



# 壹、董事長的話

## I . Chairperson's Statement

民國九十二年元月一日，隨著改制國營公司，中華郵政邁入了另一個嶄新的里程，郵政經營團隊馬上面臨嚴峻的考驗。在變動激烈的競爭市場中，如何提昇對社會大眾服務品質又能兼顧國營公司盈虧自負之責任。

回想一年來，我們不但圓滿達成了政府交付的營運目標和政策任務，創造了郵政歷年來最大的盈餘，在行政院所屬的公共事務機構和國營事業中也榮登為民服務評比的第一名。因此，就達成業務績效方面，

Transforming into a state-run corporation on 1 January 2003, the Chinese Postal Service entered a new era of history and confronted an unprecedented challenge in the hugely competitive market. Our mission and responsibility focus on how to enhance the quality of service and how to be profitable in the new system.

During the past year, Chunghwa Post not only achieved the operational targets and policies instructed by the government, but also had the most splendid profit ever in Taiwan's postal history. We are also very proud and honored that our services ranked the top among all public organizations and

郵政的表現，令人激賞；所以我要感謝全體郵政同仁的付出和奉獻，我也深切地瞭解到，改制的衝擊和市場激烈的競爭，其所加諸於經營團隊的壓力和艱難無以言喻，而在大家通力合作下，終能一一克服和達成，身為郵政員工，我與有榮焉。但是，就提升對社會大眾的服務方面，我們的表現卻仍不能盡如人意，諸如窗口服務態度、顧客等候時間、投遞郵件更安全迅速、招領作業更便捷等等，我們有許多地方可以做得更好，卻在不經意間造成民衆不便。即使如此，一年來，社會各界給我們的仍是不斷的鼓勵和肯定，這一點，我特別要代表中華郵政向國人表達最誠摯的感謝之意。

我們深信中華郵政公司存在的價值，在於是否能提供全國民衆更優質、便捷的服務；展望未來，本人提出幾點今後努力的方向：

#### 一、強化顧客導向的服務指標

建立以客為尊的企業文化，並實際融入郵政全體同仁的思維和行動中。我們堅信，只有提供更具效率、創新、便捷、專業的優質服務才能開創綿綿不絕的商機，也才能彰顯中華郵政不可替代的企業價值。

#### 二、研發創新商品，加強全員行銷

鼓勵員工隨時掌握商機的脈動，透過金流、物流、資訊流之整合性通路服務，創新郵、儲、壽及代理業務商品種類，並推動顧客導向、行銷導向的策略思維模式，以增強企業競爭力。其次，建立完整而有效的行銷管理機制，激發全體員工的企圖心與榮譽感，以朝共同的方向與目標努力。此外，處在微利的競爭環境中，必須善用與同業或異業的策略聯盟，開拓業務新商機；同時，也唯有提昇市場占有率，創造各類服務的附加價值，才能滿足顧客的需求，進而開創更大的商機。

#### 三、落實績效考核，降低營運成本，提升企業競爭力

一個積極的經營團隊，每個成員都應依據企業經營目標，訂定目標管理，展開工作，以提升績效。而推動績效管理的目的，在有效運用人力資源，讓全體同仁所作的努力，都能朝向彰顯郵政存在的價值與推動事業的發展。同時透過落實責任中心制度，控制成

state-run enterprises. Therefore, I would like to thank all Chunghwa Post staff for the devoted contributions and endeavors. I deeply understand that under the impacts of the transformation and competition in the market, the pressure and hardships on the shoulders of each staff member are beyond description. Fortunately, thanks to the collaboration of the management team and efforts of all employees, we have overcome all difficulties and obstacles. I am proud of being a member of the postal staff. However, our performances, such as counter-service courtesies, customers' waiting time, mail delivery quality, and claim services, must still be improved. Yet we often receive encouragement from the general public. Here, on behalf of Chunghwa Post, I would like to express my sincere appreciation to our customers for the support and contribution to our achievements.

We deeply believe the value of the existence and the importance of Chunghwa Post lies in offering preferable and speedy service to the public. The ways we aim for a better service are as follows:

#### 1. To reinforce the customer-oriented service target

The culture of the enterprise is to instill a "customer first" concept and to inject it into the mind and action of every staff member. We believe that only through realizing the mottoes: "reliability, amiability, efficiency, and innovation", can the Chinese Postal Service create numerous opportunities and prove its irreplaceable value.

