



中華民國全國中小企業總會

National Association of Small & Medium Enterprises, R.O.C.

年報

110

2021 Annual Report

我們的經營理念

Our Management Concepts

- ◆ 敬業樂群
Love for Your Career and People
- ◆ 用心服務
Sincerity of Service
- ◆ 創新成長
Growing with Creativity



突破國際局勢挑戰 共創產業發展榮景



2020 年對臺灣是充滿挑戰的一年，適逢新冠肺炎疫情肆虐，重創全球經濟，讓日常生活、經濟活動受到巨大衝擊，但我國憑藉著政府部門團結一心，為臺灣穩住局勢，創造舉世共睹的防疫成果，也讓臺灣成為全球防疫典範。

「危機」並存著危險與機會，臺灣一直在國際強權中求生存，當全球經濟受創，但臺灣卻起跑了，掌握科技主導權，讓全世界看到我們，半導體、5G 產業，不但形成護國神山，也進一步打造護國群山，主計總處預估 2021 年臺灣經濟成長率達 4.64%，七年來最高。因政府對科技業的高瞻遠矚，各國已將半導體視為戰略產業，有「護國神山」美譽我們由衷讚揚。

全國中小企業有 150 萬家，佔全國企業總數近 98%，就業人數 905 萬佔全國就業總數近八成，無論對經濟結構、就業創造與社會穩定貢獻度最大，中小企業應稱為臺灣經濟與社會面最大的「護國山脈」。

美國新總統入住白宮對國際情勢之轉變、RCEP 協議造成全球貿易形式等改變，中小企業該如何來面對「後疫情時代」轉型精進。期盼政府比照國家隊規劃，建立系統化協助，解決中小企業各面向問題，遴選產、官、學專家，針對全國中小企業面臨的困境，深入研究，積極解決問題、因應潮變，讓中小企業能在此次轉型中，脫胎換骨，發揮「護國山脈」的經濟實力。

本會除堅守政府與中小企業溝通橋梁的重任外，也將攜手中小企業全力支持政府，做為政府最強的后盾，一同拚民生、護民生，為臺灣打造更美好的未來。

理事長 李育豪

Break through international challenges and Create industrial prosperous

2020 was a challenging year for Taiwan. COVID-19 that spread across the globe has traumatized the global economy, jeopardized daily life and impacted economic activities. However, through the concerted efforts of government departments, Taiwan's situation was stabilized and our outstanding performance in epidemic control was seen by the world, making Taiwan a model of epidemic control across the globe.

In Chinese, "crisis" suggests both "danger" and "opportunity." Although Taiwan has been skating on thin ice among international powers, when the global economy was under crisis, Taiwan managed to lead technology development and emerged in the world. Besides acting as the shield for Taiwan's economy, the semiconductor and 5G industries will further develop into the fortress of Taiwan's economic development. The Directorate General of Budget, Accounting and Statistics even predicts a GDP growth of 4.64% in 2021, the highest over the last seven years. Thanks to the government's forward-looking vision, countries in the world have treated the semiconductor as a strategic industry and we are proud to say that the semiconductor is the "shield" of Taiwan's economy.

Currently, there are about 1.5 million SMEs in Taiwan, accounting for 98% of all enterprises in Taiwan. As SMEs also hire 9.05 million people in Taiwan, nearly 80% of Taiwan's working population, they are the greatest contributors to Taiwan in terms of economic development, employment creation and social stabilization. Therefore, SMEs should be called the "fortress" of Taiwan's economy and society.

How should SMEs transform and optimize operations to deal with the changes in the international situation following the start of the Biden administration, the challenges from the global economic and trade changes caused by the RCEP and in the post COVID-19 era? It is hoped that the government can provide systematic assistance for SMEs to resolve problems in all aspects in the example of national team planning and select experts from the industry, government and academe to conduct in-depth research on problems affecting SME development and actively help SMEs resolve related problems and deal with all changes, in order for the SMEs to make radical changes in this transformation and thereby demonstrate their "fortress" power to ensure Taiwan's economic development.

In addition to taking on the heavy task of bridging communication between the government and SMEs, the association and SMEs will join hands to fully support the government and be its strongest backing. Together, we will endeavor for and safeguard people's livelihood, leading Taiwan towards a brighter future.

Chairman *Lee Yu-Chia*

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一個創新求變的社團

An Innovative and Creative Association

不管是透風 還是落雨 認真打拚為前途踏著堅定的腳步 不經風雨這呢粗無論是成功 還是失敗攏 是人生要走的路 暫時失志免痛朋友互相來照顧手牽手來心連心一步一腳印 為著前途付出犧牲創造美滿的社會 幸福人生

Rise or shine, we take a firm stand over our future despite the hardships. Failure or success is only a part of life. There is no need to be discouraged by temporary losses because friends will help each other heart to heart and hand in hand through it all. I am willing to make sacrifices for the social well-being and a life of contentment.

這首歌，深切傳達了本會的使命與精神，這就是我們的會歌。

This song, our theme song, truly conveys the mission and spirit of the NASME.

民國 61 年 7 月 17 日，中華民國中小企業協會誕生（總會前身），迄今已 49 個年頭，愈漸茁壯。

The National Association of Small & Medium Enterprises, R.O.C. (NASME) founded on July 17, 1972, has become for 49 years.

本會自成立以來，在歷任理事長帶領下，恪遵服務中小企業的原始初衷，多年來無時無刻不以「促進中小企業發展」為己任，協助政府推動經建計畫、執行輔導措施、提供服務管道，扮演政府與民間溝通橋樑的角色、促進學術研究資源導入產業界，更進而促成業界之間的交流機會，協助中小企業締造更多商機。

Under the leadership of successive chairmen over the years, NASME has upheld the mission of "promoting SME development", by executing guidance measures and providing service channels for SME. It has also bridged communication between government and private sectors and have promoted launching of academic research resources in the industries, which in turn have facilitated industrial exchanges and thus they have created more business opportunities for SME.

時至今日，本會在國內各縣市成立近 60 組分級組織和跨業聯誼會，形成全省 SME 家族網絡。此外，也踏出海外延伸服務觸角，與全球 130 餘個團體建立關係，成立國際工商團體姊妹會。希望能藉此引領我國中小企業接軌國際，再創舉世矚目經濟奇蹟。

Today, the nationwide SME network of NASME comprises approximately 60 organizations and crossenterprise clubs in Taiwan. In addition, it has also extended its services overseas and has established cooperative economic and trade relations with 130 global organizations, hoping to offer guidance to SMEs so they can be in line with the world trends and once again have a worldfamous new economic miracle.

經營理念與願景

Philosophy and Vision

本會為非營利組織 (NPO)，我們一直秉持「用心服務、敬業樂群、創新成長」的理念，力求會務的健全運作。在服務中小企業工作上，積極爭取向政府建言機會，嘉惠中小企業，並向中小企業宣導政府輔導政策；同時參與各項政府標案，戮力執行各項計畫，貫徹「協助中小企業獲得優質成長環境，追求競爭優勢」的使命。

多年以來除獲中小企業好評外，民國 84 年迄今，已連續多年榮獲「內政部績優社團優等獎」的榮耀，持續向「代表性唯一、執行力第一的全國性中小企業服務性社團」願景邁進。

NASME is a non-profit organization (NPO). Upholding the philosophy of "Sincerity of Service Love for Your Career and People Growing with Creativity," it strives for integrity in its business conduct. In terms of provision of services for SMEs, NASME has actively sought opportunities to bring a voice to the government, advocated government's guidance policies and joined government's various biddings to implement NASME's mission of "Facilitating sound business environments for sustainable development of SMEs and pursuit of competitive advantage."

NASME has not only been well received by SMEs over the years, but has also won the "Organization Excellence Awards, Ministry of the Interior" for many consecutive years.



多元化的專業服務

Diversified professional services

我們能為您做些什麼？

- 提升產業競爭力優勢
- 落實政令維護權益
- 開拓國外商機交流
- 建構政府與企業溝通橋樑
- 增進企業人才素質
- 創業諮詢與輔導
- 輔導激勵產業升級
- 促進就業與媒合

我們辦過些活動？

- 晉見總統 提供建言
- 行政院院長與中小企業交流活動
- 中小企業新春團拜
- 各類獎項選拔及會議規劃
- 各類人才培訓課程及輔導
- 國際中小企業大會 (ISBC)
- 全國中小企業發展會議
- 兩岸企業家峰會
(中小企業合作及青年創業推動小組)
- 山頂尾溜嘉年華會登山健行
- 再現一炊煙露營活動 / 高爾夫球賽

What can NASME do for you?

- Enhances business competitiveness and strength.
- Helps businesses enforce government rules and maintain rights and benefits.
- Explores overseas business opportunities and promote overseas exchange.
- Promotes two-way communication between businesses and the government.
- Improve personnel quality.
- Provides consultation and guidance for entrepreneurship.
- Provides guidance and encouragement for industrial upgrade.
- Enhance & integrate employment resources.

What activities has NASME organized?

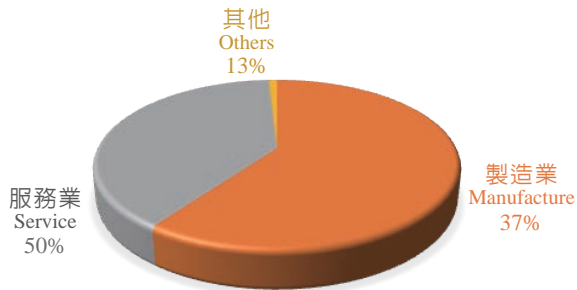
- Meeting the president and making recommendations
- Exchange with the Premier
- SME Chinese New Year Gathering
- various awards and conferences
- Various talent cultivation courses and guidance
- The International Small Business Congress (ISBC)
- National Small & Medium Enterprises Development Conference
- Cross-Strait CEO Summit (SMEs Cooperation and Youth Entrepreneurship Promotion Task Force)
- Park Mountaineering & Hikign Carnival
- Camping Activity / Golf Tournament

我們的服務項目 Our Service



會員組成與分布

Membership Organization and Distribution



會員行業分佈

製造業：

包括電子電器業、精密器械業、化學製品業、機械設備業、食品業、紡織業、木竹傢俱業、造紙印刷業、橡膠製品業、金屬製品業、運輸工具業等。

服務業：

包括運輸服務業、旅遊業、金融業等。

其他：

包括營建業、運輸及倉儲業、農林漁牧業等。

會員組成結構

個人會員：

凡經核准入會，從事經營中小企業或具有興趣及研究之個人。

公司會員：

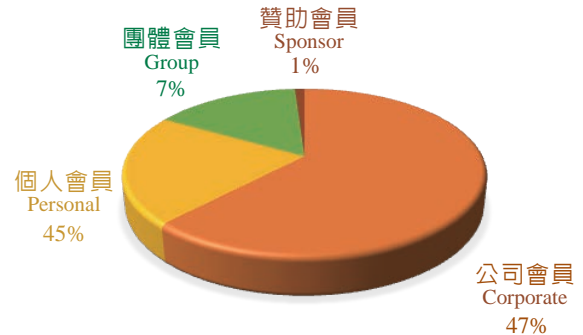
凡經核准入會，其經營本質屬中小企業發展條例第二條規定標準之公民營公司行號。

團體會員：

1. 本會所屬各分級組織。
2. 凡贊同本會宗旨或本會輔導之各相關團體。

贊助會員：

對於本會有特殊貢獻或每年贊助經費新臺幣壹萬元以上之團體或個人。



Members Industries

Manufacture：

including electronics and appliance, precision mechanics, chemical productions, mechanical equipment, food, textile, wood and bamboo furniture, paper making and printing, rubber and plastic manufacturing, metal, transportation tools.

Service：

including transportation service, travel, and finance.

Others：

including construction, transportation, warehousing industry, agriculture, forestry and fisheries.

Members Composition

Personal membership：

individuals who are working or interested in conducting in a small and medium enterprises.

Corporate membership：

public or private business entities whose business natures fit the descriptions in the second article of the Statute for Development of Small and Medium Enterprises.

Group membership：

1. subsidiary associations of NASME.
2. SME-pertaining groups whose membership applications were accepted.

Sponsor membership：

groups or individuals with either special contributions or sponsorship over NT\$10,000 each year to the National Association of Small and Medium Enterprises.

年度重要記事 Major Events

1 月

01/21

夯運動in Taiwan啟動暨棲蘭100林道越野超級馬拉松記者會
Activated "Hunt Sports in Taiwan" and held the Press Conference of
Taiwania look Ultra Trail

3 月

03/06

新北市婦女及中高齡者職場續航中心開幕典禮
Opening ceremony of the New Taipei City Women's, Middle-Aged and
Senior Workforce Sustainability Center

03/25

第14屆第3次常務理監事會議
3rd executive directors' and supervisors' meeting of the 14th Board of
Directors and Supervisors

5 月

05/22

第14屆第5次理監事會議
5th meeting of the 14th Board of Directors and Supervisors

6 月

06/30

第14屆第3次會員大會暨第12屆國家磐石關懷獎章贈獎典禮
3rd meeting of the 14th General Assembly and the 12th National SME Care Medal
Presentation Ceremony

7 月

07/31

三倍券晚鳥領用數位綁定幸運抽記者會
Press conference of the Lucky Draw for Digital Binding Triple Stimulus Vouchers
Late-Bird Collection

8 月

08/05

《振興微企 X 三倍創商機》微聚市集
"Stimulating MEs x Tripling Business Opportunities" Micro Loft Marketplace

9 月

09/17

第14屆第4次常務理監事會議
4th executive directors' and supervisors' meeting of the 14th Board of
Directors and Supervisors

09/20

總統盃黑客松頒獎典禮
Presidential Hackathon Awards Ceremony

09/24-25

台灣創新技術博覽會
Taiwan Innotech Expo

10 月

10/09

2020山頂尾溜嘉年華會登山健行
2020 Peak Mountaineering Hiking Carnival

10/30

二代大學第三屆畢業典禮暨第四屆開學典禮
New Generation College 3rd Commencement and 4th Opening Ceremonies

11 月

11/03

第29屆國家磐石獎暨第22屆海外台商磐石獎頒獎典禮
The Awards Ceremony of the 29th National Award of Outstanding SMEs and the 22nd Outstanding Overseas Taiwanese SMEs Award

11/04

國家磐石獎暨海外台商磐石獎得主拜會各部會首長
Visits on ministers by the winners of the National Award of Outstanding SMEs and Outstanding Overseas Taiwanese SMEs Award

11/17

第27屆創新研究獎暨第19屆中小企業創新研究獎頒獎典禮
The Awards Ceremony of the 27th Innovation Award and the 19th Taiwan SMEs Innovation Award

11/18-21

2020 Meet Taipei創新創業嘉年華-創新法規沙盒
2020 Meet Taipei Startup Festival: Innovative Regulatory Sandbox

12 月

12/09

2020國家人才發展獎頒獎典禮
The Awards Ceremony of the 2020 National Talent Development Awards

二代社群期末成果聯合例會
New Generation College Achievements Exhibition and Joint Conference

兩岸企業家峰會年會(台北)
Cross-Strait CEO Summit Annual Conference (Taipei)

第14屆第6次理監事會議
6th executive directors' and supervisors' meeting of the 14th Board of Directors and Supervisors

會務推廣

Event Promotion

- ▲ 會員大會暨理監事會議
General Assembly and Meeting of the Board of Directors and Supervisors
- ▲ 山頂尾溜嘉年華會登山健行
Peak Mountaineering & Hiking Carnival
- ▲ 磐石獎聯誼委員會
Friendship Club of Winners of National Award of Outstanding SMEs
- ▲ 全國各縣市中小企業協會活動
County and City SME Association Activities
- ▲ 中小企業跨業聯誼會活動
Cross-Industry Club Activities

創造交流平台，建構優質環境

Creating an Exchange Platform and Building a Quality Environment

本會自民國 61 年成立迄今，以促進中小企業發展為宗旨，扮演起政府與企業間溝通橋樑，也持續地精進服務品質，提供中小企業各項輔導與服務。

為落實中小企業服務，本會不定期舉辦「行政院院長與中小企業交流活動」針對當前政府施政及經濟議題交換意見，與相關政府機關部會代表展開對談，了解現階段中小企業面臨的經營需求及對政府的建言，並積極向政府傳達中小企業心聲。

在全國網絡資源部分，全臺成立近 60 個分級組織，包含縣市中小企業協會及跨業聯誼會，直屬會員代表約 1,300 家，所屬會員約 1 萬家，建構起綿密的服務網絡；另外，由歷屆國家磐石獎得主所成立之「磐石獎聯誼委員會」，為延續磐石精神，每季舉辦例會，相互觀摩交流，促進產業永續發展。

除此之外，本年精心規劃一系列活動，以凝聚會員共識，如，每年定期舉辦的「會員大會」以及慶雙十的「山頂尾溜登山健行嘉年華會」等。透過各項活動增進會員間聯誼，進而促進商機交流。

The NASME was established in 1972 to promote SME development and act as the bridge between the government and SMEs. We are also engaged in continuous quality improvement of our services and provide SMEs with various guidance and services.

To provide SMEs with perceivable services, we organize the "Exchange with the Premier" from time to time to exchange opinions on current government policies and economic issues with representatives from government departments in order to find out the operating needs of SMEs at the moment and their suggestions for the government to actively communicate the ideas of SMEs to the government.

In nationwide networking, we have established a total of 60 sub-associations, including county- and city-level SME associations and Cross-Industry Clubs, with about 1,300 direct members and about 10,000 affiliated members, forming a well-planned service network. We have also established the "Friendship Club of Winners of National Award of Outstanding SMEs" of the National Outstanding SME Award to extend the spirit of SMEs by holding annual seasonal meetings for mutual exchange and to promote the sustainable development of the industry.

In addition, we planned a series of events and activities in 2020 to cohere member consensus. They included the annual "General Assembly" and the "Peak Mountaineering and Hiking Carnival" and so on for celebrating Double Tenth. Through these events and activities, we aim to promote friendship among members and encourage exchange of business opportunities.

會員大會暨理監事會議



經濟部王美花部長（中）及李育家理事長（右三）與本屆國家磐石關懷獎章得主合影

Economic Minister Mei-Hua Wang (center) and Chairperson Yu-Chia Li (third right) with the winners of the present National SME Care Medal.

本會自民國 84 年迄今，連續多年榮獲內政部評選為「全國性績優社團優等獎」和「全國性社會團體公益貢獻獎」之榮耀，除法定會議如期召開外，理監事和諧運作，會務穩健發展。

會員大會

第 14 屆第 3 次會員大會於民國 109 年 6 月 30 日下午 2 時假台北喜來登大飯店福廳舉行，爰例與關懷中小企業基金會共同舉辦「第 12 屆國家磐石關懷獎章」贈獎典禮，「國家磐石關懷獎章」乃延續國家磐石獎之精神，為我國唯一針對中小企業重大貢獻人士給予公開表揚之獎項，過去已表揚 11 屆共 54 位人士，本屆共有國立臺灣科技大學廖慶榮校長、台灣經濟研究院景氣預測中心孫明德主任、華南金控暨華南銀行張雲鵬董事長、立法院蘇巧慧立法委員和自由時報鄧景雯總編輯等 5 位獲獎。

會中經濟部王美花部長、僑委會徐佳青副委員長、時任經濟部中小企業處蘇文玲副處長、經濟部工業局陳佩利主任秘書，以及各部會首長蒞臨嘉勉，現場近 700 名中小企業代表參與，現場氣氛活絡。

因受新冠疫情影響，原定於年初新春團拜舉辦「績優縣市中小企業社團暨績優跨業聯誼會選拔」頒獎活動，延至於大會中頒發，以表揚在地服務創新及健全經營之縣市企協及聯誼會組織。

大會除進行例行性的會務報告和提案討論外，也針對第 14 屆第 2 次會員大會決議案辦理情形逐案說明，會中會員熱情參與，大會圓滿結束。

理監事相關會議

為順利推展會務並達成理監事共識，依據章程第 25 條規定召開理監事會議，在會議中進行各項工作報告、財務報告以及提案討論，提案包含第 14 屆第 3 次會員大會、國家磐石關懷獎章、山頂尾溜嘉年華會、績優中小企業社團選拔、尾牙聯歡、全國中小企業聯合新春團拜及本會顧問聘任等 24 案。

General Assembly and Meeting of the Board of Directors and Supervisors

Since 1995 we have been rated an outstanding organization at the "National Outstanding Social and Occupational Organization Assessment" and awarded the "National Social Groups Welfare Contribution Award" by the Ministry of the Interior. In addition to holding regular meetings as scheduled, directors and supervisors have been working in harmony to achieve steady NASME development.

General Assembly

The 3rd meeting of the 14th General Assembly was held at 14:00 on June 30, 2020 at the Joyful Ballroom of the Sheraton Grand Taipei Hotel. As usual we also held the "12th National SME Care Medal" presentation ceremony in collaboration with the Small and Medium Enterprise Foundation Taiwan. Aiming to extend the spirit of the "National Award of Outstanding SMEs," the National SME Care Medal" is the only of its kind in Taiwan to publicly commend people with outstanding contributions to SMEs and a total of 54 persons have been awarded over the past 11 years. There were five winners for 2020, including President Ching-Jung Liao of the National Taiwan University of Science and Technology; Director Ming-Te Sun of the Economic Forecast Information Releasing, Taiwan Institute of Economic Research; Chairperson Yun-Peng Chang of Hua Nan Financial Holdings and Hua Nan Bank; Legislator Chiao-Hui Su of the Legislative Yuan; and Editor-in-Chief Ching-Wen Tsou of The Liberty Times.

At the assembly, Minister Mei-Hua Wang of the Ministry of Economic Affairs; Vice Minister Chia-Ching Hsu of the Overseas Community Affairs Council; the then Deputy Director-General Wen-Ling Su of the Small and Medium Enterprise

Administration, Ministry of Economic Affairs; and Secretary-General Pei-Li Chen of the Industrial Development Bureau, Ministry of Economic Affairs; and the head of related government departments attended the event to encourage all medal winners. Nearly 700 SME representatives attended this lively event.

Affected by the COVID-19 pandemic, the "Outstanding Local SME Association and the Outstanding Cross-Industry Club Selection," the prize presentation ceremony scheduled at the National SME Chinese New Year Gathering in the beginning of the year was postponed to the general assembly to commend the local SME associations and clubs with outstanding performance in service innovation and organizational operations.

In addition to the routine NASME executive report and proposal discussion, attendees reported the status of implementation of resolutions made at the 2nd meeting of the 14th General Assembly. The assembly ended smoothly after enthusiastic member involvement.

Meeting of the Board of Directors and Supervisors

To smoothly promote NASME operations and reach a consensus among directors and supervisors, board meetings were held per Article 25 of the NASME charter. Each meeting included a management presentation, a financial report and the proposal discussion. A total of 24 proposals were discussed at the board meeting, with contents covering the 3rd meeting of the 14th General Assembly, National SME Care Medal, Peak Mountaineering and Hiking Carnival, Outstanding SME Association Selection, year-end party (weiyu), National SME Chinese New Year Gathering, appointment of NASME advisors, and so on.

山頂尾溜嘉年華會登山健行



理事長與聯誼會會友合影

NASME chairperson and members of SME clubs.

109 年雙十國慶連假第一天，舉辦一年一度「山頂尾溜嘉年華會」千人登山活動，讓中小企業主們有充實健康的國慶假期。從年初開始受到新型冠狀病毒之影響，國內產業受到嚴重衝擊，對中小企業而言，所受到之打擊更是嚴峻，對此 109 年度山頂尾溜千人健走活動，特別選在新北市中和「烘爐地」，強身健行之餘亦能福氣相隨、好運相伴，一同祈求國內疫情逐漸趨緩之際，各中小企業的經濟皆能盡快復甦。

本次從烘爐地立體停車場出發，環繞烘爐地山頭一圈，全程約 4 公里，挑戰體力之餘，亦從不同角度遠眺大台北美景，可目睹全臺最大土地公神像、俯視台北盆地，以及遠眺觀音山和淡水河出海口。途中，也設立「投進好福氣 - 投籃大賽」及「擲出好運氣 - 擲茭大賽」闖關活動及胖卡車駐點，伴隨小遊戲及會友的互動，讓頭家們展現熱情奔放的一面，同時聯誼情感並推廣樂活概念，展現中小企業活力。



理事長（右）頒贈本次摸彩大獎

Chairperson Yu-Chia Lin (right) presented the big prize for the lucky draw.

最後，漫步回終點站烘爐地立體停車場活動中心享用豐盛美味的辦桌，並進行近 200 項豐富獎品摸彩，本次最大獎為理事長提供的 SOGO 禮券 2 萬元、多份高級飯店餐券、Dyson 吹風機及吸塵器等優質好禮，將現場氣氛炒到最高點，整場熱鬧沸騰、歡笑不斷，讓會友之間情誼更加凝聚，一同歡度假期。

Peak Mountaineering & Hiking Carnival

On the first day of the long holiday for the 2020 National Day, the annual "Peak Mountaineering & Hiking Carnival" was held for SME owners to strengthen their health during the National Day holiday. The influence of the COVID-19 pandemic which began at the start of the year severely impacted all domestic industries, and it was like adding fuel to the fire for SMEs. Therefore, we specifically chose Mt. Honglushishan in Zhonghe, New Taiwan City, as the destination of the 2020 Peak Mountaineering & Hiking Carnival for members to their strengthen health and receive some luck from the Honglodei Earth God Temple. Everybody prayed for quick economic recovery for SMEs as the domestic epidemic condition was getting better.

The hiking trip of about 4km circulating the peak area started from the multi-story parking at Mt. Honglushishan. Besides challenging their physical strength, SME owners could also enjoy the gorgeous vista of the Greater Taipei area from different angles, witnessed Taiwan's largest Earth God (city god) idol, get a bird's view of the Taipei Basin, and overlook Mt. Guanyin and the Tamsui River estuary. During the trip, different stage-challenging activities, such as the "Shoot for Luck: Basketball Shooting Competition" and "Draw

for Luck: Moon Blocks Casting Competition" were designed and "pun car" (food van) stops were established. Alongside the small games and member interaction, SME owners released their passion while developing friendship and promoting LOHAS at the same time to demonstrate the energy of SMEs.

roadside banquet. We also prepared nearly 200 great prizes for the lucky draw. The biggest prizes included a NT\$20,000 SOGO voucher donated by the chairperson, restaurant vouchers from high-profile hotels, Dyson air-dryers and vacuum cleaners, and so on. The event reached its climax at the draw filled with cheers of joy and laughter for members to develop better friendship and enjoy a great holiday.



「擲出好運氣 - 擲杯大賽」闖關活動

"Draw for Luck: Moon Blocks Casting Competition" stage-challenging activity.



山頂尾溜 - 啓程鳴笛

Kick-off of the peak Mountaineering & Hiking Carnival.

磐石獎聯誼委員會



冬季例會 - 參訪高慶泉（股）公司

Annual Winter Meeting: Visit on Kao Ching Chuan Co., Ltd.

磐石獎聯誼委員會自民國 83 年由歷屆獲獎企業組織成立，是一個結合優秀企業的最佳平台，20 多年來日益壯大，會友們相互切磋、學習與交流，每次例會活動總讓人有不同的體會與感動。會友們為全臺各地業界菁英，其發揮自身社會影響力，並凝聚彼此心力、團結合作，透過典範學習的模式，持續為臺灣這土地，培育更多優質及潛力的中小企業。

第 1 次例會於民國 109 年 07 月 16 日假台北寒舍艾美酒店 3 樓琥珀廳舉辦，本次特別邀請台積電慈善基金會張淑芬董事長，以「把愛送出去，公益分享與展望」為題，分享當初投入公益，

擔任志工的初衷，從心轉念開始，學習捨與得，同時也從公益中學習人生，與現場會友互動熱烈。另，磐石獎會友們本身均為業界之佼佼者，本次邀請大江生醫林詠翔董事長現身說法，暢談成功經營之道，並分享創新想法。

第 2 次例會於 09 月 22 日於中區舉辦，上午安排參訪磐石獎會友「高慶泉（股）公司」，創業 81 年以古法釀造，導入 AI 智能管理，24 小時全程自動監控溫溼度，以穩定品質絕佳風味，打造出全球華人指定醬油品牌。下午則於台中日月千禧酒店舉辦經貿專題演講，會中特別邀請台灣經濟研究院景氣預測中心孫明德主任、逢甲大學高承恕董事長，針對疫情下的未來發展，會友們如何透視全球經貿趨勢及掌握企業危機與生機。



第一次例會專題演講

The first 2020 seasonal Meeting and experience sharing.

另外，11 月 03 日一年一度迎新晚宴是本聯誼委員會的盛事之一，歡迎 109 年優秀得獎企業加入磐石獎大家族的行列，並共同分享榮耀與喜悅。會中邀請經濟部王美花部長、僑務委員會徐佳青副委員長、中小企業處何晉滄處長等長官親臨勉勵。海內外會友亦踴躍參與，在輕鬆愉悅的氣氛下，大家結交各路好友，並透過聯誼會的平台，共享資源，共創商機。

Friendship Club of Winners of National Award of Outstanding SMEs

As the best platform uniting outstanding SMEs, the Friendship Club of Winners of National Award of Outstanding SMEs (Friendship Club) was established in 1994 by winners of the National Outstanding SMEs Awards over the years. Over the past 20 years or so, the club kept expanding for members to learn and exchange experiences with one another and each annual seasonal meeting always brings different meanings and influences to participants. Members are elite SME owners across Taiwan. They demonstrate their social influence and unite together to constantly cultivate more quality and potential SMEs in Taiwan through model learning.

The first 2020 seasonal meeting was held on July 16, 2020 at the Amber Room on the 3rd floor of Le Méridien Taipei. At this meeting, Chairperson Shu-Fen Chang of TSMC Charity Foundation was invited to share her intent to engage in charity and volunteerism with the speech "Pass Love On: Charity Sharing and Prospects." According to Chairperson Chang, it all began with a mindset change from which she realized the importance of "give and take." From the charity engagements, she also understands life. Chairperson Chang enjoyed the heated interactions with the participants. In addition, as all members of the Friendship Club are the champions in their field, we invited Chairperson Yung-Hsiang Lin of TCI Co., Ltd. to share his road to success and innovative ideas.

The second 2020 seasonal meeting was held on September 22, 2020 in central Taiwan. In the morning, a visit on club member Kao Ching Chuan Co., Ltd. (KCC) was arranged. With a history of 81 years, the KCC brews soy sauce in the vintage way and implements AI smart management for automatic temperature and humidity monitoring round the clock to ensure stable quality and perfect flavors, making KCC the chosen brand of soy sauce across the Chinese-speaking world.

In the afternoon, a keynote speech was arranged at Millennium Hotel Taichung. Director Ming-Te Sun of the Economic Forecast Information Releasing, Taiwan Institute of Economic Research and Chairperson Cheng-Shu Kao of Feng Chia University shared their experiences on the future developments in the pandemic era and showed members how to see through the global economic and trade trends and grasp the crises and business opportunities.

As one of the club's annual events, the welcome party held on November 3 welcomed winners of the 2020 National Outstanding SME Awards to join the club and shared their glory and joy. At the party, Economic Minister Mei-Hua Wang, OCAC Vice Minister Chia-Ching Hsu and SMEA Director-General Chin-Tsang Ho attended the event to encourage new award-winners. Members at home and abroad also joined the party enthusiastically to make friends with others, share resources, and create business opportunities together in a relaxing occasion.



磐石獎會友與經濟部王美花部長及僑務委員會徐佳青副委員合影

Friendship Club members, Economic Minister Mei-Hua Wang, and OCAC Vice Minister Chia-Ching Hsu at the welcome party.

全國各縣市中小企業協會活動



彰化縣中小企業協會－前瞻趨勢講堂

Changhua County SME Association: Forward-Looking Trend Lecture.

為協助中小企業在激烈的競爭環境中，站穩腳步，向前邁進，本會及各縣市中小企業協會長期深入基層服務廣大中小企業族群，扮演在地深耕服務中小企業的重要角色，透過有效整合將資訊正確且準確地傳遞到全國中小企業，適時提供中小企業所需之資源與協助。

每年透過「提升各縣市中小企業基層服務補助計畫」的經費挹注及自辦活動，皆辦理上百場次活動，以強化中小企業經營績效、健全企業體質以及提升競爭優勢。近年來，因應數位環境的改變，再加上今年度受到疫情之影響，科技演進所帶來之商業模式轉變及消費型態改變，已成為企業應審慎思考之層面，對此特別增設「數位轉型實務交流坊」學習活動，協助中小企業運用數位科技驅動企業轉型，藉此發展新產品或及跨入新市場等商機。

此外，為激勵中小企業社團提升服務品質及永續經營發展，每年舉辦「績優中小企業社團選拔」活動，以茲鼓勵，109 年度獲獎名單如下：

★會務精銳獎★

桃園市中小企業協會、臺中市大臺中中小企業協會、雲林縣中小企業協會、屏東縣中小企業協會

★創新服務獎★

宜蘭縣中小企業協會、苗栗縣中小企業協會、彰化縣中小企業協會、南投縣中小企業協會

★多元發展獎★

台北市中小企業協會、高雄市大高雄中小企業協會

★穩定發展獎★

台南市中小企業協會

County and City SME Association Activities

For SMEs to gain a firm foothold and forge ahead against keen competitions, the NASME and SME associations across Taiwan spare no effort in cultivating SME development at the grassroots level to correctly and precisely deliver services to SMEs across Taiwan and timely provide SMEs with the required resources and assistance through effective integration.

