

A SENIOR PAPER PROPOSAL  
to the  
Department of International Affairs  
Wenzao Ursuline University of Languages

# Born global- how a small and inexperienced company successfully internationalize?

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**Born global- how a small and inexperience company successfully  
internationalize?**

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Wenzao Ursuline University of Languages, 2022

**Abstract**

In normal case, a company needs lots of resources such as social network, fund, and sponsor to establish oversea company, but “born global”, this special kind of company, subvert totally of what the normal case would be. Born global is a special kind of company which establish only within five years and has oversea company. The special methods and strategies they use are the critical reason. Some companies have rich sponsors who fund them the money they need for expand to overseas, some use different channel strategies base on different countries and cultures such as choosing prime locations, online stores, cooperation with airline companies, hotels, and coffee shops. Another cooperates with other companies to share resources and their own specialties. The method I use is qualitative research, by collecting data from udndata, CommonWealth magazine, and website from google scholar, comparing articles from different databases. My aim is to investigate deeper into the key elements of a born global’s success and figure out the expanding overseas process of born global. My conclusion is that there are different reasons of how a company can successfully

establish an overseas company, and I found out that most of the company founders already have related experience before with their works, and they were also from top universities such as NTHU, NCTU, Stanford University, and University of California, Berkeley, which means they also own top university's social networks and academic resources. Participating in international competitions and exhibitions is also the critical reason for expanding overseas company since a company can build important social networks, finding sponsorship, partnership, and more clients.

Keywords: Born global, overseas company, channel strategy, method, strategy

# 天生國際化企業-一個小又沒有經驗的公司如何成功國際化?

林晨鈺

文藻外語大學，2022

## 摘要

在正常情況下，一家公司需要大量的資源，如社交網絡、資金、贊助商來建立海外公司，但“天生國際化企業”這種特殊的公司，完全顛覆了正常情況。天生國際化企業是一種特殊的公司，成立僅五年，並有海外公司。他們使用的特殊方法和策略是關鍵原因。一些公司擁有豐富的贊助商，為他們提供拓展海外所需的資金，一些公司根據不同的國家和文化使用不同的渠道策略，如選擇黃金地段、網上商店、與航空公司、酒店和咖啡店的合作。另一個與其他公司合作，共享資源和自己的專長。我使用的方法是定性研究，通過聯合知識庫、天下雜誌和 GOOGLE 學者的網站收集數據，比較來自不同數據庫的文章。我的目標是更深入地研究天生國際化企業成功的關鍵要素，並找出這種公司不斷擴大的海外進程。我的結論是，一個公司成功創辦海外公司的原因是多種多樣的，我發現大部分公司創始人在工作之前已經有相關經驗，而且他們也來自於 NTHU、NCTU、史丹佛大學和加州大學伯克利分校，這意味著他們還擁有頂尖大學的社交網絡和學術資源。參加國際比賽和展覽也是擴大海外公司的關鍵原因，因為公司可以建立重要的社交網絡，尋找贊助商、合作夥伴和更多的客戶。

關鍵詞:天生國際化企業、海外公司、銷售通路、方法、策略

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## **Introduction**

## **Background**

There are different types of company in Taiwan, born global is a special kind of company which establish only few years but have overseas company, and it is hard for a company to accomplish in such a short time. <sup>1</sup>In Taiwan, there are around 90 to 100 thousand new companies being established, and usually those companies are SMEs, the direction straight toward international market once the company start. In the past, the theory of international enterprises found that an enterprise can successfully enter the overseas market, usually a large-scale and well-established company (a company that has been operating for more than ten years), to have sufficient resources and capabilities to overcome the liability of foreignness. But born -global is a discourse that subverts the theory of international business, and with our intuitive thinking, it successfully internationalized with little resources (small and medium-sized companies) and little experience, which only within five years of birth. This is an interesting topic, and it is also why I want to do this research.

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<sup>1</sup> Journal of Management and Business Research. (n.d.). Retrieved June 21, 2022, from [https://jom.management.org.tw/eng/search\\_detail.php?gid=758](https://jom.management.org.tw/eng/search_detail.php?gid=758)

When compared to other countries, domestic market needs of Taiwan is smaller than any other, how to assist Taiwan's startups to enter international market rapidly in early period is always an important thing which Taiwan government does at all costs to push forward. A startup's ability of absorbing might also be the key element of affecting knowledge improvement and accumulation. There are some examples of born global overseas, such as Uber. When Uber enters a city, they will set up a team in the city, and each city will also have a general manager who is mainly responsible for acquiring the two major user groups of drivers and customers. Usually, the first Uber driver is a professional driver who owns his own car or has a partnership with a local taxi company. The first Uber customers were basically acquired through advertising, including radio, newspapers, online advertising, and more. Uber's advantage is that they first launched in San Francisco, a city with a large tech elite. To acquire its first customer, Uber tapped social media and other avenues of mass innovation. They offer discounts, free rides, and even lower fares than regular city cab calls. Uber's first customers were people who liked to try new services. Uber lured its first customers by offering discounts to "partyers." Uber offers a drop-off service that takes young people from bars to their doorsteps. In addition, they provide services for office workers, reducing their commute time to work.

## **Motivation**

The reason why chooses this topic is because I want to study why born global can successfully internationalize, and what are its success key elements and its internationalization process? Why a company can broaden its horizon to overseas when it only has limited resources or just established? Whether it selects the countries and the order of entry with high cultural similarity to the home country, or with a high cultural difference with the home country first, these are all my motivations.

Yang Guo Bin's born global paper pointed out that although born global is usually small in scale, it can successfully compete with long-established large-scale manufacturers in the international market, indicating that there must be management implications that are worth exploring behind the phenomenon. Overall, Taiwanese manufacturers have two characteristics, a high degree of internationalization and a strong entrepreneurial spirit, which are in line with the academic definition of international new ventures. It is also due to the continuous growth of research topics in the fields of "internationalization" and "entrepreneurship", and in the case of a gap in the academic circle's understanding of international new ventures, based on the increasing popularity of international new ventures, but the literature research the relative lack of phenomenon, for Taiwan's international start-up business, to describe the outline of these manufacturers in detail, understand the performance implications

of these manufacturers' internationalization, and discuss these manufacturers' dominant strategies, market strategies, and subsequent growth issues, both theoretically and practically are of considerable significance and value.

### **Research Purpose**

The purpose of this study is to analyze the key elements of born global to have overseas company, how born global overseas company can continually grow, and how to maintain it.

### **Research Questions**

This study will examine:

1. What are the key elements of born global to expand overseas?
2. What are the elements of born global to keep broaden its overseas company?
3. How is the globalization process of born global?

### **Contribution**

This study contributes to that it discovered the key elements to become a born global are the participation of foreign exhibitions and competitions, different channel strategies base on different countries and cultures such as choosing prime locations, online stores, cooperation with airline companies, hotels, and coffee shops, cooperating

with other companies to share resources and their own specialties, and money sponsor behind. And normally born global start to establish its oversea company by participating in famous worldwide competition and exhibition to broaden its social network, number of clients, chance of cooperation with other famous companies. And the reason why it can continually grow in overseas is because the cooperating with powerful company and establish strategies ally, channel strategy, winning award in worldwide competition stage, and being sponsored by powerful companies.

### **Limits**

Although I collect lots of datas from udndata and Commonwealth Magazine, which are credible and professional databases, it is still a pity that I do not have the access to have an interview with the manager of any of my case company. Also, I tried to collect more data from TEJ of paid-in capital, number of employees, total assets, established year, number if entered country, revenue, experience, net income, domestic sales ratio and export ratio, but could not find complete data for every year.

### **Delimits**

Since the use of TEJ database is not available for all the years, to increase more credible resources, I search credible data resources such as udndata, Commonwealth Magazine and google scholar's articles to make sure the source of my data is credible

enough. Comparing with different articles of same born global case is also another way for me to make up for the lost.

