

# 國家發展委員會 103 年度

## 「國家發展前瞻規劃」委辦計畫

### 國際連結

### 強化與國際及區域智庫合作

### 【結案報告】

委 託 單 位 ： 國家發展委員會

執 行 單 位 ： 財團法人工業技術研究院

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## 中文摘要

世界經貿體系正加速整合，台灣為小型開放經濟體，必須充分掌握全球經貿發展態勢，加強國際之連結，方能促進經濟永續成長。強化與國際及亞太區域智庫的交流及合作網絡，深化台灣經驗之全球化內涵，並增進對國際經濟、社會、環境等全球性議題之瞭解，為國際連結重要的一環。爰亟需透過參與國際或區域智庫之前瞻性論壇，加強與各國產、官、學及公民社會菁英的交流機會，以提高我國國際能見度，並有助於我國規劃具前瞻性與國際視野之政策。期完成強化與國際及亞太區域智庫的交流及合作網絡，加強與國際接軌，提升政策規劃品質與施政效能；及透過辦理我國產、官、學界菁英參與世界知名經濟論壇，推廣台灣經驗，提升國際能見度。

藉由參與國際性活動、連結國際智庫進行交流與合作，是一可行的重要途徑。德國基爾世界經濟研究院(Kiel Institute for the World Economy in Germany)為國際知名智庫，參與由該智庫與馬來西亞瑪拉工藝大學(Universiti Teknologi MARA)共同主辦之2014年「全球經濟論壇」(Global Economic Symposium 2014, 簡稱GES 2014)，可使臺灣菁英在短期間大量且快速吸取全球在前瞻性議題的創新策略，突破政治限制，連結各國智庫專家，將有助於提升政府政策研究品質，過程中亦可將臺灣經驗成功推廣至全世界，提升臺灣的全球競爭力及形象。

## 英文摘要(Abstract)

World trade system is accelerating the integration. Taiwan is a small open economy, we must fully pay attention to the development trend of global trade, strengthening international links in order to promote sustainable economic growth. Strengthen the cooperation with the international network and Asia-Pacific think tank, deepen the connotation of Taiwan's experience and promote the understanding of international economic, social, environmental and other global issues are all important parts of the international link . Through participating forward-looking forum to improve the visibility of Taiwan government, academia and civil society elite.

Participating the international activities is an important way to learn quickly about global innovation strategy. Kiel Institute for the World Economy is worldwide famous thinktank in global economic area. Attending Global Economic Symposium 2014 which is co-organized by Kiel Institute for the World Economy and Universiti Teknologi MARA is the way to broaden our thoughts in the forward-looking issues and to break political constraints. Taiwan's successful experience will also be extended to the whole world, to enhance global competitiveness and image of Taiwan.

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# 第一章 緒論

## 第一節 研究背景及目的

### 一、 研究背景

世界經貿體系正加速整合，台灣為小型開放經濟體，必須充分掌握全球經貿發展態勢，加強國際之連結，方能促進經濟永續成長。強化與國際及區域智庫的交流及合作，深化台灣經驗之全球化內涵，並增進對國際經濟、社會、環境等議題之瞭解，為國際連結重要一環。爰亟需透過參與國際及區域智庫之前瞻性論壇，加強與各國產、官、學及公民社會菁英的交流機會，推廣台灣經驗、提高我國國際能見度，有助於我國規劃具前瞻性與國際視野之政策。

### 二、 研究目的

在前述研究背景之下，本計畫於 2013 年協助國家發展委員會(以下簡稱國發會，原行政院經濟建設委員會)組團參加德國基爾世界經濟研究院(Kiel Institute for the World Economy, 以下簡稱 Kiel 研究院)於德國基爾當地所主辦之全球經濟論壇(Global Economic Symposium, 以下簡稱 GES)，台灣代表團於諾貝爾獎得主、各個國家總理、副總理、部長在內的六百多人與會嘉賓當中，積極參與討論全球性議題、推廣台灣經驗、提升我國國際能見度，其參與積極度、對全球性議題之評析觀點、解決全球性問題之能力，備受主辦單位 Kiel 研究院之肯定，成功建立台灣與國際智庫 Kiel 研究院之連結。

考量國發會的使命之一為研擬與推動台灣經濟、產業等與國家發展相關之重大政策，今年度(103 年)之國際連結計畫執行方向將以經濟類型智庫為主要交流對象，透過幕僚團隊與國際或亞洲區域知名智庫的實質交流，例如，邀請國際專家/顧

問來台，就與國家發展相關主題進行討論；或是邀請知名智庫共同參與 GES 2014，就台灣主辦分場議題進行意見交流；或是延續前年度(102 年)計畫成果，就國發會與知名智庫合作網絡之評估建議，篩選出值得建立經濟合作議題的知名智庫，並進行實地國外訪察、參加國際會議或研討會，探尋合作的機會與可能，目標期能強化國發會的國際連結，以及建構國發會的國際交流與合作網絡。



## 第二節 研究架構及方法

### 一、 研究架構及工作內容

本計畫依研究目標設定三項主要工作架構及內容，分別為：辦理參加 GES 2014、台灣於 GES 2014 主辦分場、強化與國際或亞洲區域知名智庫交流與合作網絡。工作架構及內容如圖 1 所示。下文將具體說明各項工作架構及內容。



資料來源：本計畫整理(2014)

圖 1 國際連結計畫之工作架構及內容

#### (一)辦理參加 GES 2014

根據 2013 年 10 月 28 日、2014 年 5 月 16 日，德國 Kiel 研究院 Prof. Snower 院長來台參加國發會討論會議時，提到台灣與其研究院的合作交流方式包含：(1)舉辦一場台北研討會 (GES Taipei Workshop)，邀請歐、美、亞洲各地產、官、學菁英代表與會，設定特定主題進行深度討論，研討成果期能轉化為全球議題的具體解決方案(Solutions)，並期望能將研討會議題成果爭取成為 GES 2014 分場主辦；(2)邀請台灣企業領袖擔任德國 Kiel 研究院諮詢委員會的成員代表之一；(3)籌組台灣代表團參加 GES 2014，請台灣專家就有興趣之議題擔任與談人，分享台灣發展經驗、展現台灣解決全球性問題之能力。

其中，第(1)項之合作已於 2014 年 5 月 15 日雙方順利合辦一場 GES 台北研討會，其研討成果獲得 Prof. Snower 院長高度肯定，幕僚團隊於隔天之國發會舉辦討論會議，積極向 Prof. Snower 院長爭取台灣於 GES 2014 主辦一個分場座談之提案構想(第(3)項合作)，提案構想已獲初步同意，後續相關作業並陸續展開中。

因此，本年度(103 年)下半年與 Kiel 研究院的重點工作項目為籌組台灣代表團參與 GES 2014，於此論壇中，有三項重要任務，分別為：台灣主辦一個分場座談、安排台灣三位專家參與其他分場議題、安排國發會長官於 GES 2014 期間和國際專家/重要人士晤談。第一項任務將另闢章節專文描述，第二、三項任務如下文所述。

就第二、三項任務而言，幕僚團隊將協助國發會組團參加 GES 2014，並負責各項幕僚工作，包含：

#### 1. 會前準備

##### (1)GES 2014 會前規劃與準備

此次組團參加 GES 2014，目的為在國際研討會上，展現我國對於全球議題的關心與努力成果，透過參加 GES 2014 學習舉辦國際大型論壇的相關事務。對此，本計畫將協助進行相關行程安排與聯繫事宜。

##### (2)撰擬 GES 2014 議題談參資料

此次參與 GES 2014 的國內專家，將由國家發展委員會首長率團，由於此次參加 GES 2014 有三項任務：分場主辦、其他分場之與談人、安排國發會長官與國際重要人士晤談，擬邀請相關專業領域的台灣與國外專家共同與會。由於 GES 採取與談方式進行，為充分交流各界觀點，各與談人必須在事前提出對該議題的解決觀點(以 Op-ed 格式提出 700~1,000 字的解決方案)，在大會規定的時間內上傳至

GES 之活動網站。對此，幕僚團隊將就國發會首長之與談議題進行資料收集，瞭解評析觀點內容與談參資料撰寫方向，研擬初稿供其參考。

### (3) 編製團務手冊及談參手冊

團務手冊將包含行程摘要(行程簡表、團員名單及參與行程表)、細部行程、住宿名單、連絡資訊(團員、受訪者、當地連絡人)、行程注意事項，拜訪議題建議、參訪單位簡介等資訊。

### (4) 與主辦單位聯繫等相關之幕僚及行政工作

參加 GES 2014 之前，幕僚團隊將與 GES 主辦方進行會前相關事務之聯繫，例如，會前議題溝通、國外交通/住宿之安排等。

## 2. 會議期間

在 GES 2014 大會過程中，對於各項議題的會議資料進行蒐集，且提供與談人即時性協助。

## 3. 會後綜整

會議結束後 1 個月內提出出國會議報告初稿，2 個月內定稿。

## (二) 台灣於 GES 2014 主辦分場

此次組團參與 GES 2014，旨在延續今年度(103 年)5 月 15 日台北研討會(GES Taipei Workshop)的研討成果，擔任 GES 2014 分場主辦，包括設定座談議題、撰擬背景資料、前置作業與溝通協商等，期能在國際舞台上展現我國對於全球性議題的關心及解決問題之能力與成果。

台灣先行研擬於 GES 2014 主辦分場之 2 個提案構想(如附錄一)，經過國發會、幕僚團隊、德國 Kiel 研究院的綜合討論，

此次會辦理 1 個分場議題，題目為“Fostering Innovation in Global Supply Chains Adjustment”，此場座談除了安排 2 位台灣專家分別擔任主持人、與談人之外，擬另外邀請 3 位國際專家擔任與談人。

### (三)強化與國際或亞洲區域知名智庫交流與合作網絡

今年度(103 年)乃延續前年度(102 年)國際連結計畫之國際知名智庫評估成果，為與國發會職掌方向一致，今年度選擇四家國際知名智庫進行實質合作交流、議題探討與合作網絡的建立，依序分別為：

- 德國 Kiel 研究院
- 韓國的「韓國產業經貿研究院」(Korea Institute for Industrial Economics and Trade, 簡稱 KIET)
- 中國大陸社會科學研究院(Chinese Academy of Social Sciences, 以下簡稱中國社科院)
- 日本的「政策研究大學院大學」(National Graduate Institute for Policy Studies, 簡稱 GRIPS)

四家國際知名智庫交流方式簡介：

#### 1. 德國 Kiel 研究院

與德國 Kiel 研究院的交流管道主要係透過 GES 相關活動，於國際論壇累積知識資本與建立人脈網絡。

#### 2. 韓國的「韓國產業經貿研究院」(Korea Institute for Industrial Economics and Trade, 簡稱 KIET)

長期以來，韓國產業經貿研究院(KIET)對於韓國產業發展瞭解與研究甚深，擬借重該院以韓國觀點探討亞洲國家於全球供應鏈調整過程當中的角色轉變與發展創新之道，交流方式

為邀請該院高階主管或資深研究員來台演講或共同參與 GES 2014 之台灣分場主辦。

3. 中國大陸社會科學研究院(Chinese Academy of Social Sciences, 以下簡稱中國社科院)

擬邀請該院工業經濟研究所之專家來台，就國家經濟發展相關題目進行經驗分享與實質討論。

4. 日本的「政策研究大學院大學」(National Graduate Institute for Policy Studies, 簡稱 GRIPS)

透過幕僚團隊於今年 5 月至日本進行實地考察，就日本產業再生戰略、日本國家型研發計畫、安倍經濟學、台日合作契機等與國家發展、國際合作相關議題進行探討。

## 二、 研究方法

由於強化與國際及區域智庫合作，其合作交流主軸乃是透過共同探討全球性議題、共商解決之道，因此，整體過程乃係採用 Osborn-Parnes 的 Creative Problem Solving 中 Multiple idea facilitation(如圖 2 所示)，該研究方法之進行分為三項步驟，分別為步驟一：Clarify the Objective、步驟二：Produce Solutions、步驟三：Set up for Action。

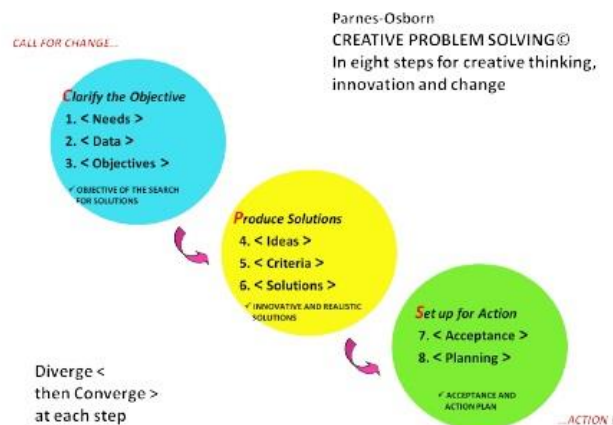


圖 2 Creative Problem Solving

GES Taipei Workshop 之籌組、運作過程亦係採用此法。此次舉辦台北研討會(GES Taipei Workshop)之過程，乃可分為會前、會中、會後三大階段，會前透過國發會、幕僚團隊工研院、Kiel 研究院三方的密切往來，以「發現問題、描述問題、釐清問題」的方式(步驟一：Clarify the Objective)，觀察全球經濟情勢的變動、亞洲國家於全球經貿當中的潛力與定位，定出此次台北研討會(GES Taipei Workshop)的主題為「以創新變革與創業精神邁向知識型經濟發展」，依此大會主題，延伸出一個主題演講、四個專家演講，以及兩場座談討論，並就各個演講題目、座談討論題目。

為考量此次研討會需著重其國際性，分別就歐洲、美國、亞洲重要國家，挑選與邀請合適的產官學界之專家共同與會；研討會現場以英文為溝通語言，不另外準備同步口譯，加上與會專家國籍與專業領域多元，分別來自 8 個國家(台灣、德國、美國、日本、韓國、中國大陸、香港、南非)，共約 90 餘位國內外之產官學界菁英代表進行議題討論與意見交流，為當今關鍵的、具有挑戰性的創新與創業議題提出具體建言，探討關鍵性議題的解決方案(步驟二：Produce Solutions)，此次所舉辦之台北研討會(GES Taipei Workshop)充分體現國際化的實質效果；會後亦以全英文做會議紀錄。於當天研討會閉幕致詞時，Prof. Snower 院長鼓勵與會嘉賓將當日習得之解決方案化作實際行動(步驟三：Set up for Action)，做為改變明日世界的重要力量。

此次研討會順利探討與彙整出與創新、創業議題相關之四大全球趨勢，如表 1 所示，以及亞洲國家於此趨勢當中的因應對策(solution proposals)，成功獲得擔任 GES 2014 分場主辦之門票，並擬將此次台北研討會(GES Taipei Workshop)之會議記錄上傳至 GES 官方網站，公開向全球展示台北研討會(GES Taipei Workshop)之研討成果。

表 1 台北研討會(GES Taipei Workshop)之重點研討成果

趨勢	專家論點
<p>受到 2008 年金融危機的延續影響，至今，全球經濟發展仍處於停滯狀態。</p>	<ul style="list-style-type: none"> <li>• Prof. Dennis Snower 院長及與會專家均認同世界經濟需邁向創新導向型的經濟發展。</li> <li>• Dr. Willy Shih 教授提到，在過去幾十年來，台灣、日本、南韓與中國大陸均已從模仿創新走向自主創新，Dr.</li> </ul>

趨勢	專家論點
	<p>Willy Shih 教授特別點出基礎科學研究是發展創新的根基。</p> <ul style="list-style-type: none"> <li>· 穆榮平所長提到中國大陸正在建構更廣泛、全面的基礎環境，以因應現在與未來的創新挑戰。</li> </ul>
<p>建立有助於發展創新的環境與機制是重要的，友善環境的組成要素包含健全的法律規範、市場機制、教育體系等。</p>	<ul style="list-style-type: none"> <li>· 雖然普遍共識認為需減少政府於發展創新時的涉入與管制，但政府仍是不可或缺的重要角色，需積極推動、整合、輔助創新之發展，苗豐強董事長、蔡清彥董事長、Dr. Reiko Aoki 教授、Dr. Jin-Keun Yu 副院長、Dr. Erik Baark 教授、陳添枝教授均提到這點的重要性。</li> </ul>
<p>網絡的形成、資訊的流通、整合的程度、教育的普及等面向均有助於創新的蓬勃發展，能夠讓人們得知其他人正在做什麼，並給予正面回饋，於此形成發展創新的正向循環。</p>	<ul style="list-style-type: none"> <li>· 丁廣欽董事長點出教育與知識經濟於城市發展的重要性。</li> <li>· Dr. Reiko Aoki 教授與 Dr. Erik Baark 教授則強調資訊流通的重要性。</li> <li>· 王仁中執行長則是透過案例解說網絡形成的重要性及其效益。</li> <li>· 陳建良副主委點出台灣高等教育過度擴張、人才外流的警示。</li> </ul>
<p>創新通常發生於本身沒有豐富資源的小型國家</p>	<ul style="list-style-type: none"> <li>· Dr. Thierry Malleret 董事總經理觀察世界各國發展經驗，發現創新通常發生於本身沒有豐富資源的小型國家，例如，瑞士、新加坡、愛沙尼亞，以及台灣。</li> </ul>



趨勢	專家論點
	<ul style="list-style-type: none"> <li>Dr. Michael Woywode 教授提到德國中堅企業規模雖小，但仍能在國際市場扮演重要角色，也是創新研發的投資者、就業機會的創造者。</li> </ul>
<p>除了以上 4 點，Mr. Hermann Erdmann 執行長特別提出資源回收、廢棄物再利用是未來的新商機。</p>	

資料來源：2014 年 5 月 15 日於台北圓山大飯店舉辦之 GES 台北研討會

### 第三節 研究時程及進度

依據第二節所述之研究架構與工作內容，說明研究時程及進度，如下：

#### 一、 辦理參加 GES 2014

2014 年下半年度重點工作項目為籌組台灣代表團前往馬來西亞吉隆坡參加 GES 2014、安排台灣三位專家擔任其他分場之與談人、安排國發會長官於 GES 2014 期間和國際專家/重要人士晤談。

此次參與 GES 2014，亦希望能透過 GES 2014 國際論壇場合，或是 GES 合作夥伴「新經濟思維研究所」(The Institute for New Economic Thinking, 簡稱 INET)的專案計畫，爭取與國際級大師交流和請益的機會，以拓展我國際視野廣度、提升我解決全球性議題能力。

#### 二、 台灣於 GES 2014 主辦分場

此工作項目乃係延續上半年度所舉辦之台北研討會(GES Taipei Workshop)之研討成果而來，意即，將與創新/創業相關之兩場座談主題調整為單一主題“Fostering Innovation in Global Supply Chains Adjustment”；又，由於此次研討會，年輕企業家探討商業模式的創新廣受好評，引起當天熱烈討論，故新增一個與年輕企業家/創業/商業模式創新相關之研討主題“Triggering young power in socioeconomic action”，前述所提之兩項議題擬做為台灣擔任 GES 2014 分場主辦之提案構想，並依各項議題撰擬挑戰背景描述，以及依各主題之專業領域與特性尋找適當的國際專家，以做為日後邀請名單。

台灣參加 GES 2014 之提案構想(如附錄一)，已於 5 月 21 日與德國 Kiel 研究院代表劉宛鑫博士進行會議討論，提案構想內容經調整後，已於 5 月 26 日寄出給該院 Prof. Snower 院長、

GES 董事總經理 Dr. Thierry Malleret，並於 6 月 4 日收到德方初步回覆。

目前，已逐步展開提案構想之後續準備作業，相關作業內容包含：座談題目之確認、議題背景資料之撰擬、與大會之溝通與協商等。經國發會、幕僚團隊，以及德國 Kiel 研究院的綜合討論，已於六月定案，決定以“Fostering Innovation in Global Supply Chains Adjustment”此議題為台灣分場主辦議題。

此次籌組台灣代表團於 9 月 6 至 8 日參加 GES 2014，以及分場主辦之籌備規劃等相關籌備時程規劃與重點工作項目，如表 2、表 3 所示。

表 2 參加 GES 2014 之籌辦時程規劃

時程規劃		5 月	6 月	7 月	8 月	9 月	10 月
一	主題規劃與挑戰描述						
二	擬定邀請專家名單						
三	專家邀請與行程安排						
四	行政籌備與舉辦						
五	會議紀錄整理與成果報告撰寫						
六	帳務核銷						

表 3 參加 GES 2014 之重點工作項目

時間	重點工作項目
5-6 月	<ul style="list-style-type: none"> <li>GES 2014 分場主題之主題規劃及挑戰說明、座談專家邀請名單、邀請函，完成與國發會、GES 溝通討論並確認。</li> </ul>
6-7 月	<ul style="list-style-type: none"> <li>展開第一批邀請並確認專家意願</li> <li>與主持人進行角色任務溝通</li> <li>展開第二批座談專家(視需要)及台灣代表團之邀請</li> </ul>
7-8 月	<ul style="list-style-type: none"> <li>確認座談專家及台灣代表團名單</li> <li>與座談專家溝通與談方向</li> <li>寄發各項會議及行政資料</li> <li>彙集座談專家及台灣代表團之行程需求並協助安排 (住宿/機票)</li> </ul>
8 月	<ul style="list-style-type: none"> <li>各項會務安排確認</li> </ul>
9-10 月	<ul style="list-style-type: none"> <li>完成會議成果紀要、照片</li> <li>完成活動成果報告</li> <li>檢據核銷經費</li> </ul>

### 三、 強化與國際或亞洲區域知名智庫交流與合作網絡

今年度欲交流之知名智庫有四家，分別為：德國 Kiel 研究院、韓國產業經貿研究院、中國社科院、日本政策研究大學院大學。與德國 Kiel 研究院之交流乃係透過 GES 為合作橋樑，包含參加兩年度之 GES 大會(GES 2013, GES 2014)、合辦 2014 年台北研討會(GES Taipei Workshop)。合作目的、過程與實質效益如本計畫設定之重要任務(辦理參加 GES 2014、台灣於 GES 2014 主辦分場)所示。

韓國產業經貿研究院：擬透過邀請該院金道薰院長參加於今年 9 月所舉辦之 GES 2014、擔任台灣分場主辦議題的與談人，就韓國觀點探討亞洲國家如何在全球供應鏈調整下發展創新；而幕僚團隊已順利邀請該院劉珍根副院長參加 5 月所舉辦之 GES 台北研討會、擔任專家演講，就「經濟整合過程

中亞洲在全球供應鏈角色的轉變」此題目，分享韓國經驗。

中國社科院：擬邀請該院工業經濟研究所之專家來台，就國家經濟發展相關題目進行經驗分享與實質討論，議題範圍包含兩岸的產業發展、技術創新、產業政策、法律建設等重要議題，擬聚焦於五大主題，分別為產業聚集與技術創新、產業政策的作用、科技成果的轉化、知識產權保護、技術創新中的區域協作。

日本政策研究大學院大學：透過幕僚團隊於今年 5 月至日本進行實地考察，就日本產業再生戰略、日本國家型研發計畫、安倍經濟學、台日合作契機等與國家發展、國際合作相關議題進行探討。

在今年 5 月，幕僚團隊與日本政策研究大學院大學的交流探討上，得知日本認為其產業衰退的三大原因為投資過少、管制過當、競爭過多，因此，日本政府針對日本產業再生戰略提出數項改革方案，例如，調降日本企業所得稅、鬆綁具備高級知識與技術的外國白領階級移民取得日本永久居住權的門檻(居留時間從 5 年縮短為 3 年)、日本產業競爭力強化法、日本科學技術革新研究開發推進計畫、跨部會策略性革新創造計畫、篩選出四大研究開發技術課題(能源、新世代基礎設施、地區資源、健康長壽)、以政策成果(outcome)可視化為依據來編列預算，旨在積極強化日本產業全面性革新，提升日本產業國際競爭力，而台灣應可在此當中，找到許多台日產業合作機會。

#### 第四節 預期效益

綜合而言，本計畫期望透過參加 GES 2014，並爭取成為分場主辦，強化與國際及亞太區域知名智庫的交流及合作網絡，加強台灣與國際接軌，提升政策規劃品質、國際觀視野與施政效能。透過智庫與智庫對接的交流方式，成功將台灣發展經驗推廣至全世界，提高台灣的國際能見度。

## 第二章 國際區域智庫相關介紹

### 第一節 國際及區域智庫

透過文獻探討之研究，發現國際及區域智庫之特色，介紹如下：

- 一、 德國的「基爾世界經濟研究院」(Kiel Institute for the World Economy)：成立於西元 1914 年，至 2014 年為止，成立屆滿一百週年。該研究機構關心全球經濟事務、致力於經濟政策諮詢，尤其擅長於以解決導向型(solution-oriented)的方式處理全球所遇到的經濟問題。該研究機構每年定期舉辦「全球經濟論壇」(The Global Economic Symposium, 簡稱 GES)，參與成員角色多元，廣泛涵蓋世界各國產官學界菁英代表與意見領袖，GES 經過多年來的努力，已建立一定程度的影響力與知名度。於 2014 年研究報告<sup>1</sup>指出，Kiel 研究院入選為國際經濟政策智庫第 6 名、國內經濟政策智庫第 18 名，顯示該研究機構的實力已獲得國際認可。
- 二、 中國社會科學研究院 (Chinese Academy of Social Sciences, CASS)：是中國大陸哲學社會科學研究的最高學術機構和綜合研究中心。其前身最早追溯至民國時期中央研究院社會科學研究所。中國社科院現有研究院所 35 個，研究中心 45 個，二、三級學科近 300 個，重點學科 120 個，其任務是創造性地開展理論探索和政策研究，肩負著提高中國人文社會科學研究水準和理論創新的使命。2014 年 1 月，美國賓夕法尼亞大學智庫和公民社會研究項目在聯合國公佈了 2013 年全球智庫排名報告。根據該報告，中國社科院在亞洲智庫中排名第 4 位，全球排名第 20 位，全球排名第 1 的是美國布魯金斯學會(Brookings Institution, United States)。

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<sup>1</sup>美國賓州大學(University of Pennsylvania)於 2014 年 1 月 22 日所發佈的“2013 Global Go To Think Tanks Report and Policy Advice”，對全球各國智庫進行評比與排名。

三、 日本的「政策研究大学院大學」(National Graduate Institute for Policy Studies, 簡稱 GRIPS): 國家政策研究所始建於 1997 年, 是日本獨立的國家重點政策研究所, 聚集未來政策領導人和來自世界各地的研究人員, 旨在培養公共政策制定者和專業人士, 期望能在民主治理中發揮關鍵作用。為此, 主要致力於三個核心目標: 首要目標是促進跨學科的政策研究與拓展跨面向的政策研究方法; 第二個目標是培養公眾政策專業知識及廣博的視野, 期望能在世界舞台上發揮政策服務效率, 該研究所提供優質教育, 滿足研究生和政府機構的需求。博士生課程之招收對象為職業生涯中期的公共管理人員、商界人士和政治家, 期望成為未來的領袖和政策專家; 第三目標是要建立一個全球性的政策研究中心、獨特的日本大學, 以及提供一個高度國際化的學習環境, 目前已有三分之二的學生是從國外引進, 有超過 65 個國家的代表。日本政策研究大学院大學目標成為亞洲、世界的公共政策研究中心。

四、 韓國的「韓國產業經貿研究院」(Korea Institute for Industrial Economics and Trade, 簡稱 KIET): 成立於 1976 年至今, 是韓國重要經濟類型智庫, 致力於成為韓國產業經濟政策與策略方向導引者, 提供政策諮詢與顧問服務, 進行產業與企業策略研究, 橋接公部門與私部門之間的落差。具體而言, 研究範疇包含新興產業研究、服務業研究、產業經濟研究、產業合作與全球化研究、產業經貿研究、新創企業研究、經濟分析與前瞻預測、區域研究等。



## 第二節 全球經濟論壇 (GES)

綜觀全球各國國家發展狀況與趨勢演變，可大致歸納為「4 個更多」(The Four Mores)：更多的議題、更多的參與者、更多的競爭、更多的衝突(James G. McGann, 2013)。意即，在全球化時代下，各國之間的合作或競爭愈趨複雜、挑戰愈高。

21 世紀，亞洲區域經濟加速整合，亞洲各國的產業經濟受其影響、產生很大的變化，舉例來說，台灣和日本的雙邊企業合作模式從過去的貿易採購，演變到如今，逐漸出現合資、技術合作等模式(余吉政，2012)。承前所述，強化台灣的國際連結，建立台灣與國際及區域經濟類型知名智庫的對話機制，即希望能於現有的產業鏈上下游合作、採購合作、技術合作、投資合作之外，探討更具前瞻性、創新性的國際合作新戰略，與深度合作夥伴關係的可行性，帶動國家經濟發展永續成長。

與國際及區域知名經濟類型智庫之交流合作，乃係透過全球性議題的討論，增進對國際事務的理解，提升全球性問題的解決能力，更藉助國際交流機會、參與國際性活動，發展智庫之間的夥伴關係，提高台灣於國際社會的能見度。以下概述 GES 成立宗旨及運作機制：

### 一、GES 成立宗旨

主要著眼於全球各種現象的發生、延續，以及影響範圍，變得愈來愈擴散、一環扣一環，例如，氣候變遷、金融危機、國家破產、貧窮的惡性循環、教育匱乏、能源供給的永續性、水資源管理等，增加處理單一議題的複雜度，世界各國必須共同面對、通力合作、協力解決。

GES 邀集全球產、官、學菁英代表，突破國土疆界的限制，為前瞻性全球議題共同獻智。與會者藉由問答式的辯論激盪，從問題中找答案，以智慧取代政治，最後聚焦為有潛力、

可實施的前瞻性全球議題解決/行動方案。綜合言之，GES 的特點如下：

- 以解決問題為導向的座談，非一般研討交流會。整場座談會的焦點專注於建構出全球問題的解決/行動方案，政治干擾成分較低。
- 以知識為基礎、相互交換研究成果，致力於成為國際級的全球問題解決方案檔案庫，而非一般的數據分析資料庫。
- 主張聚集多方利益攸關者的論壇，倡導一個由學術界、商業界、政治界與市民社會的領導者所創建的策略性對話平台 (strategic dialogue)。
- 著眼於長期性的永續發展、致力於打造更適於居住的下世代生活環境。

總結來說，GES 的使命在於大膽假設、小心求證；深謀遠慮、先見之明；真正的價值存在於智慧正確，而非政治正確。GES 關心的不是具有邊際效益的逐步改善，而是站在全球的高度與觀點，讓世界各國紛雜的經濟問題，尋求可跳脫框架思維的、願景式的，同時必須具備可行性的全球性議題解決方案。

## 二、GES 運作機制

GES 認為全球性議題的影響層面涵蓋世界各國，必須跨越國籍、文化、宗教與專業的界線，集合各個國家、不同團體成員一起集思廣益。因此，GES 設計的運作機制與流程，讓各國領導者、菁英代表透過主題演講的機會，明確表達自身對於全球性議題的理解與看法、有力宣傳自身對於未來願景的描述，目的在於辨認與分析全球性議題的問題本質 (step 1: challenges)，提出全球性議題解決方案，試圖擴散理念、影響他人 (step 2: solution proposals)，以讓世界各國可以通力合作、協力解決全球性議題 (step 3: actions)。

為了讓現場討論更加充分，GES 要求各個與會成員於會前到

「虛擬 GES」(The Virtual GES)註冊帳號，並在該虛擬平台張貼簡短的解決提案，座談主席於會前將各個簡短提案均衡分配到各個討論議題，以讓各個議題討論進行更加順暢。

在整體運作流程中，雖然各個步驟皆具有不同意義，但以第二步驟的重要性與參與比率最高，此處說明第二步驟的進行方式。

第二步驟：提出全球性議題解決方案(Solution Proposals)，包含兩個活動：(1)點子與想法(Ideas)，(2)具體方案(Practical Proposals)。在第一個活動裡，每一個議題討論，每位成員有 10 分鐘的時間可以解釋自己的點子與想法，之後每位成員需投票選出自己認為有價值的、創新的點子與想法。藉由互動式的討論激盪所產出的各種點子，雖然還只是未成熟的、初期的、具爭議性的、未經過嚴謹分析的解決提案，但 GES 提供了一個場合與機會，讓世界各國可以共聚一堂、交互激盪，嘗試跳脫既有框架，開展出對於全球性議題具有共通利益的、潛力的、實質可行性的解決方案。在這個起頭之後，世界各國菁英代表將繼續更嚴謹的、更具有可行性的深度探討。

在第二個活動裡，「專題座談」(Panel Sessions)是 GES 最重要的核心活動，在這個部分必須為各個全球性議題與全球所面對的挑戰做出完善、完備的定義。這個步驟是為了下一階段做準備：提出可實施的行動方案。參與形式為將各個與會成員分群，每一群由 4~6 位成員組成，並包含不同的團體角色：政策決策者、學術研究者、市民社會代表者、卓越企業經營者，以及一位座談主席(moderator)。每一場專題座談會進行約 75 分鐘、包含兩階段，第一階段(50~60 分鐘)進行座談成員與主席之間的辯論激盪，第二階段(20~25 分鐘)開放其他聽眾參與共同辯論。座談主席握有辯論題目、時間長短、發言人員的主導權與控制權，每位辯論者必須在短時間內，簡短、清楚地表達出自己的意見與評論。這個辯論不是為了爭取各國自身的國家、文化與宗教利益，而是必須讓大家專注於討

論全球公共議題。

第三步驟：各國協力解決全球性議題(Actions)，則是將前述步驟的精華產出，透過應用實驗室(Application Lab)進行可行性驗證。透過前述三步驟，即是由 GES 所設計的一套面對全球挑戰、提出解決方案的完整機制與流程。

### 三、 GES 2014

GES 2014 於 2014 年 9 月 6-8 日在馬來西亞舉行，邀請全球產官學界菁英逾六百餘人與會。

#### (一) 大會主題

GES 2014 大會主題為“Restructuring Economies, Transforming Societies”，GES 認為在過去數十年，全球逐漸出現以下問題：

- Unsustainable - in terms of environmental degradation, depletion of natural resources, and transfers between and within generations
- Inequitable - in terms of income and wealth distribution
- Inadequate - in terms of global governance

GES 認為要解決上述問題，需要透過經濟的再結構化，以促進更有效、可持續性成長，透過社會實現，在財富、社會公平、生活品質中尋求平衡。GES 2014 大會議程如附錄三所示。

