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清華科管院許博炫教授 受邀加入國際權威期刊編輯團隊， 展現學院全球學術影響力

科管院公共事務辦公室 提供

國立清華大學科技管理學院計量財務金融學系許博炫教授於2025年9月出任《Management Science》創業與創新領域副主編 (Associate Editor)。在此之前，許教授已經是該期刊財務領域之副主編。此外，許教授同時擔任《Research Policy》及《Journal of Financial and Quantitative Analysis》等頂級期刊之副主編。這些職務不僅是對許教授在學術研究上長期耕耘與卓越表現的高度肯定，更彰顯了國立清華大學科技管理學院於國際學術舞台的重要影響力。

《Management Science》為全球管理學領域最具影響力的權威期刊之一，其發表論文廣泛包含管理學各領域。「創業與創新」專區長期引領新創、科技管理與創新策略研究，發表的論文常被視為推動學術與實務的重要依據；該期刊的「財務」專區則專精財務金融相關領域，亦為許多有影響力論文的發表場域。《Research Policy》是創新與政策研究領域的國際頂尖期刊，探討創新、科技或研究與經濟、社會、政治及組織過程之間的互動，並強調研究成果必須對政策制定或管理實務具有啟發或應用價值；《Journal of Financial and Quantitative Analysis》則是財務與量化分析領域的指標性期刊，在國際財務學術界佔有舉足輕重的地位。三本頂級期刊編輯團隊的組成遴選均極為嚴謹，許教授能同時受聘三個頂級期刊要職，殊屬難得。

許教授亦長期參與國際學術社群，受邀於各大國際會議發表研究，並與不同國家的學者展開合作，建立廣泛的國際網絡，



例如擔任 Mack Institute for Innovation Management of The Wharton School of University of Pennsylvania 與 Asian Bureau of Finance and Economic Research 的研究員。許教授同時積極參與並主辦多場創新經濟與永續金融領域的線上與實體國際研討會，包括 AIEA-NBER 會議、全球創業與創新研究會議（原名 Darden-Cambridge Judge 創業與創新研究會議）、台灣創新經濟與創業研討會（截至2025年5月已舉辦37場），以及 NTHU-UNSW-SMU 永續金融與經濟研討會（截至2025年5月已舉辦10場）。

對此，國立清華大學科技管理學院一向鼓勵教師在研究與學術服務等面向持續追求卓越，並積極支持教師拓展國際影響力。此次許教授同時受聘三個國際權威期刊編輯職務，不僅肯定其卓越學術能量，也展現科技管理學院持續提升國際能見度的成果。未來，科技管理學院期許更多教師能在各自領域持續發揮影響力，強化臺灣在全球學術社群的連結與貢獻。

許博炫教授 榮獲教育部 第 29 屆「國家講座主持人」殊榮

科管院公共事務辦公室 提供

教育部日前公布第 29 屆「國家講座主持人」名單，本院計量財務金融學系許博炫教授榮獲社會科學類國家講座主持人。此為教育部學術界最高榮譽，充分肯定許教授長期於學術研究、教育推動與國際鏈結方面的卓越貢獻。

「國家講座主持人」為教育部設立之最高學術獎項，旨在表彰於學術或專業領域具傑出成就的專任教授。獲選者皆在研究與教學上持續精進，於國內外享有崇高聲望，能引領學術思潮並樹立典範。教育部期盼藉由此獎項，鼓勵學術創新、促進產學合作，強化大學研究能量與社會影響力。

許博炫教授之研究專長涵蓋永續經濟 (Sustainable Economics)、創新經濟 (Innovation Economics)、創業 (Entrepreneurship)、資產定價 (Asset Pricing)、公司金融 (Corporate Finance) 與科技管理 (Technology Management) 等領域。其研究成果兼具理論深度與政策實踐價值，對我國創新驅動經濟成長與金融市場發展均具重要影響力。

值得一提的是，這也是科管院首次獲頒社會科學類國家講座主持人殊榮！再次恭賀許博炫教授，以卓越學術成就為清華科管院再添榮光。



教師研究亮點 - 科技管理研究所李傳楷教授

李傳楷教授提供

民族主義興起下的身份修辭：以台灣跨國企業為例 Identity Rhetoric Amid the Rise of Nationalism: the case of Taiwanese MNEs

作者：姜真秀、Sunghoon Kim、李傳楷

投稿於《Journal of International Business Studies》

地緣政治緊張局勢，例如美中之間的貿易爭端或俄烏戰爭等衝突，對跨國企業（MNEs）帶來了重大挑戰，並引發了合法性困境。隨著越來越多的跨國企業發現自己陷入母國與其主要經營所在東道國之間的衝突之中，它們也逐漸成為國內外利害關係人密切審視的對象。本文探討跨國企業如何通過有意識地調整其國家身份修辭來應對這些緊張局勢——運用企業外交與非市場策略以參與或影響國際關係。具體而言，我們關注跨國企業在複雜的地緣政治環境下，如何通過修辭策略來表達其國家或超國家身份。我們分析了兩家知名臺灣企業——鴻海精密（富士康）與臺灣積體電路製造公司（台積電）——在 2001 至 2020 年間的年度報告。該時期正是國際政治中與臺灣相關局勢劇烈波動的階段。通過文本分析，我們識別出這兩家公司在身份修辭中所採取的四種總體策略（世界主義式、雙重身份式、分散式以及本土式路徑）。此外，我們也探討了跨國企業的身份修辭策略選擇如何受到外部因素（如地緣政治緊張局勢）與內部動態（包括對東道國的依賴程度）的共同影響。



教師研究亮點 - 計量財務金融系蔡怡純教授

蔡怡純教授提供

我的研究興趣是探討與居住相關行為的決策和影響。早年國外的主題較容易引發共鳴，所以較多的發表是在研究國外的住房市場。近年來透過強調台灣樣本的特色，且說明其可以分享給其他國家的經驗後，也發表了許多以本土為研究基礎的著作。由於，與居住相關的課題十分多元，所以我的研究工作包羅萬象，如：台北的都更、台北的綠建築、新北智慧公共投資、台中的火力發電廠、高雄的工業區和台灣高鐵等等，當然還有包含房產在內的各項投資。近年來我擔任國科會區域研究及地理學門的召集人。這個學門包含了八個子領域，在多所涉略之下，引發了強烈的興趣轉向以區域當有機體的行為研究。亦即，我之前的研究是以個人的居住決策來看，現在傾向於以整個區域是否轉向適宜人居來看。最近和研究團隊試著將學問落地實踐，每每總被新奇的想法攪弄到癡寢忘食，不能自己。常想起高中時，寫了一篇極低分的作文：「我心目中的任天堂」。文中述及我要打造一個最適合大家居住的城市。通篇文章充滿了一個貧窮鄉下孩子的想像和夢想，"不切實際的誇誇其談"被老師拿來佐證我沒有文學的天份。沒想到，跌跌撞撞、千迴百轉後，我竟住在年少的天堂中。在這裡，我是靠著構思和研究改善人類生活而生，如夢一般。



