



中華民國全國中小企業總會

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

年報

109

2020 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





攜手拚經濟 轉動新契機

全國中小企業有 147 萬家，占全國企業家數近 98%，就業人數達 896 萬人，為我國經濟發展及創造就業賦予關鍵動能，也是臺灣經濟的中流砥柱。

近年因美中貿易衝突的關係，衝擊全球經濟，帶來極大的不確性，可喜的是，去 (2019) 年臺灣經濟成長率卻逆勢重回亞洲四小龍之首，加上政府積極的作為，貿易戰反而促成臺商回流，擴大投資臺灣，同時加深臺美關係。正當我們為臺灣經濟好轉感到振奮時，今 (2020) 年年初卻面臨新型冠狀病毒肆虐，掀起「蝴蝶效應」，全球陷入經濟黑洞，損失無可估計。

17 年前 SARS 疫情發生時，中國充其量只是「世界工廠」，如今已轉身為「世界市場」，是全球第二大經濟體，最大觀光輸出國，全球對中國的依賴度甚深。這次疫情的爆發，臺灣中小企業不無影響，雖然政府迅速研擬各項紓困及振興措施，以緩解衝擊，但中小企業仍應審慎思索，未來如何重新佈局供應鏈、發展新的商業模式；再者，加快數位轉型速度已刻不容緩，唯有優化競爭環境及應變能力，才能免於被淘汰。

2020 年是充滿考驗的一年，臺灣也進入物聯網、5G、AI 及碎鏈時代，危機就是轉機，既然大環境惡劣，中小企業仍應與時俱進，成長蛻變。全國中小企業總會也將透過各種管道為中小企業發聲，善盡「政府與企業溝通橋樑」的角色，協助國內中小企業善用政府資源，促進產業升級；同時也期盼政府以中小企業為「優先」，集中資源，扶持中小企業因應轉型挑戰，翻轉契機。

理事長

李育豪

Joining Hands for Economic Benefits and Creating New Opportunities

There are 1.47 million small and medium-sized enterprises in the country, accounting for nearly 98% of the total number of enterprises and employing 8.96 million people nationwide. The SMEs bring momentum to our economic development and job creation and are the mainstays of Taiwan's economy.

In recent years, the US-China trade dispute has impacted the global economy and brought about great uncertainty. Fortunately for Taiwan, the economic growth last year (2019) has actually bucked the trend and returned it to the top of the Four Asian Tigers. With the government's active approach, the trade dispute has facilitated the repatriation of Taiwan's overseas businesses, expanded investments in Taiwan and strengthened the Taiwan-US relations. Just when we are excited about Taiwan's economic rebound, the widespread of the novel coronavirus at the beginning of the year (2020) sets off a butterfly effect to make the world fall into an economic black hole and suffer from countless losses.

At the time of the epidemic of SARS about 17 years ago, China was at best a world's factory. Now it has turned into a world's market, the world's second largest economy and the largest tourist exporter. The world has become heavily reliant on China. The outbreak of the coronavirus epidemic has affected many Taiwan's SMEs. Although the government has quickly formulated a variety of relief and revitalization measures to mitigate the impact, SMEs should think carefully on how they should re-plan the supply chains and develop new business models for the future. Furthermore, it is imperative that they accelerate their digital transformation. Only by improving the competitiveness and resilience will the enterprises not be eliminated in the market.

2020 will be a year full of challenges. Taiwan has also entered the era of the Internet of Things, 5G, AI and broken supply chains. However, the crises can be the turning points. With the deterioration of the macro environment, SMEs should keep pace with the times and seek growth through transformation. The National Association of Small and Medium Enterprises will speak out for the SMEs through various channels, fulfill the role of bridging the government and enterprises, help the domestic SMEs to make good use of government resources and promote industry transformation. At the same time, the NASME will help the government to identify the SMEs' priorities and concentrate resources to support their transformation and create opportunities.

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。

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 48 個年頭，愈漸茁壯。

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。

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。

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

The National Association of Small & Medium Enterprises, R.O.C. (NASME) founded on July 17, 1972, has become for 47 years.

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.

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

我們的服務項目 Our Service



What can NASME do for you?

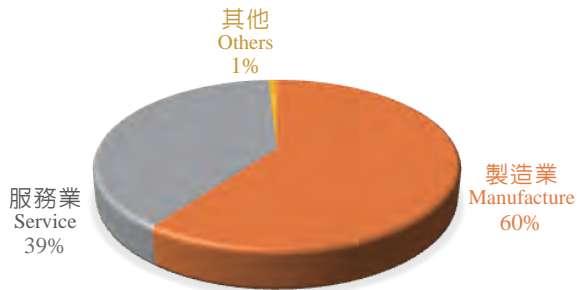
- Enhances business competitiveness and strength.
- Helps businesses enforce government rules and maintain rights and benefits.
- Explores overseas business opportunities and promote overseas exchange.
- Promotes two-way communication between businesses and the government.
- Improve personnel quality.
- 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

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：

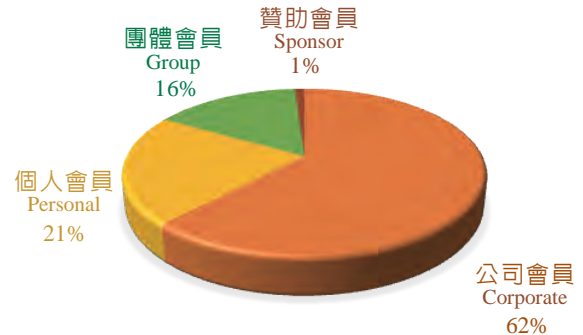
凡經核准入會，其經營本質屬中小企業發展條例第二條規定標準之公民營公司行號。

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

2月

2/13 全國中小企業聯合新春團拜 / 縣市中小企業協會理事長聯誼餐敘
National SME Chinese New Year Gathering/County SME Owners Gathering

2/22 工商團拜春節聯誼會
SME Chinese New Year Group Gathering

2/23-24 縣市中小企業理事長聯誼活動（屏東）
County/City SME Owners Gathering (Pingtung)

3月

3/15 2019夯運動in Taiwan啟動儀式
Launch ceremony of 2019 Fun Sports in Taiwan

3/15 2019國際自由車環台賽賽前記者會
Press conference before 2019 Tour de Taiwan

3/28 第14屆第3次理監事會
The 3rd meeting of the 14th Supervisory Board

4月

4/25 行政院院長與中小企業交流活動
Visit Premier of the Executive Yuan

6月

6/21-26 籌組「雲台會經貿參訪團」
Formed the "Yunnan-Taiwan Trade Delegation"

6/19 秘魯利馬商會代表來訪
Visit of representatives from the Lima Chamber of Commerce from Peru

6/26 2019創新沙盒交流論壇
2019 Innovation Sandbox Forum

6/28 第14屆第2次會員大會暨第11屆國家磐石關懷獎章頒獎典禮
The 2nd meeting of the 14th General Assembly and the
11th National SME Care Medal Award Ceremony

7月

7/27 狼窩A+創育機構響應參與「G2傳愛公益園遊會」活動
Wolf Den A + Incubator participated in G2 Charity Fair

8月

8/2 2019二代大會師
2019 New Generation Power

8/24 中高齡特展暨主題工作坊開幕典禮
Opening ceremony of Senior Workforce Exhibition and Workshop

8/29 「形塑臺灣品牌國際賽事計畫」記者會
Press conference of Taiwan Branding International Competition Program

9 月

9/11 狼窩A+創育機構年度成果發表會
Annual exhibition of Wolf Den A + Incubator

9/11 第14屆第3次常務理監事會議
The 3rd meeting of managing directors and supervisors of the 14th Supervisory Board

10 月

10/10 2019山頂尾溜嘉年華會登山健行
The 12th Peak Mountaineering Hiking Carnival

10/15 新加坡企業發展局代表來訪
Visit of representatives from the Enterprise Singapore

10/29 第28屆國家磐石獎暨第21屆海外台商磐石獎頒獎典禮
Award Ceremony of the 28th National Award of Outstanding SMEs
and the 21st Outstanding Overseas Taiwanese SMEs Award

10/30-31 108年世代合作國際論壇暨競賽頒獎典禮
2019 International Forum on Intergenerational Cooperation and
Competition Awards Ceremony

10/31 二代大學第二屆畢業典禮暨第三屆開學典禮
2nd term graduation ceremony and 3rd term opening ceremony for New Generation College

11 月

11/3-7 兩岸企業家峰會年會（南京）
Cross-Strait CEO Submit (Nanjing)

11/5 2019 APEC運動城市論壇：國際賽事X運動創新
2019 APEC Sports Cities Forum: International Events X Sports Innovation

11/13 第18屆新創事業獎頒獎典禮
第26屆中小企業創新研究獎頒獎典禮
Award Ceremony for the 18th Business Startup Award
Award Ceremony for the 26th Taiwan SMEs Innovation Award

12 月

12/11 2019國家人才發展獎
2019 National Talent Development Awards

12/14-18 理監事聯誼活動（日本）
Directors and Supervisors Gathering (Japan)

12/25 第14屆第4次常務理監事會議
The 4th meeting of managing directors and supervisors of the 14th Supervisory Board

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

行政院院長與中小企業交流活動 ▲

Exchange with the Premier

全國中小企業聯合新春團拜 ▲

National SME Chinese New Year Gathering

2019山頂尾溜嘉年華會登山健行 ▲

2019 Peak Mountaineering & Hiking Carnival

中小企業跨業聯誼會活動 ▲

SME Cross-Industry Club Activities

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

創建優質平台，促進商機交流

Creating Quality Exchange Platforms and Encouraging Business Opportunity Exchange

本會成立迄今 48 年，持續地精進服務品質，建立起政府與企業間溝通橋樑，提供中小企業各項輔導與服務。自民國 84 年起，多年榮獲「全國性績優社團優等獎」的肯定。

為落實中小企業服務，本會於去 (108) 年 4 月「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，全臺共成立 57 個分級組織，包含 20 個縣市中小企業協會及 37 個跨業聯誼會，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「磐石獎聯誼會委員」，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，例如 2 月「中小企業新春團拜」、6 月「會員大會」以及 10 月「山頂尾溜嘉年華會登山健行」等，透過各項活動促進會員間聯誼，進而促進商機交流之效。

Since NASME was established 48 years ago, we have spared no effort in making continual improvements to our service quality, building communication channels between the government and SMEs, and offering SMEs a range of guidance and services. Since 1995 we have been rated for years an outstanding organization at the National Efficient Association Excellence Awards.

To provide SMEs with tangible services, last (2019) April we exchanged opinions on current government policies and economic issues with representatives from government departments at the Exchange with the Premier event to learn the operational needs of SMEs at the moment and their suggestions for the government. We hope that this actively communicates SME ideas to the government.

In nationwide networking, we have established a total of 57 sub-associations, including 20 county- and city-level SME associations and 37 cross-industry clubs, with about 1,300 direct members and about 10,000 affiliated members, for a well-planned service network. We have also established the Friendship Club of National Award of Outstanding SMEs for winners of the National Award of Outstanding SMEs. This is in an effort to extend the spirit of SMEs by holding annual seasonal meetings for mutual exchange and to promote sustainable development in the industry.

In addition, we planned a series of events and activities in 2019 to cohere member consensus. They included the general assembly in June and the Peak Mountaineering & Hiking Carnival in October. 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



本屆國家磐石關懷獎章得主與理事長合影，左至右為姚立德教授、葉明水秘書長（代）、曾國烈董事長、李育家理事長、莊瑞雄立委、陳郁秀董事長

NASME Chairman and winners of the National SME Care Medal. From left to right: Professor Li-Te Yao, Secretary-General Min-Shui Yeh (representative), Chairperson Gary K.L. Tseng, NASME Chairman Yu-Chia Lee, Legislator Jui-Hsiung Chuang, and Chairperson Yu-Xiu Chen.

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」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 2 次會員大會於民國 108 年 6 月 27 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 11 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 10 屆共 49 位人士，本屆共有國立臺北科技大學 姚立德教授、中華民國對外貿易發展協會 黃志芳董事長、玉山商業銀行 曾國烈董事長、立法院莊瑞雄立法委員和公共電視文化事業基金會 陳郁秀董事長等 5 位獲獎。

會中立法院林志嘉秘書長、經濟部林全能常務次長、經濟部中小企業處蘇文玲副處長，以及各部會首長蒞臨嘉勉，現場約 400 名中小企業代表參與，現場氣氛活絡。

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 1 次會員大會決議案辦理情形逐案說明，會中針對各項提案會員討論熱烈，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，提案包含章程修改、提報兩岸企業家峰會「中小企業合作暨青年創業推動小組」各項工作計畫、山頂尾溜嘉年華會、全國中小企業聯合新春團拜及本會顧問聘任等 28 案。

General Assembly and Meeting of the Board of Directors and Supervisors

Since 1995 we have been rated for years an outstanding organization in the National Efficient Association Excellence Awards held by the Ministry of the Interior. Apart from holding regular meetings as scheduled, directors and supervisors have been working in harmony to achieve steady NASME development.

General Assembly

The 2nd meeting of the 14th General Assembly was held at 14:00 on June 27, 2019 at the Joyful Ballroom of Sheraton Grand Taipei Hotel. As usual we also held the 11th 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 those who have made outstanding contributions to SMEs, and a total of 49 persons have been awarded over the past decade. There were five winners for 2019, including Professor Li-Te Yao of National Taipei University of Technology, Chairman James Chih-Fang Huang of the Taiwan External Trade Development Council, Chairperson Gary K.L. Tseng of E.SUN Commercial Bank, Legislator Jui-Hsiung Chuang, and Chairperson Yu-Xiu Chen of the Public Television Service.

At the assembly, Secretary-General Chih-Chia Lin of the Legislative Yuan, Vice Minister Chuan-Neng Lin of the Ministry of Economic Affairs, Deputy Director-General Wen-Ling Su of the Small and Medium Enterprise Administration (SMEA) in the Ministry of Economic Affairs, and heads of related government departments attended the event to encourage all medal winners. About 400 SME representatives heated up the event.



立法院林志嘉秘書長致詞

LY Secretary-General Lin gives an address.

In addition to the routine NASME executive report and proposal discussion, attendees reported the status of implementation of the resolutions made at the first meeting of the 14th General Assembly. The assembly ended smoothly with the members discussing the proposals with enthusiasm.

Directors and Supervisors' Meeting

To smoothly promote NASME operations and reach consensus among directors and supervisors on key issues, board meetings were held as per Article 25 of the NASME charter. Each meeting included a management presentation, a financial report, and a proposal discussion. A total of 28 proposals were discussed at the board meeting, with contents covering charter amendments, working plans for the SME Cooperation and Youth Entrepreneurship Promotion Group of the Cross-Strait CEO Summit, the Peak Mountaineering & Hiking Carnival, the National SME Chinese New Year Gathering, and the appointment of NASME advisors.

行政院院長與中小企業交流活動



蘇院長與本會理監事及關懷基金會董事合影

Premier Tseng-Chang Su, NASME directors and supervisors, and SMEFT directors.

本會是政府與中小企業溝通的橋樑，為拉近政府與中小企業間距離，反映中小企業之心聲，本年度共舉辦兩場次與行政院院長交流活動。

李育家理事長帶領理監事及關懷中小企業基金會董事，於去(108)年4月拜訪行政院長蘇貞昌院長，針對當前政府施政及中小企業面臨的問題於會中提出26個提案，包含建請將根留台灣且受美中貿易衝擊之本土企業，納入「歡迎台商回台投資行動方案」適用範圍內或另案給予投融資優惠，協助中小企業建全發展、重視產業化技術的整合、加強技職教育和傳產人才培養、推動本土原創著作於公共圖書館實施「公共出借權」，以扶植本土創作環境等議題，冀望政府能重視、解決，為台灣留住好企業、好人才。

同年10月30日李育家理事長帶領本屆磐石獎得主拜訪蘇院長，理事長在致詞中對於政府的魄力、擔當及行動力表示高度讚許，其中最有感的政策，包含5%的稅後盈餘改成投資可抵減，調降中小企業信保基金保證手續費，鼓勵臺商回臺投資，另還推出「中小企業千億融資保證專案」等。理事長更提出「政府挺中小企業，中小企業挺政府」口號，來表達對政府的感謝。

蘇院長也表示，臺灣中小企業向來為我國產業結構之主幹，也是我國經濟發展奠定穩固基礎的來源。「接地氣、拚經濟」是施政的第一優先，就是要解決問題，展現行政效率，讓人民有感，希望從創業、創新、募資、製造到行銷的每一個階段，都給予中小企業最大的支持，並加速產業轉型升級，提升臺灣的競爭力。

Exchange with the Premier

To bridge the gap between the government and SMEs and to provide a forum for SMEs to express their opinions, two Exchanges with the Premier were held in 2019.

Chairman Yu-Chia Lee led NASME directors and supervisors and the board of directors of the Small and Medium Enterprise Foundation Taiwan (SMEFT) in a visit with Premier Tseng-Chang Su last April (2019). We made 26 propositions regarding current government policies and the problems and challenges of SMEs. These propositions cover: including local SMEs impacted by the US-China Trade War in the Action Plan for Welcoming Overseas Taiwanese Businesses to Return to Invest in Taiwan, or granting them preferential investments or financing to keep roots in Taiwan; assisting SMEs in well development, technology industrialization and integration, enhancing technology and vocational education and talent cultivation for traditional manufacturing industries; and promoting the public lending right (PLR) for local original works at public libraries to foster an environment for local authorship. We hope that the government can take in and resolve these issues in order to keep the best SMEs and talent in Taiwan.

On October 30, 2019, Chairman Yu-Chia Lee took the winners of the latest National Award of Outstanding SMEs to visit Premier Tseng-Chang Su. In this address, Chairman Lee highly praised the government's courage, accountability, and action power. The most-felt policies included changing 5% of the income after tax into investment tax credits; reducing the handling fee for the Small and Medium Enterprise Credit Guarantee Fund of Taiwan; encouraging overseas Taiwanese entrepreneurs to return to invest in Taiwan, and launching the SME NT\$100 Billion Financing Guarantee Program. Chairman Lee proposed the slogan Government for SMEs and SMEs for Government to express gratitude to the government.

Premier Su also replied that SMEs have always been the backbone of Taiwan's industrial structure and the cornerstone of Taiwan's economic development. Down to earth and economics first are the government's top priorities. It aims to resolve problems, demonstrate efficiency, and let people feel the difference. At every stage from entrepreneurship, innovation, fundraising, and manufacturing to marketing, the government will give the biggest support to SMEs and accelerate industrial transformation and upgrades to boost Taiwan's competitiveness.



會中互動交流情況

From the Exchange with the Premier.

全國中小企業聯合新春團拜



蔡總統（中）出席團拜祈福儀式互道祝福

President Ing-Wen Tsai (center) attended the blessing prayer to bless participants at the National SME Chinese New Year Gathering.

本會自民國 91 年起，結合縣市中小企業協會及跨業聯誼會共同辦理本活動。團拜活動為中小企業的年度盛事，每年席開百桌，1,000 餘名企業好朋友們歡聚一堂，除凸顯中小企業朝氣活力外，並以積極、熱忱之心情迎接金豬年的新挑戰。

本活動民國 108 年 2 月 13 日假典華旗艦店舉行，會中蔡英文總統、經濟部沈榮津部長及勞動部林三貴次長等貴賓均蒞臨會場嘉勉，同時頒發績優縣市中小企業社團暨跨業聯誼會之獎項，以鼓勵各團體永續經營發展。

本次以「金豬滿福 迎豐年」為主題，由理事長邀請蔡總統、各部會首長、主桌貴賓及各縣市企協理事長於舞台上進行祈福儀式。請蔡總統和理事長帶領台上貴賓一同將金幣投入金豬撲滿中，也代表這新的一年裡，期盼政府能提出更多對中小企業有利的政策並輔導中小企業轉型創新，更祈福今年臺灣經濟好還要再更好，再創經濟繁榮。

另，今年外場以具臺灣特色之觀光夜市為主軸，打造新春熱鬧氛圍，以各式各樣的攤位展現，與會者彷彿穿梭在人群中的觀光客，人潮絡繹不絕也代表臺灣經濟活絡及繁榮，更於現場設立拍照背板、提供拍照手卡，讓與會者拍照留念，也為今年團拜留下美好回憶。



SME 觀光夜市拍照區

Photo corner of the SME Night Market.

National SME Chinese New Year Gathering

Since 2002, we began to organize the Chinese New Year Gathering in collaboration with the county and city SME associations and cross-industry clubs. As a NASME annual event, a banquet of over 100 tables is held every year for over 1,000 SME owners to gather together. Apart from marking out the energy of SMEs, the event demonstrated SMEs' proactivity and enthusiasm to face the new challenges in the year of the pig.

The 2019 National SME Chinese New Year Gathering was held at the flagship store of Denwell. At the gathering, President Ing-Wen Tsai, Economics Minister Jong-Chin Shen, and Deputy Labor Minister San-Quei Lin attended the gathering to present prizes to county and city SME associations and cross-industry clubs with outstanding performance and encourage all groups to seek sustainable development.

Based on the theme "A Fruitful Year with Full Blessings from the Golden Pig", the NASME chairperson invited President Tsai, ministers, guests of the master's table, and the chairpersons of all county and city SME associations to pray for blessings on the stage. President Tsai and the NASME chairperson were also invited to lead all guests on the stage to fill up the golden piggy bank with gold coins to symbolize the government's launch of more policies favorable for the operation, development, transformation, and innovation of SMEs and to wish for the continual optimization and boom of Taiwan's economy in 2019.

In addition, the venue was decorated in the form of Taiwan's tourism night market to create the lively Spring Festival atmosphere through different types of stalls. When participants shuffled across the stalls, it symbolized the thriving and booming Taiwan economy. An erecting backdrop was in place for guests to take selfies, check in, and take photos for souvenirs and to keep a sweet memory of this year's gathering.



績優縣市中小企業協會代表合影

Representatives of county/city SME associations with outstanding performance.

2019 山頂尾溜嘉年華會登山健行 2019 Peak Mountaineering & Hiking Carnival



理事長及貴賓啓程儀式
Chairman and distinguished guests at the launching ceremony.

在陽光普照雙十國慶這天，舉辦一年一度「山頂尾溜嘉年華會」千人登山活動，讓中小企業主渡過充實又健康的國慶假期，同時聯誼情感並推廣樂活概，展現中小企業活力。

從劍潭古寺出發，漫步「劍南山」山間小路 程約 4 公里，沿途飽覽 101 大樓、美麗華摩天輪、松山機場等景點地標，眺望大台北地區美景。途中於三處設置關卡闖關活動&休憩處，讓頭家們享受卡拉 OK 歡唱及品嚐炒米粉、麻油雞、檸檬汁、水果等美食外，也透過「一擲千金」、「知識小學堂」、「夯運動 in 箭欄」闖關遊戲，展現她們熱情奔放的一面，還與中華隊射箭選手「雷千瑩」進行射箭比賽決勝負！

最後，來到終點站大直典華，除餐敘聯誼外，當然就是眾所關注的百項獎品大放送，本次最大獎為理事長所提供 SOGO 禮券 2 萬元大紅包、多份知名餐廳禮券等好禮，現場氣氛炒到最高點，整場熱鬧沸騰、歡笑聲不斷，讓會友之間情誼更加凝聚，一同歡度美好時光。

On the sunny National Day of 2019, the annual "Peak Mountaineering & Hiking Carnival" was held for SME owners to enjoy a fruitful and healthy holiday, promote friendship, experience LOHAS and demonstrate the energy of SMEs.

Starting from the Jiantian Temple, this 4km hiking event along the "Jiannanshan hiking trail" allowed participants to enjoy the view of the Taipei 101, Miramar Ferris Wheel, Taipei Songshan Airport and Greater Taipei. Apart from arranging karaoke and tasty foods like stir-fried rice noodles, sesame chicken soup, lemon juice, fruit, and others for SME owners to enjoy and at three recess points, three challenge games: "free throw," "knowledge classroom," and "popular sport IN archery" were arranged for SME owners to show their passions. They also competed archery with Chinese Taipei female archer Chien-Ying Lei.

At the end, participants strolled to Denwell Dazhi for lunch. The draw with hundred great prizes attracted most participants. The biggest prizes included a NT\$20,000 SOGO voucher donated by the chairman, restaurant vouchers from high-profile hotels and so on. The event reached its climax at the draw which was filled with cheers of joy and laughter for members to strengthen their friendship and enjoy a great holiday.



現場近 200 份摸彩禮品，與會友們同樂
The event featured nearly 200 prizes for members to enjoy.

中小企業跨業聯誼會活動

SME Cross-Industry Club Activities



緣久聯誼會例會活動
Monthly reunion of Raunchily Club.

中小企業跨業聯誼會已邁入 26 年，本會致力輔導中小企業彼此互助交流，至今已擁有 37 組跨業聯誼會，會員間彼此鼓勵與互助交流等，以提升經營能力，強化競爭力優勢。

各組聯誼會定期舉辦月例會，包含專題演講、企業觀摩、國外考察、合作結盟及舉辦公益活動等，透過資源互通，強化經營深度與廣度、掌握知識與創新，達到交人、交利、交心。

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」，108 年度表揚名單如下：

★團隊金鑽獎★

SMART 會、UPS 會、久久會、木蘭會、台北石油會、金世紀會、產經會、傑出仕女會、菁睿會、圓緣會、圓融會、樂活會、緣久會、緣遊會、學友會

★社群活躍獎★

210 成長會、32 利基會、千禧會、同心會、深耕會、微巨會、新一代企業家會、群賢會

★商機聯誼獎★

快樂成長會、創新研究獎會

It has been 26 years now since the SME Cross-Industry Club was established. Aiming to promote mutual support and exchange among SMEs, we have 37 SME Cross-Industry Clubs today for members to encourage and help one another to improve operational competencies and strengthen competitive strength.

Each club holds monthly meetings with comprehensive content, including a keynote speech, SME visits, overseas inspection, collaboration and alliance, and charitable activities. Through resource sharing, they increase the depth and breadth of operations, captured new knowledge, and innovated to achieve personal exchange, interest exchange, and friendship exchange.

To encourage quality friendship exchange, we organize the Outstanding Cross-Industry SME Clubs Selection as usual. Winners of 2019 are as follows:

★ Team Cooperation Golden Diamond Award ★

SMART, UPS Club, Club 99, Mulan Club, Taipei Petroleum Club, Golden Century Club, Business and Economy Club, Outstanding Lady Club, Jing Rui Club, Harmony Club, Yuanyuan Club, LOHAS Club, Raunchily Club, Travel Club, and Friend Scholar's Club

★ Vibrant Community Award ★

210 Growth Club, 32 Niche Club, Millennium Club, One Heart Club, Shen Gen Club, Micro Giant Club, Next-Gen Entrepreneur Club, and Elite Club

★ Group Opportunities Award ★

Happy Growth Club and Taiwan SMEs Innovation Award Club.

磐石獎聯誼委員會



第 12 屆幹部群合影
Staff of the 12th club committee.

兩年一度總會長交接是磐石獎聯誼委員會的盛事之一，於民國 108 年 4 月 16 日舉辦，當日上午磐石家族由南到北，先齊聚公共電視台總部，參訪並聆聽公廣集團 - 陳郁秀董事長的經營分享。下午，邀請磐石獎食品業得主，分享他們對「食」的態度，「用心」與「堅持」令人感佩；交接晚宴也邀請知名主廚 - 史達魯，依分享者提供的食材，巧妙的運用在每一道的料理上，色香味俱全，是一場難得的「雙職人」饗宴。



夏季例會專題演講
Keynote at the annual summer meeting.

