

# 『半導體通路商經營管理 - 以大聯大控股為例』

主辦單位：中華科技大學

主題：半導體通路商經營管理  
- 以大聯大控股為例

主講人：吳永昌 ([jasonwu8@ms2.hinet.net](mailto:jasonwu8@ms2.hinet.net))

2014年12月3日

# 與學習有約

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- ▶ 重目標：  
為自己而學，為組織而學
- ▶ 重過程：  
能專注傾聽，願樂於分享
- ▶ 重應用：  
思考於當下，應用於未來
- ▶ 手機設定為『靜音或關機』



# 光思考

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## *Dreamer.*

### 不會找到新的行動模式

## 要行動

## *Actions.*

### 才能找到新的思考模式

資料來源：執行力；吳老師整理

# 講師簡介—吳永昌 (Jason Wu)

學歷:國立政治大學高階經營管理EMBA(文科資創組)



- 勞動部勞動力發展署 共通核心職能講師北區師資社群總召集人
- 勞動部勞動力發展署 TTQS資深主導評核委員/講師
- 台灣恩智浦半導體股份有限公司 大中華區行銷總監
- 飛利浦電子(北京)有限公司 亞太區業務總經理
- 台灣飛利浦股份有限公司 亞太區業務總經理
- 華廈訓評「企業內部講師」「國際禮儀接待員」乙級證照專業講師
- 群策智庫股份有限公司 專業訓練講師
- 大亞電腦補習班講師、電腦師資班講師
- 國立政治大學--中華民國崇智協會 理事長(第八屆)、副理事長、常務理事
- 中華職能開發策進會 常務理事、理事
- 中華教練發展協會 常務監事、理事

專業證照：ISO 9000 (version 2000)主任稽核員，內部稽核員，企業內部講師、CRM 顧客關係管理商品分析師、MS MOS 大師級(2003)..等。



# Agenda

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- ▶ About WPG Holdings
- ▶ Demand Creation
- ▶ Order Fulfillment Service
- ▶ e-Supply Chain Services
- ▶ WPG Holdings:  
The Benchmark of Distribution
- ▶ Biz Strategy and Focus

# WPG Holdings Organization

WPIg / SACg / AITg / YOSUNg / GBG

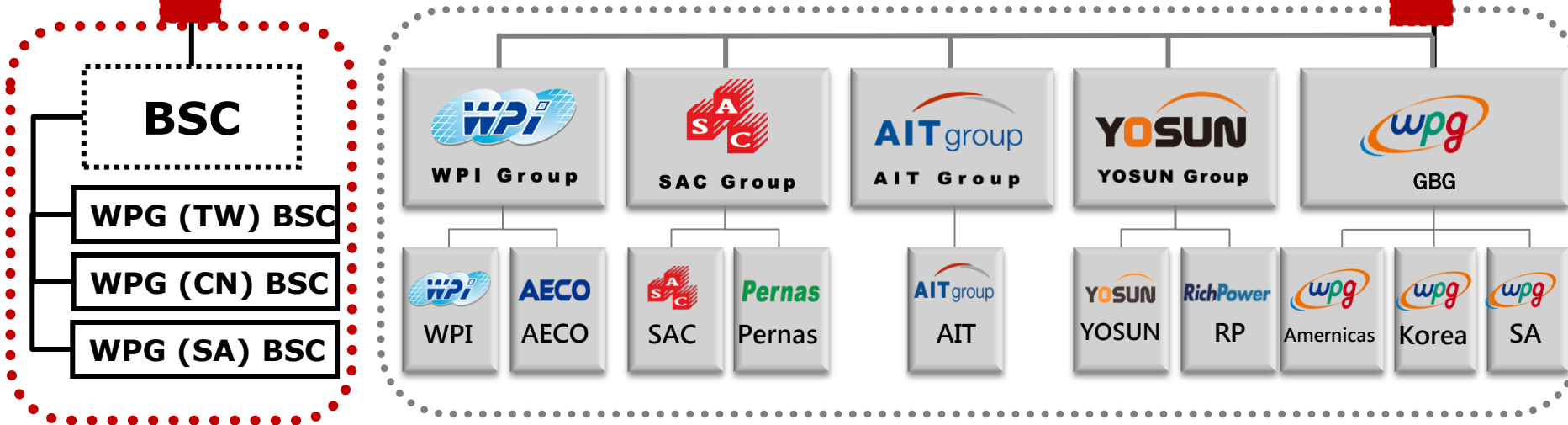
Updated: Feb., 2014

## WPG Backend Support

- Finance Support
- HR Management
- Warehouse & Logistics
- Supply Chain Platform

## Sub Group Front-end Service

- Sales & Marketing
- Technical Support

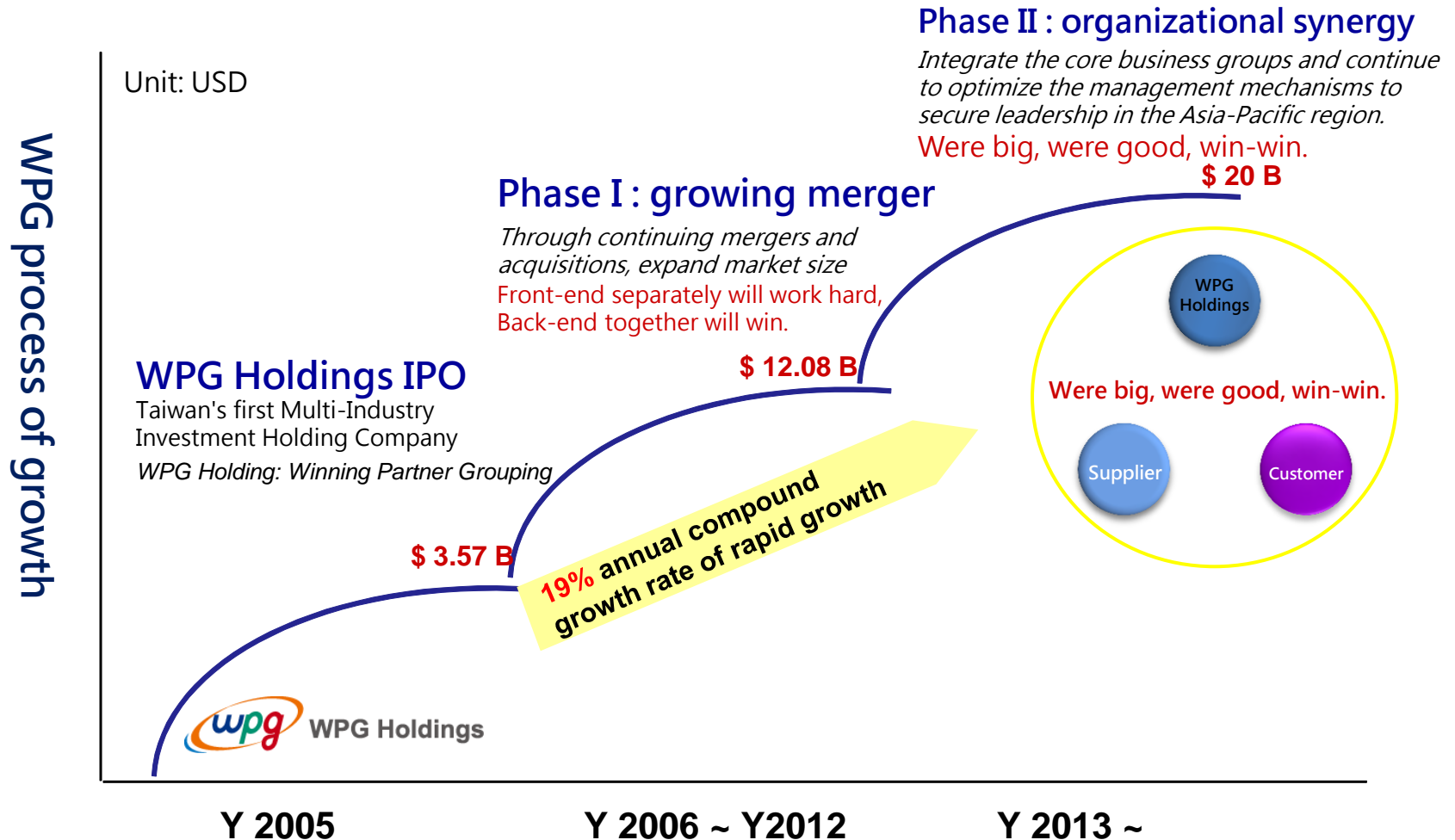


Past

WPG through continued consolidation brings admirable achievements, gain a leading position in Asia, No.1, Global No. 3.

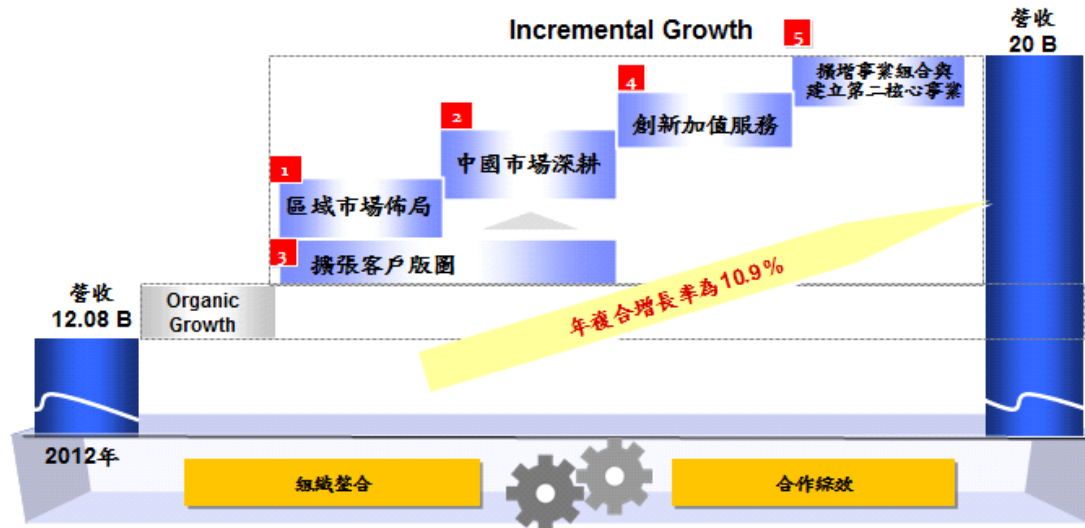
present

WPG looking through organizational restructuring, enhancing cooperation in synergy to effectively promote medium-term strategy, "were big, were good, win-win" to reach 20 billion dollars in revenue target.



