

東南亞地區捷運工程 競標與執行準備經驗分享

陳幼華資深 協理
譚家瑞 副理

2018 08 15

大綱

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競標作業分析

- 1.1 發展策略
- 1.2 情報蒐集
- 1.3 標案種類與資格
- 1.4 報價策略
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PART 1

競標作業分析

- 1.1 發展策略
- 1.2 情報蒐集
- 1.3 標案資格
- 1.4 報價策略
- 1.5 人力資源
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1.1 發展策略

- 目標國家與地區
- 業務規模
- 業務承接模式

要了解自己
了解市場

SWOT分析 - 自己

		HELPFUL	HARMFUL
		STRENGTHS	WEAKNESSES
INTERNAL	● 資深有經驗的專業工程師 ● 勤奮認真的工作态度 ● 較低的人力成本	● 論述能力 ● 語言能力 ● 對當地規範與實務了解 ● 可長駐海外人力	● 後勤支援及人力調度的彈性 ● 融入當地文化的適應力
EXTERNAL	OPPORTUNITIES	THREATS	
	● 東南亞地區大量軌道基礎建設	● 國際知名顧問 ● 法財風險 ● 計畫延誤風險 ● 人才挖角	● 外交力量

目標國家與地區

- 發展潛力
- 經商便利度
- 政治透明度
- 當地治安條件
- 當地相關產業
- 當地合作夥伴
- 文化差異與衝突
- 設立分支機構



1.1 發展策略

- 目標國家與地區
- 業務規模
- 承攬模式

從小計畫開始

1.1 發展策略

- 目標國家與地區
- 業務規模
- 業務承接模式



- 獨力承攬
- 聯合承攬
- 擔任分包商
- 借人
- 顧問

增加知名度

兩段式招標模式



Republic of the Philippines
DEPARTMENT OF TRANSPORTATION AND COMMUNICATIONS

Procurement process

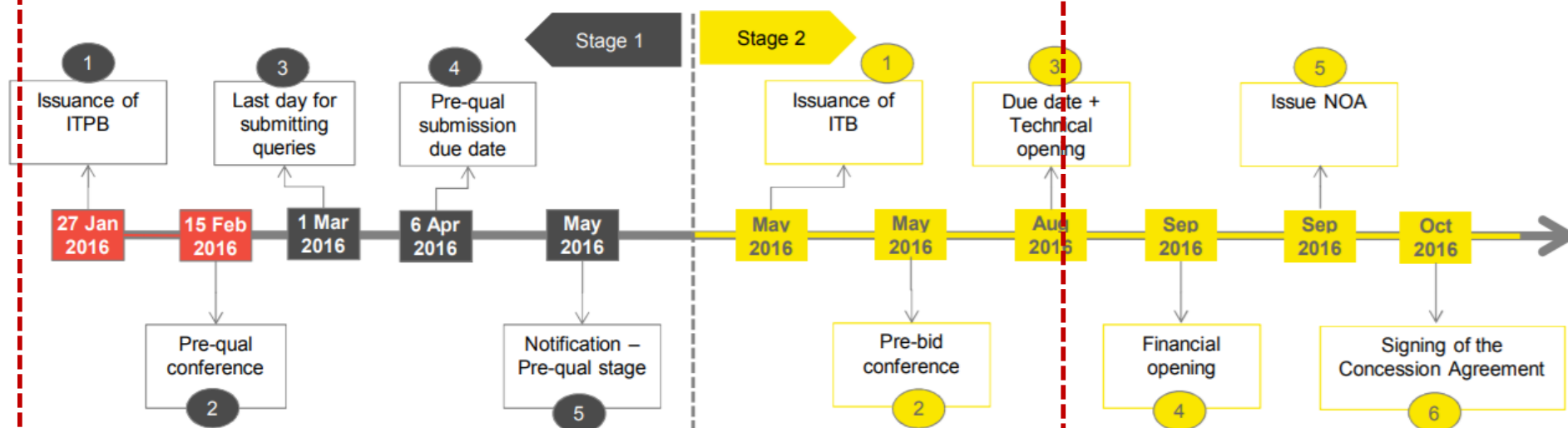
PRE-QUALIFICATION, BIDS AND AWARDS COMMITTEE

Project: LIGHT RAIL TRANSIT (LRT) LINE 6 PROJECT

Two stage bidding
Prospective bidders

PREQUALIFICATION (RFQ)

RFP



資格標 – 進入短名單

PREQUALIFICATION (RFQ)

Invitation for Prequalification (IFP)

May 2017

India

(PQ AE-02)

The Delhi Metro Rail Corp. Ltd. (herein after referred to as "the Employer") invites qualified contractors and/or firms for "Supply installation and commissioning of 25 KV overhead equipments (OHE), 33 KV supply and scada systems for elevated corridor of Dahisar (E) Rolling Stock Depot (Line 2A) and Vikhroli Rolling Stock Depot (Line 6) at Kanpur".

- 業務資訊
- 資格條件

for

Hyderabad Metro Rail (MRTS) Project

ADB

Invitation for Prequalification

Date:	27 December 2012
Loan No. and Title:	2741-VIE: Hanoi Metro Rail System Project (Line 3: Nhon-Hanoi Station Section)
Contract No. and Title:	HPLMLP/CP-03. Tunnel and Underground Stations
Deadline for Submission of Applications:	7 February 2013 at 9:00 am

1. This Invitation for Prequalification follows the Procurement Plan for this project that appeared in Asian Development Bank's (ADB) Business Opportunities website on 28 February 2011. The eligibility rules and procedures of the ADB will govern the prequalification and the bidding process.

- 了解競爭對手
- 準備自己
- 尋找合作夥伴
- 增加國際市場知名度

- Construction of the underground part of the transition ramp;
- an emergency egress shaft between S9 and S10, and 6 niches;
- Traffic management during construction, road reinstatement and environmental protection at all sites;
- Interfaces with other civil work contractors and rail systems contractors.

4. It is expected that Invitations for Bids will be made in March 2013.

5. Interested eligible Applicants may obtain further information from Hanoi Metropolitan Railway Management Board (MRB) and inspect the Prequalification Document at the address given below, from 8:30 am to 4:30 pm.

Results of Pre-Qualification

The prequalified entities are:

1. China Railway Group Limited
2. HP Joint Venture Consortium: Hyundai Engineering & Construction Co. Ltd. - POSCO
3. ACPC Line 3 Consortium: Acciona Construcción SA and Power Construction Corporation of China Ltd.
4. Oriental Metro Línea 3 Consortium: Oriental Construction Co. Ltd. and Beijing Urban Construction Co. Ltd.
5. Línea 3 Consortium: FCC-CICSA-SKEGFCO and Infraestructura y Construcción, A. C. and Construction Co. Ltd.
6. Astaldi SpA
7. Línea 3 Monorail Panamá Consortium: Obrascon Huarte Lain SA, Andrade Gutierrez Engenharia SA and Mota-Engil, Engenharia e Construção SA (Mota-Engil Panama branch)

Metro de Panamá Announces Pre-Qualification Results for Line 3

- 了解競爭對手
- 尋找合作夥伴
- 增加國際市場知名度

BUSINESS OPPORTUNITIES

Main

Operational Procurement:
Consulting Services

Procurement Plans

Shortlisted Firms

Contracts Awarded -
Consulting Services

Documents on Consulting
Services

Indefinite Delivery Contracts

Consultant Management
System (CMS)

Operational Procurement:
Goods, Works, and Related
Services

Institutional Procurement

Transaction Advisory Services

Contacts

Home > Business Opportunities > Operational Procurement: Consulting Services >

Shortlisted Firms – Consulting Services



The **List of Shortlisted Firms – Consulting Services** provides the list of each project's shortlisted firms that were invited to submit proposals. ADB posts the names of these shortlisted firms for the information of consultants who wish to associate with them. ~~Consultants not shortlisted but interested in participating through association should contact the firms directly. Please do not contact ADB for that purpose.~~

[Go to the List of Shortlisted Firms](#)

Shortlist

Shortlisted Firms

ADB makes this information available for consultants who may wish to deal directly with a shortlisted firm. Consultants interested in participating through association with a shortlisted firm

Shortlisted Firms

[Back](#)

 **TIP** Click the View Shortlist icon (rightmost column) to display the shortlisted firms or click on the project name for information about the project. You can sort the results below by clicking on a column header.

Country	Project	Sector	RFP Issuance Date	Deadline for Submission of Proposals (Manila local time)	View Shortlist
Cambodia	TA No. 9503: Supporting Sustainable Integrated Urban Public Transport Development - Sustainable Integrated Urban Public Transport Development (51113-001)	Transport	29-Jun-2018	13-Aug-2018 04:00 PM	
India	TA No. 9446: Supporting the Preparation of a Comprehensive Master Plan for the Chennai-Kanyakumari Industrial Corridor - Consulting Firm (51323-001)	Transport	02-Jul-2018	06-Aug-2018 04:00 PM	

[Back](#)

Results of Pre-Qualification

TA No. 9446: Supporting the Preparation of a Comprehensive Master Plan for the Chennai–Kanyakumari Industrial Corridor - Consulting Firm (51323-001)

Request for Proposals (RFP) Issuance Date: 2 July 2018

Firm Name : AECOM India Private Limited in association with Deloitte Touche Tohmatsu India LLP
Address : 9th Floor, Infinity Tower C DLF Cyber City, DLF Phase II Gurgaon Haryana 122002 India
Phone : 911242816000
Fax : 911242816018
Email : vishal.kundra@aecom.com
Contact Person : Vishal Kundra
Designation : Director

**TA No. 9446: Supporting
the Preparation of a
Comprehensive Master**

Firm Name : AECOM India Private Limited in association with Deloitte Touche Tohmatsu India LLP
Address : 9th Floor, Infinity Tower C DLF Cyber City, DLF Phase II Gurgaon Haryana 122002 India
Phone : 911242816000
Fax : 911242816018
Email : vishal.kundra@aecom.com
Contact Person : Vishal Kundra
Designation : Director

Firm Name : Joint venture between Oriental Consultants Global Co., Ltd., Oriental Consultants India Private Limited, and Panteia B.V.
Address : 20-2 Nishishinjuku 3-chome Shinjuku-ku Tokyo 163-1409 Japan
Phone : +81-3-6311-7884
Fax :
Email : global@ocglobal.jp
Contact Person : Manabu Ikeda
Designation : General Manager

Joint venture between Oriental Consultants Global Co., Ltd., Oriental Consultants India Private Limited, and Panteia B.V.
20-2 Nishishinjuku 3-chome Shinjuku-ku Tokyo 163-1409 Japan
+81-3-6311-7884

global@ocglobal.jp
Manabu Ikeda
General Manager

Contact Person : Uma Maheswaran Cheyyar Ramanathan
Designation : COO, South Asia & Middle East



1.2 情報蒐集

- 瀏覽ADB、JICA....等ODA國相關網站
- 參與相關國際研討會
- 透過學界增加與當地學術及官方的連結
- 參與國際的競賽或評鑑
- 邀請重點業主到台灣參訪
- 延攬在臺求學的外籍生
- 順道拜訪，擴大戰果
- **SWOT分析-知己知彼**

SWOT分析 - 自己

		HELPFUL	HARMFUL
		STRENGTHS	WEAKNESSES
INTERNAL	● 資深有經驗的專業工程師 ● 勤奮認真的工作态度 ● 較低的人力成本	● 論述能力 ● 語言能力 ● 對當地規範與實務了解 ● 可長駐海外人力	● 後勤支援 ● 人力調度的彈性 ● 融入當地文化的適應力
EXTERNAL	OPPORTUNITIES	THREATS	
	● 東南亞地區大量軌道基礎建設	● 國際知名顧問 ● 法財風險 ● 計畫延誤風險 ● 人才挖角	● 外交力量

SWOT分析 - 對手【國外大型顧問公司】

	HELPFUL	HARMFUL
	STRENGTHS	WEAKNESSES
INTERNAL	● 語言能力 ● 論述能力 ● 對當地規範與實務了解 ● 可長駐海外人力 ● 後勤支援 ● 人力調度彈性	● 購併快速成長 ● 重量不重質 ● 龐大集團整合困難 ● 較高的人力成本
	OPPORTUNITIES	THREATS
EXTERNAL	● 東南亞地區大量軌道基礎建設 ● 國際市場知名度 ● 外交力量	● 中型專業顧問公司的競爭 ● 計畫延誤風險

SWOT分析

	S	W	O	T
	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
己	● 資深有經驗的專業工程師 ● 勤奮認真的工作态度 ● 較低的人力成本	● 論述能力 ● 語言能力 ● 對當地規範與實務的了解 ● 可長駐海外人力 ● 後勤支援 ● 人力調度彈性	● 東南亞地區大量軌道基礎建設	● 法財風險 ● 國際知名顧問公司 ● 人才挖角 ● 計畫延誤風險 ● 外交力量
彼	● 論述能力 ● 語言能力 ● 對當地規範與實務的了解 ● 可長駐海外人力 ● 後勤支援 ● 人力調度談行	● 購併快速成長 ● 重量不重質 ● 龐大集團整合困難 ● 較高的人力成本	● 東南亞地區大量軌道基礎建設 ● 國際市場知名度 ● 外交力量	● 中型專業顧問公司的競爭 ● 延誤風險