從狀子女王到傑出教師 洪淳琦的思辨與實踐之路

作者：莊怡萱同學



左起：計量財務金融學系副教授暨公共事務辦公室主任 潘虹華；右為科技法律研究所副教授暨學生職涯發展辦公室主任 洪淳琦。

在知識快速迭代、AI 浪潮席捲校園的今日，高等教育的核心價值正迎來前所未有的挑戰。然而，在國立清華大學，有一位教師的身影，恰好體現了從實務界到學術圈的深刻反思，以及在變動時代中對「思考本質」的堅定守護。

她是清華大學科技法律研究所的洪淳琦副教授，也是清華科管院職涯辦公室的主任。2025 年，她榮獲了清華大學 113 年校傑出教學獎，這份全校僅有 2% 教師能獲得的殊榮，背後是她獨特的教學理念與實踐。那麼，洪淳琦教授又是如何從一名在同事被譽為「狀子女王」的律師，轉變為一名啟發學生「像法律人一樣思考」的教育者。

法律實務的淬鍊： 狀子女王的學術轉身

在踏入學術殿堂前，洪淳琦教授的履歷在已相當亮眼。她曾在國際法律事務所服務，也擔任過科技業的法務律師。她坦言，自己其實非常熱愛律師工作，尤其享受撰寫訴狀（狀子）與出庭的過程。由於她撰寫狀子既快又好，同期同事甚至給了她「狀子女王」的稱號。

然而，隨著時間推移，即便是充滿挑戰的實務工作，也逐漸顯露其侷限性。洪教授發現，在科技業法務室中，遇到的法律問題開始變得重複。她內心渴望的，不僅是解決眼前的案件，更是一種「寫得更深、



想得更深」的知識探索。這股對思維深度的追求，促使她毅然轉身，從實務界跨入學術界，開始了她的教學生涯。

教學的核心：不只是法條，更是「像法律人一樣思考」

這段在業界的實務經驗，深刻形塑了洪淳琦教授的教學理念。她認為，法律教育的核心，絕非讓學生背誦法條，也不是訓練他們如何快速用 AI 生成答案，而是要培養他們如何「像法律人一樣思考」。

網路教學平台上，洪老師曾獲得一則學生評價：「希望洪老師可以當大法官」。理由是，她在解讀憲法時，總能提出自己獨特的見解，既「溫柔又有力道」。這正反映了她的教學風格。在她的憲法課堂上，互動與討論是常態。她不會在學生回答錯誤時，就立刻給出「對」或「錯」的簡單二元答案。相反地，她擅長「引導」，將學生的回答視為一個起點，從中找到其

「思慮正確」的部分，再逐步矯正其偏誤之處，讓討論得以延續。為了鼓勵大學部學生發言，她會將發言計入平時成績，並致力於營造一個「輕鬆討論」的課堂氣氛。久而久之，學生便能克服心理障礙，融入思辨的過程。

她強調，法律人的思考，是一套嚴謹的邏輯架構，涉及如何將抽象的「事實」抽絲剝繭，找到與「法律」的關聯性，最終才能精準地「應用法條」。這套功夫，是 AI 在短期內無法取代的，也是她教學的真正核心。

面對 AI 浪潮： 教學的挑戰、挫折與「控制點」

談及當下教學面臨的最大挑戰，洪淳琦教授直指 AI（如 ChatGPT）的普及。她坦言，自己和學生一樣，都還在「摸索」如何應對這項新科技。



她目前的作法是訂立清晰的界線：學生若使用 AI，必須「誠實揭露」；課堂上也會明確告知何時可用、何時不可用。洪老師更是明白指出，ChatGPT 在回答法律問題上仍有極大缺陷。它或許能給出看似順暢的答案，但其內容往往簡略，缺乏深入的邏輯分析。「學生以為可以修飾，但老師其實很容易看出來。」洪教授一針見血地說。AI 生成的文字或許「華麗」，但其「內容」往往是貧乏的，缺乏真正的人類思考。她曾遇過學生用 AI 繳交期中作業，在溝通後，她嚴肅地讓學生考慮「退選」。這對她而言，不僅是違規，更是一種「傷心」——因為她整學期都在訓練學生思考，學生卻放棄了這個機會。

然而，挫折也帶來反思。洪教授將「期中作業」視為一個重要的「控制點」。如果發現學生普遍表現不如預期，她會反問自己：「是不是我沒有講得那麼清楚？」過去五年來，她不斷透過這些控制點來調整教學方式，如今學生的學習成效已顯著提升。她認為，教學不只是學生的責任，老師也必須隨時自我調整。

哈佛的啟示： 以「參與者為中心」的教學

洪淳琦教授對教學的熱忱，也促使她不斷精進。2025 年暑假，她前往哈佛商學院（HBS）參加了為期六天的個案研習。這個匯集了全球頂尖商學院及法學院教授的密集課程，帶給她極大的啟發。



她分享，HBS 的個案教學，採用一種獨特的「兩層次方法」。第一個小時，HBS 的資深教授會將在場的老師們當成「學生」，

實際教授一堂個案課。一個小時後，教授立刻「變臉」，切換到「教師」模式，帶領大家檢討：「剛才的教學中，你們看到了什麼？哪裡卡住了？老師又是如何『煽風點火』來激化辯論的？」這讓她深刻體會到，HBS 個案教學的真正名稱，並非「個案研習」，而是「以參與者為中心的學習方式」（Participant-Centered Learning）。個案，只是引發思辨的工具；真正的核心，是讓「參與者」成為課堂的中心。

在 HBS，一堂課就像一齣「無法重複的劇場」。學生必須在課前就閱讀完個案、進行小組討論，帶著充分的準備來到課堂。如此，課堂上的討論才能達到足夠的深度。她分享了一個印象最深刻的「失敗個案」：兩位 HBS 的女性校友，發現男裝西裝尺寸完整精細，而女裝卻選擇有限，於是她們立志創業，希望能以「可負擔的價格」，提供「媲美名牌的精細尺寸」的女裝。最終，這家公司失敗了。

洪老師藉由這個課堂討論的個案中體悟到，這門課想要教給學生的不只是如何成功，而在於其豐富的教學意涵。首先，它教導學生「點子源於生活」，也讓教學不再局限於男性 CEO 的成功故事，帶來了性別視角的平衡。其次，它血淋淋地揭示了「失敗的邏輯」——「精細尺寸」（高成本）與「可負擔價格」（低利潤）本身就是一對矛盾的目標。最後，這個個案也突顯了「人脈」的重要：這兩位創辦人正是同學，她們的創業故事，也提醒了學生「在學校要好好交朋友」。

