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出國報告（出國類別：　□ A 類、學研訪問
　　　　　　　　　　　　□ B 類、出國短期研究
　　　　　　　　　　　　■ C 類、國際會議）

2025 西部決策科學學會研討會

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摘要

　　本次出國係參加 2025 年度西部決策科學學會年會（WDSI 2025），會議於 4 月 8 日至 4 月 11 日於美國夏威夷威基基地區之萬豪酒店舉行。本人除帶領博士生江灃栩同學發表研究成果並參與學術討論外，亦受邀擔任論文發表場次主席，實際參與會議主持與學術交流的活動。期間與多位來自世界各地之學者進行深入對話，除拓展研究視野與合作契機外，亦邀請太平洋大學學者 Albert Huang 教授來臺擔任本所研究生之學位口試委員，實質促進國際學術互動。

　　江灃栩同學於本次會議中強化簡報與臨場應對能力，並獲得多元建設性的回饋，有助於後續研究修正與職涯規劃。整體而言，本次出國參與具高度代表性之國際研討會，對提升本所師生之國際學術參與推動研究所國際化發展具有積極成效，建議未來可持續支持學生出國、強化學術合作機制，藉以提高學術參與效能。

目次

本文

一、目的

　　本次出國係參加 2025 年度西部決策科學學會研討會（Western Decision Sciences Institute Annual Conference，WDSI 2025），會議於美國夏威夷檀香山舉行。此次出行之主要目的為繼續深化本人與國際學者的互動關係、保持密切聯繫並帶領博士生江灃栩同學參與國際學術交流和共同發表所撰寫之研究論文，也藉以協助學生提升國際視野與實務發表經驗。本人亦受邀擔任論文發表場次的主席（Session Chair），協助主持會議討論與意見回饋，促進跨國學者間之學術交流與合作。

二、過程

　　本次西部決策科學學會研討會（WDSI 2025）於 4 月 8 日至 4 月 11 日於美國夏威夷檀香山威基基地區之萬豪酒店(Waikiki Beach Marriott)舉行，為期四天。本人於 4 月 8 日自臺灣出發，經東京羽田機場轉機抵達夏威夷，當日晚間即參加主辦單位舉辦之歡迎茶會，與來自世界各地的學者久別重逢，亦結識不少新朋友。茶會後，並與部分與會者一起共進晚餐，進一步交流研究近況。

　　本次研討會的會議期間共劃分成許多個主題場次，本人所主持之場次是開幕後的第一場次，於 4 月 9 日上午 8 時至 9 時 40 分舉行，該場次主題聚焦於組織議題（Organizational Issues）。會中個人除了擔任場次的主席之外，亦帶領本所博士生江灃栩同學發表共同研究成果。會後與多位與會學者針對該研究議題進行深入討論，獲得不少具建設性的回饋，對學生而言亦為相當寶貴的學術洗禮經驗。

　　此次會議採開放式參與形式，與會者可依個人研究興趣自由選擇場次聆聽。整體議程規劃妥善，各場次間皆設有茶敘交流時間，提供茶飲與點心，營造輕鬆互動之對話氛圍。本人亦藉此機會與不同領域之學者交換意見，拓展跨領域合作之可能性，也選擇了幾個有興趣的場次去參與旁聽，包括：4 月 9 日 PM 3:00 的 Advances in Analytical Techniques 場次以及 4 月 11 日 AM 10:00 的 Ethical Issues in Education, and Quantitative Models 場次等等。

　　4 月 10 日晚間，參與由大會安排之晚宴活動，席間除與多位長年合作之學者寒暄聯繫外，亦向國際同儕介紹本所博士生江灃栩同學，藉此也廣拓其國際人脈的起點，希望江灃栩同學可以依此基礎來發展她未來即將開始的學術生涯。翌日中午舉辦之商業午餐作為本次會