晚上，兩年一度總會長交接在經濟部中小企業處何晉滄處長見證下，由李育家理事長監交，第 11 屆吳昆民總會長交棒，第 12 屆陳瑞宏總會長榮任。

8 月 2 日舉辦夏季例會，有鑑於會友大多數從事國際貿易，對於美中貿易戰的後續延燒，持高度關切，特別安排兩位財經達人黃顯華董事長及謝金河社長，為大家剖析國內外情勢，臺灣如何在兩大重要進出口貿易國的衝突下，尋找機會，重返亞洲四小龍之首。會友聚精會神，目不轉睛，深怕錯過任何關鍵片段，更獲會友們熱烈迴響，出席人數創新高，而大家熱情參與及支持，讓這股無形的力量，來支撐台灣中小企業持續向上提升的量能。

另外，為歡迎最新得獎企業加入磐石獎大家庭，10 月 29 日於台北君悅酒店舉辦迎新晚宴，邀請經濟部沈榮津部長、僑務委員會汪樹華處長及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，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

The biennial presidential appointment is a grand event for the club. The handover ceremony was held on April 16, 2019. On the morning of the event, all club members visited Public Television Service (PTS) headquarters and listened to the operations sharing of PTS Chairperson Yu-Xiu Chen. In the afternoon, winners of the food industry category shared their attitudes toward Food, and their Efforts and Insistence earned the respect of all attendees. At the handover party in the evening, well-known Chef Staru ingeniously prepared great dishes for guests with the ingredients provided, making the event double as a feast by a twofold expert.

In the presence of SMEA Director-General Chin-Tsang Ho, the biennial presidential handover from the 11th president Kun-Ming Wu to the 12th president Jui-Hung Chen took place under the supervision of NASME Chairman Yu-Chia Lee.

The annual summer meeting was held on August 2, 2019. As the majority of members engage in international trade, the development of the US-China Trade War concerned them very much. Therefore, the club invited two financial experts:

Chairperson Hsien-Hua Huang and Chairperson Chin-Ho Hsieh to analyze the domestic and international conditions for members and explain how Taiwan SMEs can find opportunities

in the conflicts between the major importing and exporting countries to regain leadership of the Four Asian Tigers. Members were extremely attentive for fear that they might miss anything important. The talk earned heated feedback as witnessed by the record number of attendees. The enthusiastic participation and support of members has formed a force to support the continual uprising of Taiwan SMEs.

In addition, to welcome new winners to the club, a welcome party was held on October 29, 2019 at the Grand Hyatt Hotel Taipei. Minister Jong-Chin Shen of the Ministry of Economic Affairs, Director Shu-Hua Wang of the Department of Business Affairs, OCAC, and SMEA Director-General Chin-Tsang Ho were invited. Members at home and abroad also joined the party enthusiastically to make friends with others, share resources, and create business opportunities together at the relaxing occasion.



迎新晚宴得主與沈榮津部長合影

New winners and Minister Jong-Chin Shen at the welcome party.

全國各縣市中小企業協會活動



縣市中小企業協會理事長聯誼會
Reunion of county and city SME association chairpersons.

為使各縣市中小企業協會更為緊密結合並健全服務網絡，本會於民國 108 年 2 月 13 日舉辦「縣市中小企業協會理事長聯誼餐敘」，邀請縣市理事長、副理事長及總幹事（秘書長）一同聯誼交流及經營意見交換。另外，屏東縣中小企業協會於 2 月 23~24 日舉辦「縣市中小企業協會理事長聯誼大會」，透過會議分享會務心得、反映企業經營問題外，交流聯誼外，也結合台灣燈會在屏東，帶領大家參觀與導覽。

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的中小企業族群，扮

演著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。因此透過「提升縣市中小企業基層服務補助計畫」的經費補助挹注及自辦活動，每年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，提升競爭優勢。

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，108 年度獲獎名單如下：

★會務精銳獎★

苗栗縣中小企業協會、彰化縣中小企業協會、雲林縣中小企業協會、屏東縣中小企業協會

★創新服務獎★

台北市中小企業協會、宜蘭縣中小企業協會、桃園市中小企業協會、大臺中中小企業協會、南投縣中小企業協會

★穩定發展獎★

台南市中小企業協會



與首長有約座談會 - 雲林縣張麗善縣長親臨對談
Meet with the Magistrate Seminar: Yunlin Magistrate Li-Shan Chang speaks with SMEs.

County and city SME association activities

For SME associations in counties and cities to cohere more closely and to optimize the service network, we organized the Reunion for Chairpersons of County and City SME Associations on February 13, 2019 for chairpersons, vice-chairpersons, and secretary-generals of county and city SME associations to exchange their experience and opinions on operations. In addition, the Pingtung County SME Association organized the Social Gathering for Nationwide SME Associations on February 23-24, 2019. Apart from sharing association business, reflecting problems in business operations, and friendly exchange, the organizer took participants to visit the 2019 Taiwan Lantern Festival Pingtung.

To help SMEs gain a firm foothold and forge ahead in a highly competitive environment, NASME and SME associations all over Taiwan spared 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 addition, we organize the Outstanding Local SME Association Selection every year to encourage SMEs to improve service quality and promote sustainable development. The 2019 winners are as follows:

★ Excellent Team Award ★

Miaoli County SME Association, Changhua County SME Association, Yunlin County SME Association, Pingtung County SME Association.

★ Innovative Service Award ★

Taipei City SME Association, Yilan County SME Association, Taoyuan City SME Association, Taichung City SME Association, and Nantou County SME Association.

★ Steady Development Service Award ★

Tainan City SME Association



屏東縣中小企業協會安排台灣燈會參觀

Pingtung County SME Association arranges a visit to the 2019 Taiwan Lantern Festival Pingtung.

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

國際交流參展系列活動 ▲

International Exchanges and Exhibitions

推動國際合作與交流 提升國家競爭力

Enhancing National Competitiveness Through International Cooperation and Exchange

隨著全球化的快速變遷及發展，無論是政府外交、經濟貿易，到民間企業團體、青年學子，除同時面臨國際競爭所帶來的挑戰，更迎來許多國際交流及跨國合作的機會。協助中小企業以在地資源開創經貿優勢、放眼全球，亦提供國際交流平台，藉此引領我國中小企業與國際接軌，在競爭的市場中取得優勢。

迄今，本會已於全球 70 個國家佈點，與 130 餘個國際經貿團體結盟合作發展各項交流工作，致力於發展各項國際交流活動，協助國內中小企業了解全球發展動脈並接軌國際市場。

因此，本會積極協助政府推動各項國際合作交流活動，在國際工商團體交流參展活動方面，透過「世代合作提案競賽暨國際論壇」、「生技產業僑臺商邀訪團」、「僑台商投資台灣邀訪暨觀摩團計畫」、「形塑台灣品牌國際賽事計畫」、「臺北市補助工商團體及廠商海外參展計畫」等交流活動讓國際了解臺灣產業發展，促進國際交流，吸引海外資金投資臺灣市場，拓展臺灣與國際之間的實質發展，進而創造更高的經貿產業價值。

Following the rapid change and development of globalization, whether in government diplomacy, economics and trade, civilian groups, or among students, there are opportunities for international exchange and transnational cooperation that remain separate from the challenges of international competition. To help SMEs to establish economic and trade advantages and think globally with local resources, we provide platforms for international exchange to guide domestic SMEs to connect with the world and acquire advantages in the competitive market.

So far, we have set up locations in 70 countries and launched alliances and cooperation efforts with over 130 international trade groups to develop various types of exchange to use in various international exchange activities. We are doing this in order to help domestic SMEs understand global development trends and connect with the international market.

Therefore, we proactively assist the government in promoting various international exchange activities in international industrial and commercial group exchange and exhibitions. Through international exchange activities including the Generation Cooperation Proposal Competition & International Forum, Biotechnology Industry Visit for Overseas Taiwanese Entrepreneurs, Program to Encourage Visits by Delegations of Overseas Taiwanese Entrepreneurs, Shaping Taiwanese Brands International Contest Plan, and Taipei City Program for Subsidization of Participation in Overseas Exhibitions of Enterprises, we let the world see Taiwan's industrial development, promote international exchange, attract overseas investments in Taiwan, broaden the substantial development between Taiwan and the world, and create higher economic, trade, and industrial value.

國際工商團體合作交流活動



兩岸企業家峰會青年論壇與會代表合影

Attendees at the youth forum of the Cross-Strait CEO Summit.

因應國際經濟局勢，本會在協助中小企業拓展國際商機上，不遺餘力，培育國際競爭力，增強企業國際觀是本會所重視的，且歷任理事長深具國際觀，積極為中小企業發聲，爭取更多國際交流的資源，極力往國際發展，戮力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，同時也接待來自國際和兩岸重要代表，以增進彼此聯繫，促進交流，時至今日已與全球約 140 個經貿團體簽署合作協議，希望能藉此引領臺灣中小企業接軌國際、前進世界，將臺灣帶入新經濟高峰。

本會不定期與國際各相關單位進行交流互動，108 年度來訪之國際工商團體共計 17 餘個團體 110 多位代表來訪，包含秘魯利馬商會新加坡企業發展局、香港經濟貿易文化局等相關經貿團體。會中邀請國內相關企業代表共同出席座談，透過語不同國家的經貿對談，來了解臺灣中小企業邁向國際發展所面臨的問題，彼此提出不同見解，分享理念，以加強合作關係。

兩岸交流方面，中小企業一直是兩岸密切的橋梁，是兩岸經濟發展的支柱，本會近年來不定期會與中國互動，帶領中小企業至中國參

與代表性展會及經貿考察團，分別組團至江西、重慶、雲南及杭州經貿考察，以及參與兩岸企業家峰會，輔佐中小企業至中國拓展事業。

兩岸企業家峰會

「兩岸企業家峰會」至今已邁入第 6 年，每年輪流在台灣和大陸舉辦年度峰會，共同研商兩岸產業交流合作的整體策略和方向。

108 年度年會於 12 月 4 日及 5 日在廈門盛大舉行，共有來自兩岸的 1000 多位企業家出席，會中峰會所設的 8 個產業合作推動小組，圍繞著「融合新舉措 共享新商機」的主題進行研討，同時簽署 36 項合作協議，為未來雙方進一步推動兩岸產業的融合發展，奠定更為堅實的基礎。本組（中小企業合作暨青年創業推動小組）也於會中提中六項總結報告，以利推動兩岸中小企業的實質及深化合作，並促使新世代產業朝向新模式發展：

1. 推動兩岸產業新融合發展，促進結構調整及轉型升級
2. 推動商貿平台策略思維，提供服務新模式
3. 降低中小企業合作風險及障礙，誘發新商機
4. 持續推動並建設兩岸中小企業及青年創業園區
5. 深化兩岸青年企業交流及二代傳承
6. 探討兩岸中小企業及青年合作的創新模式

Exchange activities with international commerce and industry groups

In response to global economic conditions, we spare no effort in helping SMEs cultivate international business opportunities and developing international competitiveness. After all, broadening the international view of SMEs is our focus.

Past and present NASME chairpersons are globally insightful and proactively speak for SMEs, strive for more resources for international exchange, and assist SMEs in international development. In addition, they are firmly committed to promoting international industrial cooperation and cross-strait economic and trade exchange, including participation in the International Small Business Congress (ISBC), cross-strait economic and trade activities, and reception of international and important representatives from both China and Taiwan with the goal of bolstering contacts mutually. So far, a total of 140 cooperation agreements have been signed with economic and trade organizations worldwide. The goal of these efforts is to bring Taiwan's SMEs in sync with international trends, facilitate expansion into international markets, and attract worldwide attention through another economic miracle.

We constantly engage in exchange and interaction with the related units of different countries. In 2019 over 110 representatives from more than 17 international commercial and industrial organizations visited Taiwan, including Enterprise Singapore, Hong Kong Economic, Lima Chamber of Commerce in Peru. In addition, apart from providing an opportunity for sharing opinions and concepts and enhancing cooperation, representatives of domestic SMEs were invited to attend these exchange conferences for Taiwan SMEs to understand the problems in international development through conferencing with the economic and trade organizations of different countries.

In cross-strait exchange, SMEs have always been the tie between Taiwan and China as well as the cornerstone of cross-strait economic and trade development. In recent years, we have maintained interactions with China from time to time and took SME delegations to participate in representative

exhibitions and visits to China, such as delegations to Jiangxi, Chongqing, Yunnan, and Hangzhou and participation in the Cross-Strait CEO Summit in order to help SMEs to expand their business territory to China.

Cross-Strait CEO Summit

The Cross-Strait CEO Summit was held for the sixth time this year. The annual summit which is held in Taiwan and China alternately serves as a platform for the joint deliberation of general strategies and directions for cross-strait industrial exchange and cooperation.

The 2019 summit, attended by over 1000 entrepreneurs from both sides of the strait, was held from December 4-5 in Xiamen. The eight industrial cooperation promotion task forces under the Summit discussed issues centered around the subject matter of New Business Opportunities Through New Initiatives. A total of 36 cooperation agreements were concluded to further promote, and set a solid foundation for, the integrated development of industries on both sides of the Strait. Our Task Force (the SME Cooperation and Youth Entrepreneurship Promotion Task Force) proposed the following six strategies to facilitate the promotion of substantial and intensified cooperation between SMEs on both sides of the Strait and spur the development of new models for next-generation industries:

1. Promotion of integrated development on both sides of the Strait to stimulate structural adjustments, transformation, and upgrades.
2. Promotion of strategic thinking via trade platforms and provision of new service models.
3. Reduction of cooperation risks and barriers and generate new business opportunities for SMEs.
4. Continued promotion and establishment of SME and Youth Entrepreneurship Parks.
5. Intensification of exchanges between young entrepreneurs on both sides of the Strait and second-generation succession.
6. Exploration of innovative models for cooperation between SMEs and young entrepreneurs on both sides of the Strait.

國際交流系列活動



世代合作入選說明會 - 評審委員與通過初選隊伍合影

Seminar for Generation Cooperation Semi-Finalists: Judges and semi-finalists.

世代合作提案競賽暨國際論壇

勞動部勞動力發展署以「青銀合作 世代共融」為主題，舉辦世代合作提案競賽暨國際論壇，期望藉由本計畫之推行，能帶給台灣產官學界更多的省思，建構友善就業環境，提升中高齡者與銀髮人力運用，讓他們的智慧經驗得以傳承，和年輕世代攜手合作，一起在職場裡發光發熱。

世代合作提案競賽，以中高齡與各世代族群合作為議題提案，讓充滿創意熱情的青年與經驗豐富的銀髮族合作，期待透過競賽促使青年族群與銀髮族群共同關切銀髮議題，並在競賽過程中達到世代間相互溝通與理解。108 年度競賽類組分別為映畫製作、創新設計及職場合作 3 類，吸引高達 202 隊報名，經過初選、入選說明會的共學討論、複選及決選，共 15 隊得獎作品進行表揚及成果展現。

透過論壇國際對話方式，分享各國實務推動經驗，啟發各界對青銀合作與銀髮就業議題的關注與互動，促進青銀更融合的職場環境。特別邀請世界各地專家學者，包含丹麥、日本、韓國、新加坡及香港，進行三大議題分享，分

別為「青銀共識—世代合作的第一步」、「公私協力，共創地方榮景」、「職涯新 idea- 創建銀髮新職能」，透過國際對話，啟發各界對青銀合作與銀髮就業議題關注與互動，提供更多創新思維的做法建議。

生技產業僑臺商邀訪團

配合政府推動「五加二」產業創新計畫，生技醫藥產業是相當重要的一環，因此為推動生技醫療產業創新，加速臺灣投資動能，於民國 108 年 7 月 29 日～8 月 2 日期間辦理為期 5 天 4 夜之參訪行程，拜會國家生技研究園區－創服育成中心以及參訪 9 家生技產業企業，促進本次訪團僑臺商與國內生技產業企業等績優廠



生技產業僑臺商邀訪團，拜會國家生技研究園區創服育成中心

Visit on the BioHub Taiwan at the National Biotechnology Research Park for overseas Taiwanese entrepreneurs.

商商機交流與技術合作。此外，為媒合僑臺商與國內產業之商機交流，落實帶動投資及產業發展，於8月2日辦理工機媒合洽談會及專題講座，邀請國內18家生技產業公司，促使具有投資實力之海外僑臺商與在臺生技醫療企業合作、投資，進而開發海外市場潛力、共同拓展商機。

僑臺商投資臺灣邀訪暨觀摩團計畫

配合政府當前五加二產業創新及加速投資臺灣政策，結合海外僑臺商力量，建立僑臺商與國內五加二創新、物聯網及觀光產業交流平臺，增進僑臺商對國內相關產業現況、優勢及技術之瞭解，促進與國內相關產業商機交流、技術合作、創業等，以帶動來臺投資及產業發展，協助國內相關產業開創海外通路及商機。

108年度承接僑務委員會新創事業邀訪團、電子商務產業觀摩團、生技產業邀訪團、新農業產業邀訪團及人工智慧暨物聯網產業邀訪團共五團，每團活動為五天四夜，從機關拜會、企業觀摩、商機交流與趨勢論壇等多元內容，期盼從中能創造出更多異業合作及商機媒合機會，同時拓展我國企業朝向海外市場發展，本年度總計參與人數為124人，整體滿意度高達9成以上，預估帶動僑臺商投資國內產業商機超過3億元。



生技產業僑臺商邀訪團 - 開訓歡迎會，僑務委員會高建智副委員長與訪團成員合影

Participants of the e-commerce industry tour.

臺北市補助工商團體及廠商海外參展計畫

鑑於海外參展效益大，為鼓勵臺北市廠商積極參與國外展售活動，臺北市政府產業發展局特別辦理補助工商團體及廠商海外參展計畫，補助其出國參展費用，以協助廠商拓展對外貿易商機，爭取訂單。108年補助工商團體42案、個別廠商244案，合計286案，總補助經費為新臺幣1,500萬元。



國際參展研習工作坊大合照

Participants of the International Exhibition Workshop.

為提升臺北市進出口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，內容涵蓋參展實務、品牌行銷、跨境電商、國際物流以及數位行銷等各項實用技能，透過多元化主題，以案例式、相互探討及實務課程，大幅提升臺北市進出口廠商在國際參展之應用能力，達到展覽前中後無斷層的拓展新市場。

此外，為配合政府南向拓展政策，針對本年度受補助廠商之參展，擇一國際展覽辦理參展行銷宣傳之示範，本次選擇新加坡亞太國際食品博覽會結合大會舞臺區規劃產品發表活動，並邀請本國經濟部駐新加坡代表、新加坡當地工商團體、貿易商、採購商及民眾到場參觀，藉以促進雙方商機合作交流，及提升臺北市與參展廠商在國際展覽的知名度與能見度，進而落實海外市場行銷計畫整體目標。

International Exchanges and Exhibitions



電子商務產業觀摩團合影

Field trip group to visit e-commerce industries.

Generation Cooperation Proposal Competition & International Forum

The Workforce Development Agency (WDA) of the Ministry of Labor (MOL) organized the Generation Cooperation Proposal Competition & International Forum based on the theme of Generations Cooperation, Intergenerational Communion. Through the project, the organizer hopes to bring more reflection to industry, government, and academia in Taiwan, build a friendly employment environment, and enhance the utilization of an aging (extended middle age) workforce for them to share wisdom and experience and team up with the younger generation in order to shine over the workplace together.

Undertaking this project, we engaged in the following tasks:

1. In the Generations Cooperation 2019 (GC2019), we set Generations Cooperation as the topic for creative and enthusiastic youth to collaborate with well-experienced extended middle age workers. Through the competition, we hope to motivate both young and extended middle-aged workers to acknowledge the aging issue and achieve intergenerational communication and understanding. The GC2019 was divided into three categories: filmmaking, innovative design, and workplace collaboration, and attracted 202 teams. After the preliminary, semi-finalist seminar, semi-final, and final rounds, 15 award-winning teams were

determined. They were commended and their achievements were shown.

2. An international forum was held to share our experience in promoting generations cooperation and motivate all parts of society to care about and act for generations cooperation and employment for an aging workforce in order to promote better intergenerational communion. We invited experts and scholars from different countries and regions, including Denmark, Japan, South Korea, Singapore, and Hong Kong to exchange opinions on three topics: intergenerational consensus: the first step toward generations cooperation, public-private partnership for local co-prosperity, and new career ideas: transcending new competencies for an aging workforce. Through international dialogue, we hope to inspire generations cooperation in all parts of society and care for the employment of an aging workforce, and provide more innovative ways of thinking and advice for practice.

Biotechnology Industry Visit for Overseas Taiwanese Entrepreneurs

While biopharma plays a key part in the government's Five Plus Two innovative industries plan, to promote the innovation of the biomedical industry and accelerate investment in Taiwan, we arranged a 5-day and 4-night tour to the National Biotechnology Research Park (NBRP) during July 29-August 2 to visit the BioHub Taiwan and nine biotech companies. The event was organized for overseas Taiwanese entrepreneurs to exchange and discuss technological cooperation with domestic biotech companies without outstanding performance.

In addition, to match overseas Taiwanese entrepreneurs with domestic biotech companies to encourage investment and industrial development, we invited 18 domestic biotech companies to the business opportunity matching trade talks and seminars on August 2 to encourage financially potential overseas Taiwanese entrepreneurs to

cooperate with and invest in domestic biotech companies and thereby to cultivate overseas investment potential and create business opportunities together.

Program to Encourage Visits by Delegations of Overseas Taiwanese Entrepreneurs

In response to the government's Five Plus Two Innovative Industries Plan and Accelerated Investment in Taiwan Plan and to combine the financial power of overseas Taiwanese entrepreneurs, we established a planform for exchange with the domestic 5+2, IoT, and tourism industries for overseas Taiwanese entrepreneurs to understand better the state, competitive advantages, and know-how of domestic related industries and engage in business opportunity exchange, technological cooperation, and entrepreneurship with domestic related industries. We did this in order to attract investment in Taiwan and drive domestic industrial development, as well as to help domestic related industries to open up overseas channels and business opportunities.

In 2019 we undertook tours for the startup, e-commerce, biotechnology, new agriculture, artificial intelligence, and IoT industries from OCAC. Each was a 5-day and 4-night tour covering visits to related government entities and enterprises, business opportunity exchanges, and trend forums. With these activities, we hope to promote cooperation and business opportunities among heterogeneous industries and assist domestic SMEs in overseas expansion. This year, a total of 124 overseas Taiwanese entrepreneurs joined these tours with satisfaction of over 90%. It is expected that these tours can bring investments of over NT\$300 million in domestic industries.

Taipei City Program for Subsidization of Participation in Overseas Exhibitions of Enterprises

In view of the huge benefits from participation in international exhibitions and trade fairs, the Taipei City Department of Economic Development (DOED) specifically launched the Program for Subsidization of Participation in Overseas Exhibitions of Enterprises to subsidize the exhibition fees for SMEs in Taipei City

participating in international exhibitions or trade fairs to help them develop international trade and strive for overseas orders. In 2019, a total of 286 cases, including 42 local commerce and industry groups and 244 individual SMEs, were subsidized with a total amount of NT\$15 million.

To enhance the competence to participate in international trade fairs and to cultivate overseas marketing channels for Taipei City importers and exporters, a workshop was held to offer courses on related issues, including practice on participation in international trade fairs, branding, cross-border e-commerce, international logistics, and digital marketing. Through comprehensive topics, case study, group discussion, and practice, the workshop largely improve the international trade fair competence of Taipei City importers and exporters to ensure uninterrupted integrated market cultivation through international trade fairs.

In addition, in response to the government's New Southbound Policy, the Asia Pacific Food Expo 2019 held in Singapore was selected as the practice venue for subsidized SMEs. Apart from integrating stage planning and product demonstration, the Ministry of Economic Affairs representative in Singapore, local industrial and commercial groups, importers and exporters, purchasers, and citizens were invited to the show to promote Taiwanese-Singaporean business cooperation and exchange, raise the awareness and visibility of Taipei City and the event's participants, and realize the master goal of the overseas marketing plan.



海外參展行銷宣傳活動 - 臺北市參展廠商進行產品介紹

Overseas exhibition marketing campaign - Participants from Taipei City conducting product introduction.

研究發展

Research Development

推動產業創新應用服務實證計畫▲

The Empirical Project for Promoting Digital Innovation Services

中小企業法規調適及推廣服務計畫▲

SME Legal Adaptation and Service Promotion Plan

機械職業訓練職類檢視調查計畫▲

Plan for Occupational Classification Review and Survey for
Mechanical Engineering Vocational Training

提升中小企業之形 因應數位創新之勢

Response to SME Digital Innovation Trends

人工智慧、物聯網、5G 等關鍵技術的快速發展，正推動若數位經濟、智慧製造與醫療照護等新興產業領域的演進，然而，面對數位科技革新所引發的產業結構巨變，我國中小企業仍積極應對，全力瞄準新興市場並迅速拓展商機，也憑藉高度彈性與靈活的特性，能於景氣放緩之時穩住陣腳。在世界經濟論壇（WEF）所發布的 2019 全球競爭力報告中，臺灣續居前四大創新國，此優異表現足見我國企業擁有的充沛創新研發能力。

為持續協助我國中小企業提升競爭力，本會承辦經濟部中小企業處所委託的「中小企業法規環境優化及權益促進計畫」、「推動產業創新應用服務實證計畫」，推動法規制度與時並進，協助中小企業拓展創新發展之疆界；另亦承辦勞動部「電機職業訓練職能檢視調查計畫」，整合產業需求與訓練資源，以布建專業人才培訓網絡。未來也將藉由本會專案資源，持續精進我國中小企業之形，以因應全球數位經濟與科技創新之勢。

The rapid development of key technologies including artificial intelligence (AI), the Internet of Things (IoT), and 5G is driving the evolution of digital economy, smart manufacturing, and eHealth. However, facing the huge structural change brought by digital technology reform, Taiwan SMEs have responded proactively, focusing on emerging markets and quickly extending business opportunities to advance steadily with high flexibility and agility regardless of the economic slowdown. According to the WEF Global Competitiveness Report 2019, Taiwan was ranked the world's fourth leading innovation country. This outstanding performance indicates that Taiwan has abundant innovation and R&D capacity.

To continue the assistance for Taiwan SMEs to enhance competitiveness, we undertook in 2019 the Project to Improve the Legal Environment surrounding SMEs and Promote Their Rights and Interests and the Empirical Project for Promoting Digital Innovation Services on commission of SMEA to ensure that the legal system catches up with the times and assists SMEs in broadening the boundaries of innovation and R&D. We also undertook the Plan for Occupational Classification Review and Survey for Mechanical Engineering Vocational Training of the Ministry of Labor to develop the technician training network by combining industrial needs and training resources. In the future, we will continue to optimize the constitution of Taiwan SMEs with our project resources to equip them with the capacity to respond to the trends of digital innovation and technology innovation.

推動產業創新應用服務實證計畫



行政院唐鳳政務委員（右一）、國際講者及我國創新業者合影留念

Empirical Project: EY Minister without Portfolio Audrey Tang (first right), international speakers, and domestic innovation business owners.