給下一代的叮嚀： 在不確定的年代，穩住自己

帶著哈佛的啟示回到清華的校園，面對當下學生普遍的「焦慮」，洪淳琦教授也給出了她的建議。

她坦言，這個時代的焦慮是共有的，科技的進展、地緣政治的變動，都帶來了巨大的不確定性。而學生要面對課業、實習、雙主修的多重壓力。她認為，面對焦慮，第一步是「分享」，找同學、找朋友聊聊，會發現並非只有自己如此。

在這片不確定的汪洋中，什麼才是最可靠的浮木？洪教授的答案是：「知識」。她對學生說：「知識是你學了以後，就是你自己的了，他不會被任何人奪走。」在一個 AI 工具唾手可得的時代，唯有真正內化到腦中的知識與思維，才能帶來心靈的穩定。

她也以自身為例，笑稱自己是個「I 人」，當年選擇法律，也是因為「寫狀子」是個可以獨立完成的工作。她鼓勵同樣內向的同學，不需要強迫自己廣泛社交，「你不用跟很多人都好，但你要有幾個朋友」。

作為科管院職涯辦公室主任，她也給即將進入職場的學生兩個關鍵提醒，而這兩點都關乎「態度」：

1. 溝通的技巧（尤其是 Email 禮節）：

她觀察到，許多學生習慣了即時通訊，卻忽略了 Email 的正式性。例如，學生發信請求推薦信，老師當天回覆了，學生卻可能「過了十幾天才看」，這在職場上是極度不專業的表現。或是收到重要回信後，連一聲「謝謝」都沒有，僅僅是「已讀不回」。她提醒，這些行為都在無形中傳遞了「你不在乎」的訊息。

2. 合作的態度：

在進入職場之前，必須學會在團隊中認真負責，共同完成目標。透過在學期間和同學們共同完成報告或專案的經驗，培養能夠團隊合作的能力。

結語

從「狀子女王」到「傑出教師」，洪淳琦教授的道路，是一條不斷自我反思與精進的旅程。她將實務的嚴謹帶入學術的殿堂，又從哈佛的經驗中帶回以人為本的教學藝術。

在 AI 試圖定義答案的時代，她堅守著「提問」與「思辨」的價值。她教給學生的，不僅是法律的知識，更是在變動世界中，如何穩固內心、清晰思考，並找到屬於自己那份「無可取代」的靈魂重量。

完整訪談內容將於 2025 年 11 月 CTM 清華科管領航 Podcast 上架，敬請期待！



Podcast

活躍老化新典範： 廖健妤與老玩客如何點亮 退休人生下半場

作者：莊怡萱同學



左起：服務科學研究所副教授暨 MBA 在職專班主任 歐怡君；右為 2025 年科技管理學院傑出校友 廖健妤。

隨著台灣社會步入高齡化與少子化的雙重挑戰，退休生活的樣貌與意義也隨之轉變。不再僅是含飴弄孫、安享清閒，越來越多的熟齡人士渴望在離開職場後，繼續尋找生活的熱情與價值。畢業於本校的校友廖健妤看到這股潛在需求，因而創辦「老玩客股份有限公司」，致力於為退休人士打造一個充滿活力與連結的新舞台。廖健妤不僅是清華大學科管院學士班與服務科學研究所的畢業生，更榮獲了 2025 年科管院傑出校友獎的肯定。她所創辦的老玩客不僅是一個平台，更是一種社會實踐，透過創新的商業模式與細膩的服務設計，證明了退休絕非褪色，人生的下半場依然可以光彩奪目。

從家庭餐桌的觀察， 看見未被滿足的需求

廖健妤創辦老玩客的契機，並非來自宏大的市場分析，而是源於對自己父母退休生活的細膩觀察。身為前籃球運動員，她長年在外訓練、求學，直到大學畢業後才有機會與父母長時間相處。她發現，甫退休、年僅五十多歲的父母，並未如她想像般享受自由自在的生活，反而常顯得無所適從，缺乏生活重心，甚至影響了身心健康狀態。

因為擔心父母的情況，她嘗試提出各種建議：「去社區大學上課？」父母覺得學習壓力太大；「去語言中心學外語？」又覺

得都是年輕人不自在；「去健身房運動？」環境太吵雜不適合。一連串的拒絕讓廖健妤意識到，在生活中看似多元的活動，卻鮮少真正符合這群「初老族」的需求。他們不同於需要照護的年邁長者，也不同于追求技能提升的年輕學子，他們擁有相對健康的身體、穩定的經濟基礎與豐富的人生閱歷，但是卻缺少一個能讓他們持續學習、貢獻所長、拓展社交的專屬平台。「不是他們不想做，而是到底有什麼樣的活動或服務是針對這群人？」就是這個疑問，點燃了廖健妤創業的火花。

學思歷程：管理、服務科學與運動員精神的融合

廖健妤的背景多元，為老玩客的創立奠定了獨特的基礎。自國中起便對管理學產生興趣，大學進入清華科管院不分系學士班，主修經濟與工業工程，打下了扎實的商管知識底蘊。這讓她在創業初期，即使面對會計、報稅等非核心業務，也能有基本的概念與應對能力。

然而，僅有商業技巧並不足夠。在職場歷練兩年多後，「社會企業」的概念深深吸引了她。她希望能找到一種方式，既能解決觀察到的社會問題（如父母輩的退休生活困境），又能實現自我價值。這促使她

重返清華攻讀服務科學研究所。服科所的訓練，讓她跳脫了傳統商管追求效率與利潤最大化的思維，轉而更關注「使用者」與「利害關係人」的需求與感受。「使用者永遠不會知道他要什麼，尤其是當這個選項沒有出現的時候」這句話是服務科學的宗旨，也讓她深刻理解到，不能僅是用自己的角度去定義長輩「應該」要什麼樣的退休生活。

老玩客的創新實踐：打造有價值的退休生活

老玩客的核心目標，是讓退休人士重新找到生活的重心與價值感。他們採取的策略並非單一面向，而是多元且細膩的，而針對老玩客的未來走向，廖健妤則是明確的指出三個方向：

1. 服務對象精準定位：廖健妤提到，七、八十歲的長輩在退休後已經用同樣的生活模式過了二十幾年，這時候如果再來談生活需要如何改變才能更健康已經太晚。所以，儘管看見高齡少子化會帶來的問題，廖健妤還是得調整服務的客群，將原本預期的高齡群體年齡層向下調整，鎖定在年紀大約五十幾歲剛退休的人士，這群人的生活樣態還沒有固定，因此可以改變的彈性也相對更大。

