

3.世祥汽材製造廠股份有限公司

3.1 世祥汽材製造廠股份有限公司簡介

世祥汽材-潛藏無限發展可能性的世界級汽車懸吊系統製造業者

表 3-1 世祥汽材製造廠股份有限公司簡介

公司名稱	世祥汽材製造廠股份有限公司
公司品牌	SH
創立時間	民國 67 年
公司人數	約 300 人(臺灣部分)
經營理念	誠信、當責、創新、美學
公司產業特質	<ol style="list-style-type: none">1. 從原料、加工、生產、品檢、成品到出貨，每個工序皆具有可追溯性2. 物聯網優化製造流程，並確保其實用性3. 大數據可以隨時監控，確保產線快速反應並處理突發狀況
具有隱形冠軍的資格	<p>目標市場</p> <p>以卓越的生產技術與服務模式成功地在歐美市場中建立了穩固的市場領先地位，除此之外，公司並以簡單而有效的方式推廣自有品牌，持續在亞洲市場，尤其是東南亞地區，尋求擴大其市場占有率的機會。</p> <p>產品品質</p> <p>公司以快速回應能力、及時提供問題的解決方案、高產能和優秀的產品品質等優勢，全力滿足客戶的需求。自動化生產和全面的檢測設備，讓公司可以保證所有產品在出貨前都經過嚴格的品質管控。</p>
未來展望	以關鍵技術為基礎，積極拓展業務至全球汽車零件市場，為臺灣汽車零件產業開闢新的發展機會。

3.2 中文產業故事短篇

世祥汽材由創辦人周仕統先生於 1978 年設立，從事汽車售後服務市場(After Market, AM)的底盤懸吊系統-控制臂(Control Arm)生產製造，更以穩定的產品品質、多元品項、彈性交貨與合理價格得到國際上汽車零件售後市場極大的肯定，為臺灣汽車零件製造業品質建立口碑。

(1) 領導與經營策略

世祥汽材的領導團隊擁有清晰的發展願景，致力於發展代工業務，同時也保留自有品牌 SH，並注重提供高品質產品和迅速回應市場需求。面對市場競爭，世祥選擇穩健策略，將資源重點配置在歐美市場。儘管自有品牌 SH 在多個國家市場具有極高的發展潛力，但公司目前仍以滿足北美客戶需求為主要業務。

此外，世祥汽材高度重視客戶關係管理，除了提供高品質產品外，公司還能快速回應客戶需求，建立了穩固的長期合作關係。對於客戶的特殊需求，公司也有相對應的解決方案，為公司的成功奠定了穩固的基礎。

(2) 關鍵技術或服務模式

世祥汽材為歐美汽車售後市場提供高品質的零件產品。公司的關鍵技術包括先進的生產製程及模具開發能力，這使得公司能提供高品質產品，同時具有快速開發回應市場需求的能力。

此外，公司擁有自有品牌 SH，在特定國家市場中擁有一定知名度。自有品牌為公司提供了更多多元化業務的機會，多元化的業務模式也有助於公司降低市場風險，以及應付市場變化。

(3) 研發創新

研發和創新能力是世祥汽材的一大優勢。公司擁有專業的研發團隊，專注於新產品的開發和現有產品的改進。這使得公司能夠快速應對市場需求的變化，提供符合客戶期望的產品。此外，公司積極投資於研發和新產品開發領域，包含人才及設備，這種研發和創新精神幫助公司在市場中持續保持著競爭優勢。

(4) 品牌

儘管公司主要以代工業務為主，但仍保留自有品牌 SH。SH 在總營收中目前所占比例相對較低，主要是因為公司現階段專注於歐美等大型市場，而在這些市場並未推廣自有品牌。公司透過參展和與大客戶合作來推廣自有品牌 SH，由於公司所代工生產的產品品質和可靠性已獲得客戶的信任，進而使客戶對自有品牌 SH 的產品亦頗具信心。

(5) 顧客與市場

世祥汽材主要服務對象是歐美市場的大型經銷通路商，這些客戶在市場中占有舉足輕重的地位，不僅對產品品質要求高，還需要有快速及穩定的生產出貨能力，能夠滿足市場需求的高峰。世祥不僅兼具高品質和大量生產的能力，還與這些主要客戶建立了良好的關係，確保長期的業務合作。

