	Efficiency	Risk	Risk Management Strategies
Artificial intelligence (AI)	Enhance production efficiency and decision-making quality, shorten development cycles, and improve user experience.	Invasion of Privacy, algorithm bias	Establish transparent and responsible mechanisms to monitor the operation of AI systems, ensuring compliance with ethical and legal requirements.
Big data	Uncover potential business opportunities, optimize business processes, and increase market competitiveness.	Data leak and misuse	Establish strict data governance mechanisms to ensure information security and compliance with relevant regulations.

Internet of Things (IoT)	Realize intelligent interconnection between equipment, enhance productivity, achieve energy conservation and emission reduction, and improve quality of life.	Security vulnerability, privacy breach	Establish a comprehensive equipment management mechanism, strengthen network protection, and comply with relevant laws and regulations.
Blockchain	Achieve information transparency, reduce costs, and increase security.	Compliance, technological maturity	Establish appropriate management mechanisms to ensure the operation of blockchain systems comply with legal and business requirements.
Cloud computing	Provide flexible computing resources, reduce IT costs, and achieve rapid innovation.	Information security, compliance	Choose a reliable cloud service provider, ensure data encryption and backup, and comply with relevant laws and regulations.

The Role and Challenges of Internal Control in Emerging Technologies

The rapid development of emerging technologies has impacted personnel at all levels of a company. To address these changes, the following measures can be adjusted and strengthened from an internal control perspective:

- **Establish sound policies and procedures:** Companies should develop corresponding policies and procedures based on the development of emerging technologies, and continuously revise and improve the internal control system according to the new technological environment to ensure its adaptability.
- **Continuously update risk assessments:** With the development of emerging technologies, companies should regularly update risk assessment methods to identify and respond to new risks.
- **Strengthen cross-departmental collaboration:** In the face of the challenges brought by emerging technologies, companies should strengthen collaboration between different departments to jointly formulate and implement development strategies.
- **Enhance employee awareness and skills:** Strengthen employee training on emerging technologies to familiarize them with the usage and risks of new technologies, enhance their technical proficiency and security awareness, and enable them to adapt to the rapid changes brought by emerging technologies.
- **Strengthen information security:** Emerging technologies greatly increase system complexity, and as data volume and importance continue to increase, they also bring more network security threats. Therefore, greater attention should be paid to information security, establish effective management mechanisms to reduce the impact of information risks on companies.
- **Enhance data analysis capabilities:** The application of emerging technologies generates more data for companies, which can be used to better understand the company's operational status and market trends, as well as identify potential risks and issues.
- **Continuous monitoring and improvement:** Companies should establish a continuous monitoring and improvement mechanism to ensure that the internal control system is always adaptable to the changes brought by emerging technologies.

In summary, adjusting internal controls to address the challenges posed by emerging technologies requires companies to prioritize internal controls, strengthen risk assessments, and establish a culture and technical system to respond to emerging technologies. Companies need to remain vigilant and continuously adjust and improve internal control measures to ensure their effectiveness.



# I3C 簡介（上）

作者：上海張江廠 / MCS / SAI / 劉光明

隨著手持設備和可攜式設備的蓬勃發展，其中包含的溫度、濕度、氣壓、心率、陀螺儀、GSR（Galvanic Skin Response）、加速計等感測器也越來越多，對於感測器的速率和功耗的要求也不斷提高，常見的介面如 I2C（Inter Integrated Circuit），SPI（Serial Peripheral Interface）和 UART（Universal Asynchronous Receiver Transmitter）的缺陷也因此越來越明顯地暴露出來。基於上述的問題 MIPI（Mobile Industry Processor Interface）主導提出了 I3C（Improved Inter Integrated Circuit）匯流排，可以解決現有存在的問題，更加適用於多感測器的場合。

## 背景介绍

隨著感測器的增多，目前的常用介面 I2C、SPI 和 UART 都無法解決頻寬、功耗和資源浪費等等問題。例如 I2C 匯流排應用中通常是兩根線，串列資料線 SDA（Serial Data）和串列時脈線 SCL（Serial Clock），設計簡潔而高效，既節約成本也簡化了設計。但是傳輸速率低且所有的通訊都是由 Master 發起，Slave 只能被動響應，如果在多個 Slave 應用下，Slave 想要發起通訊，如輸入裝置、感測器有資料更新等場景下，要嘛 Master 要不斷輪巡 I2C Slave，要嘛要為 Slave 增加中斷 INT 信號，這樣一來在 I2C 設備增多的情況下，輪巡會佔用大量的 Master 所在處理器的資源，增加的中斷信號也會佔用大量的處理器的接腳資源，導致增加的信號線遠遠多於 I2C 的線，使得簡潔的設計變得複雜，如圖 1。

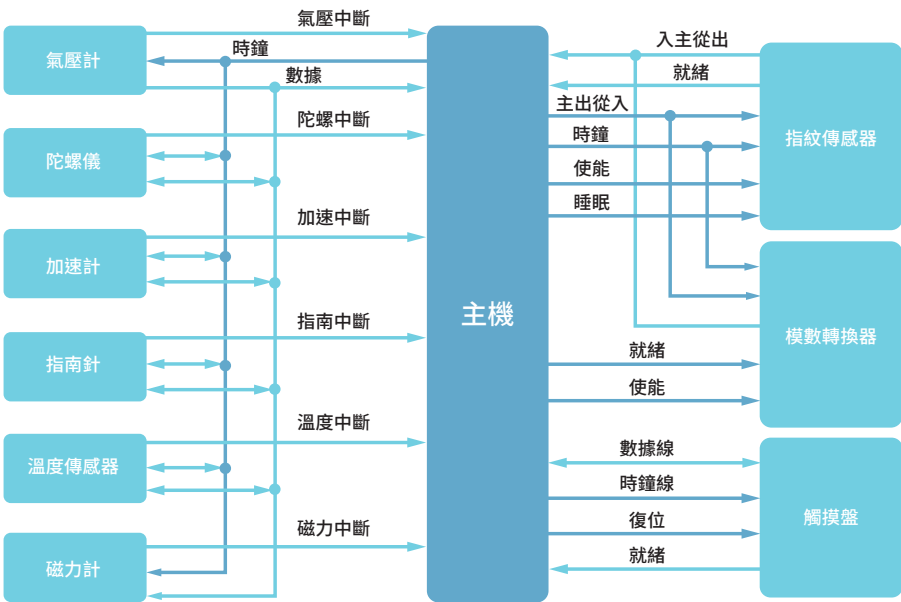
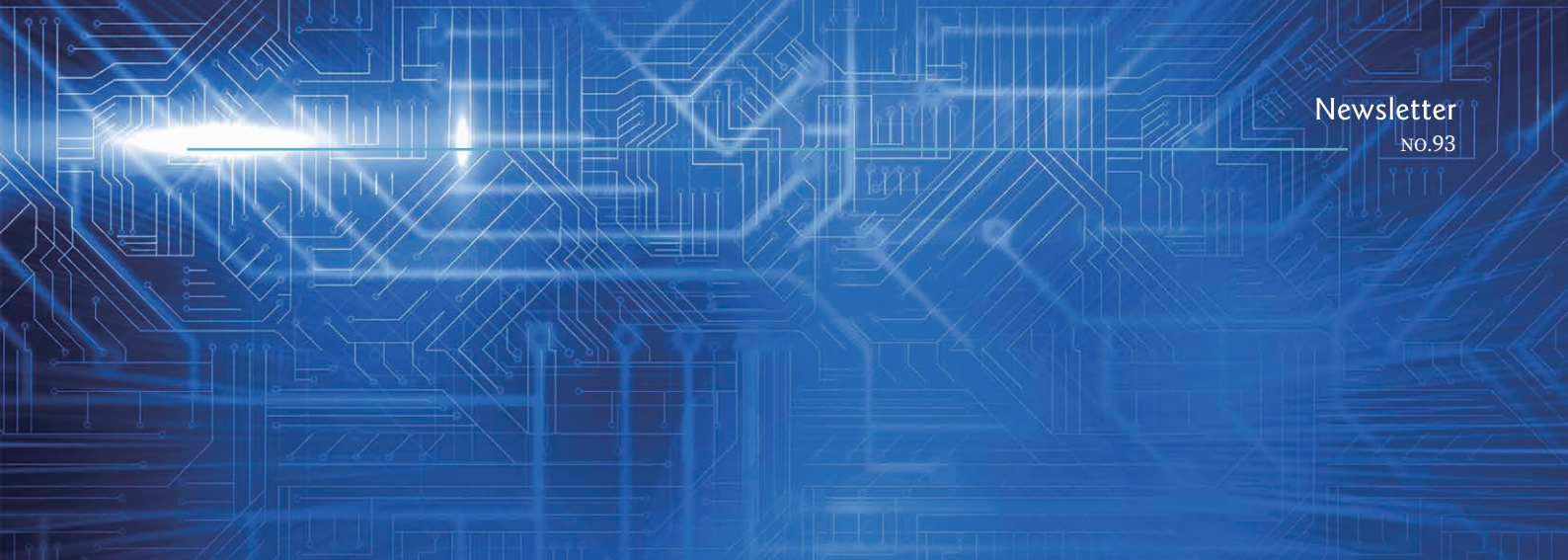


圖 1 常用感測器連接



不論是 I2C 還是 SPI 和 UART，在多設備的環境下對於資源的索求致使主控制器和拓樸電路的設計越來越複雜。在這樣的應用場景下 I3C 目標是實現一個統一的高速、少物理接腳和低功耗的感測器信號介面，去涵蓋目前流行的 I2C、SPI 和 UART。隨著介面的發展目前 I3C 逐漸擴大著應用面，例如應用在記憶體管理、伺服器控制、工廠自動化、通訊設備等等。

## 技術介绍

因為在現存的生態系統中大量存在著 I2C 介面的設備和 I2C 雙線設計的優點，I3C 為了更好實現部署和進一步的升級發展，所以基於 I2C 也同樣採用了雙線和向後相容 I2C 的設計模式。它也有兩根信號線 SDA 和 SCL，而且不會因為支援中斷和睡眠模式額外的增加邏輯信號線，從而大大減輕了系統資源的負擔，如圖圖 2 是圖 1 傳統連接改為 I3C 之後的連接圖例，此外 I3C 能夠在更低功耗下實現更快的資料傳輸。

