

Comply Trade Facilitation – IBS Project Experience Share

IBS - Information Barebones System

Step 1 Before the Lecture

Help member comply trade facilitation requirement

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Lecture Content Subject to Audience Requirement

Samson Pro

Air Logistic Support for Originating Economy

Step 3 – Before the Lecture Finalize of contents

Item	Description of lecture
▷	1. Component Creation - Air Logistic Support for Originating Economy Experience Share subject to Principle, Objective not Cross Other Speakers Contents & Audience wish
	2. Trade Facilitation Demand & Supply World economy and environment Change air LSP vertical & horizontal integration considerations
	3. Before Departure & After Arrival Traditional International trade Practice
	4. Physical Practice & Experience Share
	(1) Government Physical Practice on Facilitation
	(2) Comply the Customs Procedure Before enter WTO, Current & Future
	(3) Industries Automation – D Plan Simplify Documentation & Paperless trend
	(4) IBS Project Support for Freeport Strategies, Free Zone, Distribution Center & Industries Process Zone
	5. Summary & Conclusion

Subject to Market Practice either 100% Success or 100% Failure

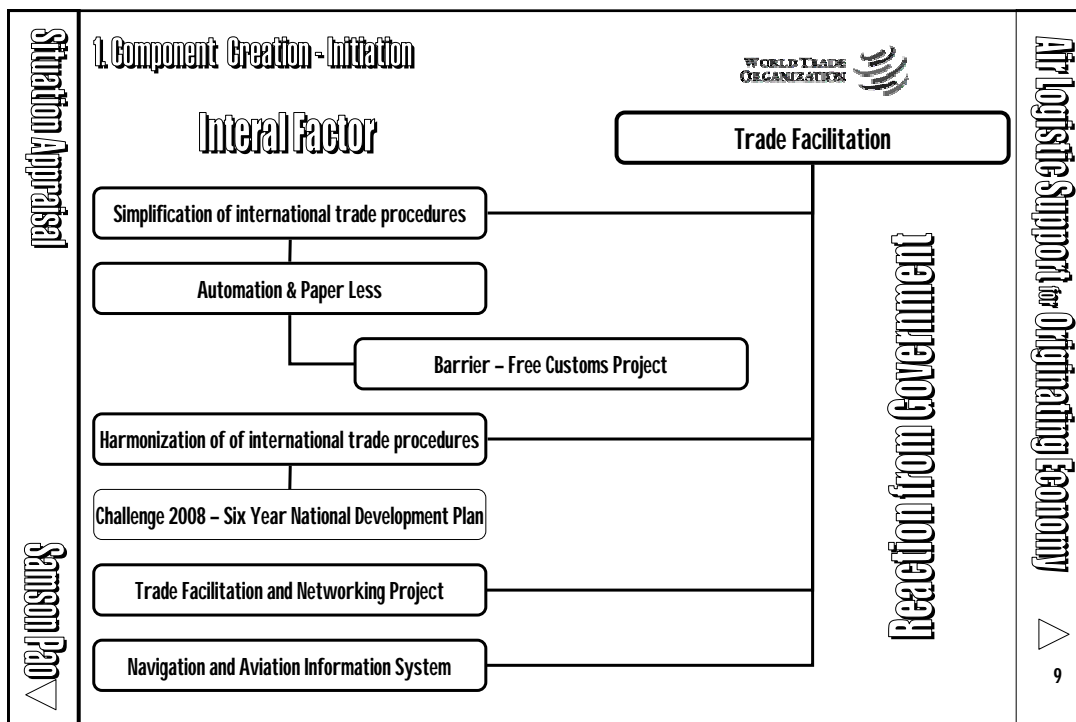
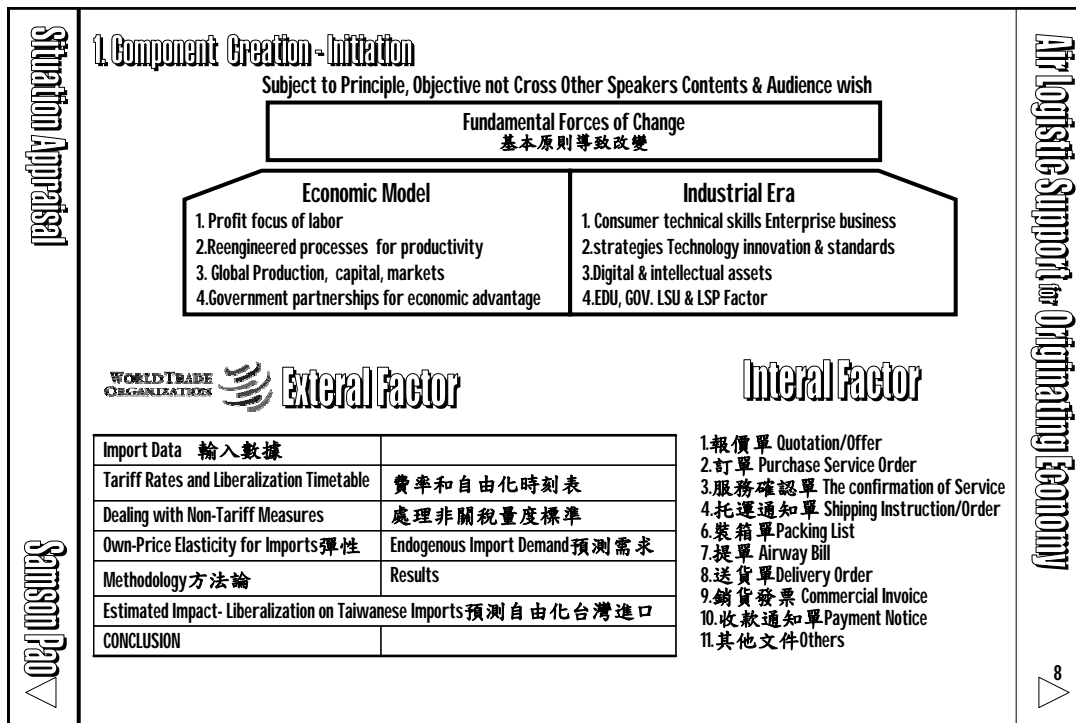
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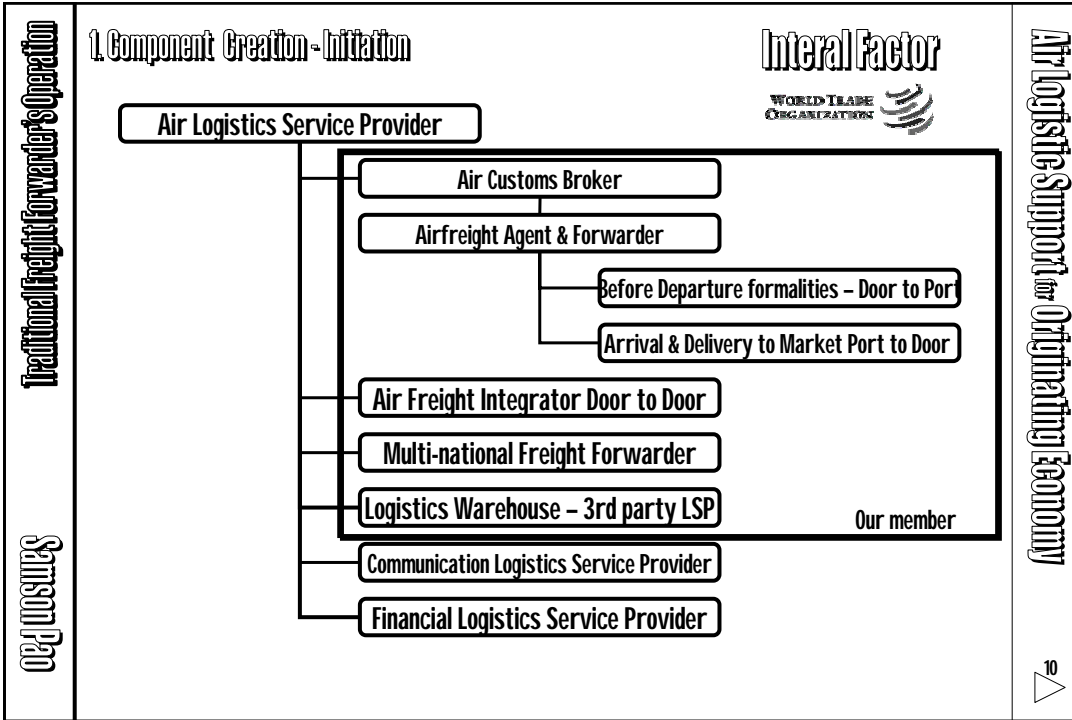
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Lecture Content Subject to Audience Requirement

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Air Logistic Support for Originating Economy





1. Component Creation - Initiation

The Year of 2004

Interl Factor

Stratton Appraisal

Samsun Pao

Air Logistic Support for Originating Economy

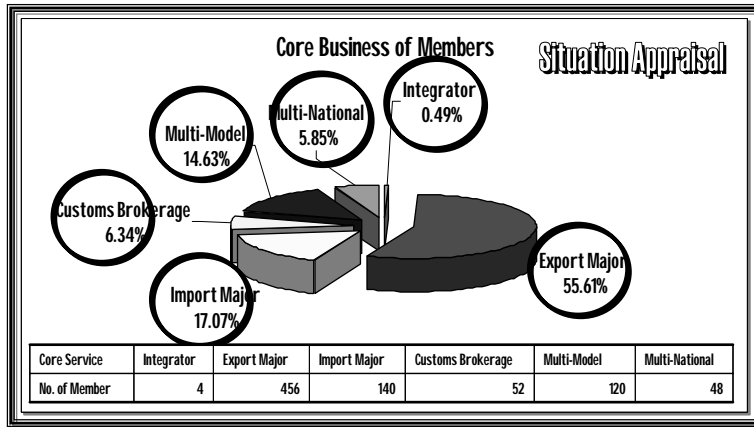
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By Kilo Rank	General Cargo		Ramp Release		Total		Air Market Share	
	Shipment	Weight	Shipment	Weight	Shipment	Weight	Ratio	total
1	17111	27437019	0	0	17111	27437019	4.50%	4.50%
2	27966	24839957	436	346361	28402	25186318	4.13%	8.64%
3	37290	20892161	0	0	37290	20892161	3.43%	12.06%
4	19549	17212750	38	3725	19587	17216475	2.83%	14.89%
5	20215	15882162	2	14	20217	15882176	2.61%	17.50%
6	28875	14654901	0	0	28875	14654901	2.41%	19.90%
7	25679	14473484	0	0	25679	14473484	2.38%	22.28%
8	33964	12742431	2	577	33966	12743008	2.09%	24.37%
9	23893	12706153	0	0	23893	12706153	2.09%	26.45%
10	20	9425	5091	12503250	5111	12512675	2.05%	28.51%
11	41085	12464926	0	0	41085	12464926	2.05%	30.55%
12	6213	12399721	0	0	6213	12399721	2.03%	32.59%
13	8866	11929723	0	0	8866	11929723	1.96%	34.55%
14	34555	11899445	0	0	34555	11899445	1.95%	36.50%
15	20156	11708434	0	0	20156	11708434	1.92%	38.42%
16	12366	10873719	0	0	12366	10873719	1.78%	40.20%
17	7752	10357846	0	0	7752	10357846	1.70%	41.90%
18	9138	10007235	0	0	9138	10007235	1.64%	43.55%
19	4375	9678311	0	0	4375	9678311	1.59%	45.14%
20	22863	9123048	0	0	22863	9123048	1.50%	46.63%
21	21814	8758682	0	0	21814	8758682	1.44%	48.07%
22	12335	8651396	1	210	12336	8651606	1.42%	49.49%
23	11757	7501036	1	9	11758	7501045	1.23%	50.72%

TIFA-R Member Freight Forwarder 820 TCBA-ROC Customs Broker 531

1. Component Creation - Initiation

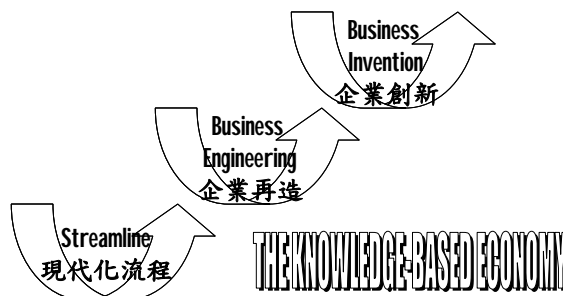
WORLD TRADE ORGANIZATION  Interrel Factor



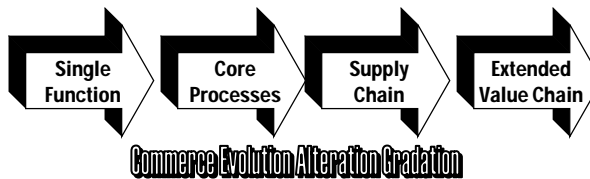
The number of member increased from 624 on 2002 to 820 on Oct. 2004, because of the local logistics Service provider Upgrade their service from domestic to international, but most of our member short of service channel in overseas. Plus the knowledge and risky management is not meet the market requirement.

1. Component Creation - Initiation

Business Strategy, Technology, Customer relationships, and beyond



No Matter LSU & LSP must evaluate their existing sites and determine how to offer increased value to their customers



Ref: Professor Lester Thurow

WORLD TRADE ORGANIZATION External Factor

Taiwan face on Outsourcing Crisis After Y2K

CMS STRUCTURE OF MANAGEMENT

CMS
Common
Management
System

Access
Service

Common
Data
Model

Extension
Scheme

Entity
Mapping

CIM
Common
Interface
Model

SNMP

DMI

FC Service

SES

Proprietary

LSP are working very hard to meet the environment requirement
Before we understand on what it's, The business
already leave us to other country

Remarks:
 實體管理服務 (Entity Management Service)
 共同管理服務 (Common Management Service)
 實體對映 (Entity Mapping)
 共同資料模式 (Common Data Model)
 存取服務 (Access Service)

Situation Appraisal

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Air Logistic Support for Originating Economy

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WORLD TRADE ORGANIZATION External Factor

Taiwan face on Outsourcing Crisis After Y2K

EMS - Entity Management Service

Situation Appraisal

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1. Component Creation - Initiation

■ Required EMS provider competency

▒ Desired EMS provider competency

COMPETENCIES

	Design	Procurement	Planning	Production	Fulfillment	Customer Management
DEGREE OF OUTSOURCING	■	■	▒	■	■	■
100% Outsourcing	■	■	▒	■	■	■
Subsystems	▒	▒	▒	■	▒	▒
Subassemblies	□	▒	□	■	▒	□
Kitting + VMI	□	□	▒	□	▒	□