1.3 標案類型與條件

	主辦機構	招標模式	招標條件			備標成本
			業績	人員	服務建議書	
1	ADB	兩段式 DB and D-B-B	根據標案特性 與規模	CV審查(包括外 籍與當地人員)	方法論為主	低
2	JICA	兩段式 DB為主 (擔任日本廠商 分包商)	根據標案特性 與規模	主要人員 CV審查	基設圖為主 (價工/施工性/ 經濟性)	高
3	統包商	邀標	根據標案特性 與規模	主要人員 CV審查與 Interview	提出基設建言 (價工/施工性/ 經濟性)及相關 案例參考	低
4	其他	直接委託議價 (包含合作投標 或緊急救援)	視擔任角色而 定	主要人員 CV審查與 Interview	視擔任角色而 定	低

兩段式招標模式

Procurement process



Republic of the Philippines
DEPARTMENT OF TRANSPORTATION AND COMMUNICATIONS

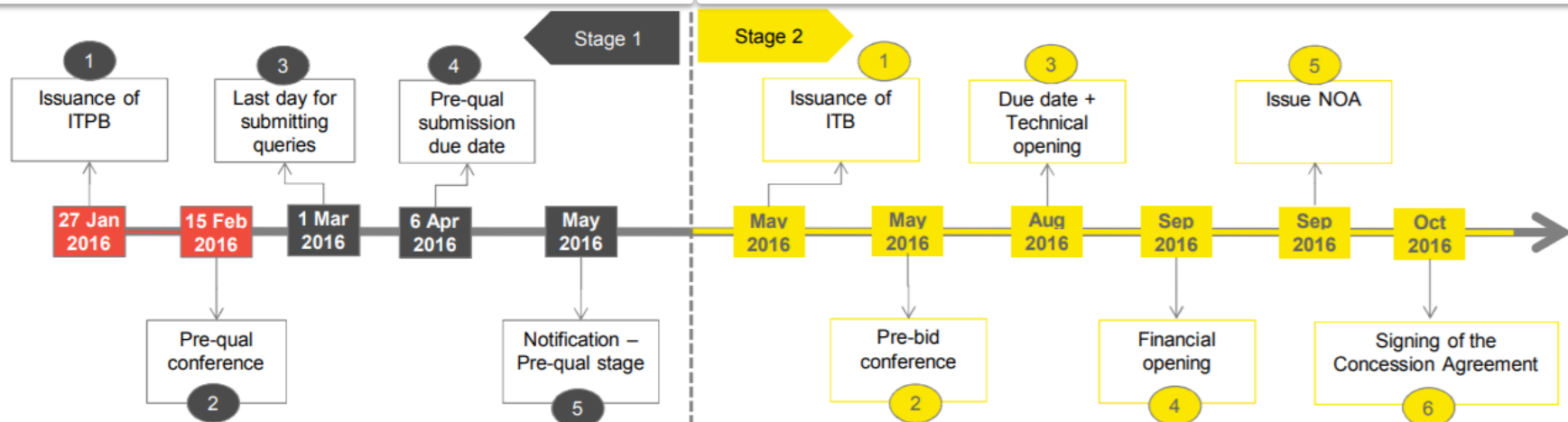
PRE-QUALIFICATION, BIDS AND AWARDS COMMITTEE

Project: LIGHT RAIL TRANSIT (LRT) LINE 6 PROJECT

Two stage bidding process

資格標 - 進入短名單

技術標 → 價格標 → 決標



ADB

ADB 亞洲開發銀行的網站有完整的招標與決標資訊



About ADB News & Events

Home > Projects >

India: Jaipur Metro

Sovereign (Public) Project

Overview Project Data

TENDERS

Tender Title

Loan No. 3062-IND: Jaipur Metro Ra

Loan No. 3062-IND: Jaipur Metro Ra

IND: Jaipur Metro Rail Project

CONTRACTS AWARDED

Contract Title

— SUPPLY, INSTALLATION, TESTING AND COMMISSIONING OF BREASTLESS TRACK OF STANDARD GAUGE



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ADB Institute

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Viet Nam: Ha Noi Metro Rail System Project (Line 3: Nhon-Ha Noi Station Section)

Sovereign (Public) Project | 40080-013

Status: Active

Overview

Project Data Sheet

Documents

Tenders

TENDERS

Tender Title	Type	Status	Posting Date	Deadline
Loan No. 2741-VIE: Ha Noi Metro Rail System Project (Line 3: Nhon-Ha Noi Station Section)	Prequalified applicants	Archived	16 Aug 2013	

CONTRACTS AWARDED

No contracts awarded for this project were found

PROCUREMENT PLAN

Title	Document Type	Document Date
Ha Noi Metro Rail System Project (Line 3: Nhon-Ha Noi Station Section) - Additional Financing: Procurement Plan	Procurement Plans	Oct 2015
Ha Noi Metro Rail System Project (Line 3: Nhon-Ha Noi Station Section): Procurement Plan	Procurement Plans	Jan 2015

ENGINEERING LIMITED

CECI



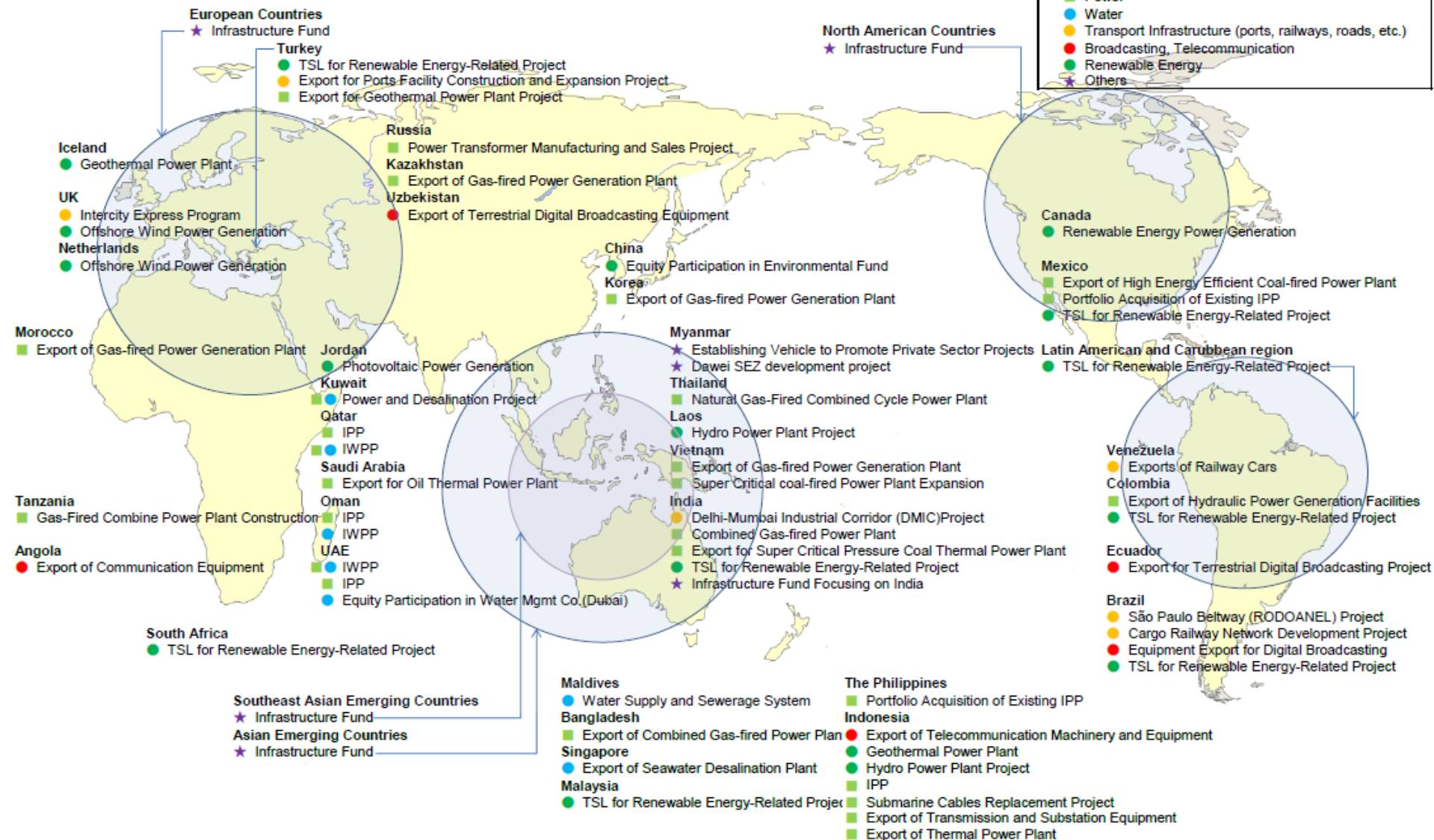
台灣世曦

工程顧問股份有限公司

JBIC's Financing for Infrastructure Projects

(Total Commitment: JPY2.1 trillion)

[As of December 2016]



Mans of JICA Major Projects

(P) Technical Cooperation (D) Development Study / Technical Cooperation for Development Planning (L) Loan (G) Grant Aid



JICA 日本國際協力機構

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Home > Countries & Regions > JICA Support

Countries & Regions

Asia

Southeast Asia

> Cambodia

> Indonesia

> Laos

> Malaysia

> Myanmar

> Philippines

> Thailand

> Timor-Leste

> Viet Nam

East Asia

> China

> Mongolia

Central Asia and the Caucasus

> Armenia

> Azerbaijan

> Georgia

> Kyrgyz Republic

> Tajikistan

> Uzbekistan

South Asia

日本外務省

Press Release

100% ODA 預算

Boosts Mobility and Sustainable Urban Development

To Meet the Growing Traffic Demand and To Bring

全球54個國家設有辦公室

Chennai, May 25, 2016 - The JICA-funded Chennai Metro Rail Project (CMRL) is the first JICA-funded project in India. The tagging of the project was suggested by Mr. Kenji Hiramatsu, Ambassador of Japan to India, Senior Representative, JICA India.

The objective of the Project is to meet the growing traffic demand and to bring about sustainable urban development by helping to ease mobility of mega-city by bringing the modal shift towards improvement of transit and living standard of traffic. Chennai should become the shining example of sustainable urban development.

Mr. Takema Sakamoto, Chief Representative, JICA India, said that the project is a link between Central Metro and Chennai airport. This link will help workers and other people to move towards the center of the city, easing mobility of mega-city by bringing the modal shift towards improvement of transit and living standard of traffic. Chennai should become the shining example of sustainable urban development.

The metro rail stretch between Nehru Park and Central Metro and Central Metro. The other metro rail section consists of five stations which include Little Mount, S. length of Chennai Metro under operation will be around 10 km. The Metro is equipped with efficient Japanese technology.

Chennai Metro Rail Limited (CMRL) is the Executing Agency.

Chennai is the fourth-largest metropolitan area in India with a population of 8.7 million in 2011. Population density in Chennai is high, overtaking Mumbai and Kolkata. The newly expanded Chennai Metro will improve the city's metro rail network under environmental conditions.

The Chennai Metro Project is an extraordinary example of sustainable urban development looking forward to emulating.

JICA has extended 183,595 million Japanese Yen (approximately 11,300 crore) in concessional Official Development Assistance (ODA) to the project.

<Andhra Pradesh>
(L) Andhra Pradesh Forest Management and Poverty Alleviation Project/2008.3
(L) Project (Varanasi)/2005.3
(L) Project (III)/2014.3

<Delhi and its environs>
(L) Yamuna Action Plan Project/2011.2
(L) Delhi Mass Rapid Transit System Project Phase 3 (II)/2014.3
(L) Delhi Mass Rapid Transit System Project Phase 3 (II)/2014.3
(L) Delhi Eastern Peripheral Expressway Intelligent Transport Systems Installation Project/2017.3

<Himachal Pradesh>
(L) Himachal Pradesh Crop Diversification Project/2011.2

<Punjab>
(L) Amritsar Sewerage Project/2007.3

<Uttarakhand>
(L) Uttarakhand Forest Resource Management Project/2011.2
(L) Uttarakhand Forest Resource Management Project/2011.2
(L) Uttarakhand Forest Resource Management Project/2011.2

<Maharashtra, Gujarat>
(P) The Follow-up Study for Mumbai-Ahmedabad High Speed Railway Corridor/2016.3-2017.11