議之閉幕活動，期間頒發多項學術獎項，並由主辦單位簡介下一屆年會之地點與規劃方向，隨著餐敘結束，本次研討會亦順利落幕。

三、心得及建議

（一）心得

　　本次參與 WDSI 2025 年會，不僅再次體認國際學術交流之重要性，亦進一步拓展與來自各地學者之合作契機，會議期間與多位來自不同國家與地區之研究學者進行學術對話，不僅對本人之研究方向有所啟發，亦有助於掌握國際間之研究脈動與趨勢。與諸多學者對談的最重要心得是，人工智慧(Artificial Intelligence，AI)以及機器學習(Machine Learning，ML)和深度學習(Deep Learning，DL)的領域發展實在太驚人了，如不努力不懈很快就會落後，尤其我們國家的產業目標是要朝著尖端先進之領域發展，所以人工智慧的技術及其周邊產業更是重中之重，也被政府列為重點支持對象。事實上，政府近年來透過專案計畫與科專在人工智慧的領域上一直投入龐大的資源，更何況我們在人工智慧運算伺服器、人工智慧晶片設計、GPU 製造和許多必要設備製造的能力在全世界是屬於執牛耳的地位，所以發展人工智慧相關演算法及應用應該會駕輕就熟，因此政府產業政策如果能夠呼應的話，將會有事半功倍的效果，所以我們建議國家應該加強重點補助頂大的人工智慧研究，並且針對不同產業的應用都應有所著墨，例如：醫療大語言模型、金融大語言模型、智慧製造大語言模型等等。

　　本次參與國際研討會所發表論文的主要研究標為：以人工智慧為基礎的企業協同運作系統來降低管理熵值－中小企業管理案例研究，這個研究是個初探，我們預計將目前關於人工智慧資訊系統應用於組織管理的先期結果，進一步拓展為具有實證基礎之研究計畫。該議題結合企業實務應用與 AI 科技創新，亦為近年國際資訊管理領域中受到高度關注之研究方向。目前本所博士生江灃栩同學已在發展相關主題的結構方程（SEM）研究模型與問卷設計，未來可望以更具體、量化之實證資料驗證其因果關係，並據以提出管理意涵與理論貢獻。基於此潛力，建議系所及學校層級可協助整合資源，提供研究設備、資料來源或研究經費之支持，亦可視情況爭取國科會等單位之補助計畫。此研究議題不僅具備高度應用價值，亦可發展成國際頂尖期刊的論文。若能在此基礎上深化研究，除可提升本所研究能量與國際能見度，亦有助於強化研究生之論文品質與跨領域研究的能力。

　　另外值得一提的是，在此次會議期間，本人亦邀請長期合作之美國太平洋大學 (University of The Pacific) 學者 Albert Huang 教授訪臺期間，擔任本所碩士班研究生之畢業論文口試委員，Albert Huang 博士擁有北德克薩斯大學商業電腦資訊系統博士學位以及金融和

工程學位，Albert Huang 教授在使用者介面、最終使用者培訓、網路訊息傳遞和教育軟體系統等研究領域撰寫了許多知名的研究論文，他的研究成果發表在 Decision Support Systems、 Information & Management、Communications of AIS、 Communications of ACM 以及許多其他資訊管理領域知名的研究期刊上，此外他也是一名獲得認證的網路工程師。本人相信對學生而言，不僅能獲得具國際視野之建設性回饋，亦有助於提升論文之品質與國際可見度。藉由本次會議所搭建之交流平台，進一步促進實質合作，對本所推動國際化發展也具積極助益。

此外，本次亦帶領博士生江灃栩同學參與論文發表，學生透過實際簡報與會後討論，進一步強化其表達能力與臨場應對技巧。本人擔任該場次主席，亦協助促進與會學者間之交流互動。討論過程中，學生得以從多元視角審視自身研究，進一步掌握其學術工作於國際脈絡中的定位，對後續研究發展與職涯規劃均有所裨益。

（二）建議

1. 建議國家加強重點補助頂大的人工智慧研究

我國在人工智慧運算伺服器、人工智慧晶片設計、GPU 製造和許多必要設備製造的能力在全世界是屬於執牛耳的地位，所以發展相關演算法及應用應該會駕輕就熟，所以政府產業政策如果能夠呼應的話，將會有事半功倍的效果，所以我們建議國家應該加強重點補助頂大的人工智慧研究，並且針對不同產業的應用都應有所著墨，例如：醫療大語言模型、金融大語言模型、智慧製造大語言模型等等。