2. 跨世代共融：面對日益加深的世代隔閡，老玩客積極設計促進不同年齡層互動的活動。「青年陪聊師」計畫便是一個成功的例子，讓大學生與長輩建立起平等的對話關係，互相傾聽、理解與支持。此外，「同理心工具」的體驗，則是讓年輕人穿上特殊裝備，模擬長輩的生理不便，藉此培養同理心，拉近世代間的距離。這些活



動不僅打破了刻板印象，也讓不同世代發現彼此共通的價值與情感。

3. 重返職場發揮自我價值：因應缺工趨勢，老玩客也開始探索如何協助企業打造高齡友善職場，讓有能力、有意願的退休人士重返勞動力市場。他們與清大內的校園餐廳「同食角落」合作，培訓高年級吧台手，證明經過適當的訓練與流程調整，中高齡者依然能展現專業，提供有品質的服務。目前，包含無印良品、7-ELEVEN 等大型企業也開始與老玩客合作，培訓熟齡者並且進行職場的實際工作體驗，為企業吸納熟齡人才，除了讓長輩發揮價值，也能有效改善缺工問題。

平衡商業與使命：社會企業的挑戰與堅持

作為一個社會企業，老玩客始終在商業營運與社會使命之間尋找平衡。廖健妤坦言，這並不容易。尤其在定義「高齡友善」的尺度上，過於寬鬆可能影響效率與獲利，過於嚴苛又可能失去原本的初衷，甚至引發長輩的反彈或誤解。他們花了很長時間摸索，才逐漸找到合適的工作模式與溝通方式。

在商業模式上，老玩客也展現了創意。他們並不總是直接向長輩收費，而是採取多元的收入來源，例如由企業委託老玩客設計針對熟齡族群的行銷活動或體驗課程，讓企業付費，長輩則能免費或以優惠價格參與。「羊毛出在豬身上，狗付錢」的模式，既滿足了企業接觸目標客群的需求，也降低了長輩參與的門檻。

給未來的期許：學習、連結與找到熱情

走過創業的十年，廖健妤對於人生與工作有了更深的體悟。她鼓勵年輕學子，不要害怕嘗試與探索，利用年輕的本錢去尋找自己真正熱愛的事物。「我覺得工作只是把它當成一個賺錢的工具的話，其實我覺得很可惜。」她認為，工作佔據人生很長的時間，若能在其中找到樂趣、價值與累積，會讓生活更加充實。

對於即將或已經步入退休階段的人們，她的建議則是「去體驗以前沒有體驗到的事」。無論是學習新知、重拾興趣、投入志願服務，或是像老玩客提倡的「退休再就業」，都是讓生活保持活力的好方法。特別是工作，不僅能帶來收入與成就感，更能促進社會連結、維持身心健康，是延緩老化、豐富老後生活的極佳途徑。

結語：點亮每一個不褪色的下半場

老玩客的創業理念和成果，不僅是一個成功的社會企業案例，更是一面映照台灣社會高齡化趨勢下，個人價值與社會參與新可能的鏡子。廖健妤以自身的熱情與同理心，結合在清華所學的管理知識與服務科學理念，為無數退休人士點亮了人生的下半場。她的努力證明了，年齡從來不是限制，只要有合適的舞台與機會，每個人都能持續發光發熱，活出精彩。在可預見的未來，像老玩客這樣的創新模式，將是應對高齡社會挑戰、促進世代和諧不可或缺的重要力量。

完整訪談內容將於 2025 年 12 月 CTM 清華科管領航 Podcast 上架，敬請期待！



Podcast

院內大小事

CTM Highlight

科管院辦公室提供

This article is provided by CTM Office

跨域領航 唯有清華

Technology X Management @ NTHU

科管院標語更新

之前本院使用的標語「兩岸唯一，只有清華」及「跨域智匯、領航未來」，代表著過去重要的發展歷程。近期院辦公室及在職專班主管同仁共同研議並諮詢校級相關單位之後，推出本院新的中英文標語：新標語「跨域領航 唯有清華」"Technology X Management @ NTHU"，代表我們將展現清華在跨域的領先典範。科管院將發揮既有優勢，強化學術專業跨界合作，打造具國際影響力的清華品牌，培育兼具創新思維與社會責任的未來領袖。

In the past, our college used the slogans "The Only One Across the Strait, Only at NTHU" and "Interdisciplinary Intelligence, Leading the Future", which represented important milestones in our development.

After careful discussion among the College Office and the EMBA program team, and consultation with relevant university offices, we are pleased to introduce the new slogan for the College of Technology Management:

科管院全新課程

《創業說書人：從夢想到市場的真實旅程

Founders Unfolded: The Journey Behind the Startup»

114-2 全新課程開放選修！

清華科管院全新推出跨域創業實務課程，邀請來自 AI 新創、數位科技、文化創意、社會企業、綠色能源、地方創生 等領域的創業者，以及 清大理工、生醫等學院的傑出校友，分享從想法萌芽到產品上市的真實創業旅程。

課程由 彭心儀院長、吳世英副院長、劉玉雯副院長、王俊程執行長 與國內外實務創業師資共同打造，帶領學生掌握創業的關鍵思維與行動策略。

課號 | CTM320200

上課時間 | 週三 10:00-12:00

榮譽 Honor

經濟學系盧妹璇教授榮獲 112 學年度教育部「教學實踐研究績優計畫」

Prof. Shu-Shiua Lu from the Department of Economics on Receiving " the Ministry of Education Outstanding Teaching Practice Research Award " (Academic Year 2023)

計量財務金融學系許博炫教授 榮獲教育部第 29 屆「國家講座主持人」殊榮

Professor Po-Hsuan Hsu from the Department of Quantitative Finance on Receiving the 29th "National Chair Professorship" in Social Sciences from the Ministry of Education

計量財務金融學系謝宗翰教授榮獲 中華民國自動控制學會 114 年度「青年自動控制工程獎」

Professor Chung-Han Hsieh from the Department of Quantitative Finance on Receiving the 2025 "Young Automatic Control Engineer Award" from the Chinese Automatic Control Society

計量財務金融學系林哲群教授榮獲「中華民國住宅學會 2025 年度學術貢獻獎」

Professor Che-Chun Lin from the Department of Quantitative Finance on Receiving the "2025 Academic Contribution Award" from the Chinese Society of Housing Studies.

恭賀本院榮譽講座教授、前院長史欽泰教授榮獲第 3 屆「李國鼎獎」 英文

Congratulations to Professor Chin-Tay Shih — CTM Honorary Chair Professor and Former Dean — on Receiving the " K.T.Li Award".