Through fund investment in the "Plan for Subsidizing the Improvement of Base-Level Services for Local SMEs" and by organizing over 100 self-funded activities held every year, we aim to strengthen the business performance, management capacity and competitive strengths of SMEs. In response to the changes in the digital environment in recent years, and alongside the impacts brought by the COVID-19 pandemic in 2020, it is necessary for SMEs to re-consider the changes in business models and consumer behavior as a result of technological advancements. Therefore, we specifically organized the "Digital Transformation Practice and Experience Sharing Workshop" to help SMEs activate business transformation with digital technology, in order to develop new products and enter new markets to capture new business opportunities and so on.

In addition, we organize the "Outstanding SME Association Selection" every year to encourage SMEs to improve service quality and promote sustainable development. Winners of 2020 are as follows:

★ Excellent Team Award ★

Taoyuan City SME Association, Taichung City SME Association, Yunlin County SME Association, and Pingtung County SME Association

★ Innovation Service Award ★

Yilan County SME Association, Miaoli County SME Association, Changhua County SME Association, and Nantou County SME Association

★ Multiple Development Award ★

Taipei City SME Association and Kaohsiung City SME Association

★ Steady Development Service Award ★

Tainan City SME Association



雲林縣中小企業協會舉辦數位轉型實務交流坊

Yunlin County SME Association : Digital Transformation Practice and Experience Sharing Workshop.

中小企業跨業聯誼會活動



公益活動「用愛點亮未來」，林坤榮監事長（右八）與受贈單位及聯誼會會長合影

Chief Supervisor Kun-Jung Lin (eight right) and recipient and club chairpersons at the "Light Up the Future With LOVE" charitable activity.

中小企業跨業聯誼會已邁入 27 年，本會致力輔導中小企業彼此互助交流，至今已擁有 38 組跨業聯誼會，透過會員間彼此鼓勵與互助的環境下，進而知識交流、資源整合及創造事業合作等，以提升經營能力，強化競爭力優勢。

各組聯誼會定期月例會，辦理內容相當精彩豐富，包含有專題演講、聯誼交流、企業觀摩、國外考察、合作結盟；及回饋社會舉辦公益活動等，透過資源的互通，強化經營深度與廣度、掌握知識與創新，達到交人、交利、交心。



木蘭聯誼會 - 例會活動

Routine activities of Mulan Club.

本年度新增一組生力軍，為有志一同專門參加展覽銷售之中小企業所籌組而成的「台灣展拓聯誼會」，為跨業聯誼會注入新血。另外，為鼓勵優質的聯誼會，依爰例舉辦「績優跨業聯誼會選拔活動」，於新春團拜活動公開表揚，109 年度表揚名單如下：

★團隊金鑽獎★

台北石油聯誼會、同心聯誼會、久久聯誼會、32 利基聯誼會、學友聯誼會、圓緣聯誼會、緣久聯誼會、UPS 聯誼會、傑出仕女聯誼會、SMART 聯誼會、木蘭聯誼會、產經聯誼會、金世紀聯誼會、樂活聯誼會、創新研究獎聯誼會、新一代企業家聯誼會、美力聯誼會、圓融聯誼會、菁睿聯誼會、台灣展拓聯誼會

★聯誼商機獎★

210 成長聯誼會、群賢聯誼會、精品美學聯誼會、深耕聯誼會

Cross-Industry Club Activities

It has been 27 years now since the County and Cross-Industry Club was established. Aiming to promote mutual support and experience exchange among SMEs, we have 38 SME Cross-Industry Groups today for members to encourage and help one another, learn from one another, integrate resources and create opportunities for collaboration and so on, to improve operating competencies and strengthen competitive strengths.

Each club holds monthly meetings with comprehensive contents, including the keynote speech, friendship exchange, SME visit, overseas trip, collaboration and alliance and charitable activities for social contributions and so on. Through resource sharing, they increase the depth and breadth of operations, capture new knowledge, and make innovation to achieve people exchange, interest exchange and friendship exchange.

A new club joined the group in 2020. It is the "Taiwan Development and Communication Club" formed for SMEs interested in participating in exhibitions and fairs to bring new blood to the County and Cross-Industry Club.

In addition, to encourage quality friendship exchange, we organize the "Outstanding Cross-Industry SME Group Selection" as usual and commend them at the National SME Chinese New Year Gathering. Winners of 2020 are as follows:

★ Team Cooperation Golden Diamond Award ★

Taipei Petroleum Club, One Heart Club, 99 Club, 32 Niche Club, Friend Scholar's Club, Yuanyuan Club, Raunchily Club, UPS Club, Outstanding Lady Club, SMART Club, Mulan Club, Business and Economy Club, Golden Century Club, LOHAS Club, Taiwan SMEs Innovation Award Club, Nest-Gen Entrepreneur Club, Milux Club, Harmony Club, Jing Rui Club, and Taiwan Exhibition and Extension Club

★ Group Opportunities Award ★

210 Growth Club, Elite Club, Refined Aesthetics Club, and Shen Gen Club



圓緣聯誼會 - 例會活動

Routine activities of Yuanyuan Club.

國際經營

International Affairs

- ▲ 國際工商團體合作交流活動
Exchange activities with international commerce
and industry groups
- ▲ 臺北市補助工商團體及廠商海外參展計畫
Taipei City Overseas Exhibition Funding Program for Industrial &
Commercial Groups and Businesses

強化國際交流合作 提升產業價值與國家競爭力

Strengthening International Exchange and Cooperation Enhancing Industrial Value and National Competitiveness

協助中小企業放眼全球市場，活用地資源開創經貿優勢，建構國際交流平台，一直是本會重要的工作項目。迄今，本會觸角已擴及全球 70 個國家，與 130 餘個國際經貿團體結盟合作發展各項交流工作，致力於透過各項國際交流活動，發展對外商機、銜接國際經貿市場，藉此帶動國內經濟發展，創造更高的經濟價值。

在肺炎疫情全球大流行的特殊時期，我國國內管控良好，仍保有相當活躍的商貿活動，本會積極協助政府以靈活變通的方式推動各項國際合作交流，透過線上會議方式辦理「兩岸企業家峰會」年會活動，兩岸活動不間斷。運用「臺北市補助工商團體及廠商海外參展計畫」協助企業拓展海外商機，引領我國中小企業接軌國際市場，鏈結世界網路，進而帶動我國經貿發展。

Assisting SMEs in cultivating the global market, creating economic and trading advantages with local resources and building an international exchange platform have always been NAMSE's key objectives. To date, besides expanding our reach to over 70 countries, we have engaged in alliances, cooperation, development and exchange with over 130 international economic and trade groups, aiming to develop international business opportunities and connect with the global economic and trade market through various international exchange activities and thereby drive domestic economic development and create higher economic value.

Thanks to the outstanding domestic epidemic control, Taiwan could maintain considerably active business and trading activities at the critical moment when COVID-19 was sweeping across the globe. We pro-actively assisted the government in promoting various international cooperation and exchange activities through flexible means. For example, we held the "Cross-Strait CEO Summit" annual conference through video-conferencing to sustain uninterrupted cross-strait exchange. We also supported enterprises to cultivate overseas business opportunities through the "Taipei City Overseas Exhibition Funding Program for Industrial & Commercial Groups and Businesses" to help domestic SMEs connect with the international market, link to the global network and thereby drive domestic economic and trade development.

國際工商團體合作交流活動

Exchange activities with international commerce and industry groups



兩岸企業家峰會邱正雄副理事長開幕式致詞
Cross-Strait CEO Summit: Vice Chairman CHIU CHENG-HSIUNG addressed the opening ceremony.

為協助中小企業拓展國際商機，培育國際競爭力，本會歷年來積極為中小企業發聲，爭取國際交流資源，極力往國際發展，同時也配合我國對外貿易發展，推動國際產業合作與兩岸經貿交流，包含參與國際中小企業大會 (ISBC)、兩岸經貿峰會活動等，同時也與國際和兩岸重要代表交流聯繫，希望能藉此引領臺灣中小企業接軌國際。

本會歷年來不定期與國際相關單位進行交流，但因受到 COVIS-19 全球疫情影響，今年國際兩岸工商團體活動也先行暫緩，但仍透過不同方式互動，期望在疫情期間中小企業與國際合作仍不間斷。

兩岸企業家峰會迄今已邁入第 7 年，109 年度年會於 12 月 09 日以視訊連線方式在台北和廈門舉行，會中由兩岸專家學長針對『面對新情勢再創新契機』主題進行專題演講，峰會所設 8 個產業合作推動小組也針對年度執行狀況進行說明，雖因疫情關係阻礙各小組對接及工作推動，但雙方仍保持密切聯繫，以推動兩岸企業實質及深化合作。

To assist SMEs in cultivating international business opportunities and developing international competitiveness, over the years we have been the voice for SMEs, strived for international exchange resources, strengthened international development and promoted international industrial cooperation and cross-strait economic and trade exchange in line with Taiwan's foreign trade development. These included the participation in the International Small Business Congress (ISBC) and Cross-Strait CEO Summit. We have also maintained an opinion exchange and contacts with important international and cross-strait representatives, hoping to help Taiwan SMEs connect with the world.

Over the years we have maintained exchanges with international related units from time to time. Although exchange activities with international and cross-strait industrial and commercial groups were interrupted by the COVID-19 pandemic in 2020, we have engaged in interactions with them in different ways, hoping to sustain international cooperation for SMEs in spite of the pandemic.

It has been the seven years now since the first Cross-Strait CEO Summit was held. The 2020 Summit was held on December 9 at Taipei and Xiamen together through video-conferencing. At the summit, cross-strait experts and scholars gave keynote speeches on "Creating New Opportunities for New Situations." In addition, the 8 industrial cooperation promotion teams formed by the Summit also reported on the progress of implementation in 2020. Despite the pandemic's hindrance on the work coordination and implementation, both parties maintained close contacts to promote the substantial and in-depth cooperation among SMEs across the strait.

臺北市補助工商團體及廠商海外參展計畫

Taipei City Overseas Exhibition Funding Program for Industrial & Commercial Groups and Businesses



「後疫情時代 危機化轉機」海外參展論壇合照
Overseas Exhibitions Forum: Turning Crises into Opportunities in the Post-Pandemic Era.

根據經濟部國貿局統計，臺北市從事進出口廠商家數約 7 萬餘家，居全國之冠，鑑於海外參展效益大，臺北市政府為鼓勵廠商積極參與國外展售活動，補助其出國參展費用，以協助廠商拓展對外貿易商機。今年因新冠肺炎影響，第二階段採彈性處理原則，開放申請項目及條件，新增補助線上展、商品展、型錄展、國內具貿易性質展覽、電商平台、自建官網及開辦國際貿易相關課程，在面臨疫情影響下，能開創更多元海外拓銷管道及能力。

109 年補助工商團體 52 案、個別廠商 181 案，合計 233 案，總補助經費約新臺幣 1,360 萬元。為提升廠商赴海外參展實力及拓展海外通路，本年度研習課程以「工作坊」概念規劃一系列與海外參展相關之議題，並提供顧問諮詢輔導服務，協助廠商在疫情之下無法出國參展之際，得以透過課程與諮詢輔導，強化廠商因應疫情的海外拓銷能力。

為探討疫情之下的企業海外拓展戰略，於 109 年 11 月 02 日舉辦「後疫情時代 危機化轉機」海外參展論壇，協助廠商儲備海外拓銷能量，為明年海外通路拓展、行銷參展等活動預作準備，再創國際市場商機。

According to the statistics of the Bureau of Foreign Trade, MOEA, there are over 70,000 importers and exporters in Taipei City, the most across Taiwan. In view of the huge efficiency from participation in overseas exhibitions, the Taipei City Government (TPCG) funds businesses to actively participate in overseas exhibitions to help them cultivate business opportunities in export trade. Affected by the COVID-19 pandemic, the TPCG adopted a flexible handling policy at the second stage to add the following funding items: online exhibitions, product shows, catalogue displays, domestic trade-oriented exhibitions, e-commerce platforms, self-establishment of corporate websites and organization of courses related to international trade, in order to diversify overseas marketing channels and enhance overseas marketing capacity against the pandemic.

In 2020, a total of 233 cases were funded, including 52 industrial and commercial groups and 181 individual businesses, with an amount of about NT\$13.60 million. To enhance the businesses' capacity in participating in overseas exhibitions and diversifying overseas channels, training courses in 2020 were given in the form of "workshops," with a series of topics related to participation in overseas exhibitions. Consultation and guidance services and training courses were also provided to help businesses that were prevented from participation in overseas exhibitions strengthen their overseas marketing capacity against the pandemic.

To investigate the strategies for overseas business expansion in the pandemic era, the TPCG held the "Overseas Exhibitions Forum: Turning Crises into Opportunities in Post-Pandemic Era" on November 2, 2020 to help businesses develop overseas expansion and marketing capacity to make preparations for overseas expansion and marketing and participation in overseas exhibitions in the next year to create new business opportunities in the international market.

研究發展

Research Development

- ▲ 中小企業法規調適及推廣服務計畫
SME Legal Adaptation and Service Promotion Program
- ▲ 推動產業創新應用服務實證計畫
The Empirical Project for Promoting Digital Innovation Services
- ▲ 推動產業發展法制優化
Optimization of Legislation for Industrial Development

完善經營法制環境，攜手各界共促創新

Promoting Co-Innovation through Optimization of Operating and Legal SME Environment

近一年來受 COVID-19 疫情影響，產業面臨著供應斷鏈等經營危機，使得產業板塊發生重整狀態，同時間又因新興商業模式趁勢崛起而備受競爭壓力。在此背景因素下，中小企業相對大企業而言，雖有小而精、富彈性、可快速適應環境變化等優勢，但在風險耐受程度、法規遵循能力等面向，仍因根本性的規模與資源差異而居於弱勢，易受外在時局形成挑戰，危及企業整體的經營運作。

為有效協助中小企業因應經營各面向的法規挑戰，跟上產業發展變遷步伐，本會承辦經濟部中小企業處「推動產業創新應用服務實證計畫」、「中小企業法規調適及推廣服務計畫」，另亦承辦桃園市政府經濟發展局「桃園市產業發展系列計畫」，攜手中央及地方縣市政府、相關產業公協會及業者，共同關注中小企業經營各面向涉及之法規議題與困境，並建構對中小企業更為友善的法制環境。

Affected by the COVID-19 pandemic, a serious industry shift took place and market competition intensified over the last year as a result of operating crises, such as supply chain disruption and the rise of emerging business models. Compared to large enterprises, despite the advantage of being agile, flexible, and quick to respond to changes in the macro environment, SMEs were still less competitive in terms of risk endurance and legal compliance due to the limitations of scale and resource availability. Hence, SMEs are more vulnerable when facing socioeconomic challenges.

To effectively assist SMEs in dealing with the legal challenges affecting business operations and keeping up with the changes in industrial development, the NASME undertook the "Empirical Project for Promoting Digital Innovation Services" and "SME Legal Adaptation and Service Promotion Plan" of the SMEA and the "Taoyuan City Industrial Development Serial Program" of the Taoyuan Department of Economic Development to tackle the legal issues and difficulties affecting SME operations and develop a friendlier legal environment for SMEs through collaboration with central and local governments, related industry association and SMEs.

中小企業法規調適及推廣服務計畫



產業交流會共同討論在地產業遭遇之法規問題
Discussion of the legal issues of local industries at the industry seminar.

中小企業為我國經濟發展的重要根基，對我國經濟穩定成長、永續發展及創造就業具有重要貢獻，然中小企業因規模較小，經營上往往面臨許多挑戰，不論是遵法成本負擔過苛，或企業營運模式與管制法規產生扞格等，均屬法規層面之障礙，對於產業之升級亦係一大阻礙。

為協助中小企業因應所遭遇之法規困境，本計畫運用相關法律資源作為支援系統，透過各項法規議題的檢視研析，提擬具體建議，並與相關部會進行法規鬆綁或調整的協商，以促進法制合理化。



產業交流會共同討論在地產業遭遇之法規問題
Discussion of the legal issues of local industries at the industry seminar.

109 年度針對平台經濟的稅制、勞務關係定性及保險模式等隨著數位經濟興起而產生之法規議題進行協處，亦對於有機產業、監理及法遵科技、運動健身業者履約保證問題等法規問題投注相當多心力，召開法規座談會、協調會及產業交流會，邀集產業先進、各相關單位、專家學者與會，透過直接且多方之共同溝通，優化中小企業法規環境及促進權益保障。

此外，本計畫亦運用榮譽律師團隊，提供中小企業主線上諮詢及駐點諮詢服務，提升企業對於經營、消保法規的知識能量與適應法規變動的能力；另匯流中小企業反映之法規調適議題、經營限制，並於第一時間綜整重大輿情，以即時了解與中小企業主切身相關之議題及趨勢。

未來法規調適團隊仍會持續為友善中小企業法規經營環境努力，積極尋求政策支援、協助，並因應瞬息萬變的科技發展，針對各項議題深入研析，建立多元協處管道，力求貼近中小企業實際所需，務實地解決相關法制議題，並協助其提升法遵能力及處理消費爭議能力，期能成為中小企業最堅強的後盾。

SME Legal Adaptation and Service Promotion Program



法規座談會，以蒐集金融科技新創業者對於監理及法遵科技之建議

Collection of the recommendations for RegTech from fintech startups at the legal seminar.

As the essential foundation for Taiwan's economic development, SMEs have made important contributions to Taiwan's steady economic growth and sustainable development and created many job opportunities. Due to their scale of operations, however, they need to face various challenges. Either the higher cost for legal compliance and the conflict between business models and control regulations has become the legal obstacle hindering SMEs from upgrading.

To assist SMEs in tackling legal obstacles, we make substantial recommendations and discuss the relaxation or adjustment of related laws and regulations after reviewing and analyzing various legal issues under the program to promote reasonable legislation through the support of related legal resources.

In 2020, apart from assisting in handling legal issues following the rise of the digital economy, including the tax system, quality of labor-management relations and insurance model of the platform economy, we also made efforts in legal issues related to the organic industry, regulation technology (RegTech) and the escrow of fitness businesses, such as holding legal seminars, coordination meetings and industry experience sharing activities with SMEs in different industries,

related units, experts and scholars for direct and multiparty communications to optimize the legal environment and promote the rights and interests of SMEs.

In addition, we also formed an honorary legal consulting team under the program to provide SME owners with online consultation and in-house consultation services to enrich the knowledge and enhance their adaptability to legal changes of SMEs regarding business operations and consumer protection laws and regulations. We also gathered legal adaptation issues and operation limitations reflected by SMEs and integrate major public opinions to understand the issues and trends with directly relations to SME owners in real time.

In the future, besides continuing to work for a friendlier legal environment for SMEs and proactively seeking policy support and assistance to respond to the rapidly changing technology development, the legal adaptation team will conduct in-depth research and analysis of various issues; establish diversified assistance channels to address the needs of SMEs more closely and help resolve related legal issues practically; and assist SMEs in enhancing their capacity for legal compliance and settling consumer disputes, in order to become the strongest supporter of SMEs.



法規座談會，以蒐集業者對於深度體驗旅遊法制化之建議

Legal seminars are held to gather the recommendations for in-depth tourism legislation of travel agents.

推動產業創新應用服務實證計畫



Meet Taipei 創新創業嘉年華展覽 - 法規門診服務
2020 Meet Taipei Startup Festival: Diagnostic services for legal issues.

有鑑於新創業者於投入創新應用發展過程中，經常遭遇現行法規限制或規定不明確而產生不確定的法律風險，因此，本計畫引進源自英、日等先進國家之沙盒精神，於金融、無人載具沙盒領域外，建構適合我國國情之「創新法規沙盒」機制，藉以加速我國創新應用落實推動。

本計畫自民國 106 年起建置創新法規沙盒網站平台，提供民衆與企業線上申請「法規釐清諮詢」、「創新應用實驗」等二項服務。所謂「法規釐清諮詢」服務主要為協助創新業者釐清創新營運模式中所會面臨到之已知、未知法規問題，降低創新業者之違法風險；而「創新應用實驗」服務，則著眼於協助業者突破創新面臨的法規困境，藉由促成業者與監理機關間之溝通協調，尋求促成創新應用可行之方案與共識。

109 年度側重於提供創新業者與地方政府間，有關法制面、執法面、場域面之溝通協調服務，具體推動成果包含：完成法規釐清諮詢共 68 案；推動「不動產電子化作業」實驗案，形成部會間「電子簽章適用範疇」之鬆綁共識、促成「護照效力查詢系統」之建置討論，擴展我國數位身分辨識之應用環境；並參與國內知名創新社群活動，現場提供創新業者法規諮詢、診斷等服務。



台灣創新技術博覽會向民衆解說
Explanation for the public at the Taiwan Innotech Expo.

The Empirical Project for Promoting Digital Innovation Services



台灣創新技術博覽會現場與民眾互動
Interaction with the public at the Taiwan Innotech Expo.

In response to the unknown legal risks arising from the legal limitations or regulatory uncertainties that startups face during their engagement in the development of digital innovation, we introduced the sandbox spirit originating from advanced countries like the UK and Japan to the project to build the "innovative regulatory sandbox" mechanisms suitable for Taiwan's situation outside of the fintech and autonomous vehicle sandbox, in order to accelerate the promotion and implementation of innovation.

In 2017, we set up the innovative regulatory sandbox online platform under the project to provide citizens and SMEs with two services: "Regulatory Clarification and Consultation" and "Innovative Application Experiment." The former aims to assist startups in clarifying the known and unknown legal issues in innovative operating models to reduce the legal risks of SMEs engaging in innovations. The latter emphasizes the assistance for SMEs in overcoming regulatory difficulties during innovation to seek feasible solutions and consensuses for the innovation of applications by promoting communication and coordination between the supervisory authorities and SMEs.

In 2020, we focused on providing services for the communication and coordination between SMEs engaging in innovation and local governments on issues regarding legislation, law enforcement and venues. Substantial achievements include: completion of 68 cases on regulatory clarification and consultation; promotion of the "real-estate digitization" experiment to reach a consensus among ministries and commissions for relaxing the limitations on the "scope of application of electronic signatures;" facilitation of the discussion on the construction of a "passport validity inquiry system" to expand the scope of application of digital identity in Taiwan; and participation in famous domestic social media activities on innovation to provide startups engaging in innovation with legal consultation and diagnostic services.



實證計畫 -2020 Meet Taipei 創新創業嘉年華展覽 - 法規門診 服務業者合影

2020 Meet Taipei Startup Festival: Diagnostic Services for Legal Servicer.

推動產業發展法制優化



農業旅遊研析計畫 - 區域小旅行第四次工作會議

Agritourism Assessment Project: 4th Working Meeting on Regional Excursions.

桃園市產業發展自治條例系列計畫

受近年國際貿易趨勢及產業板塊移動之影響，許多曾遠赴他鄉打拼的優秀企業逐漸選擇鮭魚返鄉、回流台灣。而我國各地方縣市政府為促成企業於其縣市落地生根，亦推出許多的優惠與促進措施，包含租金、稅務、勞工及融資利息等類型之補助，期可藉由減輕企業營運成本，吸引企業投資、設廠，同步帶動地方發展，推動經濟效益成長、促進市民就業之多贏局面。

為有效促成企業帶動地方縣市發展，部分縣市政府亦藉由訂定地方自治條例之方式，將相關補助及輔導措施明文化。本計畫由桃園市政府經濟發展局主辦本會執行，歷年曾協助桃園市政府完成「桃園市產業發展自治條例」之訂定，本年度更配合近年自治條例之執行情形，滾動式檢討並完備自治條例相關子法：「桃園市產業發展審議委員會設置要點」及「桃園市政府辦理產業發展獎助措施作業要點」。

於相關子法中，除明文化審議作業及辦理細節外，更建立申請案件審核標準、設計審核評分文件及檢核表、明定獎勵補助款之追繳作業程序與計算方式等，促成有限之政府資源得為公平合理的進行分配，並使市府團隊於產業發展獎助相關措施之運作與審核更為便捷、完善。

農業旅遊法規研析計畫

近年來，國內興起深度旅遊及體驗式活動，加上疫情（COVID-19）的邊境管制政策，國內旅遊大爆發。然而，地方社區推動社區旅遊、生態與部落文化旅行等旅遊型態時，卻囿於國內旅行法令規定，僅能尋求旅行社合作或僅能用地接駁、導覽解說等方式，準此，行政院農業委員會為使農村旅遊制度更趨完善，因此著手進行「農業旅遊專法」研訂之評估分析。

本計畫即研析國內外相關法制，並透過座談會之召開，廣納休閒農場、休閒農業區及農村再生社區之「在地經營者」意見，以深入瞭解相關推動者於執行層面遭遇之困境，同時綜整各領域專家學者之建議，據以分析專法訂定之可行性。

基於「企業」型態之推動者具有較強之組織管理能力，可提供農民所欠缺之專業協助，故推動企業經營者在符合「農產業活動關聯性」及「在地連結性」等前提要件下，得結合農村社區共同推動，以創設契合在地經營者型態，且符合農業活動及農村文化具體內涵之新制度。

Optimization of Legislation for Industrial Development

Taoyuan City Industrial Development Regulations Project

Affected by global trade trends and industrial structure change, many outstanding SMEs operating overseas have begun to return to Taiwan in recent years. To attract overseas Taiwanese SMEs to settle in their counties or cities, local governments have launched a range of incentives and favorable policies, such as subsidies for rents, taxes, labor, loan interest and so on. By this way, they could reduce the operating costs of SMEs, attract SME investments and facility construction, stimulate local economic growth and create local job opportunities.

To effectively attract SMEs to drive local development, some local governments have established local regulations to stipulate related subsidies and guidance measures. This project was commissioned by the Department of Economic Development of the Taoyuan City Government. Over the years, we have assisted the Taoyuan City Government in establishing the "Taoyuan City Industrial Development Regulations." In 2020, we further helped the Taoyuan City Government make a rolling review and established related by-regulations: "Directions for Establishment of the Taoyuan City Industrial Development Review Committee" and the "Directions for Implementation of Industrial Development Subsidization in Taoyuan City."



農業旅遊計畫 - 區域小旅行第二次工作會議

Agritourism Assessment Project: 2nd Working Meeting on Regional Excursion.

In these by-regulations, in addition to stipulating the review process and handling details, we further helped the Taoyuan City Government establish the standard of review for application review, design the scoring documents and checklists for review, stipulate the disgorgement procedures and calculation methods for incentives and subsidies to facilitate the fair and reasonable allocation of limited government resources and make the operations and review of measures related to the incentivization and subsidy for industrial development more convenient and complete for the Taoyuan City Government.

Agritourism Act Assessment Project

With the rise of in-depth tourism and experiential activities in recent years, and alongside the border control measures due to COVID-19, domestic travels have become a hit. However, when promoting community tourism, ecotourism and indigenous cultural tourism, local communities can only seek cooperation with travel agents or provide local connections or guided tour services due to the limitations of regulations governing domestic travels. Hence, the Council of Agriculture, Executive Yuan, began to assess and analyze the establishment of a dedicated "agritourism act" to optimize the system governing rural tourism.

This project aims to analyze and assess related legislation at home and abroad and listen to the opinions of leisure farms, engaging in agritourism (agricultural recreation) businesses and rural regeneration of communities through seminars to understand the difficulties that related promoters have faced in implementation and combine the recommendations of experts and scholars in different fields for the reference of assessing the feasibility of establishing a dedicated agritourism act.

With greater capacity in organizational management, "enterprise-based" promoters can provide farmers with professional assistance in need. Therefore, enterprise-based promoters may collaborate with rural communities by meeting the needs for "association with agricultural activities" and "local connections" to create a new system that matches the local business model and meets the contents of agricultural activities and culture.

獎項表揚

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- ▲ 總統盃黑客松
Presidential Hackathon

卓越企業 標竿典範

Excellent SMEs, Benchmarked Models

2019 年臺灣中小企業家數逾 149 萬家，就業人數達 905 萬人，兩者皆創下近年來最高紀錄，中小企業向來是帶動臺灣經濟成長及穩定就業人口重要基石，其產業創新、創業、人力資源為推動產業永續發展不可或缺的角色。

政府為鼓勵對國家經濟、創新研究、重視全方位人才發展有卓越表現之中小企業，塑造臺灣所有中小企業互相學習成功的模式，彼此激勵震盪，加速企業升級，由本會辦理「國家磐石獎」、「海外台商磐石獎」、「中小企業創新研究獎」及「國家人才發展獎」，另配合國家社會發展需求，展現政府對開放資料與資料運用創新的重視，促進跨政府機關、跨領域及公私協力共創，辦理「總統盃黑客松」，藉以表揚卓越企業樹立標竿典範。

本會憑藉多年辦理大型典禮豐富經驗，透過專業表揚活動成果呈現建立獎項選拔之專業價值與效益。每年獲選之得獎企業皆深受各界的肯定與重視，提升得獎企業產品行銷與企業形象，透過成功經驗發表觀摩會及協助推動各獎項聯誼會強化歷屆得獎企業跨界交流，增進企業間相互觀摩交流合作機會，加速中小企業轉型蛻變，持續創新升級再創佳績。

In 2019, there were over 1.49 million SMEs in Taiwan providing job opportunities for 9.05 million people, both records are the highest in history. As the foundation that drives Taiwan's economic growth and stabilizes employment, SMEs play an irreplaceable role in promoting the sustainable development of industry in terms of industrial innovation, entrepreneurship and the workforce.

To reward SMEs with outstanding performance in promoting economic development, research and innovation, and talents development in different fields, the government set a model for SMEs to learn from the success of one another to stimulate mutual brain-storming and accelerate SME upgrading, the NASME organizes the "National Awards of Outstanding SMEs," "Outstanding Overseas Taiwanese SMEs Awards," "SMEs Innovation Awards" and "National Talent Development Awards." In addition, in response to the national development needs and demonstrate the government's concern about open data and innovation of data utilization, we organized the "Presidential Hackathon" to promote co-production through inter-governmental department collaboration, cross-industry collaboration and public-private partnership, in order to commend SMEs with outstanding performance and set examples for other SMEs.

With years of experience in organizing large ceremonies, we created the professional value and efficiency of various awards through professional commendations and achievement presentations. Besides earning recognition and respect from all parts of society, award-winners can improve product marketing and their corporate image with the awards. By organizing sharing activities of successful experience and encouraging the SME associations and clubs of various awards to enhance cross-industry exchange, we aim to encourage SMEs to learn from and exchange with others, accelerate transformation, and make continuous improvements to make further progress.

第 29 屆國家磐石獎暨 第 22 屆海外台商磐石獎



蔡英文總統（中）與本屆磐石獎得主合影

President Ying-Wen Tsai (center) and winners of the 29th National Award of Outstanding SMEs.

在臺灣經濟和社會發展的過程中，中小企業提供大量的就業機會，為我國創造更多經濟奇蹟。根據經濟部最新統計資料顯示，我國有近 149 萬家，占全體企業 97.65%，中小企業就業人數達 905 萬人，「國家磐石獎」和「海外台商磐石獎」，迄今已邁入第 29 個年頭，得獎企業累積已超過 400 多家企業，上市櫃企業約佔全體得獎企業 45%，其卓越成績有目共睹，實為中小企業之表率。

頒獎典禮於民國 109 年 11 月 03 日下午 2 時 30 分假臺北君悅酒店凱悅廳舉行，會中共 700 多位嘉賓參與。蔡英文總統親臨頒獎勉勵，除對當屆得主的肯定外，也提到歷屆得主臺灣中小企業向來為我國產業結構之主幹，其展現的活力與彈性，象徵著臺灣企業堅強的生命力與源源不絕的動力，一同為臺灣經濟努力。

本屆國家磐石獎獲獎企業共 12 家，其領域也從傳統產業，逐漸轉為工業自動化、汽車材料製造、資訊軟體、咖啡食品製造零售、等產業，其中有 9 家更是已成功接班，為二代或三代主事或跨代共管，新一代創造了新的經營模式，提升企業價值，追求永續經營。

「海外台商磐石獎」獲獎企業共 5 家，產業範圍涵蓋食品製造販售、進出口貿易投資、觀光建設、工業精密零件和建築染料製造等產業，這些海外台商不僅在海外經營事業有成就，也獲得民間及地方政府肯定。除外，企業更對臺灣或僑居地等國際社會有相當的貢獻，在企業經營及社會貢獻上堪為海外台商企業之典範。



蔡英文總統親臨現場頒獎給予勉勵

President Ying-Wen Tsai attended the ceremony to present the awards to the winners.

The 29th National Award of Outstanding SMEs and the 22st Outstanding Overseas Taiwanese SMEs Award

SMEs have provided many job opportunities in Taiwan's economic and social developments, creating more economic miracles for Taiwan. The latest MOEA statistics show that there are nearly 1.49 million SMEs in Taiwan, accounting for 97.65% of all enterprises and creating job opportunities for 9.05 million people. It has been 29 years now since the first "National Awards for Outstanding SMEs" and "Outstanding Overseas Taiwanese SMEs Award" were organized and over 400 have won these awards, accounting for about 45% of all listed companies. With undeniable outstanding performance, these award winners are true examples of SMEs.