## **LITERATURE REVIEW**

### **What is born global?**

In the late 1980s, some manufacturers were already international at the beginning of their business. These manufacturers usually raised funds, and produced or sold across national borders, especially in the high-tech industry. The academic community has also begun to pay attention to this increasingly popular phenomenon, and given many names to such manufacturers, for example, "Born global", "Born International", "International new venture", "Global start-up", "International Corporate Entrepreneurship", The manufacturers referred to by these terms are slightly different, but basically, they generally refer to companies that are highly involved in transnational operations in the early days of their establishment.

### **The importance of born global's research**

International start-ups not only have the characteristics of high internationalization but also have the characteristics of entrepreneurial manufacturers. In addition to facing the entrepreneurial decisions that ordinary entrepreneurial manufacturers must

encounter, the choice of which markets to enter and how to enter the market are all necessary during the entrepreneurial period. In particular, because of the dual characteristics of internationalization and entrepreneurship, it is necessary to re-examine and classify the market entry strategies for the start-up period. Even though the academic community has a preliminary understanding of the market strategy of international new ventures during the start-up period, they have limited knowledge about how to continue to maintain the operation of overseas companies after they leave the start-up period. Based on the above-mentioned gaps in the development of the literature, and the background that international startups may play an important role in Taiwan's overall economic development, this paper discusses in depth how international startups are initially spread overseas in different national contexts and continue to be Growing up overseas is theoretically significant. Also, Previous studies on strategic alliances have focused on the motivation, operation management, and performance evaluation of these strategic alliances, and are seldom related to new international companies. New international companies and strategic alliances are common trends among Taiwanese companies. Therefore, understanding the strategic alliance model and development of new international companies is not only in line with the current needs of Taiwanese companies, but also has reference value for the future development of Taiwanese companies.

**The important discovering of born global's successful element of  
globalization and process in past research**

According to Yang Guo Bin's thesis, it is found that the "process model" of internationalization, that is, when manufacturers seek to establish overseas markets, they will give priority to entering countries with closer cultural distance, and cultural distance will have a positive effect on manufacturers' overseas performance. The exclusivity advantage of MNEs shows that MNEs enjoy the benefits of exclusivity in the market because of the advantages of technical information. Manufacturers' own advantages, internalization advantages and location advantages are the three elements to promote enterprises' overseas investment. In addition, from the perspective of multinational operations, the benefits of internationalization include reduced risk, tax savings, lower financing costs, and access to low-cost raw materials and labor. In addition to the research on international enterprises, scholars also put forward explanations for the phenomenon of international enterprises, with special emphasis on organizational capabilities and tacit knowledge within companies and believe that international enterprises can also enjoy the benefits of sharing resources and capabilities in transnational markets. When a manufacturer has enough internal advantages to make

profits, it will be able to seek more profit opportunities from overseas markets. Once the manufacturer's advantages are embedded in the organizational structure, the manufacturer may internalize the international market and adopt overseas direct Invest to ensure that these advantages can be optimally utilized. When manufacturers make proper use of these advantages and make profits abroad, with the continuous expansion of the international market, the performance of manufacturers will also improve, indirectly forming a virtuous circle of resource accumulation, transnational utilization, and performance improvement. When discussing the diversification of international enterprises, the viewpoint of organizational learning is cited that internationalization provides opportunities for firms to learn and develop diversification capabilities, which is quite consistent with the argument of the "process model" of internationalization. In addition, international expansion also allows firms to obtain economies of scale and geographic scope, and can also share common costs, so that the benefits of international expansion outweigh the rate of increase in costs.

### **What research gap does my research make up for?**

In the six cases, my research reveals that each born global's different methods of the key elements of expanding overseas and the elements of keeping broaden overseas company. With those cases we can understand deeper about the process of born global

and provide more information of Taiwan's born global since there is not lot of articles which written about it.

### **The relationship between born global and strategy ally**

There are some key elements of born global to expand its territory so fast, and one of the elements is "strategic ally". Strategy allies existed everywhere, there are three types of strategy allies, (1) affiliate ally, (2) production ally, and (3) technology ally. The first one is supplier and distributor, the second is manufacturer and brand, and the last one is joint research and development by manufacturers. Strategy ally helps to connect different resources, it is also the trend of Taiwan business. Understanding more about strategy ally mode and development of startups not only corresponds with the current need of Taiwan enterprises but also owns the reference value of Taiwan entrepreneur's future development. Research in the past focused more on form motivation, operations management, and performance evaluation, there was a fewer linkage between startups and strategy allies being discussed.

## **METHODOLOGY**

### **Research Design**

The goal of this study is to explore the successful key elements of creating born global and how it can continue growing. It will be conducted using qualitative analysis

in the form of a case study. The research methodology is textual analysis with the database of Commonwealth magazine, udndata and online websites. The reason why I use this method is because the websites and databases I use are credible and professional enough to collect data. The advantage of using this method is that I can collect data from different professionals' point of view and investigate deeply into the reasons of my two research questions, "What are the main factors for having overseas branches? Why can overseas branches continue to grow?" and compare each article from different experts to make sure whether the information is right or wrong. Analysis of the data collected from these databases should allow for a deeper understanding of the successful key elements of creating born global and analyze the important role which intermediaries plays and the reason behind them.

### **Research Instrument and Data Collection**

The data collection I use will be a quantitative method based on the database of Commonwealth magazine, udndata and online websites to collect data, comparing different professional and credible articles.

### **Method**

My method is to use a database of Commonwealth magazine, udndata and online websites to collect data and compare different articles to find out the key elements of

becoming a born global. A case study is also the method I will use. Collecting and comparing previous related thesis written by different experts.

## **Data Analysis**

### **Case study 1: Franz**

FRANZ is its own brand for the domestic cultural and creative industry, integrating innovation, humanities, art, fashion, and other elements to create many unique three-dimensional, new art-style porcelain products, which are widely welcomed internationally.

What are the main factors for having an overseas branch?

- 1) After more than 30 years of growth and development, the design and production have a sufficient foundation. In the past, it was a gift factory (formerly known as the OEM and ODM of Haichang Group). At that time, he helped Disney, Warner Bros., German Kaiser, British Halcyon Days, Harry Potter OEM
- 2) The natural animals and plants, mountains and rivers are three-dimensionalized, combined with reliefs and sculptures, using the underglaze color of the Tang Dynasty, the porcelain can have various colors, and combined with Chinese and Western cultural themes, flowers, grass, insects, fish, birds and animals are integrated into the porcelain inside

### Why can overseas branches continue to grow?

- 3) Participate in domestic and foreign exhibitions and competitions to establish brand popularity and brand culture
- 4) Received many domestic and foreign awards and entered the international stage in a short period of time
- 5) Hire professional supervisors, familiar with sales channels in each region, and handle various national markets

### Initial period and hinders

<sup>2</sup>In 2003, the initial period of Franz, there's world economy recession, causing European and American gift market shrank. Some brand customers aware that there is an impact between Franz and self-product market, so they decided to shut it out since the participation caused threat for other brands. Luckily that the efforts and achievements which Franz accumulated in long-term, plus brand customers does not have high-quality factories, these customers turned back to Franz to produce their products. Thus, Franz can work on brand-marketing for two to three years.

### Industry environment

Especially in Western country, people frequently buy presents for people they care

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<sup>2</sup> 法藍瓷—品牌經營模式 呂執中. Retrieved September 7, 2022, from <https://kmcc-libraryandbook-net.wenzao.idm.oclc.org/case/1-07014-11>

before special holiday, thus create huge business of gift market and the growth of economy. <sup>3</sup>There is wide space of gift market in Europe and America. Only in America that it reached over 100 billion of business. In fierce competing gift market, every brand of different countries only focuses on gift marketing, handing production to low-cost factories. With the economy recession, there is a shrinking trend of gift market, plus China and handicraft company use low labor costs as their advantage, using low price strategy to enter market, considering the cost, orders from Europe and America start to flow to China, Taiwan factory's foundry space start to shrink. In this fierce competing environment, foundry factories start to lower the price to increase the orders.

