

英翻中：

There are two pillars in the world's digital economy – The West Coast of U.S. and the East Coast of the China. Together these two countries house all top 20 internet companies, and 75% of the unicorns.

The Chinese digital sector has already benefited from strong growth in its domestic market in the past few years. While there is still room to grow at high double digits in its home market, there is also a window of opportunity to capture even greater growth in the global digital boom. In fact, Chinese digital sector has been at the forefront of the Chinese go-global movement – 22 out of the top 50 Chinese brand in overseas market belong to digital sector. There are already 35% of the unicorn, and 43% of the listed companies that have already been active on globalization

The overseas movement is still at its early stage - revenue still only takes up just around 5% of the total revenue, and growing at a rate of 47% CAGR (vs. domestic market at 34%). BAT is leading the charge, setting ambitious targets (e.g. Alibaba aims to get 50% of GMV from overseas in 2025) and making large investments in key market segments (e.g. Alibaba and Tencent reportedly spent \$10-12B in SEA and \$>10B in gaming, respectively)

From segment perspectives, e-commerce, gaming, B2B, and tools are the top contributors to overseas revenue. This holds true with or without adding the BAT figures.

全球數位經濟目前由兩大頂樑柱所支撐著 – 分別是美國西岸及中國東岸。全部的全球前 20 大網路公司，以及 75%的獨角獸新創公司，皆設於美國及中國。

中國的國內市場在過去幾年來已享受了數位經濟強勁成長所帶來的豐碩果實。就目前的情況而言，儘管在自家市場內仍有可以取得 2 位數成長的空間，但同時也有一扇希望之窗能加入世界數位市場蓬勃發展浪潮，獲取甚至更大幅度的增長。事實上，中國數位產業一直以來擔任著中國品牌「走出去」倡議下的領頭羊 – 在全球市場上排名中國前 50 大的公司中，有 22 家公司與數位產業息息相關。其中 35%的新創獨角獸公司，以及 43%的上市公司已在全球市場上表現相當活躍。

目前這項「走出去」倡議行動仍處於初步階段—所創造的營收僅佔總營收的 5%，其複合年均增長率（CAGR）為 47%（相較於在國內市場的 34%）。而在行動中位於領導地位的中國互聯網公司三巨頭，為自己設定了野心勃勃的目標（例如：阿里巴巴預估，到了 2025 年，50% 的總成交金額（GMV）將來自海外交易），同時也瞄準關鍵市場注入了大筆投資（例如：據報道，阿里巴巴和騰訊分別在東南亞電商市場投入了 100 億到 120 億美元，同時在電競遊戲市場中投入超過 100 億美元）。

事實上從市場劃分來看，從電商、遊戲、B2B 及其他數位工具所創造的營收，已佔了海外營收的極大比例。而中國互聯網三巨頭及其他海外投資的營收數字也反應出這項事實。

中翻英：

水軍一詞來自於中國大陸，泛指替雇主帶起特定的輿論風向的網路寫手，在網路平台上發表文章、評論或爆料等方式達成創造產品口碑，或是打擊對手的目標。水軍崛起於商業角逐，競爭對手彼此雇用公關公司，假裝成顧客，幫自己和對手寫開箱文、心得文，影響網路評價以干預市場。

The term of “water army” came from mainland China referring to a group of Internet ghostwriters hired by their employers to lead the public opinions to a particular direction they desire. Water armies post articles, make comments or spill explosive news on social media platforms to create word-of-mouth reputation for certain products or verbally attack the opponents. Internet Water Army arose from business competition when the competitors hire their own public relations companies to pretend to be customers and give good comments on new products, trying to use internet reviews to interfere in the market.

隨著科技不斷進步，網路產品推陳出新，社群平台逐漸成為現代人生活不可或缺的一部分。組建網路「水軍」或是「側翼」，已經是 2010 年後選戰不可或缺的部分，如 2014 年 11 月柯文哲的當選除了時勢所趨，也不能忽視其一系列精彩的網路社群操作；網路攻擊是 2016 年美國總統選舉的重要舞台，希拉蕊因「電郵門」失足，而川普靠著推特當選。由於講求靈活性、多發性和自主性，與傳統仰賴組織作戰的樁腳選舉不同，水軍是一種議題導向的游擊，不以人數取勝，以精準打擊的單兵作戰為主，以騷擾對手為戰略目標。水軍實際上也是一種操弄民粹

的行為，如果沒有拿捏好分寸，「水能載舟、亦能覆舟」，胡亂點起火來燒到了誰都不知道。

As the technology advances, Internet products continue to be updated and renewed as well. Getting on social media platforms has become an indispensable part in modern daily lives. Therefore, forming Internet “water armies” or “water army flanks” has already become an indispensable part in election campaigns ever since 2010. For instance, in November 2014, Ko Wen-je was elected as Taipei City Mayor because of not just the good timing, but a series of wonderful manipulating campaigns on social media that cannot be overlooked. In 2016 US Presidential election, Internet attacks played a big part, as Hillary was defeated due to the “email gate” and Trump was elected replying on Twitter. Internet Water Armies launched topic-oriented guerrilla warfare to win relying on not the amount of soldiers, but individuals who fight precisely against the target and use a strategy of harassing the opponents. Employing water armies is actually a way of manipulating populism. Without having it controlled well, “the water that bears the boat is the same that swallows it” and there’ s a chance for a person who casually set the fire would get burned himself.

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「擴增實境」的起源可以追溯至 1990 年代，經過 20 多年的發展，演變成今日一般熟知的手機應用型態，尤其是寶可夢遊戲的抓寶熱讓它在 2016 年一夕爆紅。可惜的是，多數業者一股腦兒的往遊戲領域開發，較少有人認真去思考及發展其他方面的可能性。不過，印度一家新創公司已研發透過「擴增實境」的技術來提高倉儲的效率，大幅節省了時間及人力成本。

The term, “Augmented Reality” , was originated back in 1990s and after a 20-year development, it has become familiar to many people in a form of mobile applications nowadays. In particular, in 2016, a treasure hunting fever derived from Pokemon Games has made it go viral. However, it’ s a pity that most businesses dashed toward developing new mobile games and only a few people seriously think of and explore more possibilities in its other usages. Fortunately, a new startup in India has studied in taking advantage of “Augmented Reality” technology to enhance its inventory efficiency, which largely saved time and personnel cost.