The presentation ceremony was held at 14:30 on November 3, 2020 at the Grand Ballroom of Grand Hyatt Hotel Taipei, with the participation of over 700 guests. President Ying-Wen Tsai attended the ceremony to present the awards to the winners. Apart from recognizing the achievements of the new winners, President Tsai also mentioned that SMEs have always been the backbone of Taiwan's industrial structure and their vitality and flexibility symbolize the resilience and endless power of Taiwanese SMEs working for Taiwan's economic development together.

There were 12 winners of the 2020 National Awards of Outstanding SMEs, with areas shifting gradually from traditional manufacturing industries to industrial automation, auto parts manufacturing, IT software, coffee manufacturing and sales and so on. Nine of them have even completed generation succession for operations by the second generation or the third generation or co-operations between two generations. The new generation has created new business models to enhance corporate value and pursue sustainable development.

There were five winners of the 2019 Outstanding Overseas Taiwanese SMEs Award from industries including food manufacturing and sales, import/export trade and investment, tourism construction and the manufacturing of precision industrial parts and construction dyestuffs and so on. Besides making achievements overseas, these award-winners have also earned recognition from local societies and governments. In addition, they have made contributions to the international community, such as Taiwan or their host countries, qualifying to become a model of outstanding overseas Taiwanese SMEs.

本屆磐石獎得獎企業 List of Winners

「國家磐石獎」得獎企業

Winners of the National Award of Outstanding SMEs Award

世祥汽材製造廠股份有限公司	SHIH HSIANG AUTO PARTS CO., LTD
本土股份有限公司	Batom Co., Ltd.
永鴻國際生技股份有限公司	Vetnostrum Animal Health Co., Ltd.
印能科技股份有限公司	AblePrint Technology Co., Ltd.
來永實業股份有限公司	LEYANT INDUSTRY CO., LTD
科林國際助聽器股份有限公司	Clinico Hearingaid Asia Co., Ltd.
竝騰科技股份有限公司	HORNG TERNG AUTOMATION CO., LTD
高偉精密科技股份有限公司	ARDEN PRECISION TECHNOLOGY CO., LTD
新呈工業股份有限公司	Everbiz Industrial CO., Ltd.
源友企業股份有限公司	Yeuanyeu Enterprise Co., Ltd
穩得實業股份有限公司	Wendell Industrial Co., Ltd.
耀穎光電股份有限公司	Morrison Optoelectronics Ltd.

「海外台商磐石獎」得獎企業

Winners of the Outstanding Overseas Taiwanese SMEs Award

二嫂餐飲集團	Ersao Inc.
中譽精密壓鑄股份有限公司	C.Q.S PRECISION DIE CASTING INC.
株式会社 登豐商事	TOHO SHOJI Co., Ltd.
泰鼎電路(泰國)有限公司	Apex Circuit (Thailand) Co., Ltd.
鈴鹿塗料有限公司	Suzukacoat(M)sdn bhd

第 27 屆創新研究獎



本屆得主與經濟部王美花部長（右七）及經濟部中小企業處何晉滄處長（左八）合影

Ministry of Economic Affairs Minister Mei-Hua Wang(7th right) and SMEA Director-General Chin-Tsang Ho(8th left) with winners of the 27th SMEs Innovation Award.

「創新」為全球趨勢之重要指標，「研發」為產業升級轉型之基礎。經濟部中小企業處為鼓勵中小企業從事創新研究發展、提升技術與服務水準、增強競爭力，自民國 82 年起由本會辦理「中小企業創新研究獎」選拔表揚活動，迄今已邁入第 27 屆，共有 4,299 件標的提出申請，遴選出 932 件卓越標的，展現中小企業持續致力於創新突破、技術升級、產業轉型，獲獎標的及技術於市場上已被廣泛運用，實為中小企業創新研發之標竿典範。

本獎項依標的屬性分為 5 大類，分別為「資訊與電子類」、「機械與自動化類」、「材料與生技類」、「服務類」及「綜合類」。本 (27) 屆共計 135 件標的參選，透過初審、決審委員專業及嚴謹的審查，最終選出 35 件極具潛力與創新性之標的獲此殊榮，充份展現出臺灣中小企業持續研發創新能量。並於民國 109 年 11 月 17 日假臺大醫院國際會議中心舉行聯合頒獎典禮，由經濟部王美花部長親臨頒獎，獲獎標的除傳統製造再升級外，更結合創新科技技術，顛覆生活體驗，充分展現國內中小企業在各領

域提升產業競爭優勢與創新發展之具體成效。延續獲獎效益於 09 月 24~26 日在台北世貿一館「2020 台灣創新技術博覽會」- 創新領航館，協助得獎企業展出精湛技術與應用產品，展現創新成果、研發經驗及成效，增加商機媒合機會，營造技術提升及交流環境。



經濟部王美花部長蒞臨致詞嘉勉，並頒獎予得獎企業
Ministry of Economic Affairs Minister Mei-Hua Wang attended the ceremony to encourage and present prizes to award-winners.

The 27th SMEs Innovation Award

"Innovation" is a trending important indicator across the globe and "R&D" is the foundation for industrial upgrading and transformation. To encourage SMEs to engage in innovation and R&D to raise technical and service standards and enhance competitiveness, the SMEA began to organize the "SMEs Innovation Award" in 1993 and it has been held 27 times so far. Among all 4,299 entries, a total of 932 works with excellent innovation were awarded to demonstrate the SME's constant engagement in innovation and breakthroughs, technology upgrading and industrial transformation. Award-winning products and technologies have been widely used on the market to set examples for the R&D and innovation efforts of SMEs.

With respect to the nature of entries, the award includes five categories: "information and electronics," "machinery and automation," "materials and biotechnology," "service" and "integrated." A total of 135 entries ran for the award of 2020. After professional and stringent evaluation by judges at the preliminary and final reviews, a total of 35 works with high potential and innovativeness were awarded to fully demonstrate the continuous R&D and innovation energy of Taiwanese SMEs. The presentation ceremony was held on November 17, 2020 at the NTUH International Convention Center, with Ministry of Economic Affairs Minister Mei-Hua

Wang presenting the awards. In addition to the further upgrading of traditional manufacturing industries, award-winning works also combine innovative technology to defy life experiences to fully demonstrate the advantage to enhance competitiveness of Taiwanese SMEs in different fields and their substantial achievements in R&D and innovation.

To extend the award's influence, we assisted award-winners in showcasing their exquisite technologies and application products, innovation achievements and R&D experience and effectiveness at the Innovation Pilot Pavilion of the "2020 Taiwan Innotech Expo" held during September 24-26, 2020 at Exhibition Hall 1 of the Taipei World Trade Center to increase opportunities for business matching and build a technology upgrading and exchange environment.



創新研究獎初審會議

Preliminary evaluation meeting of the SMEs Innovation Award.



2020 台灣創新技術博覽會 - 創新領航館
2020 Taiwan Innotech Expo Innovation Pilot Pavillion.

國家人才發展獎



行政院林萬億政務委員（右八）、勞動部許銘春部長（左八）、勞動部勞動力發展署施貞仰署長（右七）與領獎代表合影
EY Minister without Portfolio Wan-I Lin(8th right), MOL Minister Ming-Chun Hsu(8th left), WDA Director-General(7th right), Chen-Yang Shih and award winners.

「人才」是經濟成長與國際競爭力的基礎，也是一個國家永續發展的關鍵，勞動部為提升我國勞動力素質，鼓勵企業團體積極培育優秀人才，將人力資本提升至智慧資本，進而帶動人才投資風潮與學習風範，引領人才發展的正向循環，自民國 104 年度起設立象徵我國人力資源領域首屈一指的尊榮獎項「國家人才發展獎」(NTDA)，其整合「國家人力創新獎」與「國家訓練品質獎」的人才創新發展與訓練品質提升精神，並與國際人資獎項評審指標接軌，以達成擴散人力資源發展領域卓越觀點及創新方法之外溢效果。



行政院政務委員林萬億致詞
Remarks of EY Minister without Portfolio Wan-I Lin.

本屆共計 151 個事業單位及機關團體報名參選，歷經資格審查、複審及決審等重重關卡檢視與考驗，評選出來自企業、工會、訓練機構等 13 家成效卓越之績優單位，於民國 109 年 12 月 09 日假新板希爾頓酒店盛大舉行頒獎典禮，由行政院林萬億政務委員親臨頒獎，勞動部許銘春部長及勞動力發展署施貞仰署長現場致賀。

本獎項依事業單位與團體屬性設有「大型企業獎」、「中小企業獎」、「機關(構)團體獎」與「非營利團體獎」，本年度獲獎單位不論在人才發展體系完整性、穩健度及績效連結與創新發展等面向皆有優異表現，並各具人才發展特色，期盼透過得獎單位成功經驗的擴散，發揮標竿學習效益，促使我國各產業單位及機關團體對內刺激並活化人才、對外進而提昇整體國家競爭力。

National Talent Development Awards

Apart from being the foundation for economic growth and international competitiveness, "talents" are the key to sustainable development of a country. To improve domestic workforce quality, the Ministry of Labor (MOL) encourages SMEs and groups to proactively develop excellent talents to upgrade human capital to intelligence capital, set an example for talent investment and drive the virtuous circle of workforce development. The Workforce Development Agency (WDA) of MOL thus began to organize the "National Talent Development Awards" (NTDA) in 2015 as a symbol for excellence in workforce development. The NTDA combines the spirit of workforce innovation and development and training quality of the "National HRD InnoPrize" and "National Quality Award" and connects with the evaluation indicators of the International Human Resources Award to spread the spillover benefits of the excellent and innovative methods in human resources development.

In 2020, a total of 151 business entities and institutions ran for the award. After the stringent and impartial evaluations and examinations in the qualifications, semi-finals and finals by the judges, a total of 13 entities with outstanding performance from enterprises, labor unions and training organizations won the award. The presentation ceremony was held at Hilton Taipei Sinban Hotel on December 9, 2020, with the Minister without Portfolio Wan-i Lin of the Executive Yuan presenting the awards to the winners. MOL Minister Ming-Chun Hsu and WDA Director-General Chen-Yang Shih also gave remarks at the event.

Based on the attributes of business entities and groups, the NTDA includes the "Big Enterprise Award," "SME Award," "Institution (Organization) Award" and "NPO Award." In terms of whether or not the integrity and stability of talent development systems, performance linkage and innovation and development, all award-winners made outstanding performance in 2020 and each demonstrated their own talent development characteristics. It is hoped that the successful experience of the award winners can be disseminated to set learning examples for by other SMEs and stimulate and revitalize talent development in business entities and government organizations and thereby enhance overall national competitiveness.



複審作業大型企業獎實地審查

Onsite evaluation of the "Big Enterprise Award" in the semi-final.



獲獎單位聯合生物製藥股份有限公司經驗分享

Award-winner United BioPharma, Inc. shares its experience.

總統盃黑客松



蔡英文總統（左六）頒獎，其中健康氣象e起來團隊由衛福部陳時中部長（右五）代表領獎

President Ying-Wen Tsai (sixth left) presents prizes. Ministry of Health and Welfare Minister Shih-Chung Chen (fifth right) receives the prize on behalf of the "e-Health and Weather Together" team.

在全球數位經濟發展下，多方協作發展創新資料應用服務，已是重要趨勢，總統盃黑客松即是以競賽方式促成公務機關及民間合作，以政府開放資料為基礎，透過數位科技應用和公私協力，讓分散的能量匯集成「政策創新」的驅動力，也使與民同行的理念，能貫徹於政府政策中，打造讓人民有感的政策服務。

同時為擴大夥伴關係，採「國內松」及「國際松」雙軌並行，展現臺灣的同時也能致力於全球性與區域性問題的改善，使跨國界、跨部會、跨領域之多方人才，為全球永續共同努力。

2020 年總統盃黑客松國內以聯合國「永續發展目標」(SDGs) 為主題，國內松從 2020 年 02 月起，採「公民許願・黑客實現」之形式推動，共 132 個公民許願、250 件提案，個人與民間單位提案相較 2019 年增加 3 倍，提案數與品質獲評審委員們高度肯定，經過 6 個多月的長征，最後選出 5 組獲獎的卓越團隊；而國

際松則以「Enabling Sustainable Development (營造永續發展)」為主軸，共 54 件提案，最後由來自印度與我國的團隊脫穎而出，並與國內松卓越團隊攜手於 09 月 20 日前進總統府接受蔡英文總統頒獎與勉勵。

獲獎提案將會逐步落實到政策中，未來政府與民間會持續協作，共同分享創新解方、解決民眾關切的問題，成為臺灣開放治理的創新引擎。



總統盃黑客松 - 第二次工作坊 - 行政院沈榮津副院長聆聽團隊進行提案介紹並給予回饋勉勵

Presidential Hackathon's 2nd Workshop: EY Vice Premier Jung-Chin Shen listens to the proposal presentations of different teams and gives feedback to encourage them.

Presidential Hackathon

Collaborative development and innovation of data application services have become an important trend across the globe following the development of the digital economy. The Presidential Hackathon promotes collaboration between government entities and private enterprises through competitions. Based on open government data, distributed energy is combined into a "policy innovation" drive with digital technology and through public-private partnership. This also realizes the "people-together" concept in government policies to make policies and create services that can be felt by the citizens.

In addition, "domestic hackathon" and "international hackathon" are implemented together to expand partnership and to demonstrate Taiwan's capacity of improving both regional and global issues for cross-national, cross-ministerial and cross-industry talents to work for the sustainability of the Earth.

The 2020 Presidential Hackathon was organized with Sustainable Development Goals (SDGs) of the United Nations (UN) as the theme. The domestic hackathon was promoted in the form of "Realizing Wishes with Hackers" from February 2020. A total of 132 citizen wishes and 250 proposals were received, with individual and group participants tripling that of 2019. Judges expressed high recognition for the number and quality of

the proposals. After a long journey for over six months, five teams with excellent performance were selected. The international hackathon held on the theme "Enabling Sustainable Development" received 54 proposals and the Indian team and Taiwan team won the game. Winners of both the domestic and international hackathons visited the President's Office to receive their awards from President Ying-Wen Tsai on September 20.

Award-winning proposals will be implemented progressively in related policies. In the future, the government will continue to collaborate with civilians to share innovative solutions and resolve issues that concern the public together to become the innovation engine for Taiwan's open governance.



總統盃黑客松 - 第一次工作坊 - 蔡英文總統（左四）、行政院唐鳳政務委員（左三）與團隊代表於林口新創園區共同合影
Presidential Hackathon's first Workshop: President Ying-Wen Tsai (4th left) EY Minister Without Portfolio Feng-Tang (3rd left) and team members at the Taiwan Startup Terrace.



總統盃黑客松 - 第二次工作坊 - 行政院沈榮津副院長（左十）、行政院唐鳳政務委員（左九）、陳正然無任所大使（右八）、法務部蔡清祥部長（右七）與 24 組入選團隊合影

Presidential Hackathon's 2nd Workshop: EY Vice Premier Jung-Chin Shen (tenth left), EY Minister without Portfolio Feng (Audrey) Tang (ninth left), Ambassador-at-Large Cheng-Jan Chen (eight right), Ministry of Justice Minister Ching-Hsiang Tsai (seventh right), and the 24 winning teams.

企業輔導

SME Guidance & Assistance

- ▲ 創業輔導系列計畫
Entrepreneurial Guidance Programs
- ▲ 促進創新籌資商品化計畫
Project on Promoting Innovative Financing and Commercialization
- ▲ 推動中小企業創新經濟開拓市場計畫
Project of Promoting Innovative Economy and Develop New Markets for SMEs
- ▲ 中小企業服務創新推動計畫
SME Service Innovation Promotion Program
- ▲ 加強投資文化創意產業實施方案文化內容投資計畫
Program to Increase Investments in Cultural and Creative Industries—Cultural Contents Investment Project
- ▲ 電商媒合及成效追蹤計畫
E-Commerce Matching and Effectiveness Follow-up Project
- ▲ 協助事業單位訓練系列計畫
Series Program to Assist Business Training
- ▲ 推動產訓認同與應用職能基準暨人才發展相關活動計畫
Projects for Promoting TTQS Identification, OCS Application, and Talent Development
- ▲ 推動企業聘用運動指導員
Program to Encourage Enterprises to Employ Sports Instructors
- ▲ 文化創意產業政策推動協力計畫
Program for Cooperation in Policy Promotion for Cultural and Creative Industries
- ▲ 青年回鄉行動推廣輔導計畫
Program for Promotion and Guidance of Youths Returning to Rural Areas Action

多元政府輔導資源 產業創新轉型升級

Multiple Government Guidance Resources for Industrial Innovation, Transformation, and Upgrading

因全球經濟環境的瞬變與產業結構的轉型，使得中小企業在經營上面對各種不同的問題與挑戰，為提供中小企業經營上的多元需求，政府持續執行相關輔導與支援措施，內容涵蓋財務、研發、新創、城鄉及出口等多層面，亦積極推動新措施，支持台灣中小企業升級轉型、提升競爭力，得以永續經營。

本會持續深耕於中小企業經營環境，積極協助政府推動各項中小企業輔導政策，在創業輔導方面，透過創業輔導課程，解決企業創新創業難題，降低經營風險，提供企業諮詢服務與創業貸款等；在財務融資方面，透過公私協力支持新創企業，提供低利貸款、貸前諮詢、貸後關懷等服務，協助中小企業改善財務結構及提供資金融通；而人力資源培訓方面，協助企業辦理員工培訓，提升內部人力素質與工作職能，配合產業政策培訓人才。為中小企業提供實質的整合諮詢與輔導等服務，善用政府資源，建構緊實的服務網絡，協助中小企業提升經營管理能力、培育關鍵人才，促進競爭力與實績業績。

In response to the transient change in the global macro environment and the transformation of industrial structure, SMEs are facing various problems and challenges. To provide SMEs with the resources required for operations, the government constantly implements related guidance and support measures, with contents covering finance, R&D, innovation and entrepreneurship, bridging urban-rural gaps and export and so on. The government also actively promotes new measures to support the upgrading and transformation and competitiveness enhancement of SMEs for them to pursue sustainable development.

The NASME constantly devotes itself to improving the macro environment for SMEs and actively assists the government in promoting various SME guidance policies. In entrepreneurship guidance, apart from organizing courses for entrepreneurship guidance to help resolve the innovation and entrepreneurship problems of SMEs and thereby reduce their operational and management risks, we also provide SMEs with consultation services, entrepreneurship loans and so on. In finance, aside from providing low-interest loans, pre-loan consultation services, post-loan care services and so on to support startups through public-private partnership, we also help SMEs improve their financial structure and provide them with capital financing. In human resource training, we assist enterprises in organizing employee training activities to improve the quality and job competence of internal workforces and train talents in coordination with industrial policies. We also provide SMEs with substantial integrated consultation and guidance services, make better use of government resources, and set up well-connected service networks to help SMEs enhance manageability, develop key talents, and enhance competitiveness and sales achievements.

創業輔導系列計畫



第 19 屆新創事業獎得獎企業與經濟部王美花部長（下排中）及經濟部中小企業處何晉滄處長（下排右四）合影
Economic Minister Mei-Hua Wang (center of the front row) and SMEA Director-General Chin-Tsang Ho (fourth on the right, front row) with winners of the 19th Business Startup Awards.

創業諮詢輔導服務計畫

創業諮詢輔導服務計畫實施十餘年，透過創業一條龍服務，輔導女性及中高齡創業，並協助微型企業跨越創業初期死亡之谷，貸款通過率及平均核貸金額亦逐年成長，輔導效益顯著。本會長期擔任本計畫政策幕僚角色，協助勞動部每年精進服務內容，包括維運 0800-092-957 全國免付費專線、於台北、桃園、花蓮、台中、台南與高雄設置在地服務據點，協助辦理各項創業諮詢輔導工作。

自民國 96 年起結合中南區（中彰投區、雲嘉南區及高屏澎東區）執行單位，截至民國 109 年底，已接聽 0800 諮詢專線約 26 萬多通，開辦創業課程共 2 千多場次，總計將近 16 萬人次參與研習；在創業輔導部分，累積安排諮詢輔導 5 萬 5 千多人次，協助完成創業人數達 2 萬 4 千多人次，創造 6 萬多個就業機會；在融資協助部分，辦理創業貸款審查會已累積 1 萬 3 千多件，通過件數近 8 千，平均核貸金額約為 56 萬元；此外，透過辦理鳳凰小聚活動，凝聚鳳凰社群情感；定期電話關懷追蹤，掌握申貸者營運狀況；媒合鳳凰店家參與展銷會，協助其商品推廣行銷，全程陪伴鳳凰業主成長茁壯，協助微型企業永續經營。

創業大學校計畫 - 推動二代社群輔導型塑生態系

在臺灣，中小企業的生存往往具有高度相互依賴性，也就是產業中常見的「群聚」或「群落」現象，從二代傳承及社群的角度來看，群聚內的互相學習，有助於在轉型升級過程中凝聚共識並擴大資源；鑑此，本會自民國 109 年起，推動二代社群輔導型塑生態系計畫，結合全臺二代社群參與，以協助中小企業在接班階段建立可以持續推動的支援體系。

推動二代社群輔導型塑生態系計畫自 3 月下旬招生，共計 67 家企業、44 案社群報名，經由徵選及集中式輔導後，遴選出重點培育之 12 家企業及 8 案社群，由業師帶領落實企業轉型於經營、辦理社群共學活動；109 年度共計完成 1 式「數位轉型：二代社群調研報告」，與二代社群合作推動 40 場次共學活動、累計超過 1,200 人次二代參與，並協助 12 家企業進行數位轉型深度輔導，累計超過 60 場次的一對一業師諮詢及跨產業知識交流，為中小企業注入產業轉型發展量能，並協助建立可供複製的成功模式於社群中發酵，促進蓬勃發展的二代社群生態系。

社會創新企業支援平台

本計畫以「平台串連、軟體服務」為發展策略，並以「提升社創消費識別」、「社創組織體質強化」及「串接國際及跨部會資源」三大項服務引擎，藉以穩健我國社會創新發展，並奠定更加豐碩、創新、多元之社會創新組織發展環境與生態圈體系。

本會藉由「維護社會創新組織登錄資料庫」、「促進社創組織與政府採購雙向交流」及「社會創新組織短診型諮詢」三項服務，鼓勵組織投入社會創新，並協助社會創新組織發展。相關內容及成效包含如招募 529 家社創組織依照「社會創新組織登錄原則」登錄於資料庫、63 家社創組織完成章程揭露；在疫情時刻，以線上為主、線下為輔之雙軌方式，完成 6 場政府採購及社會創新體驗活動，協助組織了解政府採購原則、運用政府補助資源、透過數位行銷及科技創新等方式，提升經營管理拓展市場，並有 138 人參與實體活動及 3 萬 4 千人線上收看；提供 120 家次社創組織諮詢輔導服務，解決其經營困境、加強取得發展資源，亦以專案管理模式，陪伴輔導組織創新競爭能量，擘劃長遠永續經營願景，持續性地與社創組織共構永續發展生態。

臺灣創業生態系基礎服務整合平台

本計畫以 5 年內新創企業、歷屆獲新創事業獎企業為主，提供創業輔導服務，導入企業所需資源，並辦理新創事業獎鼓勵新創精神。為協助新創成長提供一對一業師輔導與深度輔導，並結合創新政策、技術與產業趨勢，辦理新創交流會，促進新創與業界合作，共創產業新價值。

截至 109 年度共輔導 205 家新創企業，並辦理 3 場新創小聚和 1 場展銷會。今年以「新創是在哈囉」為題，邀請創業家於「Tk Talk 創投觀點」錄製 2 場 Podcast 廣宣，後續針對「人工智慧暨物聯網 (AIoT)」、「智慧醫療」及「循環經濟」三大主題與產業創投、業界專家、顧問參與，透過議題分享導入創業新知與經驗，



社會創新企業支援平台 - 邀請登錄資料庫之社創組織出席社會創新實驗中心三周年慶，並與政府機關及企業代表開心合影

Supportive Platform for Social Innovation Enterprises: Social innovation organizations with representatives from government entities and enterprises at the 3rd anniversary of the Social Innovation Hub.



創業諮詢輔導 - 鳳凰小聚活動 - 「平衡工作與生活的玩美提案」主題講座

Entrepreneurship Consultation and Guidance Program: Phoenix Gatherings— "Fun and Perfection Proposal for Balancing Work and Life" keynote talk.

期望新創企業帶動產業創新發展；結合臺灣國際人工智慧暨物聯網展辦理「新創是在哈囉」展覽，集結小聚來賓、輔導企業等共 21 家企業參展，展期三天共吸引約 163 家來自臺灣和海外買主洽談，預估合作商机達新台幣 1 億以上。在協助新創成長之餘，亦鼓勵優質營運模式之新創事業，依新創事業選拔要點辦理「第 19 屆新創事業獎」，經初、決審委員評選出 16 家新創事業，表彰具典範之新創企業。

新北市幸福創業微利貸款計畫

新北市是全國勞動人口及多元文化最多的城市，為協助市民與弱勢身分民眾經創業達到經濟自主，進而提升本市勞動力，於民國 97 年 11 月首創並推動地方創業協助「幸福創業微利貸款計畫」。



幸福創業微利 - 五一勞動節新住民創業記者會 - 侯友宜市長（右二）走訪鼓勵新住民阮氏平（左二）創業並共同製作越南特色小吃「生春捲」

Micro-Interest Loans for Happy Entrepreneurship: Labor Day New Residents Entrepreneurship Press Conference—Mayor Yu-I Hou (second right) visits and encourages new resident Shi-Ping Yuan (second left) to start a business and make the "Gỏi Cuốn" (spring rolls), a feature street food of Vietnam.



創業大學校計畫 - 二代社群企業家共學團辦理始業式，由經濟部中小企業處創業育成組楊佳憲副組長（左六）出席，邀請全國 36 名二代社群代表共同推動共學

SME Online University Program: SMEA Incubation Team Deputy Leader Chia-Hsien Yang (sixth left) attends the opening ceremony of the New Generation Co-learning Group, with 36 new-generation entrepreneurs promoting co-learning at the event.

本會擁有 12 年計畫推動經驗，以有志創業者協助及中低收入戶創業貸款服務為主，民國 109 年更將餐車經營、女性創業權益及市新住民創業政策列入重點，積極辦理相關創業措施：設置專人服務窗口及創業諮詢專線 (02-89692107)、免費創業研習課程及專家顧問諮詢輔導、市民獨享低利與優惠創業貸款、貸後經營關懷、資源轉介服務等；此外，疫情期間更推出「幸福創貸」利息補貼、還款展期措施，幫助市民度過創業瓶頸與難關。

109 年度開辦 9 場創業課程並培訓 528 位學員；提供 332 位市民專業顧問諮詢輔導解決

創業問題；協助 10 家企業順利取得低利貸款資金 415 萬元；辦理獲貸者談會（幸福回娘家）建立歷年頭家異業交流與拓展機會、「五一勞動節市長訪視與鼓勵新住民創業者」記者會、民視電視台「美鳳有約」節目宣傳等活動；提供貸後長期營運輔導及商品推廣機會，促進在地就業與發展機會。

中小企業創育機構發展計畫

經濟部中小企業處為建構完善創育產業生態系，推動產業創新發展，透過補助創育機構，鼓勵民間企業參與創新創業支援輔導。本會為響應政府政策，與日寶投資董事長周青麟共同於民國 107 年 10 月合作創立「狼窩 A+ 創育機構」（簡稱狼窩 A+），目標在提供成長期與擴張期的中小企業跨越門檻的能量，藉由成功企業家擔任業師進行客製化引導，並於過程中導入必要資金、人脈、研發能量等各種資源後，發揮臺灣企業合作優勢，逐步拓展海外市場。

考量臺灣中小企業型態以及跨國落地合作需求，狼窩 A+ 聚焦於民生化工、數位經濟、電子資訊等三大產業領域進行招募，並展開各項創育措施，包括業師輔導、定期培育、同業合作等三大主軸，目的在由業界先進引領策略方向、由點擴散到面凝聚合作力量、由認識到深度商業合作發揮專業能量，除藉由業界先進適時調整方向與導入資源外，也讓參加者能在產業鏈中藉由實際產生互利行為，發揮彼此優勢，產生新的商業型態，也希望藉此驗證並塑造實際在市場上可行、促成正向經濟發展循環的創育加速模式。

此外，本會亦透過自有中小企業人脈與資源，積極串聯成熟或具規模企業與培育企業合作，強化輔導效益；狼窩 A+ 第二期 (109 年) 共選入 16 家中小企業（潛力新創 8 家、具創新動能中小企業 8 家）提供進駐育成服務，累計輔導 34 次共 54 小時、協助募得外部資金 3 案合計逾兩千萬元、協助進駐企業與企業二代合作 1 案、引導促成進駐企業間彼此實質合作 2 案、

協助參與國內外展售活動及拓展海內外市場等；此外，日寶投資董事長周青麟更與本期培育企業合資成立「狼窩網紅國際行銷（股）公司」，發展本創育機構自有網路行銷資源，亦引導培育企業與狼窩網紅串聯合作發揮群聚效益。

臺北市融資貸款行政支援暨企業關懷輔導計畫

臺北市政府產業發展局為強化中小企業經濟體質，提供臺北市中小企業營運所需資金，民國 98 年辦理「臺北市中小企業融資貸款專案」，100 年度推辦「臺北市青年創業融資貸款」，協助減輕中小企業經營及青年創業所面臨的資金融通壓力，進而促進產業發展並帶動經濟成長。民國 109 年 03 月再推出簡易貸措施，簡化申辦流程，讓企業融資小額周轉更即時。

中小企業貸款提供設立登記於臺北市，實際營業一年以上之中小企業最高額度 1,000 萬之融資貸款；青創貸款提供年齡 20~45 歲之臺北市民，其事業體設立登記未滿五年，最高額度 300 萬元之融資貸款，利息由北市府全額補貼。

建立單一服務窗口，簡化申辦流程，強化民衆申辦與諮詢便利度，除協助創業者度過資金缺口，減輕中小企業融資壓力，另透過企業關懷訪視與輔導，強化創業者經營實力，每月確實追蹤了解獲貸戶需求與經營狀況，落實貸前評估與貸後關懷預警機制，降低核貸風險，俾增進中小企業存活率。

109 年度臺北市政府產業發展局協助 197 家新創事業取得融資約 1 億 7 仟萬元、629 家中小企業取得融資約 4 億 7 仟萬元，貸前企業訪視及貸後企業關懷共 450 家次，貸前計畫書輔導共 180 家次。

退除役官兵創業諮詢輔導服務計畫

為協助榮民（眷）與第二類退除役官兵降低創業風險，本計畫結合各區榮民服務處，盤點創業需求，建立輔導個案管控，安排顧問進行創業諮詢輔導，適時導入政府創業資源，辦

理創業知能課程、創業座談及創業研習活動，協助事業穩定營運發展，同時透過電話追蹤關懷，檢視執行情形，完善輔導作為。

本計畫輔導共 1,000 人次，依個案創業狀態安排創業諮詢及診斷，一般性諮詢以初具創業動機及想法之未創業者為對象；另針對潛力型創業者規劃專案輔導診斷，客製化輔導方案，以解決創業過程中面臨之難題與瓶頸；另開辦創業知能課程，包含基礎及進階學程共 160 小時，精進財務、營銷及計畫書撰寫知識；並於各地區榮服處辦理 19 場次座談活動，與 19 區榮服處合作，邀請創業顧問專題演講，495 人次具創業意願之對象參與；辦理創業研習活動 2 場次，提供企業觀摩及見習機會，透過顧問點評及企業經驗傳承，提升本計畫課程內容豐富度。

透過後續關懷追蹤，了解本年度共協助 70 名輔導個案從 0 到 1 完成創業夢想（包含完成工商登記或開業），亦協助個案參與政府獎項、補助或政策性貸款，其中 14 位申請人成功獲得合計新台幣 1,270 萬元貸款。



臺北市融資專案 - 記者會，臺北市政府產業發展局林崇傑局長（中）及計畫合作夥伴合影

Taipei City SME Loans Project: DOED Commissioner Chung-Chieh Lin (center) and project partners.



退除役官兵創業諮詢輔導服務計畫 - 創業知能課程
Veterans' Business Start-up Consultation Counseling Services Program: Entrepreneurship competence course.

Entrepreneurial Guidance Programs



退除役官兵創業諮詢輔導服務計畫 - 桃園市榮民服務處創業座談會

Veterans' Business Start-up Consultation Counseling Services Program: Start-up and entrepreneurship course in Taoyuan City Veterans Service office.

Entrepreneurship Consultation and Guidance Program

It has been over one decade since the "Entrepreneurship Consultation and Guidance Program" was launched. Through entrepreneurship integrated services, we provide women and middle-aged and elderly people with entrepreneurship guidance services and help them micro enterprises to pass over the "death valley" at the beginning of entrepreneurship. Both the loan approval rate and average approval loan amount also increase every year with striking guidance effectiveness. As a long-time consultant of this program, we assist the MOL in optimizing the service contents each year, including operation and maintenance of the nationwide toll-free hotline 0800-092-957 and setting up local service stations in Taipei, Taoyuan, Hualien, Taitung, Tainan, and Kaohsiung to help implement various consultation and guidance services for entrepreneurship.