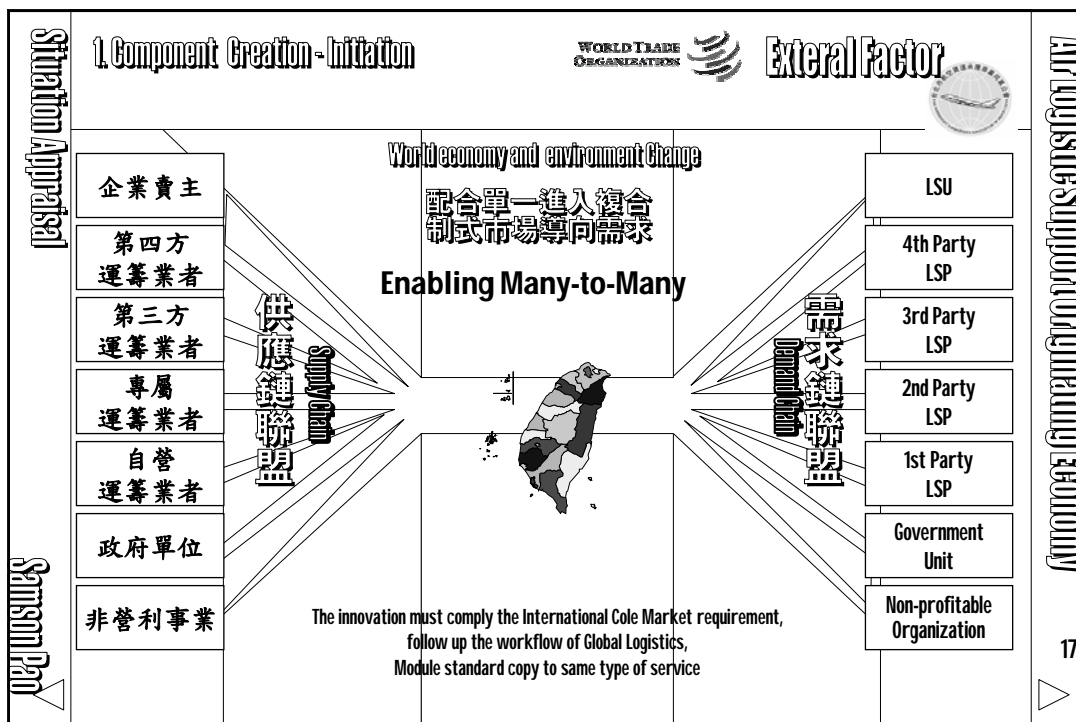
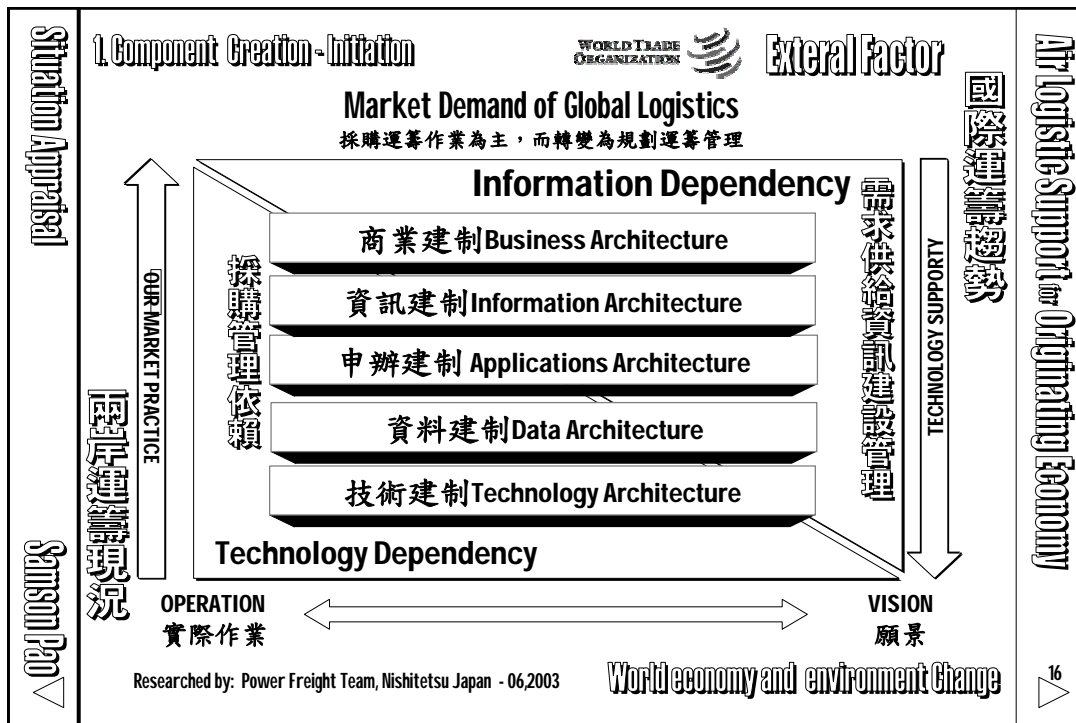
Resource from Walker, Jim. 2000. Outsourcing : the good life. HDI Magazine, July.

Situation Appraisal

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Situation Appraisal

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1. Component Creation - Initiation

Review of Article II (MFN) Exemptions;
Questions from the Separate Customs

WORLD TRADE ORGANIZATION

External Factor

Principle	Description
Comprehensiveness 周全性	The APEC liberalisation and facilitation process will be comprehensive, addressing all impediments to achieving the long-term goal of free and open trade and investment.
Transparency 透明性	Each APEC economy will ensure transparency of its respective laws, regulations and administrative procedures that affect the flow of goods, services and capital among APEC economies in order to create and maintain an open and predictable trade and investment environment in the Asia-Pacific region.
Flexibility 靈活性	Considering the different levels of economic development among the APEC economies and the diverse circumstances in each economy, flexibility will be available in dealing with issues arising from such circumstances in the liberalisation and facilitation process.
Cooperation 合作性	Economic and technical cooperation contributing to liberalisation and facilitation will be actively pursued.

Project Structure The work program for the project falls into two distinct parts.
Part 1: Study of the Impact of Maritime Policy Reform'
Part 2: Policy Alternatives towards International Shipping Liberalisation'

Air Logistic Support for Originating Economy

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Situation Appraisal

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1. Component Creation - Initiation

External Factor

Yanjiang Delta 42.60%, North China 17.50%
Northeast 14.30%, Northwest 1.80%

23-20% Market Share of China

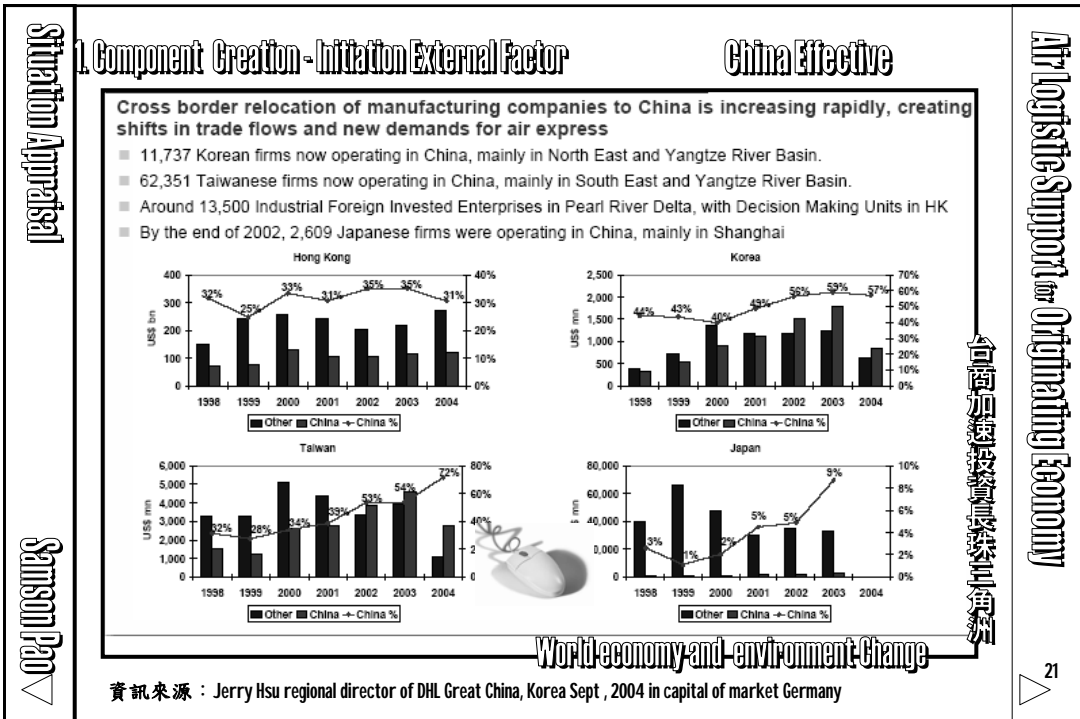
China Effective

SOURCE : CAAC AIRPORT STATISTICAL BOOK

Air Logistic Support for Originating Economy

Hong Kong Lead A5 Projection Pear Delta

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1. Component Creation - Initiation External Factor

GOV reaction

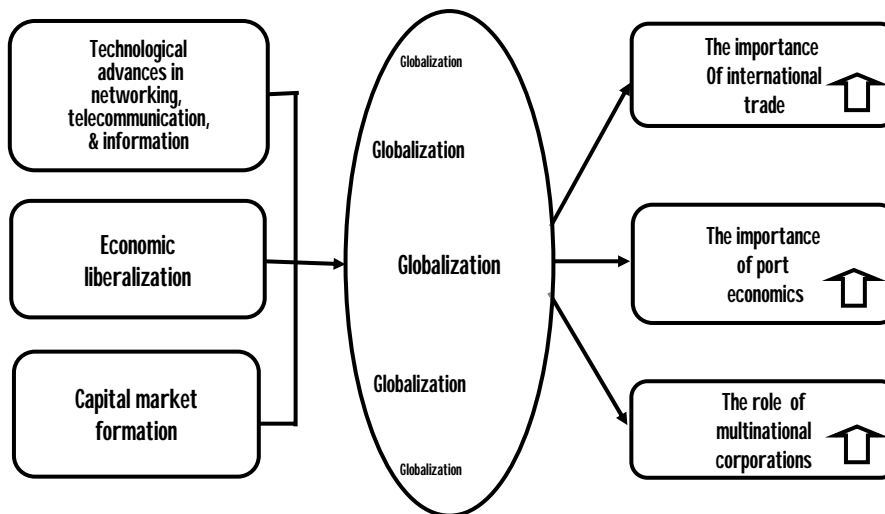
1. Promoting a Liberalized and Internationalized Industrial Environment
2. Promoting Taiwan as an Asia-Pacific Regional Manufacturing Center
3. Strengthening R&D Systems and Implementing High-Tech Projects
4. Development of High-Tech and High Value-Added Industries
5. Planning and Constructing Intelligent Industrial Parks
6. Adjusting Functions of Economic Processing Zones and Establishing Special Warehousing Zones for Transshipment
7. Accelerating Use of Defense Technology of Sun Yat-Sen Institute for Scientific Research to Promote Development of Manufacturing Technology
8. Further Integrating Investment Operations and Actively Promoting Investment Projects
9. Promoting Development of Ten Emerging Industries
10. Upgrading Competitiveness of Traditional Industries
11. Promoting E-Commerce for Manufacturing Industry
12. Promoting Industrial Cooperation
13. Raising Industrial Standards through Mid- to Long-Term Planning



2. Trade Facilitation - Demand & Supply



Challenge 2008 - The 6-year National Development Plan

Globalization of world economy bolsters the increasing importance of international trade and the roles of ports and MNCs. To make Taiwan become the best location for regional operation headquarter for Taiwanese Businesses and MNCs



Source Council for Economic Planning and Development The Executive Yuan, Taiwan, ROC April 29, 2004

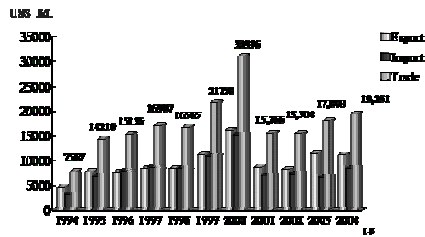
Formulation of Goals & Strategies	2. Trade Facilitation Demand & Supply		Air Logistic Support for Originating Economy
	Challenge 2008 – The 6-year National Development Plan		
	Free Ports	Planning single-window administration for free ports	
	Enterprise Operation Headquarters	Providing favorable measures for taxation and land	
	Joint Air-/Sea Port	Strengthening infrastructure and integrating multi-modal transportation linkage	
Barrier-free Customs Clearance	Providing digital single-window trade platform to simplify trade procedures and documents		
Global E-Logistics	Establishing global e-supply chain system to enhance competitiveness		
Samson Pao		24	

Formulation of Goals & Strategies	2. Trade Facilitation Demand & Supply		Air Logistic Support for Originating Economy
	2001 - 2004 Country Report - crisis not change at all 		
	<ol style="list-style-type: none"> 1. Domestic and global economic slowdowns 國際與國內經濟遲緩 2. Government short of economic leadership 政府缺乏稱職的經濟領袖 3. Industrial upgrading has remained just a slogan. 產業升級保持原點 4. Corporations are leaving the country in search of greener pastures. 產業因市場競爭尋找綠洲而出走 5. The political standoff between the ruling and opposition parties 政治踐踏朝野之間 6. The Legislative Yuan is witnessing a serious standoff between pro-independence and pro-unification ideologies. 立法院面對統獨嚴重對立 7. Military demonstration from China 中共軍事演習恫嚇 8. low economic growth and highest unemployment in history. 經濟低成長與失業歷史新高 		
Samson Pao			25

Year	Export		Import		Trade	
	US\$ Million	%	US\$ Million	%	US\$ Million	%
1995	7,564	68%	6,652	116%	14,216	88%
1996	7,444	-150%	7,766	17%	15,136	6%
1997	8,241	11%	8,666	12%	16,907	12%
1998	8,286	0.54%	8,279	-4.50%	16,565	-2.00%
1999	11,137	34.40%	10,621	28.30%	21,758	31.00%
2000	15,989	43.60%	14,947	40.70%	30,936	42.20%
2001	8,570	-46.40%	6,796	-54.50%	15,366	-50.30%
2002	8,087	-5.60%	7,217	6.20%	15,303	-0.40%
2003	11,397	40.90%	6,451	-10.60%	17,848	16.60%
2004 1-9	11,014	39.40%	8,247	90.9%	19,261	57.40%

Hsin Chu Science-based Industrial Park

Annual Export/Import Trade



3. Before Departure & After Arrival



Established on Dec. 15, 1980, the Hsinchu Science Park (HSP) was the first science park of its kind in Taiwan. With its mission being to establish a high quality R&D base for the high-tech industry, the HSP has continuously expanded its infrastructure and facilities with total government investment to date of 1,121 million US dollars. A total of 370 high-tech companies, mainly involved in semiconductor, computer, telecommunication, and optoelectronics industries, have been established in the park to the end of December 2003.

Milestone

- 2004** Executive Yuan decided to development Yilan Base.
- 2003** 198 hectares of land in Longtan was assigned as an extension site of Hsinchu Science Park.
- 2001** 350 hectares of land in Tunglo was included in the Stage 4 development of Hsinchu Science Park.
- 1999** The Life Hub, Park's Exhibition Center, opened to Park residents and the community. Acquired 118 hectares of land in Jhunan for the Stage 4 development.

Tainan Science-based Industrial Park

3. Before Departure & After Arrival

development of high-tech industry for the Executive Yuan approved, in January 1992

TSIP will cover an area of 6,625 acres, including 1,625 acres for initial development to be carried out in two phases.

Microelectronics and Precision Machinery Zone

Goals

Production Value:

US\$2.6 billion by 2005

US\$4.6 billion by 2010

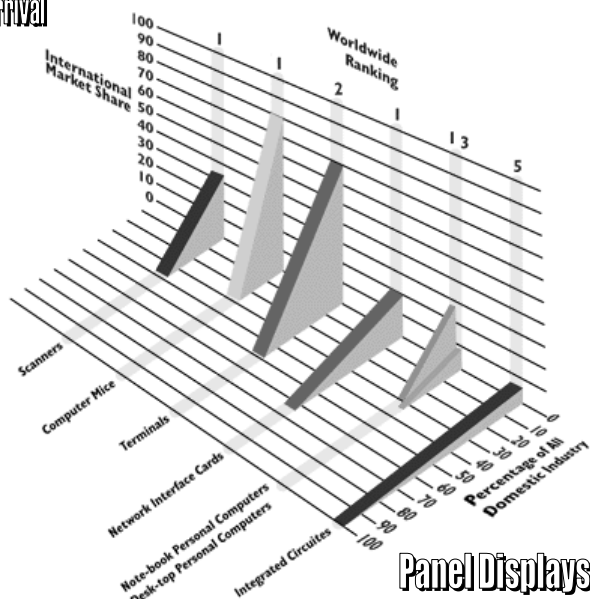
Land Developed for Factor Use:

42 hectares (105 acres) in Phase I

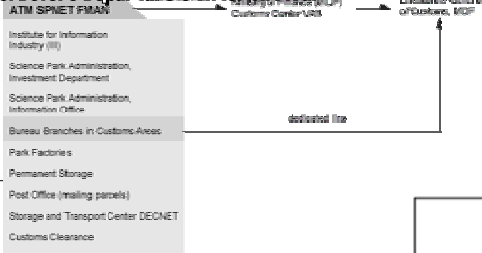
Employees:

5,000 people by 2005

7,000 people by 2010

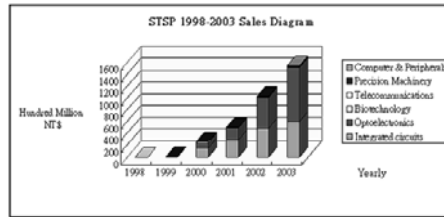


3. Before Departure & After Arrival



南科園區經驗分享

Unit: Hundred Million NTS



1. Integrated Circuits
IC (Integrated Circuit) design, IC manufacturing, IC materials, IC packaging and testing equipment are to be attracted.
2. Computers and Peripherals
3. Telecommunications.
4. Optoelectronics
5. Precision Machinery
LCD production equipment,

Year /Cat	1998	1999	2000	2001	2002	2003
Integrated Circuits	0.69	11.41	151.23	287.44	485.41	608.99
Optoelectronics	-	0.47	98.85	199.52	523.36	897.18
Biotechnology	-	0.10	0.73	1.51	2.45	5.29
Telecommunications	0.46	3.06	10.18	5.54	3.73	6.63
Precision Machinery	-	0.80	3.30	7.84	16.13	32.71
Computer & Peripherals	-	-	-	-	-	1.08
Total	1.15	15.84	264.29	501.85	1,031.08	1,551.88

Jun. 2004

Industries	Companies Sales in park	Sales This Quarter	Accumulated in Current Year (Amount%)
Integrated Circuits	9	\$20,775,331	\$38,469,671(91.11%)
Optoelectronics	22	\$46,283,771	\$82,095,218(62.38%)
Biotechnology	11	\$310,997	\$487,176(39%)
Telecommunications	11	\$214,344	\$412,476(32%)
Precision Machinery	11	\$931,128	\$1,785,981(45%)
Computer & Peripherals	1	\$234,847	\$363,470(29%)
Others	1	\$28,348	\$59,500(65%)
Total	66	\$68,778,767	\$123,652,497(100%)

3. Before Departure & After Arrival



(1) Land rent

The land in the economic processing zone belongs to the government. Regardless of the purchase of standard factory or self-built factory, investors must lease land from the administration. The current monthly rent per square meter varies as listed in the following:

- Nantze Zone—NT\$11.50
- Kaohsiung Zone—NT\$10.5
- Taichung Zone—NT\$9.15
- Taichung Harbor Zone—NT\$14.38

Chengkung Exclusive Zone—Annual rent calculated at 5% of the government announced land value for land owned by Taiwan Sugar Corporation. Rent should be paid on a monthly basis. The rent is calculated at 10% for all other land.