2. 對人工智慧資訊系統應用於組織管理研究的支持

以人工智慧為基礎的企業協同運作系統來降低管理熵值－中小企業管理案例研究是個初探，我們預計將目前關於人工智慧資訊系統應用於組織管理的先期結果，進一步拓展為具有實證基礎之研究計畫。該議題結合企業實務應用與 AI 科技創新，亦為近年國際資訊管理領域中受到高度關注之研究方向，如能獲得學校協助進一步的繼續研究的話，相信可以投稿至國際知名學術期刊。

3. 持續鼓勵學生參與國際研討會並強化與海外學者之合作機制

國際會議除有助於提升學生之簡報能力與學術視野，亦能透過實際交流過程，培養跨文化溝通與應對能力，建議學術單位可提供更多經費與行政支持，協助學生參與具代表性之國際研討會。透過國際會議建立之人脈資源，可進一步延伸為合作研究、論文共同撰寫、或口試委員邀請等具體合作作為，未來可考慮建立合作學者名單與交流紀錄，以制度化推動研究所之國際合作網路。

四、附錄
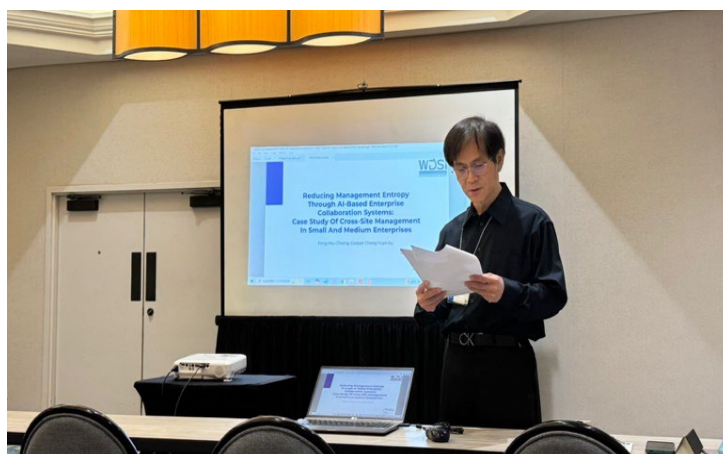
研討會現場照片之一

研討會現場照片之二

研討會現場照片之三

發表論文內容：

REDUCING MANAGEMENT ENTROPY THROUGH ARTIFICIAL INTELLIGENCE-BASED ENTERPRISE COLLABORATION SYSTEMS: CASE STUDY OF CROSS-SITE MANAGEMENT IN SMALL AND MEDIUM ENTERPRISES

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ABSTRACT

In the dynamic business environment, small and medium-sized enterprises (SMEs) often struggle with management entropy, i.e., the disorder that arises from complex and multi-entity operations. This study explores the impact of Enterprise Collaboration Systems (ECS) with embedded Artificial Intelligence (AI) in reducing management entropy within SMEs. Through case studies of a rental property company, a multinational factory, and a trading company, the research highlights how AI-enhanced ECS streamlines operations, automates processes, and improves decision-making. The findings indicate that tailored AI-based ECS solutions significantly boost operational efficiency and reduce manual errors in cross-site environments despite data integration and user adaptation challenges. The study concludes that AI-based ECS platforms are essential for reducing management entropy and driving sustainable growth in SMEs, offering valuable insights for broader industrial applications.

Keywords: AI-based Enterprise Collaboration System, Small and Medium-sized Enterprises, Management Entropy, Operational Efficiency, Cross-Site Management

