

## 13. 仕興機械工業股份有限公司

### 13.1 仕興機械工業股份有限公司簡介

#### 仕興機械-以銳不可當的創新力引領木工機械製造業的發展

表 3-1 仕興機械工業股份有限公司簡介

公司名稱	仕興機械工業股份有限公司
公司品牌	OAV
創立時間	民國 69 年
公司人數	約 130 人
經營理念	宏觀(Overall)、優質(Advance)、穩健(Vigor)
公司產業特質	<ol style="list-style-type: none"><li>1. 臺灣木工機械製造業的龍頭，以帶鋸機、封邊機、推台鋸及集塵機四大產品線為主，更是全球第一大的帶鋸機製造商。</li><li>2. 在臺灣共有兩個機械生產基地及數百家加工廠，專業生產先進木工機械。</li></ol>
具有隱形冠軍的資格	<p><b>目標市場</b></p> <p>一條龍提供生產設備給全球 65 國、120 個代理商，產品外銷占比達 99%，主要市場為北美、歐洲、中南美洲及非洲，是顧客心目中信賴的重要製造品牌之一。</p> <p><b>產品品質</b></p> <p>以品質完美、顧客滿意、管理領先為公司永續經營政策。採用國際最先進技術，並引進高精密度的自動化加工設備；從研發、設計到生產，每個零件皆力求完美，近幾零工差。</p> <p>所有零件廠皆有獨立的技術標準，進料後須經嚴格檢驗再到生產線生產與組裝，每個成品皆經過縝密的試機動作，合格後才能出廠。完整嚴格的管控及檢測流程，使產品具備高品質、穩定性與耐久性。</p>
未來展望	將研發及營運成果推展到全世界，讓全世界熱愛木工之人皆因仕興機械的產品而充份體驗生活樂趣。

## 13.2 中文產業故事短篇

仕興機械成立於 1980 年，在木工機械製造業領域發展已數十年，以 OAV 品牌專注於生產帶鋸機、封邊機、推台鋸和集塵機等產品，更是全球最大的帶鋸機供應商。公司擁有優秀的研發與製造團隊，對於產品品質有著極高的要求，因此贏得了國際市場上客戶的信任。仕興機械還成立了臺灣木工機械聯盟 W-TEAM，將臺灣木工機械推廣於全世界。

### (1) 領導與經營策略

仕興機械自 2005 年起採取「漸進式變革」的管理模式，強調以逐步的、漸進的變革，因應外部環境的變化。公司同時也實施「目標管理」，定期與部屬面談，制定工作目標和計畫，以提高部門成員的工作動機和績效。

公司重視內部溝通管理和創新思維，鼓勵各部門主動提出創新改善系統的建議。公司更引進多種管理系統，以提高生產效率和產品品質。公司並透過公司治理、客戶關懷、員工照護、環境永續和社會公益等構面，實現企業永續發展的經營目標。

### (2) 關鍵技術或服務模式

仕興機械最引以為傲的技術之一是其全球最大的帶鋸機生產線。公司能提供各種不同規模和類型的帶鋸機，滿足各類客戶需求。仕興機械的帶鋸機以高效、穩定和耐用而聞名，在全球市場上建立了堅實的客戶基礎。

此外，仕興機械的封邊機也是技術上的一個亮點。其具有智慧觸控功能，可實現多功能操作，並具有占地面積小、遠端安機和優質售後服務等優勢；加上與歐洲公司共同開發軟體，技術讓競爭者難以超越。公司的機台以模組化設計，能降低組裝誤差，並簡化維修流程，有利於進行海外的售後服務。

### (3) 研發創新

全球木工機械朝高精密度、高木材利用率及智慧製造的趨勢發展。仕興機械積極投入研發創新，成立了全自動木工機產業升級研發中心，專注於高效率性能切削技術開發。公司擁有 50 多個專利，人均專利數為木工機械業之首。對於封邊機的開發，仕興機械首創整合成單一動力來源，使人機同步協同作業，進行產品突破式的智慧化功能開發。公司的創新設計提升了產品品質、穩定性、耐用度和生產效率，良率更可高達 99%。

### (4) 品牌

仕興機械以自有品牌 OAV 聞名國際，其品牌形象著高品質、高效率和穩定性。公司透過海外說明會、參展、與代理商設立店面等方式展示最新的產品和技

術，提高品牌可見度。此外，公司也在活動中連結臺灣優良木工產業廠商，共同推廣 Made in Taiwan 的產品，藉此爭取一次購足之訂單。

公司還透過「OAV 品牌共享」策略，讓代理商擁有 OAV 品牌，並在當地銷售，以提高知名度。同時，公司保障代理商選擇 OAV 產品之權利，將產品依特性和價位做出市場區隔，達成雙贏。

