

七海企業社

## 25年潛水老店

## e化再現風采



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企業名稱：  
七海企業社

成立時間：  
民國69年

行業別：  
運動用品、器材批發業

縣市別：  
台北市

員工人數：  
3人

資本額：  
NT\$ 200,000

主要營業項目：  
潛水器材、自行車等相關  
運動休閒器材

網址：  
<http://ezshop101.ec99.com.tw>

e化成功工具：  
網站建置

輔導開運團：  
巨匠電腦(股)公司

企業感言：  
e化~重啟舞台的自信，再  
現自我價值與服務熱忱的  
風采

**無**重力的感覺是什麼？「潛水」是現實世界中體驗無重力感覺的機會之一，但似乎是個大家聽來熟悉，實則陌生的運動。的確，早期的潛水運動是新興的休閒活動，並不像現在普及，也很少有店家銷售潛水器材。當年的七海潛水，就是在這樣的環境中起家，代理多家國際知名品牌的潛水器材。

#### 致力潛水運動平民化

早期潛水市場其實是被三、五家進口商壟斷，各據一方瓜分市場，使潛水成為貴族活動，動輒新台幣十萬元以上的裝備，對20多年前的年輕人來說，並不輕易能消費得起，故潛水運動主要為中小企業主或企業家第二代等參與為多。

七海企業社董事長吳良修在高中時代便愛上潛水，卻只能克難地玩。所以他希望能提供低價的好器材來造福年輕人，推廣潛水活動，加上大學時主修國際貿易，在他三十歲時，便決定結合貿易專業與潛水的興趣，成立七海企業社，代理數個世界知名的大品牌，投身於潛水市場。他以直接零售不批發的方式，將經銷商原有的利潤直接轉嫁給消費者，讓更多年輕人有能力參與潛水運動，對潛水運動形成推波助瀾的力量，使台灣的潛水活動在民國73年至83年間達到巔峰。

#### 市場丕變 措手不及

潛水市場規模極小，潛水愛好者多半也會直接到七海企業社購買，潛水者幾乎都熟悉七海企業。然而，隨著時移勢轉，潛水逐漸普及，市場隨之擴大，潛水器材漸由較大的進口商代理，再批發至經銷店販賣，講求專業器材提供的七海企業社卻在市場變化下，漸漸失去往日風采。

# e-Business Reinvigorates 25-Year Old Scuba Diving Equipment Store

## Company Profile

**Company Name:**

Seven Sea

**Established:**

1980

**Business Category:**

Wholesale sporting goods and equipment

**Location:**

Taipei City

**Employees:**

3

**Capitalization:**

NT\$200,000

**Major Business Items:**

Scuba-diving apparatus, bicycles, and related sports and leisure equipment.

**Website:**

<http://ezshop101.ec99.com.tw>

**e-Business Instrument:**

website installation platform

**Assisting Team:**

Gjun Information Co., Ltd.

**Corporate Comment:**

With e-operation, we have regained our self-confidence, enabling us to affirm our own value and rekindle service enthusiasm.

**W**hat is the feeling of weightlessness? Scuba diving offers people an opportunity to experience this feeling right here on Earth; it is a sport that sounds familiar but is actually strange to most people. Indeed, in earlier years, scuba diving was an emerging leisure activity and few stores sold scuba-diving apparatus. Seven Seas Enterprises came into being during that environment, serving as the agent for many internationally renowned brands for scuba-diving apparatus.

## Seven Seas Enterprises is Dedicated to the Popularity of Scuba-Diving

More than 20 years ago, the Taiwanese scuba-diving apparatus market was dominated by three to five importers, making scuba diving an activity for a select few that required over NT\$100,000 of equipment. Consequently, few young people could afford to undertake the sport and most divers were owners of small and medium businesses or second-generation entrepreneurs.

Wu Liang-shiu, chairman of Seven Sea, became a scuba diving enthusiast during senior high, but could only engage in the sport in a makeshift way. Later on, he found that he could provide low-priced, good quality diving apparatus to young people to help promote scuba-diving as a sport, which along with the expertise he gleaned from his college education as a international-trade major, prompted him to join the scuba-diving equipment market by setting up Seven Sea as an agency for renowned international brands



潛水讓人們感受無重力的奇妙，也親臨海底的壯觀。

經過這個階段，市場生態已由少數業者雄霸一方的局面，演變為群雄並起、訓練班林立的蓬勃景象。當時，吳良修仍堅持對於器材的專業初衷，致力於提供完整的器材種類和良好的維修服務。不過接下來的七年，吳良修因健康因素，將公司規模縮小，淡出潛水界，然而這七年卻是電子商務快速竄起的時刻，對身為四年級生的吳良修來說，不禁有些措手不及，當他逐漸恢復健康並準備整裝再起時，卻發現市場已面目全非。

