

## KDDI 創辦人 Sachio Semmoto 博士演講 The Way of Life as a Serial Entrepreneur

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今天的講者是 Sachio Semmoto 先生，生於 1942 年，畢業於日本京都大學電子工程系。他於 1966 年加入 NTT，當時 NTT 已有 30 萬名員工。在 1967 年，他赴美留學，深受美國價值觀影響。他於 1984 年 (42 歲) 創立 DDI (現為 KDDI)。1996 年成為慶應大學教授，並在 1999 年成立 eAccess，起初只有 3 名成員，提供 ADSL 服務。當時的網際網路費用為每月 18080 日圓，而在 2006 年，ADSL 服務費用降至每月 2880 日圓。2005 年，他再次創立 eMobile。隨後，於 2014 年成為 Renova 的外部董事，並在 2015 年擔任 Renova 的董事長和代表董事。Sachio Semmoto 以其在電信和網路領域的卓越成就，成為一位成功的企業家和業界領袖。

在這次的演講中，講者分享了許多關於創業和生活的寶貴經驗。他強調了一個重要的觀點：不要只停留在台灣，因為那樣可能會使我們過於舒適，而錯失了世界其他地方的機會。儘管台灣在半導體領域非常發達，但其他產業在別的國家仍有很多值得探索的地方。旅行被視為一種探索世界的方式，可以讓我們了解不同的文化、生活方式和創意，並抓住世界趨勢。在創業的過程中，講者提到了兩個重要的議題：錢和管理哲學。他指出，要成為世界上的重要人物，需要克服這兩個問題。與人交流學習也是相當重要的，可以增廣見聞。

講者分享了他創業的經歷，提到在美國時期的室友告訴他，日本的 NTT 缺乏創新，這促使他在 1984 年成立公司來對抗 NTT。設定遠大的目標是成功的一個關鍵，這可以推動我們不斷進步，逐步實現階段性目標。就像爬山一樣，一開

始可能會迷路、體力透支，但不要因此氣餒，而是要從中學習，最終登頂時你將會看到美麗的風景。在講者看來，「不嘗試犯險」本身就是最危險的事情。遇到問題時，應該嘗試想方設法解決，實際行動是最重要的。他舉例說，當時的行動網路被 NTT 壟斷，如果有其他創業家願意冒險跳出來做，就能降低整體價格。在創業的 CEO 中，超過 90% 會失敗，特別是在管理方面，所以吸引技術人才至關重要。

講者也提到心存感激的重要性，這可以讓我們意識到自己處於一個良好的環境中。他鼓勵我們表達感謝之情，尤其是對父母的感謝。講者呼籲在演講結束後，大家可以打通電話表達感激之情。最後，講者強調了台灣和日本的友好關係，並認為在台灣遇到兩岸問題時，日本應該伸出援手。他預測半導體產業將取代石油產業成為最賺錢的產業。

在提問與回答環節中，講者分享了一些關於創業的建議。在選擇合作夥伴時，需要花一點時間篩選並調查對方的能力、個性和行事風格，來選擇是否要與之合作。在說服大眾創業前景有前瞻性時，重要的是擁有遠大的目標和視野，並能將這種遠大的理念傳達給大眾或潛在客戶。講者指出，在創業中，九成會失敗，但不要放棄，每天進步一點，幾年後就能聚沙成塔。當面臨失敗時，他建議通過睡覺來沈澱情緒，必要時小酌一下也無妨。對於想在日本工作的人，講者提到日本對台灣人持有友好態度，建議多多探索日本社會。

