

出國報告(出國類別：語言訓練)

經濟部派赴美國喬治城大學受國際 經濟商務人員語言訓練(英文組)



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派赴國家：美國華盛頓特區

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摘要

本報告為經濟部派赴美國喬治城大學受國際經濟商務人員語言訓練受訓人之回國報告，受訓期間為 104 年 8 月 25 日至 105 年 5 月 13 日，受訓地點為美國華盛頓特區。

本報告內容為課程簡介、課程成果展示及參與智庫演講與專家學者會面情形，最終以個人對於此次赴美受訓之心得做結。課程簡介包括上下學期的課程時間表、課程簡介及規劃；課程展示成果包括上下學期之學期末報告，將以中文摘要附報告原文之方式呈現；個人心得部分則為我個人於參加此次語訓的收穫與感想。

本報告共有兩份附件，附件 1 為上學期期末報告－商業計劃之英文原文；附件 2 為下學期期末報告－非政府組織研究報告之英文原文。

課程簡介

此次奉派參加美國喬治城大學 English as Foreign Language(EFL)
「專業商業英文(Business and Professional English, BPE)」課程，共分
為英文課程與商業課程，上下兩學期課程安排如下：

首先是英文課程部分：

一、 上學期(104 年 9 月 1 日至 104 年 12 月 17 日)

	周一	周二	周三	周四	周五
9:00~10:00	商業溝通	商業溝通	商業溝通	商業溝通	商業溝通
10:00~11:00	寫作	寫作	寫作	寫作	寫作
11:00~12:00					
12:00~13:00					
13:00~14:00	進階溝通	專業網絡	進階溝通	專業網絡	進階溝通
14:00~15:00	技巧	技巧	技巧	技巧	技巧

(一)「商業溝通寫作(Written Communication in Business)。」講師：Glen Penrod。此課程透過閱讀講義與商業相關文章來幫助學員了解在寫作與閱讀上各式句型結構、詞態變化和正確的標點符號使用方式。

(二)「進階溝通技巧(Advanced Communication Skills)。」講師：Gregg

Zitlau。此課程重點在於訓練學員的英語簡報技巧，包括口說文法的加強、投影片的製作技巧以及於主題之間的轉場(transition)技巧等。

(三)「專業網絡技巧(Professional Networking)。」講師：Candith Pallandre。此課程要求學員每周參加至少一場於華府各智庫舉辦之活動，並在會前、會中及會後需和同場聽眾交談並交換基本聯絡方式，目的在於訓練學員的「網絡(Networking)」能力。

二、 下學期(105 年 1 月 13 日至 105 年 5 月 6 日)

	周一	周二	周三	周四	周五
9:00~10:00	專業閱讀	專業閱讀	專業閱讀	專業閱讀	專業閱讀
10:00~11:00	與寫作應用	與寫作應用	與寫作應用	與寫作應用	與寫作應用
11:00~12:00					
12:00~13:00					
13:00~14:00	進階溝通	研究暨網	進階溝通	專業網絡	進階溝通
14:00~15:00	技巧	絡巧應用	技巧	技巧	技巧

(一)「專業閱讀與寫作應用(Professional Application in Reading and Writing)。」講師：Gregg Zitlau。此課程重心在於介紹組織行為

理論、美國政治體制與領導理論，使用多種教材使學員於增進英文能力之外，也對美國文化有更進一步的了解。

(二)「進階溝通技巧(Advanced Communication Skills)。」講師：Glen Penrod。此課程下學期調整課程重點，強調訓練學員之發音與語調，和上學期略有不同，導師透過學員的錄音給予 1 對 1 的糾正與指導。

(三)「研究暨網絡技巧應用(Applied Research and Networking)。」講師：Glen Penrod。此課程要求學員運用上學期所學之網絡技巧，選定主題及所欲扮演的行為者後，於華府各大研究機構尋找適合的專家學者進行面訪，並融合學員自己對於該主題的背景研究，最終撰寫一份由該行為者角度出發對於該議題提出之見解之立場書(position paper)。

於商業課程部分，上學期共有兩門課程，下學期有三門課程，分述如下：

一、 上學期(104 年 9 月 1 日至 104 年 12 月 17 日)

(一)「管理原則(Principles of Management)。」講師：Douglas McCabe。此課程著重在介紹企業管理的基本原則，並融合模擬談判，旨在訓練學員扮演經理人的角色，實際體會身為領導者在各種情境之下應如何反應並帶領團隊做出正確決策。

(二)「行銷原則(Principles of Marketing)。」講師：Jim Lindsay。

此課程透過講師個人豐富的經驗分享，和學員講述行銷的 4P 概念(Product, Price, Promotion, Place)，及如何將理論結合資料庫後運用在實際的商業世界中；本課程於課程結束時要求學員選定一產品，並舉行模擬產品發表會，透過運用課程講授之理論為該產品設計一套量身訂做之行銷策略並撰寫企畫書，以吸引投資者投入資金。

二、 下學期(105 年 1 月 13 日至 105 年 5 月 6 日)

(一)「企業財務管理(Corporate Finance)。」講師：Andrew Feng。

此課程講授基本的財務管理理論，包括現值、未來值及淨現值方法等，主要目的在於讓學員了解如何透過財務方法去評估公司各項投資及資金組成對於公司獲利之影響，此外，講師在課程也強調財務的邏輯並不僅限使用於公司財務方面，日常生活中此等決策邏輯之用處也相當大。

(二)「企業會計(Business Accounting)。」講師：James Dalkin。此

課程約當於一般大學講授之初級會計程度，主要介紹各式財務報表(如資產負債表、損益表及現金流量表等)及簡單的財務報表分析。課程最後講師要求學員設立一間虛擬公司，並給定各項參數，各組必須製作一套完整的公司財務報表並發表，