#### (二) 合作夥伴

GES 2014 參與機構整理如表 4 所示。

表 4 GES 2014 參與機構

<b>Organizer</b>	<ul style="list-style-type: none"> <li>• Kiel Institute for the World Economy</li> </ul>
<b>Host</b>	<ul style="list-style-type: none"> <li>• Universiti Teknologi MARA (UiTM)</li> </ul>
<b>Cooperation Partner</b>	<ul style="list-style-type: none"> <li>• German National Library of Economics – Leibniz Information Centre for Economics (ZBW)</li> </ul>
<b>Strategic Partner</b>	<ul style="list-style-type: none"> <li>• Bertelsmann Stiftung</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• The Institute For New Economic Thinking</li> <li>• The Abraaj Group</li> <li>• REDISA NPC</li> </ul>
<b>Sponsors</b>	<ul style="list-style-type: none"> <li>• Unternehmer Positionen Nord</li> <li>• Towers Watson</li> <li>• wintershall</li> </ul>
<b>Knowledge Partners</b>	<ul style="list-style-type: none"> <li>• European Commission(EC)</li> <li>• OECD</li> <li>• Bureau of European Policy Advisers(BEPA)</li> <li>• Heinrich Böll Foundation</li> <li>• Fundação Getulio Vargas (FGV)</li> <li>• Club de Madrid</li> <li>• China Center for International Economic Exchanges (CCIEE)</li> <li>• Global Governance Institute</li> </ul>

資料來源：GES 官方網站

<http://www.global-economic-symposium.org/symposium-2014/partners-and-sponsors>

### (三) 研討主題

目前 GES 官方網站上公佈 2014 年相關的研討主題資訊如表 5 所示，各個主題的挑戰描述如附錄二所示。

表 5 GES 2014 研討主題

2014 年 8 月 30 日

Sessions & Workshops
Dealing with Rising Inequalities
Islamic Finance
Our Energy Future
The New Global Financial Architecture
A Pivot to the East? – Geopolitics in Asia
Adventures in Waste and Recycling – Creating Value
Bringing Electricity to the Poor
Consensus-Building in Transformation Processes
Creating Virtuous Talent Triangles for Labor Migrants: An Asian Perspective
Economics and Social Empowerment
Enhancing Social Capital
Entrepreneurial Ecosystems
Escaping the Middle Income Trap
Fighting Corruption in a Multipolar World
Forests, Food and Biodiversity
Global Supply Chains and Sustainability
How to bring Morality into Markets
Investing in Emerging Markets
Losing Ground
Monetary Policy and Income Inequality
Redefining Social Capital: The Future of Impact Investing
Shaping a Free and Fair World Trade Order
Smart Urban Planning for Megacities
Social Cohesion - Measuring Common Ground
Successful Implementation of Health System Reforms
Successful Policy Design for Social Security Systems
The Future of Global Money

Sessions & Workshops
The Future of Jobs
The Potential of Macroeconomic Surveillance
The Role of the Media in Restructuring Economies and Transforming Societies
Transforming Education in the Digital Age

資料來源：GES 官方網站

<http://www.global-economic-symposium.org/symposium-2014/selected-sessions>

#### (四) 講者/與談人

目前 GES 活動網站上，公布 GES 2014 相關的講者/與談人資訊，如表 6 所示。

表 6 GES 2014 講者/與談人

2014 年 8 月 30 日

Business Leaders	
Shamsul Azhar Abbas	President, Petronas, Malaysia
Aishah Ahmad	President, Malaysia Automotive Association
David Arkless	CEO and Founder, ArkLight Consulting, UK
Jacques Attali	President and Founder, PlaNet Finance Group, France
Philippe Bourguignon	Vice Chairman, Revolution Places, USA
Badlisham bin Ghazali	CEO, Multimedia Development Corporation, Malaysia
Ismee bin Ismail	CEO, Tabung Haji, Malaysia CEO, Tabung Haji, Malaysia
Ravi Chaudhry	Chairman, CeNext Consulting & Investment, India
Victor Chu	Chairman, First Eastern Investment Group, Hong Kong
Séan Cleary	Chairman, Strategic Concepts, South Africa; Executive Vice Chair, FutureWorld Foundation, Switzerland
Hermann Erdmann	CEO, REDISA, South Africa
Shafik Gabr	Chairman and Managing Director, Artoc Group for Investment & Development, Egypt
John Haley	Chairman and CEO, Towers Watson & Co, USA
Axel Hörger	CEO of UBS Germany and CEO Wealth Management Germany

Sven Littorin	Independent Advisor, Gibran Associates; Former Minister of Employment, Sweden
Thomas Mirow	Chairperson of the Supervisory Board, HSH Nordbank, Germany
Naoki Nishida	CEO, Bank of Tokyo-Mitsubishi Malaysia
Paul Ormerod	Partner, Volterra Partners, UK
Mike Orszag	Head of Research, Towers Watson & Co., UK
Eivind Reiten	Chairman and Partner, SICP, UK, Former Minister of Petroleum and Energy, Norway
Geoff Riddell	Member of the Group Executive Committee, Zurich Insurance Group, Hong Kong
Uschi Schreiber	Global Markets Leader & Global Government and Public Sector Leader, Ernst & Young, Germany
Ted Souder	Head of Industry and Retail, Google, USA
Jonathan Woetzel	Director, McKinsey & Co, China
Nor Mohamed Yakcop	Deputy Chairman, Khazanah Nasional, Malaysia
<b>Policy- and Decision-Makers ~ Leaders of IOs/NGOs</b>	
Prince Turki AlFaisal	Founder and Trustee, King Faisal Foundation; Chairman, King Faisal Centre for Research and Islamic Studies, Saudi Arabia
Ryan Ansin	President, Family Office Association, USA
Sir Michael Arthur	Former Ambassador to Germany of the United Kingdom
Daud Bakar	Chairman, Shariah Advisory Council, Central Bank of Malaysia
John Hope Bryant	Founder Chairman and CEO, Operation Hope, USA
James Bullard	President and CEO, Federal Reserve Bank of St. Louis, USA
Duncan Campbell	Director for Policy Planning in Employment, International Labour Office, Switzerland
Mustafa Cerić	Former Grand Mufti, Bosnia and Herzegovina
Jörg Dräger	Member of the Board, Bertelsmann Foundation, Germany
Andreas Esche	Director of the Shaping Sustainable Economies Program, Bertelsmann Stiftung, Germany
Ted Fishman	Journalist, USA
Uwe Gehlen	Head of Section for Social Protection, GIZ, Germany German Head of Section for Social Protection, GIZ, Germany



Parag Gupta	Founder, Waste Ventures, India
Razaleigh bin Tengku Mohd Hamzah	Former Finance Minister, Malaysia
Benedikt Herrmann	Scientist, European Commission, Joint Research Centre Institute for Health and Consumer Protection, Belgium
Tun Musa Hitam	Chairman, Sime Darby Foundation, Malaysia
Mo Ibrahim	Chairman, Mo Ibrahim Foundation, UK
Lodin Wok Kamaruddin	CEO, Armed Forces Fund Board, Malaysia
Geoff Lamb	Chief Adviser, Bill & Melinda Gates Foundation, USA
Pascal Lamy	Honorary President, Notre Europe - Jacques Delors Institute, France; Former Director-General, World Trade Organization, Switzerland
Yves Leterme	Deputy Secretary General, OECD, France
Mark Lovatt	Business Integrity Programm Manager, Transparency International Malaysia
Arun Maira	Member of the Planning Commission, Government of India
Olajobi Makinwa	Head, Transparency and Anti-Corruption Initiatives, UN Global Compact, USA
Chandran Nair	Founder and CEO, Global Institute for Tomorrow, Hong Kong
Irene Natividad	President, Global Summit of Women, USA
Wahid Omar	Minister in the Prime Minister's Department, Malaysia
Baudouin Regout	Head of the Analysis Team, BEPA, European Commission, Belgium
Rajeev Sadanandan	Director General, Ministry of Labour and Employment, India
Mehmet Şimşek	Minister of Finance, Republic of Turkey
Sir Peter Torry	Former Ambassador to Germany of the United Kingdom
<b>Academics</b>	
Sahol Hamid Abu Bakar	President and Vice Chancellor, Universiti Teknologi MARA, Malaysia
Arshad Ayub	Pro-Chancellor, Universiti Teknologi MARA, Malaysia
Richard Baldwin	Professor of International Economics, The Graduate Institute Geneva, Switzerland
Charon bin Mokhzani	Managing Director, Khazanah Research Institute, Malaysia

Patrick Cronin	Senior Advisor and Senior Director, Asia-Pacific Security Program, Center for a New American Security, USA
Daniel Evans	Senior Research Fellow, Network Science Center, United States Military Academy West Point
Shad Saleem Faruqi	Emeritus Professor of Law, Universiti Teknologi MARA, Malaysia
Gabriel Felbermayr	Director, Ifo Center for International Economics, Germany
Pablo Guidotti	Professor at the School of Government, Universidad Torcuato di Tella; Member of the Board of Directors, Universidad Torcuato di Tella, Buenos Aires, Argentina
Mohamed Jawhar Hassan	CEO, Institute for Strategic and International Studies, Malaysia
Stefan Kooths	Deputy Head, Forecasting Center, Kiel Institute for the World Economy, Germany
Edward Lazear	Professor of Human Resources Management and Economics, Graduate School of Business, Stanford University, USA
Jean-Pierre Lehmann	Founder, The Evian Group, Switzerland
James McGann	Assistant Director, International Relations Program, University of Pennsylvania
Abbas Mirakhor	First Holder of the Chair of Islamic Finance, International Centre For Education in Islamic Finance, Malaysia
Pierre Monnin	Fellow, Monetary Policy, Council on Economic Policies, Switzerland
Henrik Müller	Chair in Economic Policy Journalism, TU Dortmund University, Germany
Ferid Murad	Nobel Laureate; Professor, George Washington University, USA
Michele Petoichi	Managing Director, EPFL Venice Project, Switzerland
Anya Schiffrin	Lecturer in Discipline of International and Public Affairs, School of International and Public Affairs, Columbia University, USA
Andrew Sheng	President, Fung Global Institute, Hong Kong
Joseph Stiglitz	Nobel Laureate; Professor, School of International and Public Affairs (SIPA), Columbia University, USA

Hasbullah Thabrany	Professor, University of Jakarta, Indonesia
David Tuckett	Professor and Director of the Centre for the Study of Decision-Making Uncertainty, University College London
Adair Turner	Senior Fellow, Institute for New Economic Thinking, USA
Linda Yueh	Fellow in Economics, University of Oxford
<b>Media Leaders</b>	
Declan Curry	Business Journalist and Conference Speaker, UK
Conny Czymoch	International Moderator and Journalist, Germany
Nik Gowing	Main Presenter, BBC World News, UK
Uwe Heuser	Economic and Business Editor, Die Zeit, Germany
Philippe Legrain	Economist and Writer, UK
Petra Pinzler	Berlin Correspondent, DIE ZEIT, Germany

資料來源：GES 官方網站

<http://www.global-economic-symposium.org/symposium-2014/selected-speakers>

### 第三章 GES 2014

#### 第一節 GES 2014 會議綜整

世界經貿體系正加速整合，台灣為小型開放經濟體，必須充分掌握全球經貿發展態勢，加強與國際之連結，方能促進經濟永續成長。為提升國際能見度、學習國際經驗，以使台灣經濟政策之研擬及規劃更具國際視野，國發會於 2014 年組團參加由德國基爾世界經濟研究院(Kiel Institute for the World Economy)與馬來西亞瑪拉工藝大學(Universiti Teknologi MARA)共同主辦之 GES 2014。在此論壇中，參與 GES 2014 之台灣團員積極吸收新知、參與國際議題討論、與國際智庫/產官學界菁英人士進行晤談和跨領域交流，以奠定未來合作基礎。

此次由管中閔主委率團出席 GES 2014，於 2014 年 9 月 6~8 日全程參與 GES 2014 論壇活動，重要活動包含(1)管中閔主委、丁廣欽董事長、楊致行資深督導各參與一場分場座談議題討論，毛德蕊社長主持兩場次的分場座談議題討論，與國際重要產官學及公民社會菁英相互交流討論與激盪，(2)台灣團隊主辦一場分場座談，向各界國際專家展現東北亞國家共商解決全球性議題的能力與成就，(3)與 Kiel Institute for the World Economy 的 Snower 院長會面，討論進一步的交流與合作機會，(4)安排管中閔主委與國際重要人士進行一對一晤談，(5)各團員擬分別參與自己有興趣、關心的全球性議題與討論。此行目的乃期望提升台灣的國際經驗，使台灣政策研擬更具國際視野。

## 一、 與會目的

- (一)德國基爾世界經濟研究院為世界排名第 41 大智庫(2013 年)，每年舉辦全球經濟論壇(GES)，邀請各國產、官、學及公民社會菁英，討論全球共同關注之經濟及社會環境等議題，並共商解決全球問題之具體方案。
- (二)透過參加全球經濟論壇(GES)，積極與主辦單位及國際重要具影響力人士建立人際網脈，瞭解國際人士對各項重大國際議題的觀點與解決方案，蒐集最新資訊，以作為本會未來研擬相關政策之參考。
- (三)透過參加 2014 年全球經濟論壇(GES 2014)，主辦一場分場座談(Fostering Innovation in Global Supply Chains Adjustment)，參與全球議題解決方案討論，展現台灣、中國大陸、日本、南韓之東北亞代表性國家對於全球重要議題的解決能力。
- (四)爭取 2016 年全球經濟論壇(GES 2016)在台舉辦為目標，學習全球經濟論壇(GES)運作模式與規則，積極與主辦單位及國際重要具影響力人士建立人際網脈。

## 二、 會議過程與紀要

### (一)GES 2014 分場座談(Parallel Sessions)

#### 1. The Future of Jobs

主題	The Future of Jobs
時間	2014 年 9 月 6 日 20 時 00 分 至 22 時 00 分
與談主席 (Moderator)	<b>Dennis Görlich</b> , Research Economist, Kiel Institute for the World Economy, Germany
與談成員 (Panelists)	<ul style="list-style-type: none"><li>• <b>László Andor</b>, Commissioner for Employment, Social Affairs and Inclusion, European Commission</li><li>• <b>David Arkless</b>, CEO and Founder, ArkLight Consulting, UK</li><li>• <b>Duncan Campbell</b>, Director for Policy Planning in Employment, International Labour Office, Switzerland</li><li>• <b>Chung-Ming Kuan</b>, Minister, National Development Council, Taiwan</li><li>• <b>Edward Lazear</b>, Professor of Human Resources Management and Economics, Graduate School of Business, Stanford University, USA</li><li>• <b>Irene Teng</b>, Regional Director, CIMA SE Asia &amp; Australasia, Malaysia</li></ul>
會議記錄	王泓仁、劉宛鑫、黃筱雯

#### 會議內容

此場會議主題為“The Future of Jobs”，以工作晚宴的形式進行。開場由會議主持人(Dennis Görlich, 德國基爾世界經濟研究院經濟學家)簡述會議目的。主持人認為未來工作充斥著不確定性，其中包括工廠內大量運用機器人替代藍領階級的工作機會，且產業的快速變遷更使得未來的工作更充滿挑戰。

活動接續以各圓桌討論的形式來進行，各桌皆有一位主講人帶領，國發會管中閔主委此次擔任一桌次的主講人，同桌與談成員包含台大經濟系王泓仁教授、基爾世界經濟研究院劉宛鑫博士等人。

## 國發會管中閔主委引言

因為台灣是小型開放經濟體，隨著人口結構快速的轉變，並是全球生產鏈中的一個重要生產基地，因此未來在生產型態上需要生產方與客戶方兩端去做更多客製化的服務。此外，機械人及機械化生產在台灣的逐漸普及、派遣工無薪假等特殊工作型態，將造成職場上的不穩定性，也影響到所得分配。未來的工作會更為依賴科技，也更具有國際化以及流動性大等特性，因此未來的工作需強調創新，且在教育、職業訓練上需投資更多，以因應將來的這些挑戰。而由於國際化壓力增加，我國政府也須營造更能吸引國外投資者的經營環境，另一方面，台灣也更應鼓勵具企業家精神的創業活動，因此法規上的鬆綁以及改變皆是必要的。

## 討論重點

討論過程中，與會者皆強調教育將扮演更重要角色，不僅要能讓青年學習到最新的知識技術，也需要與未來的工作形態配合，因此未來的教育需具前瞻性。另外，未來的工作型態可能會變化很快，因此教育需讓學生能有快速轉換的技能，也就是具備自我學習的能力，以因應轉換工作所需。此外，亦有學者提到因為未來的分工將越來越細，青年也不可能在學校能學習到職場上所需的所有技能，因此公司提供的在職訓練在未來將更為重要。如此，在職訓練也需要由政府提供更多的誘因去支持，同時企業也需負擔起責任。最後，以往勞動市場錯配 (labor market mismatch) 常將焦點放在勞動市場供給面 (supply side) 的因素，也就是勞工本身所具備能夠就業的本領，但事實上這是由供給面以及需求面 (demand side) 兩方共同造成的問題，因此在需求面的部分，也就是企業雇主對勞工的聘僱，政府應能有更多的角色，例如鼓勵適應本地特性的產業，如此企業才能聘用更多本地人，所以政府也應發展符合在地需求的產業，鼓勵具備在地特色的產業發展。當產業建立起來後，將會對更多的當地人力有所需求，才不會隨著國外客戶的離開而喪失對於勞動力的需求。

## 討論摘要

### (1) 教育制度再改革

教育制度再改革已是普遍的共識，但是，要指明未來 10 年、20 年、甚至更遠的未來所需的技能種類為何是一件困難的事，因此，更重要的是，該如何培養學生在職場/職涯當中亦能夠自主獲得新技能、新知識的能力。除此之外，也該培養學生具有創意思維模式，就算未來先進科技可能讓某些工作類型消失，有創意的人並不因此而受害，還能夠發展出新的商業點子、發展新事業，甚至創造新工作。

隨著先進科技與全球化日益發達的發展進程，我們充分認知且同意，唯有透過教育制度再改革，才能正確因應勞動市場所面對的新挑戰。我們同時清楚知道並強調，教育制度的確需經過一段漫長的時間，才能獲得一些初步的改革成果。其中一位與談人提到，也許我們該討論的是未來的工作類型，而非未來的就業機會，因為，某些未來的工作類型由個人自營作業會有更好的發展，則不需受雇於企業，如此一來，薪資僱用水準對於個人就業機會的關聯性或是影響性便會逐漸降低。

### (2) 手腦並用的重要性

學校要教導學生/孩童的不只是讓他們動手學習，還要能夠動腦學習。

### (3) 鼓勵終生學習

先進科技將會促使經濟發生結構上的改變，勞工則需要持續獲得新技能以面對與因應各種挑戰，因此，在職業生涯當中，我們需要持續地鼓勵勞工學習新技能、獲得新知識，即使我們還未能清楚知道何時會用到這些新技能/新知識。就這方面而言，企業同樣占有舉足輕重的角色，同樣需要企業認知到員工在職進修、再訓練的重要性，唯有如此，才能提高員工的工作品質與生產力。因此，企業或許能夠為自家員工提供企業自有一套的訓練課程，幫



助員工培養獲得新技能、學習新知識的能力，這樣的做法也能夠鼓勵員工尋找企業外部機構所提供的培訓機會。

#### **(4) 靈活彈性的、具有流動力的勞工是重要的**

勞工也許希望同時獲得不只一份工作，比如說，他們可能希望同時錄取 2 至 3 份兼職機會，如此一來，若是他們失去其中一份工作，他們還是能夠從事其他工作。另一方面來說，勞工必須有足夠的心理準備，當他們失去一份工作時，亦需能夠具備/擁有新技能以獲得其他工作。

#### **(5) 政府需更積極地提供輔助勞工轉職的訓練課程**

當勞工有需要或是被迫轉職時，政府應更積極地提供輔助勞工轉職的訓練課程。為了能夠正確因應勞動市場所面對的新挑戰、提供適當的訓練課程，「公私協力」(Public-Private Partnership, 簡稱 PPP)是成功與否的關鍵要素，也就是說，產/企業亦要能夠同時涉入此事，原因在於他們能夠瞭解或是期望勞工需擁有什麼類型的工作技能。

#### **(6) 政府需鼓勵企業有效率地雇用在地人才**

政府可透過減稅、薪資補助等方法留住企業不外移、雇用在地人才，以及推動企業升級。

#### **(7) 更彈性的工作方式**

舉例來說，我們不應僅認為先進科技會取代人們的工作機會，而應改變思維，先進科技會提升人們的工作效率、讓人們工作更方便。研究顯示，人們在家工作的效率有時會高於在辦公室時的工作效率。

待餐宴結束之後，由各桌次主講人報告個別的分桌討論結果。總結來說，此場會議的參與者對於未來工作以及職場型態有相當深刻的討論與建議，大家都受益匪淺。

活動照片



2014年9月6日管主委擔任開幕晚宴講題「The Future of Jobs」  
之桌次主持人

## 2. Opening Speech

主題	Opening Speech
時間	2014年9月7日8時30分至8時45分
演講人 (Speaker)	<b>Dennis J. Snower</b> , President, Kiel Institute for the World Economy; President, Global Economic Symposium, Germany
會議記錄	楊致行、黃筱雯

### 演講內容

去年全球經濟論壇(GES 2013)的主題是「重新定義成功」(Redefining Success), 今年的主題則是「經濟重建 社會轉型」(Restructuring Economies, Transforming Societies)。這個論壇的主要目的是收集並討論全球比較不受重視、但關鍵的「孤兒」議題, 例如貧窮、公共財、包容心等, 而我們也了解全球在生活、環境及社會上均面臨亟需改變的時候。

8,000 到 10,000 年前, 我們由狩獵和採集的生活進步到了農業社會, 使我們有足夠的食物和資源建立城市, 從此改變了我們的政治和經濟活動方式, 也建立了帝國。然而帝國的存在不能夠符合社會的功能, 於是有了封建社會的分散式生活和工匠與貿易的興起。工業革命之後, 機器解放我們的勞動能力, 而發展出更複雜的社會和經濟互動條件。

現在社會運作的經濟體系就像一棵大樹在地表上的部分, 但是在地底下非常重要的根基卻是大家比較沒有注意到的各類社會整合條件。我們現在已經進入到了一個奈米、數位、網路混合的時代, 市場以價格作為經濟活動的重要動力, 但是許多社會不能夠量化和彌補的條件, 卻需要受到持續的注意並進行各種轉型。

過去我們信仰的主流經濟學告訴我們, 每個人追求個人的私利之後, 那隻看不見的手會協調供需面達到最佳條件。但是我們逐漸知道, 現在全球許多社會問題所造成的個人損失, 卻沒有一個合理的彌補機制。我們需要一些經濟上的整合方案, 這是所有主流經濟學不曾也不會提到的事情。

因此，我們要針對經濟大樹底下的社會根基進行一些工作。過去不同國家採取不同的方式，關鍵就在於必須要與主流價值配合並且獲得認同。我們也了解到歐洲成功的方式並不見得能夠適應在其他的地區，例如，中國大陸採取具有特色的社會主義，印度必須考慮到傳統階級制度的存在等。先進國家過去的經驗也告訴我們，法律的運作必須發展到自發而非強制的階段，才能夠使得社會系統可以自然地帶動經濟的發展。

2010年馬來西亞總理在聯合國發表的演說中，提出馬來西亞各個族群之間互相包容的案例，就提醒我們社會內部關係的和諧，將會是經濟發展的必要條件。這就像我們不能夠只在乎樹木枝葉的茂盛，而不在意樹根的和諧與穩定一樣。

工業化結合了人們的工作與生活，也轉變了人們的生活方式、帶動城市的興起。今天我們正處於社會和經濟共同轉化的關鍵時刻，全球面對了更多社會的破碎區塊，例如保護主義、國家主義、宗教衝突、移民問題等。我們也面對了像柏林圍牆一般不容易穿透的障礙，造成了社會的區隔。幸運的是，近年來認知社會學已經告訴我們，在面對多重認同的條件之下，我們可以投入選擇與他人更多元化的認同來共同打造新的社會，因為責任心和同理心都是可以被訓練和養成的。

我們可以塑造共同的社會系統，獲得共同的目標和成就，在個人私利所帶出的共同利益的力量不足的時候，就是我們利用社會共同合作來攜手努力的時候了。

活動照片



2014年9月7日「GES 2014」開幕典禮照片

### 3. Opening Plenary

主題	Opening Plenary Restructuring Economies, Transforming Societies
時間	2014 年 9 月 7 日 8 時 45 分 至 10 時 15 分
與談主席 (Moderator)	<b>Nik Gowing</b> , International Broadcaster, UK
與談成員 (Panelists)	<ul style="list-style-type: none"><li>• <b>László Andor</b>, Commissioner for Employment, Social Affairs and Inclusion, European Commission</li><li>• <b>Azman Mokhtar</b>, Managing Director, Khazanah Nasional Berhad, Malaysia</li><li>• <b>Chandran Nair</b>, Founder and CEO, Global Institute for Tomorrow, Hong Kong</li><li>• <b>Irene Natividad</b>, President, Global Summit of Women, USA</li><li>• <b>Abdul Wahid Omar</b>, Minister, Prime Minister's Department, Malaysia</li><li>• <b>Joseph Stiglitz</b>, Nobel Laureate; Professor, School of International and Public Affairs (SIPA), Columbia University, USA</li></ul>
會議記錄	楊致行、黃筱雯

#### 會議內容

我們的世界正在面臨一個與過去貨物和服務貿易大不相同的轉變，主要是從 1980 年代來的資本主義和全球化運作下，造成大規模的機會不平等，進一步塑造了社會和市場的不公平，並且衍生成全世界在 21 世紀的政治問題。現在的市場運作仍然存在，但是我們如何轉變過去所造就出的不平等機制，將是極重大的挑戰。

如果檢討 2008 年金融危機之後的 6 年間我們學到了什麼？關鍵在於我們以往所發展的系統和經濟運作，正在變化和重組，但是我們卻沒有考慮到它的脆弱性。因此我們需要社會和經濟系統的再演化，例如，歐洲過去自我保護不出錯的做法已經不足，必須要考慮人力資本變化所造成影響的因應，如何重建經濟的秩序已經是歐洲甚至全世界的挑戰。

如同 Snower 教授所提到的大樹和樹根模式，代表了我們經濟和社會的相互依賴和互動條件。但是別忘了我們需要更多的外在條件，例如水、肥料、蜜蜂等協助。過去多年以來，我們已經了解對世界改變的一些不同看法，和對於未來繁榮的許多不一樣訴求，而且也深刻了解亞洲國家和歐美地區有極大的不同，例如，印度所需要的不是大家現在談論的智慧城市，而只是一個乾淨的城市。

當我們談全球包容性成長時，有三個族群我們應該特別考慮：(1) 女人，占全世界一半人口而未發揮的女性就業力，女性人數比中國大陸和印度的就業人口還要多；(2) 年輕人，這個世代的年輕人比過去受到更好的教育，但是卻有最高比率的未充分就業；(3) 移民，全世界各地的移民，普遍在經濟和社會條件上失去他們的自我認同。如何在政治與政策上整合這三個族群，而形成全球的和諧與繁榮，則必須要極敏銳的掌握各種條件，並建立整合的方案。

面對未來改變的世界，我們需要有非常多具有創意的方案，特別是利用年輕人的新構想來協助我們解決問題。例如，全球比較窮的 20 億人口不具有和銀行往來的經驗，而這些分布在廣大落後地區的民眾，如果我們能夠透過無線手機的運作、將線上銀行導入，並且滲透到社會中，就有機會帶出很多新的經濟活動和機會——這就會讓我們採取跳蛙式的進步，而不需要追隨過去先進國家建立龐大的網路的投資。

全世界的國家在最初成長的過程中，已經面臨對成長的重新定義，特別是量化和公平的條件，以及最終的目標為何？是工作機會、學習或是科技導入生活？這些對於亞洲以國民所得高度成長為目標的國家，例如，馬來西亞(GDP 成長率為 6%)特別的重要，因為必須要在成長過程中重新建立公平的社會條件。每個國家都應該有特定的資源和背景可供利用，例如，馬來西亞政府就充分考慮利用政府的主權基金來做發展的動力之一。

面對全球轉變的過程，我們應該有更多的世代融合。例如，老一輩應該更開放、大膽，多利用手機和網路世界；而對於年輕世代則應該為他們創造更多的機會。過去我們對年輕人所提供的創業條件非常不夠，不但現有教育系統提供他們的知識和技能不足，而且社會也沒有充分支應的基本創業資金。未來我們應該提供比現在小型貸款更積極的基金，使年輕人可以創造和把握我們老一世代所不了解的新機會。

全球現在面對的很多基本問題，不是市場機制可以解決的，例如，氣候變遷和水資源等大多數是沒有價格，而無法透過市場來改變的。但是，我們可以將很多正確的做法透過新時代的廣告和行銷，像 Google 和臉書一樣來引導社會朝向正確的方向發展。因為改變通常是很困難的，我們只有建立一個希望社會是什麼樣面貌的共識，透過由上到下的共同努力才能夠有效地推動社會的進步。

未來轉變世界的過程中，我們應該採取更積極的態度和方法，就如同企業從滿足顧客要求，進一步用創造和創意的方式引領顧客充分了解，並且進入他們真正的需求。這個養成的過程中，我們有非常多來自手機和網路世界的技術和資源可以應用，但是背後真正的關鍵則是創業精神。過去我們已經充分了解和傾聽了問題，但是因為量測和指標不明確，而使我們不願意採取各種的方案。在這個不公平制度下相關利益群體不斷增加的情形，政治人物應該立即採取創意和包容性成長的各種手段來推動世界的持續穩定發展。



活動照片



2014年9月7日「GES 2014」開幕典禮照片

#### 4. Adventures in Waste and Recycling Policies – Creating Value

主題	Adventures in Waste and Recycling Policies – Creating Value
時間	2014 年 9 月 8 日 10 時 15 分 至 11 時 45 分
與談主席 (Moderator)	<b>Jayanthi Naidu Desan</b> , Managing Director, Synergio, Malaysia
與談成員 (Panelists)	<ul style="list-style-type: none"><li>• <b>Hermann Erdmann</b>, CEO, REDISA, South Africa</li><li>• <b>Parag Gupta</b>, Founder and CEO, Waste Capital Partners, India</li><li>• <b>Jyh-Shing Yang</b>, Senior Director, Center of Knowledge-based Economy and Competitiveness, Industrial Technology Research Institute, Taiwan</li></ul>
會議記錄	楊致行、黃筱雯

#### 會議內容

垃圾問題是全世界共同面對而且長期不容易解決的關鍵議題，在不同的國家面臨不一樣的壓力，可能也必須採取不同的策略和方法。例如，在馬來西亞的垃圾中有機物質的比例偏高，而印度也有 30 至 40% 的有機物質，它們通常可以進行堆肥而且結合在地小型農業的應用。另外，不同國家的居住型態也影響了垃圾的收集和處理政策，例如，印度有一半人口是在小型的分散城市，收集系統的交通和效率就與西方的國家非常不同。

垃圾的收集和處理是一個社會與經濟上需要有政府和公共政策介入的領域。不但要考慮所花費的成本，更應該評估不做任何處理的社會成本。例如，台灣的垃圾處理政策就是一個積極且值得參考的例子，特別是台北市垃圾隨袋徵收制度，能夠透過合理而且配合社會條件與民眾水準的方式，將垃圾清運和處理成本成功地由產生的民眾負擔。

垃圾清運和處理規劃制度不但需要考慮地方的經濟和社會條件，也必須注意發展的變化。以台北市為例，1985 年規劃與建立了焚化爐之後，在 2000 年開始的各類資源回收，使得每人每天所產生需要處理的垃圾量降為原來的一半以下。而全台灣在 1990 年代興建的 19 座焚化爐，也因為垃圾減量接近 50% 的資源回收率，使得很多焚化爐沒有足夠的垃圾可供處理。因此了解未來城

市和生活形態的變化對垃圾處理規劃非常重要。

資源回收是全球各國努力推展的工作，但是依照文化、經濟及民眾守法條件，各國都有很多不同的在地策略和方法。例如，南非每年 25 萬噸的廢輪胎就以基金會的方式來運作(REDISA)，但是再利用的方法卻受限於很多的市場條件，在南非破碎後燃燒的廢輪胎成本每噸需 1,000 元，而相對於這個煤炭產生國的使用煤炭成本只有 100 到 200 元，它的運作系統就必須要有基金會的支援。因此，回收制度一定要有一些法規和強制的規定，然後才能夠讓自由市場來帶動後續的運作。其中最重要的條件就是將回收物質的附加價值透過人為改變，而使得回收與再生系統可以運作。

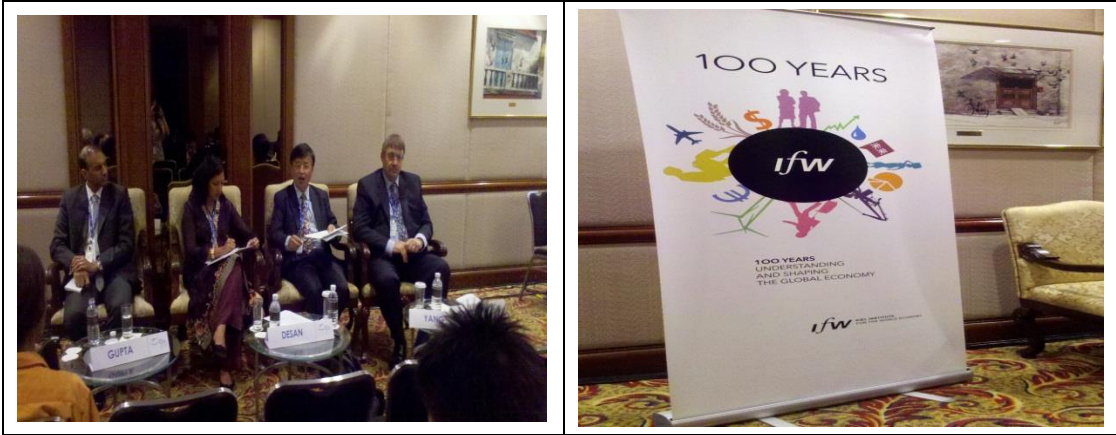
與會專家都同意在污染者付費的原則之下，我們應該努力的推展「延長生產者責任」(Extended Producer Responsibility)的制度，但是在落實的作業上仍然有很長遠的路要走，而且需要依照在地的經濟和社會條件。例如，台灣針對四機一腦<sup>2</sup>的押金和回收基金的方式運作，其中電視機因為內容物質的價值低而可以有 75% 的回收率，但是冷氣機因為所含的銅和鋁的價值很高，就會造成市場上的扭曲，而只有不到 20% 的回收率。因此，回收的責任由生產者負擔是一個最終而且最重要的條件，因為只有生產者才能夠由產品設計開始，透過產品生命週期的整個歷程來推動最合理可最有效率的規則和制度。

