

Enterprise Succession Competence Based on Establishing Emerging Digital Transformation Curriculum under the COVID-19 Pandemic

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ABSTRACT

Enterprise succession segue is the carrier of safeguarding economic sustainability and social productivity. The COVID-19 pandemic has dispensed numerous competitive variants to the enterprises worldwide. Taiwan as the center of economic and social demonstration of East Asia, how to strengthen and stimulate all kinds of corporate employees competence through digital transformation has become a major subject at present. In this period of corporate employees' competence reform, the goal settings and methods of the personnel training were consistently recommended by third parties consultant through the construction of Emerging Digital Transformation Curriculum. Corporate Social Responsibility and Sustainable Development Goals are the core fundamental courses of enterprise succession competence, which plays an important role for the personnel training in the digital era under pandemic.

This research first analyzes the challenges faced by various Enterprise under the pandemic, then scrutinize the opportunities brought by these challenges. Contingent on the investigation of current situation and issues during the succession. This research applies business needs as orientation, personnel training as target, according competence development to adjust tutorial content and employee's inclinations to alter learning methods. Additionally, take full the advantages of virtual platform to realize interdisciplinary integration with the CoreLab System, organize participants of different professional for complementary innovation; Strengthening the practical training of Business production, which build broad platform for the improvement of employees comprehensive ability to meet the competency standards, has a solid theoretical foundation, acquired as digital transformed talents. Finally, puts forward the countermeasures by survey research statistics to promote the development of Digital Transformation Curriculum, such as increasing Environmental Social Governance data support, optimizing the Intellectual Property Rights and Patent Licensing, vigorously stimulating various employee competence sets, giving full play to the role of entrepreneurs' succession and promoting enterprise value.

Keywords: Enterprise, Digital Transformation, Succession, Employee Competence, COVID-19 pandemic

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I. INTRODUCTION

Endured through novel coronavirus pneumonia, all kinds of Enterprise in the market around the world are affected. In this context, Taiwan central government requires Small and Medium Enterprise Administration, Ministry of Economic Affairs(MOEA) to implement the stability, which plays a positive role in coping with the impact of COVID-19 Pandemic situation, and also promotes the smooth operation of the enterprise succession through digital transformation curriculum. The digital transformation curriculums were propounded by discussing deeply which was organized by the Institute for Information Industry, Digital Education Institute. Its connotation is to set market reality as the guide, to cope with the changes and shape the future as the succession concept, to inherit and innovate, to cross and merge, to coordinate and share as the personnel, to cultivate prospective diversity, innovative conspicuous Digital transformed competence. The goals and approaches of the cultivation of digital talents were brought forward in the curriculum of digital transformation for Small and Medium Enterprises(SMEs). Business owners should comprehensively comb the learning contents of various courses and eliminate redundant subjects, build intuitive lesson, raise the vigilant of entrepreneurship challenge reasonably, increase the logician of the agenda, expand the depth of the industrial experience, and improve the producing quality of the course in circular of the digital transformation on the implementation of online education through CoreLab System.

Different types of variant virus are causing impacts on the UK, Japan, and many other economies including countries having rather high vaccination rate, namely, advanced economies. Lifting lockdowns have indeed picked up market demands and helped expedite processes of recovery. However, it is still uncertain whether easing the containment measures may result in a virtuous or vicious circle. It is certain that the global demand is strong for the time being, whereas it is strong enough to kindle Taiwan's export engine. The government's 3rd level alert measure has hindered the growth of internal demand in spite of the growing external demand. “Warm on the outside and cold on the inside” would be an epitome of the state of Taiwan's economy.

According to Taiwan Institute of Economic Research statistics, the portion of domestic manufacturers who perceived business would be better in the next six months was 36.0% in the target month or decreased by 0.4 percentage points than

36.4% feeling more optimistic about the future in the previous month. The portion of firms who perceived the economic outlook would be worsening was 16.0% or increased by 3.9 percentage points compared with 12.1% feeling rather pessimistic about the future in the previous month. The portion of manufacturing firms who perceived business remained constant in the next six months stood at 47.9% or decreased by 3.5 percentage points compared with 51.4% feeling neutral about the business outlook one month earlier. Overall, Taiwan manufacturing firms perceived the business in the near future was as a result somewhat more pessimistic compared with the previous month. In addition, manufacturers' sentiments that have been in decline in the June survey and are expected to deteriorate over the next six months including Motor Vehicles Manufacturing, Motorcycles Manufacturing, Retail Sales, Restaurants and Hotels. Despite the fact that Taiwan government's 3rd level alert has been decelerated, thus the market had accepted inevitable.