# Promote "layout of the regional market, cultivating the Chinese market, the expansion of e-customer territory, innovative value-added services, amplificate business combination and establish the second core business," the five strategies to secure a leading position in Asia.

單位：億美元



Only carry out organizational changes to enhance cooperation in synergy to effectively support and implement medium-term growth strategy.

Expand customers territory	Regional market layout	Cultivating Chinese market	Innovative value-added services	Amplification business combination and establishes a second core business
Establish a unified customer classification principles and establish the corresponding growth strategy and objectives.	Positioned as a global distributor, MBM and JBM get overseas orders in Asia.	Competitive strategies to strengthen channel cultivating and risk controls through industry and customers to accelerate the growth of the Chinese market.	Strengthen the supply chain management and collaboration to develop value-added services in order to strengthen the differentiated value proposition to customers	An increase in the existing core competencies Logistics services, and create a second core business management system to optimize business portfolio and reduce operational risk.



# 願景/ TIPE 核心價值觀

產業首選 通路標竿

Let' s T.I.P.E.!

團隊 誠信 專業 效能

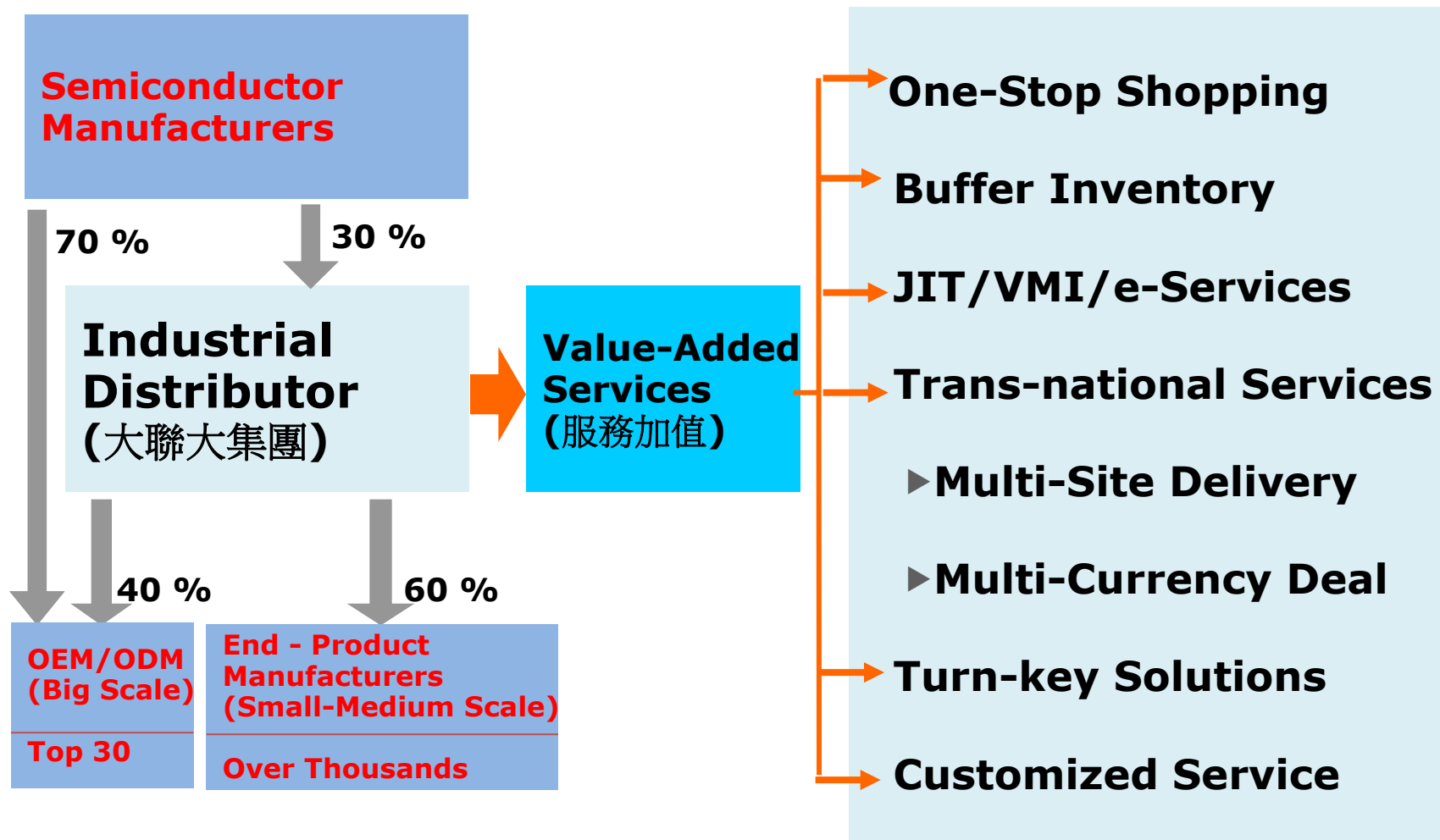


透過通路控股的競合模式  
升夥伴的長期價值。

提

# 大聯大集團價值鏈方塊圖

## Value-Added Services Towards Total Satisfaction



# WPG Holdings Briefing

Updated: Feb., 2014

	WPG Holdings					
Established	Nov., 2005					
IPO	Nov., 2005 (TSE: 3702)					
Staff#	About 6,500 (75% for Sales &Marketing &Technical )					
Global Service Office#	Over 130					
2013 Revenue (USD) (Unaudited)	13.68B					
Customers	Over 30,000 APAC Domiciled					
Warehouse#	7 in 6 cities (TPE/HK/SZ/SH/SGP/Americas)					
Sub Group	WPI Group	SAC Group	AIT Group	Yosun Group	WPG Korea	WPG Americas
Established	1980	1987	1993	1980	2005	2006
Joined WPG Holdings	Nov.,2005	Nov.,2005	Feb.,2009	Nov.,2010	Nov.,2005	Nov.,2005
2013 Revenue (USD) (Unaudited)	5,847M	2,226M	1,765M	3,690M	108M	71M

**# Definition for the time of joined WPG Holdings: Joined WPG become a member of WPG Holdings**  
**# All Staff related number's cut off month is Feb.**