由於市場需求不斷變化，客戶經常需要靈活調整供應鏈，要求供應商能夠快速應對變化。世祥汽材以其敏捷性在市場中贏得客戶信任，能夠迅速提供符合市場需求的零件。

(6) 產業挑戰與發展策略

世祥汽材的經營在平穩中仍面臨著一些產業挑戰。首先，代工領域競爭激烈，市場上有眾多競爭對手，也面臨削價競爭情況。其次，汽車零件的製造及模具設備需要大量資金投入，小型公司可能難以負擔，擁有穩定現金流來持續投入生產研發的能力可能成為公司長遠發展的重要決定因素。最後，全球電動車市場崛起，世祥也必須積極因應市場的新需求與快速發展。

為因應這些挑戰，世祥汽材首先專注於提升研發和創新能力，透過專業的研發團隊致力於新產品的開發和現有產品的改進，使公司能夠快速適應市場變化。此外，世祥汽材持續透過製程自動化增加公司製造產能，這有助於滿足更多客戶需求及提升產品品質。由於建立大規模的製造及模具設備需要鉅額資金，這將提高新競爭者進入市場的門檻，有助於維護公司的市場地位。

(7) 小結

世祥汽材是臺灣汽車零件製造領域的佼佼者，以其快速回應市場需求變化之能力，在市場中取得成功。儘管公司面臨市場競爭，但其持續進行提升研發和創新能力、精進自動化製程增加產能與品質，以及自有品牌推廣等規劃，使公司未來足以應付這些挑戰。

雖然公司目前的業務重點仍在代工領域，但自有品牌 SH 在特定國家市場中具有潛力，是公司長期穩定經營的重要一環。世祥以其關鍵技術、多元化的服務模式和客戶導向的經營策略在市場中脫穎而出，為未來的發展奠定了穩固的基礎。

3.3 英文產業故事

Shih Hsiang Auto Parts - a world-class automotive suspension system manufacturer with unlimited development potential

Table 3-3 Introduction to Shih Hsiang Auto Parts Co., Ltd.

Company Name	Shih Hsiang Auto Parts Co., Ltd.
Company Brand	SH
Incorporation Date	Incorporated in 1978
Number of Employees	Around 300 in Taiwan
Business Philosophy	Integrity, Accountability, Innovation, Aesthetics
Company Attributes	<ol style="list-style-type: none"> 1. From raw materials, processing, production, quality inspection, to the final product and shipping,, each process is traceable 2. IoT optimizes the manufacturing processes and ensures they remain adaptable. 3. Big data can be monitored at any time to ensure that the production line responds quickly and addresses unforeseen situations.
Qualifying as a Hidden Champion	<p>Target market The company has successfully established a strong market leadership position in the European and American markets through its excellent production technology and service model. Furthermore, the company promotes its proprietary brand in a simple and effective manner and continues to seek opportunities to expand its market share in the Asian market, particularly in the Southeast Asian region.</p> <p>Product quality The company leverages its advantages, including rapid responsiveness, timely provision of solutions, high production capacity, and excellent product quality, to fully meet customer needs. With automated production and comprehensive inspection equipment, the company can ensure that all products undergo strict quality control before shipping.</p>
Future Prospects	Based on key technology, the company actively expands its business into the global automotive parts market,

	opening up new development opportunities for Taiwan's automotive parts industry.
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Shih Hsiang Auto Parts was established by Mr. Shih-tung Chou in 1978. The company specializes in the production of chassis suspension system components, specifically control arms, for the automotive aftermarket (AM). It has gained significant international recognition for its stable product quality, diverse product range, flexible delivery, and reasonable pricing. This has helped to establish a strong reputation for the quality of Taiwan's automotive parts manufacturing industry.

(1) Leadership and Management Strategies

The leadership team at Shih Hsiang Auto Parts has a clear vision for development. It is committed to expanding its contract manufacturing business while maintaining its proprietary brand, SH. It prioritizes providing high-quality products and swift responses to market demands. In the face of market competition, Shih Hsiang has chosen a prudent strategy, focusing resources on the European and American markets. Although its proprietary brand SH has great development potential in multiple countries, the company's primary business currently revolves around meeting the needs of North American customers.