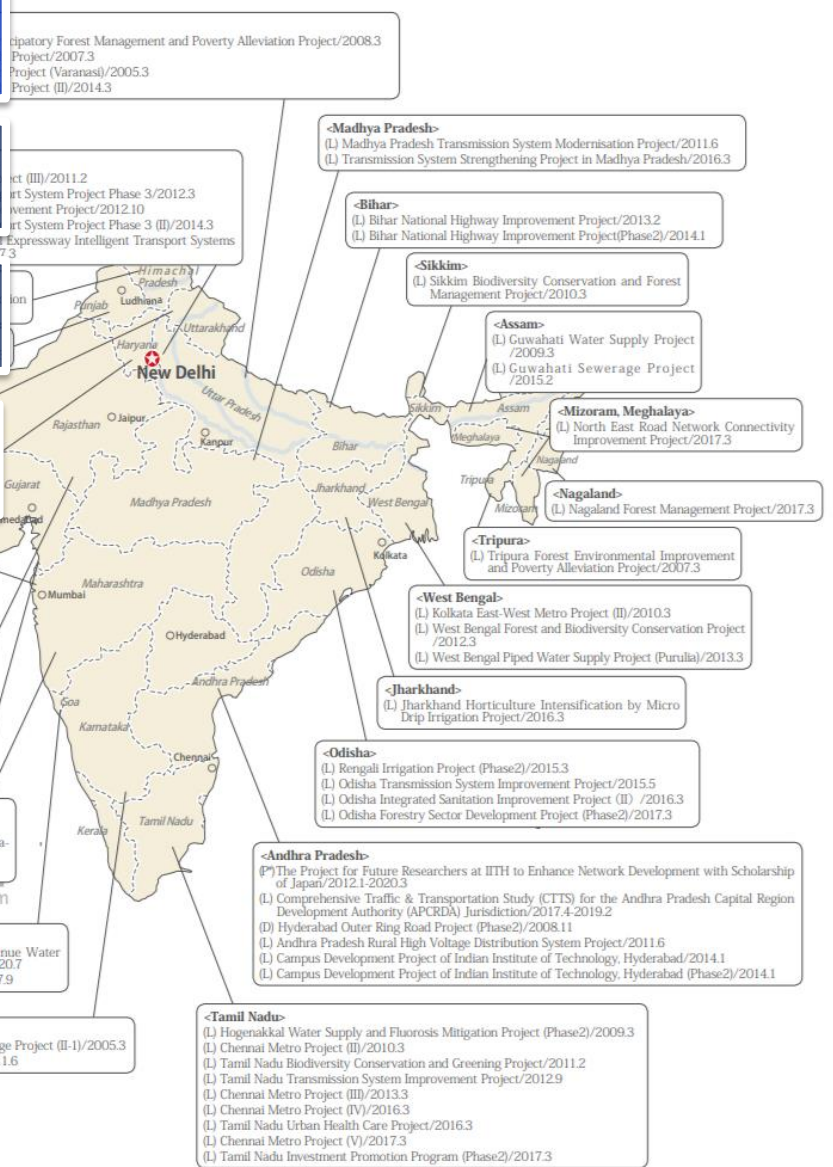
<Rajasthan>
(L) Rajasthan Forestry and Biodiversity Project (Phase2)/2011.6
(L) Rajasthan Rural Water Supply and Fluorosis Mitigation Project (Nagaur)/2012.9
(L) Rajasthan Water Sector Livelihood Improvement Project (II)/2017.3

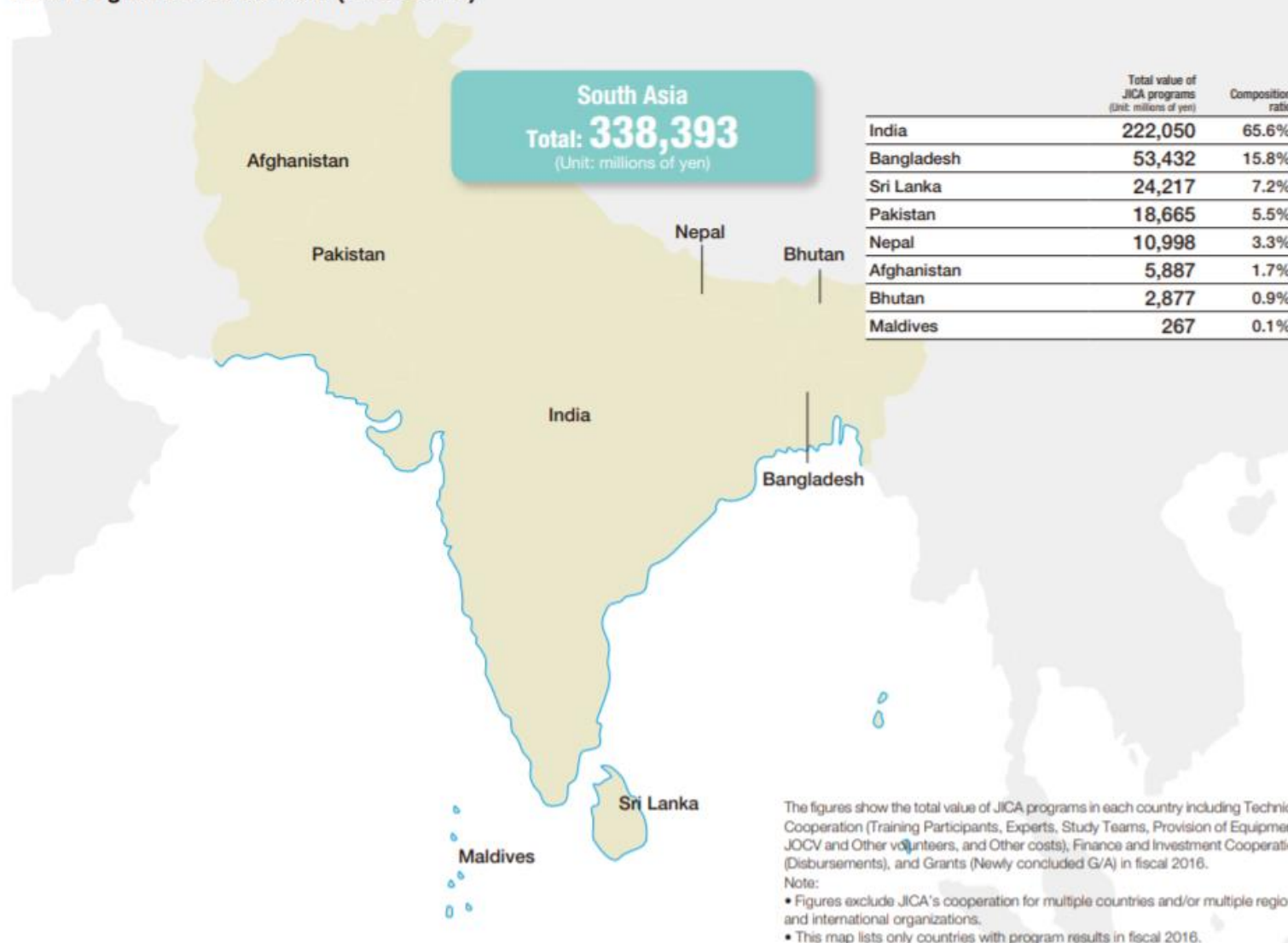
<Gujarat>
(L) Gujarat Forestry Development Project (Phase2)/2007.3
(L) Ahmedabad Metro Project (II)/2016.3

<Maharashtra>
(L) Mumbai Metro Line 3 Project/2013.9
(L) Project for Pollution Abatement of River Mula-Mutha in Pune/2016.1
(L) Mumbai Trans-Harbour Link Project (II)/2017.3

<Goa>
(P) Capacity Development Project for Non-Revenue Water Reduction (NRW) in Goa (Phase-2)/2015.8-2020.7
(L) Goa Water Supply and Sewerage Project/2007.9

<Karnataka>
(L) Bangalore Water Supply and Sewerage Project (II-1)/2005.3
(L) Bangalore Metro Rail Project (II)/2011.6



JICA Programs in South Asia (Fiscal 2016)

Activity Report

Activities and
Initiatives by RegionActivities and
Initiatives by Issue

Other Activities

JICA Programs in South Asia

South Asia
Total: **338,393**
(Unit: millions of yen)

	Total value of JICA programs (Unit: millions of yen)	Composition ratio
India	222,050	65.6%
Bangladesh	53,432	15.8%
Sri Lanka	24,217	7.2%
Pakistan	18,665	5.5%
Nepal	10,998	3.3%
Afghanistan	5,887	1.7%
Bhutan	2,877	0.9%
Maldives	267	0.1%

Myanmar
Laos
Thailand
Viet Nam
Cambodia
Brunei Darussalam
Malaysia
Singapore
Indonesia

Southeast Asia
Total: **356,076**
(Unit: millions of yen)

	Total value of JICA programs (Unit: millions of yen)	Composition ratio
Viet Nam	185,695	52.2%
Thailand	42,162	11.8%
Indonesia	41,992	11.8%
Myanmar	30,871	8.7%
Philippines	30,368	8.5%
Cambodia	12,219	3.4%

	Total value of JICA programs (Unit: millions of yen)	Composition ratio
Laos	6,163	1.7%
Malaysia	4,621	1.3%
Timor-Leste	1,953	0.5%
Singapore	30	0.0%
Brunei Darussalam	2	0.0%

Nepal

Bhutan

Papua New Guinea

Nauru

Kiribati

Tuvalu

Solomon Islands

Vanuatu

Fiji

Samoa

Tonga

Niue

Cook Islands

The figures show the total value of JICA programs in each country including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Finance and Investment Cooperation (Disbursements), and Grants (Newly concluded G/A) in fiscal 2016.
Note:

- Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.
- The regional total of the Pacific includes JICA's costs for dispatching Study Teams to developed countries.
- This map lists only countries with program results in fiscal 2016.

Activities and Initiatives by Region

Activities and Initiatives by Issue

Other Activities

	8	SOCIAL INVESTMENT PROJECT	—	N.
Indonesia	9	REHABILITATION OF BRIDGES FOR JAVA NORTH LINE (1V2)	PT.Modern(Indonesia)-Tekken Corporation(Japan) a Tata Matra(Indonesia)- Karya(Indonesia)-Tokyu construction n Enterprises Ltd.(Korea)-PT.Koalisi ng(Indonesia)(JV)	PT. Int Co
			—	PT. Da PT. Sc
Malaysia			na-Harima Heavy Industries Co.,Ltd. neral Electric Co.(USA)	Ew Sd Mi Ele
				N.
The Philipp			Construction Corp.(Philippines)	Nip En Ko
				As (U Co En Ni

ODA loan

Tied：提供貸款國公司或借款國當地公司為主

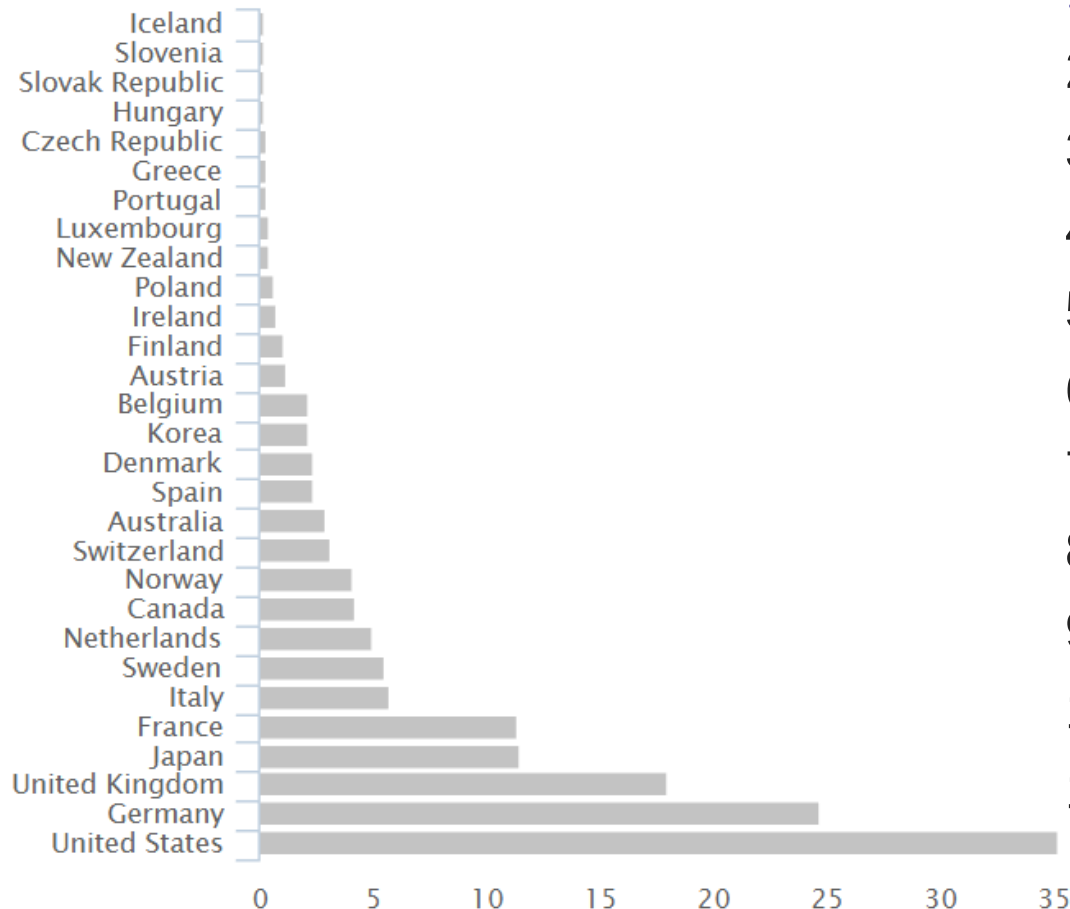
Untied：借款國當地公司為主，提供貸款國公司有優勢，其他歐美技術先進國家公司技術支援，如：