# WPG Holdings APAC over 80 Sales Channel

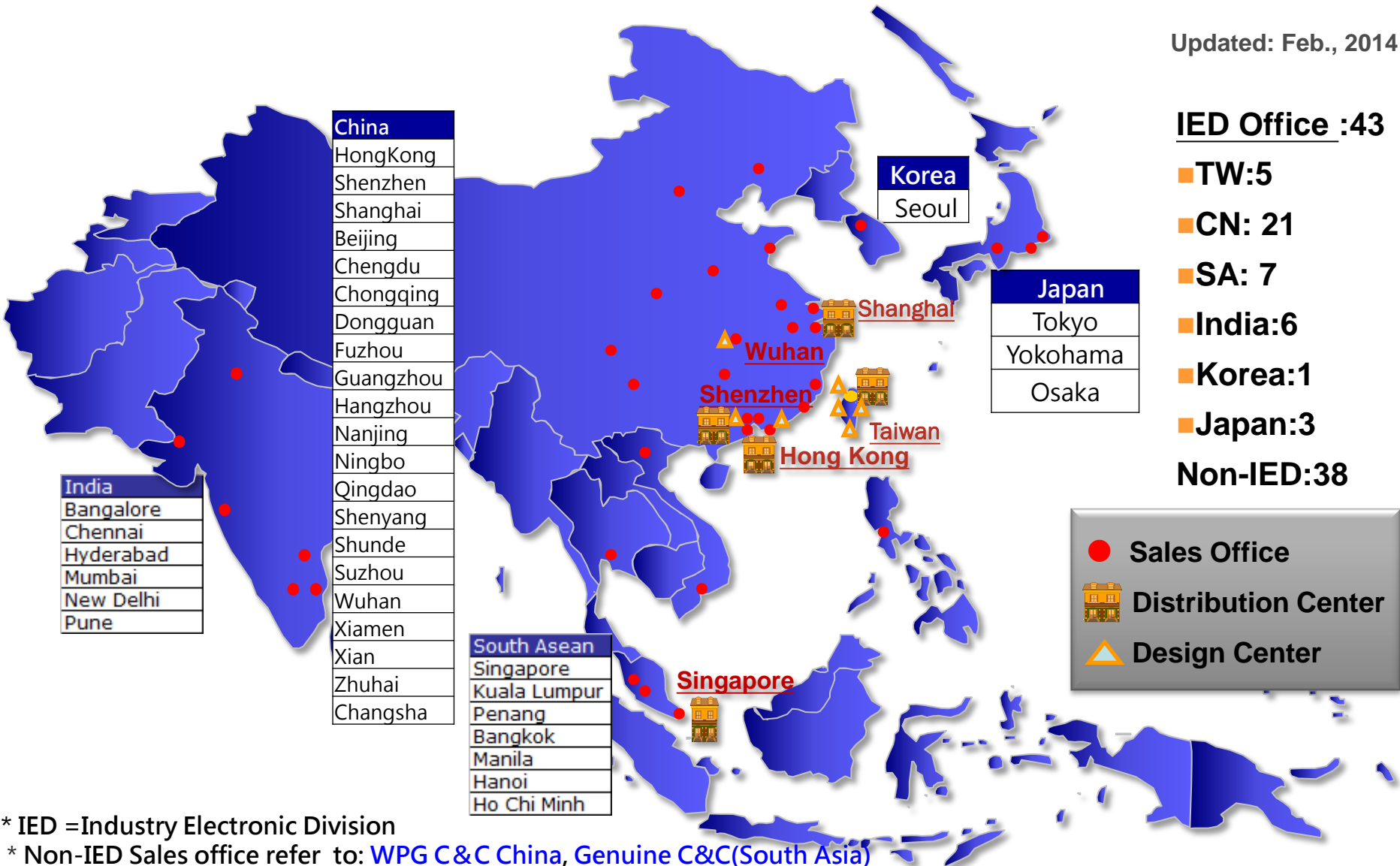
Updated: Feb., 2014

**IED Office :43**

- TW:5
- CN: 21
- SA: 7
- India:6
- Korea:1
- Japan:3

**Non-IED:38**

●	Sales Office
🏠	Distribution Center
△	Design Center



China
HongKong
Shenzhen
Shanghai
Beijing
Chengdu
Chongqing
Dongguan
Fuzhou
Guangzhou
Hangzhou
Nanjing
Ningbo
Qingdao
Shenyang
Shunde
Suzhou
Wuhan
Xiamen
Xian
Zhuhai
Changsha

India
Bangalore
Chennai
Hyderabad
Mumbai
New Delhi
Pune

South Asean
Singapore
Kuala Lumpur
Penang
Bangkok
Manila
Hanoi
Ho Chi Minh

Korea
Seoul

Japan
Tokyo
Yokohama
Osaka

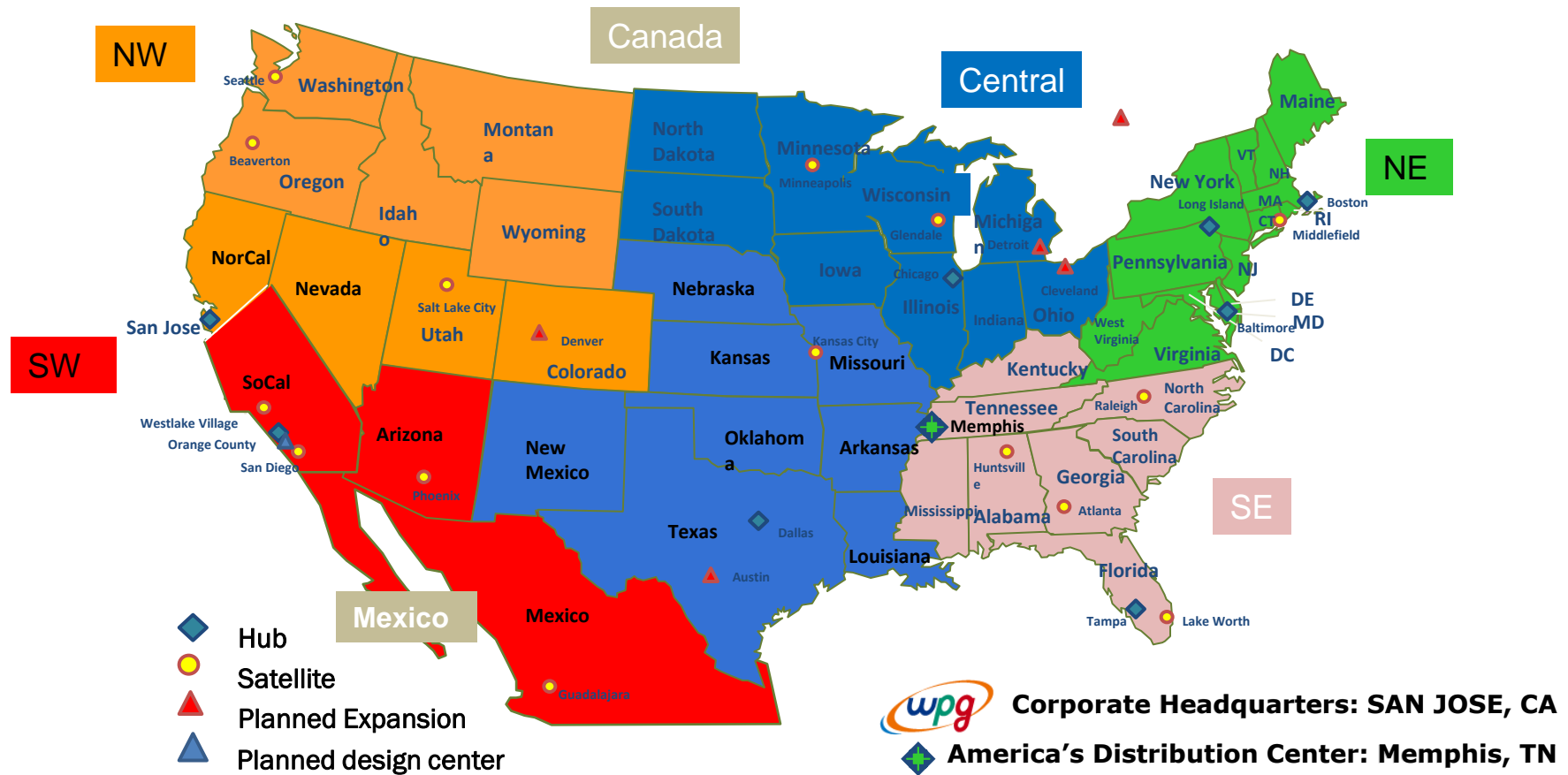
\* IED = Industry Electronic Division

\* Non-IED Sales office refer to: [WPG C&C China](#), [Genuine C&C\(South Asia\)](#)

# WPG Holdings North American Over 50 Sales Channel

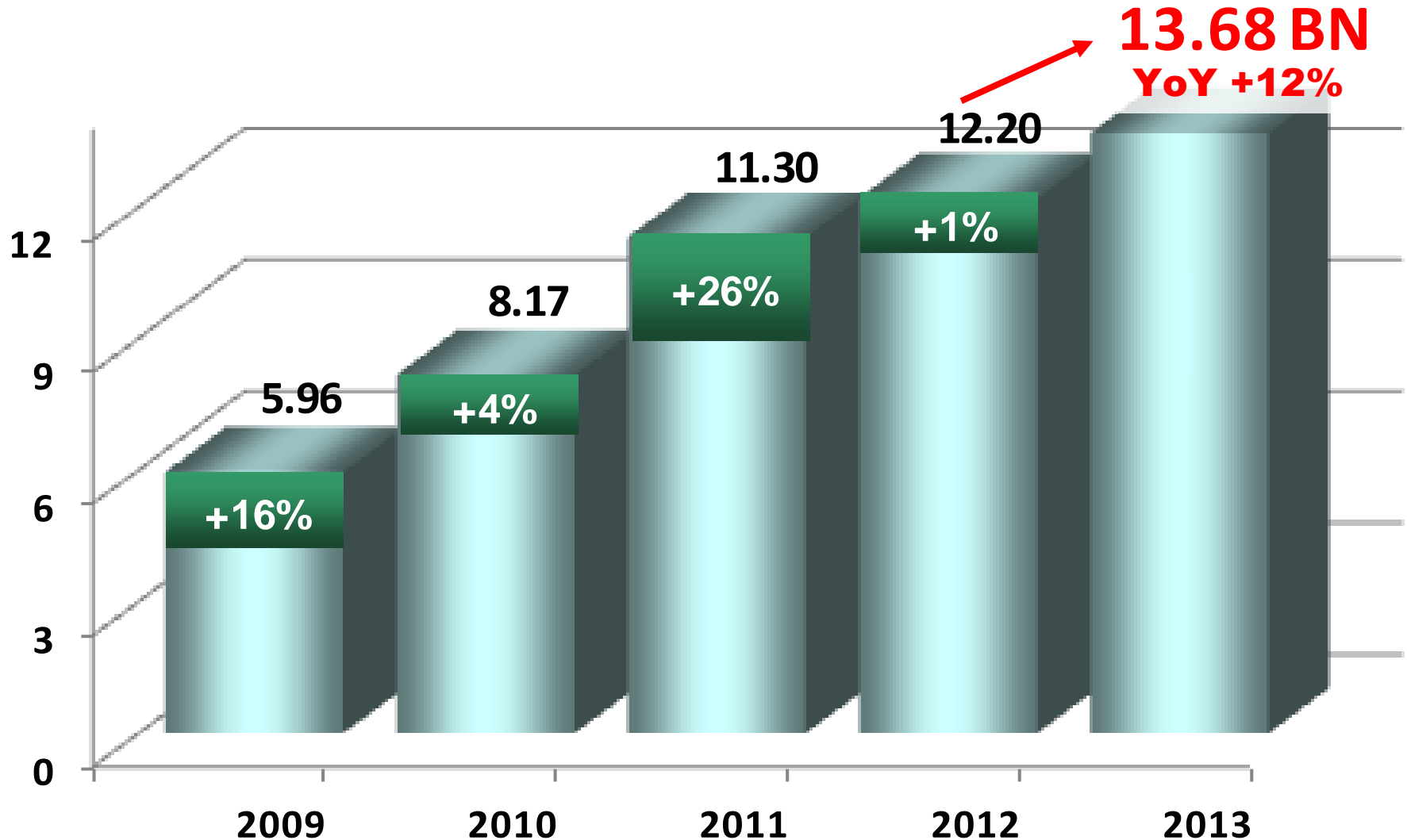
Updated: Feb., 2014

- 7 physical offices
- 1 warehouse
- > 40 remote offices (Including Canada and Mexico)

