

USI No.90 Newsletter

9月 Sep 2022

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提高「主人翁」意識

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提高「主人翁」意識 摒棄「打工者」思想

作者：董事長 / 陳昌益

成功的企業離不開優秀的團隊，一個卓越的團隊需要具備「主人翁」意識。如果全體成員能不分階級做到上下一心，形成向心力，那將是一股無可比擬的強大力量。環旭作為一家在 A 股主板上市的大型企業，擁有「主人翁」意識的夥伴一直是我們亟需招納的生力軍。



什麼是「主人翁」意識？就是站在公司的角度，考慮在工作中遇到的各種問題，把公司存在的問題當成自己崗位職責內的問題來解決。

現今社會，「打工者心態」普遍存在，越來越多的中年人甘於做「打工仔」。「我不過是在為老闆打工」是一種很典型的「打工者心態」，在許多人眼裏，工作只是一種簡單的僱傭關係，完成任務就行。因此，工作的品質、標準都不會有進一步提高。

職場人士都應該捫心自問，我們到底是在為誰工作？一個人的工作心態將直接影響其職業生涯，從一個人對待工作的態度，往往可以預見他的未來。將工作當成事業和將工作當成逼不得已的謀生手段，是兩種完全不同的心態，也將走向兩種完全不同的人生。後者就是典型的打工者心態，而前者其實就是主人翁心態。在此，我們宣導員工摒棄「打工者」思想，提高「主人翁」意識。原因如下：

第一、擁有「主人翁」意識更易達成工作目標

以我三十幾年的職業生涯，對這一點我深有感觸。只有抱著「為自己工作」的心態，多思考自己能夠為公司創造什麼價值，而不僅僅想著公司能給自己帶來什麼，相信「為他人工作的同時，也是在為自己工作」的理念，才能心平氣和地將手中的事情做

好，贏得同仁的尊重，最終獲得豐厚的物質報酬，實現自身的價值。

第二、擁有「主人翁」意識更易適應環境的變化

隨著公司不斷發展壯大，工作流程的變化、技術的升級、新產品或服務的推出、客戶及工作環境頻繁變化，都將會應時而生。對公司的願景有著強烈「主人翁」意識的人，是具有成長型思維模式的，他們更願意擁抱變化。因此，他們也更能夠快速適應新環境，也更容易在工作上如魚得水。

第三、擁有「主人翁」意識更能夠承擔團隊領導者的重任

一個對自己的工作和團隊交付的結果持有「主人翁」意識的人，會影響他在團隊中的角色。今天，我們正在不斷邁進全球化進程和多極化世界，團隊的文化、信仰、國籍等各方面也更趨多元化，每個成員可能有著不同的文化背景、個性和做事方式。那些能將團隊成果視同為自身成果的人，就具備了「主人翁」精神。他們能夠適應公司的戰略目標「多元化、全球化」，包容團隊中的不同之處並加以整合，展現合作精神，使團隊作為一個整體，運作得更有效率。因而，這樣的人也更能夠勝任團隊領導者的角色。

所以，我們的管理者應首先具備「主人翁」意識。如果管理階層具備這種意識，那麼，基層夥伴

就更容易做到，企業的執行力也會得以提升。以身作則的管理風格是影響基層夥伴主人翁意識形成的直接因素。基層夥伴一旦形成這種思維慣性，對工作自然會產生積極性，主人翁精神也自然會在日常行為中表現出來。因此，基層夥伴有沒有主人翁意識，首先看管理者是不是有；基層夥伴有沒有主動工作意識，先看管理者是不是有。管理者的帶頭作用是不可忽視的，其領導力和管理風格會極大地影響到組織氛圍，進而體現在團隊成員的積極性和主動性上。

在此，想要強調的是，我們所宣導的是「正確的主人翁」意識，是立足於本職工作和價值貢獻的「主人翁」意識。有一位前輩曾經說過：「聰明的人提出問題，高明的人解決問題。」我們需要深入、透徹、系統地分析問題，找出解決辦法，踏踏實實地一點一點去做，而不是草率的、不負責任地發問，更不是把問題扔給公司。對此，管理層應做好溝通，清除隔膜。

真正阻礙個人發展的，從來不是打工，而是「打工者」心態。能多為公司著想，不僅是實現自我價值的途徑，也是現代社會的基本職業道德。只有具備「主人翁」意識，才會將自己的命運與公司的發展更緊密地聯繫在一起，才會成為公司需要的人，才能與公司攜手共進，共贏未來。

Position Yourself as a Valued Employee and Take "Ownership" in Work

Author: Chairman / Jeffrey Chen

A successful enterprise is inseparable from an excellent team, and an excellent team requires members to have a sense of "ownership". If all members can achieve unity and form a centripetal force, it will become an unparalleled driving force to great success. As a large enterprise listed on the main board at SSE China, the employee with the sense of "ownership" in work has always been the one that USI needs.

What is the sense of "ownership"? The answer is to deal with problems from the company's perspective, and to treat company's problems as within your job responsibilities.

Nowadays, the mentality of "muddling-along" is prevalent. Some people tend to have such shiftless attitude. "I am just working for the boss" is a typical "muddling-along" attitude. In the eyes of certain group of people, work is just an employment relationship. They simply get the job done. Therefore, work quality and the outcome can no longer be improved. And this will eventually impact the competitiveness of any given company.

Everyone should ask yourselves who you are working for. A person's work mentality will directly affect his/her career. From one's work attitude, his/her future can always be predicted. Treating work as a career or a means of making a living are two completely different mentalities, thus leading to two divergent lives. The latter is the typical "muddling-along" mentality, while the former is the "ownership" one. Hereby, we advocate employees to adopt the awareness of "ownership". The reasons are as followed:

Firstly, people having the sense of "ownership" are more likely to achieve work targets.

In my career of more than thirty years, I can't agree with it more. Only with the mentality of "ownership", and to think more about what value you can create for the company, rather than what the company can bring to you, to be the believer of "while working for others, you are also working for yourself", will you perform well in the workplace, win the respect of colleagues, get fruitful achievements, and realize your own value.

Secondly, people having the sense of "ownership" are more adaptable to environmental changes.

With the continuous growth of a company, transforms in work processes, upgrades in technologies, launches of new products and services, and frequent shifts in customers and working environment occur from time to time. People who have a strong sense of "ownership" are those with growth mindset, and they are more willing to embrace changes. Therefore, they are also more adaptable to new environment, thus achieving a good work result.



Thirdly, having the sense of "ownership" is an indispensable trait for a team leader.

Whether to have "ownership" in work largely affect one's role among the team. Today, we are striving toward globalization in the multipolar world. In that way, culture, beliefs, nationalities and other aspects of the company are getting more diverse. Each member may have different backgrounds, personalities and ways of doing things. People who care about the team result as much as their own are those with the "ownership" mentality, and they are more adaptable to USI's business strategy, "Diversification and Globalization". They tend to be open-minded, cooperative and efficient in completing work. Therefore, such members show more competent in the role of team leaders.

Hereby, our management needs to take the lead in having the sense of "ownership". If the management have such awareness, it will be much easier for members to do so, thus enhancing the execution efficiency. Managerial style can directly affect employees' sense of "ownership". Once members form such inertial thinking, they will naturally take the initiative on work, and the sense of "ownership" will instinctively be manifested in their daily behaviors. Therefore, whether members have the sense of "ownership" largely depends on whether our

management have it; whether members have active working consciousness, we shall review the management team first. The leadership cannot be ignored. Leadership and managerial style will greatly affect the whole atmosphere, especially members' motivation and initiative, which are all about the "ownership" awareness.

Here, what we advocate is the "right ownership" awareness. That is to say, we appeal the "ownership" based on our own work and value contribution. The senior I know once said, "Smart people find questions, and wise people solve them." We ought to bring in-depth, thorough and systematical analysis, find solutions, and fix problems bit by bit, rather than just posing questions hastily or irresponsibly or merely throwing problems out. Beforehand, the management should communicate well and clear up misunderstandings.

What really hampers personal development is never the work, but the work attitude of "muddling-along". People who think more about their responsibilities to the company are not only realizing the self-worth, but also with the basic professional ethics in modern society. Only with the sense of "ownership" can people connect their development closely with the company's. Thereby, they can be the one the company needs, realize a joint development, and achieve a win-win future.

供應短缺需求轉弱當下的 庫存優化

作者：總經理暨營運長 / 魏鎮炎

今年上半年，市場的需求持續暢旺，但部分半導體零件的供應仍然短缺，有的交期長達 53 週，甚至還不能改期、不能取消！客戶為了確保供應，紛紛被迫提早或重複下單！這種現象使得供需失衡的情況更形惡化！結果容易取得的材料進來一大堆，而短缺的還是進不來！大家競相非理性備料，導致庫存水位節節上升，庫存週轉天數拉長！根據彭博 (Bloomberg) 數據顯示，8 家主要的 EMS/ODM 業者第 1 季平均庫存周轉天數已經來到 57 天，是 10 年新高；同期庫存對營運資金比率也來到 1.26 是 9 年新高，庫存成了電子產業關鍵的議題。

如果下半年的景氣繼續暢旺，高度成長的營業額或許可以掩蓋庫存偏高的議題。就像河川水量豐沛的時候，船隻的運行無礙。一旦水量降低，沉積的砂石樹枝就顯露出來，影響船隻的運行。今年下半年就遇到這種情況，市場普遍轉弱，尤其是消費性電子以及手機等相關產品更是明顯。其實早在六月份的時候，市場景氣就已經悄然發生變化，但是供應鏈的反應，向來比終端市場平均慢四個禮拜甚至更久，因此大部分公司都等到七、八月才驚覺事態嚴重！

高科技產業的市場及產品變化很快，多餘的庫存過時就沒人要，就像隔夜的魚蝦賣不出去。存貨的調節無法立竿見影，通常需要三個月以上的前置時間，才能看到初步效果，所以早期預警非常重要，年中一發現庫存偏高就要立刻加以管控，否則到第四季時就管不住了。

那麼要如何才能讓庫存控管優化呢？我想可以從兩方面來看，一方面是源頭管理，從市場需求面來預判，另一方面則是從多餘的庫存著手，進行清道夫的工作。

源頭管理

客戶所給的滾動預測就是源頭，通常 BM/OF 從客戶端接到滾動預測 (Rolling Forecast)，扣除在庫成品之後轉給生管。生管 (Production Planning) 人員將其轉成主生產計劃 (Master Production Schedule, MPS)，物管 / 物控人員再根據 MPS 跑物料需求計畫 (Material Requirement Planning, MRP) 並開出請購單 (Purchase Request, PR)，採購人員再根據 PR 發出採購單 (Purchase Order, PO)。這一連串流程，大部分公司都早已透過系統自動化，以提高效率，避免人為疏失。但是突然遇到目前這種特殊異常的狀況，系統的應變力就受到嚴厲考驗，眼睜睜看著庫存高漲卻一籌莫展！其實不論系統如何先進，總有不足之處，就像不管車子如何名貴，難免碰到行不通的路段，這時候就得靠人的智慧和經驗，回歸基本，才能有效克服。千萬不能因為開車久了，而忘了如何徒步走路。

BM/OF 要利用瀑布圖 (Waterfall Chart) 有系統的追蹤客戶拉貨 / 預測的比率，以及監測總共暴露成本 (Total Cost Exposure，包括 AR、F/G、WIP、

Component Inventory、Component in Transit、Open PO 等)，並關注終端市場的真實需求，適時回饋給客戶，調整滾動預測。如果客戶不接受我們的建議，堅持維持原本的預測，那麼我們只好自己做判斷，將 MPS 的數量調降，只針對長交期的關鍵零件另行以手動作業備料。當然這要靠高超的智慧和專業的溝通技巧，以免造成難以挽救的後遺症。

清道夫

除了應收帳款週轉率、存貨周轉率、總共暴露成本之外，我們還有一項有力的工具，叫做問題庫存 (Problem Log)。這個工具將所有在庫、在途、以及已經開出去的訂單，和主生產計劃 (MPS) 相比，多餘潛在會變成呆滯庫存的金額統計出來。理想上，這個金額應該是零，但實務上難免有一些會報廢！當這個金額超過我們可以承受的範圍，就必須毫不猶豫立刻採取以下三個步驟。

步驟一，按照潛在呆滯金額大小，以及牽涉到產品料號，運用 Waterfall Chart，釐清責任者是誰，USI 還是客戶？如果是客戶的責任，則取得客戶書面認同。

步驟二，和客戶協商，取得書面明確的解決辦法和時間，包括一次或分期付款、分攤到未來出貨產品的單價、收取庫存持有成本 (Inventory Carrying Cost) 等方式。

步驟三，跟催並記錄執行的結果。同時每周更新問題庫存的未來演變，直到該收的都收回來。

依照過去的經驗，部分問題庫存不是那麼容易釐清，很難做到毫無損失，因此除了以上三個步驟，還有一件事也不能忽略，那就是預估損失，將潛在的損失反映在當期的損益，以維持財務報表的誠信透明。

我想藉此機會再次強調，供應短缺需求轉弱當下，庫存控管是管理的焦點。而庫存優化，有賴源頭管理和清道夫雙管齊下。今年下半年，我們大家一起努力，共同維持好的表現。



Inventory Optimization in the Face of Supply Shortage and Weakening Demand

Author: President & COO / CY Wei

In the first half of this year, the market demand continued to be strong, but some semiconductor parts have been in serious shortage, with lead time so long as 53 weeks, and even can't be rescheduled or cancelled! Customers are forced to place orders in advance or repeatedly to ensure the supply! This panic phenomenon made the supply-demand imbalances even worse! As a result, many easy-to-obtain materials come in, while the critical parts are still unavailable! Irrational stockpiling causes the increase of inventory level and turnover days! According to Bloomberg, the average inventory turnover days of 8 major EMS/ODM companies in Q1 has reached 57 days, a 10-year record high; the inventory-to-working capital ratio has also reached 1.26, a 9-year record high. Inventory becomes a key issue in the electronics industry.

If the boom continues in the second half of the year, the high revenue growth may cover up the issue of high inventories. Just like when the river is full of water, the boat can run without hindrance. Once the water reduced, the accumulated gravel and branches will expose and impact the boating. This exactly is the situation in the second half of this year. The market generally weakened, especially in consumer electronics and mobile products. As early as June, the market sentiment has changed, but the supply chain has always responded four weeks or even longer later than the end market. That is why most companies realize the seriousness of the situation until July or August!

The market and products in the high-tech industry are changing rapidly, and when the excess inventory is obsolete, it becomes valueless as the overnight fish and shrimp are not salable. Inventory adjustment can't be effective immediately, and usually needs more than three months lead time. Therefore, early warning is very important. Take actions while the inventory is rising in the middle of the year, otherwise it will lose control in the fourth quarter.

How can we optimize inventory management? I think we can look at it from two aspects, one is the source management, from the market demand side to forecast, and the other is to start from the excess inventory, to carry out the problem-solving work.

Source Management

The Rolling Forecast given by the customer is the source. Generally, BM/OF receives the Rolling Forecast from the customer, deducts the in-stock finished goods and passes it to the production planning. The production planning staff converts it into a Master Production Schedule (MPS), the material control staff then runs the Material Requirement Planning (MRP) according to the MPS and issues a Purchase Request (PR). Finally, the buyer issues a Purchase Order (PO) accordingly. For most companies, this series of processes has been automated through the system to improve efficiency and avoid human error. Nevertheless, the system's resilience is severely tested when the unusual situation happened. We are facing the soaring inventory at our wits' end. No matter how advanced

the system is, it has its shortcomings, as even a good vehicle inevitably runs on the impassable road, it must rely on human wisdom and experience to overcome obstacles. We should never forget how to go on foot even if we have been driving for a long time.

BM/OF should use the waterfall chart to systematically track the customer pull/forecast ratio and monitor the total cost exposure (including AR, F/G, WIP, Component Inventory, Component in Transit, Open PO, etc.), and pay attention to the real demand of the end market to provide timely feedback to customers and adjust rolling forecasts. If the customer insists on maintaining the original forecast rather than accepts our proposal, we should make our own judgment and reduce the quantity of MPS. Yet prepare the long lead time critical parts by manual operation. This depends on a high level of intelligence and professional communication skills, so as not to cause irreparable consequences.

Problem-Solving

In addition to accounts receivable turnover, inventory turnover, and total cost exposure, we have a powerful tool called Problem Log. This tool can count all in-stock, in-transit, and open PO that are surplus to the Master Production Schedule (MPS) and estimate the amount of potential stagnant inventory. Ideally, this amount should be zero, but some of them will go write-off practically! When this amount exceeds what we can afford, we must take the following three steps without hesitation.

Step 1: Apply the waterfall chart, prioritized by the amount of excess inventory and the related part number, to determine who is liable. If it is the customer's liability, get their written confirmation.

Step 2: Negotiate with the customer to come out a clear resolution with due date, such as one-time charge or installment payments,



amortizing to the unit price of future shipments, and charging the Inventory Carrying Cost (ICC).

Step 3: Follow up and record the execution results of the resolution. Also, update the status of the problem inventory on a weekly basis until the issues have been resolved.

According to the experience, some of the problematic inventories are not easy to claim back without loss. Therefore, in addition to the three steps, there is one thing that can't be ignored, which is to estimate the potential loss and accrue it in the P/L of the current period to maintain the integrity and transparency of the financial statements.

I would like to take this opportunity to emphasize that inventory control is the management focus in the face of supply shortage and weakening demand. Inventory optimization depends on a two-pronged approach of source management and problem-solving work. Let's work together to keep a good performance in the second half of this year.