### The encounter of Franz and Jingdezhen

Porcelain from China has gone through thousands of years of historical quenching, and now the European famous porcelain brands that are leading the market are also based on the accumulation of centuries of porcelain art. Because of the lack of production capacity, Franz needs to find a new factory area. In 2001, it is still unknown whether the brand will succeed, but the cost of brand building and marketing will only increase. Finally, the president of Franz decided to build a new factory to expand production capacity, as well as build an exclusive production base for Franz. Also in

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<sup>3</sup> 邱莉玲 (2015, July 29). 市場最前線—法藍瓷進軍頂級客製市場 - 企業經營. 中時新聞網. Retrieved September 7, 2022, from <https://www.chinatimes.com/newspapers/20150730000367-260207?chdtv>

2001, the president came to "Jingdezhen, Jiangxi", the millennium porcelain capital, hoping to set up a factory here, but because the environmental conditions are too bad, if there is an opportunity for improvement, he will come again. The secretary of the Jingdezhen Municipal Party Committee spent 300 million yuan to completely renovate Jingdezhen in terms of hardware and renovate its infrastructure. In 2003, he again invited the president to visit Jingdezhen and achieved the strategic goal set for Franz two years ago. Every piece of Franz I see today, from the logo to the packaging, reinforces the impression of "Made in Jingdezhen", showing the connotation of the mutual radiance between Franz and Jingdezhen.

#### Self-established brand

Went through over thirty years' growth and development, already created deep fundamental base of design and producing. But because of being a professional gift OEM, Franz cannot control marketing, selling, and marketing channel. When facing severe competing environment and continually shrinking market, it was hard to expand the business. <sup>4</sup>In 2001, Franz and brand customers have different opinion with product price. Customers tend to focus on low and middle price market to stabilize revenue.

Franz designed a Santa Claus ceramic, setting price in USD200, after seeing the product,

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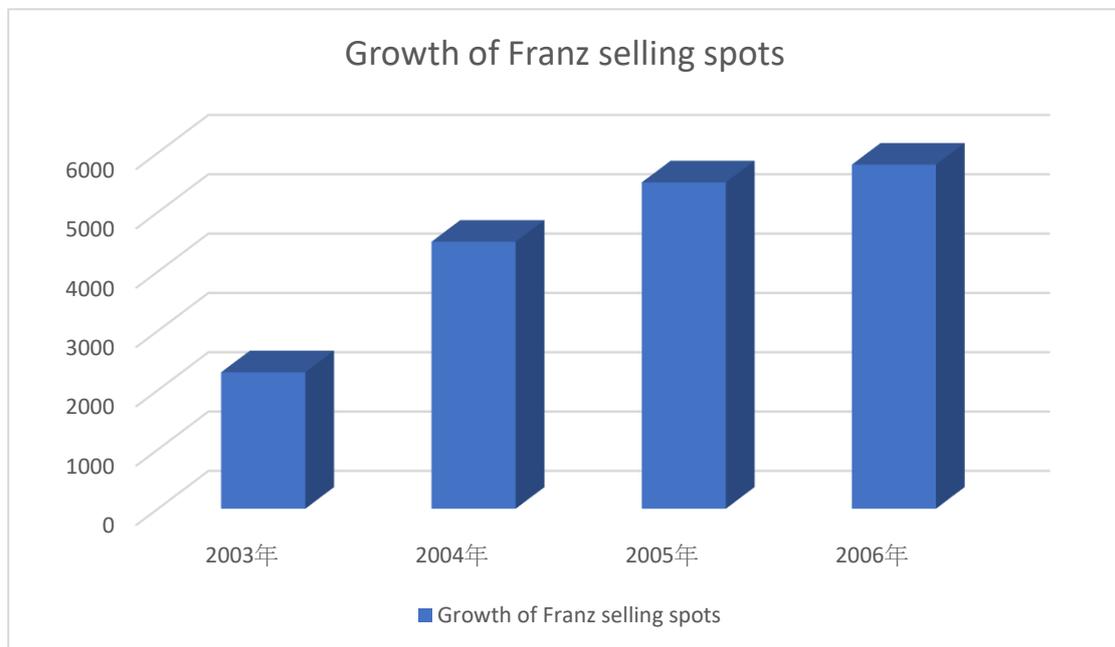
<sup>4</sup> 莊安華 (2019, June 14). 法藍瓷／打造受人尊重的文創品牌 | 天下雜誌. 天下雜誌. Retrieved September 7, 2022, from <https://www.cw.com.tw/article/5068864>

customers just said, “If you don’t dare to fail, then go to try it”. Based on long-term accumulation of network and technical knowledge, the director boldly launches try-selling in Chicago, and the result is out of expectation good. In the same year (2001), Franz company was established formally in USA, focusing on selling in America boutique market. Depends on thirty years’ base in gift OEM, accumulation of experience and financial base in gift production, plus complete entrepreneur value, no matter in design, producing or marketing, those experience can be copied in Franz, making Franz be on the right track fast, and toward international.

#### Marketing and marketing channel

Participating in exhibition and competition in improving Franz’s brand popularity and establish culture image. In recent years, Franz highly participate in advertising activities, for example, self-established arts and cultural performances, news, and professional magazine reports. In addition, ceramic belongs to the professional handicraft art, its customers belong to minority special groups. To establish brand popularity of Franz, the fastest and the most effective way is to participate in domestic and foreign exhibitions. Franz received lots of domestic and foreign awards with its brand spirits and innovation design and showed up on international stage in short time. There is a strong relation between the number of marketing channel and revenue of brand entrepreneur. To corner America market, Franz set business headquarters in San

Francisco, hiring professional manager who is familiar with America channels to be response for channel marketing in America. For Europe, Australia, New Zealand and Canada, Franz seriously choose the clients to be selling agent. For Chinese area, it is managed by Taipei Franz company. Its strategy is “Made in Taiwan, produce in China, selling in the world”. In 2004, Franz sells in over four thousand points around the world, mainly in department counter such as Harrods, Neiman Marcus and David Jones.



### Case study 2: Magi Planet

Magi Planet is a company which makes popcorn in over 50 different flavors and become the first popcorn company which has the most traditional and local flavors. Magi Planet uses selling methods such as physical stores, online shops and cross-industry cooperation in different countries depends on the habits of each country's

resident.

What are the main factors of having an overseas branch?

- 1) More than 50 kinds of popcorn with special flavors, in line with the local food tastes of various countries
- 2) Popcorn was originally the main snack in Western countries
- 3) The founder personally went to various countries to taste the food, so that the popcorn tastes authentic, unlike other companies that only do questionnaires
- 4) Provide trial service, rich people will buy it no matter how expensive it is, as long as they like it

Why can overseas branches continue to grow?

- 5) 1 new flavor will be launched in a month and a half, and it will also be upgraded as a souvenir
- 6) Access strategy: choose the best areas to set up locations (physical storefronts) (Hong Kong), cross-industry cooperation (W Hotel, EVA Air, coffee shop agnes b.), online store (Korea)

Brief introduction

<sup>5</sup>Liu Jia you sniffed out the business opportunity of popcorn group buying, which prompted him to change from engineer to chef. Founded Magi Planet in 2010, the initial profit was not as good as expected. With the establishment of group buying a word of mouth, differentiated tastes, and creative packaging, it took 3 years to turn losses into profits. After the domestic market was stabilized, in 2016, it received a subsidy of RMB 5 million from the "Brand Establishment" subsidy of the Beishi Industry Bureau, rebranded as "Magi Planet" and successfully entered the international market. Today, it has 15 department stores, and cooperates with W Hotel, EVA Air, and agnès b. different industries, and sells to 14 overseas countries through the integration of virtual and real channels, creating an annual turnover of 230 million yuan.