面對國際數位經濟創新浪潮和相關挑戰，創新產業之監管修法或立法往往耗時冗長，因此監理沙盒機制 SandBox 蔚為近年來風潮，日、韓也開始推動，迅即提供企業因應數位轉型之需。

為滿足我國產業創新應用發展需求，「推動產業創新應用服務實證計畫」提供「法規釐清諮詢」及「創新應用實驗」二項機制，全方位貼合產業創新所需。藉由「法規釐清諮詢」

協助創新業者釐清商業模式中之法規疑義，降低經營過程可能面臨的法遵風險，把握創新時效性；「創新應用實驗」則考量創新業者可能面對現行法規的阻礙或困難，透過部會機關之協商，讓業者有機會於低度監理空間下，測試其創新商品、服務或商業模式，並在風險可控情形下，驗證該科技服務上的可行性及成效。

本計畫 108 年度重要推動成果則包含促成衛福部訂定「心理師執行通訊心理諮商業務核准作業參考原則」以推動網路心理諮商業務、協助超過 60 家創新業者釐清法規適用疑義；函文建請農委會、衛福部、經濟部與交通部等部會鬆綁法規限制，降低創新阻礙。未來本計畫仍會持續為友善中小企業法規環境努力，提供各類創新應用相關支援協助，並通暢跨部會協處管道，促成各項創新議題與法規之融合，持續完善我國創新創業環境。



行政院唐鳳政務委員分享如何透過沙盒創造未來產業新價值
Audrey Tang, the Minister of State without Portfolio of the Executive Yuan, sharing how to create new value for the future industry through sandbox.

Empirical Project for Promoting Digital Innovation Services

Facing global trends and the related competitions of digital economy and digital innovation, as regulatory amendment or legislation is time-consuming, the regulatory sandbox has become a popular mechanism in recent years. Both Japan and South Korea have promoted this mechanism to fulfill the need for of the digital transformation of SMEs.

In order to meet the demand for the application of innovation by domestic SMEs, two mechanisms are provided under the Empirical Project to meet the innovation needs of industries in all aspects. That is Regulatory Clarification and Consultation and Innovation Application Experient to meet the innovation needs of industries in all aspects. The former aims to help SMEs engaging in innovation clarifying the regulatory ambiguities in their business model, reducing the potential compliance risk in the process of operation, and capturing innovational timeliness. Considering the regulatory constraints or difficulties that SMEs may face, the latter allows SMEs to experiment with innovative products, innovative services,

or innovative business models under a lightly regulated environment. By consulting among government departments, it helps SMEs verifying the feasibility and effectiveness of innovation under controllable risks.

Major achievements of 2019 include: assistance for the Ministry of Health and Welfare in establishing the Referenced Principles for Approval of Online Counseling Practice for Psychologists; assistance for over 60 SMEs engaging in innovation in clarifying the ambiguity in the applicability of regulations; and advice for the Council of Agriculture, Ministry of Health and Welfare, Ministry of Economic Affairs, and Ministry of Transportation and Communications which relax regulatory restrictions and reduce obstacles on innovation. In the future, we will continue to make the legal environment for SMEs friendlier by offering all kinds of support and assistance for the application of innovation. We will also help smoothing the channels for inter-ministerial coordination and harmonizing domestic regulations with innovation trends.



與會講者與現場來賓進行交流討論

Event speaker and guests interacting and discussing.

中小企業法規調適及推廣服務計畫 SME Legal Adaptation and Service Promotion Plan



利用舉辦法規座談會，蒐集平台業者開立發票問題相關意見

Gathering opinions on platform provider receipt issuance at the regulatory seminar.

面對中小企業克服法規困境的需求孔急，卻苦無相應資源的窘境，「中小企業法規調適及推廣服務計畫」即銜著此目標及使命，透過各項議題的檢視研析，提擬具體的修法建議，再與法規主管機關進行法規鬆綁或調整的協商，協助克服法規上的問題，今年更於數位平台經濟、新旅創、勞動人力運用、金融、娛樂產業監理分級、進出口稅務等相關議題投入相當心力，為中小企業發聲，此外，本計畫亦運用榮譽律師團隊，提供企業主線上諮詢及駐點諮詢服務，提升企業對於經營法規的知識能量與對法規變動的適應能力。

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，針對各項議題研析，建立多元協處管道，促進中小企業權益之提升，期許能夠成為中小企業最堅強的後盾。

In response to the desperate need for SMEs to overcome regulatory obstacles when there is no other way out, the SME Legal Adaptation and

Service Promotion Plan is here to speak for SMEs. After reviewing and analyzing all issues, we make concrete propositions for regulatory amendments and consult with the competent authorities to either relax or adjust related regulations. To help SMEs overcome regulatory problems, in 2019 we made considerable efforts to speak for SMEs on issues relating to digital platform economy, travel innovation, labor market activation, fintech, grading in entertainment industry and import/export duty. In addition, the honorary legal consul team provided business owners with online consultation and in-house consultation services under the Plan to enrich SME legal knowledge and enhance their adaptability to legal changes.

In the future, the legal adaptation team will continue to make the legal environment for SMEs friendlier, proactively seek policy support and assistance, respond to the rapidly changing technology development, research and analyze various issues, establish diversified assistance channels, and promote the improvement of the rights and benefits of SMEs. It hopes to become the strongest supporter of SMEs.



透過舉辦法規協調會，就中小企業數位經濟稅務議題暢通產官學對話管道

Smooth channels for dialogues on tax issues in the digital economy for SMEs among industry, government, and academia through legal coordination meetings.

機械職業訓練職類檢視調查計畫

Plan for Occupational Classification Review and Survey for Mechanical Engineering Vocational Training



為凝聚輔導委員共識，召開電腦輔助設計與製造訓練課程輔導訪視會議

The guidance and interview meeting for computer-assisted design and manufacturing training courses is held to cohere the consensus of guidance committee members.

順應工業 4.0、物聯網、大數據、人工智慧等新興科技加速發展，我國機械產業工廠家數持續成長。因受美中貿易摩擦及全球化的影響，機械設備出口年增率逐季收斂，勢必衝擊我國機械產業及其從業人員。為提振我國機械產業之成長能量，以高品質設備爭取主要出口國的訂單，勞動部勞動力發展署北基宜花金馬分署遂積極透過產訓及培訓計畫培育具職能應用之專業人才，促成產業與訓練資源的整合，建構完整的職業訓練網絡。

本計畫為貼近產業需求，除藉由深度訪談、問卷調查挖掘訓用落差之原因，亦借重產、官、學之專家學者的專業職能，組成職訓檢視輔導團至轄區所屬職業訓練場進行實地訪查，並就機械職類訓練課程提出實質建議，進而改善並獲致良好的訓練成效。

主要執行成果除深入瞭解結訓學員接受職業訓練後於職場應用情形，及目前於工作崗位上職務適任情況，並瞭解所習得之專業職能與產業核心職能是否相符。亦針對泰山、五股、基隆機械職類場地、課程、及設備配置進行檢視，建構以崗位所需職業能力為核心，以更貼近產業需求，落實職業訓練之精神，企盼以穩健扎實的步伐為機械產業持續注入優質勞動力。

In response to the accelerated development of emerging technologies like Industry 4.0, IoT, big data, and AI, the number of SMEs engaging in machinery manufacturing increases constantly. According to the latest factory information updates and statistics, there were up to 13,000 legally registered machinery factories by 2017, with 30% located in New Taipei City and Taoyuan City specializing in machinery for high-tech industries. Influenced by the US-China trade conflict and globalization, the annual increase rate in machinery export converges every year, impacting Taiwan's machinery industry as well as its workers. As a quality workforce is indispensable to revitalizing the growth of Taiwan's machinery industry, and the industry strives for export orders with high-quality equipment, the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch of the Workforce Development Agency in the Ministry of Labor proactively develops competent technicians through industrial training and training programs and promotes the integration of industrial and training resources to establish a complete vocational training network.

To keep closer to the needs of industry, apart from investing in the causes of the training-employment divide through in-depth interviews and questionnaires, a vocational training review consultation team has been formed under this Plan with the professional competencies of experts and scholars from industry, government, and academia to implement onsite investigation at training facilities within the jurisdiction and make substantial recommendations for improvements in machinery vocational training courses including CMC machinery, precision machinery, mold design and manufacture, computer machinery design, computer-assisted machinery drawing, in order to make improvements for better training effectiveness.

Major achievements in 2019 included: completion of in-depth interviews with 21 trainees and 8 employers as well as surveys with 304 questionnaires to understand the workplace application of training contents after completion of vocational training, their competence in their present jobs, and the consistency between the acquired professional competencies with the industry's core competencies. In addition, inspections of machinery training facilities, courses, and equipment layouts were conducted in Taishan, Wugu, and Keelung in five sessions of vocational training guidance to adjust overall training and update current vocational training courses based on job-focused competence to keep closer to the needs of industry and realize the spirit of vocational training. This was done in order to produce a constant flow of quality workforce for the machinery industry at a solid and steady pace.

獎項表揚

Awards Commendations

第28屆國家磐石獎暨第21屆海外台商磐石獎▲
The 28th National Award of Outstanding SMEs and
the 21st Outstanding Overseas Taiwanese SMEs Award

第26屆中小企業創新研究獎▲
The 26th SMEs Innovation Award

國家人才發展獎▲
National Talent Development Awards

前瞻標竿 卓越典範

Outstanding Examples of Forward-Looking SMEs

中小企業是我國經濟磐石，透過掌握經濟趨勢脈動，其創新、創業為帶動我國經濟成長的重要驅動力，更是推動產業永續發展不可或缺的角色。

政府為表揚對國家經濟、創新研發、人才培育卓越之中小企業，樹立各產業標竿典範，型塑我國中小企業相互激勵成長、學習交流模式，特委託本會辦理「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」，藉以表揚及鼓勵卓越企業。

本會累積多年豐富大型典禮辦理經驗，堅守公正客觀、不偏頗立場，邀請產官學界翹楚參與獎項各階段評選，同時鏈結國際發展趨勢指標，透過專業表揚活動獎勵各企業創新發展成果及其卓越貢獻。為延續表揚活動之價值與效益，亦挹注許多資源於企業聯誼交流活動，除串連媒體廣宣提升獎項能見度，推動各獎項成立聯誼會以強化歷屆得獎企業之跨業交流，透過聯誼餐敘、企業參訪及專題研討等活動分享成功經驗與商機資源，增進企業間相互觀摩交流合作機會，帶動中小企業持續創新發展能量，提升我國整體經濟穩定成長與社會進步和諧。

As the bedrock of Taiwan's economy, SMEs are not only the mainstay that drives Taiwan's economic development through innovation and entrepreneurship, but also play an inseparable part to the sustainable development of industries in Taiwan by grasping the latest economic trends.

To recognize those SMEs that have made outstanding contributions to Taiwan's economic development, innovation, research, and talent cultivation, and which have set examples for various industries and established models for mutual encouragement, learning, and exchange for Taiwanese SMEs, the government has specifically commissioned us to organize the National Award of Outstanding SMEs, Outstanding Overseas Taiwanese SMEs Award, Taiwan SMEs Innovation Award, and National Talent Development Award to commend and encourage SMEs with outstanding performance.

With years of experience in planning and organizing big events, we have been upholding the goals of objectivity and impartiality to invite the best of industry, government, and academia to be judges for each award. By linking to indicators of international development trends, we reward SMEs' innovation and R&D achievements and outstanding contributions of SMEs through various professional commendation events. To extend the value and benefits of these commendation events. Apart from linking to media publicity to raise the visibility of awards and promoting the establishment of various clubs and associations to enhance cross-sector exchange among award-winners, we have invested various resources in SME friendship promotion and exchange activities for SMEs to share their experience of success, business opportunities, and resources. These activities include communal exchange, SME visits, and topic discussion, with the goal of helping to create opportunities for mutual learning, exchange, and cooperation and drive the constant innovation and development of SMEs to ensure steady economic growth and social progress and harmony in Taiwan.

第 28 屆國家磐石獎暨 第 21 屆海外台商磐石獎



蔡英文總統與本屆國家磐石獎得主合影

President Tsai Ing-wen and winners of the National Award of Outstanding SMEs Award.

中小企業是臺灣經濟發展之磐石，占全體企業總數比例高達近 97.6%，其不僅是臺灣過去經濟奇蹟的關鍵，也是未來帶動台灣經濟成長的要角。

為鼓勵在各方面表現卓越且經營穩健殷實的中小企業，「國家磐石獎」和「海外台商磐石獎」，迄今已邁入第 28 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，石為中小企業之標竿典範。

頒獎典禮於民國 108 年 10 月 29 日下午 2 時假臺北君悅酒店凱悅廳舉行，會中共 600 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，也提到歷屆得主的共同特

色就是勇於創新，期盼企業能持續透過不同創新模式，讓企業持續成長，同時為社會創造更好的就業機會，為臺灣經濟一起努力。

本屆國家磐石獎獲獎企業共 10 家，其領域也從傳統產業，逐漸轉為工業自動化、基因遺傳學、綠能環保等產業，今年更有圖書出版服務業脫穎而出，成為出版業第一家磐石得主。

「海外台商磐石獎」獲獎企業共 6 家，產業範圍涵蓋傢俱工藝製造、布料織品印染、觀光建設、工業精密零件和電動車製造等產業，這些海外台商除在海外經營事業有成外，更在臺灣或僑居地熱心公益，獲得民間及地方政府肯定，在企業經營及社會貢獻上足為海外台商企業之表率。

The 28th National Award of Outstanding SMEs and the 21st Outstanding Overseas Taiwanese SMEs Award

Accounting for nearly 97.6% of all enterprises in Taiwan, SMEs are the bedrock of Taiwan's economic development. Apart from being the key to Taiwan's past economic miracle, they are the mainstay driving Taiwan's future economic growth.

To reward steadily and honestly operated SMEs, it has been 28 years since we began to organize the National Award of Outstanding SMEs and Outstanding Overseas Taiwanese SMEs Award, and over 400 SMEs with outstanding performance have won the award over the years, 45% of which have become listed companies. Their excellent performance is eminent, setting a benchmark for SMEs.

The presentation ceremony was held at 14:00 on October 29, 2019 in the Grand Ballroom of Grand Hyatt Hotel Taipei, with the participation of over 600 guests. President Ing-Wen Tsai attended the ceremony to present the awards to the winners. Apart from praising the new winners, President Tsai mentioned that the courage to innovate is the shared trait of past winners. She also hoped that SMEs can maintain sustainable development and create better job opportunities for society through constant and varied innovation to work together for Taiwan's economic development.

There were 10 winners of the 2019 National Awards of Outstanding SMEs, covering traditional manufacturing industries and gradually branching out to industrial automation, genetics, green energy, and environmental protection. In 2019,

a publisher won the award, the first publishing company ever to win the National Award of Outstanding SMEs.

There were six winners of the 2019 Outstanding Overseas Taiwanese SMEs Award from industries including furniture making, fabric and textile dyeing, tourism and construction, precision parts, and electric vehicles. Apart from their own achievements overseas, these award-winners have made considerable contributions to Taiwan or their host country, winning the recognition of both the public and private sectors and qualifying them 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

三采文化股份有限公司	SUNCOLOR CULTURE CO.,LTD.
大光長榮機械股份有限公司	PALMARY MACHINERY CO., LTD.
正晴百貨股份有限公司	King-Light Dept. Co., LTD
宜新實業股份有限公司	Yi Shin Textile Industrial Co., Ltd.
油順精密股份有限公司	ASHUN FLUID POWER CO., LTD.
虎門科技股份有限公司	Tawan Auto-Design Co.
精奕興業股份有限公司	Y.Y. CABLE ACCESSORIES
綠電再生股份有限公司	E & E Recycling Inc.
頻譜電子工業股份有限公司	Coil Technology Corporation
慧智基因股份有限公司	SOFIVA GENOMICS Co., Ltd.

「海外台商磐石獎」得獎企業 Winners of the Outstanding Overseas Taiwanese SMEs Award

八方實業有限公司	WILD INDUSTRIES SDN. BHD.
永山實業有限公司	Wire Master Industry (Thailand) Co., Ltd.
印尼興南印染股份有限公司	PT.Sinar Majalaya Lestari Textile
松瑛建設股份有限公司	MSK GROUP WORK INC.
頂好本田汽車有限公司	ASCENDANTCOMERCIO DE VEICULOS LTDA
越南精密工業股份公司	Vietnam Precision Industrial Joint Stock Company

第 26 屆中小企業創新研究獎



經濟部沈榮津部長與本屆創新研究獎得獎企業合影

Economics Minister Jong-Chin Shen, SMEA Director-General Chin-Tsang Ho, and winners of the 26th SMEs Innovation Award.

經濟部中小企業處為鼓勵中小企業投入創新研發工作，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，以期促進中小企業自主投入創新研究發展，藉由創新研發的投入來提升技術與服務競爭力。迄今已邁入第 26 屆，約 4,164 件標的申請，歷屆共選出 897 件創新標的，彰顯臺灣中小企業在各領域創新研發的新價值。

本獎項依標的屬性共分 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」、「綜合類」等。經過各階段評審委員專業且嚴謹的審查，本 (26) 屆共有 37 件標的獲獎。於民國 108 年 11 月 13 日假台大醫院國際會議中心舉行聯合頒獎典禮，由經濟部沈榮津部長親臨頒獎。獲獎標的不論在創新性、實用性、研發構想及營運等各方面均有卓越的競爭力，充分展現國內中小企業在各領域的創新成果與產業優勢。

另配合「2019 台灣創新技術博覽會」於民國 108 年 9 月 26 日～9 月 28 日在台北世貿一館展示之未來科技館，協助得獎企業展現高附加價值技術與產品，增加國內外商機媒合機會，進而提升得獎標的曝光度，創造加值效應！



聯合頒獎典禮沈榮津部長致詞

Ministry of Economic Affairs Minister Jong-Chin Shen addressed at the joint prize presentation ceremony.

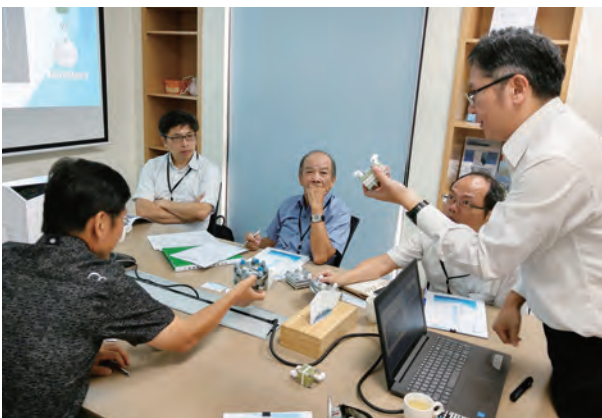
The 26th SMEs Innovation Award

To encourage SMEs to engage in innovation and R&D, SMEA began to organize the SMEs Innovation Award in 1993 to encourage SMEs to voluntarily engage in innovation and R&D to expand their technical capacity and enhance service competitiveness. Over the past 26 years, there were 4,164 entries, and 897 of these innovative entries were awarded, marking out the new value of Taiwanese SMEs in innovation and R&D across different fields.

With respect to the nature of entries, the award includes five categories: information and electronics, machinery and automation, materials and biotechnology, service, and a mixed category. After professional and stringent evaluation by judges at all stages, a total of 37 entries were awarded this year (the 26th). The presentation ceremony was held on November 13, 2019 at the NTUH International Convention

Center, with Economics Minister Jong-Chin Shen presenting the awards. Award-winning works this year have demonstrated outstanding competitiveness in terms of creativity, practicality, R&D ideas, and operation to fully display the innovative achievements and industrial advantages of Taiwanese SMEs in different fields.

In addition, award-winning works were displayed at the Taiwan Innotech Expo held on September 26-28, 2019 at the Tech Futurism Pavilion in Exhibition Hall I of the Taipei World Trade Center. The goal of the exhibition is to help award-winners demonstrate their highly value-added technologies and products, increase opportunities for domestic and international business opportunity matching, and thereby raise the exposure of award-winning works to create value-added effects!



創新研究獎實訪情形

On-site inspection of the Taiwan SMEs Innovation Award.



辦理獎項聯合說明會

Joint awards seminar.

國家人才發展獎



行政院林萬億政務委員、勞動部許銘春部長與獲獎單位代表合影

EY Minister of State without Portfolio Wan-I Lin, Labor Minister Ming-Chun Hsu, WDA Director General Chiu-Kuei Huang, and representatives of 11 award-winning SMEs.

「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，同時帶動國內各企業團體的人才發展正向循環，特成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 (National Talent Development Awards)」，強調「重視全方位人才發展」，展現政府協助企業提升人力資本之決心。

本獎項依單位規模屬性分 4 大類，分別為「大型企業獎」、「中小企業獎」、「非營利團體獎」及「機關(構)團體獎」等。本屆共計 126 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，共有 11 家單位獲此殊榮。於民國 108 年 12 月 11 日下午假臺大醫院國際會議中心 101 廳盛大舉行頒獎典禮，由行政院林萬億政務委員親臨頒獎，本年度各獲獎單位不論在人才發展體系的完整性、穩健度及績效連結與創新發展等都有優異表現，並各具人才發展特色，期盼透過

得獎單位成功經驗的擴散，促使我國各產業單位及機關團體對內刺激並活化優秀人才、對外進而提升整體國家競爭力。

為促使國家人才發展獎獲獎單位與國際接軌，使其能參考借鏡國際人才發展經驗，反饋於自身人才發展策略，本 (108) 年度特安排 2018 年國家人才發展獎獲獎單位前往澳洲進行企業及訓練機構參訪，期藉他山之石建立獲獎單位之標竿形象並賦予使命，帶動並逐步擴大我國整體人才發展環境。



國家人才發展獎頒獎典禮林萬億政務委員致詞

EY Minister of State without Portfolio Wan-I Lin addresses at the 2019 NTDA presentation ceremony.

National Talent Development Awards

Apart from being the foundation for economic growth and international competition, talent is the key to sustainable development of a country. To prove the quality of Taiwan's domestic workforce, the Ministry of Labor (MOL) encourages enterprises and groups to proactively develop excellent talent in order to turn human capital into intelligence capital and drive the virtuous circle of workforce development in enterprises and groups. The Workforce Development Agency (WDA) of the MOL has thus established the National Talent Development Awards (NTDA), symbolizing excellence in workforce development and emphasizing holistic talent development, to demonstrate the government's determination to assist enterprises with human capital enhancement.

Based on the scale and attributes of entities, the NTDA includes the Big Enterprise Award, SME Award, NPO Award, and Institution (Organization) Award. In 2019, a total of 126 business entities and institutions ran for the award. After the stringent and impartial evaluations and examinations in the qualification, semi-final, and final rounds by the judges, a total of 11 SMEs won the award. The presentation ceremony was

held at Room 101 of the NTUH International Convention Center on December 11, 2019, with Minister of State without Portfolio Wan-i Lin of the Executive Yuan presenting the awards to winners. Whether in the integrity and stability of talent development systems, performance linkage, or innovation and development, all award-winners showed outstanding performances in 2019, and each demonstrated their own talent development characteristics. It is hoped that the successful experience of the award winners can be disseminated further to stimulate and revitalize talent development in business entities and government organizations and thereby enhance Taiwan's overall national competitiveness.

For award-winners to connect with the world and learn from the talent development experience of other countries to benefit their own talent development strategies, we arranged visits to enterprises and training organizations in Australia for the 2019 award-winners, in order to set an example for them with the experience of foreign countries and inspire their sense of mission to drive and progressively expand the scale of talent development in Taiwan.



2018 年國家人才發展獎獲獎單位國際參訪活動
Visit of winners of the 2018 National Talent Development Awards.

企業輔導

SME Guidance & Assistance

創業輔導系列計畫▲

Entrepreneurial Guidance Programs

企業人力資源提升計畫暨充電起飛、小型企業人力提升計畫▲

Industrial Human Resource Investment Program, Multi-Beneficiary Vocational Training Program, and Small Enterprises Talent Skill Progressive Program

中小企業服務創新推動計畫▲

SME Service Innovation Promotion Program

多元培力計畫整合行銷暨人才培育計畫▲

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

科技社會創新促進價值躍升計畫▲

Project for Social Innovations and Transformation with Technology

電農培訓及輔導專案管理服務計畫▲

efarmer Training and Guidance Project Management Program

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

整合政府輔導資源 促進企業產值躍升

Integrating Government Guidance Resources for Increasing Value for Industries

為提供中小企業經營需求，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。因應全球經濟情勢變化，政府亦積極推動新措施，支持臺灣中小企業升級轉型、提升競爭力。

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，提供創業輔導、財務融資及人力資源培訓等相關措施，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；另在人力資源培訓方面，協助企業辦理員工培訓，提升內部人力素質與工作技能，配合產業政策培訓人才。藉以促進中小企業的健全發展，強化經營體質，提升競爭力與營業實績。

To meet the operational demands of SMEs, the government constantly provides related guidance and supports covering their financial, R&D, innovation, urban-rural, and export needs. In response to global economic changes, the government is proactively launching new policies to support and enhance the transformation, upgrading, and competitiveness of SMEs.

We constantly cultivate an environment for SMEs to operate in, actively assist the government in promoting various SME guidance policies, and provide services for entrepreneurial guidance, financing, and workforce training. In entrepreneurial guidance, through entrepreneurial guidance courses, we help SMEs resolve problems in innovation and entrepreneurship, reduce operational risk, and provide them with consultation services as well as entrepreneur loans. In financing, we support startups through public-private partnerships, provide low-interest loans, pre-loan consultation, and post-loan care services. In workforce training, we help SMEs improve employee quality and work skills and offer training according to industrial policy. With these sources, we aim to promote the healthy development of, strengthen the constitution of, and enhance the competitiveness and sales performance of SMEs.

創業輔導系列計畫



第 18 屆新創事業獎得獎企業與經濟部沈榮津部長、中小企業處何晉滄處長合影

Winners of the 18th Business Startup Award and Minister Jung-Chin Shen of the Ministry of Economic Affairs and Director General Chin-Tsang Ho of the Small and Medium Enterprise Administration.

臺灣創業生態系基礎服務整合平臺

本計畫以 5 年內之新創企業為主要服務對象，整合業界能量加速跨界、跨域創新等創業服務機制，並辦理新創事業獎鼓勵新創精神。為新創企業連結產業聯盟及中大型企業，提供一對一業師專業輔導，並結合創新政策、技術與產業趨勢，串聯新創社群辦理跨域交流會，促進新創與創投或業界鏈結合作，共創產業新價值。

整年度共輔導 216 家新創企業，並以「新創俱樂部」為新創交流品牌，邀請五加二創新產業創業家共同討論產業議題，促進政府掌握產業需求與潛在問題；為活絡臺灣創業生態系發展，與臺灣重點創業社群、企業及投資人合作，辦理跨域新創交流活動 3 場，本年度與 Startup Genome 計畫合作，以「加速器」、「新創人才」及「資本市場」三議題，與政府部會及關鍵意見領袖進行多方交流，以活化臺灣創業生態系機制並提升臺灣在國際的能見度。在協助新創企業成長之餘，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 18 屆新創事業獎」，經初、決審委員評選後選出 16 家新創事業，表彰具典範之新創企業。



鳳凰小聚活動 - 「系統打造創業成功之路」專題講座

Phoenix Gathering-Road to Successful Entrepreneurship Through Systems seminar.