王寒驕：法務就像醫生 創造一個良好且舒適的社會

採訪編輯：總經理室 / 行銷企劃部

英文姓名 | Larry Wang

部門 | 法務智權總處

職稱 | 集團法務暨智權副總經理

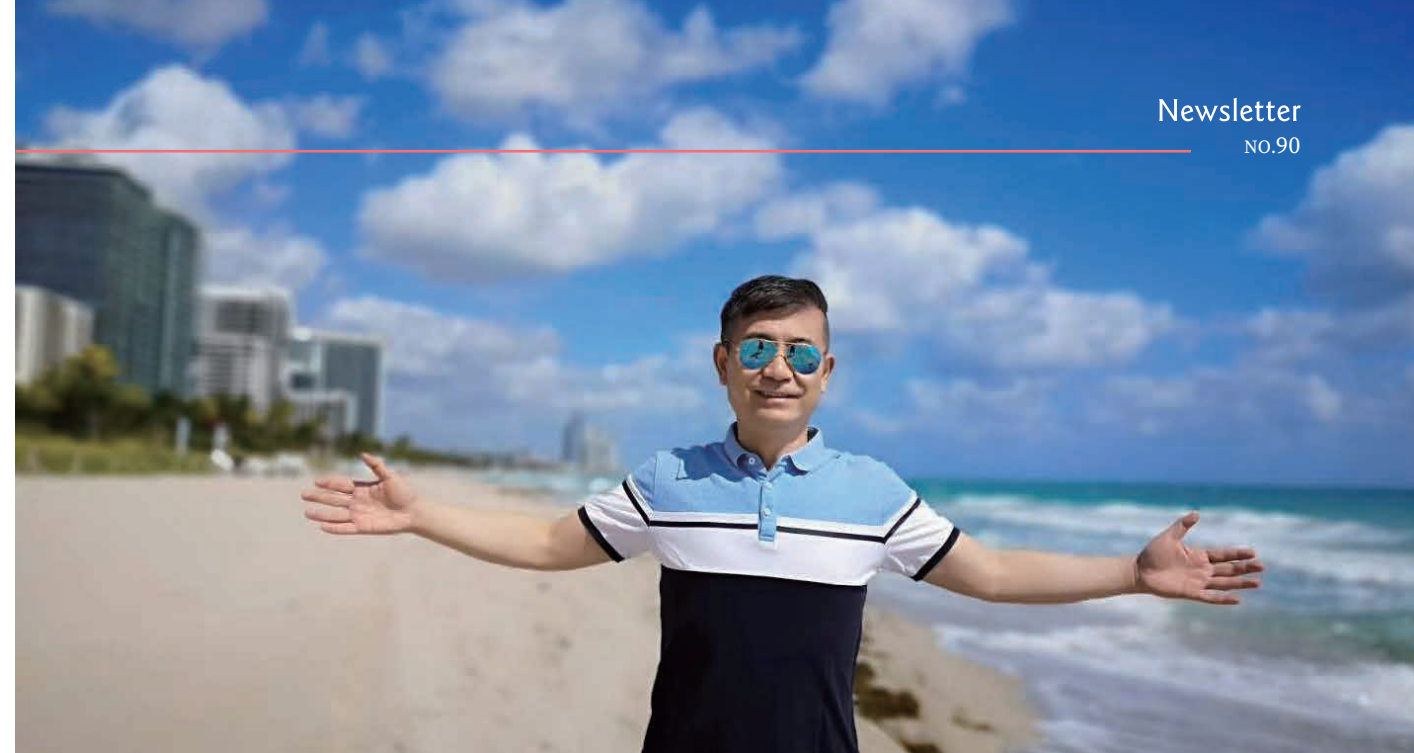
工作地點 | 美國亞特蘭大



Larry 畢業於中國大陸的西北大學法學院，1998 年到西安交通大學進修法學碩士。學海無涯，唯有不斷進取，2003 年，他於倫敦政治經濟學院進修第二個碩士，2010 年他前往美國，不論是職位或眼界，都從 Regional 變成 Global，同時也在哈佛法學院與史丹佛商學研究所進修。在職場的經歷加上學校法律知識的積累，開闊了他的眼界。2020 年，Larry 加入 USI，擔任集團法務暨智權副總經理。

Larry 自小受家庭的耳濡目染，在政府法務部門工作的大哥時常跟他說些趣事，讓他定下了未來從事法務工作的夢想，想對社會做些貢獻。Larry 說：「法務人員就像醫生，人體病了，需要醫生治療。法務人員就是專門醫治不正常的社會關係，透過法律工具把問題解決，把社會關係調整到良好且舒適的狀態。」因為常常總要面對棘手的難題，他也開玩笑地表示，工作了 20 多年，沒有人來找法務，會是專門來跟他們報告好消息的。但能夠跟不同的人接觸，把有關問題合法合理地予以適當解決，最大限度地維護、保護公司的利益，這或許就是做法務的醍醐味。

Larry 詳細介紹，像 USI 這樣的全球化企業，法務部門工作內容繁多，可不是大家想像得那樣簡單，主要分為三個 team：Legal（法務）、IP（智權）及 Compliance（合規），首先是 Legal，會負責重大交易項目像是 M&A 及投融資，處理從前段的簽訂保密協議、意向書，盡職調查，中段的交易結構設計、交易文件與協商談判，到後段與交易團隊一起管理交割，以至於交割後的整合階段，都少不了法務的身影。這兩年以來，Asteelflash 併購案成功完成，他們功不可沒。其他的任務像爭議解決與合約管理，法務同仁也需和不同部門合作，像與 IT 合作優化 CRP 系統、與 HR 解決勞資爭議，或是跟 OPS 討論廠房用地的合法性。有了他們的貢獻，USI 這台大機器才能順利運轉。



IP 首先負責公司專利，像是與 BU 及 R&D 的專利申請計畫或專利評選會議，透過內部公開嚴謹的審核流程與風險分析，避免踩到別人的雷區，並能成功申請專利。另外，商標審查也是工作的重要一環，IP team 依各國商標法的規定，拿掉過氣的商標，維護現有商標，同時配合公司業務發展，申請新的商標。還有頗受歡迎的內部研發競賽與工程年刊徵稿。Larry 強調，藉由這些機制可以持續鼓勵同仁的創新精神，成為 USI 成功企業文化的重要組成部分。近年來，研發競賽的獲獎作品品質都很高，藉由獎金的激勵，公司也能向這些擁有創新點子的同仁表示肯定。

Compliance 是近年備受關注的領域，首先是 Trade compliance，在中美的相對緊張的地緣政治角力下，世界的經貿格局受到深刻影響，像 USI 這樣的跨國公司，通過設計合理的 trade compliance program 來控制和

管理貿易合規風險。再來是資安保護，由於近來各國紛紛出台資安保護相關立法，USI 需要保護在運營中涉及到的各類相關方的資訊與數據。Larry 表示，在這趨勢下，公司已早早布局資安防護，在與 IT、財務，Global Sales、HR、BU、OPS、QA 等團隊的多方合作下，USI 對於資安的防護會越做越完善。最後，compliance 也多與 HR、Audit 同仁合作，共同致力於提升公司的 ethics program。

在商業合作時聊到談合約，總是有人會抱怨自己吃虧。Larry 說絕對不吃虧是不可能的，但在這之前，必須要明確自己的期望值、底線還有妥協的空間，還要增強溝通與協商技巧，如果雙方沒有找到彼此一致的空間，就無法達成目標。在職場方面，隨著性別與種族的意識高漲，營造 DE&I（多元性、公平與包容）的職場變成火熱話題，從公司治理的角度來看，法務會藉由訂定

一些公司治理制度來努力，隨著 USI 擴張全球據點，越來越多不同國籍，文化背景與種族的夥伴會加入 USI 的大家庭，在創造人力資源的多樣性時也能夠替公司帶來貢獻。

Larry 平常喜歡慢跑與旅行，喜歡去接觸不同的人、事物與文化。他說：「讀萬卷書，行萬里路。我們這個職業跟人打交道，不論公司內外，多接觸不同的人，與他們分享喜悅，與他們分擔問題，不管在哪個場合，都是很有意思的事情。」此外，Larry 也想跟同仁們說，期許大家把法務看待為一個 Value-added business partner 兼公司利益監護人，如遇到問題，法務願意擔任救火隊，但最好還是防患未然，別等火燒起來才處理。希望大家可以從自己日常的任務運作，看見法務人員嶄露出的價值，平日多與法務同仁溝通交流。

Larry Wang: *Lawyers are Like Doctors, Creating a Good and Comfortable Society*

Interviewed by: President Office / Marketing Communication

Larry graduated from the Law School of Northwest University in Mainland China, and went to Xi'an Jiaotong University for a master's degree of laws in 1998. There is no end for life learning, only continuous improvement. In 2003, he studied for the second master's degree at the London School of Economics and Political Science. Since he moved to the U.S. in 2010, both his position and vision have evolving from regional to global. Meanwhile, he studied in the Harvard Law School and Stanford Graduate School of Business. The work experience and the legal training in school have broadened his horizon. In 2020, Larry joined USI as the Corporate Legal & IP Vice President.

Larry was deeply influenced by his family since his childhood; during that time his elder brother who worked in a law enforcement agency often told him interesting experiences, which led him dream of working in legal world in the future, contributing to the society. Larry said: "lawyers are like doctors. When the human body gets sick, it needs medical treatment. Lawyers are specialized in treating "ill" social relationships, solving problems through legal protocol, and adjusting the society to a good and comfortable state." Often facing a variety of difficult problems, he also joked that while he had practices law for more than 20 years, no one stepped into Legal's office just for the sake of reporting any good news. But being able to get in touch with different people and solve problems in a legitimate and reasonable manner to protect the company's interests to the maximum, which is probably the best fun part of being an in-house lawyer.

Larry introduced in detail that for a global corporation like USI, the legal department has a lot of work, which is not as simple as everyone sometimes thinks. It is mainly composed of three teams: Legal, IP (Intellectual Property) and Compliance. Legal supports to major transaction such as M&A, external investment project. From the signing of non-disclosure agreement, letter of intent and conducting due diligence in the early stage, designing deal structure, drafting and negotiating transaction document in the middle stage, to managing closing process with the transaction team in the final stage and even post-closing the integration phase, Legal's role is indispensable. Over the past two years, they have contributed greatly to the successful completion of acquisition of Asteelflash. For other tasks such as dispute resolution and contract management, the legal



Larry Wang
Division | Legal & IP
Title | Corp. Legal & IP VP
Office Location | Atlanta, the U.S.

department must also cooperate with different departments, such as work with IT to optimize the CRP system, resolving labor disputes along with HR, or discussing land acquisition with OPS. With their contribution, USI's operation can run smoothly.

IP is responsible for patent, such as patent application plan, patent selection meeting with BU and R&D. Through an open and rigorous internal review process and risk analysis, red flags are identified while problems are eliminated. The patent, therefore, can be applied successfully. In addition, trademark review is also an essential part. According to the trademark laws of various countries, the IP team takes down the outdated trademarks, maintains the existed ones and applies for the new ones in line with the company's business development. IP team also hosts popular internal R&D contest and calls for contributions to the USI Annual Engineering Journal. Larry emphasized that these organized activities indeed encouraged and inspired our colleagues' innovation, which is an important part of USI's corporate culture. In recent years, the winners of R&D contest proved their work's high quality. With bonus incentive, the company also recognized the creativity of these colleagues.

Compliance is a field that has attracted much attention in recent years. The first is Trade Compliance. Under the relatively tense geopolitical friction between China and the U.S., the world's economic and trade pattern have been deeply affected. Multinational companies like USI needs to create a reasonable trade compliance program to control and manage risks of trade compliance. Then there is data security protection. Due to the recent introduction of data protection legislation across the global, USI needs to protect the information and data of the stakeholders in its operations. Larry clarified that following this regulatory trend, USI has already deployed its information security protection program since the very early stage. With the support from IT, Financial, Global Sales, HR, BU, OPS, QA teams, USI's data security protection program will continue to develop and upgrade. At last, compliance team also co-works with HR and Audit colleagues to enhance USI's ethics program.



When talking about contract in business world, there are always people who complain that they lose too much in a negotiation. Larry said that it is very hard for an entire win, but before you kick off a contract negotiation, you must set your expectation and bottom line, and are very clear about your room for any compromise. You also need to know how to apply certain communication and negotiation skills. At the end of the day, if both parties can't have any consensus, the deal won't be reached. In the workplace, with the increasingly awareness of gender and race, the concept of DE&I (diversity, equalness and inclusion) workplace has become a hot topic. From the perspective of corporate governance, Legal has put some efforts to incorporate it to our system. As USI expands globally, more and more talents of different nationalities, cultural backgrounds and races will join the company, which can also contribute to USI's development with diversity in human resources.

Larry likes jogging and traveling, and getting in touch with different people, things and cultures. He said: "It is better to travel ten thousand miles than to read ten thousand books. In our profession, we deal with people, whether inside or outside the company; we contact different people, share joy and concern along with them, which is an absolute fun thing." In addition, Larry also wants to tell USI colleagues that he hopes that everyone will treat his team members as both a value-added business partner and a guardian of company interest. If there is a problem, we are willing to act as a fire fighter, but it is best to take any preventative action before a fire really breaks out. He expects that everyone can tell the added value of Legal, IP and Compliance and communicate more with his team at their daily work.

淺談 FCN — 固定配息結構型產品

作者：張江廠 / ADM / 財務總處 / 蘇煥文

全球停滯性通膨壓力居高不下，又有美聯儲升息及俄烏戰爭，再加上近期中國 Omicron 疫情嚴峻使得諸多股市劇烈波盪，單純定存獲利偏低，股市投資風險又高，值此之際，到底還有什麼理財產品可以值得布局資產呢？本期特別介紹 FCN(Fixed Coupon Note) 固定配息結構型產品以供了解，為資產配置多種選擇。

FCN(Fixed Coupon Note) 係指自行挑選有意向的股票當成連結標的股票，透過定期收取固定收益，每月檢視連結股票是否達到記憶出場價進而離場，直到到期時如未能記憶出場，則須以履約價格購入股票的股權連結結構型產品。FCN 特別適合在股市震盪較大時期，於股價上下劇烈波動期間，透過收取固定收益（即利息）維持穩定收益，並在契約最終到期時，檢視標的股票的收盤價，如收盤價低於履約價格，則以履約價格承接連接標的股票，規避了履約價格與當初市價中間價格差異的風險，降低對標的股票的持有成本。

茲以下面釋例進一步闡述 FCN 的操作機制及相關損益計算。

1. 產品名稱：【聯發科、裕民、大立光】一籃子股票固定收息每月記憶出場型股權連結結構型商品
2. 交割本金：新台幣 200 萬元
3. 定價起始日：2022/01/21
4. 出場觀察日：2022/02/21、2022/03/21、2022/04/21
5. 到期日：2022/04/21
6. 連結標的及連結標的相對權重

連結標的 S	連接標的名稱	連結標的相對權重
S1	聯發科	33.33%
S2	裕民	33.33%
S3	大立光	33.33%

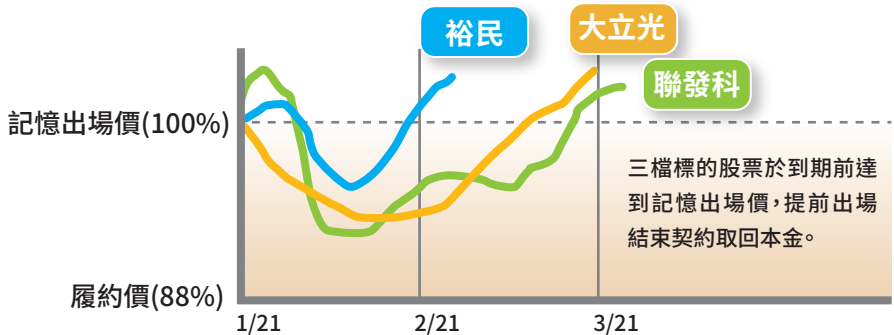
7. 起始日股價、履約價、記憶出場價、期末參考價

連結標的 S	連接標的名稱	起始日股價	履約價（起始價 88%）	記憶出場價	期末參考價
S1	聯發科	1,070.00	941.60	1,070.00	到期日收盤價
S2	裕民	54.80	48.22	54.80	到期日收盤價
S3	大立光	2,080.00	1,830.40	2,080.00	到期日收盤價

8. 年化配息率：10%

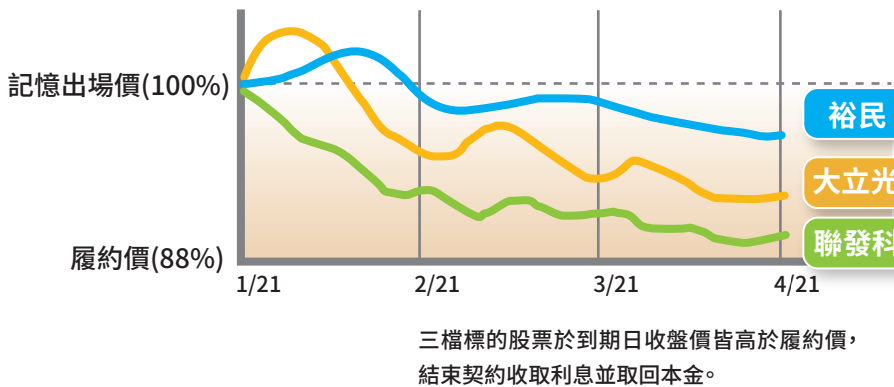
情境一：每月配息及提前出場

不論當月標的股票價格如何劇烈波動，FCN 觀察日之出場機制，僅限於出場觀察日（一個月期滿）當日對標的股票的之收盤價與記憶出場價進行比對，如標的股票的收盤價高於記憶出場價，則鎖定該檔股票提前出場，並依照年化配息率領取配息。出場股票的意義代表著以達到出場價格並不列入下一期觀察日觀察對象。



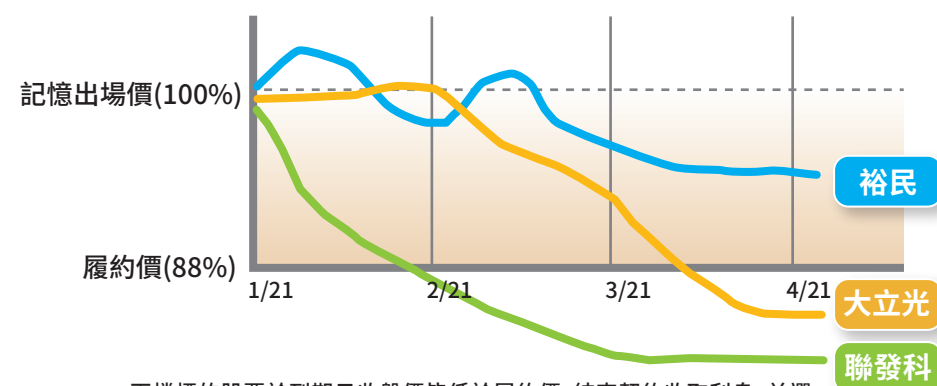
裕民於 2/21 達到記憶出場價，大立光及聯發科於 3/21 達到記憶出場價，則此交易之利息收益為 $2,000,000 \times 10\% \times 2/12 = 33,333$ ，並於 3/21 日因三檔標的皆達到記憶出場價而提前出場，故取回本金 200 萬元。

情境二：未達提前出場價格，持有至到期日，標的股票到期收盤價皆高於履約價



裕民、大立光及聯發科於到期日前皆未達到記憶出場價，但到期日之收盤價皆高於履約價，則此交易之利息收益為，利息收益 $2,000,000 \times 10\% \times 3/12 = 50,000$ ，並於到期日因三檔標的皆高於履約價，故到期並無需履行認股之義務，可取回本金 200 萬元。

情境三：未達提前出場價格，持有至到期日，任一標的股票到期收盤價低於履約



兩檔標的股票於到期日收盤價皆低於履約價，結束契約收取利息，並選擇股價表現最差股票以履約價認購該檔股票。

裕民、大立光及聯發科於到期日前皆未達到記憶出場價，但到期日大立光及聯發科之收盤價皆低於履約價，且以聯發科收盤價為每股 800 元股價表現最差，則此交易之利息收益為 $2,000,000 \times 10\% \times 3/12 = 50,000$ ，並因聯發科為表現最差之標的股票，需依照履約價認購該檔股票，應認購聯發科股票數量 $200 \text{ 萬} / 941.6 = 2,120$ 股。特別提醒，FCN 為非保本型理財產品，如遇到情境三之情況，則到期日時仍需以高於收盤價之履約價格執行認購程序，這意謂在到期日當日即刻造成收盤價與履約價格之價差損失。

FCN 僅為眾多投資理財產品之一且為非保本型產品，雖具有每月固定收息、提前出場機制及客製化特性，但仍須謹慎投資慎選連結標的股票，以免造成巨大虧損。

Introduction to FCN — *Fixed Coupon Note*

Author: Zhangjiang Site / ADM / Finance / Andy Su

Many stock markets have been volatile because of the global inflationary spike, Fed rate rise, Russian-Ukraine war and the outbreak of Omicron in China. Fixed deposits (FD) deliver low returns while stocks involve high risks. Then, what are the best financial products for now? In this issue, we would like to introduce FCN (Fixed Coupon Note) to add one more financial option.