Hsiaukan Exclusive Zone—Annual rent calculated at 5% of the government announced land value for land owned by Taiwan Sugar Corporation.

Linhai Industrial Park—Annual rent calculated at 5% of the government announced land value to be paid on a monthly basis

(2) Public facilities fee:

- Nantze Zone—NT\$2.79 per square meter per month for land in the original zone area and NT\$7.56 for land in the expansion area.
- Taichung Zone—NT\$2.84 per square meter per month for land in the original zone area and NT\$5.38 for land in the expansion area.

(3) Administration fee: For international trade business in the incoming goods zone, the administration fee is calculated at 0.15% of the turnover. The rate for those in the non-incoming goods zone is 0.05% of the turnover. There is a minimum for the administration fee of NT\$10,000 per month.

Ref: <http://portal.epza.gov.tw/www/Eng/a02/a02-4.htm>

3. Before Departure & After Arrival



Resource Group (TRG) Customs also Consults frequently with trade Groups
Including but not limited to:

1. Air Couriers' Conference of America
2. Air Transport Association
3. American Association of Export & Import
4. American Association of Port Authorities
5. American Electronics Association
6. American Trucking Association
7. Association of American Railroads
8. Auto Industry Action Group
9. Customs Electronic Systems advisory Committee
10. Joint Industry Group
11. Joint Industry Group
12. National association of Foreign Trade Zones
13. National Customs house Brokers & Freight Forwarders Association of America



US Customs Service



3. Before Departure & After Arrival

Jan - DEC 2004

Traditional International Trade Practice

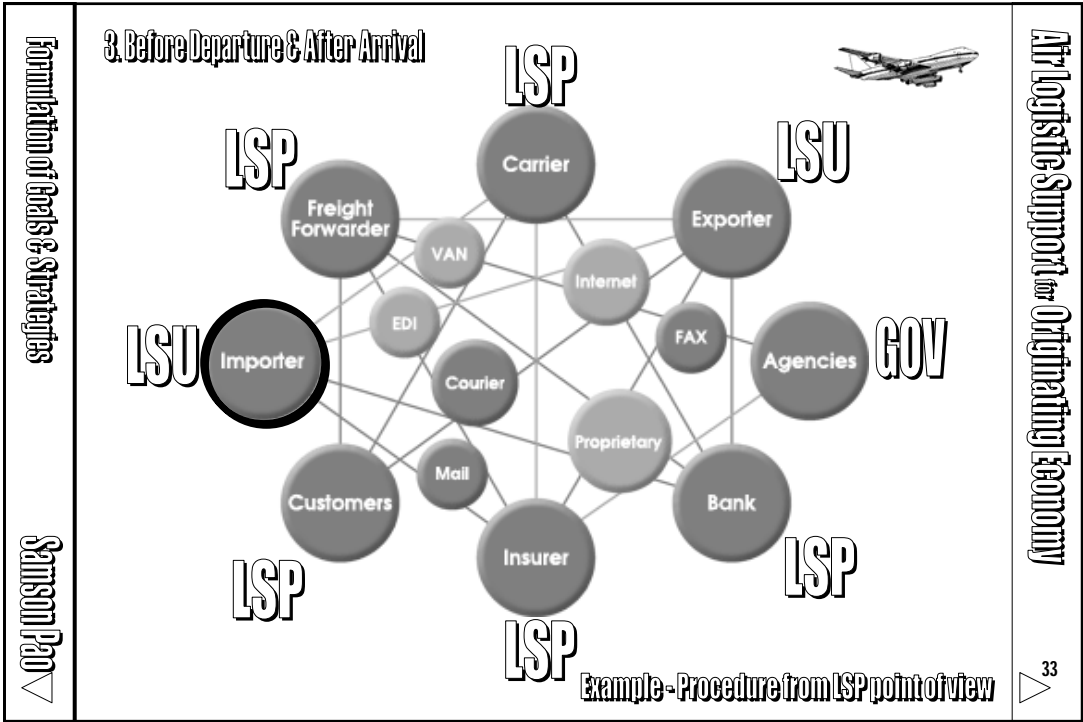
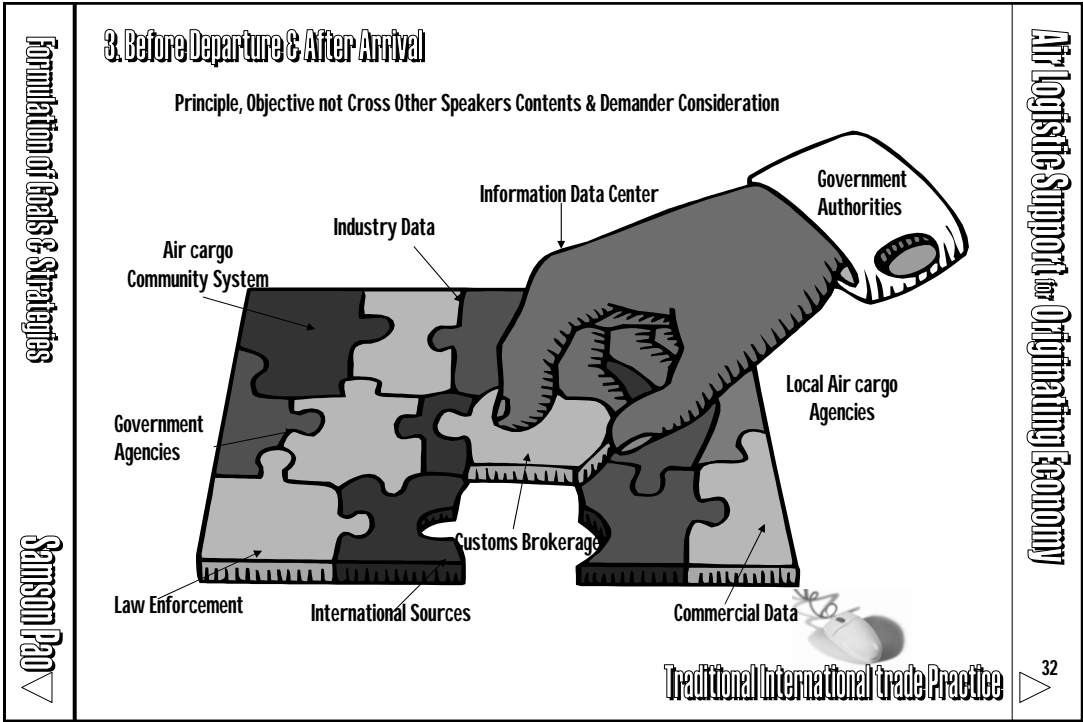
Description	Keelung	Taipei	Taichung	Kaohsiung	Year amount
Import Entry	67,531	117,255	14,671	40,055	2,693,669
Import Express	0	66,216	0	0	750,384
Simplify Import Entry	0	471,178	0	0	4,794,513
Export Entry	116,992	163,135	44,877	83,706	4,729,709
Export Express	0	77,805	0	0	832,701
Simplify Import Entry	0	325,059	0	37	3,662,786
In Transit Application	2,815	13,183	2,769	18,151	439,918
Process Zone Manufacturers	0	0	54	194	
Science Parks Manufacturer	0	381	7	118	
Bonded Manufacturers	0	158	54	52	
Export & Import Warehousing	33	22	19	30	
Customs Broker	533	542	103	319	
3 rd parties Logistics warehouse	41	44	20	41	
1 st party logistics warehouse	2	71	6	16	
Logistics Center	0	7	0	3	

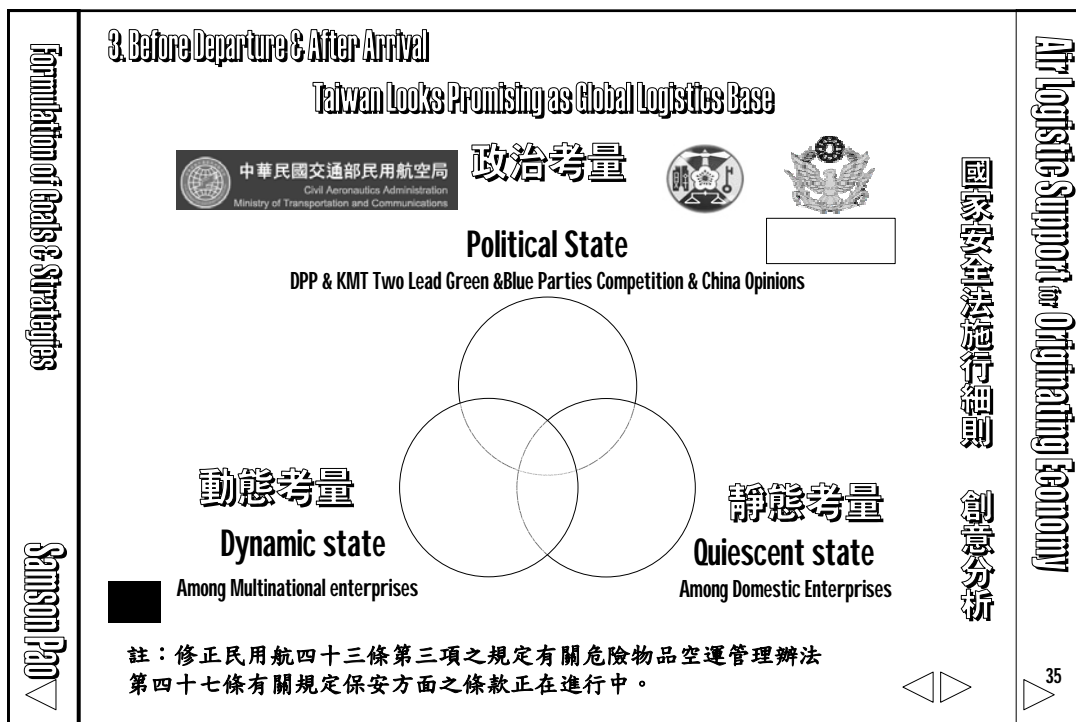
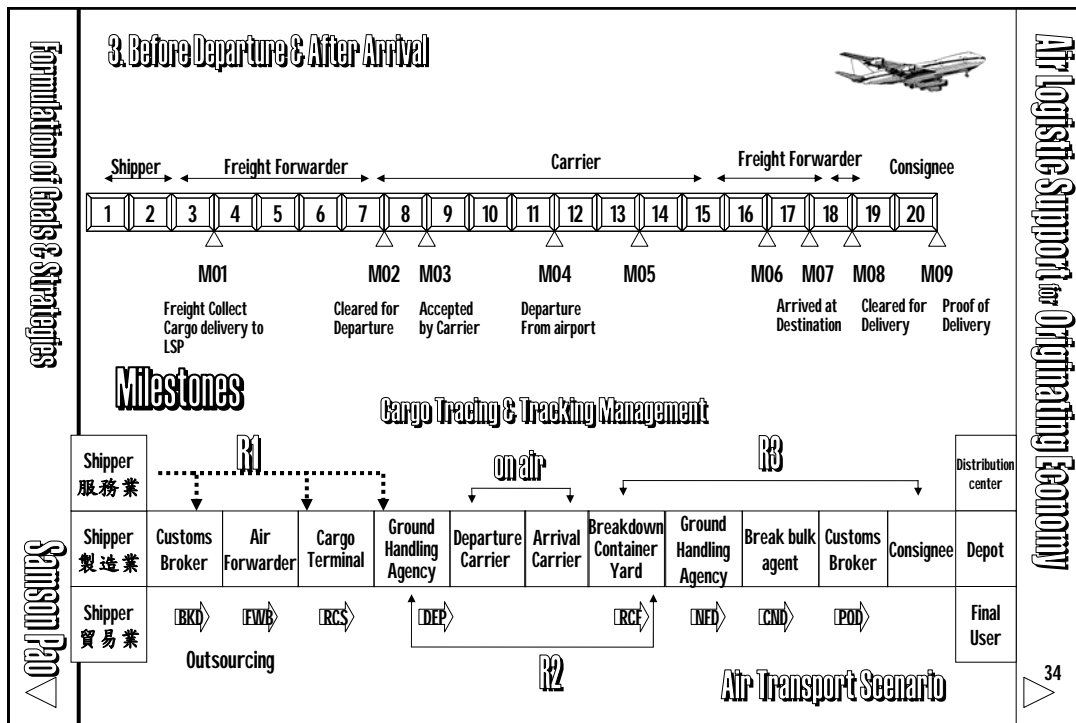


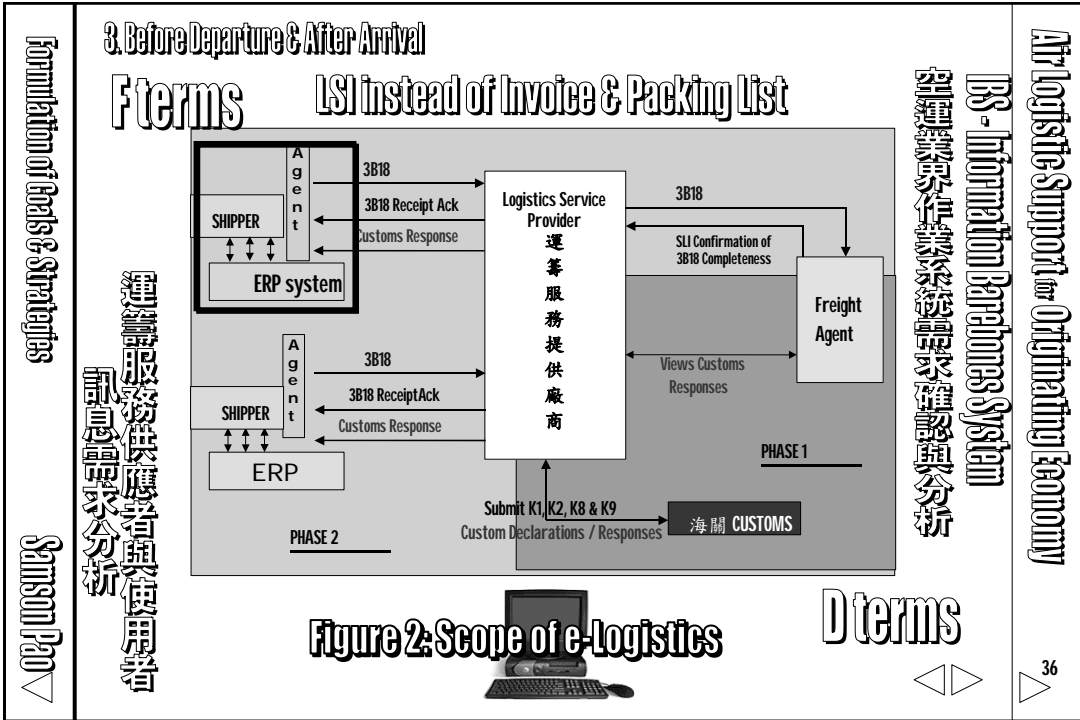
Customs Entry Summary
Import & Export

航空貨運與海運
進出口筆數
比重表

http://web.customs.gov.tw/statistic/statistic/EISS_10.asp







Formulation of Goals & Strategies

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運籌服務供應商與使用者
訊息需求分析

Air Logistic Support for Originating Economy
IS - Information Barriers System
空運業務作業系統需求確認與分析

Air Logistic Support for Originating Economy

3. Before Departure & After Arrival

Taiwan's strength in promoting privatization

Governing Authority	Company Name	Date Set for Privatization
MOEA	Taiwan Power Company Chinese	December 2005
	Petroleum Corporation Taiwan Salt	December 2003
	Industrial Corporation Aerospace	June 2003
	Industrial Development Corporation	December 2003
	China Shipbuilding Corporation	December 2003
	Tang Zong Iron Works Co.,	August 2004 for the stainless steel Plan, which is under reconstruction
	Kao-Hsiung Ammonium Sulphate Corporation Agricultural and Industrial Enterprise Co., Ltd.	December 2002

Source: Compiled by CEDI, CEPD

Mature capital market: (Oct. 2002)

- Market capitalization of US\$127.6 billion
- 643 listed companies (excluding 365 OTC listing firms)
- Annual trading values about US\$525 billion (2001)
- Significant number of privatized firms in various sectors.
- A stable institutional framework composed of a set of laws and regulations.