INTRODUCTION

Nowadays, small and medium-sized enterprises (SMEs) often face significant challenges related to management entropy—the disorder that arises from complex and multi-entity operations. Managing entropy is crucial, as it directly affects efficiency, competitiveness, and overall business performance. Enterprise Collaboration Systems (ECS) with embedded Artificial Intelligence (AI) have emerged as powerful tools for reducing management entropy by automating processes, enhancing communication, optimizing data management, and improving decision-making. AI-driven ECS platforms are designed to address the unique constraints of SMEs by providing tailored solutions that integrate various management tasks into a cohesive and intelligent system. By reducing management entropy, these platforms enable SMEs to maintain flexibility while leveraging AI to optimize operational efficiency and predictive decision-making. However, many SMEs face barriers to adopting AI-based ECS solutions despite their potential. These include resource limitations, resistance to change, and difficulties in adapting to advanced technological systems. Addressing these challenges requires tailored approaches that align ECS implementation with the specific needs of SMEs. This study aims to explore the role of AI-based ECS in reducing management entropy, focusing on how these systems enhance operational efficiency across

diverse business sectors. By examining real-world cases, this research seeks to provide actionable insights into the benefits, challenges, and practical applications of AI-enhanced ECS platforms for SMEs.

LITERATURE REVIEW

Integrating ECS in SMEs has been a focal point of recent research, highlighting its potential to streamline operations, enhance communication, and reduce management entropy. ECS platforms play a critical role by providing centralized communication, data management, and decision-making tools to mitigate the management entropy generated by cross-site management (Ojha et al., 2023). Studies have shown that these systems offer scalable and flexible solutions for SMEs (Cao et al., 2022), reducing management entropy through e-management. Recent studies further emphasize the importance of structured processes in ECS implementation. The diversity in how employees interact with collaboration tools reveals that uncoordinated use of ECS can lead to information silos and inefficiencies (Mosen et al., 2024), contributing to management chaos. This reinforces the need for clearly defined workflows and centralized document management within ECS platforms to avoid these pitfalls. However, despite the acknowledged benefits, ECS adoption in SMEs often encounters significant barriers, such as limited resources, resistance to change, and data integration challenges (Greeven & Williams, 2016). Research suggests that tailored ECS solutions, which consider the unique constraints of SMEs, can effectively mitigate these barriers, thereby enhancing operational efficiency and competitiveness (Aral et al., 2024). The IRECS Framework, introduced by Schubert (2024), provides a systematic approach to identifying and implementing the right ECS features to meet the specific needs of SMEs. By categorizing collaborative work activities and aligning them with suitable software modules, the IRECS framework ensures that ECS platforms are customized for optimal performance, thus reducing management entropy through better coordination and communication.

Yet, most existing literature focuses on larger corporations, leaving a gap in understanding how SMEs can effectively leverage ECS platforms to manage management entropy. This study addresses this gap by examining practical case studies in a rental property management context and extending the analysis to other sectors, such as factory management and SME operations. While traditional ECS platforms have demonstrated significant potential in reducing management entropy, the emergence of AI-based ECS introduces new possibilities for further enhancing operational efficiency. AI-driven systems can automate routine tasks, provide predictive analytics for decision-making, and offer real-time insights into complex operations. These advancements further streamline cross-site management, reduce manual errors, and optimize resource allocation, ultimately minimizing management entropy in dynamic and resource-constrained environments.

Recent studies also highlight the critical role of digital and innovative capabilities in facilitating AI adoption among SMEs. Internal capabilities, such as innovation and digital readiness, synergize with external environmental support to drive effective AI integration in SMEs (Arroyabe et al., 2024). Digital transformation is heavily dependent on fostering internal technological capabilities while aligning with institutional ecosystems. AI also addresses decision-making biases, such as regret bias, which can hinder operational efficiency in SMEs (Yao et al., 2024). By integrating predictive analytics and real-time insights, AI enables SMEs to optimize production decisions and improve financial strategies within complex supply chains. Together, these studies reinforce the argument that AI-based ECS platforms not only reduce

management entropy but also enhance the competitiveness and sustainability of SMEs. By exploring the role of both traditional and AI-based ECS, this research aims to provide a deeper understanding of their strategic benefits, contributing to the broader discourse on ECS-driven efficiency and innovation in SMEs.

CASE STUDY

A combined analysis of multiple case studies with expert interviews was conducted. The case studies involved three SMEs: a rental property company managing seven branches, a diversified multinational factory, and a diversified multinational trading company, each selected based on their use of AI-based ECS in daily operations. Data were collected from company reports, internal documents, and system usage logs to study the practical effects of AI-enhanced ECS on reducing management entropy. Particular attention was paid to how AI-driven automation, predictive analytics, and real-time decision-making contributed to operational efficiency. Additionally, expert interviews were conducted with ECS users to provide strategic insights into reducing management entropy and implementing tailored AI-enhanced ECS solutions for specific operational needs. The qualitative data from the case studies and expert interviews were analyzed using thematic analysis to identify key patterns in management entropy reduction, focusing on AI-driven innovations.