創業諮詢輔導服務計畫

自民國 96 年執行勞動部「創業諮詢輔導服務計畫」本會已有 10 年之經驗，提供民眾創業前、中、後期全程的創業陪伴，包括維運 0800-092-957 全國免付專線、於臺北、桃園及花蓮設置在地服務據點，並結合中彰投區、雲嘉南區及高屏澎東區執行單位，108 年度已開辦約 2 千餘場次之創業課程，近 15 萬人次參與研習；在創業輔導部分，累積安排諮詢輔導約 5 萬人次，協助完成創業人數達 2 萬 2,000 人次，創造 5 萬 7,224 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 2,113 件，通過件數約 7,000 多件，核貸金額約為 39 億元；另外，掌握獲貸者營運狀況及透過電話關懷追蹤，辦理鳳凰小聚活動，凝聚店家的情感，發揮互助自助精神。

此外，本會同時亦擔任本計畫政策幕僚角色，設計單元式課程，精進創業課程辦理效益；規劃創業顧問發展及管理機制、訂立輔導制度規範；建立貸款審查標準作業程序，協助提升通過率及核貸金額。

臺北市融資貸款行政支援暨企業關懷輔導計畫

為提供最貼近產業所需的融資方案，臺北市政府產業發展局與中小企業信用保證基金及台北富邦銀行共同合作，持續強化各項服務內容，公私協力支持北市新創企業，自民國 98 年起陸續開辦「臺北市青年創業融資貸款」及「臺北市中小企業融資貸款」。

108 年度共舉辦 22 場貸款審查會議，青年創業貸款審查件數共計 177 件，核准件數 149 件，通過率 84.2%，核准金額 1 億 2,068 萬元；中小企業貸款審查件數共計 129 件，核准件數 98 件，通過率 76%，核准金額 9,650 萬元，並完成 203 家次創業貸款計畫書撰寫輔導教學，及 387 家次貸前（後）關懷訪視及輔導。

為持續推動強化服務措施，特別舉辦青創記者會，說明「青創二次申貸」的機制及「貸前諮詢、貸後關懷」的貼心服務，也正式宣示啟動融資 AI 智慧客服系統，由產發局、合作夥伴－中小企業信用保證基金及台北富邦銀行，人工智能公司以及青創創業家一同共襄盛舉。



青創記者會大合影

A view at the youth entrepreneurship press conference.



企業見習 - 學員於淡水英國奶奶收穫滿滿

Business internship-Trainees are happy with their achievements at Britshake in Tamsui.

108 年度領先全國率先於「臺北市融資貸款申辦網」導入 AI 智能客服，透過語意辨識、自然語言理解、機器學習等人機協作技術，讓原本龐雜的融資貸款規定，能透過人機對談的方式，於線上進行互動諮詢，讓民眾快速瞭解貸款資訊與申貸流程，有效提升服務效率與品質！



創業顧問共識會 - 勞工局陳瑞嘉局長（右五）與顧問群合影

Entrepreneurship Consensus Meeting-Director-General Juei-Chia Chen (fifth from right, front row) of the Labor Affairs Department and consultants.



社創企業支援平台 - 辦理「有感醫療 X 社創參與 - 宜蘭南澳醫療協作」活動 - 參與者合影

Social Innovations Enterprise Support Platform: Participants enjoy the Perceivable Healthcare X Social Innovations Participation-Yilan and Nanao Healthcare Collaboration.

新北市幸福創業微利貸款計畫

為協助市民與弱勢身分民眾經由創業，達到經濟自主與成功脫貧，進而提升勞參力，新北市政府於民國 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」。本會自計畫開辦至今已逾 11 年，每年持續精進服務，以有志創業者創業協助及中低收入戶創業貸款為主要服務重點，於新北市政府就業服務處設置專人服務窗口及創業諮詢專線 (02-8969-2107)，提供一系列免費創業研習活動及專家顧問諮詢輔導、市民獨享低利與優惠創業貸款、貸後關懷陪伴等服務，除對創業心態及特質給予較多輔導外，亦提供資源與轉介服務，係屬社會型創業協助方案。

108 年度共辦理創業研習課程 15 場，培訓 1,004 人次；提供專業顧問諮詢輔導 324 人次；協助 10 家企業順利取得貸款資金 425 萬元；貸後獲貸者座談會（幸福回娘家）建立歷年頭家異業交流與拓展機會；此外「幸福創業微利貸款計畫」更提供長期陪伴關懷，協助獲貸微型企業渡過創業瓶頸與轉型難關等，並促進在地就業機會與發展。

社會創新企業支援平台

為積極推動我國社會創新發展，本計畫以「提升社創消費識別」、「社創企業體質強化」、「串接國際及跨部會資源」3 項服務引擎，藉以奠定更加豐碩、創新、多元及穩健之社會創新企業發展環境與生態圈體系，創造更多具體社創標竿與亮點。

相關內容及成效分別於「提升社創消費識別」方面，推廣社會創新組織登記資料庫及社會創新產品服務共同供應契約機制之運作，促使大眾知悉社創內涵、鼓勵企業資訊透明，達



社創企業支援平台 - 辦理「社會創新∞永續漁業 - 凝聚友善海洋環境的力量」活動 - 會議討論情形

Social Innovation Enterprise Support Platform: Discussion at the Social Innovations ∞ Sustainable Fisheries-Cohesion of Power for An Ocean-Friendly Environment conference.

成 435 家組織登記、8 家社創組織之 5 項服務及 5 項產品上架政府採購網共同供應契約；辦理 2 場次社會創新議題活動及搭配 4 大類創意廣宣策略，以開拓社會大眾對社會創新的認同與參與程度，並促發社會創新企業開展社會影響力。於「社創企業體質強化」方面，整合專家顧問業師輔導團，提供 102 家次社會創新組織輔導，於過程中廣納社創家建言，期持續陪伴社創組織穩健成長、永續經營。於「串接國際及跨部會資源」方面，則赴衣索比亞參與 2020 社會企業世界論壇，交流當地社會創新相關組織，並讓世界看見我國於社會創新上的突破。

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。

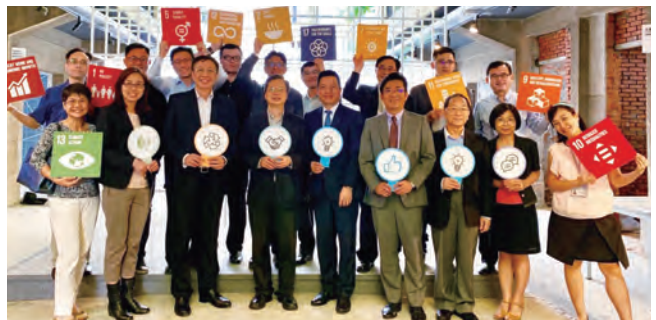


中小企業創育機構發展計畫 - 狼窩 A+ 成果小聚，指導單位中小企業處何晉滄處長（前排左 3）與天使投資人、企業二代共襄盛舉

SME Incubators Development Program: SMEA Director-General Chin-Tsang Ho (third from left, front row), angel investors, and second generation of enterprises at the Wolf Den A+ achievement gathering.

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 3 大產業領域，分別為民生化工、數位經濟、電子資訊等進行招募，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，除了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，藉由合作關係，讓提升營業額與穩定企業經營不只是單一企業受惠，而是在互利關係下，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，本會亦透過過往協助中小企業所累積之人脈與資源，積極串聯中大型企業與小型企業的合作、企業二代與新創企業的合作、國際通路與國內品牌的合作等三方面發展，藉由中大型企業與小型企業的資源、技術整合，發揮創新產品加值與技術升級的效益；狼窩 A+ 第一期 (108 年) 招募共選入 15 家中小企業（潛力新創 10 家、具創新動能中小企業 5 家）提供進駐育成服務，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 4 案、協助參與國內外展售活動及拓展海內外市場。



臺灣創業生態系基礎服務整合平台 - 行政院龔明鑫政務委員（左 4）與循環經濟新創業者共同合影

Taiwan Startup Ecosystem Service Platform- Minister without Portfolio Kung Ming-hsin, Executive Yuan (4 on the left) and the new entrepreneurs of circular economy.

Entrepreneurial Guidance Programs



企業見習活動 - 幸福頭家鄧子翼分享 Britshake in Tamsui 的成功經營經驗

Business Internship- Deng Ziyi shares Successful Business Experience of Britshake in Tamsui.

Taiwan Startup Ecosystem Service Platform

Primarily designed for startups founded within the last five years and winners of the Business Startup Awards, the program aims to provide multi-level guidance to integrate business capacity to accelerate inter-sector and interdisciplinary innovation and organize the Business Startup Awards to encourage entrepreneurial spirit. One-on-one mentoring is provided through linkage with industry alliances and large- and medium-sized enterprises. In addition, discussion forums for cross-sector exchange are organized in coordination with local communities. These discussion forums are in line with startup policies and technology and industry trends, with the goal of linking startups with venture capital or industry circles and joint creation of new industrial values.

A total of 216 startups have received guidance in the context of this program. Under the theme of a 'startup club,' startups in the 5+2 innovation industries were invited to a forum on industrial issues to urge the government to capture the needs and potential problems of different industries. To invigorate the development of Taiwan's entrepreneurial ecosystem, three cross-sector startup exchanges were organized in collaboration with key entrepreneurial communities, enterprises, and investors. Teaming up with the StartupGenome project, in 2019 we

invited related government departments and key opinion leaders for multiparty exchange on three topics: accelerators, startup talent, and the capital market to invigorate Taiwan's entrepreneurial ecosystem and enhance Taiwan's global visibility. In addition to the provision of assistance to ensure stable startup growth, we organized the 18th Business Startup Awards in accordance with the startup selection guidelines to encourage startups with outstanding business models. After the preliminary and final reviews of the evaluation committee, 16 startups were selected as the model enterprises of the year.

Startup Consultation Service Plan

It has been 10 years since NASME undertook the MOL's Startup Consultation Service Plan to provide the public with full-range consultation at all stages of entrepreneurship, including the nationwide toll-free service hotline (0800-092-957) and local service stations in Taipei, Taoyuan, Hualien, Taichung, Tainan, Kaohsiung, and Penghu. By the end of November 2019, we have organized over 2,000 entrepreneurship courses with about 150,000 participants in collaboration with executive units including the Taichung-Changhua-Nantou Regional Branch of the Workforce Development Agency, Yunlin-Chiayi-Tainan Regional Branch of the Workforce Development Agency, and Kaohsiung-Pingtung-Penghu-Taitung Regional Branch of the Workforce Development Agency. In entrepreneurial guidance, we have provided consultation services for about 50,000



創業研習課程辦理情形

Entrepreneurial training course at a glance.

individuals and assisted 22,000 entrepreneurs to complete their entrepreneurship and create 57,224 job opportunities. In financing assistance, we have processed up to 12,113 applications for entrepreneur loans, with over 7,000 applications approved and a loan amount of about NT\$3.9 billion. In addition, we kept a firm grasp of the operating conditions of loan applicants through regular phone calls and organized phoenix (female entrepreneur) gatherings to increase the cohesion between phoenix businesses and propagate a spirit of mutual aid among them.

In addition to the services above, we also functioned as a program advisor, designing unit courses to optimize the efficiency of entrepreneurial courses, planning mechanisms for the development and management of entrepreneurial consulting services, and establishing guidance systems and instructions. We also formulated loan review criteria and standard operating procedures to help enhance their approval rate and credit limit.

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

To offer financing plans that meet the needs of SMEs most closely, the Department of Economic Development (DOED) of the Taipei City Government, collaborates with the Small and Medium Enterprise Credit Guarantee Fund of Taiwan and Taipei Fubon Bank to constantly enrich their services to support Taipei City startups through public-private partnership. In 2009 the DOED began to launch the Taipei City Youth Entrepreneurship Loans and Taipei City SME Loans.

In 2019 we organized 22 loan review meetings to review a total of 177 applications for the Taipei City Youth Entrepreneurship Loans, with 149 applications, or 84.2%, approved and a total loan amount of NT\$120.68 million, and a total of 129 applications for the Taipei City SME Loans, with 98 applications, or 76%, approved and a total loan amount of NT\$96.5 million. We also provided guidance on loan proposal writing for 203 requests and paid 387 pre-loan and post-loan visits on



獲貸者座談會 (幸福回娘家)- 就服處陳國彬秘書 (左三) 與歷年頭家們開心合影

Secretary Kuo-Pin Chen (third left) of the Employment Service Office, New Taipei City Government, and SME owners over time joyously at the follow-up loan recipient conference (Happy Homecoming).

applicants to express care and provide guidance. To constantly optimize our service capacity, we helped the 2019 youth entrepreneurship press conference introduce the Youth Entrepreneurship Second Loan mechanism and the Pre-Loan Consultation and Post-Loan Care service. We also announced the activation of the financing AI customer service system with the assistance of the DOED and partners—Small and Medium Enterprise Credit Guarantee Fund of Taiwan and Taipei Fubon Bank, QbiAI, and youth entrepreneurs applying for the Taipei City Youth Entrepreneurship Loans. In 2019 we implemented AI customer service to the Financing and Loan section of Taipei web (<http://www.easyloan.taipei/>). With human-robot collaboration (HRC) technologies such as voice recognition, natural-language understanding (NLU), and machine learning, we made the previously complex regulation, information, and application processes of financing and loans easier and faster for the public to understand through online human-robot interaction, so as to enhance service efficiency and quality.

New Taipei City Micro-interest Loans for Happy Entrepreneurship Program

To help citizens and the vulnerable achieve financial independence, successfully end poverty, and thereby enhance labor participation, the New Taipei City government introduced in November 2008 the Micro-interest Loans for Happy Entrepreneurship Program. We have undertaken this program for 11 years since its launch. Every

year we continue to optimize this service primarily for aspiring entrepreneurs and mid-or low-income families applying for startup loans. Apart from opening a window at the Employment Service Office and setting up a consultation hotline (02-8969-2107), we organized a series of free entrepreneurship training activities and expert consultation services, offered citizen-exclusive low-interest and preferential startup loans and post-loan care services. In addition to guidance for entrepreneurship preparedness and unique startup features, relevant resources and referral services are also provided. The program can therefore be characterized as a social entrepreneurship assistance initiative.

In 2019 we organized a total of 15 entrepreneurship seminars with 1,004 participants, provided expert consultation and guidance services for 324 people, and assisted 10 startups in acquiring loans of NT\$4.25 million. Follow-up loan recipient conferences (happy homecomings) create opportunities for expansion and exchanges between business owners in different industries. In addition, long-term accompaniment has been planned for the Micro-interest Loans for Happy Entrepreneurship Program to help startups receiving microloans to overcome bottlenecks and transformation difficulties and stimulate the creation of local job opportunities and business development.

Supportive Platform for Social Innovations Enterprises

This program actively promotes the development of social innovations in Taiwan with a three-pronged service model: enhanced identification of social innovation consumption, fortifying the constitution of social innovation enterprises, and linking international and cross-ministerial resources to build a richer, more innovative, more comprehensive, and more stable environment and ecosystem for the development of social innovation enterprises and create more concrete benchmarks for and highlights of social innovations.

Our involvement and achievements include: In "identity enhancement of social innovations consumption", we promoted a database for social innovations organization registration and the operation of the joint supply contract of social innovations products and services for the public to acknowledge the contents of social innovations and to advocate enterprise information transparency. As a result, a total of 435 social innovation organizations completed registration, and five services and five products from eight social innovation organizations were listed on the government procurement network for joint supply. We also organized two social innovation topic discussions and launched four innovation publicity strategies to enhance the public identification and



社創企業支援平台 - 協助社創企業（城市浪人）辦理共同供應契約活動（自我覺察）- 參與者合影

Supportive Platform for Social Innovations Enterprises: Participants are joyful at the joint supply contract event "Self-Awareness" co-organized with social enterprise (City Wanderer).



狼窩 A+ 創育機構積極與二代社群合作，開拓更多可能商機

Wolf Den A+ incubator actively participates in second-generation groups cooperation to cultivate more possible business opportunities.

involvement of social innovations and trigger the social influence of social innovation enterprises. In "constitution fortification of social innovations enterprises", we also formed a guidance team with experts, consultants, and mentors to provide guidance for 102 social innovations enterprises. We also listened to the recommendations of social innovation entrepreneurs in order to accompany them to grow steadily and pursue sustainable development. In "international linkage and cross-ministerial resources", we attended SWDF 2019 in Ethiopia to exchange with local organizations on social innovations and demonstrate to the world Taiwan's breakthroughs in social innovations.

SME Incubators Development Program

To develop a perfect ecosystem for industry innovation and incubation and promote industrial innovation and development, SMEA subsidizes incubators and encourages private enterprises to receive support and guidance for innovation and entrepreneurship. In response to the government's policy, in October 2018 we created the Wolf Den A+ Incubator (Wolf Den A+) in collaboration with Chairperson Ching-Lin Chou of Jibao Investment to equip growing SMEs and SMEs in expansion with the capacity to cross over the threshold. Apart from offering custom guidance services with successful entrepreneurs as mentors, the required resources, such as capital, connections, and R&D capacity, are also provided in order to demonstrate the advantages of collaboration of Taiwanese enterprises to progressively cultivate overseas markets.

In consideration of different work styles and the need for local partners when expanding Taiwanese SMEs overseas, Wolf Den A+ focuses on three industrial sectors: consumer goods and chemicals, the digital economy, and electronics and IT. After recruiting SMEs in these sectors, we began to implement various innovation and incubation measures along three themes: mentoring, periodic cultivation, 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. Apart from adjusting the strategic direction and inputting resources in a timely fashion, participants are allowed to increase their income and stabilize revenue through reciprocity and cooperation in the industrial chain. Instead of benefiting one specific enterprise, participants are allowed to demonstrate their own advantages to create a new business model through reciprocity. It is hoped that through this process we can develop and verify an incubation acceleration model that is feasible in the market and can promote a positive economic development cycle.

In addition, with the connections established and resources accumulated through SME assistance, we actively promote the cooperation between medium and large enterprises with small enterprises, between the second generation of enterprises and startups, and between international channels and domestic brands. Resource and technology integration between medium and large enterprises and small enterprises also brings with it a synergy of value-added product innovations and technology upgrades. In phase 1 (2019), Wolf Den A+ recruited 15 SMEs (10 potential startups and five SMEs with innovation potential) and provided them with incubation services, assisted them in raising NT\$20 million through three fundraisers, facilitated one cooperation project between SMEs in residency with the second generation of enterprises, guided the four cooperation projects of the SMEs in residency, and provided assistance for participation in domestic and overseas trade fairs and overseas market expansion.

企業人力資源提升計畫暨充電起飛、 小型企業人力提升計畫



桃分署潛力探索與團隊協力探索體驗營

The Potential Exploration and Team Collaboration Exploration Camp organized by the Taoyuan-Hsinchu-Miaoli Regional Branch, Workforce Development Agency.

勞動部勞動力發展署為促進就業穩定及提升競爭力，依企業規模開辦「企業人力資源提升計畫」、「小型企業人力提升計畫」；為因應貿易自由化及受景氣情勢之影響，分別開辦「充電起飛計畫」、「充電再出發計畫」，透過政府訓練資源的挹注及專業顧問進場輔導機制，協助企業辦理在職員工教育訓練，以健全企業教育訓練制度，有效提升企業人力資本。

本會承接發展署四計畫彙管作業服務，為使計畫各階段執行順利，108 年度共辦理 3 場次工作協調聯繫會議、2 場次焦點訪談會議及 2 場次專家諮詢會議，以利各分署溝通協調順暢，並有效掌握各計畫執行概況。本年度亦執行小型企業人力提升計畫資訊系統維運，提供發展署、五分署即企業使用，藉以達成計畫作業系統化並提升執行效率。

北基宜花金馬分署大人提及充電起飛計畫 108 年度申請審查通過共計 327 家，核定補助經費共計約 1 億 3,000 萬元，小人提企業輔導案數共計 485 案，課程核定經費共計約 5,000 萬元。並透過各項研習活動、人資長座談會及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 108 年度申請審查通過共計 162 家，核定補助經費約達 6,000 萬元，小人提企業輔導案數共計 201 案，課程核定經費約達 1,500 萬元。透過各項說明會、研習活動、成功案例分享及特色活動-潛力探索與團隊協力體驗營，深度接觸中小企業的業主與大型事業單位人資人員，了解並幫助各規模層級事業單位的人才需求，協助事業單位持續投資人才培育。

Industrial Human Resource Investment Program, Multi-Beneficiary Vocational Training Program, and Small Enterprises Talent Skill Progressive Program

To promote employment stability and enhance competitiveness, the Workforce Development Agency (WDA) of the Ministry of Labor (MOL) has organized the Industrial Human Resource Investment Program and the Small Enterprises Talent Skill Progressive Program based on the scale of different enterprises. In addition, in response to the impacts of trade liberalization and the business cycle, WDA organizes the Multi-Beneficiary Vocational Training Program and Multi-Beneficiary Vocational Re-Training Program. With the government's training resources and professional consultation, the WDA assists enterprises in organizing employee education and training to optimize their education and training systems for effective enhancement of human enterprise capital.

We undertook the consolidation and management of the four WDA programs above. To ensure the smooth implementation of all phases of the program, in 2019 we held three work coordination meetings, two focus interview meetings, and two expert consultation meetings to facilitate the smooth communication and coordination of all WDA regional branches and effectively capture the implementation status of all programs. In 2019 we also undertook the operation and a maintenance service of IT systems for the Small Enterprises Talent Skill Progressive Program, to provide the WDA and five WDA regional branches with IT system services. We undertook this project in order to computerize the program and enhance execution efficiency.

In 2019 the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch reviewed and approved 327 applications for the Industrial Human Resource Investment Program and the Multi-Beneficiary Vocational Training Program, with a subsidy amounting to NT\$130 million, and 485

applications for the Small Enterprises Talent Skill Progressive Program, with a subsidy amounting to NT\$50 million. In addition, through various training activities, CHRO forums, and annual achievement presentations, we assembled HR professionals for mutual learning and exchanges.

In 2019 the Taoyuan-Hsinchu-Miaoli Regional Branch reviewed and approved 162 applications for the Industrial Human Resource Investment Program and the Multi-Beneficiary Vocational Training Program, with a subsidy amounting to NT\$60 million, and 201 applications for the Small Enterprises Talent Skill Progressive Program, with a subsidy amounting to NT\$15 million. In addition, through various seminars, training activities, success case sharing, and the feature event, Potential Exploration and Team Collaboration Exploration Camp, we engaged in in-depth contacts with SME owners and the HR personnel of large enterprises to understand and help with the talent demand of enterprises of various levels and help them engage in continuous talent cultivation.



北分署成果發表會分享企業頒獎 - 中間為勞動力發展署北分署林仁昭分署長

Enterprise prize presentation at the achievement exhibition of the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch: Director Jen-Chao Lin (center) of the of the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch of the Workforce Development Agency.

中小企業服務創新推動計畫



微企群聚・幸福經濟 - 中小企業處蘇文玲副處長（前排左 5）與本會游永全理事（前排右 4）及現場逾百家微型企業一起體驗幸福經濟創新服務

Micro Enterprise Together, Happy Economy: SMEA Deputy Director-General Wen-Ling Su (fifth left, front row), NAMSE Director Yung-Chuan Yu (fourth left, front row), and over 100 micro enterprises experience the Happy Economy startup services.

民生服務業與民衆生活息息相關，特別是微、中小型民生服務業，占國內整體中小企業比近 7 成，其中又以微型企業家數占比為最高；服務業的產品與服務都以「人」為核心出發，是適合發展創新商業模式與服務創新的載具及搖籃。經濟部中小企業處為協助微型企業數位轉型、服

務創新以及組織共構發展，委由本會透過投入相關輔導資源，整合產、官、學、研跨領域資源，引導微型企業拓展商機，進而帶動產業與地區的綜效成長。以服務流程創新、服務行銷創新、數位科技創新、服務管理創新等輔導方策，持續強化微型企業生產力。我國微型企業已累蘊豐厚的服務經驗與專業能量，相較中大型企業更具靈活的決策效率與經營彈性，微型企業應掌握自身優勢，運用多元的數位工具達成服務升級與市場創新價值。



中小企業處蘇文玲副處長（中）和「老台南文化創意旅行生活」群聚及「星埕漫遊 - 綠・設・輕旅行」群聚代表直播現場合影

SMEA Deputy Director-General Wen-Ling Su (center), representatives of the Old Tainan Cultural and Creative Travel & Life group, and the Hamasing Roaming: Green Travel group.

108 年度執行策略著重於擴散微型企業創新服務模式，共辦理 18 場次經營實務交流活動並錄製數位微學習課程，持續聚焦微型企業創新創價與轉型升級；總計協助逾 190 家企業成長茁壯，推出新商品及服務共計 35 項、創造商機合作案 53 案，年度營業額共計提升超過 10,000 萬元。

SME Service Innovation Promotion Program



幸福小店家服務新體驗暨成果發表會 - 中小企業處陳國樑主任秘書（前排中左）、商研院許添財董事長（前排中右）、本會林倬立常務理事（前排中右二）同現場逾百位微中小企業主合影

Startup Services for Happy Micro Enterprises Achievement Exhibition: SMEA Secretary Kuo-Liang Chen (center left, front row), Chairperson Tien-Tsai Hsu of the Commerce Development Research Institute (center right, front row), NASME Managing Director Charlie Lin (second right, front row), and over 100 micro enterprises experience the event.

Service industries are inseparable from daily life, which is particularly true for MSMEs engaging in service industries, accounting for nearly 70% of all SMEs in these industries, and most of them are microenterprises. While a human focus is the shared feature of both the products and services of these industries, MSMEs engaging in service industries are the optimal vehicle and hotbed for business model and service innovation. To assist MSMEs with digital transformation, service innovations, and organizational co-construction and development, the SMEA has commissioned us to guide MSMEs to cultivate business opportunities and synergize industrial and local growth by investing in related guidance sources and integrating resources across sectors including industry, government, academia, and research. Through strategies including service process innovation, service marketing innovation, digital technology innovation, and service

management innovation, we helped MSMEs boost their productivity. With rich service experience and expertise accumulated and developed over time, Taiwan MSMEs are more flexible in decision-making efficiency and operations compared to medium and large enterprises. Therefore, SMEAs shall utilize their own strengths to achieve service upgrades and market value innovation with diversified digital tools.

Focusing on the service model innovation for micro enterprises, in 2019 we organized 18 business practice exchanges and produced micro e-learning courses to constantly focus on the innovation, value creation, transformation, and upgrading of micro-enterprises. As a result, we helped with the growth of over 190 MSMEs, which launched 35 new products and services, and matched business opportunities for 53 MSMEs to create a revenue increase of over NT\$100 million.

多元培力計畫整合行銷暨人才培育計畫

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



多元 X 培力手作特展 - 勞動部勞動力發展署黃秋桂署長與參展單位合影

Multiplicity X Empowerment Craft Exhibition: WDA Director General Chiu-Kuei Huang and exhibitors.

本計畫主要是藉由多元就業開發方案及培力就業計畫執行單位來促進地方發展等相關工作，運用整合行銷策略協助民間團體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，並培育專業經營人才，結合轄區間夥伴共同合作及相互學習，以強化及建構單位體質之目標。

本會依據計畫需求，108 度推動辦理大小型行銷市集、展場優化、專案（經）管理人訓練課程、實務工作坊及配合各項活動新聞媒體宣傳露出，透過教育訓練課程提升多元、培力單位專經管人員相關職能，增進社會企業相關知識與技能之途徑，協助單位對社會企業有基本認識，達到培育社會企業所需人才之目的。同時鼓勵單位藉由市集活動參與，除了為單位帶來實質的銷售收益外，更能透過與民衆面對面親自解說銷售、讓大眾感受單位的活力與理念，並進一步給予認同與支持，最終朝向社會企業目標前進。

This program aims to promote tasks in relation to local development through the Multiple Employment Promotion Program and the

Empowering Employment Program to support local economic development toward self-sufficiency and sustainable development by helping groups develop effective business models with integrated marketing strategies. It also aims to help to develop professional marketing talents by integrating partner cooperation and mutual learning in a given region to strengthen and develop individual constitutions as well.