In 2007, we began to integrate the implementation units in central and southern regions (Taichung–Changhua–Nantou region, Yunlin–Chiayi–Tainan regions, and Kaohsiung–Pingtung–Penghu–Taitung region). By the end of 2020, we had received over 260,000 calls through the 0800 toll-free consultation hotline, organized over 2,000 entrepreneurship courses with about 160,000 participants. In entrepreneurial guidance, we have arranged consultation services for about 55,000 individuals accumulatively and assisted about 24,000 entrepreneurs to complete their entrepreneurship to create over 60,000 job opportunities. In financing assistance, we

have reviewed over 13,000 applications for entrepreneurship loans accumulatively, with over 8,000 applications approved and an average loan amount of about NT\$560,000. In addition, we organized phoenix (female entrepreneur) gatherings, we cohered friendship among phoenix groups, implemented periodic care over the phone to keep track on the operational condition of loaners, and matched phoenix shops to participate in trade fairs and exhibitions to assist in product promotion and marketing, in order to accompany phoenix enterprises to grow strong and assist micro enterprises in pursuing sustainable development.

Generation Groups Shape Ecosystems

SMEs in Taiwan are characterized by a high inter-dependency. That is the "cluster" or "community" commonly seen in industries. In terms of the succession and groups of the new generation, mutual learning within a cluster can promote consensus cohesion and resource expansion during transformation and upgrading. Hence, the NASME began to implement the "Help New Generation Groups Shape Ecosystems Project" in 2020 to help SMEs establish a sustainable support system through the participation of new generation groups.

The project recruitment began in late March, with 67 enterprises and 44 project groups enrolled to the project. After selection and centralized guidance, we selected 12 enterprises and 8 project groups for focus cultivation, with mentors leading operational transformation for enterprises and implementing co-learning among project groups. In 2020, we completed one "Digital Transformation: New Generation Group Investigation and Research Report" and organized 40 co-learning activities for new generation groups with participation by over 1,200 persons from the new generation accumulatively. We also assisted in over 60 activities for one-on-one mentor consultation and cross-industry knowledge exchange to pour the energy for transformation and development in SMEs and help develop duplicable successful models for development in project groups to thrive ecosystem development in the new generation.

Supportive Platform for Social Innovation Enterprises

With "platform linking and software service" as the development strategies, this program actively stabilizes the development of social innovations in Taiwan with the three service engines: "enhancement of the identification of social innovative consumption," "strengthening of the constitution of social innovation enterprises," and "international linkage and cross-ministerial resources" to establish a richer, more innovative, more comprehensive, and more diverse environment and ecosystem for the development of social innovation enterprises.

Through three services including "maintenance of the social innovation database," "promotion of two-way communication between social innovation organizations and government procurement," and "short-diagnosis-based consultation for social innovation enterprises," the NASME encourage organizations to engage in social innovation and assist with the development of social innovation organizations. Related contents and effectiveness included recruiting 529 social innovation organizations to register on the database based on the "Social Innovation Organization Registration Rules" and helping 63 social innovation organizations complete their organizational charters. During the pandemic, we introduced a dual-track model to provide primarily online services and secondarily offline services, completed six experience activities for government procurement and social innovation, and assisted organizations in understanding government procurement principles to enhance operational management and market expansion with government subsidization resources, digital marketing, and technology innovation. In addition, we organized physical activities over 138 participants and over 34,000 online viewers, and provided consultation services for 120 social innovation organizations to help resolve economic difficulties and enhance the acquisition of development resources. Through project management, we accompanied and guided organizations to develop competitive energy for innovation and make long-term planning for sustainable development, in order to constantly build an ecosystem for sustainable development together with social innovation organizations.

Taiwan Entrepreneurship Ecosystem Foundational Service Integration Platform

Primarily designed for startups founded within the last five years and winners of the Business Startup Awards, this program aims to provide entrepreneurship guidance services, introduce the resources required by enterprises, and organize the Business Startup Awards to encourage entrepreneurship spirit. To facilitate startup growth, one-on-one professional mentoring is provided, and startup experience exchange activities are organized by linking innovation policies and technology and industrial trends, promoting linkage between startups and venture capitals or industries to create new industrial value together.

By the end of 2020, we had provided guidance for 205 startup enterprises and organized three startup gatherings and one trade fair. Based on theme of "What's Up Startup" we invited entrepreneurs to two podcasts at the program "TK Talk Startup VC" for publicity. Later, we organized experience sharing and introduction of new knowledge and experience in entrepreneurship with industry VCs, field experts, and consultants, based on the following three themes: "AIoT," "Smart Healthcare," and "Circular Economy" for startup enterprises to drive industrial innovation and development. Through collaboration with the "Taiwan International AIoT Show," we organized the "What's Up Startup" exhibition to invite 21 enterprises including guests of the gatherings and enterprises receiving guidance to the exhibition. This three-day exhibition attracted inquiries from about 163 Taiwan and overseas buyers, with an estimated value over NT\$100 million from the business opportunities through cooperation. In addition to assisting with startup growth, we also encouraged startup businesses with outstanding performance to run for the "19th Business Startup Awards" organized in accordance with the Directions for Startup Business Selection. After the preliminary and final evaluations, the jury selected 16 startup businesses to honor their exemplary performance.

New Taipei City Micro-Interest Loans for Happy Entrepreneurship Program

As the city with the highest labor population and multiculturalism in Taiwan, New Taipei City introduced and promoted the local entrepreneurship

assistance "Micro-Interest Loans for Happy Entrepreneurship Program" in November 2008 to help citizens and the vulnerable achieve financial independence through entrepreneurship and improve the workforce in New Taipei City.

We have 12 years of experience in undertaking the program, with a focus on providing entrepreneurship loan services for those interested in entrepreneurship and near-poor households. In 2020, we included mobile diners, women's entrepreneurship, and the mayor's new resident entrepreneurship policy as the key items to actively implement measures relating to entrepreneurship: setting up a consultation hotline (02-8969-2107), free entrepreneurship training courses and expert consultation and guidance services, citizen-exclusive low-interest and preferential startup loans, post-loan care services, resource referral services and so on. In addition, we also introduced the interest subsidization and loan term extension for the "happy entrepreneurship loan" to help citizens overcome entrepreneurship bottlenecks and difficulties.

In 2019 we organized a total of 9 entrepreneurship courses with 528 participants; provided expert consultation and guidance services for 332 citizens to resolve entrepreneurship problems; assisted 10 startups in acquiring loans of NT\$4.15 million; organized loan recipient follow-up meetings (happy homecoming) to create opportunities for cross-industry exchange and expansion for startup owners over the years; held the "Labor Day New Residents Entrepreneurship" Press Conference; organized publicity activities through the FTV program "Mei Fong's Cooking Class," and provided long-term operational guidance and product promotion opportunities to create opportunities for local employment and development.

SME Incubators Development Program

To develop a perfect ecosystem for industry innovation and incubation and promote industrial innovation and development, the SMEA subsidizes incubators encourages private enterprises to participate in the support guidance for innovation and entrepreneurship. In response to the government policy, we created the "Wolf Den A+ Incubator" (Wolf Den A+) in October 2018 in collaboration with Chairperson Ching-Lin Chou of Jibao

Investment to equip growing SMEs and SMEs in expansion with the capacity to overcome the threshold. Besides offering custom guidance services with successful entrepreneurs as mentors, the required resources, such as capital, connections, R&D capacity and so on, are provided to demonstrate the advantage of collaboration for progressive expansion of overseas markets of Taiwanese enterprises.

In consideration of the style of operations and the need of local cooperation in the host country during overseas expansion of Taiwanese SMEs, Wolf Den A+ focuses on three industrial sectors: consumer goods and chemicals, digital economy, and electronics and IT. After recruiting SMEs from these sectors, we began to implement various innovation and incubation measures in three themes: mentoring, periodic incubation, and homogeneous and heterogeneous cooperation. The aim is to let senior business owners lead strategic planning, spread from individuals to the whole sector to cohere partnership, and develop understanding for in-depth cooperation to demonstrate professional capacity. Besides timely adjustment of the strategic direction and inputting resources, participants are allowed to engage in reciprocity through actual operations in the industrial chain, produce new business models with the advantages of one another, hoping to verify and shape a practical incubation acceleration model that is feasible in the market and can promote positive economic development and circulation.

In addition, with own SME connections and resources, we actively team up with mature or scaled enterprises to launch cooperation enterprises under incubation. In phase 2 (2020), Wolf Den A+ selected 16 SMEs (8 potential startups and 8 SMEs with innovation potential) and provided them with incubation services 34 times totaling 54 hours, assisted them in raising NT\$20 million through three fundraisers, facilitated one cooperation project between SMEs in residency and new-generation enterprises, guided the two cooperation projects of among SMEs in residency, and provided assistance for participation in domestic and overseas trade fairs, overseas market expansion and so on. In addition, Chairperson Ching-Lin Chou of Jibao Investment established the "Wolf Woo Influencers International Marketing Corporation" with incubated

enterprises of this phase to demonstrate the internet marketing resources of the incubator and guide incubated enterprises to team up with Wolf Woo influencers to demonstrate clustering effectiveness.

Taipei City Financing and Loan Administrative Support & Enterprise Care Guidance Plan

To strengthen the economic constitution of SMEs and provide SMEs in Taipei City with the funds required for operations, the Department of Economic Development (DOED) of the Taipei City Government introduced the "Taipei City SME Loans" project in 2009, the "Taipei City Youth Business Start-up Loans" project on 2011 to help alleviate the funding and financing pressure that SMEs and youth startups face in operations, and thereby promote industrial development and drive economic growth. In March 2020, the DOED further introduced the easy-loan policy to simplify the application process and facilitate the application for small loans to cope with poor cash flow in real time.

The SME Loans provide SMEs registered in Taipei City with operations of more than one year with a maximum financing credit up to NT\$10 million. The Youth Business Start-up Loan provides youth entrepreneurs aged 20–45 with household registration in Taipei City and entities established and registered under 5 years with a maximum financing credit up to NT\$3 million. The Taipei City Government subsidizes the interest in full amount. A single service window is established, and the application process is simplified to enhance the convenience for citizens in applying for and inquiring about the loans. Besides helping entrepreneurs to overcome fund shortages and alleviating the financing pressure of SMEs, care visits and guidance are provided to strengthen the operational power of entrepreneurs and literally follow up the needs and operating status of loaners to optimize the alert mechanism for pre-loan assessment and post-loan care and reduce the risk of loan approval, in order to increase the survival rate of SMEs.

In 2020 the DOED assisted 197 startups in acquiring financing of about NT\$170 million and 629 SMEs in acquiring financing of about NT\$470 million, conducted pre-loan and post-loan visits and post-loan enterprise care for 450 businesses, and provided pre-loan plan guidance for 180 businesses.

Veterans' Business Start-up Consultation Counseling Services Program

To help veterans (and their dependents) and category 2 retired servicemen in reducing the business start-up risks, by teaming up the Veterans Service Offices in different regions, this program inventories the entrepreneurship needs, provides case guidance control, arranges consultants to provide entrepreneurship consultation and guidance services, promptly introduces government entrepreneurship resources, organizes courses on entrepreneurship competence, and holds entrepreneurship seminars and training activities to help businesses to operate and develop steadily. In addition, through telephone follow-up and care, the statute of implementation is reviewed to optimize the guidance services.

Guidance was provided for 1,000 persons under this program. Based on the status of entrepreneurship, entrepreneurship consultation and diagnosis were arranged, and general consultation was primarily provided for veterans (and their dependents) with entrepreneurship motivation and ideas, but who had not started a business. In addition, targeted guidance and diagnosis or custom guidance programs were planned for potential entrepreneurs to help overcome the difficulties and bottlenecks during entrepreneurship. Entrepreneurship competence courses for a total of 160 hours were also organized, including elementary and advanced programs, to enrich entrepreneurs' knowledge in finance optimization, operations and sales, and business plan writing. A total of 19 seminars were held through collaboration with 19 Veterans Service Offices in different regions with entrepreneurship consultants giving keynote speeches to a total of 495 participants interested in entrepreneurship. A total of two entrepreneurship training activities were organized to provide opportunities for visits and internships in enterprises. Through the comments of consultants and experience inheritance of enterprises, the contents of program courses were enriched.

Through subsequent care follow-up, we understand that 70 guidance cases in 2020 have fulfilled their entrepreneurship dreams from 0 to 1 (including completing business registration or starting operations). We also help these cases run for government awards and apply for government grants or policy loans, and 14 of them have successfully acquired loans totaling NT\$12.7 million.

促進創新籌資商品化計畫

Project on Promoting Innovative Financing and Commercialization



投資社群交流活動

Exchange activity of investment social networks.

本計畫以「亞洲・矽谷推動方案」及「優化新創事業投資環境」為政策推動基礎。目標在於建立一套流程與機制，協助策略投資社群的形成，讓策略性投資者協助中小企業，與新創業者強化其產品創新能力與擴大市場；同時，讓中小企業與新創業者的創新，協助策略性投資者強化其多角化經營策略。

由策略投資社群對新創及中小企業的創新商品化及市場擴大，提供必要之資金、技術、市場連結及通路連結等協助。藉著策略投資者所擁有之資源、能耐及人脈，有效協助新創及中小企業的發展，以建立優質策略性投資人形象。優質策略投資社群的成功與擴大，將有助於吸引更多策略投資者的參與，同時也可擴大對新創與中小企業創新商品化的助力。

本會亦以服務中小企業與新創業者為基礎，109 年度共辦理 2 場次資源交流暨媒合活動，參與人數共計 71 人；安排 20 場次拜會投資相關之實地訪視，其中包含 6 場次拜會國家級獎項之主辦單位（或執行單位）；14 場次由投資團隊顧問實地訪視企業給予指導，提升企業募資能耐，提供專業服務並傳遞募資相關應用知識，加速對接中小企業與策略性投資人之鏈結。

This project is promoted based on the "Asia Silicon Valley Development Plan" and "Action Plan for Improving the Environment for Investing in Startups." It aims to establish a set of processes and mechanisms to facilitate the formation of social networks for strategic investments for strategic investors to assist SMEs and strengthen the product innovation and market expansion capacity of startups. In addition, this project also aims to encourage SMEs and startups to engage in innovation to help strategic investors to strengthen the diversification of their strategies for operations.

Under this project, strategic investment social networks provide startups and SMEs with assistance for funds, technology, market linkage, and channel linkage for innovative commercialization and market expansion. By providing startups and SMEs with the resources, capacity, and connections for development, strategic investors can establish an image of quality strategic investors. The success and expansion of quality strategic social networks will help attract more strategic investors to join the project and thereby provide startups and SMEs with assistance for innovative commercialization.

Aiming to provide services for SMEs and startups, in 2020 the NASME organized two resources exchange and matching activities with 71 participants; arranged 20 visits on related investment groups, including 6 visits on organizers (or executers) of national awards; and planned 14 on-site SME visits for investment groups to enhance the fundraising capacity of SMEs, provide professional services and disseminate practical knowledge relating to fundraising, and accelerate the linkage of SMEs and strategic investors.

推動中小企業創新經濟開拓市場計畫

Project of Promoting Innovative Economy and Develop New Markets for SMEs



大苑子邱瑞堂董事長（中）、中小企業處程道琳組長（左二）、靜宜大學任立中副校長（右二）及計畫執行團隊開心合影

DaYungs Chairperson Jui-Tang Chiu (center), SMEA Section Chief Tao-Lin Cheng (second left), Providence University Vice President Li-Chung Jen (second right), and project implementation team in joy.

為尋求臺灣小微企業下一波成長契機，強化整體產業競爭力，經濟部中小企業處透過本計畫協助小微企業善用數位科技打造小規模的創新經濟大服務，深化民衆於計畫內推動場域有感服務體驗；並經由聯盟協同推動，媒合產品與服務觸發產業需求，協助小微企業數位轉型，開拓創新經濟市場商機。

109 年度透過本計畫推動兩群創新經濟輔導案，分別為旗艦領航型的「POP UP ASIA 亞洲手創生態系」以及平台聯盟型的「趣活靈感實現平台」，兩案透過數據共享、數據領航，使得群聚成員在輔導期間共促成提升 6,511 萬營業額。除此之外，在本會輔導下設計「創新能力診斷量表」來協助企業檢視自身的創新能力，並於計畫期間協助 334 家企業進行診斷。同時，也分別於 9 月、10 月在台北、台中和台南辦理三場次人才培育大師班，透過大師級講者、創新示範企業的分享，共計培訓 308 人次。

To seek opportunities for the next growth of micro and small enterprises (MSEs) in Taiwan to strengthen overall industrial competitiveness, the SMEA assists MSEs in building a small innovative

economy with more services with the smart use of digital technology under this project to deepen the public's experience of perceivable services promoted in the project regions, and in matching products and services to trigger industrial needs through alliances and collaborative promotion, it helps MSEs engage in digital transformation and thereby promote the innovative economy and develop new markets.

In 2020 two cluster innovative economy guidance projects were implemented under the project. These projects included the flagship project "Pop Up Asia Asia's craft entrepreneurship network" and the platform alliance project "Cheer for Idea Realization Platform." Based on data sharing and data navigation, both projects allowed cluster members to increase revenue by NT\$65.11 million during the guidance period. In addition, the "Innovation Ability Diagnosis Scale" was designed under the NASME's guidance to help SMEs review their own innovative ability and diagnose 334 MSEs during the project period. The NASME also held three talent development masterclasses in Taipei, Taichung, and Tainan from September to October. Through the speeches of master speakers and the sharing of demonstration enterprises for innovation, a total of 308 persons completed related training.



二代大學李紹唐校長（站立者）大師講座分享，中小企業處何晉滄處長到場共襄盛舉

Speech by President Shao-Tang Li of the New Generation College. SMEA Director-General Chin-Tsang Ho participated.

中小企業服務創新推動計畫



經濟部中小企業處科長王志文（前排左五）參與微型企業群聚訪視與群聚成員合影
SMEA Section Chief Chih-Wen Wang (fifth left in the front row) and MSE cluster members at the MSE cluster visit.

2020 年受 COVID-19 疫情影響，許多小微企業面臨疫情壓力與營運挑戰，更須尋求轉型與變革。經濟部中小企業處為協助小微企業數位轉型、發展服務創新，委由本會導入政府資源及整合跨域商機，協助小微企業共建服務模式、提升競爭力。



經濟部中小企業處處長何晉滄參與《振興微企 x 三倍創商機》活動與微型企業交流互動，了解輔導成果

SMEA Director-General Chin-Tsang Ho participated in the "MSE Revitalization x Triple Business Opportunities" event to exchange and interact with MSEs to understand the guidance result.

近年藉由整合多家小微企業資源共同行銷，共享創價成果的「群聚輔導」獲得許多小微企業主的青睞與肯定；盤整過去 107 年與 108 年企業發展脈絡及需求缺口，同時因應數位環境的改變，本會持續辦理如微客松工作坊、領頭企業培訓營等多元共創活動，協助小微企業導入數位工具，提升行銷知能、實務操作及自主應用能力，以數位力為核心引動服務升級與轉型，推升企業創新創價能力、強化經營能量，透過「夥伴協同創新」共創商機！

109 年度透過深化地域及產業型態群聚的商品與服務整合，奠定小微企業下一波創新發展的基石，更帶給消費者不一樣的服務體驗。總計協助群聚成員總體營業額提升逾 8,200 萬元，輔導效益擴散 85 家企業，創造營業額 1,894 萬元，推出新商品及服務共計 49 項、創造商機合作案 46 案。

SME Service Innovation Promotion Program

As many MSEs suffered pressure from the COVID-19 pandemic and challenges in operations in 2020, they needed transformation and reformation more desperately. To assist MSEs with digital transformation and service innovation, the SMEA commissioned the NASME to assist MSEs in building service models and enhance competition together with government resources and through the integration of cross-sector business opportunities.

Through integrating the resources of many MSEs for joint marketing in recent years, "cluster guidance" for sharing the fruit of value creation caught the attention and recognition of many MSEs. After inventorying the development tracks and demand shortages of enterprises in 2018–2019, and to cope with the changes from the digital environment, we continued to organize multiple co-creation activities, such as the Wakathlon Workshop and Bellwether Business Training Camp, to help MSEs implement digital tools, enhance marketing competence and practical operation and self-imposed application capacity, in order to trigger service upgrading and transformation, enhance the innovation and value creation capacity,

and strengthen operational power through digital power to create business opportunities through "partner collaborative innovation."

cluster-based product and service integration, the foundation for the next innovative development of MSEs was laid to bring consumers a different service experience. As a result, the program assisted cluster members in boosting overall revenue by over NT\$82 million, expanded the guidance effects to 85 MSEs, created a revenue of NT\$18.94 million, launched a total of 49 new products and services, and facilitated opportunities for 46 cooperation projects.



時任經濟部中小企業處副處長蘇文玲（中）參與年度成果發表會活動與受輔微型企業合影

The then SMEA Vice Director-General Wen-Ling Su and micro enterprise at the Annual Outcome Presentation activity.



經濟部中小企業處副組長文中元（前排左三）參與微型企業群聚訪視與群聚成員合影

SMEA Deputy Chief Chung-Yuan Wen (third left, front row) and MSE cluster members at the MSE cluster visit.

加強投資文化創意產業實施方案文化內容投資計畫 Program to Increase Investments in Cultural and Creative Industries—Cultural Contents Investment Project



被投資事業 76 號原子 - 楊志光董事總經理於亞洲說劇本徵集活動進行專題分享

Director and President Chi-Kuang Yang of investee Studio 76 at the keynote sharing of the Rising Stories event.

文化部於民國 107 年度推出「文化內容投資計畫」，預計將國發基金 100 億元中的 60 億元用於轉型升級投資文化內容，舉凡文化要素以文字、符號、圖形、聲音、影像等整合運用之技術、產品或服務，包括影視音、出版、ACG 產業等，都是此次聚焦投資對象。

為執行本計畫針對具專業經營能力之文化內容業者加強投資，以促進產業發展，文化部特訂定「文化部辦理加強投資文化創意產業實施方案文化內容投資計畫作業要點草案」，擴大民間投入，鼓勵金控、一般創投、平臺商、通路商、發行商等文化內容產業投資者，隨時可向文化部提出投資合作申請，共同投入資源，壯大文化內容產業規模。

憑藉過往服務實績，本會透過專業彙管服務強化投後管理、加值輔導加速被投資公司發展等能量優勢兩大策略進行工作展開，除建構投後管理各項作業機制外，並協助主辦單位與投資夥伴、被投資公司溝通磨合，以為長期投資促進與文化內容產業發展奠定良好基礎。截至 109 年底，本計畫參與投資共 3 案，核定投資金額合計新台幣 1 億 7,740 萬元。

In 2018 the Ministry of Culture (MOC) launched the “Cultural Contents Investment Project” to disburse NT\$6 billion from the National Development Fund of NT\$10 billion to invest in the transformation and upgrading of cultural contents. Technologies, products, or services integrating and applying cultural elements with text, symbols, graphics, voice, and images, including video, audio, publication, and ACG industries, were the focused investees of the project.

To implement this project and to enhance investments in cultural content businesses with professional operational ability in order to promote industrial development, the MOC specifically established the “Draft of the Cultural Content Investments under the Program to Increase Investments in Cultural and Creative Industries” to attract private investments, and encourage investors of the cultural content industry, such as financial holdings, general venture capitals, platform operators, channel operators, publishers and so on, to apply for collaborative investments to the MOC to invest in resources together to expand the scale of the cultural content industry.

Based on the past service achievements, we initiated related tasks based on two major strategies: strengthen post-investment management through professional sorting and control services and accelerate the energy and advantage development of investees with value-added guidance. Besides establishing various operational mechanisms for post-investment management, we also assisted with the communication and adjustment among organizers, investment partners, and investees to set a robust foundation for long-term investment in and promotion of the cultural content development. By the end of 2020, we participated in three investment projects under this program and approved a total investment amount of NT\$177.4 million.

電商媒合及成效追蹤計畫

E-Commerce Matching and Effectiveness Follow-up Project



三小市集媒合會
Tri-Small Market Matching Conference.

新冠肺炎從民國 108 年底，疫情已漫延至全世界，造成全球莫大影響，各國對外防疫措施上紛紛拉高海外旅遊警戒、針對重點國家及區域入境者需自主隔離 14 天，甚至延長海外商品寄送的時間，以阻隔疫情侵入的可能。而在這一連串的措施下，迫使民衆急速改變消費行為，包括減少到大眾場合、取消海外旅遊、購物轉向網路、飲食偏向外賣、外送或在家料理等。

因應新冠肺炎疫情影響，消費者逐漸往網路購買農產品，為讓農民於這波防疫商機搶攻網購市場，特與電商平臺合作，故規劃辦理共計 15 場線上的小型電商媒合會，邀請電商業者、生產團體及農民，並透過供需面的事先調查，促進雙方媒合成功機率。

在這波消費者行為改變上，同時傳統產業也面臨考驗，農委會透過此媒合會模式，來引導農民與電商平台合作、有效解決電商平台於產地農民溝通問題，共創良善的電子商務銷售管道。

COVID-19 broke out at the end of 2019 and has spread globally, causing unprecedented impacts to the whole world. Countries have adopted various epidemic control measures, such as raising the level of overseas travel warning, requesting self-imposed isolation for 14 days for focused countries and regions, and even extending the delivery time of incoming overseas goods to block the virus from intrusion. Due to these measures, citizens are forced to change their shopping habits, including avoiding visits to public venues, cancelling overseas trips, turning to online shopping, buying takeaway food or purchasing food through home delivery services or cooking at home, to block the virus from intrusion.

In response to the impacts of COVID-19, consumers gradually shop agricultural products online. For farmers to snatch a piece of the online shopping market with the business opportunities arising from the pandemic, we launched cooperation with e-commerce platforms and planned 15 online small e-commerce matching conferences with e-commerce operators, production groups, and farmers and enhanced the successful rate of matching through advanced investigation of the supply and demand.

While consumers change their buying behavior toward online shopping, traditional industries also face different challenges. Through this matching conference pattern, the Council of Agriculture guides farmers to cooperate with e-commerce platforms to effectively solve the communication problems between e-commerce platforms and local farmers, in order to create good e-commerce sales channels together.

協助事業單位訓練系列計畫



種子講師課程
Seed Instructor Course.

勞動部勞動力發展署為促進就業穩定及提升整體競爭力，長期著力在人才培訓上，依企業規模訂定「企業人力資源提升計畫」（簡稱大人提、「小型企業人力提升計畫」（簡稱小人提）等二項補助、輔導計畫。另為因應貿易自由化訂定「充電起飛計畫」及因應重大災害、景氣情勢之影響制定「充電再出發」等二項穩定就業之補助計畫。透過政府多元的職訓方案協助企業提升勞工職場能力、優化產業人才結構，鼓勵企業辦理在職員工教育訓練，培育具有企業競爭力的人才。

本會承接勞動力發展署相關計畫彙管作業服務，為有效推動並使計畫各階段執行順利，109 年度共辦理 3 場次工作協調聯繫會議，以利各分署能有效溝通執行業務達一致性，並有效掌握各計畫執行情況。109 年度更因新型冠狀病毒 (COVID-19) 疫情衝擊，協助擊劃數位學習之內容與要件，提供相關訓練補助計畫持續精進各項做法。

北基宜花金馬分署大人提及充電起飛計畫 109 年度審查通過共計 329 家，核定補助經費共計約 1 億 3,600 萬元，小人提企業輔導案數共計

528 案，課程核定經費共計約 5,000 萬元。並透過各項人資研習活動、年度成果發表會集結人資夥伴們共同相互觀摩及交流學習。

桃竹苗分署大人提及充電起飛計畫，109 年度共計 189 家事業單位通過補助申請，核定補助總經費共計約 6,700 萬元，小人提企業輔導案數共計 234 案，課程核定經費共計約 1,800 萬元。透過舉辦計畫各階段說明會、研討會、人才發展活動、成功案例採訪等，深度接觸中小企業的業主與大型事業單位人資人員，協助企業持續投資人才培育。



企業人力資源提升計畫暨充電起飛計畫 - 核銷說明會（桃園場）

"Industrial Human Resource Investment Program" and "Multi-Beneficiary Vocational Training Program" approval presentation (Taoyuan session).

Series Program to Assist Business Training

To promote steady employment and enhance overall competitiveness, the MOL-WDA has engaged in workforce training over time and established two subsidization and guidance plans: "Industrial Human Resource Investment Program" and "Small Enterprises Talent Skill Progressive Program" based on the scale of enterprises. In addition, the MOL-WDA has also established two subsidized programs to stabilize employment: the "Multi-Beneficiary Vocational Training Program" to address trade liberation and the "Recharge and Restart Training Program" to address the impacts from catastrophes and economic condition. Through various vocational training programs, the government aims to help enterprises enhance the work capacity of employees, optimize the talent structure of industries, and encourage enterprises to organize on-the-job education and training to develop talents with business competitiveness.

The NASME undertook the sorting and control services relating to the MOL-WDA's related programs. To effectively promote and ensure the smooth operation at all stages of these programs, in 2020 we held three work coordination meetings to facilitate the effective communication of consistent program implementation and effectively control the program status of all WDA regional branches. Due to the impact from COVID-19 in 2020, we also assisted in planning the contents and requirements for e-learning and providing related subsidized training programs to constantly optimize various tasks.

In 2020, the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch evaluated and approved the "Industrial Human Resource Investment Program" and "Multi-Beneficiary Vocational Training Program" of 329 enterprises, with the amount of subsidies totaling about

NT\$136 million, and the "Small Enterprises Talent Skill Progressive Program" for 528 enterprises, with a total budget for related courses amounting to about NT\$50 million. In addition, various human resources training activities and annual achievement presentations were held to gather human resources partners for mutual learning and exchange.

In 2020, the Taoyuan-Hsinchu-Miaoli Regional Branch evaluated and approved the "Industrial Human Resource Investment Program" and "Multi-Beneficiary Vocational Training Program" of 189 enterprises, with the amount of subsidies totaling about NT\$67 million, and the "Small Enterprises Talent Skill Progressive Program" for 234 enterprises, with a total budget for related courses amounting to about NT\$18 million. In addition, presentations and seminars at different stages of programs, talent development activities, and successful case interviews were held and arranged for in-depth contacts with SME owners and the human resources personnel of large enterprises to help enterprises continuously invest in talent cultivation.



人才發展特色活動 - 誰推動了數位轉型浪潮 - 從數位學習趨勢看人力發展

Talent Development activity: Who promoted Digital Transformation Trend-Viewing Human Development form the Trend of Digital Learning.

推動產訓認同與應用職能基準暨 人才發展相關活動計畫

Projects for Promoting TTQS Identification, OCS Application, and Talent Development



訓練規劃與評量課程結訓合影

Completion of the training planning and assessment course.

為提升我國勞動力素質，勞動部勞動力發展署（簡稱發展署）自民國 96 年度起開辦人才發展品質管理系統 (TTQS)，透過教育訓練品質持續改善，提升單位辦訓環境邁入系統化之訓練流程，以確保培訓之可靠信與正確性，期能更全面性的提升我國勞動市場動能並優化人力資本。

為協助企業留才、攬才並培育優秀人才，提升訓練品質，促進國內產業升級，發展署積極推動人才發展品質管理系統及職能基準，以促進我國人才價值提升與優化。

本計畫邀集國內相關產業團體組成 5 個產業職能推動中心，109 年度透過策略聯盟平臺辦理 96 場次講座、分享會及工作坊活動，計 2 千餘人次參與，獲得 328 個單位認同並應用職能基準；於北、桃、中、南分別辦理 8 梯次職能分析，以及訓練規劃與評量職能導向研習課程，培訓 200 位推動職能基準發展所需之專業人員；近年更擴增辦理發展職能基準與職能導向課程補助計畫，協助 35 門課程申請；民國 109 年 11 月 03 日辦理金牌單位授證儀式，表揚 40 家 TTQS 評核認證通過金牌之企業及訓練機構，期能喚起社會各界對於人才訓練及發展的重視。

To improve Taiwan's workforce quality, the MOL-WDA began to organize the Talent Quality Management System (TTQS) to enhance the systematic training process of training units through continual improvement of education and training to ensure the reliability and accuracy of training for the total improvement of Taiwan's labor market capacity and optimize human capital.

To help enterprises retain, recruit, and develop excellent talents; improve training quality; and promote domestic industrial upgrading, the WDA actively promotes the TTQS and occupational competency standard (OCS) to enhance the talent value and workforce quality of Taiwan.

Five occupational competence promotion centers were formed with related domestic industrial groups under this Program. In 2020, 96 seminars, sharing meetings, and workshops were held through strategic alliance platforms with over 2,000 participants and 328 units identifying with the TTQS and adopting the OCS. Eight sessions of occupational competence analysis and training planning and competence-oriented assessment training courses were held in Taipei, Taoyuan, Taichung, and Tainan to train 200 professionals required for promoting OCS development. In recent years, subsidization for OCS development and competence-oriented courses has been expanded, including helping 35 courses apply for iCAP certification. On November 3, 2020, the gold medalist enterprises presentation ceremony was held to commend 40 enterprises and training organizations for passing the TTQS gold medal certification, hoping to drawing the public's attention to the importance of talent training and development.

推動企業聘用運動指導員

Program to Encourage Enterprises to Employ Sports Instructors



運動人才就業媒合會
Sports talent employment matching.

