



Zhen Ding IE Academy Launches Digital Transformation Talent Development Program Integrating Training and Practice with the 4A Framework to Accelerate Group-wide Digital Transformation

Facing rapid technological evolution and intense industry competition, Zhen Ding Tech. Group Chairman Charles Shen has announced a strategic blueprint emphasizing that “the success of digital intelligence (DX + AI) will determine the company’s future.” He has tasked Group CEO James Chien with leading the organization to complete the digital transformation and AI empowerment of eleven key processes within three years, while driving organizational development and change.

To support this mission, the Zhen Ding IE Academy has officially launched its digital transformation talent development strategy. By introducing the 4A Framework and implementing cross-department transformation projects, the Academy combines training and real-world practice, enabling internal talents to grow rapidly and deliver results at scale.

President Chen-Fu Chien explains that the 4A Framework—encompassing Business Architecture (BA), Data Architecture (DA), Application Architecture (AA), and Technology Architecture (TA)—establishes a unified methodology for process optimization and organizational change. This “one language, one structure” approach guides the Group’s digital transformation. Successful pilot cases are validated internally and then turned into learning materials to be passed on by employees, further amplifying the impact of transformation.

Through this mechanism, the first cohort of 65 “Golden Seed” talents has already completed training and begun contributing to core operational processes. The 4A methodology has been implemented across integrated supply chain systems including SCM, SRM, TMS, ERP, and cash-flow management. It is now a key internal driver enabling continuous organizational upgrading. Beyond operational optimization, the transformation shifts the company from experience-based work to structured and repeatable processes, creating an iterative cycle of knowledge storage, continuous improvement, and innovation. This strengthens Zhen Ding’s competitive foundation and embeds transformation into corporate culture.

One of the first “Golden Seed” members, Duncan Chang, Senior Manager of Supply Chain Management, shared that purchasing activities previously relied heavily on personal experience and suffered from process gaps. After applying the 4A Framework, management logic became data-driven, and supply chain operations evolved from having “no clear owner” to “defined responsibilities,” progressing from isolated issue-handling to full lifecycle management. He emphasized that the core of transformation lies in mindset change, enabling employees to move from process executors to architecture designers—and from learners to instructors—achieving meaningful capability growth.

Martin Lin, CEO of Supply Chain Management, added that the 4A Framework is not a one-off project but a foundational approach guiding the Group toward standardization, transparency, and clear accountability. Going forward, 4A will become the common language of the organization, ensuring that transformation goes beyond tools to achieve clarity in requirements, precision in decision-making, and consistency in execution. He stressed that digital transformation is an ideological revolution—one that requires organizations to clarify direction before taking action. He also called on leaders to empower young talents with time and resources, trusting that the 4A methodology can accelerate the company's overall capabilities.

The Zhen Ding IE Academy adopts a “training-integrated-with-practice” approach, using successful case demonstrations and Golden Seed experience-sharing to cultivate internalized transformation thinking and methodology. Zhen Ding’s digital transformation is not merely a system implementation, but a top-down organizational evolution. By restructuring processes around value creation, optimizing collaboration mechanisms and decision nodes, and integrating AI-empowered technologies with digital decision-support systems, Zhen Ding is building a more agile and efficient management structure. This positions the Group to align with the semiconductor ecosystem and to play a pivotal role in advancing heterogeneous integration for semiconductor PCB technologies.



▲ Senior Manager Duncan Chang, one of the first “Golden Seed” members, shares how the adoption of the 4A Framework enables employees to evolve from process executors to architecture designers, and from learners to instructors—achieving genuine capability growth.



▲Zhen Ding Tech. Group established the IE Academy and introduced the 4A Framework, successfully training the first cohort of 65 “Golden Seed” talents, who are now contributing to core operational processes.

Pictured: President Chen-Fu Chien (right) and Senior Manager Duncan Chang (left).

About Zhen Ding Technology Holding Limited

Zhen Ding Technology Holding Limited (Taiwan Stock Exchange: 4958) specializes in the research, development, production, and sales of a diversified range of products, including flexible printed circuit board (FPC) and surface mount assembly (SMA), substrate-likes PCBs (SLP), high-density interconnect (HDI) PCBs, high-layer-count and high-density (HLC-HDI) boards, multilayer rigid printed circuit boards (RPCB) and IC substrates (ICS). These products are widely used in end products such as computer information, consumer electronics, communications networks, automotive electronics, AI server high-speed computing, optical module and medical applications. The company offers professional one-stop shopping, full-solution services to customer worldwide. According to Prismark's global PCB industry rankings by revenue, Zhen Ding has been ranked the world's largest PCB manufacturer for eight consecutive years, from 2017 to 2024. For more detailed information, please visit the company website: www.zdtco.com.

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