最後，與會者都同意所有廢棄物在合理的分流之下，都可以成為有效使用的資源。只有在政策與制度推動和民眾共同配合的條件，才可以使我們的資源回收制度有效地發揮，而進入一個成功的循環經濟體系。

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<sup>2</sup> 「四機一腦」為電視機、電冰箱、洗衣機、冷氣機、電腦。

## 活動照片



2014年9月8日工研院楊致行博士擔任「Adventures in Waste and Recycling Policies – Creating Value」與談人

## 5. Smart Urban Planning for Megacities

主題	Smart Urban Planning for Megacities
時間	2014 年 9 月 8 日 15 時 15 分 至 16 時 45 分
與談主席 (Moderator)	<b>Johannes Meier</b> , CEO, European Climate Foundation, Netherlands
與談成員 (Panelists)	<ul style="list-style-type: none"> <li>• <b>Roger Dennis</b>, Trustee, Sensing City, New Zealand</li> <li>• <b>Michelle Gyles-McDonnough</b>, UN Resident Coordinator, Malaysia</li> <li>• <b>Mahadi Ngah</b>, Deputy Director General (Planning), Kuala Lumpur City Hall, Malaysia</li> <li>• <b>John Pang</b>, Visiting Scholar at the Urbanization Project, NYU Stern School of Business, USA</li> <li>• <b>Albert Ting</b>, Chairman, CX Technology Corporation, Taiwan</li> <li>• <b>Jonathan Woetzel</b>, Director, McKinsey &amp; Co, China</li> </ul>
會議記錄	楊致行

### 會議內容

超級城市的問題非常多，從氣候變遷的調適、人口變化到車輛管理、居住空間以及環境和生活條件等等。我們需要重建城市使其具智慧化特色，但是否朝向更集中與更多的連結，則是一個有待探討的問題。城市規劃的工作是很複雜的任務，我們可以討論出一些原則來共同依循，但可能也必須要依照條件的變化而保留其變通性。

城市是人類追求永續發展的機會，但也可能是障礙，未來在亞太和環太平洋地區將是問題的集中點。城市的規劃方向必須有一定程度與國家發展配合，在轉變的過程中有一些關鍵的條件必須要注意，包括包容性、合作伙伴、氣候調適等等。

例如，吉隆坡是一個有 100 多萬人口的城市，預估 2020 年將達到 200 多萬，但是周圍卻有 800 萬人口，每天有 300 萬輛車的進出。1970 年已訂定吉隆坡城市規劃法規，確立未來方向，在 1984 年開始規劃並將其轉化為各地區的計畫。

但是我們應該了解城市經濟與人類各種活動成果的「加速器」，

吉隆坡的環境涵容能力<sup>3</sup>極為有限，特別是污染和交通的問題，到了 2020 年都將增加 2 到 3 倍，因此必須與全球其他城市一樣處理好這些基本的議題。同時也需要一些創意性的做法，以每天增加 1,000 輛汽車，平均開車進入城市有 80% 人口的情況下，交通問題的解決就不是傳統方式能夠應付的，例如，利用郊區車站的大眾運輸轉運以及城市中心住宅的增加，都是可以持續考量的新方案。

一般定義「超級城市」大約指的是人口超過 1,000 萬，這些城市的數目持續增加而且大部分會在亞洲與非洲地區；這個趨勢我們已經知道很久了，而且不可能改變它。因為 1,000 年前城市開始發展以來，只有最近 100 年城市人口才跨越總人口 10% 而逐漸造成各種問題。因此從歷史的觀點，我們並沒有機會發展出配合城市所需要的政策規劃，特別是城市容納量以及合理成長的 2 個主要關鍵問題之解決。未來很重要的關鍵在於土地的供給和利用條件，因為全世界已經有 4,000 個人口 10 萬人以上的城市，2050 年將有 70% 的人口住在城市。我們必需確定有足夠的土地和空間可以提供這個不可能改變方向的合理調適。另外城市的政治和治理，以及和經濟發展的整合，也是非常需要注意的問題。

紐西蘭基督城的市區中心在地震之後重建，是一個在已開發國家非常特殊的機會，因為它可以將數位的系統和最新的城市規劃進行整合。不過我們需要注意到通常提到智慧城市(smart city)指的是特定計畫，而不太會是認為城市的特質，因此推動需要很長的時間，例如，倫敦花了 2 年才建立對智慧城市規劃的共識，這通常必須要各方的利害相關者參與，並且利用居民由下往上的共識方式，而非過去由上向下的規劃和執行。我們有非常多創意的方式可以協助智慧城市的建立，例如，美國麻省理工學院設計的一個卡片組，使用者只要打開放在空氣之中，上面的兩側試紙會變

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<sup>3</sup> 「環境涵容能力」意指：在繼續維持系統平衡不受破壞的先決條件下，自然或生態系統可承受來自外部或內部之最大污染負荷量稱之為系統的涵容能力。透過自然之物理、化學及生物作用，水、空氣及土壤等環境或系統均具有涵容污染負荷之能力，此一能力隨污染物之不同而異。實務上，根據水污染防治法，涵容能力是指在不妨害水體正常用途情況下，所能涵容污染物之總量 (totalmass)。

換顏色，只要把它照相上傳就可以分析而且記錄當地空氣中間的氮氧化物所造成的酸鹼值變化，其它的數據整合就可了解城市的污染問題和可以改善的條件。

台灣的 CX Technology 公司在 1989 年開始以胡志明市的一個區域進行特定的發展和規劃，並且一開始就了解到必須依照公司能力進行合理規模的建設。而第一個對於城市的規劃的關鍵問題應該是「就業機會」，因為只有提供足夠的就業才能夠帶動後續的各類型發展。因此在 300 公頃的土地上引進的 140 家公司的投資，並且創造了 6,000 個工作機會。另外一個長期動力則是教育，因此在 4 平方公里內設置了 2 間學校，並且利用成功的模式將其他國際學校和各級學校群聚在一起。整個方案的推動由基礎建設著手，包括私人電廠的設立以提供區內穩定的供電來源，以及道路的長期規劃，特別是需要考慮 20 至 30 年後道路的需求和擴展空間的運用方式。比較創意的方式是把道路的成長空間放在現有的馬路雙向車道的中間，因為城市發展之後兩側土地的地價上漲，而使得道路向外發展的條件受到阻礙。整個規劃在 1997 年獲得美國建築師協會的年度城市規劃大獎。不過，私人協助建立城市內的一個區域規劃，應該是一個啟動的觸媒，未來的落實與擴張仍然是在地政府和人民需要大力投入的工作，特別是預估胡志明市未來將擴展到 1200 萬至 1400 萬人口的超級城市，未來面臨的挑戰將非常多。

城市規劃是個非常多面向的議題，我們有很多的技術與資源可以參考，也有非常多的經驗和準則可以依循，但是關鍵在於規劃和落實過程的透明化和溝通。而當我們談到城市的智慧(smart)，應該是協調各種經濟、環保、交通、居住等條件，並且進行合理整合的方式，這就需要非常多的交流和對話才能夠產生。

### 【綜合討論】

城市規劃的原則有許多經驗和資料可以參考，其大方向上也可以有一定的認知，但是在落實過程中一定要有良好的共識，以及後續城市治理方案的各種配合。

「超級城市」不一定是大家所樂見的，但是趨勢已經無法避免。我們可以進行更合理的規劃，例如，以副都心方式(hub)將超級城市的功能和地點加以分散，來減少活動和人口的過度集中，並且以更合理的方式逐漸解決住宅的問題。也可以利用生活型態使得街道上活動人口隨時保持一定的流量而增加城市的安全性，或者以 400 公尺的步行區間來完成生活的機能集中，而減少交通與人員移動的壓力。

城市的規劃和管理基本上是政府的主要責任，因此在運作上必須要有各級政府運作方式的整合。但是在規劃上有一件非常重要的事實，就是政府不太可能進行 20 或 30 年以上的長期規劃並且加以落實，因此相關方案的民間參與應該是一個非常合理的方向。對於發展中國家的城市規劃，財務的支持則是非常的關鍵。我們已經有許多創意的方式和其經驗可以考慮，例如，將土地進行一定程度的交換，將多出來的價值利用共享的方式來提高整個規劃的可落實性。

土地擴充的保留是未來超級城市規劃上必須要非常注意的問題，例如，美國紐約的曼哈頓當年規劃的時候雖然已經保留 7 倍可供擴展的土地，但是在 1900 年就已經用完了，而在規劃第二期另外 7 倍紐約城市的可擴充條件，在未來 30 年之內用完。因此，土地的規劃一定要有非常好的平衡政策和方向，市場機制不一定能落實原規劃方向，這就有待政府與民間共同努力來解決。



## 6. Officiation Ceremony & Concluding Plenary

主題	Officiation Ceremony & Concluding Plenary
時間	2014年9月8日17時00分至18時45分
與談主席 (Moderator)	<b>Declan Curry</b> , Business Journalist and Conference Speaker, UK
與談成員 (Panelists)	<ul style="list-style-type: none"> <li>• <b>Sahol Hamid Abu Bakar</b>, President and Vice Chancellor, Universiti Teknologi MARA, Malaysia</li> <li>• <b>Pascal Lamy</b>, Honorary President, Notre Europe - Jacques Delors Institute, France; Former Director-General, World Trade Organization, Switzerland</li> <li>• <b>Dennis J. Snower</b>, President, Kiel Institute for the World Economy; President, Global Economic Symposium, Germany</li> </ul>
特別演講 (Speaker)	<b>Muhyiddin bin Mohd Yassin</b> , Deputy Prime Minister and Minister of Education, Malaysia
會議記錄	黃筱雯

### 會議內容

GES 2014 匯聚了全球產官學界的菁英人士，為論壇帶來充足的知識能量，共商全球性議題、全球性挑戰的機會與解決之道，透過各場座談的腦力激盪，討論出解決提案(solution proposal)，期望未來可以進一步將提案(proposal)規劃為專案(project)或是行動方案(action plan)，加以執行與實踐。

彙整 GES 2014 論壇所提值得參考的解決提案，摘提部分如下：

- (1) 與會專家均有共識年輕人與女性擁有極大值得開發的潛力，以青年族群來說，應盡所能的提供年輕人能獲得更好、更高教育的機會，也應在大學課程裡，置入教導學生何謂創業精神的課程。
- (2) 建置家用太陽能電力系統以解決貧窮人口的用電與電價問題，此種方式相對於其他電力來源而言，是較為永續的解決方案。引導開放中國家女性的就業人力，例如，訓練婦女有能力可組裝、操作太陽能面板。
- (3) 透過電子化採購系統，改善政府契約、購買的執行能力，以

提升政府的「當責」(accountability)。

- (4) 亞洲國家或是東協地區的國家應積極建置交換學生專案，透過「人才迴圈、腦力循環」(brain circulation)的正向循環能量，有助於提升亞洲/東協國家的學生競爭力。
- (5) 城市規劃需要以全面的、宏觀的角度來進行整體規劃，不僅只是硬體方面的考量，例如，基礎設施、高速公路、建築物等的建設，更應從生活面、教育面全方位思考如何研擬並建置一個有助於生產、生活、生態的周全城市規劃，最佳實例即為越南胡志明市的「富美興(南西貢)開發計畫」。

綜合而言，GES 2014 的論壇精神乃在於期望透過國際專家網絡，就今年的大會主題「經濟重建 社會轉型」(Restructuring Economies, Transforming Societies)共商解決之道，為未來的世界帶來一個新契機。

#### 活動照片



Kiel 研究院 Snower 院長向貴賓致意



瑪拉工藝大學副校長 Sahol Hamid  
Abu Bakar 致詞



**Kiel 研究院 Snower 院長致詞**



**WTO 前執行長 Pascal Lamy 致詞**



**馬國副總理 Muhyiddin bin Mohd Yassin 致詞**



**管主委於閉幕典禮時應邀就座於貴賓席**



**管主委與 WTO 前執行長 Pascal Lamy 交談**



**管主委與 WTO 前執行長 Pascal Lamy 交談**





管主委與 WTO 前執行長 Pascal Lamy 交談



管主委與 WTO 前執行長 Pascal Lamy 交談



管主委與丁廣欽董事長合照



管主委與韓國產業經貿研究所所長 Do-Hoon Kim 合照

## (二)一對一晤談

### 1. 杜紫宸主任、王泓仁教授會晤 Robert Johnson

時間	2014年9月7日7時30分至8時30分
拜會對象	Robert Johnson President, The Institute for New Economic Thinking, USA
與會人員 (敬稱略)	杜紫宸、王泓仁
會議記錄	王泓仁

#### 會議內容

新經濟思維研究所(The Institute for New Economic Thinking, 簡稱INET)由著名避險基金經理人 George Soros 出資成立，設立構想緣起於 2008 年金融海嘯之後，傳統經濟學似乎未能預見全球金融危機，甚至已無法解決當前面臨的現象，因此該機構希望能在傳統經濟學範疇中加入新動能，以探索新的思維模式，藉以扶植新一代的領導人，以因應 21 世紀的新興挑戰。

該機構與德國基爾世界經濟研究院(The Kiel Institute for the World Economy)有長期且密切的合作關係，亦為 GES 主要支持者。有別於一般傳統的經濟智庫及研究單位，INET 著重於挑戰傳統範疇的思維與看法，同時也邀請多位知名經濟學家與諾貝爾經濟學獎得主，例如：Joseph Stiglitz、Amartya Sen 以及 James Heckman 等人做為該機構的顧問群，以期能夠在具備高學術涵養的學者們的帶領之下，開創出新的經濟分析與思維想法。該機構除了主辦的活動與出版品受到高度注目之外，目前的發展重點在於定期公開徵求具主題性的研究計畫，藉由提供研究補助來培育出具有創意及實務價值的提案。此外，其內部研究人員也會針對特定議題發表文章表達看法；並且為了擴增機構的影響力，更籌辦期刊、出版專書做為推廣以及發展的管道。另外，在人才的養成方面，邀請世界各地年輕學者至該機構或至合作單位訪問，藉由相互的往來與流動，將經濟領域中的新想法散播至各地，期待能孕育出經濟思維的新發展。同時，該機構也正在針對現有經濟學教科書進行改革，在內容上將與傳統經濟學領域的教科書有不

同的分析觀點，這也是他們較具野心的部分。

會談時，杜主任與王教授向 Dr. Robert Johnson 表達雙方合作、結合雙方學術網絡的想法，對此 Dr. Robert Johnson 表示十分歡迎，並建議我方能與其機構位於香港的中華區辦公室聯繫，而他也會請港方主動與我方聯繫，作為交流的起點。總結來說，此次的見面會談增進了 INET 與我方的相互了解，而我方也應更珍惜如此在國際上非官方的交流管道，並且應在回國後對於加入該機構網絡合作一事持續積極辦理。

### 活動照片



2014年9月7日杜主任、王教授與 Mr. Robert Johnson 晤談

## 2. 管中閔主委會晤 Joseph Stiglitz

時間	2014 年 9 月 7 日 10 時 30 分 至 11 時 00 分
拜會對象	Joseph Stiglitz Nobel Laureate; Professor, School of International and Public Affairs (SIPA), Columbia University, USA
與會人員 (敬稱略)	黃晏青、邱莉婷 杜紫宸、王泓仁
會議記錄	邱莉婷、王泓仁

### 會議內容

#### (1) 台灣在區域經貿整合的角色與因應

##### 國發會管中閔主委

中國大陸為台灣最大的貿易夥伴，然而近來，我們在面對與中國大陸的貿易協定卻面臨若干問題，包括反對者認為與中國大陸簽署貿易協定，係嘉惠大型企業及財團，不利中小企業及弱勢團體，亦不贊成過於倚賴中國大陸市場的經貿政策；今年國內並發生由學生發起占領立法院及行政院學運事件，甚至有人提議對貨貿協議受益的業者徵收「貨貿捐」。

##### 工研院杜紫宸主任

台灣若沒有與中國大陸簽署貨貿協議，將迫使台灣石化、機械、汽車零組件等產業的加速外移。在國際政治現實下，台灣得先與中國大陸完成服貿、貨貿協議，才有機會與其他國家洽簽經貿協議。RCEP16 個成員含蓋了亞洲主要國家，僅台灣與北韓未被列入。

##### Joseph Stiglitz

中國大陸為全球供應鍊的重要一環，不可能將其排除在外，對於台灣積極加入區域經貿整合或與大陸簽署 ECFA 至表贊同。中國大陸是重要的市場，政府有必要提供中小企業相關協助，整合資源共同洽談商機，並加強宣導政策以強化民眾信心；另一方面須考量所得不均等問題的擴大與因應：

- I. 參與經貿整合必要性：有關加入區域經貿整合是否帶來產品關稅上的利益很難說，畢竟 WTO 已帶來關稅的大幅降低，尤其是工業產品。但洽簽 FTA 仍具有進一步降低關稅及擴大市場合作的好處，對台灣來說，除了關稅考量外，也有避免被邊緣化的意義。對於台灣積極加入區域經貿整合或與大陸簽署 ECFA 至表贊同，中國大陸已是全球供應鍊的重要基地，將中國大陸排除在外或不與其合作是不可能的。
- II. 協助弱勢：經濟學的簡單模型假定全球化或區域整合可增進經濟發展進而創造就業，將就業機會由不具效率移至較具效率部門，惟實際上，反倒是創造了低薪資的就業機會。全球化的影響不會有單一的解決方案，也很難定義那些部門受益，反倒是受害部門較為容易辨識，如中小企業。因此，政府部門可以做的事，即是協助中小企業彼此合作，降低交易成本，或成立拓銷基金，共同開拓海外市場。在參與區域經貿整合過程中，受惠的多為大型企業，尤其中國大陸是如此重要的市場，政府有必要提供中小企業相關協助。鑒於中小企業在貿易洽談所須成本相對較高，若能在資訊、洽談商機方面進行整合，降低協商成本，有助中小企業擴展市場，增進合作機會。
- III. 加強宣導：不管從總體經濟或在地的觀點來看，必定有人受益有人受損，在此情況下，沒有絕對的解決方案，惟可藉由告訴人們那些產業獲利，鼓勵受益產業增加就業，加強宣導對社會的可能好處等，強化民眾信心；另一方面須考量所得不均等問題擴大，政府適時提供必要的協助。

## **(2) 爭取美方支持台灣加入 TPP**

### **國發會管中閔主委**

目前我國在爭取美方支持我國加入 TPP 方面，由於美方希望我國先在牛豬進口政策立場調整，以利後續議題協商，惟目前瘦肉精萊克多巴胺的殘留標準，在國內仍存爭議，未來如何增進相互了



解，為當前台美重要的課題。

## Joseph Stiglitz

落實與中國大陸的 EFCA 協議及加入 TPP 是值得努力的方向。美國貿易政策的形成，背後多有利益團體、遊說活動等支持，或許可透過影響美國其他社會團體，遊說其支持我國立場：

- I. TPP 進度存在變數：美國主導太平洋夥伴協定（Trans Pacific Partnership, TPP），不完全是關稅的考量，主要在與中國大陸抗衡，並基於美國自身立場而推動，因此 TPP 不會是公平、對等的貿易協定。加上美國在與歐洲簽署跨大西洋貿易及投資夥伴協定（Transatlantic Trade and Investment Partnership, TTIP），尚存美國國會未授權等問題，將阻礙 TPP 之談判進度，TPP 未來的發展並非如此樂觀。鑒於 WTO 杜哈回合談判延宕，致區域合作加速進行，對台灣來說，落實與中國大陸的 EFCA 協議及加入 TPP 都是值得努力的方向。
- II. 美方立場具主觀性：全球化促使產業朝有效率的發展，惟不見得有利就業；洽簽優惠的協議亦不見得真的優惠，如美國仍對汽車、農業仍有所保護，在煙草等關稅議題亦與其他成員存在爭議，美國對 TPP 立場，主要為了促進市場開放，不見得對所有成員有利。美國有時對各國基於金融穩定、消費者意識等，所形成的非關稅障礙，無理的要求排除；美國對外協商，亦多以大型企業利益為考量；另外，美國認為一旦開放或妥協條件，其他國家也要求比照，反對協議內容有所退讓等，都是與美方談判可能面臨的問題。
- III. 公平立場簽署協定：有關簽署貿易協議，本人關心的重點在於簽署協定的雙方是否具有公平立場。全球化原本應可將就業機會由受保護的產業移至具效率的產業，但現在反而導致失業，這是必須關心的重點。另外，自由貿易協議常不符其精神，通常是有利相關利害團體，如美國汽車、紡織及農業永遠都是被保護的，菸草貿易也存在爭議。美國常要求對手

國開放市場，但本身卻很難做到。各國基於需要而就智財權、基因食品、環保等規定，或為保護娛樂、醫藥等產業發展，甚至因應 2008 年全球金融海嘯之金融監管對策，而貿易談判上所有堅持時，美國貿易代表署 (USTR) 向來不予理會。另一例如：智利基於金融穩定進行資本帳管制，擔心違反與美國簽定 FTA 有關資本進出之規定，導致貿易爭端。

- IV. 應有其他遊說管道支持我國立場：至於台美在牛豬進口政策問題方面，歐盟也有同樣經驗，如基改生物產品(GMO)，一般來說，產品須有明確標示進口來源或成份，提供消費者選擇，但美方認為標示即形成貿易障礙。本人認為消費者有權利了解購買產品的成份或來源。美國貿易政策的形成，背後多有利益團體、遊說活動等支持，或許可透過影響美國網路社會(Cyber Society)或向來對 USTR 政策不滿的美國社會團體，遊說其支持我國立場。

### **(3) 因應區域經貿整合，台灣可能的產業發展利基**

#### **國發會管中閔主委**

- I. 台灣產品關稅進入東協國家仍有較高的關稅，一旦東協加一生效，我們亦須面對與中國大陸的在東協市場的競爭。目前東協國家中，我們僅與新加坡簽署 ECA。台灣也與紐西蘭簽署 ECA，但這二個國家都是先與中國大陸簽署 FTA，才肯與我們洽簽。中國大陸駐馬來西亞大使日前並於吉隆坡公開反對馬來西亞與台灣簽署 FTA。
- II. 外國人希望台灣作為一個營運中心或前進中國大陸的據點，但須必更為開放才行，此點國人有所疑慮，特別是對中國大陸的開放，如吸引陸籍學生來台等。

#### **工研院杜紫宸主任**

- I. 台灣中小企業在 R&D 資源較為缺乏，因此政府一直都有提供相關協助。目前韓國與台灣尚未加入 TPP/RCEP，一旦 TPP

及東協加六生效，不利台灣產品與韓國在關稅方面的競爭力。

- II. 目前東北亞國家，韓國相較日本更為希望進入中國大陸市場，台灣目前極積與日本合作以平衡西進力量，五年前台灣在技術上還有競爭力，現在中國大陸發展地化產業政策支持下製造技術逐漸成熟，台灣與中國大陸反倒形成競爭關係。因應此問題的唯一方法即是投入更多創新研發資源，從企業角度則認為應與中國大陸合作，所以加速移入研發中心，台灣政府則從加強與美日合作來制衡。
- III. 人才部分，台灣優秀學生畢業後至其他國家工作如：中國大陸、香港及新加坡的問題令人憂心，與20年前台灣留學生回台服務貢獻的情況不同，也不渴望至歐美先進國家留學，部分年青人甚至待在家裡。如何引吸優秀人才回到台灣職場，是各界關心的議題。
- IV. 有關國際醫療及教育合作是政府推動自由經濟示範區的重點產業。新加坡大學與英美等知名學府合作、交流，台灣亦可比照辦理，目前外國教授太少，教育應朝國際化發展。

### **台大經濟系王泓仁教授**

關於吸引外國教授來台，在薪資方面是最大的問題，此外，學生亦擔心外國學校來台，會使他們的權益受損，台灣教授亦有至中國大陸授課的情形，本地學校留不住好的學生及教授，尚有很多須要對內溝通之處。惟台灣仍存優勢如言論自由與民主精神等，亦為外資前進中國大陸投資及合作的跳板。

### **Joseph Stiglitz**

台灣創造良好的生活形態及機能，自然就可以吸引人才在台駐留，未來應加速服務業發展，或就具發展潛力的產業提前準備，如老人化社會有關商機、推動國際教育，肯定台灣在示範區發展教育及國際醫療服務業的推動方向：

- I. 加速發展服務業的實力：台灣與中國大陸存在互相競爭或合

作關係，並處於政治上的難處，現在中國大陸逐漸透過增強製造能力，減少對台灣、韓國及日本依賴，如同歐盟的德國與義大利的關係，德國憂慮義大利透過複製德國技術，在一些可靠度較低的出口產品方面，與義大利已形成競爭，由於中國大陸已是世界工廠，未來在製造業方面只會更為進步，台灣以製造業為主的輸出模式，難免會有所衝擊，未來應加速服務業的實力，或就具發展潛力的產業提前準備，如老人化社會有關商機、推動國際教育等。

- II. 形塑台灣良好生活環境：中國大陸的生活環境不佳，本人於此次 GES 會議期間，其他與會者交流意見時，亦有同感。由於台灣生活條件相對優良，建議可提供合宜的生活環境，以吸引國內外人士在台工作，吸引國際學生來台，如同北歐國家在歐洲定位一樣，小國也能透過提供良好的福利、生活環境、優良教育等方式，找到發展的利基，台灣沒有理由不如此做，透過創造好的生活形態及機能，自然就可以吸引人才在台駐留，並形塑較台灣能夠提供比北京及上海更佳生活環境的形象。
- III. 教育服務業為台灣發展基利：很多人關心下一代的環境，高薪並非留住人才的條件，因此，可以改變年青人對台灣的印象來著手。英語是國際共通語言，不管是吸引學習中文或國際科課程，都是須具備的條件，台灣的生活環境，具備與中國大陸相同中文環境，這部分應可成為台灣的發展利基，甚至發展成為教育研究中心，相對美國學費高昂，中國大陸人民也適合來台學習，就像中國大陸人民流行去澳洲留學一樣。台灣可持續創造有關環境，並促進與國際學校或中國大陸學校的合作機會，不僅招募外籍生來台，亦可招募中國大陸學生，一方面發展教育服務業，另一方面亦形塑台灣為研發的基地。肯定台灣在示範區發展教育及國際醫療服務業的推動方向。台灣的教育要朝國際化發展，有必要與其他國家合作，才能創造更多的可能及商機，像北京及清華大學都已做

得很好。以本人任教之哥倫比亞大學為例，陸生約占 10%，多數係自費留學，英語能力不佳；台灣具備民主的價值，中國大陸則尚在轉變中，學生到海外留學也日益增多，基此，台灣具有利基發展教育產業。

- IV. 醫療產業具前景：高齡化的可能商機亦可加強研析，如日本高齡化問題嚴重，部分企業已開始研發醫療或照顧產品。台灣亦可就未來社會發展的趨勢，提早進行準備，協助企業發展。新加坡在促進健康產業方面已相當規模，台灣在高科技業有發展基礎，應可從此方面著手。中國大陸亦有高齡化問題，高財富人士比起到歐美等昂貴地方享受醫療或健康服務，不如來台灣，所以這是充滿商機的產業。

活動照片



2014年9月7日管主委與 Dr. Joseph Stiglitz 晤談

### 3. 管中閔主委會晤 Richard Baldwin

時間	2014 年 9 月 7 日 12 時 00 分 至 12 時 30 分
拜會對象	Richard Baldwin Professor of International Economics, The Graduate Institute Geneva, Switzerland
與會人員 (敬稱略)	蔡瑞娟、邱莉婷 洪立瑜
會議記錄	邱莉婷、洪立瑜

#### 會議內容

Dr. Baldwin 為 University of Wisconsin 經濟學已故名譽教授 Robert Baldwin 之子，專長國際貿易、區域主義、歐洲整合與經濟地理和政治經濟學等。本次晤談主要觸及自由貿易發展的未來，以及台灣在區域經貿整合中應有的策略方向。Dr. Baldwin 建議台灣可更關注服務業發展的未來，同時在不易簽定官方 FTA 的政治現實下，思考類似當年日本在檯面上由企業帶頭，形成 Factory Asia 的做法。

#### 國發會管中閔主委

- (1) 台灣近來積極參與區域經貿整合，協助廠商取得出口利基，長期看來，仍須思考產業結構轉型調整，惟台灣產業結構以製造業為基礎，亦為以往強項，短期不易立即轉型為以服務業為主的產業型態。
- (2) 鑒於國內對於與中國大陸簽署經貿協議仍有疑慮，中國大陸駐馬來西亞大使日前並於吉隆坡公開反對馬來西亞與台灣簽署 FTA，藉今日會談聽取 Baldwin 教授對於貿易政策的看法；另外，關於歐債危機後的歐洲經濟展望、德國經濟是否能繼續引領歐洲經濟等問題，亦與 Baldwin 教授交換意見。國發會同仁則就教 WTO 未來發展或特定議題協議(如：政府採購協定)、瑞士以公投處理公共政策等議題。

## Dr. Richard Baldwin

- (1) 參與經濟整合有其必要：簽署經貿協議雖可增進福利，但政府要很清楚簽署的內容與影響，尤其面對的是中國大陸這樣的大型經濟體，注意所得分配及失業問題，提供必要協助及處理，包括社會政策、教育福利等，以減少衝擊。參與區域經貿整合其實沒有太多的替代方案，與中國大陸簽署經貿協定有其必要，即便政府不簽 ECFA，人民還是會抱怨因而失去中國大陸的商機，而且不簽 ECFA，人民的福利就不會受損，是不對的想法，所得分配不均的問題還是會透過市場機制傳導至個別國家。不是只有台灣要面對中國大陸，美國、日本、韓國、香港也想參與中國大陸市場，其他國家都積極洽簽，台灣有必要加緊追上。
- (2) 台灣與中國大陸應相互合作：美國與墨西哥因地理的接近，很早就加強彼此經貿合作；在簽署 FTA 之前，還有很多方式可以增進經貿合作，如：日本居全球產業供應鏈重要地位，基於歷史因素，雖沒有儘早與亞洲國家簽署 FTA，但早就透過廠商布局投資，及洽簽經濟夥伴協定(Economic Partnership Agreement, EPA)方式來穩定全球供應，進而提供日資企業所需金融服務，帶動日本金融向外拓展，有助奠定日本金融業的全球地位；再舉如：日本與泰國簽署 EPA 有關金融服務業的定義係只要在日本有登記即可適用，全球化下，多國企業很難定義國籍，也就是為什麼 TPP 很重要的原因，不光是關稅、貿易的問題，而是足以影響供應鏈布局。台灣藉加入 TPP 可檢視國內智慧財產權(IPR)等問題，對不具競爭力的產業進行自然的淘汰，沒有人可以搭便車(free ride)。台灣可向日本學習，在簽署經貿協議前，先以投資方式加強與其他國家合作進行布局，奠定良好洽簽氛圍。台灣與中國大陸之間有強烈的地域關係，加上又是主要貿易對象，若不互相依賴，是不實際的想法。
- (3) 加速服務業的發展：服務業外包的重要性日增，因應區域



經貿整合的產業發展，由於台灣具備中文環境的優勢，或許可考慮發展相關服務業，如：參與陸資企業外包及發展教育服務業等，另方面也可以降低對製造業依賴。依據 OCED 統計出口附加價值資料顯示，印度出口附加價值 40% 來自服務業，印度透過提供服務，在全球服務的供應鏈已占有一席之地；反觀馬來西亞、韓國、泰國等仍高達 68% 出口附加價值來自製造業。印度透過提供服務參與全球供應鏈值得台灣參考，當然主要是印度的製造業相對落後，也不重視勞工或智財權法規，英文反而成為印度發展服務業的優勢。中文是台灣的優勢，不可忽視有關商機。以發展觀光業為例，開放陸客來台亦可增進非技術性(unskilled)就業。

- (4) 製造業與服務業為一體二面：製造業與服務業是產業附加價值曲線(微笑曲線)的重要活動，彼此界線很難切割，自然而然地就會有所關聯，像日本、德國及美國等製造業亦伴隨服務提供，其中，日本是產業及相關企業共同到投資目的國發展，海外投資亦帶動金融業海外據點的拓展；日本在泰國投資製造業不僅帶動金融服務，也因而帶動外資投資(FDI)，日本作法確實值得參考。OECD 針對 58 個國家衡量貿易附加價值(Measuring Trade in Value Added, TiVA)，相當具洞察力，也許是很粗略的分析，但可以作為貿易政策參考。由於日本亞洲經濟研究所(IDE-JETRO)投入產出表(Input-Output table)有台灣資料，印象中 OECD 的 TiVA Database 應含蓋台灣。瑞士公投影響經濟政策，不見得適用其他國家：公投在瑞士已行之有年，近來亦曾就移民問題或最低工資等議題提出公投，在國際上具有其獨特性。公投運行至目前為止，尚屬良好的政策工具，主要因為瑞士有很多的政黨，種族亦相當多元，為了平衡各方意見，因此採行公投作為經濟政策的參考，也是公民推翻政府制定法律的方式，公投通過後，亦具有拘束力。惟不見得每個國家都可以如此處理，還是須視國情而定。民主是好事，但公投可能成為抵制政策的工具，而且人民不見得深入了解公投議題，所以在處理上仍須小心。

- (5) 歐洲經濟緩慢成長：歐債危機後的歐洲經濟，感覺歐洲似乎進入失落十年(Lost Decade)，甚至失落二十年；低物價、低利率、成長陷入停滯(Stagnation)，加上歐盟國家財政工具欠缺自主性，歐洲央行量化寬鬆政策似乎很難有所做為，基本上對下半年的展望很難樂觀，長期來看，本人認為緩慢成長的機率較大，除非有重大變革。企業經營規模縮小也是問題，法國、德國銀行業為因應歐債危機須補充資本不足，以符合資本適足性，導致銀行收緊銀根，民眾失去信心，害怕回到2011年歐債危機情況。至於德國是否主導歐盟經濟，由於德國主張縮減財政支出，反對歐洲央行發債採行寬鬆貨幣政策，深怕債務高築，歐盟成員向來不滿德國過於強調緊縮措施。
- (6) WTO 推動進度遲緩：WTO 多邊的經貿體系，因多哈回合談判進程延宕，自從中國大陸加入 WTO，與美、日、歐盟等大型經濟體形成抗衡，加上低度開發國家的立場不同，很難達成共識，這個在 20 世紀當道的多邊經貿組織，未來展望仍不樂觀，需有因應 21 世紀的作法，在貿易政策上進行變革才是後續持續推展的關鍵因素。基此，使得 TPP 等區域經濟協定或 WTO 下 TiSA (服務貿易協定) 等個別議題協商機制因而盛行或崛起，成為多邊協議的替代方案。