Furthermore, Shih Hsiang Auto Parts places a high emphasis on customer relationship management. In addition to delivering high-quality products, the company is quick to respond to customer needs, establishing strong, long-term partnerships. The company also offers tailored solutions for specific customer requirements, which has laid a solid foundation for its success.

(2) Key Technologies or Service Models

Shih Hsiang Auto Parts provides high-quality parts products for the European and American automotive aftermarket. The company's key technologies include advanced production processes and mold development capabilities, which enable the company to offer high-quality products while also having the ability to quickly respond to market demands.

In addition, the company has its own brand, SH, which enjoys a certain level of recognition in specific countries. The proprietary brand provides the company with opportunities for diversified business, and a diversified business model also helps the company reduce market risks and adapt to market changes.

(3) Research and Innovation

Research and innovation capabilities are a significant strength of Shih Hsiang Auto Parts. The company has a professional research and development team that focuses on developing new products and improving existing ones. This enables the company to rapidly respond to changes in market demand and provide products that meet customer expectations. Additionally, the company actively invests in research and new product development, including talent and equipment. This spirit of research and innovation helps the company consistently maintain a competitive edge in the market.

(4) Brand

Despite the company's primary focus on contract manufacturing, it still maintains its proprietary brand, SH. SH currently represents a relatively small proportion of the total revenue, mainly because the company is currently concentrating on large markets such as Europe and America, where its proprietary brand has not been extensively promoted. The company promotes its own brand, SH, through participation in exhibitions and collaborations with major customers. Since the quality and reliability of the products manufactured by the company have earned the trust of customers, this has also instilled confidence in the products of their proprietary brand, SH, among customers.

(5) Customers and Market

Shih Hsiang Auto Parts primarily serves large distribution channel partners in the European and American markets. These customers hold significant positions in the market, demanding not only high product quality but also the ability to produce and deliver quickly and reliably, meeting peak market demands. Shih Hsiang possesses not only the capability for high-quality and large-scale production but also has established strong relationships with these major customers to ensure long-term business cooperation.

As market demands continue to change, customers often require flexible adjustments to their supply chains, demanding that suppliers can quickly adapt to these changes. Shih Hsiang Auto Parts has gained the trust of its customers in the market through its agility, as it can swiftly provide parts that meet the market demands.

(6) Industry Challenges and Development Strategies

Shih Hsiang Auto Parts' operations, while stable, still face several industry challenges. Firstly, the contract manufacturing sector is highly competitive, with numerous competitors in the market, leading to price-cutting competition. Secondly, the manufacturing of automotive parts and mold equipment requires substantial capital investment, which smaller companies may find challenging to afford. Having a stable

cash flow to sustain ongoing investments in production and research and development may become a critical factor for the company's long-term development. Lastly, the rise of the global electric vehicle market necessitates Shih Hsiang's active adaptation to new market demands and rapid development.

To address these challenges, Shih Hsiang Auto Parts is primarily focused on enhancing its research and innovation capabilities. Through a professional R&D team dedicated to the development of new products and the improvement of existing ones, the company can rapidly adapt to market changes. Additionally, Shih Hsiang Auto Parts continues to increase its manufacturing capacity through process automation, which helps meet more customer demands and enhance product quality. Building large-scale manufacturing and mold equipment requires substantial capital which will raise the entry barriers for new competitors and thus help maintain the company's market position.

(7) Conclusion

Shih Hsiang Auto Parts is a leader in the field of automotive parts manufacturing in Taiwan, known for its ability to swiftly respond to changes in market demand, which has led to its success in the market. Despite facing market competition, the company continues to enhance its research and innovation capabilities, refine automated processes to increase capacity and quality, and promote its proprietary brand. These strategies position the company well to handle future challenges.

While the company's current business focus remains in the contract manufacturing sector, the proprietary brand SH holds potential in specific countries and is an important component of the company's long-term operation. Shih Hsiang stands out in the market with its key technologies, diversified service model, and customer-centric business strategy, which lays a solid foundation for future development.