

7.興隆成工業有限公司

7.興隆成工業有限公司簡介

興隆成-天車工程領域中熠熠生輝的璀璨之星

表 3-1 興隆成工業有限公司簡介

公司名稱	興隆成工業有限公司
公司品牌	以興隆成為製造品牌
創立時間	民國 88 年
公司人數	約 50 人
經營理念	技術本位、專業服務；安全(Safe)、責任(Liability)、創新(Creative)
公司產業特質	1. 專營天車、台車、鞍座鞍輪、鋼索捲筒等天車相關業務 2. 從前期測量、建議提出、設計製圖、製造加工、現場安裝，至後續的定期保養維修等，採取一條龍式的服務
具有隱形冠軍的資格	目標市場 目前所有業務以國內市場為主，並無外銷，原因在於天車鋼構輸出的運輸成本太高，以及售後服務不易。不過，公司的品質有目共睹，未來若組機更為成熟時，可考慮外銷至國際市場。 產品品質 公司秉持著「安全第一，品質至上」的理念，投入大量資源於研發和生產過程的品質控制。公司也遵循國家標準，於 2021 年通過 286 噸固定式起重機型式認證合格，能滿足不同領域客戶的需求。
未來展望	將天車設備結合自動化與智慧化，應用在如自動倉儲、省力搬運等領域。

7.2 中文產業故事短篇

興隆成專注於製造天車工程設備(固定起重機)，旨在滿足客戶在重型搬運領域的多樣需求。公司一直以來在製造領域上有著穩固的根基，致力於提供高品質且安全的產品，而不參與激烈的價格競爭。這種策略有助於建立客戶對品牌的信任，展現設備為客戶帶來的價值。

(1) 領導與經營策略

興隆成的經營方式以傳統價值觀、強調品質為特點。公司的第一代領導者，雖然採用傳統的經營方式，但在技術和產品品質上的堅持使公司於業界廣受好評。這種領導風格和價值觀也根深蒂固於公司文化，伴隨著公司的成長，幫助公司建立穩固的地位。

隨著時代的變遷，現今市場需要更多的創新和研發投入，而公司的研發部門約僅占總員工的 10%。未來若要在行業中保持領先地位，必須長期投入更多資源在技術創新和研發方面。公司未來將考慮參與積極參與政府的研發補助計劃，以獲得更多研發資源。

興隆成雖無自有產品品牌，但以公司之名在天車工程領域建立了高知名度。第二代經營者逐漸接班，並在公司固有傳統與創新發展取得平衡，公司的未來也將取決於二代經營者的策略和選擇。

(2) 關鍵技術或服務模式

興隆成的技術專長表現在製造的天車工程設備上。天車是重要的重型機械，主要用於需要搬運重貨的工業和物流領域。這些設備需要高度精確的結構，以確保安全和效率。興隆成一直以來專注於生產高品質和安全的產品，提供客製化的天車工程設備。公司自製重要零組件，包括輪子、車輪、組機和安座，這使得公司在行業中具有競爭優勢。

此外，興隆成不僅提供設備銷售，還提供安裝、保養維修和售後服務。這種一站式的服務模式確保客戶能在整個設備生命週期中獲得支援，對於依賴天車工程設備進行業務運作的企業來說非常重要。

(3) 研發創新

興隆成的團隊具有機械工程背景，能夠整合設計和生產，因此在技術、設計和製造方面擁有強大的專業知識和能力。公司具有不斷改進的實力，使得設備規格能隨需求調整，並且不擔心成果會被競爭對手模仿。然而，現今市場的多變性使研發和技術創新變得至關重要，而公司研發部門目前占員工總數約 10%，在競爭激烈的環境中，公司未來決定投入更多資源，以激發公司更多的技術創新潛力。

(4) 品牌

興隆成以公司之名在天車工程領域建立了高知名度，以高品質和安全性而聞名，客戶依賴興隆成提供的產品和服務來確保他們的業務順利運作。品牌的可靠性是興隆成品牌價值的重要一環。雖然目前公司沒有建立自有產品品牌的迫切需求，但仍有必要在競爭激烈的市場中持續投入研發，增強品牌價值，拓展更多的潛在客戶。

(5) 顧客與市場

興隆成的天車工程應用領域包括工廠、石材業、鑄造、煉鋼廠、港口、貨櫃起重等，通常用於處理重型和困難工程；不同的領域需要不同特性的天車，例如不同的重量、溫度和使用頻率等。因客戶需求多樣，興隆成必須根據客戶需求提供客製化的天車工程設備，甚至必須與其他企業合作，生產特殊用途的設備。公司對客戶需求的快速反應能力幫助公司贏得了客戶的信任，並建立了長期的合作關係。