向其他學員解釋報表背後建立之邏輯。

(三)「企業政策(Business Policy)。」講師：Douglas McCabe。此課程為集大成之課程，主要是希望學員能夠運用過去兩學期所修習的 4 門課程來模擬經營一間公司提供一項服務或商品，學員必須展示該公司具有永續經營的能力，並必須從會計、財務、行銷及管理等方面去規劃公司的政策及策略，以證明此公司將能為股東及利益攸關人(stakeholders)創造利益。此課程最後舉行一場產品發表會，學員必須上台為自家的產品做辯護，其他學員可針對簡報的內容提問並進行評選，能在評選結束時募集到最多投資者的學員即為優勝者。

課程成果展示：

一、 上學期期末報告—商業計畫

上學期期末英文課程要求學員撰寫一份商業計畫，以計畫書寫作的方式檢視學員於獨立完成一份約 8-10 頁的英文正式文書之能力。

以下將簡短摘要該份報告內容並附上原文：(詳附件 1)

計畫書摘要：

■ 公司名稱：Cherry Blossom

■ 主要商品：透過擴增實境(Augmented Reality, AR)平台功能提供消費者線上消費衣物及飾品

■ 公司創立起源：

此公司創立之發想來自兩點：1. 消費者於實體店面消費時，花費在排隊結帳的時間比實際選購所花的時間更長；2. 網路選購衣物時常發生衣服尺寸不合或商品與展示圖片差異頗大之情形。因此，Cherry Blossom 欲透過 AR 技術以一勞永逸的解決這個問題。AR 技術透過結合攝影機與後台技術，讓消費者能夠在家中就獲得同實體店面試衣間的享受，不用出門就可試穿衣服。如此，消費者不但可以利用網路購物送貨到府的便利性，更可在購買前確定所購買的商品穿不會與模特兒之展示差距過大，讓顧客更建立對此平台的信心，創造口碑，同時降低因退換貨引起的不必要成本。

■ 主要客群：

鎖定 28-40 歲獨自生活於大城市中之獨身女性。理由有 4：1. 通常此族群的事業正蒸蒸日上；2. 獨自居住於城市當中；3. 有自信且希望創造自己的風格；4. 有高度的社交需求；5. 單身。

■ 行銷策略：

由於 4P 中的「產品(Product)」已在前面提過，因此就不再次贅述。以下簡述餘下的 3P(Price、Promotion、Place)概念。

價格(Price)：Cherry Blossom 的定價將介於 25 至 200 美元之間，因品牌想要讓價格貼近大眾，但卻又不想讓消費者產生「廉價」的印象。

宣傳(Promotion)：Cherry Blossom 將利用如「搜尋引擎最佳化(search engine optimization, SEO)」、「精準行銷」(Target Marketing)和「首次免費退換貨服務(Free first time purchase return)」等方式

通路(Place)：Cherry Blossom 將只進行線上販售，因如此模式可省下大量成本，且 Cherry Blossom 本即是為了修正實體店面之缺點而設立的，在建立實體店面實無意義；然而，Cherry Blossom 仍將尋求和其他線上販售網站及零售商合作的機會。

■ 預期經營成效：

Cherry Blossom 預計可於成立後 1 年內達成損益兩平之目標，並於成立後 5 年內產生 1 億美金的盈餘，報酬率約為 26%。為達成如此目標，Cherry Blossom 必須先募集約 500 萬美元的資本，主要用於存貨倉庫及網路設備基礎建設上，餘下資金則作為維持公司日常營運使用。

Cherry Blossom 預計於第三年進行現金增資，以因應可能的業務成長，並提供現有股東優先承購增資股分之優先權，對不同意公司增資策略的股東，Cherry Blossom 也將提供買斷其股權的選項。

董事會將在開始營運 5 年後討論 Cherry Blossom 的未來經營型態，確認 Cherry Blossom 是否仍繼續以服飾品牌的形式存在，或是將出售用於網站上的平台給其他線上服飾販售業者，並轉型成以收取權利金及提供維護服務賺取利潤之經營型態。

二、 下學期期末報告—非政府組織研究報告

下學期期末報告為非政府組織研究報告，講師要求學員選擇一大華府區域之非政府組織進行研究，報告目的在於找出該組織能夠改進的弱點，提出解決方案，最終希望能幫助該組織在業務執行上能夠更有效率，幫助到更多人；為達上述目標，學員除須從各種管道蒐集資

訊外，最重要的是必須和該組織的工作人員進行訪談取得第一手資訊。

以下附上摘要並於附件中檢附全文：(詳附件 2)

報告摘要：

■ 組織簡介：

此份報告所選定的非政府組織為「世界單車組織(Bikes for the World)」，其總部設於美國維吉尼亞州，任務宗旨為於全美蒐集二手或是可修復的單車，進行簡單整理後，以低廉的價格提供給開發中國家的人民使用，以改善開發中國家人民的交通與通勤條件。其為全美最大的單車再利用計畫及組織，自 2005 年以來已捐獻超過 10 萬輛單車至發展中國家；除海外工作外，其自 2010 年開始，也於美國馬里蘭州展開志工計畫，提供美國青年進行社區服務的機會並教育有關回收單車及該工作之重要性與價值。

■ 世界單車組織之弱點與本報告提出之解決方法：

經研究後，本份報告認為世界單車組織之弱點有五，分述如下：

內部溝通不良：於與該組織嘗試安排會面時間時，發現其工作人員內部溝通存有嚴重問題；其於換班時並無清交代待辦事項的標準作業程序，以至於重大訊息有時會產生疏漏，而造成不必要的困擾。

本報告認為要解決此問題，該組織應規劃建立橫向溝通制度，

確保不同值班人員之間對於近日之重大或待辦事項均有了解，以避免錯失良機(例如：錯過和重要捐款者電話聯絡資訊及時機)；此外，工作人員也需要接受電話處理程序之訓練，例如一定要留下來電者的資訊、來電原因及方便的聯絡時間等，上述措施都是為了保證組織能夠於潛在捐助者心中建立良好形象，以利推動未來業務。

