

# The Role of Culture in Sustainable Development

- Wangdao is The Guarantee of Organization in Sustainable Development , and The Leader's Basic Beliefs

Stan Shih  
Chairman

Stans Foundaiton

# What is Wangdao?

Ancient Wangdao :

King's Way (B.C. 372~289 by Mencius)

Today Wangdao:

Leader's Way (2011, Stan Shih)

# Business Philosophies of the East and West

The East

Coexistence and Common Prosperity

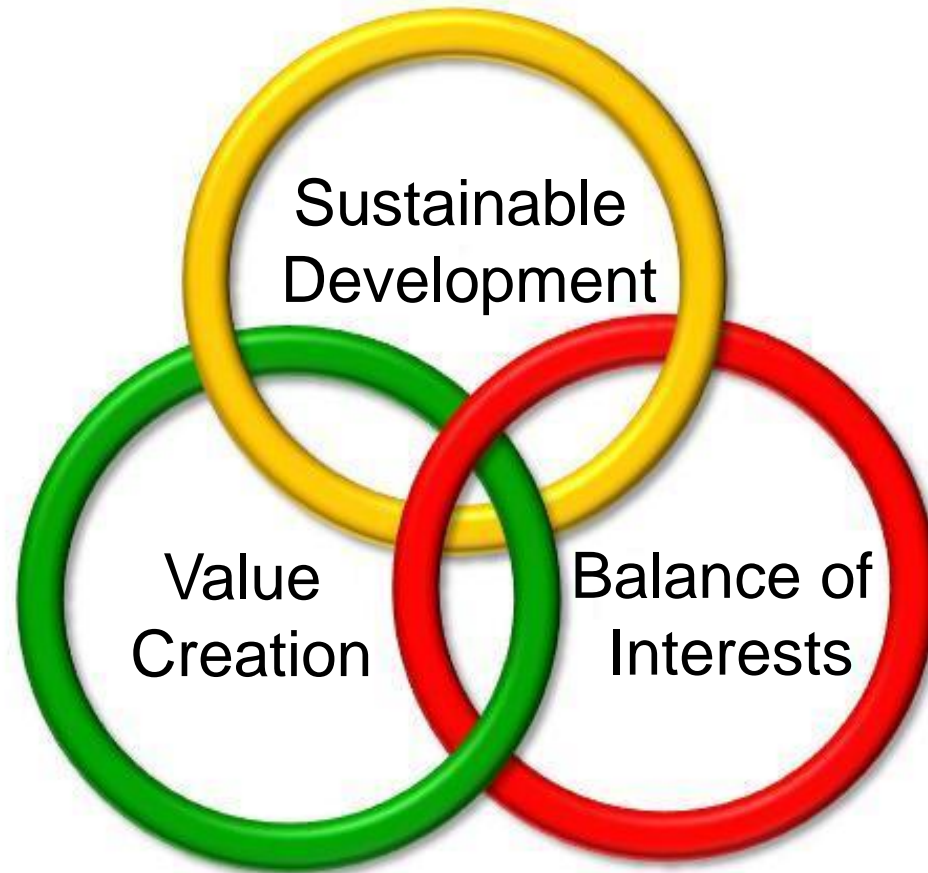
The West

Winner Takes All

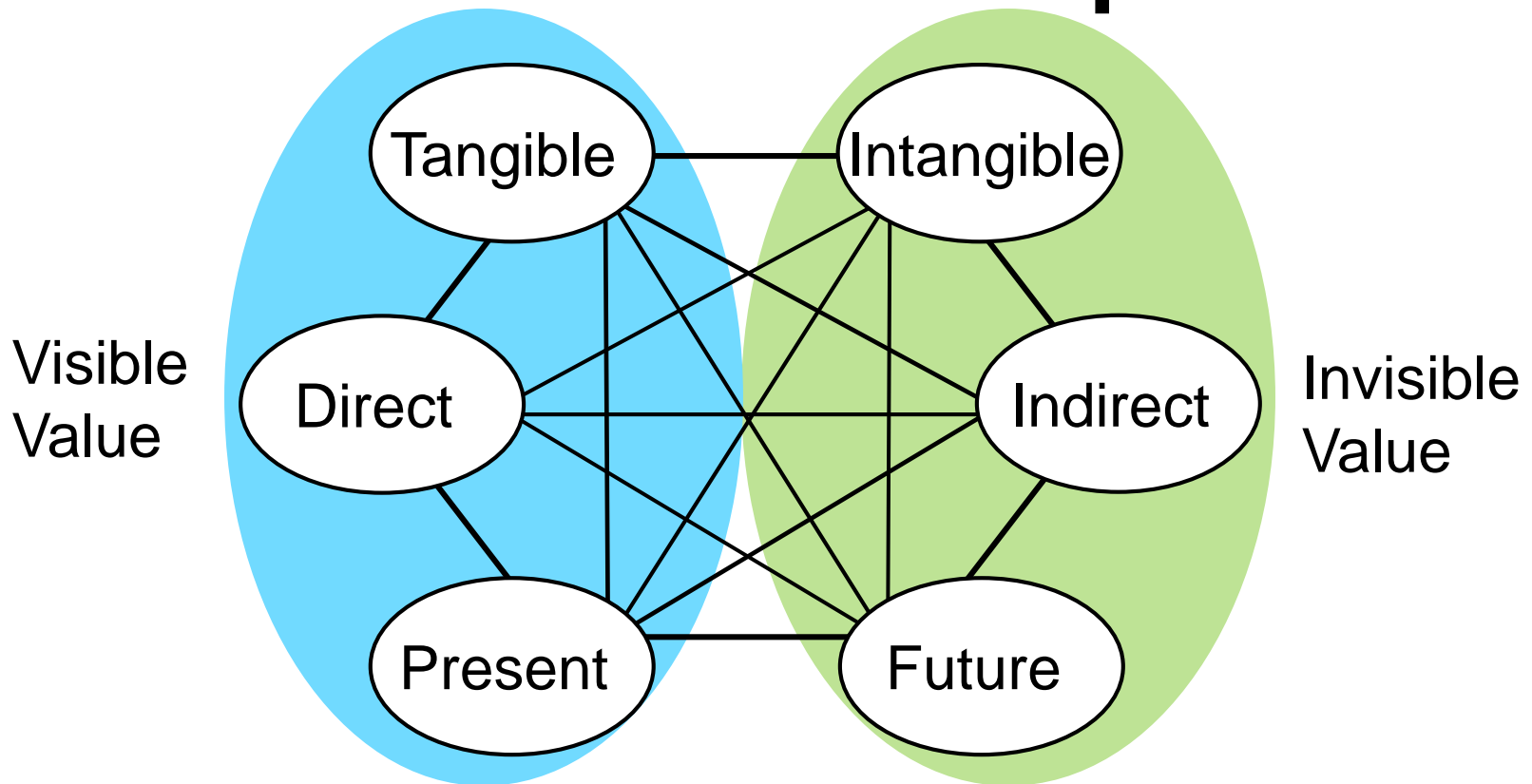
# About the Blind Spot of Capitalism



# Three Core Values of Wangdao



# Overall Effect of Hexa-Aspect Values



- Constant values as the core mindset
- Understanding factors mutually influencing one side and another, and introducing effective transformation mechanism
- A balanced development of Hexa-aspect values represents the long-term and maxima values as a whole

# Balance of Interests

- Social values are jointly created by all stakeholders
- Interests (also Hexa-aspect) are the biggest motivation for value creation
- Balance of interests ensures teamwork and sustained cooperation
- Dynamic balance, with unremitting adjustment for continuous progress

# Wangdao Thinking on Altruism

- You can win a moment of self interest
- Altruism can compete ever lastingly
- Altruism is the best way to achieve self interest



# Wangdao Thinking to Wangdao Culture

- Build a culture that gives to full play the organizational strength
- Develop values into deep-rooted beliefs
- Build a consensus via constant top-down communication within the organization, and have it translated into words and deeds of most people in their daily life and work
- Wangdao culture is the cornerstone for a sustainable business