體育署於民國 107 年度起辦理「推動企業聘用運動指導員」計畫，以「運動好人才 企業動起來」號召企業推展職工運動，並促進體育運動相關背景專業人員就業。藉以建立職場運動環境與風氣，可強化內部生產力，提升對外形象。

本計畫藉由建置媒合資料庫，提供企業與運動人才媒合平台，並規劃企業補助方案，給予企業辦理員工運動活動經費補助，輔以運動名人 / 大使講座、科技體適能檢測等，協助企業員工找到運動的方法與建立習慣，同時結合輔導諮詢資源，包含職工運動推展、運動人才職場諮詢等，予以全方位的服務。在運動指導員方面，除線上媒合平台外，辦理 2 場次實體媒合會，整合線上線下媒合服務，並於北、中、南開辦增能課程，以因應運動人才就業職場需求，提升個人能力與知識技能。

109 年度共計輔導企業聘用 119 名運動指導員，補助企業辦理近 400 多項員工運動休閒活動，近 15 萬人次參與，並提供 51 家次企業與運動指導員輔導諮詢服務，以及增能課程計 169 人參訓。為使更多企業響應參與，07 月 10 日假王朝大酒店辦理記者會，宣傳本計畫各項資源服務，並於 11 月 13 日假台北喜來登大飯店辦理「成果交流茶會暨企業聘用運動指導員表揚活動」，同時邀請企業分享推展職工運動經驗，活動中頒發紀念獎座予參與企業，表達體育署之重視與感謝之意。

In 2018, the Sports Administration (SA) began to implement the : Program to Encourage Enterprises to Employ Sports Instructors to call enterprises to promote exercise to employees with the slogan "Exercise for Good Talents, Success for Enterprises" and facilitate employment for sports professionals, in order to build an environment and atmosphere for workplace exercise to strengthen internal productivity and improve external image.

Besides building a matching database for matching enterprises and sports talents, this program also established an enterprise subsidization plan to subsidize enterprises to organize employee sports activities. Sports celebrity/ambassador talks, technology physical fitness tests and so on were also arranged to help enterprise employees to find the way of exercise and develop an exercise habit. Guidance and consultation resources were also provided, including employee exercise promotion and sports talents workplace consultation, to ensure all-round services. For sports instructors hired, besides establishing the online matching platform, two physical matching activities were held to integrate O2O matching services. Additional courses were also offered in northern, central, and southern Taiwan to cope with the employment and workplace needs of sports talents and enhance personal competence, knowledge, and skills.

In 2020, 119 sports instructors were employed by enterprises through guidance, over 400 sports and leisure activities were subsidized for nearly 150,000 employees, consultation services with sports instructor guidance were provided for 51 enterprises, and empowerment courses were arranged for 169 participants. For more enterprises to support the program, a press conference was held at the Sunworld Dynasty Hotel on July 10 to publicize various program resources and services. The "Achievement Exchange Tea Party and Commendation for Enterprises Hiring Sports Facilitators" was held at the Sheraton Grand Taipei Hotel on November 13. Besides inviting enterprises to share their experience in promoting employee exercise, memorial trophies were also presented to participating enterprises at the event to express the SA's concerns and gratitude.

文化創意產業政策推動協力計畫

Program for Cooperation in Policy Promotion for Cultural and Creative Industries



異業合作工作坊 - 講師馬幼娟老師分享過去各類合作案經驗
Cross-Industry Cooperation Workshop: Instructor Yu-Chuan Ma shares her experience in various past cooperation projects.

為扶植我國文化創意產業，本計畫邀請專家顧問，依業者營運屬性、企業發展及專案計畫需求等項目，提供整合性諮詢服務，透過專家諮詢評估，找出具產業潛力個案進行半年追蹤之陪伴輔導，同時串接文化部各項獎補助與融資等相關政府機關資源運用，辦理全國各地區說明會、媒合會、工作坊或其他經文化部核定之主題活動，協助所需業者尋求管道與方法，逐步成長，形成亮點。

本計畫累計輔導 60 家業者改善營運狀況，210 人次輔導資源中提供 30 家業者一次性專科輔導，即時性的協助業者解決問題；並提供 30 家業者為期半年共 120 次的長期陪伴輔導。除協助提升整體營運狀況外，也針對長期陪伴業者舉辦「媒飛色舞」文創產業商機媒合會，協助嫁接資金、資源以及通路，總參與人數達 63 人，共媒合成 18 個合作案，為文創產業挹注發展能量。

除協助解決業者提出的問題外，針對品牌拓展、異業合作、財務規劃、計畫書撰寫等議題，共辦理 7 場工作坊，總計參與人次達 133 人；並舉辦 2 場觀摩參訪活動，讓文創業者相互交流與聯誼，創造以大帶小的學習模仿效應，擴大計畫效益。

To foster Taiwan's cultural and creative industries, experts and consultants were hired under this program to provide integrated consultation services based on the attributes of enterprise operations, development of enterprises, project requirements and so on, in order to find industrially potential cases for accompaniment and guidance with a half-year follow-up through expert consultation and assessment and connect with related government resources, such as the awards, subsidization, and financing of the Ministry of Culture (MOC). In addition, seminars, matching conferences, workshops, or other MOC-approved thematic events were held nationwide to help those in need to find channels and methods for progressive growth and become highlights.

Under this program, 60 enterprises received guidance to improve their operations, 30 enterprises received one-time specialty guidance from among the guidance resources for 210 persons to help resolve problems instantaneously, and 30 enterprises received long-term accompaniment and guidance a total of 120 times. Besides helping enterprises improve overall operations, the "Marching with Delights" business opportunity matching for cultural and creative industries was organized to provide those receiving long-term accompaniment with access to funds, resources, and channels. The event attracted 63 participants and matched 18 cooperation projects to pour development energy into the cultural and creative industries.

Besides helping enterprises ask questions, seven workshops were organized on topics including branding expansion, cross-industry cooperation, financial planning, and proposal writing, with a total of 133 participants; two demonstration and visit activities were also organized for cultural and creative enterprises to exchange opinions and develop friendship, in order to create the modelling effect like big brothers and sisters influencing the younger and enhance project effectiveness.

青年回鄉行動推廣輔導計畫

Program for Promotion and Guidance of Youths Returning to Rural Areas Action



「永安不只有石斑 - 低溫新藍海計畫」，行政院農委會水土保持局林長立副局長（右三）與團隊及審查委員合影

Deputy Director-General Chang-Li Lin (third right) of the Soil and Water Conservation Bureau, COA; the inspection team; and appraisers at the "Other Than Groupers in Yongan: Low-Temperature Blue Ocean Project."

行政院農業委員會水土保持局透過本計畫，鼓勵有想法、有意願進入農村的青年學子或回鄉青年，提出具有實驗性或創新性的技術、工法或科技等創新計畫構想，實質解決或改善農村生活、環境、產業、教育及就業等問題，由青年個人或青年組成團隊提出行動計畫，以達青年返回農村並留下來服務農村之目標。

109 年度本計畫輔導超過 40 位回鄉青年，透過企業資源串接、業師輔導及增能課程之培訓，循序漸進落實青年回鄉之計畫目標，培養農村在地人才，並持續給予計畫輔導協助。此外，亦辦理 110 年度本計畫徵選說明會及審查會議，透過 3 階段審查，遴選出具效益性及可行性之青年回鄉計畫，作為後續輔導對象。

除青年計畫輔導、課程及相關活動辦理，109 年度亦協助青年商品通路上架事宜，包括安永鮮物超市及誠品文化等大型銷售通路對接，均是本年度執行之成果。其他資源串接媒合企業認購，及協助青年事業體登入經濟部中小企業處社會創新平台，皆有助其產品開創商機。透過上述多元性之資源連結協助更多回鄉青年，作為其創意及商業模式之最佳後盾，建立農村在地永續發展及人才培育，活化農村經濟及勞動力。

Through this project, the Soil and Water Conservation Bureau, COA, encourages young students and returning youths with ideas and who are willing to work in rural areas to make proposals on experimental and innovative technologies or engineering methods to substantially resolve or improve the problems in life, environment, industry, education, and employment in rural regions. Individuals or youth groups can propose action plans to achieve the goal of youths returning to the village and staying to service the village.

In 2020, over 50 youths returning to rural areas received guidance under this program. Through connecting with enterprise resources, mentoring, and training with empowerment courses, the goal of the Youths Returning to Rural Areas Project was enforced progressively to develop local talents and continuously provide project guidance and assistance. In addition, the project recruitment seminars and evaluation meetings for 2021 were also held to select effective and feasible Youths Returning to Rural Areas projects through a three-stage evaluation as future guidance targets.

Besides organizing guidance, courses, and related activities for the youth program, assistance for releasing youth products, including the connection with large retailers such as Anyong Fresh Supermarket and Eslite Bookstore, was also provided in 2020, adding to the year's achievements. Connection with other resources, matching enterprise subscriptions, and helping youth entities register to the SMEA's Social Innovation Database are all helpful in cultivating business opportunities for youth products. Through the assistance for more youths returning to rural areas achieved by linking the above comprehensive resources as the best support for youth creativity and business models, rural sustainable development and talent cultivation are achieved, and the rural economy and workforce are invigorated.

人才培育

HR Cultivation and Development

- ▲ 二代傳承系列活動
New Generation Succession Activities
- ▲ 中小企業論壇系列計畫
SME Forums
- ▲ 全民外交研習營
Public Diplomacy Seminars
- ▲ 農業培訓系列計畫
Agricultural Training Activities

培育優質新世代 企業傳承共創價值

Developing Excellent New Generations Creating Value Together Through Succession

「領導傳承」於近年來逐漸被多數企業列為重要議題，而人才培育與領導傳承其實是一體兩面的，企業內部若沒有人才培育計畫，領導傳承所傳非人或無人可傳，便有可能阻礙企業的延續發展，因此培養下一代接班人才成為現今企業永續經營的關鍵，透過完整的教育訓練與管理來提升企業人才的品質與效率。

本會多年來積極培育全國中小企業人才，透過政府資源的結合，辦理多項人才培訓計畫，並協助許多企業規劃人才訓練課程，其中包含「二代傳承系列活動」，以業師長期陪伴之創新輔導模式奠定二代接班人所需的專業能力；「全民外交研習營」，協助推動全民外交政策，加強國際參與感；「中小企業論壇系列計畫」，配合不同的企業經驗分享及座談互動的方式達到經驗傳承目的；以及「農業系列活動」，為農業體系注入創新資源與人才培育體制。

In recent years, "leadership succession" has been gaining gradual importance in most enterprises, and talent development and leadership succession are two sides of the same coin. In the absence of a talent development program, leadership will be passed to either the wrong person or no one, blocking sustainable business development as a result. Therefore, developing new-generation successors through complete training, education, and management to enhance the quality and efficiency of business talents has become key to sustainable business development.

Over the years, the NASME has spared no efforts in developing SME talents across the country by organizing a range of and assisting many SMEs in planning various talent training programs in combination with government resources, including the "New-Generation Succession Activities," which establishes the expertise required by new-generation successors with an innovative guidance model characterized by long-term mentoring; the "Public Diplomacy Workshop," which assists in promoting the all-out diplomacy policy to enhance international participation; the "SME Forums," which achieves the goal of experience succession through interactive activities including sharing and seminars among different SMEs; and "Agricultural Promotion Activities," which pours in innovative resources and talent development systems.

二代傳承系列活動



二代大學·獨樹一幟的三方小聚活動，凝聚一代創辦人、二代接班人及業師之間共識

New Generation College: Unique three-party gatherings cohere the consensus of founders, new-generation successors, and mentors.

二代大學

民國 107 年，本會李育家理事長與各方專家菁英研議後，主導推動並成立二代大學，以專屬接班人的外部決策小組概念，禮聘曾擔任過、甚至現任國際級企業 CXO 組成策略導師團，以運用實務經驗協助二代檢視現有企業經營問題，並提供各項建議及資源導入。

二代大學至今已開辦第四屆，業師團擴增至 27 位，包含第四屆 16 位學員，已累計 61 位優秀二代加入，除為每位二代配對專屬策略導師，於當年度進行量身訂做的個人化深度輔導外，每月亦策劃「業師小聚」、「私人董事會」、「企業參訪」等，打造獨特的共學平臺與生態系統，協助每位學生創造足以讓家族企業轉型升級的具體戰功。

新一代企業家研習營

占臺灣全體企業 97.65% 的中小企業，為掌握經濟發展命脈的重要根基，當接班問題浮現，更是影響國本、左右競爭力的重大議題；

依據統計資料顯示，臺灣中小企業有超過 86% 預定傳給家族下一代，卻僅有 9% 的企業有完善接班計畫，其中中小企業雇主年齡在 50 歲以上者占比達 5 成以上，且有逐年升高的趨勢，顯示接班輔導需求將日益提高。

由本會主辦的「新一代企業家研習營」開辦至今已邁入第 12 年，培育近千名企業二代，其中不乏股票上市櫃公司、海外臺商、以及經營 60 年以上的跨三代企業；藉由 4 天 3 夜的活動培訓接班基本知能，並在課程中透過凝聚共識的溝通技巧、商模創新實作的專業課程以及標竿企業參訪，讓即將接掌家族事業的企業二代，奠定產業轉型所需能力，並建立未來在經營之路互相扶持成長的革命情誼，及難得跨產業跨領域的人脈資源鏈結。

民國 109 年是全球經濟變革的一年，除科技創新帶動產業變化，因應疫情的龐大衝擊，讓企業不得不另尋企業革新之路，109 年度共辦理三期新一代企業家研習營，培訓近 150 名企

業二代，課程邀請知名企管及財務專家蒞臨授課，安排參訪中國砂輪、偉勝儀器、宗瑋工業、金元福包裝企業、春池玻璃、台中精機等台灣隱形冠軍企業，並邀請歷屆學長姐及二代社群交流分享接班歷程、現階段數位轉型之必要性及急迫性，讓年輕一輩的接班人能吸收前輩經驗並拓展人脈，為中小企業第二代培訓即戰力。

創業大學校 - 企業傳承培訓課程

根據 PWC 調查顯示有 65% 期待下一代承接家業。而據《遠見雜誌》發布「台灣家族企業接班大調查」，僅 9% 企業建妥完善傳承計劃，家族企業處於發展週期的青壯年階段，對於傳承的潛在需求日益提高，但在子女能力養成方面，藉由「外部專業機構歷練」提高管理能力的執行程度僅為 24%，家族企業有必要培養對接班人能力養成的機制，以完善家族傳承。因此自民國 103 年起經濟部中小企業處開始倡議推動並協助中小企業規劃傳承布局。

109 年度邁入第七屆的企業傳承培訓班，課程延續「共學、共享、共創雙贏」精神，培訓 72 位接班人、接班團隊與專業經理人，以「溝通 x 跨屆」、「財務 x 體驗」、「轉型創新 x 資源整合」及「觀摩 x 個案」等四大課程單元為核心策略，促成產業橫向與垂直的連結，

邀請知名企業董事長與講師蒞臨授課，讓學員在短時間認識未來趨勢與商機的開發；另串聯跨屆學員及政府林口新創園區的資源整合，為中小企業挹注創新創業發展量能量，以加速接軌國際市場；打造互動式教學模式，將情境式課程創造學習最大效益，藉此強化跨業交流、資源連結與合作創新之契機。



新一代企業家研習營 - 商模創新實作專業課程，奠定產業轉型所需能力

New Generation Entrepreneur Camp: Professional courses on practice of new business models to equip students with the capacity required for industrial transformation.



企業傳承班 - 參訪功學社，學員參觀腳踏車製作工廠

Business Succession Program: Visits to KHS Bicycle to explore the bicycle manufacturing plant.



企業傳承培訓班開訓，何晉滄處長（中）、胡劍銘營運長（右二）開心與學員們合影

SMEA Director-General Chin-Tsang Ho (center), COO Chien-Ming Hu (second right) and participants at the opening ceremony of the Business Succession Training Program.

New Generation Succession Activities



新一代企業家研習營 - 邀請二代大學企業分享跨域合作經驗

New Generation Entrepreneur Camp: NGC enterprises are invited to share experience in cross-industry cooperation.

New Generation College

After discussing with experts and elites in different fields, NASME Chairperson Yu-Chia Li proactively promoted and established the New Generation College (NGC) exclusive for successors in 2018 based on the concept of an external decision-making team to help new-generation successors to review existing problems in business operations and provide various recommendations and resources with a mentor team formed by previous or current chief experience officers (CXOs) of international enterprises.

It has been the fourth year of the NGC, with the mentor team expanded to 27 mentors. Including the 16 students of the 4th NGC, a total of 61 new-generation successors have joined the NGC. In addition to assigning one exclusive mentor to each new-generation successor to customize in-depth guidance for students during the year, "mentor gatherings," "private board of directors," and "enterprise visits" were also arranged each month to build a unique co-learning platform and ecosystem to help each student create substantial

power to promote the transformation of upgrading his/her family business.

New Generation Entrepreneur Camp

As SMEs account for 97.65% of all enterprises in Taiwan and are the principal foundation of Taiwan's economic development, problems emerging from SME succession will become important issues that affect and influence Taiwan's development.

Although statistics show that over 87% of SMEs in Taiwan are passed down to the new generation, only 9% of them have a well-established succession plan. As over 50% of SME owners are aged 50 or older, and the age intends to increase every year, it suggests an increasing demand for succession guidance.

It has been 12 years now since the first "New Generation Entrepreneur Camp" was held, and nearly 1,000 new-generation successors have completed training from the camp, including successors from listed companies, overseas

Taiwanese SMEs, and SMEs with a history of over 60 years across three generations. The three-night and four-day camp arranges activities for developing the basic competence for successors. Through professional courses including communication skills for consensus cohesion, practice of new business models, and benchmarked enterprise visits, we equip new-generation successors with the capacity required for industrial transformation, develop friendships for mutual assistance and growth in operations, and establish hard-to-access cross-industry connections and resources.

A global economic reform emerged in 2020. In addition to the industrial changes brought by technological innovations, enterprises were forced to seek reform as a way out from the tremendous impacts of the pandemic. In 2020, three New Generation Entrepreneur Camps were organized to train nearly 150 new-generation SME successors. Besides inviting experts in business administration and finance to give classes, we also arranged visits to Taiwan's hidden SME champions including Kinik Company; Weisun Apparatus Co., Ltd., Grand Dynasty Industrial Co., Ltd.; King Yuan Fu Packaging Co., Ltd.; Spring Pool Glass Industrial Co., Ltd.; and Victor Taichung Machinery Works Co. Ltd., Senior students and new-generation successors were also invited to exchange opinions and share experience in the road of succession for younger-generation successors to learn from the seniors and extend their connections, in order to establish the battle-ready power in new-generation successors.

Great Entrepreneurship Academy- Enterprise Succession Training Courses

According to the PWC survey, 65% of SMEs wish to pass down their business to the new generation. The "Taiwan Family Business Succession Survey" by Global Vision Magazine shows that only 9% of SMEs have completed a well-established succession plan. While family businesses are at the youth period of development, their potential demand for succession is

increasing. In children formation, however, as only 24% of these family businesses enhance the management execution ability of their children through "training from external professional organizations," a mechanism for successor development should be established for family businesses to optimize business succession. Therefore, in 2014 the SMEA began to advocate, promote, and help SMEs make planning for succession deployment.

The 7th Business Succession Training Program held in 2020 extended the spirit of "co-learning, sharing, and win-win creation" to train 72 successors, succession teams, and professional managers in terms of four core modules: "communication x inter-industry," "finance x experience," "transformation and innovation x resource integration," and "demonstration x case" to promote horizontal and vertical links. Directors of leading enterprises and instructors were invited to give classes for students to understand future trends and cultivate business opportunities in a short time. In addition, by linking students from different industries and integrating the government resources from the Taiwan Startup Terrace in Linkou, the SMEA pours innovation and startup development energy for SMEs to accelerate connection with the world, and build an interactive teaching model to maximize the learning efficacy of situated courses in order to strengthen cross-industry exchange, resource linkage, and opportunities for cooperation and creation.



企業傳承班 - 參訪哥德廚具 - 蘇政欣副總分享傳承經驗
VP Cheng-Hsin Su shares business succession experience on the visit to Goater Kitchen in the Business Succession Training Program.

中小企業論壇系列計畫 SME Forums



台新中小企業創新論壇 - 本會楊益成常務監事（右三）與主辦及協辦單位代表合影
Taishin SME Innovation Forum: NASME Managing Supervisor I-Cheng Yang (third right) and representatives of the organizers.

未來科技與產業發展線上講座

面對全球疫情衝擊，為協助僑臺商有系統補充新知、掌握產業趨勢及新科技等，規劃導入國內科技研究機構資源，辦理未來科技及產業發展線上講座，以擴展深化政府專業有感服務範疇，並利僑臺商洞燭產業先機，及早擬訂發展及轉型策略，擘劃未來。

僑務委員會規劃辦理的「未來科技與產業發展線上講座：疫後經濟僑臺商必修的 20 堂課」，共計有海外 45 個國家地區、百餘位商會會長、重要幹部，以及僑臺商企業董事長、總經理及執行長等高階管理者參加。學員對於僑委會聘請國內產業資訊與情報研究機構之專家，規劃面對世紀疫情後的各種挑戰、因應未來重要的數位轉型、ICT 產業發展、新農業及生活型態改變等專題講座，給予高度的支持肯定，並認為可提前為疫後事業布局及尋找合作商机，啟發更多創新想法，同學間於未來也將持續交流國際情勢及商情資訊，以創造異業合作機會。



未來科技 - 邀請到台經院孫明德主任分享後疫情時代海外僑臺商的挑戰與因應

Future Technology: Director Ming-Te Sun of the Taiwan Institute of Economic Research shares his opinions on the challenges and countermeasures of overseas Taiwanese SMEs after the pandemic.

本次講座希望能發揮臺灣優勢，引領僑臺商因應險峻的大環境變革，重新調整經營腳步並進行轉型升級，讓海外僑臺商在擬定疫後經營策略及振興轉型有參考之依據，共創事業高峰。

中租中小企業策略論壇 / 創新講堂計畫

本會與中租迪和公司長期關切臺灣中小企業的經營發展，每年針對不同主題進行研討，包含產業優勢、創新服務價值、穆斯林商機等，109 年度因受疫情影響，亦新增中小企業加速

數位轉型等重要主題，另也延伸舉辦「中小企業節能論壇」、「中小企業太陽能論壇」等。

本論壇至今已邁入第 10 年，於全省各地舉辦，迄今約 80 場次，廣邀產官學研專家和歷屆國家磐石獎及創新研究獎業者深入探討趨勢性議題，以實務經驗分享，期盼達到經驗傳承及業界交流之目的，以協助中小企業創造優勢競爭力。另也由臺灣經濟研究院針對中小企業訪談調研，並加上論壇中業者經驗分享内容集結成冊，目前已出版三冊，未來也將持續發掘臺灣優秀企業。

台新中小企業創新論壇

2019 年適逢美中貿易戰期間，中小企業面臨巨大環境變化，本會與台新銀行第一次合作辦理中小企業創新論壇，以「中美貿易戰全面影響 台灣中小企業的關鍵行動」為題，邀請專家共同探討「企業之國際戰略調整與台商回流之新起商機」，獲得好評。

Future Technology and Industrial Development Online Talk

To help overseas Taiwanese SMEs to acquire new knowledge, capture industrial trends and new technologies against the impacts of the pandemic, the resources of domestic technology research institutions were introduced to organize the online talks for future technology and industrial development to extend and deepen the scope of the government's professional, perceivable services and facilitate overseas Taiwanese SMEs to foresee business opportunities in industries and make advanced strategies for development and transformation to plan for the future.

The "Future Technology and Industrial Development Online Talk: 20 Required Courses for Overseas Taiwanese SMEs After the Pandemic" organized by the Overseas Community Affairs Council (OCAC) attracted the chairpersons and important staff of over 100 chambers of commerce and the senior management including chairpersons, presidents, CEOs of overseas Taiwanese SMEs in 45 overseas countries

2020 年全球產業挑戰更加嚴峻，本會與台新銀行繼續合作以「疫後世界 台灣中小企業的關鍵行動」為題，探討「智慧創新 永續台灣」，協助中小企業跟進全球變化，掌握外部資源，吸取經驗，開展適合的關鍵行動。

2020 年全球產業挑戰更加嚴峻，本會與台新銀行繼續合作以「疫後世界 臺灣中小企業的關鍵行動」為主題，於 10 月 20 日假台新金控大樓二樓元廳舉辦「2020 台新中小企業創新論壇」，邀請專家企業代表，包含財經專家李振宇博士、智慧創新專家簡禎富博士和宗瑋工業林健祥董事長，共同探討「智慧創新永續臺灣」，以協助中小企業跟進全球變化，掌握外部資源，吸取經驗，開展適合的關鍵行動。最後綜合座談也特別邀請經濟部中小企業處楊佳憲副組長分享臺灣創新育成現況與成果，本論壇共 150 位中小企業代表參與，提問踴躍，交流成果豐碩。

and regions. Participants expressed critical acclaim and support to the OCAC for hiring experts from domestic ICT and intelligence research institutions to plan keynote talks on the future digital transformation challenges, the development of ICT industries, new agriculture, and changes in lifestyle after the pandemic. They also believed that these talks could help make early deployment, search for opportunities for business cooperation, and inspire innovative thoughts. Participants will maintain continuous exchange of information on international trends and business intelligence to create opportunities for cross-industry cooperation.

The talk aims to demonstrate Taiwan's advantages, and guide Taiwanese overseas SMEs to deal with the changes, and re-adjust their pace of operations, and engage in transformation and upgrading against the tough macro environment to provide them with a reference for drawing up business strategies, restrengthening, and transformation after the pandemic and thereby create a new peak in business.

Chailease Finance SME Strategy Forum/Innovation Lecture Program

The NASME and Chailease Finance Co., Ltd. care about the operations and development of SMEs over time. Each year, they organize keynote workshops in different topics, such as industrial advantages, the value of innovative services, and Muslim business opportunities. Influenced by the pandemic, we added topics regarding the importance of accelerating digital transformation for SMEs and organized extended activities including the "SME Energy Conservation Forum" and "SME Solar Energy Forum" in 2020.

Since the first forum was held ten years ago, about 80 forums have been held across Taiwan to discuss issues relating to trends with experts from the government, academia, and research institutions, and also winners of the National Award of Outstanding SMEs and Taiwan SMEs Innovation Awards over the years. At the forums, speakers share their practical experience for experience inheritance and business exchange to help SMEs create advantages and competitiveness. In addition, through the interview, survey, and research of SMEs by the Taiwan Institute of Economic Research (TIER), and alongside the compilation of experience shared by businesses at the forums, three volumes of conference proceedings have been published. In the future, we will continue to discover excellent SMEs in Taiwan.

Taishin SME Innovation Forum

During the US-China trade war in 2019, SMEs in Taiwan suffered tremendous changes in the macro environment. We organized the SME Innovation Forum with Taishin Bank for the

first time based on the topic of "Key Actions of Taiwanese SMEs Against the US-China Trade War." Experts were invited to discuss "International Strategic Adjustment of SMEs and Rise of Business Opportunities from Returning Taiwanese SMEs." The forum earned critical acclaim.

While the challenges were even harsher for worldwide enterprises in 2020, we organized the forum with Taishin Bank again based on the topic "Key Actions of Taiwanese SMEs After the Pandemic" to discuss "Smart Innovation for Sustainable Taiwan" to help SMEs keep up with global changes, capture external resources, and learn from the experience to initiate appropriate key actions.

While the challenges were even harsher worldwide for enterprises in 2020, we organized the "2020 Taishin SME Innovation Forum" with Taishin Bank again based on the topic "Key Actions of Taiwanese SMEs After the Pandemic" on October 20 at the Yuan Hall on the 2nd floor of the Taishin Tower. Experts and enterprise representatives, including financial expert Dr. Chen-Yu Li, smart innovation expert Dr. Chen-Fu Chien, and Chairperson Chien-Hsiang Lin of Grand Dynasty Industrial Co., Ltd. to discuss "Smart Innovation for Sustainable Taiwan" to help SMEs keep up with the global changes, capture external resources, and learn from the experience to initiate appropriate key actions. At the end of the seminar session, SMEA Deputy Chief Chia-Hsien Yang shared the current status and achievements of innovation and incubation in Taiwan. The forum attracted 150 SME representatives who asked questions enthusiastically, and the opinion and experience exchange was fruitful.



中租論壇 - 中小企業策略論壇台北場
Chailease Finance: SME Strategy Forum Taipei Session.

全民外交研習營計畫

Public Diplomacy Seminars



社會菁英班與會者合影
Participants of the Social Elite Course.

政府近年為提升全民國際參與及外交實務知能，透過辦理課程讓國人可以了解國家當前外交處境，促使大家從生活中培養國際觀，因應全球化趨勢的發展，課程上設計採多元之規劃，藉由專業的知識實務經驗分享以及線上互動式問答體驗等方法，激發全民對外交事務的熱情及參與。

外交部也積極推動「全民外交研習營」，109 年度分別辦理地方政府班、青年班、社會菁英班及青年論壇，共計 27 場次研習課程，研習總人數達 3,158 人，每年透過辦理研習課程讓更多國民及非營利組織能有實質的參與感，也期待未來能有豐富且有趣的課程，讓全民深入了解我國外交事務及政策，並且成為臺灣在外交上的好幫手。



地方政府班 - 新北市政府
Seminar for local government- New Taipei City Government.

To increase participation in the international community and improve the practical competence in diplomacy, the government has organized courses in recent years for citizens to understand the country's current diplomatic situation and to encourage the development of international views in daily life. In response to the globalization trend, courses have been designed comprehensively to stimulate the collective enthusiasm and participation in diplomacy through the sharing of professional knowledge and practical experience and online interactive quizzes.

The Ministry of Foreign Affairs (MOFA) also actively implements the "Public Diplomacy Seminar." In 2020, a total of 27 training courses were offered with a total of 3,158 participants, including the courses for local governments, youth courses, social elite courses, and diplomatic youth forums. Each year, seminars are organized to provide opportunities for the substantial involvement of citizens and NGOs/NPOs. In the future, it is hoped that interesting courses with rich contents will be designed for citizens to understand more about Taiwan's foreign affairs and policies and become good helpers of Taiwan's diplomacy.

農業培訓系列計畫



行政院農委會輔導處陳俊言處長（前排左 4）與學員合影，為國軍專班揭開序幕

Director Chun-Yen Chen, Department of Farmers' Service, Council of Agriculture (fourth left, front row) and the Armed Forces special class at the opening ceremony.

電農培訓及輔導專案管理計畫

行政院農業委員會為協助農民進入電子商務銷售通路，自民國 106 年開始委託本會推動「電農培訓及輔導專案管理」計畫，針對尚未以電商平臺販賣，或尚在初步探索網路銷售的農業生產者或農漁民組織成員，學習不同創新網路行銷技巧與模式，以利於拓展多元銷售管道。

本計畫於北、中、南、東各區舉辦「初階班」、「中階班」及「高階班」等共八梯次培訓專班，今年度因受疫情影響，故「電農 - 初階班」採用線上教學方式，讓農民學習電子商務行銷技巧不中斷，並透過計畫內各項內容如：課程培訓、專案輔導、個別諮詢到商機媒合，都能得到解決方案並順利進入電子商務銷售，而 109 年度結訓人數為 205 人次，超過計畫目標。

為滿足不斷改變的電子商務銷售模式，透過計畫協助電農升級為區域性整合者，並將服務流程創新、行銷操作與科技加值、營運管理優化、品牌定位暨識別系統設計等服

務內容導入，已輔導嘉義青農、宜蘭縣農會展銷中心、臺潮魚集、優豆農及花蓮石平部落等 5 組青農團體或農民組織等整合者，109 年度並將安排過往整合者相互交流，期盼有更多合作機會共創商機，同時未來能有更多農民參與此計畫，並於網路多元銷售管道發光發熱。

國軍屆退官兵育成及農場見習實施作業計畫

為協助相關學員在正式投入農業經營之前，能夠累積農業實務經驗以降低從農風險，透過實地實作的訓練方式加速我國農業整體經營發展，由行政院農業委員會建立農場見習甄選及管理查核機制，以確保見習農場品質，保障見習學員權益。

除持續協助農業相關科系畢業生參與見習外，自民國 108 年起更與國防部合作辦理「國軍屆退官兵退前職訓農事訓練育成專班」，協助國軍屆退官兵於退伍後轉換進入農業經營，109 年度共計 26 位屆退官兵參與，在經歷 3 週的農業專業訓練後，已安排至全台各地進行為期 4 個月的實作見習訓練。

透過此計畫的辦理，至今已培訓了超過 900 位見習學員，其中有近一半的學員於結訓後繼續從農，除了解決農業嚴重的缺工問題，也培養出許多台灣農業未來的生力軍。

農業保險宣導推廣教育訓練計畫

民國 109 年 03 月行政院通過「農業保險法」，該法正式施行後，將結合農業政策措施擴大保障範圍。除天然災害外，疫病、蟲害、市場等因素亦可納入保障範圍，並實施雙軌保險人運作機制，依產業特性及政策需要，由保險業或農會、漁會擔任保險人，善用保險業經營效率及農漁會貼近農漁民優點。成立財團法人農業保險基金，執行農業保險危險分散機制，並提高補助保險費上限，有效減輕農漁民負擔，帶給全國農漁民更大保障。

為配合農委會推廣農業保險政策，109 年度辦理農業保險新里程記者會，以及 32 場全臺巡迴推廣教育訓練課程。記者會除邀請行政院農業委員會及農業金融局長官蒞臨現場宣導農業保險政策外，也邀請農會總幹事及參加農業保險之農漁民代表與會分享；教育訓練課程分別辦理高階主管班、業務人員班及農業保險講座共 32 場次，課程除邀請農業金融局長官說明農業保險政策、農作物承攬之相關保險產業公司與農試所、農改場等專業講師授課外，也邀請已參加農業保險的農漁民現身說法，分享投保農業保險經驗。農業保險講座更是藉由座談

會形式進行，針對農漁民提出問題，邀請農會總幹事、農業金融局長官及產險公司做回應與解答。

藉由記者會及教育訓練課程辦理，提升社會大眾及全國農民對農業保險的瞭解及關注，以強化農民投保農業保險的意願，進而提高農業經營保障、穩定農民收入及創造農民安心幸福的從農環境，落實農業保險政策目標。

農業經營準備金推動計畫

鑑於新進農民經營初期面對較高的營運風險，為穩定其生活並營造良好的農業經營環境，行政院農委會規劃針對取得農業經營場域的新進農民，由政府提供「農業經營準備金」，幫助其穩定經營，促使更多的青年投入農業；本計畫針對年齡 18 歲以上 45 歲以下，具農業經營場域及農業經營技術，且新進從農未達 2 年之青年農民，提供 2 年內每年 18 至 36 萬之農業經營準備金，盼引導就讀農業相關科系畢業或受過農業專業訓練者，可以投入產業經營。

為便利新進青年農民進行申請，本會建置線上申辦整合系統，提供申請者能線上作業減少紙本文件使用及傳送時間，進而提升計畫整體執行效能，109 年度申請者涵蓋農糧、畜牧及水產養殖別，共計 311 位青年農民提出申請，預估最高 2 年補助經費約新臺幣 1 億 2,600 萬元。



業務人員班 - 桃園八德區農會學員上課情形

Insurance Solicitor Course: A class at the Bade District Farmers' Association in Taoyuan.