#### 活動照片



2014 年 9 月 7 日管主委與 Dr. Richard Baldwin 晤談

#### 4. 管中閔主委會晤 Jonathan Woetzel

時間	2014 年 9 月 7 日 14 時 30 分 至 15 時 00 分
拜會對象	Jonathan Woetzel Director, McKinsey & Co, China
與會人員 (敬稱略)	管中閔、黃晏青、陳淑貞 洪立瑜
會議記錄	陳淑貞、洪立瑜

#### 會議內容

Dr. Woetzel 為麥肯錫公司資深董事、麥肯錫中國大陸分公司共同創始人，麥肯錫全球研究院亞洲區董事，並在北大光華管理學院授課。本次晤談主要在探討中國大陸情勢及台灣產業機會。Dr. Woetzel 表示，快速工業化與城鎮化其實已為中國大陸帶來本質上的改變，能源效率化則為最有機會的產業之一。在中國大陸快速成長壓力下，台灣應在既有優勢上發展新的競爭能力，譬如與製造結合的服務業。此外，Dr. Woetzel 也非常希望能在智慧城市 (smart city) 項目上，與台灣合作。

#### 會談重點

##### (1) 中國大陸當前經濟情勢

經濟改革為中國大陸帶來快速的工業化與城鎮化，其實已經為其帶來本質上的變化、衝擊了中國大陸馬克思主義的經濟體制，雖然國際間仍有「中國特色社會主義」的說法，但不可諱言，資本主義、社會主義的激盪所造成的改變必定是雙向且有深層影響的，中國大陸不可能在經濟變化的同時，不改變原有的文化與行為。

以多國企業在中國大陸經營的經驗而言，中國大陸雖然在政經上仍充滿許多不確定因素，但是地方政府對經濟發展的企圖心極強，且擁有一定的經濟發展決定權，使得地方發展非常快速。另一方面，網路的興起也讓中國大陸民間企業擁有更多動能，網路相關企業更多由民間發起與經營。過去，多國企業與國企大約瓜分了中國大陸經濟影響力，現在，是多國企業、國企、和私企三

分天下的狀況。

由於工業化和城鎮化，能(資)源議題和污染防治成為中國大陸關切重點。除了積極拓展國際確保能資源供應，並發展各項新能源，中國大陸目前愈來愈重視在短期間內更有實際效益的能源效率化(energy efficiency)。在可預見的未來，各種節能減碳的應用，在中國大陸具有鉅大的商機。

## **(2) 台灣如何建構新的競爭優勢**

面對中國大陸產業升級的替代與擠壓效果，轉型到服務業雖是台灣的選項之一，但是台灣應更聚焦於既有優勢上的突破。

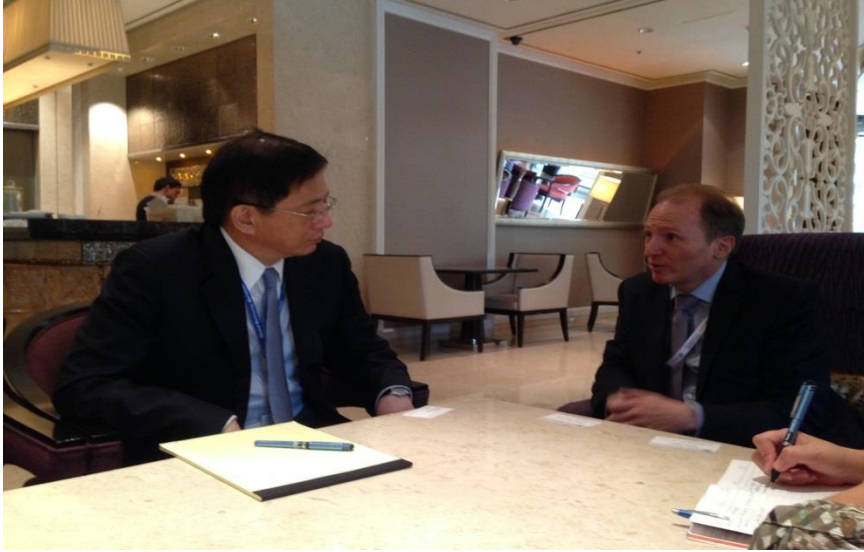
服務並不和製造一分為二。以國際角度觀之，台灣優勢是世界級的群聚和優質的勞力。台灣的企業家相對願意承擔風險，且充分了解供應鏈。台灣應該藉由這些能力，發展與製造相關的 B2B 服務業，並建構新的價值鏈體系。目前在中國大陸，網際網路已由消費層面拓展到商務層面，這些都是台灣的機會。

台灣發展的關鍵，其實只有創新。創新政策應聚焦在人才，讓人才更願意在本土發揮。台灣目前吸引人才的優勢，在於社會的自由，和願意付出者可取得的相對經濟報償。政府需要減少所有會阻礙他們發展的障礙，並鼓勵具創新能力的創業家，提供更多的機會，及讓他們能快速接觸到資金、市場和顧客的管道。

## **(3) 對台灣的建議與潛在合作機會**

麥肯錫在台灣有多項合作經驗，Dr. Woetzel 本人亦與前中油董事長（現台塑化）陳寶郎曾有合作。未來希望能提供主要都市如台北市，在智慧城市上的交流機會，對於城市的能源效率、交通承載等基礎建設優化部分，提供整體性規劃構想。以台北市的規模和發展階段而言，其實非常適合成為國際智慧城市的典範。

活動照片



2014年9月7日管主委與 Jonathan Woetzel 晤談

## 5. 管中閔主委會晤 Duncan Campbell

時間	2014 年 9 月 7 日 16 時 00 分 至 16 時 30 分
拜會對象	Duncan Campbell Director for Policy Planning in Employment, International Labour Office, Switzerland
與會人員 (敬稱略)	管中閔、蔡瑞娟、賀麗娟 洪立瑜
會議記錄	賀麗娟、洪立瑜

### 會議內容

Dr. Campbell 為國際勞工組織就業局政策司司長，專精於國際勞工政策、福利制度等。本次晤談主要在於基本薪資與產學差距的弭平。Dr. Campbell 表示基本薪資提升有其必要性，唯須針對國情且避免歧視性條款。適用於賦稅與司法管轄者，應有相同的待遇。政府則應多鼓勵社會企業，並提供有效工具理解企業與學生的需求，補助、但不主導職業訓練。

### 會談重點

#### (1) 基本薪資的設定是否應該區分本國勞工與外勞？

關於基本薪資採取雙元制 (two tiers) 在理論和實務上仍在論證。但原則上不建議以勞工的國籍區分，只要適用相同的稅務司法體系，就應該採用一樣的標準和待遇。實務上，雙元制有幾種方式：

- I. 以年齡做為區分，對年輕人給予次級最低工資 (sub minimum wage)。提高雇主雇用年輕人的意願，但這可能相對造成中高齡就業者的弱勢。
- II. 以地區做為區分，如越南，依據地區發展與生活水準的歧異，訂定不同的最低工資。建議可以採該地區平均工資的一定比率，如 40%，做為當地最低工資的基準。
- III. 以行業別來區分，根據產業或行業差異來訂定。但這或許會扭曲未來勞動力的供應。

基本薪資在美國也產生很大變動，有人提議將最低工資調高至 15 美元，將近現行的兩倍。美國目前問題在於最低工資低於該國貧窮線，近年實質薪資成長其實是停滯的，已有些州打算提高最低薪資水準。有人擔心調升最低薪資會造成通貨膨脹，但對於整體經濟而言，通縮才是問題。

## **(2) 社會企業提供一個可自給自足的系統，並創造可謀生並有尊嚴的工作機會，是否可做為解決青年就業的方案之一？**

社會企業在國際勞工組織稱為社會經濟，包括可以獲利、提供僱用機會、和提高綠化程度等更具公共性的議題。社會企業有助於青年就業，民間企業較不會關心就業問題。

以希臘為例，政府提供補貼，促進青年就業，增加青年參與勞動的經驗、訓練、移動的機會。資金來源可能是歐洲投資銀行、給予創業資金協助等，如果需要訓練，OECD 可提供借貸。提供工資補貼金額，約為工資的 15%，期間約 6 個月或 9 個月。

## **(3) 如何縮短產學差距？**

預測未來需要的技能並聚焦發展，很難論斷是好還是不好。因為沒有人能夠確定未來需要的技能為何。政府的功能是建立基礎，而非直接運作職業訓練，例如政府無法回答未來電子的需求為何，也沒人能確定。

國際勞工組織有一項有用的工具，school-to-work transition 調查，運用大量量表，從政府部門取得許多基礎統計資料，並做雇主與學生雙向的調查，了解公司想要的人才，與學生期望的工作，並分析其中巨大落差，提供產官學參考。由於企業面臨全球化競爭，一切講求速度與市場性，往往希望雇用的年輕人不需受訓即可上手，這是不實際的。透過調查，雇主和學生可將其需求確實讓政府了解。實際上，年輕男性和女性的需求可能非常不同，也可能一樣，在不同國家就會有不同結果。

技職體系深受不同國情影響。在德國和瑞士，技職學校深受尊

重，但在美國卻被視為失敗者。排除文化因素，建議職訓內容應該由民間來主導，才能滿足需求端的要求。以德國的職業訓練為例，是由民間而非政府決定訓練內容和提供訓練，政府給予以職訓券等方式進行部分補貼。

#### 活動照片



2014年9月7日管主委與 Duncan C. Campbell 合照

#### 6. 管中閔主委會晤 Dennis Snower



時間	2014年9月8日9時20分至9時50分
拜會對象	Dennis Snower President, Kiel Institute for the World Economy; Director, Global Economic Symposium (GES), Germany
與會人員 (敬稱略)	管中閔、蔡瑞娟、黃晏青 杜紫宸、王泓仁
會議記錄	黃晏青

## 會議內容

### (1) 與新經濟思維研究所(The Institute for New Economic Thinking, 簡稱 INET)建立合作關係

工研院杜紫宸主任與台大經濟系王泓仁教授，於9月7日與 INET 院長 Robert Johnson 會晤，期能建立雙方長久交流管道與合作機會，院長 Robert Johnson 深表贊同，並引介 INET 香港代表 Judy 作為雙方聯繫窗口，希能邀請我方年輕學者參加 INET 舉辦之會議與活動。

### (2) 與德國基爾世界經濟研究院規劃近期合作計畫

我方建議在德國基爾舉辦小型研討會，由基爾世界經濟研究院、國發會或工研院代表與會，就個人研究領域提出心得報告或意見交流。Snower 院長深表贊同，並樂觀其成。

### (3) 2015 年 GES 台北研討會(GES Taipei Workshop)

- I. GES 2015 預計於 2015 年 9 月上旬召開，為配合大會時程，爰我方規劃 2015 年 GES 台北研討會於 5 月上旬舉辦。
- II. 2015 年 GES 台北研討會建議以「如何引導年輕族群創新創業」為題，鼓勵年輕族群提出新創意、新想法，建構創新創業新模型、成功企業新典範。
- III. 工研院杜主任邀請諾貝爾經濟學獎得主 Professor Joseph Stiglitz 教授擔任 2015 年 GES 台北研討會主持人或與談人，渠表達高度意願，但表示尚需回美檢視明年行程後，才能回復。

活動照片



2014年9月8日管主委與Kiel研究院Snower院長晤談

## 7. 管中閔主委會晤 Baudouin Regout

時間	2014 年 9 月 9 日 9 時 00 分 至 9 時 30 分
拜會對象	Baudouin Regout Head of the Analysis Team, BEPA (Bureau of European Policy Advisers), European Commission, Belgium
與會人員 (敬稱略)	管中閔、賀麗娟、陳淑貞
會議記錄	陳淑貞

### 會議內容

#### (1) 對歐元區經濟展望之想法

##### **Baudouin Regout 表示：**

全球經濟息息相關，歐債危機後，美國經濟受挫，亞洲經濟亦受衝擊。歐元區經濟正面臨經濟成長停滯等問題，穩定經濟成長為其首要目標。ECB 扮演了緊縮金融角色，歐元區經濟，呈現穩定、單調、零成長狀態。銀行體系脆弱，2012 年 6 月歐元地區各國已同意成立銀行聯盟 (Banking Union)，歐元區內銀行均適用相同規範，採集中管理方式。2014 年 11 月起歐元區 6 千家銀行將納入單一監管機制，統由歐洲中央銀行(European Central Bank, 簡稱 ECB)監管，讓體質不佳的銀行破產，破除政府不能讓大銀行倒閉之迷思。

目前歐元區部分國家債務高築，以致經濟疲弱，通貨膨脹低迷，雖然外界質疑是否將推出類似美國或日本的 QE，惟個人認為歐元區若推動 QE，形式將與亞洲發行貨幣方式不同，可能會透過提高匯率等其他方式，達到 QE 效果。

歐債危機之後，面對經濟成長低迷問題，各國政府已積極推動各項改革，包括：政府效能改革(如:民營化等)、勞動市場改革、教育改革、年金改革等，改革進度甚於以往，期能透過改革，促使經濟轉型，啟動下一波新成長動能。

## (2) 對台灣探索新經濟成長模式之想法

國發會管中閔主委表示：

台灣屬外銷導向國家，競爭激烈，高端產品需面對韓國競爭，低階產品則需與中國大陸競爭。為降低生產成本，多數製造業已外移至中國大陸生產，長久「台灣接單，大陸生產」模式，導致經濟成長與薪資成長脫鉤，實質薪資甚至不及 1998 年水準。

**Baudouin Regout** 表示：

1970 年代日本和台灣目前情形很類似，為尋找新經濟成長模式，日本開始從著重外銷市場，轉向內需市場，並從製造業，轉向發展服務業，降低對製造業的依賴。以內需市場為主的服務業，採保護政策，以外銷市場為主的製造業，則採完全競爭機制，這些調整方向，可供台灣參考。

有關市場競爭機制方面，應由市場決定勝出者，留下生產力最具效率者，政府要做的只有降低進入市場門檻，讓競爭者可以自由進出市場。政府不宜干預過多，若要干預，宜拿捏好干預的時機及事項。

有關產業補貼政策，政府應避免過多補貼，如推動 Big Data，政府只需補貼支援大學教育培訓，提供充足人力。不應提供太多其他補貼，干預、扭曲市場。此外，面對數位經濟時代來臨，政府應完善資訊通信基礎建設；改善勞動市場，提高勞動參與率。

## (3) 對因應中國大陸不公平競爭之想法

國發會管中閔主委表示：

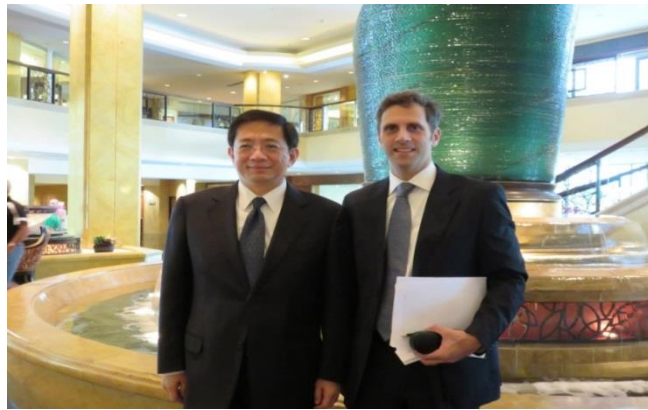
市場競爭機制雖佳，但中國大陸運用政府資源，支援國營企業(包括：補貼、租稅優惠、投融資等)，透過高薪吸引台灣人才等，對台灣中小企業造成不公平競爭。長久下來，在市場尚未淘汰無效率受補助大陸國企前，台灣中小型規模企業已先面臨倒閉的威脅。

## **Baudouin Regout 表示：**

面對此種不公平競爭，與其說提出解決方案，不如說提出降低衝擊的作法，包括：促使國內服務業朝內需市場、地方化、特色化發展，難以複製模仿，持續創新。

台灣可透過區域經濟合作夥伴，爭取國際發聲機會。培育優秀經理人，並支付高薪，創新不只著重製造過程，更應著重市場行銷過程，讓商業更有效率。

## **活動照片**



2014年9月9日管主委與 Mr. Baudouin Regout 晤談

### 三、 媒體報導

全球化時代下，國際趨勢急遽轉變，臺灣需要透過參與國際論壇、連結國際智庫進行交流與合作，做為吸收國際新知的重要可行途徑。透過參與 2014 年全球經濟論壇(GES 2014)，可使臺灣菁英人士在短期間大量吸收全球於前瞻性議題的創新策略，突破政治限制，連結各國智庫專家，將有助於提升政府政策研究品質，過程中亦可將臺灣成功經驗推廣至全世界，提升臺灣的全球競爭力及形象。於論壇舉辦期間，工商時報、經濟日報亦同步報導台灣團參與 2014 年全球經濟論壇一事，整理如表 7 所示。

表 7 媒體報導台灣團參加 2014 年全球經濟論壇

序號	媒體名稱	報導人	報導日期	版面	篇名
1	工商時報	劉靜瑀	2014/09/08	A3	諾貝爾獎得主 史蒂格利茲：別讓 FTA 成為現代版鴉片戰爭
2	工商時報	劉靜瑀	2014/09/08	A3	管中閔：推園區經驗 整廠輸出
3	經濟日報	鄭杰	2014/09/08	A2	管中閔：行銷園區經驗
4	經濟日報	鄭杰	2014/09/08	A2	史提格里茲：簽 FTA 要重質
5	經濟日報	鄭杰	2014/09/09	A4	RCEP 成形 壯大亞洲經濟
6	經濟日報	鄭杰	2014/09/09	A4	新趨勢 邀敵人一起創新
7	工商時報	劉靜瑀	2014/09/10	A4	欲留好人才 管中閔：先開放門戶



力國研刊 整，下半月刊趨整挑戰  
2014年9月8日 工商時報 A3版

# 諾貝爾獎得主 史蒂格利茲： 別讓FTA成爲 現代版鴉片戰爭



記者劉靜瑀  
馬來西亞吉隆坡7日專電

諾貝爾經濟學獎得主史蒂格利茲 (Joseph Stiglitz) 昨 (7) 指出，各國洽簽自由經濟協定 (FTA) 時，應更重視內容與品質，而非讓少數產業得利；他強調，邁向區域經濟整合的自由化過程，若僅大國取得特殊利益，恐將成「現代版鴉片戰爭」。

國發會主委管中閔昨天與史蒂格利茲、瑞士日內瓦高等研究所 (The Graduate Institute, Geneva) 教授鮑德溫 (Richard Baldwin) 於2014全球經濟論壇 (GES) 場邊，進行一對一晤談，針對近來熱門的FTA與區域經濟整合議題，交換意見。

對於簽署FTA案法，史蒂格利茲與鮑德溫皆異口同聲表示，「FTA內容、品質最爲重要」。另外，似乎考量到台灣正處於小國困境，製造產業外移狀況日益嚴重，國際經濟學認爲，台灣未來應發展與製造業相關的服務產業 (service related manufacturing)。

史蒂格利茲以TPP談判過程爲例，他說，越南與日本盼美方能對其紡織品、汽車零件等產品給予彈性，但卻遭拒，顯見「這並非公平的FTA」，而是僅幫助某些特殊利益。他認爲，各國都想簽下對自身有利的FTA，但若像美國嚴格限制國內吸菸環境，卻又允許美籍菸廠公司到海外控告他人有危害貿易障礙之行為，恐怕就成了「現代版鴉片戰爭」。

史蒂格利茲與管中閔談話時格外強調，自由化、市場化過程也該注意弱勢產業或團體的損失情況。史蒂格利茲直接批評，一般經濟學教科書所說，簽FTA讓部分產業獲利，受損方的勞工們可轉向受惠產業，現實生活卻出現「不具效率勞工直接遭市場淘汰」的慘況。管中閔也說，經濟利益的數字上即便算出「利大於弊」，但考慮個人感受問題卻看見「賺更多錢」與「失業餓死」等截然不同的情況。

鮑德溫表示，台灣在簽署國與國之間的FTA既然有難度，應向日本學習，找廠商出面尋求他國業者支持，畢竟像服務、智慧財產等產業易受跨國影響，難以國籍區分，若淡化國家形象色彩，或許對台走向國際洽簽自貿協定，更有幫助。

● 國發會主委管中閔 (右) 與諾貝爾經濟學獎得主史蒂格利茲進行晤談。 圖／劉靜瑀

**國際經濟學者  
對洽簽FTA之談話重點**

**史蒂格利茲 (Joseph Stiglitz)**

- FTA應重內容品質
- 別讓FTA腳步加快成爲「現代版鴉片戰爭」

**鮑德溫 (Richard Baldwin)**

- 學習日本，由兩國相關產業界出面談經濟協議之合作新模式
- 別想用FTA解決所得分配問題，此議題應另設法解決

製表：劉靜瑀

諾貝爾獎得主 史蒂格利茲：別讓 FTA 成爲現代版鴉片戰爭”

劉靜瑀(2014/09/08), 工商時報

2014年9月8日 工商時報 A3版

# 管中閔：推園區經驗 整廠輸出

記者劉靜瑀／馬來西亞吉隆坡7日專電

產業外移後的台灣，如何尋找下一個出路？國際經濟學者建議，應發展與製造業相關的服務產業。國發會主委管中閔昨 (7) 表示，國內園區經驗與對外援助產業化，都是可思考「整廠輸出」方向，等於幫製造業找下階段的市場出口。

管中閔指出，當前情勢，部分製造業已外移的事實難以挽回，國際經濟學者也持同樣看法，它們也說，製造業不能「全都丟掉」，但可加上一些與服務相關 (service-related) 的加值工作，未來還更有發展機會。

管中閔提到，單指服務業範疇過大，從科技服務業至面對面服務業，其產業發展與需求人力各有特色，未來將針對服務業輸出方向，挑出個別方案，加強推動。國內力推整案整廠輸出，即與製造業高度相關，他舉例，像是國內園區經驗與對外援助產業化，皆爲未來整案整廠輸出可思考方向。

管中閔表示，多少國家學習台灣的園區經驗，但並非每個人都成功，因這絕不僅是畫出一個區域，而是蘊含成功管理經驗。他建議，工業區或科學園區經驗若量化後，甚至可計算出價值，一旦整廠輸出後，將帶動廠房設計與硬體，「還幫你的製造找到出口」。

管中閔還說，早年台灣農耕隊無償協助與指導友邦之農業工作，嚴格說來，這也算是一種具有發展潛力的know-how (訣竅)。他舉例，單從與台灣氣候類似的南北回歸線上國家約20餘國來看，若能發展類似「對外援助產業化」概念，不難想見有多少生意可以做。

大陸總理李克強近來變成「高鐵推銷員」，用高鐵到非洲做外交。管中閔認爲，高鐵就是一種很典型「服務結合製造的輸出」，以大陸將高鐵賣至非洲、土耳其、南美甚至東南亞，就連以新幹線聞名全球的日本也來搶食市場大餅，顯見此整廠輸出模式確實成功帶起製造業。

“管中閔：推園區經驗 整廠輸出”

劉靜瑀(2014/09/08), 工商時報

2014年9月8日 經濟日報 A2版

## 管中閔：行銷園區經驗

【特派記者鄭杰／吉隆坡7日電】面對產業結構轉型，國發會主管管中閔7日表示，台灣產業發展一定要走向服務輸出導向，應對外行銷台灣的「園區經驗」，並將「對外援助產業化」，利用外銷服務業帶動製造業發展，才能為製造業找到出口。

管中閔指出，台灣未來產業發展，應結合製造業與服務業，利用「整廠輸出」模式，同時賣商品也賣服務，擴大台灣競爭力，而台灣豐富的園區經驗以及過去曾對外國提供農業援助，就是一大賣點。

管中閔率團前往馬來西亞吉隆坡參與2014 GES全球經濟論壇，與會多位學者專家都認為台灣最大的發展利基在於服務業，應該要發展「結合服務業的製造業」以及「支援製造業的服務業」。

管中閔認為，台灣的園區經驗就是相當值得發展的好範例。工業園區、科技園區的發展並不是設立一個廠區這麼簡單，還包含經營管理、扶植建設，這些Know-how都是台灣可以設計成方案外銷的，可以量化、計算價值，在輸出服務的同時也可以帶動相關產業、產品發展。

另外，管中閔亦提出，台灣農業技術進步，早年有農耕隊無償協助友邦發展農業，提供技術與管理，這些農業技術若是能夠商品化擴大發展，對外輸出，對台灣也將是相當大的商機。

管中閔指出，將服務輸出產業化的作法，中國大陸也積極推動，大陸總理李克強全球走透透，高鐵就成為李克強對外積極推銷的重要商品，同時賣商品也賣技術。

“管中閔：行銷園區經驗”

鄭杰(2014/09/08), 經濟日報



2014年9月8日 經濟日報 A2版

# 史提格里茲：簽FTA要重質

## 諾貝爾經濟學獎得主提醒 勿貪快而簽下「現代鴉片戰爭」

【特派記者鄭杰／吉隆坡7日電】諾貝爾經濟學大師史提格里茲（Joseph Stiglitz）提出警訊，簽署自由貿易協定（FTA）需要「重質」（內容），勿為了加快FTA簽署速度而簽下「現代版鴉片戰爭」。

國發會主委管中閔也指出，政府在簽署自由貿易協定（FTA）時要小心，避免形成「特殊利益的FTA」，造成只有少數人獲利的結果。政府應多以輸者角度思考。在市場開放之餘須維護自身利益，並對利益受損方提出補償機制。

管中閔表示，加強政策透明化是減少疑慮的方式之一，需不斷與大眾溝通，擴大參與程度，避免再像過去一樣，只有少數人甚至少數利益團體參與經濟談判。



國發會主委管中閔（右）與諾貝爾經濟學獎得主史提格里茲在全球經濟論壇深度對談。

記者鄭杰／攝影

管中閔6日率團前往馬來西亞吉隆坡參與2014年全球經濟論壇（GES），此行與包含史提格里茲、瑞士日內瓦高等研究所教授鮑德溫（Richard Baldwin）等經濟學界大師進行深度對談。

管中閔表示，在對談中史提格里茲提醒，國際上許多FTA，就內容來看都不是公平的FTA，而是對單一國家或是特定團體具有特殊利益的FTA；在洽談FTA的過程中，重點不只是為了簽下那

### 管中閔、史提格里茲談話重點

項目	史提格里茲	管中閔
簽署自由貿易協定（FTA）	需重質，重視簽約內容，勿為加快腳步就簽下現代版鴉片戰爭	需關注利弊得失，不可為了市場開放而完全不受限
自由貿易後遺症	自由貿易中，不具效率的一方往往無法順利轉型、升級，而淪為失業者，墜入輸者圈	政府應多站在輸者角度思考，提出補償機制，並避免自由貿易落入特殊利益
台灣產業發展	台灣產業發展應導向以更多服務業為主	結合服務業與製造業，輸出台灣的園區經驗

資料來源：採訪整理

鄭杰／製表

一紙合約，更須關注內容如何，以防簽下「現代版鴉片戰爭」，反而對國家或是國內產業造成損害。

史提格里茲為國際知名經濟學者，對於全球化、自由貿易、利益分配等議題都有

深入研究，多次對於當前的全球化過程以及自由貿易造成的問題提出警訊。管中閔表示，史提格里茲並非反對簽署FTA，而是提醒要關注利弊得失，不能為了追求市場開放就完全不受限。

### “史提格里茲：簽 FTA 要重質”

鄭杰(2014/09/08), 經濟日報

2014年9月9日 經濟日報 A4版

# RCEP成形 壯大亞洲經濟

## 全球經濟論壇登場 區域整合後邁向全球創新中心 台灣尚未融入 未來恐受傷慘重

【特派記者鄭杰／吉隆坡8日電】區域全面經濟夥伴關係（RCEP）有望於明年（2015）成形，以亞洲為主體的區域整合力量崛起壯大，外國學者憂心，全球其他地域如中南美洲、非洲地位將更式微。

工研院知識經濟與競爭力研究中心主任杜紫宸出席2014全球經濟論壇（GES）

表示，台灣尚未融入亞洲區域經濟整合，目前雖未直接受衝擊，未來恐受傷慘重。

來自巴西知名學者FGV的教授Renato G. Flores Jr指出，亞洲將完成區域經濟整合，未來將是全球供應鏈中心，歐洲、拉丁美洲、非洲都將處於這個圈外，因此各國皆非常關注未來亞洲勢力如何看待這些區域的角色

定位，是否將因此有所變化。

Renato G. Flores Jr也指出，過去20年，亞洲是最大消費市場，未來更將取代歐洲成為全球創新中心，研發速度進展也可能超越美國，具備非常大的發展潛力，與其他區域如何互動，是否影響第三世界發展等，令他們相當在意。

杜紫宸指出，現在連外國學者憂心亞洲區域經濟整合力量壯大後，會對其他地區形成排擠作用，而現在亞洲國家內只有台灣與北轉選處於整合之列外，台灣現在處於「颱風眼」中間位置，現在或許還未大受衝擊，但

未來可能受傷嚴重。

杜紫宸指出，台灣若想要加入RCEP應該善用台灣的「中間者」特色。杜紫宸表示，台灣具備多元文化特色，除了地理位置處於亞洲中心，地理規模大小也適中，經濟力量也介於中間。

### 全球經濟論壇昨日會議重點

議題	發言人	發言內容
亞洲經濟整合	巴西知名學者FGV教授 Renato G. Flores Jr	未來亞洲將是全球供應鏈的中心，其他區域擔心被排擠
總起	工研院知識經濟與競爭力研究中心主任杜紫宸	台灣尚未融入亞洲區域經濟整合，危機大
創新能力培養	日本一橋大學經濟研究所教授青木理子、韓國產業經濟研究院所長金道萬	強化人才的國際交流，例如鼓勵交換學生、企業應由競爭走向合作
	國發會主委管中閔	組成「小型生產者聯盟」，並由政府提供一定資源，協助研發與開發市場

資料來源：採訪整理

江會賢、鄭杰／製表

### “RCEP 成形 壯大亞洲經濟”

鄭杰(2014/09/09), 經濟日報

2014年9月9日  
經濟日報 A4版

# 新趨勢...邀敵人一起創新

【特派記者鄭杰／吉隆坡8日電】全球產業鏈供應鏈進入新時代，日韓學者表示，創新能力將是未來產業鏈發展的關鍵，應該要加強人才的國際交流與培育，且同產業之間在創新研發上也應該由競爭走向合作，才能發揮最大力量。

2014全球經濟論壇（GES

）大會由台灣主辦的「培養創新能力以因應全球供應鏈調整之變化」分場議題，由工研院杜紫宸主任擔任主持人，邀請日本一橋大學經濟研究所教授青木玲子、南韓產業經貿研究院所長金道薰、中國科學院穆榮平所長及果實夥伴公司陳宏守董事長擔任與談人。青木表示，人

才是創新的必備條件，而提高人才素質現階段立即的解決方案就是強化人才的國際交流，例如鼓勵交換學生，結果將會是多方受惠。

金道薰則強調，企業過去習慣競爭，而非合作，但是在現代供應鏈趨勢之下，這些同業之間的「敵人」應該要共同創新。

“新趨勢 邀敵人一起創新”

鄭杰(2014/09/09), 經濟日報

2014年9月10日 工商時報 A4版

## 欲留好人才 管中閔：先開放門戶

記者劉靜瑀／馬來西亞吉隆坡9日專電

國內就業市場正面臨供需失衡，業界求才若渴，求職者不願屈就低薪。國發會主委管中閔昨（9）日指出，台灣門戶需進一步開放，才能吸引國際公司來台設立研發總部，不只創造國內更多就業機會，人力市場才會出現良性競爭。

管中閔昨結束於馬來西亞首都吉隆坡舉行的2014年全球經濟論壇（Global Economic Symposium, GES），期間與許多國際經濟學者交換意見，包括諾貝爾經濟學獎得主史蒂格利茲、瑞士日內瓦高等研究所教授鮑德溫（Richard Baldwin）等人都向管中閔強調，在製造業外移後，台灣得靠研發留住其餘產業，否則最糟糕的情況是「製造與研發都外移」。

管中閔說，製造業外移後，很多企業抱怨因多數求職者資格條件不符，以致求才遭週困境。他用生動比喻形容當前國內就業市場供需失衡的困境，當前狀況猶如不高不矮、中等身材的人，懶的彎腰拾起滿地果子，反而向上躍起，想抓下較高的果實，面臨「不能撈底下、跳起構不著」的窘況。

管中閔指出，研發過程需要好人才，國內教育與人力素質不差，問題出在「該怎麼把人才留住」。他分析，國內talent pool（人才庫）太小，企業進行研發工作得瞄準最具資格及能力的人才，意即門戶得對外開放，否則製造業留不住，若門戶也不打開，只會造成「人才流出，沒有優秀人力流入台灣」。

管中閔說，若有一家國際公司欲來台成立研發中心，招募百名相關員工，其中台灣人才佔四成，其餘六成若限制公司只能在國內找，而不准從其他亞洲城市招募人才，各項規定不放寬，以致國際級企業直接放棄在台投資，既無法創造就業機會，也沒法吸引國際級優秀人才。

管中閔與國際經濟學者交換意見後皆認為，靠教育與研究都有助於國內培育優質人才，只可惜這些需要門戶開放的條件，卻屢遭阻撓；一旦人力市場無法出現良性競爭，製造業外移之後，不只賣東西贏不了其他國家，恐怕連需要優質人才的服務業，也岌岌可危。

“欲留好人才 管中閔：先開放門戶”

劉靜瑀(2014/09/10), 工商時報

## 第二節 GES 2014 會前規劃與準備

本計畫協助國發會辦理 GES 2014 會前之規劃作業與行前準備，包含與 GES 主辦方進行會前必要之聯繫，亦協助安排團員之航班、當地交通與住宿、每日行程，以及準備談參資料，並將前述各項資訊編入團員手冊，印刷成冊後，分發給每位團員一本完整版團員手冊，以供會議期間閱讀。表 8、表 9 為團員名單與行程總表。

表 8 團員名單

姓名	單位	職稱	備註	
管中閔	國家發展委員會	主任委員	其他分場議題 與談人	1
蔡瑞娟	國家發展委員會 綜合規劃處	專門委員		2
黃晏青	國家發展委員會 綜合規劃處	專門委員		3
賀麗娟	國家發展委員會 人力發展處	專門委員		4
陳淑貞	國家發展委員會 產業發展處	專門委員		5
邱莉婷	國家發展委員會 經濟發展處	科長		6
陳宏守	果實夥伴股份有限公司	創辦人暨董 事長	台灣分場議題 與談人	7
丁廣欽	鋁新科技股份有限公司	董事長	其他分場議題 與談人&演講者	8
毛德蕊 Debra Mao	彭博新聞 Bloomberg News	台北分社社 長	其他分場議題 主持人	9
王泓仁	臺灣大學經濟系	特聘教授		10
杜紫宸	工業技術研究院 知識經濟與競爭力研究中心	主任	台灣分場議題 主持人	11
楊致行	工業技術研究院 知識經濟與競爭力研究中心	資深督導	其他分場議題 與談人	12
洪立瑜	工業技術研究院	正研究員		13

