

## 12. 坤新木業股份有限公司

### 12.1 坤新木業股份有限公司簡介

坤新木業-原木貼皮的專業領袖，將未經雕琢的木材化身為精緻藝術

表 3-1 坤新木業股份有限公司簡介

公司名稱	坤新木業股份有限公司
公司品牌	以坤新 NEW DECOR 為製造品牌
創立時間	民國 55 年
公司人數	約 60 人
經營理念	永續經營
公司產業特質	1. 主要從事木竹家飾及裝設品的製造或加工 2. 各種木製品的加工貼面生產專家
具有隱形冠軍的資格	<b>目標市場</b> 成立悠久，在臺灣、中國及越南均設有生產工廠。產品銷售以外銷為主，比例大約為 7 成；即使近年受到疫情影響，外銷仍占有一定的比例。公司以 B2B 的方式銷售產品予中間家具業者，業者經過加工後，再將成品銷售至終端通路，如 Kmart、Walmart、Costco、NITORI、MUJI 等大型企業，或是百貨公司及量販店裡的家具販賣部。  <b>產品品質</b> 從北美、歐洲直接購買優良的原木，以確保產品的品質與客戶的滿意。經過多年經驗累積，透過專業技術的處理方法，以及搭配臺灣、歐洲、日本製造的先進生產設備，生產不同厚度及種類的裝飾木薄片。
未來展望	提升外銷訂單，並增加銷售管道。

## 12.2 中文產業故事短篇

坤新木業創立於 1966 年，是一家以提供原木貼皮木薄片為主要產品的公司。公司一直以來都從事原木加工、門板貼皮等業務，並以「NEW DECOR」之名在業界裡頗富盛名。坤新木業透過不斷提供品質卓越的產品，贏得了國內外眾多客戶的信任，並成為長期的合作夥伴。

### (1) 領導與經營策略

坤新木業創立近 60 年，領導者以深厚的產業經驗，及「帶人帶心、以身作則」的價值觀，帶領公司向前邁進。作為原木貼皮材料的供應商，公司不提供成品，而是根據市場需求提供相對應的加工製品。坤新木業對品質要求極高，領導者認為無論市場需求和趨勢如何變化，堅守品質是公司永遠不變的首要目標。

近年來在缺乏人力和市場需求不穩定的挑戰下，公司計畫增加產品的多樣性，以因應不斷變化的市場需求。但無論環境如何變遷，強調品質和客戶滿意度的重要性，將繼續是坤新木業經營的核心價值。

### (2) 關鍵技術或服務模式

坤新木業是臺灣中部唯一一家採取一條龍服務的家具材料供應商，從原木、製材，去皮到貼合，提供完整的解決方案。由於這種服務模式需要投入大量資金於大型設備和場地的購置，加上產業的資本回收期較長，使得後進者難以進入這個市場。

坤新木業的業務側重於原木貼皮產品的供應，公司能夠提供高品質的原木貼皮產品主要來自於三個重要關鍵，首先，公司自北美、歐洲直接購買優良的原木，確保了原料的品質。其次，公司長期自日本或德國購入先進的設備，能夠維持製造過程品質的穩定。最後，公司擁有經驗豐富的師傅，在貼皮技術上能保持領先。

### (3) 研發創新

擁有種類齊全的大型機器設備一直是坤新木業的競爭優勢之一，因為某些專案必須藉由大型設備才能製作，特別是貼皮工作。除此之外，公司的師傅擁有多年的經驗，能夠完成許多高技術性的工作；加上坤新木業也不吝於栽培師傅，提供師傅到海外培訓的機會，使得公司在研發及技術領域始終能保持領先的地位。

### (4) 品牌

坤新木業長期以來並未經營特定的產品品牌，但由於所使用的原木具有穩定的高品質，且加工後的製品與所提供的服務亦具有極高水準，NEW DECOR 品牌已經成為業界認可專業與品質的象徵。品牌認知度對於坤新木業的業務至關重要，憑藉著客戶間的口耳相傳，NEW DECOR 品牌已在行業裡建立了令人深刻的印