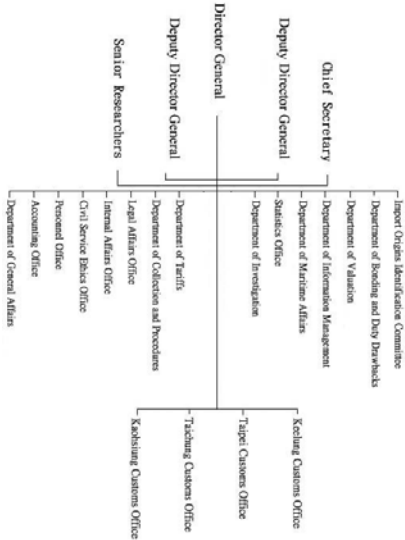
Formulation of Goals & Strategies

Samson Pro

Air Logistic Support for Originating Economy

Government Physical Practice on Facilitation

Organization of the Customs Service After WTO Member



Functionalities

1. Collection of import duty
2. Entrusted by other government agencies to collect commodity tax, business tax, tobacco and alcohol tax, and other fees or charges
3. Clearance of exported goods
4. Prevention and interception of smuggling and handling of goods seized
5. Management of the clearance of means of transport and the establishment of customs brokers
6. Supervision of import/export warehouses and container yards
7. Management and supervision of the establishment of bonded factories and bonded warehouses
8. Assisting other government agencies to execute their laws and regulations
9. Handling the clearance of goods into or out of special areas
10. Supervision and maintenance of Customs preventive vessels and communication equipment
11. Other customs affairs

Government Physical Practice on Facilitation

Directorate General of Customs

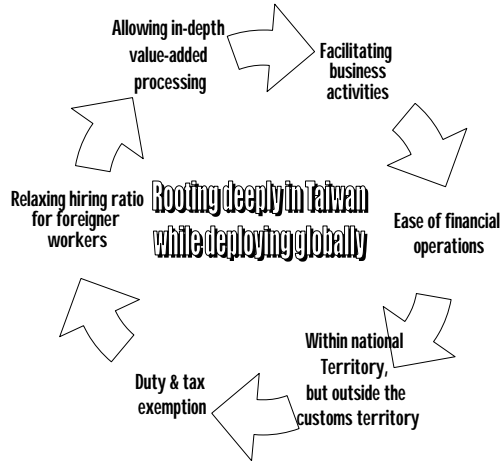


Name of Unit	Functions
Department of Collection and Procedures	Taking charge of cargo clearance, collection and exemption of duties and fees, management of means of transport, warehouses and customs brokers as well as international customs cooperation affairs
Department of Tariffs	Taking charge of the interpretation and classification of tariffs and laboratory tests for import/export goods
Department of Investigation	Planning and enforcing smuggling prevention operations
Department of Maritime Affairs	Taking charge of the construction, management, maintenance and supplies for lighthouses and other navigational facilities and the management of radio equipment
Department of Information Management	Responsible for customs clearance information processing and other related work
Department of Valuation	Responsible for the scrutiny, investigation and determination of customs values for import goods and post clearance auditing for import/export goods
Department of Bonding and Drawbacks	Managing operations concerning duty drawback and various bonding businesses including bonded factories, bonded warehouses, science parks and duty-free shops
Department of General Affairs	Conducting relevant businesses including official seal endorsing, corresponding and filing of official documents, general affairs

Adjust Customs functionalities

Government Physical Practice on Facilitation

The incentives for attracting businesses to free ports

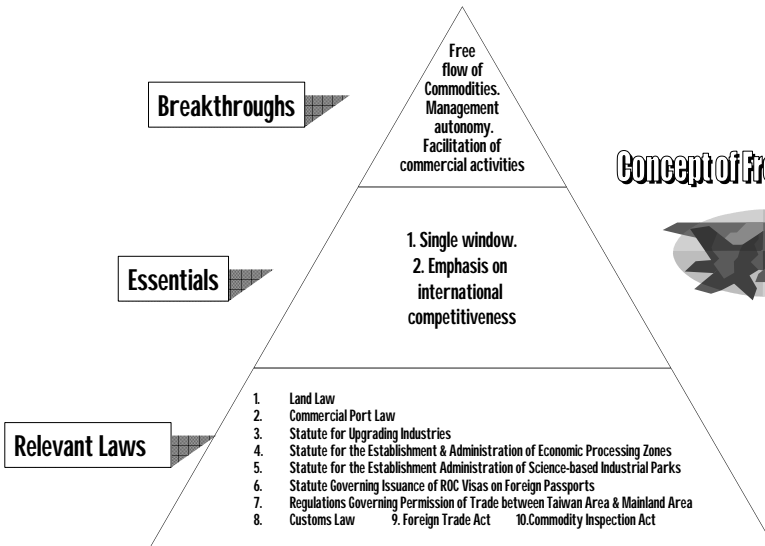


LSP comply the Planning of Taiwan's Free Ports
Taiwan's Role as an International Logistics and Distribution Center

Source: CEDI, CEPD, Executive Yuan

Government Physical Practice on Facilitation

Concept of Free Port Plan

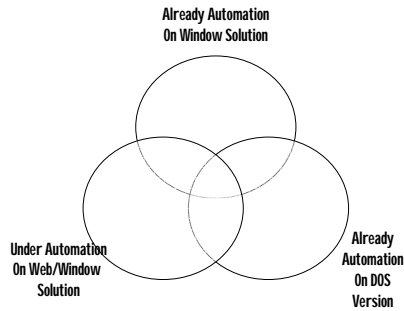


Planning Highlights : Pursuing Reform on modular basis, seeking breakthrough on critical points

Source: CEDI, CEPD. Compiled by TAFA-R

Related Department of Trade Facilitation

(1) Government Physical Practice on Facilitation



Board of Foreign Trade, MOEA

General Customs MOF

Ministry of Finance

Bureau of Standards, Metrology & Inspection, MOEA

Intellectual Property Office, MOEA

Department of Health, Executive Yuan

Government Information, Executive Yuan

CAA Transport & Communication - Air Security

Council for Economic Planning and Development



International Chamber of Commerce
The world business organization

(2) trade facilitation on commercial site

	Incoterm Abbreviation (See Below)	EXW	FCA	FAS	FOB	CFR	CIF	CPT	CIP	DAF	DES	DEQ	DDU	DDP
GUIDANCE ON THE OBLIGATIONS OF SELLER & BUYER	Check suitability of each term before using	Any mode of transport including multi-modal		Sea and inland waterway only				Any mode of transport including multi-modal			Sea and inland waterway only		Any mode of transport including multi-modal	
	Seller delivers to...	BUYER COLLECT	EXPORT CLEARED				INSURED		INSURED		DUTY PAID			DUTY PAID
	...named place/port	...Seller's Premises	...Buyer Carrier	...Port of shipment	...Port of shipment	...Port of destination	...Port of destination	...Destination point	...Destination point	...Frontier	...Port of destination	...Port of destination	...Destination point	...Destination point
Export Licence, official authorisations and export customs formalities		Buyer	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller
Import Licence, official authorisations and import customs formalities		Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Seller
Contract of Carriage		Buyer	Buyer	Buyer	Buyer	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller
Contract of Insurance (where neither party obligated, Contract of sale should specify)		Either	Either	Either	Either	Either	Seller	Either	Seller	Either	Either	Either	Either	Either

Understanding Incoterms: Incoterms are standard trade definitions most commonly used in international sales contracts. Devised and published by the International Chamber of Commerce, they are at the heart of world trade. Among the best known Incoterms are EXW (Ex works), FOB (Free on Board), CIF (Cost, Insurance and Freight), DDU (Delivered Duty Unpaid), and CPT (Carriage Paid To). ICC introduced the first version of Incoterms - short for "International Commercial Terms" - in 1936. Since then, ICC expert lawyers and trade practitioners have updated them six times to keep pace with the development of international trade. Most contracts made after 1 January 2000 will refer to the latest edition of Incoterms, which came into force on that date. The correct reference is to "Incoterms 2000". Unless the parties decide otherwise, earlier versions of Incoterms - like Incoterms 1990 - are still binding if incorporated in contracts that are unfulfilled and date from before 1 January 2000.

4.3.1. RosettaNet Cole Factory Standard

RosettaNet Cole Factory Standard

Shipper 項目	HP (惠普)	Asus (華碩)	Mitac (神達)	Tatung (大同)	IEC (英業達)	FIC (大眾)	ARIMA (華宇)	CMC (中環)	SAMPO (新寶)	TV (關寶)
導入 PIP	3B3 3B18	3B3 3B18 3B4	3B3 3B18 3B4 · 3B2 4B2 · 4C1	3B3 3B18 4C1	3B3 3B18 3B4	3B3 3B18	3B3, 3B18	3B3, 4C1	3B12, 3B3, 3B18, 4C1	3B3, 3B18, 3B4
主要物流節點 (Logistic node: 出/到貨點)	台灣(3B3, 3B18),	台灣 (3B3, 3B18), 大陸 (3B3), 捷克 (3B3)	台灣 (3B18/3B 3,3B2,4B 2,4C1) 大陸(3B3) 美國(3B3) 英國(3B3) 香港 (3B3/3B4)	台灣(3B3, 3B18), 香港,大陸, 泰國 (3B3) 美國 (3B3,4C1)	台灣 (3B3,3B1 8,3B4) 大陸 (3B3), 美國 (3B3), 蘇格蘭 (3B3)	台灣 (3B18,3B 3), 香港 (3B3) 美 國(3B3)	台灣 (3B18/3B 3), 日本 (3B3), 美國(3B3)	台灣(3B3) 美國(3B3, 4C1) 香港(3B3, 4C1)	台灣 (3B12/3B1 8/3B3) 大陸(3B3) 香港(3B3) 美國(3B3) 荷蘭 (3B3,4C1) 韓國(3B3)	台灣 (3B18/3B3/3B 4) 大陸(3B3/3B4) 美(US AMS spec 香港,英,新加 坡 (CargoImp)
貨況追蹤	7 個 (含現存 3 個)	7 個	7 個	6 個	7 個	7 個	7 個	26 個 (含海運貨況)	7 個	7 個
串連方式	AP2AP	AP2AP	AP2AP	AP2AP	ASP	AP2AP	ASP	AP2AP ASP	AP2AP	AP2AP
連 LSP 數	11	5	5	10	5	4	2	5	3	5

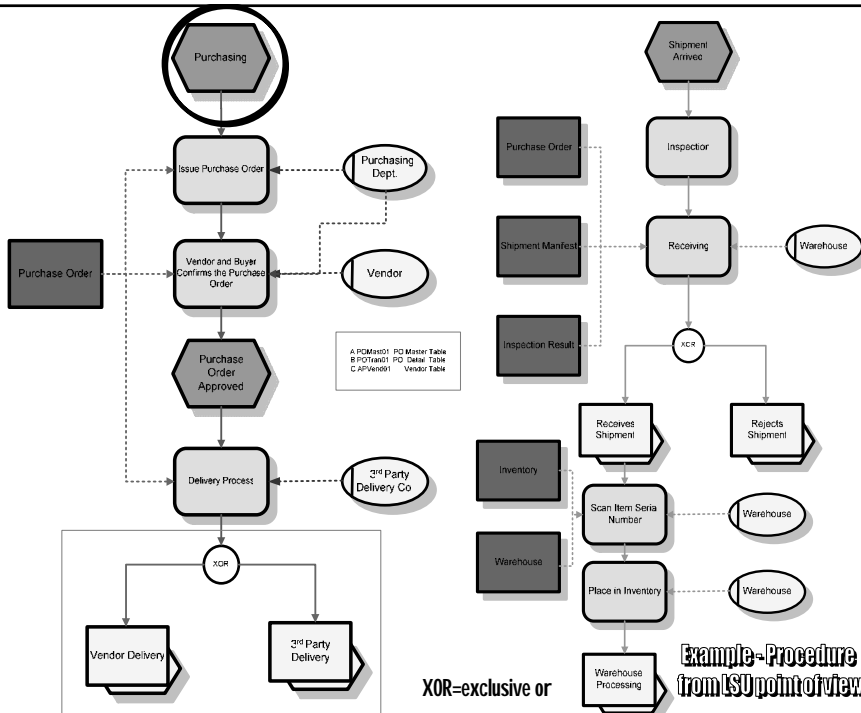
Shipping Tracing & Tracking = PIP: 3B3, inquire = 3B4, shipping order = 3b12; shipping document notice = 3B18
 Logistics information = 3B2, Shipping Pre-advise=3b2; arriving notice= 4b2; stock report = 4C1
 ABCDE Project subject to comply requirement of Supply Chain market trend. A & B Project - Supply Chain, C project - Banking & Financing, D Project - Manufacturer, E project is integration of design of message of delivery & Global Logistics
 Source = SWG/ITAP

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Air Logistic Support for Originating Economy

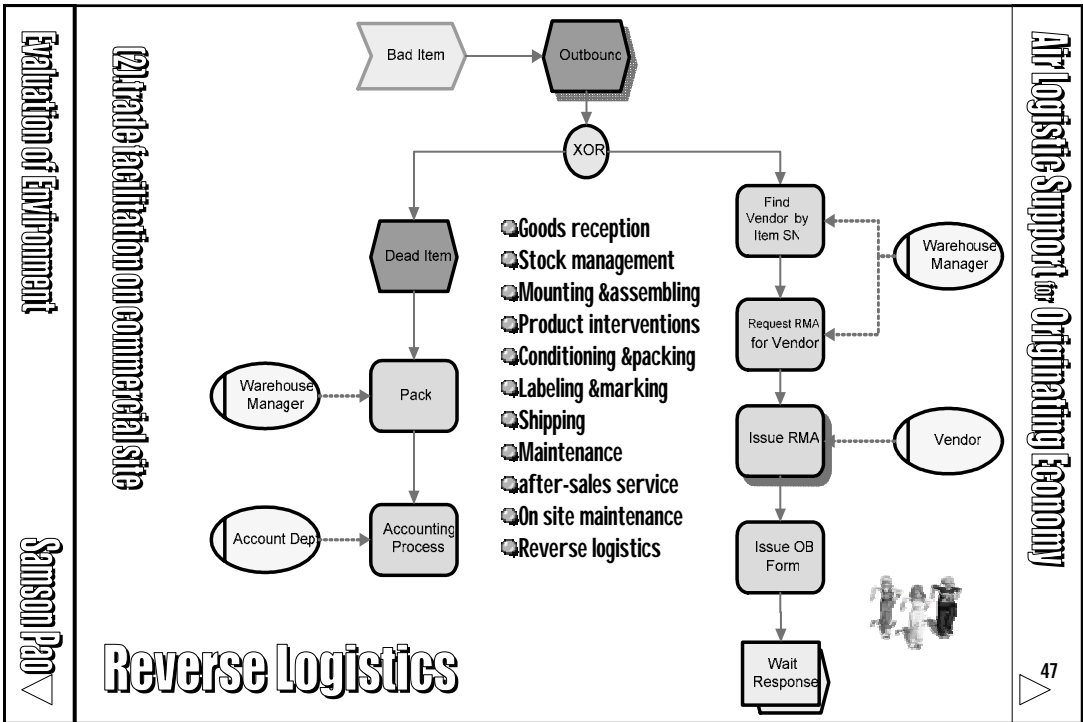
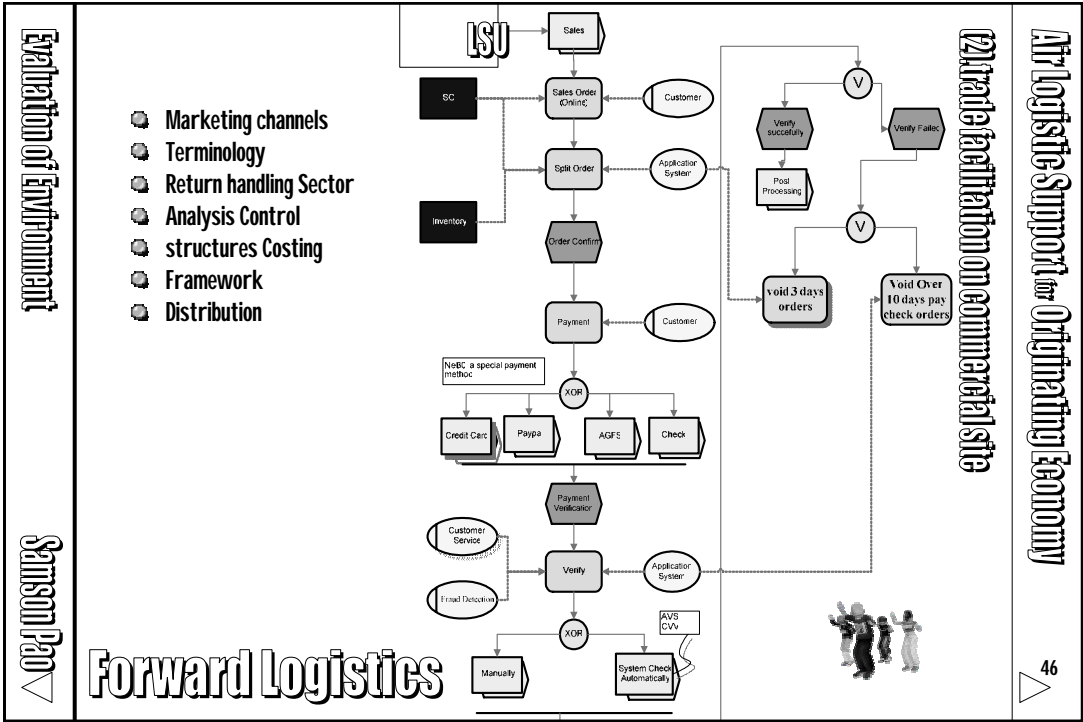
Evaluation of Environment