#### 2. To develop new commodities and to strengthen overall marketing strategy

By the integration of financing, logistics, and information, the post office will create new commodities and reinforce customer-oriented and marketing-oriented concepts to enhance our competitiveness. It is also important to establish a complete and efficient management mechanism and to stimulate employees' endeavors and aspirations in order to make a concerted effort in the same direction and toward the same target. In the low-profit environment, we must take advantage of strategic alliances to develop new business opportunities and increase market share to create value-added service to cater to customers' requirements.

#### 3. To fulfill performance evaluation, to lower operational costs, and to upgrade competitiveness

To achieve management targets, an active management team should lead each member in setting up objective management and developing services. In order to further the development of our service, we will adopt the mechanism of the responsibility centers, cost control, the least amount

本，擴大授權，以最少的人力、物力與時間達成最高的效果。

四、加速推動電子化便利郵局，建構全面安全、效率、優質的服務網路

近年來，由於經貿全球化、自由化的浪潮襲捲寰宇，復以電訊網路日新月異，各國郵政均備受衝擊，營運日趨艱難，中華郵政自難倖免。本公司為因應環境之變遷及突破經營困境，務必審慎規劃未來發展方向，加速推動電子化便利郵局，開發新種業務，提供安全、效率及專業化的優質服務，以滿足顧客需求，從而使中華郵政成為高效率、高品質的服務事業。

五、善盡企業責任，協助建立安和樂利社會

雖然台灣創造了經濟發展奇蹟，但是由於社會結構的改變，近年來老年人、弱勢族群及貧病孤寡的人口比例不斷攀升，儼然已成為另一種社會問題。此外，亦由於近來詐欺、騙財事件層出不窮，其作案手法翻陳出新，令人防不勝防。

郵政是三合一的事業，擁有全國最大的通路，我希望也願意帶領全體的郵政同仁，發揮郵政無遠弗屆的影響力，關懷弱勢、防止犯罪，為建立安和樂利的社會略盡棉薄之力。

郵政改制一年來，有值得欣喜之處，但有更多應策進的地方。「百年郵政、其命維新」，希望全體郵政同仁善體斯旨，隨時自我砥礪，追求卓越，更期盼社會各界繼續給予郵政最大的支持與鼓勵。

of manpower and the most efficient use of time to upgrade our performance.

4. To accelerate the e-post office so as to set up a safe, efficient and premium service network

Ongoing trends toward globalization and internationalization, combined with state-of-the-art telecommunications networks, postal administrations worldwide confront unprecedented impact, and management becomes increasingly difficult. Chunghwa Post is no exception. In rising to the challenge, we must make a deliberate plan for the future, accelerate e-post, develop new services, and provide a safe and professional service to meet the needs of our customers so that Chunghwa Post will become a highly efficient and quality service enterprise.

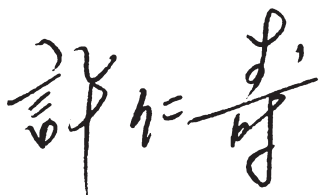
5. To take enterprise responsibilities and to assist in the establishment of a prosperous society

Although Taiwan has created an economic miracle, the related social changes have accelerated the problems of the elderly as well as those of disadvantaged families. In addition, the occasionally occurred fraud cases are hard to prevent and increase the instability of our society.

Chunghwa Post provides the services of mail delivery, postal banking and life insurance and owns one vast network island wide. I hope and would like to lead all staff in further extending our services to society, to take greater care of the disadvantaged, to make every effort to prevent crime, and to do our part in setting up a peaceful prosperous society.

During the past year of transformation, there have been some situations to rejoice over, but I know there are still many points that need to be improved. Again, we would like to thank you for your continuous support and encouragement. We vow to commit ourselves to striving to excel in every service we offer.

交通部中華郵政股份有限公司董事長



中華民國九十三年六月一日



Samuel J. S. Hsu  
Chairperson of Chunghwa Post Co., Ltd  
June 1, 2004