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## 王文潮

隨遇而安的  
事業與人生





# *Take Things as They Come*

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## 隨遇而安的人生哲學 在變化中踏穩每一步伐

思考縝密、擅長觀察的王文潮，以隨遇而安的瀟灑之姿，迎向人生的每一道關卡。

Wilfred Wang, Standing Member of Formosa Plastics Group Executive Management Committee (FPG) and Chairman of Nan Ya Photonics Inc. (NYPI), well known for being thoughtful and observant, embraces every challenge in life with ease.

TEXT | Sabrina Lee PHOTO | Anew



南亞光電為國內 LED 工業及商業照明主要供應商，也是台塑企業唯一投入 LED 照明領域的公司。近年積極大變革，包括 2017 年建立照明工程團隊及提供照明客戶一條龍服務，從現場場域勘查、方案成效模擬、規劃、設計、安裝到後段售後服務等。最終新的營運模式帶動公司 2017 年營收較 2016 年成長近七成。

王文潮自認較有邏輯，在面對事情時都會鉅細靡遺地審慎思考，善於觀察，但不輕易表達意見。

另有鑑於能源短缺所帶來的全球企業經營困境，南亞光電

自 2016 年開始投入太陽能發電產業並嘗試結合台塑貨運公司儲能系統，提供更完整綠能方案協助客戶永續發展。南亞光電除深耕 LED 照明本業外，兩年前積極投入與能源相關的太陽光電系統，並嘗試結合企業內台塑電池，率先推動「節能、創能、儲能」的「三能合一」經營模式，成功推動營運轉型，帶動營收成長。面對如此亮麗的成長數字，南亞光電董事長 王文潮謙遜地說著：「LED、太陽能、電池（儲能）產業，每天都在發生 disruptive（破壞性創新）的變化，變化大，新發展、競爭產品也多，我們能做的就是 一步一腳印，遇到問題就設法解決。」





## 遇到困難 一步步解決

LED 行業分成三大區塊：磊晶、封裝、光源模組，無論是用在電視或其他領域，這三個區塊目前台灣的產業都是分開的。接手南亞光電後，王文潮很有感觸，他說 LED 產業需要垂直整合，「原材料業者不知道客戶用在哪裡時，開發的方向就會受限。」南亞光電就曾嘗試做下游的照明如 A19 燈泡，因為是標準品而且是民生必需品，只是當初政府在推廣 LED 時，強調產品壽命長等特質，也設定了一定的規格；但真正執行時卻很難做到，造成市面上 LED 產品良莠不齊，真正符合規範的產品被低價劣質產品擠壓，劣幣驅逐良幣。

這個行業比較特殊，王文潮說南亞光電很幸運可以獲得自己企業內部的需求，比如在防爆地區、危險工作區等，也能在工業、船用、醫療場所等各式各樣的用途上去發展，並獲得認同，目前自家企業內的照明，已逐漸轉換成南亞光電的產品了。「這就是我們的開始，正如我說的，就是遇到困難，然後想辦法去解決，一步步走了過來。最重要還是遇到問題如何去分析它，然後設法解決。」

## 自家先練兵 全套服務出擊

近年來，南亞光電將照明與「綠能」、「智慧化」、「醫療輔助」等趨勢結合，王文潮說這是一個必然。因為不同的需求一直都在，例如偏遠地區沒有電網但又需要照明，就會有照明設備結合太陽能板和儲能功能，白天利用太陽能系統產生電力，透過電池儲能，便可將白天的發電量儲存，供晚上照明使用。「可以利用企業資源來做這些產

品，並擴大到其他領域。我們有個單位就是在做鋰鐵電池，應將這些能量結合。當然不是每一個案子都適合，都要進行評估其經濟價值。」王文潮也認為發展綠能是必要的，只是問題還是出在價格，「雖然太陽的能量不用錢，但是架設管線、變電站等都需要錢，另外也要考慮安全性問題，如果大家都做，電網變動性大就會不穩定。」

儲能的重點則在於「穩定供電」，儲能可以達到穩定供電的作用，智慧儲能可以預測電壓的變化且適時地調節。只是要做到儲能並不簡單，一因大家都沒有做過，能否做得更穩定未知，另外電池的安全性也是問題，「在發展儲能中還是會遇到很多挑戰。」

無論是 LED、太陽能發電或是電池產業，王文潮說自己都是遇到問題才開始發展出各種解決方案。因為台塑企業內部就有很大需求，站在使用者立場，南亞光電因而更有機會先整合，以不同的方案、不同的方法來解