Trade facilitation on commercial site



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Air Logistic Support for Originating Economy

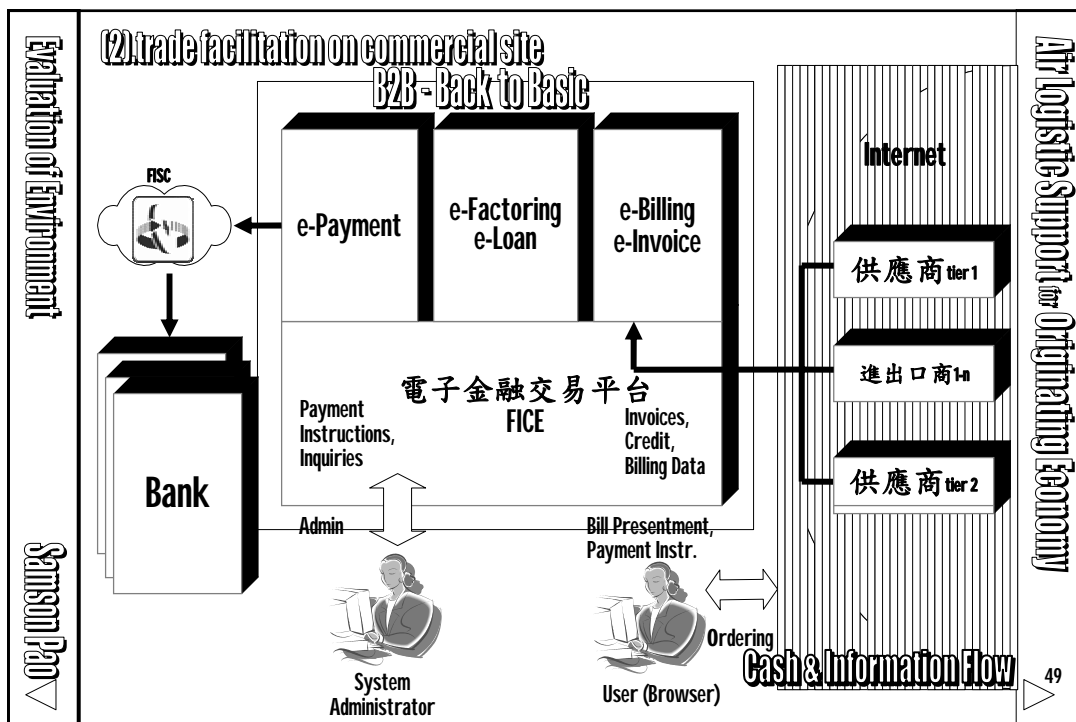


Work Scope of Plan D Common Practice				
Category	Plan D Common Practices (By RFP)	Business Scenario	Users Cases	Common Process
Transaction & Distribution	Track and Trace(T/T)	Shipping Order Management	Shipper ↔ Freight Forwarder(FF)	3B12, 3B13, 3B18
			Shipper ↔ Carrier	
			Shipper ↔ Customs Broker	
			Customs Broker ↔ FF	
		FF ↔ Carrier		
Shipment Status	Freight Forwarder	Carrier	3B3, 3B4	
		Mfr. play as supplier	4C1, 4B2, 3B2, 4A2	
Inventory Management	Vendor Managed inventory(VMI)	VMI/3PL		Mfr. play as buyer
Return & Finance		Invoicing		3C3
		RMA		3C2, 3B2, 3B11, 3B13, 4B2

Evaluation of Environment

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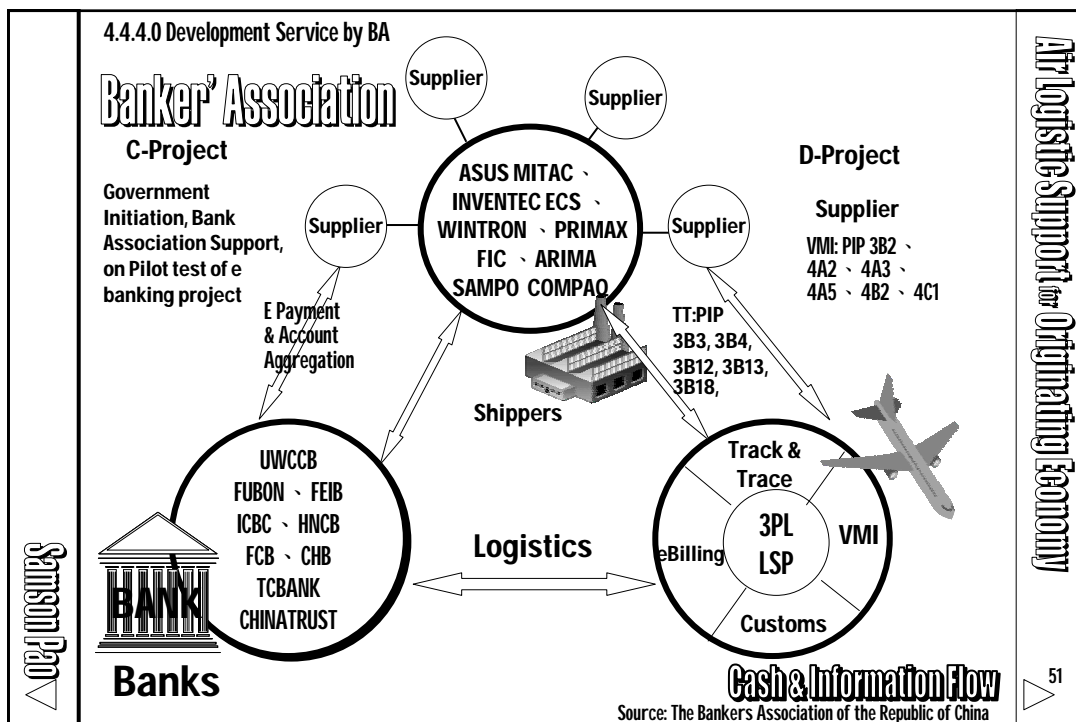
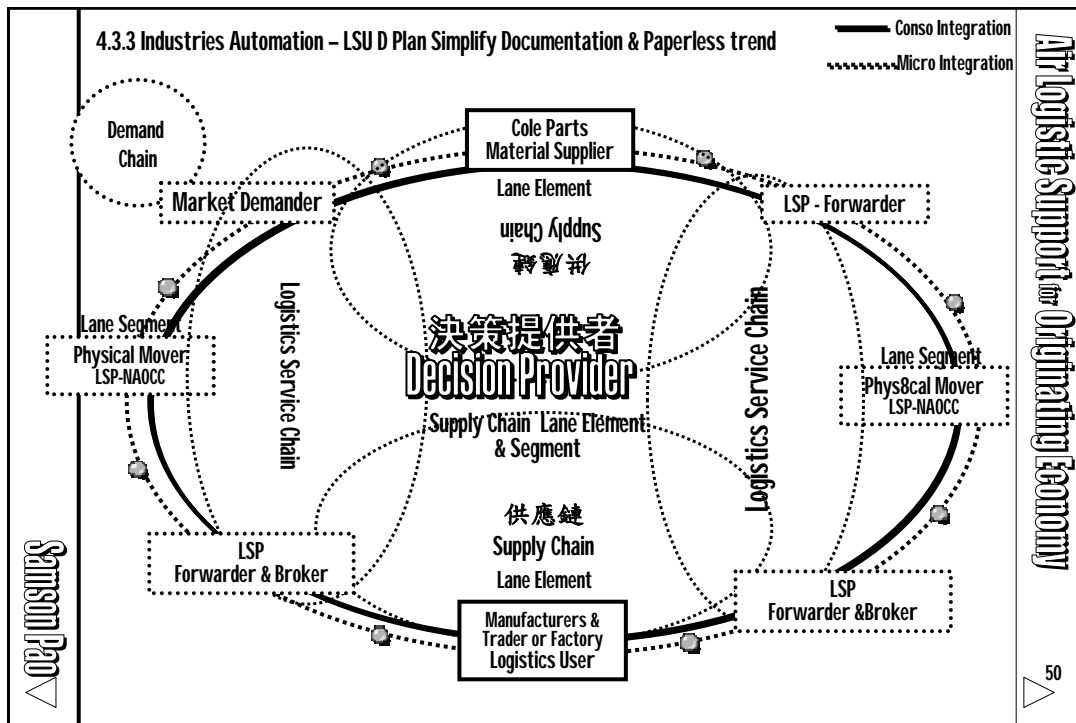
Air Logistic Support for Originating Economy



Evaluation of Environment

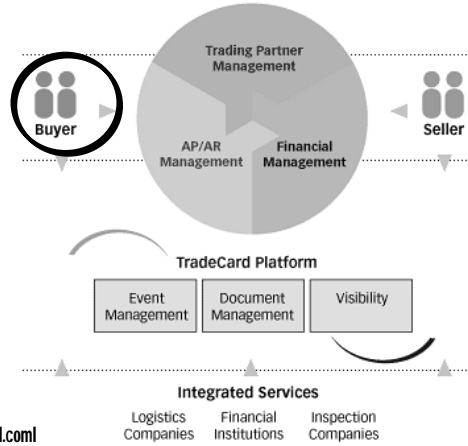
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Air Logistic Support for Originating Economy



2. Trade Facilitation Demand & Supply

B2B integration e-Banking



Chang Hwa Bank To Offer Export Financing Services on TradeCard

Source: Courtesy from tradecard.coml

Government C plan - Up to 2004 for C plan's 8 banks have already setup more than 200 Central system, 4, 500 LSU are using subject system, on line financing amount up to first quarter reaches NT\$23 billion dollars, make a preliminary estimate in End of 2004 years can grow up to NT\$60 billion dollars above. Source: eAsia week -2004.9.22-24.

(2) Comply local Customs procedure, condition & after WTO Member

24/7 manner



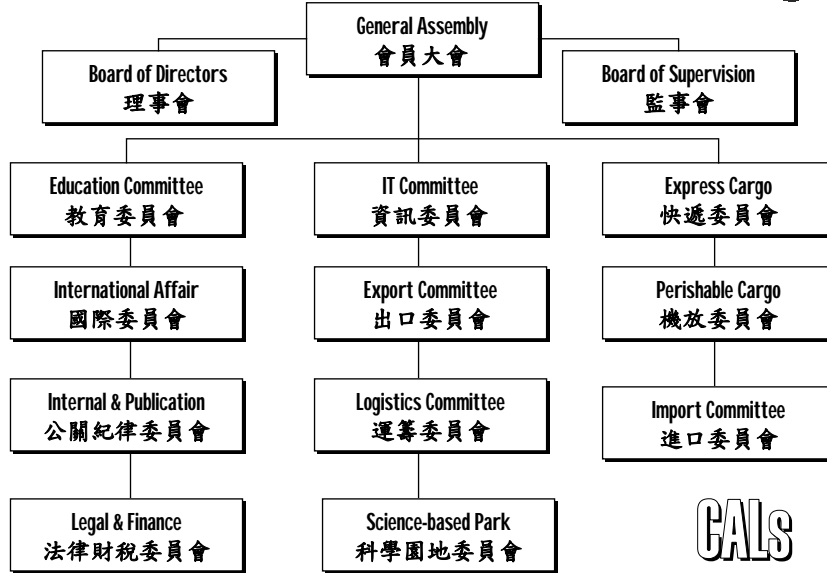
To expedite clearance operations, the ROC Customs has offered various services in a, including passenger clearance, express consignment clearance, duty collection, on-line transmission of manifest, issuance of transit permit, on-line import/export declaration, clearance of bypassed cargoes, as well as clearance operation alongside ship.

Furthermore, to keep pace with the modern trend of international trade that demands just-in-time management and speedy logistics, the Customs Service has also taken some contingent measures after office hours to enlarge the service of barrier-free clearance. Universal contingent measures provided by district Customs

1. Saturday: Services available for import/export cargo clearance during 09:00a.m. ~ 13:00p.m. (Kaohsiung Customs Office is open if requested in advance)
2. Other Holidays: Services available for urgent shipment if requested in advance. Special services provided by district Customs offices1.
3. Keelung Customs:
 - a. Head office: Single window services available for urgent cases on Saturday 08:00 a.m. ~ 12:00 a.m.
 - b. Other branch offices: Single window services available on holidays if requested before 4:00 p.m. of the previous day.
 - c. For strategic business partners: Single window service available after office hours and on holidays if requested before 4:00p.m. on the workday or the previous day of the holiday.
 - d. Other services: Single window services available during evening for importers who defer the payment of trade promotion service fee but need to claim imported goods at once.

② Trade facilitation on commercial site

Organization of the roc LSP After WTO Member
(The Association of Airfreight Forwarding & Logistics and Customs Broker)



CALS

23158087

② Comply Local Customs procedure, condition & after WTO Member

Compared Item	DOS System	Window System
Cost of Software	Lower level	higher level
Input Speed	Much quicker	Slower than DOS
Service Contract	18,000	84,000
Security & Privacy	Risky low	Difficult to avoid
User's Experience	12 years	Must learning
Satiable	Yes	No confidence
Add-on Cost	No	LSU & LSP refused
Cost Share	Benefit party	Nobody
Conform ratio	Poor	Better
Group of Usage	Professional	Business/home
System Renew	Less	Offen

DOS System is Core Service tool for LSP

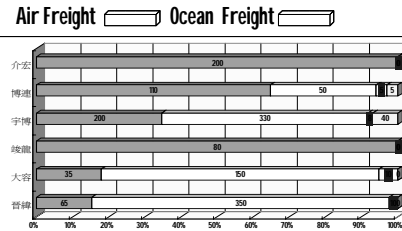
6+1

2. Industries Automation - LSP

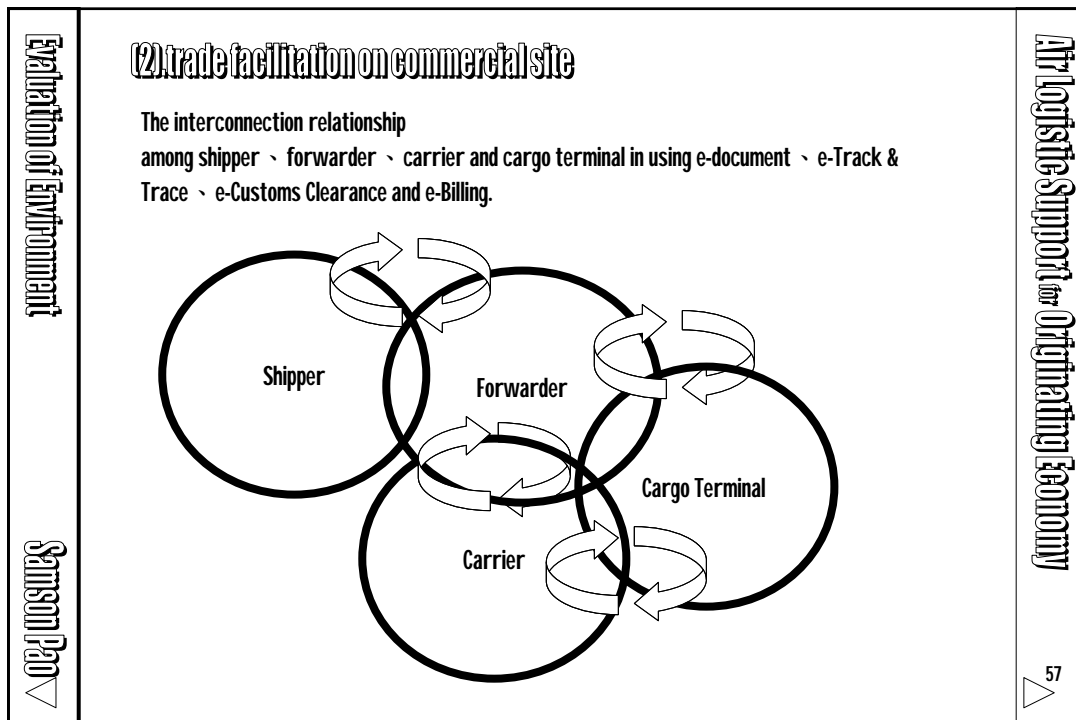
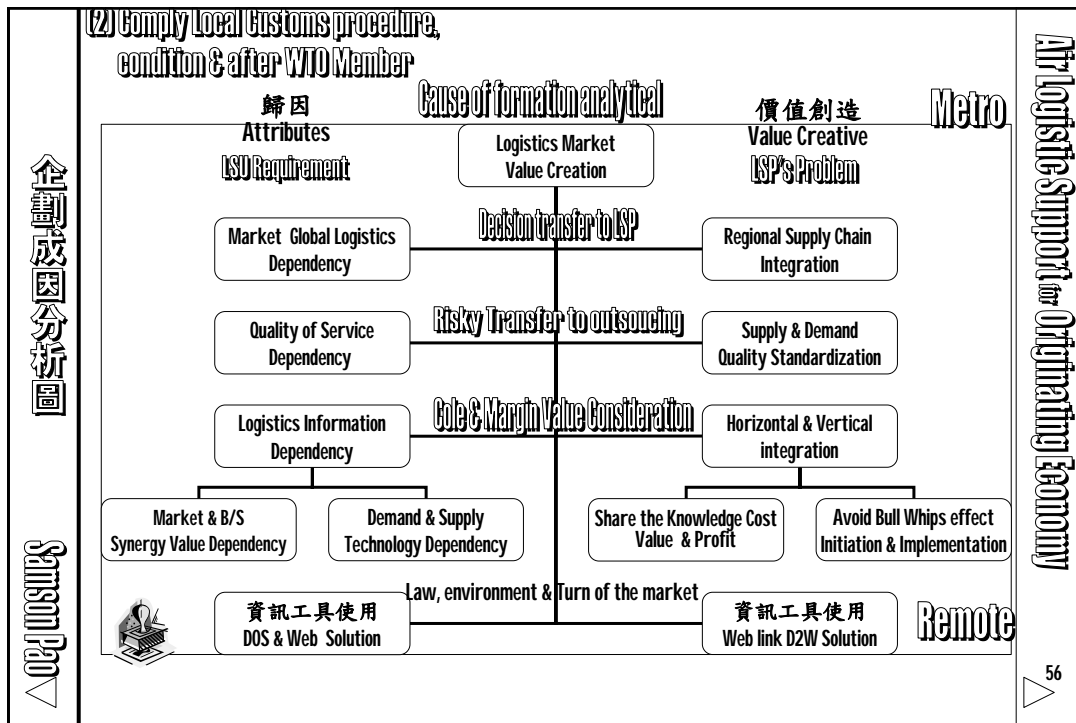
The Strategies of Global Air logistics IT Development