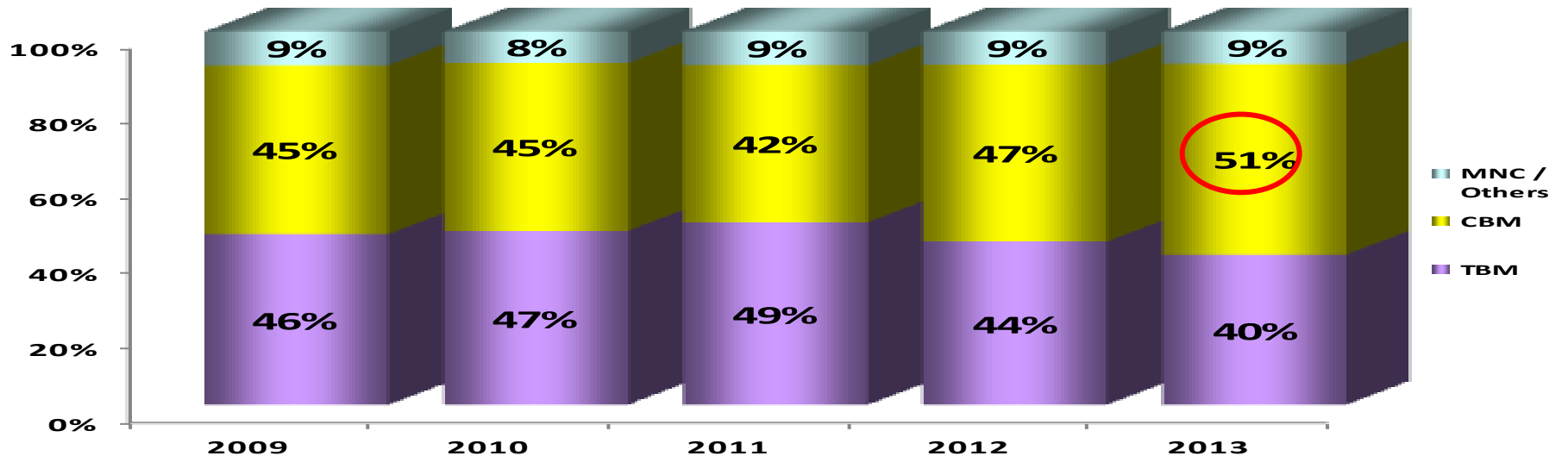
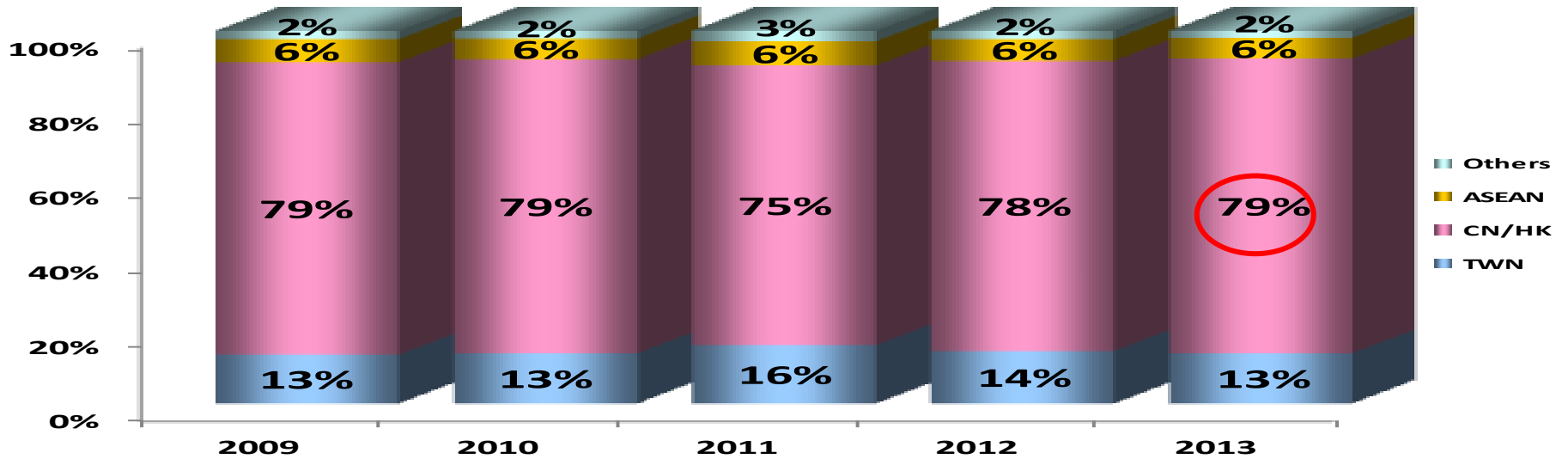


# WPG Revenue Growth

Updated: Feb., 2014

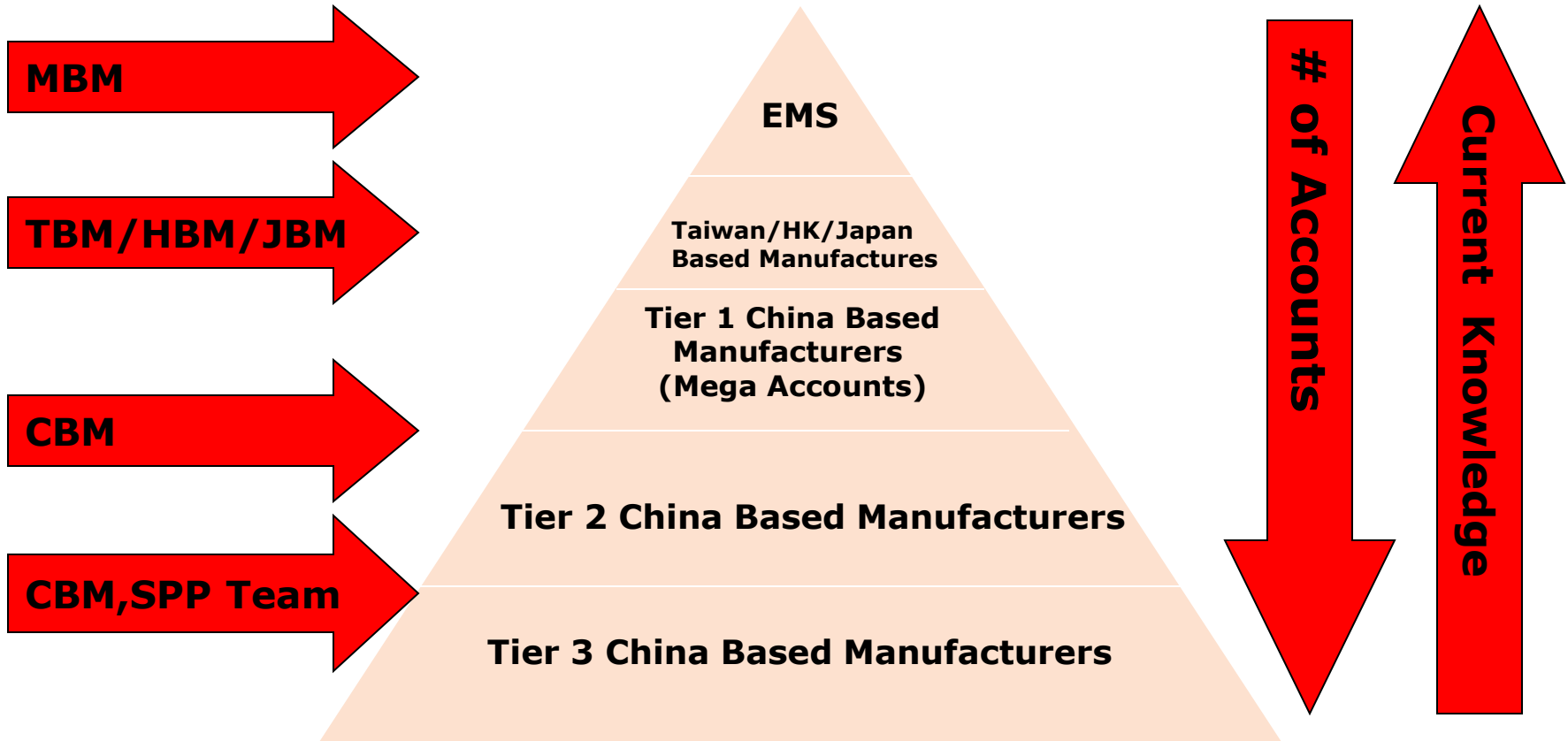


# 51% from China Domestic Market



# China Sales Structure

Updated: Feb., 2014



>> 2,000 CN S&M+T&D Staff

>> Around 5,000 Accounts



# Accounts Management

<b>TBM</b> Taiwan Based Manufacturers	<b>CBM</b> China Based Manufacturers	<b>MBM</b> Multinational Based Manufacturers	<b>HBM</b> Hong Kong Based Manufacturers
<b>JBM</b> Japan Based Manufacturers	<b>KBM</b> Korea Based Manufacturers	<b>ABM</b> Americas Based Manufacturers	<b>IBM</b> India Based Manufacturers