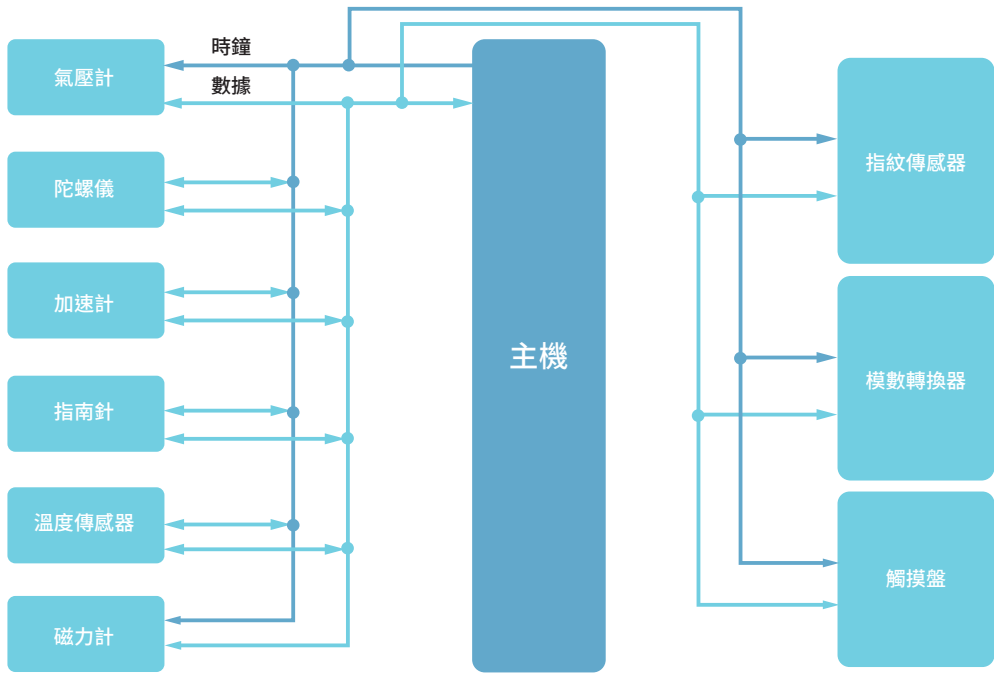


圖 2 I3C 介面連接



I3C 的通訊都是資料幀的形式完成，開始於 START 信號，中間是命令和資料的交互，截止於 STOP 信號。圖 3 是 I3C 的一個基本的通訊流程圖。

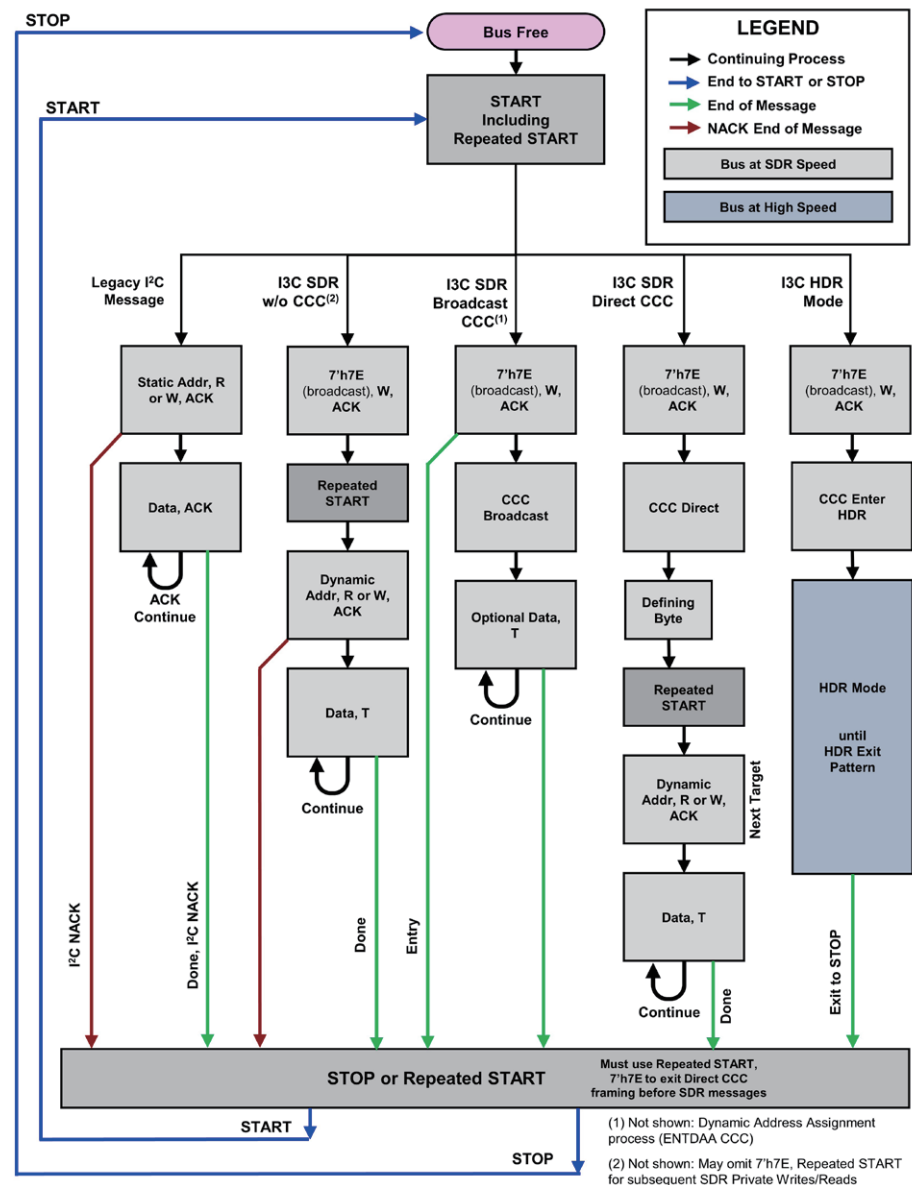


圖 3 I3C 通訊流程

相較於 I2C、SPI 和 UART 眾多通訊介面，I3C 給出了更加簡潔、高效和一致的介面方案，使得多設備系統的設計增添了更豐富的設計思路。鑒於 I3C 介面的發展目標以及現在市場上開始出現眾多 I3C 介面方案的產品，下一期我們將對 I3C 的一些基本特徵做一些討論，敬請關注。

# The Introduction of I3C Episode 1

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

With the development of handheld and portable device, the electronic sensors marketing is constantly expanding, more and more sensors are used in those devices, such as temperature sensor, Barometric pressure sensor, Gyro, Accelerator, GSR (Galvanic Skin Response), humidity sensor and so forth. Meanwhile, the request for high data rate and low power consumption is ever-increasing. In these application scenarios, the defects of those general interfaces, as I2C (Inter Integrated Circuit), SPI (Serial Peripheral Interface) and UART (Universal Asynchronous Receiver Transmitter) are gradually unveiled. Aims at those problems above, MIPI (Mobile Industry Processor Interface) Alliance puts forward I3C (Improved Inter Integrated Circuit) bus. The new interface can standardize the sensor communication, reduce the number of physical pins, and support low power, high speed and other critical features.

## Background Introduction

More and more sensors are used in all fields. Unfortunately, general interfaces, as I2C, SPI and UART can't solve bandwidth, power consumption and resource concerns in real application. For example, I2C is a very popular interface in data communications. It has only two wires used as data and clock, SDA (Serial Data) and SCL (Serial Clock). Its design is concise and highly effective, which contribute to easy designing and low cost. But the transfer speed is low, and all communications must be initiated by master. Slave (target device) can only passively respond to the request from master. In multiple slaves environment, if slave wants to actively update data to master, such as input device, two methods have to be used generally. One is that master has to do consecutive polling. The other method is to add interrupt signal for I2C Slave. Anyway, in this kind of scenario, many resources are wasted. Processor will spend much time to achieve polling process, or has to introduce extra physical pins to act as interrupt. With the increment of sensors, those added interrupt pins might even more than I2C pins. So, a terse design will become complex one, like Fig 1.

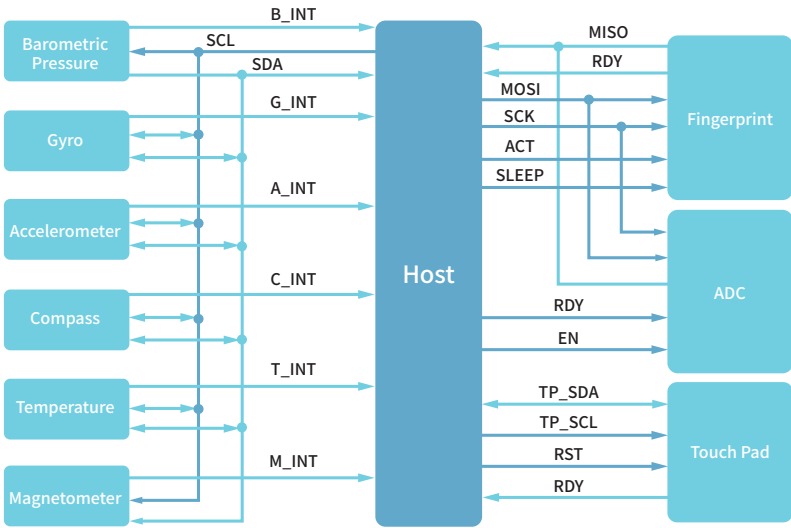


Fig 1 General connection of sensors



No matter which interface, I2C, SPI and UART used in multiple slave environment, design will become more complex than you want. In this kind of application, I3C target is to realize unified interface with higher speed, less physical pin and lower power consumption to cover I2C, SPI and UART. As I3C protocol gaining momentum, I3C high performance enables applications in memory management, server, factory automation aside from smartphone, wearables and so on.

### Technology Introduction

In existing ecosystem, many devices with I2C interface are used. Given the dual-line design merit of I2C, I3C adopts dual-line design and backward compatible with I2C. It has also two signal lines, SDA and SCL. Although I3C inherently supports interrupt and sleep mode, no extra physical pins are added. So it can help to save much more system resources compared to I2C. The I3C connection, Fig 2 is a counterpart connection of I2C, Fig 1. On the contrast, the connections of I3C will be much more concise than I2C connection.

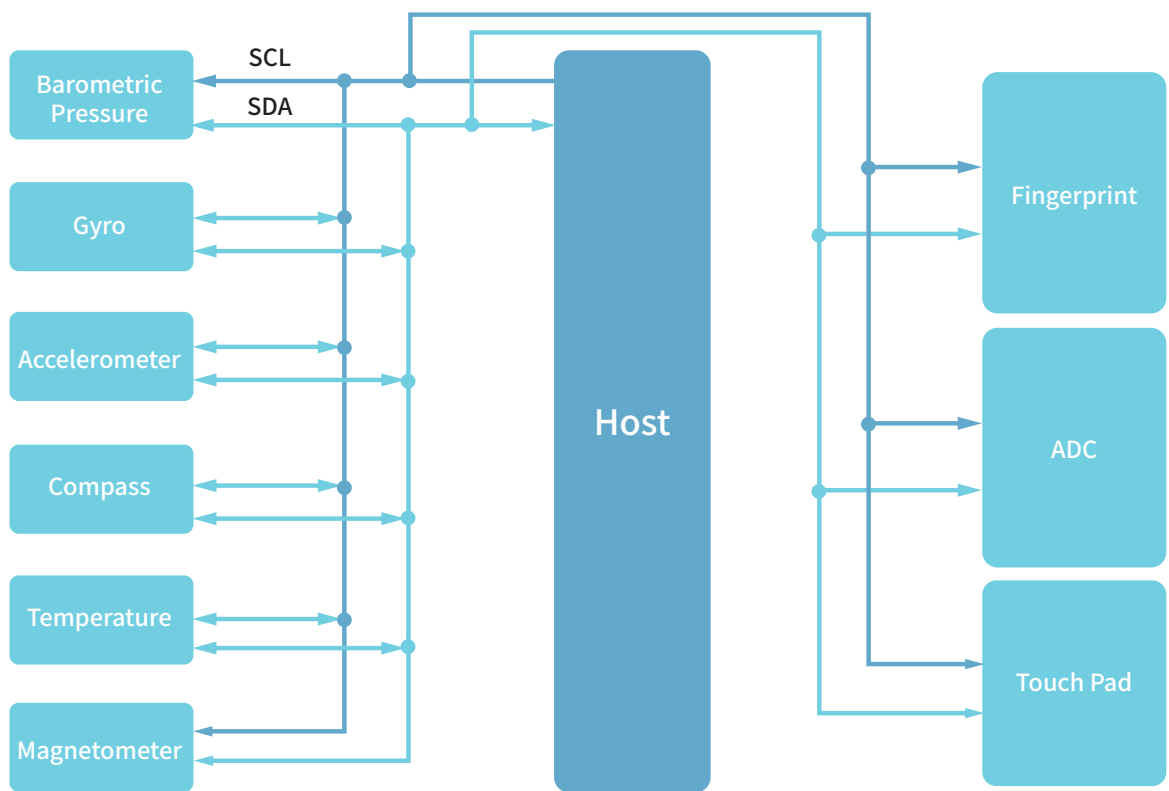


Fig 2 I3C Connection of Sensors

I3C uses frame to realize communications. Communications use START signaling as a start. Command and data are accommodated in the subsequent bytes. STOP signaling uses to wrap up the frame. The I3C communication process is illustrated as below, Fig 3.

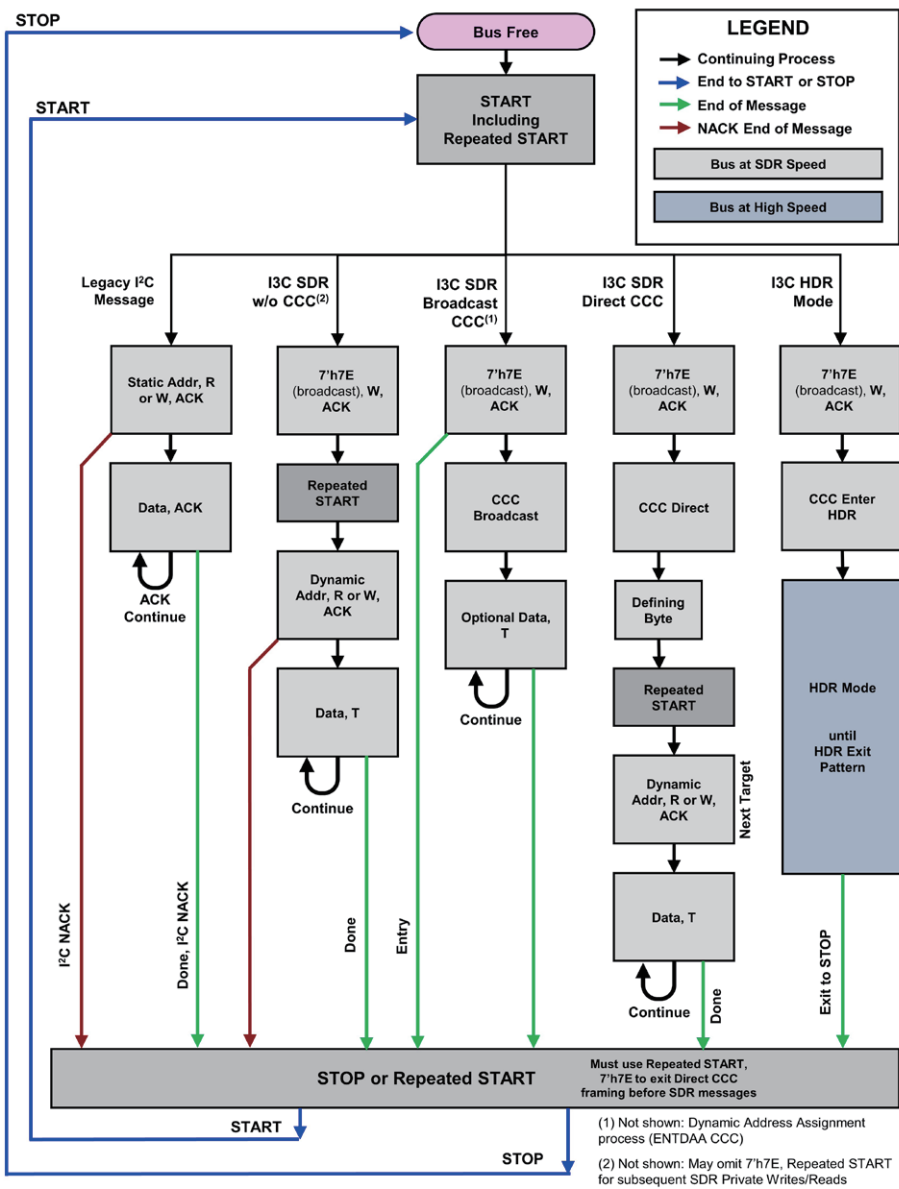


Fig 3 I3C Communication Process

Compared to the many communication interfaces such as I2C, SPI, and UART, I3C provides a more concise, efficient and consistent interface solution, adding richer design ideas to the design of multi-device systems. Considering the development goals of the I3C interface and the emergence of many I3C interface product solutions in the market, we will discuss some basic features of I3C in the next issue, so stay tuned.