## 一步一腳印， 遇到問題就設法解決。

決這些問題，並整合這些來協助企業在生產或是穩定電源時提供更好照明方案。南亞光電先在自家企業練兵，從需要照明到模擬照明環境，一步步解決使用者的問題，最終的目標就是提供給客戶一個完整的解決方案 (Total Solution)。

## 運動是種本能

王文潮談 LED 產業與運動，頗有異曲同工之妙。他說，運動是個一直在變化的過程，無論是做任何運動，他都能在過程中感受到自己身體的微妙變化，更會去翻查文獻了解原因，也會嘗試不同的方法，而整個過程中想法亦會跟著改變。

王文潮淡定處事哲學，無欲則剛，總能在領導各個經營團隊時，擔任起最重要的支撐與安定的力量。





因為重訓而練就精實身材的王文潮更因此贏得型男之譽，面對美譽，他謙稱的說「希望透過運動可以活得更好」。也因此自 2007 年開始，他花了很多時間在健身與重訓，「當時我一週去健身房三次，一次一小時，整個人練到累不堪言，真的很痛苦。」王文潮因而體會到，他是藉由這些運動不斷地在挑戰自己。

維持身體健康是王文潮運動的首要目標，「我一直在追求的就是要運動，要減少痠痛，我花了很多時間去研究如何達成目標。」他也以過來人經驗提醒大家做運動時要靠呼吸調節放鬆身體，吸氣是在丹田，「很多人其實都不懂呼吸，呼吸其實是一門科學。」

王文潮認為，運動不是嗜好，是每個人必

須的一個生活部分。之於他，運動不是喜歡，而是必須要做的事情。他笑著說，「我一次買齊百堂課程，錢都花了，為了不浪費我必須得去。」

### 審慎思慮與豁達淡泊並行

天蠍座的王文潮自認較有邏輯，在面對事情時都會鉅細靡遺地審慎思考，善於觀察，但不輕易表達意見。這樣的他對於大家普遍「誤認」他平易近人，給出了一個很酷的答案「因為覺得無論事情好或壞總不能一直板著張臉，只好一直保持微笑，所以大家才會覺得我平易近人，但是可能其實並不真是如此。」

他也說，「人生至此，談想過什麼樣的人

生沒有太大意義，唯一希望的，是能夠慢慢開始做自己真正喜歡的事情。」有趣的是，他認為所有事情都會改變，會遇到好也會遇到不好的情境。「沒有比較就不會感覺到事情的好壞，喜歡的工作都會變，因為有可能做久了就不喜歡了，起伏就是人生的過程。」言談間盡是人生閱歷的體會，這樣的淡定處事哲學，無欲則剛，總能在領導各個經營團隊面對不同產業的挑戰時，擔任起那個最重要的支撐與安定的力量。

**N**an Ya Photonics Inc. (NYPI) is one of the most important suppliers in the industrial and commercial LED lighting business in Taiwan, and also the only subsidiary of the Formosa Plastics Group (FPG) focuses on the development of LED lighting solutions. NYPI has gone through some major changes in recent years, including LED lighting construction team build up and one-stop service. NYPI services customers of industrial lighting markets through site survey, simulation, planning, design, installation and after-sale service. And eventually this business model contributing to NYPI about 70% revenue growth in Year 2017 comparing to Year 2016.

Considering energy shortage impacts every entrepreneur over the world and need advanced total solution of green industry. NYPI startups Solar EPCs business since 2016 and try to alliance with Energy Storage System (ESS) of Formosa Plastics Transport Corp. (FPTC). NYPI not only deepens developing LED lighting

business, but also expands to energy field Solar EPCs business and cooperates with FPTC to promote 3in1 integration solutions of "Energy Saving", "Renewable Energy System" and "Energy Storage" by projects. This successful transformation has contributed to a phenomenal revenue growth in recent years.

Seeing such impressive growth, Wilfred Wang wasn't contented but responded lightly when asked about the blueprint and future development, "disruptive changes that distract your





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attention are happening every day in the LED lighting, Solar, ESS fields. There are so many new developments and so much competition. All we can do is to solve the problems step by step."

## Solving Problems Step by Step

Epitaxy, packaging, and light module are three integral parts in the LED industry, but these three are developed separately in Taiwan. After taking over NYPI, Wilfred Wang has come to understand the importance of vertical integration in the LED appliances. "Without knowing who the clients are, it's unlikely for raw materials makers to find the correct direction." NYPI once thought about expanding the business to producing A19 lamps which is a standard type and daily essentials. However, the government setups specification standards to emphasize the durability of LED but failed to fully apply to most of the products. As a result, the quality of LED products on the market varied. Products with a poor quality left little room for the products that meet the standard to survive.