大聯大集團秉持服務客戶為首要職志，藉由強化對市場的區隔與深耕，專精區隔化專業服務，以達成服務區域客戶的差異化需求。服務的客戶包括八大領域：

# 亞太地區半導體(IC)通路商的環境生態

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- 目前亞太通路市場環境，所需面臨的問題如下所列，因應全球半導體產業分工日益精細化及上下游客戶的需求，在跟隨行業脈動的成長歷程和激烈的市場競爭中，從技術支持到財力支持，從物流交貨到供應鏈解決方案，半導體零件通路商亟思努力成為供應商與客戶忠誠的供應夥伴。
- ▶ Long Payment Terms (帳期比較長)
- ▶ Short Lead-time Orders (交貨期比較短)
- ▶ Unreliable Forecast (預測值不穩定/量不太準確)
- ▶ Hub/VMI/BTO...(需要幫客戶準備庫存，約一~二個月庫存量)
- ▶ Custom shipping services (直接交貨到客戶指定地點；另外貨箱上需要加客戶條碼料號)
- ▶ Order/Delivery Processing Cross Countries (在地化服務)
- ▶ Turn-key Solutions (提供解決分案，縮短設計時間)

# 一次購足...

Updated: Feb., 2014

Major Line Card : About 250 authorized brands (In alphabetical order)

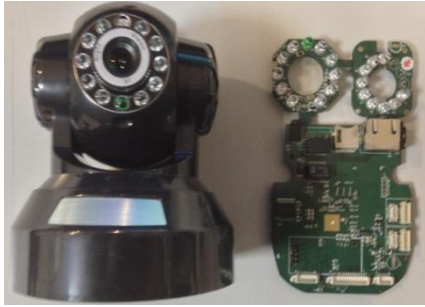


# Key Factors to Success

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- ▶ **High Productivity**
- ▶ **Wide Customer & Market Segment Coverage**
- ▶ **Vast Sales Force**
- ▶ **Strong Finance Support**
- ▶ **Top Distri for Each Vendors**
- ▶ **Regionally-Linked MIS System**
- ▶ **Pay attention to the Inside CMTR**

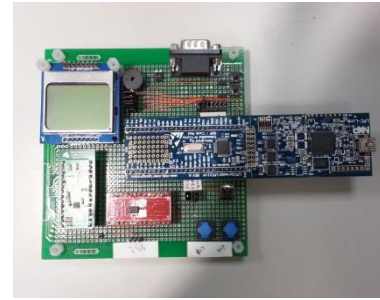
# SAC\_TW Project & Reference Design



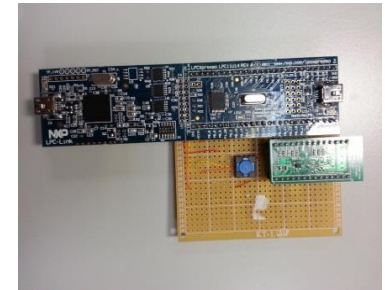
PTZ IPCAM



P2P IPCAM



MCU board



G-sensor pointer



LED Lighting



LED Lighting – Bulb



LED TV Power



PC Power



Charger



AIO Adapter



NB Adapter



LCD TV

Updated : Jan.,2014

# SAC CN Reference Design



Android STB DVB-T2



Android  $\mu$ -PC



Android HDMI Dongle



IP / OTT BOX



Android MID



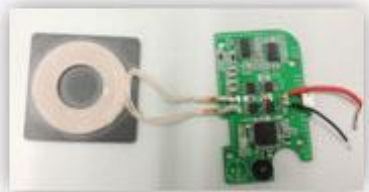
Surveillance



Pedometer



Car Radio



Wireless charger



NFC Reader

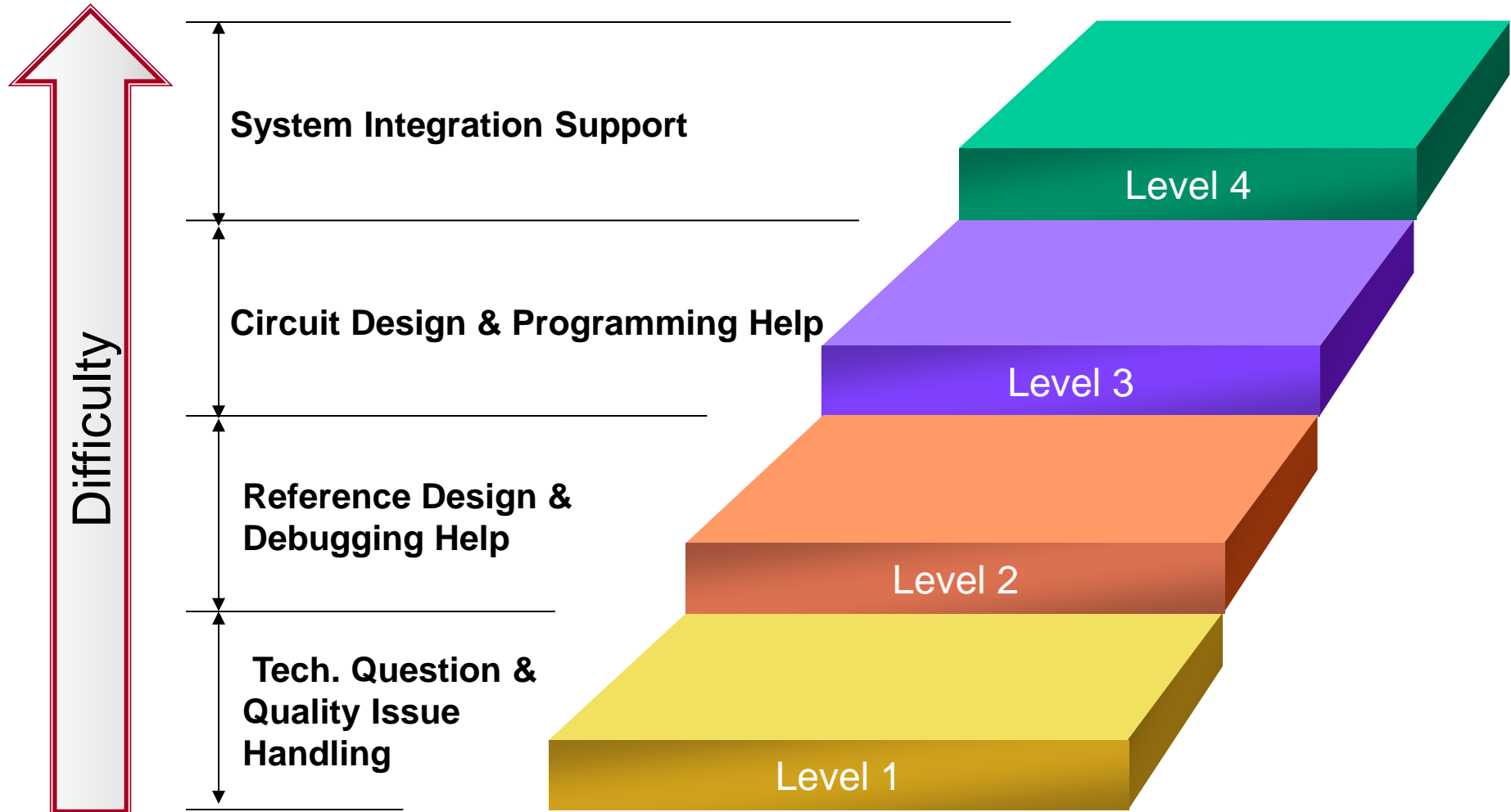


NFC Reader



BD Play Solution  
Updated : Jan.,2014

# Support Level Definition



# SAC Technical Resources – TW 56

F AE 1

19 FAE for NXP, IFX & Other Products

F AE 2

8 FAE for Nuvoton & Richtek Products

SoC

5 AEs SoC & Micro-P Application & Solution

Power

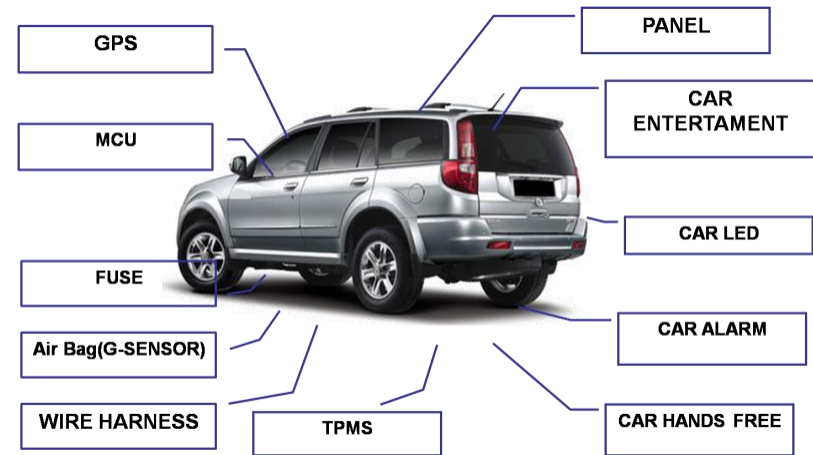
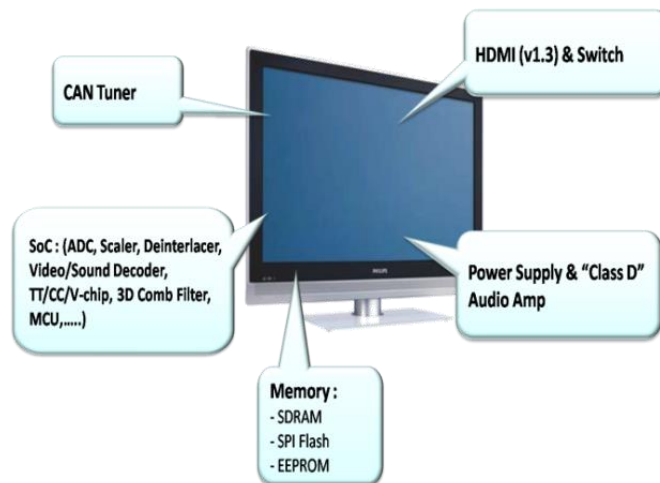
14 AEs for Power Devices Application & Solution

