

## 8.利茗機械股份有限公司

### 8.1 利茗機械股份有限公司簡介

#### 利茗機械-減速機領域裡的巔峰代表

表 3-1 利茗機械股份有限公司簡介

公司名稱	利茗機械股份有限公司
公司品牌	以利茗 LIMING 為製造品牌
創立時間	民國 58 年
公司人數	約 350 人
經營理念	品質至上、顧客滿意、勤、誠、信
公司產業特質	<ol style="list-style-type: none"><li>1. 從事高科技的各種減速馬達及螺旋齒輪減速機、蝸桿蝸輪減速機、行星式減速機的設計、研發、生產</li><li>2. 擁有 50 多年的經驗，提供完整的減速機品項及最佳的客製化解決方案</li></ol>
具有隱形冠軍的資格	<p><b>目標市場</b> 透過代理商或經銷商進行國際市場的銷售，不採取廣告或展覽等方式，以多年來在行業裡良好口碑吸引顧客直接洽詢。</p> <p><b>產品品質</b> 肩負顧客對多樣化的產品品質與價格要求，不斷提高減速機的性能，實現效率最大化和提供廣泛的技術資源。</p>
未來展望	朝機電整合方向進行研發，將產品應於特定產業，並探索在其他領域的應用。

## 8.2 中文產業故事短篇

擁有超過 50 年歷史的利茗機械，專注於製造減速機及相關機械零組件。儘管從未積極借助外力研發或參與研發競賽，利茗機械在技術與服務仍一直保持著穩健的成長，在行業裡以傑出的表現而聞名。

### (1) 領導與經營策略

利茗機械是一家家族企業，創始人與領導者的價值觀對公司的影響力極深。公司強調團隊溝通和人性化管理，有助於激發員工的創新思維。董事長「將東西做得便宜又好」的理念表現在公司提供給客戶高性價比產品的決心。

此外，公司採用自主研發和生產，而非依賴政府補助或參與專案，這使公司能夠更快地推出新產品，快速回應客戶的需求。公司對內部人才的培養也非常重視，讓優秀的幹部有機會參與公司發展的投資，共同為公司的長期成功做出貢獻。公司當前維持家族經營模式，並沒有上市的計畫，以確保公司能穩健成長和發展。

### (2) 關鍵技術或服務模式

利茗機械的核心技術是減速機齒輪的加工設計和製造，所生產的減速機廣泛應用於包括工業、農業、建築和交通運輸等領域中的各種機械系統。利茗機械長期投資於先進機器設備、製程及廠房，並累積研發設計的實力。這些投入在行業裡建立了不易跨越的門檻，也確保了公司的領先地位。

利茗機械提供客製化解決方案，除了標準產品外，還可以為客戶提供具差異化功能的應用設計。這種個性化的服務模式使公司能夠滿足各行各業的多樣需求，讓顧客感受到公司的用心。

### (3) 研發創新

對研發創新的持續投入是利茗機械保持競爭力的關鍵。公司的研發團隊由少數核心成員所組成，雖然相對規模不大，但自主研發的能力卻十分出色，擁有卓越的技術知識。公司鼓勵內部創新，希望同仁能以不斷學習或與不同部門同事交流的方式，積極參與研發和創新。

### (4) 品牌

利茗機械以卓越的產品和優質服務成功建立了以公司為名強大的製造品牌識別—利茗牌減速機「LIMING」。公司的產品不僅具有高品質，還廣泛應用於各種產業，種類包括行星減速機、擺線減速機、諧波減速機、蝸桿蝸輪減速機等，客戶遍及世界各地。公司在市場中擁有專業知識，對顧客需求靈敏度高，並提供優質的技術支援和售後服務，因而客戶對其品牌的認同度極高。

## **(5) 顧客與市場**

利茗機械的產品不僅供應給國內客戶，還出口到國際市場，包括東南亞、歐洲和美洲。海外市場以經銷商或代理商作為媒介的方式經營，整體而言，在泛用型減速機領域，利茗機械已是全球最大的供應商。公司以高性價比的產品在市場上享有盛譽，並盡力滿足客戶特定設計或技術支援的需求，進而能客戶保持長久的合作關係。

## **(6) 產業挑戰與發展策略**

利茗機械在產業裡所面臨的挑戰主要為國際市場上中國工業的崛起。近年來中國企業以雄厚的資本大量投入廠房、設備等，並逐漸提升產品品質，已成為我國產業最大的競爭對手。另一個挑戰是專業人才的不足，這在國際上已變得普遍。許多人才也加速流向新興科技領域，造成傳統產業的人力更加缺乏。

面對國際競爭，利茗機械採取保守穩健的模式經營，盡量透過自有資金進行投資，減少財務上的風險。在人才方面，利茗機械目前對人力需求雖尚不急迫，但仍積極思考應對未來可能出現的人力不足問題。其中包括引進外籍員工及與學校建教合作，讓經驗豐富的資深員工能夠將知識與技能傳承予新一代。

## **(7) 小結**

利茗機械將傳統價值觀融入企業經營理念之中，以專注、靈活性和堅持追求卓越的精神在競爭激烈的市場中蓬勃發展。公司把客戶放在首位，堅持產品品質和技術創新。公司對於產業發展有著全面的了解，並以豐富的經驗靈活因應市場變化，不僅建立了強大的品牌辨識度，也擁有高度的顧客忠誠度。

### 8.3 英文產業故事

#### Li Ming Machinery - the pinnacle representative in the field of gear reducer

Table 3-8 Introduction to Li Ming Machinery Co., Ltd.