活動 Events

10 月 7 日，科技管理學院舉辦「Serial Entrepreneur Secrets: Navigating AI and Startup Challenges」講座，邀請本院校友、連續創業家 黃彥嘉 (Aldrich Huang) 分享其創業歷程及對 AI 產業發展的第一線觀察。

On October 7, the College of Technology Management hosted the lecture "Serial Entrepreneur Secrets: Navigating AI and Startup Challenges," in which alumnus and serial entrepreneur Aldrich Huang shared his entrepreneurial journey and frontline insights on AI development.

10 月 13 日至 14 日，泰國朱拉隆功大學商學院 (Chulalongkorn Business School, CBS) 學生來訪科技管理學院，進行學術交流及企業參訪。

On October 13–14, students from Chulalongkorn Business School (CBS) in Thailand visited the College for academic exchange and company visits.

10 月 21 日，科技管理學院 史欽泰前院長於台積館舉辦《十里天下：史欽泰和他的開創時代》新書發表會。

On October 21, former CTM Dean Dr. Chin-Tay Shih held a book launch for his new publication at the TSMC Building.

10 月 23 日，孫運璿科技講座邀請 中華民國無任所大使唐鳳 以「合作式 AI：化衝突為共創」為題，探討人機協作與民主治理的未來發展。

On October 23, the Sun Yun-Suan Technology Lecture Series featured Ambassador-at-large Audrey Tang, who delivered a keynote titled "Cooperative AI: From Conflict to Co-Creation," examining future developments in human-AI collaboration and democratic innovation.

10月30日，孫運璿科技講座邀請 宏碁集團創辦人、榮譽董事長暨智榮基金會董事長施振榮先生 主講「王道領導與國際觀」，分享其多年企業經營與國際視野的實務經驗。

On October 30, the lecture series welcomed Stan Shih, Founder and Honorary Chairman of Acer Inc. and Chairman of the Stan Shih Foundation, who spoke on "Humane Leadership and Global Vision," drawing on decades of leadership experience.

11月12日，科技管理學院舉辦「美國西北大學法學院演講暨學程說明會」，邀請西北大學前法學院院長 Rodriguez 教授 演講。同日，本院 科技法律研究所 與 西北大學法學院 簽署法學碩士雙聯學位合作備忘錄（MOU），正式啟動雙方學術合作。

On November 12, the College held a lecture and program briefing featuring Professor Daniel Rodriguez, former Dean of Northwestern University Pritzker School of Law. During the event, NTHU's Institute of Law for Science and Technology and Northwestern Law signed an MOU to establish a dual master's degree program, marking the beginning of formal academic collaboration.

11月20日，科技管理學院與 台北政經學院（TSE）聯合舉辦紀錄片《造山者》特映會，呈現台灣半導體產業的發展脈絡與重要貢獻。

On November 20, the College and the Taipei School of Economics and Political Science (TSE) jointly hosted a special screening of the documentary "A Chip Odyssey", highlighting the development and global impact of Taiwan's semiconductor industry.

11月13日，孫運璿科技講座邀請 鄒開蓮董事長（前 Verizon Media 國際事業董事總經理、前 Yahoo 亞太區總經理、前台灣世界展望會董事長）主講「點燃熱情職涯：勇敢說 Yes」，分享其跨領域職涯經驗與成長心法。

On November 13, the lecture series invited Ms. Rose Tsou—former Managing Director of International Business at Verizon Media, former General Manager of Yahoo Asia Pacific, and former Chairperson of World Vision Taiwan—to speak on "Ignite Your Passionate Career: Dare to Say Yes," sharing her cross-sector career experiences and perspectives.

11月27日，孫運璿科技講座將邀請 李家維教授（清華大學生醫學院侯金堆講座 辜嚴倬雲植物保種中心執行長）分享「我們從何而來？又將去向何方？」。

On November 27, the lecture series invited Professor Chia-Wei Li, Holder of the Hou Jin-Dui Chair Professorship at NTHU's College of Life Science and Executive Director of Dr. Cecilla Koo Botanic Conservation Center, to speak on the topic "Where Do We Come From? And Where Are We Going?"

近期活動預告

What's Coming Up

12/04 四 1 樓孫運璿演講廳

語言 Language：中文
院內單位 Office/ Department：科管院

孫運璿科技講座

講者：鄧振中 前經濟部部長、前行政院政務委員暨行政院
經貿談判辦公室總談判代表

論壇主持人：科技管理學院彭心儀院長 與談人：台北政經學院陳添枝講座教授

**講題：川普貿易政策下，台灣與全球經貿秩序的
危機與機會**



報名連結
Registration

12/01 一 R905

語言 Language：English
院內單位 Office/ Department：Institute of Law for Science and Technology

**NTHU Workshop on Interdisciplinary Legal Scholarship
- Diversity in Compliance with a Universal Goal: The
Asia-Pacific Approach to the International Criminal
Justice**



報名連結
Registration

12/09 二 901 教室

語言 Language：中文
院內單位 Office/ Department：科技管理研究所

暑期海外實習成果發表會



報名連結
Registration

12/11 四 R430

語言 Language：English
院內單位 Office/ Department：Institute of Law for Science and Technology

**NTHU Workshop on Interdisciplinary Legal
Scholarship -**

- 1) General Overview of IHL and ICL- First Session
- 2) New Technologies and Means and Methods of Warfare-
Second Session



報名連結
Registration

12/20 六 線上投稿 Online

語言 Language：中文 English
院內單位 Office/ Department：科管院 College of Technology Management

**《壓力投稿所》— 那些沒說出口的煩惱
The Unspoken Stories**



投稿連結
Submission Form Link

NTHU CTM Professor Po-Hsuan Hsu Appointed to Editorial Boards of Leading International Journals, Showcasing Global Academic Impact

This article was provided by the Office of Public Affairs, CTM



In September 2025, Professor Po-Hsuan Hsu from the Department of Quantitative Finance, College of Technology Management (CTM), National Tsing Hua University, was appointed as **Associate Editor for the Entrepreneurship and Innovation Department of *Management Science***. Prior to this, he already served as Associate Editor for the Finance Department of the same journal. In addition, Professor Hsu holds associate editor roles at other top-tier journals,

including Research Policy and the Journal of Financial and Quantitative Analysis (JFQA). These appointments not only recognize his long-standing dedication and outstanding contributions to academic research, but also highlight CTM's growing global influence in management and finance scholarship.

Management Science is widely regarded as one of the most authoritative and influential journals in the field of management. Its scope covers a wide range of management disciplines. The “Entrepreneurship and Innovation” department has long been a leading platform for scholarship on startups, technology management, and innovation strategy, with its published research frequently shaping both theory and practice. Meanwhile, its “Finance” department is a premier outlet for cutting-edge financial research. Research Policy is the leading international journal in innovation and policy studies, exploring the interactions between innovation, technology, and economic, social, political, and organizational processes, with an emphasis on actionable insights for policymakers and practitioners.