農業經營準備金 - 辦理線上申請直播說明會

Agricultural Operation Reserve-Online Application Orientation.

Agricultural Training Activities



農業保險高階主管班 - 臺中兆品酒店學員大合照

Agricultural Insurance Course for officers: Group photo in Maison de Chine Taichung.

Training and Guidance Program for e-Farmers

To help farmers enter the e-commerce channels, the Council of Agriculture (COA) of the Executive Yuan began to implement the "Training and Guidance Program for e-Farmers" through the NASME in 2017 for members of farmer associations or fishermen associations who have not distributed products through e-commerce or who are still exploring online shopping, to help them learn different and innovative internet marketing skills and models to facilitate the development of multiple sales channels.

Under this program, we organized eight "elementary courses," "intermediate courses," and "advanced courses" for professional training in northern, central, southern, and eastern Taiwan. Influenced by the pandemic in 2020, however, the "e-farmer elementary course" was given online for farmers to learn e-commerce marketing skills without disruption. In addition, through various program contents, such as training course, targeted guidance, individual consultation, and business opportunity matching, we have successfully found solutions and helped farmers to engage in e-commerce. In 2020, a total of 205 participants completed the training, which was higher than the project goal.

In response to the constantly changing e-commerce sales models, we help e-farmers upgrade to regional integration, innovate the service process, develop value-added marketing

operation and technology, optimize operational channels, set brand positioning and corporate identity system design through the program. So far, we have provided guidance for the integration of five youth farmer groups or farmer organizations, including the Chiayi Youth Farmers Community, Yilan County Farmers' Association Center, Taiwan Food Seafood Market (TFISH), Yutounong, and Hualien Sikiiki Community. In 2020, we also arranged experience exchange among past program participants to create more business opportunities through cooperation. We also hope that more farmers can sign up to the program to shine over e-commerce channels.

Veteran Incubation and Farm Internship Program

To help participants accumulate practical agricultural experience before engaging in farming to reduce agricultural risks, and accelerate Taiwan's overall agricultural operations and development through internship training, the COA has established the farm internship selection, management, and audit mechanism to ensure the quality of internship farms and protect the rights and interests of participants.

Besides constantly helping graduates of agriculture-related disciplines to engage in internship, the COA began cooperation with the Ministry of National Defense (MND) in 2019 to organize the "Veterans' Pre-Retirement Agricultural Special Vocational Training Program" to help

veterans engage in agriculture after retirement. In 2020, a total of 26 veterans signed up to the program. After three weeks of professional agricultural training, they were assigned to the four-month internship in different parts of Taiwan.

Through this program, over 900 interns have been trained, and nearly 50% of them engaged in farming afterwards. Besides resolving the farmer shortage problem, the program has helped develop new forces for future agriculture.

Agricultural Insurance Publicity and Education Program

In March 2020, the Executive Yuan passed the "Agricultural Insurance Act." After taking effect, it will expand the scope of coverage by integrating with agricultural policies and measures. Except for natural disasters, pestilence, pest damage, and market factors are covered. In addition, the dual-track insurer mechanism is operated for the insurance industry, farmer association, fishermen association to be the insurer based on the characteristics of industry and policy needs to integrate the operational efficiency of the insurance industry and the proximity to farmers and fishermen of related associations. An agricultural insurance foundation will be established to implement the risk spread mechanism of the agricultural insurance. The upper limit of premium subsidization will also increase to effectively reduce the burden of farmers and fishermen, in order to bring greater coverage for nationwide farmers and fishermen.

In response to COA's agricultural insurance publicity, we organized the "New Milestone in Agricultural Insurance Press Conference" and 32 traveling publicity and educational activities in 2020 across Taiwan. Besides officials from the COA and the Bureau of Agricultural Finance (BOAF), we also invited managers of farmer associations to the press conference to share information with representatives of farmers and fishermen enrolling in agricultural insurance. We also held 32 education courses including the advanced courses for officers, courses for insurance solicitors, and the agricultural insurance seminar. At these courses, besides inviting BOAF officials to explain the agricultural insurance

policy, professional instructors from insurance companies undertaking crop insurance, the Taiwan Agricultural Research Institute, and agricultural research and extension stations, we also invited farmers and fishermen enrolling in agricultural insurance to share their experience in agricultural insurance. The agricultural insurance seminar was held in the form of a Q&A session for farmers and fishermen to ask questions for managers of farmer associations, BOAF officials, and insurance companies to answer their questions.

The press conference and educational activities were organized for the public and nationwide farmers to understand more and become aware of agriculture insurance, and encourage farmers to enroll in agriculture insurance to increase operational protection for farmers, stabilize their income, create a safe and worry-free agricultural environment for farmers, and practice the agriculture insurance policy.

Agricultural Operation Reserve Program

In view of the higher operational risk that farmers face at the beginning of business operations, the COA specifically plans the "Agricultural Operation Reserve" for new farmers running farms to stabilize their life and create a sound environment for farm operations. The government will finance the fund to help farmers stabilize operations and encourage more young people to engage in farming. This program provides an agricultural operation reserve at NT\$180,000–NT\$360,000 each year for a maximum of two years for young farmers aged 18–45 running their own farms with agricultural know-how for less than two years. It is hoped that the reserve can encourage graduates of agriculture-related disciplines or those who have received professional agricultural training to engage in agriculture.

To facilitate young farmers applying for the reserve, the NASME has established an integrated online application system to save paper documents, and time for applicants and thereby enhance the overall efficiency of project implementation. In 2020, there was a total of 311 applicants from domains including agriculture, food, animal husbandry, and aquaculture, with a total amount of subsidies expected at about NT\$126 million over two years.

就業輔導

Employment Counseling

- ▲ 青年輔導訓練計畫
Youth Training Series Program
- ▲ 職業訓練輔導系列計畫
Vocational Training Series Plan
- ▲ 就業服務系列計畫
Programs for Employment Services
- ▲ 銀髮人才相關計畫
Programs for Senior Workforce
- ▲ 台灣就業通網實整合服務計畫
Taiwan Jobs Bricks and Clicks Service Program

永續國家人力發展 活絡整體勞動市場

Sustainable Nationwide Workforce Development Thriving Overall Labor Market

由於全球經濟結構轉型快速，人口結構亦因高齡化、少子女化衝擊影響勞動力市場，我國同樣遭遇勞動力供需失衡的情勢，進而將影響整體經濟發展，而在面對勞動力不足的情況下，為維持勞動市場的穩定發展，確保國家競爭力，政府勞動政策須設法有效維持或適時補充勞動力，如非勞動力的開發及運用、留用本國人才、延攬海外人才、開放移民、引進外勞等對策，來改善勞動力不足及活絡本國勞動力市場。

為滿足本國勞動力市場的需求，及開發潛在勞動力的政策，政府推行就業服務外，更強化包括青年就業方案、中高齡及高齡者人力運用及婦女二度就業等特定對象就業服務，以補實就業市場短缺的勞動力。

本會歷年受勞動部委託執行勞動政策相關計畫，如人力資源提升計畫、企業輔導、就業服務、職業訓練及創業服務等工作，希冀結合各專家及整合民間資源，推動多元人力發展、創造勞資雙贏之就業環境，讓我國跟上世代更迭的速度與模式，永續國家人才發展。

The rapid transformation of the global economic structure, aging population, and low replacement fertility have impacted the labor market collectively. This labor supply–demand imbalance as a result also affected Taiwan's overall economic development. To maintain the steady development of the labor market against labor shortages and thereby secure national competitiveness, it is necessary for the government to take appropriate actions to effectively maintain or promptly replenish the domestic workforce through policies including the cultivation and utilization of non-labor force, retention of domestic talents, recruitment of foreign talents, opening of immigration, and introduction of foreign workers to supplement the domestic labor insufficiency and lead the domestic labor market to thrive.

To fulfill the demands of the domestic labor market and the policies for cultivating the potential workforce, apart from offering employment services, the government further strengthens the youth employment programs and the employment service for middle-aged and elderly people and women seeking reemployment to mend the labor shortage in the employment market.

Over the years, MOL has been commissioning NASME to implement related programs, such as the human resource improvement programs, SME guidance, employment services, vocational training, and entrepreneurship services, hoping to promote comprehensive human resource development, create a win-win employment environment for the labor force and management, keep Taiwan up with the pace and mode of generation alteration, and pursue sustainable talent development by teaming with experts and integrating social resources.

青年輔導訓練計畫 Youth Training Series Program



雙軌訓練旗艦計畫 - 計畫專案人員在職教育訓練

Dual System of Vocational Flagship Training Project: Project Management Professional In-Service Training.

青年職訓計畫

本會承接 109 年度勞動部勞動力發展署青年職業訓練計畫，內容包含培訓產業所需青年人才，針對在校青年推動雙軌訓練旗艦計畫、產學訓合作訓練，及補助大專校院辦理就業學程計畫；而針對已畢業青年，則推動青年就業旗艦計畫以及青年就業領航計畫，運用工作崗位訓練模式，以做中學的方式加強青年專業知識與就業技能。



雙軌訓練旗艦計畫 - 於勤益科技大學辦理評鑑作業

Dual System of Vocational Flagship Training Project:
Evaluation at the National Chin-Yi University of Technology.

109 年度共辦理 3 場次工作聯繫會議；另為確保補助大專校院辦理就業學程計畫、雙軌計畫申請單位執行品質及計畫檢討，共辦理評鑑單位說明會、評鑑委員共識會、評鑑檢討會議等 9 場次，及檢討十大領域會議、一般大學及技專校院屬性檢討設計差異化評鑑指標研商會議。大專計畫 62 所學校、212 件學程評鑑作業、雙軌計畫 131 家單位評鑑作業。

雙軌訓練旗艦計畫暨補助大專院校辦理就業學程計畫

勞動部勞動力發展署於民國 92 年度引進德國雙軌制職業訓練模式，配合臺灣本土產業發展改制為「雙軌訓練旗艦計畫」並推展迄今；同年推動「補助大專校院辦理就業學程計畫」。

本會自民國 101 年度起陸續承辦本計畫相關業務，104 年度起將各青年計畫納入彙管，整合為「雙軌訓練旗艦計畫暨補助大專校院辦理就業學程計畫」。

近年受少子化及教育部總量管制影響，學生人數逐年遞減，在雙軌部分，北基宜花金馬轄區結合 7 所學校及 42 間事業單位，合作辦理 10 個職類，提供該計畫近 400 位訓練生進行工作崗位訓練；大專就業學程部分，結合 20 所學校，共同辦理 76 支就業學程、44 支共通核心職能課程專班，參訓學生數超過 3,000 人；產業新尖兵計畫部分，結合轄區學校、工商業團體，辦理近 80 班 5+2 創新產業訓練課程，培訓超過 1,800 位待業青年。

在廣宣部分，每季固定以網路媒體露出計畫相關資訊，另針對計畫合作學校、事業單位及轄區國、高中（職），辦理超過 40 場次之計畫說明會，參與人數達 2,000 人次，藉由直銷宣傳，進而達到招生、招商及計畫宣導等效益，同時強化社會大眾對本計畫之認識，拓展計畫能見度。

同時針對本計畫合作單位辦理全國性「種子人員暨訓練協調經理訓練課程」，使合作單位瞭解訓練模式及政策走向，以提高執行效益，並解決訓練生訓練期間所面臨之問題。

此外，為驗收訓練生專業技能與理論知識，檢核雙軌技職教育訓練成果，針對全國本計畫合作學校及事業單位共辦理近 90 場次、422 位畢業訓練生之「專業職能認證考試」，並於考試後進行「專業職能認證命題作業」，透過各職召集人針對 110 年度認證考試之試題進行修訂及新增。

Youth Vocational Training Program

In 2020, we undertook the "Youth Vocational Training Program" for the MOL-WDA, with contents covering training youth workforces required by industries, promoting the "Dual System of Vocational Flagship Training Project" on campus, and funding colleges and universities to implement the "Employment Program Project." For young graduates, the "Youth Employment Flagship Program" and "Youth Employment Navigation



雙軌訓練旗艦計畫 - 勞動力發展署北分署林仁昭分署長（右）拜訪聖約翰科大艾和昌校長（左），感謝學校積極參與青年職業訓練

Dual System of Vocational Flagship Training Project: Director Jen-Chao Lin (right) of the WDA Northern Regional Branch visits President Dr. He-Chang Ai (left) of St. John's University to offer thanks for the university's active engagement in youth vocational training.

Program" were implemented to provide in-service training for young graduates to learn by doing to sharpen their professional competence and employment skills.

In 2020, a total of three work coordination meetings were held. In addition, apart from holding a total of nine evaluation unit seminars, appraiser consensus meetings, and evaluation review meetings to ensure the audit of the quality of implementation and project review of colleges and universities funded for implementing the "Employment Program Project" and units applying for the "Dual System Project," the review meeting on the division of 10 major categories, and the meeting for discussing the differentiation of evaluation indicator design based on the attributes of general universities and institutes/colleges of technology were also held. In 2020, a total of 131 units engaging in the "Dual System Project" and 212 employment programs from 62 colleges and universities were evaluated.

Dual System of Vocational Flagship Training Project & College/University Employment Program Funding Project

After introducing the "Dual VET System" from Germany in 2003, the MOL-WDA localized it into the "Dual System of Vocational Flagship Training Project" based on the needs of Taiwan's

industries and has implemented the project until today. In the same year, the MOL-WDA also implemented the "College/University Employment Program Funding Project."

The NASME began to undertake related project business in 2012 and combined all youth programs into the "Dual System of Vocational Flagship Training Project & College/University Employment Program Funding Project" for better management.

Influenced by the low replacement fertility and the total quantity control of the Ministry of Education (MOE), the number of students has been reducing in recent years. In the Dual System Project, we combined seven schools and 42 businesses within the jurisdiction of the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch to offer training for 10 categories of jobs to provide internship vacancies for 400 trainees. In the "Employment Program Project," we teamed up with 20 schools to offer 76 employment programs and 44 core competence programs for over 3,000 students. In the "New Industrial Elites Program," a total of 80 classes of training for the "Five Plus Two Industry Innovation Plan" for over 1,800 unemployed youths were organized in collaboration with the schools and industrial and business groups within the jurisdiction.

In publicity, apart from exposing related project information on the internet every quarter,

we organized over 40 project presentations with over 2,000 participants at schools, businesses, and junior high schools and senior high (vocational) schools within the jurisdiction signing up to related projects to promote related projects through direct marketing and thereby enhance the effectiveness of student recruitment, business recruitment, and project publicity. In addition, this can help the public understand more about the project to increase its visibility.

We also offered "Seed Personnel & Training and Coordination Manager Training Courses" nationwide for project collaborators for them to better understand the project's training approaches and policy directions, in order to enhance the efficiency of implementation and help resolve the problems of trainees during training.

In addition, to review the learning efficacy in professional skills, knowledge, and theories of trainees, and audit the training results of the Dual VET System, we organized nearly 90 "Professional Competence Certification Examinations" for 422 trainees completing the training offered by the project's partner schools and businesses nationwide. Furthermore, the "Examination Questions Setting for the Professional Competence Certification Examination" was conducted after the certification examination for conveners of each occupation to revise or add questions for the certification examination in 2021.



雙軌訓練旗艦計畫 - 訓練協調經理訓練課程

Dual System of Vocational Flagship Training Project: Coordination Manager Training Courses.

職業訓練輔導系列計畫



多元培力計畫 -FUN 興購大市集 - 勞動部勞動力發展署蔡孟良副署長（右七）與展售單位代表合影

Multiple Empowerment Program: WDA Deputy Director-General Meng-Liang Tsai (7th right) and representatives of vendors at the Fun Shopping Marketplace.

在職暨職前職業訓練推廣

勞動部勞動力發展署及所屬各分署為提升在職及職前勞工知識、技能及態度，爰結合勞工團體與轄區內優質訓練單位，結合區域產業需求，提供實務導向訓練及多元化訓練課程，保障勞工參訓品質，提升國家整體人才素質。

109 年度桃竹苗轄區內，共辦理 758 門在職訓練課程，補助經費約新台幣 1 億 786 萬 8,064 元，服務逾 17,528 人次之在職勞工。職前訓練亦針對不同職類開設失業者訓練專班，共開辦 184 門職前訓練專班，服務逾 5,708 人次之失業者。

青年工作崗位訓練計畫

青年就業旗艦計畫為結合產、學、訓之資源，提升事業單位僱用青年之意願，以提供務實致用職業訓練，並增加 15 歲至 29 歲青年就業機會為目的。109 年度辦理計畫推動說明會、核銷說明會共 12 場次。協助近 630 家廠商招募成功、近 2,800 位青年錄訓。

青年就業領航計畫為鼓勵高中職畢業生先就業再升學，結合雇主提供工作崗位訓練，由雇主指派專人指導青年於工作場所內進行實務訓練，透過先僱後訓及專人指導訓練模式，結合業師提供個別化及密集式的指導培訓，建立正確之職業價值觀，並發展職涯抉擇。109 年度共辦理計畫推動說明會、核銷說明會、職場導師教學及輔導知能訓練課程共 5 場次，核定 3,795 個職缺數，參與學生 313 人，錄用學生 313 人，媒合率達 100%。

班級經營管理與輔導計畫

勞動部勞動力發展署桃竹苗分署為提升失業勞工知識、技能、態度，激發失業勞工自主學習，累積個人人力資本，特委託本會任用 33 名人力執行本計畫，規劃及辦理多元具實務導向訓練課程。

109 年度計畫人員分別派駐於桃竹苗分署、幼獅職業訓練場及苗栗職業訓練場等地，辦理班級經營管理、學員諮詢輔導、學員宿舍管理、結訓後就業輔導及執行職訓課程相關業務。本

年度總計訓練人數達 3,878 人，開設班級數達 264 班，職前訓練結訓班級訓後 3 個月成功就業率高達 93%，實有效提升參訓者就業市場競爭力，辦訓成果豐碩。

技能檢定及競賽計畫暨分署行政管理與營運計畫

為建立技能價值觀念，鼓勵青年及社會技術人才參加競賽及培訓競賽選手，以提升我國技術人才的職能，勞動部勞動力發展署桃竹苗分署委託本會執行技能檢定及競賽計畫暨分署行政管理與營運計畫，任用 17 人力辦理相關業務。

109 年度計畫人員分別派駐於桃竹苗分署、幼獅職業訓練場，執行計畫相關業務，並維持分署營運。總計共服務 4,747 人數辦理技能檢定業務、培訓 474 名技能競賽選手，同時完成全國技能競賽北區分區技能競賽活動與地方政府合作技能（藝）競賽共 3 場。並透過各級參訪座談、訪視學校進行交流，推廣技能檢定及競賽，深化民衆重視專業技能培訓之意識。

多元培力計畫整合行銷暨人才培育計畫

勞動部勞動力發展署為促進地方經濟發展，協助失業者在地穩定就業，推動「多元就業開發方案」及「培力就業計畫」。透過本計畫輔導民間團體發展地方特色產業，運用整合行銷策略協助單位建立有效的營運模式，扶植在地經濟走向自給自足、永續經營，同時帶動社區產業發展。



全國技能競賽週 - 桃竹苗分署長賴家仁與選手們開心合影
National Skills Competition Week: Director Chia-Jen Lai of the Taoyuan-Hsinchu-Miaoli Regional Branch and contestants.

本會依據 109 年度計畫需求，推動辦理市集行銷活動、專案經（管）理人訓練課程、實務工作坊及配合各項活動媒體廣宣露出，增加多元、培力計畫單位能見度；透過教育訓練提升計畫專經管人員職能，加強營運社會企業相關知識與技能以達培育人才之目的；為提高民衆對輔導單位團體的認同與支持，109 年度辦理多場市集活動，邀請北分署轄區單位參與展售、擴大銷售通路，並於 09 月 12 日假台北車站辦理「暖心培力 x 在地永續 | FUN 興購大市集」，集結 55 家單位參與，除為各單位帶來實質的銷售收益，更能透過現場銷售與民衆直接互動、傳遞產品精神與營運理念，以朝向社會企業目標邁進。

產業人才投資方案系列計畫

為提升勞工知識及技能激發自主學習，累積個人人力資本，提升國家整體人力素質，以因應國際急速的經濟變遷與挑戰，勞動部勞動力發展署北基宜花金馬分署，委託本會成立專案團隊，結合轄區內通過 TTQS 優質之訓練單位，規劃並辦理多元符合產業需求的訓練課程，以及補助勞工課程訓練費用。

本年度結合轄區內優質訓練單位，產業人才投資方案（含充電起飛計畫）計 350 個訓練單位，辦理 1,824 門課程，補助經費約新台幣 2 億 6,403 萬元，服務逾 43,000 人次的在職勞工，成果豐碩。



班級經營管理 - 楊梅趴走暨職訓親子體驗活動
Class Management: Yangmei Visit & Vocational Training Family Activity.

Vocational Training Series Plan



在職暨職前職業訓練 - 課程審查會議

In-Service & Pre-Service training: Course evaluation meeting.

In-Service & Pre-Service Training Promotion

To enrich the knowledge and skills and improve the attitude of in-service and pre-service laborers, the WDA and regional branches of the MOL provide diversified practical training courses based on the needs of industries in collaboration with labor groups and quality training institutions in the jurisdiction to protect the training quality for laborers and enhance the overall quality of talents in Taiwan.

In 2020, the Taoyuan–Hsinchu–Miaoli Regional Branch subsidized about NT\$107,868,064 to organize a total of 758 in-service training courses for over 17,528 in-service laborers in the jurisdiction. The regional branch also organized a total of 184 pre-service training courses for the unemployed based on different occupations for over 5,708 unemployed people.

Youth On-the-Job-Training Program

To combine the resources of the industry, academia, and training and enhance business' willingness to hire youths, the Youth Employment Flagship Program aims to provide youths with practical vocational training to increase the employment opportunities for youths aged 15–29. In 2019, there was a total of 12 presentations on project promotion and expense reimbursement. The program helped nearly 630 businesses successfully recruit the required talents, and nearly 2,800 youths were accepted.

To encourage graduates of senior-high vocational schools to work before furthering their studies, the Youth Employment Navigation Program invites employers to offer on-the-job training to arrange special staff to instruct youths to engage in practical workplace training. Through the hiring before training through coaching model, and combined with the individualized and intensive instruction and training by mentors, the program aims to develop the correct occupational value in students and help them choose the right career. In 2020, a total of five presentations regarding program promotion and expense reimbursement and courses on teaching and guidance competence training for workplace instructors were held. A total of 3,795 job openings were approved, 313 students participated in the training, and 313 students were accepted, with a 100% matching rate.

Class Management and Guidance Program

To enrich the knowledge and skills, improve the attitude, and stimulate the self-learning motivation of unemployed laborers for them to accumulate personal human capital, the Taoyuan–Hsinchu–Miaoli Regional Branch of the MOL–WDA, committed NASME to hire 33 staff to implement this program to plan and implement comprehensive, practical training courses.

In 2020, project personnel were dispatched to station at the Taoyuan–Hsinchu–Miaoli Regional Branch, Yushih Vocational Training Site, and Miaoli Vocational Training Site to provide services including training courses on class management, trainee consultation and guidance, trainee dormitory management, and employment guidance after training, and give vocational training courses.

In 2020, a total of 3,837 people completed training from a total of 264 classes, and up to 93% of trainees successfully found a job within three months after completing the pre-service training. This result suggests that the training program

can effectively enhance the employment market competitiveness of trainees, and the program performance is fruitful.

Skill Evaluation and Competition Project & Regional Branch Administration and Operation Project

To develop the concept of skill value, encourage youths and technicians in society to participate in the competition and train contestants in order to enhance the competence of Taiwan's technicians, the Taoyuan–Hsinchu–Miaoli Regional Branch of the MOL-WDA, committed the NASME to implement the "Skill Evaluation and Competition Project & Regional Branch Administration and Operation Project" with 17 staff.

In 2020, project personnel were dispatched to be stationed at the Taoyuan–Hsinchu–Miaoli Regional Branch and Yushih Vocational Training Site to implement related project business and maintain branch operations. Under the project, we arranged skill evaluation for 4,747 people and trained 474 skill contestants. In addition, we completed three competitions including the Northern District Round of the National Skills Competition and skills competitions for local governments. We also engaged in experience exchange through seminars, and school visits of all levels to promote skills evaluation and competitions to deepen the public's awareness of the importance of professional skill training.

Integrated Marketing of Multiple Employment Promotion Program, Empowering Employment Program & Talent Cultivation Program

To promote local economic development and help the unemployed stabilize employment locally, the MOL-WDA promoted the "Multiple Employment Promotion Program" and "Empowering Employment Program" to provide guidance for civilian groups to develop featured local industries and help establish effective operational models through the integrated marketing strategy to foster the self-sufficiency and sustainable development of the local economy and drive industrial development in local communities.

In 2020, the NASME organized the marketplace marketing activity, project manager (administrator) training course, practice workshop, and the media exposure of various events based on the program needs to enhance the visibility of both programs. In addition, education and training were arranged to improve the competence of project managers and enrich the related knowledge and skills of social enterprise operations for talent development. To enhance the public's recognition and support for the guidance units, in 2020 we organized a range of marketplace activities and invited units in the jurisdiction to participate in these activities to increase sales channels. On September 12, we organized the "Warm Empowerment X Local Sustainability | Fun Shopping Marketplace" with 55 businesses. Besides bringing substantial sales income for these units, they could directly interact with the public and express product spirit and business philosophy through onsite sales, in order to become social enterprises.

Industrial Human Resource Investment Plan

To enrich the knowledge and skills and stimulate the self-learning motivation of laborers for them to accumulate personal human capital and thereby enhance Taiwan's overall workforce quality in order to cope with the rapidly changing global economic changes and challenges, the Taipei–Keelung–Yilan–Hualien–Kinmen–Matsu Regional Branch of the WDA commissioned the NASME to form a project team to plan and implement comprehensive training courses meeting the needs of industries in collaboration with TTQS-certified quality training units in the jurisdiction and to subsidize the training expense of laborers.

In 2020, a total of 1,824 courses were organized with 350 quality training units in the jurisdiction under the "Industrial Human Resource Investment Plan" (including the "Multi-Beneficiary Vocational Training Program") for 43,000 in-service laborers with a subsidy totaled NT\$264.03 million. The results are fruitful.

就業服務系列計畫



就業服務工作計畫 - 就業服務員教育訓練，李文忠副主任委員和與會者合影

Employment Services Work Program: Deputy Minister Wen-Chung Lee of the Veterans Affairs Council and participants at the education and training of employment specialists.

就業服務工作計畫

為協助榮民（眷）、第二退除役官兵及屆退官兵充分就業或轉業，國軍退除役官兵輔導委員會（以下簡稱輔導會）擴大運用民間相關資源，委託本會任用 64 名就業輔導員進駐輔導會、各縣市榮民服務處及職訓中心，依據政府政策及產業需求，開辦多元職業訓練課程及開發企業優質職缺，並持續追蹤輔導目標對象穩定就業，109 年度共推介就業 6,300 人次及穩定就業 4,725 人次成效。此外，每季協助辦理多場次屆退官兵說明會，推動退除役官兵人力開發、運用及發展等服務，協助提升國內企業進用退除役官兵人力，優化國軍人力資源再運用，達到補實國內勞動力市場需求之功能。

就業服務外展工作勞務需求計畫及因應貿易自由化就業協助計畫

勞動部勞動力發展署桃竹苗分署有鑑於失業者多隱藏於地方基層，為發揮區域性就業服務多元化就業服務方式，委託由本會任用 50 名就業服務外展人員進行走動式服務，深入地方各民間團體與基層角落，做為資源媒介者及資源組織者。

109 年度計畫人員分別派駐竹北、新竹及苗栗就業中心與桃竹苗分署，推展就業服務政策與相關業務，發掘轄區失業者人數 18,000 人次，媒合成功人數 12,000 人次，開發在地就業機會數計 60,000 次，並執行就業諮詢服務、推展其他就業服務專案與從事因應貿易自由化就業等相關業務。



就業協助計畫 - 仁德醫專校園博覽會駐點服務情形

Employment Assistance Program: Resident service at the campus expo of Jen-Teh Junior College of Medicine, Nursing and Management.

特定對象就業促進實施計畫

為積極協助特定對象暨就業弱勢求職者瞭解與運用就業相關資源，加強就業知能、建立正確職涯觀念，以提升職場競爭力，勞動部勞動力發展署北基宜花金馬分署，委託本會任用 43 名就業服務人員執行本計畫，提供目標對象就業相關資源，加強就業知能、建立正確職涯觀念，同時透過社會資源連結建構服務機制等多元服務，積極促進適性就業及自立，提升特定對象勞工職場競爭力，進而脫離貧窮，改善家庭經濟能量。



就業協助計畫 - 安心即時上工縣府職缺聯合面談

Employment Assistance Program: Interviews for job openings at the county government under the Safe & Direct Job Matching Scheme.

109 年度計畫人員分別派駐於基隆、羅東、花蓮、玉里、金門、連江就業中心及北基宜花金馬分署等地，共協助特定對象暨就業弱勢者 3,856 名求職登記、有效推介就業 1,867 名。

推動外展及鄉鎮台等就業服務相關工作計畫

為強化區域就業服務功能，勞動部勞動力發展署北基宜花金馬分署，委託本會任用 64 名就業服務員執行本計畫，除提供定點就業服務據點外，亦採取主動服務模式，為民衆提供可近性及在地性之就業服務，節省民衆往返公立就業服務機構之時間，此外在鄉鎮公所內另設就業服務據點台，以利在地民衆就近辦理求職登記、求才登記、推介就業、就業服務諮詢等服務。

109 年度計畫人員分別派駐於基隆、羅東、花蓮、玉里、金門及連江就業中心與北基宜花金馬分署，推展就業服務政策與相關業務，駐點服務共計 1,240 場次。



推動外展及鄉鎮台服務計畫 - 基隆中心徵才活動

Program for Promotion of Outreach and Township Employment Services: Talent recruitment at the Keelung Employment Center.

Programs for Employment Services

Employment Services Work Program

To help veterans (dependents), category 2 retired servicemen, and retirement-ready servicemen to find a job or change to another field, the Veterans Affairs Council (VAC) increased the use of related civilian resources and commissioned the NASME to hire 64 employment specialists to be stationed at the VAC, local veterans service offices and VAC vocational training centers to organize comprehensive vocational training courses and find good job openings at enterprises according to government policies and industrial needs and to continuously follow up guidance cases to stabilize employment. In 2020, we recommended employment for 6,300 persons and stabilized the employment of 4,725 persons. In addition, we held various seminars for retirement-ready servicemen every quarter, promoted the workforce cultivation, utilization, and development of retired servicemen, encouraged domestic enterprises to hire retired servicemen, and optimized the reuse of the retired serviceman workforce to supplement the demand of the domestic labor market.

Employment Services Outreach Labor Service Program and Trade Liberalization Employment Assistance Program

While most unemployed people are hidden in the base level of society, to demonstrate the diversity of regional employment services, the Taoyuan–Hsinchu–Miaoli Regional Branch of the WDA commissioned the NASME to hire 50 outreach employment service specialists to provide services by walking around in local civilian groups and the base level of society as resource matchmakers and organizers.