- Y2K Cost
- Virus Delay on Service
- Month Service Cost
- Less Attention on small member
- Hardware Re-Purchase Cost

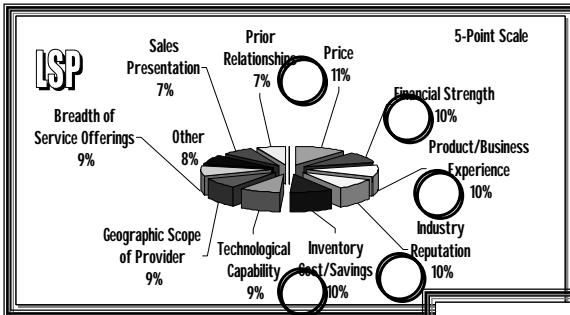
LSP Application System Market Share



System service provider refused to work without profit, LSP wait & See the government reaction



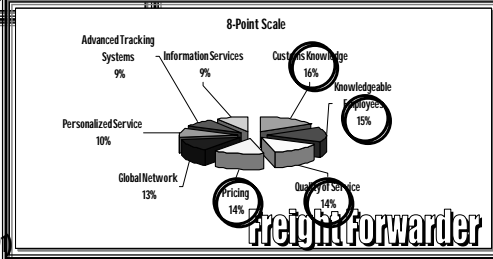
LSU Selecting a LSP & Freight Forwarder – Most Important Considerations



價格與專業
考量

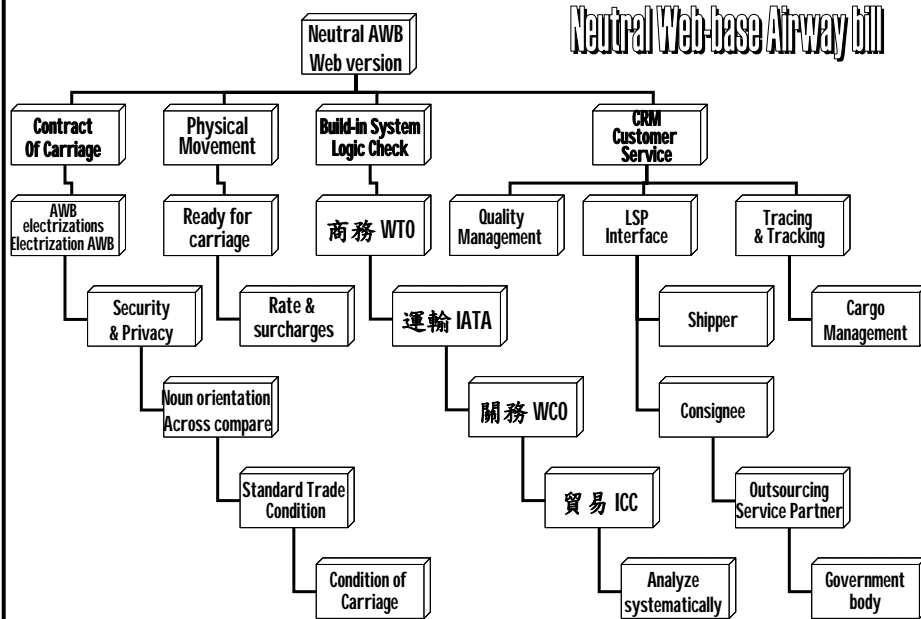
Logistics is the process of planning, implementing, and controlling the efficient, effective flow and storage of goods, services and related information from the point of origin to the point of consumption for the purpose of conforming to customer requirements.

(Council of Logistics Management (CLM) 199)

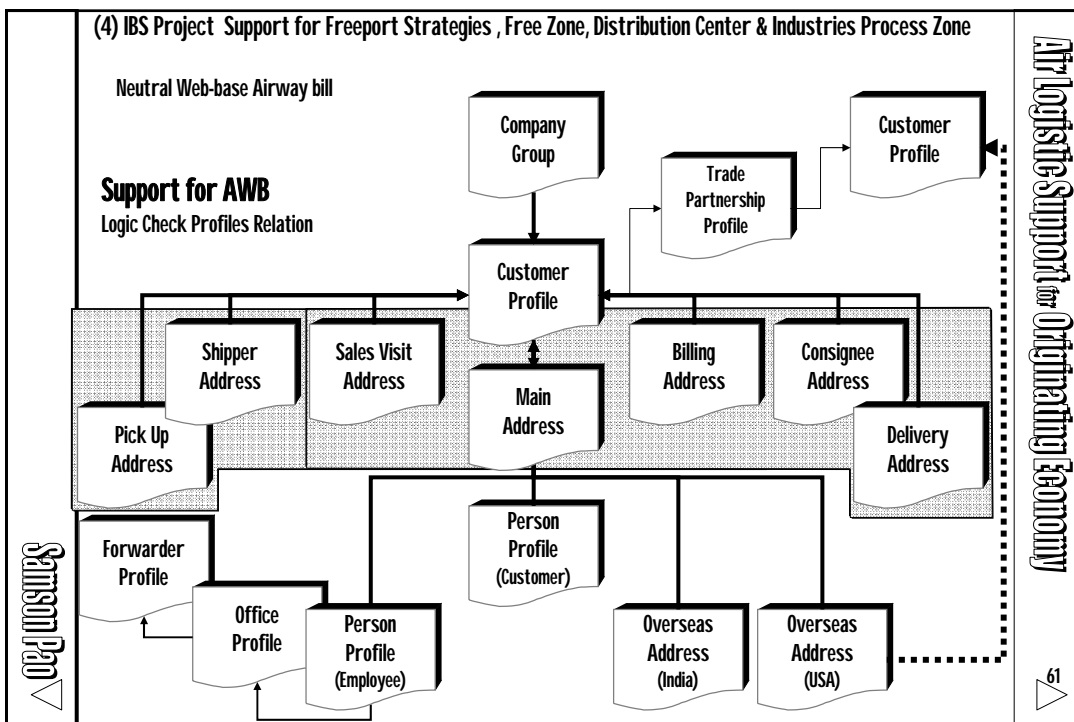
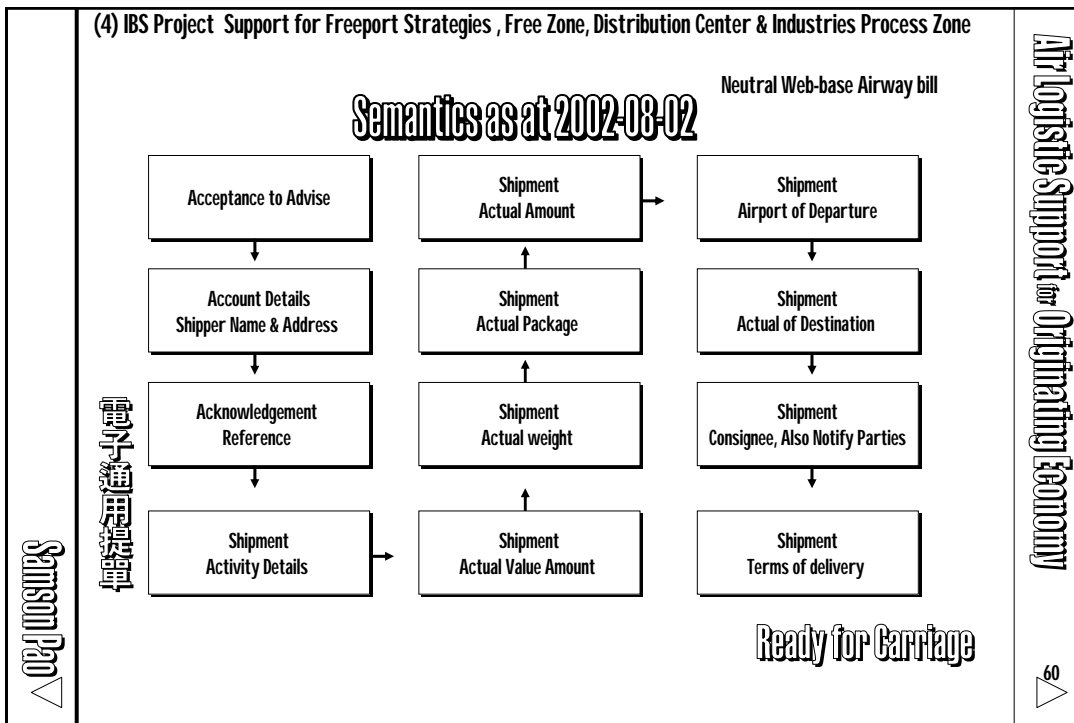


Freight Forwarder

(4) IBS Project Support for Freeport Strategies, Free Zone, Distribution Center & Industries Process Zone



Neutral Web-base Airway bill



(4) IBS Project Support for Freeport Strategies , Free Zone, Distribution Center & Industries Process Zone					
Neutral Web-base Airway bill					
Logic Check on Common Data Base			通用資料庫論據比較表		
Invoice	P/L	Customs	Form A	e-neutral Airway Bill Description	Cargo Manifest 7509 standard
				Shipment Id	
				Exporting agent	
				Name of Shipper & Address	
				Consolidate/Direct shipment	
*	*	*	*	Date of issue	
		*	*	Master Air Waybill nr	
		*	*	House Air Waybill nr	
				Weight charge	
	*	*	*	Gross Weight	
	*	*	*	Number of units Total pieces (CNT)	
*	*	*	*	Place/location of departure	
*	*	*	*	Place/location of arrival	
*	*	*	*	Flight number	
				Estimated date of departure	
				Carrier 1	
				Destination 1	
				Currency (CUX+4)	
				Other charges	

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Air Logistic Support for Originating Economy

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(4) IBS Project Support for Freeport Strategies , Free Zone, Distribution Center & Industries Process Zone					
Logic Check for Input Structure					
Field	Type	Length	Status	Description	EDIFACT mapping
ADD_NTF_ID	N	8	M	Shipment id (address)	Link Unique shipment number
ADDR_TYPE	C	3	M	Address type	Party type (NAD)
ADDR_ID 1)	C	17	M/C	Address identification	Party identification (NAD)
ADDR_NAME 1)	C	35	M/C	Name	Name (NAD)
ADDR_ADDR	C	35	C	Address	Street (NAD)
ADDR_POST	C	9	C	Postal code	Postcode (NAD)
ADDR_CITY 1)	C	35	M/C	City	City (NAD)
ADDR_STATE	C	9	C	State/province	Country_sub_entity (NAD)
ADDR_CNTRY	C	2	C	Country	Country_code (NAD)
ADDR_CNTCT	C	35	C	Contact	(CTA) for NAD:CN+CZ+NI
ADDR_PHONE	C	25	C	Telephone number	Telephone (NAD)
ADDR_FAX	C	25	C	Fax number	Telefax (NAD)
ADDR_RFF	C	35	C	Reference number: CZ – Consignor's reference number CN – Buyer's order number	Account number (NAD+RFF)

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Neutral Web-base Airway bill

輸入差異產生論據受拒邏輯檢查評估

Air Logistic Support for Originating Economy

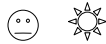
63 ▽

(4) IBS Project Support for Freeport Strategies , Free Zone, Distribution Center & Industries Process Zone

Common Database Strategies



Transport	Transport	Commercial
Advance Shipment Notice	Firm Booking Request	Commercial Invoice
Air Waybill	Forwarders Cargo Receipt	Contract
Arrival Notice	Forwarding Instructions	Credit Note
Bill of Lading	House Air Waybill	Debit Note
Booking Confirmation	House Bill of Lading	Freight Invoice
Cargo Analysis Voyage Report	NVOCC Bill of Lading	Price Fix Letter
Cargo Movement Event Log	Packing List	Price Fix Rolling Letter
Cargo Report Export	Provisional Booking Request	Performa Invoice
Cargo Report Import	Sea Waybill	Purchase Order
Combined Transport Document	Shipping Instructions	Purchase Order Acceptance
Dispatch Advice		Purchase Order Cancellation
Destination Declaration		Trade Confirmation



Neutral Web-base Airway bill

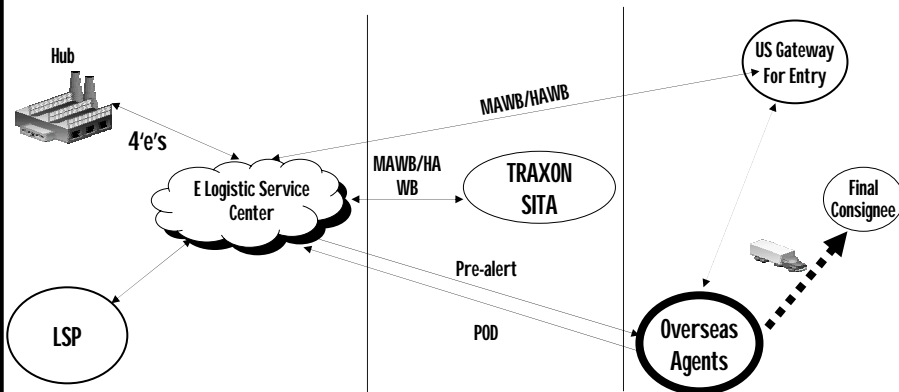
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Air Logistic Support for Originating Economy

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(2) Trade facilitation on commercial site

Logistics Scenario 2 -- TDS (Taiwan Direct Ship)