# 環旭電子新聞集錦

## USI News

環旭電子推出 PCIe Gen.5 量產測試平臺解決方案助力固態硬碟產業  
USI Launches PCIe Gen.5 Mass Production Testing Platform Solution To Boost  
The Solid-State Drive Industry



(2023-05-15 上海) 隨著 PCIe Gen.5 技術的普及加速，對於遊戲、資料中心和雲計算、高性能計算、人工智慧和機器學習，以及汽車和航空航太等領域來說，高速資料傳輸和低延遲已成為必備的應用需求。為滿足相關產業迫切需要構建此介面產品生態的需求，環旭電子推出了自主研發的 PCIe Gen.5 量產測試平臺解決方案。作為固態硬碟產品領域深耕 17 年的業內知名企業，環旭電子提供從研發、驗證、到量產的全流程服務，並以卓越的產品品質在業內享有盛譽。PCIe Gen.5 量產測試平臺解決方案的推出，彰顯了環旭電子在此領域的技術實力和創新能力。



(2023-05-15 Shanghai) With the accelerating popularity of PCIe Gen.5 technology, high-speed data transfer and low latency have become essential application requirements for industries such as gaming, data centers and cloud computing, high-performance computing, artificial intelligence and machine learning, as well as automotive and aerospace. To meet the urgent need of these industries to build product ecosystems supporting this interface, USI has launched its self-developed PCIe Gen.5 mass production test platform solution. As a well-known enterprise with 17 years of expertise in solid-state drive (SSD) products, USI provides end-to-end services from R&D, validation to mass production, and is renowned for its top product quality in the industry. The launch of the PCIe Gen.5 mass production test platform solution demonstrates USI' technical strength and innovative capabilities in this field.

環旭電子發展先進失效分析技術  
應對 SiP 微小化高階產品需求  
USI Develops Advanced Failure Analysis  
Technology to Meet High-level Demands of  
SiP Miniaturization Products



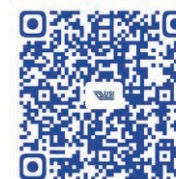
(2023-04-20 上海) 在 5G、消費電子、車載電子和創新智慧應用的帶動下，以 SiP 為代表的新型封裝技術逐漸興起，高可靠性元件和半導體市場迎來高密度、小型化產品需求的爆發性增長。為滿足這些先進製程、先進材料及先進封裝的應用和發展，環旭電子發展先進電子元件失效分析技術，應對 SiP 微小化產品日益複雜和多樣化的需求。



(2023-04-20 Shanghai) Driven by 5G, consumer electronics, automotive electronics, and innovative smart applications, new packaging technologies represented by SiP are gradually emerging. The high-reliability components and semiconductor markets are experiencing explosive growth in demand for high-density, miniaturized products. In order to meet these advanced processes, material, and packaging applications and developments, USI (SSE: 601231) develops advanced electronic component Failure Analysis (FA) technology to meet the increasingly complex and diverse needs of SiP miniaturized products.



環旭電子成功研製 AI 車隊行車記錄器  
實現更加智慧的车隊管理  
Make Fleet Management Smarter:  
USI Develops the AI Fleet Dash Cam



(2023-03-22 上海) 車隊管理的難點在於無法對貨物、人力與車隊保養情況進行即時監控。環旭電子充分發揮其技術領先優勢，推出商用行車記錄器，幫助企業客戶實現更高效的车隊管理。



(2023-03-22 Shanghai) The challenge of fleet management lies in the absence of real-time insights into goods, human resources, and fleet maintenance conditions. USI has leveraged its leading wireless technology to debut a commercial dashcam to help corporates get back on track and manage their fleet more efficiently.



# Mariusz Klimaszewski 工作的一天

作者：Asteelflash / Marketing Communication

本期「工作的一天」系列，我們很榮幸採訪了 Asteelflash 英國 Bedford 廠的 SMT 團隊負責人 Mariusz Klimaszewski。



本期「工作的一天」系列，我們很榮幸採訪了 Asteelflash 英國 Bedford 廠的 SMT 團隊負責人 Mariusz Klimaszewski。

Mariusz 來自波蘭，攻讀資訊科技，使他與電子產業結下了不解之緣。然而，他並不為此感到滿足，當 2007 年有機會移居到英國時，Mariusz 毫不猶豫地跨越歐洲展開新的生活。

在那裡，電子產業的大門向他敞開，他全心全力投入，從做中學。正是他堅強的意志和他對工作的奉獻，使得 Mariusz 現今能夠擔任 Asteelflash Bedford 廠 SMT 團隊的負責人。

擔任 SMT 團隊負責人雖然肩負重任，但對工作熱情不減。Mariusz 每天召集工廠所有經理和主管進行生產會議，討論所有的生產計劃（客戶、目前和未

來生產線運作等等）。Mariusz 必須充分掌握 SMT 生產線情況，確保一切就緒，以防發生突發狀況。因為當意外發生時，他就能快速找到解決方案，減少對客戶的影響。作為 SMT 團隊負責人，他總是有應對潛在緊急事件的備案。Mariusz 在一年內建立了一個實力堅強的團隊，和志同道合的夥伴們一起工作，他感到自豪和振奮。

Mariusz 在 Asteelflash 工作已經 8 年了，在閒暇時，他喜歡和朋友踢足球或者一起玩線上遊戲。他另一個興趣是修理各種物品，比如電腦。

然而，擔任團隊負責人其中一個挑戰就是要管理不同性格的成員，Mariusz 與組員相處時也須因人而異。他喜歡將團隊比喻成一把瑞士刀，每個部件都是不同的功能，但卻是相輔相成，這也是他工作的美好之處。

# A Day in the Life of Mariusz Klimaszewski

Author: Asteelflash / Marketing Communication



For the new "A Day in the Life of", we had the pleasure to interview Mariusz Klimaszewski, SMT Team Leader at Asteelflash Bedford Site in the UK.

Mariusz comes from Poland and majored Information Technology. It led him develop a strong connection with the electronics industry. However, he was not entirely satisfied. In 2007, when the working opportunity in the UK knocks the door, he did not hesitate to cross Europe to start his new life.

At there, the world of the electronics industry was opened to him. Mariusz devoted himself to learning by doing. Because of his strong will and dedication to the job, now he becomes the SMT Team Leader at Asteelflash Bedford.

Being the leader of the SMT team is a job filled with both responsibility and passion. Mariusz engages in daily production meetings where he gathers all the managers and supervisors to go through the actual activities such as customers, running production and future plans. He must have a comprehensive understanding of the SMT production lines to ensure that everything runs smoothly and prevent unforeseen accidents. When unexpected situations arise, he can quickly find solutions to minimize the

impact on customers. As the SMT Team Leader, Mariusz always has a contingency plan to handle potential emergencies. He has spent a year building a strong team, and he takes pride in working alongside his partners who are dedicated to accomplishing their mission. This serves as a great inspiration for him.

For the past 8 years, Mariusz has been employed at Asteelflash. During his free time, he enjoys playing soccer with his friends or playing online games with them. One of his greatest hobbies, which brings him immense satisfaction, is fixing various objects, including computers.

However, one of the challenges of being a team leader is to manage members with different personalities, and Mariusz needs to adapt to each individual on the team. He likes to compare the team to a Swiss Army knife, where each component has a unique and different function, but together they complement each other and work as a whole. This is the beauty of his work.



法國飛旭集團 Bonn 廠事業部總監

# Andrea Schäfer 永遠別害怕做決定

採訪編輯：總經理室 / 行銷企劃部

座落在德國波昂的 Asteelflash Bonn 廠，提供少量多樣的電子製造服務。專攻智慧建築、智慧家居、綠色科技、物聯網和電信設備，Bonn 團隊配備完善，可支援客戶的專案。Andrea Schäfer 身為 Bonn 廠事業部總監，她從不怕做決定，總是勇往直前。

## Q1. 請簡單介紹一下您自己。

2013 年，我完成了工商管理的學位，並在法蘭克福附近的一家 EMS 公司做了幾年的銷售工作。2015 年，我轉到塑膠工業工作，擔任國際業務，負責該公司全球子公司的業績增長和產品管理。除了工作之外，我還完成了綜合管理的碩士學位課程，並在 2019 年加入了 Asteelflash Bonn 廠擔任專案經理。2022 年 1 月，我接任 Bonn 廠事業部總監，目前正在攻讀第二個商業工程碩士學位，預計今年年底完成。身為事業部總監，我負責工廠的盈虧、預算規劃，從供應鏈到銷售，監控業務運營和收入增長，並創造一個和諧的工作環境，實現公司的總體增長。



## Q2. 您是如何從業務角色成為總監的？促使您做出改變的原因是什麼？

兩年前，我與德國區總經理和人資部談到了我在 Asteelflash 未來發展的可能性，提出了擔任 Bonn 廠事業部總監的願景。能夠負責管理員工和整個工廠，協助改善和發展不斷成長的業務。對我而言這是一個非常棒的機會。目前從業務轉型為總經理的過程仍在進行，我認為即使擔任管理職，與客戶保持緊密聯絡仍然很重要。

## Q3. 您如何在擔任總經理與攻讀第二個碩士學位之間取得平衡？

對我而言，安排專注工作的時間和固定的上課日非常有用。同時，保持生活平衡也非常重要，例如做運動或接觸大自然。能在任何方面都能成功的關鍵就是取得平衡。在辛苦工作一天後，更重要的是好好休息，養精蓄銳，有時候碩士的課業就需要放在次要地位。由於這只是一個選修學位，我不急於完成。

## Q4. 當您在專案或業務上需要做出艱難決定的時刻，您會如何處理這種情況？

幸運的是，我們工廠營運狀況良好，我們有信心實現業務增長和擴張。儘管如此，營運總會出現一些複雜的問題。從我的角度來看，有必要瞭解相關信息再來做出決定。最重要的是不要害怕做決定。如果你做出了一個錯誤的決定，要從中學到教訓，只有在真正做出決定時才能成長和看清當下所發生的狀況！

## Q5. 請與我們分享您對員工在壓力下必須在緊迫期限內或挑戰目標的想法。

我想，每位業務人員都經歷過在緊迫期限下完成工作的壓力，像是客戶要求在幾天內就要提供報價，專案時間緊迫，或產品開始投產，直至質量均達量產水準等等。在每個專案和客戶導向團隊中，最重要的是保持開放的溝通。所有團隊成員都應該密切關注狀況，並隨時了解自身責任和任務。這有助於團隊保持一致，即使在緊湊的時間表和充滿挑戰的專案下也能成功。

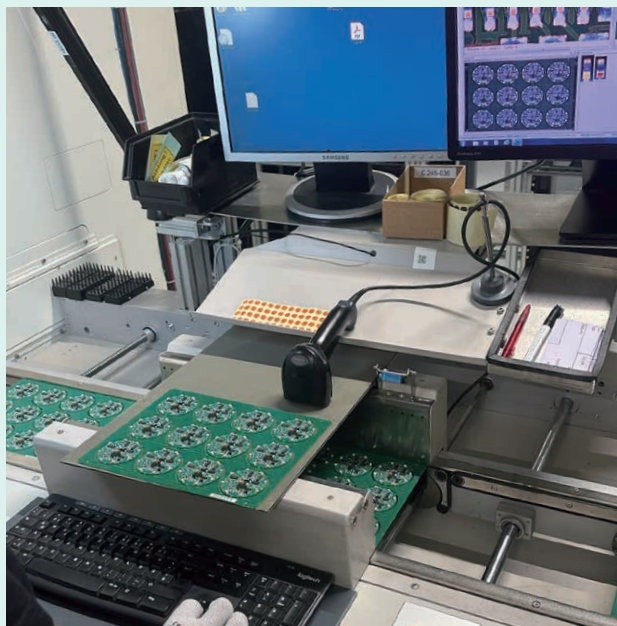


## Q6. 您如何持續關注行業趨勢與變遷，而您採取哪些措施確保公司保持競爭力？

我仍然與一些客戶來往，與客戶保持密切關係是非常重要的事，這可藉此瞭解他們的市場變化或正在進行的專案。如果你能掌握客戶及其產品和市場策略，將獲得有用的市場觀點。此外，參展、在 LinkedIn 或其他社群媒體上關注相關的電子行業公司也可以獲得有關市場趨勢的好見解。