因電子商務興起，消費者習慣先在網路上搜尋資訊，再考慮購買，若在網路上找不到相關網站，消費者幾乎完全不得而知業者的訊息。在這種情況下，七海企業社面臨前所未有的挑戰必須設法突破，順勢進入網路市場，提供消費者另一種選擇。於是吳良修在女兒的建議下，開始投注心力於網路行銷，此時開運團成員巨匠電腦也正

巧主動與他們連繫，順利開啓七海企業社的e化之路。

### 從零開始 投身電腦學習

初期吳良修這位四年級生，連電腦如何開機都要詢問巨匠開運團隊。從基本的開機、網際網路的基本常識，到網站建置平台的操作，一點一滴努力學起。吳良修希望建構出一個電子商務環境，將七海企業社「人本」的服務精神，透過網路也能傳達給潛水人。

七海企業社便在吳良修全家人努力下，一步步改變經營型態與銷售通路，開始將商品在網站上介紹給大眾，並增加商品在網路上的曝光機會，不時更新資訊，提供符合潮流趨勢的新貨品。七海企業社也利用網站提供新型貨品供顧客閱覽，不再單靠顧客來店一一解說，節省不少時間與人

at the age of 30. Via direct retail sales, bypassing wholesalers, he passed on the sales channel savings to consumers, enabling more young people to take part in scuba diving and helping the sport to peak in Taiwan during the period from 1984 through 1994.

### Caught Off-Guard by Abrupt Market Change

Initially, the Taiwanese scuba-diving apparatus market was very small in scale and most scuba-diving fans would go to Seven Sea to buy apparatus directly. However, along with the popularity of the sport and the expansion of market capacity, larger importers engaged in agency for scuba-diving apparatus and sold the products at retail outlets, gradually eroding the business of Seven Sea.

Subsequently, the market ecology of oligopoly gave way to a market featuring multiple players and numerous training classes. Still, Wu Liang-shiu adhered to his dedication to the field, providing a complete array of scuba-diving apparatus and good after-sales maintenance and service. However, in the following seven years, due to his health situation, Wu scaled down his company and withdrew from the market. During his absence e-commerce burgeoned, and when he was ready to re-enter the market following the recovery of his health, the market conditions had changed entirely.



Thanks to the emergence of e-commerce, consumers have become accustomed to searching for information on-line before making purchasing decisions. Consumers are not able to obtain information on business players who don't have their own websites. In this situation, Seven Sea had no choice but to join the on-line market. At the suggestion of his daughter, Wu Liang-shiu began to engage in on-line marketing and Gjun Information Co., Ltd. gave the company timely help in embarking on the e-operation road.

### Learning Computer Knowledge from Scratch

Initially, Wu, in his 50s, even didn't know how to start up a computer. From being a novice, he learned how to operate a computer, basic knowledge about the Internet, and the operation of the



website installation platform, in the hope of serving scuba divers on-line on the basis of the "human-centered" service spirit of Seven Sea.

Thanks to the efforts of the Wu family, Seven Sea gradually changed its business model and sales channel, starting to introduce its products to the public on-line, augmenting the on-line exposure of its products, constantly upgrading website information, and providing new products. The company also posts information about its new products on-line for browsing by consumers, saving lots of time and manpower, in addition to extending its availability to all of Taiwan.

### Overcoming e-Phobia and Opening up a New Stage

Via on-line promotion, two to three of every 10 young visitors to the company's website could visit Seven Sea' bricks-and-mortar store. When spotting unfamiliar faces, Wu Liang-shiu would ask them how they knew about Seven Sea and most would refer to Seven Sea' website. While Seven Sea had little publicity in the past, e-operation has become an effective means for promotion. The e-operation has also helped the company boost revenue by 20-40% and cut inventory by 15%, enhancing the rate of repeat customers to nearly 10%. Via the website, Wu Liang-shiu can also easily collect member information and establish client data. He began to send out e-mail on his own initiative and post the latest information on the website, so that customers can learn of new products on-line conveniently.

During the half-year period for e-orientation, the Wu family experienced much difficulty and frustration, but thanks to the assistance of Gjun, the sense of frustration was converted to satisfaction, and the difficulties were overcome one after another. The period coincided with the peak scuba-diving season from May through August, and Wu Liang-shiu and his wife witnessed an unexpected 30% growth in the number of customers at his store, thanks partially to the solicitation of customers by its website, which operates around-the-clock.