資訊揭露不足：由於在世界單車組織的網站中提及，某些捐贈的高等級單車將會出售作為該組織運作經費之用，而不會捐助給開發中國家人民，因此種單車可能較不適合在該等地區使用。本報告認為雖此無重大問題，然其仍應將此資訊(所捐贈之單車可能直接出售作為組織營運經費而非捐助給個人)充分揭露給捐贈者，否則可能有道德風險問題。

本報告認為，世界單車組織應於捐贈人捐贈時即告知此資訊，並請其簽名表示已詳讀聲明並表示同意。

網頁及社群網站粉絲專頁之經營尚待加強：

該組織的網站設計略嫌呆版，且於首頁並無將重要亮點資訊點出，於吸引瀏覽者目光上略有不足；此外，該組織之社群網站粉絲專頁的跟隨者數目略少，且資訊更新間隔大，使得該專頁的「互動」成分較少，也就較難吸引捐贈者目光。

單車捐贈後缺乏認證機制：

由於單車的捐贈為藉由和開發中國家當地的非政府組織合作完成(包括配送及銷售)，但目前根據其網頁，似乎世界單車組織將捐贈的單車送至當地後並無後續追蹤，因此，本報告認為於認證機制上，該組織應可做的更多；此外，雖捐贈單車可幫助當地人民，但同時也必須考慮可能摧毀當地原有單車產業的風險。

本報告認為，此問題可藉由下列幾種方式解決：1.提供當地合作非政府組織的完整清單；2.建立評價機制，讓合作的組織之間得以互相評價，並也讓開發中國家的非政府組織有機會針對世界單車組織做出評價，如此，雙方不但可較好的掌握彼此的工作情形，更好對於雙方之所需有更好的了解；3.世界單車組織應於捐獻單車至當地市場之前，盡力評估當地單車產業的發展情形，以免原先的一番好意反倒影響當地人民的生活。

個人心得

此次有此難得的機會奉派華府接受為期近 9 個月的語言訓練，我深感幸運與感激，因此次受訓不僅在語言專業能力上有相當大的突破，更結識了許多來自世界各地的好友，並也深深體驗到文化差異所帶來的衝擊與挑戰。

首先是在語言專業能力方面，赴美後，我了解到原先有許多在國內習以為常的用法其實多是誤用，特別是在口說文法上，透過講師的協助，糾正了許多過往不良的習慣，也對用字措辭與慣用法有更好的掌握，此為第一點我認為幫助最大之處；第二，我認為此次訓練在學習英文寫作的標點符號使用上幫助極大，特別是副詞子句置於句首或句尾時是否應使用逗號及分號的使用方法，讓我對於正式文書的書寫了解更多，也讓行文更加順暢；最後，是對於意思相近之字詞的細微差異及同義字的使用情境了解更多，例如中文中的「假設」，我過去都使用”Presumption”作為對應之翻譯，後才發現雖此字有如此意義，但若在指稱研究中的「前提假設」時，則”Premise”會是更正確且更佳的選擇，此僅為一例，此類例子不勝枚舉，個人認為，如此瞭解將大大助於未來在翻譯文件上精準的傳達原作者的概念與意思，避免因為翻譯之故，而使得文件意義失真，造成不必要的誤解與困擾。

本次受訓除學習英語外，另一大項即為和來自世界各地的優秀學

生進行交流。受訓期間，我與來自沙烏地阿拉伯、韓國、中國大陸、哥倫比亞、日本、委內瑞拉、哈薩克及巴西等各地之學生進行交流，且不僅來自的地方不同，許多學生也具有不同的背景與專業知識(如律師、工程師及醫師等)，雖相識時間不長，然建立的友誼卻甚是堅定，回國之後也繼續保持聯絡。在與來自這麼多不同地區、文化及背景的人相處時，我深深感受到文化差異的衝擊。舉例來說：來自沙烏地阿拉伯的男女學生鮮少交談，在了解後才知道原來該國的風俗民情和其他國家大不相同，男女之間的分際非常分明，即便到了國外，許多人仍堅守自小接受的教育與觀念；然而，來自中南美洲的同學便充滿熱情，肢體接觸對渠等來說為日常生活中的一部份，人與人之間的距離相當近，此又不同於所謂的「美國文化」；來自日本及韓國的同學雖同來自亞洲，在文化上與我國稍有接近，但是許多細節卻又大不相同。這些不同的文化交織在一起，激盪出許多的新體驗，非常有趣，且雖眾人來自各方及不同的背景，但相處時的真心卻無二異，我非常珍惜有如此難得的機會能夠親身體驗處在「文化熔爐」之中的感覺，也很開心能夠和這麼多不同國家的菁英結交，在語言能力提升之外，這方面的收穫也具有不可忽視之價值。

最後一點，此次受訓對網絡技巧的提升有不可抹滅的重要性。由於來自東亞文化，因此初至美國時對於西方式的交際方式與寒暄不甚

習慣，較難與人在短時間內建立關係與聯繫；惟隨著多次參加智庫與學校活動，強迫自己運用所學之技巧與人互動，漸漸的，即便和初次見面的陌生人交談也不會感覺彆扭，並可迅速的融入對話當中，建立最基礎的聯繫。自己深感此或許為赴美受訓最大之收穫，也是對未來駐外業務幫助最大的成長。

總結來說，此次語言訓練收穫良多，同前所述，除在語文能力上的提升之外，網絡技巧及體驗不同文化也是此次受訓對於未來業務處理幫助極大之處。赴美之前，我曾認為自身的能力已足夠應付未來商務人員在海外從事業務之需求，但在赴美之後，深感過去的自己實在過於自負，也相當感謝國家提供如此的機會讓我能在正式外派前有這樣磨練自己的機會，若不認真學習砥礪自己，實有愧投注在自己身上的金錢與資源。9個月的期間不算長，但已足夠讓我對於自己未來的任務有新的認識，也更有信心面對未來的挑戰。

附件 1 商業計畫

Cherry Blossom

The company that makes reality go virtual



Origins

In terms of purchasing clothes, there is something which seems to be quite odd; that is, one is spending more time waiting in line to get in the dressing rooms or to pay for the clothes than actually choosing them. I thought to myself that there is something wrong with this. People's time shouldn't be wasted like this. There are more valuable things to do than waiting in lines. I wanted to create a way to make clothes shopping easier, simpler and more efficient; thus, I decided to start Cherry Blossom, the company that could make all this happen.