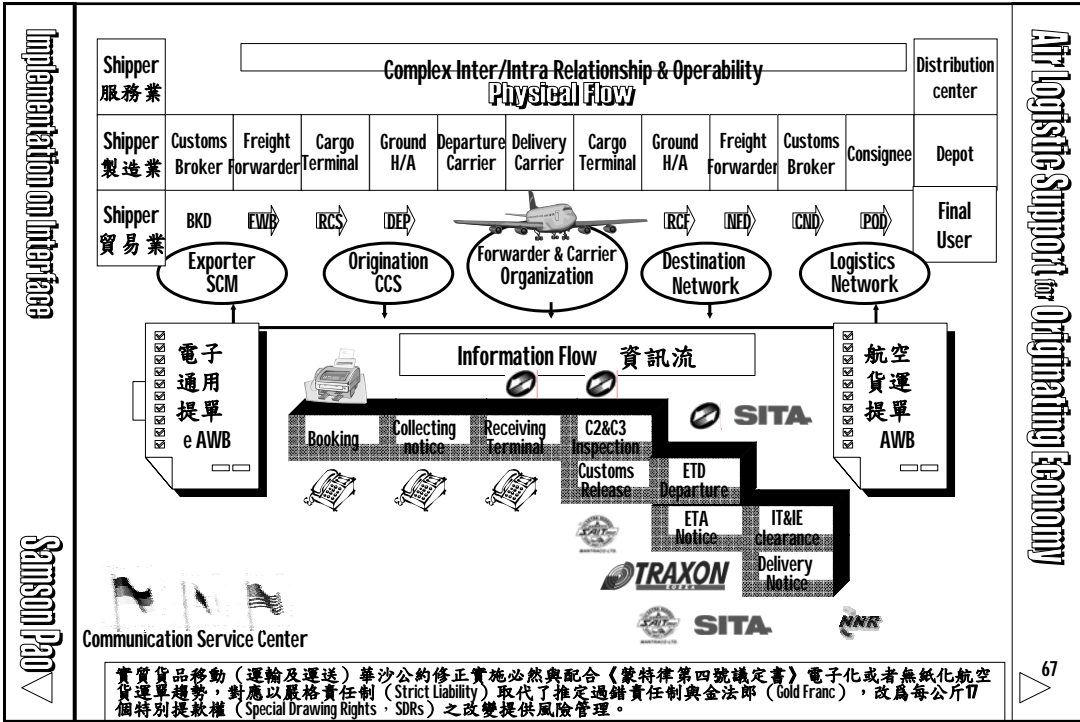
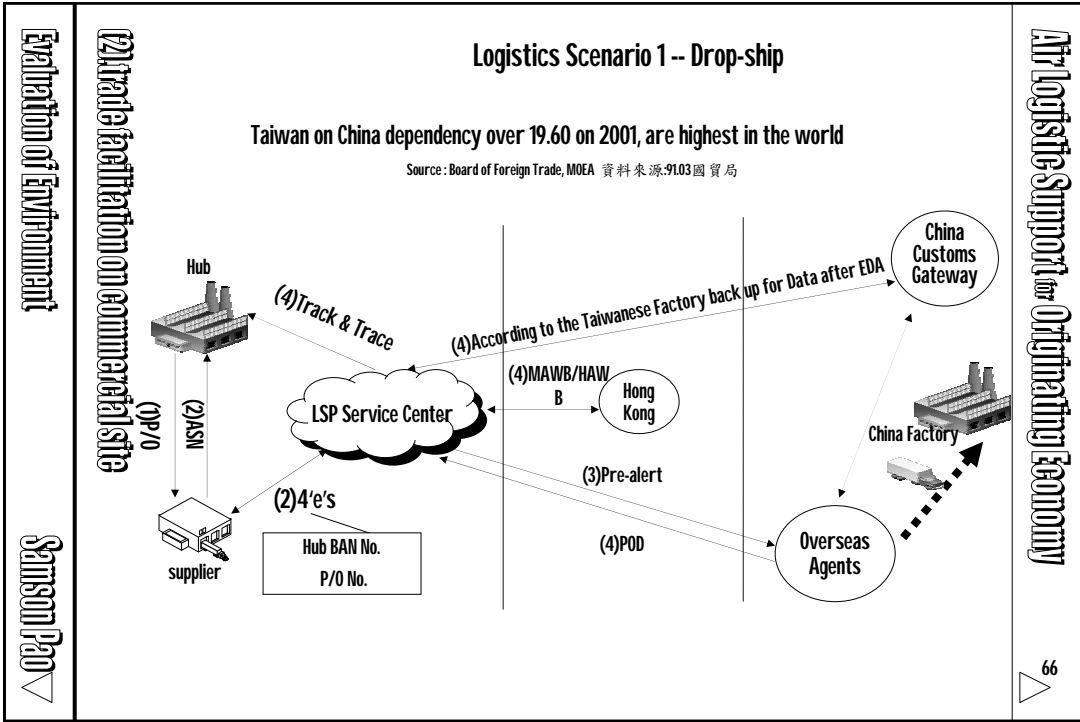


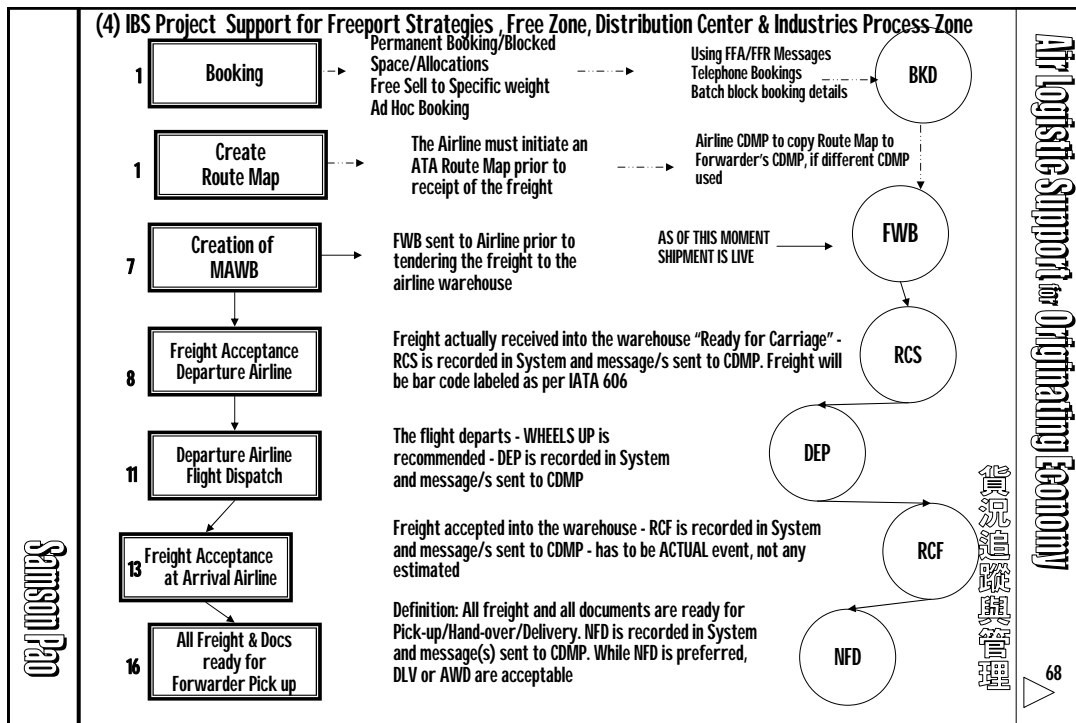
Evaluation of Environment

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Air Logistic Support for Originating Economy

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(4) IBS Project Support for Freeport Strategies, Free Zone, Distribution Center & Industries Process Zone

貨況比對報表

Neutral Web-base Airway bill

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Ex city	PO-number	MAWB no.	HAWB no.	Flight no.	Booking Date	Pick-up date	ETD	ETA	Delivery date	no. of collies	weigh t kgs
TPE	IDE0204681	074-55328884	TAC-057256	KL878	31-Dec	2-Jan	3-Jan	4-Jan	4-Jan	6 CTNS	108 K
	IDE0204717										
TPE	RCB2C288-9	074-55328884	TAC-057255	KL878	31-Dec	31-Dec	3-Jan	4-Jan	4-Jan	7 CTNS	64 K
TPE	RCB2C284	117-60520305	TAC-057258	Cl695	31-Dec	31-Dec	1-Jan	3-Jan	2-Jan	9 CTNS	74 K
TPE	IDE0300039	105-42680046	TAC-057283	BR075	6-Jan	6-Jan	7-Jan	8-Jan	9-Jan	2 CTNS	26 K
TPE	0454134	105-42680046	TAC-057284	BR075	6-Jan	6-Jan	7-Jan	8-Jan	9-Jan	8 CTNS	122 K
TPE	RCB31218-9	105-42680046	TAC-057286	BR075	6-Jan	7-Jan	7-Jan	8-Jan	9-Jan	15 CTNS	172 K
TPE	RCB31220-3	105-42680046	TAC-057288	BR075	6-Jan	6-Jan	7-Jan	8-Jan	9-Jan	10 CTNS	126 K
TPE	RCB31224	105-42680046	TAC-057290	BR075	6-Jan	7-Jan	7-Jan	8-Jan	9-Jan	9 CTNS	76 K
TPE	RCB31211	117-60521473	TAC-057285	Cl695	6-Jan	6-Jan	8-Jan	10-Jan	9-Jan	8 CTNS	72 K
	54371	074-55329046	TAC-140010	KL878	10-Jan	10-Jan	12-Jan	13-Jan	14-Jan	9 CTNS	140 K
	53449	074-55329046	TAC-140019	KL878	10-Jan	11-Jan	12-Jan	13-Jan	14-Jan	5 CTNS	82 K
TPE	53861	117-60521576	TAC-140020	BR211	13-Jan	13-Jan	14-Jan	16-Jan	15-Jan	5 CTNS	84 K
TPE	53861	074-55329116	TAC-140022	KL878	13-Jan	13-Jan	14-Jan	15-Jan	15-Jan	4 CTNS	74 K

☞ Transit period over allowance alert

Air Logistic Support for Originating Economy

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Samson Pao	(4) IBS Project Support for Freeport Strategies , Free Zone, Distribution Center & Industries Process Zone							
	Benefit Evaluation and IRP				Neutral Web-base Airway bill			
	效益評估方法	Airway Bill System	D2 W	Tracing & Tacking	Router service	Collocation cost & Performance	Hardware Cost & performance	Security & Privacy
	SWOT	☀						
	Square difference test -AHP			☀		☀	☀	☀
Key Performance Indicator, KPI	☀	☀	☀					
交叉比對差異表現分析法 (Differential Display)				☀	☀			
<p>壹、交叉比對差異表現分析法(Differential Display) 輸入式速度分析法、使用者習慣分析法、作業系統軟體傳統式鑑定法、國際制式能力分析法交叉比對差異表現，引用歸納分析法 (analytic induction)進行檢核、分析，再逐系統進行比對、討論、協商-交叉比對，進行三角校正，以流程遠量通控兩軸交叉成表取綜效最佳質為評定依據。</p> <p>貳、層次分析法(AHP法)設營運競爭力報告中參評平台總數為n (n<100);第i項指標對映的市場排名為N_i ($0 < N_i \leq n$),則該系統的具體作業方法為: (1)每項系統子指標的得分採用百分制。設第i項得分為x_i,則$x_i = 100 \cdot N_i$; (2)單準則排序。先採用專家打分的方法構造兩兩比較判斷矩陣,利用層次分析法中9級標度法給判斷矩陣的元素指派,再用規範列平均法得到每一組子指標的權重向量$w=(w_1 w_2 w_3 \dots w_n)^T$; (3)層次綜合排序。在單準則排序的基礎上,可以計算每一層次中各元素相對於總目的綜合權重; (4)利用加總法求出最後得分。</p> <p style="text-align: right;">http://www.mantraco.com.tw/tao/2003/023104.htm http://www.mantraco.com.tw/tao/2003/0231228.htm http://www.mantraco.com.tw/tao/2004/0240826.htm</p>								
							70	

(2) trade facilitation on commercial site

1. Is US and EU forcing un-necessary security measures on the rest of world?
2. Security looks like it is working but little evidence to show why. ?
3. Are initiatives like C-TPAT, BASC and the "Known Shipper" programme worth pursuing ?
4. Are Customs the appropriate body to strike a balance between Security and trade ?
5. Most of the new security regulations are being created by the two main trading blocks – the USA and EU – and everyone else has to follow in their footsteps. Are standards being imposed where they are not required and are these measures providing competitive advantages to the more sophisticated trading nations?
6. Is there perhaps a need for a Global body to ensure that we have a more coordinated approach to security ? Should this be a new body or are Customs the appropriate body to strike a balance between Security and Trade because they have an interest in collecting revenue, they are more likely to strike a better balance (between trade and security).
7. What do they think of the various initiatives like The Customs Trade Partnership against Terrorism and Business Against Smuggling and Corruption and of course the Known Shipper Programme?
8. Finally, I would like to finish by stating where TIACA sits in this debate between Security and Facilitation.

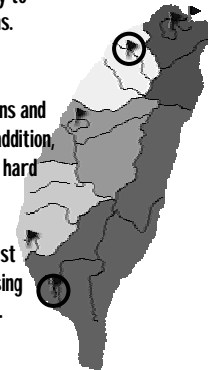
Sales people are usually reluctant to fight their customers

(2) trade facilitation on commercial site

Gap Facing

Hiking oil prices may contribute to upward pressure on domestic prices.

1. The coming implementation of Kyoto Protocol's anticipated to greatly affect the iron and steel, petrochemical, cement, paper pulp and synthetic fiber industries, as Taiwan, though not a party to the pact yet, reduces carbon dioxide emissions.
2. Dependence on exports to and investment in mainland China is rapidly increasing yet the development of a cross-straits communications and consultation mechanism is at a stand still. In addition, China's tightening measures to avoid a hard landing are anticipated to affect the Taiwan economy.
3. Fiscal deficit have expanded rapidly in the past decade, as it has become more difficult in raising fiscal revenues and contracting expenditures.



Business Reengineering experience shares

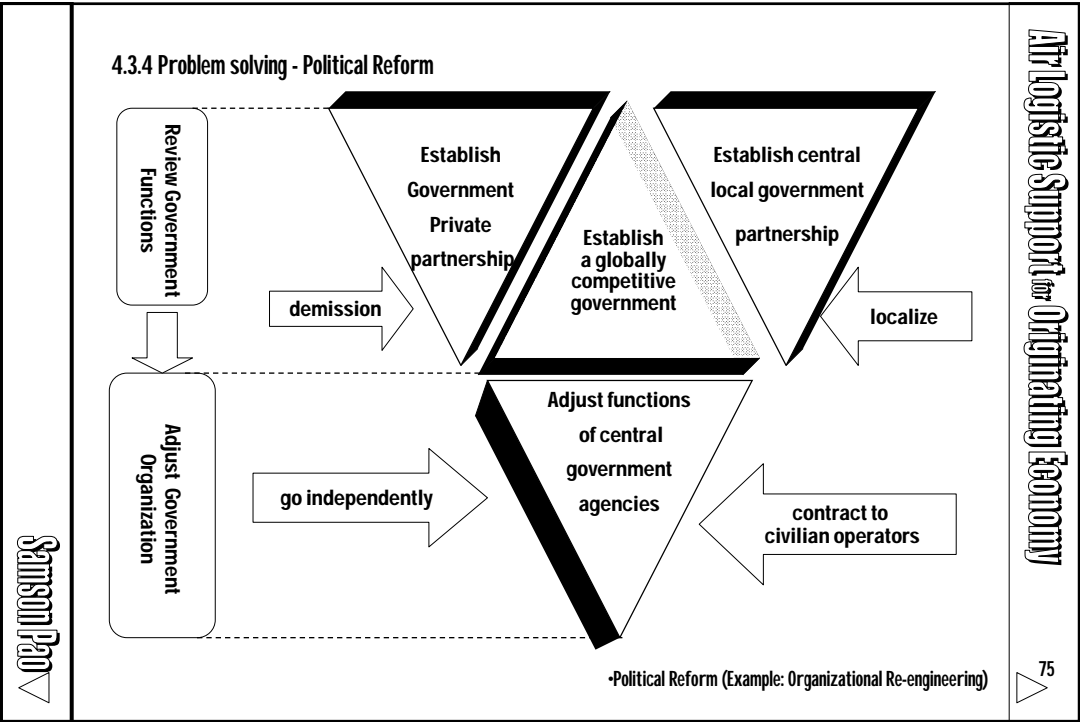
- | | |
|--|--|
| <ul style="list-style-type: none"> 1. Manufacturing Location 製造地區段 2. Transport methods 運輸方式 3. Stockholding policy 庫存原則 4. Management System 管理系統 | <ul style="list-style-type: none"> 1. 倉儲存貨管理 Vendor Management Inventory 2. 進出口運務管理 Import & Export Management 3. 物料品質管理 Quality Control Management 4. 訂單管理 Procurement Order Management |
|--|--|



4.3.2. Origination and Ideas of Business Modernization Plan Origination and Ideas of Business Modernization Plan				
Consequences of Problem ...				
The emergence of business service is getting urgent	Large-scale business, chain store, Internet business, multiple shop, versatile product à consumer-oriented	Different concepts about values promote the demands for recreation.	Old system and new system arise surges, violations and disorder, and aren't incorporated into modern life.	Distribution undergoes revolution and foreign investment penetrate into the channels.
Solution of Problem ...				
Business Modernization & Automation				
Realization & Promotion ...				
To construe a world of modernized business	Support Value-added Distribution Network Piloting System	Establish Central Material Distribution Institute	Set up a system to promote, offer consultancy and encourage business modernization	More emphasis on training of personnel for business modernization
Counteractions...				