NYPI luckily has strong market by serving FPG lighting demand of hazardous location, heavy industrial, marine and medical location. These creative "energy saving" solutions and services provided by NYPI are highly recognized and widely adopted by FPG and global customers. "This is just the beginning! Faced with a

difficult situation and trial to come over detail issues step by step is the key to solving problems! Do a thorough analysis, find the most suitable solution and keep on do it every day." Said by Wilfred Wang.

## Startup a New Business with Experience Marketing

NYPI has tried to incorporate "green energy", "smart applications", "healthcare assistance" and other latest trends with their lighting solutions in recent years, which Wilfred Wang deems necessary because needs always exist. For example,

NYPI co-works with FPTC to develop a floodlight integrated with solar panels

### Solve the issues step by step.

and storage batteries to provide constant lighting in the remote area. The device works as a power grid, generating power in the day and storage the power for electricity needs at night. "We can deploy resources from corporate to develop these products and then spread them to other fields. One of our units is producing anode materials for LFP batteries, and what we should do is to put what we do in different places together and create synergy. However, this pattern doesn't apply to every single case, so proper due diligence is necessary." Wang also sees the necessity of developing green energy, but the price is what stumble the green energy development pace. "Even though sunlight costs you nothing, it's still costly to install the system. Safety is also another issue to consider. With too many players in

one place, the stability of the power supply might be compromised.”

Energy storage is indispensable for a stable supply of electricity, and smart storage can help predict the changes in voltages and adjust the output of electricity accordingly. Energy storage is not easy to do. One is because none of us is experienced, and another is the battery safety. “I believe there are still a lot of challenges to overcome.”

Whether it is LED, Solar EPCs or batteries, Wilfred said for him, it's always like the problems come first, and then he'll do whatever he can to find where the solutions are. Due to the internal demand from FPG, NYPI has an opportunity to develop and integrate various kinds of projects and solutions before competitors start doing it. It later turns all these experiences into creating a more comprehensive lighting solution for its clients in producing or stabilizing power supply. NYPI gets the chance to practice at inside group first, to figure out the customers' needs and study different solutions by simulating lighting effect with computer. Step by step, it helps solve problems for its users, and the final goal is to present a total solution to its clients.

### Exercise is an Instinct

Wilfred emphasized that doing LED and doing exercises are quite similar. It is like a constantly changing process while you are doing exercises. He can feel every tiny

bit of changes on his body in between. He always looks up all kinds of information to find out the reasons and tries doing it differently. Not only does the body change in the process, but also the way he thinks.

He maintains fit from continuous weight-lifting exercises. “The reason to work out is to make life better,” Wilfred said. He's been working out since 2007. “I went to the gym three times a week and one hour each time. I was pretty much worn out sometimes.” However, besides exhaustion, it was also time when Wilfred realized that he was challenging himself through these work-out sessions.

For Wilfred, the purpose of doing exercises is to stay healthy. “I've spent a lot of time figuring out a way to work out without sore muscles.” He also shared his experience and emphasized the importance of breathing while exercising, which is how you relax your body. “Breath from your abdomen,” said Wilfred. “Breathing is a science which most people don't understand..” He believes that exercising is not a hobby, but a part of life. For him, it's not about liking exercising or not, but it's something he has to do. He said jokingly, “I always pay for a hundred classes at one time, which becomes an incentive for me to exercise as it would be a huge waste if I don't go!”

### Careful and Carefree at the Same Time

As a Scorpio, Wilfred pays much



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attention to the logic behind everything. He thinks thoroughly and observes but seldom expresses opinions. For the fact that people “mistakenly” see him as an easygoing person, he gave us a very interesting response: “I can’t just keep having a poker face whether it’s good things or bad things, so I have no other choices but to have a smile all the time. That’s why people think I am easy to talk to, but it might be the other way around.”

“I’ve come to a stage of life that it doesn’t

mean too much to think about what kind of life I want anymore. What matters is that I could start doing what I love.” Intriguingly, Wilfred believes that everything will change eventually. He said, “There won’t be good or bad if there is no comparison with others. You might one day find yourself losing interest in the job you used to love. Ups and downs are just processes in life.” The philosophy of being at ease allows Wilfred to provide the strength of stability while leading companies to face various challenges in different industries.