Products and Service

Cherry Blossom aims to let people save time when they shop for clothes by using a technology called – Augmented Reality (AR). The purpose is to make it possible for everyone to try on clothes without really going to the store.

What AR can do is it can digitally create a replica of an object and enable the user to edit that digital replica. With the help of AR, Cherry Blossom can actually create personal avatars for customers that perfectly recreate their body features including height, weight, and body shape. To create the avatar, all the customers have to have is simply a webcam and link it to the Internet. Our system will take care of the rest.

Once the avatars are created, Cherry Blossom can make the magic happen. The users can choose all kinds of clothes and accessories from our inventory, and put them on their avatars. They can instantly see how they will look like with their selection. What's better is that with Cherry Blossom's service, there will be no blind spot. The consumers can rotate or turn the avatar 360 degrees, and can even flip it upside down. In fact, because of multiple angles, they can see themselves better than what they can do in a real store!

Besides the online try-on, the Cherry Blossom's service has another advantage. Because the consumers can get an exact picture of how they will look like in the products, the return rate will be largely lowered. This can save the company a fortune and at the same time reduce the resource used to generate less productive services such as return. These savings on costs will eventually go back to the customers in the form of lower prices.

Right after the consumers have had a perfect idea about their selection and made up their minds, they can purchase the items they want with just a click. By combining the online try-on and online shopping, Cherry Blossom can save time, money and energy for customers when it comes to buying clothes. We want to proudly say that at Cherry Blossom, **no more lines for everyone.**

Target Customers

As an online clothing retailer and with the advantage of AR, Cherry Blossom wants to focus on heavy online clothing shoppers who don't have time or don't want to spend time in a brick-mortar store. According to the results of our previous survey, we believe we should target **female customers at the age of 28-40 who live in big cities** because this particular group has several distinct characteristics that highly match the above mentioned criteria. Those characteristics are listed below:

- Tend to have a promising career ahead
- Live alone in cities
- Confident, independent and highly self-identified
- Have high social need
- Single

First, a woman who has a promising career usually places a higher value on her time. To her, efficiency may be the most important thing. They are the ones who are most likely to use our service to save time because it is so valuable to them. Cherry Blossom is actually selling them the feeling of getting something that they want with accuracy and with a blink of an eye.

Second, due to the fact that they usually confident, independent and highly self-identified, they prefer something that is unique and special. They dislike being the same as everybody else. They want to show their personal style on their clothing. The ability enabled by AR can let them do just that. Although there could be only limited varieties of clothes and accessories, distinct styles can still be created from different combination of clothes and accessories. AR builds the perfect platform that people can try on thousands of combinations in a very short time and they can save those combinations in the data base all with just a click. Imagine how much time and energy it requires if someone wants to locate all these items in separate brick-and-mortar stores.

Third, because of the fact that they live alone and the high social needs, they need various styles of clothes for different occasions. Clothes that are not too expensive and can be obtained with ease become a necessity. Cherry Blossom can meet those needs easily. The items can be delivered to their doors or the customer can drop by a pick-up center at any time. However, the key that really makes Cherry Blossom stand out from the crowd is the low return rate that comes along with the help of AR. Because of the low return rate, the return related costs can be saved and thus can be transformed into lower prices on the products.

Combining all the characteristics of the targeted group and the strengths of Cherry Blossom, we believe that our main focus is **the segment of 28-40-year-old females who live in big cities.**

Marketing Strategies

In order to reach the target customers, Cherry Blossom deploys marketing strategies that can be described by using the 4Ps concept, Product, Place, Price and Promotion. Due to the fact that the introduction of Cherry Blossom's product has been given, this section will mainly focus on the last 3Ps.

■ Place

The clothes of Cherry Blossom will only be sold online. The reason is that we want to provide our products to our customers at the lowest possible price. In addition, if Cherry Blossom can provide the online experience that is the same as in reality, then it's pointless to spend extra expenses on something that cannot create more add-on value for neither the consumers nor the company. Nonetheless, Cherry Blossom will cooperate with retailers and put the products on their websites in order to attract more customers and gain popularity among online clothes shoppers.

■ Price

The prices of Cherry Blossom's product will be from \$25 to \$200 per piece, varying depending on the item. The core idea in setting our prices is to make it affordable to our key customers, females living alone in cities. The price would be affordable, but at the same time, not to a level that is too low to be considered as something "cheap". Cherry Blossom wants to build its brand image as fashionable, accessible and

affordable through its pricing strategy.

■ Promotion

The promotion strategies of Cherry Blossom can be summarized into three points:

- Search Engine Optimization (SEO):

The best way for an online company to advertise itself is to use SEO, because people nowadays are so used to using search engines to find everything they need. Cherry Blossom will take advantage of our strong tech team to develop and decode the algorithm that is behind major search engines so that whenever people type something like “clothes”, “online shopping” or “accessories”, they will see Cherry Blossom in the top five results.

- Targeting Marketing:

Cherry Blossom will create a database by using cookies that can store customer’s information and their patterns of behavior. Once the information is obtained, Cherry Blossom can improve our website, designing better products and even reach customization for every customer. Most importantly, we can provide precise suggestions to consumers according to what we have known about them. This can increase their willingness to do business with us because, again, this saves more time for them.

- Free first time purchase return:

To educate our customers the powerfulness and convenience of AR, Cherry Blossom will provide a free return for customers who receive an unfit item for the first time. The purpose is to let people know AR’s powerfulness and also to let people gain trust on Cherry Blossom.

Competition

Through a careful market analysis, Cherry Blossom is able to identify two types of competition:

■ Direct competition

This type of competition comes from other online clothes shopping websites,

including brands that own real stores such as Zara and H&M. However, after examining their websites thoroughly, we found out that there are two areas where we can surpass them.