#### Initial period and hinders

When Li Jiayou, CEO of Magi Planet, founded Planet Workshop in 2010, he directly started from the e-commerce market and built his independent official website for sales, making Magi Planet a digital native brand. Since its inception in e-commerce,

<sup>6</sup>Magi Planet has entered at least 8 physical stores and has accumulated 100,000 online

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<sup>5</sup> 台灣工程師跑去賣爆米花，怎麼做到熱銷 11 國、年營收 2 億？星球工坊的成功學 | Meet 創業小聚. Meet 創業小聚. (n.d.). Retrieved October 17, 2022, from <https://meet.bnext.com.tw/articles/view/39744>

<sup>6</sup> 品牌志編輯部. (n.d.). 南向品牌專題：爆米花繞星球 全球策略區域實踐: 品牌志. 品牌志－品牌經營轉型策略行銷都在這裡，以品牌為志的專業知識平台. Retrieved October 17, 2022, from <https://www.expbravo.com/4644/%E5%8D%97%E5%90%91%E5%93%81%E7%89%8C%E5%B0%88%E9%A1%8C%E7%88%86%E7%B1%B3%E8%8A%B1%E7%B9%9E%E6%98%9F%E7%90%83-%E5%85%A8%E7%90%83%E7%AD%96%E7%95%A5%E5%8D%80%E5%9F%9F%E5%AF%A6%E8%B8%90.html>

members since its operation. Within two years of entering the physical channel, the annual turnover has grown from 15 million to 50 million. It is also found from the store business that more than 30% of the buyers are overseas tourists, which has also become the key for them to enter the overseas market and master the complete user preferences. With online and offline integration, in addition to operating 8 physical stores at the same time, Magi Planet will also have 1-2 temporary pop-up stores. Now, the revenue of each physical store of Magi Planet is equivalent to the sum of online sales. It is precise because of this that the information connection of all channels is particularly important for Magi Planet. "Offline experience, online purchase" is a concept that has gained a lot of buzz in the retail industry in recent years. The consumer experience that physical stores can provide cannot be replaced, such as service try-on and food tasting, which are services that online marketing cannot do. Therefore, after the start of e-commerce, Magi Planet also opened direct sales stores, but physical Storefront consumption data is difficult to collect and always a pain point. Therefore, Magi Planet found the store opening platform Cyberbiz, wanting to connect the channel information of all Taiwan stores, and enter the overseas market with a super-retail pattern. In addition to the official website, on large e-commerce platforms such as PChome, momo,

and Rakuten, you can see Magi Planet popcorn on the shelves.<sup>7</sup>Li Jia you also admitted that the current sales from large e-commerce channels are comparable to the official website. In 2019, Cyberbiz will launch a more complete smart store solution. In addition to bringing more hardware devices to physical stores through technology to achieve a better consumer experience, it will also use technology to keep consumers' various shopping footprints. Next, online, and offline information can be completely collected and integrated. This is also one of the keys to the era of hyper-retail. "In the next 5 years, brands that cannot master data and connect all-channel information will be eliminated."

#### Case company business strategy analysis

The practice of setting up stores in department stores has allowed Magi Planet to earn performance, gain brand reputation, and gain business opportunities to develop overseas markets. "This is the right time, the right place, and the people." In 2011, the second year of the business, a tourist from Malaysia took the initiative to contact after eating the popcorn from the Magi Planet in Taiwan, hoping to discuss cooperation. After internal evaluation, Li Jia you and the team decided to use the franchise method to export the whole factory and share all kinds of product manufacturing tips without

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<sup>7</sup> 程倚華 (2019, May 23). 把線上、線下會員整起來！ 星球工坊靠數據抓住消費者口味 / 數位時代 *businessnext*. 數位時代. Retrieved October 17, 2022, from <https://www.bnext.com.tw/article/53153/magi-planet-data>

reservation. The local partners are responsible for marketing and business. The franchise fee and authorization fee are only symbolic. The biggest insistence is corn Must be provided by the head office. With the opportunity in Malaysia, Magi Planet must start to face overseas markets, and it also opens up overseas business opportunities for Magi Planet. Using the same strategy, Magi Planet quickly entered Indonesia, Singapore, Hong Kong, China, Brunei, India, Macau, Australia, South Korea, Abu Dhabi, and Thailand. The strategy is the same. Directly operated markets such as Hong Kong and Singapore play the role of training grounds. Larger markets are promoted through franchises. On the one hand, it relieves the demand for funds. On the other hand, because of the understanding of the local market, it can be closer to the market.

Observing the source of customers in the store and discovering business opportunities, he moved overseas in the second year of business. In the second year of its establishment, Magi Planet decided to expand its tentacles overseas, which is different from most bosses who want to establish a firm domestic market first and then go abroad. Li Jia, you saw huge business opportunities overseas from the interaction between stores and customers. Before he became famous in Taiwan, he decided to develop abroad. For example, in popular attractions such as Ximending and Xinyi District in Taipei, 70% of the customers who come to the door are tourists. At the same time, he found that there is no spherical popcorn product in Southeast Asia, which

means that he can preempt business opportunities. Going overseas is a new challenge because each country has different taste preferences. Now, there are 8 to 10 flavors in each country. In addition to the basic flavors, there are limited products available in different regions, such as Korean kimchi flavors, Singaporean laksa, and Japanese matcha. With the expansion of the location area, personnel management has become a new topic. Most overseas companies adopt the method of joining and cooperating with local partners. Unlike most other companies that only provide products to franchisees, they ignore them and just wait to receive money.

#### Self-established brand

R&D and innovative flavors have always been our proudest strengths. So far, we have developed more than 50 flavors. If you ask Magi Planet, why does Magi Planet sell their favorite snacks to Westerners? The answer, of course, is "taste and deliciousness". Although popcorn is a mainstream snack abroad, the taste is not as rich as ours. Brand communities in various countries are full of guest comments of appreciation and feedback. To make Magi Planet more grounded in each market, in addition to the classic flavors, we will also develop exclusive flavors for the local area. For example, the "Hainan Chicken Rice" and "Chili Crab" flavors that were limited to Singapore in the past few years; the "Curry" flavor from India; the "Seaweed" flavor that is very popular in Hawaii and the "Taiwan Local" flavor that will be launched in

the future. Another strategy of Magi Planet is to cooperate with large e-commerce companies to deepen channel cooperation.

### **Case study 3: GMobi**

GMobi provides comprehensive mobile network services, invested by top companies such as Trend Micro, Singtel, and China Development, has a complete mobile service platform developed by itself, providing mobile network services for more than 100 mobile phone brands and telecom operators around the world.

What are the main factors for having an overseas branch?

- 1) The founder's experience in MediaTek, familiar with mobile network and software ecology
- 2) At the beginning of its establishment, it received investment from MediaTek, and entered emerging markets with MediaTek's strategic layout at that time. In the third month of establishment, offices were set up in India and Singapore
- 3) The results of the first version of OTA made by Geely Auto at that time were not ideal. The founder of GMobi offered to supply OTA. Geely Auto also went to the Shanghai office to participate in the laboratory and talked with R&D personnel one by one, and finally decided to cooperate

Why can overseas branches continue to grow?

- 4) When emerging markets are about to take off, GMobi will enter India, the Middle

East, Southeast Asia, and Russia with mobile software services, assisting local manufacturers of mobile phones, mobile devices, providing cash flow systems, advertising marketing and other services

5) Establish strategic alliance with Trend Micro, GMobi, VMFive

### Business philosophy

<sup>8</sup>GMobi is committed to providing comprehensive mobile network services. Founded in 2011, GMobi is invested by top companies such as MediaTek, Trend Micro, Singtel, and China Development. It is in Taipei, Shanghai, Shenzhen, New Delhi, Singapore, and the United States. Has a base. GMobi has a complete mobile service platform developed by itself, providing mobile network services for more than 100 mobile phone brands and telecom operators around the world. At present, there are more than 150 million users worldwide.