- USA
- Germany
- France
- UK
- Canada
- Austria

OECD(Organisation for Economic Co-operation and development)國家戰後對外政府 對政府援助總額

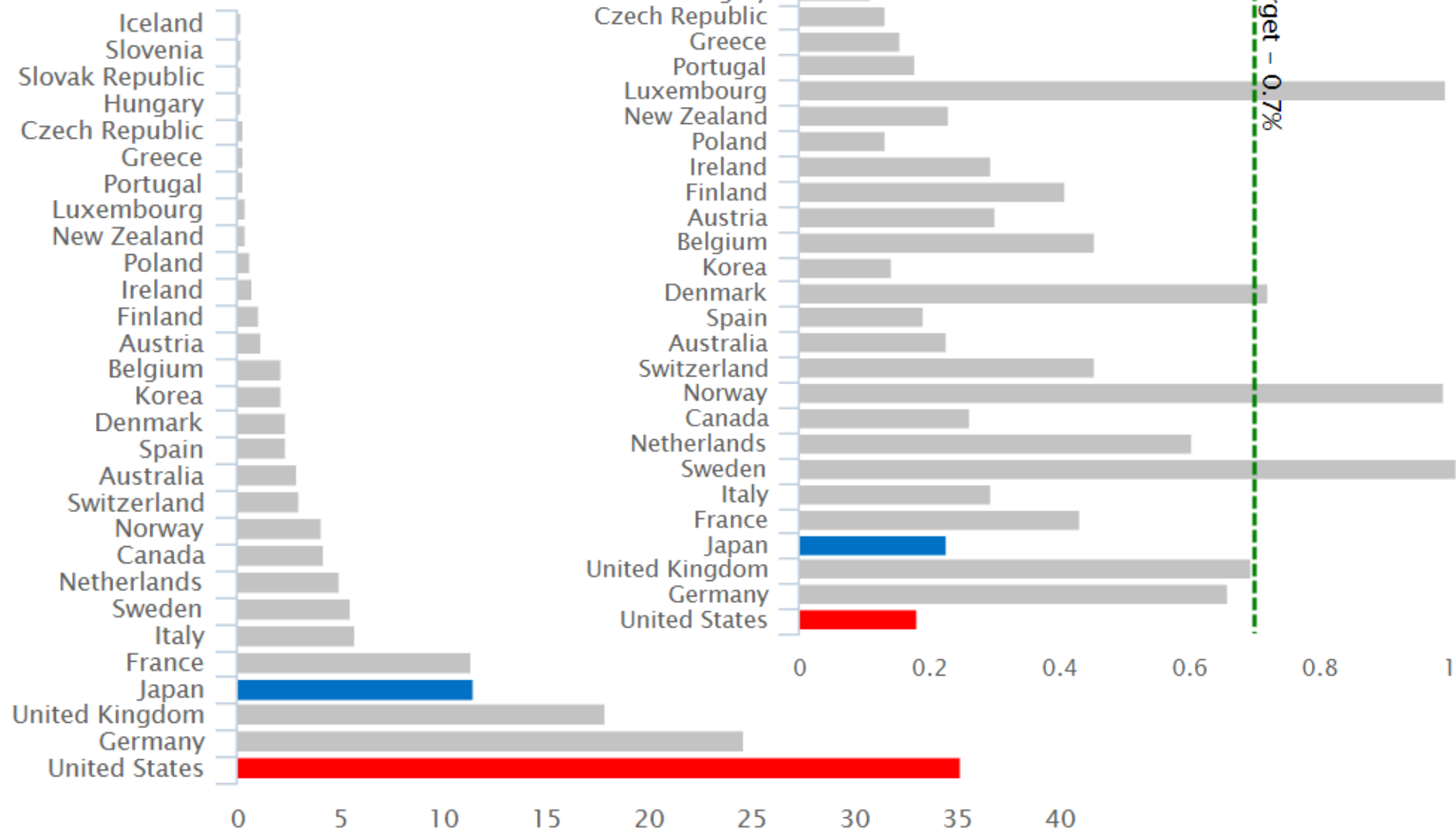
2018.7.8

ODA - USD billion (2017)



ODA as per cent of GNI (2017)

ODA - USD billion (2017)

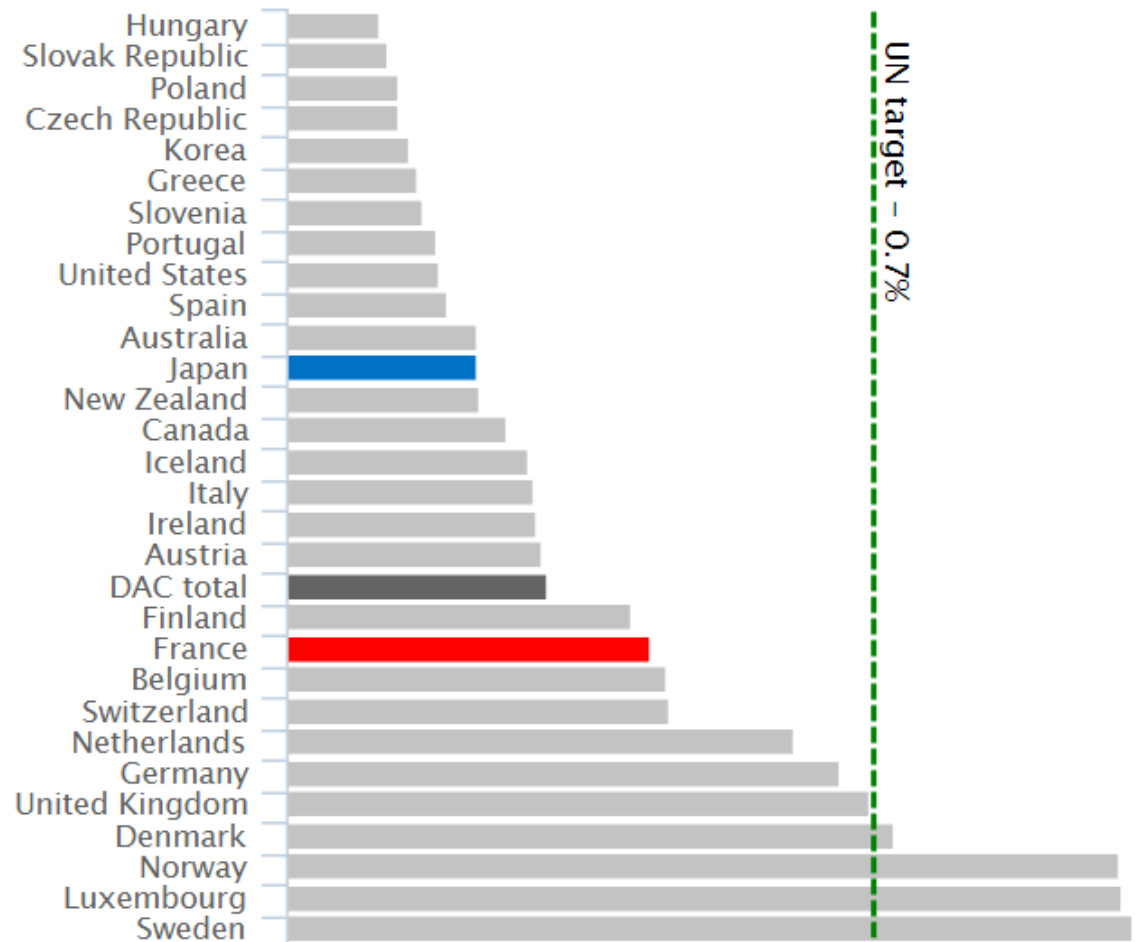


ODA as per cent of GNI (2017)

ODA - USD billion (2017)



0 5 10 15 20 25 30 35 40



0 0.2 0.4 0.6 0.8 1

UN target - 0.7%

ENR 100大 交通運輸工程顧問(活躍東南亞地區)

歐美國際顧問公司在香港及新加坡設有據點
主導東南亞地區的業務與執行

RANK	FIRM	SAMPLE PROJECTS	TYPE OF FUNDING
1	ARCADIS NV, Amsterdam, The Netherlands*	Jakarta Metro Rail CP101/CP102 KVMRT2	Self Funded JICA (DDC)
3	ARCADIS NV, Amsterdam, The Netherlands*	KVMRT2	Self Funded
5	Jacobs, Pasadena, Calif., U.S.A.*	KL LRT3 Singapore-Malaysia HSR	Self Funded
14	Mott MacDonald Group Ltd., Croydon, Surrey, U.K.*	Jakarta Metro Rail CP104/CP105 Jakarta LRT KL MRT1	Self Funded JICA (DDC)
16	Arup, London, U.K.*	KVMRT2 General Consultant	Self Funded
18	Atkins, Epsom, Surrey, U.K.*	Dubai Metro	Self Funded
26	Hyundai Engineering Co. Ltd., Jong-ro-gu, S. Korea	Hanoi Metro System	Self Funded
32	Golder Associates, Mississauga, Ontario, Canada*	KVMRT2	Self Funded
33	COWI A/S, Kongens Lyngby, Denmark*	KVMRT2	Self Funded
37	China Chengda Eng'g Co. Ltd., Chengdu, Sichuan, China	Delhi Metro	Self Funded
45	SYSTRA, Paris, France*	Delhi Metro Hanoi Metro Jakarta LRT	Self Funded JICA (DDC)
51	SMEC, Melbourne, VIC, Australia*	KVMRT2	Self Funded
53	Aedas, Hong Kong, China	Jakarta Metro Rail Fatmawati Station	JICA (DDC)
59	Nippon Koei Group, Tokyo, Japan*	Ho Chin Minh MRT General Consultant Hanoi MRT General Consultant Bangkok Blue Line Extension Jakarta MRT General Consultant Cairo Metro Line 4	JICA
75	China Railway Group Ltd., Beijing, China*	Kuala Lumpur-Singapore high speed rail	??
95	Oriental Consultants (ACKG Ltd.), Tokyo, Japan*	Jakarta MRT General Consultant	JICA

日本顧問公司 (Nippon Koei, Oriental)
主要擔任JICA計畫的總顧問

1.3 報價策略

- 主動: 菜單的設計與報價策略
- 必要成本: [不能忽略，但也不能高估]

主餐與副餐巧妙組合

麥當勞 超值快報

就是這麼超值

花更少的錢得到份量不變的滿足，
你也是超值午餐理財專家！

超值大集合

- 超值早餐
- 超值午餐
- 天天超值選
- 24hr歡樂送現金抵用券
- 24hr得來速超值優惠VIP
- 甜心卡
- 超值推薦

超值午餐

\$79 起

週一到週五 11:00~14:00
(星期日、國定假日、農曆節、歡樂送除外)
長·期·供·應

超值午餐含右列主餐一份、中薯及30元冷熱飲

電視廣告

麥香雞餐 \$79
麥香魚餐 \$99
麥香雞餐 \$105
大麥克餐 \$115
麥香雞餐 \$135
板燒雞腿堡餐 \$125

Back

注意事項



超值-滿足基本需求

潛在期望-需要分析與發掘

價格標竿-高價產品定錨

主餐與副餐巧妙組合

階段	菜單	
前菜	• 價值工程 • 風險管理	
主菜	• 設計 • 施工中服務 • 監造 • 獨立審查驗證	超值服務-滿足基本需求
招牌	• 設計+價值工程	潛在期望-分析與發掘
加點	• 額外人力借調支援 • 短差支援 • 界面協調與整合 • 施工圖	
套餐	• 全程技術支援	價格標竿-高價產品定錨