In 2019 we promoted and organized marketplaces of different sizes, exhibition venue optimization, project management personnel training courses, practice workshops, and media exposure for various events. Through education and training courses, we improved the related competencies of project management personnel engaging in the Multiple Employment Promotion Program and the Empowering Employment Program, increased their access to the knowledge and skills of social enterprises, and assisted them in acquiring a basic understanding of social enterprises to develop the talent required by social enterprises. In addition, we encouraged those units to participate in marketplace activities in order to earn substantial sales income, and for the public to feel their enthusiasm and philosophy through face-to-face sales promotion, earn identification and support from the public, and eventually achieve the goals of social enterprises.



多元小型市集 - 賈北伯現身市集與民衆同樂

Multiple Micro Marketplaces: Job Bebe enjoys the marketplace with citizens.

科技社會創新促進價值躍升

Project for Social Innovation and Transformation with Technology



辦理「在地青年同盟創新對談」- 唐鳳政委（前排右二）與會探討宜蘭青年發展現況

EY Minister without Portfolio Audrey Tang (second right, front row) participates in the Dialogue on Innovation with Local Youth Alliance.

本計畫藉由市場規模化、公民科技、國際連結等創新作法，進而媒合大型企業與中小型社會創新組織交流及合作、連結中央到地方的社會創新網絡及資源、對外展現我國科技社會創新典範成果，以達維持社會創新創業的動能，開拓社會創新之社會影響力，提升社會更多福祉之目標。

本會於該計畫推動 6 場次社群網絡資源交流，包含：社企創新、遠距醫療、青年創新、減塑再塑、素養教育及永續漁業。過程中連結 53 家社會創新組織與 12 個相關部會及各方角色對話、合作、開創解決社會問題的共識與途徑，並且具體達成「時事因應」、「SDGs 與社會創新倡議」、「部會協作與單位串聯」、「願景共構」、「對策媒合」、「開放政府」等效益。亦藉由上述活動之辦理，加強扶植中小企業及社會創新企業支持網絡，創新其競爭能量與在地／產業經濟，並於後續搭配一系列媒體廣宣，引發政府及民間討論、評估、解決或改善問題所採取的行動方案，開展社會創新價值與社會影響力。

Through innovative practices, such as market scaling, civic technology, and international linkage, this program matches large enterprises and SMEs to innovate organizational exchange and cooperation, links social innovation networks and resources across the country, and demonstrates on an international stage Taiwan's examples and achievements in technological social innovations. The program's goal is to maintain momentum for social innovations and entrepreneurship, develop the social influence of social innovations, and improve social wellbeing in several aspects.

In 2019 we organized six exchanges on social network resources, including social enterprise innovation, telecare, youth innovation, plastics reduction and recycling, literacy education, and sustainable fisheries. In these exchanges, we facilitated the dialogue, cooperation, and consensus on paths for social problem resolution among 53 social innovation organizations, 12 related government departments, and various other players in the field. We also achieved the current event response, SDGs and social innovations initiatives, ministerial collaboration and unit linkage, vision co-construction, countermeasure matching, and open government. In addition, through these activities, we enhanced fostering and support networks for SMEs and social innovation enterprises, and innovated their competitive energy and local/industrial economies. With a series of post hoc media publicity, we stimulated government and the public to discuss, assess, resolve, or improve the action plans for problem-solving to initiate social innovation value and social influence.

電農培訓及輔導專案管理服務計畫



學員與講師合影留念
Trainees and instructors.

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，培力各種新創的網路行銷方法，拓展多元銷售通路。

為培訓優質電農，本計畫於北、中、南、東各區舉辦「電農新境界 - 養成班」、「電農新崛起 - 戰鬥班」等八梯次培訓專班，結合實務講師、電農和電商平臺的力量，以一站式的

服務方式，『知能培訓』、『實務輔導』和『商機媒合』的三階段培育，讓農民從課程培訓、專案輔導、個別諮詢到商機媒合，都可得到解決方案並順利進入電子商務銷售，而本年度結訓人數為 202 人次，超過計畫目標。

除課程外，課程後積極協助電農進入電子商務銷售通路，特規劃在今年 7 月至 9 月辦理北、中、南、東地區電商通路媒合會，共計 40 家電商平台參與，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產地整合者，今年度將服務流程創新、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，輔導桃園市青年農民生產合作社、新屋巢農、臺東縣農創協會及臺潮魚集、多菜多滋、好時丰農、麟洛鄉果菜運銷合作社、臺南市麻豆區農會、歸農好棧及臺中市樸樂農業生產合作社等 10 組青農團體或農民組織等整合者，營運及行銷數位化的運用，期盼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。



學員課後與講師互動交流
Interaction and exchange between trainees and instructors after class.

eFarmer Training and Guidance Project Management Program

To help farmers access e-commerce channels, we began to implement the eFarmer Training and Guidance Project Management Program on the commission of the Council of Agriculture (COA) in 2017 to empower farmers or members of fisherman's organizations that have not engaged in e-commerce or who are exploring e-commerce with various innovative internet marketing methods to diversify their marketing channels.

To develop quality e-farmers, we planned and gave eight classes on New Realm of eFarming–Fundamentals and the Rise of e-Farming–Advanced Course in northern, central, southern, and eastern regions. By integrating the power of practice-oriented instructors, e-farmers, and e-commerce platforms, we help farmers to acquire solutions and smoothly sell products on e-commerce platforms from training, case guidance, individual consultation, and business opportunity matching through one-stop training. This training is divided into three phases: competence development, practice guidance, and business opportunity matching. In 2019, 202 participants completed the training, surpassing the project's targets.

In addition, to actively assist e-farmers in entering the e-commerce channels after completing the course, from July to September, we specifically held e-commerce channel matching events in northern, central, southern, and eastern regions with the participation of 40 e-commerce platforms. In response to the constantly changing e-commerce sales models, we helped e-farmers to upgrade to regional product integrators through the program. In 2019 we introduced services including service process innovation, marketing operations and value addition with technology, optimization of operational management, brand positioning, and a corporate identification system designed to guide the integration of 10 youth farmer groups or farmer organizations: Taoyuan Youth Farmers' Cooperative, Xinwu Y Farmers, Taitung Agri-Cocreate Association, Taiwan Good Seafood, Organic Green & Juicy, Good Time Farming, Linlou Vegetables & Fruits Marketing Co-op Association, Tainan City Madou District Farmers' Association, Goodfarmer Co., Ltd., and Pule Agriculture Cooperative, and encourage them to digitize their operations and marketing. We hope that more farmers can join the program in the future to shine over the multifaceted e-commerce sales channels.



行政院農業委員會國際處唐淑華科長（後排左四）與現場展售電農一同合影留念

Section Chief Shu-Hua Tang (fourth left, rear row) of the Department of International Affairs, and e-farmers at the event.

推動產訓認同與應用職能基準暨 人才發展相關活動計畫



金牌得獎單位授證儀式，勞動力發展署副署長蔡孟良與企業機構版獲獎單位合影
WDA Deputy Director-General Meng-Liang Tsai and winners at the Gold-Medal presentation ceremony.

為提升我國勞動力素質，勞動部勞動力發展署自民國 96 年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。



職能分析職能導向課程學員合影
Trainees of the competence analysis and competence orientation courses.

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，並活絡國內就業市場，勞動部勞動力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，本年度透過策略聯盟平臺辦理 44 場次的講座、分享會及工作坊活動，計 1,156 人次參與，獲得 155 個單位認同並應用職能基準；於北、桃、中、南分別辦理 4 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 104 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 23 門課程通過 (iCAP) 品質認證及獲得補助經費。此外 108 年 8 月亦辦理金牌單位授證儀式，表揚 33 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。

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



職能分析職能導向課程結訓

Training completion ceremony of the competence analysis and competence orientation courses.

To improve Taiwan's workforce quality, the Workforce Development Agency (WDA) of the Ministry of Labor (MOL) began to organize the Talent Quality Management System (TTQS) in 2007 to enhance and implement systematic training processes through continual improvement of education and training. This program's goal to ensure the reliability and validity of training for the overall improvement of Taiwan's labor market capacity and to optimize its human capital.

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

Five occupational competence promotion centers were formed with related industrials groups under this Program. In 2019, 44 seminars, sharing meetings, and workshops were held through strategic alliance platforms with 1,156 participants and 155 units identifying with the TTQS and adopting the OCS. Four sessions of occupational competence analysis and training planning and competence-oriented assessment training courses were held in Taipei, Taoyuan, Taichung, and Tainan to train 104 professionals required for promoting OCS development. In recent years, subsidization for OCS development and competence-oriented courses has been expanded, including subsidizing 23 courses to pass iCAP certification. In August 2019, the gold medalist enterprises presentation ceremony was held to commend 33 enterprises and training organizations passing the TTQS gold medal certification, hoping to draw the public's attention to the importance of talent training and development.

人才培育

HR Cultivation and Development

二代傳承系列活動 ▲
Second-Generation Succession Activities

全民外交研習營 ▲
Public Diplomacy Seminars

中小企業策略論壇▲
SME Strategy Forum

國軍屆退官兵育成及農場見習實施作業計畫▲
National Military Veterans Farm Work Internship Program

培育宏觀視野人才 共創永續經營能量

Cultivate Talents with Broad Perspective to Co-Create Sustainability Momentum

近年來『傳承』成為全球企業永續經營的重要議題，然而企業主的基本任務，除了平衡長短期的需要外，最重要的就是培養下一代的接班人才，而企業的延續也已不再只是從家族尋找企業的接班人、傳財富的個體角度，更應該探討該如何培育適合的人才帶領企業，才能在全球化的產業聚落傳承大戰中勝出，由此可見人才培育與領導傳承是企業經營最根本的管理。

本會以「培育全國中小企業人才」為己任，整合產、官、學、研跨領域資源，滲入微、中小企業及大專院校，策劃專屬系列課程，包含「全民外交研習營」、「中小企業策略論壇」及「國軍屆退官兵育成及農場見習實施作業」培育新世代優質人才，透過跨產業、跨地域的商機合作機會，協助企業拓展國際市場與視野，並結合「二代大學」、「新一代企業家研習營」及「創業大學校」孕育中小企業接班人才，協助企業累積永續經營能量。

In recent years, "succession" has become an important issue for the sustainable operations of enterprises around the world. For business owners, cultivating the next generation of successors is just as important as balancing the long- and short-term needs of their companies. The sustainability of enterprises is no longer just about the individual perspective of finding successors from their families or passing down wealth. It is essential to explore issues of cultivating suitable talents to lead enterprises to excel in the globalized industry clusters, and developing talents and leadership succession are the fundamentals of enterprise management.

The NASME views the "cultivation of talents for the small- and medium-sized enterprises nationwide" as its mission. The Association consolidates resources across different fields of industries, government agencies, academia and research institutes and collaborates with micro-, small- and medium-sized enterprises and colleges and universities to organize exclusive courses, which include "Public Diplomacy Seminars," "SME Strategy Forums" and "Veterans Farm Work Internship Program," to cultivate a new generation of quality talents. Through cross-industry and cross-regional business collaboration opportunities, enterprises will be able to expand into global markets and their perspectives. Programs such as "New Generation College," "New Generation Entrepreneur Training Camp" and "Great Entrepreneurship Academy" are incorporated into the Association's efforts in helping SMEs develop their successors and sustainability momentum.

二代傳承系列活動



二代大會師，集結全臺二代、國際級策略業師團與新創家的交流盛會，全體合影比出象徵「二代大學」招牌手勢

The New Generation General Assembly is a grand meeting of next generation successors around Taiwan, international strategy mentors and entrepreneurs. Students gathered and made a V sign which symbolize "New Generation College".

臺灣中小企業佔全體企業的 97.6%，亦創造出逾 896 萬、78.41% 的就業人口數，無論家數和就業數均為臺灣經濟發展的基石，重要性可見一斑。然成立 20 年以上的企業高達 26.6%。許多中小企業都在 1980 年代創業，經過 30 多年，創業的第一代年齡近 60 歲，中小企業幾乎在同一時間大量面臨接班問題，若無妥善應對，將衝擊全球產業供應鏈和價值鏈。

鑑此，本會自民國 97 年起即辦理「新一代企業家研習營」及相關系列活動，奠定二代接班人所需的專業能力，更藉由所奠定之基礎下，以業師長期陪伴之創新輔導模式於 107 年創立「二代大學」。另外，亦執行經濟部中小企業處「創業大學校 - 創業主題課程暨家族企業傳承培訓課程」計畫，積極推動企業傳承接班及創新創業動能，培育中小企業主及二代接班人，具備前瞻眼光及國際視野，協助中小企業累積永續經營能量。

二代大學

民國 107 年，在李育家理事長推動下，經由與各方專家與眾多業師的研議，本會成立二代大學，以專屬教練的概念，禮聘曾擔任過、甚至現任國際級企業的 CXO 們組成策略導師團，以專屬接班人的外部決策小組概念，運用實務經驗協助二代們檢視現有企業經營問題，並提供各項建議及資源導入。



李育家理事長於二代大學開學典禮中致詞

Chairman Li Yujia addressed the opening ceremony of the New Generation College.

二代大學已開辦至第三屆，業師團亦擴增至 21 位，並招募 20 位學員，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；此外，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。

於串聯全臺二代產業社群部分，每年更邀請相關二代產業公協會、聯誼會等共同辦理二代大會師，2019 年的第二屆活動共計號召全臺 14 個二代社群參與，並匯聚超過 400 位企業二代，達到跨界與跨域人脈鏈結，並為本會在二代中建立良好品牌形象及深刻影響力。

新一代企業家研習營

當代接班問題浮現，更是影響企業競爭力的重大議題；依據統計資料顯示，臺灣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，顯示培訓接班人的需求將日益提高。

由本會主辦的「新一代企業家研習營」開辦至今已達 11 年，培育了近千名企業二代，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，並在課後透過講座、參訪及社群活動，讓即將接掌家族事業的少主們，

奠定產業轉型所需能力，並建立未來在經營之路相扶持的人脈圈。

108 年度本會共辦理二期新一代企業家研習營，培訓 67 名企業二代，課程邀請知名企管及財務專家蒞臨授課，安排參訪台中精機、全拓工業、安口食品機械及奧丁丁集團等新創及台灣隱形冠軍企業，並邀請歷屆學長姐及二代社團交流分享，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。

創業大學校計畫 - 企業傳承培訓課程

企業傳承培訓課程延續「共學・共享・共創雙贏」之精神，今年以「共享」為主軸，透過共享跨代經驗、跨屆學員交流、深度案例探討解析、轉變傳承進化成果，培育二代接班人及接班團隊，相互激盪創新火花，共創雙贏。

本年度「轉型創新」課程特安排雙講師，兼具理論與實務操作，由老師的創意發想教學，導入有系統性的學習方式，讓學員能在短時間針對組內學員進行產品認識與未來商機的開發，搭配二代接班人的現身說法，從第一階段的學習延伸到轉型創新的實務連結，讓接班人能對未來公司轉型創新更有信心與方法。



第 6 屆傳承班學員大會師於領袖傳承高峰會合影

Group photo of succession apprentices at the 6th Business Succession Summit.

Second-Generation Succession Activities



新一代企業家研習營學員企業參訪活動 - 參訪拓銷 112 國的安口食品機械（股）公司

New Generation Entrepreneur Training Camp students visited Ankou Food Machinery Co., Ltd. that markets its products to 112 countries around the world.

SMEs account for 97.6% of all enterprises in Taiwan and have created 8.9 million jobs, or 78.41% of the employed population. The great numbers, in terms of firms and the employment, have proven that they are the cornerstone of Taiwan's economic development. As much as 26.6% of them have been established for more than 20 years. Many SMEs were established in the 1980s, and after more than 30 years of hard work, many of the founders tend to be 60 or older now. Most SMEs are faced with the succession dilemma at the same time, which may impact the global supply chain and value chain if no appropriate actions are taken.

Since 2008, the Association has organized the "New Generation Entrepreneur Training Camp" and other related activities to help second-generation successors develop the professional skills they need. In 2018, the program was expanded to include "New Generation College," an innovative model where mentors are invited to provide long-term counseling. In addition, the Association also implemented the "Great Entrepreneurship Academy—Entrepreneurship Courses and Family Business Succession Training Course Program" on behalf of the Small and Medium Enterprise Administration, Ministry of

Economic Affairs, actively promoting enterprise succession and innovation and entrepreneurship momentum, training SMEs owners and second-generation successors to have a forward-looking vision and global perspective and helping the SMEs to build sustainability momentum.

New Generation College

In 2018, the Association founded the New Generation College with NASME Chairman Yu-Chia Li's advocacy for the program and recommendations of experts and scholars from various domains. Former executives who had served or are even serving international companies are invited to form strategy mentor teams which can act as external decision-making task forces for the successor. They offer their practical experience in helping the second-generation successors examine their existing business problems and provide recommendations and necessary resources.

The New Generation College has already had three terms, the mentor team has been expanded to 21 people, and 20 students have been recruited for the current term. Each student has dedicated strategy mentors who are available to offer personalized in-depth counseling throughout the year. "Mentor gatherings," "private board meetings"

and "company visits" are arranged monthly to create a unique collaborative learning platform and ecosystem and equip students with specific skills enough to transform their family businesses.

With respect to connecting industry communities of second-generation successors around Taiwan, societies, associations and networking clubs are invited jointly to hold New Generation Power conferences. The second term of the program invited 14 second-generation successor communities to participate in the conference in 2019. More than 400 people across different areas and industries gathered for networking, further establishing the Association's good brand image and profound influence among the second-generation successors.

New Generation Entrepreneur Training Camp

The emergence of contemporary succession problems is a key issue affecting the nation's prosperity and companies' competitiveness. According to statistics, more than 50% of owners of Taiwan's SMEs are more than 50 years old. The number is trending up, showing that the need to cultivate successors is also growing.

The "New Generation Entrepreneur Training Camp" hosted by the Association is now in its 11th year. The program has developed nearly 1,000 second-generation successors for many publicly listed companies, overseas Taiwanese businesses and even companies which have been in business for more than 60 years that are now operated

by third-generation owners. The 4-day, 3-night event discusses succession basics and, through lectures, visits and social networking activities, enables successors to family businesses to build the capabilities needed for industry transformation and networks beneficial to their businesses in the future.

This year, the Association has organized two sessions of such camp events and trained 67 successors to companies. Renowned business management and financial experts were invited to give lectures. There were field trips to startup and hidden champion companies such as Victor Taichung Machinery Works, ATC, Anko Food Machine and Owlting. Former trainees of the program and second-generation social clubs were invited to share their experience to enable the newcomers of the program to learn from their seniors and network to better prepare themselves for future challenges.

Great Entrepreneurship Academy—Enterprise Succession Training Courses

The Enterprise Succession Training Courses adhere to the principles of "collaborative learning, sharing and co-creation of win-win situation." The courses this year are based on the value of "sharing." Succession experience sharing, exchanges between trainees from previous sessions, in-depth case studies and transformation results from succession experience were the key elements of the courses to help second-generation successors and management teams to brainstorm ideas and co-create win-win situations.

The "Transformational Innovation" course this year is specially arranged with dual class lecturers offering theories and practical experience. Instructors use ideation and introduce a systematic learning approach to enable students to learn about products and identify future business opportunities in a short time. The personal experience sharing of second-generation successors provides a practical connection between the learning of the initial stage and transformational innovation, allowing them to have more confidence and prepared methods for their companies in the future.



二代大學定期舉行私董會，業師與同儕激盪智慧火花，突破難題與經營盲點

The New Generation College program regularly holds private board meetings in which mentors and peers brainstorm to break bottlenecks and overcome leadership blind spots.

全民外交研習營 Public Diplomacy Seminars



青年外交論壇與會者合影

Group photo of participants at Youth Diplomacy Forum.

為提升國人外交實務知能，瞭解國家當前外交處境，凝聚對我外交工作之向心力，以開拓我國國際空間，將結合民間豐沛實力及資源發揮全民外交總體戰力，積極推動國人主動參與國際事務，擴大國際人道救援，對國際社會作出實質貢獻，以展現臺灣的實力及國際形象。

政府近年積極推動全民外交政策，以促使全民從生活中培養國際觀，並加強國際參與，因此外交部外交及國際事務學院自民國 99 年起委託本會辦理「全民外交研習營－大家做夥伴外交」活動，至民國 108 年已分區巡迴全國辦理 207 場次研習活動，參訓總人數累計已達 3 萬 4 千餘人次，並期待未來能規劃更多元化課程，使全民能更深入瞭解我國外交政策，及其所積極推動的各項專案計畫，讓全民成為臺灣在外交上的最佳幫手。

In order to improve the knowledge of citizen diplomacy in understanding the country's current diplomatic situation and build consensus of the country's diplomacy in expanding the international space, the Association will help to

consolidate the rich forces and resources of the general public to build the overall capability of citizen diplomacy. Citizens are encouraged to proactively participate in international affairs, expand international humanitarian assistance and contribute to the international community to demonstrate Taiwan's strength and build the country's international image.

In recent years, the government has actively promoted universal participation in diplomacy to facilitate the general public in developing an international perspective and reinforce participation in international affairs. The Institute of Diplomacy and International Affairs, Ministry of Foreign Affairs, has commissioned the Association since 2010 to organize "Public Diplomacy Seminars—Let's Work Together for Diplomacy" activities. As of 2019, the Association has held 207 seminars in different regions across the country and accumulated more than 34,000 participants. We look forward to planning more diverse courses so that the general public will better understand the country's diplomacy policies and various initiatives and projects to transform themselves into the best helpers for Taiwan's diplomatic works.

中小企業策略論壇 SME Strategy Forums



中小企業策略論壇台南場 - 與會講者及嘉賓合影
Group photo of speakers and attendees at the SME Strategy Forums in Tainan.

至今已邁入第九年，本會與中租迪和公司長期關切台灣中小企業的經營發展，每年策劃如「兩岸新思維 台商新契機」、「逆境轉型 乘勢布局」、「中堅實力 - 掌握企業轉型新關鍵」、「新趨勢新經濟 - 掌握企業制勝關鍵力」、「跨界契機 轉型勝出」、「迎接穆斯林商機 大展南向新經濟」、「傳承、創新、治理～中小企業永續經營之道」等趨勢論壇。另外，也延伸舉辦「中小企業節能論壇」、「中小企業太陽能論壇」、「中租中小企業講堂」，至今在全臺各地舉辦近 70 場次，廣邀產、官、學、研專家深入探討趨勢性議題，以實務經驗分享搭配現場之座談互動，期盼達到經驗傳承及業界交流之目的，協助全國中小企業創造優勢競爭力，深受中小企業長期支持與肯定。

本會多年辦理此論壇活動，邀請歷屆國家磐石獎、創新研究獎業界專家進行經驗分享，由台灣經濟研究院針對台灣中小企業訪談調研，與中租迪和、商周出版協力完成「中堅實力」系列書籍，首本「台灣中小企業的成長之路」、「中堅實力 2～台灣中小企業的峰迴路轉開拓之道」，「中堅實力 3～台灣中小企業邁向國際的致勝策略」，未來將持續發掘臺灣中小企業成長之重要脈絡。

Now in its ninth year, the forum events show the long-term dedication of the NASME and Chailease in the operation and development of SMEs in Taiwan. Forums with topics such as "New Cross-Strait Concepts and New Business Opportunities for Taiwanese Businesses," "Transformation Facing Adversity and Seizing the Opportunity for Deployment," "Backbone Capabilities – New Key to Corporate Transformation," "New Trends in a New Economy – Key to Corporate Success," "Success Through Seizing of Crossover Opportunities and Transformation," "New Business Opportunities in Muslim Markets Through the New Southbound Policy" and "Succession, Innovation and Governance—SMEs Sustainability" have been held over the years. In addition, close to 70 extension events including "SME Energy Conservation Forums," "SME Solar Power Forums," and "Chailease SME Lectures" were held all over Taiwan. A wide range of experts from the government, industries, universities, and research institutes were invited to discuss trend-related issues. These events which have received the praise and support of SMEs all over Taiwan focus on the sharing of practical experiences combined with panel discussions to pass on relevant experiences and facilitate exchanges between different industries and thereby assist SMEs in strengthening their competitiveness.

NASME invites industry experts of past National Award of Outstanding SMEs and SME Innovation Award to share their experiences at discussion forums organized over the years. The Forum also cooperates with the Taiwan Institute of Economic Research in the publication of the Taiwan SMEs Growth Story book series covering interviews and research on Taiwanese SMEs published by Chailease and Business Weekly. Books titled "Taiwan SMEs Growth Story: Growth Process of Taiwanese SMEs," "Taiwan SMEs Growth Story 2: Twist and Turns of Taiwanese SMEs" and "Taiwan SMEs Growth Story 3: Winning Strategy of Taiwanese SMEs Going Global" have been published so far. In the future, we will continue to explore the key context of Taiwanese SMEs.

國軍屆退官兵育成及農場見習實施作業計畫



行政院農委會、國防部、退輔會代表與學員共同合影，為國軍專班揭開序幕

Group photo of representatives from the Council of Agriculture of the Executive Yuan, Ministry of Defense and Veterans Affairs Council and students to kick off the event.

行政院農委會因應第 6 次全國農業會議建立分群、分級輔導培育機制，特與國防部完成「國軍屆退官兵就業輔導措施實施要點」修訂，針對有意從農之屆退官兵辦理退前職訓專班，透過辦理育成訓練，協助屆退官兵累積經驗，以降低從農風險，培育新進農民。



見習農場指導員實務訓練

Practical training for trainee farm instructors.

除了建立農場見習甄選及管理查核機制，確保見習農場品質，保障見習學員權益外，亦透過績優見習農場遴選與表揚活動，提升見習農場之推動成效，創造見習農場資訊觸及率。協助相關學員在正式投入農業經營之前，先至見習農場進行農業經營實務能力訓練，透過實地實作提升經營實務能力，加速我國農業整體經營發展。

本年度辦理國軍專班，共計 15 位屆退及 9 位已退官兵參與，歷經 1 個月的課程培訓後，已安排至全台各地進行為期 4 個月的實務養成，本計畫也分別於北、中、南、東辦理 4 場招募見習農場說明會，超過 150 位農場主前來參與，更有許多農場申請成為見習農場一員，期望透過本計畫，能夠為台灣農業創造更多新血，解決農業人力不足的問題。

National Military Veterans Farm Work Internship Program

The Council of Agriculture of the Executive Yuan has established counseling measures in response to the resolutions from the 6th National Agricultural Congress and amended the Key Points for National Military Veterans Employment Counseling with the Ministry of Defense. For the retiring veterans who wish to enter the agricultural workforce, pre-retirement vocational training classes are held for them to accumulate experience and reduce the risks in engaging in farming.

Besides establishing selection, management and examination measures for farm internships to ensure the quality of the internship program and protect the rights and interests of trainees, the program holds voting and award events for farms with excellent performance in hosting the internship program to improve the promotion effectiveness of the program and create more information reach of the participating farms. The

program helps trainees undergo practical training before committing themselves to agricultural operations. The on-site practice improves their operational capabilities and accelerates the overall development of the country's agriculture.