FCN (Fixed Coupon Note) refers to a type of equity-based structured note. The investors can select interested stocks linked to the targets to receive fixed coupon payments. They will get knocked out monthly if the closing spot prices of all the underlying stocks are equal to or above their knock-out levels. Otherwise, they need to purchase the stocks at the strike price if the closing spot price is below the strike price on maturity. FCN is a good option, particularly when the stock market experiences huge turbulence. The investors receive fixed payments (interests) to secure stable profitability. If the closing price of the underlying stocks falls below the strike level on maturity, the investors need to buy the stocks at the strike price. As a result, they avoid the risk of paying for the difference between the strike price and the share price at that time, and the cost of holding stocks becomes lower.

In the following paragraph, we will illustrate how FCNs work and its profits and losses by examples.

1. Underlying: (MediaTek, U-Ming Marine, Largan Precision) Autocall Fixed Coupon Notes with Memory Knock-Out linked to a basket of stocks
2. Principal: NT\$ 2 million
3. Initial price: 2022/01/21

4.Observation date: 2022/02/21、2022/03/21、2022/04/21

5.Maturity: 2022/04/21

6.Underlying stocks and relative weights

Underlying S	Name of underlying stocks	Relative weight of the underlying
S1	MediaTek	33.33%
S2	U-Ming Marine	33.33%
S3	Largan Precision	33.33%

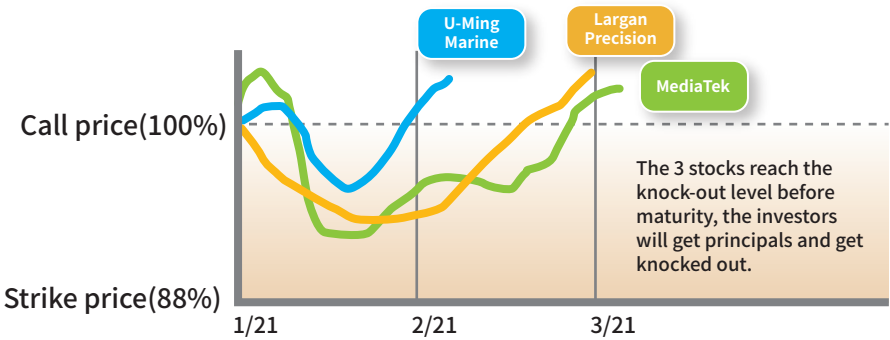
7. Initial price, strike price, call price, final reference price

Underlying S	Name of underlying stocks	Initial price	Strike price (88% of the initial level)	Call price	Final reference price
S1	MediaTek	1,070.00	941.60	1,070.00	Closing price on maturity
S2	U-Ming Marine	54.80	48.22	54.80	Closing price on maturity
S3	Largan Precision	2,080.00	1,830.40	2,080.00	Closing price on maturity

8.Payout ratio per annum: 10%

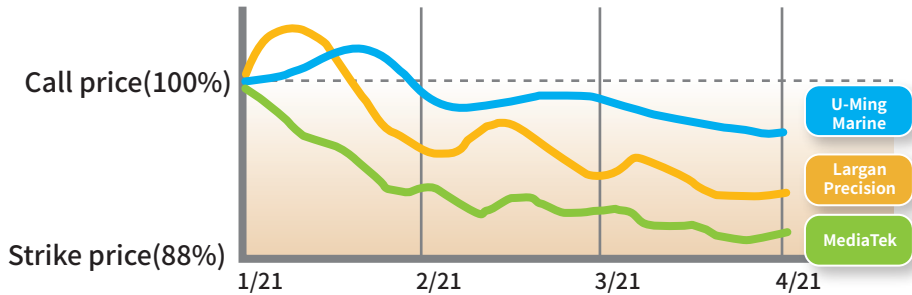
Scenario 1: Monthly payment and knock out

Despite that the price of underlying assets moves up and down dramatically in the month, the coupon payments are provided based on the closing price and the knock-out price on the observation date (1 month). If the closing price of the underlying stocks is above the call price, knock-out will be triggered and the investors will receive coupon payments. The knocked-out stock means the price reaches a specific level and will not be the subject under observation in the next tenor.



The price of U-Ming Marine reaches the knock-out level on 2/21, while Largan Precision and MediaTek reach the level on 3/21. The profits are calculated by using the following formula: $2,000,000 \times 10\% \times 2/12 = 33,333$. Since the 3 stocks reached the knock-out level before 3/21, the investor will get a principal of NT\$ 2million repaid.

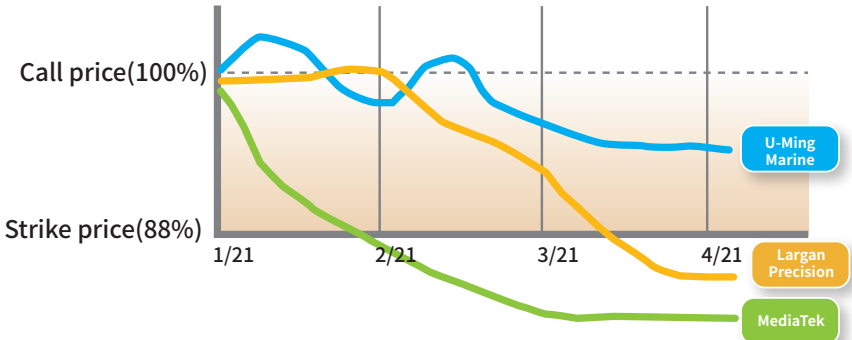
Scenario 2: The closing prices are below the call prices on maturity.
 The share prices are above their respective strike prices.



The closing prices of the 3 stocks are above the strike price on maturity. The agreement ends and the investors will get back their principal plus the agreed coupon payment.

U-Ming Marine, Largan Precision and MediaTek do not reach the knock-out level, but their share prices are above the strike prices on maturity. The profits are calculated by using the following formula: $2,000,000 \times 10\% \times 3/12 = 50,000$. Because the prices of the 3 stocks are above the strike price on maturity, the investors do not need to buy shares and can get the principal of NT\$ 2 million.

Scenario 3: The share prices are below the call price on the observation date and
 the prices of any of the 3 stocks is below the strike price.



The closing prices of 2 stocks are below the strike prices on the observation date. The agreement ends and the investors will be paid in shares of the worst-performing stock plus the agreed coupon.

U-Ming Marine, Largan Precision and MediaTek do not reach the call price on maturity and the closing prices of Largan Precision and MediaTek are below the strike prices. The least performing equity is MediaTek at NT\$800 per share. The profits are calculated by using the following formula: $2,000,000 \times 10\% \times 3/12 = 50,000$. Since MediaTek has the worst performance, the investors need to buy the stocks at strike. The shares of MediaTek to buy is calculated based on the following formula. $NT\$ 2 \text{ million} / 941.6 = 2,120$ shares. Kind reminder: FCN is not a principal-protected note. If Scenario 3 occurs. The investors are required to buy shares at strike on maturity, meaning that they need to bear the loss between the closing price and the strike price on the day.

FCN is only one of many financial products and is not principal guaranteed. Despite fixed coupon payments, call events and customization, investors still need to carefully select their underlying stocks to avoid huge losses.

商業書信： 正式和非正式的級別

Business Emails: Language Style

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew

你知道正式、非正式和中性書信風格之間的區別嗎？你知道哪些詞是正式或非正式的嗎？不恰當的使用會間接損害你的商務關係。因此，語言與內容和情況相匹配很重要。原則上，內容越嚴肅，語言應越正式。本期就來練習這些不同正式程度的詞吧！

Do you know the differences between formal, informal, and neutral email styles? Do you know which words and phrases are formal or informal? Using inappropriate language styles can indirectly hurt your business relationships. Therefore, it's important that the language matches the content and context. As a rule of thumb, the more serious the content, the more formal the language should be. In this issue, we'll practice some useful vocabulary for these different levels of formality.

請先閱讀下面的內容，想想如果是你你會怎麼寫。

Please read the following and think about what you would write if you want to write an email.

主題：接待員的工作申請

尊敬的布朗女士：
參照您的招聘廣告，我想申請貴公司的接待員職位。我已附上我的求職信和簡歷供您考慮。

此致，
艾瑪·威爾遜

📧 📧 📧 B I U

SUBJECT: Job Application as Receptionist

Dear Ms. Brown,
In reference to your job advertisement, I wish to apply for the Receptionist position at your company. I have attached my cover letter and CV for your consideration.

Sincerely,
Emma Wilson

📧 📧 📧 B I U

主題：回覆：本週四的會議

嗨，詹姆斯：
抱歉，這週四我無法出席。可把會議延到下週？

誠摯的，
亞歷克斯

📧 📧 📧 B I U

SUBJECT: RE: Meeting this Thursday

Hi James,
I'm sorry but I can't make it this Thursday.
Can we put the meeting off till the following week?

Regards,
Alex

📧 📧 📧 B I U

主題：回覆：交貨投訴

尊敬的湯瑪斯：
得知您的交貨問題，我很抱歉。我們的一家供應商出了問題，希望在下個月更換。我向您保證，此情況不會再發生。
我們將立即向您發送替換零件。
如可提供任何進一步的協助，請隨時與我聯繫。

致上親切的問候，
鍾智蓮
客戶服務

📧 📧 📧 B I U

SUBJECT: RE: Delivery Complaint

Dear Thomas,
I am very sorry to hear about your delivery problems. We have had a problem with one of our suppliers whom we hope to change in the next month. I assure you that this will not happen again.
We will send you replacement parts immediately.
If I can be of any further assistance, please feel free to contact me.

Kind Regards,
Jillian Chung
Customer Care

📧 📧 📧 B I U

主題：貨物損壞投訴

尊敬的吳先生：
我們今天下午收到了貨物，發現有些已損壞。由於這不是第一次發生這種情況，我的經理正在考慮更換供應商。
期待你的回覆。

問候，
瑪麗亞·桑托斯

📧 📧 📧 B I U

SUBJECT: Damaged Goods Complaint

Dear Mr. Ng,
We received your delivery this afternoon and noticed that some of the goods were damaged. Since this is not the first time that this has happened, my manager is considering changing suppliers.
I look forward to your reply.

Regards,
Maria Santos

📧 📧 📧 B I U

主題：產品詢問

你好：
我在近期的《科學》雜誌上看到了你的廣告。如能向我提供一些有關貴公司產品的資訊，我將不勝感激。

謝謝，
喬·法拉利

 **B** *I* U

SUBJECT: Product Inquiry

Hello,
I found your advertisement in a recent edition of The Science. I should be grateful if you would send me some information about your company's product range.

Thanks,
Joe Ferrari

 **B** *I* U

主題：回覆：產品詢問

尊敬的法拉利先生，
感謝您對我們的產品系列感興趣。請看附件為您要求的資料。
如您需要任何進一步的資訊，請隨時與我聯繫。

此致，
道格拉斯·史密斯
銷售經理

 **B** *I* U

SUBJECT: RE: Product Inquiry

Dear Mr. Ferrari,
Thank you for your interest in our product range. Please find attached the information you requested.
If you require any further information, please feel free to contact me.

Best Regards,
Douglas Smithson
Sales Manager

 **B** *I* U

主題：未付款請求

佩吉您好，
我們從我們的記錄中發現，您尚未支付上一張發票。能否在本週末前轉移未結金額？

非常感謝，
翁·塔瑪拉
信貸控制

 **B** *I* U

SUBJECT: Outstanding Payment Request

Hello Peggy,
We note from our records that you have not paid our last invoice. Could you transfer the outstanding amount by the end of this week?

Many thanks,
Tamara Ong
Credit Control

 **B** *I* U

主題：謝謝

嗨西蒙，
謝謝你的幫助。我們的團隊認為此會談非常有用。
下次你在我們地區時記得與我們聯繫。

誠摯的問候，
吉爾

 **B** *I* U

SUBJECT: Thank You

Hi Simon,
Thanks for all your help. Our team members found the conference very useful. Do get in touch next time you are in our area.

Best,
Jill

 **B** *I* U

Tip!

1. Could 在正式語言中比 can 更頻繁。
Could is used more often in formal language than can.
2. 在正式語言中，使用更正式的同義詞如：require、receive、assure、contact、further 而非 need、get、promise、get in touch、more。
In formal language, more formal synonyms are used, e.g., require, receive, assure, contact, further instead of need, get, promise, get in touch, more.
3. 片語動詞如：put off、think about 在非正式和中性的書信中更常見。
Phrasal verbs, e.g., put off, think about are more common in informal and neutral email language.
4. 縮略語 (I'm、you're、won't) 在正式語言中的使用頻率較低。正式語言使用完整的形式 (I am、you are、will not)。
Contractions (I'm, you're, won't etc.) are used less often in formal language. Formal language uses full forms (I am, you are, will not).
5. 縮寫詞如 info、ad、re 適用於非正式語言。正式語言使用完整的詞，如：information、advertisement、regarding。
Abbreviations, e.g., info, ad, re are appropriate for informal language. Formal language use full words, e.g., information, advertisement, regarding.
6. 在正式語言中，使用更正式的地址形式，如：Dear Ms. Brown、Dear Mr. Ng。
In formal language, more formal forms of address are used, e.g., Dear Ms. Brown, Dear Mr. Ng.

Neutral/Informal 中性 / 非正式	Formal 正式
Hello, / Hi,	Dear Ms. Brown,
Re your job ad,	In reference to your job advertisement,
I'm sorry but I can't make it this Thursday.	Unfortunately, I will not be able to attend our meeting this Thursday.
We got your ... this afternoon.	We received your ... this afternoon.
Can we put the meeting off till...?	Could we postpone the meeting to...?
My manager is thinking about...	My manager is considering...
Hope to hear from you soon.	I look forward to your reply.
Please send me...	I should be grateful if you would send me...
Thanks for asking about...	Thank you for your interest in...
Do get in touch next time...	Feel free to contact me next time...
I promise this won't happen again.	I can assure you that this will not happen again.
I'm attaching the info you need.	Please find attached the information you require.
If you need more info, get in touch.	If you require any further information, please feel free to contact me
If you need more help, get in touch.	If I can be of any further assistance, please feel free to contact me.
I see you haven't paid our last invoice.	We note from our records that you have not paid our last invoice.
Thanks for all your help.	Thank you for all your assistance.

More informal and formal synonyms:

Informal → Formal	Informal → Formal	Informal → Formal
fix → repair	ask → inquire	give → provide
book → reserve	ask for → request	changes → amendments

練習了這些不同級別的形式，下次編寫書信時記得使用適合內容和情況的詞彙囉！
Now that you've practiced these different levels of formality, be sure to use the appropriate vocabulary suited to the content and context the next time you write emails.

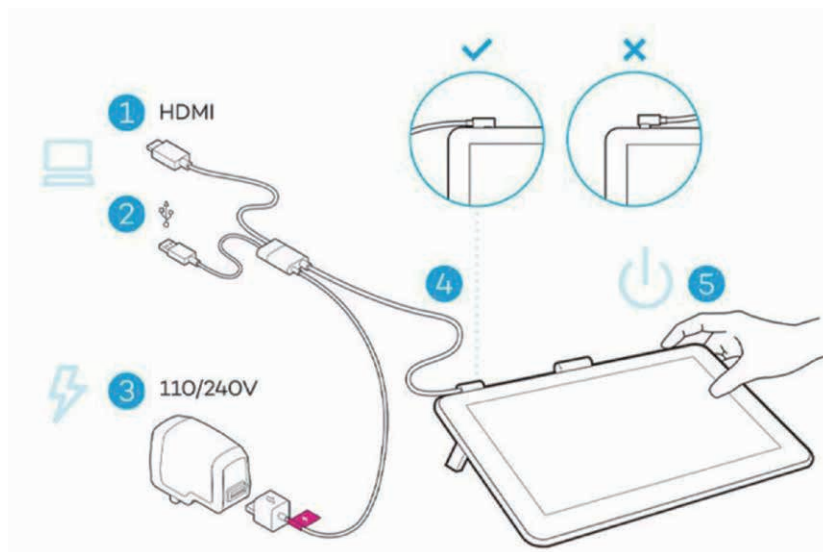
解析無線螢幕手寫之 創新筆跡跟隨技術

作者：臺灣草屯廠 / V&SA / SA 研發處 / 陳誌祥

手寫板產品可提供使用者直覺性的輸入方式，深受繪畫創作者歡迎，隨著將手寫板加上螢幕做同步顯示，更讓使用者擁有如紙筆手寫般的輸入感受。以目前市面上帶有螢幕之手寫板裝置大多為有線產品，使用者需要透過有線方式連接到電腦或平板進行第二螢幕畫面分享，因此對應不同設備也需有不同的特殊線材連接且價格也相對高昂。使用無線技術取代線材連接是一項重要的技術突破。目前 Wi-Fi 6 技術相對成熟，但使用現行的無線投影產品會有嚴重筆跡跟隨延遲問題產生，故本篇探討的技術能實現筆跡跟隨低延遲之突破。

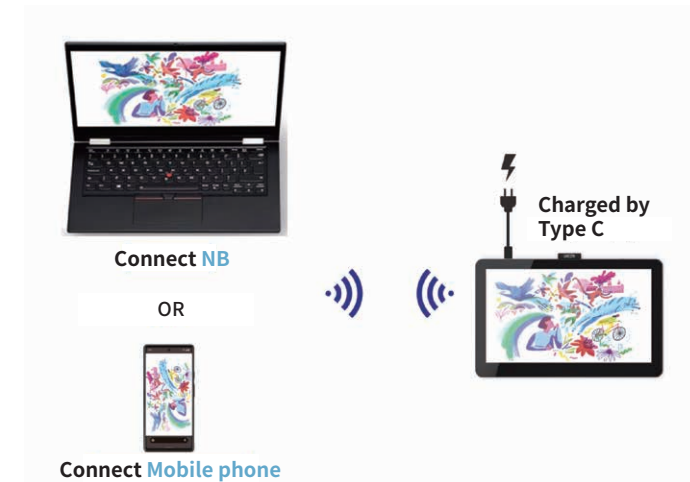
無線螢幕結合手寫系統之 情境介紹

市售 Pen Display 需透過有線方式做連接（參考圖一），目前使用者大多適應有線系統手寫繪圖效能，但使用時需設定連接線，時常帶來不便，因此使用無線螢幕技術取代連接線可改善連線之缺點。



圖一 市售 Pen Display 接線方式
來源：Wacom One 使用說明書

無線螢幕結合手寫系統主要透過 Wi-Fi 6 技術取代 HDMI 與 USB 通訊線的角色，且內部攜帶電池，可由一條 USB Type-C 供電給手寫板裝置進行充電（如圖二）。