## Q7. 您如何管理團隊，激勵成員，使他們朝著共同的目標努力？

擁有開放的溝通和充足的資訊是實現目標的關鍵要素。在 Bonn 的團隊經驗豐富，大家都想要持續增長公司的業績。此外，與所有部門的緊密聯繫有助於協同工作。當然，分一些時間出來跟同事一起閒聊也是必要的，畢竟，此乃人之常情。



## Q8. 您以前非常看重哪些事情，但現在覺得不重要了？

幾年前剛開始進入電子業時，我習慣使用待辦清單來整理手邊正在進行的工作和需要完成的任務。然而，現在的業務已經忙翻了，拘泥在一個既定的清單會降低做事靈活性。保持整體的概觀很重要，但保持足夠靈活性來應對快速變化、做出反應，這才是關鍵。

## Q9. 您人生的座右銘是什麼？

「永遠往好的一面看。」我的同事們知道我大多時候都非常樂觀，相信一切都有可能。我也非常重視個人環境，並且希望給員工們成長和發展的機會。若是他們沒有這樣的個人環境，身為總經理，我的任務就是提供一個能夠成長的環境，並在能力範圍內提供支持。不論是在工作業務還是私人生活中，如果你想要實現改變，只需確定要做出的行動，然後勇往直前，永遠不要害怕做出決定！

# Andrea Schäfer

Business Unit Director of Asteelflash Bonn

## Never be Afraid to Make Decisions

Interviewed by: President Office / Marketing Communication

Located in Bonn, Germany, Asteelflash Bonn Site offers high-mix low-volume electronic manufacturing services. Focused on smart building, smart home, green technologies, IoT and telecommunication devices and equipment, the team in Bonn is well equipped to support customers' project. As the Bonn Site Business Unit Director, Andrea Schäfer is never afraid to make decisions and always keeps moving forward.



## Q1. Please briefly introduce yourself.

I finished my studies in business administration in 2013 and worked in the sales department for another EMS company close to Frankfurt for several years. In 2015, I switched to the plastics industry and worked in international sales, responsible for the growth and product management of the company's subsidiaries worldwide. Besides, I did my master's degree in general management and started working in Asteelflash Bonn as a Program Manager in 2019. In January 2022, I took over the responsibility for Bonn as a Business Unit Director. Now, I'm working on my second master's degree in business engineering, which I will finish by the end of this year. As a Business Unit Director of Asteelflash Bonn, I manage the site's P&L, budget planning, monitoring business unit operations from SCM to sales and revenue growth and creating a harmonious working environment for the general growth of the company.

## Q2. How did you transition from a sales role to a Site Director, and what motivated you to make this change?

Two years ago, I spoke to the Asteelflash Germany General Manager and HR about my possibilities at Asteelflash. My vision is to be in a leading position as the Site Director in Bonn. Being able to manage the site and the staff and help improve and develop a growing business was a great opportunity for me. The transition from sales is still ongoing, as I think having a close contact with the customers in the management role is necessary.





### Q3. How do you balance the responsibilities of being a General Manager with pursuing a second master's degree?

Having time to concentrate on work and fixed days for university is helpful for me. Also, a balance of life by doing sports or going outside in nature is important. Balance is the key to being successful in all areas. After a tough day at work, it's more crucial to rest and recharge my batteries; sometimes, university studies need to stay behind this. As it is an optional degree, I'm not in a hurry.

### Q4. When you had to make a difficult decision regarding a project or business operation, how did you handle the situation?

Fortunately, our site's operating condition is in perfect position. We are confident in realizing the business growth and expansion. Nevertheless, there are always some complicated issues with operation. From my perspective, making a decision is necessary

to have an overview of the relevant information. Most of all, don't be afraid to make decisions. If you make a wrong one, you need to learn from it. You can only grow and see what is happening when you make a decision!

### Q5. Please share your ideas about when employees having to work under pressure to meet a tight deadline or achieve a challenging goal?

I assume meeting a tight deadline is something every salesperson knows and experiences. For example, customers want their quotes within days, and the project starts on a tight schedule or product ramp-ups. Open communication will be the most necessary in every project or every customer-oriented team. All team members should know the status closely and understand their responsibilities and tasks at all times. This helps our team stay in line and leads to success even encountering tight schedules or challenging projects.

### Q6. How do you stay up to date on industry trends and changes, and what steps do you take to ensure that your company remains competitive?

As I'm still taking care of some customers as a salesperson, I know how necessary it is to have a close relationship with customers to see what their market is changing or what projects they are working on. If you stay informed about your customers, their products and their market strategy, you will get helpful insights into the market. Also, attending fairs and following relevant electronic industry companies on LinkedIn or other social media will give a good sense.

### Q7. How do you manage your team and ensure that everyone is motivated and working together towards a common goal?

Having open communication and sufficient information is the key to achieving goals together. My team members here in Bonn are very experienced and all interested in keeping the business growing. Also, having close contact with all departments helps us work together. And for sure, some time for personal talks or a chat at the coffee station is also necessary. After all, we are all humans and it's natural and normal.



### Q8. What things did you used to value greatly, but now feel unimportant?

When I started in electronics a couple of years ago, I used to work with To-Do-Lists to have an overview of what was going on and needed to do. Meanwhile, the daily business is so overwhelming that staying on a fixed list reduces your flexibility. Having a general overview is important, but being flexible enough to react to quick changes is the key.

### Q9. What is your motto for life so far?

"Always look on the bright side of life." My colleagues know that most of the time, I'm very optimistic and believe that everything is somehow possible. Also, I value my environment very much and also keen on giving my employees the possibility to grow and develop. So, if they don't have this kind of environment, as a General Manager, it's my task to provide an environment where growth is possible and support them as I can. Whether in business or private, if you want to change, check what is necessary and go ahead. Never be afraid to make decisions.



## 英國王室面面觀



圖片來源：Department for Culture, Media and Sport - Coronation balcony, OGL 3, <https://commons.wikimedia.org/w/index.php?curid=131621497>

作者：Asteelflash Bedford 廠 / Sales / Urszula Bismark-Pettit

每個國家的傳統都非常獨特，彼此之間有所不同，本次我們將介紹英國王室，讀者們將能獲得更多關於這個家族的知識。

### 什麼是王室家族？

英國君主制，通常被稱為英國王室，是一種憲法形式的政府，由世襲君主作為聯合王國、皇家屬地和英國海外領土的國家元首進行統治。世襲君主制是一種統治和權力繼承的方式，即王位從統治家族的成員傳承給同個家族的另一個成員。現任君主負責各種官方、儀式、外交和代表職務。

### 英國王室的核心成員

英國王室的核心成員包括查爾斯三世國王和卡蜜拉皇后、威爾斯親王威廉和威爾斯王妃凱薩琳、安妮長公主、愛丁堡公爵愛德華王子和愛丁堡公爵夫人蘇菲，他們全職履行皇室職務。執行部分職務的低調成員包括格洛斯特公爵理查王子夫婦、肯特公爵愛德華王子和奧格威爵士夫人雅麗珊郡主。其他還有包括不需承擔王室職責的成員，如喬治王子、夏綠蒂公主和路易斯王子、薩塞克斯公爵哈利王子夫婦、亞契王子和莉莉貝公主、約克公爵安德魯王子、碧翠絲公主和尤金妮公主、肯特公爵夫人凱瑟琳和肯特公爵麥可王子夫婦。

### 加冕週末

伊莉莎白二世女王於 2022 年 9 月 8 日逝世，舉國進入哀悼期，各國也紛紛加入哀悼女王的行列。查爾斯王子是女王的長子，按照順序繼承，他接任英國的新國王。

加冕儀式於 2023 年 5 月 6 日星期六在西敏寺舉行，國王與皇后會從白金漢宮出發前往西敏寺，這段過程被稱為「國王遊行」。在返回皇宮後，國王和王后與皇室成員一起出現在陽台上，結束儀式活動。

5 月 7 日星期日，英國各地的社區舉行「加冕午餐盛會」，人們一起準備食物，在戶外用餐，繼續慶祝。任何人都可以參加，人們坐在一起，分享美食，開心暢聊，度過愉快的時光。

此外，在 5 月 8 日星期一，民眾受邀參加「幫大忙活動」，每個人有機會進行志工服務，幫助有需要的人。活動內容包括分發熱食給遊民，為老年人送貨等。整個週末的活動都非常有意義。

### 王室那些小事

- 由於簽名容易被仿冒，王室成員不被允許簽名。
- 伊麗莎白女王是有史以來在位時間最長的君主，共 70 年（1952-2022）。
- 英國國王是世界上唯一一個不需要護照出國旅行的人。在邊境管制處，他只需提供自己的全名、出生日期、國籍、年齡、地址、性別和出生地，然後就可以隨意進入其他國家。
- 女王創造了一種新品種的狗，叫做多吉犬，她心愛的柯基和一隻臘腸狗生下了這隻小狗。
- 戴安娜王妃在 1981 年嫁給查爾斯王子時穿的婚紗上有超過 10,000 顆珍珠。
- 王室成員不能表達他們的政治觀點和支持對象，因為他們必須遠離任何政治事務。
- 伊麗莎白女王曾經穿著鮮豔的衣服，以便在人群中容易被發現。



# British Royal Family

Author: Asteelflash Bedford Site / Sales / Urszula Bismark-Pettit

**T**raditions of each nation are very unique and differ from one to another. This time, we will focus on British Royal Family, and you will acquire more knowledge about this family.



圖片來源 : Katie Chan - Own work, CC BY-SA 4.0, <https://commons.wikimedia.org/w/index.php?curid=131601803>

## What is Royal Family?

The monarchy of the United Kingdom, commonly called as British Monarchy, is a constitutional form of government by which hereditary sovereign reigns as the head of state of United Kingdom, the Crown Dependencies and the British Overseas Territories. Hereditary sovereign is a form of government and succession of power in which the throne passes from one member of ruling family to another member of the same family. The monarch in power undertakes various official, ceremonial, diplomatic and representative duties.

## Member of British Royals

The core of royal family is made up of King Charles III and Queen Camilla, William, Prince of Wales and Catherine, Princess of Wales; Anne, Princess Royal; and Prince Edward, Duke of Edinburgh and Sophie, Duchess of Edinburgh. They carry out royal duties full-time. Lower profile relatives who perform some duties are Prince Richard, Duke of Gloucester and Brigitte, Duchess of Gloucester, Prince Edward, Duke of Kent and Princess Alexandra, The Honorable Lady Ogilvy. Other members of the royal family with royal rank who do not carry out official duties are Prince George, Princess Charlotte and Prince Louis of Wales; Prince Harry, Duke of Sussex and Meghan, Duchess of Sussex, Prince Archie and Princess Lilibet of Sussex, Prince Andrew, Duke of York, Princess Beatrice; Princess Eugenie; Katharine, Duchess of Kent and Prince and Princess Michael of Kent.

## Coronation Weekend

Due to demise of Queen Elizabeth II on 8<sup>th</sup> September 2022, the country went into grieving state. Various countries around the world joined into mourning the Queen. Prince Charles is a first born to the Queen, therefore by the order, he was chosen to be the new King of the United Kingdom.

The coronation took place on Saturday 6<sup>th</sup> May 2023 at Westminster Abbey, where the King and the Queen arrived in procession from Buckingham Palace, knowns as King's Procession. Upon their return to Buckingham Palace, King and Queen appeared on the balcony accompanied by the Royal Family to conclude the day's ceremonial event.

On Sunday 7<sup>th</sup> May, communities across the country held "The Coronation Big Lunch", people joined together, prepared food and ate outdoors to continue celebration. Anyone could participate. People sat together, shared meal, had a good conversation and spent happy time.

Additionally, on Monday 8<sup>th</sup> May, people were invited to participate in The Big Help Out. They were encouraged and given opportunity to volunteer, for those in need. This event included distribution of hot meals to homeless people, collection and drop off of groceries for elderly. The whole event on the weekend was very meaningful.