必要成本：【不能忽略，但也不能高估】

- 稅賦：子公司/分公司/代表處
- 關稅協定
- 個人所得稅
- 專業責任險
- 匯率風險
- 海外津貼
- 生活照顧

1.4 人力資源

- 專業水準的CV
- 有計畫安排同仁歷練與擔任主管職
- 符合專業需求的動員計畫

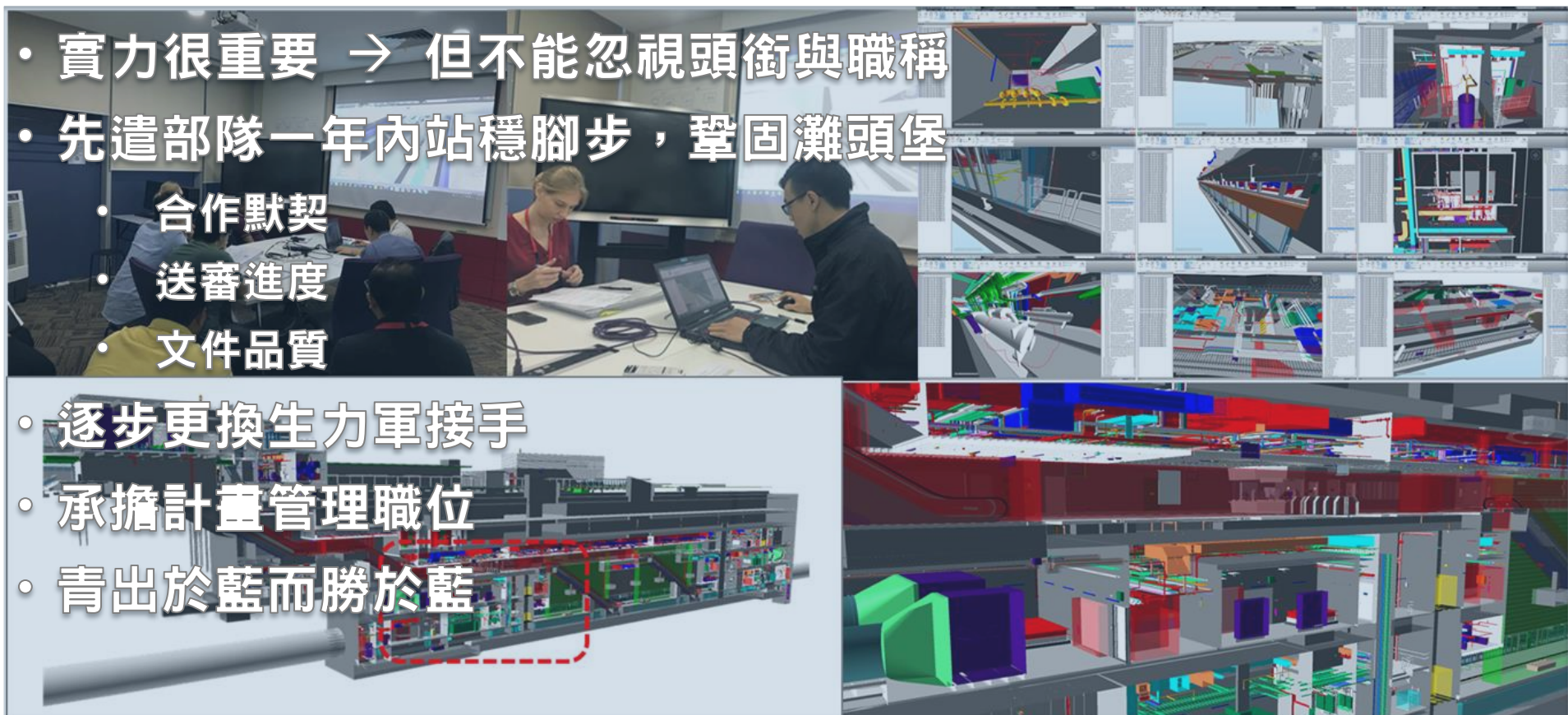
統一格式-團隊形象

突顯優勢-主要貢獻與成就

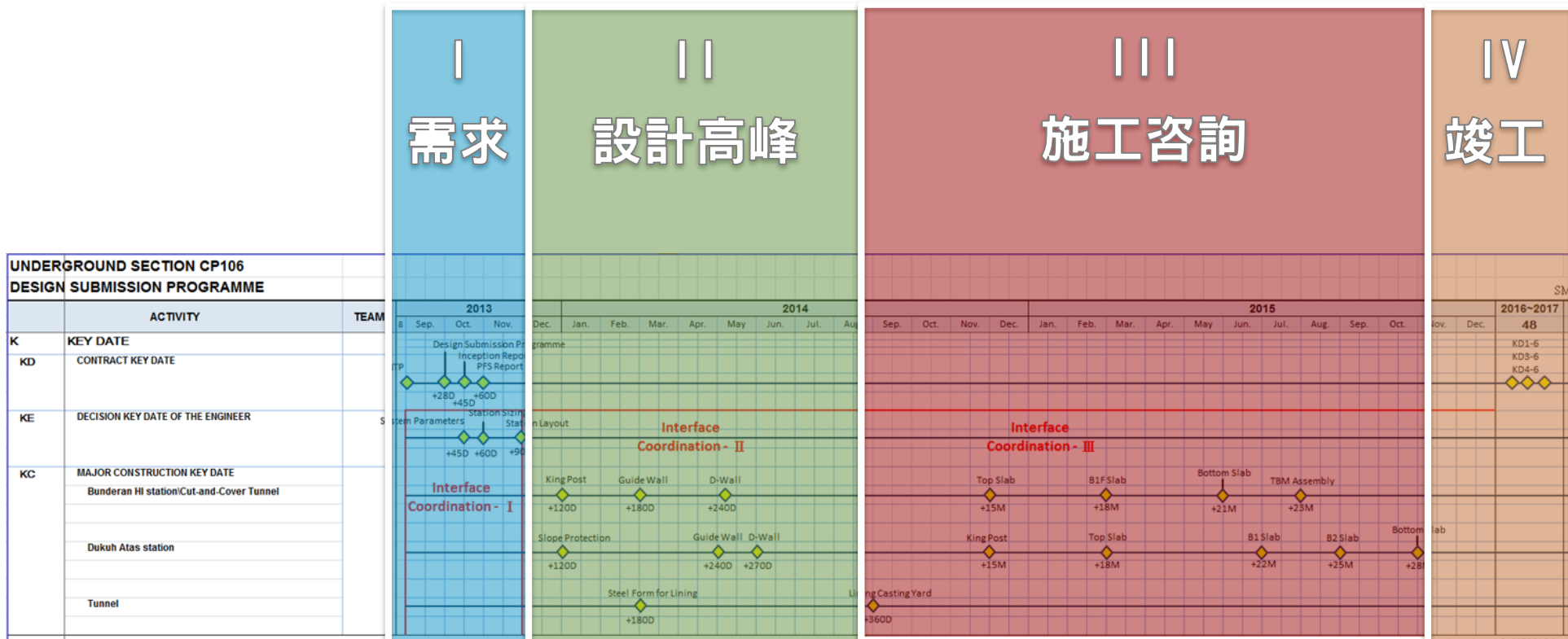
量身訂作-與計畫有關經驗

有計畫安排同仁歷練與擔任主管職

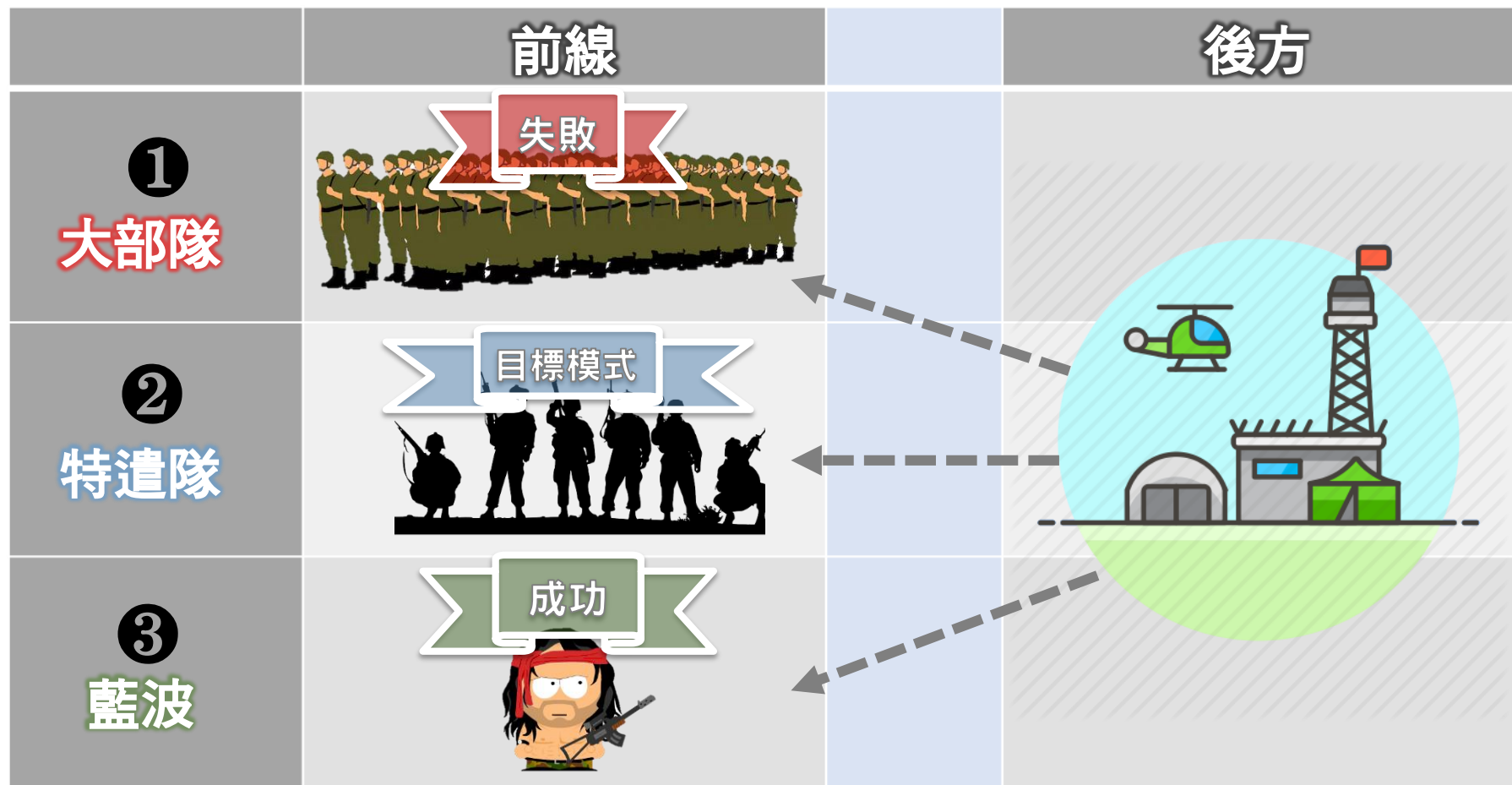
- 實力很重要 → 但不能忽視頭銜與職稱
- 先遣部隊一年內站穩腳步，鞏固灘頭堡
 - 合作默契
 - 送審進度
 - 文件品質
- 逐步更換生力軍接手
- 承擔計畫管理職位
- 青出於藍而勝於藍



符合專業需求的動員計畫



動員模式



動員模式的比較

	優點	缺點	適用條件
① 大部隊	- 人力充沛 - 專業完整 - 滿足大部份業主期待	- 佔用大量可派外資源 - 成本高昂 - 後勤負擔重	- 短期計畫 - 規劃/基設/競標 - 業主預算充裕
② 特遣隊	- 超值服務 - 人力調度較有餘裕 - 搭配當地資源創雙贏	- 工作高峰易陷入瓶頸 - 短差及後勤支援不足可能造成失敗	- 中長期計畫 - 設計/監造
③ 藍波	- 成本最低 - 培養全方面計畫管理者	- 天才可遇不可求 - 後勤支援不足，失敗風險非常高	- 小型計畫 - 獨立審查/施工服務 - 業主預算有限

1.5 簡報與面談

- 簡報類型
- 重要議題
- 面談

幕僚簡報
Staff

競賽簡報
Competitive

說明簡報
Information

爭取簡報
Action

找到對方的利益滿足點

- 讓聽者覺得這件事有意義
- 不但願意支持，而且不感到為難

簡報重點

●技術:

- Big Cost Issues
- Value Engineering
- Innovative Alternatives
- Constructability

●管理:

- Risk Management
- Schedule Control
- Staffing Plan
- Quotation

面談

- Key Projects
- Management and Leadership
- Team Work
- Why you?