A total of 15 retiring and 9 retired military personnel have attended the courses specifically held for the national military force. After one month of training, they have been arranged to undergo four months of practical training in various locations in Taiwan. The program has also held four briefing sessions about the program, one each in northern, central, southern and eastern Taiwan respectively, and more than 150 farm operators have attended the sessions. More and more farms have applied to become members of the internship program, and it is hoped that the program will inject new blood to Taiwan's agriculture and solve the problem of insufficient manpower.



國軍專班實地參訪

Site visit to designated courses for national military veterans.

就業輔導

Employment Counseling

就業服務資源整合與研習專業培訓▲

Employment Service Resource Integration and Professional Training

中高齡及高齡者人才發展系列計畫▲

Middle-Aged and Senior Workers Talent Development Program

青年輔導訓練系列計畫▲

Youth Training Series Program

職業訓練輔導系列計畫▲

Vocational Training Series Plan

產業人才投資方案系列計畫▲

Industry Talent Investment Initiative

補助及媒合企業聘用運動指導員案▲

Sport Instructor Recruitment Subsidy and Matching Project

推動多元人力資源服務 促進勞動力穩定發展

Promote Diverse Human Resources Services to Facilitate Stable Development of Workforce

根據勞動部民國 108 年 10 月底就業市場人力需求調查情形，事業單位增加僱用人力原因主要為「退離者之補充」、「需求市場擴大（含設備或部門擴充）」、「提升勞動條件」，其中「退離者之補充」居冠，顯示我國人口變遷加劇，面對少子化與高齡化造成的影響，以及國內外產業結構改變，國內勞動力供需失衡情形日趨嚴重，為有效解決此情形，政府推動不同年齡層工作者之職涯發展及相關就業輔導訓練、在職訓練及提供創、就業機會等整合性就業服務，以穩定現今就業市場勞動人口，此外，更積極開發潛在勞動力，包含青年、中高齡、銀髮族及二度就業婦女等特定對象，以補足就業市場勞動人口。

本會承辦政府各類專案多年，運用專業顧問群與就業資源，並結合我國整體經濟環境評估、勞動市場需求及區域特性分析，配合政府推動企業輔導、就業輔導或政策宣導，以完成各項政策之期許。因應協助就業輔導、就業媒合、職訓推介、失業認定、職業訓練、技能檢定、創業協助等就業安全與職能發展服務，透過民國 109 年「台灣就業通網實整合服務計畫」將實體、網站及客服資源進行整合及協助行銷推廣。

同時，因應高齡化社會的來臨，本會亦協助政府持續推動中高齡人力再運用觀念，除民國 103 年成立首座銀髮人才資源中心與本年度新北市政府亦成立中高齡職場續航中心外，於本年度辦理中高齡特展暨主題工作坊，鼓勵企業進用並留用中高齡人力，協助中高齡與銀髮者重返職場，透過經驗傳承，創造世代交流與互動，以促進國內勞動力之發展。

According to the survey of manpower requirement in the job market by the Ministry of Labor at the end of October 2019, enterprises recruit new members mainly because of "replacement of the retired or resigned," "expansion of the market" (including expansion of equipment or department) and "improvement of labor conditions." The cause of "replacement of the retired and resigned" tops the list, indicating the aggressive change of domestic demography. Responding to the impact of low birth rate and aging population, industrial change of domestic and foreign companies as well as an increasingly strong supply and demand imbalance of the labor force, the government offers career development and related training courses, on-the-job training for different ages of workers and provides integrated employment services like startups and job opportunities to stabilize the labor force in the market. Furthermore, the government also aggressively seeks a potential labor force, including young men, middle-aged and the older population, seniors and women who come back to the job market to meet the manpower demand of the job market.

NASME has undertaken assorted governmental projects for years and combined our professional counseling and employment resources with the holistic economic environment evaluation, and the analysis of labor market demands and regional characteristics to provide enterprise guidance, employment counseling or policy propagation together with the government in order to meet the aims of every policy. In response to employment counseling and matchmaking, vocational training referrals, unemployment verification, vocational training, skills certification, entrepreneurship assistance and other employment safety and functional development services, the 2020 Taiwan Jobs Online-Offline Integration Service Program will consolidate the offline, online and customer service resources to help the marketing and promotion campaign.

Meanwhile, we also help the government to promote the idea of reutilizing the middle-aged and elderly manpower in order to adapt to the aging society. In addition to the first Senior Workforce Development Service Center established in 2014 and the Middle-aged and Senior Workforce Sustainability Center established by New Taipei City Government, we set up the Senior Workforce Exhibition and Workshop to encourage businesses to recruit and retain senior human resources and help them return to the job market in order to pass down experience and promote generation interaction and interchange to facilitate the development of the domestic labor force.

就業服務資源整合與專業培訓



就業服務員教育訓練國軍退除役官兵輔導委員會，李文忠副主任委員和與會者合影

Employment service personnel conducting training sessions for the Veterans Affairs Council. Deputy Minister Wen-Chung Li of the Veterans Affairs Council attending the event.

國軍退除役官兵輔導委員會「就業服務工作勞務委外」計畫

本計畫由國軍退除役官兵輔導委員會（以下簡稱輔導會）主辦之業務委外案，負責進用 64 名人力，訓練所需就業輔導員進駐輔導會、各縣市榮民服務處及職訓中心開發企業優質職缺，推介榮民（眷）、第二類退除役官兵及國軍屆退官兵就業，並持續追蹤其後續就業狀況。除外，每季辦理屆退官兵說明會，藉此推動退除役官兵人力開發、運用及發展等專業服務，以提升國內企業進用退除役官兵人力，並可強化國軍人力資源再運用，補實國內勞動力市場需求之社會功能。

推動外展及鄉鎮臺等就業服務計畫

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特委託本會辦理本計畫，除提供「靜態」就業服務據點外，亦採取主動式服務模式，為提供民眾可近性及在地性之就業服務，節省民眾往返公立就業服務機構

之時間，此外亦可就近前往鄉鎮公所內之就業服務臺辦理求職登記、求才登記、推介就業、就業服務諮詢等服務。

108 年度本計畫共計進用 64 名就業服務員，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 933 場次。



就業博覽會辦理情形

Organizing career fair.

Employment Service Resource Integration and Professional Training

The "Employment Service Outsourcing Program" of the Veterans Affairs Council

This is an outsourced project directed by the Veterans Affairs Council (hereinafter referred to as "the Council"). 64 new members were recruited and trained to become employment service personnel for the Council, regional veteran service offices and employment training centers to explore quality job vacancies, conduct employment referral of retired veterans (and their dependents), Category 2 veterans, and retiring military personnel and track their employment status. In addition, the project arranges briefing sessions for military personnel who are about to retire to facilitate the exploration, utilization and development of veteran manpower in order to encourage domestic enterprises to recruit veterans, strengthen the reutilization of national military resources and meet the demands of the domestic manpower market.

Promotion of Outreach and Town/Township Office Employment Service Plan

It is the outsourced project of Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Office,

Workforce Development Agency, Ministry of Labor. In addition to the "static" employment service office, there is a "dynamic" employment service to strengthen regional services in order to break the time and space limit, provide proactive services, practically serve the public, increase the job matching rate, help the unemployed to find a job quickly and offer the public sustainable, stable, accessible and local jobs.

The nearby and local employment service is provided to save the time of people who travel between public employment service institutions. People in need can apply for jobs or seek talents, recommend jobs or ask job-related questions at the employment service desk of the town/township office.

In 2019, there were 64 new clerks who served in Keelung, Luodong, Hualien, Yuli, Kinmen and Lienchiang employment centers and Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Office to promote the policy and business related to the employment service. In total, they have provided 933 counts of on-site service.



辦理就業博覽會提供民眾專業就業服務

Organizing career fair to provide employment services to the public.

中高齡及高齡者人才發展系列計畫



五週年系列活動 - 高齡者人力再運用講座，邀請名人程伶輝女士分享親身經歷，藉此讓銀髮族改變心態再次投入職場。

5th anniversary activities-Seminar on Re-utilization of Senior Human Resources. Inviting celebrity Mrs. Cheng Linghui to share her experiences and let seniors change their mindset and work in the workplace again.

銀髮人才發展與就業服務整合計畫

全球高齡化及少子女化產生勞動力缺口，我國亦然，為彌補勞動力缺口，勞動部勞動力發展署北基宜花金馬分署於 103 年責成本會成立國內首座「銀髮人才資源中心」，以推動銀髮人力資源再應用為核心宗旨，透過倡導銀髮人力再運用重要性翻轉國人對銀髮勞動力印象，提升銀髮勞動力參與率，落實銀髮勞動力政策。

政策推動迄今漸見成效，其高齡者求職登記逾 2 萬人次、開發高齡者就業機會近 3 萬個，並成功媒合逾 8 千人次。而為促進國內銀髮勞動力遍地開花，銀髮中心廣續推廣銀髮人力再運用觀念，並協助銀髮者重返職場，透過公私協力策略，串連公部門及民間銀髮相關單位，除了擴散銀髮勞動力重要性外，並透過資源連結協助銀髮族重返職場。

108 年已屆五週年，本計畫遂舉辦「銀髮人才資源中心五週年系列活動」，應用跨域合作方式規劃複合式活動，透過活動交流向上提升國人銀髮勞動力視野，並藉由青銀交流鼓勵國人正視青銀合作重要性、應用名人分享鼓舞銀髮人力進而提升媒體曝光度，達到事半功倍效益，促進「銀髮勞動 世代共融」榮景。



青銀交流活動，以團體玩牌卡模式，邀請青年及銀髮族們參與

Youth and senior exchange: Youth and seniors are invited to play cards.

中高齡者職場續航輔導計畫

另為因應我國人口老化趨勢，新北市就業服務處則以延緩中高齡在職者退休為戰略，開發創新人力支持服務，民國 107 年起委由本會推動「新北市中高齡者職場續航輔導計畫」並成立新北市中高齡者職場續航中心，結合就業服務、職務再設計、心理／生涯諮詢、職業訓練、健康促進及創業資訊等多元服務，協助中高齡在職者延緩退休、穩定就業，以提升新北市中高齡者勞動參與，預防少子高齡化衍生勞動力短缺問題。

同時察覺我國女性及中高齡者勞動參與落後現象，續航中心於民國 108 年起活用輔導能量，試辦雙軌推動女性及中高齡在職者「原職場續航」服務，除了推動「勞工支持、企業輔導及社會倡議」等三大面向，延續提供中高齡在職者整合性資源，促進其穩定就業外，更推動「婦女職場關懷方案」，鎖定在職婦女提供生涯、托育及長照諮詢及轉介服務，協助其克服婚育議題衍生之就業不穩定狀態於職場續航。

本計畫迄今已完成 757 位穩定就業 6 個月追蹤、3,303 次中高齡勞工職場關懷訪視、提供 364 位中高齡者續留職場（包含 20 位婦女）個案輔導與 65 小時生涯諮詢服務、舉辦各式中高齡續航相關特色展暨主題工作坊、論壇、就業博覽會輔具展等行銷推廣，同時建置顧問輔導團，協助 32 家企業、60 家顧家好企業簽署及 7 家顧家好企業進場宣導，並培植 2 家企業成為中高齡友善示範廠商，共同建置友善工作環境。未來，並將配合中高齡者及高齡者就業促進法宣導，廣續推廣職場續航理念，以達勞動力提升與永續發展之願景。



舉辦雇主座談會，實際了解各企業主對中高齡僱用需求及滯礙因素

Organizing employers' seminars to understand businesses' needs in their hiring of middle-aged and senior workers and factors contributing to stagnation.



「中高齡特展暨主題工作坊」開幕典禮，新北市勞工局局長陳瑞嘉與優良企業合影，鼓勵號召更多企業加入中高齡者友善職場的行列

Opening ceremony of the "Senior Workforce Exhibition and Workshop." Director Jui-Chia Chen of the Labor Affairs Department of New Taipei City Government (center), and other awarded companies to encourage the participation of more enterprises in building a workplace friendly to middle-aged and senior workers.

Middle-Aged and Senior Workers Talent Development Program



「就業無疆界、熟齡大未來」論壇暨研討會

"Boundless Employment and Great Future for Seniors" forum. Senior managers.

Senior Talent Development and Employment Service Plan

The issues of an aging population and low birth rates have created a gap in manpower availability. In order to fill the gap, the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Office of the Workforce Development Agency, Ministry of Labor has established the Senior Workforce Development Service Center in 2014 to advocate for the re-utilization of senior human resources, change people's impression of the senior workforce, promote participation of the senior workforce and implement policies related to the senior workforce.

The promotion of policies has been effective so far. A total of more than 20,000 seniors have registered for the job search, nearly 30,000 opportunities available for senior jobseekers have been identified and more than 8,000 people have been successfully referred. In order to encourage the

usage of the domestic senior workforce, the Senior Workforce Development Service Center continues to promote the re-utilization concept and help seniors in their re-entry into the job market. The collaboration strategy connecting both the public and private sectors emphasizes the importance of the senior workforce and consolidates resources to help them return to the workforce.

In 2019, the Service Center celebrated its fifth anniversary by hosting the "5th Anniversary Activities of the Senior Workforce Development Service Center." A series of events were held by adopting the cross-domain collaboration. Youth-senior exchanges encouraged the citizens to value the importance of youth-senior collaboration. Public figures shared their experience to encourage the senior workforce. The program enhanced its media exposure and achieved good results in facilitating mutual prosperity across different generations.

Career Sustainability and Guidance Program for Middle-Aged and Senior Workers

In order to cope with the labor shortage due to the aging population, the New Taipei City Government has commissioned the Association for the "Career Sustainability and Guidance Program for Middle-Aged and Senior Workers" centering on the strategy of postponing the retirement of middle-aged and senior workers and developing innovative human resources support services. The Association established a career sustainability center in 2018, which offers services such as employment referral, job re-design, psychological/career counseling, vocational training, health promotion and entrepreneurship information. The goals were to help middle-aged and senior workers to delay their retirement, stabilize employment opportunities to improve their participation and avoid labor shortage caused by the low birth rate and the aging society.

Recognizing the lagging participation of domestic women and middle-aged and senior workforce, the sustainability center has started running a pilot program since 2019 to help women, middle-aged and senior workers to continue in their old professions. Besides advocating for the three objectives in "labor support, enterprise counseling and social awareness", the program has continued to provide middle-aged and senior workers with

resources to help promote stable employment and launched a "women's career care" program to provide career, childcare and long-term counseling and referral services to those working women, so that they can overcome the employment instability caused by marriage and childbirth issues.

The program has completed a total of 3,303 visits arranged for 757 middle-aged and senior workers in the 6-month follow-up measures, provided assistance and 65-hour career counseling services to 364 middle-aged and senior workers (including 20 women) to continue their career and organized marketing and promotion campaign activities such as workshops, forums, career fairs and assistive tools exhibitions focusing on career continuation of middle-aged and senior workers. At the same time, counseling teams were formed to help 32 companies in their adoption of the program. 60 "Family Friendly Business" signed up for the program, and 7 "Family Friendly Business" helped to advocate for the program. 2 companies became the demo firms to show policies and an environment friendly to middle-aged and senior workers. With the promulgation of new laws in the future advocating for the employment opportunities for the middle-aged and senior workforce, the center will continue to advocate for the principle of career sustainability to realize the vision of workforce improvement and sustainability.



舉辦「就業無疆界、熟齡大未來」論壇暨研討會，新北市勞工局局長陳瑞嘉與嘉賓、民衆合影

Director Jui-Chia Chen of the Labor Affairs Department of New Taipei City Government, valued guests and the public attending the "Boundless Employment and Great Future for Seniors" forum to start discussions from a macro perspective.



中型聯合徵才活動，提供求職民衆與求才企業主專業、多元的客製化服務平台，促使求職者與求才廠商面對面溝通

Medium-sized joint recruitment events to serve as a professional and diversified customized service platform for job-seekers and businesses who are looking for talents and facilitate the face-to-face communication between the parties.

青年輔導訓練系列計畫



雙軌訓練旗艦計畫畢業典禮，勞動力發展署黃秋桂署長致贈獎座予優秀事業單位

Graduation ceremony of the Dual System of Vocational Training Project. Director-General Chiu-Kuei Huang of the Workforce Development Agency presenting prizes to award-winning organizations.

青年職業訓練計畫

本計畫主要以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能與就業技能。全年度辦理工作聯繫會議、評鑑單位說明會、評鑑委員共識會、評鑑檢討會議共計 18 場次；另，大專計畫執行 67 所學校，共 230 件學程評鑑作業、雙軌計畫執行 25 所學校，共 118 家單位評鑑作業。

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。另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，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。全年度辦理計畫推動說明會、核銷說明會、青年就業研討會共 12 場次。協助 292 家廠商招募成功、近 1,800 位青年錄訓。

青年就業領航計畫全年度辦理計畫推動說明會、核銷說明會、企業參訪活動、青年職前訓練課程、職場導師教學及輔導知能訓練課程共計 18 場次，本年度核定 3,216 個職缺數，媒合率高達 99.4%。

雙軌訓練旗艦計畫暨補助大專校院辦理就業學程計畫

本會自民國 101 年起陸續承辦本計畫相關業務，104 年起將各工作項目整合為彙管型計畫，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 - 彙管作業服務」。以理論與實務雙管齊下的訓練模式，使技職教育及

職業訓練合流，讓青年儲備職場動能，提升就業率，同時營造出讓企業「蓄才於校」，讓學子「學用無落差」的有利環境，並助業界與學界達成「人才無縫接軌」之目標。

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 6 所學校及 43 間事業單位，合作辦理 9 個職類，提供該計畫近 500 位訓練生進行工作崗位訓練；大專就業學程部分，結合 21 所學校，共同辦理 61 支就業學程、37 支共通核心職能課程專班，參訓學生數超過 3,000 人。為檢核本計畫參訓學生及訓練單位辦訓成效，執行期間落實訪視作業，以確保訓練品質及訓練生權益，為執行品質嚴格把關，同時藉此進一步瞭解合作單位參與本計畫之效益。

在廣宣作業部分，每季固定以網路媒體露出計畫相關資訊，於 6 月份辦理雙軌畢業典禮；另針對計畫合作學校、事業單位及轄區國、高中（職），辦理超過 50 場次之計畫說明會，參與人數達 3,500 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。

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；另針對紙本教材進行編修，近年更著重於數位教材建立研發，以縮短學習時間，提升學習效益。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 110 場次、727 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」，透過各職類召集人針對 109 年度認證考試之試題進行修訂及新增。



雙軌訓練旗艦計畫畢業典禮，勞動力發展署黃秋桂署長頒發結訓證書予畢業生代表

Graduation ceremony of the Dual System of Vocational Training Project. Director-General Chiu-Kuei Huang of the Workforce Development Agency presenting a certificate of completion to the graduate representative.



領航計畫青年職前訓練課程

Youth pre-employment training course pilot plan.

Youth Training Series Program



青年職前訓練課程

Youth pre-employment training course.

Youth Vocational Training Program

The program aims to train young talent needed by the industry. For youth in schools, there is a Dual System of Vocational Training Project, industry-academy co-training and subsidies to universities and colleges for employment courses. For the graduates, there is the Youth Employment Ultimate Plan and Youth Employment Pilot Plan to offer on-the-job training and help them build know-how and skills with learning by doing. A total of 18 sessions were held throughout the year for work liaison meetings, appraisal briefings, appraisal committee consensus meetings, and appraisal review meetings. There were 67 colleges with 230 curriculums evaluated. The dual system project had 25 schools with a total of 118 departments evaluated.

In the Youth Employment Ultimate Plan, the industrial, academic and training resources are integrated to increase businesses' willingness

to hire young men, offer practical and useful vocational training and create job opportunities for 15- to 29-year old youths. As for the Youth Employment Pilot Plan, graduates of senior/vocational high schools are encouraged to work before further education. The employers will provide on-the-job training and assign a responsible person to instruct and train the youths in the workplace. Young men will have special instructors who can provide individualized and intense instruction and training to build the correct sense of value and help develop their careers. The Youth Employment Ultimate Plan organized a total of 12 sessions on plan promotion briefings, accounting briefings and youth employment seminars, helping 292 companies find the talents they needed and almost 1,800 youths to register for training.

The Youth Employment Pilot Plan organized a total 18 sessions on plan promotion briefings, accounting briefings, corporate visits, pre-

employment training, workplace mentoring and skills counseling and training. For the year, the plan approved 3,216 job vacancies, with a matching rating as high as 99.4%.

Dual System of Vocational Training Project and Subsidy Plan for Employment Programs Organized by Colleges and Universities

The Association has undertaken related tasks of the plan since 2012 and organized all jobs into an organization and management plan in 2015, namely the "Dual System of Vocational Training Project and Subsidy Plan for Employment Programs Organized by Colleges and Universities—Organization and Management Services." The services provide theoretical and practical training and combine technical and vocational education with job training so that the young people can build up the strength to meet job demands while the employment rate also rises, and a beneficial environment is created. At the same time, a favorable environment characterized by "talent cultivation for enterprises in schools" and "zero distance between theory and practice is created." These projects also facilitate a "seamless transition of talent" from academia to the industry.

The low birth rate and the control of the Ministry of Education over the total number allowed for the program resulted in a decreasing number of students. In terms of the dual system project, Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Office has cooperated with 6 schools and 43 enterprises to offer 500 trainees on-the-job training opportunities in 9 professions. Regarding the Employment Programs Organized by Colleges and Universities, 21 schools joined to arrange 61 employment courses and 37 common core competency courses, and more than 3,000 students were trained. We conducted inspections in the implementation process to review the result of the trained students and the training institutions in order to ensure the training quality and the benefits of trainees and strictly control the quality while further understanding the benefits of the plan that were brought to the institutions.

In terms of advertisement, the information related to the plan has been exposed in the media quarterly, and the graduation ceremony of the Dual System of Vocational Training Project was held in June. More than 50 meetings have been hosted in the cooperating schools, businesses, and junior and senior (vocational) high schools with as many as 3,500 participants. Advertisement can help recruitment of students and vendors and the promotion of the plan while enhancing public understanding of the plan and increasing visibility. The national "Seeds and Training and Coordination Managers Cultivation Program" was organized for the cooperation units so that they could understand the training pattern and policy direction to increase execution efficiency and solve the problems of trainees during training. Meanwhile, paper materials were also edited and revised. The focus has shifted to the development of digital materials in recent years to shorten learning time and raise learning benefits. Moreover, we cooperated with schools and businesses to organize 110 "Vocational Competence Certifications" to check the professional techniques and theoretical knowledge of trainees and the result of the dual system of vocational training. 727 trainees joined the examinations. The "Vocational Competence Certification Question-Setting Operation" was carried out after the exam and the conveners of every profession would revise or add questions for the 2020 exam.



青年參訪企業

Youth in enterprise visit.

職業訓練輔導系列計畫



舉辦職業訓練師資共識營，勞動部勞動力發展署桃竹苗分署賴家仁分署長與職訓師合影

Hosting vocational training instructors' consensus workshops. Director Chia-Jen Lai of the Taoyuan-Hsinchu-Miaoli Branch of the Workforce Development Agency and instructors at the workshop.

在職暨職前職業訓練推廣計畫

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，深入結合區域訓練機構特色與區域產業需求，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與人力資本。108 年度桃竹苗轄區內，共計辦理 789 門課程，補助經費約新台幣 1 億 6,234 萬 9,000 元，服務逾 16,202 人次之在職勞工。

職業訓練師資共識營

依行政院主計總處「人力資源調查」結果，108 年度桃竹苗地區失、待業者計 7 萬多人，為協助其習得第二職業技能再投入就業市場，桃竹苗分署推動自辦及委外職業訓練不遺餘力，其中職業訓練師資除是技能傳授之角色，肩負與民衆意見交流之橋梁，故有凝聚共識之必要。

為提升職業訓練教學品質、增進分署自辦及委辦單位師資交流及對政策方向及創新產業之認識，藉由辦理 5+2 相關領域講師或具代表性之業界講師講座、桃竹苗分署與師資教學意見交流，和參訪轄區相關產業，以提升職業訓練與勞動力素質，共創產業競爭力。



桃分署自主計畫課程審查會

Review meeting for curriculum internally developed by the Taoyuan Branch of the Workforce Development Agency.

108 年度班級經營管理與輔導計畫

為提升失業勞工知識、技能、態度，以自有設施設備為主，規劃多元化實務導向訓練課程，並補助其訓練費用，以激發失業勞工自主學習，累積個人人力資本，提升國家整體人力資本目標。

計畫目標：

1. 辦理桃竹苗分署自辦訓練班級經營管理與輔導計畫 - 辦理班級經營管理、學員諮詢輔導、學員宿舍管理、結訓後就業輔導等職業訓練業務，提升人才再就業。
2. 辦理相關班級經營管理行政、核銷等庶務性質工作。
3. 執行計畫宣導、生活及就業輔導講座，以利宣導職業訓練功能。
4. 藉由完善績效調查分析研究以提供未來計畫建議參考。

此計畫由勞動部勞動力發展署桃竹苗分署主辦之業務委外案，108 年度共計招募 31 名人力，分別派駐於桃竹苗分署、幼獅職業訓練場、竹北職業訓練場及苗栗職業訓練場等地，進行辦理職訓課程業務。此外，同時也針對本計畫同仁工作表現進行督導，以了解同仁工作執行狀況及態度表現，包含團體督導（召開工作聯繫會議）、個別督導（電話督導與不預告實地訪查）、其他活動參與（參與職訓就業博覽會、業務簡報）、人力資源管理以及各項教育訓練等，以協助達成年度績效目標。

108 年度技能檢定及競賽計畫暨分署行政管理與營運計畫

於今日專業職能當道的社會，一技在身實為不可或缺之能力，因此辦理技能檢定與建立專業職業證照制度有非常密切關係，身為勞動部所屬單位辦理技能檢定之責任更責無旁貸，此外提供業界選才客觀標準更促進各行各業技術日益精進，因此職業證照制度將是必然的趨



陳龍安教授講授創意思考教學課程

Professor Lung-An Chen teaching a creative thinking course.

勢。承辦技能競賽及培訓競賽選手的主旨，在建立技能價值觀念，鼓勵青年及社會技術人才參加，藉競賽的方式，提升自我技術職能，於辦理技能檢定外，亦應舉辦技能競賽，以擴大影響，促進社會對技術教育與訓練之重視。

計畫目標：

1. 透過辦理各類符合產業需求的技術士技能檢定，協助勞工提升技能水準、強化就業競爭力。
2. 藉由競賽培訓選手，讓優秀青年藉由公平、公開的競技交流，體驗技術能力的價值。
3. 透過相關學校機關或團體之參訪，增進外界對職業訓練之經營模式、發展現況、訓練流程與產業發展趨勢之瞭解。
4. 依就業促進津貼實施辦法補助職業訓練生活津貼，安定參訓學員於職業訓練期間之基本生活，使其安心參訓，期以促進再就業。
5. 辦理場館廳舍修繕、資訊、採購、節能等行政支援相關業務，以維持分署營運。

此計畫由勞動部勞動力發展署桃竹苗分署主辦之業務委外案，108 年度共計招募 15 名人力，分別派駐於桃竹苗分署、幼獅職業訓練場，進行辦理技能檢定競賽及行政庶務等業務。此外，同時也針對本計畫同仁之工作表現進行督導，以了解同仁工作執行狀況及態度表現，協助達成年度績效目標。

Vocational Training Series Plan



工業技術研究院參訪

Visiting the Industrial Technology Research Institute.