JFQA is a flagship journal in finance and quantitative analysis, holding a central role in the global finance research community. Appointment to the editorial boards of these three highly selective journals is an extraordinary distinction, underscoring Professor Hsu's academic stature.

Beyond his editorial leadership, Professor Hsu actively engages with the international research community. He has been invited to present at leading global conferences and has developed extensive collaborative networks with scholars worldwide. He also serves as a research fellow at the **Mack Institute for Innovation Management at the Wharton School, University of Pennsylvania**, and the **Asian Bureau of Finance and Economic Research (ABFER)**. Moreover, Professor Hsu has been deeply involved in organizing major international conferences in the fields of innovation economics and sustainable finance, such as the **AIEA-NBER Conference**, the **Global**

Entrepreneurship and Innovation Research Conference (formerly the Darden-Cambridge Judge Conference), the **Taiwan Conference on Innovation and Entrepreneurship (37 sessions as of May 2025)**, and the **NTHU-UNSW-SMU Symposium on Sustainable Finance and Economics (10 sessions as of May 2025)**.

At CTM, faculty are strongly encouraged to pursue excellence not only in research but also in academic service, with robust institutional support to expand their global reach. Professor Hsu's concurrent appointments to three prestigious editorial boards are both a recognition of his scholarly achievements and a testament to CTM's ongoing efforts to strengthen its international visibility. Looking ahead, CTM aspires to see more of its faculty members extend their influence in their respective fields, further connecting Taiwan to the global academic community and contributing to knowledge creation worldwide.

Professor Po-Hsuan Hsu Receives the 29th National Chair Professorship in Social Sciences from the Ministry of Education

This article was provided by the Office of Public Affairs, CTM

The Ministry of Education recently announced the recipients of the 29th National Chair Professorships, and Professor Po-Hsuan Hsu from the Department of Quantitative Finance, College of Technology Management, National Tsing Hua University, has been awarded the National Chair Professorship in Social Sciences. This is the highest academic honor conferred by the Ministry of Education, recognizing Professor Hsu's outstanding contributions to academic research, educational advancement, and international collaboration.

The National Chair Professorship is the most prestigious academic award established by the Ministry of Education to honor full-time professors who have demonstrated exceptional achievements in their respective academic or professional fields. Recipients are distinguished scholars who continually excel in research and teaching, enjoy high international reputations, and serve as thought leaders and exemplars in academia. Through this award, the Ministry aims to encourage scholarly innovation, foster university–industry collaboration, and enhance both the academic and societal impact of higher education in Taiwan.



Professor Hsu's research expertise spans Sustainable Economics, Innovation Economics, Entrepreneurship, Asset Pricing, Corporate Finance, and Technology Management. His work integrates theoretical rigor with policy relevance, significantly influencing research and practice in innovation-driven economic growth and financial market development.

Notably, this marks the first time that National Tsing Hua University has received the National Chair Professorship in the Social Sciences category. Once again, congratulations to Professor Hsu for bringing great honor to the College of Technology Management and to NTHU through his remarkable academic achievements.

Spotlight on Research- Professor Chuan-Kai Lee, Institute of Technology Management, Professor I-Chun Tsai, Department of Quantitative Finance

By Professor Chuan-Kai Lee

Identity Rhetoric Amid the Rise of Nationalism: the case of Taiwanese MNEs

By Jin-Su Kang, Sunghoon Kim and Chuan-Kai Lee

Submitted to *Journal of International Business Studies*

Geopolitical tensions, such as the trade disputes involving the US and China or conflicts like the war in Ukraine, pose significant challenges for multinational enterprises (MNEs), creating a legitimacy dilemma. With an increasing number of MNEs finding themselves entangled in conflicts between their home countries and the host countries where they conduct significant business operations, they become subjects of intense scrutiny by stakeholders both domestically and internationally. In this paper, we investigate how MNEs consciously navigate such tensions by changing their national identity rhetoric - employing corporate diplomacy — employing nonmarket strategies to engage with or influence international relations. Specifically, we focus on the rhetorical strategies MNEs employ to express their national or supranational identities in dealing with complex geopolitical environments. We conducted an analysis of annual reports from two prominent Taiwanese companies, Foxconn and Taiwan Semiconductor Manufacturing Company (TSMC), spanning from 2001 to 2020, a period marked by significant fluctuations in international politics concerning Taiwan. Through textual analysis, we identified four overarching strategies of identity rhetoric used by these companies (cosmopolitan, dual, distributed, and indigenous approaches). Additionally, we explore how an MNE's choice of identity rhetoric strategies is shaped by both external factors, such as geopolitical tensions, and internal dynamics, including dependence on host countries.



My Research Journey

By Professor I-Chun Tsai

My research explores decision-making and the impacts of housing-related behavior. In the early years, I focused on foreign housing markets, as those topics resonated more easily with international audiences. More recently, by highlighting the unique characteristics of Taiwan's housing market and showing how these experiences can be shared globally, I have also published many works grounded in local data.

Housing touches on many aspects of life, so my research covers a wide range of issues—from urban renewal and green buildings in Taipei, to smart public investment in New Taipei city, the Taichung power plant, Kaohsiung's industrial zones, Taiwan's high-speed rail, and various forms of real estate and financial investment. Currently, I also serve as convener of the NSTC's Regional Studies and Geography Division, where I have shifted my focus from individual housing choices to viewing entire regions as living organisms and asking: *How can we make a region truly livable?*

This journey often reminds me of a high school essay I once wrote, titled "*The Nintendo of My Dreams*." In it, I imagined building the perfect city for everyone to live in. My teacher dismissed it as unrealistic fantasy—but decades later, I find myself living that dream, devoting my work to designing and researching ways to improve human life.



From “Queen of Legal Briefs” to Outstanding Teacher: The Reflective and Practical Journey of Prof. Chun-Chi Hung

Written and edited by Yi-Hsuan Chuang



Prof. Hung-Hua Pan, Associate Professor of the Department of Quantitative Finance and Director of the Office of Public Affairs; and on the right, Prof. Chun-Chi Hung, Associate Professor of the Institute of Technology Law and Director of the Student Career Development Office.

In an era of rapid knowledge evolution and the sweeping influence of AI across campuses, the core value of higher education faces unprecedented challenges.

Yet at National Tsing Hua University (NTHU), one educator embodies both deep reflection on the bridge between industry and academia, and a steadfast defense of the essence of thinking itself.

She is Associate Professor Chun-Chi Hung of the Institute of Technology Law, and also Director of the Career

Development Office at NTHU's College of Technology Management (CTM).