PART 2

計畫執行準備探討

2.0 案例分析

2.1 資料蒐集

2.2 合作夥伴

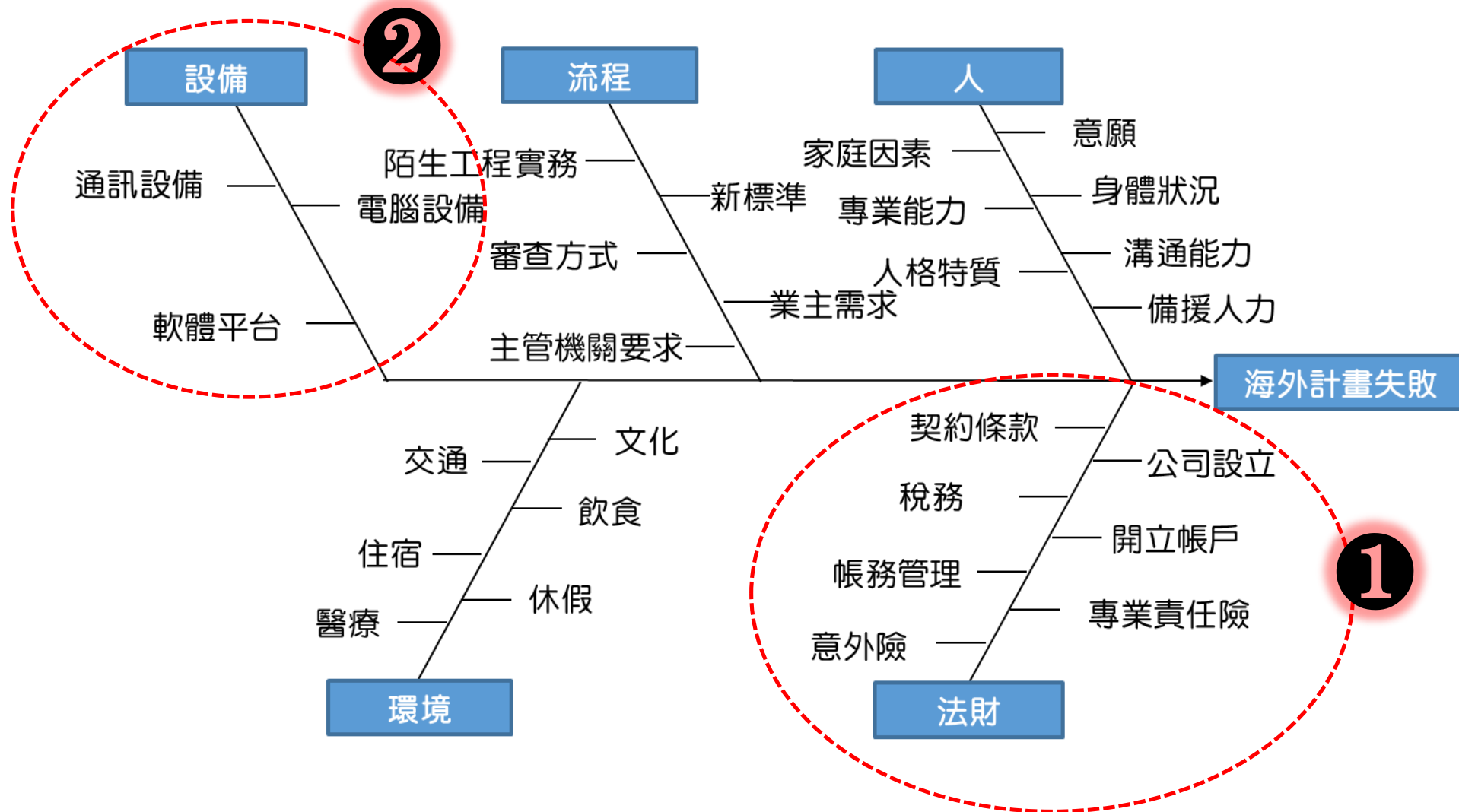
2.3 專業準備

2.4 溝通能力

2.5 動員準備

2.6 後勤支援

2.0 案例分析



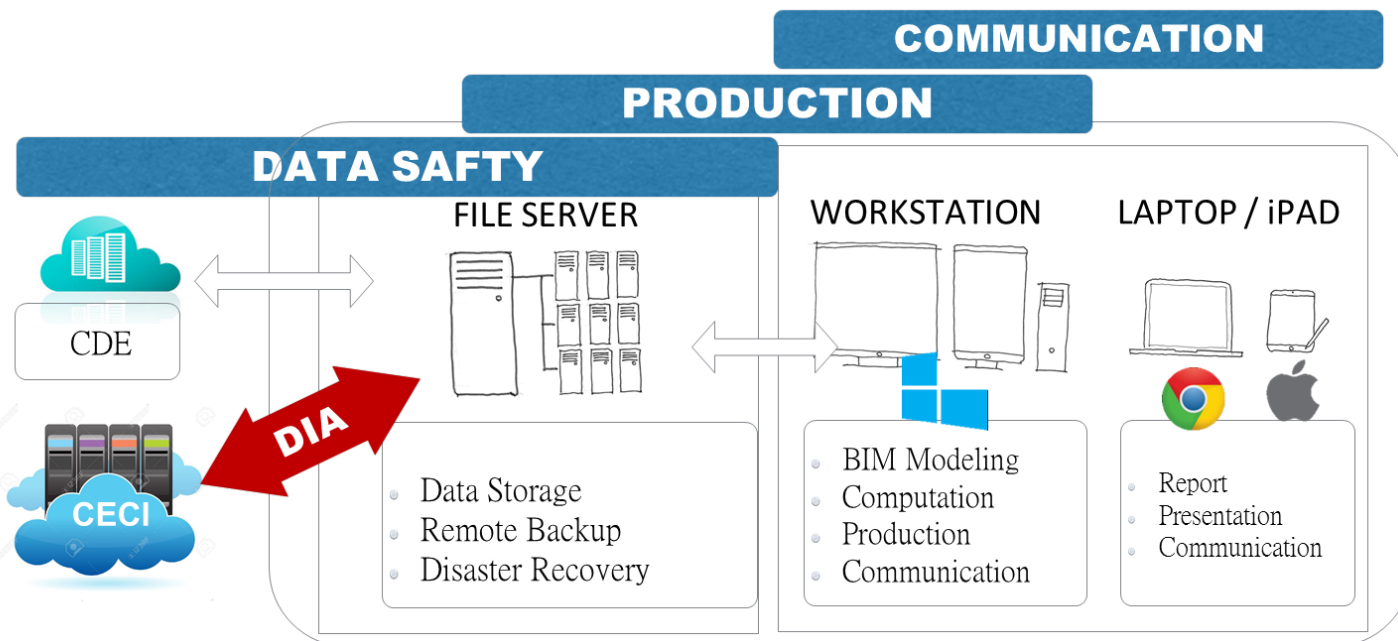
① 法財方面曾遭遇的困難

- 因為議約爭議，造成合約無法簽訂
- 無法設立分支機構或計畫辦公室
- 無法開立銀行帳戶
- 無法取得當地稅籍，須增加10%稅負
- 無法取得合法工作簽證
- 無法取得手機門號
- 房東不敢與我們訂定租屋契約
- 影印機廠商不敢租機器給我們

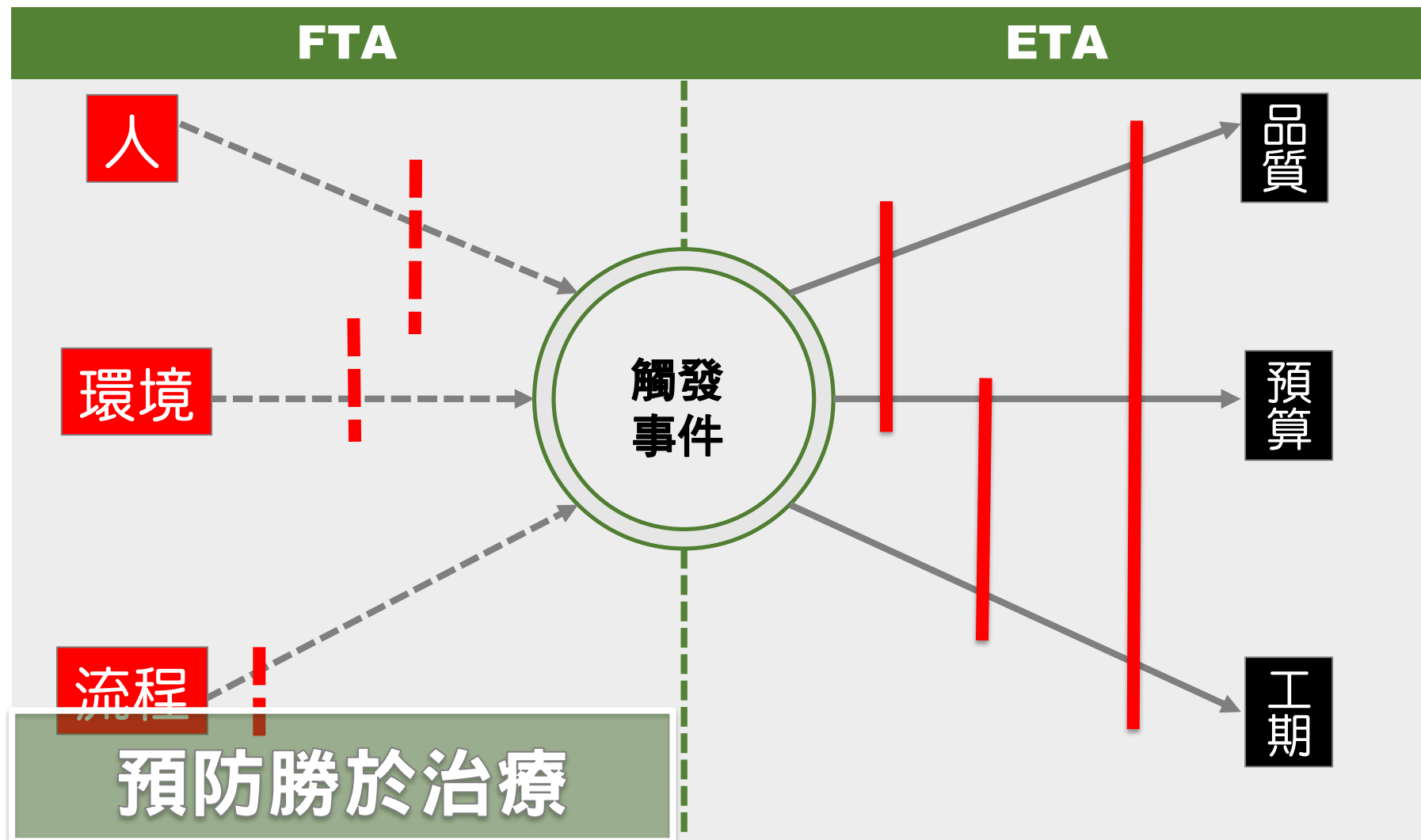
② 資訊設備的投資

Resilient IT

- ◆ Reliability: **Robustness**
- ◆ Availability: **Redundancy**
- ◆ Maintainability: **International Warranty**
- ◆ Safety: **Multi-Platform + Remote Backup**



故障樹與事件樹分析



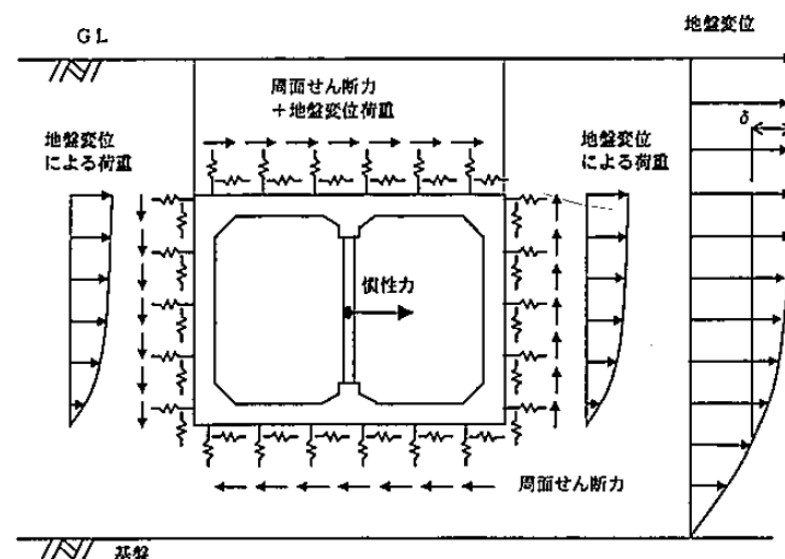
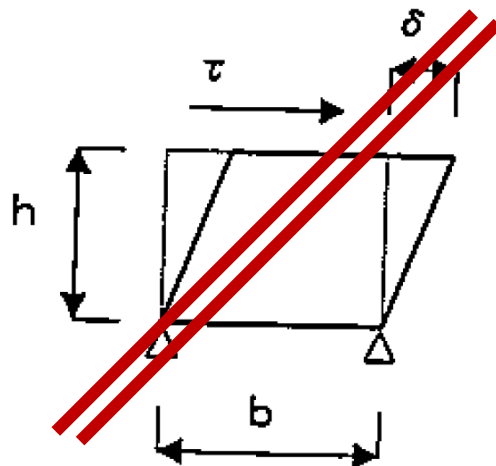
2.1 資料蒐集

- 設計與竣工資料
- 相關研究與論文

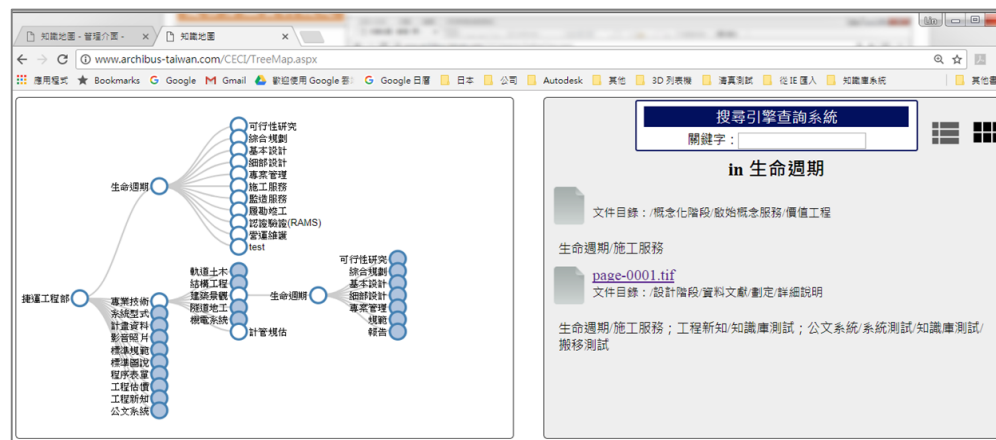
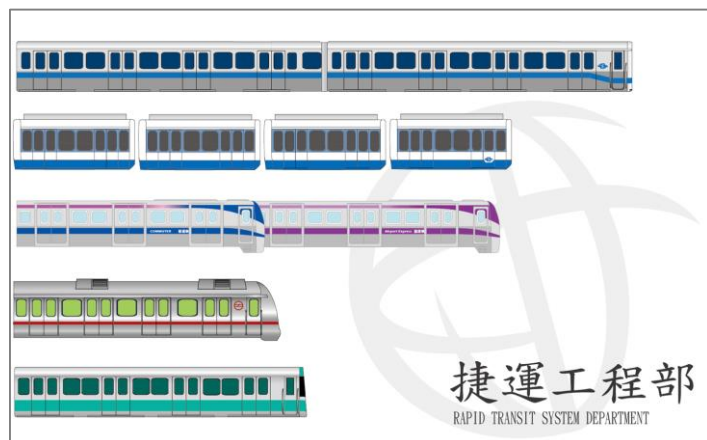


主流規範的最新發展

- RTRI DSRSC-Seismic Design
 - Dropped the simplified method in 2012



捷運知識地圖



五大
資料庫

- 環境工址
- 案例
- 功能規範
- 設計規範檢核
- 統計資料庫

11條
知識路徑

- 友善操作界面
- 直覺性蒐尋
- 新進人員訓練

2.2 合作夥伴

● 當地顧問

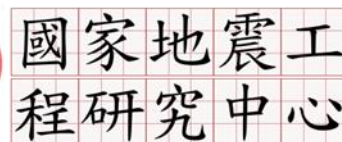
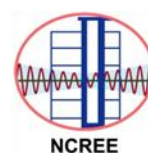
- 專業聲譽
- 徵信
- 受騙經驗

● 留學生

- 已畢業返國: 任教職/公職/民間
- 在學中: 提供工讀機會，擇優延攬

● 學界

- 透過國內大學教授協助
- 透過國際研討會建立關係



2.3 專業準備

- 最新技術: 大量客製化的能力
- 增值服務:
 - 擴展服務生命週期: 施工圖、營運維護
 - 新增服務類別: 獨立驗證
- 最新規範與實務
 - 可靠度分析
 - 性能設計