(6) 產業挑戰與發展策略

技術門檻不高使得興隆成面臨來自競爭對手的價格競爭壓力，壓縮了利潤。所幸興隆成的創新研發實力雄厚，除了技術升級外，更以結合自動化和數位化等技術，滿足市場對更高效、智慧化設備的需求。興隆成不以削價競爭作為手段，而以設備能帶給客戶更高的價值作為訴求。

未來，公司需要吸引和保留高素質的工程師和技術人員，以因應技術變革和市場需求變化的挑戰。加強研發投入，尋找新的應用領域，擴大業務範圍並持續滿足客戶需求。

(7) 小結

興隆成展現了一個中小型企業如何在競爭激烈的市場中成功經營的模式。公司的客製化解決方案和對客戶需求的高度彈性，使興隆成和客戶建立了長期的合作關係。公司從工程測量到售後保修提供了一站式的服務，這使得興隆成在天車工程領域嶄露頭角。面對來自全球市場的競爭和技術變革的挑戰，興隆成將持續努力信守對客戶的承諾，加強研發投入，尋找新的應用領域，為未來發展奠定基礎。

7.3 英文產業故事

ShinLungChing - the shining star in the field of overhead crane engineering

Table 3-7 Introduction to ShinLungChing Co., Ltd

Company Name	ShinLungChing Co., Ltd
Company Brand	Employing the manufacturing brand ShinLungChing
Incorporation Date	Incorporated in 1999
Number of Employees	Around 50 Employees
Business Philosophy	Technology-oriented, professional service; Safe, Liability, Creative
Company Attributes	<ol style="list-style-type: none"> 1. Specializing in overhead crane-related enterprises, offering a range of products including overhead cranes, trolleys, end carriages, wire rope drums, and various other related components. 2. From initial measurements, suggestions, and proposals, through design and drafting, manufacturing and processing, on-site installation, to subsequent routine maintenance and repairs, we offer a comprehensive one-stop service.
Qualifying as a Hidden Champion	<p>Target Market</p> <p>At present, our business operations are predominantly centered on the domestic market, with no exports. This decision is attributed to the elevated transportation costs associated with exporting overhead crane steel structures and the complexities involved in after-sales service. As the company's exceptional quality has garnered widespread recognition, looking ahead, there may be a reconsideration of international market exports.</p> <p>Product Quality</p> <p>The company adheres to the philosophy of "Safety First, Quality Supreme" and invests significant resources in research and quality control during the production process. The company also follows national standards and obtained certification for a 286-ton fixed crane in 2021, meeting the needs of customers in various fields.</p>
Future Prospects	Integrating overhead crane equipment with automation

	and intelligence, applying it in areas such as automated warehousing and labor-saving material handling.
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ShinLungChing specializes in the production of engineering equipment, particularly fixed cranes designed for overhead lifting applications. Our focus is on meeting the varied requirements of customers in the heavy lifting sector. With a robust background in manufacturing, our company is dedicated to delivering products of the highest quality and safety standards. We distinguish ourselves by prioritizing customer trust and satisfaction over engaging in aggressive price competition. This strategic approach not only solidifies our brand reputation but also underscores the inherent value our equipment offers to customers.

(1) Leadership and Business Strategies

ShinLungChing embraces a management style rooted in traditional values with a steadfast focus on quality. While adhering to a conventional business approach, the first-generation leaders of the company have earned industry-wide recognition for their unwavering commitment to technology and product excellence. This leadership style, coupled with a set of enduring values, is deeply woven into the fabric of the company's culture. It has been a driving force behind ShinLungChing's growth, contributing significantly to the establishment of a strong market position.

As the business landscape evolves, there is an increasing market demand for innovation, necessitating a higher emphasis on research and development (R&D) investment. Presently, the company's R&D department constitutes approximately 10% of the total workforce. To secure a prominent position in the industry in the long term, it is imperative to make a sustained commitment to allocating more resources to technological innovation and R&D. The company will consider actively participating in government R&D subsidy programs, which could provide additional resources for research and development initiatives.

While ShinLungChing may not have its own branded product line, it has garnered significant recognition in the field of overhead crane engineering under the company's name. The transition to the second-generation leadership is currently underway, aiming to strike a balance between the company's inherent traditions and a commitment to innovative development. The trajectory of the company's future is intricately tied to the strategic decisions and choices made by these emerging leaders.