In 2020, project personnel were dispatched to the employment center in Zhubei, Hsinchu, and Miaoli and the Taoyuan–Hsinchu–Miaoli



就業協助計畫 - 駐點就業服務情形

Employment Assistance Program: On Site Service.



推動外展及鄉鎮台服務計畫 - 花蓮中心徵才活動

Program for Promotion of Outreach and Township Employment Services: Talent recruitment at the Hualien Employment Center.

Regional Branch to promote policies and business relating to employment services. Apart from successfully finding 18,000 unemployed people, matching 12,000 persons with jobs, cultivating 60,000 local job opportunities, these outreach personnel also provided employment consultation services, implemented other employment service projects, and engaged in business relating to employment assistance for trade liberalization.

Employment Promotion for Specific Groups Program

To actively assist specific groups and vulnerable jobseekers in understanding and using related employment resources, and enhance their employment competence and develop a correct career concept in them in order to enhance their workplace competitiveness, the Taipei–Keelung–Yilan–Hualien–Kinmen–Matsu Regional Branch of the WDA commissioned the NASME to hire 43 employment service specialists to implement this program by providing specific groups with resources relating to employment, enhancing their employment competence, and developing the correct career concept in them. In addition, employment service specialists actively promoted adaptive employment and financial independence to them through multiple services, such as linking social resources or building service mechanisms, in order to enhance their workplace competitiveness and help them end poverty and improve family financial capacity.

In 2020, project personnel were dispatched to be stationed at the employment center in Keelung, Luodong, Hualien, Yuli, Kinmen, and Lienchiang, and the Taipei–Keelung–Yilan–Hualien–Kinmen–Matsu Regional Branch to help 3,856 specific individuals and vulnerable jobseekers register for

job application and effectively recommended jobs for 1,867 persons.

Program for Promotion of Outreach and Township Employment Services

To strengthen the function of regional employment services, the Taipei–Keelung–Yilan–Hualien–Kinmen–Matsu Regional Branch of the WDA commissioned the NASME to hire 64 employment service specialists to implement this program. Besides setting up locations to provide fixed-point employment services, we also proactively provided the public with accessible and local employment services to help citizens save time from traveling to and from employment service locations. In addition, we set up employment service stations at local township or town offices for local residents to register for job applications, to recommend jobs to them, and provide them with employment consultation services.

In 2020, project personnel were dispatched to be stationed at the employment center in Keelung, Luodong, Hualien, Yuli, Kinmen, and Lienchiang, and the Taipei–Keelung–Yilan–Hualien–Kinmen–Matsu Regional Branch to promote employment service policies and related business.



推動外展及鄉鎮台服務計畫 - 基隆中心徵才活動

Program for Promotion of Outreach and Township Employment Services: Talent recruitment at the Keelung Employment Center.

銀髮人才相關計畫

Programs for Senior Workforce



中高齡人力逆轉勝講座 - 勞動部勞動力發展署桃竹苗賴家仁分署長（右五）及企業代表與中高齡參與者合影
Middled-Aged and Elderly Workforce Revival Talk: Director Chia-Jen Lai (fifth right) of the Taoyuan-Hsinchu-Miaoli Regional Branch of the MOL-WDA, enterprise representatives, and elderly participants.

銀髮人才發展與就業服務計畫

面對臺灣「高齡社會」來臨，人口結構及扶養比改變，不僅迫使社會型態轉變，更直接影響了經濟環境、人才培育、世代間問題。於 103 年度起勞動部勞動力發展署北基宜花金馬分署委由本會協助建置銀髮人才資源中心（以下稱銀髮中心），期藉此重塑國人對銀髮勞動力印象及推動銀髮就業服務，落實銀髮勞動力政策。

因應中高齡者及高齡者就業促進法於 109 年 12 月 04 日實施，協助銀髮中心轉型為「北基宜花金馬地區銀髮勞動力發展、運用與推廣的區域運籌平台」，除辦理區域內銀髮人力再運用之供需調查、建置創新服務模式協助銀髮人力重返職場外，共辦理職場體驗式徵才活動、企業躍升課程、名人講座及銀髮職前大補帖共 45 場次，透過府際合作與公私協力策略，串連公部門及民間相關單位，運用倡議、輔導及提供知能培訓等方式共同推動銀髮勞動力。

推動銀髮人力資源運用暨企業輔導團

為降低高齡化及少子女化帶來的影響，勞動部勞動力發展署桃竹苗分署於 109 年起推動本計畫，協助企業了解留用與回聘中高齡員工所面臨的問題、導入世代合作機制、提供就業促進資源工具、規劃銀髮相關議題推廣及交流活動等多元服務，提升桃竹苗地區中高齡續留職場之穩定性，並發展青銀共融的合作場域。成立企業輔導團迄今已輔導 130 家企業單位、訪視近 300 位中高齡員工，同時栽培 3 家企業成為桃竹苗地區世代合作亮點企業單位，共同建構友善銀髮人力企業指標，推動青銀共融的合作機制。



續航中心 - 辦理「職家不衝突，續航職家 SO Easy」勞工觀念講座，鼓勵中高齡者重返職場、深化勞動意識
Middle-Aged and Senior Workforce Sustainability Center-Seminar on Labor sense encouraging Senior aged workforce back to work place.

此外，為持續深化及擴大銀髮人力觀念，同時配合「中高齡者及高齡者就業專法」的公告，109 度完成 26 場宣傳活動及 2 場大型銀髮倡議講座活動，共計近 500 人次參與，落實銀髮勞動議題的推廣，提升中高齡人力再運用等潛在機會。

弱勢婦女暨中高齡就業服務計畫

因應我國人口結構急速老化，加以工作年齡人口銳減，造成勞動力短缺，新北市就業服務處（以下簡稱新北就服處）首開先河，以減緩勞動力流失、延緩中高齡在職者退休為策略，委由本會推動本計畫，並於民國 107 年成立「新北市中高齡者職場續航中心」。

隨著深化服務企業及關懷個案，新北就服處率全國之先，自民國 109 年起將婦女納入服務對象，正式轉型為「婦女及中高齡者職場續航中心」，落實推動女性及中高齡在職勞工職場就業力及續航力。

開辦迄今，共服務 1,239 位中高齡及婦女穩定續留職場，完成 113 間企業輔導，112 家企業簽署加入「顧家好企業」，並藉由產官學界的參訪交流，推廣延緩退休續留職場觀念，鼓勵企業單位打造無齡、性別友善職場環境，以達永續人力發展。

Senior Workforce Development and Employment Services Program

Besides compelling a social structure change, the advent of the "aged society" and changes in the demographic structure and dependency ratio also bring direct impacts to the macro environment, talent cultivation, and intergenerational issues. In 2014, the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch of the MOL-WDA commissioned the NASME to establish the Senior Human Resources Center (Senior Center), hoping to redefine people's impression on the senior workforce and promote senior employment services to work out the senior workforce policy.



世代合作亮點單位輔導 - 輔導成功案例表彰

Recognition of the highlight enterprise for intergenerational cooperation.

In response to the implementation of the "Middle-aged and Elderly Employment Promotion Act" on December 4, 2020, and to help the Senior Center transform into the "Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Senior Workforce Development, Utilization, and Promotion Platform," besides conducting a survey on the supply and demand of senior workforce reuse and developing an innovative service model to help the senior workforce return to work in the jurisdiction, we organized 45 activities including workplace experiential recruitment, enterprise upgrading courses, celebrity talks, and pre-service essentials for the senior workforce to promote the senior workforce through advocacy, guidance, and competence training provided by intergovernmental cooperation, public-private partnership, and cross-sector cooperation.

Senior Workforce Utilization and Enterprise Guidance Team

To reduce the impact from ageing and low replacement fertility, the Taoyuan-Hsinchu-Miaoli Regional Branch of the MOL-WDA began to implement this program in 2020 to help enterprises understand the issues relating to retaining and rehiring middle-aged employees, implement the intergenerational cooperation mechanism, provide employment promotion resources and tools, and plan the promotion and exchange of senior-related issues to enhance the stability of retaining middle-aged and senior workforces and develop a venue for youth-senior fusion in the Taoyuan-Hsinchu-

Miaoli region. Since the enterprise guidance team was formed, we have provided guidance for 130 enterprises, visited nearly 300 middle-aged and senior employees, and fostered three enterprises to become the highlight enterprises for intergenerational cooperation in the Taoyuan–Hsinchu–Miaoli region to build an indicator for senior-workforce-friendly enterprises and thereby promote a mechanism for youth–senior cooperation.

In addition, to continuously deepen and extend the concept of senior workforce and coordinate with the "Middle-aged and Elderly Employment Promotion Act," in 2020 we held 26 publicity activities and two large talks to advocate the senior workforce issue with nearly 500 participants to promote the senior workforce and increase the opportunities for the reuse of middle-aged and senior workforces.

Vulnerable Women and Middle-Aged and Senior Employment Services Program

In response to the labor shortage as a result of the rapid change in the demographic structure and the rapid decline of the working age population in Taiwan, Employment Services Office of New Taipei

City (New Taipei ESO) commissioned the NASME to establish the "Middle-Aged and Senior Workforce Sustainability Center" in 2018 by pioneering the strategy to mitigate labor loss and delay the retirement of middle-aged and senior workers.

Through deepening the services for enterprises and care for cases, the New Taipei ESO included women as the service target in 2020 ahead of other parts of Taiwan and changed the center's name to the "Women's, Middle-Aged and Senior Workforce Sustainability Center" to promote the sustainable workplace serviceability of female, middle-aged, and senior workforces.

Since the center was established, it has sustained the employment of 1,239 female, middle-aged, and senior employees, provided guidance services for 113 enterprises, and attracted 112 enterprises to sign up to the "family friendly business" program; and promoted the deferred retirement concept through visits to and exchange with the industry, government, and academia to encourage SMEs to build an age-friendly and gender-friendly workplace environment for sustainable workforce development.



弱勢婦女服務計畫 - 新北市婦女及中高齡者職場續航中心揭牌，新北市市長侯友宜（正中）、勞工局局長陳瑞嘉（左四）、勞動部常務次長林三貴（右四）、勞動部勞發署分署長林仁昭暨貴賓一同站台

Vulnerable Women Service Program: New Taipei City Mayor Yu-Ih Hou (center), Commissioner Jui-Chia Chen of the New Taipei City Labor Affairs Department (fourth left), MOL Vice Minister San-Kuei Lin (fourth right), Director Jen-Chao Lin of the WDA Northern Regional Branch, and guests at the unveiling ceremony of the New Taipei City Women's, Middle-Aged and Senior Workforce Sustainability Center.

台灣就業通網實整合服務計畫



使用者體驗 (UX) 與人機介面 (UI) 設計基石課程
User experience (UX) and user interface (UI) design fundamental course.

數位轉型顯學時代來臨，服務業之實體與線上化整合已然成為全球趨勢，而虛實整合更能有效的串接資訊、提供服務與行銷本體。勞動部勞動力發展署因而規劃本計畫，以網實整合為主體。

聚焦於推廣臺灣就業通品牌能見度，透過線上線下多元化行銷、辦理活動與課程、投放廣告、拍攝影片及社群經營等，吸引民衆使用本計畫網站及勞動部發展署各項資源。另也，維護並優化網站內容，透過發布新聞稿、企業專訪文稿影音及網站更新相關文章，提供民衆快速、正確且實用之資訊。

同時，創建資訊視覺化系統，將大數據以視覺化呈現，達到清楚、即時且精準之線上查詢視覺化系統，提供相關政府人員內部資料整合與便利使用。最後，即整合台灣就業通網站、相關署內及實體據點服務資源，透過有效串連實體及網路服務，達到虛實整合。

109 年度台灣就業通網實整合服務計畫，辦理實體就業博覽會、線上就業博覽會及實體課程共 26 場。數據顯示由 109 年度網站每月累計訪客成長 64.2%、台灣就業通 TaiwanJobs WDA 臉書粉絲專頁粉絲人數成長 6.1%、一般會員線上登入成長 17.9% 與求才會員成長 1.2%。



臺中市府現場徵才活動
Taichung City Government talent recruitment activity.

Taiwan Jobs Bricks and Clicks Service Program

Bricks and clicks (O2O) integration in the service industries has become a global trend with the rise of digital transformation. Such an integration also allows the more effective information linkage, service provision, and marketing. The MOL-WDA has thus planned this program emphasizing bricks and clicks.

Aiming to enhance the visibility of Taiwan Jobs' brand, through diversification of online–offline marketing, organization of events and courses, advertising, making videos, and running social media, citizens are attracted to use the website service and various MOL-WDA resources. In addition, through content maintenance and optimization, publishing press releases, posting enterprise interview text and videos, and updating website posts, citizens are provided with quick, accurate, and practical information.

In addition, an information visualization system is built to visualize big data to provide clear, real-time, and accurate visualized online inquiry services for internal integration of and convenient access to data by government personnel. Lastly, by integrating the resources on the Taiwan Jobs website, WDA and physical locations and



僑光科技大學校園徵才活動

Overseas Chinese University talent recruitment activity.

through effective connection with physical and online services, bricks and clicks integration is achieved.

In 2020, a total of 26 physical employment expos, online employment expos, and physical courses were organized under the Taiwan Jobs Bricks and Clicks Service Program. Data shows that in 2020 the number of visitors to the Taiwan Jobs website increased by 64.2% each month, the total number of fans of the Taiwan Jobs and WDA Facebook fan clubs increased by 6.1%, the number of general member logins increased by 17.9%, and the number of employment hunting members increased by 1.2%.



客戶經營管理課程

Customers management Course.

政策宣導

Policy Promotion

- ▲ 移工相關系列計畫
Foreign Workers Related Programs
- ▲ 車輛產業發展推動計畫-機車行升級轉型推廣
Project to Promote Auto Industry Development: Promotion of Upgrading and Transformation for Motorcycle Dealers
- ▲ 工作生活平衡輔導及推廣計畫
Work-life Balance Guidance and Promotion Plan
- ▲ 振興商圈多元推廣計畫
Counseling Project for the Development and Improvement of Commercial Districts
- ▲ 國際體育系列活動
International Sports Events
- ▲ 保護智慧財產權服務團系列宣導說明會暨校園深耕宣導案
Information Meetings and In-depth Campus Education by IPR Protection Service Teams
- ▲ 人力資源發展系列活動
Human Resources Development Activities

數位科技轉型時代

多元媒體平台加速民眾與政策鏈結

Era of Digital Technology Transformation Accelerating People and Policy Linkage Through Multimedia

「這是個最壞的時代，也是最好的時代」因應 COVID-19 帶來的遠端工作模式與宅經濟、新興社群平台興起，如何創造民眾與政策間的對話與互動，其重要性大幅提升，為使政策宣導內容與讀者間的關係拉近，各大網路社群媒體平臺已加速取代傳統媒體，其政策內容及意涵、典範案例、輔導成果等眾多資訊，皆以多元豐富的方式曝光及行銷，不僅顯出對政府整體績效與形象塑造，更強化民眾與政策宣傳的共識凝聚及溝通管道，為彼此的相互交流建立起暢通橋樑。

在這樣的政策推動與持續反饋中小企業需求之雙向互動中，本會建立完整的政策宣導機制，讓政府政策得以落實並廣為周知，目前已然成為各政府相關單位推廣政策、發布訊息時之最佳管道。未來本會仍持續不斷創新及建置各廣宣管道，與民眾保有良好互動和溝通，確實傳達政策美意，在瞭解政策、支持政策的精神下，協助各個政府相關單位打造利於中小企業發展的環境，亦與全臺各縣市近 60 個次級組織共同努力，持續提供各地中小企業多元服務，使中小企業能及時獲得最新政策資訊，並使中小企業能體會政府的用心，戮力打造雙贏局面。

"This is the worst moment and also the best era." In response to the work-from-home (WRH) model and stay-at-home economy brought about by COVID-19 and the rise of emerging social media, the importance of how to create discourses and interactions between people and policies has increased significantly. For policy publicity contents to get closer to the readers, leading social media have accelerated their pace to replace the traditional media. Information including the contents, implications, model examples and guidance results of policies are exposed and marketed through comprehensive methods. Besides marking out the government's overall performance and image shaping, multimedia also strengthens the consensus cohesion and communication channels between people and policy publicity to coordinate the two-way government-to-people communication.

Through this two-way interaction model for policy promotion and constant feedback of SME needs, we have established a complete policy publicity mechanism to implement and communicate government policies to all parts of society. Currently, multimedia has become the best channel for related government units to promote and publicize its policies. We constantly innovate and establish various publicity channels to maintain sound interaction and communication with the public to exactly communicate the greater good of the policies. Aiming to understand and support policies, we assist related government units to build an environment favorable for SME development. Through the concerted efforts with nearly 60 secondary organizations across Taiwan, we constantly provide SMEs in different areas with comprehensive services for SMEs to access the latest policy information and understand the government's intentions, in order to build a win-win situation.

移工相關系列計畫



駐台北印尼經濟貿易代表處偕同直聘中心參訪義美食品

Indonesia Economic and Trade Office in Taipei and Direct Hiring Service Center visited I-MEI Foods Co., Ltd.

直接聘僱聯合服務中心計畫

臺灣社會在經濟及家庭結構的變遷下，仰賴外國人的程度與日俱增，外國人已是臺灣政府不可忽視的一大族群。勞動部勞動力發展署為保障雇主及外國人權益，減輕外國人來臺工作之負擔，以符合我國重視國際人權及社會公益之期待，特成立直接聘僱聯合服務中心以提供雇主多元聘僱外國人管道。



外國人申請案件處理業務計畫 - 在職訓練提升專業

Project for handling applications from foreign workers: In-service training for expertise upgrading.

本會於民國 96 年 12 月 31 日承辦本計畫迄今，總服務雇主人數達 16 萬人。為使直接聘僱服務持續便民化，並符合單一窗口機制的服務精神，自民國 107 年起即推動提供專人個案服務機制，民眾可透過單一窗口來進行諮詢及服務。

直聘中心為協助雇主順利自行聘僱外國人，將協助雇主案件申辦服務，可郵寄方式將案件寄送至直聘中心或採用線上申辦方式辦理，另，也可以透過直聘中心詢問接續聘僱在臺外國人服務，除提供各國語言諮詢，更主動以電話及簡訊方式提醒雇主聘僱後應辦事項，提升服務可近性。

為協助雇主自行管理外國人，直聘中心另推出「聘僱移工小幫手 APP」，提供案件進度查詢、聘僱期間管理應辦事項試算等功能；此外也透過「直接聘僱官方網站」提供健康檢查、居留證、勞動契約等多元資訊，方便雇主自行管理外國人。

近年來，直聘中心更積極輔導事業單位採用直接聘僱專案選工方案引進外國人，事業單位可向直聘中心提出招工需求，將採用客製化方式協助製造業雇主聘僱外國人，能夠更符合事業單位聘僱條件，持續創造勞雇雙贏。

外國人申請案件處理業務計畫

我國為因應人口結構變化及國內產業勞動力不足的困境，在不影響國人就業機會前提下，引進外籍移工及延攬外國優質人才，至民國 109 年底，在臺工作外國人數達 70.9 萬人，這群外籍工作者在我國產業發展與國人照護方面，提供了相當具體的貢獻。

勞動部勞動力發展署為處理製造業、家庭及白領外國專業人員等各龐大的外國人工作許可申請案件及提供民衆電話諮詢服務，以業務委外方式，由本會派駐百名工作人員，負責外國人工作許可申請案件之建檔、審查、電話諮詢、就業安定費強制執行業務等非核心庶務工作，109 年度累計審查逾 128 萬件外國人工作許可案件，每月平均辦理 10.6 萬件，平均審查天數為 1.2 天。

於 COVID-19 防疫期間，針對派駐人員持續辦理 4 場在職訓練，採用實體及遠距同步訓練方式，持續加強專業知識，並營造工作與生活平衡的友善職場，規劃多元的員工福利項目，重視員工身心健康，提供民衆更優質及有效率的服務。

製造業雇主申請外勞案件之前期審查業務

為協助製造業業者解決辛苦、危險等環境與勞動條件不佳之製程與人力不足現象，勞動部修正「外國人從事就業服務法第四十六條第一項第八款至第十一款工作資格及審查標準」，自民國 99 年 10 月 01 日起調整經常性開放製造業特定製程申請引進外勞。

工業局推動本計畫委由本會承攬提供計畫人力處理行政工作之需求，並協助各組室掌理製造業業者申請外籍勞工審查工作及其他行政業務，以協助工業局受理審核符合公告製程之製造業業者申請外籍勞工案件之前期審查工作，初審廠商資格條件、檢附文件、協助審查會議及複審會議召開、個案列管追蹤等相關行政工作，以供勞動部核發外勞之參考。



直接聘僱聯合服務中心 - 積極參與社區失智症活動推廣直聘業務

DHSC: Active engagement in the promotion of direct hiring service for community dementia care.

Foreign Workers Related Programs



外國人申請案件處理業務外包計畫 - 文康活動親子同遊

Outsourced program to handle applications for hiring foreign workers: One day company trip of family fun.

Direct Hiring Service Center Service Project

The domestic dependency on foreign workers increases alongside the economic and family structure changes in Taiwan's society, making foreign workers a population that must not be overlooked by the government. To protect the rights and interests of both domestic employers and foreign workers and reduce the burden for foreign workers working in Taiwan to meet Taiwan's concerns about international human rights and social welfare, the Workforce Development Agency (WDA) of the Ministry of Labor has specifically established the Direct Hiring Service Center (DHSC) to provide employers with multiple channels for hiring foreign workers.

Since we undertook the project on December 31, 2007, we have provided services for up to 160,000 employers. To constantly simplify DHSC's services and realize the one-stop service spirit, we introduced the one-on-one service mechanism in 2008 to provide one-stop inquiry and service for the public through one single window.

For employers to smoothly hire foreign workers independently, the DHSC assists employers with case applications. Employers can file an application either by mailing it to the DHSC or through online application. In addition, employers can inquire from the DHSC how to hire foreign workers already in Taiwan after their previous contracts. In addition to the multilingual inquiry services, the DHSC pro-actively reminds employers of the "to-do-things" by phone or text to enhance service accessibility.

To help employers manage foreign workers independently, the DHSC has also launched the "Foreign Workers Hiring" app for employers to inquire on the progress of an application and calculate the to-do-things during the employment. In addition, the DHSC also provides information including health checkups, alien resident certificate, and employment contract...etc., on the "DHSC Website" to facilitate employers to manage foreign workers independently.

In recent years, the DHSC has actively assisted entities hiring foreign workers through the workers selection program under the direct hiring service project. Entities can send the recruitment requirements to the DHSC to proceed with direct hiring of foreign workers for the manufacturing industries by means of customization. Besides hiring workers that meet the requirements of entities, the DHSC can create a win-win situation for both labor and management.

Foreign Worker Application Processing Project

In response to the demographic structure change and domestic labor shortage, Taiwan has been hiring foreign workers and recruiting excellent foreign talents without affecting the job opportunities of its citizens. By the end of 2020, the number of foreign workers in Taiwan has reached 709,000. These foreign workers have made considerable contributions to Taiwan's industrial development and homecare services.

To handle the large number of applications for foreign workers in the manufacturing industries, families (home helpers) and professional jobs and the telephone inquiries from the public, the WDA has outsourced relevant businesses to the NASME. Under this project, we assigned over 100 staff to process non-core and general business including the filing and review of application documents, telephone inquiries and the compulsory execution of the employment stabilization fund. In 2020, we reviewed over 1.28 million foreign worker applications accumulatively. Each month, we process an average of 106,000 applications, each was reviewed in 1.2 days on average.

During the COVID-19 pandemic, we organized four sessions of in-service training for resident staff through both classroom and distance learning to enrich their professional knowledge. In addition, to creating a friendly workplace for staff to balance work and life, we planned a range of benefits and care about their mental and physical health, in order to provide citizens with services of higher quality and efficiency.

Pilot Review of Foreign Worker Applications by Manufacturing Industries

To help the manufacturing industries resolve the labor shortage in processes with dirty, dangerous and demanding (3D) work conditions, MOL has amended the "The Reviewing Standards and Employment Qualifications for Foreigners Engaging in the jobs specified in Subparagraph 8 to 11, Paragraph 1 to Article 46 of the Employment Service Act" to adjust the requirements for the manufacturing industries to hire foreign workers for these specific processes on a regular basis as of October 1, 2010.

The Industrial Development Bureau (IDB) thus outsourced the project to the NASME to provide the administrative service for workforce planning and coordinate different sections and offices to handle the review and other administrative work regarding foreign worker applications of the manufacturing industries, in order to help IDB with the pilot review of applications qualified for hiring foreign workers in 3D processes filed by the manufacturing industries. Our services included applicant qualification reviews, document checks, assistance in holding evaluation and second evaluation meetings and case control and follow-up, in order to provide MOL with a reference for granting permission for hiring foreign workers.



外國人申請案件處理業務外包計畫 - 文康活動寓教於樂
Outsourced program to handle applications for hiring foreign workers: One day company trip of fun learning.

車輛產業發展推動計畫 - 機車行升級轉型推廣 Project to Promote Auto Industry Development: Promotion of Upgrading and Transformation for Motorcycle Dealers



臺南「Mix 跨界經營共學工作坊」至賓泓賓士台南展示中心進行參訪，引導機車行業者體驗標竿企業服務流程之創新思維

The "Mix Cross-Industry Operations Learning Workshop" of Tainan visited the Tainan Showroom of Mercedes Benz run by Bin Hong Motors Co., Ltd. to guide motorcycle dealers to experience the innovative thinking in the service process of benchmarking SMEs.

為協助國內車輛產業長期發展與推動，經濟部工業局推動本計畫，主要整合汽車、機車與自行車各項資源與輔導措施，而本會主要規劃與執行有關協助傳統機車行升級轉型之相關知能講座、交流活動與創意論壇等項目。

108 年度由行政院率領經濟部、勞動部及行政院環保署共同推動機車行轉型輔導政策，本會透過說明會之方式，於全國 17 縣市收集相關建議，並規劃出年度主要工作項目，藉由結合區域公（工）、商會共同辦理，協助機車行依據各區域產業特性籌組新北、嘉義、台南與花蓮四個縣市創意聯盟，以加值服務、數位轉型及經營學習等別區分，亦邀集相關業者或上下游通路業者加入，發展同儕合作、集思廣益之學習熱忱。

本會亦以創意聯盟為基礎，109 年度共辦理 8 場次機車行轉型案例推廣活動，包含知能講座、交流活動、學習論壇及工作坊等，共約 300 人次參與，並獲得學員廣大迴響。未來繼續機車行創新聯盟交流，將持續進行機車行升級轉型經驗分享，並以該 4 區為參考模式擴散至更多縣市。

To assist with and promote the long-term development of Taiwan's auto industry, IDB implemented this project to integrate the resources and guidance measures of cars, motorcycles, and bicycles. The NASME is commissioned to plan and organize competence talks, competence exchange activities and creativity forums and so on, relating to the upgrading and transformation of traditional motorcycle dealers.

In 2019, the Executive Yuan led the Ministry of Economic Affairs (MOEA), Ministry of Labor (MOL) and Environmental Protection Administration (EPA) to implement the transformation guidance policy for motorcycle dealers through collaboration. We gathered related opinions and suggestions from 17 counties and cities through seminars and planned the annual key work items. Through collaboration with regional business associations and trade unions, we assisted motorcycle dealers in forming four creative alliances: New Taipei City, Chiayi, Tainan and Hualien based on regional industrial characteristics in terms of value-added services, digital transformation and operational learning. We also invited related industries and upstream and downstream channels to join the alliances to develop learning enthusiasm through peer collaboration and collective thinking.

Based on these creative alliances, we organized 8 case sharing activities on motorcycle dealer transformation in 2020, including competence talks, competence exchange activities, learning forums and workshops and so on. These activities earned huge echo and attracted about 300 participants. In the future, we will continue to promote exchanges across the motorcycle creative alliances to constantly share the experience in motorcycle dealer upgrading and transformation and disseminate the success in these four regions across Taiwan.

工作生活平衡輔導及推廣計畫

Work-life Balance Guidance and Promotion Plan



種子培訓課程學員合照
Trainees of the Seed Training Program.

勞動部每年辦理本計畫，以鼓勵企業推動優於法令的友善員工措施。109 年度為協助企業因應疫情影響，擴大補助企業辦理工作生活平衡措施，並提高補助額度及新增補助項目，放寬申請期間，以支持員工安心穩定工作。

109 年度辦理計畫宣導暨核銷說明會與種子培訓課程，共 5 場次近 600 人次參與。本次共 519 家次企業提出申請，較 108 年度 (405 家次) 成長約 28%，其中有 467 家次核定通過，總核定經費約 1,942 萬元；實地訪查 21 家企業，協助其落實措施推動及後續核銷事宜，藉此期待更多企業響應參與，以支持員工紓解身心壓力，盼能促進員工及眷屬親子交流。

此外，配合防疫規定並兼顧同仁身心紓壓的需求，多家企業在課程辦理方式改採小班方式授課或以視訊方式進行；友善家庭措施規劃則著重在戶外家庭日，例如運動會、夏令營、戶外生態體驗等。在這後疫情時代，營造友善職場，支持同仁在安心穩定的工作環境下，充分發揮工作潛能。

Every year the MOL implements this project to encourage SMEs to adopt employee-friendly measures that are better than the legal requirements. To help SMEs deal with the pandemic in 2020,

apart from expanding the scope of subsidization for SMEs in adopting work-life balance measures, the MOL also increased the amount and items of subsidy and extended the application period to support employees to work without worries.

In 2020, we organized five sessions of project publicity and approval seminars and seed training courses for nearly 600 participants. A total of 519 SMEs applied for subsidy, increasing by 28% from the 405 SMEs in 2019. A total of 467 applications were approved with a total amount of about NT\$19.42 million. We conducted on-site inspections of 21 SMEs to help them implement related measures and subsequent approval affairs in order to win the support and participation of more SMEs, to support employees to release their work stress and thereby promote employee-family exchanges.

In addition, to support the epidemic control policies without sacrificing the employee's rights to relieve work stress, many SMEs provided courses in small class or video-conferencing. In friendly family activities, outdoor activities such as sports meets, summer camps and outdoor eco-tours and so on, were planned. In the post-epidemic era, friendly workplaces were created for employees to work without worries and fully display their work potential.

振興商圈多元推廣計畫



理事長（左二）偕同理監事陪同經濟部中小企業處何晉滄處長（左三）訪視菁桐商圈，體驗在地人文風情
NASME chairperson (second left), directors, and supervisors, and SMEA Director-General Chin-Tsang Ho (third left) visited Jingtong Shopping Area to experience the fun of making ukuleles.

因應嚴重特殊傳染性肺炎（COVID-19，新冠肺炎）疫情帶來之經濟影響，民衆整體消費力下降，商圈店家營運受到衝擊。本會辦理本計畫，融合商圈發展需求及人文特色環境，整合各型態等行銷資源，力促商圈振興恢復榮景等目標。

本計畫以「多元推廣」之角度，運用媒體資源來完善行銷，包含：新聞報導、拍攝電視節目、網紅合作曝光、製作商圈形象影片、串

聯跨域平台、凝聚網路聲量、創造商圈話題與店家口碑等；以全方位管道觸及消費族群，將產業資源帶入商圈，並透過新興媒體、網路科技應用，為商圈帶來「數位轉型」之動能，促使與時俱進邁向「智慧化」經營。

本會依據各地商圈屬性，因地制宜擬訂推廣策略，透過商圈組織交流，連結地方資源，將旅遊景點、歷史人文、在地故事延伸，形塑商圈獨有人情風味，為商圈帶來新意象。另，安排本會企業夥伴（例：各縣市中小企業協會、聯誼會等）組成企業採購團，以「消費」表達力挺商圈，促成商圈組織認識、建立互惠互助之情誼。

109 年度涵蓋範圍遍及全臺逾 250 個商圈、共辦理 6 場主題活動、廣宣露出超過上千則，行銷推廣觸及達上億人次，估計商圈整體經濟提升千萬營業額。未來，將持續努力，善用行銷資源，並協助商圈數位應用，提升購物環境品質，以加強商圈永續經營之能力，打造安心便利的購物氛圍，擴大商圈的經濟價值。



三倍券晚鳥領用數位綁定幸運抽直播記者會
Live broadcast of the luck draw for binding the "Triple Stimulus Voucher" of late bird.

Counseling Project for the Development and Improvement of Commercial Districts

As a result of the economic impact from COVID-19, the overall buying power of consumers has been reduced, causing great impact on stores in shopping areas. After undertaking this project, we began to combine the development needs and cultural characteristics of individual shopping areas and integrated the different types of marketing resources to revitalize shopping districts.

From the "multiple promotion" point of view, this project was well marketed with media resources, including news coverage, TV programs, internet exposure through collaboration with internet celebrities, production of image films of shopping areas, integration with cross-industry platforms, cohesion of internet popularity, creation of topics for shopping areas and development of store word or mouth... etc., in order to reach the different consumer groups through various channels, combine industrial resources with shopping areas, empower the "digital transformation" of shopping areas with new media and network technology and thereby promote "smart" operations of the shopping areas to keep up with the times.



「商圈企頭去，頭家有購力」- 本會天健聯誼會前進烏來商圈

Cross-Industry Tienchien Club visited Wu-Lai Commercial Districts.