### Initial period and hinders

The reason why Trend Micro Action Team, GMobi and VMFive share offices is because under the strategic alliance, they will cooperate with each other in product, technology, marketing, business model and investment. In the past, major mobile phone

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<sup>8</sup> 圖書館電子資源校外連線認證. (n.d.). Retrieved October 17, 2022, from <https://new-cwk-com-tw.wenzao.idm.oclc.org/article.php?db=cw&id=35611&flag=1>

manufacturers such as Apple and Samsung used their own resources and capabilities to develop specialized teams for the technical development of various software for mobile phones. However, for white-label mobile phones, individual companies went to local or international companies that could provide these services. So, Wu Baiyi targeted emerging markets and created the Go2Reach platform. From mobile phone firmware update, cloud customer data storage and analysis, even to advertising push service or back-end cash flow system import, etc. Micromax, the largest smartphone manufacturer in India, Fly, a Russian mobile phone brand, and Omate, a wearable device brand, all use GMobi's software value-added services. In just four years, GM has grown into a company with operating bases in major emerging markets, including Russia, India, Southeast Asia and other places. Moreover, the annual revenue has exceeded 10 million US dollars, and the network of contacts accumulated in the past is indispensable. Even in the future, GM can play the role of "Taiwan's new creation of the sea".

#### Case company business strategy analysis

GMobi continues to improve the core technology of OTA over-the-air download, which was first used for mobile phone software update, and developed background serial connection (advertising slot simulcast), analysis and management tools, information security detection, and applied this logic to the field of financial payment, Internet of Things / In the field of electric vehicles, it is even more rare to be able to

fully expand in different national markets. 4 product types, 7 countries, 13 cities, transnational relationships, employees from five continents, more than 200 people!

Under the complex management reality, Wu Baiyi has made two profitable appearances in 10 years, mainly due to his insight into the market. "Finding the right market is very important. Mobile phones, the Internet of Things, and automobiles are all very big, and China is also very big. If you only look at Taiwan, you will be limited." It is possible to replicate overseas stories. "Because every market cannot be replicated, only the right people can be found, especially the local people. Especially after the epidemic, it is even more difficult to send a Taiwanese to the local area to manage it well. It is too difficult. already." ARBOR Technology, the world's leading industrial computer brand, and AMobile Intelligent, a joint venture subsidiary of MediaTek, announced a global strategic alliance plan with General Mobile Corp on the 2nd. The two parties will integrate software and hardware resources to jointly build a Unified Management Platform for the industrial Internet of Things market, Accurate advertising services and mobile payment solutions to meet the growing demand for equipment management and cloud services in industries including retail, catering, logistics, warehousing, and medical care. The Industrial Internet of Things has changed from product thinking to service thinking. When more and more smart devices appear in work and life, we need to have the ability to manage.

## Case study 4: Pinkoi

Pinkoi is an e-commerce platform that sells design products, focusing on buying and selling original design products in Asia. In addition to Taiwan, there are teams in Japan, Hong Kong, Thailand, mainland China and other places

What are the main factors for having an overseas branch?

- 1) <sup>9</sup>Japanese consumers like products rich in Taiwanese imagery, Taiwanese exquisite designs (high-end leather accessories, women's shoes, tea)
- 2) Low listing fees, few restrictions, and online and offline events attract many designers to join
- 3) Taiwanese consumers care about experience and community communication. When they have doubts about products, they do not need to be separated by agents, distributors, and logistics companies. They can communicate directly with product creators, which is a lot warmer.
- 4) The "Japan E-commerce Business Opportunity Exchange Matchmaking Association" hosted by the Ministry of Economic Affairs' Department of Commerce provides Pinkoi's many new sales channels, a comprehensive guide on how to grasp Japanese consumers' preferences and online consumption habits

Why can overseas branches continue to grow?

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<sup>9</sup> 圖書館電子資源校外連線認證. (n.d.). Retrieved October 17, 2022, from <https://new-cwk-com-tw.wenzao.idm.oclc.org/article.php?db=cw&id=30246&flag=1>

- 5) Have English, Japanese, Thai websites
- 6) Received USD 9 million from Sequoia Capital and GMO Ventures
- 7) There are localization teams in the United States, China, Hong Kong, Japan, Thailand

### Business philosophy

1. "From the very first day of our business, we felt that design should be a 'universal value'."
2. "Facing internationalization, personalization is a very important strategy."
3. Dare to fail, have the courage to try and make mistakes, keep trying and never stop moving forward.

### Initial period and hinders

<sup>10</sup>Pinkoi was just established in 2011. At that time, the outside world was not optimistic about the Asian design market, and it was even questioned as a fraud when the market expanded. But now, Pinkoi, which started from Taiwan, is already a multinational platform with more than 5 million members in Japan, Thailand, Hong Kong and other places. Pinkoi's website was officially launched in August 2011. In the early days, it focused on "preferred gift-giving platform" and "original good design". It recruited 3,000 original design brands within 3 years, and successfully built a reputation

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<sup>10</sup> Editor\_Wye. (2015, September 30). 台灣文創商品平台 pinkoi 獲 900 萬美金投資. INSIDE. Retrieved October 17, 2022, from <https://www.inside.com.tw/article/5077-pinkoi-funding-9-million>

in Taiwan. Pinkoi let the products be sold overseas, and 30% of the orders for Taiwan's design goods come from overseas. In 2015, Pinkoi received an investment of US\$9 million (approximately NT\$270 million) from Sequoia Capital, and it also began to expand internationally. From 2014 to 2016, it has successively opened local services such as China, Hong Kong, Macau, Japan, and Thailand. High-quality design brands have joined, and local offices have also been established for localized marketing promotion. According to Pinkoi's data, more than 65% of the brands on the site have received overseas orders, and cross-border orders account for 30% of Taiwan's total orders. Overseas customers mainly come from China, Hong Kong, Macau, Japan, the United States, Singapore and Australia.

#### Case company business strategy analysis

Internet startups should cultivate talents with an international outlook as soon as possible. International outlook is acquired. Everyone does not have the concept of international outlook at the beginning. To cultivate an international outlook early and prepare for the future, one day we all need to go out. Compared with the international market, Taiwan is relatively small. At this time, some experience sharing is needed to help the company and designers understand the dynamics of the international market. For example, the marketing department and the business development department will review some foreign cases to understand the details of the market first, and then plan

how to approach and enter the market in the future. In addition, it has also been observed on Pinkoi that the number of people shopping on mobile phones is gradually increasing. It is imperative that team members incorporate the user experience of operating on a mobile device as part of their thinking patterns. In recent years, overseas talents have joined Pinkoi one after another, and talents from different countries will have different thinking modes due to different educational and socioeconomic backgrounds. Therefore, the company's communication must be more transparent and continuous to encourage colleagues to challenge the impossible, continue to help team members create value, and bring professional value and psychological sense of achievement to the team. Up to now, 75% of the Taiwanese designers have already organized and 65% of the designers can receive international orders. In addition, under the epidemic, the number of cross-border orders in Taiwan in 2020 increased by 83% compared with the previous year, making cross-border sales of design products a reality through Pinkoi. In 2019, Pinkoi launched a large-scale brand renewal plan. Through corporate identity and business strategy refocusing, Pinkoi changed from "pink" to "navy blue". At the same time, the brand also ushered in a large-scale brand. Growth, as of Q2 2021, more than 25,000 brands have joined Pinkoi. Yan Junting believes that, after redefining corporate identity, emphasizing uniqueness and texture can attract international brands to join. Pinkoi has also started a plan to cooperate with large international IPs. Through

Pinkoi, it acts as an intermediate integration contract, brand matching, product selection and other roles, helping independent design brands to cooperate with international IPs (such as: miffy, SNOOPY) under the condition of limited resources. ) for joint cooperation. The main purchasing force is 35-44 years old, followed by consumers aged 25-29. And in the consumption data, 3 out of 4 people are loyal members who repurchase. Among them, the average purchase amount of design products in Taiwan has increased by 87% in the past ten years. Pinkoi also conducts more accurate analysis on consumers, using AI technology improves consumer browsing experience, effectively increasing page views by 37% and product click-through rates by 82%. According to the observation of website data over the years, the field of design products that Asian designers invest the most in is accessories. No matter in Taiwan, Japan, Thailand, China, Hong Kong and Macau, they are all the top three brands with the most types of creation. It is judged that the design threshold and material acquisition are in the top three. The Asian market is easier, thus attracting many designers into the field. From the website order distribution data, it is found that cross-border sales have become a prominent subject in the past ten years. On Pinkoi, more than 65% of design brands have received orders from overseas; and cross-border orders account for 30% of Taiwan's total orders. Overseas guests are mainly from China, Hong Kong and Macau, Japan, the United States, Singapore and Australia, indicating that the products of

"Design in Taiwan" are widely accepted by the international market, and are also favored by consumers in Asia, Europe and the United States. In addition, it was also found that under the epidemic, the number of cross-border orders in Taiwan in 2020 increased by 83% compared with the previous year, showing that the epidemic not only affected the digital transformation of the consumer market, but also promoted opportunities for cross-border sales.