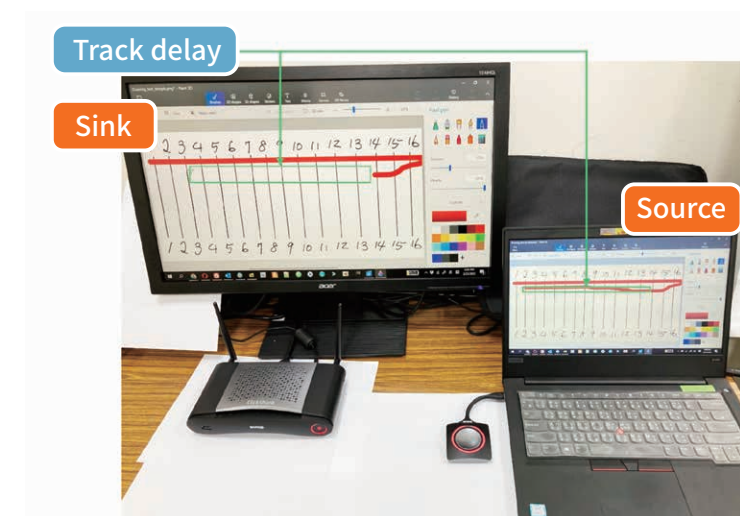


圖二 無線螢幕結合手寫系統與裝置連線示意

手寫系統應用於無線螢幕之瓶頸

使用市售無線螢幕產品結合手寫系統理論上能夠快速實現產品化，但實際上無線螢幕技術結合手寫筆進行畫線測試時發現 NB 與 Sink(影像訊號接收端)有很大的延遲問題發生（如圖三），但是為何無線螢幕可以容許這麼大的延遲？無線螢幕大多使用於會議 NB 畫面投影，透過無線方式將 NB 螢幕畫面傳輸到 Sink 端。此時人眼只看著 Sink 端螢幕，此情境下只確保影像順暢度足夠即可。

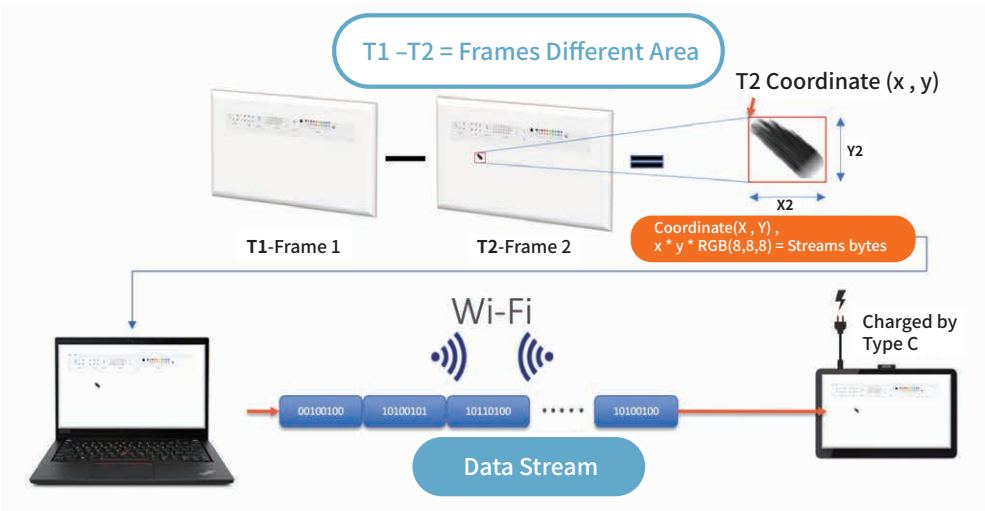
但是加入手寫系統就必須考慮延遲的問題，因過大的延遲會影響手寫系統的筆跡追隨性不佳而產生筆尖與線條對位不準確問題。



圖三 無線螢幕軌跡嚴重延遲

淺談創新無線手寫系統即時筆跡跟隨技術

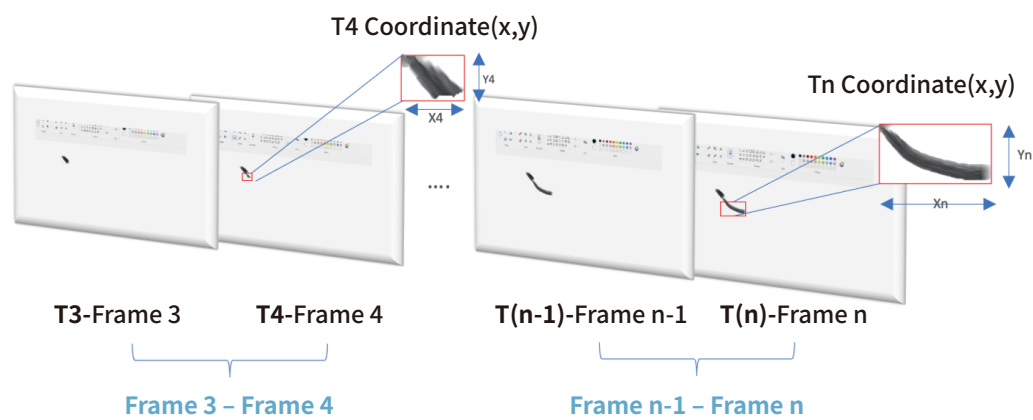
參考下圖四，本技術透過影像處理方式 T1 減 T2 Frame 找出兩個 Frame 的差異，框出差異筆跡 X2,Y2 之面積範圍與相對應之座標原點位置 (x , y)，軟體將相對應筆跡資料進行編碼後透過 Wi-Fi 傳送到 Sink 端，Sink 端將接收資料解碼後將筆跡顯示到相對應螢幕位置上。



圖四 筆跡影像處理與資料傳輸示意圖

此技術可有效將畫面上筆跡即時找出並且過濾掉背景之冗餘資料，可以大幅降低影像資料量。見圖五，針對不同書寫的速度，此技術可透過影像處理方式辨識出不同筆跡的動態區塊面積。

目前影像處理技術非常成熟，筆跡處理系統其相容性運作於目前個人電腦或手持式裝置均可以達到較佳的使用者手寫體驗。



圖五 筆跡動態區塊影像辨識技術

無線螢幕繪圖結合筆跡跟隨技術之效能展示

使用本技術可相近於 Source 端筆跡，提升手寫筆跡之跟隨性，圖六為提升使用者在繪圖上的手感體驗。



圖六 筆跡跟隨技術之效能展示

技術未來展望

此技術用於克服手寫系統應用於無線螢幕筆跡延遲問題，實現無線螢幕手寫系統產品化，無線螢幕手寫系統可應用於教育市場，台上教師透過無線螢幕應用情境做即時教學時的筆記互動，手寫板有基本的筆、紙（由液晶螢幕取代），此技術的導入可讓學習寫字的學生可以有更佳的寫字手感體驗。此外，此技術也可應用於醫療、旅客導覽系統。此技術實現縮小筆跡影像資料量，除了使用 Wi-Fi 之外，也可評估使用其他無線通訊技術，如藍牙。



Analysis of the Innovative Realtime Pen Tracking Technology for Wireless Pen Display

Author: Taiwan Tsaotuen Site / V&SA / SA RD Div. / Joseph Chen

Pen display allows users for intuitive input and, therefore is deeply loved by art creators. The synchronized display of pen display on screen allows users to feel like they are writing something with a pen on a piece of paper. Most of pen displays available in the market are wired products, which means that they must be connected to a computer or tablet through a cable for display on a second screen. However, different devices require different cables for connection and that increases the overall price. The wireless connection instead of connection through a cable is a major technical breakthrough. WiFi 6 is becoming mature technically, but there is a serious delay in Realtime Pen tracking when using an existing wireless projection product. This article is going to investigate a technology that is promising to make a breakthrough in Realtime Pen tracking delay.

Scenario Where a Wireless Screen meets Hand-writing System

Most of pen displays in the market requires a cable for connection (Fig. 1). Users are mostly used to write and draw on a wired display system. However, the wired connection comes frequently with inconvenience. Therefore, the wireless screen technology is perfect for solving the issue with cumbersome connection cable.

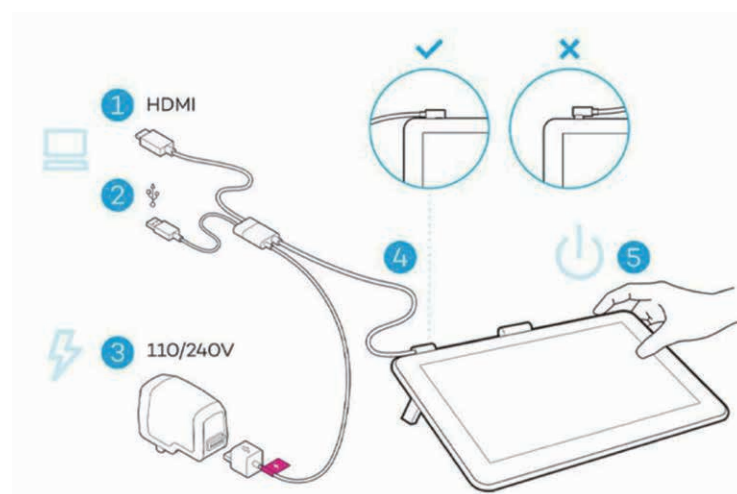


Figure 1 Connection of a Market-available Pen Display
Source: Instruction of Wacom One

In the combination of wireless screen and pen display, WiFi 6 is introduced in place of HDMI and USB communication cables. The pen display, on the other hand, can be charged by the screen's built-in battery through a Type-C USB cable (Fig. 2).

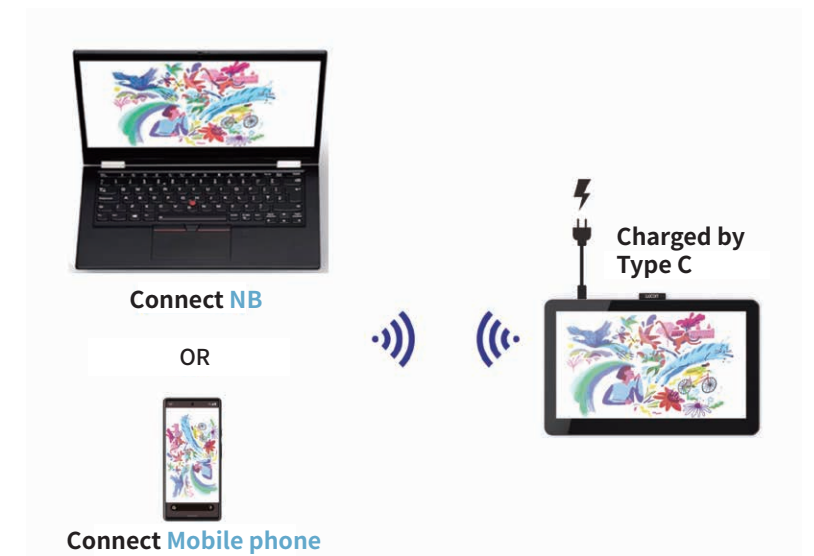


Figure 2 Combination of Wireless Screen and
Pen Display and How They Are Connected

Bottleneck of Pen Display System Application in Wireless Screen

The combination of market available wireless screen and pen display system can, in theory, realize commodification rapidly. In reality, however, it is found during the drawing test by combining wireless screen technology with pen display that there is significant delay at laptop and sink (image signal receiving end), as shown in Fig. 3. So, why does the wireless screen allow such significant delay? Wireless screen is used mostly for projection of laptop screen in meeting. The laptop screen is transmitted wirelessly to sink, and people have their eyes only for the screen at the sink end. In such a scenario, it is only necessary to ensure the images are smooth.

On the other hand, the delay issue needs to be considered with the pen display comes in to play, as excessive delay leads to poor Realtime Pen tracking for the pen display and, thus, poor alignment between pen tip and lines on screens.



Figure 3 Significant Delay on Tracks on Wireless Screen

Innovative Realtime Pen Tracking Technology for Wireless Pen Display System

It is shown in Figure 4 below that the difference between 2 frames is determined by subtracting frame T2 from T1 using image processing, and the range defined by the track difference X2, Y2 and the corresponding coordinate (x, y) are determined. The program encodes the corresponding Tracks and transmits to sink through WiFi. The data received is decoded at sink and the tracks are shown at the corresponding locations on screen.

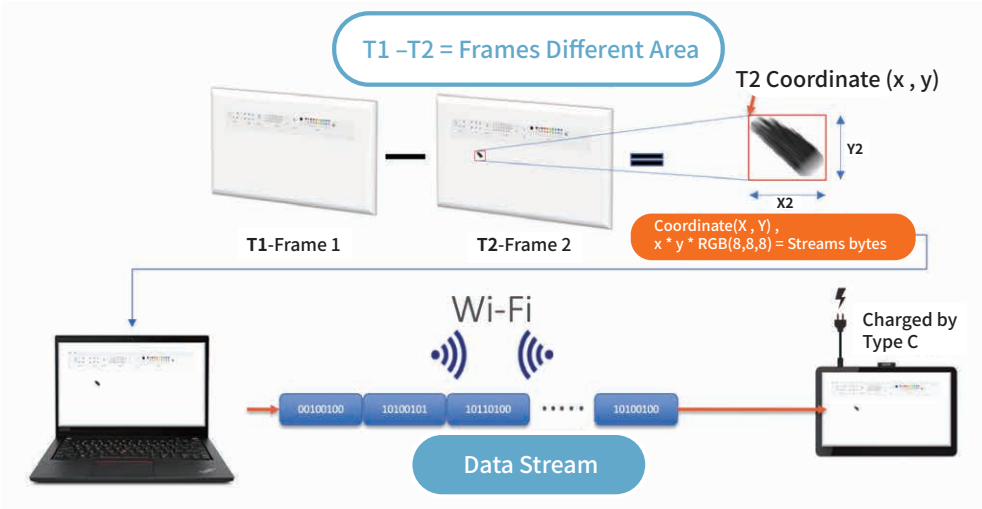


Figure 4 Track Image Processing and Data Transmission

This technology is capable of identifying tracks on screen in real time while filtering out redundant data in background, which reduces the quantity of image data to be processed significantly. As shown in Figure 5, for different writing speeds, this technology identifies the dynamic block area of various Tracks via image processing.

Today, the image processing technology is fairly mature. The compatibility of Track processing system to PC or handheld devices provides better user experience for hand writing.

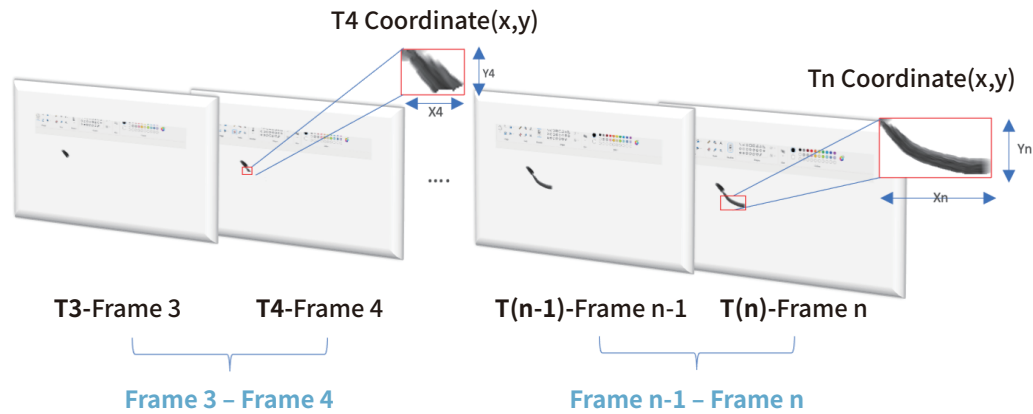


Figure 5 Dynamic Track Block Image Identification Technology

Performance Demonstration for Wireless Screen Drafting Coupled with Track Following Technology

This technology is used to approximate Tracks at the source end and improve the tracking of hand-written Tracks.



Figure 6 Performance Demonstration for Pen Tracking

Prospects

This technology realizes the commodification of wireless pen display system by overcoming the Track delay on wireless screen for the pen display system application. The wireless pen display system is applicable to the education market, as teachers on stage provide their teaching notes in real time through the wireless screen application scenario. Pen display comes with pen and paper in the form of LCD screen. The introduction of this technology allows students for better hand writing experience while learning how to write. In addition, this technology is perfect for medical care and guided tour system. This technology realizes the reduction of Track image data quantity. In addition to Wi-Fi, more wireless communication technologies are being explored, such as Bluetooth.



Marwa Charfedi

工作的一天

作者：Asteelflash / Marketing Communication / Clara Fosse

本季「工作的一天」系列，我們有幸採訪到任職於 Asteelflash 突尼西亞 La Soukra 廠的專案經理 Marwa Charfedi。



Marwa 在 7 年前加入 Asteelflash，過去 3 年一直在工業電子事業部工作。她起初擔任客戶品質工程師，接著是事業部品質經理、品質活動經理。直到 2019 年，她成為一位專案經理。

Marwa 是我們認為的多語言通，由於熱愛旅行使她樂於學習多種語言。對她而言，這確實是使她能夠和所旅行國家的當地人溝通的優勢。至今 Marwa 會說 5 種不同的語言：阿拉伯語、德語、法語、英語和義大利語。

身為專案經理，Marwa 每天都與她的客戶聯繫，以便能在客戶與 Asteelflash 的產品生產過程中提供協助。這是一份會帶來驚

喜的工作，因為每天的經歷都截然不同。事實上，每個客戶都是獨一無二的，都有特定的需求需要滿足。

正是在 Marwa 的 La Soukra 廠客戶服務團隊的支援下，她對客戶組合的不同需求有了概觀，滿足了客戶在數量、物流、品質和價格各方面的需求。這個團隊一宛如她的第二個家庭一更激勵著她，每天都充滿活力來面對任何新挑戰。

基於上述四個滿意度的標準下，專案經理是 Asteelflash 組織的核心職位，讓 Marwa 與銷售、財務、品質團隊等都有接觸。這對於追蹤客戶業務的細節至關重

要，以便在隨時都能提供他們最好的資訊。

此外，當前背景下（COVID-19、零組件短缺危機或俄烏戰爭），必須與客戶有效合作，解決大量的問題並保證按時交貨。因此，每一天都是新挑戰。

在任何時候找到正確的平衡點都是成功的關鍵。有必要維持上述的四個滿意度的標準，但也必須確保專案的利潤。有時，兩者之中有一方必須做出妥協，同時找到方法來實現自己的目標。這種需要時常保持的平衡才是真正的挑戰。



A Day in the Life of Marwa Charfedi

Author: Asteelflash / Marketing Communication / Clara Fosse

This season, we had the pleasure of interviewing Marwa Charfedi, Program Manager in our La Soukra (Tunisia) facility, as part of the "A Day in the Life of" campaign.

Marwa joined Asteelflash 7 years ago and has been working in the Industrial Business Unit for the last three years. She started as a Customer Quality Engineer, followed by a Business Unit Quality Manager, and an Activity Quality Manager and became a Program Manager in 2019.

Marwa is what we can consider a polyglot, because, from her passion to travel was born the pleasure to learn multiple languages. This is a real asset as it allows her to communicate with the locals of the countries she travels to. Today, Marwa speaks 5 different languages, Arabic, German, French, English, and Italian.

Thanks to her job as a Program Manager, Marwa is in daily contact with her clients in order to support them throughout their production journey with Asteelflash. It is a job that brings its share of surprises because no two days are alike. In fact, each customer is unique and has specific needs.

It is with the support of her Customer Focus Team of La Soukra that Marwa meets the needs of her

customers in terms of quantity, delivery, quality, and price; a real overview of the different needs of the customer portfolio. This team, which she considers to be her second family, motivates her, even more, each day to be full of energy and to face any new challenges that may come her way.