Case 1: Rental Property Company Management Platform

This rental property company manages seven branch offices and uses the AI-based ECS management platform, SuccMail, to coordinate operations between its head office and branches. By integrating various internal and external management tasks—such as communication, document management, financial reporting, and incident handling—into the AI-driven SuccMail system, the company has effectively reduced management entropy. The AI features enhance response times through automated task assignment and predictive maintenance, improving tenant satisfaction and optimizing resource allocation. This demonstrates the tangible benefits of using AI-based ECS to efficiently manage complex cross-site structures.

Case 2: Company with Diversified Multinational Factories (Surface Mount Technology Electronic Processing Factory & Overseas Gold Foil Processing Factory)

A diversified multinational medium-sized enterprise utilizes the AI-driven SuccMail ECS management platform to oversee its production and supply chain operations. By integrating internal and external management functions—including order management, inventory management, production management, sales management, customer complaint handling, and supplier communication—through the AI-based SuccMail system, the company successfully achieved its electronic management goals. The AI features provided predictive analytics for demand forecasting and real-time monitoring of production efficiency, resulting in a reduction in production time and significant improvements in operational efficiency.

Case 3: Diversified Multinational Trading Company

A local small and medium-sized trading enterprise utilizes the AI-driven SuccMail ECS platform to handle its multi-site operations, including sales, logistics, and customer management. By leveraging AI-based

automation for order processing and real-time analytics for inventory management, the company reduced losses caused by message transmission errors or delays and simplified order management and shipping processes. The AI-powered ECS also enabled predictive inventory management, ensuring better stock levels across locations. The results also indicate that compared to the original management model, the company's operating efficiency has significantly improved following the introduction of the AI-based ECS platform.

RESULTS AND DISCUSSION

The case studies, along with expert opinions, indicate that the AI-based SuccMail platform has a substantial impact on reducing management entropy in SMEs.

Reduce Management Entropy Through Centralized and AI-enhanced Management

The AI-based SuccMail platform centralizes communication and document management and automates routine tasks between companies, significantly reducing operational chaos. In a cross-site environment, this type of AI-enhanced e-management simplifies operations and management tasks often dispersed across different companies or departments. Case studies show that SMEs managing multiple companies experience improved work effectiveness, AI-driven decision-making, and reduced manual errors, directly enhancing operational efficiency. Expert feedback further supports these findings, indicating a broad consensus that AI-based ECS platforms are particularly effective in automating routine management tasks, thereby reducing entropy and improving operational coordination.

Improve Management Efficiency and Decision-Making Capabilities

The AI-based ECS platform enhances inventory management, daily work reporting, and collaboration through automation and real-time insights, accelerates decision-making, and improves accuracy at the operational management level. Preliminary data from case studies suggests that AI-driven predictive analytics plays a crucial role in speeding up decision-making. Experts also agree that integrating AI into ECS platforms is essential for improving decision-making processes by providing data-driven insights and automated recommendations that reduce management entropy and streamline cross-site coordination.

Challenges Faced by SMEs When Introducing AI-based ECS Systems

While the AI-based ECS platform offers clear management advantages, SMEs often face challenges such as AI integration, data management, and user adaptation. Preliminary data from case studies and expert insights show that some users experienced resistance to AI-driven automation and difficulty in adapting to the advanced predictive features of the system. However, both case studies and expert feedback suggest that a customized AI-based ECS tailored to the specific needs of SMEs can help address these issues and provide effective solutions. Initial observations emphasize that investing in a tailored AI-enhanced management platform, along with continuous training and education on AI tools, can facilitate a smoother transition to AI-driven e-management, increase user satisfaction, and maximize the management efficiency of AI-based ECS systems.