### **Case study 5: MoBagel**

MoBagel is committed to putting AI forecasting tools into the hands of every decision maker, providing automated machine learning software that is easy for enterprises to operate and can quickly produce commercial insights, and uses AI to help enterprises transform from large problems that are difficult to be handled accurately by humans. Data data to establish prediction models, make accurate business decisions, effectively allocate limited resources, and seize market opportunities.

What are the main factors for having an overseas branch?

1) <sup>11</sup>The members come from famous schools all over the world: Stanford, Berkeley, Oxford, Taiwan University (data scientists, engineers, product managers), with resources from various schools

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<sup>11</sup> 陳君毅 (2022, March 17). *MoBagel 完成 A+輪募資，累計總額達 6 億元！開出 200 個職缺大舉徵才* / 數位時代 *businessnext*. 數位時代. Retrieved October 17, 2022, from <https://www.bnnext.com.tw/article/68158/mobagel-a-plus>

2) Cooperation with Chunghwa Telecom, Advantech, and Lingqun Computer

Why can overseas branches continue to grow?

3) Participated in the competition "Japan Soft Bank Innovation Challenge" held by the participating companies and won the world's first prize, and cooperated with Nokia strategically

4) Decanter AI, an AI analysis platform, predicts and analyzes the demand for the number of containers in the future to ensure that vaccines and medical equipment can be delivered to 50 countries around the world in a timely manner (to help the world to deliver vaccines in real time, import AI forecasts, and solve the problem of rising global logistics freight rates)

5) Cooperative customers include Panasonic, Japanese supermarkets, laundromats, restaurants (because of the SoftBank Innovation Program Japan's SoftBank Innovation Program)

### Business philosophy

Artificial intelligence will not only not replace people's work, but also greatly increase work efficiency. But how should AI be used? Which innovative business model to choose? All these make the industry hesitant. Helping customers solve these problems is the main business of the startup MoBagel. Founded in 2015, MoBagel uses the "Decanter AI" data analysis system as its main product, integrating traditional

machine learning algorithms, time series and deep learning algorithms; the goal is to enable AI tools to capture enterprise data and apply them immediately. As simple as enabling Excel, it can quickly help enterprises solve various problems. Just 5 years after its establishment, MoBagel customers already include Philips, Softbank, Taiwan's Panasonic, global industrial computer maker Advantech, electronics foundry maker Wistron Capital and other large enterprises, the content of cooperation is different. For example, the cooperation with Philips is to jointly build a smart building; the cooperation with Advantech covers the areas of smart retail and smart factories. Through the process of cooperation with large enterprises, MoBagel has gradually adjusted its direction, identified product positioning and developed main products, and has gradually become a multinational AI service company. Rooted in the Taiwan market, with manufacturing, retail, financial and telecommunications industry customers, using automated machine learning (AutoML) technology to assist customers in accurate forecasting

#### Initial period and hinders

The impact of the continuous spread of the new crown pneumonia epidemic (COVID-19) on the global industry is beyond your imagination. For retail distributors, with the change of consumer behavior – the rapid shift to digital channels, retail distributors will not be able to Optimizing the mastery of digital channels such as e-

commerce, the business model has also changed from the earlier "people looking for goods" model to "goods looking for people" model, that is, placing products in the most conspicuous places, attracting consumers' favor and also Not enough, consumers must be clear from the product design stage. COVID-19 disrupts the supply-side to consumer-side channel demand because the demand changes too fast, and the existing system tools (analysis and forecasting models) are too late to predict consumer and market trends. With the support of the "Upgrade Innovation Platform Coaching Program", the "Auto Time Series Forecast (AutoTSF)" module was developed and launched on the AI data analysis platform – Decanter AI – to help brand retail and manufacturing customers reverse the crisis. With the mutual application of the two major modules on Decanter AI - AutoML and AutoTSF - MoBagel has successfully assisted the world's top three shampoo brands to gain an in-depth understanding of what fragrance, foam, and functional shampoo each consumer likes. Let the brand develop the most suitable new products and let the marketing planners recommend it to potential consumers, and accurately select the correct channel advertising space. According to Facebook advertising statistics, up to 75% of digital ads are ineffective but can only be known after the fact. This not only leads to high digital customer acquisition costs, but also hinders the development of the "goods to find people" business model. Shi Weiping, product director of MoBagel, said that through the 8ndpoint digital

advertising automation module, it has successfully helped e-commerce platform operators to identify 75% of inefficient ads that can be closed and release 19.3% of their budgets, as well as help cosmetics e-commerce companies find 96% of inefficient ads and save money 35% of the advertising budget.

### Case company business strategy analysis

In 2019, MoBagel has achieved an annual revenue of 150 million yuan. This year, even under the influence of the epidemic, the business growth rate is still faster than last year. The transformation process of MoBagel gradually from "OEM" to "brand" is based on Advantech's method, from OEM to brand, and then from brand to service provider, constantly repositioning itself along the way. MoBagel has collected more than 100 business use cases in the past five years. MoBagel combines business forecasting problems with industry knowledge, converts them into an algorithm database, and creates an AI data analysis system Decanter AI for enterprises. <sup>12</sup>Decanter AI simplifies the complicated AI modeling process into three steps: automatic data cleaning, automatic feature engineering, and automatic modeling. Through the intuitive operation interface and automatic process, any user without a data science background can quickly Build business-context data models in a matter of days. From forecasting

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<sup>12</sup> *Mobagel 助攻企業享受 AI 帶來的果實！為何台灣中小企業更需要 no-code AI 工具？*. TechOrange 科技報橘. (2022, July 25). Retrieved October 17, 2022, from <https://buzzorange.com/techorange/2022/07/13/mobagel-ai/>

employee turnover, sales forecasting, demand planning to inventory forecasting and other business forecasting problems, Decanter AI can automatically build suitable data models for enterprises to help enterprises make fast and accurate decisions. The business model that the retail industry has been accustomed to in the past has been broken, and the market has begun to reshuffle. Although the operations of some companies have been affected, more companies have taken this opportunity to transform and strengthen their competitiveness through the introduction of AI and various new technologies. At present, more than 100 companies have used MoBagel's Decanter AI machine learning engine to strengthen their data capabilities. Among them, there are many successful cases of AI commercial applications in the retail industry, such as improving the hit rate of lists by 10 to 17 times by predicting consumer behavior or improve inventory turnover by 10-13% by predicting market demand and item sales. In addition, AI has also performed well in the optimization of digital advertising effectiveness and analysis of abnormal consumer behavior, assisting retail companies to create value. It can be seen from many successful cases that the strength of data power has become the key to industrial competition, and AI is therefore regarded by many enterprises as an important technology to maintain competitiveness. Today's consumers are "thousands of people and thousands of faces", and a single product cannot satisfy all consumer groups. Retailers must make good use of AI to accurately

distinguish between groups, and design corresponding messages for target groups, making good use of physical storefronts, websites, mobile phones, etc. All marketing channels for a seamless shopping environment. MoBagel has collected more than 100 business use cases in the past five years. MoBagel combines business forecasting problems with industry knowledge, converts them into an algorithm database, and creates an AI data analysis system Decanter AI for enterprises. In addition, MoBagel uses innovative methods to build data models, increasing the efficiency of building data models, enhancing the accuracy of automated machine learning with more than 100 algorithms, and handing over the selection of algorithms to Decanter AI for automated decision-making. Recommend the most suitable algorithm for business problems. Decanter AI simplifies the complicated AI modeling process into three steps: automatic data cleaning, automatic feature engineering, and automatic modeling. Through the intuitive operation interface and automatic process, any user without a data science background can quickly Build business-context data models in a matter of days. From forecasting employee turnover, sales forecasting, demand planning to inventory forecasting and other business forecasting problems, Decanter AI can automatically build suitable data models for enterprises to help enterprises make fast and accurate decisions.