(2) Key Technologies or Service Models

ShinLungChing showcases its technical prowess through the precision

manufacturing of overhead crane engineering equipment. Overhead cranes, vital heavy machinery extensively utilized in industrial and logistics sectors, play a pivotal role in lifting and transporting heavy loads. The intricate nature of these machines demands highly precise structures to guarantee both safety and operational efficiency. ShinLungChing maintains an unwavering commitment to producing overhead crane engineering equipment of unparalleled quality and safety. The company specializes in providing customized solutions to meet diverse client needs. Notably, ShinLungChing sets itself apart by manufacturing critical components in-house, such as wheels, crane wheels, assemblies, and end carriages.

In addition to equipment sales, ShinLungChing goes beyond by offering a comprehensive suite of services encompassing installation, maintenance, repair, and after-sales support. This holistic service model is designed to provide customers with continuous assistance throughout the entire lifecycle of their equipment. This level of support is particularly vital for businesses that depend on overhead crane engineering equipment to facilitate their operations. ShinLungChing's commitment to a complete service package reinforces its dedication to customer satisfaction and ensures operational continuity for its clientele.

(3) Research and Innovation

ShinLungChing's team, with a foundation in mechanical engineering, excels in seamlessly integrating design and production. This expertise empowers the company with robust professional knowledge and capabilities in technology, design, and manufacturing. Fueled by a continuous improvement mindset, the company can flexibly adjust equipment specifications in response to demand, all while maintaining confidence in avoiding imitation by competitors. However, the current market's dynamism underscores the paramount importance of research and technological innovation. Presently, the company's R&D department constitutes approximately 10% of the total workforce. In light of the fiercely competitive environment, there is contemplation within the company about allocating additional resources in the future. This strategic move aims to unlock greater potential for technological innovation, ensuring ShinLungChing remains at the forefront of the industry.

(4) Brand

ShinLungChing has gained significant prominence in the overhead crane engineering sector, renowned for delivering high-quality and safety-focused solutions under the company's name. Customers entrust ShinLungChing's products and services for the seamless operation of their businesses, with the brand's reliability being a pivotal component of its overall value. Though there is presently no immediate imperative to

establish an independent product brand, it remains crucial to persist in investments in research and development within the highly competitive market. This ongoing commitment aims to further enhance the brand value of ShinLungChing, ensuring its continued appeal to customers and the expansion of the potential customer base.

(5) Customers and Market

ShinLungChing's applications in overhead crane engineering span across a spectrum of industries, including factories, the stone industry, casting, steel plants, ports, container handling, and more. These cranes play a crucial role in handling heavy and challenging tasks. Each industry demands cranes with specific characteristics, such as varying weights, temperature tolerances, and frequencies of use. Given the diverse needs of customers, ShinLungChing is committed to delivering customized overhead crane engineering equipment tailored to individual requirements. In certain instances, collaboration with other companies may be essential to manufacture specialized equipment. The company's agility in swiftly responding to customer demands has not only earned trust but has also paved the way for establishing enduring partnerships with clients.

(6) Industry Challenges and Development Strategies

ShinLungChing faces the challenge of a relatively low technological barrier, leaving it susceptible to price competition from rivals and putting pressure on profit margins. Fortunately, the company possesses robust innovation and research capabilities. Beyond technological upgrades, ShinLungChing strategically incorporates automation and digitization technologies to align with the market's growing demand for more efficient and intelligent equipment. Despite the competitive landscape, ShinLungChing stands apart by avoiding price-cutting competitions. Instead, the company places emphasis on delivering higher value to customers through its equipment.

Looking ahead, it is imperative for the company to attract and retain high-quality engineers and technical personnel, equipping itself to tackle the challenges posed by technological changes and shifts in market demand. The key to success lies in bolstering investments in research and development, exploring new application areas, expanding the business scope, and consistently meeting customer needs.

(7) Conclusion

ShinLungChing has exemplified a successful operational model for small and medium-sized enterprises in an intensely competitive market. The company's prowess in offering customized solutions and its high flexibility in meeting customer demands

have forged enduring partnerships with clients. From engineering measurement to after-sales maintenance, ShinLungChing provides a comprehensive range of services, solidifying its distinct position in the overhead crane engineering sector. Despite challenges posed by global competition and technological shifts, ShinLungChing remains steadfast in its commitment to customers. The company plans to intensify its research and development efforts, explore new application areas, and lay the groundwork for future development.