TV

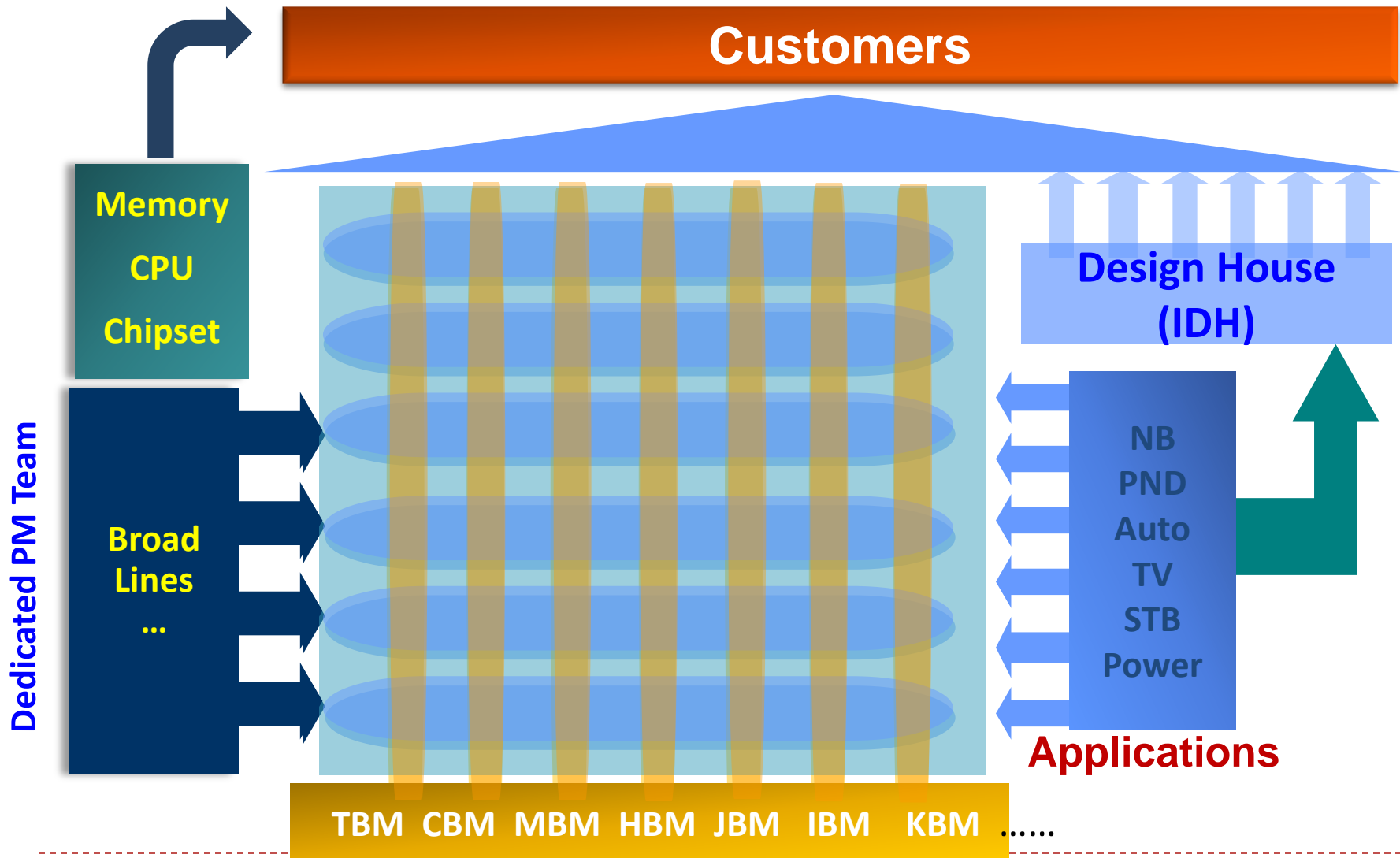
10 AEs Dedicate for Digital TV Project Developing



# Over Hundreds of Product Solutions...



# Integrated sales and engineering model for focused demand creation



# WPG Times

The screenshot shows the WPG Times website interface. At the top left is the WPG logo and '大聯大集團 WPG Holdings'. The main header features '大聯大 平板電腦 專題 Tablet(Pad)' in a red box, with a callout 'Topical Subject' pointing to it. Below the header is 'Vol.190 2013/09/11' and navigation links: '訂閱電子報 | 聯絡我們 | 投資人專區 | 方案在線 | 大聯大首頁'. The main content area is divided into two columns. The left column is titled '方案在線 Total Solution' and lists six items, with a callout 'Total Solution' pointing to the header. The right column is titled '供應商贊助 Sponsor' and features two banners: one for NXP with 'Low power converters' and 'Extra efficiency from Smart Power Flyback', and another for Infineon with '英飛凌提供最佳靜電防護解決方案的服務'. A callout 'Sponsor Banner' points to the NXP banner. At the bottom left, there is a '零件採購 Components Selection Guide' section with a callout 'Components Selection Guide' pointing to it. The Infineon banner includes the text: '英飛凌提供最佳靜電防護解決方案的服務', '領先的高效能TVS產品', and '我們為您的設備開發最好的靜電防護'.

# WPG Times

Strong Collaboration to Get the Complete Market Information

Updated: Sept., 2013

- ▶ Customer base : over 385K persons.
  - ▶ Successfully Distributed : 97%
  - ▶ Total Impressions: 23M
- ▶ WPG Times Hot Column: "Tech Online"
  - ▶ Total News: 8,500 (1,200 of Tech. Online & 7,200 of Product News)
  - ▶ Accumulation of customer's click until Sept.'13: 600K

# WPG Tech online

your **Shortcut** to Reach the latest Solution.

繁 簡 En

首頁 | 訂閱電子報 | 網站地圖

全文檢索



關於大聯大

新聞中心

代理產線

銷售據點

投資人專區

聯絡我們

## 新聞中心

公司新聞

產品新聞

方案在線

電腦及週邊

手機與通訊

消費電子

車用電子

工業電子

一般應用

大聯大電子報

By Industry

## 31 新聞中心

首頁 » 新聞中心 » 方案在線

請輸入關鍵字

搜尋

## 方案在線

大聯大集團自2009年2月重磅推出「大聯大方案線上網」，結合旗下世平集團、品佳集團、富威集團、凱悌集團、詮鼎集團、友尚集團、大傳集團，以「電腦及週邊」、「手機與通訊」、「消費電子」、「車用電子」、「工業電子」與「一般應用」六大產業，線上演示最新熱點解決方案，內容包括LED、手機、筆電、電視機、家電、車用電子等明星產業。

- 2012-12-12 友尚集團推出OV780/782 H264影音壓縮晶片,為保持無線影像傳輸流暢度的最佳首選
- 2012-12-12 富威集團代理產線 Aptina 推出安全監控方案 實現高畫質高感光效果
- 2012-12-12 品佳集團主打Grain Media (昇邁科技)安全監控解決方案
- 2012-12-12 凱悌集團推出安全監控整合解決方案
- 2012-12-12 詮鼎集團力推Conexant 與 Toshiba產品應用於安全監控的完整方案
- 2012-12-12 世平集團代理產品線Intel提出高效能安全監控系統解決方案

To demo the latest solution



## 產品搜尋

銷售公司 全部公司

銷售區域 全部銷售區域

產品分類 全部產品分類

# WPG Regional Warehousing

Updated: Feb., 2014

Regional	Taiwan	Hong Kong		Shanghai	Shenzhen	Singapore	America
Established	1985/01/01	1986/02/18	2000/01/01	2004/12/03	2010/12/01	1995/01/01	2006/05/16
Area	Linkuo	Tuen Mun	Kui Yong	Min Hang	Futian Bonded	Singapore	Memphis
Floor Area (s.q.m)	5,100	37,100	13,850	8,100	5,040	3,840	4,980
(pin)	1,543	11,200	4,196	2,450	1,522	1,164	1,500
Manpower Administration Operating	18 persons 109 persons	13 persons 290 persons	6 persons 83 persons	6 persons 30 persons	3 persons 64 persons	8 persons 37 persons	2 persons 11 persons
Certification	ISO9001:2008 ISO14001:2004	ISO9001:2008 ISO14001:2004	Nil	ISO9001:2008	Nil	ISO9001:2008 ISO14001:2004	ISO9001:2000 AS9120
Performance Order per day Ctns per day	1,300 order, 3,300 ctns,	1,600 order, 7,350 ctns,	450 order, 2,400 ctns,	450 order, 2,500 ctns,	160 order, 840 ctns,	600 order, 1,750 ctns,	55 order, 90 ctns,
Warehouse Management System	Exceed 4000	Exceed 4000	Exceed 4000	JWMS	Exceed 4000	Exceed 4000	Exceed 4000
Traffic	To Airport: within 20 min	To Airport : within 20min To Huang- kang (Shenzhen) : within 15 min	To Airport: within 30 min	To airport : within 40 min	To Airport : within 40min To Huang-kang (Shenzhen) : within 10 min	To airport and seaport: within 25 min	To airport : within 45 min

# WPG Warehouse



- ▶ 進、出貨作業除運用高效率的輸送設備外，並設有自動化倉儲存取系統，可以精準和快速地搬送、儲存、和檢索物料，不僅效率高，更能充分發揮空間利用率，以及精確庫存管控。

# 大聯大集團香港屯門倉庫



大聯大電子(香港)屯門倉使用面積約11,200坪(計有6個樓層)。出貨作業透過省力化輸送設備與倉儲管理系統的緊密連結，從分揀合流、加工、檢驗、到完成貨品集結，採無縫隙管理，充分展現高效能作業績效，以及高品質管控能力。



# Warehouse Management System

- WMS control all transactions and manage different types of storage and customers requirements.
- Minimise data entry with extensive use of bar-coding and scanning equipment.
- More accurate and efficient handling of inbound and outbound shipments as well as storage utilisation.
- Seamless integration with MIS to provide customers to access real-time information.
- Custom-made label.