這次的演講為我們提供了許多寶貴的啟示，讓我們更好地理解創業的挑戰和成功的關鍵。並且要保持著感激的心態，每天持續學習與進步。

## Speech by Dr. Sachio Semmoto: The Way of Life as a Serial Entrepreneur

The speaker for today is Dr. Sachio Semmoto, who was born in 1942 and is a graduate of Kyoto University's Faculty of Engineering in Japan. In 1966, he joined Nippon Telegraph and Telephone Public Corporation (NTT), when NTT already had 300,000 employees. In 1967, he pursued advanced studies in the United States, where the prevailing American values significantly influenced him. In 1984, at 42, he founded DDI, which subsequently evolved into KDDI Corporation. By 1996, he became a professor at Keio University. In 1999, he ventured into entrepreneurship once again, establishing eAccess with just three members, initially focusing on providing ADSL services. At that time, the monthly internet plan cost was 18,080 Japanese Yen, yet by the advent of 2006, the cost of ADSL services dwindled to a mere 2,880 Japanese Yen per month. In 2005, he initiated eMobile. In subsequent years, he assumed the role of an external director at Renova in 2014 and became Renova's Chairman and Representative Director in 2015. Dr. Semmoto is acknowledged for his remarkable accomplishments in telecommunications and networking, establishing him as a prosperous entrepreneur and influential figure in the industry.

Dr. Semmoto shared numerous valuable insights regarding entrepreneurship and life in this speech. He emphasized a vital perspective: do not stay in Taiwan, as such a choice might breed excessive comfort and result in missed opportunities elsewhere. Even though Taiwan excels in the semiconductor industry, numerous aspects of various industries in other countries are still worth exploring. Travel is regarded as a means of worldly exploration, offering opportunities to comprehend diverse cultures, lifestyles, and creative endeavors and discern global trends. He delved into two pivotal themes within the entrepreneurial journey: finance and management philosophy. He underscored the importance of overcoming these challenges to establish a noteworthy presence on the global stage. Additionally, Dr. Semmoto emphasized the significance of learning through effective interpersonal communication, facilitating the broadening of horizons and the acquisition of invaluable insights.

Dr. Semmoto recounted his entrepreneurial journey, highlighting that his roommate remarked on the lack of innovation in Japan's NTT during his time in the United States. This revelation inspired him to establish a company in 1984 to challenge NTT. Setting ambitious goals is the key to success, propelling us forward to steadily achieve milestones. Like climbing a mountain, the initial phases might involve confusion and physical

exertion. However, instead of becoming disheartened, learning lessons from these experiences is crucial. Ultimately, upon reaching the summit, a breathtaking landscape awaits. Dr. Semmoto emphasizes that "not taking risks" is perilous. When faced with challenges, one should actively seek solutions and take pragmatic steps. He illustrated that NTT held a monopoly over the mobile network during that period, suggesting that the entry of other entrepreneurs willing to take risks into the market could drive down overall prices. Within the realm of entrepreneurial leadership, the sobering statistic reveals that over 90% failed, particularly in matters of management. Thus, the imperative of attracting technical talent assumes paramount importance.

Dr. Semmoto highlighted the importance of cultivating gratitude, emphasizing its ability to foster awareness of our favorable surroundings. He motivated us to convey our appreciation, particularly towards our parents. Dr. Semmoto advocated expressing gratitude through phone calls after this speech. Lastly, he underscored the amicable ties between Taiwan and Japan, proposing that Japan should offer assistance when Taiwan encounters cross-strait issues. Additionally, he foresaw that the semiconductor industry would surpass the petroleum industry to become the most lucrative sector.

During the Q&A session, Dr. Semmoto provided insights into entrepreneurship. When selecting partners, it's crucial to take some time to scrutinize their abilities, personality, and working styles to determine if collaboration is viable. When presenting the prospective success of entrepreneurship to the public, it's essential to possess ambitious goals and vision, effectively conveying the idea to the audience or potential clients. Dr. Semmoto pointed out that in entrepreneurship, 90% fail, but persistence is vital; steady progress each day can build a substantial foundation over time. When encountering setbacks, he advised allowing emotions to settle through sleep and, if needed, indulging in a small drink. Regarding those interested in working in Japan, Dr. Semmoto highlighted Japan's favorable attitude towards individuals from Taiwan and recommended exploring Japanese society.

This speech has given us numerous valuable insights, enhancing our comprehension of the hurdles in entrepreneurship and the critical elements of success. Furthermore, it emphasizes the significance of cultivating a grateful mindset and consistently engaging in daily learning and self-improvement.