Feature-Specific Impacts and Usage Patterns

The case studies highlight the effectiveness of specific AI-powered ECS capabilities in reducing management entropy. Preliminary feedback suggests that many users find AI-driven features such as automated task management, predictive analytics, historical message recording, and continuous event tracking to be highly effective in enhancing work coordination and minimizing errors traditionally associated with manual operations. Implementing these AI-enhanced functions contributes to smoother workflows, thereby improving work efficiency and significantly reducing communication friction between different management levels. Expert opinions strongly support these findings, emphasizing that centralized data access, real-time AI-driven insights, and predictive maintenance are critical to reducing management entropy in complex, cross-site environments.

The Impact of the Successful Introduction of the AI-based ECS Management System on SMEs

Research findings also underline the significance of adopting a customized AI-driven SuccMail management platform to address the complex management needs of cross-site SMEs. The AI-powered ECS platform enhances management transparency and simplifies communication across multiple companies, enabling SMEs to manage diversified operations more effectively. Preliminary feedback suggests that many users perceive AI-based SuccMail as playing a crucial role in managing the complex environments of cross-site setups, providing an automated, predictive communication mechanism, enhancing management competitiveness, and supporting business expansion. Experts' points of view further affirm that AI-driven automation not only enhances management coordination but also reduces manual errors, making it a key contributor to operational efficiency. Overall, the findings from both case studies and collected opinions suggest that AI-powered ECS platforms like SuccMail are crucial for reducing management entropy, increasing efficiency, and supporting sustainable growth in diverse SME environments. The combined insights strongly indicate the strategic benefits of AI-based ECS in cross-site management. Moreover, these findings highlight the importance for SMEs to adopt customized AI-based management platforms to achieve diversified management. Future research should explore broader industrial applications and further leverage AI-powered ECS cross-site management platforms to identify optimal strategies for minimizing management entropy in SMEs.

In summary, the findings from the case studies underscore the significant impact of AI-based ECS platforms in reducing management entropy across diverse SME contexts. By centralizing communication, automating routine tasks, and providing predictive analytics, these systems enhance operational efficiency and decision-making capabilities. This research highlights the importance of tailoring ECS implementations to address sector-specific challenges, such as data integration and user adaptation. SMEs should prioritize investing in digital capabilities and fostering organizational readiness to fully leverage the benefits of AI-enhanced ECS.

CONCLUSION

This study underscores the critical role of AI-based ECS in reducing management entropy within SMEs. By examining three case studies—rental management, factory operations, and trading companies—and incorporating expert insights, the findings demonstrate that customized AI-driven ECS solutions can

effectively streamline operations, enhance communication, and implement e-management, leading to significant improvements in management efficiency. Despite challenges such as AI integration, data management, and user adaptation, the AI-enhanced capabilities provide clear advantages in managing complex cross-site environments. The results emphasize the importance of adopting AI-powered ECS for the sustainable growth and competitiveness of SMEs, highlighting that reducing management entropy through automation and predictive analytics is essential for the success of cross-site SME management.

Building on these findings, the insights from this research may not be confined to the specific industries examined but could be extended to other companies and sectors facing similar challenges in coordination and management. Industries with distributed operations, such as logistics, retail, or even public sector organizations, can benefit from adopting AI-based ECS to enhance their efficiency. The scalability of these systems may allow companies of various sizes to address their unique operational complexities, from managing supply chains to streamlining inter-departmental communication. While the specific features of ECS platforms need customization based on the nature of the industry, the underlying principles of centralization, automation, and predictive support are universally applicable. Further research could explore the broader applicability of AI-based ECS across industries, focusing on long-term impacts and strategies for minimizing management entropy. Additionally, examining how AI evolves to enhance SME competitiveness in increasingly resource-constrained environments would provide valuable insights.

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建議事項參採情形 （請條列上述「建議」相關事項於下）	出國人建議		單位主管覆核			
	建議 採行	建議 研議	同意立 即採行	納入 研議	不採行	不採行 原因
1. 建議國家加強重點補助頂大的人工智慧研究	V					
2. 對人工智慧資訊系統應用於組織管理研究的支持	V					
3. 持續鼓勵學生參與國際研討會並強化與海外學者之合作機制	V					

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