- New online try-on system:

With this new feature, Cherry Blossom can provide the customers better knowledge about how the clothes will look on them before they make any purchasing decisions than what our competitors can provide.

- Low return rate:

Because of the better knowledge about the products, customers won't have to return the items that don't fit them or don't look the same as what they saw online. By cutting down the return rate, Cherry Blossom can save a lot of manpower, time, and energy in dealing with return and its related issues; thus, creating a cost advantage over our opponents.

■ Indirect competition

Cherry Blossom's indirect competition mainly comes from two sources: Brick-and-mortar stores and retailers' websites.

- Brick-and-mortar stores:

Real stores are another choice when people are shopping for clothes. However, the inconvenience of shopping for clothes in brick-and-mortar stores is the reason that Cherry Blossom was created. Saving time and efforts will be the biggest point that we can stand from the competition with these brick-and-mortar stores. Furthermore, the costs of running a real store are high. Without all these costs of maintenance, again, Cherry Blossom would have cost advantage over these opponents.

Nevertheless, Cherry Blossom is still facing a challenge that needs to be dealt with. Some females, treat shopping as a social event or recreation. What is more important to them sometimes is the feedback from friends or families rather buying those clothes. Cherry Blossom will make up this deficiency by enabling customers to be able to communicate and share the opinions online with others or only with the ones that they choose to share with. Functions like discussion board and review zone will be very useful tools to achieve that.

- **Retailers' websites:**

Retailers' websites such as Macy's and Nordstorm also provide online clothes shopping to consumers. Due to the fact that they are retailers, which means they only serve as channels not fashion companies, Cherry Blossom could actually turn this kind of competition into an opportunity of cooperation. Cherry Blossom can negotiate the necessary royalty that we need to pay to get our products on their sites without having a presence in their department stores.

By collaborating with retailers, not only can Cherry Blossom strengthen its presences in consumers' minds, but can also build up its popularity. As the consumers purchase our products, there will be chances that we could education and introduce the online try out system to them. Therefore, they will be more likely to go to our website directly and place their order.

Management Team

In order to make Cherry Blossom the top-notch company in the industry, we spare no expense. In Cherry Blossom, we only hire the best people. Our team consists of a variety of talents. Their details are listed below:

- **Chief Executive Officer: James Tsai**

Mr. Tsai graduated from Harvard Business School with a degree of MBA in 2007. He was once the vice president of marketing of the Lativ, a well-known fashion company in Taiwan. He was also the former CEO of Yahoo, Taiwan.

- **Chief Operating Officer: Pierce Brosnan**

Mr. Brosnan has a MBA degree from University of Pennsylvania. He has more than 15 years of experience in Amazon and Brooks Brothers overseeing the logistic and online delivery operation, which makes him our first of choice of Chief Operating Officer.

- **Chief Finance Officer: Wu, I-Kuei**

Mr. Wu is a PhD of accounting from National Taiwan University. He was the former CFO of the CTBC Bank Group in Taiwan, one of the most profitable bank group in Taiwan. Mr. Wu specializes in the field of corporate finance and financial

projection, and before he became the CFO of CTBC, he had 10 years of experience of managing the company's cash flow and debt-equity financing balance.

■ Chief Technology Officer: Kevin Lynch

Mr. Lynch graduated from Massachusetts Institute of Technology with a doctoral degree. He was the former CTO of the technology giant of Adobe and Apple's vice president of technology before he joined us. Mr. Lynch has spent more than 20 years developing AR technology. In fact, he is the key person who is behind some recent major improvement in AR.

Financial Forecast and Requirement

The online clothes shopping in the United States had a 10 billion-dollar market value in 2015. Cherry Blossom expects to be able to generate \$5,000,000 sale in the year of 2016, and the sale is expected to continue to grow at a rate of roughly 26%. In the year of 2019, we estimate that Cherry Blossom's sales will reach approximately \$10,000,000. Cherry Blossoms also expects to be able to maintain a profit margin above 25% throughout these years. Please refer to the projected statements for more information.

Projected Income Statement – Cherry Blossom

Year	2016	2017	2018	2019
Items (in USD)				
Sales	5,000,000	6,300,000	7,938,000	10,001,880
Cost of goods sold	2,250,000	2,835,000	3,572,100	4,500,846
Gross Profit	2,750,000	3,465,000	4,365,900	5,501,034
Operating Expenses:				
- Internet	550,000	693,000	873,180	1,100,207
- Rent	308,000	388,080	488,981	616,116
- Utilities	66,000	72,000	72,000	72,000
Wages and Salaries	440,000	554,400	698,544	880,165
Depreciation	110,000	138,600	174,636	220,041
Total Expenses	1,474,000	1,846,080	2,307,341	2,888,529
Net Income (Loss)	1,276,000	1,618,920	2,058,559	2,612,505
Profit Margin	25.52%	25.70%	25.93%	26.12%

To avoid the danger of defaulting, Cherry Blossom will only issue common stock in year one. In total, Cheery Blossom expects to bring in two million dollars with the issue of the common stocks. In year one, Cherry Blossom will make capital investments around one point five million for the server and other infrastructure which will be depreciated gradually in 15 years. Please refer to projected start-up funds requirement statement for more information.

Start-up funds requirement for the first three years

Start-up funds requirement for the first 3 years	
Server Infrastructure	\$ 1.5 million
Operating Expenses	\$ 0.5 million
Liquid Assets	\$ 0.5 million

Exit Strategy

Cherry Blossom expects to remain non-public traded in three years; however, Cherry Blossom will provide an optional buyout at the end of the year three. Also, at the end of the year three, Cherry Blossom will have a capital increase which the current investors will have the privilege to purchase those stocks first. In five years, the board of the Cherry Blossom will decide whether to have an IPO or to sell the AR platform to other retail websites.