<b>Company Name</b>	Li Ming Machinery Co., Ltd.
<b>Company Brand</b>	Li Ming, as a manufacturing brand
<b>Incorporation Date</b>	Incorporated in 1969
<b>Number of Employees</b>	Around 350 people
<b>Business Philosophy</b>	Quality first, Customer satisfaction, Diligence, Integrity, and Credibility
<b>Company Attributes</b>	<ol style="list-style-type: none"> <li>1. Engaged in the design, research, and manufacturing of various high-tech gear motors, including helical gear reducers, worm gear reducers, and planetary gear reducers</li> <li>2. With over 50 years of experience, we offer a comprehensive range of gear motor products and the best customized solutions</li> </ol>
<b>Qualifying as a Hidden Champion</b>	<p><b>Target Market</b> Sales in the international market are conducted through agents or distributors without the use of advertising or exhibitions. The long-standing reputation of the company attracts customers to make inquiries directly.</p> <p><b>Product Quality</b> In response to customer demands for quality and pricing across a range of products, the company continuously enhances reducer performance, maximizes efficiency, and offers extensive technical resources."</p>
<b>Future Prospects</b>	Developing towards electromechanical integration, applying products to specific industries, and exploring applications in other fields.

With a history spanning over 50 years, Li Ming Machinery specializes in the manufacture of gear reducers and associated mechanical components. Although it never actively sought external research and development assistance or engaged in R&D competitions, Li Ming Machinery has consistently achieved technological advancements and service excellence, earning a well-deserved reputation for

exceptional performance within the industry.

### **(1) Leadership and Business Strategies**

Li Ming Machinery is a family-owned business where the values of its founder and leader have left a profound impact. The company places significant importance on team communication and humanistic management, fostering innovative thinking among its employees. The Chairman's philosophy of "providing cost-effective products of high quality" is mirrored in the company's dedication to delivering outstanding value to its customers.

Furthermore, the company adheres to a strategy of independent research and production, rather than depending on government subsidies or engaging in specific projects. This approach enables the company to swiftly introduce new products and respond promptly to customer requirements. Employee development is a top priority within the organization, and exceptional executives are provided opportunities to invest in the company's long-term success. The company presently maintains its family-owned model and has no intentions of going public, ensuring a consistent trajectory of growth and development for the future.

### **(2) Key Technologies or Service Models**

Li Ming Machinery's core technology centers around the processing, design, and manufacturing of gear reducers. The gear reducers crafted by Li Ming Machinery find extensive applications in diverse mechanical systems across various industries, including industrial, agricultural, construction, and transportation. Over the years, Li Ming Machinery has made enduring investments in cutting-edge machinery, processes, and facilities, culminating in a strong foundation for research and development as well as design. These substantial investments have erected formidable entry barriers in the industry cementing the company's prominent and leading position.

Li Ming Machinery offers tailored solutions that go beyond standard products; they can also provide customized application designs with unique features to meet each customer's specific requirements. This personalized service approach allows the company to address a wide range of needs across various industries, earning the appreciation of customers for its commitment to satisfaction.

### **(3) Research and Innovation**

Continuous investment in research and innovation plays a vital role in Li Ming Machinery's ability to sustain its competitiveness. The company's R&D team comprises a compact group of core members. Despite its modest size, this team boasts

remarkable proficiency in independent research and development and possesses exceptional technical expertise. Li Ming Machinery fosters internal innovation, actively involving its employees in research and development and innovation initiatives through ongoing learning and collaboration with colleagues from various departments.

#### **(4) Brand**

Li Ming Machinery has effectively established a robust manufacturing brand identity under the “LIMING” brand, renowned for its exceptional products and high-quality services. The company’s products are not only known for their superior quality but also find widespread applications across various industries, encompassing planetary gear reducers, cycloidal gear reducers, harmonic gear reducers, worm gear reducers, and more. With a global customer base, Li Ming Machinery showcases market expertise, keen responsiveness to customer requirements, and offers outstanding technical support and after-sales service. Consequently, the company enjoys a remarkably high level of brand recognition among its customers.

#### **(5) Customers and Market**

Li Ming Machinery doesn’t just serve domestic customers; its products are also exported to international markets, spanning Southeast Asia, Europe, and the Americas. In these foreign markets, the company operates through dealers or distributors who act as intermediaries. On a global scale, Li Ming Machinery stands as one of the largest suppliers in the field of general-purpose reducers. The company is well-respected in the market for its cost-effective products and is dedicated to satisfying customers’ specific design and technical support requirements, thereby fostering enduring partnerships with its clientele.

#### **(6) Industry Challenges and Development Strategies**

The challenges that Li Ming Machinery faces in the industry primarily arise from China’s increasing industrial dominance in the global market. In recent years, Chinese companies have made significant investments in factories and equipment, gradually enhancing product quality, thus becoming formidable competitors in our industry. Another challenge is the scarcity of skilled professionals, a widespread issue on a global scale. Many talents are gravitating towards emerging technology sectors, exacerbating the shortage of skilled workers in traditional industries.

In response to international competition, Li Ming Machinery adopts a cautious and methodical business approach, aiming to mitigate financial risks by utilizing its own funds for investments. Concerning the talent shortage, while the company’s current workforce needs are not pressing, proactive measures are being explored to address

potential labor shortages in the future. These measures include initiatives like hiring foreign workers and establishing educational partnerships with schools to ensure that experienced senior employees can impart their knowledge and skills to the next generation.

## **(7) Conclusion**

Li Ming Machinery integrates traditional values into its business vision and excels in a fiercely competitive market through its dedication, adaptability, and unwavering pursuit of excellence. The company places customers at the forefront, prioritizing both product quality and technological innovation. With a profound understanding of industry evolution and the agility to respond to market shifts based on its wealth of experience, the company has not only built a robust brand identity but has also garnered a significant level of customer loyalty.