姓名	單位	職稱	備註	
	知識經濟與競爭力研究中心			
黃筱雯	工業技術研究院 知識經濟與競爭力研究中心	副研究員		14
鄭杰	經濟日報	記者		15
劉靜瑀	工商時報	記者		16
王怡方	資訊工業策進會 產業情報研究所	產業分析師		17



表 9 行程總表

日期	9月5日(五)		
時間	行程	地點	備註
09:40-14:15	台灣團員(第一批)離開台灣、飛抵馬來西亞 工研院：楊致行、黃筱雯	台灣桃園 →馬來西亞吉隆坡	
9/4, 19:00-9/5, 15:35	德國基爾世界經濟研究院 劉宛鑫博士 離開德國、飛抵馬來西亞	德國→馬來西亞吉隆坡	
住宿：香格里拉大酒店			

日期	9月6日(六)		
時間	行程	地點	備註
08:40-12:25	毛德蕊 Debra Mao 離開香港、飛抵馬來西亞	香港→馬來西亞吉隆坡	
09:40-14:15	台灣團員(第二批)離開台灣、飛抵馬來西亞 國發會：管中閔、蔡瑞娟、黃晏青、賀麗娟、陳淑貞、邱莉婷 工研院：杜紫宸、洪立瑜 陳宏守、王泓仁、劉靜瑀、鄭杰	台灣桃園 →馬來西亞吉隆坡	7:40 AM 團員於長榮櫃台會合
10:15-11:10	王怡方離開新加坡、飛抵馬來西亞	新加坡→馬來西亞吉隆坡	
11:00-13:55	丁廣欽離開越南、飛抵馬來西亞	越南胡志明市→馬來西亞吉隆坡	
15:30-	楊致行資深督導、劉宛鑫博士、黃筱雯 於香格里拉大酒店待命，協助管主委及團員之 GES 報到與房間 check-in	香格里拉大酒店 Lobby	
17:00-17:15	GES 2014 開幕致詞 Welcome Remarks	香格里拉大酒店 Plenary Hall	

日期	9月6日(六)		
時間	行程	地點	備註
17:30-19:00	毛德蕊小姐擔任其他分場議題主持人 “The Global Economic Outlook”	香格里拉大酒店 Room “Kedah”	
20:00-22:00	管中閔主委擔任其他分場議題與談人 “The Future of Jobs”	香格里拉大酒店 Room “Kedah”	
住宿：香格里拉大酒店			

日期	9月7日(日)		
時間	行程	地點	備註
全日參加 GES、與國際重要人士晤談			
7:30-breakfast	杜紫宸主任、王泓仁教授會晤 Robert Johnson President, The Institute for New Economic Thinking, USA	香格里拉大酒店 Hotel restaurant	
08:45-10:15	開幕式 Opening Plenary	香格里拉大酒店 Plenary Hall	
10:30-11:00 (Confirmed)	管中閔主委一對一晤談 Joseph Stiglitz Nobel Laureate; Professor, School of International and Public Affairs (SIPA), Columbia University, USA	香格里拉大酒店 Room “Mezzanine2”	10:25 AM 請至 GES Registration Desk (報到註冊處)(樓層 Lower Lobby)等候，GES 會派人引導到會議室。
10:30-11:45	毛德蕊小姐擔任其他分場議題主持人 “Investing in Asia - Cyclical or Structural Growth Slowdown?”	香格里拉大酒店 Room “Kedah”	
12:00-12:30	管中閔主委一對一晤談 Richard	香格里拉大	11:55 AM

日期	9月7日(日)		
時間	行程	地點	備註
(Confirmed)	Baldwin Professor of International Economics, The Graduate Institute Geneva, Switzerland	酒店 Room “Mezzanine 2”	請至 GES Registration Desk (報到 註冊處)(樓 層 Lower Lobby)等 候，GES 會 派人引導到 會議室。
13:30-14:00	丁廣欽董事長擔任演講者 “Sustainable Development of Knowledge Based Cities: Example of Phu My Hung New City Center in Ho Chi Minh City, Vietnam”	香格里拉大 酒店 Room “Penang” (Floor “Lower Lobby”)	此場演講採 邀請式
14:30-15:00 (Confirmed)	管中閔主委一對一晤談 Jonathan Woetzel Director, McKinsey & Co, China	香格里拉大 酒店 Room “Mezzanine 2”	14:25 PM 請至 GES Registration Desk (報到 註冊處)(樓 層 Lower Lobby)等 候，GES 會 派人引導到 會議室。
16:00-16:30 (Confirmed)	管中閔主委一對一晤談 Duncan Campbell Director for Policy Planning in Employment, International Labour Office, Switzerland	香格里拉大 酒店 Room “Mezzanine 2”	15:55 PM 請至 GES Registration Desk (報到 註冊處)(樓 層 Lower Lobby)等 候，GES 會 派人引導到 會議室。

日期	9月7日(日)		
時間	行程	地點	備註
20:00-22:00	台灣主辦分場議題之會前討論 Preparatory Meeting of Taiwan Session 杜紫宸主任、陳宏守董事長、穆榮平 所長、青木玲子教授、金道薰院長	香格里拉大 酒店 一樓餐廳：香 宮(Shang Palace)	座位保留至 20:15 PM
住宿：香格里拉大酒店			

日期	9月8日(一)		
時間	行程	地點	備註
全日參加 GES、與國際重要人士晤談			
9:20-9:50 (Confirmed)	管中閔主委一對一晤談 Dennis Snower President, Kiel Institute for the World Economy; Director, Global Economic Symposium (GES), Germany	香格里拉 大酒店	討論議題：the next workshop in Taipei and other cooperation 註：9:10 AM 請至 GES Registration Desk (報到註 冊處)(樓層 Lower Lobby) 與劉宛鑫博士 會合，GES 會 派人引導到會 議室。
10:15-11:45	楊致行資深督導擔任其他分場議題與 談人 “Adventures in waste and recycling policies- creating value”	香格里拉 大酒店 Room “Penang”	
15:00-15:30	行程待定		
15:15-16:45	丁廣欽董事長擔任其他分場議題與談 人 “Smart urban planning for megacities”	香格里拉 大酒店 Room “Kedah”	



日期	9月8日(一)		
時間	行程	地點	備註
15:15-16:45	台灣團隊主辦分場議題 “Fostering Innovation in Global Supply Chains Adjustment”	香格里拉大酒店 Room “Penang”	
17:00-19:00	閉幕式 Officiation Ceremony & Concluding Plenary	香格里拉大酒店 Plenary Hall	
17:40-21:35	王怡方離開馬來西亞、前往香港	馬來西亞吉隆坡→香港	
19:30-22:00	羅由中大使晚宴	香格里拉大酒店 一樓中式餐廳：香宮(Shang Palace)	服裝：便裝
住宿：香格里拉大酒店			

日期	9月9日(二)		
時間	行程	地點	備註
8:30-	2位團員收齊團員護照，先行前往機場 辦理行李 check-in 楊致行、黃筱雯		
9:00-9:30 (Confirmed)	管中閔主委一對一晤談 Baudouin Regout Head of the Analysis Team, BEPA (Bureau of European Policy Advisers), European Commission, Belgium	香格里拉大酒店 Hotel restaurant Chinese Restaurant Shang Palace (香宮)	8:55 AM 請直接至飯店 中式餐廳 Shang Palace (香宮)
9:50-12:00	馬來西亞吉隆坡市區參訪 (雙峰塔、國家皇宮、獨立廣場)		

日期	9月9日(二)		
時間	行程	地點	備註
12:00-13:00	台灣團管主委答宴	新峰肉骨茶	風味餐-肉骨茶
12:40-13:40	劉宛鑫博士離開馬來西亞、前往新加坡	馬來西亞 吉隆坡→ 新加坡	
13:20	台灣團員前往吉隆坡機場		
13:30-17:25	毛德蕊 Debra Mao 離開馬來西亞、前往香港	馬來西亞 吉隆坡→ 香港	
15:20-20:10	台灣團員離開馬來西亞、返抵台灣 國發會：管中閔、蔡瑞娟、黃晏青、賀麗娟、陳淑貞、邱莉婷 工研院：杜紫宸、楊致行、洪立瑜、黃筱雯 丁廣欽、陳宏守、王泓仁、劉靜瑀、鄭杰	馬來西亞 吉隆坡→ 台灣桃園	

## 第四章 主辦 GES 2014 分場座談

在此論壇中，台灣團隊主辦一場分場座談，座談題目為“Fostering Innovation in Global Supply Chains Adjustment”，邀請台灣、中國大陸、日本、南韓產學界專家代表為與談人，共同討論在全球供應鏈調整過程當中，東北亞國家如何邁向創新。

### 第一節 背景說明

台灣於 GES 2014 主辦一個分場座談，其題目緣由除了萃取 2014 年 5 月 15 日台北研討會(GES Taipei Workshop)之會議結論，亦綜合考量 GES 2014 此次於馬來西亞吉隆坡舉辦，整體大會議程所涵蓋之全球性議題宜納入東北亞觀點，除了讓觀點多元化之外，亦能讓歐美亞非各洲觀點得以平衡。因此，台灣主辦分場之座談題目定名為“Fostering Innovation in Global Supply Chains Adjustment”，探討台灣、中國大陸、日本、南韓對於全球供應鏈於區域之間的移動，應有何對應之策略布局，例如，商業模式、人才移動、法規環境、創新研發等面向切入探討。因此，邀請東北亞代表性國家專家學者，共同討論東北亞國家於全球供應鏈調整過程當中之策略布局與解決之道。與會專家名單表 10 及座談議題背景說明(The Challenge)如表 11。與會專家對於座談題目之觀點如附錄四所示、與會專家簡介如附錄五所示。

表 10 與會專家名單

與談主席 (Moderator)	杜紫宸 工業技術研究院知識經濟與競爭力研究中心主任
與談成員 (Panelists)	<ul style="list-style-type: none"> <li>• 陳宏守(Hilo Chen) 台灣果實夥伴股份有限公司創辦人暨董事長</li> <li>• 穆榮平(Rong-Ping Mu) 中國科學院科技政策與管理科學研究所所長</li> <li>• 青木玲子(Reiko Aoki) 日本一橋大學經濟研究所教授</li> <li>• 金道薰(DoHoon Kim) 韓國產業經貿研究院院長</li> </ul>

表 11 座談議題背景說明

**The Challenge**

Having become more intensively integrated into the global supply chains has brought many new business opportunities to particularly East Asian firms in the past two decades. The latest financial crisis and the successive European debt crisis have, however, forced many of them to rethink their business strategy of how to reposition themselves in the global supply chains to better consider the rapidly changing global economic situations and to actively deal with global challenges. One key element here is innovation. Firms from the traditional industries need to raise the knowledge intensity of their business operations; those from service industries need to intensify their knowledge base of services provided and firms from the high-tech industries need to increase the extent and depth of their innovation activities. All these are expected to increase firms' innovation intensity, enabling them to move upwards along the global value chains and to take over higher value added tasks of the global production networks.

How can firms better adjust their existing business strategy towards innovation and thus enhance their core capabilities to deal with global supply chains adjustment? What kinds of roles could governments play to foster innovation? Should governments focus more on improving domestic business environment? How could governments support firms in identifying innovation impediments and in exploring appropriate solutions? From a regional perspective, how can Asian economies make use of the particularly intensive linkages in supply chains among firms in Asia to build a regional environment friendly for cross-border collaboration in innovation? How could Asian economies adjust complementary institutions, such as laws and regulations, market mechanism and education systems, to support innovation-based growth?

## 第二節 會議內容

主題	Fostering Innovation in Global Supply Chains Adjustment
時間	2014年9月8日15時15分至16時45分
與談主席 (Moderator)	<b>Tze-Chen Tu</b> , General Director, Center of Knowledge-based Economy and Competitiveness, Industrial Technology Research Institute, Taiwan
與談成員 (Panelists)	<ul style="list-style-type: none"><li>• <b>Reiko Aoki</b>, Professor, Institute of Economic Research, Hitotsubashi University, Japan</li><li>• <b>Hilo Chen</b>, Founder, OneVision, Taiwan</li><li>• <b>DoHoon Kim</b>, President, Korea Institute for Industrial Economics and Trade, South Korea</li><li>• <b>Rong-Ping Mu</b>, Director General, Institute of Policy and Management, Chinese Academy of Sciences, China</li></ul>
會議記錄	黃筱雯

### 【與談人論點說明】

#### **Reiko Aoki**

傳統貿易理論認為，資金可以充分流動於世界各地，而人力資本的移動性則較差，但我認為，這個論點是不對的，因為人們可以透過資通訊科技(ICT)將知識與技能輸出至海外。因此，我所提出的解決方案為建置有助於人才迴圈、腦力循環(brain circulation)的雙邊合作計畫，例如，在許多大學裡，包括我所任職的大學裡，已簽署許多大學雙邊合作協議，日本教育部也為日本大學雙邊交換學生計畫提供資金補助，但亞洲國家所執行的這類型計畫尚未跟歐洲地區的學校/機構產生積極性的連結，這類型的國際連結計畫涵蓋成員應包含教授、學生、研究人員等，歐亞雙方透過國際連結計畫產生正向的研究交流與循環，例如，讓歐亞的研究人員聚集在一起共同研究。

#### **DoHoon Kim**

韓國的企業文化具有強烈的競爭意識，例如，15至20年前，韓國大企業透過不斷地整併，以利於對抗日本大企業，競爭領域包含汽車業、電子產品、化學業等。韓國大企業也擅長於整合國內

當地的供應鏈，跟當地中小企業簽署合作契約、提供發展創新的機會。我們也知道，歐美商品主要來自於亞洲的製造輸出，其中，又以日本、台灣、南韓、中國大陸為主，四個國家之間的製造供應關係呈現高度競爭，但同時，也帶動供應鏈夥伴之間的緊密合作。近年來，韓國大企業則開始往中國大陸市場發展，除了看中了中國大陸市場的發展機會，也開始尋找中國大陸當地的零組件廠做為合作夥伴，搭起中韓之間的產業供應鏈合作關係。

以中國大陸、日本、南韓為例，我們可以從零件與材料的貿易流量與流動方向來端看全球供應鏈的發展與變化，日本對於南韓與中國大陸皆具有貿易順差，這樣的貿易模式至今仍維持大致不變。我們也觀察到，近年來，日本與南韓企業皆已到中國大陸當地設置工廠，並以中國大陸當地的零組件廠商為供應商，我認為，南亞國家，例如，馬來西亞，未來也將會整合進這類的供應鏈關係當中，這是現在所觀察到的供應鏈模式，而這模式當中的廠商彼此之間處於既競爭又合作的關係。因此，綜合而言，新型態的全球供應鏈運作模式讓世界各國/各廠商必須學習如何和競爭對手既競爭又合作。

亞洲供應鏈廠商除了在生產製造合作之外，也應在創新研發上進行合作。通常，零組件與材料廠商(companies specialized in components and materials, 簡稱 CSCM)多為中小企業，仰賴與大型銷售商合作(companies specialized in final consumption goods, 簡稱 CFCG)，以加入全球供應鏈當中。

有關增進供應鏈廠商從事研發合作，政府可從促進 CSCM 間的創新合作開始。作法包括提供 CSCM 廠商名錄給全球貿易商，增加 CSCM 在全球供應鏈曝光度，減少對 CFCG 的依賴；協助 CSCM 在主要跨國技術上，進行標準化並取得共同認證，以利爭取 CFCG 委外訂單；推動 CSCM 跨國聯盟，降低對市場壟斷或技術外流的疑慮；提供 CSCM 與大學機構及政府智庫針對研發合作的機會。

## Hilo Chen

位居於全球供應鏈上的各家廠商對於終端市場的地理距離甚遠、瞭解亦少，因此，廠商轉以瞭解客戶的需求，以尋找成功的機會、帶動成長率。對於這些廠商來說，要改變成為創新型廠商可以透過重新定義客戶的方式來轉型。這裡我舉出台灣的成功案例—捷安特(Giant Bicycles)加以說明。捷安特重新定義其客戶為騎腳踏車的人，逐漸脫離替腳踏車國際製造大廠代工(OEM)的合作關係。2009年，台北市政府將台北市公共自行車租賃系統(YouBike 微笑單車)委託捷安特經營，這種由政府規劃、民間興建的運作模式稱為 BOT(Build-Operate-Transfer)案。YouBike 的運作模式為讓使用者輕鬆且快速成為使用腳踏車的會員、儲值便利、24 小時皆可租借等，在這種運作模式當中，使用無線射頻辨識系統 RFID 科技，以獲取腳踏車使用者的使用資料，大量的使用資料(Big Data)都會被送回到營運中心，以控管腳踏車數量於台北市各區的均衡配置，使用者也可透過手機應用程式(application, 簡稱 app)查詢各區腳踏車的配置狀況，以順利取得腳踏車可使用。這個案例顯示 BOT 案的合作模式讓政府與廠商呈現雙贏的局面。

## Rong-Ping Mu

創新的本質是一種價值創造過程，包含科學、科技、經濟、社會、文化價值的創造過程，不同的價值創造會有不同的活動，而不同的活動需有不同的政策輔助與規劃。給政策制定者的創新決策建議：以三個維度(活動、成員、資源)來思考如何制定創新政策。活動包含科學研究、產品製造、商品化等，成員包含政府、研究機構、大學、企業，資源則包含資金、基礎建設、網絡等。在討論全球供應鏈這個題目時，應該先釐清各個國家/產業的強弱項，根據優劣分析，做為政策決策依據，也該鼓勵企業走向海外市場，政府亦可採用減稅措施，鼓勵企業從事研發。



活動照片



2014年9月8日台灣團隊擔任「Fostering Innovation in Global Supply Chains Adjustment」分場主辦

## 第五章 強化與國際或亞洲區域知名智庫交流與合作網絡

### 第一節 國發會與知名智庫交流之需求與目的

世界經貿體系加速整合，台灣為小型開放經濟體，必須充分掌握全球經貿發展態勢，加強國際連結，方能促進經濟永續成長。強化與國際或亞洲區域知名智庫之交流合作網絡，深化台灣經驗之全球化內涵，增進對國際經濟、社會、環境等議題之瞭解，為國際連結重要一環。爰亟需透過參與國際或亞洲區域知名智庫之前瞻性論壇，加強與各國產、官、學及公民社會菁英的交流機會，以提高我國國際能見度，並有助於我國規劃具前瞻性與國際視野之政策。期完成強化與國際或亞洲區域知名智庫交流與合作網絡，加強與國際接軌，提升政策規劃品質與施政效能，以及透過辦理我國產、官、學界菁英參與世界知名經濟論壇，推廣台灣經驗，提升國際能見度。

目前，亞洲（包括中國大陸、日本、韓國、台灣、東南亞等）區域經濟重新整合，亞洲各國的產業經濟受其影響、產生很大的變化，舉例來說，中國大陸國家主席習近平與南韓總統朴槿惠於2014年11月10日共同宣布，中韓自由貿易協定(FTA)完成實質談判，雙方經貿部長簽署實質備忘錄，並有共識今年底完成降稅清單談判。此舉預計將會對台灣產業經濟發展、貿易出口造成莫大衝擊。因此，建立台灣與國際或亞洲知名智庫的對話機制，即希望能於全球產業供應鏈移轉、區域經濟自由貿易協定形成等外部趨勢之下，探討具有前瞻性的產業合作新戰略架構，與深度技術夥伴關係的可行性。

基於上述目的，本計畫透過對國際或亞洲區域知名智庫之實質交流，強化國發會之國際連結、建立合作網絡。此計畫為延續性計畫，今年度欲交流合作之智庫名單乃是由去年度計畫之評估結果而得。今年度選定四家重點智庫，分別為德國 Kiel 研究院、韓國產業經貿研究院、中國社科院、日本政策研究大學院大學。

## 第二節 知名智庫合作交流介紹

### 一、 德國「基爾世界經濟研究院」(Kiel Institute for the World Economy, 簡稱 Kiel 研究院)

與德國 Kiel 研究院之合作乃是透過與 GES 相關活動進行交流，例如，連續參加兩年度之 GES 大會(GES 2013, GES 2014)、合辦一場 2014 年台北研討會(GES Taipei Workshop)，交流合作內容如本報告第三章、第四章所示，此處將不再重複描述。

整體而言，與德國 Kiel 研究院之合作交流重點在於透過 GES 的國際人脈網絡，討論全球性關鍵議題，著重於在知識經濟時代、全球供應鏈調整過程當中，東北亞國家與企業的因應之道與重新定位，尋找足以啟動創新變革的發展策略與解決方案。

討論議題分別為：2014 年 GES 台北研討會(GES Taipei Workshop) 主題「以創新變革與創業精神邁向知識型經濟發展」(Promoting Innovation and Entrepreneurship toward Knowledge-based Economy)、GES 2014 大會主題「經濟重建 社會轉型」(Restructuring Economies, Transforming Societies)、台灣代表團於 GES 2014 大會當中，主辦一場分場座談「培養創新能力以因應全球供應鏈調整之變化」(Fostering Innovation in Global Supply Chains Adjustment)。

綜合整理，國際專家提出的論點與解決方案包含：規劃設計亞洲國家學生至歐美地區的國際交換學生方案，以提升人力素質；在全球供應鏈重新調整過程當中，東北亞國家本身應在競爭中學習合作與創新。

## 二、 韓國「韓國產業經貿研究院」(Korea Institute for Industrial Economics and Trade, 簡稱 KIET)

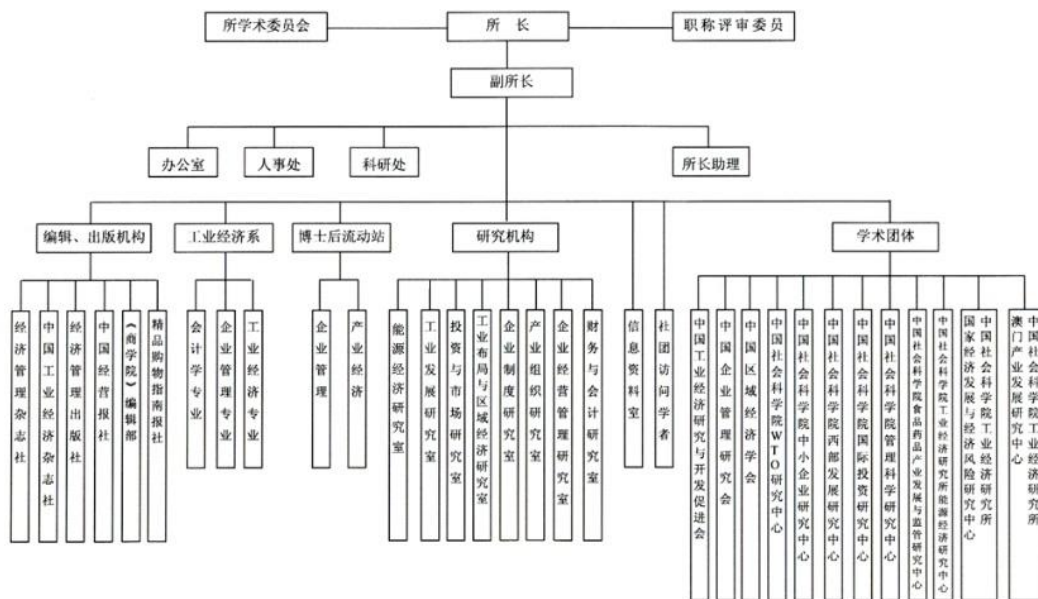
邀請韓國產業經貿研究院(KIET)金道薰院長擔任 GES 2014 台灣分場主辦之與談人，就韓國觀點探討東北亞國家如何在全球供應鏈調整的大趨勢下發展創新，當天金院長之談話內容如本報告第 100-101 頁所示。

金院長的重要觀點認為，可以從貿易流量與流向觀察全球供應鏈於區域之間的移轉軌跡。觀察中國大陸、日本、韓國的產業發展史，可以發現，各國之間的產業貿易往來是競爭與合作的交互循環，意即產業競爭當中「沒有永遠的朋友，也沒有永遠的敵人，只有永遠的利益」。往昔，韓國透過企業整併以跟日本大型企業一較高下，現在，則看重於中國大陸市場潛力機會，日本與韓國皆至中國大陸當地設廠、尋找供應商，形成當地的供應鏈模式。當東協國家區域經濟整合成形，前述提及的供應鏈發展模式亦有可能轉移至東南亞國家、南亞國家，例如，GES 2014 主辦國馬來西亞。金院長再次強調，新型態的全球供應鏈模式讓世界各國及企業必須學習如何跟往昔的競爭對手重新找到合作機會。

### 三、 中國大陸社會科學研究院(Chinese Academy of Social Sciences, 以下簡稱中國社科院)

中國大陸社會科學研究院(以下簡稱中國社科院)除了專職於社會科學學門之學術理論研究，同時也是中國大陸國家層級的重要智庫，對於中國大陸經濟社會研擬具上位意義的整體發展戰略。在關切兩岸經貿發展的目的下，今年度選擇中國社科院旗下之工業經濟研究所為交流對象。

中國社科院工業經濟研究所(簡稱工經所)正式成立於1978年4月5日，是中國社科院經濟學門的重點研究機構，該研究所之人員編制約100人，其中，高階研究人員近50人，即約佔全體編制人員的一半，碩士級以上的研究人員近90人，研究領域包含產業經濟學(工業經濟)、區域經濟、企業管理此三大分支學科。該研究所之組織架構圖整理如圖3所示。



資料來源：中國社科院工經所官方網站(2014)

圖 3 中國社科院工經所組織架構圖

今年度透過訪問黃群慧所長，雙方針對中國大陸產業發展與升級轉型趨勢進行意見交流，重要觀點如下：

- (一)關於中國大陸產業升級主轉型的動力：過去大陸政府透過財政、稅後、土地、產業指導等多項政策措施，透過雁群模式，促進產業的梯度轉移<sup>4</sup>，未來可以考慮從進口替代、建立跨界創新機制、促進中小企業國際合作等方面推動。
- (二)中國大陸製造業發展戰略調整：一由投資驅動轉為創新驅動，亦即從金融風暴後 4 億元的基礎建設投資轉而強化對智慧財產權的投資；二由成本控制導向競爭優勢：中國大陸已難再像過去維持高速成長，如何面對轉型陣痛，成為中國大陸此階段的關切的重要議題。工經所提出，即使中國大陸市場體制仍不成熟，國際競爭秩序仍不公平，仍應致力於提高世界各國之間的競爭程度，成為更開放的經濟體系，並找出找出自身在國際競爭秩序中的特色與地位；三為結構優化向能力建構發展，針對此點，工經所專家認為中國大陸在結構優化的產業政策已經完備，未來應該建構類似日本汽車業系統化的能力，進而帶動產業的改變。
- (三)中國大陸未來產業政策調整方向：(1)政策框架由規劃轉向頂層設計，中國大陸已意識到在五年期的產業規劃政策有連貫性的問題，需要強化長期產業設計。(2)由扶植特定優勝企業，轉向降低綜合性成本，使多數的中小企業能夠受惠。(3)從市場開放提升到標準接軌、產品接軌、生產要素的全面國際接軌。(4)扶持對象由過去過度把資源集中在大企業，轉向培育小微企業。(5)把扶植補貼，轉向透過公共服務機制，提升企業參與。

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<sup>4</sup> 「梯度轉移」即產業區域轉移，是企業主導的經濟活動，由於資源供給或產品需求條件發生變化，某些產業從某一國家或地區轉移到另一國家或地區的經濟行為和過程。產業梯度轉移，可分為國家產業梯度轉移和區域內的產業梯度轉移。（資料來源：MBA 智庫百科，<http://wiki.mbalib.com/zh-tw/%E6%A2%AF%E5%BA%A6%E8%BD%AC%E7%A7%BB%E7%90%86%E8%AE%BA>)

- (四)數位化、智慧化的產業技術趨勢將加快製造業與服務業的融合，且會讓此二產業之間的界線漸趨模糊，不再是單純的製造業或單純的服務業，會產生所謂的製造業服務化…等相關產業發展走勢。而中國大陸政府雖透過政策宣示要提高服務業比例，但提高服務業比例，並不同於壓低工業比例，而是要從製造業服務化的角度來調整此二產業的發展程度，如果製造業服務化被世界各國確立為戰略發展目標之一，則製造業與生產性服務業將會是中國大陸未來產業發展彼此相互拉抬的兩個業態。
- (五)中國大陸產業結構調整動力的階段性轉換：工經所預估大約2020年中國大陸可完成工業化的完整發展進程，而大陸現在正面臨產業結構調整動力轉換階段，整體而言，中國大陸已達到一定程度的經濟水平，多元化、精緻的服務業業態已逐步蓬勃發展，但因國土幅員廣大，各地、各區的經濟發展無法同時處於同樣的發展階段，文化與風土民情的差異亦很大，因此，北京、上海…等一級大城市，已發展出精緻服務業；天津的經濟發展階段處於工業化後期，尚未進入後工業化階段；另其他城市則還處於工業化中期；新疆、青海、西藏…等地區，則還處於工業化前期。因此，中國大陸的經濟發展進程無法一體而論，而必須視各地區、各城市的發展程度個別處理。
- (六)工經所對於全球產業技術發展趨勢動向相當關注，關注焦點包含先進國家的工業政策，如美國的「再工業化政策」、「先進製造技術計畫」、「國家信息基礎設施 NII 計畫」…等，日本的「科學技術創造立國」、「智能製造系統計畫」…等，德國的「面向未來的生產」、「德國 21 世紀信息社會行動計畫」…等，對於第三次工業革命、製造業資訊化、製造業服務化、智慧化、快速回應市場個性化需求、中國大陸如何發展「微笑曲線」…等，均有深入的探討。



#### 四、 日本「政策研究大學院大學」(National Graduate Institute for Policy Studies, 簡稱 GRIPS)

日本政策研究大學院大學簡稱「政策研究院」(GRIPS)，位於日本東京都的國立大學，是日本唯一專攻社會科學研究生教育的大學。此次拜訪鈴木潤教授/後藤晃教授，訪談交流內容整理如下：

- (一)針對安倍政府的再生戰略，目前日本民間企業最關心的是企業所得稅的調降幅度，討論最多的部分，則是對白領階級的鬆綁程度。2014年3月11日內閣會議，已確定《出入國管理及難民認定法》的修正案，將具備高度知識和技術的外國人獲得在日永久居住權所需的居留時間，從5年縮短至3年。
- (二)安倍政府過去一年推動的日本再生戰略，包含大幅度的財政與金融改革、日元快速貶值，使得出口企業的業績恢復成長，不過這樣的效果是一次性的，未來第三支箭的產業再興戰略才比較重要。
- (三)日本在科學技術革新總合戰略（2013年6月7日內閣會議提出）及日本再興戰略（2013年6月14日內閣會議提出）中，決定由內閣府的綜合科學技術會議（Council for Science and Technology, CSTP）發揮司令台的功能，強化其執行力。2014年將推動革新的研究開發推進計畫（Impulsing PARadigm Change through disruptive Technologies, ImPACT）及策略性革新創造計畫（Cross-ministerial Strategic Innovation Promotion Program, SIP）這兩項國家型研發計畫，主要是仿效美國國防高等研究計劃署（Defense Advanced Research Projects Agency, DARPA）的作法，篩選出可促進日本再生戰略所提及的四大領域（能源、新世代基礎建設、地域資源、健康長壽）發展之研究課題，主要將各部門基礎研究或技術加以組合，著墨於實用化，以實現科學技術的革新。



- (四)CSTP 成立於 2001 年 1 月，由內閣首相擔任會長，包括負責科技政策推進的擔當大臣、大學教授及企業代表在內共有 14 名成員，主要負責科技政策規劃及跨部會協調事宜（例如產業競爭力強化法執行過程中，若遇有跨部會衝突，也是由 CSTP 負責協調），原本並未有執行預算之編列，在 2013 年安倍政府上台後才開始有自主預算。CSTP 從國家發展戰略角度出發，配合政府每 5 年提出科學技術發展規劃，對日本基本科學技術政策進行計劃性立案和綜合調整，是對日本科技政策、規劃及發展方向影響最大的科技審議機構，不過並無定期會議。
- (五)CSTP 旗下計畫均設有事務局，事務局成員包括由文部科學省及經產省派駐的官員，以及民間代表；計畫的主導者均為民間企業，是否可讓國外企業參與，係由計畫主導者決定。
- (六)SIP 計畫是超越府（內閣府）、部以及領域框架的橫貫型計畫，於內閣府編列在「科學技術革新創造推進費」中求編列 517 億日圓預算來推動。由綜合科學技術會議選定課題，針對各項課題選出 PD（Program Director），預先規劃從基礎研究至實際應用（實用化、事業化）的進程，並將相關法令規定與制度的改革，以及特區制度的活用等也列入考量，以推動計畫之實施，實現日本經濟的再生。
- (七)SIP 計畫的候選課題是從過去在綜合科學技術會議、產業競爭力會議中，由出任議員的專家學者提出的建議中進行篩選，並研議與探討社會及產業界的需求、國內外未來的市場、人力雇用的規模、強化國際競爭力的方向，以及研究開發的新穎性、難度等，選出必須由內閣府與部會共同推動相關措施的課題。
- (八)目前 SIP 計畫的候選課題包括能源、新世代基礎設施、地區資源、健康長壽等四大領域，計畫執行期間為 5 年（第 3 年進行中間評估），能源方面包括革新性燃燒技術、新世代電力電子（Power Electronics）技術、革新性結構材料、能源載體

(Energy Carrier)、新世代海洋資源探勘技術；新世代基礎設施方面包括自動駕駛系統、基礎設施維護、更新與管理技術、強化強韌的防災及減災功能；地區資源方面包括新世代農林水產業創造技術、革新性設計生產技術；健康長壽方面則將由健康、醫療戰略推進本部，參酌研究的進度與新募集的研究內容等之後決定。

(九)日本類似安倍政府的再生戰略其實是定期提出，以往被歐美國家批評為計畫性政策 (targeting policy)，安倍政府雖然強調其日本再生戰略計畫性政策是新計畫性政策 (new targeting policy)，不過日本經濟史學者認為其內涵基本上並無太大差異，只是日本政府特別強調以往的政策是針對某個產業編列預算，現在的新政策則是根據“成果 (out come) 可視化”來編列預算 (例如：提高生活品質、落實安心安全的口號)。

## 結論

安倍經濟學已拉高日經指數到一萬五千點，重燃日本企業的國際戰鬥力與國民的信心。然而，「第一的美國，強盛的中國，安靜的日本」，仍然是頗多國際專家的憂慮與評價。今年一月起，安倍政府開始推行「日本產業競爭力強化法 (ICEA)」，除此之外，於今年六月推出優化版的「安倍經濟學 2.0」。