## Did you know?

- Royals are not allowed to sign any autographs due to possibility of their signature be forged.
- Queen Elizabeth was the longest reigning monarch of all time, 1952-2022- total of 70 years.
- King is the only one person in the world who doesn't need passport to travel abroad. At border control, he only needs to provide his full name, date of birth, nationality, age, address, his gender and place of birth, then he is allowed in different nations.
- Queen invented new breed of dogs called Dorgis. Her beloved Corgi had a puppy with a Dachshund.
- Princess Diana's dress contained over 10,000 pearls at her wedding to Prince Charles in 1981.
- Royal Family isn't allowed to express their political views and express their support, because they have to stay away from any political affairs.
- Queen Elizabeth used to wear bright colors so she could be easily spotted in the crowd of people.



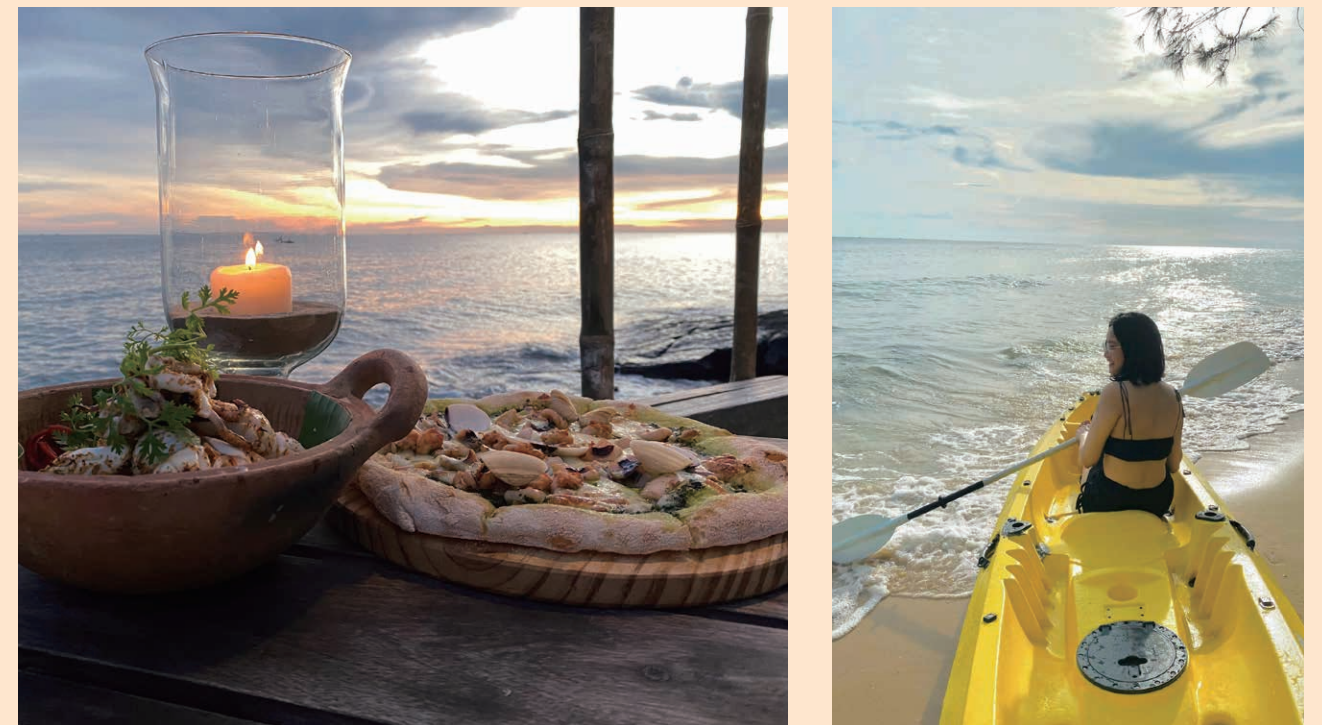


作者：越南海防廠 / ALCMM / SiM / MSD / Mạc Thúy Hằng  
Author: Vietnam Haiphong Site / ALCMM / SiM / MSD / Hannah Mac

富國島是堅江省富國市最大的島嶼，位於泰國灣，富國市包括 21 個小島嶼。從胡志明市坐飛機前往需 1 小時 30 分鐘。富國島以其多樣性的特有物種而聞名，是個自然探索的理想地。

Phu Quoc Island is the largest island in Phu Quoc City, Kien Giang Province. Phu Quoc City is located in Gulf of Thailand including 21 smaller islets. It takes 1 hour and 30 minutes traveling from Ho Chi Minh City by plane. Phu Quoc is famous for its diversity of special endemic species from nature. This island is an ideal place for discoveries.

富國島是我去過的絕佳旅遊勝地之一。調皮的海浪拍打在海岸邊，頂級大蝦的香氣從烤肉架上飄來，月亮初升的美妙景象 ..... 富國島是一個富有感官體驗的天堂，是一個讓大自然為繁忙生活帶來寧靜的度假樂園，是一個充滿感性和美妙的完美之地。



Phu Quoc is great tourist destinations that I have been to. Playful waves breaking on the shoreline, the aroma of the world-class shrimp on the barbecue grill, the sight of an early moon in the sky... Phu Quoc is a paradise for the senses, a holiday playground to let Mother nature bring tranquility into our busy lives, a perfect place which is sensual and wonderful.

這次來到富國島，我選擇在小屋裡放鬆身心，探索大自然。早上起床，在森林中做瑜伽，從繁忙的生活中獲得療癒。我花一個小時在海灘上散步，聆聽大自然的聲音，小螃蟹沿岸找尋下一個家時輕輕的敲打聲、腳趾頭從濕沙中拉起時輕輕的吸力，當穿過棕櫚樹葉時發出乾燥的沙沙聲。下午，我參加了各種水上運動，如潛水觀賞珊瑚、划皮艇和游泳。長時間游泳後覺得餓了，我咬了一口最新鮮的海鮮、青檸皮和一些水果，享受一頓完美的晚餐。

Coming to Phu Quoc this time, I choose to relax in a small house and explore nature. Waking up in the early morning and starting new day with yoga in forest, I feel healing after busy lives. I spent an hour walking on the beach and enjoying the soundtrack of nature. It's the light tap of a tiny crab scuttling along the shore looking for its next home, the gentle suction as your toes pull up from the damp sand, a dry rustle as you push your way past a palm leaf. In the afternoon, I enriched my day with variety of sports activities such as diving and seeing coral, kayaking and swimming. Feeling hungry after a long swim, I bit into the freshest seafood, the lime zest, some fruit, it was a perfect dinner.

在富國島度過平靜的一天讓我恢復精力。我想我已經準備好迎接職涯新挑戰。

After a peaceful day in Phu Quoc to refresh myself, it healed my soul. I think I'm willing for new challenge in my career.



# 行傳

藝術家：駱丹  
策展人：施瀚濤  
地址：M 藝術空間



318 國道 -001，2006 年 3 月 29 日上海陸家嘴 #1  
收藏級藝術微噴，96x120cm，6 版



## 「你們當救自己脫離這彎曲的世代」

文 / 施瀚濤

從 2006 年到 2008 年，駱丹以《318 國道》和《北方，南方》兩個系列的創作在中國的版圖上劃了一個大大的十字，這可能是他最初從成都向上海進發的時候所沒有想到的。在之後的一次訪談中我們可以讀到，2006 年 2 月他選擇辭職而開始公路旅行和拍攝其實是源於對當時生活和創作狀態的一種厭倦和焦慮。在之前的十年裡，他在攝影記者繁忙的工作和「拍攝一些真正屬於自己的東西，自己渴望通過鏡頭去表達的東西」之間拉扯，「人就有點累了，就像電路開關一樣，得來回切換，讓我比較痛苦，這樣下去不行。」而同時期他所接觸到的幾部公路電影以及凱魯亞克的《在路上》給了他及時的啟發，最終點燃了行動的決心。

如果說，25 歲的凱魯亞克踏上旅途更像是在青春荷爾蒙的驅動下，忠於自己的內心，由東往西、從北向南去尋找朋友和女孩、詩歌和音樂、派對、烈酒和大麻，那麼，35 歲之後踏上旅途的駱丹，除了和前者一樣以行動來回應內心的召喚之外，還帶著更為自覺的對於當代社會和文化現象的疑問。他說「在目前的中國，物質主義價值觀正在成為唯一的價值評判標準，對一個國家甚至是全世界來說，實在是件可怕的事情。其實一路上我拍的照片，就是在印證這樣的價值觀導致的後果。」對於駱丹來說，旅行和攝影就像他整個創作行為的兩個面向，前者是告別，後者是進入；前者是回應內心，後者是走進現實，向外尋找。在旅行中，他可以擺脫困住自己的日常，「從心理上和行動上覺得和流浪漢沒有任何區別……我的心無比自由！」而攝影，則是積極的選擇，進入到更大的社會現場的第一線，是一種顧錚所說的中國當代攝影中的「自主的觀看」。





無人之境 No.48  
收藏級藝術微噴，150x65.7cm，12 版，2021

駱丹的「觀看」過程大體可以分為兩個階段，第一個階段是《318 國道》和《北方，南方》兩個系列。在這一階段中，他以全景式的視野對中國各地的社會現實展開觀察和記錄。但在保持寬闊的視野的同時，他的每一張照片都是具體而生動的特寫——人和他們的活動，或者說社會景觀的切片。這些畫面有的帶有宗教畫般的肅穆，有的又像風俗畫一樣輕鬆；有的是對現實的超現實主義拼貼，有的則是寫實式的刻畫描摹。在他觀看的一放一收之間，以及不斷的行進過程中，他就像是編織出一場中國當代社會生活的蒙太奇，表現了它極其豐富的，充滿著矛盾和衝突的社會樣貌。

而在第二階段的《素歌》和《無人之境》中，他的目光則更為專注，集中於一個地方或一片區域，反映一個現象或一種情緒。《素歌》所拍攝的是雲南一個偏遠山村中一群有著虔誠信仰的人。古老的濕版工藝的效果抹去了時間的間隔，有如信仰世代不變的傳承。那種灰暗而又精緻、柔和而又沉重的氣息傳遞著溫和、平靜和友善的情緒。照片拍得平實輕鬆，又浪漫傷感。而在《無人之境》中駱丹以大場景來表現看似

無人的、荒涼而壯觀的西部風景。但如果仔細查看，我們又總能在畫面裡找到人活動的痕跡。那些本該宏偉的建築結構，或者具有強大力量的機器在雄偉的自然環境中顯得微不足道。如果說《素歌》中我們看到的是人平靜而自足的生活和精神，那麼《無人之境》所暴露的是人勃勃的野心和貪婪。

駱丹的這幾個系列可以說為當代中國描畫了一幅生動的社會肖像，我們可以從中看到激烈的社會轉型過程中的世間百態，以及人的精神狀態。筆者曾和駱丹玩笑說，在這前後幾個系列中，畫面裡的人好像在慢慢減少，從全國各地形形色色的人，到集中在一個村莊中的人物，再到看似完全沒有人的畫面。但其實人從來沒有在他的畫面中缺席，駱丹曾經說過他的攝影「必須拍攝人」。在這幾個系列中，藝術家是從對人和他們生活的直接表現和記錄，發展到被一群人的精神和信仰所吸引，再到將人放在更大更荒涼的自然中，以批判也是憐憫的視角去觀察。而更重要的是，在這些作品中還存在著一個特別的人，一個不停尋找的人，那就是藝術家自己。正如凱魯亞克自陳《在路上》「實際上是兩個天主教徒遊蕩在美國大地，尋找

上帝。而我們真的找到了。」駱丹說「我不是去表現現實世界如何真實，只想在現實當中去發現找尋，印證屬於自己內心的種種跡象。」

筆者曾經在多年前的一篇文章中將駱丹這樣的旅行拍攝稱作為一種「朝聖之旅」。事實上，自從駱丹踏上 318 國道之後，當時一群年輕的藝術家也都紛紛踏上旅途，順著海岸線、黃河、長江、長城走上拍攝之旅，並由此構成中國紀實攝影非常豐富而活躍的一個階段。筆者在文章中提到，「（古代的）朝聖者所面臨的所有這些身體上的艱辛和內心的孤獨和自省，其終極目的是對於自我和造物主之間關係探索」。在今天的中國，大多數人「已經沒有宗教、革命或者其他的崇高理想可以將個人與那個更大的社群建立起聯繫」。但是「人似乎總要被捲