## Case study 6: VMfive

<sup>13</sup>VMFIVE is a cloud start-up company serving the global market. It combines cloudization, virtualization, App streaming, big data and other technologies to create the world's most innovative mobile advertising experience technology. In 2014, it was the first to launch AdPlay - Game App Try the service before downloading. Also received investment from Trend Micro, Development International, Universal Mobile, and Xinyuan Capital

What are the main factors for having an overseas branch?

- 1) Composed of students from Qingda University and Jiaotong University, with top school resources
- 2) Before setting up VMFive, the founder has experience in two companies (mobile application development, life insurance software)
- 3) Receive investment and cooperation from Trend Micro, stand on MWC (World Mobile Communications Conference) to show products to the global mobile industry

Why can overseas branches continue to grow?

- 4) Cooperate with Trend Micro, Universal Mobile Strategy
- 5) Won the championship in the International Entrepreneurship Competition, becoming

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<sup>13</sup> 何佩珊. (2016, January 6). 這些台灣科技小兵 憑什麼讓國際創投買單? - 今周刊. 專業財經雜誌新聞網. Retrieved October 17, 2022, from <https://www.businesstoday.com.tw/article/category/80408/post/201601070006/>

the first game in Asia that can be directly played in advertisements

### Business philosophy

1. “We are here to help advertisers reach marketing goals that exceed expectations through innovative ad formats, high-quality traffic, and data science”
2. In brand advertising, it's not just the view or click results that we should care about, but whether consumers are actually engaging with the ad. We believe that through interaction, consumers' advertising experience can be greatly improved, and the brand's favorability can be increased. At the same time, it can also make advertising interesting and difficult to be skipped.

### Initial period and hinders

In 2013, VMFive made a name for itself in Asia with its technology. In 2014, the founder of VMFive launched AdPlay, a service that allows users to play mobile games without downloading, which is the first company in Asia to do so. With the help of past research experience, he started this entrepreneurial journey to develop a mobile game trial service. The service is bound to the digital advertising streaming service. When users see interesting game advertisements, they can click directly to start the game trial without downloading the game first. To develop all products and services through virtualization technology, VMFive creates a virtual mobile phone platform in the cloud to simulate the execution environment of mobile phones. Founded in 2014, VMFive's

first product is AdPlay. Users can enter the screen of the simulated mobile phone to use the App without downloading and play directly in the advertisement for one minute before downloading. Although this product has received many positive responses in the market and was among the best in major entrepreneurial competitions such as TechCrunch Beijing and Slush Asia, it was found that the business model encountered challenges after the actual operation. To provide a service that users can try out without having to download an app, we must support the cloud and VM, but the cost of streaming is too high. If you want to make money, you must have new technologies or environments such as 5G communication. It's okay to rush out. In the case of being unable to reduce costs for a long time, we must decide to transform.

#### Case company business strategy analysis

To address the pain points that customers care about, VMFive spends time researching how to improve VTR and extend viewing time. They found that there are two main reasons: 1. Whether the advertisement is accurately pushed to the right person at the right time; 2. To avoid advertising blindness, it is necessary to develop innovative advertising formats at any time. Dynamic ads can select the appropriate creative content to deliver according to the time, temperature of the user's location, AQI air pollution index, humidity, and even UV ultraviolet index. At present, the well-known retailer Carrefour, the car manufacturer Nissan, and the well-known furniture brand Dyson

have all experienced the VMFive service. Carousel ads are in one ad slot, displaying many materials in a carousel form at the same time. Users can swipe to watch many ads at one time, which is different from the previous single format, because of the novel format, which triggers users to be curious. At this stage, VMFive mainly focuses on the domestic market in Taiwan, but Ding Junhong said that they will continue to try to move forward in different ways for foreign markets.<sup>14</sup>For example, China may focus on finding funds and partners; Southeast Asia is more likely to develop business. VMFive Cooperated with a European high-end car factory to embed the data collection mechanism of VMFive on the event webpage, so that the data of three different stages of "advertising", "watching video advertisements" and "entering the event webpage" can be connected and analyzed and optimized. Finally, significantly improved the conversion rate of booking car tours, showing the advantages of technology-based advertising companies. One is the quality and fluency of video advertising, and the other is data tracking and analysis capabilities. In addition to presenting high-quality advertising content, it can also use the unique statistical prediction model behind it to allow advertisers to convey information to those who need them, and to allow users to see solutions to their needs. Video advertising is booming. VMFive emphasizes that,

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<sup>14</sup> 【從工程師到總經理的 4 堂課之一：VMFive 創辦人兼執行長丁俊宏】單靠百萬 VM 管理雲的技術力仍失敗，關鍵正是成本控管. iThome. (n.d.). Retrieved October 17, 2022, from <https://www.ithome.com.tw/news/133079>

including the audio and video signage next to the elevator, the interactive screen on the taxi, and even the display screen on the home refrigerator in the future, as well as the very popular Internet TV in China, you can see personalized audio and video advertisements after turning on the computer, and then analyze these audio and video advertisements by analyzing them. The behavior of the viewers behind it, continue to optimize and create a better personalized experience and market demand interaction.

VMFive finds its target customers by participating in entrepreneurial competitions, and through the product introduction process, obtains feedback for product adjustment, and then slowly converges the product line. After you have the goods, you can become good partners with different manufacturers to understand all the industry knowledge and increase the professional knowledge of judging the market demand.

### **Conclusion**

In my investigation, I found out that the reason why born global can expand to overseas in just a few years is because, (1) Each company has different commercial strategy such as participating in domestic and foreign competitions or exhibitions are the fastest way to establish the popularity of brand and brand culture. (2) Born with golden spoon, which means they are sponsored or invested in financial or technological

parts by rich and powerful companies before they become born global. (3) Trend creates hero, and it is easier for some companies to get information in firsthand because their powerful sponsors in the back owns social and news networks. (4) Resources from university are also important for a startup to be successful continually. Technology companies can earn lots of benefits if the group members are from the top universities since schools and networks can provide newest information. (5) Using different commercial methods targeting different countries' consumer is one of the key elements to keep the oversea company growing such as physical stores for Hong Kong, online stores for South Korea, and company-cooperate way.