Based on these satisfaction criteria, Program Manager is a position at the heart of our organization, putting her in relation with sales, finance, quality team... This is essential to follow all the details concerning the customers' business in order to give them the best information at all times.

Moreover, in the current context (COVID-19, Components crisis, or the Ukraine War...), it is essential to work efficiently with the customers to solve a great number of problems and keep the deliveries on time. Thus, each day is a new challenge.

Finding the right balance at all times is essential to succeed. It is necessary to maintain customer satisfaction regarding the four criteria mentioned above, but it is also necessary to ensure the profitability of the project. Sometimes one of the two entities must make a compromise while at the same time, finding a way to achieve its own goals. This balance to be maintained can be a real challenge.



法國飛旭集團 Tijuana 廠總經理

Jesus Orozco

學歷只是開始 工作要堅持不懈， 以結果為導向



採訪編輯：總經理室 / 行銷企劃部

美洲是 USI 的重要製造基地，自從 AsteelFlash 加入 USI 大家庭以來，美洲的製造實力日漸增強。這次我們邀請了 AsteelFlash 墨西哥 Tijuana 廠的廠總經理 Jesus Orozco，與我們分享他的工作經驗、生活信念與人生期許。



Q1. 請簡單介紹一下您自己。

我是一名工業工程師，專攻生產流程，當時也修了兩個MBA課程，一個是新業務發展，另一個是全面品質領域。早在1990年代，當我還在大學唸書時，我得到了加入李爾公司的機會，當時李爾就像是我的第二所專業學校，在那裡我能夠學習和親身實踐精實生產與全面品質工具。後來，我有機會能在法斯科、摩托羅拉、大陸集團等公司工作。直到2019年1月加入AsteeFlash，並有幸成為USI大家庭的一員。

我的專業經驗幾乎涵蓋了製造業的所有不同領域，從生產、供應商品質、品質體系、品質控制、材料、工程到整體公司營運責任。

多年來，我一直對透過軟體發展實現內部管理流程的自動化很有興趣。這個方法能優化及減少數據轉化成統計表的時間。這對我們在生產流程中需做出明智決定時是非常重要的。

我其中一個愛好是建築工作，像是建築、油漆、木工。我想有一天我會成為一個木匠。

Q2. 請跟我們介紹您一天的工作行程，而您最樂在其中的地方是？

由於供應鏈的危機，每一天都是一個挑戰，但也是一個機會。在問題影響運營之前就要把它解決，這就是為什麼我每天會從回顧前一天的安全、品質、運營結果，以及已完成的各項KPI來揭開一天工作的序幕。我最喜歡的是日常運營會議，會議上，許多跨領域員工和團隊成員會討論我們對客戶發貨/生產要求的遵守情況，並密切追蹤月底的營收表現。

驚豔的是，我們的員工和團隊成員能將這個重要的會議變成一個充滿挑戰的會議。

Q3. 您理想中的工作場所會是什麼樣子的？在此基礎上，你會給 Tijuana 廠打多少分，為什麼？

我理想中的工作場所是：一早起床你就會期待工作，工作上能夠與同事積極互動、在領導他人時並不會受到來自內部組織的壓力。和其他許多製造廠一樣，在Tijuana廠，我們不會說我們是完美的，但我可以從同事那裡感覺到，我們工作環境也是非常好。我從許多現任及前任的團隊成員那裡收到了許多回饋，他們非常喜歡在Tijuana 廠工作。

Q4. 若要給想成為廠總經理的人一些建議，他們會面臨哪些利弊？

對許多人來說，成為總經理是職涯的最大目標之一。然而，隨即而來的是一個永無止境的責任。要不斷為自己做準備，以實現短期、中期和長期的目標，為股東和團隊成員的利益領導一個能夠盈利的組織。

我的女兒Daniela，去年剛畢業，現在是工業工程師，她也即將修完她的金融MBA學程。最近和她聊天時，我告訴她，學歷只是一個開始，你必須在組織中不斷地學習，參與許多部門的工作，積極主動，遵守紀律，具有團隊精神，堅持不懈，以結果為導向。這將會使你逐步晉升，實現自己的職涯期望。

Q5. EMS 產業的迷人之處在哪裡？

現在，萬物都與電子和新技術有關。處在EMS業務你有機會直接接觸創新產品與客戶互動，參與生產那些將會改變我們世界觀的產品，感覺總是很不錯。



Q6. 什麼事情是你早先深信不疑，現在卻不再相信的？

你可能會認為團隊合作很基本，因為這已經出現在所有精實生產的文獻中，但在過去，我認為自己做結果會更好。多年後，從我個人的成功經驗中我學到團隊合作能在短的時間內獲得更好的結果，而且更加省力。

Q7. 支持你的人生信念是？

家庭、兒子和女兒，以及在工作上不斷地追求卓越。

我喜歡每天一早醒來，試著突破自我，嘗試建立一些新的、不同的事物來幫助自己或其他人。

Q8. 工商時間！請問 Tijuana 廠的亮點是什麼？

Tijuana廠在美國和拉丁美洲市場具有戰略地理優勢。現在在USI的大力支持下我們的技術能力增強了，營收在兩年內也增長了112%以上。

我們擁有一流的員工，專業的跨職能團隊，以及在EMS產業中具有豐富經驗的管理人員。在Tijuana，我們已經準備好，並有足夠的能力在工業、汽車、醫療或航太領域抓住任何新的商業機會。



Jesús Orozco

General Manager of Asteelflash Tijuana
**Education Is Just the Beginning
Be Persistent and Results-Driven at Your Work**

Interviewed by: President Office / Marketing Communication

Americas is an important manufacturing base for USI, and since Asteelflash joined the USI family, USI's manufacturing capability in Americas has enhanced. In this issue, it's our pleasure to have Mr. Jesús Orozco, the General Manager of Asteelflash Tijuana, to share his experience, beliefs and expectations with us.



Q1. Please briefly introduce yourself.

I graduated as an Industrial Engineer specializing in Production Processes, also had the opportunity to complete two MBAs, one in the field of New Business Development and another one in Total Quality. Back in the 1990s, while still studying my college degree, I had the opportunity to join Lear Corporation, which was like my second professional school at that time. I had the chance to learn and implement Lean Manufacturing and total quality tools. Later on, I had the great opportunity to work for companies such as Fasco Electrical Motors, Motorola, and Continental Automotive, among others, until I finally joined Asteelflash back in January 2019 and, therefore, the great USI family.

My professional work experience has been in almost all manufacturing areas, from Production, Supplier Quality, Quality Systems, Quality Control, Materials, Engineering and the whole operation responsibility.

For many years, I have been very interested in the automation of internal administration procedures via software development as a way to optimize and reduce the time of turning data into quick statistics required to take informed decisions in our manufacturing environment.

Some of my hobbies I have are the field of construction work, building, painting, carpentry, home improvement. I think one day I will be a carpenter.

Q2. How does your typical working day look like?
What do you enjoy the most?

Because of the current supply chain crisis, every day is a challenge and an opportunity to resolve issues before they become critical to the operation. Therefore, my day begins with reviewing previous day's the safety, quality and operational results and our accomplishments on the different KPIs. What I enjoy the most is our daily operation meetings, where I have most of our cross-functional staff and team members discussing our adherence to customer shipment/production requirements and close tracking of revenue achievement towards the end of the month.

It is amazing how our staff and team members can turn this important meeting into a forum of challenges.

Q3. What's your ideal workplace? Based on that, how would you rate Tijuana site, and why?

My ideal workplace is the one that makes you enjoy waking up every morning, where you can positively interact with your coworkers and our leaders without thinking about internal organizational stress. Here in Tijuana, as in many other manufacturing facilities, we



can't say we are perfect, but I can feel from our colleagues that our work environment is very good for not saying excellent. I have received many comments from current and former Tijuana coworkers stating that they really enjoy working at Tijuana Site.

Q4. If you want to advise people who want to be Site GM, what are the pros and cons?

Being a General Manager can be considered as one of our biggest professional career goals. However, it comes with never-ending responsibilities. We need to keep enhancing ourselves for the short, medium and long-term objectives of leading a profitable organization, for the good of our shareholders and team members.

I recently had a conversation about this with my daughter Daniela, who just graduated last year as an Industrial Engineer and is for about to finish her MBA in Finance. I told her education is just the beginning, you will have to grow within an organization by being in a learning mode at all times, getting involved in and with all the departments and functions, being proactive, disciplined, a team player, persistent and results-driven. That will eventually



result in gradual promotions that will help you fulfill your professional expectations.

Q5. What's the fascinating part about being a part of the EMS business?

Nowadays, everything is about electronics and new technologies. Being part of the EMS industry allows you the opportunity to have a direct interaction with new and innovative products and customers. It is always great to successfully participate in producing products that will eventually change the way we perceive the world.

Q6. What did you believe in before that's not the case anymore?

You may say it is a very basic thing because teamwork has been in all lean manufacturing literature, but in the past, I believed that making things by myself may give me better results. Over the years, from personal successful experiences I have learned that working as a team is the best option to obtain better results in a shorter period of time and with less effort.

Q7. What is your motto for life so far?

My family, my son and daughters and a never-ending desire to succeed in my job.

I love waking up every day and trying to improve myself, trying to build something new or different that may help me or someone else.

Q8. Commercial Time! What are the selling points of the Tijuana site?

Tijuana site has a strategic geographic advantage for the USA and Latin America market. We are now strongly supported by USI, enhancing our technological capabilities, which resulted in revenue growth of +112% in two years.

We have top-of-the-line qualified production associates, very professional cross-functional teams and a skilled management team with a broad experience in the EMS environment. Here in Tijuana, we are ready and have enough capacity to take any new business opportunity in Industrial, Automotive, Medical or Aerospace fields.

越南麵包 Banh Mi 最讚的路邊攤美食

作者：越南海防廠 / ADM / Corporate Service / Vu Hoai Nam

這可不是越式的法國長棍麵包，不是越式的三明治，越南麵包有個名字：Banh Mi，被全世界的人青睞。它遠近馳名，無論在哪個國家，在點這道菜時，你絕對要講它的越南名字「Banh Mi」。它很快就能做好，價格便宜，有多種樣式可選，當在越南的不同地區嘗試 Banh Mi 時，完完全全是不同的體驗。那它有什麼亮點呢？就請大家看下去。

Banh Mi 有兩種吃法：純吃麵包或蘸著其他食物吃。Banh Mi 的外觀是薄薄的麵包皮和白色的透氣麵包心。小麵包心的原料有小麥粉跟米粉。除了做成三明治外，它還可以配著肉一起吃，如「bò kho」（一種燉牛肉）、咖哩和「phá lấu」（用豬肉做的越南菜）。Banh Mi 也可以蘸著煉乳（越南人最喜歡的品牌 Sữa Ông Thọ）吃，這種吃法是以前的教育部門教導我們的。

有餡料的麵包

一個 Banh Mi 通常由一種或多種肉類、生菜和佐料組成。生菜通常包括新鮮黃瓜片、香菜、醃胡蘿蔔和白蘿蔔絲。常見的調味料包括辣椒醬、辣

椒片、美乃滋。然而，品項太多，難以一一列舉。如果你到了越南各地，你有可能會發現不同種類的 Banh Mi。以下列出一些例子：

- Bánh mì pa-tê (肉醬口味)
- Bánh mì xá xíu or bánh mì thịt nướng (烤豬肉口味)
- Bánh mì chả lụa or bánh mì giò lụa (豬肉香腸口味)
- Bánh mì gà nướng (烤雞口味)
- Bánh mì bò nướng phô mai (起司烤牛肉口味)
- Bánh mì bơ (牛油或黃油口味)
- Bánh mì trứng ốp-la (煎蛋口味)

憑藉獨特的風味和豐富原料搭配的精緻與和諧，Banh Mi 一直不斷地走向世界，甚至征服了各地挑剔客人的味蕾。如果你有機會拜訪越南，不妨嘗嘗看，你絕對不會失望的。

Banh Mi The Best of Vietnamese Street Food



Author: Vietnam Haiphong Site / ADM / Corporate Service / John Vu

Not Vietnamese baguette, not Vietnamese sandwich, this dish is favored by people all over the world with a name: Banh Mi. It represents full of admiration, resulting in the fact that regardless of the country, you must absolutely speak Vietnamese name "Banh Mi" when order this dish. It's quick, it's cheap it has so many flavor that almost like a different experience for you when you try these in a different region of Vietnam. So, what to love about it? Let's find out!

Banh Mi server with 2 main ways: The bread only or dipping in other dishes. "Banh Mi" has a thin crust and white, airy crumb. It may consist of both wheat flour and rice flour. Besides being made into a sandwich, it is eaten alongside meat dishes, such as bò kho (a beef stew), curry, and "phá lấu" (Vietnamese's dish made from pork). It can also be dipped in condensed milk (Vietnamese favorite brand Sữa Ông Thọ), This style of eating is following a guideline from the Education Department back in the old day.

The Bread with Fillings

A banh mi sandwich typically consists of one or more meats, accompanying vegetables, and condiments. Vegetables typically include fresh cucumber slices, cilantro, pickled carrots and white

radishes in shredded form. Common condiments include spicy chili sauce, sliced chilis and mayonnaise. However, there are so many varieties that difficult to list them all. If you visit different areas of the country, chances are you will find a different type of "Banh mi" there. We can list some name but not all here for you to keep a note when try these delicious food:

- Bánh mì pa-tê - pâté sandwich
- Bánh mì xá xíu or bánh mì thịt nướng - barbecue pork sandwich
- Bánh mì chả lụa or bánh mì giò lụa - pork sausage sandwich
- Bánh mì gà nướng - grilled chicken sandwich
- Bánh mì bò nướng phô mai - Grilled beef with cheese sandwich
- Bánh mì bơ - margarine or buttered sandwich
- Bánh mì trứng ốp-la - fried egg sandwich

With the distinctive flavor combined with the exquisite harmony of rich ingredients, Banh mi has been continuing to reach the world, conquering even fastidious guests everywhere. Try these if you have chances to visit Vietnam. You won't be disappointed.



東海之友，鐫吾之名

Tunghai University

My Name Engraved Herein

作者：昆山廠 / SZ&HZ&KS / 供應鏈管理處 / 譚文強
Author: Kunshan Site / SZ&HZ&KS / SCM / Wenqiang Tan

當歲月流轉與時光輪迴都無跡可循時，你驀然回首
會發現有一樣東西藏在時光長劇的背後。這一摺子
的回目便是：東海！

—僅以此篇獻給我曾經的東海大學

Looking back suddenly, you will find something
hidden behind the long drama of life, when the
passage and the reincarnation of time have no trace.
The booklet of the chapter heading is Tunghai University!

—This article is only dedicated to Tunghai University I once studied.

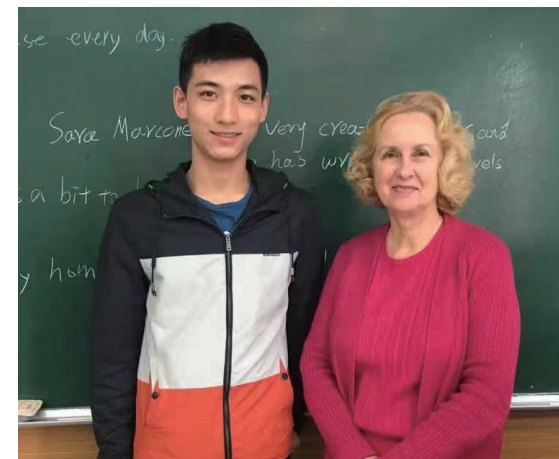
「一日東海人，終身東海友。」這句話不知道在我心裡回想了多少遍，不知是我印象裡的「學校是我家，愛護靠大家」的口號，還是「有朋之遠方來，不亦樂乎？」的客套。但當我靜下心細想在東海的一切，我才知道體會到這種來自內心深處的歡迎與尊重！

"One day in Tunghai, lifelong to be Tunghai's alumni." I don't know how many times I have recalled this sentence in my heart. In my impression, I don't know whether the slogan "school is my home, and love and care to depend on everyone," or courtesy "it is such a pleasure to have friends coming from afar!" But when I calmed down and recalled everything in

Tunghai, I knew I had realized this kind of welcome and respect from the bottom of my heart!

第一幕：如果我們不曾相遇

那年的秋天，本該在大陸的我收到來自臺灣東海大學的邀請，雖不是赴台第一人但卻深感驕傲。9月6號的飛機和往常一樣，卻乘載了一位熱血青年。連續降雨的幾天讓我對那個曾經嫌棄過很多次的地方有了些許留念，未來的一段時間沒有了舍友的一起瘋狂，沒有了食堂阿姨的「再給你加一點」，沒有了輔導員的嘘寒問暖，陪伴我的只有他鄉的孤獨，而我卻很願意去享受這些。



那天的桃園似乎比以往更熱鬧，無論是接機的志願者還是匆匆路過的行人。然而西安的暴雨和桃園的晴空讓我不自覺的感到異鄉的我們是否也如沙漠中行走的人，一場大風過後一切都像沒發生過一樣，畢竟東海不是我的家。在機場熱心的東海大學志願者的幫助下，我們順利完成了各種準備，踏上了前往「夢」的接駁車。

如果我們不曾相遇，你又會是在哪裡？初相遇，稍有傷感。

接駁車窗外的景色將我將剛才的傷感一掃而光，不大不小的宿舍也給了我精神的慰藉。也許這個時候我才懂了陶淵明筆下的「結廬在人境，而無車馬喧。」我與你的相遇、相知從此刻開始。

Scene 1: If We Had Never Met

I was supposed to be on the mainland China when I received an invitation from Tunghai University in Taiwan in the autumn of that year. I was deeply proud, although I was not the first person to Taiwan. As usual, the plane on September 6th carried a passionate young man. A few days of continuous rain made me have some memories of the place I had once been disgusted many times. For some time in the future, there would be no crazy roommate and no "more for you" from the aunt in the canteen. Also, no



counselors gave me their careful and thoughtful attention, only accompanied by the loneliness of alien land. However, I was willing to enjoy it.

Whether the volunteers picked us up at the airport or the pedestrians passing by in a hurry, Taoyuan seemed more lively than ever that day. However, the heavy rain in Xi'an and the clear sky in Taoyuan made me unconsciously feel that we, who were in a foreign land, like people walking in the desert. After a strong wind, everything seemed to have never happened. After all, Tunghai is not my home. With the help of enthusiastic Tunghai University volunteers at the airport, we completed various preparations and set foot on the shuttle bus to "dream."

Where would you be if we had never met? The first meeting was a little sad.

The scenery outside the shuttle bus window swept away my sadness just now. The average-size dormitory also gave me spiritual comfort. Maybe this time, I realized Yuanming Tao's "I locate my hut in the secular, yet you hear not traffic uproar." My encounter and acquaintance with you began at this moment.

第二幕：相遇、相知

「我會努力變成你想像的樣子。」我一直告訴迷茫的自己，然而當我真正和你相遇，那個曾經在我腦海中出現過無數次的樣子，此刻卻是那麼模糊。

與你一起生活，一起呼吸這同一片天，當面對你們全英文授課時，自己顯得那麼吃力，於是那不服輸的個性激勵我每天努力預習，將書本上不會的單詞一個個翻譯。含淚播種的人，一定會含笑收穫。每次在跟不上的時候也總會得到同學老師的幫助，於是我不再畏首畏尾，從最後一排坐到第一排。從此所有的課上，總會有一個認真聽講的大陸學子。我和我的孩子一起努力一起學習，我不再膽小害怕，因為你告訴了我：任何一個人都值得受到來自心裡的尊重。

我在東海學校得到的最好的禮物—尊重！因為你們我度過了一個充滿壓力與感激、一個僅屬於我的別樣的大學時光！

Scene 2: Encounter and Acquaintance

"I will try my best to become what you imagined." I kept telling my confused self. However, when I met you, the appearance that had appeared countless times in my mind was so vague at the moment.

