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Innovative and persistent execution

Although grabbing good chances was very important when starting his own career, Tai's courage and determination to innovate and persist enabled him to overcome all of his difficulties. There is an old saying, "God will help those who never give up." As he was ready and seized the opportunity, he was able to achieve his dreams and establish an international enterprise.

Innovative operation method

When Tai had just started his business in Tainan, he had already planned to establish spots in the east, west, south and north of Tainan, respectively, and one more in the centre of the city. After three years, Tai had created five centres. His enterprise had expanded to its peak during 1993 and 1994, with the number of students reaching about 1200. With only one small classroom and four to five staff at the beginning, Tai's own institution plus classrooms had increased to more than 20 centres with more than 20 full time and part-time teachers. The location Tai chose to open his class in, Chong-shan Road in Tainan, was still pretty remote, and had had a smaller population about 30 years before.

When Tai's friend, Wang Sen-liang, was visiting him from Taipei, he had doubts as to whether Tai could establish an abacus mental arithmetic institute here. Tai explained that, when he first came to Tainan, he wanted to rent a four-storey house as his office across from Chongsyue Elementary School. However, the monthly rent cost \$24,000 NTD and he could not afford to pay such a large amount. Therefore, he rented another house on the Chong-shan Road as his office and living space. The monthly rent was \$6000 NTD, which was pretty expensive at that time. Fortunately, the operation and the CMA have been very successful under the couple's efforts, showing Tai and Hsu's courage, dedication and execution ability.

However, the location of the CMA headquarters was remote and inconvenient for parents to bring their children to and then pick them up from class. Tai rented some small classroom spaces at about 30

elementary schools and kindergartens in Tainan City and the County area. Tai first approached these locations after asking if some households or shops knew whether schools had spaces for rent. He even asked some shops if they had available space for him to share the rent. The monthly rent for Tai could be \$3500 NTD, or he could pay 40% to 60% of the shop's rent.

As such, Tai established some small classrooms near schools in the south of Tainan, similar to the so-called "mobile classroom" today.

In this way, he not only could save rent, but also found space available near schools. It not only solved the problem of location limitation, but also made it easier to recruit more students. In this way, the profits would be found in more than simply one setting at a larger institute in a single location. Starting a single larger institute located in a busy downtown area would cost more due to expensive rent, plus personnel and other costs, so there wouldn't be much profit left.

From another perspective, this kind of operating method was also the same international mode Tai applied to expand his franchise overseas.