# Achievements

## WMS and Automation System

- **Date Code Management: first-in / first-out.**
- Monitor the operating process strictly; on-time delivery target is 100%.
- **Improve the quality of operation; the error rate is smaller than 25ppm.**
- The accurate record of inbound and outbound.
- Provide added value through customer specific programs.

# The Main Functions of Distributor

## Supply Chain of Electronic Industry

Supplier



Distributor



Customer

Services of  
Distributor

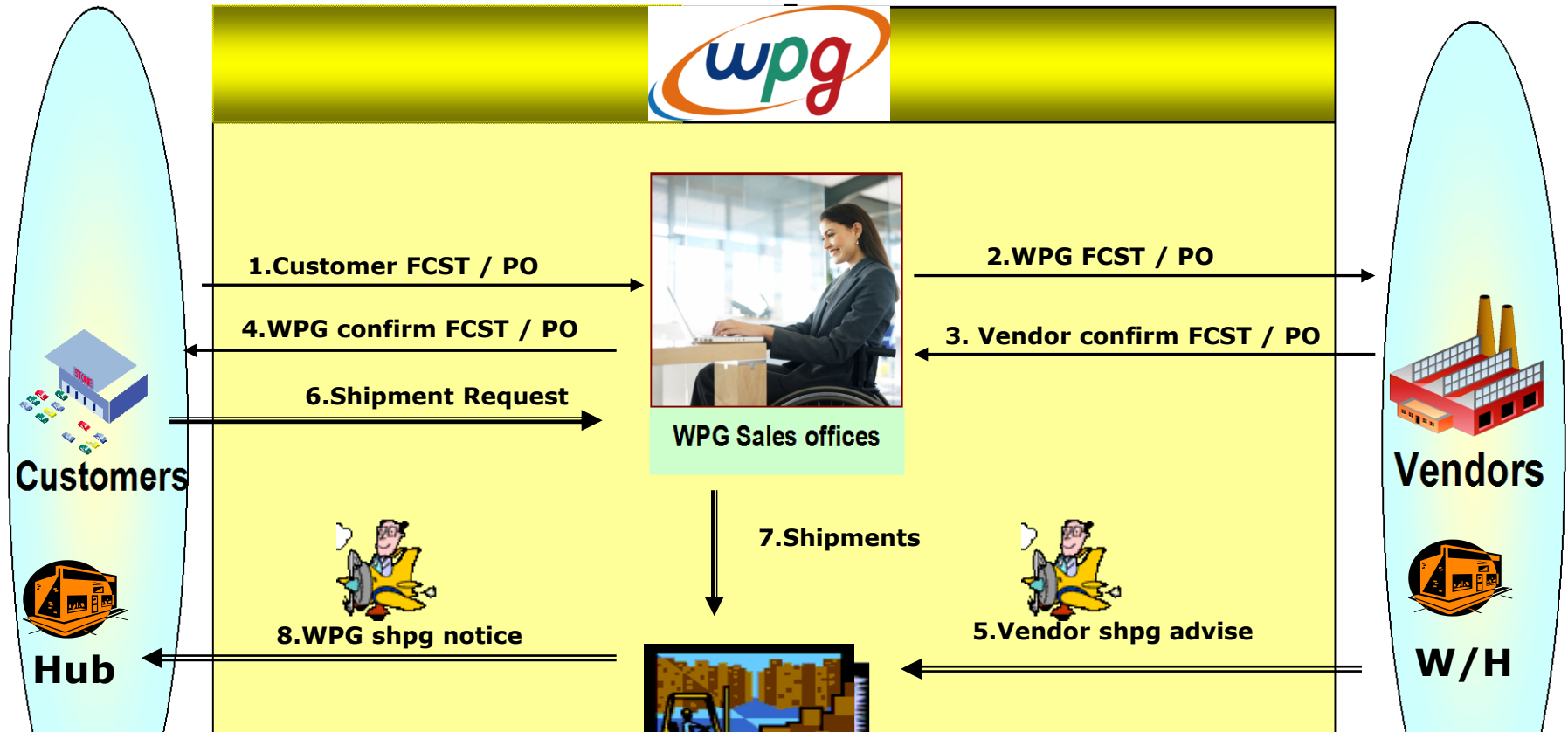
- Warehouse Management
- Product/Market Promotion
- Customer Services
- Localization Service
- Program Management
- Supply Chain Management

- Warehouse Management
- Design in Implementation
- Customer Services
- On time delivery
- Multi-shipping Models
- Supply Chain Management

### Main functions:

1. **Balance** → Buffer the gap between Market demand and supply.
2. **Integration** → Information integration between customers and suppliers.
3. **KSF**: accurate and high efficiency SCM information sharing and utilization.

# WPG Supply Chain Model



## Information Flow:

- Two ways rapid information interchange with transparent and timely e-trace system. Optimization inventory management of SCM

## Goods Flow:

- On time delivery, high effectiveness WMS, enhance customized requirement service & build up JIT physical distribution center.