I lived with you and breathed the same air together. However, I felt the strains when faced with your all-English teaching at school. So that unyieldingness motivated me to study hard every day to translate words I didn't understand in the book. Those who sow with tears will surely reap the rewards with a smile. When I could not keep up, I always got help from my classmates and teachers. Therefore, I stopped being timid and sat in the first row from the last row. From then on, there would always be a mainland student who listened carefully in all classes. I studied hard with your children. I was no longer timid and afraid because you told me everyone deserved to get respect from the heart.

第三幕：與你在一起的時光。

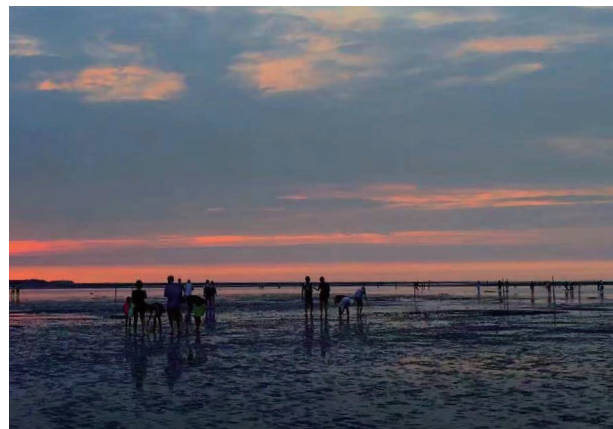
清境農場遊記

朝暉於天、於雲、於草。長大了才發現從前是多麼可愛，無論羊還是我。海拔高度顯得不那麼重要了，那團白雲也是記憶中的那片，守住身心體會這冬天的豔陽，可望不可及的卻似乎唾手可得，山的綠，水的

清，美得猶如一幅畫。天與地的交界，寒冬與初春的交融，凋零與新生的彙聚，逝者如斯夫，不舍晝夜，生命還在成長，只要有你，無論嚴冬酷暑。

高美濕地遊記

把心煩、快樂的事情在這裡分享給知心好友吧！只需要靜靜坐著，望著這片被夕陽染色的大地，又是一種沉和的心情。此刻是忙碌生活中的片刻祥寧。遼闊無垠的濕地，營造出高美的另一種草原之美。微暗，遊客仍不散去，體驗著與白天不同的興奮狂歡。細細品味這藍絲光線的幽靜之情，即使大地歸於平靜，那不停的風車仍是盡責地旋轉著，日以繼夜。



九份遊記

見過暴雨的西安，瞭解多風的包頭，但未曾領略暴雨前的九份。暴雨前的你依舊楚楚動人，在暴雨雨中追憶千與千尋。

Scene 3: The Time with You

Travel Notes of Qingjing Farm

The morning sunlight shined in the sky, clouds, and grass. Whether sheep or me, I found how cute in the past when I grew up. Altitude is not so important anymore. That cloud is also the one in my memory. Keep my body and mind and experience the sunshine this winter. What is out of reach seems to be within my reach. The green mountains and the clear water are as beautiful as a painting. At the junction of

heaven and earth, the blending of winter and early spring, and the convergence of withering and rebirth, all that depart are like water in this river, parting ceaselessly by day and night. Life is still growing. If only there have you, no matter the harsh winter or summer.

Travel Notes of Gaomei Wetlands

Share the anxious and joyful things with your close friends here! Sitting quietly and looking at the earth, stained by the sunset, is a kind of calm mood. It is another moment of restlessness in a busy life. The vast wetlands create another type of grassland beauty in Gaomei. It was dim, and the tourists still did not disperse, experiencing a different excitement and revel from the daytime. Appreciate the tranquility of this blue thin light even though the ground has turned at peace. The non-stop windmill is still dutifully spinning day and night.

Travel Notes of Jiufen

I have seen Xi'an in the rainstorm and known about the windy Baotou, but I have never experienced Jiufen before the rainstorm. You are still lovingly pathetic before the storm, recalling Spirited Away in the rainstorm.



第四幕：交流最終章

短暫的交換生活總會逝去。有沒心沒肺的遊玩，有颱風帶來的自閉，有為了考試不掛的努力！出去一次不是看你玩的多好，而是你變了多少。今早的校車異常的平靜，失去了以前遊玩時的熱情。感謝臺灣所有人的熱心招待。遇見你們真好。我以為自己是鐵石心

腸的人，沒想到飛機開始轉頭的時候竟然會忍不住！身一轉，新生活繼續！不期待有多麼的煽情。無論怎樣感謝你們的陪伴與照顧！對所有人的感激是我現在能做的事。我以為時間很長，很多事情都會有下一次，然而，時間就是這麼快，再見東海，我的第二個母校。一日東海人，終身東海友！

從此以後，東海不是我的家，而我將以東海之友的曾經，繼續我在 USI 的生活。

Scene 4: The Final Chapter of the Exchange

The brief exchange of life would eventually pass. During the period, I played unconcernedly, kept self-enclosed because of typhoons, and had the effort to pass the exams! Going out is not to see how fun you play but how much you have changed. The school bus was unusually calm this morning, which lost the enthusiasm used to enjoy. Thank you to everyone in Taiwan for your warm hospitality. It's nice to meet you all. I thought I had a heart of stone. But when the plane started to turn, I couldn't help it! Turn around, and the new life continues! I won't expect much affection-instigating. Thank you for your support and care, no matter what! Gratitude to everyone is all I can do right now. I thought it would be a long time. Many things will happen next time. However, time flies. Goodbye Tunghai, my second alma mater. One day in Tunghai, lifelong to be Tunghai's alumni!

Tunghai is not my home, but I will continue my life at USI as a friend of Tunghai from now on.





USI: 我的大家庭

USI: My Big Family

作者: 越南海防廠 / 工業工程處 / Sunie Pham
Author: Vietnam Haiphong Site / IE / Sunie Pham



家是歸來的地方，是插上夢想翅膀的地方。我現在是一個準備上大學四年級的學生，面臨「被踢進社會」的門檻。因此，我被學校安排在今年夏天實習，從那時起，我就與 USI 越南海防廠「合緣」。

Home is where travelers return and is where to put on wings of dream. I am now a student preparing for my senior year of university and confronting the challenge of "being kicked into the society". My university therefore arranged an internship for me this summer and I have, since then, been matched to USI Vietnam Haiphong Site.

從進入公司實習的第一天起，我就得到了人力資源部前輩的大力支持。然後，當被 IE 部門錄取時，每天工作就像進入一個新的世界一樣，這一切都比我想像的要好。

From the first day of my internship, I have received a great support from my seniors from Human Resources Department. Then, after being recruited by the IE Department, I feel like entering a new world each day when I start to work. Everything is better than what I have imagined.

在實習之前，我有聽過辦公室的工作環境、壓力大，競爭非常激烈……，我聽了很震驚。但是，實習的日子後來的演變就像做夢一樣，我感覺像在自己的小房子裡一樣舒服。

Before starting my internship, I ever heard that the office work environment is stressful and highly competitive, and I was shocked when I heard it. However, the internship days then turned into a pleasant dream as I feel so comfortable like living in my own small apartment.

在公司我親自接觸了工作，這些年我一直坐在學校椅子上，我從來沒有想過工作是如此新奇和困難。我喜歡挑戰和壓力，但在此之前，這只是學習、考試上的困難。比我離開父母的懷抱，風塵未揮進入一個陌生的世界相比，這太輕鬆了，滿滿的荊棘在前面等著我。



It is my first contact with a professional job at USI. Over the years, I had been sitting on the school chair and never thought about how magical and difficult a job can be. I like challenges and pressure, but I only suffered them from learning and exams before the internship. Comparing with leaving my parents and entering a completely strange world naively, this is much easier! Full of thorns are waiting for me ahead.

來公司之前，為了順利實習，我為自己準備了許多新知識，但沒想到，這些知識還不夠，像是對辦公室電腦技能方面的知識還有不足的地方，雖然以前在學校學習過，但實踐起來卻是一件全新的事。

Before coming to USI, I have absorbed much new knowledge to facilitate the internship, but this knowledge is in fact not enough. For example, I am not acquainted with office computer skills. Although I have learned them at university, it is completely different to put them into practice.





上一學年我學了很多有趣的翻譯課程，我想現在自己一定完全精通翻譯。但事實並不像我想的那樣，在這個嶄新、專業和具有挑戰性的工作環境中，我通過一系列中文材料來增進我的水準、耐心和學習欲望，但外語種類很豐富，我在學校只學習了一部分的簡體中文，加上一大串新的專有名詞，我一開始覺得很沮喪。但在辦公室前輩的幫助和悉心指導下，我漸漸熟悉了，漸漸愛上了這項工作。

In last academic year, I took some interesting translation courses and thought that I must be proficient in translation. Nevertheless, it is not as I thought. Although I have enhanced my proficiency, patience and desire to lean with a series of Chinese

materials in this new, professional and challenging workplace, I only learned some simplified Chinese at school and there are numerous foreign languages as well as new technical terms. All of these made me very depressed in the beginning. Thanks to seniors' help and guidance, I am getting more familiar with my works and have fallen in love with this job.

此外我還學到了許多技能，如團隊合作技能和溝通技能，讓工作更熟練和有效率。

Moreover, I also learned many skills, such as teamwork and communication skills, in order to be more familiar with my works and to work effectively.

在 USI，人們指引著我，讓我擁有支點與動力，給我很多靈感，教我為未來做什麼。為了自己的夢想，我會努力抓住機會，不要忽視自己的夢想。我也希望你——親愛的人，永遠不要忘記你的夢想、你的抱負，忘記自己真正喜歡什麼。

People at USI not only give me support and momentum, but inspire me and teach me what to do in the future. To realize my dream, I will do my best to grasp opportunities and will not ignore my dream. I also hope that you will not forget your dream, your aspiration and things that you really like.



時光荏苒，記得我什麼時候還憧憬著走進公司，現在要準備和你們分別，告別自己充滿希望的大家庭。詩人制蘭園說過：「你在時它是居留處，你離開它就變成靈魂」，但對我來說，當我還在 USI 的時候，這個大家庭已經逐漸變成我的靈魂了。我愛公司——愛自己的大家庭，愛那個家庭裡的人——他們友好、才華橫溢、充滿愛心。

Time flies. I still remember how I dreamed about working in a company and now I have to say good bye to you and leave this big family. Poet Chế Lan Viên said: "It is a residence when you stay; and it turns into the soul when you leave." (Khi ta ở, chỉ là nơi đất ở Khi ta đi, đất đã hoá tâm hồn!) But for me, this big family has already become my soul when I am at USI. I love this company – this big family and people of this family – for their friendliness, talents and love.



臺灣微軟首席營運長 / 陳慧蓉

在這疫後的新時代，過去的無常轉變為正常，領導者該如何帶領企業去適應與面對接踵而來的挑戰與困難，將會體現在領導者與企業所展現的韌性中。陳慧蓉營運長說道：「我們現在身處於 VUCA 的時代，意味著我們將面對更多的波動性 (Volatility)、不確定性 (Uncertainty)、複雜性 (Complexity) 與模糊性 (Ambiguity)，如何超前部署去應對這些問題是我們值得思考的一件事情。」



韌性的領導力，從關心自己開始

陳慧蓉營運長指出，當我們身處於 VUCA 的時代中，不只是組織的改變，人們也正在被改變中，突如其來的疫情使我們開始了遠距辦公的生活，儘管距離降低了員工對於組織的依賴性，但員工也有了更多時間去學習新的技能、重視家人，並且最重要的是學會關心自己，她以航空公司的緊急事件處理為例，當飛機上的氧氣罩掉落時，我們應該要先保護好自己，才能夠保護他人，她同時也說：「作為領導人有責任要關心與照顧員工，但也不要忘記要關心與照顧自己」，她將領導者比喻為拋球的人，每天都有不同的球被不斷拋起，「其中一顆球為健康的玻璃球，一旦掉在地上就會碎掉，所以該如何照顧自己，是韌性的領導人必須做到的第一件事情。」



以韌性的領導力走過 VUCA 的時代

領導者在 VUCA 的時代將會面對更多的挑戰與困難，陳營運長以微軟自身為例，微軟在面對波動性、不確定性、複雜性與模糊性都做出了對應，並說明了韌性領導者如何透過賦能向員工傳遞韌性，並使微軟成為充滿韌性的組織。

以願景的傳遞對抗波動性的影響

營運長指出在 VUCA 時代，受到不斷波動性的影響，我們最先需要了解的是我們的願景 (Vision)，領導者將願景設定下來後再決定該如何做，透過願景的傳遞來對抗波動性。

透過雙向的溝通消除不確定性

微軟在面對不確定性時認為溝通是最好的應對方式，透過更加清晰地闡述願景的意義與公司未來方向，以開放包容的方式與員工們進行雙向溝通，例如舉辦溝通大會，目的都是為了讓員工清楚我們到底在做什麼。

以賦能面對複雜性

營運長分享了一段微軟執行長 Satya 在剛接任時的故事，當時第一次召開高階會議時，大家都很緊張，以為要進行工作回顧，Satya 執行長卻說今天他也是來學習的，請大家一起討論微軟未來幾年該如何做與進步，使得主管們感受到尊重並更願意參與討論，營運長說道：「正是主管們感受到被賦能才有這樣的回應，更何況是員工被賦能。」這樣也說明了賦能員工的重要性。

學會聚焦面對模糊

在越是模糊的時候，我們越要瞭解讓我們成功的原因是什麼，營運長分享了她在過去曾經歷兩次重大的組織改組，發生群龍無首的狀況，當時正是透過不斷聚焦並前進，在這過程中不斷地察覺，才能夠更知道該如何度過難關，這也正是在面對模糊性時我們必須學會的方法。

在演講的尾聲，營運長強調韌性領導力的第一件事情就是「先關心自己」，每天跟自己對話，傾聽自己的聲音。第二件事「莫忘初心」，知道你想要的自我實現是什麼、你想要帶領團隊達到什麼目標。Be a Learn-it-all，隨時保持好奇心去問問題，不斷的學習。最後，透過溝通、賦能員工、不斷聚焦，帶領團隊共同邁向疫後新時代的成功。

韌性領導的傳遞，賦能員工

陳營運長以一張有趣的圖片說明各個組織過去的內部文化，其中微軟的組織文化是彼此競爭，如同敵人相互舉著槍對峙，因此當微軟執行長 Satya Nadella 上任時，他送給每一位微軟主管一本書《非暴力溝通，愛的語言》，希望能夠藉此改變微軟過去的組織文化，書中所點出如何溝通的關鍵在於「同理心」，正是領導者能否傳遞韌性，並將其賦能給予員工的關鍵，她說道：「非暴力溝通的四要素為觀察、感受、需要及請求，都是從領導者的同理心出發」，因此領導者在具備同理心下，也能進一步地透過賦能的方式將韌性傳遞給予員工，並且在這一過程中，賦能也將會成為幫助組織走過 VUCA 時代的關鍵。

Journey to Transformation and *Innovation Building Resiliency to Thrive the New Normal*

Author: Taiwan Tsaotuen Site / ADM / Corporate Service / David Dai

In this new post-pandemic era, the uncertainty of the past has become normal. How leaders lead companies to adapt to and face the challenges and difficulties that come one after another will be reflected in the resilience displayed by leaders and companies. Microsoft Taiwan Chief Operating Officer Flora Chen said: "We are now in the era of VUCA, which means that we will face more volatility, uncertainty, complexity and ambiguity. How to deploy in advance to deal with these issues is something we need to think about."



Microsoft Taiwan COO / Flora Chen

Resilient Leadership Starts with Caring for Yourself

Chief Operating Officer Flora Chen pointed out that when we are in the era of VUCA, not only the organization is changing, but people are being changed. The sudden pandemic has made us start the life of working from home; although the distance has reduced the dependence of employees on the organization, but employees also have more time to learn new skills, be with their families, and most importantly learn to care for themselves.

She cited the airline's emergency handling as an example. When the oxygen masks on the plane fall, we should protect ourselves first before we can protect others. She also said, "As a leader, you have the responsibility to care for and take care of your employees, but don't forget to care for yourself." She compared a leader to a person who throws the ball. Every day there are different balls that are constantly thrown. "One of them is a healthy glass ball, and it will shatter once it falls on the ground, so how to take care of yourself is the first thing a resilient leader must do."

Expand Resilient Leadership and Empower Employees

Chief Operating Officer Chen used an interesting picture to illustrate the internal culture of each organization in the past. Among them, Microsoft's organizational culture is to compete with each other, like enemies holding guns to confront each

other. When Microsoft CEO Satya Nadella took office, he gave every director in charge a gift: a book, *Nonviolent Communication, a Language of Life*, with which he expected to change Microsoft's past organizational culture. The key to communication in the book is "empathy", which is the key of whether leaders can deliver resilience and empower employees. Flora said: "The four elements of non-violent communication are observation, feeling, need, and request, all of which start from the leader's empathy." Therefore, when leaders have empathy, they can further expand their resilience to employees through empowerment, and in this process, empowerment will also become the key to helping organizations go through the VUCA era.

Navigating Through the VUCA Era with Resilient Leadership

Leaders will face more challenges and difficulties in the era of VUCA. Chief Operating Officer Chen took Microsoft as an example. Microsoft responded to volatility, uncertainty, complexity and ambiguity, and explained how their resilient leaders deliver resilience to employees through empowerment and make Microsoft a resilient organization.

Fighting Volatility by Sharing the Vision

The chief operating officer pointed out that in the VUCA era, under the influence of constant volatility, the first thing we need to understand is our vision. Leaders set the vision and then decide how to fulfill it. Through sharing the vision, we can fight against volatility.

Eliminate Uncertainty Through Two-way Communication

Facing uncertainty, Microsoft believes that communication is the best way to deal with it. By clarifying the meaning of the vision and the future direction of the company, it conducts two-way communication with employees in an open and inclusive way, such as holding a communication

conference. The purpose is to let employees know exactly what we are doing.

Facing Complexity with Empowerment

The chief operating officer shared a story of Satya, the CEO of Microsoft, when he first took over. When the first high-level meeting was held, everyone was very nervous and thought it was going to be a work review, but the CEO Satya said that he was also there to learn for the day and ask them to join him in the discussion of how Microsoft should do and improve in the next few years, so that executives feel respected and more willing to participate in the discussion. The chief operating officer said: "It is the executives who feel empowered to have such a response, let alone employees who are empowered." This also illustrates the importance of empowering employees.

Learn to Focus and Face Ambiguity

The more ambiguous the situation is, the more we need to understand what makes us successful. The chief operating officer shared that she had undergone two major organizational reorganizations in the past, when there was no leader around to lead. In the process of constant refocusing and moving forward, and observing all the time, she figured out how to overcome difficulties. This is exactly the method we must learn when facing ambiguity.

