



中華郵政創辦迄今歷經109年，回顧郵政歷史，不論外在的環境如何劇烈變動，中華郵政總能順應潮流，因勢利導，不斷向前開展，百年基業乃能歷久彌新。去年是郵政改制後的第2年，本公司處於市場激烈競爭與微利環境的嚴苛考驗，但在全體主管及同仁共同努力衝刺下，郵、儲、壽各項業務均較92年度成長，盈餘也能超過預算目標，殊屬難能可貴。面對外在環境挑戰及客戶對我們的期待，本公司全體同仁凝聚下列4點共識，力行實踐，共朝巔峰邁進：

### 一、改變思維方式，強化企業核心價值

中華郵政掌握的企業核心價值包括：品牌、公信力、通路、資金；而所有業務推展的動力亦均植基於這些核心價值。處在變動快速的競爭環境中，中華郵政必須改變思維與行動模式，並將核心價值轉化為事業生存發展的競爭力，才能深耕固有市場，與開發潛在的新市場，進而實現美好的願景。

Ever since it was established as the Chinese post office 109 years ago, Chunghwa Post has been able to adapt well to changing times, always marching forward and standing taller and prouder. Last year was the second year since corporatization, and the competition was fierce and profit margins thin. Nevertheless, with the best efforts of the entire management team and staff, the postal, savings and insurance operations all showed growth over the previous year, and in each category profits exceeded goals. That represents a remarkable and commendable achievement. Facing the challenges of the external environment and customer expectations, the entire company has reached a consensus about the following four goals:

### I. Changing Modes of Thinking and Strengthening Core Values

Chunghwa Post's corporate core values include a focus on brand name, credibility, sales channels and capital. These are the driving force behind its business development. In a rapidly changing and competitive environment, Chunghwa Post has to adopt different modes of thinking and models of action, and turn its core values into a competitive advantage, so as not only to nurture its existing markets but also to tap into potential new markets and ultimately fulfill its wonderful vision.

中華郵政既已轉型為企業經營型態，任何措施均應以企業經營的思維來考量。在決策的過程中，著重於對企業經營有助益、有創新之計畫及願景；在執行的階段中，掌握及時、正確、完整的資訊，建立簡化且充分授權之流程，讓整個企業體展現新活力、新生命。

## 二、追求顧客滿意指標，落實顧客關係管理

顧客滿意為企業競爭的關鍵，然而面對日益激烈的競爭，顧客的需求態樣愈來愈多，品質的要求愈來愈高，如何滿足顧客的需求，是企業經營中最為重要的一環。所謂「以客為尊」的經營理念，最平實的作法就是以顧客與市場為師，傾聽顧客的聲音，並分析市場競爭者的策略，強化並調整我們所提供的商品以及改善服務的方式。

現今顧客關係的維繫與管理，絕對是公司整體協調整合的行動，由過去的被動轉為主動的關懷客戶、滿足客戶的需求，在第一時間內幫忙客戶解決問題，讓客戶從滿意而產生信賴，才是維繫客我關係與提昇事業競爭力的不二法門。

## 三、實踐共同價值理念，塑造優質企業文化

企業理念來自共同的價值觀，本公司高階主管針對經營業務與舉才用人的標準，已取得3點共識：

- (1) 主動積極的服務精神。
- (2) 實事求是的工作態度。
- (3) 誠信清廉的自我要求。

如能將之內化於具體的行動方案，力行實踐，公司由A進步到A+的成績，必然指日可待。

### 主動積極

我們的服務如能超乎客戶之期待，比客戶想要的更多、更迅速、更便利，就必能贏得更多的讚賞與感動。面對問題不找理由推諉搪塞，而是認真思考問題背後的問題，抱持「同理心」處理客戶的訴怨，積極回應，必能贏得更大的信賴與支持。

Now that Chunghwa Post is a corporation, new policies and practices must be considered under the light of corporate management. In the decision-making process, we emphasize plans and visions that are innovative and helpful to business operations. For executing these plans, access to timely, accurate and complete information is essential, as is establishing simple working procedures that give people authority for their own work. These steps can breathe new life into the whole corporate body.

## II. Pursuing Customer Satisfaction and Implementing Customer Relationship Management

Customer satisfaction is the key to corporate competitiveness. Facing ever-fiercer competition, increasingly diverse customer needs, and higher and higher demands on the quality of service, corporate management must place paramount importance on satisfying customers' needs. The most practical way of turning a customer-oriented business vision into action is by following the lead of the market, listening to customers, and analyzing competitors' strategies so as to strengthen our products and improve our services.