## **(5) 顧客與市場**

仕興機械的業務 99% 皆為外銷，服務模式包括 OEM、ODM 和 OBM，合作對象遍及全球 65 個國家的各大企業。公司與當地第一大代理商合作，提高產品形象和曝光率，及確保服務品質。為避免削價競爭，代理採用獨家代理的制度，維持市場的平穩。

透過與不同國家的代理商合作，了解在地市場文化和需求，進而調整產品行銷策略以滿足不同區域的客戶需求。

## **(6) 產業挑戰與發展策略**

仕興機械當前所面臨的挑戰包括：缺乏人力與人才、製造及人力成本上升快速、政府資源分配不均及國際貿易政策不明朗等問題。對此，仕興機械首先推行製造業服務化的服務模式，進行品牌區隔，擺脫低價品牌的威脅；其次，持續研擬專利的策略性布局，未來著重在智慧化電控與節能製程，提前部署節省人力及低耗能設備領域。

此外，仕興機械推行木工機械 W-TEAM 國家隊，帶動上下游的零件及加工業者一起做海外的顧問式銷售。最後，仕興機械認為政府可協助企業訓練外語、電機、軟體、數位行銷等相關人才；以補助的方式，協助傳統產業開發海外市場，並協助企業進行海外投資評估。

## **(7) 小結**

仕興機械是一家成功的木工機械製造企業，其成功之道在於深入洞察顧客需求、積極參與市場、持續的技術創新，以及應對產業挑戰的靈活策略。公司以客為尊的理念確保了客戶的高滿意度和忠誠度，並為公司在國際市場上建立了強大的品牌形象。技術創新和全球合作使公司能夠因應產業變革和全球競爭的挑戰。同時，公司在製程與產品落實節能減碳、提升能源使用效率等維護生態環境的作為，亦發揮了其企業的社會責任。

### 13.3 英文產業故事

#### OAV Equipment and Tools - pioneering innovation in the woodworking machinery manufacturing industry

Table 3-13 Introduction to OAV Equipment and Tools, INC.

<b>Company Name</b>	OAV Equipment and Tools, INC.
<b>Company Brand</b>	OAV
<b>Incorporation Date</b>	Incorporated in 1980
<b>Number of Employee</b>	Around 130 people
<b>Business Philosophy</b>	Overall, Vigor, Advance
<b>Company Attributes</b>	<ol style="list-style-type: none"> <li>1. The leader of Taiwan's woodworking machinery manufacturing industry, specializing in four main product lines: band saws, edge banding machines, sliding table saws, and dust collectors. It is also the world's largest manufacturer of band saws.</li> <li>2. There are two machinery production bases and hundreds of processing plants in Taiwan, specializing in the production of advanced woodworking machinery.</li> </ol>
<b>Qualifying as a Hidden Champion</b>	<p><b>Target market</b> Delivering a comprehensive array of production equipment to 65 countries globally through a network of 120 agents, with exports constituting 99% of the product distribution. Main markets span North America, Europe, Central and South America, and Africa, solidifying its status as a trusted and pivotal manufacturing brand in the eyes of customers.</p> <p><b>Product quality</b> Adhering to the sustainable business policy of perfect quality, customer satisfaction, and leading management. The company adopts the latest international technology and introduces highly precise automated processing equipment. From research and development, design to production, every part strives for perfection with minimal tolerances.</p> <p>Each component factory adheres to independent technical standards. Following stringent inspection of incoming</p>

	materials, production and assembly occur on the production line. Every finished product undergoes meticulous testing, with only those that successfully pass the rigorous testing process permitted to leave the factory. The comprehensive and strict control and testing processes guarantee that the products maintain high quality, stability, and durability.
<b>Future Prospects</b>	Globalize research and operational achievements, enabling woodworking enthusiasts worldwide to fully embrace the joy of life through OAV Equipment and Tools products.

Established in 1980, OAV Equipment and Tools has been a key player in the woodworking machinery manufacturing industry for several decades. Under the OAV brand, the company specializes in producing a range of products, including band saws, edge banding machines, sliding table saws, and dust collectors, establishing itself as the world's largest supplier of band saws. With an excellent research and manufacturing team, OAV Equipment and Tools maintains rigorous standards for product quality, earning the trust of customers in the international market. The company has also founded the Taiwan Woodworking Machinery Alliance (W-TEAM) to promote Taiwanese woodworking machinery globally.