On-the-Job and Pre-Service Training Promotion Plan

Workforce Development Agency, Ministry of Labor, and its regional offices cooperates with labor groups and regional quality training institutions and closely combines the characteristics of the regional training institutions and industry needs to provide practical training and diversified programs in order to increase the knowledge, know-how and attitude of on-the-job and pre-employment laborers. In this way, training quality can be guaranteed, and national manpower quality and human capital can be improved. In 2019, 789 courses were opened in Taoyuan, Hsinchu and Miaoli. The subsidies were approximately NTD\$ 162,349,000, and 16,202 on-the-job laborers have been served.

Vocational Training Instructors Consensus Workshop

According to the "human resource survey" conducted by the Director-General of Budget, Accounting and Statistics, Executive Yuan, there are more than 70,000 unemployed people in Taoyuan, Hsinchu and Miaoli. To help those people acquire secondary vocational skills and re-enter the job market, the Taoyuan-Hsinchu-Miaoli Branch of the Workforce Development Agency has made every effort in the promotion of internal and outsourced vocational training. Besides

teaching job skills, the recruited vocational training instructors serve to exchange opinions with the general public, so it is necessary to reach consensus on issues and opinions.

In order to improve the quality of vocational training and teaching, facilitate the exchange of the Agency's internal and outsourced instructors and gain more understanding of policies and innovation industries, seminars for lecturers working in the 5+2 industrial domains or representative industry lecturers, opinions exchange between the Taoyuan-Hsinchu-Miaoli Branch of the Workforce Development Agency and instructors and company visits are arranged. These efforts aim to improve the quality of both vocational training courses and workforce to co-create industry competitiveness.

2019 Class Management and Counseling Program

In order to improve the knowledge, skills and attitude of unemployed workers, internal facilities and equipment and external subsidies for training were used to organize diverse practical courses. They aim to encourage the self-motivation of unemployed workers to learn and accumulate personal human capital to enhance the overall human capital of the country.

Program goals:

1. Organize internal class management and counseling program of the Taoyuan-Hsinchu-Miaoli Branch of the Workforce Development Agency—Handle class management, student counseling, student dorm management, employment counseling after training and a variety of occupational training tasks to improve the reemployment.
2. Handle class administration, bookkeeping and other general administrative tasks.
3. Carry out program promotion, lifestyle and employment counseling seminars to facilitate the promotion for occupational training.

4. Provide analysis and study of performance to serve as reference to future programs.

This is an outsourced project directed by the Taoyuan-Hsinchu-Miaoli Branch of the Workforce Development Agency. 31 people were recruited for 2019 and deployed to the Taoyuan-Hsinchu-Miaoli Branch, You-Shih Occupational Training Center, Zhubei Occupational Training Center and Miaoli Occupational Training Center to engage in the training program. The work performance of the participants in the program was also audited, and the audit processes included group audit (work liaison meetings), individual audit (by telephone or unannounced site visits), participation in other activities (job fairs and briefings of work), human resources management and a variety of education and training sessions to help them achieve the performance goals for 2019.

2019 Annual Skill Examination and Competition and Administration and Operation Program for WDA Branch

In today's society where specialized professions are popular, having specialized job skills can be helpful, and organizing skill examinations and building the certification system are closely related. As an affiliate of the Ministry of Labor, it is a duty of the Association to provide an objective standard for the industry and help professionals to improve, thus occupational certification is an inevitable trend. The purpose of holding skill challenges and developing contestants is to establish the skills value. Youths and professionals in the market are encouraged to participate in the competitions to improve their skills. Both the skill examinations and competitions aim to call for the society's attention on technical education and training.

Program goals:

1. Organize technician skills examinations to meet the various needs of the industry and help workers improve their technical skills and competitiveness in the job market.

2. Train competition contestants so that outstanding youths can experience the value of specialized skills through fair and open competitions and exchanges.
3. Organize field trips to schools, government agencies or social groups to improve other people's understanding of the operation, development, training process and industry development of occupational training.
4. Provide stipends to students in accordance with the Regulations for the Implementation of the Employment Promotion Allowances, so that the students can be reassured and participate in the training with peace of mind.
5. Responsible for the repair of courses venue, information, procurement, energy-saving measures and other administrative support to help the branch of the WDA maintain the operation.

This is an outsourced project directed by the Taoyuan-Hsinchu-Miaoli Branch of the Workforce Development Agency. 15 people were recruited for 2019 and deployed to the Taoyuan-Hsinchu-Miaoli Branch and You-Shih Occupational Training Center to engage in the planning for skill examinations and competitions and administrative tasks. The work performance of the participants in the program was also audited to understand the work progress and the participants' attitude and performance and to help them achieve the performance goals for 2019.



第 49 屆國技能競賽北區分區賽現場

Site of northern region of the 49th National Skills Competition .

產業人才投資方案系列計畫



辦理「提升勞工自主學習計畫工會座談會」，勞動部勞動力發展署黃秋桂署長與工會代表合影

Hosting a union's seminar on workers' self-directed learning. Director-General Chiu-Kuei Huang of the Workforce Development Agency and representatives from the unions participating in the event.

勞動部勞動力發展署為強化我國勞動力人口在職場上的共同核心職能及產業專業技術能力，以因應急速的國際經濟變遷及競爭，結合各轄區內通過 TTQS 之優質訓練單位，提供多元化實務導向之訓練課程，並補助其課程訓練費用，以激發在職勞工自主學習精神，累積個人實力與能力。

產業人才投資方案又分為「產業人才投資計畫」及「提升勞工自主學習計畫」，招生對象為年滿十五歲以上，具就業保險、勞工保險或農民健康保險被保險人身分之在職勞工，並依在職勞工身分別，給予補助 80%~100% 之訓練費用，且 3 年內每位學員得以補助最高新臺幣 7 萬元。

另為加強輔導受貿易自由化引發產業變遷之勞工，面臨就業型態轉變及未來對就業市場之衝擊，特別推動「充電起飛計畫」，因應產業及勞工訓練需求，針對北分署及桃分署轄區內受影響產業之在職勞工提供優質職業訓練，提升個人能力與知識技能。

108 年度北分署結合轄區內優質單位，辦理產業人才投資方案（含充電起飛計畫）共計 350 個訓練單位，共辦理 1,540 門課程，補助經費約新臺幣 2 億 3,189 萬元，服務逾 36,000 人次之在職勞工。108 年度桃竹苗轄區內，共計辦理 680 門課程，補助經費約新台幣 1 億 2,759 萬 6,000 元，服務逾 15,343 人次之在職勞工。

Industry Talent Investment Initiative

In order to increase the common core competencies and professional techniques of domestic laborers in the job market to adapt to the swift international economic change and competition, the Workforce Development Agency, Ministry of Labor, cooperates with TTQS-certified training institutions in its regions to provide diversified practical training courses and offer subsidies for the training expenses to inspire on-the-job laborers to actively learn and build their strength and competencies.

The Industry Talent Investment Initiative can be divided into the "Industry Talent Investment Plan" and "Promotion of Labors' Self-Learning Plan." The on-the-job laborers aged 15 or above and who participate in employment insurance, labor insurance or farmer health insurance can have 80%~100% subsidies based on their status, and each trainee can receive a NTD 70,000 subsidy within 3 years at most.

The "Multi-Beneficiary Vocational Training Program" is carried out to help the laborers who are affected by industry change brought by free trade to adapt to the employment transformation and the future impact on the job market. In response to the requirements of the industry and labor training, affected workers within the jurisdiction of the Taipei and Taoyuan branches in response to industry demands and training needs of workers to enhance their personal abilities, knowledge, and expertise.

Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Office cooperated with quality institutions to organize the Industry Talent Investment Plan (including the Multi-Beneficiary Vocational Training Program) in 2019. 350 training units together with the Office organized 1,540 programs. The subsidy was as high as NT\$ 231,890,000, and more than 36,000 on-the-job laborers were served. 680 programs were opened in Taoyuan, Hsinchu and Miaoli in 2019 and the subsidy was NT\$ 127,596,000. 15,343 on-the-job laborers were served.



北分署 - 產業人才投資方案工作人員說明會

Northern branch of the Workforce Development Agency - Briefing session for personnel of the Industry Talent Investment Initiative.

補助及媒合企業聘用運動指導員案



運動指導員增能課程

Sports instructors improvement course.

依據我國近年運動現況調查統計顯示，青壯年上班族的規律運動人口比率較其他族群低，為提升職工運動參與，促進職工運動健康，體育署於 107 年度推動企業聘用體育運動專業人員擔任指導員，期能善用運動人員之專業與特質，為企業人力資源注入新流，並促進職工規律運動、打造運動健康職場。

「推動企業聘用運動指導員」旨在推廣職工運動，並促進體育運動相關背景專業人員就業，本會自民國 107 年度建置了資料庫及媒合平台，提供企業及相關人員媒合服務，並推出各項措施，予已聘用運動指導員之企業辦理員工運動休閒活動經費補助、輔導諮詢服務及運動指導員增能課程等。截至 108 年度已輔導企業聘用 254 名運動指導員，補助企業辦理超過 800 項員工運動休閒活動，逾 15 萬人次參與，提供 51 家次企業與運動指導員輔導諮詢服務、增能課程計 238 人參訓。

為將運動好人才推薦給企業，讓企業都能動起來，於民國 108 年 7 月 23 日假台北喜來登辦理記者會，由企業運動社團開場賦予承先啓後之意，並於 12 月 5 日假王朝大酒店舉辦「成果展暨交流茶會」，展示本會承接辦理各項推動工作之整體成果並邀請 3 家企業經驗分享，藉由企業實績案例，激發各企業重視職工運動並發掘運動人員更多可能，同時，於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，期透過一系列活動，帶動與逐步擴散我國職場運動環境。



推動企業聘用運動指導員記者會體育署高俊雄署長（右 3）與貴賓合影

Minister Kao of the Sports Administration (third on the right) and other valued guests in the press conference of the Promote Employment of Sports Instructors in Enterprises program.

Sport Instructor Recruitment Subsidy and Matching Project

According to the domestic survey on exercise, the young white-collared workers tend not to participate in exercise as much as the other age groups. In order to increase workers' participation in exercise and improve their health, the Sports Administration introduced programs in 2018 to support businesses to recruit sports instructors, hoping that the specialization and characteristics of sports personnel can add a new culture to companies' human resources and promote employees' regular exercise to build a healthy workplace.

The "Promote Employment of Sports Instructors in Enterprises" program aims to promote exercise activities for employees and the employment of professionals with a background in sports. The Association built a database and matching platform in 2018 for enterprises and the relevant personnel. A variety of measures have been introduced to provide subsidies to companies which have hired sports instructors to hold employees' sports and recreational activities, counseling services and improvement courses for sports instructors. As of the end of 2019, the program had helped enterprises hire 254 sports instructors, organize more than 800 sports and recreational

activities for employees, attracting the participation of 150,000 people. The program has also provided counseling services to 51 enterprises with their sports instructors, and 238 people have participated in the improvement courses.

In order to recommend sports talents to enterprises so that they can promote a healthy workplace, a press conference was held at Sheraton Grand Taipei Hotel on July 23, 2019. Sports clubs in various enterprises held a ceremony symbolizing the launch and succession of the program. On December 5, 2019, an achievement exhibition and tea party were held at Sunworld Dynasty Hotel to demonstrate the overall results of various initiatives promoted by the Association. Three companies were invited to share their experience with the attendees, and it was hoped that the use of performance and case studies of companies would encourage companies to value employee exercise activities and open more opportunities for athletes. The event also presented awards to the participating companies, expressing the gratitude from the Sports Administration. It was hoped that the series of activities would promote and gradually expand the exercise culture at the domestic companies.



推動企業聘用運動指導員成果展暨交流茶會體育署林哲宏副署長（前排左 5）和與會來賓合影

Deputy Director-General Che-Hung Lin (front row, 5th from the left) of the Sports Administration and other valued guests attending the exhibition and afternoon tea event for the "Promote Employment of Sports Instructors in Enterprises."

政策宣導

Policy Promotion

外籍勞工相關系列計畫 ▲
Foreign Worker Related Programs

工作生活平衡輔導及推廣計畫 ▲
Work-life Balance Guidance and Promotion Plan

優化國際體育交流活動管理計畫 ▲
Program for Optimization of International Sports Exchange

形塑臺灣品牌國際賽事計畫 ▲
Taiwan International Sports Events Branding Program

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

職業災害勞工個案主動服務計畫業務輔導評鑑 ▲
Counseling and Appraisal for Occupational Disaster Worker Services

農業保險宣導推廣教育訓練 ▲
Education and Training Program for Promotion
of Agricultural Insurance

多元行銷整合操作 強化政策宣導溝通

Integrated Marketing to Reinforce Policy Communication

近來隨著網路科技的發達及進步，造就了現在人手一機的時代，過往習以為常使用的政策廣宣管道，已逐漸轉戰至各大網路社群媒體平臺，藉此將政策內容及意涵、典範案例、輔導成果等眾多資訊，以多元方式曝光及行銷，不僅彰顯對政府整體績效與形象塑造，更加速了民衆與政策宣傳的共識凝聚及溝通速度，為彼此的雙向交流建立起暢通管道。

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，本會建立了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有關單位推廣政策、發布訊息時之最佳管道。未來本會仍將持續不斷創新及建置各類廣宣管道，與民衆保有良好互動，確實傳達政策美意，在瞭解政策、支持政策的精神下，協助政府有關單位打造利於中小企業發展的環境，亦與全臺各縣市共57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。

The development and advancement of the Internet technologies have created the wide adoption of mobile devices. Policy communication has gradually migrated from the traditional channels used in the past to social media platforms. The content of policies, examples and results of counseling have been made available through a variety of exposure and marketing channels, significantly demonstrating the overall performance and the effort of image building of the government. This speeds up the consensus of the general public and policy communication and builds a smooth channel for bilateral interactions.

With respect to the bilateral interactions of policy promotion and continuous feedback from the SMEs, the NASME builds a comprehensive policy promotion system to implement the government's policies and make them widely known. The Association has become the best channel for the government agencies to promote their policies and announce information. In the future, the Association will continue to innovate and build various promotion channels to maintain good interactions with the public and effectively convey the good intentions of the policies. With the mindset of understanding and supporting policies, the Association helps government agencies to build environments beneficial to the development of SMEs and collaborates with 58 sub-organizations in counties and cities around Taiwan to continue providing diverse services to the SMEs around the country. The SMEs will be able to obtain information on policies immediately and understand the government's good intentions, which will create a win-win situation.

外籍勞工相關系列計畫



外國人申請案件處理業務外包計畫 - 文康活動營造工作與生活平衡的友善職場

Outsourced program to handle applications for hiring foreign workers. Culture and recreation activities to build a friendly workplace offering work-life balance.

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。

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，總服務外國人人數達 17 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，從申辦流程開始即為每個案件設立專屬服務員，民眾可透過單一窗口來進行諮詢及服務，直到申辦項目完成。

為協助雇主順利自行聘僱外國人，如雇主忙碌無法親自辦理，亦可以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，近期亦推動接續聘僱在臺外國人服務，聘僱後也將透過單一窗口機制主動以電話及簡訊方式提醒雇主聘僱後應辦事項，使服務更臻多元，提升服務效益。



協助印尼辦事處 SP2T 說明會活動

Helping the Indonesian Economic and Trade Office to Taipei in conducting the SP2T briefing session.

此外，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，以及勞工法令查詢等功能；此外也透過「直接聘僱官方網站 (<https://dhsc.wda.gov.tw>)」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。

近年來更積極輔導事業單位採用直接聘僱專案選工引進外國人，經由事業單位提出招工需求，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外包計畫

我國為因應人口結構變化、國內產業明顯人力困境，在不影響國人就業機會及薪資水準之前提下，引進外籍移工及延攬、補充外國優質人才，迄至民國 108 年 10 月底止，在臺工作外國人數共達 74.7 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、家庭類及白領外國專業人員等各類龐大的外國人工作許可申請案件及提供民眾電話諮詢服務，以業務委外方式，由本會派駐 93 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，民國 108 年度 1 月至 11 月累計完成 98 萬件外國人工作許可案件審查，每月平均辦理 9.7 萬件，平均審查天數為 1 天。

為持續加強審查人員專業知能，讓審查技巧得以傳承並提升專業知識，辦理在職訓練 4 場次及新進人員訓練 40 場次以上，另辦理 2 場次員工旅遊、健身補助、聚餐補助、健康檢查等員工福利活動，致力營造工作與生活平衡的友善職場。

108 年度提升就業服務與法令諮詢電話服務績效實施計畫委外案

為積極促進工商投資及經濟發展，提供桃園市廠商優質的勞動力及失業民眾或特殊境遇民眾之充足就業機會，桃園市政府勞動局透過電話服務諮詢中心 6 人及勞動檢查處 1 人，做統一規劃對外服務窗口，提供民眾法令諮詢與就業資訊服務，俾利服務廣大民眾，尤其是勞動基準法修正後，許多勞工與企業對於相關法規不甚熟悉，故電話諮詢服務更顯其重要性。本計畫服務人員將協助辦理之業務，包括辦理電話諮詢服務，從事就業服務、法令諮詢暨各項促進就業措施等就業服務相關工作，並能引導民眾至正確的承辦窗口，提升行政效率，配合本計畫協助、關懷勞工，宣導傳遞就業與勞動法令相關訊息、就業服務及相關之就業促進措施。



外國人申請案件處理業務外包計畫 - 在職訓練強化專業知能

Outsourcing Project for the Handling of Applications for Foreign Workers. On-the-job training to improve professional knowledge.



印尼安置保護局拜訪新光紡織
BNPTKI visiting Shinkong Textile.

Foreign Worker Related Programs



外國人申請案件處理業務外包計畫 - 員工親子家庭日
Outsourced program to handle applications for hiring foreign workers- one day company trip of family fun.

Direct Hiring Service Center Program

Taiwanese society is increasingly relying on foreign workers to meet the challenges generated by changing economic and family structures. The Taiwanese government cannot afford to ignore this large group of foreign workers. The Workforce Development Agency of the Ministry of Labor therefore established the “Direct Hiring Service Center” as a channel for continued recruitment of foreign workers to safeguard the rights and interests of employers and foreign workers, reduce the burden of foreign workers in Taiwan, and meet expectations in the field of respect for human rights and emphasis on social welfare.

From December 31, 2007, when the department took charge of the program, professional services have been provided for a total of around 160,000 employers and 170,000 foreign workers. The Association has adopted a one-stop service model since 2018 which relies on individualized services provided by dedicated personnel to increase the convenience of direct hiring services and embrace the spirit of services provided through a single contact person. Dedicated service personnel are assigned for every case from the beginning to the end of the application process to ensure that consultation and services are provided by a single contact person.

In order to help employers in hiring foreign workers on their own, the Direct Hiring Service Center can help processing the applications. If the employers are unable to apply on their own for any reason, the applications can also be done by mail to the Service Center or by online application. The Service Center has also promoted the service to help renew the employment contacts of foreign workers recently. After the hiring, a single point of contact is assigned to proactively remind the employers by telephone or text message of follow-up measures after the hiring. These measures enable the service to be more complete and accessible.

The Direct Hiring Service Center has also launched a "Foreign Migrant Workers Helper APP" to assist employers in the self-directed management of foreign workers. App functions include query of application progress, viewing to-do-lists during the employment period, and labor law queries. The official website of the Direct Hiring Service Center (<https://dhsc.wda.gov.tw>) can provide a wide range of information pertaining to health checks, resident certificate, labor contract and others, also helping employers in the self-directed management of foreign workers.

In recent years, business organizations have been actively encouraged to recruit foreign workers through the direct hiring project method. This method requires business organizations to submit their recruitment demands. A customized method is adopted to assist business organizations in the hiring of foreign workers, thereby meeting their manpower needs and creating win-win scenarios for workers and employers.

Outsourcing Project for the Handling of Applications for Foreign Workers

The change to the domestic demographic structure has caused significant stress to industry manpower. The introduction of migrant workers and the extension of employment and replenishment of foreign talents are implemented to mitigate the problem, given that the employment opportunities and salary structure of the nationals are not affected. As of the end of October 2019, there were 747,000 foreigners working in Taiwan. They have made significant contributions to the industry development and health care system of the country.

The Workforce Development Agency of the Ministry of Labor has adopted an outsourcing model for the processing of an enormous number of applications for foreign workers by the manufacturing industry, families, and white-collar foreign professionals as well as the provision of public consultation services by phone. NASME has dispatched 93 staff members who are in charge of the handling of non-core tasks and general matters associated with the processing of work permit applications by foreigners including archiving, reviews, phone queries, and enforcement of settling-in allowances. From January to November 2019, a total of nearly 980,000 foreign worker application cases have been reviewed, and an average of 97,000 cases per month are processed, with each case taking an average of one day to review.

In order to continuously improve the professional knowledge of reviewers and pass on the review skills, 4 sessions of on-the-job training and more than 40 training sessions for new hires have been held. Company trips have been held twice and there are fitness and colleague gathering stipends, health checks and other forms of employee benefits, showing the organization's commitment to building a friendly workplace with a work-life balance.

2019 Enhanced Employment Service and Legal Counseling with Phone Service Outsourcing Program

The Department of Labor of the Taoyuan City Government has created a unified contact point for external services through six specialists in the Phone Service Counseling Center and one specialist in the Labor Inspection Division to facilitate the provision of legal counseling and employment information services for a large number of individuals, boost industrial and commercial investments and economic development, and provide sufficient employment opportunities for outstanding workers, unemployed individuals, and individuals with special needs in Taoyuan. Phone counseling services have become even more important in the wake of Labor Standards Act amendments and the unfamiliarity of numerous workers and enterprises with relevant laws and regulations. Services provided by assigned personnel in the context of this program include phone counseling services, employment services, legal counseling, and various employment promotion measures. Citizens are directed to the correct contact person for enhanced administrative efficiency. Employment and labor law related information is disseminated and employment services and relevant employment promotion measures are in place to provide assistance and show concern for workers in line with this program.



直聘舉辦接續聘僱面談
Interview at the direct hiring event.

工作生活平衡輔導及推廣計畫



東台精機企業觀摩交流 - 勞動部張壹鳳科長（左3）、董事長特助嚴璐特助（右3）及參訪企業代表合影留念

Company visit to Tongtai Machine and Tool Co., Ltd. - Section Chief Yi-Feng Chang of the Ministry of Labor (third from left), chairman's executive assistant, Lulu Yen (third from right), and other participating companies.

為了讓企業推動優於法令的友善員工措施，勞動部辦理「推動工作生活平衡補助計畫」，補助項目包含員工紓壓課程、兒童或長者臨時照顧空間等項目。協助雇主建立友善勞動環境，使勞工安心效率工作，提升企業生產力，達到勞資雙贏。



種子培訓課程 - 台北場小組分享

Seed Training Course: Group sharing of the Taipei session.

108 年度辦理種子培訓課程及企業觀摩交流，共計 6 場次 357 人次參與；舉辦 9 場計畫宣導暨核銷說明會，參與人次達 816 人；並召開 2 場補助審查會議，共有 405 家次企業提出申請，較去年度成長約 14%，其中有 375 家次核定通過，總核定經費為約 1,505 萬元；實地訪查 20 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。

另外，由於高齡化時代來臨，在 108 年度辦理的企業中，除了有設置兒童臨時照顧空間外，臺中就有一家金屬手工具製造業利用補助在企業內部設置長者臨時照顧空間，讓員工可以將家中長輩帶到企業，兼顧工作和家庭照顧，這也是全國首件申請案例。

Work-life Balance Guidance and Promotion Plan

The Ministry of Labor introduced the Work-Life Balance Guidance and Promotion Plan to enable enterprises to promote employee-friendly measures that are even better than regulations. The subsidies include employee stress relief programs, temporary care space for children or the elderly and others. These measures help employers build a friendly working environment, so that workers can work with peace of mind and more efficiently, improving productivity and achieving a win-win situation for both employers and employees.

In 2019, a total of six instructor training courses and enterprise visits and exchanges with a total of 357 participants were organized. 816 enterprise representatives participated in nine plan promotion and bookkeeping briefing sessions. A total of 405 enterprises submitted applications, a growth of 14% over the previous year, and 375 of these enterprises were granted subsidies totaling NT\$15,050,000 after subsidy two review meetings. On-site visits of 20 subsidized businesses were conducted to provide assistance in follow-up reimbursement and implementation of measures. We hope that more enterprises can actively participate in the program to help employees relieve their physical and mental stress and facilitate the interactions between employees and their spouse and children.

Among the companies that participate in the program this year, some have set up a temporary care space for children, and the others have facilities for senior citizens. In Taichung, a metal hand tool manufacturer used subsidies to set up a temporary care space for elders. Employees were able to bring family elders to the workplace, allowing them to take care of their work and family at the same time. It was also the first for such application in the country.



種子培訓課程 - 台北場小組討論

Seed Training Course: Group discussion of the Taipei session.



全球人壽企業觀摩交流

Transglobe Life-Business observations and exchanges.

優化國際體育交流活動管理計畫



夯運動 in Taiwan 啟動記者會暨國際自由車環臺賽賽前記者會
Fun Sports in Taiwan Launch Ceremony and Pre-Tour Press Conference of the Tour De Taiwan.

近年來，申辦大型國際運動賽事成為許多國家或城市的重點活動，達到城市再造與活化地方經濟的效益，亦係我國走向世界舞臺的路徑。每年有超過百場國際運動賽事在臺灣舉行，本會自民國 104 年啟動「優化國際體育交流活動管理計畫」，透過多元管道強化賽事主辦單位專業知能，108 年度更著重「強化百場國際運動賽事籌辦質量」及「行銷擴散賽事辦理成果」，選拔出具有地方特色、競技實力及經典的 12 場精選賽事，串聯地方政府與運動協會，逐步打造具品牌價值的國際賽事，並推動運動觀光與提升城市形象，希冀以賽事點亮美麗島嶼，讓世界看見臺灣。

此外，本計畫籌組跨領域顧問團，透過訪視輔導作業與主題式研習活動，協助主辦單位優化賽事辦理、提升管理知能。辦理啟動記者會、國際賽會宣講活動及成果分享會等，促進國際體

育交流，推升國際體育運動環境再優化。運用多元行銷廣宣策略，透過平面、數位、網路社群等媒體管道，結合亮點行銷活動，串聯線上線下的擴散方式，將年度百場國際賽事資訊充分露出，增加社會大眾對於在臺國際賽事的關注，強化「夯運動 in Taiwan」百場賽事品牌角色。



國際賽會宣講活動「夯運動 in 箭欄」與會者一同為臺灣射箭選手加油

International competition publicity "Popular Sport in Archery": Participants cheer on Taiwan archers.

Program for Optimization of International Sports Exchange

In recent years, holding large-scale international sports events has become a noteworthy initiative in many countries and cities for it may rejuvenate cities and revitalize the local economy as well as to connect the world. More than 100 international sports events are being held in Taiwan every year. We began to launch the Program for Optimization of International Sports Exchange from 2015 the event organizers' have been reinforced with various assistance of professional knowledge. In 2019, we emphasis the "International Sports Events Holding Quality Strengthen" and "Marketing for Sports Events Achievement Extending", which help with connecting local government and sports associations. By selecting Taiwan Featured 12, which possess local specialties and competitiveness to create valuable international sports events, to enhance the image of cities by sports tourism, and to let the world know Taiwan.

Besides, the program organized a cross-filed consultant group to help the event's organizers with improving event operation and management skills by field visits and workshops. Launching ceremonies, international competition sharing session and annual presentations were not only held to promote international sports communications but also to optimize the international sports events condition. Diverse marketing strategies such as newspapers, digital media and social media are used in combination with promotion campaigns to fully display hundred annual international events via both online and offline channels. This increases the public awareness of the international competitions in Taiwan, and the brand image of Fun Sports in Taiwan is enhanced.