明治維新與戰後經濟復興強盛之後，1990—2010 年期間，日本歷經了「失落的二十年」，從雁行理論的領袖，被蘋果的創新重挫與三星的取代超越，變成衰落的國家。當前安倍政府催促日本企業勇敢出擊，尋找國際合作夥伴，積極開拓國際市場，尤其是東南亞市場。「安倍經濟學 2.0」即將推出，台灣正是日本產業再興與進軍國際市場的最佳合作夥伴，台日產業合作契機值得拭目以待。

在中美兩大超級強權的夾縫間與夾擊下，日本安倍政府射出第三支箭「推行產業成長新戰略」，短期內並不被國內外專家看好。事實上，日本正在寧靜中革命，全面推展產業新陳代謝，從各方

面徹底推動產業再造，2020 年東京奧運舉辦前，日本產業新貌或可再度讓世人驚艷。

日本人一向看重「三方良好」，強調「社會良好、買方良好、賣方良好」，才是真正的好。從社會整體大利益為出發點，進行社會永續的基礎建設，優質安心的買方環境，精進成長的賣方發展，三方面同步展開與兼備，才能可長可遠，這也是台灣應該學習的社會發展哲理與產業發展睿智。

「安倍經濟學 2.0」的核心，仍將以 ICEA 為主軸，但是更細膩、更強力、更亮眼的推動投資成長動能。日本認為產業的衰退三大主因為：「投資過少、管制過當、競爭過多」，台灣簡直如出一轍。IECA 以「推展產業的新陳代謝，激起產業的活化與活力」為具體目標，以促進事業再編、導入先進設備與以創投帶動創新企業為三大執行重點。

- (一)**事業再編的租稅優惠對企業深具吸引力**：事業再編的租稅優惠設計，針對整編之新公司出資或融資的母公司，最高可扣除出資或融資額度 7 成的金額，可縮減企業法人的當年稅額，延後稅款的繳交，刺激更多事業再編提升國際競爭力。例如，三菱重工與日立製作所已申請通過切割與整併火力事業，成立國際級新公司，且可緩繳數百億日元稅額。
- (二)**設備導入的租稅優惠大受歡迎**：日本針對提升生產力與競爭力的先進設備導入，提供即時折舊，或企業所得稅扣除 5% 的租稅優惠，對象設備包括尖端機械設備、工具、建築物、軟體等。日本企業的設備投資大約百分之七十為非製造業，設備導入可大幅提高生產與服務效率，企業對於先進設備導入可扣除 5% 所得稅之措施表示歡迎。
- (三)**日本台商也可享用 ICEA 租稅優惠**：日本企業及在日本擁有公司的台灣企業，可透過雙方或多方的事業再編，共同享受 ICEA 租稅優惠。日本台商也可導入先進設備，或活用租賃方式投資尖端設備，適用租稅優惠。

最重要的是，優化企業競爭力，日本擬於近期調降企業所得稅至 29%。日本經產省認為目前企業所得稅過高，擬先由目前的 37%，希望在 3 年內調降至 20% 左右，不過財務省近期內最大的讓步可能是在 29%。若企業所得稅調降，研發優惠可能減少，配套措施正在研擬中。

各項產業再興行動創新優化方案，尤其是前瞻性關鍵技術與跨領域新創產業的推動等，將在「安倍經濟學 2.0」中公布並強力推行。例如，安倍首相在 OECD 會議中宣稱「日本要以機器人來創造產業革命」，且要跟亞洲國家合作，台灣應有更好的合作契機。

近期內，日本企業將積極投入知識密集型製造服務系統、國際開放合作創新(Open Innovation)、CoolJapan 數位內容產業、都會型觀光賭場與農業企業、產業革新機構帶頭的創投產業、迎接 2020 東京奧運的新基礎建設等等。這些都是「安倍經濟學 2.0」中，台日雙方蓄勢待發的合作良機。

### 第三節 小結

日本以「安倍經濟學」期望快速擺脫國內的通貨緊縮、提升日本國際競爭力、恢復國民信心；中國大陸探討產業發展典範模式的移轉過程當中，找出因應對策，以維繫產業發展、經濟成長；韓國的製造供應鏈網絡則是從競爭中學習合作，發展新型態的全球供應鏈模式。整體而言，全球供應鏈移轉、區域經濟形成等大趨勢的變動下，東北亞國家致力於發展創新、提振經濟，短中長期可實施工具包含需長期經營的國際合作、科技研發、前瞻產業發展政策等，以及中短期見效之貨幣貶值、高階人才移民政策等。

台灣現正面臨內外部之結構調整與趨勢變遷，整體產業發展策略規劃不能僅考量自身國家發展，而應擴大為區域經濟發展態勢，同時考量生產網絡與交易成本。例如，台灣從事創新研發時，應要更為積極借重或引進國外人才與知識能量，提升台灣創新研發之效率與效益；台灣位於東北亞區域的交通樞紐位置，於海空運輸上，具有物流運輸鏈結點之戰略地位，若能搭配考量前述提及與知名智庫交流之內容，研擬策略性可行方案，應能為台灣經濟發展找到成長之道。

## 第六章 結論與建議

### 一、 參加國際會議的心得與學習之處

(一)全球經濟論壇(GES)從 2008 年舉辦至今已邁入第七屆，透過每年舉辦定期性的年度國際會議，德國基爾世界經濟研究院除了累積歐美地區產官學界菁英人士的國際連結與網絡之外，於土耳其舉辦第三屆之 2010 年全球經濟論壇(GES 2010)，於巴西舉辦第五屆之 2012 年全球經濟論壇(GES 2012)，今年(2014)則開始經營亞洲地區的國際連結與網絡，與馬來西亞瑪拉工藝大學共同合辦，於馬來西亞吉隆坡舉辦第七屆之 2014 年全球經濟論壇(GES 2014)。顯示德國基爾世界經濟研究院致力於串連世界各國共同討論全球性議題之解決方案，意圖將議題影響力擴散至已開發、開發中國家等地，其企圖心與志氣值得台灣學習，學習其透過國際研討會之力，紮根國際連結之效，此乃亦是台灣提升國際能見度之另一途徑。

(二)綜合而言，2014 年全球經濟論壇(GES 2014)的討論成果，與會專家均有共識，共同提出以下幾項議題的重要性：年輕人與女性、不均(inequality)、全球供應鏈(global supply chain)、東協國家(ASEAN countries)等，前述均是重要但尚未找到妥善解決之道的議題，台灣可參考此次國際研討會之討論成果，摘取其中值得學習之處，以利於政策制定方向。

### 二、 台灣與德國基爾世界經濟研究院的未來發展關係

(一)台灣與德國基爾世界經濟研究院的合作交流已持續兩年，明年(2015)將邁入第三年，國際連結關係的建立需持續培養，才能見其實質成效，明年預計仿照今年合作模式，於台灣舉辦一場國際研討會(GES Taipei Workshop 2015)、組團參加 2015 年全球經濟論壇(GES 2015)，其目的在於透過此管道，持續

與國際產官學界菁英重要人士維繫既有網絡，以及拓展新的網絡。

(二)擬邀請諾貝爾經濟學獎得主 Joseph Stiglitz 來台，擔任 GES Taipei Workshop 2015 與會嘉賓，若時間無法配合，則擬擇期另案辦理演講等活動(細節待規劃)。

### 三、 全球經濟新型態競爭模式對於台灣之機會與挑戰

全球化之特徵為物品、資金、資訊與人於世界各地具有高度流動性。台灣製造能量隨著台商而外移，台灣人才隨著發展機會而出走，外國資金則是隨著投資機會於世界各地流轉。台灣應審慎面對由此而衍生之全球經濟新型態競爭模式對於台灣所可能產生之機會與威脅。

區域經濟成形與競爭之態勢以東亞地區最為頻繁，重要原因在於中國大陸市場機會吸引各國企業家、高階技能人才、資金、技術等前往發展，促進此東亞地區具有高度移動頻率與成長幅度。台灣因應之道包含：借重或引進海外優秀人才或研究機構進行共同創新研發、培育台灣成為發展創新之友善公平環境、吸引高階技能人才到台灣發展等。

## 附錄

### 一．台灣主辦 GES 2014 分場座談計畫書(初稿)

Taiwan proposal for GES 2014

1. Proposals for 2 sessions  
(the session descriptions and candidates , please refer to the appendix 1 & 2)
  - Session 1: Foster Innovation in Global Supply Chains Adjustment
  - Session 2: Triggering young power in socioeconomic action
2. Recommend Taiwan experts/representatives to be the panelists of GES 2014  
(experts/representatives background, please refer to the appendix 3)
  - Matthew F.C. Miao  
→Session: to be determined
  - Albert Ting  
→Session: Social cohesion - measuring common ground  
→Session: Smart urban planning for megacities
  - Dr. Jyh-Shing Yang or Dr. Niven Huang  
→Session: Adventures in waste and recycling policies- creating value
  - Dr. Robert Jih-Chang Yang  
→Session: Our energy future
3. Bridging Taiwan young experts/representatives from policy-makers, business leaders and academic to the GES platform
  - Goal: to develop Taiwan young experts/representatives who is around forties from policy-makers, business leaders and academic to become leading leaders
  - How to do: visiting top think-tank or leading experts through GES platform during Taiwan delegation's stay in Malaysia
4. Wish to have the opportunity for Minister Chung-Ming Kuan to give a short talk or remarks at welcome dinner, opening plenary or closing plenary of GES 2014 in Malaysia.



## Appendix 1

### **Session 1**

#### **Fostering Innovation in Global Supply Chains Adjustment**

##### **Descriptions**

The burst of the latest financial crisis and the successive European debt crisis have resulted in noticeable negative impacts on Asian firms' operational outcomes. This has forced many Asian firms to rethink their business strategy and reposition themselves to better deal with global challenges. One key element here is innovation-led transformation. Through increasing their innovation intensity, firms are expected to become more capable of moving into higher value-added activities within the global value chain and of dealing successfully with increasing market competition.

Thanks to progressively upgrading industrial capabilities and increased efficiency through use of technology, Asian countries are playing an active role as promoters and new sources of innovation. Shortly after the financial crisis, emerging economies, particularly those in Asia, still acted as the main growth engines of the world economy. This situation seems to have changed recently, however. This change poses critical challenges to Asian existing economic growth model. Such challenges are also opportunities for Asian economies to facilitate their progress in their transformation toward a knowledge-based economy. The best way to move forward for Asia is to raise the knowledge intensity of traditional industries, promote knowledge-based professional and specialist service industries, as well as to increase the extent and depth of innovation in high-tech industries.

This session aims at addressing the following questions: How to build an effective environment to foster a sustainable innovation? How can firms take innovative business strategy to exploit, renew and enhance their core capabilities in global supply chain adjustment? How can Asian economies use their main strengths and particular features in the field of innovation to build a friendly environment for mutual learning and cross-border engagement in innovation? How should Asian economies adjust complementary institutions, such as laws and regulations, market mechanism and education systems, to support innovation-based growth? How can Asian economies take full advantage of progress in regional cooperation and economic integration?

##### **Moderator**

- Tain-Jy Chen, Professor of Economics, National Taiwan University, Taiwan

\*Former Minister, Council for Economic Planning and Development, Taiwan

\*Former President, Chung-Hua Institution for Economic Research, Taiwan



### **Panelist**




- Reiko Aoki, Professor, Institute of Economic Research, Hitotsubashi University, Japan
- Do-Hoon Kim, President, Korea Institute for Industrial Economics and Trade (KIET), Korea
- Rong-Ping Mu, Director General of Institute of Policy and Management, Chinese Academy of Sciences, China
- Tony Nash, Managing Director, IHS Consulting Asia, Singapore
- Willy C. Shih, Robert and Jane Cizik Professor of Management Practice, Harvard Business School, USA
- Tze-Chen Tu, General Director, Industrial Technology Research Institute(ITRI), Taiwan



### **Invited Guest**

- Chung-Ming Kuan, Minister, National Development Council, Taiwan

### **Experts Background**

Role	Name	Expert Profile
Moderator	 Tain-Jy Chen Professor of Economics, National Taiwan University, Taiwan	Education <ul style="list-style-type: none"><li>• Ph.D. (Economics) Pennsylvania State University</li></ul> Positions held <ul style="list-style-type: none"><li>• Professor of Economics, National Taiwan University, Taiwan.</li><li>• Former Minister, Council for Economic Planning and Development, Taiwan.</li><li>• Former President, Chung-Hua Institution for Economic Research, Taiwan.</li></ul>
Panelist	 Reiko Aoki	Education <ul style="list-style-type: none"><li>• Ph.D. (Economics) Stanford University</li></ul> Positions held <ul style="list-style-type: none"><li>• Director, University Library and Assistant to the President for the University Library, Hitotsubashi University.</li></ul>

Role	Name	Expert Profile
	Professor, Institute of Economic Research, Hitotsubashi University, Japan	<ul style="list-style-type: none"> <li>• Professor, Institute of Economic Research, Hitotsubashi University.</li> <li>• Associate Professor, University of Auckland</li> <li>• Associate Professor, Institute of Economic Research, Hitotsubashi University.</li> <li>• Visiting Scholar, Center for International Research on the Japanese Economy, Faculty of Economics, University of Tokyo.</li> </ul>
Panelist	 Tony Nash Managing Director, IHS Consulting Asia, Singapore	Tony Nash, Managing Director of IHS Consulting in Asia, has overseen projects across the public- and private-sector industry spectrum. His experience includes technology, media, manufacturing, healthcare, logistics, construction, financial services, consumer, education, automotive and energy. He is a frequent speaker and facilitator of strategic discussions with business and government leaders who regularly appears in global media, such as BBC, CNBC, Bloomberg and Al Jazeera.
Panelist	 Willy C. Shih Robert and Jane Cizik Professor of Management Practice, Harvard Business School, USA	Willy Shih is the Robert and Jane Cizik Professor of Management Practice in Business Administration. He is part of the Technology and Operations Management Unit, and he teaches in the MBA and Executive Education Programs. His expertise is in manufacturing and product development, and he has written or co-authored more than 125 cases and teaching materials in industries ranging from semiconductors, information technology, consumer electronics, aerospace, transportation equipment, manufacturing tools, and intellectual property. Prior to coming to HBS in 2007, Willy spent 28 years in industry at IBM, Digital Equipment, Silicon Graphics, Eastman Kodak, and Thomson SA.
Panelist		KIM, DoHoon is the President of the Korea Institute for Industrial Economics and Trade (KIET), one of Korea's public economic think tanks. Before being appointed as President of KIET, he worked as director of several research divisions in KIET, such as Division of Current

Role	Name	Expert Profile
	<p>Do-Hoon Kim President, Korea Institute for Industrial Economics and Trade (KIET), Korea</p>	<p>Survey and Forecasting, Division of Industrial Policy and Division of Industrial Cooperation and Globalization and served as Vice President for Research, spanning the years from 1979 through May 2013. He was detached from KIET to work for the OECD in Paris as principal administrator at the Trade Directorate between September 1997 and September 1999. He worked for RCIE at University of Washington as a visiting scholar.</p>
Panelist	 <p>Rong-Ping Mu Director General of Institute of Policy and Management, Chinese Academy of Sciences, China</p>	<p>Dr. Mu has been working at Institute of Policy and Management (IPM) of Chinese Academy of Sciences (CAS) since 1990. Professor Mu is now Director-General of CASIPM, founding director of CAS Center for Innovation and Development, CAS Center for IPR Research and Training, the Chief-editor of Journal of Science Research Management, and a member of several international academic journals. Besides, he is Vice President of China High-tech Industry Promotion Society and Chinese Association for Science of Science and S&amp;T Policy Research, a member of the Economic and Scientific Advisory Board of European Patent Office and International Advisory Board of the Thailand S&amp;T and Innovation Office since 2012. Dr. Mu has published some books concerning Technology Foresight and Innovation Development, and more than 30 papers in peer-reviewed journals. Besides, he has drafted some policy documents concerning National Innovation Capacity-building.</p>
Panelist	 <p>Tze-Chen Tu General Director, Industrial Technology Research</p>	<p>Past Experiences</p> <ul style="list-style-type: none"> <li>• Vice President, Commerce Development Research Institute.</li> <li>• General Director, Industrial Economic &amp; Knowledge Center, ITRI.</li> <li>• President, Grandtech Inc.</li> <li>• Chairman and CEO, Topology Technology Corporation.</li> <li>• President, Software Business Unit, Acer Inc.</li> </ul>

Role	Name	Expert Profile
	Institute (ITRI), Taiwan	<ul style="list-style-type: none"> <li>• Chairman, Bravo Information Technology Co.</li> <li>• President, Fomosoftware Inc.</li> <li>• President and CEO, Acer TWP Corporation.</li> <li>• Director, Market Intelligence Center, Institute of Information Industry.</li> </ul>
Invited guest	 <p>Chung-Ming Kuan Minister, National Development Council, Taiwan</p>	<p>Past Experiences</p> <ul style="list-style-type: none"> <li>• Minister, Council for Economic Planning and Development, 2013-2014.</li> <li>• NTU University Chair Professor and Distinguished Professor, Department of Finance, National Taiwan University, 2009-2012.</li> <li>• Chairman, Board of Directors, Commerce Development Research Institute (CDRI), 2010-2012.</li> <li>• Director, Institute of Economics of Academia Sinica, 2001-2007.</li> <li>• Member of the Executive Council, Central Bank of the Republic of China (Taiwan), 2003.</li> <li>• Academician of Academia Sinica, elected 2002.</li> </ul>

## **Session 2**

### **Triggering young power in socioeconomic action**

#### **Descriptions**

The value differs from generations. With a view to integrate best into society and create value for tomorrow, young people try to achieve goals through their own young power. Young people have opted out of the traditional value system in droves. The values of young people today are more adventurous, creative and full of experimental spirits. Young people today are also considered “digitally native”. For example, crowd-funding is the collection of attention, co-operation and finance from the network organized by original designers and financial supporters and usually occurs on internet platforms. It’s obvious that young people create a whole new business model in their own way. Another example of newly business model is Xiaomi in China. Xiaomi was founded in 2010 and has become one of the leading tech firms in China. “Just for fans” is the slogan of Xiaomi as every step of product design which is led by all fans. The Xiaomi team is fearless to break traditional boundaries.

In addition, more and more young people want more than money and are more concerned with job fulfillment. Young people today have a holistic outlook onto the world and they would be more willing to devote to social enterprises. Research shows that young people today are more likely to be entrepreneurs. But the gap between creative ideas and commercial products often exists. Therefore, we should shorten the gap and strongly encourage top companies to develop young people to become extraordinary leaders by investing in the leadership skills required for the changing global economy.

How to unleash the power of young people’s creative potential? How to link between the young people and socioeconomic system? How to shorten the gap between great creative ideas and commercial products? How to make the connections for the young people from the local to the global? How could universities and research institutes be better integrated into innovation processes? What kind of support do young people expect from governments?



### **Moderator**




- Chief editor from American leading media which emphasized on innovation and young power

### **Panelist**

- Jun Lei, CEO, Xiaomi, China
- Geoff Mulgan, CEO, Nesta, UK
- Khein-Seng Pua, Board Chairman, PHISON Electronics Corp., Taiwan
- Lucas Wang, CEO, Taiwan Mobile Innovation (TMI), Taiwan
- Stian Westlake, Executive Director of Policy and Research, Nesta, UK
- Representative of start-ups/newly business model/innovative company from Silicon Valley, USA
- Expert from Malaysia or Indonesia (Please recommend by Kiel Institute for the World Economy or Global Economic Symposium)

### **Experts Background**

Role	Name	Expert profile
Moderator	Chief editor from American leading media which emphasized on innovation and young power	
Panelist	 Khein-Seng Pua Board Chairman, PHISON Electronics Corp., Taiwan	Mr. Khein-Seng Pua is the board chairman of PHISON Electronics Corp. Phison Electronics Corporation was established in November 2000 at Hsinchu, Taiwan. Started with the world's first single-chip USB flash drive IC, Phison is now a market leader in NAND Flash controllers and applications including USB, SD, eMMC, PATA and SATA.
Panelist	 Lucas Wang CEO, Taiwan Mobile Innovation	Prior to founding TMI, Lucas Wang was a Partner at WI Harper for six years. He led the TMT (Telecommunication, Media and Technologies) practice for WI Haper's Taipei and Beijing offices. His work in Beijing included working closely with

Role	Name	Expert profile
	(TMI), Taiwan	Kaifu Lee's Innovation Work to facilitate investment activities.
Panelist	 <p data-bbox="416 636 667 714">Jun Lei CEO, Xiaomi, China</p>	Mr. Jun Lei was part of the founding team of Kingsoft in 1992. He later became CEO of Kingsoft in 1998. He founded Joyo.com in 1999. After Kingsoft completed its IPO, Mr. Jun Lei relinquished from his position and remained as Vice Chairman of Kingsoft. In the next few years, Mr. Jun Lei invested many startup companies like Vancl, YY and UC as angel investor. In July 2011, Mr. Jun Lei returned to Kingsoft as Chairman of the Board of the company. On April 6, 2010, Mr. Jun Lei chose to start his entrepreneurship again and founded Xiaomi.
Panelist	 <p data-bbox="416 1352 616 1433">Geoff Mulgan CEO, Nesta, UK</p>	Mr. Geoff Mulgan joins Nesta in June, 2011. From 2004-2011 Mr. Geoff Mulgan was the first Chief Executive of the Young Foundation, which became a leading centre for social innovation, combining research, creation of new ventures and practical projects.
Panelist	 <p data-bbox="416 1733 807 1865">Stian Westlake Executive Director of Policy and Research, Nesta, UK</p>	Stian leads Nesta's Policy and Research team, which develops new insights into how innovation works and influences policy and practice to make it happen. Before this, he worked in social venture capital at The Young Foundation, making and managing investments in a range of social enterprises and founding Healthy Incentives, an innovative health venture.



Role	Name	Expert profile
Panelist	Representative of start-ups/newly business model/innovative company from Silicon Valley, USA	
Panelist	Senior entrepreneurs	
Panelist	Expert from Malaysia or Indonesia (Please recommend by Kiel Institute for the World Economy or Global Economic Symposium)	

## Appendix 3



Matthew F. C. Miao

Miao is Chairman of MiTAC-SYNNEX Group and was one of the founders of Taiwan's high-tech industry in the early 70's. Under Miao's leadership, the MiTAC-SYNNEX Group has grown into a conglomerate with 40 companies worldwide, including seven publicly listed companies on the Taiwan Securities Exchange and a public company listed on the New York Stock Exchange (NYSE: SNX).

MiTAC Holdings Corp. is a vertically integrated manufacturing service provider, which designs and manufactures a broad range of information technology products for the world's major IT players. MiTAC Inc. is a system integration & software application provider dedicated to the improvement of the infrastructure of the governmental and industrial sectors of Taiwan. SYNNEX Corporation, headquartered in Fremont, California and the 3rd largest global commercial I.T. distributor, provides a comprehensive range of IT design-to-distribution services to original equipment manufacturers (OEMs) on a global basis. SYNNEX Technology International in Taiwan is the largest 3C logistics and distributor in Asia. UPC Technology provides intermediary petrochemical products in the Asia Pacific region. Getac Technology Corp. designs and manufactures a wide selection of industrial components for notebooks. Harbinger Venture is the investment arm focusing on emerging technologies and innovative business models.

Graduated in U.C. Berkley, California, Miao received his bachelor degrees in Electronic Engineering and Computer Science, later received his MBA degree in Santa Clara Univ., while working as an engineer at Intel, where he was a member of the design team for Intel's breakthrough 8080 microprocessors. In 2002 Miao was awarded Honorary Ph.D. degree by the National Chiao Tung University in Taiwan, in recognition for his professional success and his endeavor in promoting the IT development of Taiwan.



Albert Ting

Mr. Albert Ting is the Chairman of CX Technology Corporation of Taiwan, Chairman of Phu Hung Life Insurance of Vietnam and Chairman of Phu Hung Securities of Vietnam. Born in Taiwan, Mr. Ting has been a long term investor of Vietnam over the last 24 years.

Mr. Ting is a graduate of Harvard College and MIT Sloan School of Management. Mr. Ting is also a graduate of Taiwan's National Academy of Civil Service Senior Civil Service Training Program and a graduate of the Federal Executive Institute of Charlottesville, Virginia. Mr. Ting is a 2011 Eisenhower Fellow and a 2012 & 2014 Boao Forum Asia Young Leader. Mr. Ting is also an Honorable Fellow of Chinese Military Academy.

Mr. Ting is a director of Lawrence S. Ting Memorial Foundation, and a supervisor of World Vision Taiwan. Mr. Ting is a Trustee of the Fay School of Southborough, Massachusetts, and a member of MIT Sloan School Asia Executive Board. Mr. Ting is also a member of Eisenhower Fellowship President's Advisory Council. Mr. Ting is a lecturer for the Civil Service Training Institute of the Government Personnel Directorate General and an Associate Professor of National Normal University's EMBA program.

Mr. Ting served as an Associate of Morgan Stanley New York and a Vice President of Morgan Stanley United Kingdom. Mr. Ting served as a director of First Commercial Bank and First Financial Holding and was appointed by Taiwan's Ministry of Finance as its representative on the board of Mega Financial Holdings.

Mr. Ting is a recipient of National Academy of Civil Service Certificate of Merit and a recipient of Ministry of Defense Honorable Memorial Insignia.



Dr. Jyh-Shing Yang

#### Current position

- 2012- present: Senior Director , Center of Knowledge-based Economy and Competitiveness(KEC),Industrial Technology Research Institute(ITRI)

#### Field of Specialization

- Design for Environment, Clean Production Technologies and Energy Efficiency Improvements

#### Working Experience

- 2008.4-2012: Senior Consultant of Industrial Economics and Knowledge Center, Industrial Technology Research Institute
- 2006.1-2008.4: Deputy General Director, Energy and Environment Laboratories, Industrial Technology Research Institute
- 2001.1-2006.1: Deputy General Director, Center for Environmental, Safety and Health Technology Development, Industrial Technology Research Institute
- 1992.12-2000.12: Director, Environmental Technology Division, Union Chemical Laboratories, Industrial Technology Research Institute
- 1990.10-1992.11: Vice President, Cambridge Engineering Consultant (Taipei)
- 1989.4-1990.9: Division Manager, Center for Pollution Control Technology, Industrial Technology Research Institute.
- 1986.10-1989.3: Researcher and Department Chief, Union Chemical Laboratories, Industrial Technology Research Institute.



Niven Huang

Current position

- General Manager, KPMG Sustainability Consulting Co., Ltd

Dr Niven Huang is specialized in waste management and worked for Super Max Engineering, the largest environmental engineering enterprise in Taiwan, as the sales and project manager for five years. During the period, he has completed some very successful industrial waste incineration projects. He had working experiences with a lot of proven waste thermal treatment technology suppliers, such as Sevedala Industries (USA) for Controlled Air and Rotary Kiln Incinerators, Segers (Belgium) for Fluidized Bed Incinerator, Mitsui Engineering & Shipbuilding (Japan) for Fluidized Bed MSW Incinerator, Niro (USA) for Fluidized Bed Sludge Incinerator, Wolvering(USA) for VOC Thermal Oxidizer, etc. Before working for Super Max, Dr. Huang worked for YFY paper company as a consultant because of his specialized technical background in fluidization combustion technology.

Dr. Huang received the Ph.D. degree from Chemical Engineering from Chung Yuan Christian University (CYCU). Currently, he is the part time associate professor of four universities in Taiwan, including the most leading MBA in Taiwan, National Cheng Chi University. Dr. Huang has published over thirty papers in Chinese and English, in the field of business sustainable development, eco-efficiency, waste management and fluidization technology. He sits in the judge panel for the annual CSR Awards of Common Wealth, one of the leading business magazines in Taiwan, since 2007.



Dr. Robert Jih-Chang  
Yang

#### PRESENTLY

- Distinguished Fellow, Industrial Technology Research Institute (ITRI), Taiwan
- Honorary Professor, National Chiao Tung University, Taiwan
- Executive Affairs Advisor, Executive Yuan, Taiwan
- Advisor, Ministry of Economic Affairs, Taiwan
- Advisor, Environmental Protection Administration (EPA), Taiwan
- Senior Advisor, SESODA Corporation, Taiwan

#### SIGNIFICANT PREVIOUS ENGAGEMENTS

- 2004 ~ 2007 Chief Executive Officer, Hong Kong Applied Science and Technology Research Institute Company (ASTRI)
- 1993 ~ 2004 Executive Vice President, ITRI  
Executive Director, National Nanotechnology Program, Taiwan ROC (2002 ~2004)
- 1986 ~ 1993 Vice President and General Director, Energy and Resources Laboratories (ERL), ITRI

#### OTHER SIGNIFICANT AFFILIATIONS

- 2007 ~ 2010 Member, International Advisory Committee, National Science and Technology Development Agency (NSTDA), Thailand
- 1997 ~ 2002 Founding Chairman, Environment and Development Foundation(EDF), Taiwan
- 1998 ~ 2005 Director, APEC R&D Leaders Forum
- 1993 ~ 2002 Member, National Sustainable Development Committee, Taiwan
- 1988 ~ 2004 Member, National Energy Committee, Taiwan
- 1997 ~ 2000 Managing Director, Chinese Petroleum Corporation
- 1992 ~ 1996 Chairman, Combustion Institution, Chinese Taipei
- 1988 ~ 1989 Chairman, Republic of China Solar Energy Association

#### EDUCATION

1976 PhD, University of Washington, USA

1968 BSME, National Taiwan University, Taiwan

## 二 · GES 2014 研討議題與挑戰描述

2014 年 8 月 30 日

Sessions & Workshops	The Challenge
<p>Dealing with Rising Inequalities</p>	<p>Inequality is rising in most parts of the world, irrespective of whether one looks at it in terms of annual income, in terms of wealth (i.e. of accumulated capital and other assets) or in terms of opportunity. In most high-income countries, the share of national income earned by households at the top of the income distribution has soared since the past decades (from the 1980s onward). As the World Top Incomes Database (established by Thomas Piketty, Emmanuel Saez and Anthony Atkinson) shows, the income share of the richest households has also continued to climb during and after the crisis of the past few years. In 2012, the income of the top 1% of households accounted for 22.5% of total income; the highest figure since 1928. One explanation behind this is that globalization expands the market for a small group of people with very sought-after talent, but competes away the income of ordinary employees. In turn, the competition among countries for skilled individuals constrains the ability of governments to maintain high tax rates on the wealthy.</p> <p>There are no “obvious” solutions to rising inequalities, but we need to act because rising inequality harms long-term economic growth and welfare. What are the different factors that account for stagnation in the middle and riches at the top? Why is income shifting from labour to capital? If the rate of return on capital is higher than the economy’s growth rate, is it inevitable that capital income will tend to rise faster than wages and salaries? And is surging inequality endemic to capitalism? An increase in the rate of GDP growth that would then exceed the rate of return on capital may alleviate the problem, but would it be sufficient and, also, what could prompt this? Could it be a major innovation triggering a surge in productivity, or would it simply prompt automation and increase capital share of income further? Or do we need to raise the cost of capital, e.g. by tighter monetary policy? Otherwise, does a global tax on wealth combined with higher tax rates on the largest incomes sound realistic? If it ever occurs, how high should a wealth tax be? And should</p>

Sessions & Workshops	The Challenge
	it apply to all forms of wealth? Wouldn't it reduce incentives to invest?
Islamic Finance	<p>Islam's legal framework, the Shariah, governs every act in a Muslim's life and is derived from Islam's central texts – the Quran and Hadiths. These texts define the parameters of worldly activities or muamalat, including commerce and trade. Islamic finance are therefore economic transactions based on Shariah. In contrast to conventional finance, Islamic finance involves business ventures that do not earn interest - that is making money out of money. Islamic finance shuns speculative (maysir) commerce, but may accept risk-sharing. The primary aim is to ensure social justice rather than achieving maximum profit.</p> <p>To ensure adherence to Sharia, financial institutions set up individual councils comprised of experts in Islamic studies and jurisprudence. These councils deliberate extensively before endorsing or rejecting financial instruments and products. Despite the seemingly more restrictive guidelines, over 600 Islamic finance institutions have a presence in more than 75 countries, including those in the non-Arab world. The whole sector of Islamic finance is expected to exceed 1 trillion USD with an annual growth of between 10-15%. With the recent financial crisis fresh in the minds of many, Islamic finance is considered a viable alternative to the conventional financial and banking systems.</p> <p>Malaysia is considered a pioneer and major proponent of Islamic finance. With a solid financial infrastructure, institutions, regulatory framework and guidelines, Kuala Lumpur is dubbed the 'Islamic Wall Street'. According to a PriceWaterhouseCoopers' report of 2010, Malaysia is the world's largest Islamic capital market for both sukuk (bond) and Islamic equity, the second largest market for Islamic unit trust (mutual fund) and takaful (insurance), and third largest Islamic banking market.</p> <p>Despite its success, Islamic finance has come under investor scrutiny. Some question the integrity of products said to be Shariah-compliant in form but not substance. Due to over-emphasis of the bottom line, calls have now been made for providers to return to the original objective of Islamic finance. Furthermore, experts worry about the dearth of innovation of Islamic financial instruments and products, due to the limitations imposed by Shariah.</p>



Sessions & Workshops	The Challenge
Our Energy Future	<p>Concerns about the future of the global energy supply, security and diversification are difficult to ignore. Mapping out the future of energy consumption and creation must include the energy mix of solar, wind, geothermal, cleaner coal, bio-fuels, to the remaining oil and natural gas and beyond. New plans, ideas and efforts to supply the future global demand for energy roll out on a continual basis. What is not clear, however, is whether the whirlwind of ideas and research in alternatives and energy saving technologies has actually advanced our ability to both supply future demand while reducing our carbon footprint.</p> <p>What is the future of energy? What are the latest promising ideas and developments on the alternatives front? The geopolitical landscape in 2014 was one of upheaval and uncertainty, particularly in light of natural gas delivery to Europe from Russia. What are the next geopolitical concerns regarding the security of the energy supply? What special challenges does the developing world face in terms of energy supply and infrastructure? Are there innovative financial or delivery models that are scalable for the developing world?</p>
The New Global Financial Architecture	<p>The 2008/09 economic and financial crisis taught the world an important lesson: while the nature of the financial industry has become truly global, with the increasing number and origin of actors and institutions on the credit market, regulation is still highly fragmented among different national supervisory authorities. To maintain systemic stability and prevent contagion, more is required than just an orderly operation of individual financial institutions. Different regulators - including the monetary authorities - must cooperate in order to achieve better but not necessarily more regulation. Better regulation should aim at the early identification of emerging over-leveraging and vulnerabilities, the adequate pricing of risks, and better incentives for prudent behavior. In pursuing these targets, regulation will change its institutional outreach, the content of rules, and especially the structure of supervisory agencies. Yet, while crisis prevention is the key goal, it will never be foolproof given the experience with abrupt shifts in investor sentiment. Prevention must be supplemented by better crisis management and by a central institution, which ideally would come close to Bagehot's prescription for</p>