Conclusion

Cherry Blossom's goal is to make online clothes easier for everyone. By utilizing the AR technology to provide online try-on to customers, Cherry Blossom provides a new online clothes shopping experience to them and at the same time, solves every problem that they encounter in clothes store in reality.

We promise our investors that they can reap the payback soonest at the end of the year 2018 and we are confident that with the careful market analysis and our talented management team, we can definitely reach those projected goals. Cherry Blossom is a

company that makes reality go virtual. Please consider joining us to make online clothes shopping easier than ever before.

附件 2—非政府組織研究計畫

Introduction

Bikes for the World is a non-profit organization that collects bikes in the United States and sends them to needy people in development countries. It donates around 12,000 bikes per year to up to 14 countries. Better transportation can benefit citizens in terms of family supporting, patient caring, and education. However, there is always room for improvement. In this paper, we listed 5 areas that Bikes for the world could have done better: communication, website and social media, mission statement, annual report, and verification mechanism. We also recommended respective solutions to these weaknesses and believed that the suggestions are helpful for the operation of Bikes for the world.

Background

Bikes for the world, a nonprofit organization based in Arlington, Virginia, United States, has been dedicated itself to collecting used bikes, used bikes parts and tools and transferring them to community programs in developing countries for more than ten years. Founded as an affiliated program of the Washington Area Bicyclist Association by Mr. Keith Oberg, the organization has been growing ever since, from its first used bikes donation to Honduras in 2005, to becoming the largest bicycle reuse program in the United States. In addition to used bikes donations, Bikes for the World has initiated a bike-related community service program in Rockville, Maryland since 2007. (Bikes for the world, 2016)

■ Mission:

Bikes for the world has two missions: (Bikes for the World – Mission, 2016)

1. *“To make quality used bicycles and parts affordable and available to lower income people and select institutions in developing countries, to enhance their lives and livelihoods through better transport”*
2. *“To generate skilled employment in bicycle repair and maintenance overseas, and to provide satisfying environmental and humanitarian community service opportunities for volunteers in the United States.”*

“A bicycle can get someone someplace...”

like from poverty to self-sufficiency”

■ **Funding:**

Capital is needed to cover the cost of ordinary duty and executive work of Bikes for the world. There are five primary ways that Bikes for the World raises its funding:

1. Donation with bike

A donation of \$10/bike is suggested for every donor of bikes. They are used to ensure that every old bike can maintain its normal use.

2. Oversea partners

The transportation fee is paid by the oversea organizations that bikes are donated to. The charging of the freights makes the shipments more efficient.

3. Service revenue

Service revenue is provided by the local government for clearing away bikes from waste stream. The bike and pedestrian safety training provided by Bikes for the World is also funded officially.

4. Grants and donations

Direct money donations and program grants are given by individuals and private corporations.

5. Bike sale revenue

At most two percent of the bikes will be sold in the United States when they have premium values or inadequate for oversea uses.

The funding records are shown in the annual financial report. They are available for all the stakeholders to check related information such as funding sources and funding amount.

■ **Project**

Bikes for the world collects bicycles, bicycle spare parts and components, and bicycle accessories in the United States and donates them to other countries. After maintenance and transiting, oversea partners will sell the bicycles in reasonable prices to people in need. Portable sewing machines are also collected and donated as

“productive asset” for low-income individuals. Annually, more than 15,000 bikes are donated to up to 15 countries. The donated bikes help people in developing countries in several ways: providing affordable transportation, creating jobs, simplifying students’ commutation to schools. Also, citizens in the United States are benefited because Bikes for the World offers chances of community services, and protects the environment by recycling unused bicycles.

Weaknesses of Bikes for the World

After studied related information, five weaknesses are identified, which are: uncoordinated internal and flawed external communication, insufficient disclosure of information, website design and management of its Facebook fan page, ill-written mission statements, and lack of verification mechanism for bikes donated abroad.

- **Uncoordinated internal and flawed external communication:**

First of all, during the process of trying to set up an interview with Bikes for the World, we had difficulty in establishing an effective channel to communicate with it. These incidents clearly demonstrated that Bikes for the World needs to improve in this regard. To begin with, in terms of communication within the organization, the main issue is that there is no overall window for emails sent to it. In our cases, some staffs claimed that they had received our emails, but some seemed to know nothing about them at all. This indicates that there could be no system for the staff to keep record of important requests or noticeable events happened in that day.

Second, the above mentioned incident reveals a critical weakness: staffs are undertrained in terms of handling phone calls. There was one time that the staff said that they did receive the email and she was sure that a reply concerning setting a time for the interview was sent. She assured us that she would check again to see whether the email was properly sent or not. However, from the start to the end of the conversation, she had never asked us for our contact information. Obtaining contact information is the 101 for any receptionist because that’s the basis for follow-ups. As a result, we never heard from that person or the organization again. This kind of experience could very possibly create a negative image in stakeholders’ minds.

- **Insufficient disclosure of information:**

Second of all, according to its website (Bikes for the World – How we are funded, 2016), Bikes for the World will trade certain types of "high-end" or "vintage" road, or classic BMX bikes as a part of funding. Although it claims that the board of direction now limits the sale to be as high as two percent of the bikes that it handles annually, we still believe that this kind of funding source could cause a serious ethical issue. Even if those bikes are deemed unsuitable for overseas use, whether selling the donations is ethical still remains unclear. In fact, we would like to know if Bikes for the World informs the donors that their donation could be traded for funding instead of being transferred to abroad when they donate the bike to it. If Bikes for the World does not get the consent of the donors to trade their bikes, it is unethical for them to do so and use the money obtained to support the organization.

- **Better design of the website and better utilization of social media are needed:**

The next point is about taking advantage of Internet and social media. Bikes for the World has put a lot of information in its website, and it is really informative in terms of letting people know about its mission and results; however, the website is not impressive. There are three major problems. First, there are a lot of words but the font is small. It is quite hard for visitors to read the information. Second, there is no any news or update section on the homepage and the number of the bikes donated is also without an indication of up to a specific date. All these will convey a message to people who are interested in it; that is, lack of efforts. Last, the layout of the pages is stiff. The same kind of layout and arrangement are used in almost every page. If there can be more multi-media content placed in the middle of long paragraphs (rather than putting all of them in the bottom of every page), it can induce readers' interest as well as provide a pit stop for readers to take a rest and better absorb the messages.