At the end of the speech, the chief operating officer emphasized that the first thing in resilient leadership is to "care about yourself first": talk to yourself every day and listen to your own voice. The second thing is "Don't forget your original intention". Know what self-realization you want and what goals you want to lead the team to achieve. Be a Learn-it-all, always be curious to ask questions and keep learning. Finally, through communication, empowerment of employees, and constant focusing, lead the team towards success in the new post-pandemic era.

SQE 打造教練型團隊 提高核心競爭力

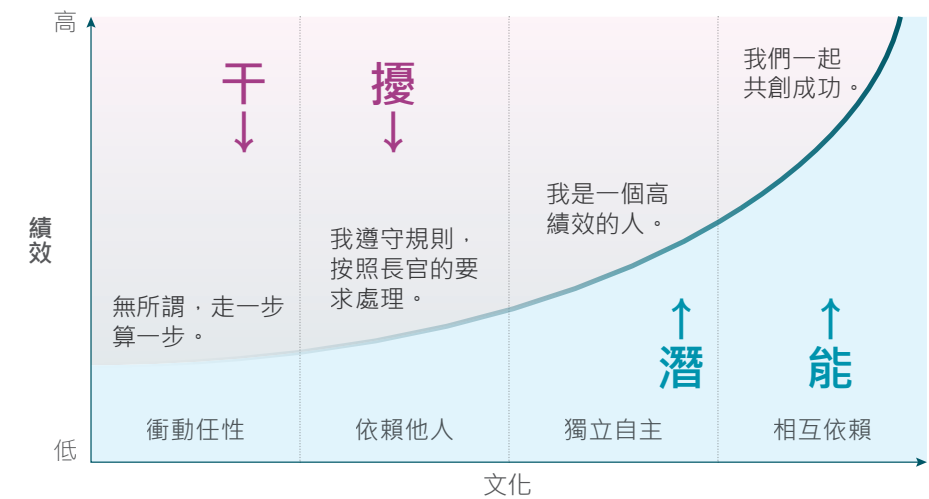
作者：昆山廠 / QA&CSR / QMC / 供應商品質工程處 / 劉嬌元

回顧了最近幾期的營運長座談會暨領導與管理論壇，我一直在思考著一個詞：核心競爭力，只有團隊和個人有核心競爭力才能應各種萬變！那如何打造核心競爭力呢？最近幾年經過不斷學習，我找到了一個方向，就是要打造一支教練型團隊，我要成為一名有影響力的教練型領導。從 2020 年開始，我就開始了團隊文化的轉型和新文化建設，打造教練文化！

在每個月的讀書分享時，我跟團隊分享過這本書《高績效教練》，裡面一個知識點給我感觸非常深：「內心博弈方程式：績效 = 潛能 - 干擾」，王陽明也說過「破山中賊易，破心中賊難」。內心的障礙通常比外部的障礙更加令人生畏。

我們是否有像種養一顆橡樹一樣去培養我們的員工，

不斷賦能員工，給足營養、鼓勵和陽光來破除心中障礙？教練型領導在於激發人最大的善意（成長型思維），那如何減少干擾，發掘最大的潛能，從而產生高績效呢？那就是文化和目標的重要性。打造成長型思維的教練型文化組織，激發每個人心中的目標，才能真正從衝動任性走向相互依賴，跟組織一起共創成功。（見下圖一的績效曲線）



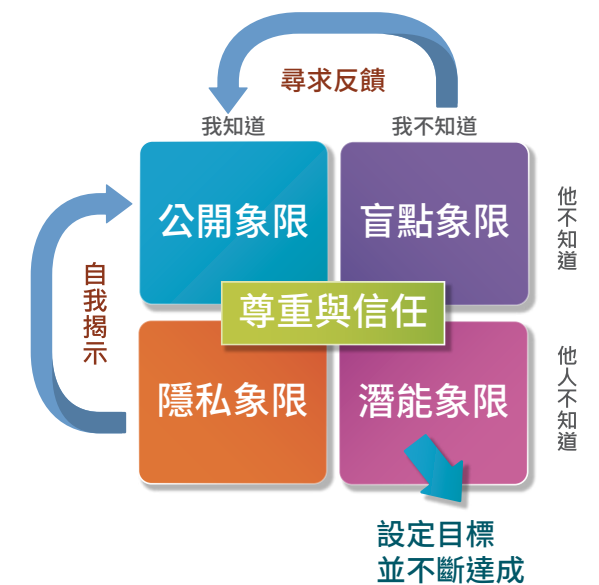
圖一《高績效教練》提到的績效曲線

目標的重要性

這裡我想先介紹一下「溝通視窗」（見圖二），包括一個核心原理，二個維度，三個方法和四個象限。以我知道 / 我不知道，他人知道 / 他人不知道二個維度來看，其中我知道 / 他人知道為公開象限，我知道 / 他人不知道為隱私象限，我不知道 / 他人知道為盲點象限，我不知道 / 他人不知道為潛能象限，其中教練思維領導力的一個核心原理就是擴大公開象限贏得更多的尊重和信任。

如果擴大公開象限呢？有三個方法，懇請回饋（縮小盲點象限，虛心懇請別人提建議），自我揭示（縮小隱私象限，多分享，把不好意思說或者忘了說的說出來）以及設定目標並不斷達成（擴大潛能象限，每個人的潛能都是無限的，而這個潛能象限也是最大的）。

在外面學習教練思維領導力以及 OKR 工作法後，我更加堅定帶領團隊推行教練領導力思維，推行 OKR，因為很多人沒有目標或者目標模糊，並不知道目標的重要性，潛能並沒有得到很大的發揮。



圖二 教練思維領導力核心原理

OKR 的實踐

我給每個主管買了《OKR 工作法》這本書並開始實踐，在 2020 年底團隊討論出了 SQE 的 OKR，詳見表一。

表一 SQE 團隊 OKR

SQE 團隊 OKR		
O：站在供應鏈的高度嚴把品質關，成為國際化一流教練型 SQE 團隊（5 年目標 2021~2025）		
KR1：客戶滿意度 100%（Quick Response）		50%
KR2：每年材料問題降低 50%（Keep Shift Reactive to Proactive）		50%
KR3：建立國際化一流教練型人才庫		50%
軟實力提升：材料專業知識、品質專業知識、教練領導力、問題分析解決能力、溝通能力、英文能力、服務意識 – 建立 Matrix 人才庫		

我們使用 OKR 改進了週報，工作不再是一個雜事清單，而是為了共同目標而一起努力的過程，減少無謂的內耗。

我們的 O 是站在供應鏈的高度，嚴把品質關，成為國際化一流教練型 SQE 團隊。為什麼是站在供應鏈的高度管理供應商？因為 VUCA 時代，未來的競爭不是企業與企業之間的競爭，而是供應鏈之間的競爭。而供應鏈之間的競爭，是以品質管制為基礎的，所以我們的品質管制一定就要站在供應鏈的系統高度。供應鏈管理的完整定義是：「以客戶需求為導向，以提高品質和效率為目標，以整合資源為手段，實現

產品設計、採購、生產、銷售、服務等全過程高效協同的組織形態。」

上面這句話出自《供應鏈質量防線》這本書，我們 SQE 每個人深度學習了這本書。在圖三的供應商品質管制 4.0 模型中，我們供應商現在在哪個階段？我們要往哪個方向？我們目前接近 1000 家客製化供應商，60%+ 為客戶指定，其中近 80% 供應商在 1.0~2.0 階段，15% 在 2.0~2.5 階段，只有 5% 在 3.0 預防階段，而我們期望供應商水準能夠提升一個臺階，至少 80% 供應商能夠進入 3.0 甚至 4.0 水準，讓 80% 供應商能做到 80 分。

如果要站在供應鏈的高度管理供應商，那 SQE 現有能力在哪裡？如表二所示，我們參考 SQE 能力 4.0 模型，這就是我們為什麼要成為教練型團隊。SQE4.0 的角色是輔導員，擁有以終為始的思維，我希望每一個 SQE 輔導員都是一名教練，每一個 SQE 都可以成為國際化一流的人才，能夠激發供應商團隊最大的潛能去創新，去提升，從 1.0~2.5 提升 2.5~4.0 的水準。SQE 能力同樣如此由 SQE2.0~3.0 提升到 4.0 水準，人人具備領導力與培訓技術。



圖三 供應商質量管理 4.0 模型
來源：《供應鏈質量防線》

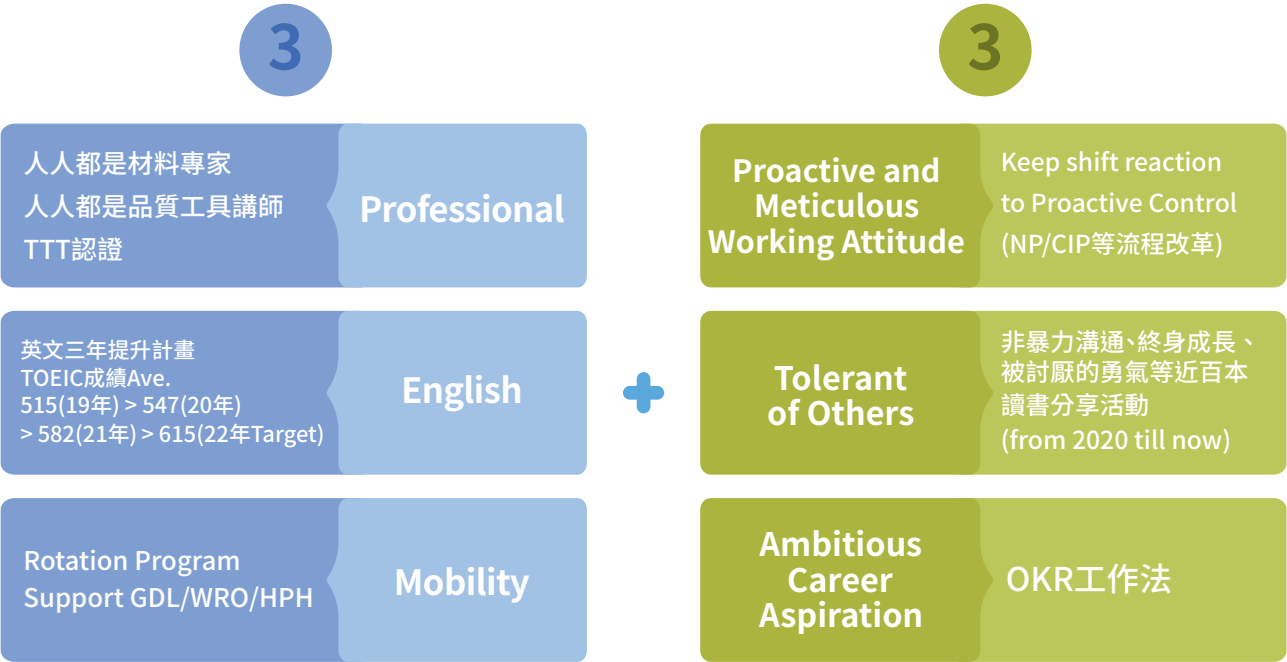
SQE 各階段能力發展總結

表二 SQE 各階段能力發展總結

Reactive → Proactive				
階段	SQE1.0	SQE2.0	SQE3.0	SQE4.0
挑戰	供應商導入，品質問題日益增多	品質問題頻發，需要系統解決	流程已有，如何從源頭改善	供應商缺乏持續提升動力和能力
要解決的問題	產品品質問題解決	處理品質問題的流程	系統診斷，源頭管理	能力建設，輔導改進
角色	救火隊員	聯絡員	診斷師	輔導員
知識	產品知識	工藝知識	審核知識	培訓知識
事的能力	問題分析與解決	流程優化能力	過程審核，產品審核	全員參與，推動改進
品質工具	5W2H QC 七大手法 ISO 品質體系	8D 4M 變更管理 QCP 品質控制計畫	供應商能力系統診斷圖 全流程「6 扇門」關鍵節點管控 5 大工具 (APQP, PPAP, FMEA, SPC, MSA)	全面的供應鏈提升知識
人的能力	自信	溝通能力	專案管理能力	領導力與培訓技術
USI SQE Here 2021(Now)			USI SQE Here 2025(Future)	

如何成為國際化一流教練型團隊？

2019 年我剛接 SQE 團隊，有一期論壇給我非常的大啟發，CY 說：「USI 是 Global 公司，我們是不是 Global Talent ？ Global Talent 有什麼標準？」我根據 CY 分享的 3+3 模型，設置圖四的 SQE 全面提升計畫。



圖四 WW SQE(M) Global Talent 打造計畫

經過近 2 年多的實踐，我們 KR（Key result）內外部客戶滿意度不斷提升，堅持著每年 30% 以上的品質事件降低，Global Talents 也越來越多。但是我們離教練型團隊還有一定的差距，我們 SQE 團隊一直在努力的路上，在前往目標 O 的路上。

最後引用 Otto 副總的一句話：「SQE 的角色不僅僅是一個教練，還是一個裁判和一個球員，我們要做好 Business 的堅強後盾。」我們只有不斷提升團隊和個人的核心競爭力才能以應對 VUCA 時代。



Looking back on the last few sessions of the CEO symposium and management forum, I have been thinking about one word: core competency, only teams and individuals with core competency can cope with all kinds of changes! So how to build core competitiveness? After continuous learning in recent years, I discovered a method, which is to build a coaching team, and I want to become an influential coaching leader. Since 2020, I have started the transformation of the team culture and the construction of a new culture to create a coaching culture!

During the monthly reading and sharing activity, I shared the book *Coaching for Performance* with the team, and a line in it touched me very deeply: "Inner Game of Performance Equation: Performance = Potential - Interference", Wang Yangming also said "It is easy to break a thief in the mountains, but it is hard to break a thief in your mind." Inner obstacles are often more intimidating than outer ones.

Are we cultivating our employees like planting an oak tree, constantly empowering them, and giving them enough nutrition, encouragement and sunshine to

break down obstacles in our minds? Coaching leadership is about inspiring people's greatest goodwill (growth mindset), so how to reduce distractions and maximize potential to produce high performance? That's the importance of Culture and Goal. Only by creating a coaching cultural organization with a growth mindset and inspiring everyone's inner goals, can they truly change from impulsive willfulness to interdependence and create success together with the organization. (Please refer to the performance curve in Figure 1 below.)

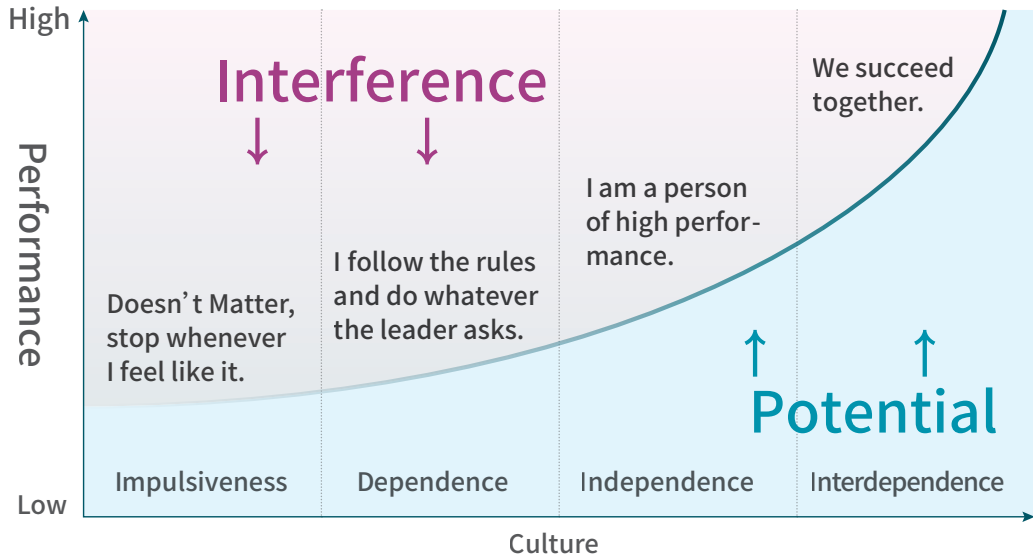


Figure 1 The Performance Curve of *Coaching for Performance*

Importance of Goals

Here I would like to first introduce the "communication window" (see Figure 2), including a core principle, two dimensions, three methods and four quadrants. Judging from the two dimensions of Known to self/Not known to self, Known to others/Not known to others, among Known to self/Known to others is the open quadrant, Not known to self/Not known to others is the hidden quadrant, Not known to self/Known to others is the blind quadrant, Not known to self/Not known to others is the unknown quadrant, where a core principle of coaching thought leadership is to expand the open quadrant to gain more respect and trust.

What if the open quadrant was expanded? There are three ways, ask for feedback (reduce the blind quadrant, humbly ask others to make suggestions), self-disclosure (reduce the hidden quadrant, share more, and say what you are embarrassed to say or forget to say) and set goals and keep reaching them (expand the unknown quadrant, everyone's potential is unlimited, and this quadrant is also the largest).

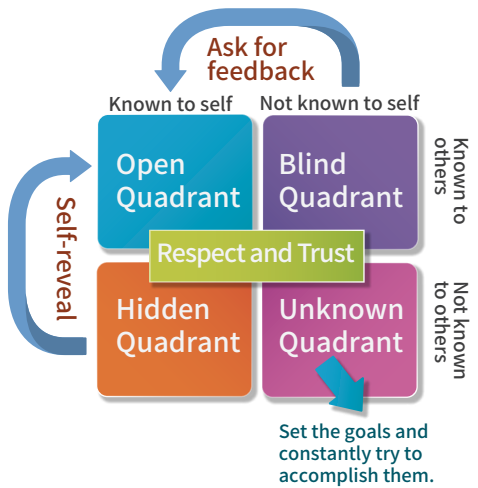


Figure 2 Core Principles of Coaching Thinking Leadership

After learning coaching thinking leadership and OKR working method outside, I am more determined to lead the team to implement coaching leadership thinking and OKR, because many people have no goals or vague goals; they do not know the importance of goals, and their potential has not been explored thoroughly.

The Practice of OKR

I bought the book *Radical Focus: Achieving Your Most Important Goals with Objectives and Key Results* for each supervisor and began to practice. At the end of 2020, the team discussed the OKRs of SQE, as shown in Table 1.

Table 1 The OKRs of SQE

The OKRs of SQE

O : Stand of the top of the supply chain, strictly control the quality,and become the best internationalized coaching SQE team	
KR1 : 100% Customer Satisfaction Rate (Quick Response)	50%
KR2 : Reduce material problem by 50% yearly (Keep Shift Reactive to Proactive)	50%
KR3 : Build the international first-class coaching talent pool	50%
Elevation of soft power : professional knowledge of material and quality, Coaching leadership, analysis of problems solving ability, communication skills, English skills, service awareness-building the matrix of talent pool	

We use OKR to improve the weekly report: work is no longer a list of chores, but a process of working together for a common goal, reducing unnecessary internal friction.

Our Objective is to stand at the top of the supply chain to manage suppliers, strictly control the quality, and become an international first-class coaching SQE team. Why should we stand at the top of supplier chain to manage the suppliers? In the VUCA era, the competition in the future is not the competition between enterprises, but the competition between supply chains. The competition between supply chains is based on quality control, so our quality control must adhere to the high level of the supply chain system. The complete definition of supply chain management is the organizational form "oriented by customer needs, aiming at improving quality and efficiency, and

using integration of resources as a means to achieve efficient coordination in the entire process of product design, procurement, production, sales, and service."