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	<p>a lender of last resort.</p> <p>A reform agenda which meets such bold targets could be successful in providing answers to a number of crucial challenges such as:</p> <ul style="list-style-type: none"> <li>• Aligning product transparency provided by creditors and the capacity to understand asset properties by investors.</li> <li>• Dealing with the procyclicality of the financial system, which is embedded in market-to-market-rules, over-leveraging, failed maturity transformation, currency mismatches in borrowing and lending, as well as mispricing of collateral.</li> <li>• Balancing (1) the need for banks' higher capital requirements, and, (2) the resulting costs incurred by banks, which can induce them to escape into less-regulated sources of even riskier quasi-equity capital.</li> <li>• Identifying a second-best solution to a single global supervisory agency, for which there is no majority among nations. The prerequisites for such a solution would be international coordination among different national regulators across different jurisdictions in order to discourage regulatory arbitrage, to avoid duplicative supervision and to provide borrowers with an efficient and reliable source of liquidity.</li> </ul>
<p>A Pivot to the East? – Geopolitics in Asia</p>	<p>Virtually every global issue requires Asia's engagement in order to be addressed adequately: climate change mitigation, effective global trade policies, secure supply chains, agriculture for the 21st century, development aid, international labor flows and certainly, global security. In 2014, international affairs experts noted a potential pivot on behalf of the United States, from the "traditional" transatlantic relationship to building and fostering improved relations with Asian countries. This comes at time when it is more important than ever to forge effective and reliable relationships in the region. North Korea is in a state of flux, simultaneously flexing its muscles internally and externally, raising concerns in the region and beyond. Maritime security issues remain a challenge as piracy networks prove they are nimble and not necessarily tied to location – when one base country becomes overtly hostile to operations, they can move elsewhere, making it difficult to interrupt piracy networks and operations completely. The effects of climate change, such as intense urban air, water and soil pollution are already</p>

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	<p data-bbox="539 253 895 282">fueling domestic unrest in China.</p> <p data-bbox="539 349 1289 521">Is there a shift in focus from the transatlantic relationship between the US-EU to both focusing more on China, India, and other Asian fast moving economies? What are the geopolitical implications of such a shift?</p> <p data-bbox="539 589 1326 857">Maritime piracy is a key concern for all countries involved in global trade. Many know the telling estimation that 90% of all global traded goods travel by ships. The safe transport of traded goods is essential to the smooth operation of the global economy. What is the current situation regarding international efforts to combat piracy? What are the successes and where is more work needed?</p> <p data-bbox="539 925 1321 1097">Nearly 70 years after the Korean War began, the peninsula still proves to be a security threat to the region and beyond. In the eyes of the experts, what can be done about the existing security hotspots? What is the next tinderbox in Asia?</p> <p data-bbox="539 1164 1313 1288">Lastly, gross domestic unrest related to climate change may soon be on the daily order. What can the international community do to address this coming challenge?</p>
Adventures in Waste and Recycling – Creating Value	<p data-bbox="539 1305 1326 2007">A 2009 estimate puts the value of the world market for waste at around USD 410 Million.[1] The percentage of waste recycled varies wildly from country to country and from region to region. The ability to recycle waste depends at the very least on political will, municipal financial ability, societal awareness, and the established infrastructure to support those efforts. Many will recall the household waste piled high on the streets of Naples in the hot, tourist-filled summer months of 2008 and the stop gap measure of outsourcing garbage incineration via ship to sympathetic Netherlands – at a cost, of course. The Italian fiasco in addition to the specter of New York City’s garbage ships traversing the ocean searching for a dump or incinerator, and the piles of electric waste smoldering on the shores of Ghana, mean that reducing the amount of garbage that ends up in landfills or in incinerators is critical to future health of the planet. Enter recycling, composting, et al. There is a wide spectrum of activities that can be undertaken to reduce effectively the</p>

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	<p>waste destined for landfills and for many, this represents a great opportunity.</p> <p>What are the unique approaches and innovative ways that some companies have designed to make opportunities out of waste? What are the societal changes needed to up the percentage of recycling in developed and, particularly, in developing countries? How can recycling and composting be made easier for the huge urban populations across the globe? What role does politics play in the industry? Should the costs of disposing of our “stuff” be built into the costs of producing and buying them? What role does the private sector or manufacturing sector play?</p>
Bringing Electricity to the Poor	<p>In 2010, one fifth of the World’s population - or 1.4 billion people - did not have access to electricity (IEA, 2013). Although the International Energy Agency (IEA) predicts strong improvements in electricity coverage, 10 to 14 percent of the population in India and other Asian developing countries will still have no access to electricity in 2030. This number only includes people who live in areas without connection to a grid infrastructure or local power generation facilities. Additionally, there are families who are too poor to pay for electricity. People without access to electricity do not have (easy) access to hot water, water pumps, clean cooking and lighting appliances, or telecommunications. For them, collecting firewood for cooking and heating is time consuming. Often, this task is left to women and children, which reduces their abilities to participate in local economic activity or for focusing on education. Furthermore, women and children's health is most negatively affected because they are directly exposed to soot from cooking with biomass. Without electricity, the preparation of hot water for daily hygiene is an extravagance. Beyond the individual level, overall productivity remains at low levels when access to electricity is compromised. Affordable and easy access to electricity are key factors not only for economic, social and educational development but also for improving the general health and well-being of the poor.</p> <p>Can governments, communities, and businesses cooperate in financing, designing and operating the necessary electricity infrastructure in the developing world? Are there any best practices or success stories? Are there innovative approaches that can help local communities in remote</p>

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	<p>areas become more empowered to maintain their own electricity infrastructure? Are pre-paid tariffs a way to provide people living in urban slums with access to electricity? Are pro-poor public private partnerships a strategy to foster investment and affordable service? Can renewable energies reduce price volatility?</p>
<p>Consensus-Building in Transformation Processes</p>	<p>Deciding upon strategies of development requires an agreement between major political actors on the goals of transformation and the priorities which are set to achieve these goals. This serves to avoid continuous friction, deadlock or even polarization, which could undermine economic and social development. Different approaches exist to advance such an agreement—the widening of popular participation, the reliance upon elite consensus, the corporatist networking of major actors or the umbrella function of a ruling party.</p> <p>Since the 13 May Incident of 1969 Malaysia’s decision-makers have formed a national consensus on a development strategy which specifically addresses income disparities along racial lines. The success of this model has sparked debates in other parts of the globe: Some decision-makers in South and East African countries such as South Africa, Kenya, Tanzania, and Uganda look favorably to the rapidly growing “Asian Tiger” economy, whose integrationist governance under a political system with some participation is regarded as exemplary for a relatively stable and focused modernization process.</p> <p>With a focus on sustainable governance in multiethnic societies, the session seeks to raise the following questions: What determines the quality of political participation? Which effect do redistributive politics have on the long-term development path of a given country? Which governance strategies were conducive to the success of the Malaysian development model? Which lessons can be drawn from the Malaysian experience for governance in other ethnically diverse low and middle income countries located in South and East Africa and beyond?</p> <p>This session is organized in cooperation with Bertelsmann Stiftung.</p>
<p>Creating Virtuous Talent Triangles for Labor Migrants: An Asian</p>	<p>Migration and demographic trends are rapidly shifting. South-south migration has become as significant as migration to the north. And talent pools in aging and demographically declining regions are growing</p>

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Perspective	<p>smaller. Yet the outcomes of migration, can be varied, and can be influenced by a number of factors, including but not limited to the provision of migrants rights, the level of migrant-preparedness, or language skills.</p> <p>“Winning” at the talent game will only be possible in the medium term, if competing countries engage in a non-zero-sum game, meaning they should be mindful of the consequences of recruiting labor migrants that extend beyond their borders and citizens. Virtuous talent triangles aim at creating triple wins for the main stakeholders involved: migrants, emigration countries and immigration countries. Asia has taken on the challenge: Much has been undertaken to improve the rights of emigrants and to ease the movement of labor, such as the Colombo Process and the Abu Dhabi Dialogue. National governments have also taken steps to prepare migrants for life and work abroad, as have countries of immigration in helping newcomers understand life in their new home. Pre-departure courses and newcomer orientation packages are examples of such initiatives. Furthermore, international, national and non-governmental stakeholders have been working to improve the data available on the scope, nature and outcomes of migration.</p> <p>This session unpacks the complexity on creating virtuous talent triangles for labor migrants. It will explore the following questions: How are migrants gaining or losing within the confines of the current “migration game”, with a particular focus on Asia? How can intergovernmental initiatives work to create a fair deal on talent in Asia? Which practices can create virtuous talent triangles, such as pre-departure training, Diaspora guidance and bilateral agreements on labor migration that strengthen the rights of migrants? How can receiving countries create fair pilot projects for fostering labor migration? Which role does civil society have in the push toward triple wins in the migration game?</p> <p>This session is organized in cooperation with Bertelsmann Stiftung.</p>
Economics and Social Empowerment	The challenge is currently being developed.
Enhancing Social Capital	Social capital is described as the expectations of trust and reciprocity arising out of people's relationships to each other. Fostering social capital

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	<p>enables people to cooperate for mutual benefit in the absence of contractual arrangements or monitoring. Social capital is crucially important for economic prosperity. Modern societies that are characterised by global markets, bureaucratic administration, instant communication, and increasing migration do not allow for effective "bonding" social capital between members of small groups. Currently, people typically not only depend on those in their close social networks, but are increasingly depending on cooperation with strangers. "Bridging" social capital enables people across cultures and borders to work towards common purposes and to expect that people unknown to them will deal with them honestly and fairly. Strong social capital is especially relevant in a globalized economy where workers and managers, or suppliers and customers can be separated by cultures, states and oceans. Large-scale problems, such as reducing inequality or addressing global climate change, will require citizens to trust their governments and to identify with people from other societies affected by the same problems.</p> <p>Which policies might foster bridging social capital across cultures? How can immigration policies integrate migrants into communities so that societies gain from diversity without compromising social cohesion? How can we foster effective and accountable governance while respecting the rights of national minorities? Do outside corruption monitors increase faith in governments or foster resentment towards outsiders? How to design policy reforms which reflect the concerns of both natives the minorities?</p>
Entrepreneurial Ecosystems	The challenge is currently being developed.
Escaping the Middle Income Trap	<p>The middle-income trap is a situation in which a country's growth slows after reaching middle income levels. The transition to high-income levels then seemingly becomes unattainable. According to World Bank estimates, only 13 of 101 middle-income economies in 1960 had become high-income economies by 2008. This is an increasingly relevant phenomenon. The share of world population living in middle-income countries has risen dramatically over the last decades resulting from the rapid growth in Asian economies - particularly China and India. Empirical work suggests that the growth rate of per capita GDP typically slows substantially at incomes of between US\$10,000 and US\$15,000.</p>

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	<p>Growth slowdowns can often be attributed to the disappearance of factors that generate high growth during an initial phase of rapid development.</p> <p>Growth slowdowns coincide with the point where the pool of transferrable unskilled labor is exhausted so that productivity growth due to shifting additional workers to industry from agriculture and from technology catch-up is diminishing. International competitiveness is eroded and output and growth slow. The first stage of growth from low to middle income is input driven based on abundant labor supply and high rates of investment. Sustained growth toward the high-income level must be increasingly characterized by a relative abundance of human capital and availability of technological and managerial resources.</p> <p>Middle-income countries are squeezed between the low-wage poor-country competitors that dominate in mature industries and the rich-country innovators that dominate in industries undergoing rapid technological change.</p> <p>Questions</p> <p>What are the conditions that allow a dynamic transformation of comparative advantage to avoid the middle-income trap? How to move from resource-driven growth to growth based on high productivity and innovation? Can building a high-quality education system be sufficient without more responsive and modern institutions to support competition and innovation? What can we learn from the experience of Asian economies that successfully managed the transition, such as Korea, Taiwan, Hong Kong or Singapore? What is the role of social capital (both amongst the population of a country and between population and government) in the transition process from middle to high income? Research suggests that ethnic heterogeneity and income inequality can cause a lack of social capital. Is strengthening democracy in the political system necessary to avoid the middle-income trap? As sustained high growth in today's middle-income countries implies a massive increase in the ranks of the relatively wealthy, is there a fundamental multidimensional "adding up" problem in which what was possible for a "few" will not be possible for the "many"?</p>
Fighting Corruption in a Multipolar World	Corruption is one of the most pressing issues that impede the social, political, and economic progress in developing countries. While



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	<p>international organizations, Western donors, and multinational corporations have increasingly subscribed to good governance clauses and codes of conduct for foreign practices, their efforts remain challenged by the dubious business and development activities pervasive in the developing world. As reported by the latest Bribe Payers Index from Transparency International, Russian and Chinese companies in particular rank on top for ‘bad governance’ exporters engaged in corrupt activities abroad. Yet, both the Russian government and the new leadership in China have recently declared the fight against corruption (FAC) as a priority; a topic that also figured prominently on the agenda of Russia’s G20 Presidency. In a world that is becoming increasingly dependent on both private and public sector transactions with rising powers, we ask how this domestic reform momentum can be translated into preventing companies from engaging in corrupt practices abroad, particularly in developing economies.</p> <p>In order to do so, we will particularly look at innovative ways to improve the enforcement of anti-corruption conventions, which has previously been limited. Drawing on best practice cases in developed countries such as the US, the UK, and Germany that have achieved active enforcement of FAC tools, we are looking for the factors that may impede knowledge transfer to developing countries, particularly to those countries that are highly dependent on foreign investment. How can these hurdles be overcome to increase enforcement particularly in the context of transactions with rising powers? Is there scope for innovative reporting mechanisms based on crowdsourcing and other social media that enable foreign bribe recipients to report unethical transactions anonymously and directly to anti-corruption governing bodies such as Ushahidi CMS? In addition, are incentives aimed at increasing enforcement more effective than penalties aimed at deterring corruption as suggested by recent experimental literature? Finally, what role can civil society play in ensuring more effective monitoring of foreign business transactions?</p>
Forests, Food and Biodiversity	Global demand for biomass-based products is expected to increase over the next decades. Important drivers of future demand are a growing world population, changing consumption patterns toward higher e.g. meat consumption and growing use of bio-fuel and bio-based materials in industrial processes.

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	<p>Studies conclude that global agricultural supply needs to be increased by 70–110% to meet this increasing demand by 2050 (FAO 2011, Tilman et al. 2011). Meeting this challenge requires global and regional measures. They include changing diets, reducing food waste and losses, agricultural land expansion and increasing biomass production by agricultural intensification. The increasing world-wide demand for food has already led to a large scale conversion of tropical forests. Insular Southeast Asia experienced the highest level of deforestation among all humid tropical regions of the world during the 1990s. Case studies found that oil palm expansion was the major contributor to peat-land forest fragmentation in the Malaysian state of Selangor between 1996–1995 (Abdullah and Nakagoshi 2007). Given these trends, particularly in East Asia few untouched areas are left. They provide important ecosystem services locally but also for the global community. Tropical forests are hot spots of biodiversity and provide other ecosystem services such as carbon storage. Owing to the exceptionally high biodiversity in Southeast Asian forest ecosystems and the immense amount of carbon stored in forested peatlands, deforestation in this region has the potential to cause serious global consequences.</p> <p>Deforestation is caused by complex interactions of social, political, economic, demographic, technological, cultural, and biophysical factors. We will discuss in this session the following questions: What are effective ways to preserve tropical forests? Given that the demand for palm oil as increased considerably over the last decades, what are suitable substitutes in the food processing industries? Which measures are necessary to increase incentives to intensify production on the already used agricultural areas? How can governments successfully implement and enforce legislation and how can local communities be involved successfully? Should the international community be engaged in preserving last hot spots of biodiversity? And if yes, how? Is the UN-REDD idea not yet effective? Are additional international policy instruments needed on the agricultural production side (e.g. sustainability certification, sustainable land use planning, carbon trading)?</p>
Global Supply Chains and Sustainability	International production chains have become more fragmented over recent decades. Asia heavily participates in production fragmentation

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	<p>being the world region with the most fragmented production chains. Participating in global production chains allows countries to share in the gains of globalization by performing only those tasks in which they have a comparative advantage. This is generally believed to stimulate economic development for both developed and developing countries. This comes, however, at a cost if global value chains are not sustainable. This encompasses the dimension of labor standards for workers and the dimension of ecological considerations. This is often, but not exclusively, a problem in transition and developing countries. This session discusses how economic gains can be aligned with sustainability concerns.</p> <p>Is participation in global value chains a path towards economic development? Does global value chain participation stimulate or hamper technology upgrading in transition countries? Are particular groups, for instance skill-groups, differently affected by the integration of global value chains? Can national initiatives or private initiatives, such as seals of quality, solve sustainability concerns? Can information and communication technology be used to make production processes more transparent and to improve the literacy concerning sustainability issues of consumers in developed countries?</p>
How to bring Morality into Markets	<p>Market situations facilitate decisions by individuals that are morally questionable and lead to undesirable social and environmental outcomes. This has been shown by a strand of literature in economics, ethics and sociology. Suggested reasons range from the anonymity of the market to the perception of reduced pivotality and the crowding out of moral motivations by monetary incentives.</p> <p>Currently morality in markets is primarily addressed through regulation. Regulation however is costly, the more so when it works contrary to market rules and thus provokes rule-bending and breaking. Attempts at developing and implementing paternalistic policies based on so-called nudges currently remain limited in scope. The type of regulatory mechanisms that are favoured by many economists aim at putting a price tag at social and environmental externalities, thus using the same market forces that provoke them. After experiencing difficulties and failures with such theoretically first-best mechanisms, is it time to question this approach with insights from various academic disciplines? Is there a</p>

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	<p>better way of building morality into the fabric of markets at least to some extent? Can this be done by reducing anonymity and shared responsibility of market participants? Or do markets have to be fundamentally redesigned or complemented by a strong moral force? And who should play an active role in this process?</p>
Investing in Emerging Markets	<p>The challenge is currently being developed.</p>
Losing Ground	<p>From a human live perspective soil is not a renewable resource. It takes hundreds of years for some centimeters of lost soil to renew itself. Healthy soil provides plants with nutrients and water. Healthy soils are the basis for achieving food security around the world. But instead of respecting the vital role of fertile soil for global food security decision makers often underestimate the importance of healthy soils. Soil is finite. Degradation processes such as erosion or desertification are causing the worldwide agriculture area to diminish.</p> <p>Mineral fertilizer – especially nitrogen - is often the short term response to food insecurity. But the idea that more fertilizer will produce higher yields is far too simplistic. On the contrary: industrial agricultural production is a major cause of lower soil fertility and rising soil degradation worldwide. Inappropriate soil management causes long time soil losses which will deminimize food security in the long run.</p> <p>The session aims to debate about necessary political support of sustainable soil management policies. It aims to highlight best political practices as well as challenges for soil protection.</p> <p>How can soil fertility and soil quality be increased in order to improve food security and create resilience? Which role does synthetic and/ or organic fertilizer play to increase soil fertility? Are governments, international organizations and development banks implementing the right political decision to avoid soil degradation? Who profits from fertilizer subsidies and how do fertilizer subsidy programs affect national budgets? What does successful political support for sustainable soil management look like? What can we learn from good examples of sustainable soil management (e.g. Tegray, Ethiopia).</p>
Monetary Policy and	<p>Traditionally, income distribution and monetary policy have been</p>

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Income Inequality	<p>considered separate issues. However, this view has recently been challenged. The last few decades saw rising income inequality and jobless recoveries after recessions, particularly in the US. Previously independent factors, these two phenomena are now considered interrelated. The faster growing income of rich households and their lower propensity to consume might dampen aggregate demand, and thus slow down the recovery after recessions, especially when the economy is stuck in a liquidity trap. This poses a challenge for monetary policy for two reasons. First, growing inequality might affect conventional monetary policy's transmission mechanism, because a higher aggregate propensity to save makes interest rates less reactive to money supply changes. Monetary policy might then be less effective in a more unequal society. Second, monetary policy could exacerbate inequality, particularly unconventional monetary policy.</p> <p>How should central banks respond to the challenge of growing inequality and its relationship to monetary policy? Should they respond at all? Should central banks start caring about income inequality and its relationship to both traditional and unconventional monetary policy measures? Should alternative approaches be taken into consideration? Are, e.g., forward guidance and nominal GDP targeting the more effective instruments in the presence of high inequality? Do they have a more beneficial effect on inequality? Or should fiscal stabilization policy gain more importance in the light of higher inequality?</p>
Redefining Social Capital: The Future of Impact Investing	<p>Society often rewards philanthropists for giving away their money—think about The Giving Pledge—while scorning those, like hedge funds, who can generate overwhelming financial returns. Turning this equation on its head, and lauding those that take risks to support young but high impact generating businesses will mean changing the nature of how we view capital markets and philanthropy. And this, perhaps, would at last unlock capital for impact investing. Philanthropic capital could be potentially more impactfully spent by providing guarantees against first loss capital to support social enterprises, or through venture debt targeting these businesses. To date, this model barely exists.</p> <p>Perhaps the problem is still definitional. The concepts of impact</p>

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	<p>investing, philanthropy and CSR and sustainability, while all related are not the same but contribute to misconceptions of what impact investing is. Coupled with development finance, which is not a new phenomenon, and is in fact a subset of impact investing, it perhaps comes as no surprise that potential market participants are discouraged from entering the sector.</p> <p>Certainly impact investing has generated significant discussion, if not yet AUM, since its inception. What is hindering investors' from embracing the sector, and how do we create an enabling infrastructure for impact investing to take off?</p> <p>Of course there are many possibilities—one is limited monitoring and evaluation, and little or no track records. The mutual fund industry employs over 150,000 people to rate and evaluate for-profit firms. Nothing comparable exists in the impact investing world, perpetuating the lack of confidence investors often feel when it comes to impact funds or social enterprises.</p> <p>Another is low returns or questionable performance: private corporations respond to market signals and go out of business when they fail, but social enterprises and impact funds expect investors to be more forgiving.</p> <p>So what remedies exist? One option is to encourage policies to change, such as that of the US, where tax-free status is only awarded to charities who spend 5% of their endowment per year. For large private foundations this can be difficult to do effectively—and adjusting this figure to perhaps 4% while allowing 1% to be spent on missions related investments—risk capital in social enterprises or impact funds—would unlock literally billions for impact.</p> <p>Another approach is to examine cross-sector collaboration efforts: bringing together the major donors or private foundations with public organizations and implementing private organizations to effect change, and generate revenue.</p> <p>But perhaps, at the end of the analysis, the issue is the alignment of</p>

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	<p>expectations and incentives between investors and social business managers and operators. If this remains a case-by-case basis rather than a sector-wide-understood definition, then the impact market will struggle to take off.</p>
<p>Shaping a Free and Fair World Trade Order</p>	<p>Regional trade agreements have increased dramatically over the last twenty years. Since 1995, the founding year of the World Trade Organization (WTO), more than 400 regional trade agreements have been registered under the General Agreement on Tariffs and Trade (GATT), up from 124 from 1948 to 1994. Moreover, recent initiatives like the Trans-Pacific Partnership (TPP) or the Transatlantic Trade and Investment Partnership (TTIP) aim to go far beyond the size and depth of traditional trade agreements.</p> <p>By taking on contested issues such as government procurement and private litigation, they form a new generation of trade agreements. As a result, a patchwork of regional free trade zones has emerged, which calls into question the multilateral trade regime under the auspice of the WTO and its languishing Doha Development Round (DDR) This trend has important distributional and thus political ramifications. Due to their comprehensiveness, the planned regional free trade agreements hold the prospect of immense benefits for the participating economies. However, the resulting trade diversion effects are detrimental to non-participating countries. As rich economies are more likely to profit from trend than developing ones, the divide between the two will probably grow. The consequence: A potential shift in the balance of power in the global economy that could systematically discriminate against mostly southern, developing nations.</p> <p>How can a fair world trade order be restructured in an era of bilateral free trade agreements to make sure the south is not put at a systematic disadvantage? How can regional initiatives and integration efforts be “domesticated” (Richard Senti) to have them support the multilateral process rather than hinder it? How does the WTO need to be reformed in order to accompany this process in a compatible and complementary way? Which actors and procedures are key in shaping this process in a legitimate way?</p>

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	This session is organized in cooperation with Bertelsmann Stiftung.
Smart Urban Planning for Megacities	<p>Projections say that by 2050 the world will have undergone the largest and fastest period of urban expansion in human history, with an estimated urban population almost twice the size of today. At the same time, total urban area is projected to even triple. Lifestyles of city dwellers in emerging and developing countries are assumed to increasingly adopt a more resource intensive, western approach to mobility. These developments will increase resource use and pressure on ecosystems. Direct detrimental consequences on human well-being in cities can be observed already today, including urban pollution or gridlock.</p> <p>There is time and scope, but also the need for timely reaction: On the one hand, 60 percent of the land projected to become urban by 2030 has yet to be built and existing urban structures will be renewed as well. On the other hand, current build-up and expansion of cities often has longterm consequences and will therefore influence future planning options. Smart urban planning that reacts adequately to the pressures of increasing urbanization can mitigate the consequences of urbanization, promote well-being of citizens, and reduce pollution, gridlock, and resource use.</p> <p>The session will address the following questions: What are existing best practices in urban planning for the provision of urban services, promotion of ecological quality and the well-being of citizens? What lessons can be learnt from the mistakes of the past? How can planners avoid these mistakes in the future? How can we implement sufficient monitoring of urban planning especially in the developing world? What role can urban ecosystems play in the mitigation of urban pollution and the promotion of well-being of city dwellers? What are promising concepts for the solution of the mobility problem, i.e. how does a sustainable mix of urban transport modes look like and how can cities transition to that new mobility concept?</p>
Social Cohesion - Measuring Common Ground	Asia has experienced massive economic and societal developments in the last decades: China and India have risen as global economic and political powers; other emerging Asian countries have undergone considerable changes as South Korea or Taiwan have closed the gap to or even caught up with the developed world. The immense growth of economies and populations is accompanied by rapid urbanization and the emergence of a



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	<p>sophisticated and sometimes politically demanding middle class.</p> <p>At the same time, the view of traditions has changed profoundly: mobility, education, prosperity and closer integration into global cultural and economic flows influence the social and cultural foundations of countries. This set of massive transformations is challenging social cohesion or at least redefining the bonds among members of Asian societies. In order to assess these complex effects and grasp their potentially huge consequences, indigenous theoretical and methodological concepts of social cohesion are necessary. Western models may serve as a point of reference but are unlikely to be adequate blueprints for the analysis of Asian societies.</p> <p>Against this backdrop, the session will deal with the following questions: What did and does social cohesion mean in Asian societies and how do its parameters relate to the ideals and realities of Western societies? How can Asian societies manage both dynamic economic development and stable social cohesion? Do prosperity and higher education inevitably raise the desire for democracy, participation and other so called “post-materialist” values, such as self-expression and individual freedom? Is there an “Asian model” of social cohesion which is different from the West? Will there be a convergence of Eastern and Western values or is Asia experiencing a genuine new form of value change? Which criteria and concepts are required in order to compare Asian and Western social cohesion?</p> <p>This session is organized in cooperation with Bertelsmann Stiftung.</p>
<p>Successful Implementation of Health System Reforms</p>	<p>Over the past decades, emerging economies in Asia have experienced fast economic growth, which has brought—though not equally distributed—large income gains to the majority of the population and lifted millions out of poverty. Yet, most of these countries still face a high degree of vulnerability—both at the macro level (e.g. triggered or at least aggravated by volatile capital in- and outflows) as well as at the micro level (e.g. caused by illness, invalidity or death of the bread winner)—which threatens to wipe out much of the progress achieved. Against this background, there is growing public demand in Asia for inclusive social security mechanisms to reduce socio-economic risks or</p>

Sessions & Workshops	The Challenge
	<p>mitigate their effects.</p> <p>Social security systems are important drivers of social and economic development. Among others, they reduce poverty, inequality and vulnerability, enhance social mobility and cohesion, contribute to a healthier, better educated and more productive population and—as a result—also stimulate economic growth. However, designing, expanding and upholding social security systems is a very complex endeavor. Small mistakes in the early stage of the process can be very costly and very hard to correct. Although there are, of course, no one-size-fits-all solutions, emerging countries can profit immensely from sharing lessons learnt with their peers. Furthermore—looking further down the road—developed countries can serve both as role models and as deterrent examples. Many proposals on how to deliver inclusive social security in Asia are on the table; the key question is what works in terms of quick, large-scale and sustainable results.</p> <p>This session will address recent experiences in the practical implementation of large-scale health system reforms as well as their day-to-day management in Asian countries and beyond. Special emphasis will be put on: What degree of public subsidies is necessary to increase the coverage of the informal sector and other currently excluded groups? What incentives and payment mechanisms have to be put in place to ensure high-quality services as well as bridge the “last mile” in health care delivery? What is the optimal division of labor between the public and the private sector in delivering more universal health protection? What role can IT play to make the administration transparent, lean and cost-effective?</p> <p>This session is organized in cooperation with GIZ.</p>
Successful Policy Design for Social Security Systems	<p>Over the past decades, emerging economies in Asia have experienced fast economic growth, which has brought—though not equally distributed—large income gains to the majority of the population and lifted millions out of poverty. Yet, most of these countries still face a high degree of vulnerability—both at the macro level (e.g. triggered or at least aggravated by volatile capital in- and outflows) as well as at the micro level (e.g. caused by illness, invalidity or death of the bread</p>

Sessions & Workshops	The Challenge
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The Future of Global Money	The current way of providing a means of exchange, i.e. a fractional reserve fiat money system, is not the only way. Monetary regimes with nationalized money are prone to misuse by those who control it. At

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	<p>present, the monetary authorities, in the attempt to stabilize financial markets, have increased their monetary bases to an extent unseen before. But, will they be able to absorb this liquidity whenever this should become necessary to keep inflationary pressure under control? The longer the money press is employed to fight problems that are non-monetary by their very nature, the more money users will become aware of the potential risks, and the more likely they will look for means of exchange other than legal tender. However, increasing demand for new money alone is not enough. Potent entrepreneurial players on the supply side are also required. Technologies become more important in reducing the cost of transfers and currency exchange: electronic payment systems may not only substitute coins and bank notes, but will also simplify the handling of multiple currencies by offering integrated network bridges. From the start, this money would be truly global (making full use of the network-good characteristics of a universal medium of exchange), and free from direct policy control. Bitcoins show that people around the world are already searching for alternative means of payment that are no longer restricted by state frontiers. The technologies are ready for take-off. Currently, electronic money is still linked to legal tender but this may change. Moreover, it is perfectly possible that an unlinking happens earlier than you think. Clearly, such an alternative monetary framework will have dramatic impacts on the way our economies operate.</p> <p>How important is the fractional reserve privilege granted to commercial banks that implies extremely elastic credit creation and destruction? Is this elasticity an enabler for economic growth or an economic destabilizer?</p> <p>Can free banks produce money that is more useful than today's fiat money? What are the regulatory requirements for free banks? Is free banking more robust because it is less complex or is the overall vision unrealistic thinking?</p> <p>What would be the most suitable reserve medium for global free banking? Will gold – made digitally fungible – become the money of the world again? What are the transition scenarios? Does free banking depend on a physical reserve media at all or are purely virtual currencies</p>

Sessions & Workshops	The Challenge
	<p>(like Bitcoins) workable alternatives?</p> <p>Today, central banks play a crucial role in macroeconomic management: Is the world ready for an era without monetary policy? Who are the losers and winners in such a scenario? What are the implications of sticking to the current system? Is there a tacit tendency towards the emergence of a world central bank? Would this agency be a new source of international conflict and are global free banks a way to avoid this?</p> <p>How will governments respond when private companies challenge their money monopoly? Will they grant them the necessary protection of the civil laws or will they rather use their rule setting monopoly to prevent the emergence of private money? Do they have a choice? Will there be strong public support for the freedom of using whatever currency individuals prefer? What does private money imply with respect to the unsolved sovereign debt overhang in many countries?</p> <p>Who are the most likely big players in a global landscape of free banking? Is data mining a strong incentive for today's digital network giants to enter the market or will specialized so far hidden champions make the race?</p> <p>Free banking would leave the traditional banking industry as a financial intermediary. Are modern banks ready for this or do their business models crucially depend on the fractional reserve privilege?</p>
The Future of Jobs	<p>The time will come when technologies have completely substituted labour. No way, you say, and you are probably right: it will perhaps only be half of them. (Acc. to Frey, C.B. and M.A. Osborne (2013). The Future of Employment: How susceptible are Jobs to Computerisation?)</p> <p>Indeed, a growing number of commentators think that technology is likely to have a more pronounced impact on employment than it has had in the past. While routine, codifiable tasks have already been largely automated these days, machines become increasingly good at carrying out cognitive, formerly "human-only" tasks, such as language processing or driving. And the emergence of artificial intelligence and the digital interconnections between people will do much more; with unclear consequences for the labour market. (Cf. Erik Brynjolfsson and Andrew</p>

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	<p>McAfee) Yet, automation is not the only reason for concern. Combine technologies with globalization and the jobs which cannot (yet) be automated will be offhored or taken over by an international superstar who can, aided by the internet, reach out to individuals anywhere on the planet.</p> <p>Technology has always triggered large scale structural change and, hence, changed the jobs landscape. Despite widespread automation we still don't work fewer hours than decades ago. But will this time be different? Will the technologies ahead make human labour unnecessary? Or will they help the world to reach new levels of progress and well-being? In any case, the distributional consequences of technological progress are unclear. In fact, the current dimensions of inequality and polarization may only be the harbinger of more extreme conditions. How should we deal with the distributional consequences? Which competencies will keep us afloat, and how can they be taught? How should schools and universities respond if their diplomas are worth less and less, while individual competencies, such as enthusiasm, creativity, or entrepreneurialism are rewarded better and better?</p>
The Potential of Macroeconomic Surveillance	<p>Recent debt, currency, or banking crises have proven how difficult it is to forecast such events, let alone to prevent them. For example, the fiscal surveillance mechanism in the euro area was unable to prevent the Euro debt crisis, still faced by some EU countries. Consequently, the EU and the G-20 have called for strengthening macroeconomic surveillance by means of closely monitoring a broad set of potential imbalance indicators. However, many issues with regard to macroeconomic surveillance are still highly debated among economists and policymakers. Analyzing the potential of macroeconomic surveillance and developing forward-looking proposals for its improvement, could certainly contribute to a more stable economic system in the future.</p> <p>What should an optimal macroeconomic surveillance procedure look like? Are there approaches such as early warning systems or stress tests, which could serve as best-practice examples? How can it be ensured that the broad variety of potential future crises is captured and that crises are forecast early enough to allow for sufficient counteractive policy measures? How can policymakers react most efficiently to alerting</p>