素歌 005，何玉娟和兒子何聖潔，老姆登村  
收藏級藝術微噴，100x130cm，8 版

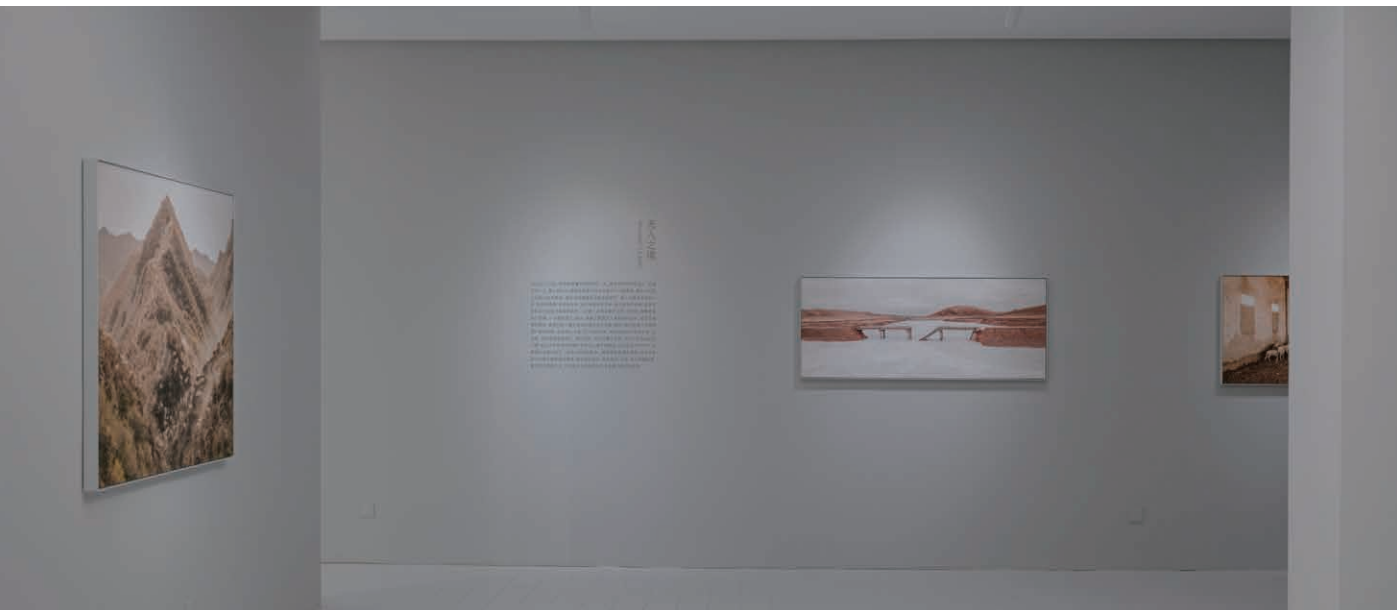


北方，南方 -046，2008 年 3 月 1 日 山西昔陽  
收藏級藝術微噴，100x100cm，8 版

入一種東西，才能找到自己的位置」，而旅行中的拍攝正是攝影者探索和確立自己和外面世界之間關係的過程。

顧錚將紀實攝影的社會功用定義為一種「認知社會現實的視覺樣式」和一種「文化批判的裝置」。對於作為藝術家個體的駱丹來說，他的攝影實踐還有一種藝術創作所常包含的對於內心的追求。他說，「朋友曾建議我可以通過社會學調查的形式，比如影像檔案這樣。我覺得有點局限自己，我要的就是個人體驗」。但駱丹所說的體驗和內心不是一個封閉的自我的存在，它是在旅行的過程中的一種內外的呼應。其實攝影也是，它既是向外的觀看，也是內心和外在的相互投射。駱丹的旅行拍攝除了是用內心來觀察和體會周圍的現實世界之外，也是通過向外的求助來解決內在的問題，用外面的世界充實自己的內心，由此實現與物件的共情、連接、認同。他從快速旅行中的拍攝，變成了安靜的觀察，甚至像朝聖者一樣體驗孤獨的修行。彼得說「你們當救自己脫離這彎曲的世代。」駱丹用切實的行動畫出了那個大大的十字，在行動中實現自己的生活。





# In Search of It

Artist: Luo Dan  
Curator: Shi Hantao  
Venue: M ART CENTER



## Save yourselves from this corrupt generation

By Shi Hantao

Between 2006 and 2008, Luo Dan drew a big cross on the map of China with his two series of works, "China Route 318" and "North, South." This may not have been something he initially thought of when he set out from Chengdu to Shanghai. In a later interview, he revealed that he resigned from his job in February 2006 and started his road trip and photography out of a sense of weariness and anxiety towards his life and creative state at the time. Over the previous decade, he had been struggling between his busy work as a photojournalist and "shooting something that really belongs to himself, something he wanted to express through the lens." "I was a bit exhausted, like a circuit switch, going back and forth, causing me a lot of pain. It couldn't go on like this." A few road movies he watched during that time, as well as Jack Kerouac's "On the Road," gave him timely inspiration and ultimately ignited his determination to take action.



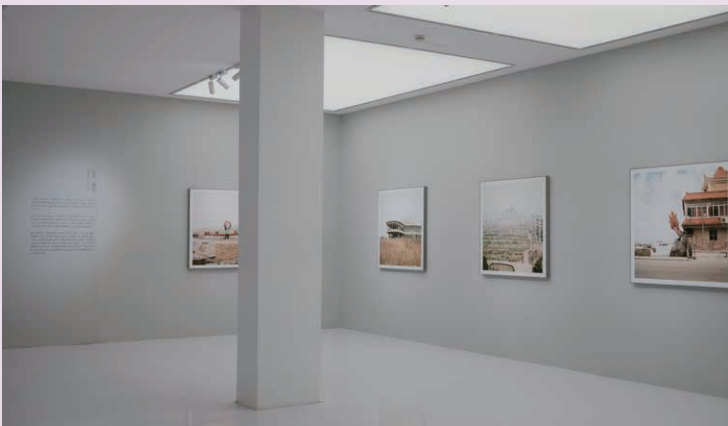
CHINA ROUTE 318-015 · 22 March, 2006 · Anhui Huaining #2  
Archival Pigment Print · 96x120cm

If Jack Kerouac's journey at 25 was more like a response to the call of his innermost feelings driven by youthful hormones, seeking friends and girls, poetry and music, parties, liquor, and marijuana from East to West, North to South, then Luo Dan's journey after 35 was not only a response to his own inner call but also carried a more conscious questioning of contemporary social and cultural phenomena. He said, "In today's China, materialism is becoming the only value judgment standard. It's a terrible thing for a country, even the world. Actually, the photos I took along the way were to confirm the consequences of such values." For Luo Dan, travel and photography are the two aspects of his creative behavior. The former is a farewell, and the latter is an entry. The former is a response to his inner self, and the latter is a way to enter reality and search outward. During his travels, he could free himself from the daily routine that trapped him. "Psychologically and in action, I felt no different from a vagabond... My heart was incredibly free!" Photography, on the other hand,

was an active choice for him to enter the forefront of a larger social scene. It is a kind of "autonomous viewing" in contemporary Chinese photography, as Gu Zheng put it.

Luo Dan's process of "viewing" can be roughly divided into two stages, the first of which includes two series, "China Route 318" and "North, South". During this stage, he observed and recorded the social reality across China with a panoramic view. While maintaining a broad perspective, each of his photographs is a concrete and vivid close-up of people and their activities, or a slice of social landscapes. Some of these images have a solemnity akin to religious paintings, while others are light and easy like genre paintings. Some are surrealistic collages of reality, while others are realistic depictions. In the process of his viewing and the constant movement, he weaves together a montage of contemporary Chinese social life, demonstrating its rich and contradictory social appearance.

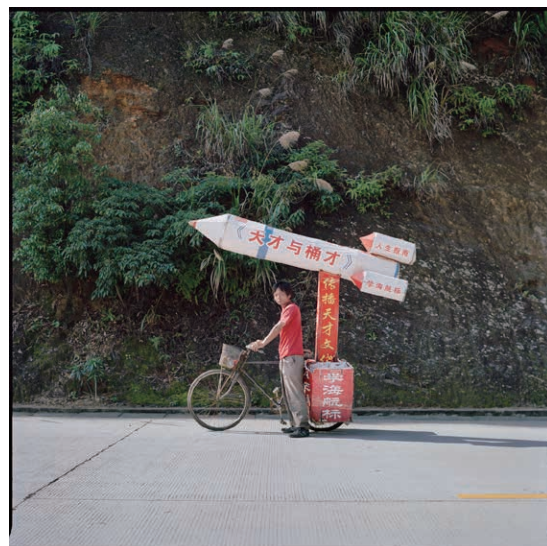
In the second phase, in "Simple Song" and "No Man's Land," Luo Dan's gaze becomes even more focused, concentrating on a particular place or area, reflecting a phenomenon or an emotion. "Simple Song" captures a group of devoutly religious people living in a remote mountain village in Yunnan. The effect of the ancient wet-plate process erases the distance of time, like the faith that is passed down from generation to





generation. The gray and delicate, soft and heavy atmosphere conveys a gentle, calm and friendly emotion. The photos are shot in a simple and relaxed manner, yet they are romantic and poignant. In "No Man's Land," Luo Dan uses vast scenes to depict the seemingly deserted, desolate, and spectacular Western landscapes. However, upon closer inspection, we can always find traces of human activity in the picture. The grandiose architectural structures or powerful machines are insignificant in the majestic natural environment. If what we see in "Simple Song" is a calm and self-sufficient life and spirit of the people, then what "Desolate Landscapes" reveals is the ambitious and greedy nature of humanity.

Luo Dan's series can be said to depict a vivid social portrait of contemporary China, from which we can see the various facets of society during the intense process of social transformation, as well as the human psychological states. The author once joked with Luo Dan that in the series before and after, the number of people in the pictures seems to be gradually decreasing, from



NORTH,SOUTH-083 · 22 June, 2008 · Fujian Nanping  
Archival Pigment Print · 100x100cm



NORTH,SOUTH-031 · 27 February, 2008 · Shanxi Licheng#3  
Archival Pigment Print · 100x100cm

people of all shapes and colors from all over the country to characters concentrated in a village, and then to seemingly completely empty landscapes. However, people have never been absent from his pictures. Luo Dan once said that his photography "must capture people." In these series, the artist developed from direct representation and recording of people and their lives to being attracted by the spirit and beliefs of a group of people, and then to observing people from a critical and compassionate perspective in a larger and more desolate nature. And more importantly, there is a special person in these works, a person who is constantly searching, and that is the artist himself. Just as Kerouac self-proclaimed in "On the Road," "Actually, we were two Catholic wanderers roaming the American earth, seeking God. And we found him." Luo Dan said, "I am not trying to portray how the real world is, but to discover and verify various signs belonging to my own heart in the reality."

In an article written several years ago, the author referred to the travel photography of Luo Dan as a "pilgrimage". In fact, since Luo Dan set foot on the

318 National Highway, a group of young artists have also embarked on their own journeys, taking photographs along the coastline, Yellow River, Yangtze River, and Great Wall, forming a very rich and active period of Chinese documentary photography. The author mentioned in the article that "all the physical hardships, inner loneliness, and introspection faced by (ancient) pilgrims ultimately aim to explore the relationship between oneself and the Creator." In today's China, most people "no longer have religious, revolutionary, or other lofty ideals to establish connections between individuals and larger communities." However, "people always seem to be caught up in something in order to find their own place," and the process of photography during travel is where the photographer explores and establishes their relationship with the outside world.

Gu Zheng defined the social function of documentary photography as a "visual style that recognizes the social reality" and a "cultural



SIMPLE SONG No.046 · Bed  
Archival Pigment Print · 16.5x21.5cm



critique device." For Luo Dan, as an individual artist, his photography practice also includes the pursuit of feelings commonly found in artistic creation. He said, "A friend once suggested that I could use forms of sociological research, such as image files. I felt a bit limited, what I wanted was personal experience." But the experience and feelings that Luo Dan referred to are not a closed, self-contained existence. They are a kind of internal and external resonance in the process of travel. Photography is also like this - it is both an outward gaze and a mutual projection of internal and external aspects. Luo Dan's travel photography is not only a way to observe and experience the surrounding real world from the inside, but also a way to solve internal problems by seeking external help, enriching his own inner world with the outside world, and achieving empathy, connection, and identity with objects. He has shifted from quick travel photography to quiet observation, even experiencing a lonely pilgrimage like a practitioner. Peter said, "Save yourselves from this corrupt generation." Luo Dan drew that big cross with practical actions, realizing his life in action.