象，使公司成為一家有競爭力的企業。

#### **(5) 顧客與市場**

坤新木業主要以 B2B 方式經營，且外銷比重高達 7 成。公司為國內外的家具及裝飾業者提供高品質的原木貼皮材料，加上一條龍式的服務模式，使公司在國際市場建立了強大的客戶關係。坤新木業雖然在國際行銷上不主動拜訪客戶、不參展推廣、無代理商拓銷並停用公司網站，但仍可吸引大客戶直接聯繫，仰賴的是其對市場需求的密切關注，以及能帶給客戶高度的滿意度。因應市場潮流，坤新木業未來部份業務可能朝向多元化產品開發、少量多樣生產的方向邁進，並著重於規模較大、高單價、成長空間高的市場進行布局。

#### **(6) 產業挑戰與發展策略**

坤新木業所面臨的挑戰包括人力缺乏、專業人才的招募及培養不易、市場不確定性高與成本上升。首先，公司的產能受限於人力，特別在旺季時，人力不足的問題更為嚴重。其次，因行業需要大型設備，不適合與學校進行建教合作；導致難以長期培養專業師傅。

此外，面對市場的不確定性，公司需靈活地調整產品種類，以因應訂單減少的風險。最後，由於近年原木進口受到嚴格的檢查和規範，導致成本上升、毛利更加減少。坤新木業期望政府能協助相關法令的研修，以營造有利於產業發展的環境。

#### **(7) 小結**

坤新木業是一家在原木貼皮領域有著豐富經驗的公司，以提供高品質的原木貼皮材料而聞名。公司的市場主要包括裝修、家具、裝飾和門板貼皮類材料的製造與加工，在國內外市場都有眾多的客戶。坤新木業未來將繼續提供高品質的原木貼皮產品，以滿足客戶需求，並在多變的市場中取得更大的成功。

## 12.3 英文產業故事

### **New Decor Wood - an expert leader in the craft of veneering raw wood, transforming uncarved wood into captivating works of art**

Table 3-12 Introduction to New Decor Wood Industries Corp.

<b>Company Name</b>	New Decor Wood Industries Corp.
<b>Company Brand</b>	Employing the manufacturing brand NEW DECOR
<b>Incorporation Date</b>	Incorporated in 1966
<b>Number of Employees</b>	Around 60 people
<b>Business Philosophy</b>	Sustainable Business
<b>Company Attributes</b>	<ol style="list-style-type: none"> <li>1. Mainly engaged in the manufacturing or processing of wooden and bamboo home decorations and furnishings.</li> <li>2. Specialist in the production of veneers for various wood products.</li> </ol>
<b>Qualifying as a Hidden Champion</b>	<p><b>Target Market</b></p> <p>With a long-standing presence, the company operates production facilities in Taiwan, China, and Vietnam. The predominant emphasis of its product sales is on exports, constituting roughly 70% of the total sales. Despite the recent challenges posed by the pandemic, exports continue to hold a substantial share. The company primarily adopts a B2B approach, distributing products to intermediary players within the furniture industry. These intermediaries, upon processing, subsequently supply the finished goods to end retailers, including major corporations such as Kmart, Walmart, Costco, NITORI, MUJI, as well as department stores and furniture sections within retail establishments.</p> <p><b>Product Quality</b></p> <p>The company secures high-quality timber directly from North America and Europe, a strategic measure to uphold product quality and meet customer satisfaction standards. Leveraging years of accumulated expertise and employing specialized processing techniques, coupled with state-of-the-art production equipment sourced from Taiwan, Europe, and Japan, the company excels in crafting</p>

	decorative veneers of diverse thicknesses and types.
<b>Future Prospects</b>	To increase export orders and expand sales channels.

Established in 1966, New Decor Wood is a company primarily focused on the production of veneer wood sheets crafted from natural wood. Specializing in wood processing and veneering of door panels, the company has garnered a solid reputation in the industry under the brand "NEW DECOR." New Decor Wood has earned the trust of a diverse clientele, both domestic and international, by consistently delivering top-quality products. This commitment has positioned the company as a reliable and enduring partner for its customers.

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

Established almost six decades ago, New Decor Wood is guided by leaders with extensive industry expertise, upholding values centered on "leading by example" and a people-oriented approach. These principles steer the company's trajectory. Specializing as a supplier of veneer wood materials, New Decor Wood does not provide finished products but instead tailors its processed offerings to align with market demand. The company maintains unwaveringly high quality standards, with its leadership asserting that, irrespective of shifting market dynamics and trends, an unyielding dedication to quality remains its paramount objective.