We assume that Bikes for the World tries to keep its stakeholders and the general public updated by using the Facebook fan page because it constantly publishes news and other materials on it. Unfortunately, the fan page is not well managed. It currently only has 2,119 followers. That is not impressive for the nation's largest bikes reuse program. Considering that the advertising expense is the biggest portion of their expenses, we believe that it is necessary for them to think over how to better utilize their resources. Taking into account the formidable

power in promoting an agenda and drawing attention, it is a must for Bikes for the World to improve itself in this regard.

- **Ill-written mission:**

Fourth of all, as noted in the previous section, Bikes for the World has two missions. (Bikes for the World – Mission, 2016)

Merely with a glimpse of the two mission statements, we quickly identified two problems concerning **the way that they are written** and **the writing strategies**. First, both statements are too long and wordy. It makes it hard for the readers to instantly grasp the gist of the organization's core activities. Furthermore, grammatically, the first statement is not so clear to understand. When the adverb phrase is far from the sentence that it intends to modify, it creates confusion for readers to figure out what sentence it is trying to modify.

Second, in light of the NGO handbook, the mission is the key of the organization's sustainability and it should demonstrate the uniqueness and the strategy of it. (Hilary, 2012) We believe that the current mission statements fail to do so in both aspects. After finished reading the statements, we can only tell that it is an organization which specializes in bike reuse program, but We neither see any points that make it stand out from the crowd nor any strategies to achieve its goals.

- **Lack of verification mechanism**

Bikes for the World seems to do a good job collecting used bikes and conducting service projects in the United States but there is lack of information about the final whereabouts of the bikes. The process of a bike donation includes collection, maintenance, shipment and selling. The first two steps are the main tasks of Bikes for the World. The last two steps, shipment and selling, are finished with the cooperation of other NGOs and entirely by other NGOs, respectively. The partner organizations are financially responsible for the oversea shipment of the bikes and in charge of trading the bikes. In other words, they are the ones who literally give the bikes to people in developing countries.

Because Bikes for the World is not the group who really sells the bikes, we did not know exactly where the bikes went. Its annual reports told us the information

about the donations of the bikes in details, not only the numbers but also the sources. The information about receipts are also provide in the reports, like which countries receive the bikes and the number of the bike sent. At the same time, we can see several pictures and read individual stories of recipients about bikes. However, those information about donation outcomes are not thorough. We don't know the general picture of who benefits from the bikes, for example, the percentage of the bikes given to students.

1. As the NGO Handbook pointed out, it's favorable for NGOs to cooperate with each other. In doing so, small NGOs can focus on their specialized field but create large effects. Nevertheless, it is important to have fair evaluation mechanisms for the collaboration with other NGOs since the foundation of the partnership is usually built on pure trust. Evaluation system could help NGOs figure out if other NGOs do a good job or not, or even they are telling the truth or not. Moreover, even if other NGOs do their work well, examining the results is helpful for sometimes the mission of partner NGOs don't aligned with each other. Wheels Of Africa, for example, has a mission of "make cycling a thing of every other kenyan, the rich and the poor", which is a little different from the mission of Bikes for the World. It is essential to discuss the differences so that Bikes for the World can make sure the bikes are sold to people in need the most instead of the people who pay the highest prices.
2. Even though the bikes could benefit authentic people, sometimes they may influence the local bike industry. The impact of the bike donation on local bike industry should also be a part of the verification mechanism. The intentions of the bike donations are helping people in developing countries; therefore, if the donations hurt the local industry, it couldn't meet its initial purpose at all.

Proposed Solutions

Following are the five recommendations we develop for each shortcoming that is listed in the last section

- **Create a communication record system and provide better phone call training for staffs:**

We start with this problem, for we believe that this is the most urgent issue. Bikes for the World has to have a better coordinated system in handling

incoming emails. A system, which does not have to a computer based one, of keeping record of happenings in a particular day is necessary. The purpose of this system is to make sure that when the next person takes over the shift, he/she can still stay on top of them and to ensure that any important requests will not be overlooked. In the system, certain categories need to be included, for example, names, phone numbers, and the purpose of the call. The establishment of this system could benefit Bikes for World and make sure that it will not let any important chance slip away.

The system in the last paragraph can also be linked to another vital aspect; that is, better phone call training for staffs. As noted, the staffs now do not have the awareness of actively asking for those information whenever they receive a phone call. By making this a requirement and habit, Bikes for the World will not risk any possibility of losing a millionaire donor.

- **Disclose all the necessary information and obtain the consent from donors:**

Indeed, there are some types of bikes that are not suitable for overseas use, and simply refusing to accept those donations is not a good solution to the problem either. It is not wrong that Bikes for the World trades those bikes for funding; however, it is its obligation to disclose all the possible ways of how it will deal with bikes that they received from the donors. We would suggest that it require the donors to sign a form of consent when it receives the bikes. The form does not have to be as long as a commonly seen “end-user license agreement;” All it has to say is that “your bike could be traded for the organization’s funding if it is deemed unsuitable for overseas use.” If some people find that they do not feel comfortable with their bikes being traded rather than directly transferred to the people in need, they can choose not to give their bikes to Bikes for the World. The important point is that Bikes for the World needs to assume the responsibility of informing people beforehand and leave the decision to the donors. By fully disclosing the necessary information, not only can Bikes for the World avoid the danger of ethical breeches, but it can also gain the better trust of its donors.