百場賽事 12 精選縣市政府與賽事主辦單位合影

Local governments and organizers of the Best 12 of 100 in Hunt Sports In Taiwan.

形塑臺灣品牌國際賽事計畫 Taiwan International Sports Events Branding Program



體育署葉丁鵬（中）主任秘書宣布推動「形塑臺灣品牌國際賽事計畫」

Executive Secretary Ding-Peng Yeh of the Sports Administration promoting the 「Taiwan International Sports Events Branding Program」.

隨著運動風氣風靡世界，全球化的浪潮席捲臺灣，歷經高雄世運會到臺北世大運外，還有許多在國際間嶄露光芒且持續在臺舉辦的品牌賽事，例如南投縣的「萬人泳渡日月潭（& FINA 馬拉松游泳世界錦標賽系列賽－南投站）」、臺北市的「華國三太子男網挑戰賽」、嘉義市的「諸羅山盃國際軟式少棒邀請賽」、新北市的「萬金石馬拉松」與「台灣裙襪搖搖LPGA」，以及橫越全臺的「國際自由車環台公路大賽」等，透過國際運動賽事之籌辦與參與，以及我國運動健兒在國際賽場上的精湛表現，不僅帶來媒體關注亦帶動周邊運動產業發展，並進一步將國際賽事結合觀光旅遊與精品美食等，帶出臺灣本地文化特色。

有鑑於所謂的「臺灣品牌國際賽事」概念不僅於籌辦國際賽事，更融入周邊產業經濟，藉由本計畫籌組具國際體育運動相關領域與經驗之「臺灣品牌國際賽事輔導團」，期透過各領域之專業知識，匯聚眾人智慧，針對 19 場潛力賽事，打造該等賽事之品牌核心價值及定位，透過召開專家諮詢會議並提供諮詢服務，撰擬未來 3 年策略規劃建議方案，作為後續政策推動方向之參酌，以達形塑「臺灣品牌國際賽事」之願景。

The globalization of sports has swept across Taiwan. The 2009 World Games, the 2017 Summer Universiade, the FINA Marathon Swim World Series 2019 in Nantou and Sun Moon Lake International Swimming Carnival, Santaizi ATP Challenger, New Taipei City Wan Jin Shi Marathon, Taiwan Swinging Skirts LPGA and Tour de Taiwan are international events which showcase the excellent performance of Taiwan's athletes and draw media attention. Moreover, tourism, shopping, and delicacies are incorporated into events to bring out Taiwan's local cultural characteristics.

The concept of the Taiwan Branding International Competition is not limited to the organizing of international events, but it also incorporates the other relevant industries. The program forms a counseling team, which has experts from various background and experience in organizing international sports events, to establish the core value and positioning of branding of 19 sports events. Experts meetings are convened to provide counseling services and propose recommendations for strategy planning with the next three years to be used as the reference for promotion of future policies, further realizing the vision of the Taiwan International Sports Events.



「臺灣品牌國際賽事輔導團」共識會議

Consensus Meeting of 「Taiwan International Sports Branding Consultant」.

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



108 年度智慧種子師資培訓班學員合影

Group photo of trainees in the 2019 IPR instructor training course.

為落實校園智慧財產權保護環境，從學齡教育中深植國人正確的智慧財產權觀念，透過短期專業培力課程，培育智慧種子師資組成「校園智慧宣導團」進入高中職以下校園進行教育宣導，提升種子師資之智慧財產權專業知能，同時增進活動設計與團隊帶領等技巧；此外，亦組成「保護智慧財產權服務團」深入全國各地公司、企業、學校及政府機關辦理講座共計 163 場次，總參與人數達 9,760 人，成果廣受好評；與此同時，針對文創產業及特定產業辦理「特定主題宣導說明會」課程，使相關從業人員習得相關法條的說明、如何運用法律保護自己的創作、取得授權的管道等，進而創造出文化產業更高的價值。

「智慧財產權校園深耕宣導」於今年度與 29 所大學校院結盟，共培育 172 位智慧種子師資，成立 17 組校園智慧宣導團，於 5 月至 11 月巡迴至 80 所高中職以下校園進行教育宣導，總參與學生達 15,235 人，執行成果斐然。

「保護智慧財產權服務團」於 108 年度共計辦理 163 場次，針對申請單位對於著作權、專利、商標、營業秘密法等議題需求進行法令宣導，總參與人數達 9,760 人。「特定主題說明會」共計辦理 6 場次說明會，針對文創產業（影視音、數位出版）、新媒體著作權（網路創作、網路利用著作），深植國人創作保護的理念，藉此降低可能產生的著作權爭議。

In order to realize the protection of intellectual property rights on campus and educate citizens on the correct principle of IPR when starting their school years, IPR Protection Campus Education Teams made of seed teachers recruited for the short-term specialization enhancement courses are dispatched to senior high and vocational schools to conduct education and promotion. This practice improves seed teachers' professional knowledge in IPR, activity design and leadership skills. IPR Protection Service Teams are formed to conduct 163 sessions of seminars at companies, enterprises, schools and government agencies, attracting the participation of 9,760 people and earning the recognition of everyone. "Special Topic Promotion Briefing" courses for the culture and creativity industry are held to enable the practitioners to understand the relevant regulations and help them use laws to protect their works and access the licensing, further creating more value for the culture industry.

The In-depth Campus Education by IPR Protection Service Teams formed an alliance with 29 universities and cultivated a total of 172 seed teachers, forming 17 campus IPR promotion teams. The teams conducted education and promotion at 80 high schools and vocational school between May and November, attracting the participation of 15,235 students and showing remarkable results. IPR Protection Service Teams held a total of 163 events for the year and conducted promotion of intellectual property rights, patents, trademarks, the Trade Secrets Act and other relevant regulations, attracting the participation of 9,760 people. The Special Topic Promotion Briefing held a total of 6 sessions which advocated the principle of protection of intellectual property in the culture and creativity industry (audio and video and digital production), copyrights of new media (online creation and works to be used online), aiming to reduce the possible copyright disputes.

人力資源發展系列活動 Human Resources Development Activities



區域運籌人力資源整合服務系列活動 - 桃竹苗分署同仁參訪達明機器人(股)公司

Regional Manpower Resource Integration Service Activities. Taoyuan-Hsinchu-Miaoli Branch of the Workforce Development Agency visiting Techman Robot Inc.

在失業率下降、聘僱意願提升、就業市場前景看好的情況下，為強化企業甄、選、育、用、留的能量，讓適才適所發揮最大效益，「108 年度人力資源發展系列活動」計畫依據勞動部勞動力發展署桃竹苗分署之規劃，辦理一系列人資人員培訓課程、產業鏈教育訓練暨參訪、產業創新系列演講等活動，除加強企業管理者能力外，並使其瞭解政府在地各項輔導資源，加強與政府部門連結度，提升企業人資與政府就業服務人員之專業，並緊密彼此連結互動關係，政府就服人員亦藉由活動深入瞭解政府政策性、前瞻性產業發展願景及人才培育策略，增進就業媒合精準度。

108 年度共計辦理「人資人員培訓課程」6 場次，提供專業人力資源相關訓練並建立分署與企業人資合作機制；「產業鏈教育訓練暨參訪」4 場次，實地參訪趨勢產業，讓就服員熟悉轄區內產業鏈及產業人力結構；「產業創新系列講座」8 場次，協助企業主瞭解政策發展之前瞻性產業，並藉此提早籌畫企業人力布局以因應產業變化；三項活動共 18 場次，累計培訓 1,345 人次。

With the declining unemployment rate, increasing willingness to hire and a promising job market, the 2019 Human Resources Development Activities program planned in accordance with the Taoyuan-Hsinchu-Miaoli Branch of the Workforce Development Agency, Ministry of Labor, aims to reinforce enterprises' recruitment, selection, education, appointment and retention processes, so that appropriate talents are placed in the right positions. A series of human resources staff training courses, supply chain education, training and site visits, and industry innovation speeches were held. They reinforced enterprises' management capacity and made them aware of the local resources available from the government, so that they became better connected with the government agencies. The human resources staff of enterprises and government agencies' employment services staff developed better interactions, so that the employment services staff could learn more about the policies, vision and talent development strategy of forward-looking industries and improve the fit of their employment referral and matching services through various events.

In 2019, 6 sessions of HR training courses were held to provide professional HR training and establish collaboration between the Branch of the WDA and the HR staff of enterprises. 4 sessions of value chain training and field trip were conducted, so that employment service staff could visit industries to understand the value chain of companies within their jurisdiction and the manpower structure of the industries. 8 sessions of industry innovation speeches were held to help business owners understand the prospective industries in development, so that they could plan their manpower strategy in advance to respond to industry changes. The three types of activities had a total of 18 events, which helped the training of 1,345 people.

職業災害勞工個案主動服務計畫業務輔導評鑑

Counseling and Appraisal for Occupational Disaster Worker Services



教育訓練暨評鑑成果分享會頒獎典禮

Award ceremony at the sharing session of education, training and appraisal.

為加強協助職業災害勞工家庭，勞動部自民國 97 年 8 月起，開辦「職業災害勞工個案主動服務計畫」，於全國 19 縣市政府設置個案管理服務窗口，現有 47 名個案管理員，提供職災勞工個別化重建服務。

為瞭解各縣市政府推動辦理職業災害勞工主動服務計畫業務執行情形及所遭遇之問題，並保障職業災害勞工權益，協助各縣市政府建立良好服務模式，本會協助勞動部職業安全衛生署辦理 108 年度「職業災害勞工個案主動服務計畫業務輔導評鑑」，除透過縣市政府自我檢視及專家學者之實地訪視提供具體執行建議，並藉由辦理教育訓練暨評鑑成果分享會，強化縣市政府與職能復健單位間服務人員之橫向聯繫，增進相關服務人員知能，並就評鑑成果相互交流分享經驗，以提升整體個案管理服务品質與效能。

In order to reinforce the assistance available to workers and families suffering from occupational disaster, the Ministry of Labor launched the Occupational Disaster Worker Services starting in August 2008. The program

has case study and management point of contact at 19 counties and cities nationwide, and there are currently 47 project managers to provide personalized rehabilitation services to workers suffering from occupational disasters.

In order to understand the progress and issues of Occupational Disaster Worker Services implemented by each county and city government and protect the rights and interests of workers suffering from occupational disasters, the program helps the government offices to establish appropriate services. The Association helped the Occupational Safety and Health Administration, Ministry of Labor, to hold the 2019 Counseling and Appraisal for Occupational Disaster Worker Services, for which Government offices conducted self-examination, and experts and scholars conducted site visits to offer specific recommendations. Sharing sessions of education, training and appraisal were held to reinforce the communication between the government agencies and the service staff of occupational therapy, which further improved the knowledge of the relevant service personnel. The results of appraisal were shared as an exchange of experience to improve the service quality and performance of the overall management.



職業災害勞工個案主動服務計畫（FAP）教育訓練課程

Education and training courses for the Family Assistant Program (FAP) to the Occupational Disaster Worker Services.

農業保險宣導推廣教育訓練計畫



高階主管班 - 台北沃田旅店學員大合照

Group photo of senior executive class at Mellow Fields Hotel in Taipei.

因全球暖化造成氣候環境之劇烈變遷，天然災害發生之強度及頻率不斷增加，農業生產風險提高，依賴政府預算支應的天然災害救助已不足以保障農民的收益及財產安全，農業委員會因而參考國外農業保險制度及作法，推動農業保險，進一步保障農民收入，協助農民分散經營農業所面臨之風險。

為了配合推廣農業保險政策，本會今年度辦理 46 場全臺巡迴推廣教育訓練課程，分別辦理 6 場高階主管班、4 場縣市政府班、16 場業務人員班以及 20 場農業講座班，課程除了邀請該農作物承攬的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青農或農民現身說法，分享投保農業保險經驗，農業講座班更是藉由座談會形式進行，針對農漁民提出問題，邀請總幹事、農業金融局長官及產險公司做回應與解答，輔導農民投保業險，強化農民對於農業保險的認識與重要性，進而促使農民投保意願提升。

藉由辦理教育培訓推廣之課程，擴大宣導農業保險，能夠實質上提升農業保險從業人員之專業職能與素質，在推廣農業保險之實施背景與運作模式下，協助農業保險業務擴展，落實農業保險政策目標，促使臺灣農作物永續發展，提升農業經營之競爭力。



縣市政府班 - 台中太陽餅博物館 學員上課情形

Students from county and city government classes attending the class at Taiwan Museum of Suncake.

Education and Training Program for Promotion of Agricultural Insurance

The drastic changes in climate and environment caused by global warming have increased the intensity and frequency of natural disasters, leading to the rising risks of agricultural production. The disaster relief subsidies offered by the government are not sufficient to protect farmers' income and property safety. As a result, the Council of Agriculture promotes policies of agriculture insurance based on the other systems and measures overseas to further protect farmers' income and diversify their operational risks.

In order to promote the government's policies on agricultural insurance, the Association held 46 sessions of education and training courses around Taiwan, 6 sessions of classes for senior executives, 4 sessions of classes at county and city government offices, 16 sessions of classes for sales personnel and 20 sessions of seminars on agriculture. Professional lecturers from insurance firms offering agricultural insurance policies, the Taiwan Agricultural Research Institute and District Agricultural Research and Extension Station were

invited to conduct classes, and farmers who have purchased agricultural insurance policies were also invited to share their experience with the purchases. The seminars on agriculture invited directors from agriculture cooperatives, officers from the Bureau of Agricultural Finance and insurance firms to answer questions raised by farmers and help them in their purchase of insurance. These measures reinforced farmers' understanding of agricultural insurance and improved their intention to buy the policies.

Education and training classes are held to expand the advocacy of agricultural insurance. Practitioners in the field of agricultural insurance policies can improve their professional capacity and achieve the expansion and objectives of agriculture insurance business under the appropriate background criteria and operation. These measures facilitate the sustainable growth of Taiwan's agricultural products and improve the competitiveness of agriculture operation.



農業講座班 - 草屯鎮農會大合照壓軸場

Agriculture forum - Finale at farmers' cooperative of Caotun Township.

關於全國中小企業總會

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中小企業認定標準▲
The Definition of SMEs in Taiwan, R.O.C.

組織介紹

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 62%，個人會員佔 21%，團體會員佔 16%，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 48% of the membership, individual members account for 40%, group members account for 11% 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



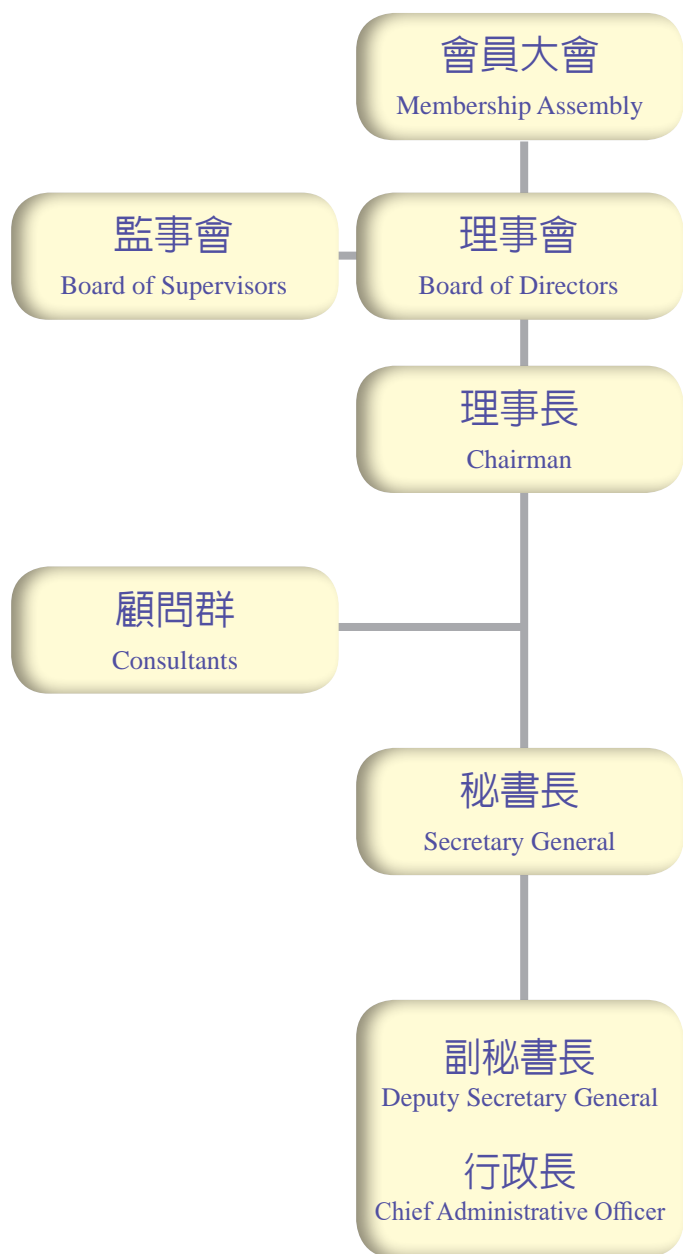
Board of Directors and Supervisors

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



行政組 | Administrative Office

- 會員服務與會務推廣
Membership services and association affairs
- 組織運作與人事財務管理
Management of organizational operations, human resources and financial affairs
- 資訊系統建構與E化管理
System infrastructure management
- 分級組織及聯誼會推廣與運作
Promotion and operation of the sub-organization
- 政策性或公益事務之舉辦與參與
Operation and Participation in Public policy and welfare

企資中心 | Enterprise Resource Planning Center

- 企業二代及高階育成
Business second-generation and high-level management incubation
- 企業輔導及內訓
Business coaching and in-house training
- 公關及整合行銷服務
PR and integrated marketing services
- 國際交流活動
International exchange activities

創輔中心 | Business Startup Assistance Center

- 創業即時諮詢輔導
Start-up consultancy counseling
- 創業育成培訓
Start-up incubation training
- 新創事業紮根輔導服務
New enterprise strengthening counseling service
- 新創事業政策貸款協助
Mortgage Assistance Policy for Startups
- 支援社會創新企業
Supporting social innovation enterprises

推廣中心 | Intermestic Affairs Center

- 國家人才發展與職能基準推廣應用
Promotion and application of national talent development and Occupational Competency
- 青年國際交流與職業訓練
International exchange and occupational training for youth

企發中心 | Enterprises Development Center

- 國家級獎項選拔與成果發表
National Awards selection and achievement presentation
- 人才發展品質系統管理與輔導
Talent Development Quality System management and guidance
- 企業聘用運動指導員補助與媒合
Subsidies and matching for enterprise hiring sports instructors
- 中小企業創業課程暨家族傳承培訓
SME and family business succession training

企研中心 | Enterprise Research Center

- 協助企業人力資源提升、鼓勵勞工自主學習
Assist to enhance the HR of business, encourage staffs' self-learning
- 產業研究分析
Industrial research and development
- 協助青年就業政策推動與服務
Youth employment policy promotion and service

職發中心 | Career Development Center

- 生涯發展暨諮詢服務
Career Development and Consultation Service
- 就業服務暨人力派遣
Employment Service and Human Resources Dispatch
- 中高齡暨銀髮勞動力倡議及運用
Promotion and Implementation of Middle-Aged and Elderly Workforce

企服中心 | Enterprises Service Center

- 中小企業法規權益策進及產業法制研究
SME Legal Rights Planning and Industry Legislation Research
- 協助國際體育運動賽事之經營體質提升
Assists for international sports events to promote the quality

創發中心 | Innovations Development Center

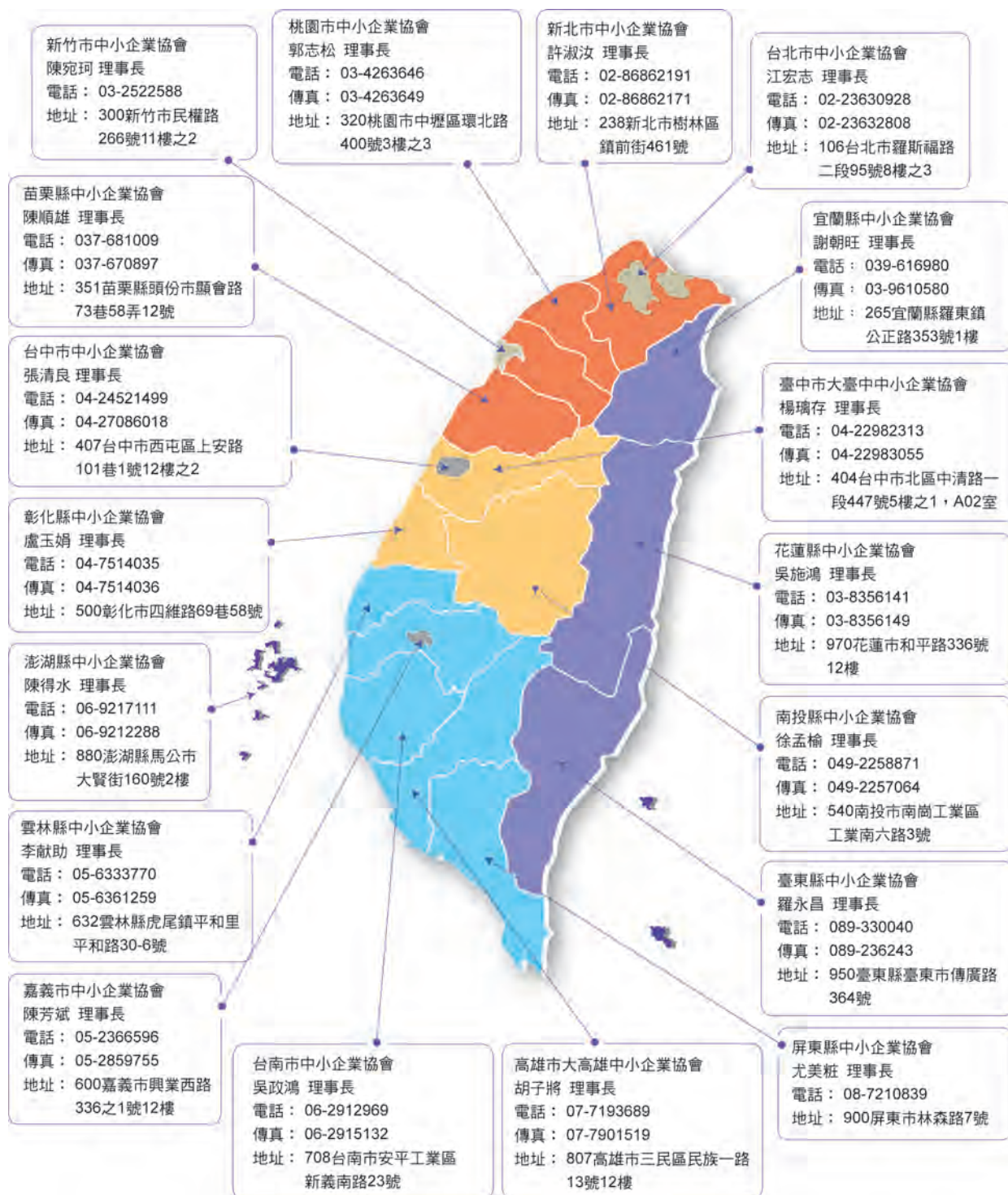
- 微型企業服務創新推動
Micro business service innovation promotion
- 外交政策實務知能推廣
Foreign policy practical knowledge promotion
- 僑台商投資暨商機促進
Overseas Taiwanese business investment and business promotion
- 農民培訓輔導整合推展
Training, guidance and integrated promotion for farmers

全國網路資源

NASME's Network Nationwide

各縣市中小企業協會

Nationwide SME Association



全國網路資源 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



菁蓉聯誼會



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



綠遊聯誼會



樂活聯誼會



學友聯誼會



鐵木真聯誼會



串門子聯誼會



仁愛青年聯誼會



快樂成長聯誼會

世福聯誼會

理事監事名單

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	祥園實業(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	執行長
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	進階生技(股)公司	監察人
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	凱基銀行中山分行	協 理
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	黃朝祥	奕昕電機公司	副董事長
理 事	楊孟義	美商台灣分公司	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
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	負責人
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

會員類別／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• 贈閱本會發行電子報相關刊物• 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）

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 (請附上二吋大頭照乙張)	
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 <input type="radio"/> 0-10 人 <input type="radio"/> 101-200 人 <input type="radio"/> 11-50 人 <input type="radio"/> 201 人以上 <input type="radio"/> 51-100 人
行業 大類	<input type="radio"/> A 製造業 <input type="radio"/> B 服務業 <input type="radio"/> C 其他			行業 小類	請參閱連結網址 (https://reurl.cc/Y11e50) 填寫代表：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	
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，並合於下列基準之事業：

Article 2 The small and medium enterprises mentioned in these standards refer to all enterprises that have legally completed company registration or commercial registration and meet the following requirements:

1. 製造業、營造業、礦業及土石採取業實收資本額在新臺幣八千萬元以下者，或經常僱用員工數未滿二百人者。

In the case of manufacturing, construction, mining or quarrying enterprises, paid-in capital shall not exceed NT\$ 80 million; or the number of regular employees shall not exceed 200 persons.

2. 除前款規定外之其他行業前一年營業額在新臺幣一億元以下者，或經常僱用員工數未滿一百人者。

The enterprise is an enterprise in the industry other than any of those mentioned in the Subparagraph immediately above and had its sales revenue of NT\$100 million or less in the previous year; or the number of regular employees shall not exceed 100 persons.

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 本標準所稱營業額，係以認定時前一年度稅捐稽徵機關核定之數額為準；其未經核定者，以下列規定認定之：

Article 4 The "total operating revenue" mentioned in these standards refers to the figure for the previous year, approved by the relevant tax-assessing agency. The following regulations should be used to provide a basis for identifying medium and small enterprises whose figures have not been approved:

1. 以事業加蓋稅捐稽徵機關收件戳之最近年度所得稅結算申報書所列之營業收入之數額為準。

The total operating revenue figure listed on the enterprise's final income tax reporting document for the most recent year, stamped with the relevant tax-assessing agency's seal should be used as a basis for identification;

2. 事業未取得前款之證明文件者，以最近全年度營業人銷售額與稅額申報書之銷售額扣除受託代銷及非營業收入後之數額為準。

If the enterprise has not received the document referred to above, the amount shall be the total sales revenue as declared in the most recent tax return, excluding income from sales on consignment and other non-sale related revenue;

3. 依法由稅捐稽徵機關查定課徵營業稅之營業人，前一年度之營業額推定為一億元以下。
For an enterprise whose business tax is determined by the tax-assessing agency, the total operating revenue of the previous year must be below NT\$100 million. Annual Report 2018 131
ABOUT NASME

4. 事業於前一年度始登記設立未滿一年或當年度設立登記者，依各期已申報之數額換算為全年度之數額。
In the case of enterprises registered for less than one year during the preceding year or registered only during the current year, sales for the full year shall be determined by pro-rating the periodically declared amount into a full year.

第五條 本標準所稱經常僱用員工數，係以臺閩地區勞工保險機構受理事業最近十二個月平均月投保員工人數為準。

Article 5 The number of regular employees referred to in these standards shall be the monthly average number of insured employees during the most recent twelve months declared by the enterprise to the labor insurance authority in Taiwan and Fukien area.

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-中華民國104年3月30日經濟部經企字第10404601530號令修正發布



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