# 未來無懼—— 培養前瞻思維發掘韌性領導力

作者：台灣南崗廠 / ADM / 企業服務總處 / 陳薇婷  
講師：華碩電腦伺服器事業部 / 金慶柏總經理

全球政經情勢瞬息萬變，企業領導者應該具備怎樣的前瞻思維，才能在風雲詭譎的市場當中搶佔先機？本季的管理論壇，邀請到華碩電腦伺服器事業部的金慶柏總經理，一起探討如何建立具有前瞻韌性的動態人才團隊！



## 企業現今面臨的人才挑戰

現今全球人才市場的挑戰日益嚴峻，中高階主管面臨著人才數量與素質不足的雙重問題。聯合國的「2019 年世界人口展望」報告顯示，全球人口結構正面臨著少子化與高齡化的問題，這導致勞動供給逐漸下滑、有效需求減少，勞動市場的潛在產出成長也減緩；再加上產業結構的轉變，找到合適的人才以及如何培育他們，比起過去只注重學歷來得更加重要。金總在演講中分享，就連產業龍頭台積電都開始示警，從理工科畢業的大學人數逐年縮水，甚至不及高峰期六成！因此對外，企業需要不斷提高自身的核心競爭力，才能吸引更多優秀的人才加入；對內，則需要從團隊中發掘潛在人才，提供適當的培訓與支持，讓員工有成長的空間和發展的動力，才能留住人才並提高團隊的整體能力。

## 企業長治久安，前瞻思維是成功的關鍵

從 IBM 2023 年所提出的五大趨勢報告書，可以看出現今市場的不確定性已經成為一種常態，企業也因此面臨了諸多挑戰，其中一個關鍵挑戰是人才的短缺以及隨之而來的薪酬壓力。在這種情況下，如何重新盤點人才，並建立強大且具有韌性的人才梯隊，以前瞻的思維因應未來企業所面臨的挑戰是每個企業都必須關注的議題。在本次的演講中，金總也分享了其見解：



## 人才盤點

面對人才短缺和薪酬壓力的現實挑戰，企業可以從多個方面入手，以更好地應對和解決問題。首先，建議企業了解員工的需求，設計更有吸引力的薪酬方案，以更好地吸引和留住人才。此外，企業還可以盤點人力，將對的人才放到對的崗位，並且適當減少不必要的人員，從而節省成本以達到最大的效益。其次，在後疫情時代下，企業可以考慮實行遠程辦公，這種做法可以為員工提供更好的工作與生活平衡，進而提高工作效率。除了以上建議，IBM 也提供了一些人才管理方面的做法，像是尊重個人、進行員工意見調查、延長員工退休年齡等等，可以提供企業參考和借鑒。總之，企業需要不斷地盤點人才，建立具有韌性的人才梯隊，才能在激烈的市場競爭中脫穎而出。

## 建立人才梯隊

建立具有韌性的人才梯隊是一個全面的策略，對於企業而言同樣非常重要。為了達到這一目標，企業需要實施多種措施。其中，讓幹部有計畫地轉崗是一種非常有效的方法。通過轉崗，幹部可以獲得不同的經驗和技能，進一步發展管理和領導能力，並且更好地了解企業的運作，以應對未來的挑戰。此外，培育初階和中階主管的管理能力也非常重要。初階主管需要溝通期望，提供指導和即時回饋；而中階主管則需要規劃學習資源、訂定發展目標、指導回饋和追蹤發展成效。透過培育初階和中階主管的管理能力，企業可以建立更加穩健和具有競爭力的人才梯隊。





#### 發掘與培養組織潛力人才

在競爭激烈的市場環境下，企業需要兼顧外部招募和內部發掘和培養高潛力人才，以確保未來的競爭優勢。在外部招募方面，企業可以關注當前的重點產業公協會、產業聚落、在地產業、技術型高中和技專院校，並進行校園招募和暑期實習，以吸引這些高潛力人才加入企業。同時在內部發掘與培養上，企業也需要為組織內部的員工以及高潛力人才提供培訓和支持，並且定期的進行崗位認證，確保所有員工與高潛力人才都能夠在組織中發揮最大的潛力，進而提高企業的競爭力和成功率。

#### 速謀慎斷，搶占市場先機

在演講的最後，金總也分享了他對於企業經營的看法，並總結了幾個成功的關鍵因素。首先，企業應該將獨立思考、處處學習和終身學習刻進 DNA，這雖是老生常談，但的確有助於企業跟上時代的步伐。其次，擁抱現實、極度開放和創意擇優能夠促進企業的創新和發展。最後，切記站高、望遠、不貳過，速謀慎斷才能搶占市場先機，確保企業長治久安。

## Fearless Future: Cultivate Foresight to Uncover *Resilient Leadership*

Author: Taiwan Nankang Site / ADM / Corporate Service / Waiting Chen  
Lecturer: ASUS Server Business Unit / General Manager Robert Chin

In a world where global politics and economics are constantly changing, what kind of foresighted mindset should corporate leaders possess to seize opportunities in the unpredictable market? This season's Leadership Forum invites Robert Chin, the General Manager of ASUS Server Business Unit, to share how to build a dynamic team with forward-looking resilience.



#### The Challenge of Talents which Businesses Facing Today

The challenge of global talents which businesses are facing today is more daunting than ever before. The global talent market is suffering from a shortage of qualified personnel at both the middle and senior management levels. The United Nations' report *World Population Prospects 2019* shows that the world's population is facing the problems of declining birth rates and aging, which is leading to a gradual decrease in labor supply, a reduction in effective demand, and a slowdown in potential output growth in the labor market. In addition, the changing industrial structure makes it more important than ever to find suitable talent and how to cultivate them, rather than just focusing on academic qualifications. During Robert's speech, he indicated that even the industry leader TSMC has started to sound the alarm, with the number of university graduates in STEM fields decreasing year by year, with less than 60% of the peak period! Therefore, businesses need to constantly enhance their core competitiveness to attract more outstanding talents, while also discovering potential talents from within the team, providing appropriate training and support to give employees room for growth and development, so as to retain talents and improve the overall capability of the team.





### Having a Forward-looking Mindset is the Key to Long-term Success for Businesses

From IBM's *5 business trends for 2023*, it is obvious that market uncertainty has become a norm, and businesses are facing numerous challenges, including the critical challenge of talent shortage and the resulting salary pressures. In this context, it is crucial for businesses to review their talent and build a strong and resilient talent pipeline with forward-looking thinking to address the challenges that lie ahead. Robert also shared his insights on this matter.

#### Talent Review

Facing the challenges of talent shortages and salary pressures, businesses can take various measures to better cope with and solve these problems. Firstly, it is recommended that businesses understand the needs of their employees and design more attractive compensation packages to better attract and retain talent. In addition, businesses can review of their workforce, put the right talent in the right positions, and appropriately reduce redundant personnel to save costs and achieve maximum efficiency. Secondly, in the post-pandemic era, businesses can consider implementing remote work, which can provide employees with a better work-life balance and improve work efficiency. Apart from these suggestions, IBM also offers some talent management practices, such as respecting individuals, conducting employee surveys, and extending retirement age, which can provide businesses with references and guidance. In conclusion, businesses need to continually review their talents and establish a resilient talent pipeline to stand out in the fiercely competitive market.

#### Establish a Resilient Talent Pipeline

Establishing a resilient talent pipeline is a comprehensive strategy that is equally important for businesses. To achieve this goal, companies need to implement various measures. One powerful method is to provide planned job rotations for executives. By rotating executives' roles, they can gain different experiences and skills, further



enhance their management and leadership skills, and better understand the operations of the enterprise to tackle future challenges. In addition, cultivating the management capabilities of junior and middle-level managers is also crucial. Junior-level managers need to communicate expectations, provide guidance and instant feedback, while middle-level managers need to plan learning resources, set development goals, provide guidance and feedback, and track development progress. By cultivating the management capabilities of junior and middle-level managers, companies can establish a more robust and competitive talent pipeline.

#### Seek and Cultivate Potential Talents

In a highly competitive market environment, businesses need to focus on both external recruitment and internal talent development to ensure future competitive advantage. In terms of external recruitment, businesses can focus on current key industry associations, industry clusters, local industries, vocational schools, and conduct campus recruitment and summer internships to attract these high-potential talents. At the same time, in terms of internal development, businesses also need to provide training and support for employees and high-potential talents within the organization, and regularly conduct position certification to ensure that all employees and high-potential talents can reach their full potential within the organization, thereby improving the company's competitiveness and success rate.

### Act with Speed and Decisiveness to Seize the Market Opportunity

As the speech came to an end, Robert shared his views on business management and summarized several key success factors. First, companies should engrave independent thinking, continuous learning, and lifelong learning into their DNA, which may sound cliché, but it does help companies keep up with the times. Second, businesses should embrace reality, be extremely open-minded, and select the best ideas to promote innovation and development. Finally, remember to have a forward-looking mindset, never make the same mistake, and act with speed and decisiveness to seize market opportunities and ensure the long-term success of the company.

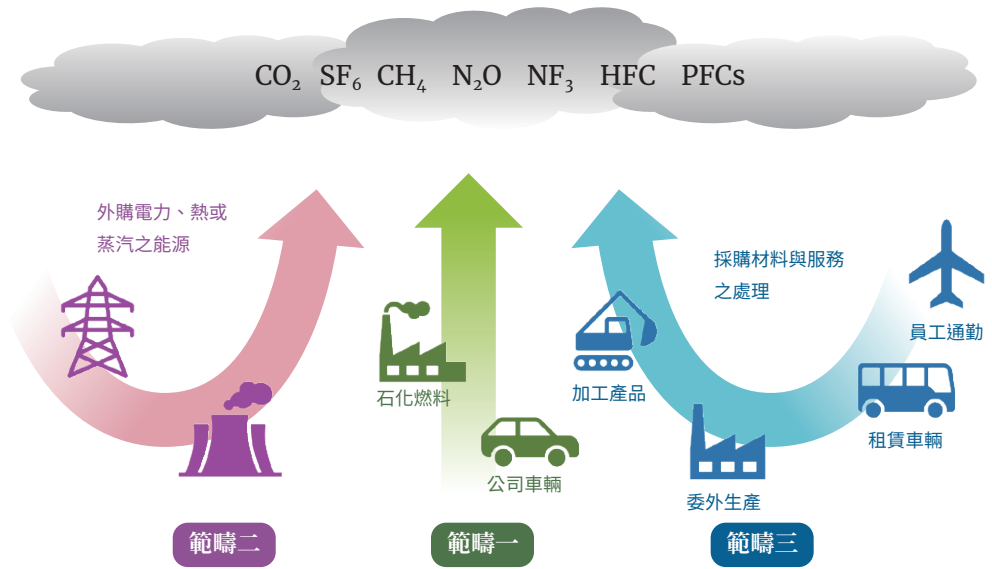


# 淨零趨勢下 供應鏈溫室氣體範疇三的挑戰

作者：資誠永續發展服務公司 / 陳子豪 協理  
永續委員會 環境保護與職場安全小組 總幹事 / 李昀祚

近幾年氣候變遷影響世界各地生物的生存環境，其中溫室氣體的排放造成全球暖化，已是所有國家與企業所重視的議題，並開始使用符合國際標準的科學方法來計算企業 / 組織本身營運活動範圍的碳排放量，了解企業 / 組織的高碳排熱點，並針對熱點規劃減碳的方法，逐步達成淨零碳排目標。

多數企業選擇使用組織型碳盤查（ISO 14064-1）標準來計算，主要將溫室氣體排放來源劃分三個範疇，範疇一係指來自於製程或設施之直接排放；範疇二係指來自於外購電力、熱或蒸汽之能源利用間接排放；範疇三係指非屬自有或可支配控制之排放源所產生之排放，如因租賃、委外業務、員工通勤等造成其他間接排放。



根據 CDP<sup>註1</sup> 的報告，範疇三的碳排放量約佔溫室氣體總排放量的 75%，若是委外生產較多的公司類型，範疇三占比可能更大。為解決碳排放量化和揭露的問題，提出四大思考課題和七大策略方向，依據資訊的取得性，進行範疇三的量化評估。

註 1：CDP: 碳揭露專案（Carbon Disclosure Project），為獨立的非營利組織，鼓勵公私部門測量、管理溫室氣體的排放，藉此減少氣候變遷的衝擊，並以投資風險概念，促進企業揭露溫室氣體資訊並進行減量。

## 四大思考課題

範疇三量化與追蹤的目的，要掌握氣候變遷對於企業的影響，以下四點提供思考：

有意義的資料來源	聚焦管理	碳管理人才	合作機會
思考是否讓供應商參與資訊蒐集？或單純仰賴第三方來源資訊？	企業 80% 供應鏈的排碳量可能集中於前 20% 主要供應商，思考是否先針對主要供應商進行碳規劃管理？	範疇三計算模型的參數引用涉及專業的判斷，應思考是否有足夠的專業知識人員來建置並維護模型？	除了減碳外，思考是否讓供應商參與，共同合作開創新的商機？

## 七大策略方向

供應鏈的碳排放量化非一蹴可幾，建議採取循序漸進與激勵措施，逐步讓供應商參與，並依照優先順序分層管理，提出以下策略方向：



環旭電子因應國際趨勢，以永續發展策略主軸—「低碳使命」展開行動，依據 ISO 14064-1：2018 標準，針對範疇三價值鏈做顯著性鑑別與盤查，並通過第三方驗證機構的查證，同時宣告 2030 年溫室氣體範疇三絕對排放量較 2020 年減少 15%，2050 年實現淨零碳排目標，展現永續發展的責任與低碳經濟的願景。