# The Mindset of Wangdao

## Core Beliefs:

Value Creation、  
Balance of Interest、  
Sustainable Developments

The Thinking of  
Hexa-Aspect Values

Enlightment Through  
Value Creation

# Stan's Wangdao Attitude

Challenge difficulties,  
Break thru bottleneck  
and create value

Reverse Thinking to The Right Solution

# My Approaches

Me too is not my style

# Break thru Traditional Culture Bottleneck

Disunity

Common interest

Passing know how with reservation

Share all the know how

Centralized management

Decentralized management

Hereditary system

Power transferred to the  
worthiest, not the kinsman

- Reverse thinking; believe in natural human goodness; readily let power pass into others' hands; you have to lose before you can win; life is more important than face
- Altruism is the best way to achieve self-interest
- Build up a stage to bring into full play people's talent

# Wangdao

- Like the Polaris showing direction for ships sailing in the vast sea
- Being the essential guideline for an enterprise to draft corporate visions of different development stages, decide competition strategies, and establish operation mechanism, so as to make a sustainable business

# Milestones of Acer

- 1976 Start up with NT\$1 million and mission as a “gardener of microprocessors”
  - 1981 Multitech launched Multitech Micro-professor MPF-1 learning kit worldwide
  - 1986 Determined to make Acer a global household brand name
  - 1988 Going public, rising as a nouveau riche in the industry
  - 1992 Reengineering Acer
  - 2001 Millennium transformation of new Acer
  - 2004 Retired, passing the power to the worthiest rather than my son
  - 2010 ABW family business turnover totaled more than US\$66 billion
  - 2014 New New Acer transformation consistent with Wangdao
-

# Wangdao Could be The Way of “My Doctrine Consistent”

- Employee shareholder dividends and bonus share.
- Reengineering Acer in 1992,  
Millennium Transformation of New Acer
- Global Brand, Local Touch
- Titan Project
- From Hardware to Service-Oriented



# Acer's Hexa-Aspects value

- To complement Microprocessor technology & PC popularization
- Reasonable financial performance
- To Change Taiwan traditional corporate culture
- To cultivate most of Taiwan's international talented persons in leadership, management fields
- To enhance the international image of Branding Taiwan

# Retired Life – To Do My Best on Person Social Responsibility



Cultivating Talent



王道創值中心

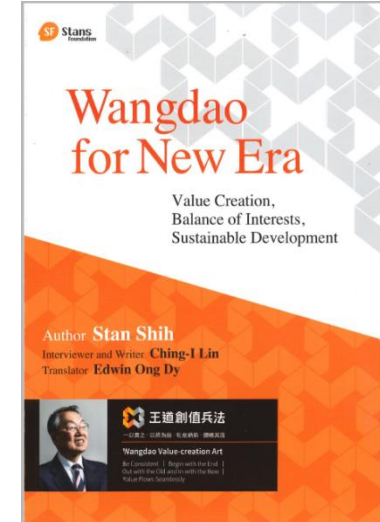
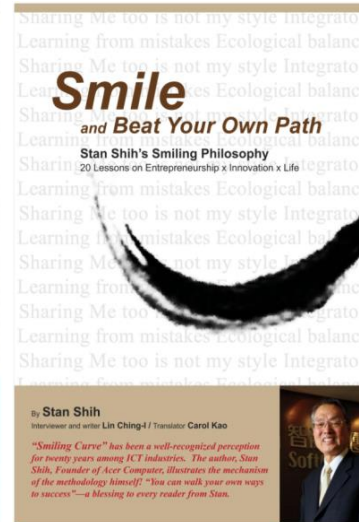
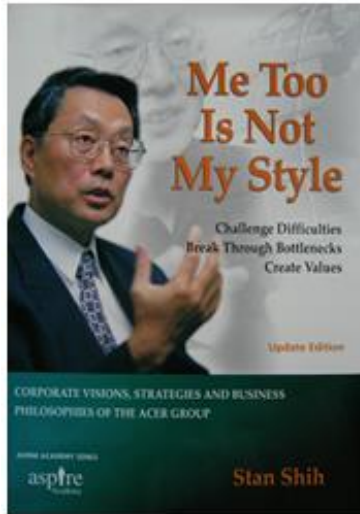


藝集棒 - 藝文社會企業育成  
創薪薈 - 產業文創增加值化



New New Acer : BYOC for New C&C

# Thank you!



For more information, please visit:  
[www.stanshares.com.tw](http://www.stanshares.com.tw)  
[www.facebook.com/StanShares](http://www.facebook.com/StanShares)