- **Redesign the webpage with professional help and consider purchasing ads or promotional appearance on Facebook:**

As noted, the website of Bikes for the World has several issues which, if solved,

could make it more appealing to the audience. First is the problem of too much information at one time. After checking several other similar NGOs' websites, we found that NGOs are apt to put whatever information they have on their websites. The excessive amount of information might deter visitors from reading it; thus prevent any possibilities of having someone look deeply into it and absorb the information. To solve this, Bikes for the World should divide the information into more sections; instead of putting everything related under one subheading, it could add a few more pages under those subheadings and put the most appealing story upfront. Multimedia would be helpful as well. These changes would create a better reading environment and at the same time, keep visitors from feeling overwhelmed.

Second, Bikes for the World should consider adding an update section on its homepage. Sections such as news or slideshow of recent events or activities could give visitors a first impression that the organization is actively engaging in their mission. Also, having a number of bikes that are donated without a specific date can sometimes make people wonder about the trustworthiness of that data. Setting up these sections will not cost a lot, especially when compared with the benefits that they can bring.

Third, similar to other NGOs' websites, Bikes for the World's website does not convey a sense of professionalism to people. Bikes for the World spends roughly \$270,000 annually on advertisement. Shifting a part of that expense to hire a professional help to design the website would be a very worthy long-term investment and the most effective advertisement. In addition to making the website easier to digest and giving it a better look, changing the design can have another merit: that is, to make Bikes for the World stand out from the crowd. As noted, most NGOs websites are not too innovative in their design. If Bikes for the World can break that stereotype, it can surely leave a distinguished impression in people's minds.

Last, no one can overlook the power of social media nowadays. Taking advantage of social media properly can bring an additional force to achieve the organization's goals. Bikes for the World could purchase the promotional appearance on Facebook to better promote its fan page. The reason is that a popular post on Facebook can reach more people than a hundred flyers can in a way that is both faster and deeper. Further, it is more manpower-efficient as well. Another crucial point of using the internet is that it is totally eco-friendly, which

also matches one of the main themes of Bikes for the World. It seems that Bikes for the World could make a better use of their resources at hand. Switching the component of its advertising expenses is a very good start.

- **Revised mission statement:**

In my opinion, a better written mission for Bikes for the World can be as follows:

“Bikes for the World transforms used bikes into better transport for the people who desire to live a better life. Not only can those bikes change lives overseas by providing jobs and better transport, but they can also enrich lives in the United States by creating inspiring volunteer opportunities.”

If written in this way, all three insufficiencies mentioned in the last section could be covered. First, the new mission statement clearly gives the purpose of the organization, which is to transform used bikes into a means to help people in need; second, it is more concise than the original one; third, it shows the uniqueness of Bikes for the World by stressing that not only does it help people overseas, but also creates value for people within the country. In all, with the new mission statement, readers could get the essence of it more quickly and more precisely. It will definitely allow people to gain better knowledge about the organization.

- **Verification system**

1. If a complete list of cooperating groups containing each links is provided, it will be convenient for the stakeholders of Bikes for the World to check out the final location that the donated bikes went to. Exhibiting the annual reports of Bikes for the World’s partners on its website is also a brilliant idea to make people easily access to the whereabouts of the bikes. The methods above could save a lot of works and time of searching information. Take year 2015 for example, Bikes for the World donated bikes to 15 countries so that they have about 15 partner organizations. For those who may be interested, especially the donors, it is too troublesome to find out which organizations those fifteen are and where each of their annual reports is.

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simply refusing to accept those donations is not a good solution to the problem either. It is not wrong that Bikes for the World trades those bikes for funding; however, it is its obligation to disclose all the possible ways of how it will deal with bikes that they received from the donors. I would suggest that it requires the donors to sign a form of consent when it receives the bikes. The form does not have to be as long as a commonly seen “end-user license agreement”. All it has to say is that “your bike could be traded for the organization’s funding, if it is deemed unsuitable for overseas use.” If some people find that they do not feel comfortable with their bikes traded rather than directly transferred to the people in need, they can choose not to give their bikes to Bikes for the World. The important point is that Bikes for the World needs to assume the responsibility of informing people beforehand and leave the decision to the donors. By fully disclosing the necessary information, not only can Bikes for the World avoid the danger of incurring ethical concerns, but it can also gain the better trust of its donors.

2. The evaluation between Bikes for the World and its partner organizations is recommended. Evaluation is important because it "is the systematic review and assessment of the benefits, quality and value of a program, activity or organization as a whole." (Aviles, p.10) Cooperation should also be evaluated to examine the benefits, quality and value of the partnership. If the evaluation results are not good enough, the model of collaboration needs to be changed and improved. The comprehensive evaluation may contain three different types:

- 1. Evaluating the partner NGOs**

This evaluation enables Bikes for the World to understand if partner organizations are worth cooperate with.

- 2. Peer evaluation among the partner NGOs**

Peer evaluation is the most precise one because organizations which do similar things can identify each other’s weakness without difficulty.

- 3. Being evaluated by the partner NGOs**

Bikes for the World can know what the partners’ need really are from the evaluation so as to refine the cooperation and make it more efficient and effective.

These evaluation above from different perspectives allow Bikes for the World to specify the direction of collaboration to improve.

3. Bikes for the World stated that most of the markets they donated to didn’t have any mature bike industry. However, the bike industries of some countries,

Philippine for example, are developing. If the verification mechanism consists of consideration about the maturity of local bike industry, it could avoid the situation that bike donations actually damage the people's lives in developing countries.

Conclusion

Thus far, this research paper has examined the areas that Bikes for the World needs to improve. They include: internal and external communication, disclosure of information, better usage of online resources, better written mission statements, and the establishment of a verification system for bikes donated abroad. Specific solutions are respectively developed to address each aspect as well. Bikes for the World and its mission are genuinely good in nature. We believe that if it can elevate its performance in these areas, it can certainly help more people in a faster, sounder, and more trustworthy way. This research paper is only a start. We hope that other research can be done in terms of Bikes for the World's annual report and more detailed analysis about the portion of its expenditure. Those studies and data can be extremely helpful to the operation of Bikes for the World. In all, we would like to praise Bikes for the World for what they have done for the people in need in these years. We hope that it can keep up its good work and continue moving forward and make this world a better place for everyone.

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