In this research, both primary and secondary research method were integrated in a cohesive demonstration, which shall reassured market participants and made entrepreneurs feel at ease for succession development (Cooper, 1995). Secondary research method has been established, which was of great significance for promoting Small and Medium Enterprises(SMEs) to play a greater role and achieve greater transformation. Under the background that market players are facing the impact of COVID-19 pandemic situation and weak economic downturn, this paper proposes that Business owners should make overall succession plans to promote economic development, which applies business needs as orientation, personnel training as target, according competence development to adjust tutorial content and employee's inclinations to alter learning methods. Additionally, take full the advantages of virtual platform to realize interdisciplinary integration with the CoreLab System, organize participants of different professional for complementary innovation; Strengthening the practical training of Business production, which build broad platform for the improvement of employees comprehensive ability to meet the competency standards, has a solid theoretical foundation, acquired as digital transformed talents. Finally, the research implemented through primary research method, which is information gather through self conducted research method, whereas secondary research is information gather through previous conducted

studies (Bryman and Bell, 2007), which puts forward the countermeasures by survey research statistics to promote the development of Digital Transformation Curriculum, such as increasing Environmental Social Governance data support, optimizing the Intellectual Property Rights and Patent Licensing, vigorously stimulating various employee competence sets, giving full play to the role of entrepreneurs succession and promoting enterprise value.

II. Post-Pandemic Era Challenges and Opportunities

Since the coronavirus outbreak started in late 2019, the Taiwan government has launched a raft of economic measures which have benefited more than 10 million individuals hard hit by the pandemic. In Taiwan, private SMEs occupy 97% of businesses, hire 78% of employees, and significantly contribute to its economy (Hsieh & Chou, 2018), which is identical to the global market since family enterprises are the most significant employers to hire about 60% of the global labor force (Neckebrouck, Schulze, and Zellweger, 2018). Through the joint efforts of the government and public as a whole, Taiwan like every other country in the world has entered the post-pandemic era, and its economic development has shown a slow recovery trend. In spite of the international community has also advise optimistic expectations for Taiwans annual economic growth. The development of Small and Medium Enterprises has successfully passed the most difficult moment, and started to return workforce, resume production and business. However, Taiwan's market has not been resurrected with strom buying power, and business owners are still facing a difficult living environment. Many enterprises are still at the crossroads of liquidity and volatility choices, and the situation is not optimistic. Especially in the current situation of trade protectionism, sluggish world economic development and shrinking global financial market, enterprises are even more struggling along with the COVID-19 affection.

1. Challenges under the Pandemic

Despite variant viruses continue to cause impacts on many countries, the global demand has been rebounding because of increasing vaccination rate worldwide, especially advanced countries, the major market demand of end products. However,

there are still many developing countries suffering from short of vaccination, which also signifies the deterring of demand. Therefore, the founder and former CEO of Taiwan Semiconductor Manufacturing Company (TSMC), Mr. Morris Chang urged Asia Pacific Economic Cooperation (APEC) members with large vaccine production capabilities to support countries in the Asia-Pacific region meet urgent vaccine needs in this year's Asia Pacific Economic Cooperation (APEC) forum on July 16th. Nevertheless, international forecasting agencies such as Information Handling Services (IHS) Market and Economist Intelligence Unit (EIU) have continued to adjust their forecasts for the world GDP growth upward. In response to the most recent COVID-19 outbreak, Taiwan has adopted a Three-level Alert measure since May 15th, whereas the measure could have impacted on domestic services. However, Taiwan's most trustworthy economic engine, exports in goods, has remained strong and robust. Accordingly, the Taiwan Institute of Economic Research (TIER) issue its most recent GDP forecast on July 23rd predicting that Taiwan's annual economic growth rate at 5.40% in 2021.