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

Since 2005, OAV Equipment and Tools has adopted a "progressive transformation" management approach, emphasizing gradual and incremental changes to respond to external environmental shifts. The company also implements "goal management," conducting regular interviews with employees to establish work objectives and plans, enhancing the motivation and performance of department members.

The company places emphasis on internal communication management and innovative thinking, encouraging each department to proactively propose suggestions for innovative system improvements. Various management systems have been introduced to enhance production efficiency and product quality. The company pursues sustainable business goals through dimensions such as corporate governance, customer care, employee welfare, environmental sustainability, and social welfare.

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

One of OAV Equipment and Tools' proud technologies is its globally largest band

saw production line. The company can offer various band saws of different scales and types to meet various customer needs. OAV Equipment and Tools' band saws are renowned for their efficiency, stability, and durability, establishing a solid customer base in the global market.

Furthermore, OAV Equipment and Tools' edge banding machine is a technological highlight. It features intelligent touch control functionality, enabling multifunctional operations. It boasts advantages such as a small footprint, remote diagnostics, and high-quality after-sales service. Collaborative software development with European companies makes it challenging for competitors to surpass OAV's technology. The company's machines are designed with modular construction, reducing assembly errors and simplifying maintenance procedures, facilitating overseas after-sales service.

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

The global woodworking machinery industry is moving towards high precision, high wood utilization, and smart manufacturing trends. OAV Equipment and Tools actively invest in innovative research and development, establishing Fully Automated Woodworking Machinery Industry Upgrading Research and Development Center, focusing on the development of high-efficiency performance cutting technology. The company holds more than 50 patents, with a per capita patent count leading the woodworking machinery industry. In the development of edge banding machines, OAV introduced an innovative integration of a single power source, enabling human-machine synchronous collaboration for breakthrough smart functionality development. The company's innovative design enhances product quality, stability, durability, and production efficiency, achieving a yield rate of up to 99%.

### **(4) Brand**

OAV Equipment and Tools is internationally renowned for its proprietary brand, OAV, symbolizing high quality, efficiency, and stability. The company enhances brand visibility through overseas seminars, exhibitions, and the establishment of storefronts with distributors to showcase the latest products and technologies. Additionally, the company actively connects with excellent woodworking industry manufacturers in Taiwan during events, collectively promoting Made in Taiwan products and striving to secure comprehensive orders.

The company also employs the "OAV Brand Sharing" strategy, enabling distributors to possess the OAV brand and sell locally to enhance recognition. Simultaneously, the company ensures distributors' rights to choose OAV products, allowing for market differentiation based on product characteristics and pricing, achieving a win-win

situation.

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

99% of OAV Equipment and Tools' business is export-oriented, with service models including OEM, ODM, and OBM. Collaborating with major enterprises in 65 countries worldwide, the company partners with the largest local distributors to enhance product image, exposure, and ensure service quality. To avoid price competition, exclusive agency agreements are implemented, maintaining market stability.

By collaborating with agents in various countries, OAV Equipment and Tools gains insights into local market cultures and demands. This allows the company to adjust its product marketing strategies to meet the diverse needs of customers in different regions.

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

The current challenges faced by OAV Equipment and Tools include a shortage of manpower and talent, rapidly rising manufacturing and labor costs, uneven government resource allocation, and uncertain international trade policies. In response, OAV Equipment and Tools is first implementing a service-oriented business model in the manufacturing industry, establishing brand differentiation to mitigate the threat from low-cost brands. Secondly, the company is consistently developing strategic patent layouts, with a future focus on intelligent electrical control and energy-saving processes. This proactive approach aims to anticipate and address challenges in labor efficiency and energy consumption.

In addition, OAV Equipment and Tools has implemented the Woodworking Machinery W-TEAM national team, driving collaboration among upstream and downstream component and processing businesses for overseas consultancy sales. Finally, OAV Equipment and Tools believes that the government can assist companies in training talent in areas such as foreign languages, electrical engineering, software development, digital marketing, etc. By providing subsidies, the government can support traditional industries in developing overseas markets and help companies assess overseas investments.

## **(7) Conclusion**

OAV Equipment and Tools is a successful woodworking machinery manufacturing enterprise, and its success lies in its profound understanding of customer needs, active participation in the market, continuous technological innovation, and flexible strategies to address industry challenges. The company's customer-centric approach ensures high satisfaction and loyalty, establishing a strong brand image in the international market.

Technological innovation and global collaboration enable the company to adapt to industry changes and global competition challenges. Additionally, the company's commitment to energy conservation, carbon reduction, and enhancing energy efficiency in processes and products demonstrates its corporate social responsibility in maintaining ecological sustainability.