The above sentence comes from the book *Supplier Quality Management Strategy, Method and Practice of Supplier Quality Management*, which everyone at SQE has deeply studied. In the Supplier Quality Control 4.0 model in Figure 3, which stage is our supplier in currently? Which direction are we going? We currently have nearly 1,000 customized suppliers, 60%+ of which are designated by customers, of which nearly 80% are in the 1.0~2.0 stage, 15% are in the 2.0~2.5 stage, and only 5% are in the 3.0 prevention stage, and we expect the supplier level to be able to raise a level: at least 80% of suppliers can enter the 3.0 or even 4.0 level, so that 80% of suppliers can be 80% accomplished.

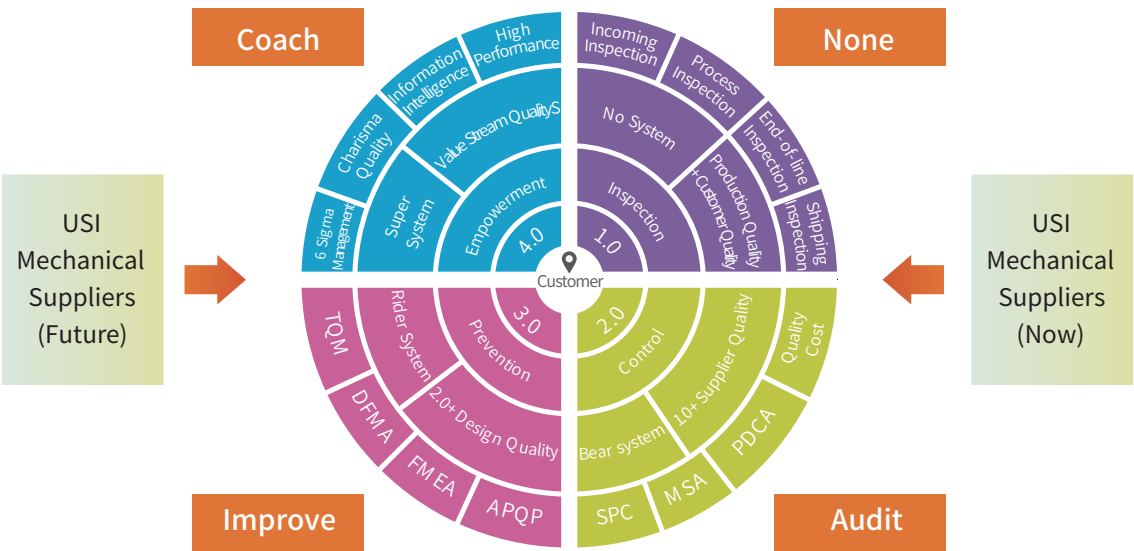


Figure 3 The SQE Competency 4.0 Model
From *Supplier Quality Management Strategy, Method and Practice of Supplier Quality Management*

Summary of SQE Capability Development at Each Stage

Table 2 Summary of SQE Capability Development at Each Stage

Reactive → Proactive				
Stage	SQE1.0	SQE2.0	SQE3.0	SQE4.0
Challenge	Supplier import causing quality problems increase	Quality problems to be solved systematically	How to improve from the start of the process	Lack of increasing drive and ability of the supplier
Problems to be solved	Product quality	Process to solve quality problems	System diagnosis, Source management	Ability construction, guided improvement
Character	Fire fighter	Contact person	Diagnostician	Counselor
Knowledge	Product knowledge	Craft knowledge	Inspection knowledge	Training knowledge
Ability of the Situation	Analysis and solution of problems	Process optimization ability	Inspection of process and product	All hands on deck to improve
Quality Tool	5W2H QC 7 methods ISO Quality System	8D 4M changing management QCP quality control plan	Systematic diagnosis of supplier abilities 6 stage key point control of the process Tools (APQP, PPAP, FMEA, SPC, MSA)	Complete elevation of supply chain knowledge
Ability of the Person	Confidence	Communication skills	Ability of project management	Leadership and training skills

USI SQE Here 2021(Now)

USI SQE Here 2025(Future)

How to Become an International First-class Coaching Team?

In 2019 when I just took over the SQE team, a forum gave me great inspiration. CY said, "USI is a Global company, are we a Global Talent? What are the standards for Global Talent?" Based on the 3+3 model shared by CY, I set up the SQE comprehensive improvement plan in Figure 4.

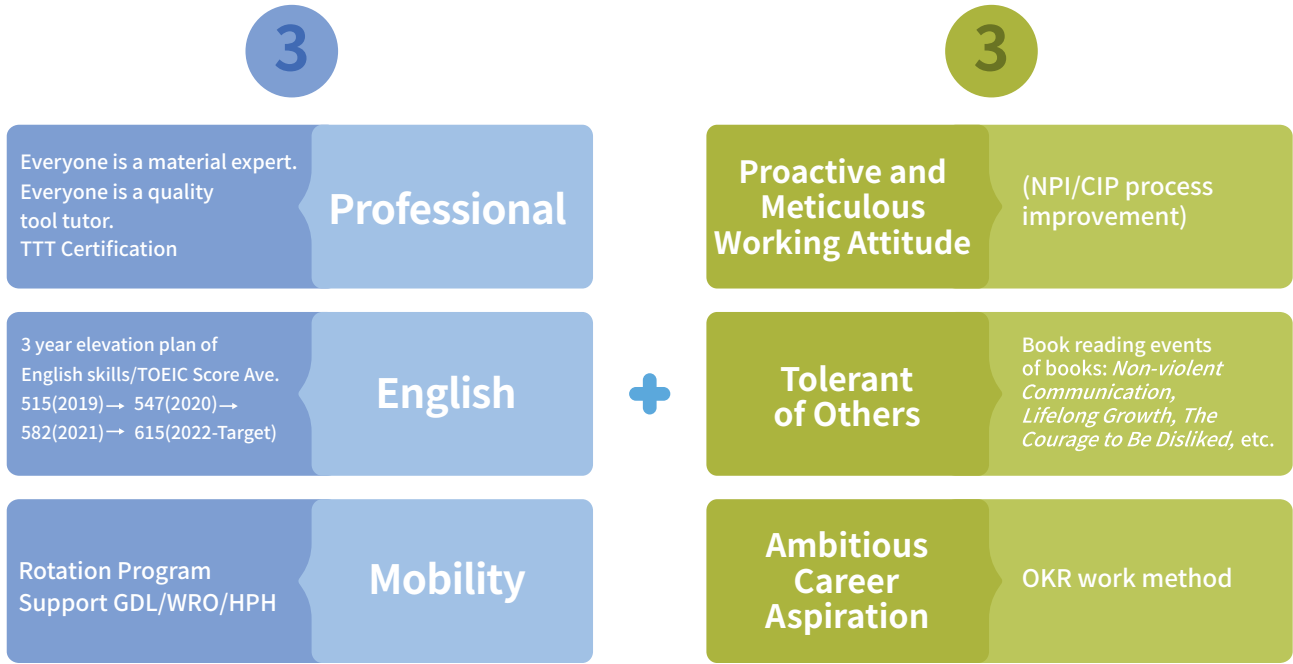


Figure 4 WW SQE(M) Global Talent Project

After nearly 2 years of practice, our KR (Key result) internal and external customer satisfaction rate has been continuously improved, insisting on a reduction of more than 30% of quality incidents every year, and cultivation of more and more Global Talents. But we still have a certain gap to catch up to become the ideal coaching team. Our SQE team has been working hard and on the way to goal "O".

Finally, I quote the words of VP Otto: "SQE's role is not only a coach, but also a referee and a player, and we must do a good job of supporting business." Only by continuously enhancing the core competency of our team and ourselves can we cope with the VUCA era.



提供：ぱくたそ、model by 大川竜弥

SDGs × 實現性別平等 營造安心幸福的職場文化 ——職場性騷擾防治

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職場性騷擾是全球所重視的議題，USI 落實性騷擾防治宣導教育，亦積極響應聯合國永續發展目標（SDGs）實現性別平等，讓同仁在和諧尊重的職場氛圍中有更大的發揮。

性騷擾是全球性問題，政府及企業都需要正視並善加處理。知名企業 Uber 曾因性騷擾新聞事件重創形象。2014 年，Uber 在法國里昂的廣告標語曾提到要把顧客和「性感女司機」配對引起性別爭議，2017 年，工程師蘇珊·佛勒（Susan Fowler）亦在部落格描述 2015 年 11 月至 2017 年 1 月任職時期，經歷性別歧視與性騷擾事件，多次舉報卻被威脅開除的過程。

此外，譴責性騷擾和性侵犯的 #MeToo 運動，也在近年引起全球關注與討論。好萊塢知名電影製作人哈維·溫斯坦（Harvey Weinstein）遭指控長期利用權勢侵害個人意願，除了嚴重影響個人及公司聲譽，還必須面臨法院判決，為此付出代價。



職場性騷擾（workplace sexual harassment），是指發生於工作場所中不受歡迎，且違反他人自由意願之任何與性或性別有關的言行舉止，包括透過文字、圖畫、聲音、影像、物品等方式，或以歧視、侮辱之言行、帶性意味之碰觸等，對於工作、績效，及工作環境帶來有形或無形的影響。性騷擾不只發生於異性之間，在同性間的性騷擾也時有耳聞。

職場性騷擾的形式

在職場上的性騷擾，可能包含兩種形式：

- **敵意性工作環境性騷擾**：受僱者於執行職務時，任何人以性要求、具有性意味或性別歧視之言詞或行為，對其造成敵意性、脅迫性或冒犯性之工作環境，致侵犯或干擾其人格尊嚴、人身自由或影響其工作表現。
- **交換利益性騷擾**：雇主對受僱者或求職者為明示或暗示之性要求、具有性意味或性別歧視之言詞或行為，作為勞務契約成立、存續、變更或分發、配置、報酬、考績、升遷、降調、獎懲等之交換條件。

勇敢向性騷擾說「不！」

遇到疑似性騷擾行為，可採取 5C 步驟保護自己：

- **意識 (Consciousness)**：對權力差異有正確認知與敏銳覺察。如主管下屬或客戶關係。
- **承諾 (Commitment)**：重視並護衛自己身體及性自主權。
- **信心 (Confidence)**：對自己身體及感覺的直覺要有信心。
- **溝通 (Communication)**：以直接或間接方式，讓對方知道其言行不受到歡迎，並要求對方立即停止該言行，最好同時錄音，以便將來舉證。
- **控制 (Control)**：若對方依然故我，蓄意騷擾，可考慮採取積極因應策略，如告訴可信任之人、留下詳盡紀錄（當時的人、事、時、地、物），向主管或公司提出申訴。



USI 致力維持健康安全的工作環境，明確宣示包括性騷擾等職場暴力零容忍的態度，於新進人員教育訓練及持續宣導，確保同仁知悉。另設置申訴管道及懲處辦法，對於申訴及通報者之權益及隱私，均以保密原則處理。



「性別平權」是全球趨勢，亦是世界公民必要素養。聯合國於通過 1979 年《消除對婦女一切形式歧視公約》（Convention on the Elimination of All Forms of Discrimination Against Women, CEDAW），並於 2015 年宣布「2030 永續發展目標（SDGs）」，其中第五項核心目標「性別平等 / 實現性別平等並賦予婦女權力」，期許結束各種形式的性別暴力，讓所有人擁有平等機會獲得教育和衛生保健、經濟資源和參與政治生活的權利，同時，享有平等的機會參與就業和擔任領導及決策職位。

疫情改變了生活型態，也衝擊全球就業勞動市場結構。近年來，歐盟要求各成員國制定具體計畫，支持性別平等成為主流，在創新、科學、文化和教育領域中融合多樣化和包容性。2022 年聯合國推動的多項倡議，亦期盼提高對性別議題的認識，婦女署執行主任 Sima Bahous 表示，將性別觀點納入全球和國家法律和政策，可使我們有機會重新思考、重新構建和重新分配資源，也將朝向更可以期待的未來邁進。

資料來源

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- <https://sdgs.un.org/>
- <https://www.unwomen.org/en>

SDGs × Achieve Sexual Equality Create a Safe, Happy Workplace Culture — *Prevention of Workplace Sexual Harassment*

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Taiwan Tsao-tuen Site / TW C&B/ER & US/JP HR Dept. / Hsinyi Lin

The whole world cares about workplace sexual harassment. USI implements education of sexual harassment prevention and actively advocates the United Nations Sustainable Development Goals (SDGs) to realize gender equality. Therefore, our employees can perform better in a harmonious, respectful workplace atmosphere.



Sexual harassment is a global problem. Governments and corporations must face up to the problem and handle it carefully. Sexual harassment blemished the Uber's image badly. In 2014, that Uber's commercial slogan in Lyon said that it wants to match customers with "sexy female drivers" raised a gender dispute. In 2017, the engineer Susan Fowler who wrote a blog post about she was discriminated because of her gender, and she was sexually harassed during her tenure from November 2015 to January 2017. She reported these sexual problems many times, but she was threatened to be fired.

In addition, #MeToo, a movement that condemns sexual harassment and assault, has caught attention and raised discussions around the world. Harvey Weinstein, a renowned Hollywood movie producer, was accused of long-term infringing others personal will by his power. Not only his personal and company reputation was severely damaged, but also he must face a court judgment and pay for it. Workplace sexual harassment means words and behaviors that are associated with sex or gender, unwelcome at the workplace and against one's free will. These include sexual words, pictures, voices, videos and objects,

discriminating, humiliating words and behaviors and touching with sexual implication, etc. that affect the work, performance and workplace visibly and invisibly. Sexual harassment is not just between different genders. Sexual harassment between the same gender is also heard occasionally.

Forms of workplace sexual harassment

Workplace sexual harassment may occur in two forms:

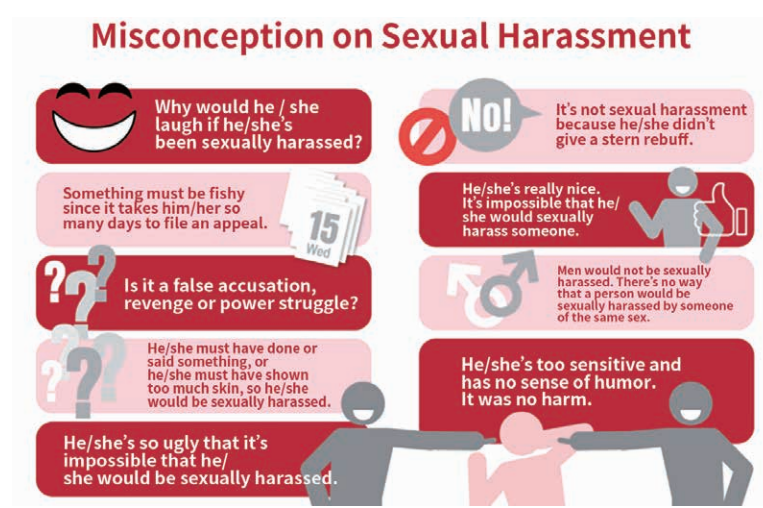
- Hostile working environment sexual harassment refers to when the employee is performing his duty, any one make sexual demands, sexually connotative or sexist words or actions to create a hostile, intimidating or offensive working environment that infringes or interferes with the employee's dignity, personal liberty, or situations that affect their work performance.
- Quid pro quo sexual harassment refers to the employer make expressed or implied sexual demands, and sexual connotation or gender discriminatory remarks or behaviors to employees or job applicants, as the quid pro quo for establishment, existence, change or allocation of employment contract, staffing, compensation, performance appraisal, promotion, demotion and rewards and punishments, etc.



Say "No" to sexual harassment bravely!

You can take 5C steps to protect yourself for suspected sexual harassment behavior:

- Consciousness: Have a correct understanding and keen awareness of power differential, such as superior-subordinate relationship or customer relationship.
- Commitment: Value and protect your body and sexual right and autonomy.
- Confidence: Be confident in the intuition from your body and your senses.
- Communication: Let the person know directly or indirectly that his words and behaviors are unwelcome and ask him to stop immediately. It is the best to record his voice as evidence.
- Control: If the person still remains the words and behaviors unchanged, you can consider taking active strategies, such as telling someone you can trust, leaving a detailed record (information including the person, event, time and date, location and what happened), and filing a claim with your supervisor or company.



Pandemic changed lifestyle and impacted the global labor market structure. These years the EU required members to formulate concrete plans to treat gender equality as mainstream, integrate diversity and inclusivity into innovation, science, cultural and educational field. In 2022, numerous UN initiatives were expected to enhance understanding of gender issues. Sima Bahous, UN Women Executive Director, stated that including gender perspective into global and national law and policy give us a chance to rethink, reconstruct and redistribute resources and forge ahead a promising future.

USI strives to maintain a healthy and safe workplace and explicitly declares that any workplace violence is not tolerated such as sexual harassment. It integrates workplace violence prevention into the new employee orientation program and continues to promote workplace violence prevention to make sure that all employees know about it. Obeying governance policy, the complaint channel and penalties have been set up and the rights and privacy of complainant and informer are subject to confidentiality.

"Gender equality" is a global trend and the necessary literacy for the citizen of the world. UN passed the "Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)" in 1979 and announced the "2030 Sustainable Development Goals (SDGs)" in 2015. The fifth SDG is "Gender Equality/achieve gender equality and empower all females"; it hopes to end gender violence in all forms and give everyone an equal opportunity to receive education, healthcare and economic resources, and participate in political life. Meanwhile, it also hopes to give everyone an equal opportunity to take on employment and serve as the leading and decision-making position.

感動的一刻

A Moving *Moment*

01

臺灣草屯廠 / AEGWMS / AE / 林信鳴
Taiwan Tsaotuen Site / AEGWMS / AE / Rin Lin

中國河南龍門石窟
Longmen Grottoes, Henan, China

河南龍門山崖壁上，歷經北魏至北宋的四百餘年間的開鑿，經過一千五百餘年星移物換，依然屹立在世上的一隅。

The cliffs of Longmen Mountain in Henan have been excavated for more than 400 years, from the Northern Wei Dynasty to the Northern Song Dynasty, and are still standing in a part of the world after more than 1,500 years of change.



02

臺灣南崗廠 / AMMS /
MWC / 陳靜萍
Taiwan Nankang Site / AMMS / MWC /
Vivian Chen

臺北遼寧街
Liaoning Street, Taipei

週末與友相約這家圖書館咖啡廳，幽靜舒適。客人或讀書或用電腦，專注不喧嘩。隨手取閱一本書籍，在文字的領略中，體驗了感動的一刻。

I met my friends in this library café on the weekend. It is really a quiet and comfortable place. Guests are reading or using computers, but they are focused and not noisy. I can read a book at hand and experience a touching moment in the appreciation of words.



03

總經理室 /
行銷企劃部 / 黃紹恩
President Office / Marketing
Communication / Liao Huang

新加坡金沙酒店
Marine Bay Sands, Singapore

2019 年看完名偵探柯南的電影版之後，就想要去新加坡聖地巡禮，雖然劇情還是一樣很荒謬，但是能夠跟劇中人物站在同一片土地上，心中還是湧起無限的感動。

After watching the movie of Detective Conan in 2019, I decided to travel to Singapore. Although the movie plot is still as ridiculous as ever, being able to stand on the same place as the characters in the movie still brings up a lot of emotions in my heart.





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主題：我的家鄉魅力

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

— Eudora Welty

Theme: Charm of My Hometown

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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