Unfortunately, the rebounding economic momentum doesn't seem to be representing all market segments. In addition, the portion of manufacturers who perceived business would be better in the next six months was 36.0% in the target month or decreased by 0.4 percentage points than 36.4% feeling more optimistic about the future in the previous month. The portion of firms who perceived the economic outlook would be worsening was 16.0% or increased by 3.9 percentage points compared with 12.1% feeling rather pessimistic about the future in the previous month. The portion of manufacturing firms who perceived business remained constant in the next six months stood at 47.9% or decreased by 3.5 percentage points compared with 51.4% feeling neutral about the business outlook one month earlier. Overall, manufacturing firms perceived the business in the near future was as a result somewhat more pessimistic compared with the previous month.

Approaching the challenges under the Impact of the COVID-19 pandemic through stimulus vouchers aimed at spurring consumption in Taiwan, which were available for pre-order from July 1 the year of 2020. All Taiwan nationals and foreign spouses of Taiwan citizens with residency are eligible to receive the benefits by making an out-of-pocket payment of NT\$1,000 (US\$34) in return for NT\$3000 in

vouchers. Simply highlighting Taiwan government efforts to boost economic activity in the post-pandemic new normal. According to Minister of Economic Affairs Wang Mei-Hua, most types of expenditure qualify under the project, including online ticket sales of arts, sports and tourism events, though utility payments and purchases of stocks or tobacco products are exempt. As the stimulus voucher was prohibited in certain types of expenditure, which require consumers to pay certain amount of money out of their pocket for something they might not necessarily need, the governance of decision making only create sparing consumption for the chosen market segments has also brought various determines across enterprises and business owners.

All walks of life are affected by the COVID-19 pandemic situation differently, and each has its own sufferings. Regardless the continuing of Relief and Economic Stimulus Package proclaimed by the Taiwan government, the market has well exposed to the fact that avoiding highly dependent on governmental resources to surge consumption momentum. No matter what kind of industry, for enterprise management, the financial indicators that have the greatest impact on enterprises when the pandemic suddenly strikes are: order quantity, production quantity, sales and service quantity, export quantity, purchase quantity, production and operation cost, profit amount, investment scale and number of employees. From these indicators, Business owners and company CEOs will be challenged to foresee revenue issues instead shifting resource to succession planning and digital talents training strategies.

The biggest challenge for many Small and Medium Enterprises is survival, succession planning and digital transformation development of enterprises are often considered secondary under the strike of pandemic. There are significant business variations in different types of impacts. Among them, the development of digital transformation mind-set and skill-set for individual industrial and commercial households and private small and medium-sized enterprises is the most noticeably affected. Utilizing stimulus vouchers as in which can also be obtained digitally by registering credit cards, stored value cards or mobile payment apps on the program website beginning July 1, the minister said, adding that individuals will receive NT\$2,000 worth of credit after spending NT\$3,000. Discouragingly, both sides of business personnel's and consumers, were having doubts and difficulties adapting to

the digital transformation services. The spread of the COVID-19 pandemic has caused orders to drop, logistics to be blocked, and difficulties in resuming production to have a numerous impact on enterprises. This global scale disaster definitely triggered a very realistic knockout. Over the years, Small and Medium Enterprises' market environment, and economic standards have been improved and a batch has been closed; Acquisition and merger of large enterprises, receiving a batch; When any pandemic strikes, it is also inevitable to think about how to survive. All sizes of enterprise shell closely originate its Succession strategies through competence development based on establishing emerging digital transformation curriculum, especially during the instance of COVID-19 pandemic.

2. Opportunities under the Pandemic

The coronavirus pandemic sphere for every market subject, whereas both a challenge and an opportunity. It is mandatory to seize the peril and alert brought by the pandemic affection for enterprises to carry out digital development and transformation. One of the opportunity under the pandemic is striving to create favorable environment, promote the informatization, digitalization and digital transformation of enterprises at different stages of reinforcement. Accelerating the digital transformation and upgrading the competence aggregation of enterprises' succession planning, to ensure the main body of economies lean towards the ultimate goal of sustainability. Contrarily, it is vital to implement secession strategy for enterprises, especially in urgency and maintain the stability of its market order; On the other hand, it is necessary to create increments, push forward mass entrepreneurship and innovation, and stimulate corporate digital transformation with creativity.