In 2025, Prof. Hung received NTHU's Outstanding Teaching Award, an honor given to only about 2% of faculty members across the university — recognition of her distinctive teaching philosophy and practice.

How did this former practicing lawyer, once known in the industry as the “Queen of Legal Briefs”, transform into an educator who inspires students to “think like lawyers”?



Sharpened by Legal Practice: From “Queen of Legal Briefs” to Academia

Before entering academia, Prof. Hung had already built an impressive professional résumé. She worked at an international law firm and later as an in-house counsel in the technology sector.

She admits she truly loved being practicing lawyer— particularly the process of writing legal briefs and appearing in court. Her colleagues, impressed by both her speed and precision, affectionately nicknamed her the “Queen of Legal Briefs.”

However, even the most stimulating practice eventually revealed its limits.

While working in corporate legal departments, she noticed that many of the legal issues began to repeat themselves. What she longed for was not just solving cases, but thinking and writing more deeply.

That pursuit of intellectual depth ultimately led her to leave the courtroom for the

classroom — marking the beginning of her academic journey.

Teaching Philosophy: Beyond Legal Codes — Learning to “Think Like a Lawyer”

Her years in the legal profession profoundly shaped her teaching philosophy.

She believes that legal education should never be about rote memorization of statutes — nor about quickly generating AI-written answers — but about cultivating the ability to “think like a lawyer.”

On a teaching evaluation platform, one student once commented:

“I wish Professor Hung could become a Constitutional Court judge.”

The reason? Her constitutional interpretations were always unique — gentle, yet powerful.

This description captures her classroom style.

In her constitutional law classes, interaction and discussion are constant. When a student answers incorrectly, she doesn't immediately mark it "right" or "wrong." Instead, she guides them — identifying what part of their reasoning is valid, then helping correct the flaws.

To encourage undergraduates to speak up, she incorporates participation into their grades and fosters a relaxed discussion atmosphere. Over time, students overcome their hesitation and fully engage in reasoning and debate.

She emphasizes that a lawyer's thought process follows a rigorous logical framework — dissecting complex facts, linking them to legal principles, and precisely applying the law.

This skill, she insists, is something AI cannot replace, and it remains at the heart of her teaching.

Facing the AI Wave: Challenges, Frustrations, and "Control Points" in Teaching

Asked about today's biggest challenge in education, Prof. Hung points directly to the rise of AI tools like ChatGPT.

She candidly admits that she, like her students, is still "figuring out" how to adapt to this technology.

Her current approach is to set clear boundaries: students who use AI must disclose it honestly, and she clearly defines when it is acceptable and when it is not.

Prof. Hung points out that ChatGPT still has significant flaws in legal reasoning

— it can produce smooth prose but lacks depth and logical rigor.

"Students think they can disguise it, but teachers can tell right away," she says sharply.

AI-generated text may appear elegant, but its substance is shallow — devoid of real human thought.

She recalls once discovering a student's midterm written entirely by AI. After a serious discussion, she advised the student to consider withdrawing from the course.

For her, this was not merely a violation of rules but a heartbreak:

"I spent an entire semester training students to think, yet they gave up that opportunity."

Still, every setback brought reflection.

She treats the midterm assignment as a key "control point." If many students underperform, she asks herself: "Did I fail to explain something clearly enough?"

Over the past five years, she has used these checkpoints to continually refine her teaching methods — with remarkable improvement in learning outcomes.

To her, teaching is a two-way process: it's not only students who must learn; teachers, too, must evolve.

Lessons from Harvard Business School: Participant-Centered Learning

Prof. Hung's passion for teaching also drives her continual professional growth.



In the summer of 2025, she attended a six-day case method seminar at Harvard Business School (HBS) — an intensive program gathering top educators from business and law schools worldwide.

She describes the experience as transformative.

At HBS, case teaching followed a “two-level method.”

In the first hour, a senior professor taught the group as if they were students — running a full case discussion.

Immediately after, the same professor switched to “teacher mode” and asked:

“What did you observe? Where did the discussion get stuck? How did I spark debate?”

Through this, she realized that what HBS truly teaches is not “case study” but Participant-Centered Learning — where the case itself is merely a tool to trigger reflection. The participants, not the instructor, are the real center of learning.

Each class, she says, feels like an unrepeatable theater performance.

Students must read the case and discuss it in groups before class, ensuring that the in-class dialogue reaches genuine depth.

She recalls one striking “failure case”:

Two HBS alumnae realized that men’s suits came in precise, inclusive sizing, while women’s suits did not. They launched a startup to offer tailored women’s suits “as precise as designer brands but at affordable prices.”

The company ultimately failed.

From this case, Prof. Hung drew several teaching insights:

- Ideas come from life. The story brought diversity and gender balance to classroom discussions, breaking away from the typical male-CEO success narratives.
- Failure teaches logic. The founders’ goals — “precise sizing” (high cost) and “affordable pricing” (low profit) — were inherently contradictory.
- Networks matter. The founders were classmates, a reminder to students that “your school friendships are your lifelong resources.”

Words to the Next Generation: Finding Stability in Uncertainty

Back at NTHU, Prof. Hung often encounters students struggling with anxiety — about studies, internships, double majors, and the future.

She empathizes deeply, recognizing that this anxiety is universal in an age of rapid technological and geopolitical change.

Her first piece of advice: share it.

“Talk to your classmates and friends — you’ll realize you’re not alone.”

In the vast ocean of uncertainty, what is the most reliable anchor?

Her answer: knowledge.

“Once you’ve learned something, it’s yours. No one can take it away,” she tells her students.

In an age when AI tools are ubiquitous, only knowledge and reasoning truly

internalized in the mind can bring lasting confidence and calm.

A self-described introvert, she jokes that she chose law partly because writing legal briefs was something she could do independently. She reminds fellow introverted students:

“You don’t need to be close with everyone — just have a few true friends.”

As Director of the CTM Career Development Office, she also offers two key reminders for students entering the workplace — both about attitude:

1. Communication Etiquette (especially in emails):

Many students accustomed to instant messaging overlook the formality of email. Some request a recommendation letter, receive a reply the same day, yet only check it two weeks later. Others fail to acknowledge important replies.

“Even a simple ‘Thank you’ matters,” she says. “Silence sends the wrong message — that you don’t care.”

2. Collaboration Mindset:

Before entering the workforce, students must learn to take responsibility in teams. Group projects and presentations in university are valuable training grounds for developing this essential skill.

Conclusion

From “Queen of Legal Briefs” to Outstanding Teacher, Prof. Chun-Chi Hung’s journey is one of continual reflection and refinement.