Today, customer relationship management absolutely demands coordinated company-wide efforts. The only way to maintain excellent relations with customers and to raise corporate competitiveness is creating trust by taking the initiative to care for our customers, satisfy their needs, and help solve their problems when they occur.

## III. Shaping Outstanding Corporate Culture Through Shared Values

Corporate vision comes from shared values. With regard to our business practices and corporate hiring standards, upper level management has come to a consensus on the importance of the following:

- (1) a proactive spirit of service
- (2) a conscientious attitude toward work, and
- (3) constant self-striving to maintain personal integrity .

If we can implement concrete plans of action that internalize these goals, then we can raise our company grade from A to A plus.

### Being Proactive

If our services can exceed our customers' expectations through their number, variety, speed and convenience, then we will surely win their gratitude. Facing a problem, we should not look for excuses but instead make serious efforts to find the problems behind the problem, showing sympathy when handling complaints and working hard to find a resolution. By so doing, we can surely further win their trust and support.

### 實事求是

滿足顧客需求，讓顧客覺得郵政有存在的價值和需要，是我們業務經營發展的原動力。而顧客所期望的，無非是更快、更好、更便利的服務。因此所擬訂的策略計畫，均要以此為最終目標，並以正面務實態度去思考、回應，必能獲得顧客的肯定與認同。

### 誠信清廉

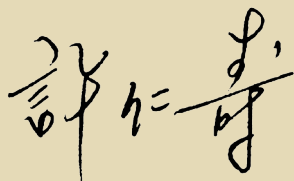
「可靠、親切、效率、創新」為郵政經營追求的標竿，「可靠」是郵政存在之首要核心價值。中華郵政109年來完成顧客託付使命，始終如一。今後亦唯有堅持「誠信清廉」的品德操守，才能在競爭激烈的服務業中，持續贏得顧客的信賴。

## 四、拔擢優秀人才，奠定企業永續發展根基

優秀人才為公司最大的資產，企業必須適時挹注新血，讓老幹新枝並茂，代代傳承不已。未來公司舉才用人的標準除了上述主動積極、實事求是、誠信清廉之外，為因應郵政未來業務發展，業務需要的專業知能亦將列為評選要項。因此，每位郵政同仁都要有自在揮灑的氣度，隨時自我成長，吸收新知，提昇自己的工作能力，為公司承擔更大的責任。

企業經營最高的境界莫過於創造三贏：滿意的顧客、快樂的員工與合理的利潤。郵政已傳承了109年，懷於身為郵政人的價值與榮光，我們要以作服務業的領導品牌，作別人的標竿企業自勉，因此，「主動積極」、「實事求是」、「誠信清廉」絕不只是口號，而是公司文化與員工修為一致的目標，也唯有如此，才能確保中華郵政事業的薪火，代代相傳，生生不息。

交通部中華郵政股份有限公司董事長



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### Conscientiousness

Satisfying customers' needs and making them feel the value of and need for Chunghwa Post are what drives our business operations. Customers expect nothing less than faster, better and more convenient service. Therefore, our strategic plans all take this as their ultimate goal. By thinking and responding with a positive and practical attitude, we will surely gain customers' approval and recognition.

### Integrity

Reliability, Amiability, efficiency and innovation are our management and service maxims, and reliability is the most important of all. For 109 years, Chunghwa Post has never failed to fulfill the duties entrusted to it. Only by adhering to an ethos of personal integrity can it continue to win the trust of its customers amid fierce competition in the future.

## IV. Promoting Outstanding Professionals and Building a Solid Foundation for Sustainable Development

Talent is a company's biggest asset. A corporation must attract new blood to keep both its old branches and new shoots healthy so as to pass down its legacy. In hiring, apart from emphasizing being proactive, conscientious and adhering to integrity, professional knowledge and skills that can meet operational needs are also of primary importance. Postal employees must broaden their horizons and continue to learn and improve their skills, so as to take more responsibility for the company in the future.

At its best, corporate management creates win-win situations: satisfied customers, happy employees and reasonable profits. Chunghwa Post has been in existence for 109 years. With the leading service industry brand, we proud postal employees must set the standard for others. "Being proactive, conscientious and adhering to integrity" is more than a pretty slogan. It is the essence of our corporate culture and a common goal of the entire staff. Only by so doing can we pass along the torch of Chunghwa Post from generation to generation.

Samuel J. S. Hsu



Chairperson of Chunghwa Post Co., Ltd.

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