陌生的規範及應用



日本規範



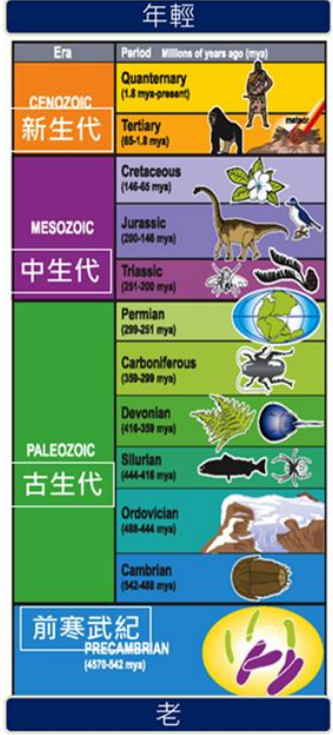
英國規範

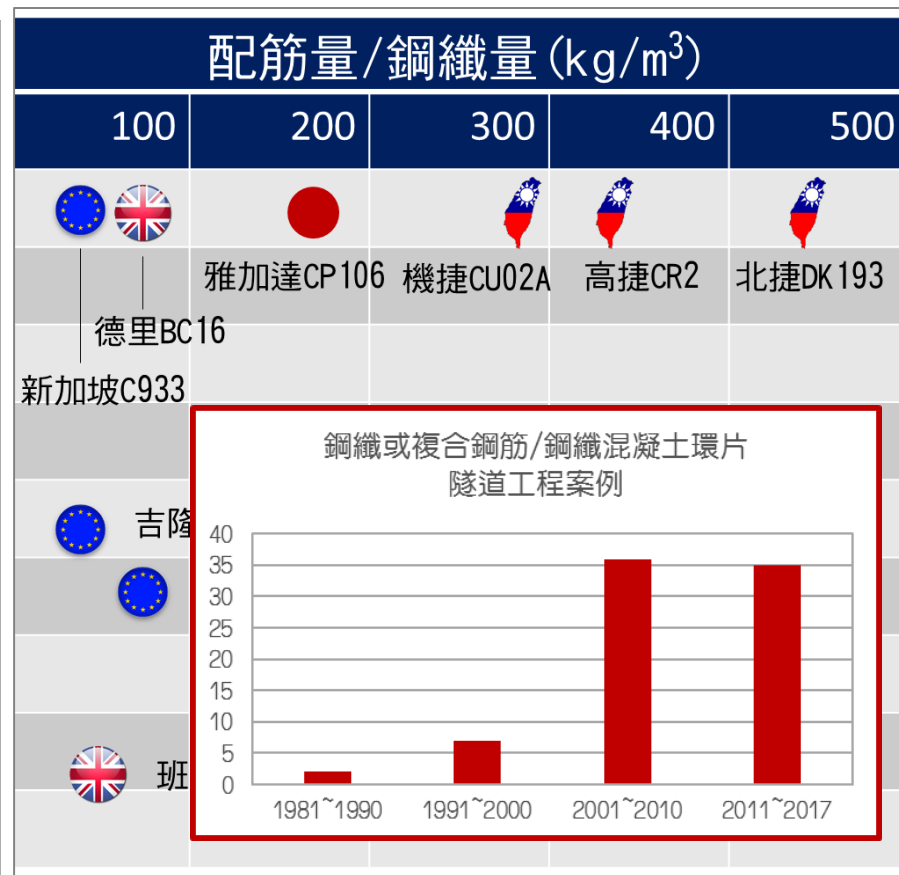


歐洲規範



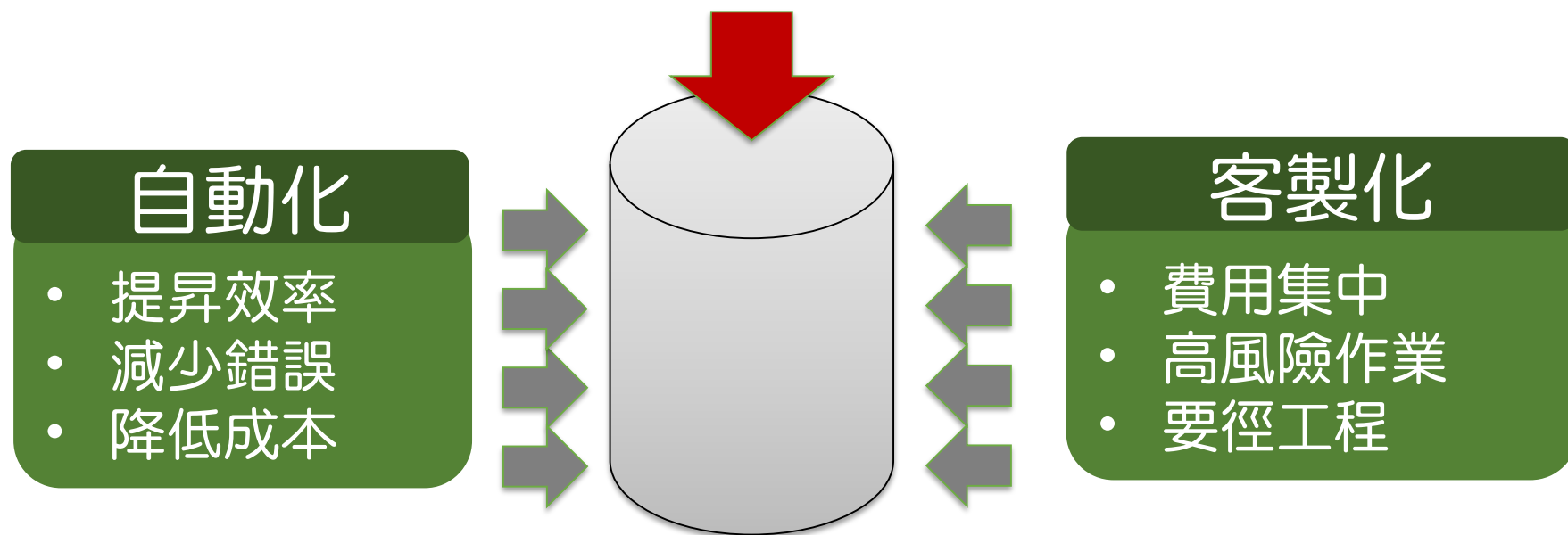




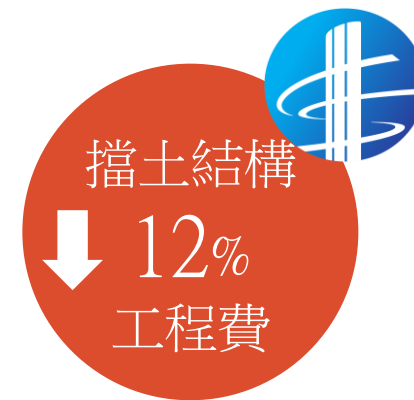
大量+客製化 的能力

外部挑戰

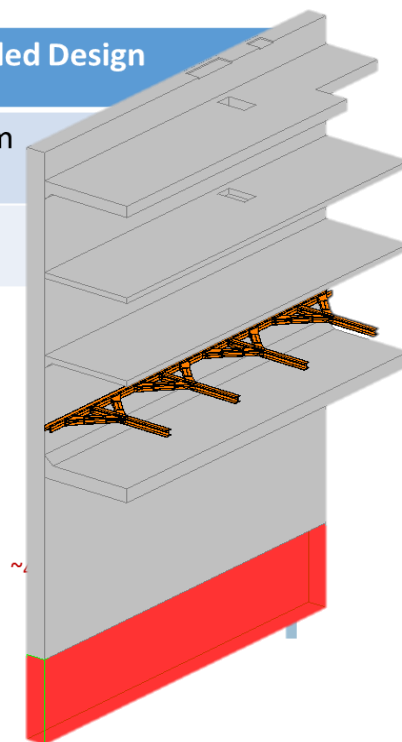
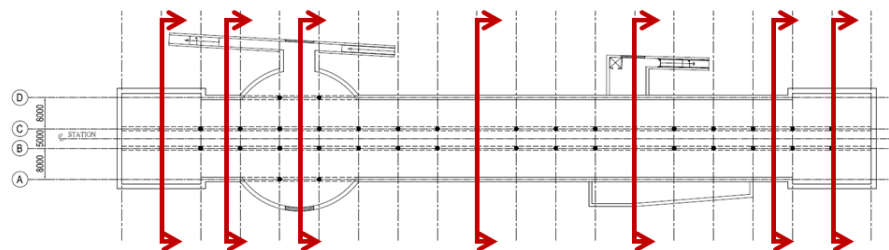


擋土結構設計優化

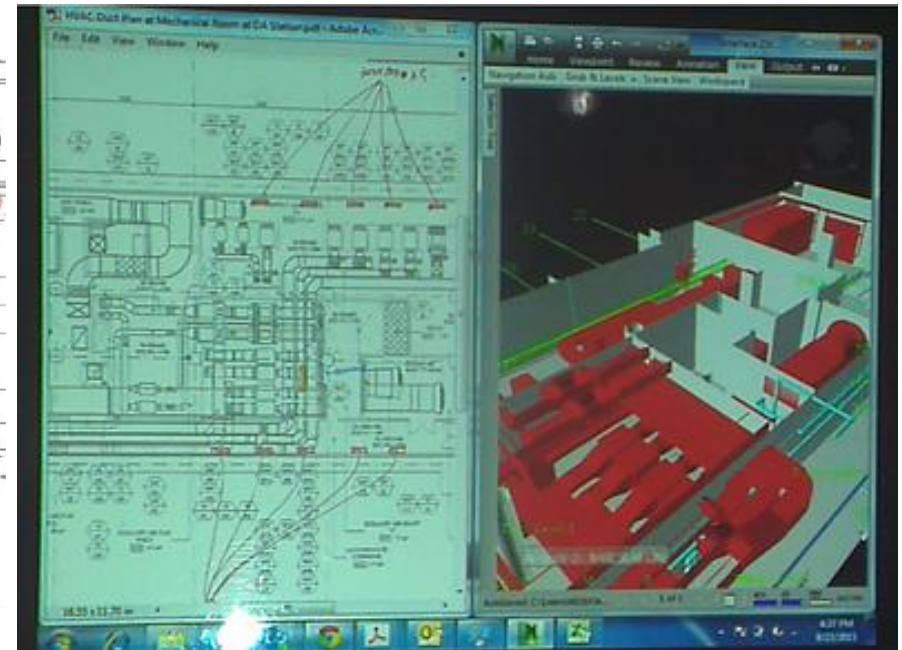
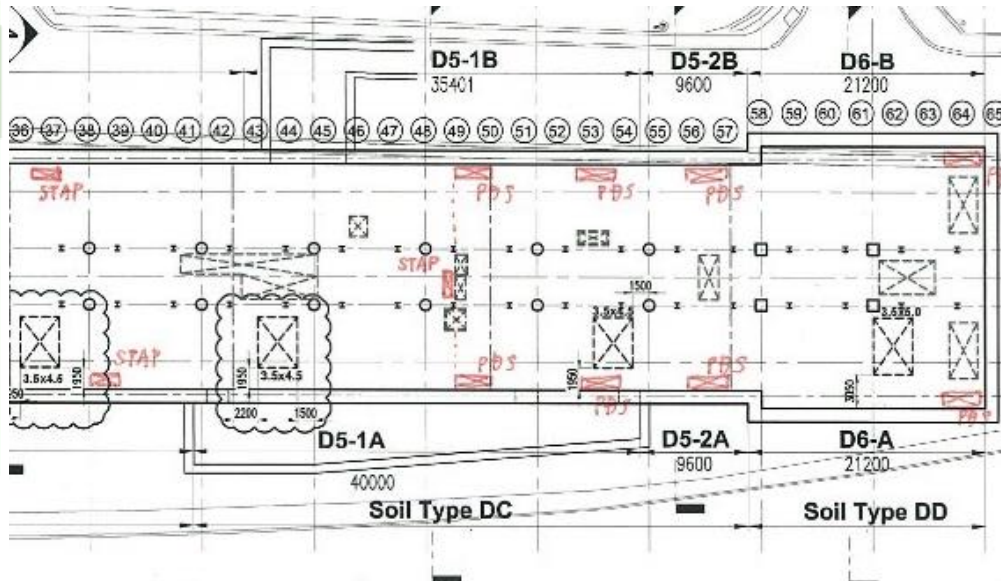
雅加達捷運CP106標



	Tender Stage	Detailed Design
D-Wall (1.2m)	L≈40m	L≈36m
Strut @ Platform level	One layer of Strut	



3D界面整合加值應用



- MEP contractor requested 3@300x1000 + 8@300x2000 openings for SIG and Power Supplier cable.
 - It impacted the structure safety of casted slab.
- Optimizing with BIM found out the best cable rout and reducing opening to 10@300x500 to keep the structure safety of casted slab.