In response to contemporary challenges such as a shortage of manpower and fluctuating market demand, the company is proactively planning to diversify its product range, adapting to the ever-evolving market. Regardless of the environmental changes, the steadfast commitment to quality and customer satisfaction will persist as the foundational principles steering New Decor Wood's operations.

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

New Decor Wood stands out as the sole one-stop furniture material supplier in Central Taiwan, offering a comprehensive solution spanning raw wood, lumber processing, veneer cutting, and adhesion. This service model necessitates substantial investments in extensive equipment and facilities, and the prolonged capital recovery period within the industry poses a formidable barrier for new entrants.

The core of New Decor Wood's business revolves around the supply of veneer wood products. The company's ability to deliver high-quality veneer wood products is underpinned by three crucial factors. Firstly, the direct procurement of superior raw

wood from North America and Europe ensures the quality of the foundational materials. Secondly, long-term investments in cutting-edge equipment from Japan or Germany contribute to the stability and quality of the manufacturing process. Lastly, the company boasts a team of experienced craftsmen who maintain a leading edge in veneering techniques, further enhancing the overall quality of its products.

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

New Decor Wood has consistently maintained a competitive edge through its extensive array of large machinery and equipment, a distinct advantage crucial for various projects, particularly in veneering work that demands the utilization of substantial equipment. Furthermore, the company's craftsmen bring to the table years of valuable experience, enabling them to adeptly execute a diverse range of high-precision tasks. New Decor Wood also invests in training its craftsmen and provides opportunities for them to receive overseas training, ensuring that the company can maintain a leading position in research and technology.

### **(4) Brand**

Over an extended period, New Decor Wood operated without a designated product brand. Nevertheless, owing to the consistent use of stable, high-quality wood and the exceptionally high standards maintained in the processing of products and services, the emergence of the NEW DECOR brand has evolved into a recognized symbol of professionalism and quality within the industry. Brand recognition plays a pivotal role in the success of New Decor Wood's business, and through customer referrals via word-of-mouth, the NEW DECOR brand has left an enduring mark in the industry, positioning the company as a formidable and competitive enterprise.

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

New Decor Wood operates predominantly in a B2B capacity, with exports constituting up to 70% of its business. The company specializes in supplying high-quality veneer wood materials to furniture and decoration businesses, both domestically and internationally. Utilizing an integrated service model, New Decor Wood has successfully cultivated robust customer relationships in the international market. Notably, despite not actively engaging in customer visits, exhibition participation, utilizing sales agents, or maintaining an active company website, the company continues to attract direct contact from significant clients. This accomplishment is attributed to its keen attention to market demands and the consistent delivery of high customer satisfaction. In response to evolving market trends, New Decor Wood is considering a strategic shift towards diversification in product development, embracing

small-batch production, and directing focus towards larger, higher-priced, and high-growth potential markets in the future. This forward-thinking approach reflects the company's adaptability and commitment to staying abreast of industry dynamics.

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

New Decor Wood grapples with several challenges, encompassing a manpower shortage, complexities in recruiting and training specialized talent, elevated market uncertainty, and escalating costs. The foremost hurdle lies in the company's constrained production capacity due to a shortage of manpower, a predicament exacerbated during peak seasons. Additionally, the industry's reliance on large equipment renders educational collaborations with schools challenging, hindering the long-term training of specialized craftsmen.

Moreover, navigating market uncertainty necessitates the company's flexibility in adjusting product offerings to mitigate the risk of reduced orders. Lastly, stringent inspections and regulations on imported timber in recent years have elevated costs, consequently squeezing profit margins. New Decor Wood expresses the hope for government assistance in revising pertinent regulations to foster a more favorable environment for industry development.

## **(7) Conclusion**

New Decor Wood is a company with extensive experience in the field of veneer wood and is renowned for providing high-quality veneer wood materials. The company's key markets encompass the manufacturing and processing of materials for interior decoration, furniture, decoration, and door panel veneering. Serving a diverse clientele in both domestic and international markets, New Decor Wood is steadfast in its commitment to providing high-quality veneer wood products. With an unwavering dedication to meeting customer demands, the company is poised for continued success in the dynamic and ever-changing market landscape.