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4.3.4 Problem solving - Political Reform

Strengthen internal and external flow networks —
Enhance efficiency in flows of commodities, cash, information and people
in order to shorten physical distance

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4.3.4 Problem solving - Political Reform

Concepts and Systems for Service Development

Rationales

- * Creating another economic miracle
- * Inducing firms to position globally and stay rooted in Taiwan
- * Helping the makeover of traditional industries
- * Adjusting the concept of "industry" from its narrow meaning of manufacturing back to its broader original meaning including services

Goals

Compound Annual Growth Rate (CAGR) (in real terms) of Services 6.1%

CAGR of Knowledge-intensive Services 8% (2004-2008)

Principles

- * Discard regulatory mindset
- * Push for industrialization of services
- * Adopt a negative listing approach
- * Improve legal and regulatory system

High knowledge-intensity
Large output value
High value-added
Substantial employment effect

SWOT Analyses

Development Strategies and Measures

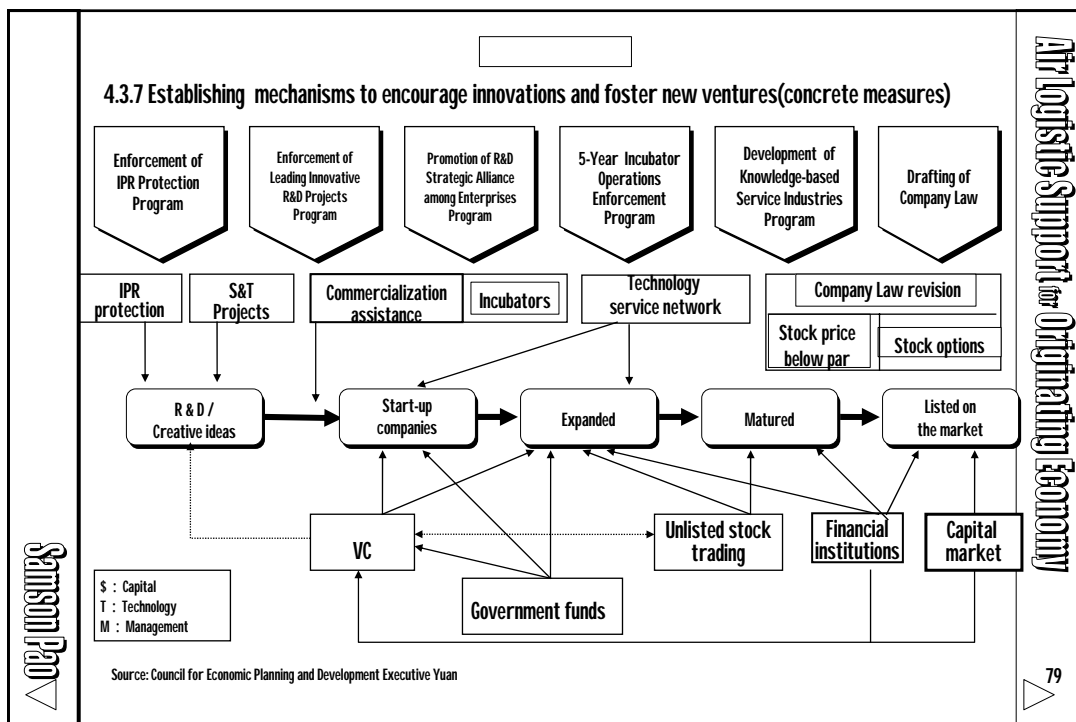
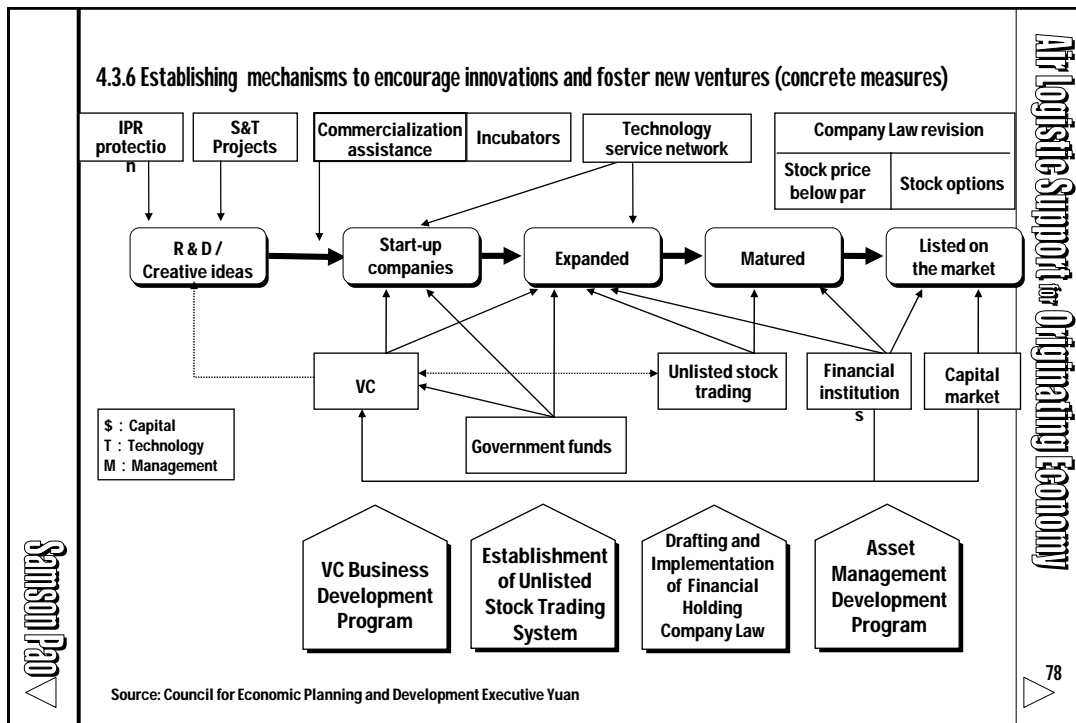
12 categories of Services

<ol style="list-style-type: none"> 1. Financial services 2. Distribution & transportation services 3. Telecommunication & media services 4. Medical, healthcare & care-giving services 5. Manpower training, dispatching & property management services 6. Tourism, sporting & recreational services 	<ol style="list-style-type: none"> 7. Cultural and creative services 8. Design services 9. Information services 10. Research and development services 11. Environmental protection services 12. Engineering consulting services
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Samsun Pao	<div style="text-align: right; font-size: 2em; font-weight: bold; margin-bottom: 20px;">SWOT</div> <p>4.3.8 SWOT of Service Sector Development</p> <p>Strengths</p> <ol style="list-style-type: none"> 1. A solid manufacturing base. 2. Basis for service industries already in place to a certain extent. 3. High-quality, highly malleable manpower. 4. Advantages in geographic location and regional cultural and linguistic affinities. 5. The transnational mode of Taiwanese firms' regional business operations provides a sound basic model for the development of Taiwan's service industries. <p>Weaknesses (problems faced)</p> <ol style="list-style-type: none"> 1. The service sector is highly regulated by the government, and many service businesses need to apply to the central government for special permission to operate. 2. Most service industries are subject to strict urban land-use zoning regulations imposed by local governments, which creates added uncertainty for businesses, especially those offering new kinds of services, when they choose business locations to build up their market presence. Law-abiding companies lose business opportunities while flouters of the law proliferate. 3. Some kinds of services are still not clearly categorized in Taiwan's current industrial classification system, so that relevant statistics on their number of establishments, output value, number of employees, and so on, are hard to obtain. 4. There is still insufficient understanding in Taiwan about intellectual property protection 5. Lack of drive to commercialize or legal restrictions mean that the domestic market for some services is limited or still non-existent, making it harder for providers of those services to raise capital, obtain funding, and recruit personnel. <p style="text-align: right; font-size: 0.8em;">Source: Council for Economic Planning and Development Executive Yuan</p>	Air Logistic Support for Originating Economy
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Samsun Pao	<div style="text-align: right; font-size: 2em; font-weight: bold; margin-bottom: 20px;">SWOT</div> <p>4.3.8 SWOT of Service Sector Development</p> <p>Opportunities</p> <ol style="list-style-type: none"> 1. Taiwan is now at a critical juncture in its industrial and economic transformation. It needs to seize this opportunity to carry out reform, set up mechanisms for boldly taking on decision-making responsibility, and pave the way for industry to undergo a smooth and timely transition, to enable the creation of tremendous business opportunities. 2. Through the good ties it has built up in the past with foreign manufacturing and services industries, and the opportunities for cooperation arising there from, Taiwan may be able to obtain valuable know-how and strategies for developing knowledge-intensive service industries. 3. Capital markets in mainland China are currently in the early stage of development, while Taiwan is undergoing transition to a service economy. Taiwan should take advantage of and enlarge this gap between its development level and mainland China's. <p>Threats</p> <ol style="list-style-type: none"> 1. Among the four Asian dragons, Hong Kong and Singapore have better-developed service sectors than Taiwan, and are therefore the first choice for Western firms entering Asia. 2. Mainland China is rapidly developing its financial services and introducing other service industries (e.g., opening up to foreign investment in international logistics centers and chain stores, and mulling the wholesale importation of Hong Kong's logistics management system), so that Taiwanese firms' service needs in the mainland are almost exclusively catered to by non-Taiwanese firms. 3. Major international manufacturers dominate the setting of industry standards, with a small elite asserting control over many areas of information applications, so that Taiwanese firms have no way of gaining market leadership. At the same time, a spate of mergers and strategic alliances among major international information companies threatens to put the squeeze on Taiwanese firms' space for future development. 4. Under the prevailing trends of globalization and internationalization, Taiwanese firms have to contend with competition from large-scale foreign firms and well-known international brands. This makes it obviously difficult for Taiwan's service industries, consisting largely of small and mid-sized firms, to expand into international markets. 	Air Logistic Support for Originating Economy
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4.1.1 Asia Air Environment Change Carrier & Forwarder's Relationship

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亞洲出口使航空公司
 改變與本業承攬代理關係

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1. Purchase Order Creation/ Amendment

2. Purchase Order Detail Inquiry

3. Purchase Order Status

4. Shipping Order Detail Inquiry

5. Container Manifest Inquiry

6. Bill of Lading Inquiry

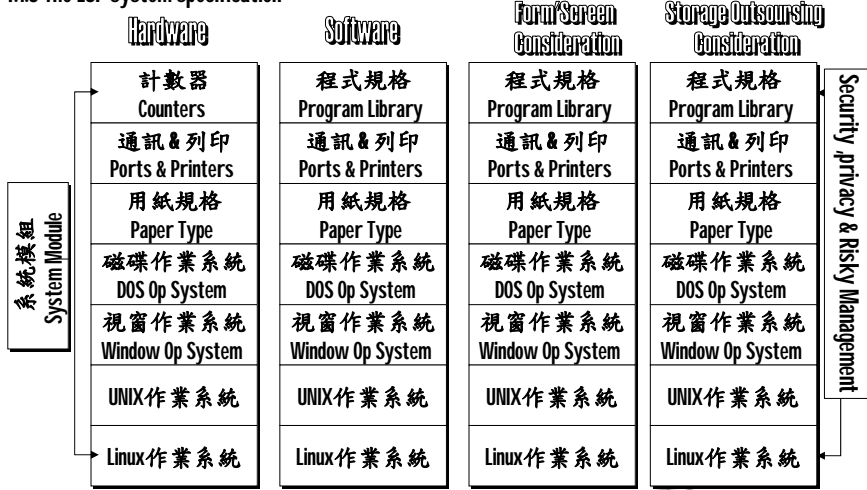
7. Packing List

8. Invoice

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4.1.3 The LSP system specification

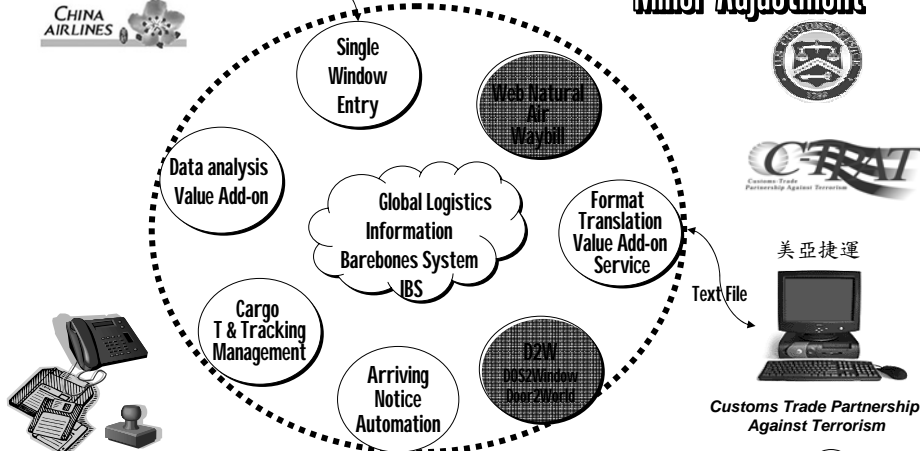


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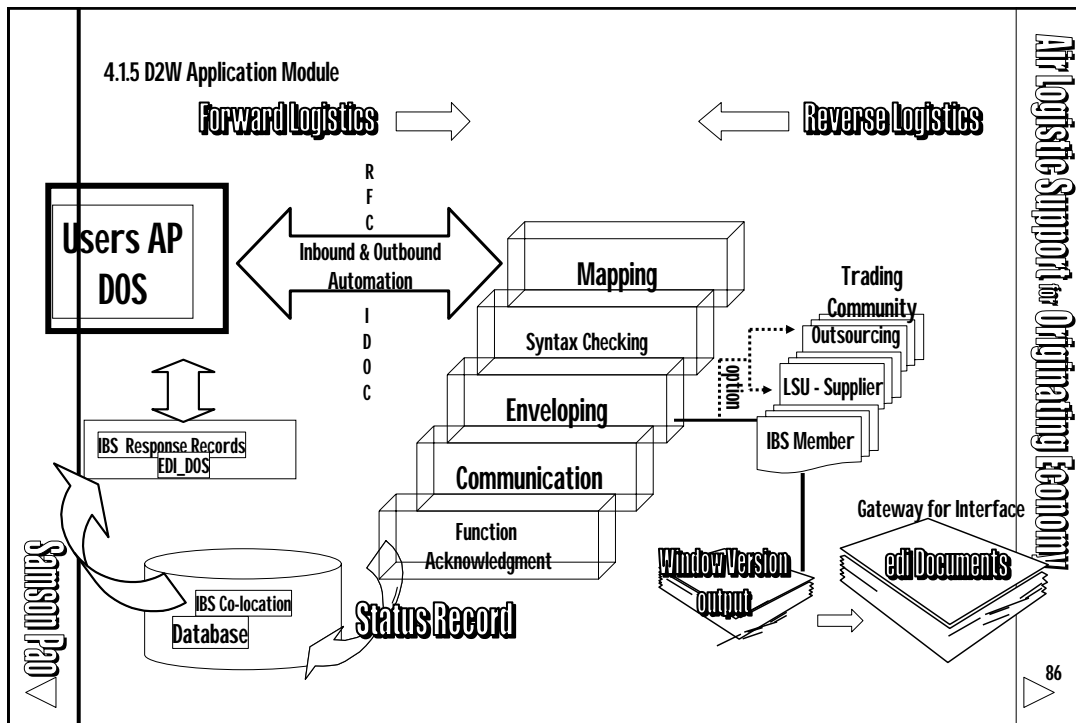
PIP3818 Notify of Shipping Documents 12.09.2003 rosettanel RI

CBP Ports (Listed By State)	Implementation
East Coast	August 13, 2004
Central & Mountain Area	October 13, 2004
West coast & Alaska, Hawaii.	December 13, 2004

4.1.4 IBS Support IATA/FIATA/WACO Security & Privacy Requirement



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4.2.0 Cost & Profit analysis backup System Setup Requirement

CO-location Outsourcing

Unit: NT Dollar

The Formation of System & Equipment on Outsourcing

IN/OUTPUT	Year/Item	First year	2nd	3rd	4th	5th	Sub-total
OUTPUT	Month Member Fee	1,435,500	3,158,100	2,679,600	1,626,900	1,052,700	9,952,800
	Usage Revenue	1,306,616	4,165,798	8,208,620	7,404,155	8,275,232	29,360,420
	OUTPUT 小計	2,742,116	7,323,898	10,888,220	9,031,055	9,327,932	39,313,220
INPUT	Operation Cost (co-location)	5,512,500	5,821,200	4,983,300	3,836,700	3,836,700	23,990,400
	System Setup	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,000,000
	International Router	82,263	219,717	326,647	270,932	279,838	1,179,397
	INPUT 小計	9,112,500	9,421,200	8,583,300	7,436,700	7,436,700	41,990,400
Gross Profit		(6,370,384)	(2,097,302)	2,304,920	1,594,355	1,891,232	(2,677,180)
Per share		(2.32)	(0.29)	0.21	0.18	0.20	(0.07)

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4.2.1 KPI analysis User's Location

連線體系	Qty
Forwarder	15
Cargo Terminal	1
Hub	1~2
Air Carrier	18
Global Coverage airport	293
Total	329

貳、營運市場分析

- 一、先導策試後，本案營運初期市場已航承746會員；報關531會員為對象，保守估計至少30%將加入使用系統。
- 二、品質管理使用美亞ISO 9001標準，如平台提供穩定服務 Satiabile Service，第三年必超過60%會員使用IBS系統，公會將使用Fapaa平台機制推廣東南亞業界使用，IBS將轉虧為盈。
- 三、台商使用比例為25%，大陸台商62351家集中珠、長江三角洲。
- 四、涵蓋WACO支援293機場與十八航空公司支撐貨況資訊將有效提供會員國際競爭力。
- 五、IBS將形成為亞台華商之CCS。

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4.2.2 Current Air LSP Operational System

AS IS

Current Operational System

Scenario - Route Map

DOS Link Web Internal System

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