本文節錄「資誠企業永續發展新訊 - 淨零趨勢下 供應鏈溫室氣體範疇三的挑戰」之部分文章內容，並在引用時進行了適當的編輯和刪節。

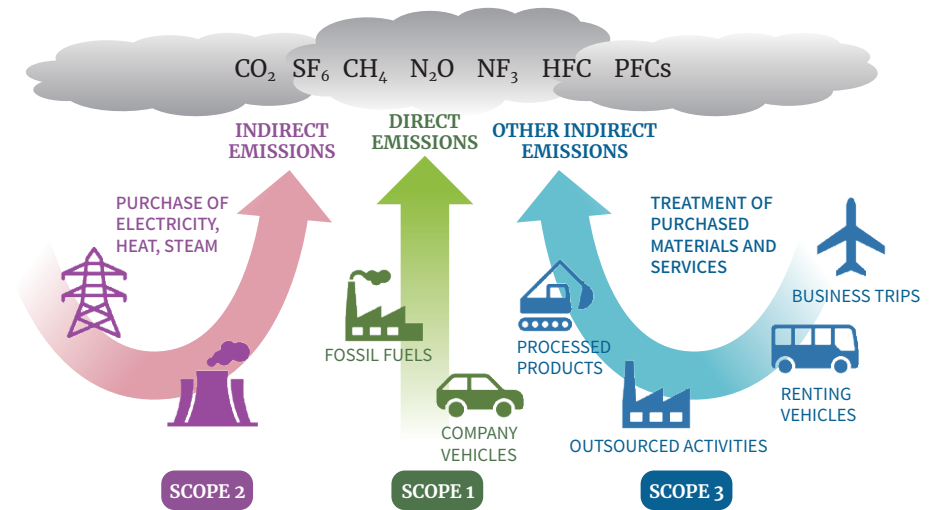


# Challenges of Supply Chain Greenhouse Gas Scope 3 Emissions Under the Net Zero Trend

Author: PwC Sustainability Services Company Ltd. / Senior Manager / Tzu-Hao Chen  
Sustainability Committee Environmental Protection & Workplace Safety TaskForce / Coordinator / Yunren Li

In recent years, climate changes have affected the living environment of organisms all over the world. Among the climate changes, the emission of greenhouse gases causing global warming has become an issue that has been valued by all countries and enterprises. Scientific methods that meet international standards have begun being used to calculate the carbon emissions of operations of enterprises/ organizations in the scope of activities, understand the high-carbon emission hotspots, and plan carbon reduction methods for hotspots, to gradually achieve the goal of net zero carbon emissions.

Most companies choose to use the standards of the organizational type carbon inventory (ISO 14064-1) to calculate greenhouse gas emissions, mainly dividing the sources of greenhouse gas emissions into three scopes. Scope 1 covers direct emissions from self-owned manufacturing processes or facilities; Scope 2 covers indirect emissions from the purchase and usage of electricity, heating, or steam; Scope 3 includes all other indirect emissions that occur in the non-owned or controllable emission resources, such as other indirect emissions caused by leasing, outsourcing business, and employee commuting.



According to the CDP<sup>1</sup> report, Scope 3 carbon emissions account for about 75% of total greenhouse gas emissions. For companies with more outsourced production, the proportion of Scope 3 may be even greater. In order to solve the problem of measuring and disclosing carbon emissions, four major considerations and seven strategic directions are proposed. And to carry out the quantitative assessment of Scope 3 of carbon emissions according to the availability of information.

Note 1: CDP: Carbon Disclosure Project is an independent non-profit organization that encourages public and private sectors to measure and manage greenhouse gas emissions, thereby reducing the impact of climate change, and promotes companies to disclose greenhouse gas emissions information with the concept of investment risk.

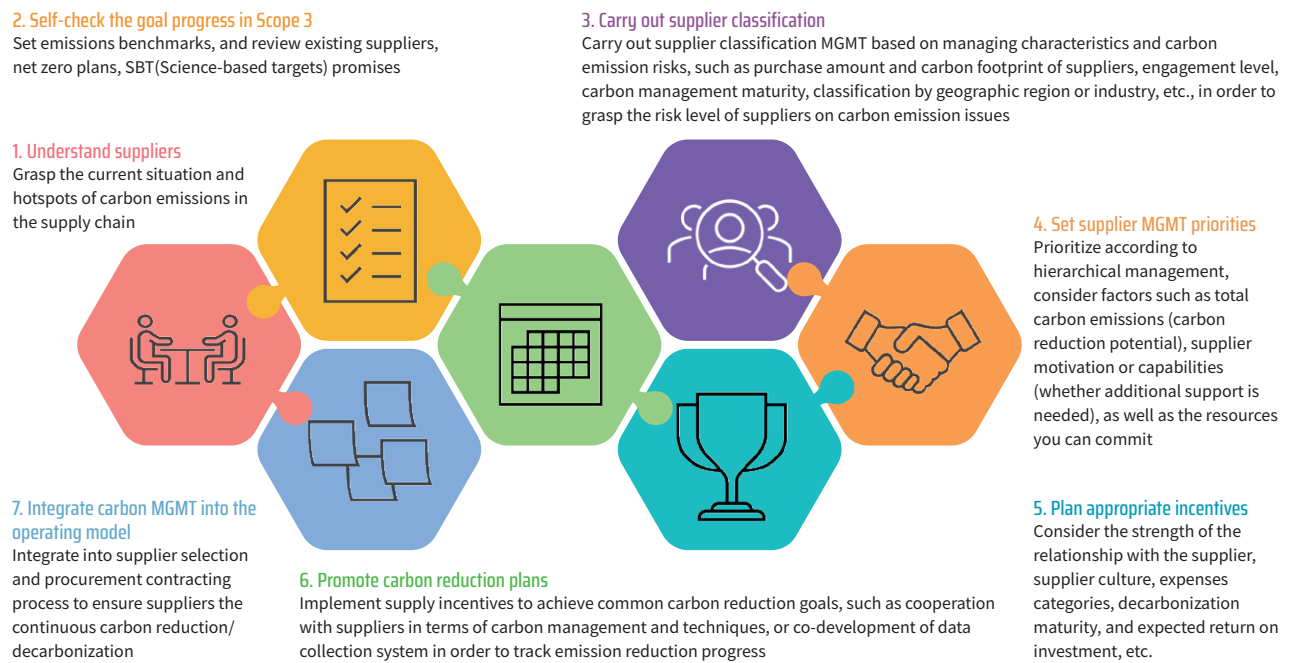
## 4 Major Considerations

The purpose of quantification and tracking Scope 3 carbon emissions is to grasp the impact of climate change on enterprises. The following four points are presented for consideration:

Meaningful Info. Resources	Focus Management	Carbon Management	Cooperation Opportunity
Consider whether the suppliers should involve in information gathering? Or simply rely on third-party sources for gathering information	80% of the corporate supply chain carbon emissions may be concentrated in the top 20% of major suppliers. Consider whether should conduct carbon planning and management only for major suppliers first	The parameter reference of the calculation model in Scope 3 involves professional judgment. Consider whether there are professional personnel with enough knowledge to build and maintain the model	In addition to carbon reduction, consider whether to have suppliers involved and worked together to create new business opportunities

## 7 Main Strategic Directions

The quantification of carbon emissions in the supply chain is not a one-shot process. It is recommended to adopt step-by-step and incentive measures to gradually involve suppliers and manage them hierarchically according to the order of priority. The following strategic directions are proposed:



In response to international trends, USI launched actions based on the main axis of sustainable strategy - "Low-Carbon". According to the ISO 14064-1:2018 standards, USI conducted a significant identification and investigation of the Scope 3 in USI value chain, and passed the certification of a third-party verification agency. In the meantime, USI verified and announced that the absolute emissions of scope 3 greenhouse gases in 2030 will be reduced by 15% compared with 2020, and the goal of net zero carbon emissions will be achieved in 2050, demonstrating the responsibility of sustainable development and the vision of a low-carbon economy.

This article excerpts part of the content of the article "Sustainable Development News of PwC Taiwan - Challenges of Supply Chain Greenhouse Gas Scope 3 under the Net Zero Trend", and has been properly edited and abridged when citing.



# 舊地重遊

## Revisit My Familiar Place

### 01

台灣南崗廠 / ICS&TW OPS / VPS / VMS PLM / 鐘凱彥  
Taiwan Nankang Site / ICS&TW OPS / VPS / VMS PLM / Kyan Chung

台中洲際棒球場 Taichung Intercontinental Baseball Stadium

2013 的經典，在 2023 的台中洲際棒球場重現，  
世界棒球經典賽，我們來了！

The 2013 classic will be reenacted at the Taichung  
Intercontinental Baseball Stadium in 2023. The  
World Baseball Classic, here we come!



### 02

美國辦公室 / ADM / 資訊服務總處 / Tim Lehto  
The US Office/ ADM / Information Technology /  
Tim Lehto

新墨西哥州 Cloudcroft  
Cloudcroft, New Mexico

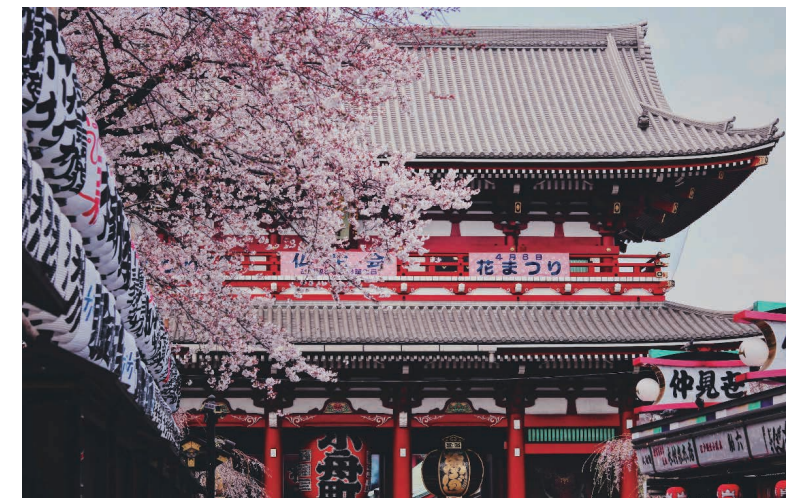
在自己的後院欣賞大自然的美景是件美妙的事  
情，如果還能帶上心愛的寵物就會更加美好！  
It is wonderful to experience the beauty of the  
nature that exists in our own backyards. It is  
even better to bring along a beloved pet!



### 03

越南海防廠 / ICS&TW OPS / MCS / IMS  
PLM / Vũ Sơn Tùng  
Vietnam Haiphong Site / ICS&TW OPS / MCS  
/ IMS PLM / Wilson Vu

日本東京 Tokyo, Japan



春天來了！這種天氣讓我想到之前在日本旅行的時候，春夏秋冬都已有機會經驗過，每個季節都有自己的美麗。對我來說，春天的天空是最棒的，天氣不太冷，涼爽舒服。抬頭可以看到清澈的天空，最特別是可以看到上下顛倒的櫻花，像是在看一部動畫。在河邊的咖啡店一邊喝熱咖啡一邊看櫻花，感覺時間流逝的速度很慢，可以好好休息！這幾年因為疫情的影響，雖然沒有機會再訪日本，有機會旅行的話，我一定來拍很多照片分享给大家！

Spring is coming! This kind of weather reminds me of my previous travels to Japan where I had the chance to experience all four seasons. Each season has its own unique beauty, but for me, springtime sky is the best. The weather is not too cold, giving me a refreshing feeling. When you look up, you can see a clear blue sky and the cherry blossoms that appear to be upside down, just like watching an anime. Sitting at a cafe by the river, sipping hot coffee and admiring the cherry blossoms is a great way to feel the time slow down and rest your mind. Due to the pandemic, I haven't had the opportunity to travel to Japan again in recent years, but if I get the chance, I will definitely take lots of pictures to share with everyone!

### 04

台灣南崗廠 / AMMS / MTM PLM / 張蓉書  
Taiwan Nankang Site / AMMS / MTM PLM / Chloe Chang

東豐自行車道 Dongfeng Bike Trail

重遊東豐鐵馬道，以往騎腳踏車，而今換上電動自行車，輕鬆卻少了一份踏實。直至電力耗盡，開始賣力踩踏，感受同遊親友的笑聲叫聲，宛如回到年少輕狂，成為這趟旅程最有趣的部分。Revisiting the Dongfeng Bike Trail, a path once traversed on a humble bicycle, we now glided upon an electric steed, effortless and unencumbered. Yet, it was not until the battery drained, forcing us to rely on our strength, that I felt truly alive, basking in the joyful clamor of my companions. And this moment became the most memorable part of our journey.







# Newsletter

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截稿日期 / Closing Date

2023 / 07 / 01

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tw.gp.newsletter@usiglobal.com



### 影像迴廊

歡迎分享您生活中、旅行中、工作中……遇到的瞬間印記。

主題：紀念日

作品規格：

- (1) 統一以 JPG 數位影像檔投稿，每幅不小於 800KB，不超過 2MB。
- (2) 每位參加者投稿總件數以 3 件為限，每張照片需提供 50 字以內的說明 (中英文 皆可) 並標示拍攝地點。



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廣邀公司各方達人來文分享生活心得、周遊見聞或是特殊技藝。凡被採用的文章將提供稿費，來稿時請在 e-mail 主旨上註明『享樂生活投稿文章』，我們將擇優刊登。稿費資訊請洽 tw.gp.newsletter@usiglobal.com。



### 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

### Anniversary

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

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