Chen Yuan-hui, wife of Wu Liang-shiu, points out that it feels good to see Seven Sea active in the community again. After having experienced over 20 years of ups and downs, with her husband falling to the nadir, ready to re-start following recovery of his health, and feeling helpless in the face of an unfamiliar market, she was happy to see the resumption of self-confidence, confirmation of value, and resurgence of service enthusiasm. She expresses her gratitude especially to the launch of the "Bridging Digital Divide of SME Project" by the Small and Medium Enterprise Administration of the Ministry of Economic Affairs and the Information Service Industry Association of the R.O.C., which has helped Seven Sea break its bottleneck and regain hope for future development.

### Business Tips

With the coupling of the bricks-and-mortar store and the virtual website, Seven Sea has revitalized its operation, taking advantage of the on-line tidal wave, which, along with the use of keyword pro-

增加三成左右，且不打烊的網路，正如同 24 小時的店面，在網路上幫忙接待訪客；而客戶有任何疑問，也可以利用留言版，任何時間都可以發問，吳良修再依自己的時間上網回覆即可。

吳良修的妻子陳煖慧表示，看到七海企業重新與社會脈動接軌的感覺真的很好。歷經 20 多年的起伏，看著自己的先生從顛峰跌至谷底，恢復健康準備再出發時，曾一度因市場已不是當年所熟悉的而束手無策。除看到公司 e 化成長，她也看到先生重啟新舞台的自信，再現肯定自我價值與服務熱忱的風采。她也特別感謝經濟部中小企業處主辦縮減產業數位落差計畫，讓七海企業社遇到瓶頸時又能重獲希望。

### 頭家經營 小秘笈

運用實體店面與虛擬網站的搭配，七海企業社在網路浪潮下，重新開啓往日的風采，加上關鍵字購買的運用，吳良修發現網站的曝光精準度提高許多。原先吳良修購買很多關鍵字，最後發現廣告花費太高，於是縮小範圍只購買「潛水」關鍵字，一個月大約 3000 元左右的廣告費用，搭配網站內豐富專業的資訊，在 5 到 8 月潛水旺季

時，網站發揮顯著的效益。來店客戶與電話詢問度都大幅提升，當他們詢問客戶怎麼會知道七海企業，大部份客人也回答說是從網路找來的。

除運用網站提供產品店家資訊，潛水器材因具個人化的特質，吳良修還是建議親自到店面走一趟，藉由專家量身推薦合適的器材。潛水界一般對器材的專業服務精神較缺乏，原因是潛水主要配合訓練，只要學員買了器材就好，不一定會推薦最合適他們的。但七海企業社自始就把焦點放在器材推薦的專業上，讓消費者第一次買器材不花冤枉錢，更是七海企業社長久經營之道。

### 開運團 輔導心得

網站架設過程中，七海企業社在巨匠電腦的輔導下，增加許多與媒體的接觸與潛水專業技術指導的曝光機會。網站完成後，經由網路得知七海企業社的人越來越多，甚至有特別從中南部上來想與吳良修請教的潛水愛好者，讓七海對網站產生的效益開始擁有極大的信心。七海企業社很努力在經營網站的建置，也接受開運團許多的 E 化建議，幫助七海生意更加興隆。

motion, has greatly augmented the exposure precision of its website. Originally, Wu Liang-shiu purchased many keyword advertisements, entailing high costs, but then narrowed the scope to the "scuba diving" keyword, slashing the advertisement fee to NT\$3,000 a month, which along with abundant professional information has enabled the company's website to manifest conspicuous benefits during the scuba-diving peak season from May through August, leading to a large-scale increase in the numbers of visitors at its store and phone inquiries.

In addition to on-line information, due to individualistic nature of scuba-diving apparatus, Wu Liang-shiu suggested that customers visit brick-and-mortar stores in person, so that experts could recommend the apparatus most suitable for them. Scuba-diving businesses often lack adequate professional services for scuba-diving apparatus, as they often focus on training courses, not necessarily recommending the suitable apparatus to their trainees. However, Seven Sea has been focusing on professional recommendation of apparatus from the outset, so that consumers won't waste their money on equipment purchasing, which is also the business niche of the company.

### Comment of the Assisting Team

During the process of website installation, under the assistance of Gjun, Seven Sea had much greater contact with the media, considerably augmenting the exposure of its professional service for scuba-diving training. After the installation of the website, more and more people have become acquainted with the company via the website, including some scuba-diving fans in central and southern Taiwan who came to Wu Liang-shiu's store to gain professional knowledge about the sport from him, greatly boosting the company's confidence in the benefits of the website. Suggestions from the assisting team to the company during the website installation have made a considerable contribution to its booming business.