Enterprise succession planning and digital talent development are the new foundation and key two business sustainability as time altered. It is comparatively important to apply digital transformation curriculum as the center. Stable economic operation is related to the overall function correspondence, while market subjects are at the center of enterprises secession and digital transformation and are the fundamental driving force for economic and socialist development under the pandemic. Therefore, the "Digital Transformation Talent Pyramid" designed by

Institute for Information Industry, Digital Education Institute (III, DEI) is the foundation and starting point of enterprise succession strategies and priorities. In the normal pandemic prevention and control situation, market participants should formulate. Only by consolidating the “Talent Development Route Map” accordance with market information subject can it become the basic disk for promoting social and economic recovery, supporting employment, stabilizing the economy and making economic development more beneficial to all domestic market players.

The government always seem to give hope and expectation to market participants, but the current market economic environment is still complicated, so how to do everything possible to assist Small and Medium Enterprises and its employees, which is the proper meaning of protecting market players is to protect socialist productive forces. In the following chapters of this research paper, The conducting of “ Digital Transformation Talent Pyramid”, “Digital Transformation Curriculum” embedded in the internet access “CoreLab, System.”, will be evidently define and introduce for enterprises in need for succession reference and tutorial.

III. Curriculum Reformed and Study Method

In order to meet the needs of Enterprise and market for digital talents and coordinate the contradiction between the reduction of training budget and the increase of learning content; Institute for Information Industry, Digital Education Institute (III, DEI) caring out “SME Succession and Digital Innovation Leadership Project”, inviting candidates across different industrial domains to join the expert group, further helping to define the “Digital Transformation Talent Pyramid”, co-working with various lecturer to produce courses for the “Digital Transformation Curriculum”, subsequently editing and proof reading before upload to “CoreLab System”. DEI equips such customized and free of charge, Digital transformation web-based multimedia. Initially, this project was permitted by Small and Medium Enterprise Administration, Ministry of Economic Affairs(MOEA), encouraging private, small and medium or micro enterprises to utilize and familiarize such resource, which are the ones often with finance difficulties and stopping them to explore more Business possibilities.

1. Digital Transformation Talent Pyramid

Small and Medium Enterprise has always been legally defined with total assets no exceeding NT\$100,000,000 (US\$3,333,333), or total employee numbers less than 200 members. Under the intimidation of COVID-19 pandemic, disregarding the industry nor market, any business entities could have grasp the market deliberation as a buffer, rolling out succession plans for enterprise personnel to attain Digital transformation trainings. As the role of executing the “SME Succession and Digital Innovation Leadership Project”, the market participants’ concerns and requests have been comprehensively collected, thoroughly selected and analyzed, figuring out the advisory competence route-map for different roles in the organization. In this research, the “Digital Transformation Talent Pyramid” has been proposed, suggesting every member of the enterprise conferred to the chart and competence development route-map before straight into online courses.

Many individual industries pursuing succession strategy with varying degrees of digital transformation solution, by assigning employees to participate in divergent seminars or workshops. Enclosing with a license or certificate showing the participants have accomplished relevant training or attendance as required; although, the decisive arrangement seems to be logical while the outcome conversely manifest insignificance. This is simply another recognizable distinction of succession deceived, without scanning through different functions and roles for the organization or enterprises. According to the consultation with industrial experts, the “Digital Transformation Talent Pyramid” diagram is shown in Figur1, based on the circumstantial definition of roles and responsibilities which are recommended to share with the participants in advance.