# 範例：作業功能方塊圖(將投入轉換成產出)

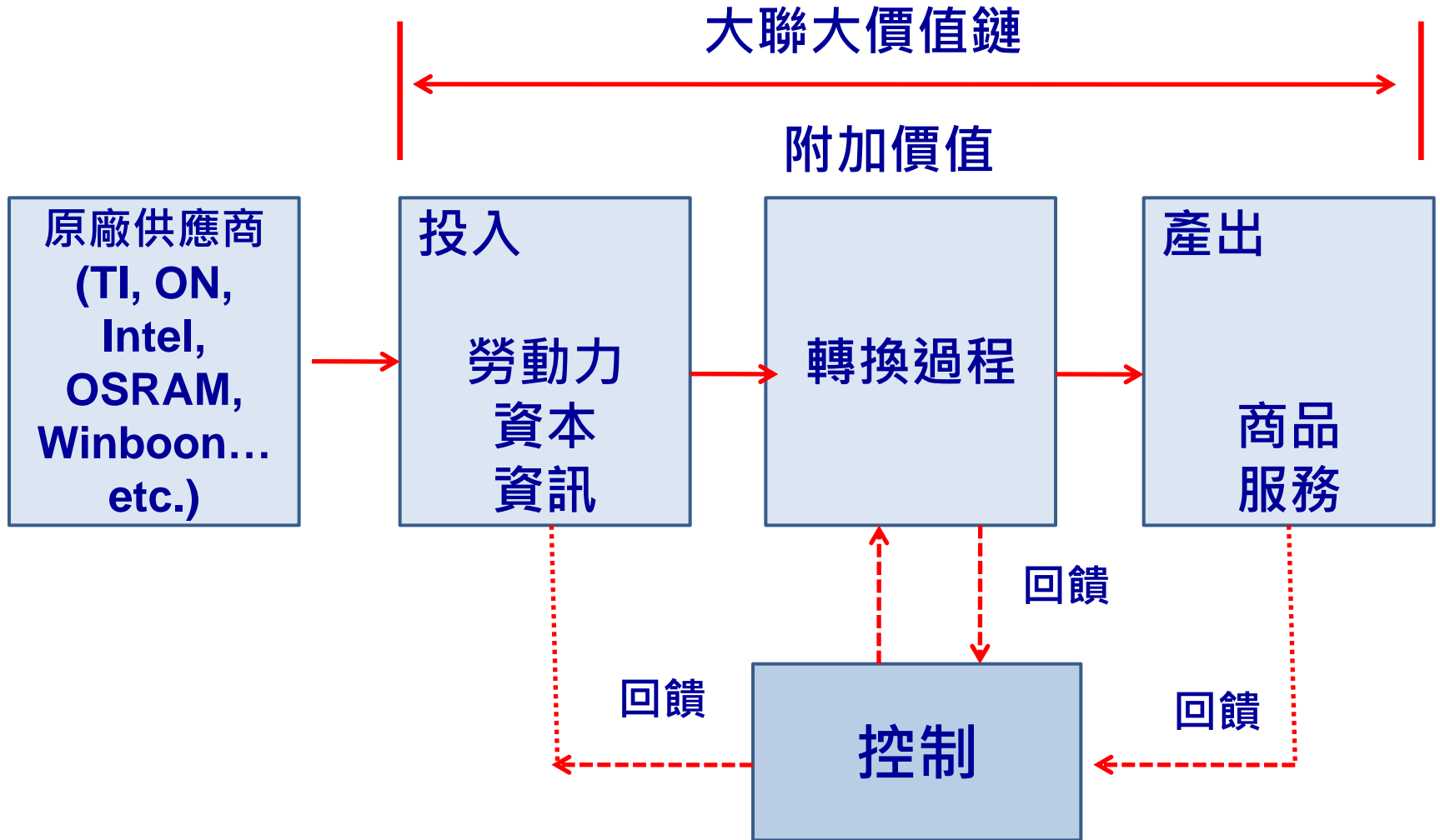
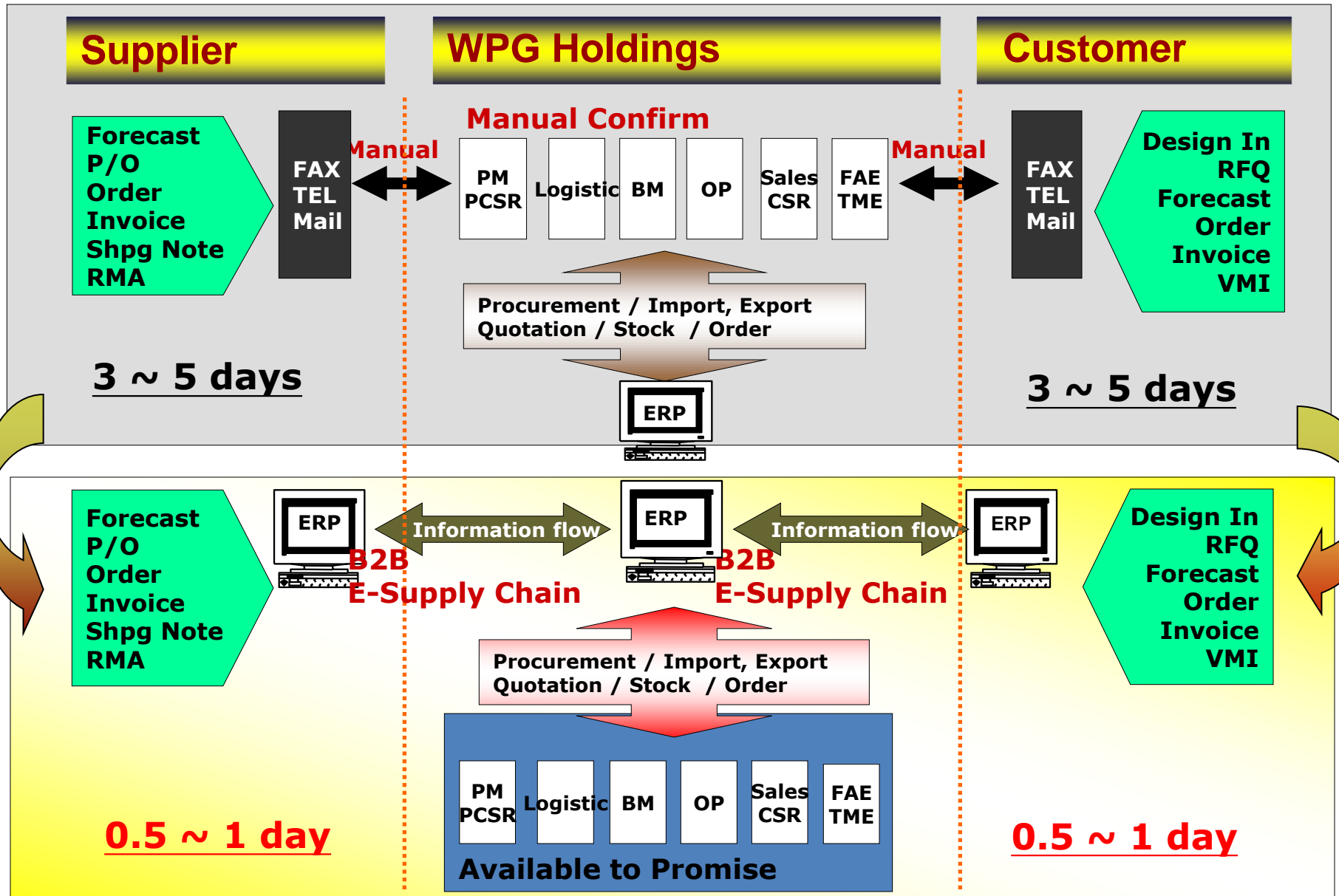
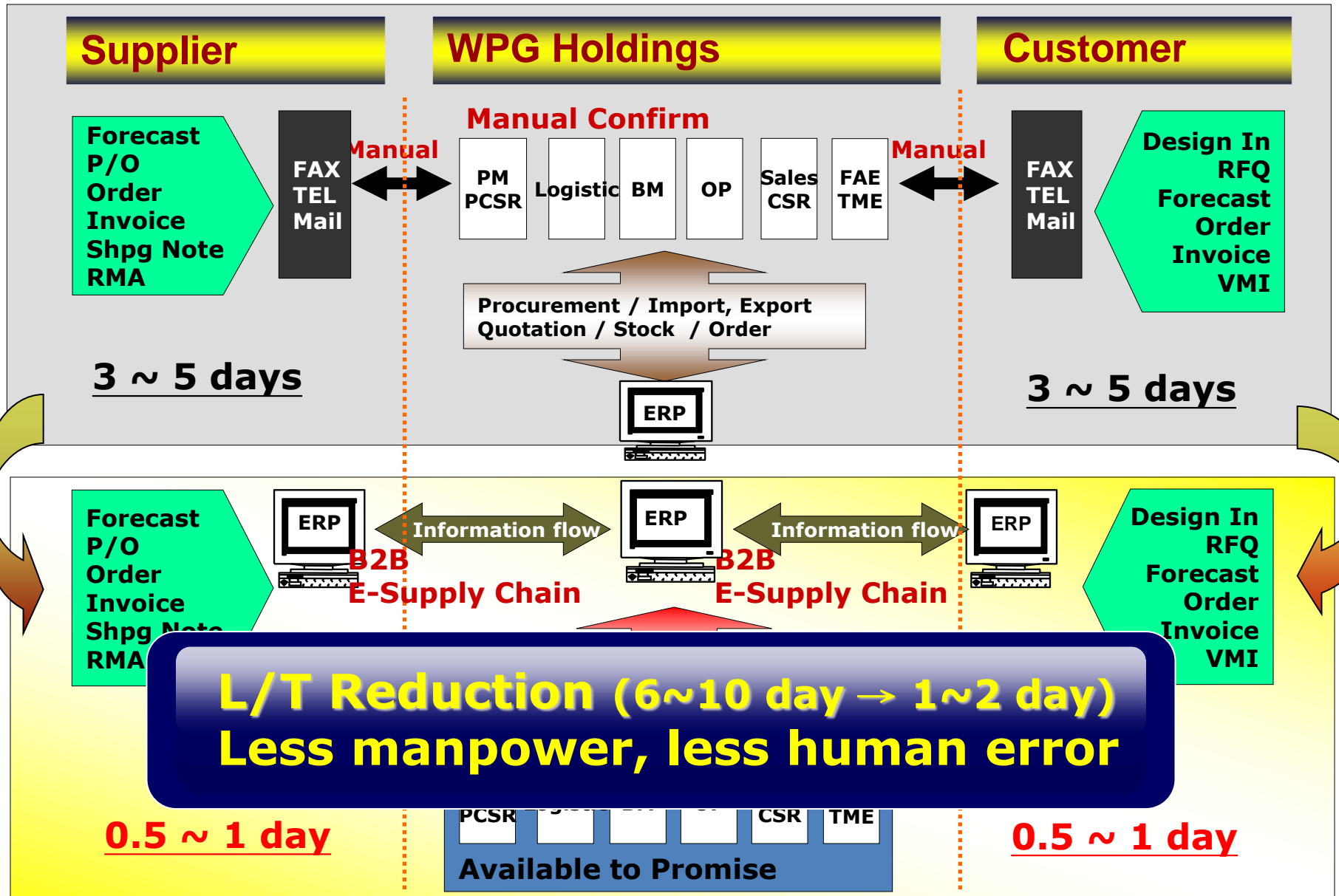


圖 :1.4

# WPG e Supply Chain



# WPG e Supply Chain



# WPG Holdings Awards



**TOP 25 Global Distributors**

**WW No.3, Asia's No.1**

**Forbes Top 2000 Global Enterprises #1,946**

**Asia's No.1 Electronics Distributor!**

- ESMC China's most preferred distributors  
**Most Preferred Overseas Franchised Distributors**
- Common Wealth Top 500 Services Enterprises  
**WPG Holdings ranked No. 5, Semiconductor Distributor No.1**
- Business Next & Business Today  
**Retains Semiconductor Distributor No.1**



# What WPG Holdings Provides

- ▶ Demand creation/Solution provider culture Pan-Asia.
- ▶ Supply chain optimized to handle business Pan-Asia.
- ▶ Full spectrum of programs for principal and/or customer support.
- ▶ B2B/eSupply chain experience for customers (& principals).
- ▶ Comprehensive, consistent reporting capabilities Pan-Asia.
- ▶ Financial strength: able to invest to grow the business.

# WPG Holdings

## The Benchmark of Distribution

- A full footprint in Asia
  - 4 Groups, 7 main warehouses in six cities, about 80 branch offices & about 6,000 staff in the region.
  - Trans-national Marketing, Sales & Supply Chain
  - Supporting more than 600 VMI programs across Asia.
- Design-win, technical support & solution provider culture.
- Consistently rated #1 by our customers & our principals across the region.

# Business strategy and Focus

- Consolidate line card (defocuses small biz line)
- Enhance productivities and gross profit per headcount.
  - ROWC, OPEX/GP, BSC/KPI target
- Invest resource for mega customers to gain more biz.
- Develop Training program for talent group.
- Enhance service quality, and e-biz system.

# 學習反思與分享

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- ▶ 從過程中，您感受到的觀念有哪些？
- ▶ 哪些觀念或方法啟發了您的想法？
- ▶ 可以『從過程中』發現什麼觀念？
- ▶ 如何應用發現的新觀念？
- ▶ 我想與夥伴分享的是.....



# Q & A

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## *Thank you!*



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