She has brought the rigor of legal practice into academia, and infused it with the human-centered teaching philosophy she absorbed at Harvard.

In an age when AI claims to define all the answers, she remains a guardian of questions and critical thinking.

Through her teaching, students gain not only legal knowledge but also the courage and clarity to stand firm amid change — discovering within themselves that irreplaceable “weight of the soul.”

The full interview will be featured on the CTM Podcast in November 2025. Stay tuned!



A New Paradigm for Active Aging: How Chien-Yu Liao and “Let We Care” Are Redefining Retirement

Written and edited by Yi-Hsuan Chuang



From left: Prof. Yi-Chun Ou, Associate Professor of the Institute of Service Science and Director of the MBA for Executives Program; and on the right, Ms. Chien-Yu Liao, recipient of the CTM Outstanding Alumni Award 2025.

As Taiwan faces the twin challenges of an aging and shrinking population, the meaning of retirement is being redefined. No longer limited to leisurely grandparenting, more and more middle-aged and senior adults are seeking ways to pursue passion, purpose, and connection after leaving the workforce.

Recognizing this growing need, NTHU alumna Chien-Yu Liao founded "Let We Care", a social enterprise devoted to creating a vibrant and engaging stage for retirees. A graduate of the Bachelor's Program in Technology and Management and the Institute of Service Science at NTHU, Liao was named one of the 2025 Outstanding Alumni of the College of

Technology Management (CTM). Through Let We Care, she demonstrates that retirement does not mean fading away — the second half of life can be just as brilliant as the first.

From the Family Dining Table: Discovering an Unmet Need

The inspiration behind Let We Cares did not come from a grand market analysis, but from Liao's close observation of her own parents' lives after retirement.

As a former basketball player who spent much of her youth training away from home, Liao only began to spend extended time with her parents after graduation.

She noticed that her newly retired parents - both in their early fifties - were not enjoying their newfound freedom as she had imagined. Instead, they seemed restless, lacking purpose, and even showing signs of emotional and physical decline.

Concerned, she made suggestions: "How about community college courses?" Too stressful. "A language class?" Too many young people. "Gym workouts?" Too noisy. Each rejection made her realize that while society offers a variety of activities, few are truly designed for this "young-old" group - healthy, financially stable, and full of experience, yet missing a platform to learn, contribute, and connect.

"It's not that they don't want to do things," she thought, "but where are the activities or services actually meant for them?"

That question ignited her entrepreneurial spark.

Integrating Management, Service Science, and the Spirit of an Athlete

Liao's multidisciplinary background laid a solid foundation for Let We Cares.

Since junior high, she had been fascinated by management, later majoring in economics and industrial engineering in the Interdisciplinary Bachelor's Program at NTHU CTM. This gave her a strong grounding in business fundamentals - from accounting to operations - which proved invaluable during the startup phase.

After a few years of work experience, she was drawn to the concept of social



enterprise, aiming to tackle social problems (such as retirees' lack of engagement) while realizing personal purpose. She returned to NTHU to pursue a master's in Service Science, where she learned to move beyond the profit-maximization mindset of traditional business and instead focus on user and stakeholder experience.

"The user never really knows what they want — especially when that option doesn't yet exist," she says, quoting a principle from service science that reshaped her approach to understanding retirees' needs.

Let We Cares' Innovative Practices: Building Meaningful Retirement Lives

The mission of Let We Cares is to help retirees rediscover their sense of purpose and value. Liao outlines three key strategic directions for the company's future development:

1. Precise Targeting of Service Users

Liao notes that for people already in their seventies or eighties, lifestyle habits are often deeply set, making change difficult. Thus, Let We Cares focuses on the "early



retirees” in their fifties, whose routines are still flexible and open to transformation.

2. Fostering Intergenerational Connection

To bridge the widening generation gap, Let We Cares designs activities that encourage interaction between age groups.

The “Youth Companion” program pairs university students with older adults for conversations that promote mutual understanding. Another activity — the “Empathy Suit” experience — let’s young participants wear simulation gear to feel the physical limitations of aging, cultivating empathy and breaking stereotypes. These initiatives reveal shared human values across generations.

3. Empowering Seniors to Re-enter the Workforce

In response to labor shortages, Let We Cares helps companies create age-friendly workplaces where capable retirees can continue contributing.

For example, in partnership with NTHU’s campus cafe Common Corner, the company trained senior baristas to deliver quality service after workflow adjustments.

Major companies such as MUJI and 7-ELEVEN have also begun collaborating with Let We Cares to train older adults and provide hands-on workplace experience, enabling enterprises to attract experienced senior talent. This initiative not only allows elders to continue contributing their skills and value, but also helps alleviate the labor shortage problem effectively..

Balancing Business and Mission: The Challenge of a Social Enterprise

Running a social enterprise means constantly balancing commercial viability with social purpose — a challenge Liao knows well.

Defining what it means to be truly “age-friendly” is tricky: too lenient, and efficiency suffers; too rigid, and the mission is lost, even alienating participants. Through years of trial and error, Let We Cares gradually found sustainable models and communication strategies.

Rather than charging retirees directly, Let We Cares often operates through multi-source revenue models.

Corporations, for example, commission the company to design marketing or learning experiences for senior audiences — allowing retirees to participate for free or at a discount.

As Liao puts it, “It’s a ‘wool from the pig, paid by the dog’ model — companies get meaningful engagement, and seniors enjoy accessible programs.”

Looking Ahead: Keep Learning, Connecting, and Finding Passion

After a decade of entrepreneurship, Liao has developed a profound perspective on work and life.

She urges young people to explore boldly and not settle for jobs they feel indifferent toward:

“If you treat work only as a way to earn money, that’s such a pity,” she says.

Since work occupies much of life, finding meaning and joy in it makes living far more fulfilling.

For those approaching or already in retirement, her advice is simple: “Experience what you haven’t yet experienced.”

Whether learning something new, rediscovering hobbies, volunteering, or taking part in “re-employment after retirement” — every form of engagement helps keep life active and meaningful.

Work, in particular, not only offers income and accomplishment but also fosters social connection and physical and mental well-being — key to delaying aging and enriching later life.

Conclusion: Illuminating the Second Half of Life

Let We Cares is more than a successful social enterprise; it is a reflection of the new possibilities emerging in an aging society.

Through her empathy, creativity, and the knowledge gained at NTHU’s CTM, Chien-Yu Liao has illuminated the second half of life for countless retirees.

Her story proves that age is never a limitation — with the right platform and opportunity, everyone can continue to shine.

In the years ahead, initiatives like Let We Cares will play a vital role in addressing the challenges of aging, fostering intergenerational harmony, and building a more inclusive, vibrant society.

The full interview will be featured on the CTM Podcast in December 2025. Stay tuned!



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