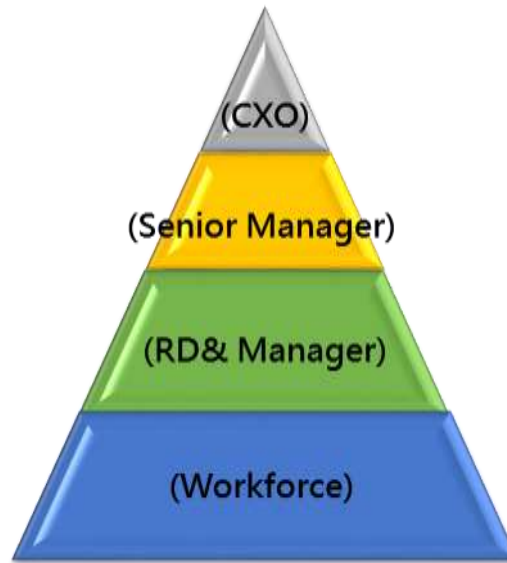


Figure1 Digital Transformation Talent Pyramid

1.1 Chief Digital Transformation Officer

Independent and legal entities such as enterprise or nonprofit organizations, the role Chief Executive Officer (CEO), Chief Administrator or simply Chief Executive is one of the Number of corporate executives in-charge or manage an organization or business entity, the highest ranking of executive in the company whose primary responsibility includes making major corporate decisions, managing the overall operations and resources of a company, acting as the main point of communication between The board of directors and corporate operations. Many business entities are unfamiliar with the terms of responsibility, with the characteristic of Chief Digital Transformation Officer, are often in-charge of projects and initiatives that aim to maximize the opportunities available by embracing the new digital platform, product or service.

As reported by news articles presenting the substitution of a Chief Digital Transformation Officer by a corporate CEO, in consequence of a tech-driven company or specific operational concerns. The sudden attack of COVID-19 pandemic, has once proven to the market, without a dedicated role accountable to digital transformations, which result in careless and unsystematic mind-set towards the succession planning causing procrastination of economic recovery. Throughout

the digital transformation and integration process, it is crucial to promote a tech-sensitive and out-performer to be the leader of digital transformation, ensuring the appropriate personnel will be receiving corresponding training and resource to nearing succession milestones.

1.2 Senior Manager

Generally, a senior manager is responsible for day-to-day task, many times reporting to the C-levels within a profitable corporate held publicly or privately. In order to manage a nonprofit organization or a profitable enterprise, the candidates are required to be fairly well experienced in particular industry or field. The major assignment for this role, which includes people management, project-based discussion and departmental decision making, but not limited to any of these missions listed. Especially, for enterprise succession planning, the role of a senior manager concentrates with the settings of digital transformation Target and milestone.

Digital transformation is such a big chapter among the succession strategies, without higher management level's approval and support, the rest of the crew and workforce will not be cost-efficient, instead of signing in-and-out of different training courses online or off-line. According to the consultation with industrial experts, the digital transformation curriculum shall induce senior managers to equalize a digital transformation mind-set and perspective, coping with the succession procedures and enterprising the workforce heading towards applicable direction.

1.3 Research and Development

Research and development (RD) include activities that a company undertakes to innovate and introduce new products or services to the public or consumers. The future growth of the business sits in with a large part of what researcher and developer delivered. Small and Medium Enterprises highly dependent on the outputs from research and development department, to keep the Business competitive by providing the insights into the market and developing new services, products or improving existing ones accordingly. Before the COVID-19 pandemic strikes the

market, many enterprises already designed their internal succession procedure, inviting the senior members of the research and development team to mentor the novices. Logistically, researcher and developers are awfully familiar with technologies, managers only required to join the communication, clarifying team-members' Time-spent to participate the digital transformation training via CoreLab System.

As a reminder to researcher and developer, switching back-and-forth of Business As Usual (BAU) and digital transformation training could be time consuming, advising correspondence managers or department had regularly to synchronize succession strategy with numerical numbers and demonstration.

1.4 Workforce

The workforce in a company or an organization often refers to the total number of people employed by a profitable business entity or nonprofit unit. The role and responsibility of the workforce in a company various from market segment to Industry domain. In this research, the purpose of the “Digital Transformation Talent Pyramid” is designed to help best verify where the workforce from an enterprise occupied. Exploring the needs for workforce level employees adapted digital transformation competence more effectively, ensuring different parties received adequate domain knowledge and technical skill of digital transformation aligning with the enterprise succession strategy.

In this part of the research findings, the proposed “Digital Transformation Talent Pyramid” shall widely introduce the domain knowledge of digital solution and application to the workforce within an Enterprise, but not too limit workforce level employees craving to learn more.