Sessions & Workshops	The Challenge
	<p>signals from macroeconomic surveillance procedures? How can we ensure that policy measures do not end up fighting symptoms rather than the underlying fundamental problems? How can concrete policy measures to counteract imbalances and potential crises be globally coordinated? Which ways exist to implement a coherent macroeconomic surveillance procedure at a global scale? Are the institutions of the IMF and the G-20 sufficient?</p>
<p>The Role of the Media in Restructuring Economies and Transforming Societies</p>	<p>The challenge is currently being developed.</p>
<p>Transforming Education in the Digital Age</p>	<p>The promise and peril of digital technology is currently the most debated issue in the international education scene. The emergence of so-called MOOCs (Massive Open Online Courses) from world-renowned universities reaching out to hundreds and thousands of people has set the stage for a period of fundamental transformation in education. Besides constant technological progress and digital natives entering the education system, this transformation is fueled by the main driving forces of cost and access: While particularly in the US skyrocketing tuition fees for traditional on-campus settings have created a new market for innovative learning scenarios, it is rather the prospect of democratizing access to educational opportunities that makes technology-supported education a hot issue in many developing countries.</p> <p>Beyond lowering the existing barriers of cost and access, the smart use of technology and big data could also be a means to designing and adapting personalized learning paths suited to each individual’s learning preference, pace and style. Massification combined with personalization would tap the potential for infinitely scalable learning opportunities – and thus be a real disruptive revolution in education. Critics, however, consider the current MOOC-induced movement to turn out as a hype without significant long-term effects. They argue that there is neither a reliable stock of research on the effectiveness of ICT-based learning nor a sufficiently broad spectrum of sustainable business models. Not least, the US-dominance in the field of technology-supported education is said to lead to a “new wave of digital colonization.”</p>

Sessions & Workshops	The Challenge
	<p>This session unpacks the complexity on the promise and peril of technology in education. It will explore the following core questions: What are strategic options for both higher-education institutions and corporate employers beyond catching the omnipresent MOOC bandwagon? How would sustainable business models in the field of digital education look like? What is the responsibility of leading brand actors from the Western world when providing their services in developing countries? How can personalized education formats be developed and scaled up globally? What role should policy makers play in preparing our education systems for the digital age?</p> <p>This session is organized in cooperation with Bertelsmann Stiftung.</p>



### 三 · GES 2014 大會議程

<b>Saturday 6 September</b>						
Room Time	Plenary Hall	Kedah	Selangor I	Perak	Johore	Penang
09:00- 17:00	Registration					
17:00- 17:15	Welcome Remarks					
17:15- 17:30	Break					
17:30- 19:00		Setting the Scene - The Global Economic Outlook	Setting the Scene - The Global Geopolitical Outlook			
19:00- 20:00	Break					
20:00- 22:00		The Future of Jobs	The Future of Global Money	Teaching Nothing but Thinking	The 21st Century Challenge: Inclusive Leadership	

<b>Sunday 7 September</b>						
Room Time	Plenary Hall	Kedah	Selangor I	Perak	Johore	Penang
08:30- 08:45	Opening Speech					
08:45- 10:15	Opening Plenary					
10:15- 10:30	Networking Break					

Sunday 7 September						
Room Time	Plenary Hall	Kedah	Selangor I	Perak	Johore	Penang
10:30-11:45	Our Energy Future	Investing in Asia - Cyclical or Structural Growth Slowdown?	A Pivot to the East? Geopolitics in Asia			
11:45-12:00	Networking Break					
12:00-13:15		Enhancing Social Capital	Monetary Policy and Income Inequality	Creating Virtuous Talent Triangles for Labor Migrants: An Asian Perspective	The Future of Social Impact Investing	Bringing Electricity to the Poor
13:15-14:15	Networking Lunch					
14:15-15:45		The Potential of Macroeconomic Surveillance	Fighting Corruption in a Multipolar World	Social Cohesion - Measuring Common Ground	Norms for Global Governance How Best Can US and Russia Address the Sources of Global, National and Human Vulnerability, and Promote Security?	Addressing Financial Uncertainty
15:45-	Networking Break					

Sunday 7 September						
Room Time	Plenary Hall	Kedah	Selangor I	Perak	Johore	Penang
16:00						
16:00- 17:30		How to Bring Morality into Markets?	The Role of the Media in Today's World	Transformin g Education in the Digital Age	Norms for Global Governanc e How Best Can China and Sub-Sahara n Africa Address the Sources of Global, National and Human Vulnerabili ty, and Promote Security?	Environment and Economic Growth
17:30- 18:00	Networking Break					
18:00- 19:30		Forests, Food and Biodiversity	Addressing Inequality	Shaping a Free and Fair World Trade Order	Norms for Global Governanc e How Best Can Brazil, India and EU Address the Sources of Global, National and Human Vulnerabili	Climate and Competitivenes s

<b>Sunday 7 September</b>						
Room Time	Plenary Hall	Kedah	Selangor I	Perak	Johore	Penang
					ty, and Promote Security?	
20:30-22:30	Gala Dinner hosted by the Minister of Tourism of Malaysia					

<b>Monday 8 September</b>						
Room Time	Plenary Hall	Kedah	Selangor I	Perak	Johore	Penang
08:30-10:00	In parallel-Islamic Finance & Dealing with Rising Inequality					
10:00-10:15	Networking Break					
10:15-11:45		Escaping the Middle Income Trap	Losing Ground	Consensus-Building in Transformation Processes	Norms for Global Governance How Best Can Countries Address the Sources of Global, National and Human Vulnerability, and Promote Security?	Adventures in Waste and Recycling
12:00-13:30	Networking Lunch					

Monday 8 September						
Room Time	Plenary Hall	Kedah	Selangor I	Perak	Johore	Penang
13:30- 15:00	The New Global Financial Architecture	Global Supply Chain and Sustainabilit y	The Dimension of Integration in ASEAN	Successful Policy Design for Social Security Systems	Good Governance - For Peoples Sake	The Future of Wages and Benefits
15:00- 15:15	Networking Break					
15:15- 16:45		Smart Urban Planning for Megacities	A New Dawn for the Future of the Ocean?	Successful Implementation of Health Systems Reforms	Entrepreneur ial Ecosystems	Fostering Innovation in Global Supply Chains Adjustment
16:45- 17:00	Networking Break					
17:00- 18:45	Officiation Ceremony & Concluding Plenary					

#### 四 · 主辦 GES 2014 分場座談：與會專家對於座談題目之觀點

##### **Solution Proposal 1**

##### **Enhancing cooperation for innovation among companies specialized in components and materials**

DoHoon Kim, Ph.D.

President, Korea Institute for Industrial Economics and Trade, South Korea

**Competition for seizing more market share than others looks ever increasing among companies producing final consumption goods. In this line, they do not hesitate to bring others to the court, even if they are in a cooperative position in terms of exchange of components and materials. However, we may pursue global cooperation for innovation among companies producing components and materials as they are not faced with direct competition each other.**

It is not difficult to find out a huge trade flow of manufacturing products from Asia to America and Europe. In fact, Japan, Korea, Taiwan and China are leading export countries of manufacturing products in the world. Related to this, there has been a kind of harsh competition among manufacturing firms in these countries. So, we can see very often news about their rivalry in the global market and we can encounter many analytical studies which show us their rise and fall. However, if we see only this aspect of competition above the sea level, we should not miss another important aspect under the sea level, cooperation. Actually, these countries and firms tend to help each other to increase competitiveness of others' manufacturing products, by exporting and importing machines, components and materials. So, manufacturing firms in Asia practice harsh competition and undeniable cooperation at the same time. Unfortunately, this cooperative attitude cannot be easily found for the purpose of R&D activities yet in Asia. In order to foster cooperation for innovation, we should be focused on this aspect of cooperation.

##### **Problem faced**

Usually companies specialized in components and materials (CSCM) are small and medium-sized except several notable exceptions. Therefore they are not usually available in global cooperation. In fact, they are rather too much dependent on companies specialized in final consumption goods (CFCG). In this sense, governments can do some efforts for enhancing cooperation for innovation among CSCM.

## Suggestions

- **Promote exchange of information about CSCM.** As CSCM are rather small and dependent on CFCG, they are not very eager to search other global clients. Governments may collect information, make catalogs about CSCM and disseminate this information among potential global clients.
- **Promote standardization and mutual recognition of major technologies across-the-border level.** In order for CFCG to outsource more components and materials internationally, it would be better that products of CSCM are more standardized and their technologies are more recognized across-the-border level.
- **Facilitate across-the-border level alliances among CSCM.** Countries do not tend to be friendly for across-the-border alliances of CFCG by the concern of monopolization and/or technology leakage etc. However, alliances among small and medium-sized companies may avoid these concerns.
- **Provide opportunities of cooperation in terms of R&D for CSCM and/or CSCM with universities and think tanks.** This kind of cooperation is not very effective even in the national level. Governments may provide some collective R&D programs to CSCM, preferably open to CSCM of other countries. Governments may organize many technology sharing shows for them.

## Conclusion

It will not be easy to organize this kind of cooperation among CSCM at the really global level. However, as we can see very intensive de facto cooperation at the commercial level in Asia in this area, we may try various forms of cooperation in Asia and globalize them in the future if successful.

## **Solution Proposal 2**

### **Fostering Innovation in Global Supply Chains Adjustment**

Reiko Aoki, Ph.D.

Professor, Institute of Economic Research, Hitotsubashi University, Japan

Innovation is the solution in two levels. Innovation is required for new products and new production methods. Innovation of institutions is also required to promote innovation. Innovation of institutions also may be non-linear and disruptive.

#### **Global human capital accumulation and circulation system**

Traditional understanding of trade assume labor is the least mobile. This is no longer the case. Labor will move across borders responding to demand. While in the short run a country with a shortage of certain skills and knowledge may resort to immigration, or even in some cases accessing skills abroad using ITC which will not require works to physically move. But this strategy is not sustainable in the long run. The world or a region as a whole must invest in human capital and knowledge and all members will benefit. Immediate solution is to promote exchange of workers and students. This will also achieve diversity of ideas and knowledge, In addition this will promote communication which leads to more efficient supply chains. Perhaps we could also go up the human capital accumulation process and coordinate or harmonize parts of education system, such as what should be taught as basic math or science. Such approach will also allow pedagogical innovation to be shared widely. Obviously, complete harmonization should be avoided because it leads to lack of diversity. In fact, there could be coordination regarding what part of human capital accumulation is specialized by country and which part is harmonized.

#### **Supply chain of knowledge and technology**

A new product and many parts typically include knowledge and breakthroughs made in multiple countries. Intellectual property, and contract law are some of the institutions necessary for someone other than the innovator to benefit from technology. Learning about new technology is related to circulation of people. Transfer of technology requires different set of rules and it is just as important.

#### **Global competition policy**

Competition and innovation are complementary. Competitive markets make innovation necessary and successful innovation very profitable. Competition among sellers is good buyers. Final good producers benefit when suppliers are competitive. Consumers benefit from competitive product market. Needless to say when all



suppliers, buyers, producers and consumers are within a country, a country is able to implement competition policy to benefit the whole system. However, when different stakeholders reside in different countries, a country's competition policy to benefit its residents (firms, consumers) may be not be best for stakeholders in other countries. To overcome this problem, there must be some form of coordination in competition policy. Currently there is no venue to consider global competition policy in the context of world economy, i.e., global supply chain. In addition to short term benefit from efficient pricing, there must be optimal competition policy for the world to benefit from innovation in the long term. It is essential for competition policy to be part of the whole economy. One possibility is to include competition policy in trade negotiations, as intellectual property was included. TRIPS has lead to harmonization of IP, assisting firms to innovation around the globe.

### **Solution Proposal 3**

**Let's embrace “Demand-Chain driven”, “Service-centric” new economy ...**

**Everyone is active participant in connected Value Chain**

Hilo Chen

Founder & Chairman, GuoShi Partners Corp., Taiwan

#### **Proposal Rationale**

##### **Firms sit on Global Supply Chain need to know their customers' customer**

The latest 2008 financial crisis and the successive European debt crisis have put firms in traditional production industry to rethink their business going forward and their positioning. This is not just a wake up call but an urge to explore new business area to sustain the firm's survival.

In addition to seeking collective innovation within Global Supply Chain where they're currently belong to, they are eager to look beyond their comfort zone. They know there's even bigger threat if they stay distance from end-market. There's strong calling to raise the visibility on end-market to keep them alive and grow them better.

While firms need the first hand end-market feedback, this exploration experiment provides firms direction of innovation and learns how to add value in the innovation process.

Getting to know customer's customer is a logical and natural extension for those firms sit on the Global Supply Chain to conduct growth management with higher success rate. With that, firms will strategize to re-assess their Business Model, Core Competence and to grow either organically or via M & A.

In short, firms sit on the Global Supply Chain need to get a good sense and feel about end-Market and to grasp the trend, the preference and the adoption of the Market Needs.

##### **Internet has changed everything**

In this rapid changing economic situations, business leaders from traditional industries are all bearing “ Internet Anxiety “. These executives are all impacted by the ridiculously high valuation the internet companies enjoyed with such a short company history and are all concerned if they don't do something to relate their business with Internet, their business might be eaten up by some Start-ups coming from nowhere.

By nature, Internet is a platform that serves people everywhere ( There's no geographical barrier. It's Global Local or Glocal ), serves people all the time ( There's no time zone limitation, no work time or off time distinction. People can work around it simultaneously or complementary in different time zone ) and serves everyone on

the Supply Chain or Demand Chain that are connected simultaneously.

Internet enables firms sits on global supply chain the possibility to operate demand- chain at the same time.

### **Opportunity emerged for SMB, Start-up and Large Enterprise to work together**

Large Enterprise sits on the upper stream of Global Supply Chain might transform to act as " Specific-service " platform provider/integrator that is to glue Supply-side and Demand-side players leveraging Internet to develop product/service at Supply-side so to satisfy the needs from Demand-side.

To create an even bigger opportunity with bigger value proposition, Large Enterprises are expected to act as a supply side and demand side ecosystem builder.

On the “ Specific- service “ platform that Large Enterprises build, there're good opportunity for SMB and Start ups to emerge/grow in the supply and demand side ecosystem.

### **Modularized services to be dynamically configured to serve new/emerging Market Needs**

In the supply or demand side ecosystem, SMB and Start Ups are encouraged to build innovative services which is partial offering to be integrated by Large Enterprise to address specific Market Needs.

SMB and Start Ups are sensitive to and capable of developing Solution to specific needs or to specific problems within fast turnaround.

It's an Innovation process for Large Enterprise to integrate SMB/Start Ups' offering into One solution set that presents a complete Value Proposition to market needs.

### **Transformation process for Large Enterprise**

This is also a transformation process for Large Enterprise to adjust themselves in Global Supply Chain toward a “ Specific-service “ pivotal integrator/platform provider in the Connected Value Chain ( Demand-Chain driven, Service-centric and ecosystem builder to bring SMB/Start Ups on board )

There's new core competence required while Large Enterprise transforming themselves. Be it to grow organically or to invest to grow or to acquire via Merger & Acquisition.

With the core competence in place, business model is solidified and followed by operational excellence to transform the Large Enterprise and to vitalize the ecosystem consisted of SMB and Start Ups innovatively and successfully.

**Government role**

To be of value in the transformation process, Government is expected to create “ Domestic market needs “ together with Large Enterprise via BOT projects or other innovative incentive measures and to stimulate SMB/Start-ups emergence encompass ecosystem built by Large Enterprises.

Government is also expected to help with “ Solution sourcing “ that attract SMB and Start-ups to devote themselves to the ecosystem ultimately create an even bigger value proposition meeting Market Needs.

While there’s domestic success, Government is also expected to help with “ Cross Country collaboration “ either source to join the ecosystem to build Solution or to introduce the solution to foreign countries that to expand the market.

## 五 · 主辦 GES 2014 分場座談：與會專家簡介

### 陳宏守(Hilo Chen)

果實夥伴股份有限公司創辦人暨董事長  
Founder & Chairman,  
GuoShi Partners Corp. ( GSP Corp. )



Mr. Chen now also serves as Independent Director to following Public Companies ranging from Component Manufacturing , Semicon testing equipment ,Bio Tech to Internet eCommerce industry : Yageo Corp. ( TW-2327), Spirox Corp. ( TW-3055) , Genesis Genetic Asia (TW-4160) and FuBon Multimedia Technology Corp. (TW-8454)

Mr. Chen is known for his insight in Information Communication Technology industry. In his 30 years experience in serving the industry, his strategic perspective always leads the industry growth. He participated in several business model innovation in the past decades. And he still dedicates himself in innovation till Today. He is one of very few industry leaders that possess cross-industry discipline ranging Software Technology, IT Services, System Integration and Internet Media services business.

Before founding GSP Corp. that focused in Online Video Advertising Operator business, Mr. Chen served as President & CEO, Systex Corp. ( TW-6214) ; GM, Yahoo China & VP, Sales/Marketing Yahoo North Asia and also several senior management roles in US-based IT/Software and Services firms such as Novell, Oracle, Microsoft and IBM in Taiwan.

Mr. Chen earned his BS degree from Dept. of Transportation Engineering & Management of National Chiao Tung University ( 1978 – 1982 ) and also EMBA from National Taiwan University ( 1989 – 1992 )

**Reiko Aoki**

Professor, Institute of Economic Research,  
Hitotsubashi University, Japan



**Reiko Aoki** is Professor at Institute of Economic Research, Hitotsubashi University, Tokyo, Japan. She has conducted research and published on economics of patents, patent pools, standards, innovation and intergenerational political economy in academic journals such as *Journal of Economics, Management and Strategy* and *American Economic Review*. She currently is the principle investigator of several research projects such as “Institutions and Policies to Complement Science, Technology and Innovation Policy: Recommendations for Implementation and Action” at Japan Science and Technology Agency and others funded by Japanese Society for Promotion of Science, and Research Institute of Economics, Trade and Industry where she is a Faculty Fellow. She has been actively involved in science, technology and innovation policy since she served as an Executive Member of Council for Science and Technology Policy, Japanese Cabinet Office 2009-2014. She has been involved in intergenerational political economy issues through the Center for Intergenerational Studies, Hitotsubashi University where she was a director. She received her Bachelor of Science (Mathematics) from University of Tokyo, Master of Arts (Public Policy) from University of Tsukuba, Master of Science (Statistics) and PhD (Economics) from Stanford University and have held positions at the Ohio State University, SUNY Stony Brook and University of Auckland.

穆榮平

中國科學院科技政策與管理科學研究所所長



Mr. Mu Rongping received his B.S. and M.S. from University of Science and Technology of China, Dr. Phil. from Technical University Berlin, Germany. Dr. Mu has been working at Institute of Policy and Management (IPM) of Chinese Academy of Sciences (CAS) since 1990. Professor Mu is now Director-General of CASIPM, founding director of CAS Center for Innovation and Development, CAS Center for IPR Research and Training, the Chief-editor of Journal of Science Research Management, and a member of several international academic journals. Besides, he is Vice President of China High-tech Industry Promotion Society and Chinese Association for Science of Science and S&T Policy Research, a member of the Economic and Scientific Advisory Board of European Patent Office and International Advisory Board of the Thailand S&T and Innovation Office since 2012. Dr. Mu has published some books concerning Technology Foresight and Innovation Development, and more than 30 papers in peer-reviewed journals. Besides, he has drafted some policy documents concerning National Innovation Capacity-building.

**DoHoon Kim**

President

Korea Institute for Industrial Economics and Trade  
(KIET), South Korea

KIM, Do Hoon is the President of the Korea Institute for Industrial Economics and Trade (KIET), one of Korea's public economic think tanks. Before being appointed as President of KIET, he worked as director of several research divisions in KIET, such as Division of Current Survey and Forecasting, Division of Industrial Policy and Division of Industrial Cooperation and Globalization and served as Vice President for Research, spanning the years from 1979 through May 2013. He was detached from KIET to work for the OECD in Paris as principal administrator at the Trade Directorate between September 1997 and September 1999. He worked for RCIE at University of Washington as a visiting scholar.

He has been also members for many government policy advisory committees. His major publications include "Six Decades of Korea's Industrial Development, KDI, December 2010" and "An Impact Analysis of the Korea-US FTA and Korea-EU FTA on Korea's Manufacturing Industries, KIET, December 2011".

**PROFESSIONAL INTERESTS :**

Trade Policies, Industrial Policies, Regulatory Reform

**WORK EXPERIENCE**

2013. May - Current	Present 19th President of KIET
2005. Nov. - 2006. July	Vice President for Research, KIET
2004. Jun - 2005. Oct.	Director of Industrial Cooperation and Globalization Division, KIET
2003. Aug. - 2004. Jun	Director of Economic Survey and Forecasting Division, KIET
2000. Aug. - 2003. July	Director of Industrial Policy Division
1999. Sep. - 2013. April	Senior Research Fellow, KIET
1997. Sep. - 1999. Sep.	Principal Administrator, OECD Trade Directorate
1997. Feb. - 1997. April	Counselor to the Minister, Ministry of Trade, Industry and Energy



1979. Feb. - Started to work at KIEI(now KIET)

### **ADVISORY ACTIVITIES**

2013. May - Current Member of National Commission for Corporate Partnership
2013. Feb. - Current President of EUSA KOREA
2012. April - Current President of Korea Society for Regulatory Studies
2004. Jan. - Current Member of FTA Civic Planning Committee
2004. Jan. - 2011. Aug. Member of FTA Civic Advisory Committee Ministry of Foreign Affairs
2008. Feb. - 2011. Aug. Fair Trade Committee, Member of Market Structure Analysis Committee (Chairman)

## 六 · GES 2014 台灣與談人講稿與參考資料

### (一)The Future of Jobs

Chung-Ming Kuan

Minister, National Development Council, Taiwan

#### **Challenges to the future of jobs**

The past three decades have seen a dramatic transformation of the world's manufacturing and service landscape. Highly routine jobs such as production lines and bookkeeping are largely replaced by machines and application programs. Work that can be outsourced is shifted to places with lower production costs. Continuous progress in artificial intelligence and the Internet of things, accompanying with increased globalization, is intensifying the situation. We will see a world with more flexible, more collaborative and interconnecting but far less secure work in generations to come.

As a small and open economy, Taiwan is facing some particular trends that shape our future jobs. Demographic change toward an aged society and increased social diversity will have radical impacts on our workforce. Increasing virtualization and the need to co-develop with suppliers and customers for innovation will bring new business ecosystems, and change the whole work environment. To improve efficiency and precision while having declining number of heavy-duty workers, we are adopting advanced manufacturing processes, and will employ more artificial intelligence and robots. Companies prefer hiring more consultants and freelancers with various professional backgrounds instead of traditional workers to deal with the ever-changing business demand. Zero-hours contracts under which the employees work and get paid only upon request may become a new norm in the job markets. To bridge the inequality gap between higher-skilled workers and low-skilled ones will become a critical challenge if we failed to change our education and training systems.

#### **Solutions**

The future of jobs will be technology pervasive, more international and fluid. The jobs able to self-actualize and with much decent pay will require new values and more human touch. In addition to traditional disciplines, creativity, personal agility and adaptability, systematical thinking and knowledge of human salience become even more fundamental. Investment in education and training for cultivating those capabilities provides a supply of higher-skilled workers, and will then lead ever

greater job opportunities.

As a qualified workforce crucial to the decisions about where to locate jobs, companies are aware that quality control, product safety and protection to trade secrets are also big factors. Innovation-oriented companies will further choose places with superior network of good universities and better intellectual property protection rather than shipping jobs to low-wage countries. To attract these companies, governments have to set up complementary institutions like legal and monetary systems, and build up collaborative innovation network.

As the cost of start-ups is dropping rapidly in the digital economy, one answer to the future of jobs will come from the companies that new entrepreneurs can create. To enable these rule breakers, it is substantial to have a friendly environment with deregulation and additional incentives on capital, talent attraction and company establishment. With vivid entrepreneurship and prosperous startups, there will be more non-routine jobs, jobs with high internal motivation and jobs beyond our current imagination.

## **(二) Sustainable Urban Development for the Future: Example of Phu My Hung New City Center in Ho Chi Minh City, Vietnam**

Albert K. Ting

Chairman, CX Technology Corp., Taiwan

Harvard Business School estimated that “by 2050 the number of people living in cities will have nearly doubled, from 3.6 billion in 2011 to more than 6 billion.” What is the right solution? And what is a sustainable urban development model for the next “500 or more new cities” around the world?

“For centuries, urban settlements evolved slowly.” “But that era is over. Now as billions of people abandon subsistence farming for cities of the information age, the unprecedented scale and pace of urban development make it essential for the private sector to drive the coordinated creation and expansion of new cities.” The 11-page article in the July-August 2013 edition of Harvard Business Review explored various concepts and developments.

In the end, John Macomber of Harvard Business School selected Phu My Hung (also known as Saigon South) project of Ho Chi Minh City, Vietnam as a leading example. “The model of Phu My Hung, where thoughtful, long-term-oriented, private-sector actors help the world to create efficient water, power, and transit solutions, can-and must-be replicated.”

### **From Taiwan to Vietnam: “It Is Not Important What We Take Away, But It Is Important What We Leave Behind”**

25 years ago when our company first went to Vietnam from Taiwan, Vietnam faced an inflation rate of 370%, high unemployment, and economic sanctions such as a US led trade embargo. How to assist Vietnam in its transformation from a mostly agrarian economy to a member of the world economic community where knowledge and innovation drive growth was central to our minds. We devised a set of three infrastructure projects to transplant the Taiwanese economic growth experience to Ho Chi Minh City, Vietnam.

### **Investing in Infrastructure to Jump Start Job Creation**

Job creation was the initial focus to serve as a catalyst for growth. We introduced to Vietnam its first export oriented light industrial free-trade zone, Tan Thuan Export Processing Zone. From 1991, this joint venture with Ho Chi Minh City government has attracted 150 manufacturing companies from 15 countries and generated 65,000

jobs for the local economy. Over time companies coming to our zone transitioned from labor-intensive industries such as textiles, toys, food processing to precision machine parts, automotive parts, electronic components and medical devices. The knowledge and skill content of workers have increased significantly.

However as industrialization progressed, Vietnam soon faced electricity shortage in the mid to late 1990s. 500 power outages a month in Ho Chi Minh City was not uncommon. To address this issue, we invested in the first 100% foreign owned power company in Vietnam, Hiep Phuoc Power Company. Our plant came on line in 1997/1998, just in time to help stabilize the electricity grid. Lights no longer flickered as our plant was connected to the national grid. Stable supply of electricity enabled the economy to continue to industrialize and to generate more job opportunities. Vietnam flourished in the process and stepped on to the world stage with its accession to WTO in 1997 and signing of a Bilateral Trade Agreement with the United States in 2000.

Total export value from Tan Thuan reached US\$ 2.1 billion in 2013. Net export value reached half a billion USD, significantly bolster foreign exchange reserve of State Bank of Vietnam. Latest entries to Tan Thuan included multinational and local companies in the fields of semiconductor testing, I/C design, data center, on-line gaming, an engineering center and biotech.

### **Education, Key to Knowledge Based Urban Development**

The final project of the trio infrastructure ensemble was a southward urban expansion plan for Ho Chi Minh City. In this joint venture with the city government, we chose schools as the initial thrust to develop this new city center. The very first projects in Phu My Hung development were two schools: Saigon South People Founded School for Vietnamese nationals and Saigon South International School for children of foreign expatriates. Soon governments of Japan, South Korea and Taiwan set up their own consulate schools within Phu My Hung. In the nearby areas, Royal Melbourne Institute of Technology of Australia and Ton Duc Thang University of Vietnam then set up their campuses, as did Singapore International School, ABC International School and Renaissance International School. Most recently Canadian International School opened in Phu My Hung. We also set up the non-profit Lawrence S. Ting School for Vietnamese students and it became the first school in Vietnam to establish an innovative education partnership with Microsoft.

### **Virtuous Cycle to Help Creating a New Middle Class**

From a piece of swamp land with no road access, no water nor electricity, the Phu My Hung development grew as residential neighborhoods, hospitals, shopping mall, trade and exhibition center, office towers were developed. Following the master plan, each new development addresses a new need within the urban fabric and reinforces previous ones. Today 50,000 people from 40 countries live in our city center area. Approximately 10,000 service sector jobs have been generated as 40 bank offices, hundreds of restaurants and shop fronts opened. Multinational such as Manulife and Unilever, and locally companies such as Vinamilk and FBNC cable television financial news channel also relocated their corporate headquarters to Phu My Hung. As more and more service sector jobs are created, local entrepreneurs started professional education schools for working adults in foreign languages, computing and other professional skills. A constant exchange of new ideas and concepts by people living and working in Phu My Hung is beginning to generate more innovation and growth. Nearby neighborhoods have also been transformed as we share our best practices with others. Most importantly, since local Vietnamese own nearly all residential units, a new middle class has emerged as they see the value of their housing stock appreciated over time.

### **Hearts and Minds of the People: Projecting Social Responsibility**

We have operated under the motto of “it is not important what we take away, but it is important what we leave behind.” How to inspire our residents to do the same and contribute more to the society was a question that we began to work on in the last 10 years. The answer we found was frequent engagements and participation. 8 years ago we began with the first Lawrence S. Ting Memorial Charity Walk, a 4 km walk in memory of our company founder that raises money for the poor each year before Tet, the lunar New Year. 3,000 people came and joined the walk the first year, then 5,000 the next year, 8,000 the following year. The number of participants grew to 13,000 to 15,000 people in the last 5 years. We work with Canadian Consulate General to help host its annual Terry Fox Run for cancer in Phu My Hung. We partner with British Business Group and a British NGO to host BBGV Annual Charity Run and Saigon Cyclo Challenge respectively. We work with Ministry of Natural Resources and Environment for its Walk for Environment, with Samsung for its Hope Relay, and with the Ministry of Labor, Invalids and Social Affairs for its Charity Walk for the Disabled. Each year we help host a memorial concert for Vietnamese musician Trinh Cong Son. Our annual Children’s Day and Spring Flower Shows are typically attended by nearly 12,000 people and half of million people respectively. During these events we would often ask people to take a minute out their busy schedules and think

if there is somewhere in the society that they can be helpful.

### **Creating a Sustainable, Knowledge-based New City Center**

In the last 25 years, with job creation, education and infrastructure investments, we have, with the assistance and guidance of the government of Vietnam, build a new urban center as part of Ho Chi Minh City. We have increased the knowledge content of products produced in the area, increased the skill set of workers in both manufacturing and service sectors, fostered the growth of leading education institutions, and facilitated hard working Vietnamese nationals to create a better future for themselves and their families. The city center has transformed from a collection of inorganic buildings to a self-guiding sustainable organic community that will continue to grow and prosper. Our work thus far is rather limited in comparison to the infinite possibilities that our Vietnamese residents and partners will create and innovate as time goes on.

### **(三) Integration and Experience Exchange of Resource Recovery System**

Jyh-Shing Yang, Ph.D.

Senior Director, Center of Knowledge-based Economy and Competitiveness,  
Industrial Technology Research Institute, Taiwan

**- Global exchange of good practices for resource recovery based on local lifestyle, such as cascade usage, integrated green design, cross-boarder cooperation and properly designed indicators will bring us to a better sustainable material management world.**

The resource recovery of post consumer goods had been elevated as one of the most important societal and economical issue in many countries after the global resource shortage and price skyrocketing for almost a decade. Meanwhile, the resource recovery policies implemented in EU and other countries since 1990 already provided us handful practical tools, such as policy guidelines, market practices, technology applications and channels for new applications of recycled materials. Unfortunately, the imbalance between economic effectiveness and environmental requirements still exist in most developing countries when resource recovery and utilization systems were established. We have to adopt systematic and innovative planning based on some existing good practices to jeopardize the synergy effect of resource recovery.

#### **Problem faced:**

Usually, the successfulness and effectiveness of resource recovery system always hindered by some key problems and issues as the following:

- Most of the sources of recyclable subjects are geographically too scattering. Therefore, the resource recovery system has to be integrated with some other existing system, such as local garbage collection, in order to meet the minimum quantity for financially feasible operation.
- The value of some recyclable materials, such as packages for foods, is usually too low to be collected in a self-sustainable way. Therefore, the support of environmental consciousness from consumers and the enforcement of governmental policies are key success factors constantly. Usually, the system designed base on culture and local lifestyle will be sustained longer.
- The cross containments of recyclable materials is very difficult to be controlled and monitored. Usually, introducing 5% of polluted matters will ruin the whole recycling system. Therefore, the measures of pre-management and separation prior collection will enhance the efficiency of the recovery system.



- The basic properties of target goods will affect the cost and designated usage of recycled material. For example, steel materials can be smelted and regenerated easily, while plastics have to be segregated into thermoplastic and thermosetting in order to decide the most proper way of regeneration and further usage.

#### **Suggestions:**

- **Promote the cascade usage of all materials.** Many materials and components of consumer products are constrained by the purity and formulated blending in order to meet the suitable usage. Therefore, it is economical and societal viable way to build the CASCADE usage roadmap of some valuable materials to extend the life cycle benefits. For example, the plastic used in mobile phones can be recycled and used in general industrial products and further to be cascaded to next step of making plastic furniture.
- **Integrate the product design with resource recycle.** Proper industrial design will intensify the quality and quantity of resource recycle and regeneration ratio. For example, increasing the percentage of polypropylene (PP) used in cars, replacing the compound plastics with single plastics, will always increase the system efficiency of the resource recycle system. Therefore, “Extended Producer’s Responsibility” policies shall be promoted and creating the economical and social pressure to enable all producers to put more efforts on green design.
- **Promote the international cooperation on recycle and regeneration.** Usually, many recyclable products will need the volume from many countries to meet a threshold of large quantity (i.e., a market of more than 10 million people) to enable the installation of an efficient regeneration plant in an economical scale. (This is especially important for the recycle of precious metals.) However, the control of waste-dumping and the pollution abatement shall be treated as the highest priority before we can have some cross-border cooperation on recycling.
- **The recovery ratio shall be used for the support of system efficiency instead of the sole management goal.** The overemphasis on the resource recovery ratio in some industrialized countries has been the obstacles for the maximization of system efficiency. For example, the required 75% of recovery ratio of some ICT products in EU enforced the manual separation and recovery of many small components from mobile phones. This will increase the total cost dramatically comparing with the alternative way of co-generation of the valuable metals in copper smelters.

## **Conclusions**

Recovery, regeneration and reuse are three most important pillars for the resource recovery efficiency. We shall collect and promote those innovative and successful systems developed in many countries in the past decade. The cooperative platform and experience exchange can bring us to the ultimate goals of global sustainable material management.