Based on the attributes of individual shopping areas, we established localized promotional strategies. Through opinion exchanges with shopping area organizations and linking local resources, we shaped the unique touch and style for each shopping area by extending local tourist attractions, history, culture and local stories, in order to bring new images to each shopping area. In addition, we arranged NASME partners (e.g., local SME associations and clubs) to form enterprise shopping groups to support shopping areas with "consumption," promote understanding and thereby develop friendship among shopping area organizations.

In 2020, we provided services for over 250 shopping areas, held six thematic activities and arranged over 1,000 advertisement exposures across Taiwan to reach people for over 100 million times, increasing revenue by NT\$10 millions for the shopping areas. In the future, we will continue our efforts and make smart use of marketing resources to help shopping areas improve the shopping environment and quality with digital technology, in order to strengthen their power for sustainable development, develop a safe and convenient shopping atmosphere and increase the economic value of shopping areas.



「商圈企頭去，頭家有購力」- 本會美力聯誼會走訪三義水美商圈、南投日月潭商圈、南投埔里商圈

Cross-Industry Milux Club visited Commercial Districts, including Sun-Moon Lake and Pu Li in Nan Tou.

國際體育系列活動



夯運動 in Taiwan 交流分享會 -12 金選賽事 頒獎典禮

Fun Sports in Taiwan Experience Sharing: 12 Gold Selection Prizes Presentation.

優化國際體育交流活動管理計畫

本會自民國 104 年度啟動「優化國際體育交流活動管理計畫」，致力提升臺灣國際運動賽事籌辦質量，109 年度受到新冠肺炎（COVID-19）疫情影響，許多賽事取消或延期，為持續協助賽事主辦單位強化營運管理知能，舉辦主題式研習課程，並遴選「臺灣國際賽 12 金選」，樹立賽事的標竿指標，期疫情趨緩能透過國際賽事的亮麗表現「行銷臺灣」，帶動周邊「經濟效益」，強化賽事與城市的連結重要性，逐步建構品牌觀念。

本計畫運用線上線下整合行銷手法，透過平面、網路社群、實體活動等媒體管道，露出亮點運動賽事，辦理「夯運動大賞」網路人氣票選活動、啟動記者會及成果交流分享會等，帶動我國的運動風氣，吸引民眾持續支持在臺主辦的國際賽事。亦將以「運動賽事宣推」之角度，讓世界看見不同面貌的臺灣，以「運動」的正面能量，為各國受疫情籠罩的民眾，傳達希望與動力，讓各界看見「夯運動 in Taiwan」的品牌內涵。

形塑臺灣品牌國際賽事計畫

臺灣每年申（籌）辦或參與大型國際運動賽事超過百場，有賴縣市政府和單項運動協會的用心經營與紮根發展，以及我國運動好手於

國際賽事的精湛表現，帶動民眾目光與觀賽人潮。成功的國際賽事，要能有效串聯城市行銷或在地文化，提升經濟效益，達到塑造國際形象，建立正面的「品牌」效應。

臺灣品牌國際賽事的概念，無非只有將賽事辦理完成，亦應加以思考如何透過國際轉播來行銷臺灣之美，並將賽事搭配觀光遊程，亦或者融入周邊產業經濟及發揮異業結盟等，為國際賽事的品牌添加能量；因此，本計畫邀集學界及業界所組成的「臺灣品牌國際賽事輔導團」即扮演了重要角色，包括借重各領域的專業能力，提供 19 場潛力賽事諮詢服務，協助檢視及打造賽事品牌專屬的核心價值及定位，並合力撰擬 3 年策略規劃建議方案，作為政府後續政策推動方向之參酌。

此外，為突顯「行銷臺灣」與「經濟效益」的核心價值，綜整行銷力、收視力、參與力及經濟力等 4 項指標，由潛力賽事中遴選出世界 12 強棒球錦標賽、臺北馬拉松、臺北羽球公開賽、國際自由車環台公路大賽，及新北市萬金石馬拉松等 5 場具代表性品牌賽事，期盼以標竿型品牌賽事，成為國內賽事單位見習對象，也讓世界看到臺灣運動賽事的軟實力、真能力。

International Sports Events

Program for Optimization of International Sports Exchange

We began to activate the "Program for Optimization of International Sports Exchange" in 2015 to improve Taiwan's capacity in organizing international sports events. Due to COVID-19, many events were either cancelled or postponed in 2020. To continuously assist organizers in strengthening operating and management competencies, we organized thematic training courses and selected the "Taiwan International Sports 12 Gold Selection" to set benchmarks for sports events, hoping to "brand Taiwan" through our brilliant performance in organizing international sports events, drive peripheral "economic efficiency," strengthen the importance of linkage between sports events and cities and progressively develop the brand concept after the pandemic becomes less severe.

Through O2O marketing, we exposed highlight events through media channels including graphics, social media, physical activities and so on. We also organized the "Fun Sports Award" online poll, held press conferences and organized achievement exchange activities to promote sports in Taiwan and attract citizens to continuously support international sports events held in Taiwan. In addition, we will show the world the different styles of Taiwan through "international sports events" in order to bring hope and power to people affected by the pandemic across the world with the positive energy of "sports" and thereby show the world the "Fun Sports" brand content of Taiwan.

Taiwan-Branded International Sports Project

Every year, Taiwan participates in or organizes over 100 international sports events. Thanks to the efforts in promotion and development by local governments and individual sports organizations and the excellent performance of Taiwanese athletes across the world, citizens are attracted to watching different sports events. Successful international competitions must be able to effectively link city marketing or local culture, improve economic efficiency, shape the international image, and establish a positive "brand" effect.

Instead of completing the organization of international sports events, the idea of Taiwan-branded international sports events should include how to brand the beauty of Taiwan through international broadcasts of these events. In addition, we can combine them with local tours or merge them with peripheral industries to demonstrate cross-industry collaboration, in order to make international sports events more meaningful. The "Taiwan-Branded International Sports Project Consultation Group" formed with academe and industry thus plays an important role. With the expertise of the group, we provided consultation services for 19 potential events; assisted in the review and establishment of the core value and positioning of event-specific brands. Furthermore, we completed the proposal for a 3-year strategic planning through concerted efforts to provide a reference for the government to promote international sports events in the future.

In addition, to mark out the core value of "Branding Taiwan" and "economic efficiency," we selected five representative Taiwan-branded sports events: Premier 12 Baseball Competition, Taipei Marathon, Yonex Chinese Taipei Open badminton competition, Tour de Taiwan cycling tournament, and New Taipei City Man Jin Shi Marathon from among potential sports events in terms of four indicators: marketing capacity, ratings, engagement capacity and economic efficiency, hoping to set these benchmarking Taiwan-branded international sports events as examples for domestic event organizations and show the world Taiwan's soft power and real power in organizing international sports events.



夯運動 in Taiwan 交流分享會全體大合照

Participants of the 2020 Fun Sports in Taiwan Experience Sharing.

保護智慧財產權服務團系列宣導說明會 暨校園深耕宣導案

Information Meetings and In-depth Campus Education by IPR Protection Service Teams



智慧種子師資培訓班胡瑋翰講師與學員合影
Instructor Wei-Han Hu of the IPR seed instructor training program and trainees.

為從學齡教育強化國人保護智慧財產權觀念，經濟部智慧財產局透過短期培力課程，培養以大專院校法律系所與服務性社團學生成為智慧種子師資，組成「校園宣導團」進入全國國中小、高中職校園進行宣導活動。109年度共培育119位種子師資，成立17組宣導團，巡迴80所院校，共計9,648名學生參與，反應熱烈，成效卓著。

此外，由專業律師、學者組成的「保護智慧財產權服務團」，深入全國企業、學校及政府機關，依各單位對於著作權、專利、商標、營業秘密法等不同需求進行專門的法令宣導講座，共計158場，總參與人數達8,703人。

「特定主題說明會」針對兩大主題規劃辦理，一是文創產業主題，解析影視音、數位出版產業應知的著作權，二是以網路著作權為題，面對疫情有許多人開始跨足網路銷售。本講座以案例出發，由淺入深提供幫助，有效降低著作權爭議的發生率，達到保護智慧財產權的實質效果。

To strengthen the concept of intellectual property (IP) rights protection through school education, the Intellectual Property Office of the MOEA trains law students and students of service clubs of colleges and universities to become seed instructors through short-term training courses, in order to form the "campus publicity corps" to publicize IP rights protection to elementary, junior high schools, senior high schools and senior vocational high schools across Taiwan. In 2020, a total of 119 seed instructors were trained and 17 publicity corps were formed to provide IP rights protection education to 9,648 students from 80 schools. Besides earning critical acclaim, we also created outstanding performance.

In addition, the "IP Rights Protection Service Group" formed by lawyers and scholars gave a total of 158 legal talks for 8,703 participants at SMEs, schools and government entities across Taiwan according to their needs for education in laws and regulations in copyright, patent, trademarks, trade secrets and so on.

The "Specific Topic Seminars" were held on two major topics: cultural and creative industries explaining the copyrights related to audio, video and digital publications; and internet copyrights for people entering online shopping during the pandemic period. These seminars were given through case studies to help reduce the occurrence of copyright disputes from simple to difficult levels, in order to achieve substantial IP rights protection.

人力資源發展系列活動

Human Resources Development Activities

2020 年因受新冠肺炎疫情影響，各行各業面臨巨大挑戰，勞動部發展署各分署提供紓困、補貼，以及持續性就業輔助等措施協助企業因應，本會依據勞動部勞動力發展署桃竹苗分署規劃，辦理人力資源發展系列活動，包含「人資人員培訓課程」及「產業創新系列講座」共計 16 場次，累計培訓 1,158 人次。

「人資人員培訓課程」旨在協助解決企業雇主於徵、選、用、育、留才等階段可能面臨問題，透過人力資源策略協助企業領導與管理人才，達成經營目標，提升 HR 的自我價值；「產業創新系列講座」則協助深入瞭解現今具前瞻性的產業現狀，以及政府的發展願景與人才培育策略，藉此讓企業雇主得以提早籌畫企業人力布局，來因應未來產業變化。

各項活動在強化企業管理者能力之外，同時使其瞭解政府提供的各項輔導資源，讓企業人資與政府就業服務人員建立良好的連結，透過緊密互動關係，進而達到雙贏。

While all trades are challenged by the impact of COVID-19, all WDA regional branches provide bailout and subsidy programs and continuous employment assistance to help SMEs to cope

with the pandemic. Based on the planning of the WDA-Taoyuan-Hsinchu-Miaoli Regional Branch, we organized a series of workforce development activities in 2020, including the 16 sessions of "HR Personnel Training Course" and "Industry Innovation Talks" to train up to 1,158 persons.

The "HR Personnel Training Course" aims to help employers resolve the potential problems in recruitment, choose, employment, education, and retention of employees. Through HR strategies, we assisted SMEs in leading and managing employees to achieve their business goals and enhance HR's self-worth. The "Industry Innovation Talks" helps SMEs understand the current status of prospective industries in depth and the government's development visions and talent development strategy, in order to help SME owners make early workforce deployment to cope with the future industrial changes.

Besides strengthening the management capacity of SME owners, these activities help them understand various guidance resources from the government and develop good connections between SME HR staff and government employment service staff to create a win-win situation for both sides through close interactions.



產業創新系列講座 - 勞動部勞動力發展署桃竹苗分署長賴家仁與講者和來賓合影

Industry Innovation Talks: Director Chia-Jen Lai of WDA-Taoyuan-Hsinchu-Miaoli Regional Branch with speakers and guests.



人力資源 - 兩岸企業人資顧問與培訓講師林娟以「組織菁英人才評鑑與發展」為題講授

Workforce Development Consultant for Cross-Strait Enterprises Lin Juan talked on the topic "Organization Elite Talent Evaluation and Development".

關於全國中小企業總會

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About NASME

會員大會

Membership Assembly

本會會員分佈全國各行各業，包括製造業、服務業、商業等；在會員組成方面，公司會員佔 47%，個人會員佔 45%，團體會員佔 7%，贊助會員 1%。

為積極建立中小企業與政府之間的橋樑及溝通管道，本會每年固定召開會員大會，邀集全體會員與會共同討論中小企業相關議題，以達成共識並向政府提出建言，充分扮演中小企業代言人的角色。

NASME members come from every fields of the industry in Taiwan, including the manufacturing, service and retail industries. Corporate members account for 47% of the membership, individual members account for 45%, group members account for 7% and the sponsor members is 1%.

In our active role as a bridge and channel for communications between SMEs and the government, the NASME regularly convenes members assembly every year where all members are invited to jointly discuss topics of interest to SMEs. Once a consensus has been established, the NASME then submits the recommendations to the government in our role as the SME spokesman.

理監事會

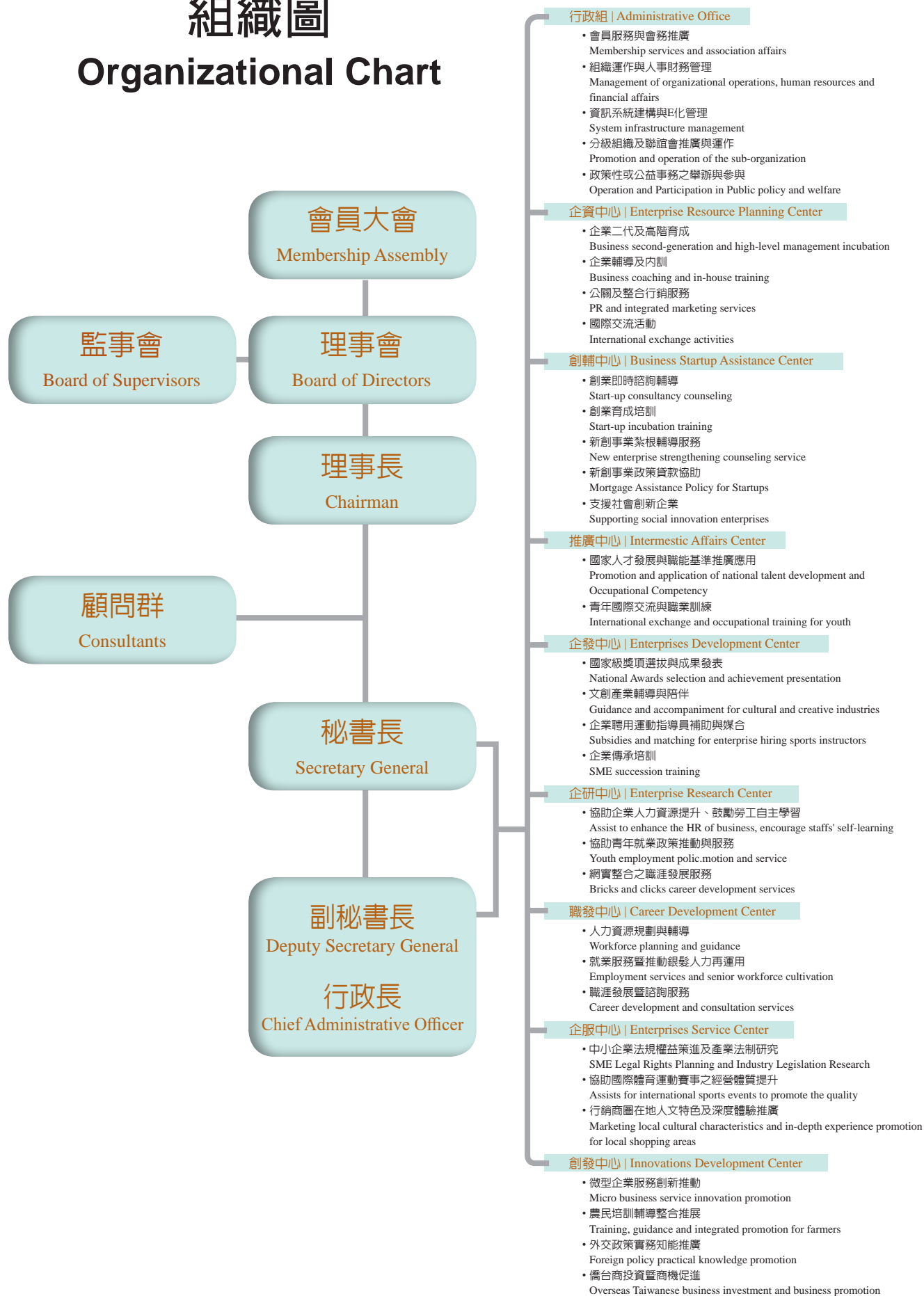
Board of Directors and Supervisors

本會理監事會仍由 46 位企業精英所組成（名單如後述），並於每半年召開一次理監事會、每季召開一次常務理監事會、每年召開一次會員大會。

The NASME boasts the strong support of our Board of Directors and Supervisors made up of top industry representatives (see following list). The Board of Directors and Supervisors is convened every 6 months, a meeting of the Standing Board of Directors and Supervisors is convened every quarter and the Membership Assembly is convened once annually.

組織圖

Organizational Chart

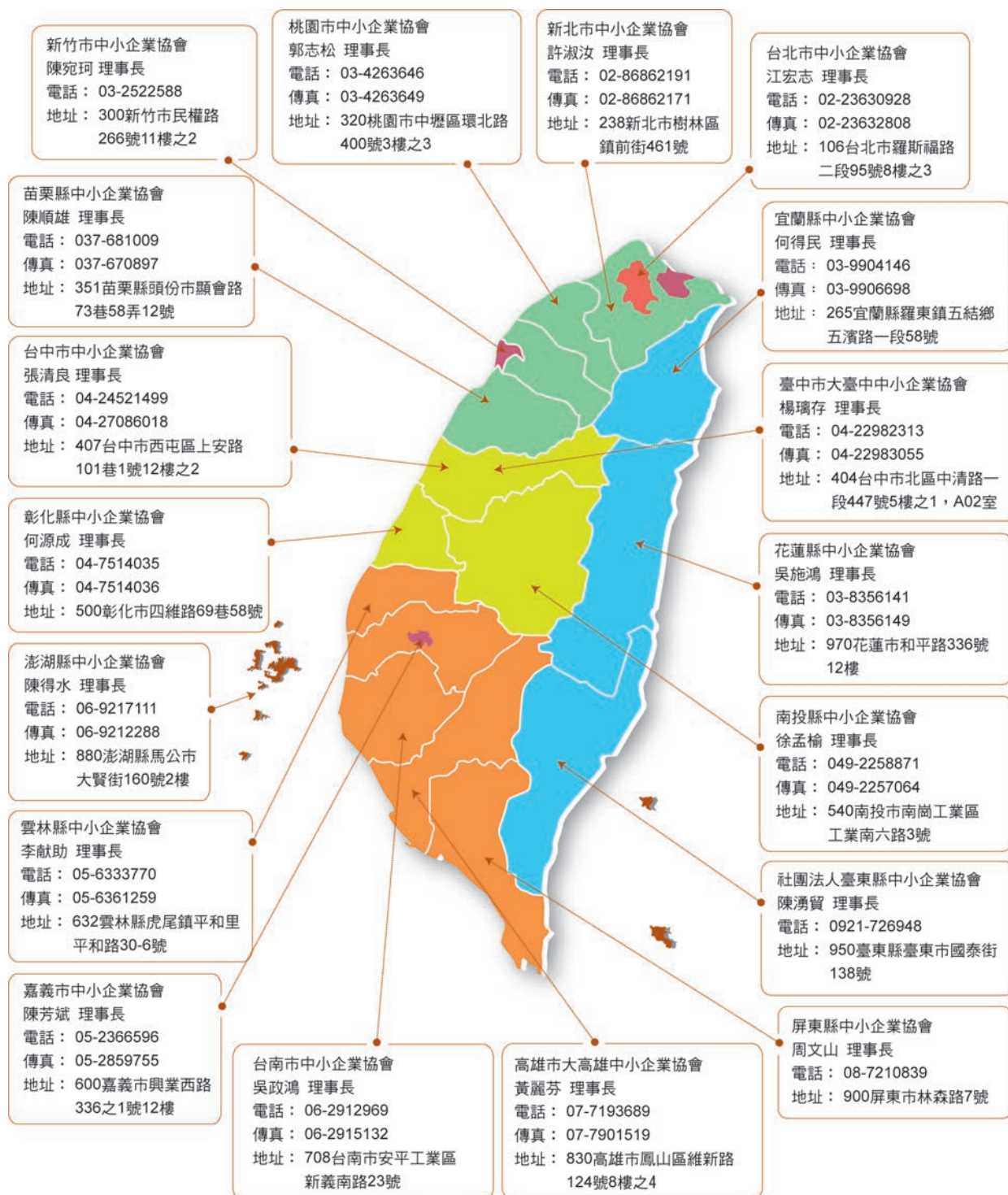


全國網絡資源

NASME's Network Nationwide

各縣市中小企業協會

Nationwide SME Association



全國網絡資源

NASME's Network Nationwide

各跨業聯誼會

Cross-industry Clubs



210成長聯誼會



32利基聯誼會



SMART時尚女企業家企合聯誼會



UPS聯誼會



十二聯誼會



久久聯誼會



千禧聯誼會



木蘭聯誼會



五臨大會聯誼會



天健聯誼會



台北石油聯誼會



同心聯誼會



金世紀聯誼會



長心聯誼會



美力聯誼會



深耕聯誼會



產經聯誼會



菁睿聯誼會



集思聯誼會



傑出仕女聯誼會



創新研究獎聯誼會



新一代企業家聯誼會



微巨聯誼會



新創事業獎聯誼會



圓緣聯誼會



圓融聯誼會



群賢聯誼會



精品美學聯誼會



緣久聯誼會



緣遊聯誼會



樂活聯誼會



學友聯誼會



鐵木真聯誼會



串門子聯誼會



台灣展拓聯誼會

仁愛青年聯誼會
快樂成長聯誼會
世福聯誼會

理監事名單

Board of Directors / Supervisors Directory

職 別	姓 名	公司名稱	公司職稱
理 事 長	李育家	逸新國際(股)公司	董事長
副理事長	吳昆民	祥圃實業(股)公司	董事長
副理事長	蔡文預	信彰聯合會計師事務所	所 長
副理事長	蘇偉倫	日馳企業(股)公司	執行長
常務理事	陳瑞宏	堡安消防(股)公司	董事長
常務理事	林倬立	逸祥國際(股)公司	總經理
常務理事	吳宗寶	南京資訊(股)公司	董事長
常務理事	李永川	雅博(股)公司	董事長
常務理事	張豐國	皇廣鑄造發展(股)公司	董事長
常務理事	歐淑芳	大學光學科技(股)公司	董事長
常務理事	賴淑芬	曼都國際(股)公司	董事長
理 事	陳國統	馬雅商事(股)公司	創辦人
理 事	鍾佩君	君貴國際有限公司	董事長
理 事	洪慶忠	陵德有限公司	董事長
理 事	江廷芳	芳成工業(股)公司	董事長
理 事	林登裕	森豐國際(股)公司	董事長
理 事	陳玲玲	台灣育成中小企業開發(股)公司	總經理
理 事	高莉蓁	富鴻理財規劃顧問公司	總經理
理 事	楊明哲	台北富邦銀行敦南區	營運督導
理 事	鍾淑玲	台灣歐西瑪(股)公司	副董事長
理 事	江宏志	原宏、原豐、原亘開發建設公司	董事長
理 事	吳俊億	玖都建設機構	總 裁
理 事	黃中亢	簣十廣告公司	總經理

理監事名單

Board of Directors / Supervisors Directory

職 別	姓 名	公司名稱	公司職稱
理 事	李錦堯	聯合信用卡處理中心風險管理部	資深協理
理 事	朱欽賢	樺晟企業有限公司	董事長
理 事	張琍華	琍華珠寶公司	董事長
理 事	賴木生	計量企業有限公司	董事長
理 事	趙應標	台奕電機技術顧問有限公司	董事長
理 事	鄭詠紘	富鈞水資(股)公司	總經理
理 事	陳國智	台灣曼秀雷敦(股)公司	總經理
理 事	楊孟義	美商埃克森美孚石油台灣分公司	總經理
理 事	游永全	立點效應媒體(股)公司	董事總經理
理 事	蔡世文	大揮貿易(股)公司	總經理
理 事	謝朝旺	富元旅行社有限公司	總經理
理 事	林萬益	凌騰科技(股)公司	董事長
監 事 長	林坤榮	英城營造(股)公司	董事長
常務監事	楊益成	台灣育成中小企業開發(股)公司	顧 問
常務監事	黃祺娟	睿澤企業(股)公司	總經理
監 事	程鈺婷	亮軒企業有限公司	總經理
監 事	蔡易潔	鼎泰豐科技集團	執行長
監 事	丁丞康	臺灣菸酒(股)公司-埔里酒廠	副廠長
監 事	楊博宇	銘宇興業有限公司	董事長
監 事	吳國源	巨東企業有限公司	總經理
監 事	羅永良	新居室內裝潢工程有限公司	總經理
監 事	張美麗	全國停車場(股)公司	董事長
監 事	趙茂林	萬能福企業(股)公司	董事長

申請入會資訊

Information of Applying Membership

會員別／應繳會費

會員類別	入會資格	入會費	常年會費
個人會員	企業或具有興趣及研究之個人，由會員二人以上之介紹，經本會理事會通過者，得為本會個人會員。	500 元	2,500 元
公司會員	<p>凡贊同本會宗旨，其經營本質屬於中小企業發展條例第二條規定標準之公民營公司行號，由會員二人以上之介紹，經本會理事會通過者均得為本會公司會員。</p> <p>※ 得選派會員代表二人，以行使權利。</p>	1,000 元	5,000 元
團體會員	<p>1. 本會所屬各分級組織應加入本會為團體會員。</p> <p>2. 凡贊同本會宗旨或本會輔導之各相關團體，由會員二人以上之介紹，經本會理事會通過者，得為本會團體會員。</p> <p>※ 各團體會員依所屬會員人數，每滿十人選派代表一人，每一團體至少選派一人，最高十人，以行使權利。</p>	2,000 元	每位代表 2,000 元
贊助會員	凡個人或團體，對本會有特殊貢獻或每年贊助經費 NT\$ 10,000 元以上者，得為本會贊助會員。	-	

申請入會資訊

Information of Applying Membership

會員權利／義務

☆ 依入會時間，分為準會員及正會員

一、準會員：申請入會未達兩年者

二、正會員：成為準會員達兩年（含）以上，且至當年度會員大會召開前二個月時並無欠繳會費者

項目	內容
權利	<ol style="list-style-type: none">1. 發言權2. 表決權、選舉權、被選舉權與罷免權（※ 準會員和贊助會員除外）3. 本會所舉辦各種服務事業上之優惠利益4. 其他會員應享之權利
義務	<ol style="list-style-type: none">1. 遵守本會章程及決議案2. 擔任本會推定之職務或指派之任務3. 按期繳納會費
加值服務	<ul style="list-style-type: none">• 贈送會員名錄、年報• 贈閱本會發行電子報相關刊物（如中小企業報馬仔）• 優先參加本會辦理之各項研討會、專題演講• 輔導參加中小企業相關獎項選拔• 免費提供企業內訓規劃諮詢• 優惠辦理企業內訓課程• 優惠參加本會辦理之國內外商務考察團

申請辦法

1. 請填寫會員入會申請表格，並依「申請類型」檢附相關資料，寄回本會行政組
2. 會費繳納方式可逕寄即期支票或以郵政劃撥、銀行轉帳方式匯至本會
 - 戶名：社團法人中華民國全國中小企業總會
 - 銀行帳號：06162004113（臺灣中小企業銀行南台北分行）

中華民國全國中小企業總會

會員入會申請表

Membership Application Form

會員編號 _____ (由審核人員填寫)

申請類型	<input type="checkbox"/> 公司會員 <input type="checkbox"/> 個人會員 <input type="checkbox"/> 團體會員 <input type="checkbox"/> 贊助會員				照片 (請附上二吋大頭照二張)	
會員姓名		職稱		身分證字號		
出生年月日	西元	年	月	日		姓 別 <input type="checkbox"/> 男 <input type="checkbox"/> 女
通訊地址	□□□					
電話		傳真			簽 章	
E-mail						
公司資料						
公司名稱 (服務機構)						
公司地址	□□□ ○ 同通訊地址					
工廠地址	□□□					
主要產品 (25 字以內)				海外 投資狀況	是否有在海外投資：○是○否 海外設廠地點：	
創立 日期	西元	年	月	日	實收 資本額	萬元
					員工 人數	○ 0-10 人 ○ 101-200 人 ○ 11-50 人 ○ 201 人以上 ○ 51-100 人
行業 大類	○ A 製造業 ○ B 服務業 ○ C 其他			行業 小類	(請參閱附件表填寫代號：如 A01)	
第二位會員代表資料 (個人及贊助會員免填)						
會員姓名		職稱		身分證字號		
出生年月日	西元	年	月	日	姓 別	<input type="checkbox"/> 男 <input type="checkbox"/> 女
E-mail						
聯絡人資料						
<input type="checkbox"/> 同會員代表 1 <input type="checkbox"/> 同會員代表 2						
姓 名		電話		E-mail		
介紹人						
姓 名		會員編號		簽章		
姓 名		會員編號		簽章		
填表日期	西元	年	月	日	生效日期	西元 年 月 日 (由審核人員填寫)
填表日期	<input type="checkbox"/> 申請為公司 / 贊助會員，請檢附設立登記文件一份 <input type="checkbox"/> 申請為個人會員，請檢附身分證正反面影本一份 <input type="checkbox"/> 申請為團體會員，請檢附立案證明或組織章程一份					

* 團體會員第 3 位以上之代表，請依第二會員代表資料格式內欄位填具會員代表資料，並另行檢附。

中小企業認定標準

The Definition of SMEs in Taiwan, R.O.C.

第一條 本標準依據中小企業發展條例（以下簡稱本條例）第二條第二項規定定之。

Article 1 These standards are in accordance with item 2, Article 2 of the Small and Medium Enterprise Development Statute (henceforth referred to as "the Statute").

第二條 本標準所稱中小企業，指依法辦理公司登記或商業登記，實收資本額在新臺幣一億元以下，或經常僱用員工數未滿二百人之事業。

Article 2 The term "small and medium enterprise" in this standard refers to an enterprise that has completed company registration or business registration lawfully and with a paid-in capital of less than NT\$100 million or with less than 200 full-time employees.

第三條 本條例第四條第二項所稱小規模企業，係指中小企業中，經常僱用員工數未滿五人之事業。

Article 3 The term "small-scale enterprise" as used in Paragraph 2, Article 4 of the Statute shall mean a SME with less than 5 regular employees.

第四條 （刪除）

第五條 本標準所定經常僱用員工數，係以勞動部勞工保險局受理事業最近十二個月平均月投保人數為準。

Article 5 The number of full-time employees defined in this standard is based on the average monthly insured number of employees in the last twelve months of the enterprise accepted by the Bureau of Labor Insurance, Ministry of Labor.

第六條 具有下列情形之一者，視同中小企業：

Article 6 A firm which meets any of the following criteria may be regarded as a small and medium enterprise:

1. 中小企業經輔導擴充後，其規模超過第二條所定標準者，自擴充之日起，二年內視同中小企業。

If a small and medium enterprise has expanded after receiving government guidance/ assistance and thus exceeds the size-limits stated in Article 2, the enterprise may be regarded as a small and medium enterprise for a period of two years following the date of expansion;

2. 中小企業經輔導合併後，其規模超過第二條所定標準者，自合併之日起，三年內視同中小企業。

If small and medium enterprises have merged after receiving government guidance/assistance and thus exceed the size standards stated in Article 2, the merged enterprise may be regarded as small and medium enterprise for a period of three years following the date of merger;

3. 輔導機關、輔導體系或相關機關辦理中小企業行業集中輔導，其中部分企業超過第二條所定標準者，輔導機關、輔導體系或相關機構認為有合併同輔導之必要時，在集中輔導期間內，視同中小企業。

Although an enterprise receiving guidance/assistance may exceed the size standards stated in Article 2, if the guidance agency or relevant organization considers it necessary to include the enterprise in guidance activities, the enterprises shall be considered a small and medium enterprise for the duration of the focused guidance period.

第七條 本標準自發佈日施行。

Article 7 These standards shall become effective from the date of promulgation.

資料來源：經濟部中小企業處民國 109 年 06 月 24 日經企字第10904602890號令修正發布

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編輯群

發行人 李育家

總編輯 戴麗芬

副總編輯 范秋芳

執行編輯 賴雨宣、林明怡

編輯委員 王玉珮、王怡雯、王榕萱
石怡佳、吳彥儒、林芬岑
林祐豪、林慧玲、胡劍銘
茆晉維、徐友彬、張惠雯
張靖玄、舒嘉興、鄒立琳
趙振福、鄭之琳（依姓名筆劃順序）

出版者 中華民國全國中小企業總會

地址 106臺北市羅斯福路二段95號6樓

電話 02-2366-0812

傳真 02-2367-5952



中華民國全國中小企業總會

地址：106台北市羅斯福路二段95號6樓

電話：(02)2366-0812

傳真：(02)2367-5952

National Association of Small & Medium Enterprises, R.O.C.

6F., No.95, Sec.2, Roosevelt Rd., Da'an Dist.,

Taipei City 106, Taiwan (R.O.C.)

Tel：+886-2-2366-0812 Fax：+886-2-2367-5952