2. Digital Transformation Curriculum

The Digital Transformation Curriculum can be divided into three routes, including Digital Technical Skills, Digital Managerial Skills and Soft-skills for Digital Transformation. Each individual route was designed to accommodate the need for enterprise succession competence attaining. It can be trended to realize interdisciplinary cross-integration and collaborative innovation in the Digital Transformation Curriculum. Therefore, the employees can learn from each

individual competence develop route-map and promote each other in the process of preparing for Enterprise cessation. It not only realizes the integration of intersecting contents among disciplines, but also brings out the sparks of innovation in the process of digital transformation, and at the same time cultivates the employees' sense of business mind-set and technical skill via the virtual courses and discussion board featured in the CoreLab System. The research also remind potential business owners and employers to whomever enterprises adapting such emerging digital transformation curriculum, the personnel across with time would be shifted from one particular curriculum route to the other. The enterprises and trainees are encouraged to make the curriculum route shifting, thus the succession implementation could be best utilized and maximized.

3. CoreLab System Accessibility Design

Most software or application development tended to have high similarities of user interface and features for diverse reasons. Users have been trained well to accommodate different types of interface and system usage, due to a sloppy designed or lousy user experience. However, in this particular research, highlighting the development of web accessibility design allowing user with special needs, having the tendency to operate the CoreLab System independently. The developers are looking into Web Content Accessibility Guidelines (WCAG 2.1), ensuring user with special needs will be able to browse the website and application through all types of screen-reader software (Kan, 2016). This research is mainly about digital transformation as a succession strategy, web accessibility and mobile best-practices shall definitely be included, as the CoreLab System platform itself would be the best demonstrations out of all.

IV. Conclusions

The pneumonia pandemic in COVID-19 has brought great impact to various market players in Taiwan, with individual industrial and commercial households, Small and Medium Enterprises being the most menacingly affected. The pandemic crisis is both a challenge and an opportunity for domestic market players. In the digital innovation era of enterprise succession reform, in order to train qualify talents

of Digital transformed personnel who can meet the needs of the market and the Industry under the threat of pandemic. Business owners crave to seize the pressure and power brought by the pandemic constrain for the digital development and transformation of market subjects, and strive to create propitious competences for hundreds and Thousands of Small and Medium Enterprises to develop vigorously and competitively succession strategy.

The curriculum and competence development route map which is regarded as the core specialized agenda of Digital transformation is reconstructed and adjusted, before the online tutorial content and reform of learning methods are carried out. In this research, the basic theory of virtual learning was comprehended yet the best practices of CoreLab System should be emphasized, owing to the 4-year project supervised by Small and Medium Enterprise Administration, Ministry of Economic Affairs(MOEA). Absorb modern digital solution, Sustainability Development Goals and system integration technology, with the times, enrich, and expand the content resources. Seek innovation, give play to the advantages of entrepreneur comprehensive enterprises and industries, actively integrate interdisciplinary, strengthen the cooperation between governances and enterprises and jointly train, coordinate and share social resources, in order to cultivate substantial succession personnel and digital transformation talent who are required by the market to build a broader platform. Institute for Information Industry, Digital Education Institute is injecting a talent training stream of surging digital transformation energy into Taiwan's economic development and create a new situation of enriching the personnel's and prospering Digital talents.

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疫情下中小企業接班傳承的數位轉型力

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摘要

本研究針對國內中小企業，在面臨數位轉型的布局與挑戰，藉由經濟部中小企業處的督導，結合產業領域專家的第三方顧問服務，提出完整的策略規劃與人才培育模組之建議。全球面對新冠肺炎疫情的衝擊，不僅影響工作流程和互動模式，更加速跨產業對於數位轉型的急迫性；財團法人資訊工業策進會數位教育研究所，人才培育顧問中心透過產業界領域先進之經驗，進行設計開發以製造業數位轉型人才金字塔，以及所設計的對應職能地圖作為數位轉型的根基，有效引導中小企業接班傳承所需建構的數位轉型能力，並透過線上課程規劃與線上教育 Corelab 系統進行介接，提供中小企業主與數位轉型人才，從數位轉型思維、數位化、數位優化、數位轉型，不同階段之數位發展所需之先輩知識與技能，以企業管理與經濟規模永續發展的切入，整合階段性執行量能，作為本研究之核心價值，發表對於台灣中小企業之數位轉型發展，具備相關產業指標性的影響力之研究。

關鍵字：中小企業，數位轉型，接班傳承，訓用合一，永續發展

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