

作者：黃瓊玉

英文姓名：Chiung-Yu Huang

服務單位：黎明技術學院

中文職稱：資訊管理系主任

英文職稱：Chairman of Dept. of Information Management

連絡方式：[hcyjoan@gmail.com](mailto:hcyjoan@gmail.com) 0935-874978

包裝業轉型智慧企業策略之研究-以某公司為例

黃瓊玉

黎明技術學院資訊管理系

hcyjoan@gmail.com

黃睿修

中央大學 EMBA

[smlw@mgt.ncu.edu.tw](mailto:smlw@mgt.ncu.edu.tw)

李小梅

中央大學資訊管理系所

[smlw@mgt.ncu.edu.tw](mailto:smlw@mgt.ncu.edu.tw)

許家樺

上海僑好食品有限公司

hcyjoan@gmail.com

摘要

中國經濟正進入減速增長的“新常態”，經濟轉型的方向，正朝向打造高端製造業與先進製造業發展，而紙箱包裝產業的下游客戶，對於產業的消費升級的趨勢日益明顯，產品包裝更有升級的需求，包裝業必須轉型-朝向服務型製造業發展。

本研究以中國紙箱包裝上市公司為個案，經相關文獻探討與專家訪談，發展出紙箱包裝產業的轉型智慧企業策略-製造業服務化轉型策略矩陣架構。依此架構，探討個案公司的轉型智慧企業策略-製造業服務化轉型策略，分析其執行績效。最後提出如下結論：1.包裝整合服務構面衍生出的策略點，加上智能技術的應用，適時解決客戶痛點。2.建立供應鏈平台構面，已得一定的成果，可帶來一定的品牌效益。3.個案公司的個性化包裝定製服務轉型，利用數位印刷+紙箱媒體的應用，暫時沒有辦法驗證為可執行模式。

關鍵字：包裝業、數位轉型、製造業服務化

The Study of Smart-Bussiness Transformatlion-Strategy for Packaging Industry

-A Case Study of a firm

Abstract

China's economy is entering a "new normal" of decelerating growth. The direction of economic transformation is toward creating high-end manufacturing and advanced manufacturing. The downstream customers of carton packaging industry are increasingly

evident in the trend of consumption upgrading. Among them, product packaging needs upgrading. In order to conform to the adjustment of supply-side structure, the packaging industry will develop towards service-oriented manufacturing industry.

This study based on the firm for a case. We reviewed literatures and interview experts, summarized the service-oriented aspects of manufacturing industry, develop the matrix structure of manufacturing service-oriented transformation strategy of carton packaging industry, and discuss the relevant strategies of the case. Finally, we proposed the following conclusions: 1. The firm applies the intelligent technology, solves the customer's pain point in time, it develops the service transformation in the client packaging process. 2. The strategic points derived from the supply chain platform facets in the transformation strategy matrix of manufacturing service have achieved certain results and brought certain brand effects in the market. Benefit. 3.The firm used digital printing + carton media applications, temporarily no way to verify the executable mode.

Keyword: Resistor Industry, Digital Transformation, Servitization