2.4 溝通能力

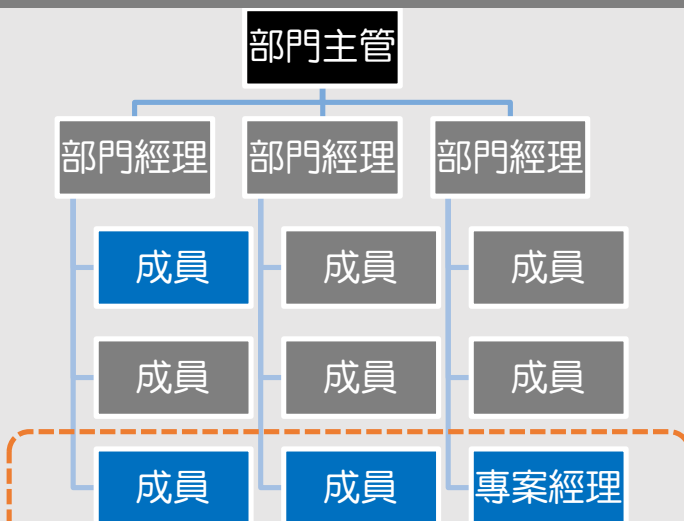
- 創造外語環境: 維持外籍工程師與實習生的比例
- 重要議題的論述能力:
 - 申論題 vs. 簡答題/是非題
 - 引經據典 + 邏輯清楚
 - 切勿盲目接受不合理的審查意見
- 增加實戰經驗:
 - 短差
 - 輪派

2.5 動員準備

- 組織架構: 矩陣式 vs. 專案化
- 組織人力: 可動員能力
- 備援部隊
 - 人才培育
 - 短期支援
- HOME Support
 - 高峰期假日留守
 - 7-11通訊暢通

組織架構

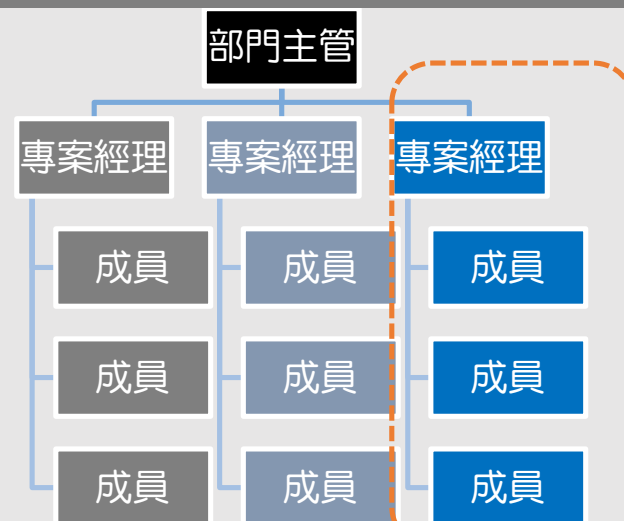
矩陣式組織



優點:

1. 臨時動態組織
2. 彈性與開放
3. 共用資源

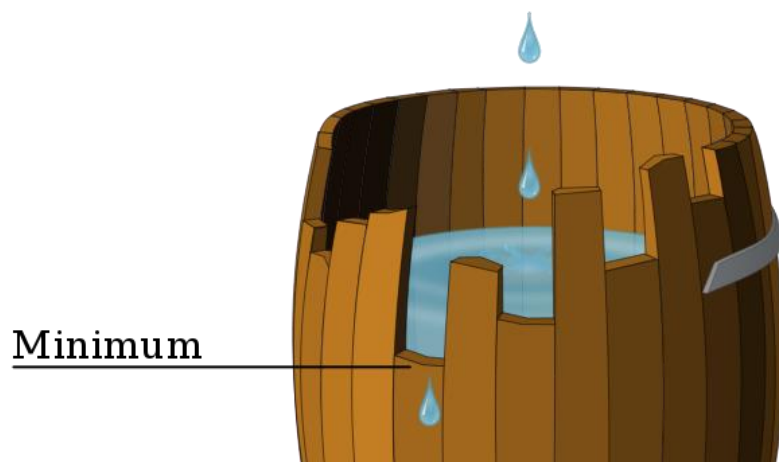
專案化組織



缺點:

1. 雙重主管
2. 缺乏長期訓練與發展目標
3. 資源競爭

木桶效應

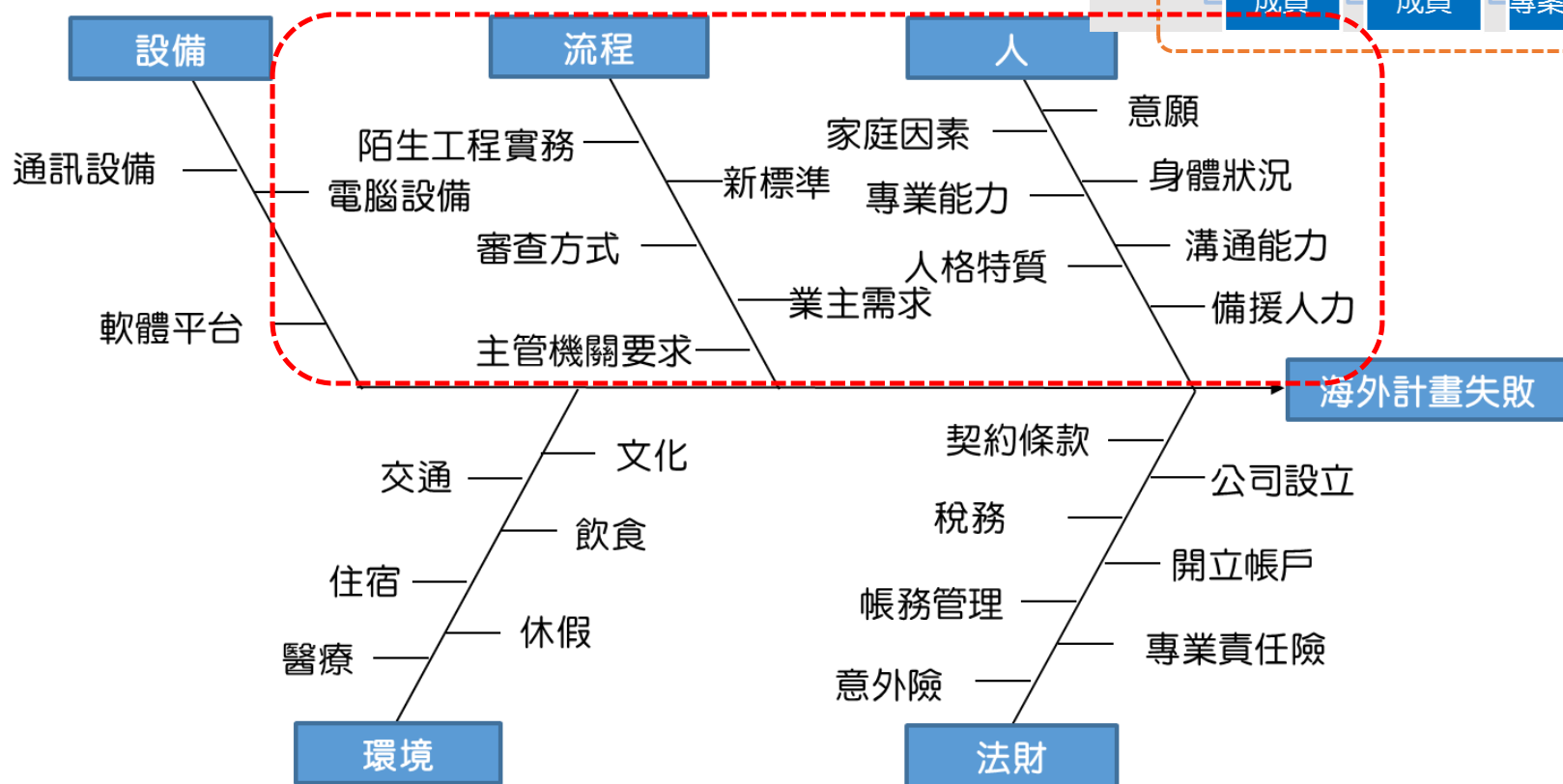


不均勻的材料 (準備工作)
差異的尺寸 (能力)
缺乏約束力 (長期發展方向)

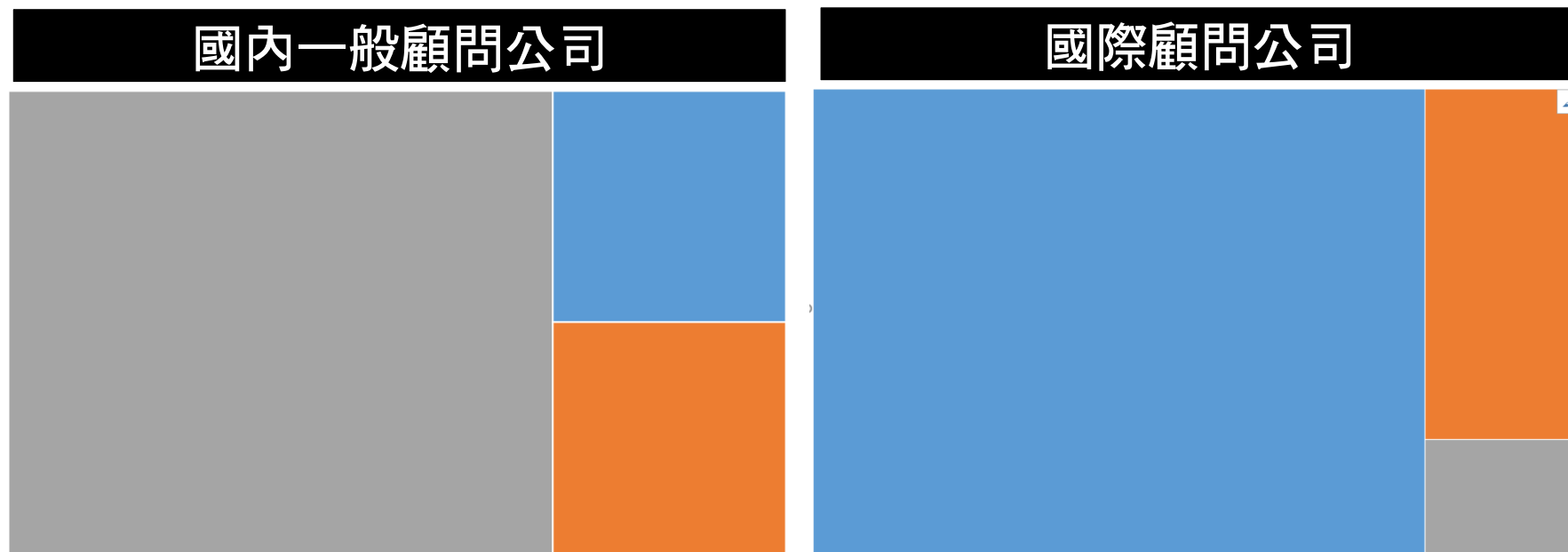
均勻的材料
一致的尺寸
圍束的應力

小木板
↓
強大的蓄水能力

準備工作的挑戰



組織人力：可動員能力



■ 可派赴海外 ■ 短差或後勤支援 ■ 未參與及準備

備援部隊

事先安排

正常休假
工作高峰
業主需求

必須預備

高齡父母生病
親人過世奔喪
小孩教養問題
感情問題
身體不適
適應不良

緊急突發狀況

身體出狀況
無法適應
業主反應不佳

2.6 後勤支援

- 法: 合法簽證
- 稅: 個人所得稅
- 財: 海外加給

- 食:
 - 代表公司的形象
- 住:
 - 效法國際顧問公司
- 行:
 - 主管定期訪視
- 醫療:
 - 勿以台北看天下

影響計畫成敗/同仁派外意願的因素

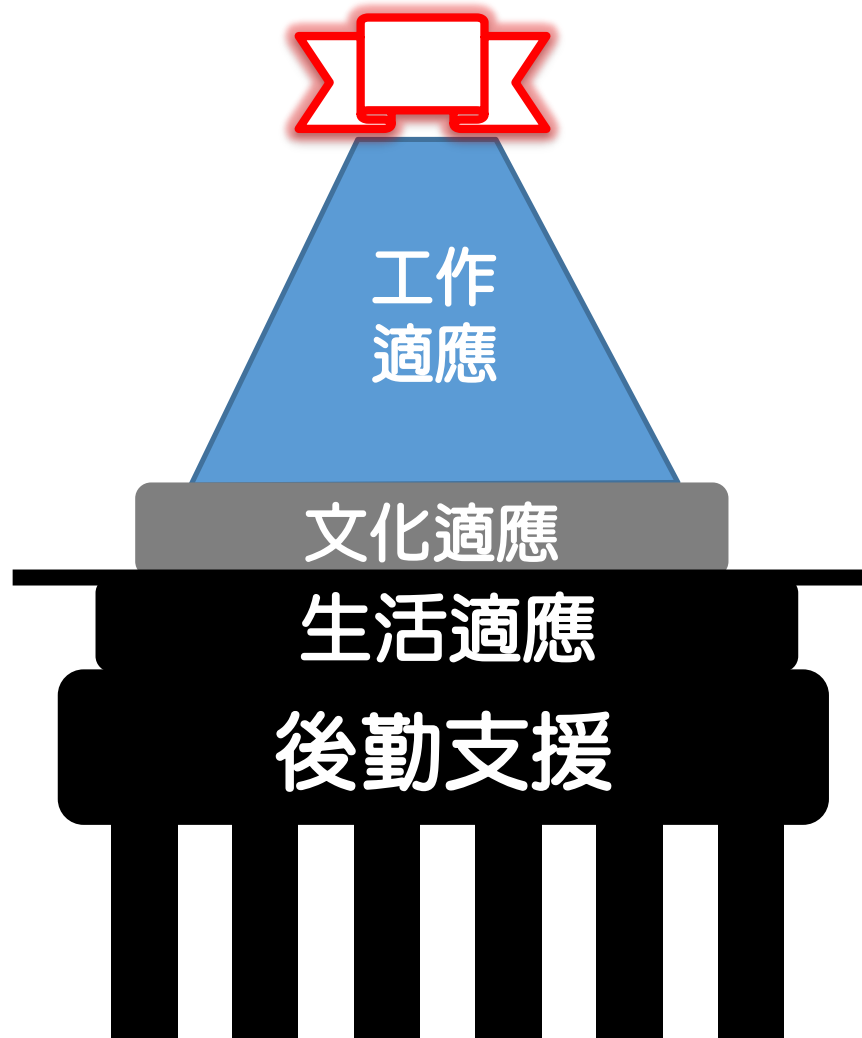
一般很重視:

- 工作適應

經常忽略:

- 文化適應
- 生活適應
- 後勤支援

達成預期目標



**Thank you for your
attention!**