### **Appendix**

a: (3713)新晶投控

b: (6807)峰源-KY

c: (6861)睿生光電

d: (6841)長佳智能

e: (1341)富林-KY

f: (2239)英利-KY

g: (2243)宏旭-KY

h: (2248)華勝-KY

i: (2250) IKKA-KY

j: (2252)為昇科

實收資本額:Paid-in(Paid-in capital)

員工人數:Emplo

資產總額: Total(total assets)

成立年:Year

進入國家數:Coun(沒有算台灣)

總收入: Revenue

經驗:Exp

海外據點:Oversea

稅後淨利(銷後收入):Net income

內銷比率: DSR(Domestic sales ratio)

外銷比率: ER(Export ratio)

Headquarter control

Group control

GP data new

自動儲存 關閉

搜尋 (Alt+Q)

pearljz6679@gmail.com

檔案 常用 插入 頁面配置 公式 資料 校閱 檢視 說明

新細明體 11 A A

自動換行 通用格式

剪貼簿 剪貼 複製 貼上 複製格式

B I U 字體 對齊方式 數值 樣式 儲存格 插入 刪除 格式 儲存格

自動加總 填滿 排序與篩選 尋找與選擇

E229

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
1	No1	paid-in	emplo	total	year	exp	revenue	coon	oversea	net income	DSR	ER	Headquar	Group							
2		780,900,000	11		2019	3			0	0			57%	85%							
3	108a										100	0									
4	109a						169,021,000				100	0									
5	110a						675,649,000														
6	111a			1,784,088,000																	
7	110a season 1									22,029,000											
8	111a season 1									1,433,000											
9																					
10	No2				2019	3			3	5		x	x	88%	88%						
11		540,000,000	x																		
12	109b			2,563,911,000																	
13	110b			2,993,111,000			4,176,181,000														
14	111b						2,963,477,000														
15	11001/01-11003/31									25,945,000											
16	11101/01-11103/31									-8,602,000											
17																					
18	No3				2019	3			3	3				71%	71%						
19		349,845,000	291																		
20	108c			1,305,944,000			324,422,000				2.41	97.59									
21	109c			2,038,659,000			2,357,716,000														
22	110c			1,703,788,000			1,940,758,000														
23																					
24	No4				2018	4															
25		900,000,000	79						x			x	x	100%	100%						
26	109d			1,606,055,000																	
27	110d			1,548,266,000																	
28	11001/01-11003/31									3,397,000											
29	11101/01-11103/31						8,831,000			-16,433,000											
30																					
31	No5				2016	6			x	1				85%	71%						
32		504,000,000	959																		
33	108e										53.89	46.11									
34	109e			2,121,080,000			2,664,416,000				50.85	49.15									
35	110e			2,367,518,000			2,765,512,000				53.22	46.78									
36	11001/01-11003/31						758,254,000			107,903,000											
37	11101/01-11103/31						778,217,000			74,966,000											
38																					
39	No6				2015	7			1	6				57%	57%						
40		1,181,323,720	4235																		
41	108f										0	100									
42	109f			32,363,922,000			21,644,152,000				0	100									
43	110f			32,154,311,000			20,277,213,000														
44	11001/01-11003/31									197,999,000											
45	11101/01-11103/31									-51,641,000											
46																					

Sheet1

26°C 晴

上午 01:28 2022/11/11

GP data new

自動儲存 關閉

搜尋 (Alt+Q)

pearljz6679@gmail.com

檔案 常用 插入 頁面配置 公式 資料 校閱 檢視 說明

新細明體 11 A A

自動換行 通用格式

剪貼簿 剪貼 複製 貼上 複製格式

B I U 字體 對齊方式 數值 樣式 儲存格 插入 刪除 格式 儲存格

自動加總 填滿 排序與篩選 尋找與選擇

E229

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
23																					
24	No4				2018	4			x			x	x	100%	100%						
25		900,000,000	79																		
26	109d			1,606,055,000																	
27	110d			1,548,266,000																	
28	11001/01-11003/31									3,397,000											
29	11101/01-11103/31						8,831,000			-16,433,000											
30																					
31	No5				2016	6			x	1				85%	71%						
32		504,000,000	959																		
33	108e										53.89	46.11									
34	109e			2,121,080,000			2,664,416,000				50.85	49.15									
35	110e			2,367,518,000			2,765,512,000				53.22	46.78									
36	11001/01-11003/31						758,254,000			107,903,000											
37	11101/01-11103/31						778,217,000			74,966,000											
38																					
39	No6				2015	7			1	6				57%	57%						
40		1,181,323,720	4235																		
41	108f										0	100									
42	109f			32,363,922,000			21,644,152,000				0	100									
43	110f			32,154,311,000			20,277,213,000														
44	11001/01-11003/31									197,999,000											
45	11101/01-11103/31									-51,641,000											
46																					

Sheet1

25°C 晴時多雲

上午 01:31 2022/11/11

自動儲存 關閉 GP data new

檔案 常用 插入 頁面配置 公式 資料 校閱 檢視 說明

新總明細 11 A<sup>+</sup> A<sup>+</sup>

通用格式

條件式格式 格式化為表格 儲存格樣式 插入 刪除 格式 儲存格 編輯

自動加總 填滿 排序與篩選 尋找與選取

25°C 晴時多雲

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
46																					
47	No7														88%	88%					
48		459,994,420	570		2015	7			1	2											
49	108g										97.88	2.12									
50	109g			3,902,206,000			757,591,000				92.32	7.68									
51	110g			4,090,103,000			1,499,918,000														
52	11001/01-11003/31										-9,044,000										
53	1111/01/01-1111/03/31										3,617,000										
54																					
55	No8				2017	5			2	2				71%	71%						
56		420,000,000	253																		
57	108h			1,113,345,000			632,105,000				74.49	25.51									
58	109h			1,169,123,000			694,217,000				89.9	10.1									
59	110h			1,278,995,000			926,523,000														
60	11001/01-11003/31										-5,467,000										
61	1111/01/01-1111/03/31										92,787,000										
62																					
63	No9				2016	6			2	4				77%	77%						
64		270,000,000	x																		
65	108i										43.87	56.13									
66	109i			3,033,070,000			3,623,549,000				43.15	56.85									
67	110i			3,204,930,000			3,664,277,000														
68	11001/01-11003/31										52,115,000										
69	1111/01/01-1111/03/31										38,471,000										

Sheet1

25°C 晴時多雲

自動儲存 關閉 GP data new

檔案 常用 插入 頁面配置 公式 資料 校閱 檢視 說明

新總明細 11 A<sup>+</sup> A<sup>+</sup>

通用格式

條件式格式 格式化為表格 儲存格樣式 插入 刪除 格式 儲存格 編輯

自動加總 填滿 排序與篩選 尋找與選取

25°C 晴時多雲

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
70																					
71	No10				2016	6			4	3				50%	50%						
72		910,000,000	116																		
73	109j			1,210,722,000			571,504,000				-50,274,000	16.74	83.26								
74	110j			1,442,390,000			894,892,000				14,541,000										
75																					
76	No11				2014	8			3	x				67%	67%						
77		462,800,000	2315																		
78	108k										x	x									
79	109k			3,099,782,000			2,414,639,000				x	x									
80	110k season 1			4,008,846,000			2,527,098,000				58,829,000										
81	111k season 2										62,298,000										
82																					
83	No12				2015	7		x	x					87%	87%						
84		200,000,000	432																		
85	108l										99.06	0.94									
86	109l			1,159,284,000			1,479,598,000				99.25	0.75									
87	110l			1,218,817,000			1,561,043,000														
88																					
89	No13																				
90		204,861,210	1379		2015	7		x	x					100%	100%						
91	109m										100	0									
92	110m season 1										15,155,000										
93	111m season 1										28,339,000										

Sheet1

25°C 晴時多雲

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
94																					
95	No14				2015	7		x		2					85%	85%					
96		455,486,650	318																		
97	108n											12.2	87.8								
98	109n			1,451,140,000			1,977,108,000				142,754,000	5.68	94.32								
99	110n			2,024,960,000			1,878,658,000														
100	111n									87,928,000											
101																					
102	No15				2016	6			2	2					57%	57%					
103		222,000,000	20																		
104	108o											5.01	94.99								
105	109o			1,417,328,000			1,837,782,000					5.49	94.52								
106	110o			1,219,156,000			1,154,374,000														
107	11001/01-110/03/31											6,553,000									
108	11101/01-111/03/31											20,153,000									
109																					
110	No16	935,046,040	684		2016	6			1	8					57%	57%					
111																					
112	108p			653,503,000			1,021,804,000					10.45	89.55								
113	109p			823,193,000			1,400,596,000					91,323,000	5.4	94.6							
114	110p			1,191,124,000			1,998,953,000					154,304,000									
115	11001/01-110/03/31											81,648,000									
116	11101/01-111/03/31											65,627,000									
117																					

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