

15.麗晨企業廠有限公司

15.1 麗晨企業廠有限公司簡介

麗晨企業-以嶄新思維生產無懈可擊的輸送機

表 3-1 麗晨企業廠有限公司簡介

公司名稱	麗晨企業廠有限公司
公司品牌	LI-CHEN
創立時間	民國 72 年
公司人數	約 30 人
經營理念	誠信、負責
公司產業特質	1. 規劃與設計輸送機、輸送帶及抽屜儲放架 2. 以模組化、規格化的設計理念，清楚的看出所有輸送機、輸送帶及儲放架設備的零組件，並提供客製化訂製
具有隱形冠軍的資格	目標市場 專注於自動化輸送機、輸送帶的生產與銷售，以 B2B 模式為主，外銷及間接外銷合計比重約占 50%。能針對客戶需求提供客製化的產品，並可應用於各個領域。 產品品質 投入了大量的研發和資源，確保輸送機、輸送帶在性能和耐用性方面滿能足客戶的期望。以模組化生產大幅提升品質並減少錯誤。
未來展望	新的經營團隊能無縫接軌領導公司繼續成長、組織能力再提升、營業規模更加擴大。

15.2 中文產業故事短篇

麗晨企業創立於 1983 年，專注於生產輸送機與輸送帶。輸送帶是一種獨立的产品，可個別使用，亦可融入客戶的生產設備中。麗晨企業的品牌在行業裡風評極佳，產品不但耐用還可協助企業節省成本。公司多年來致力於數位行銷，使其產品能夠更快速、更廣泛的被客戶看見。在當前的環境中，麗晨企業以其獨特的經營理念與策略在市場上立足，並有效與競爭對手做出區別。

(1) 領導與經營策略

麗晨企業的領導者以其專業的會計背景，有效的降低公司營運成本，並將理念轉化為獨特的經營策略。首先，領導者強調「共治共利」，希望所有員工都視自己為老闆，積極參與公司經營，公司也會對工作表現出色的員工提供獎勵。其次，領導者認為管理費用屬於非必要的花費，因而將管理階層裁撤，讓組織結構變得更扁平化，使人員無分上下、溝通更為直接。

此外，公司將職責界線模糊化，鼓勵員工在完成主要工作而行有餘力時，可兼做公司裡其他的工作，公司再依員工的貢獻度給予額外的獎勵。這種簡單而高效的方法讓公司更具競爭力，同時節省了成本。最後，公司視員工為夥伴，持續投資於設備和人力培養，隨時做好準備以因應市場挑戰。

(2) 關鍵技術或服務模式

領導者在德國觀展時，啟發了將輸送機製程模組化的新觀點，自此開啟了公司的生產革新。研發團隊將輸送機拆解為機身、機體及輸送帶等部分，並針對每個部份重新設計不同的規格、重新開模，讓最終的組裝變得更簡單也更有效率。模組化設計允許客戶可選擇自己需要的功能，再由公司將其組裝成客製化的輸送機。因此，麗晨企業並不以市場最低價做為號召，而是以產品的差異化嶄露頭角。

麗晨企業是全臺唯一一家以模組化設計及生產輸送機的企業，在产品組裝上不需依賴經驗豐富的老師傅操作，可降低因市場上人才不足所帶來的衝擊，公司也可進行大規模生產。公司的主要競爭優勢在於產品的外型、功能、未來性及售後服務，獲得顧客極高的滿意度。

(3) 研發創新

輸送機及輸送帶的產品看似簡單，但在生產上其實有許多細節必須克服。麗晨企業不斷投入大量的資源於產品模組化設計之研發，設計更融入工藝美學的觀念，以具設計感的外殼及外觀，進行模具的開發。麗晨企業對研發創新極為重視，不但積極開發能在新領域應用的產品，也長久關注環保議題。公司的模組化製程可降低大量資源的浪費與消耗，為減少碳排放盡一份心力。

(4) 品牌

麗晨企業以自有品牌「LI-CHEN」製造及銷售自動化輸送機、輸送帶。公司重視品牌建設，也將品牌視為一個重要的資產，豎立品牌成為一個原創與獨特的識別標誌。麗晨企業多年來不以委外的方式進行行銷，而是以自行架設官網及製作影片來傳遞品牌價值，並以多種語言版本呈現，讓國際市場的顧客能夠了解公司的品牌。公司透過數位行銷的方式，建立公司品牌形象，並嘗試開發更多的潛在客戶，擴大市場占有率。

(5) 顧客與市場

麗晨企業以 B2B 的銷售為主，直接外銷約占業務的 10%，而將客戶的設備加工或與之結合後再銷售的間接外銷比例則約占 40%。公司不使用廣告、展覽、親自拜訪新客戶的方式提升知名度，而是以自行架設官網傳遞產品資訊予國內外顧客，其強大的行銷能力在一般傳統產業裡非常罕見。

公司生產的輸送機、輸送帶品質良好，生命週期相對較長，公司必須積極開發市場新客戶。因此，麗晨企業的售後客服與其他企業略有不同，主要是每周定期提供產業新知和產品資訊予客戶，激發客戶思考是否有新的產品需求。

(6) 產業挑戰與發展策略

輸送機、輸送帶的銷售深受地域性影響，公司必須及時協助客戶解決使用上的問題或維修，因而公司的據點不宜離客戶過遠。此外，由於臺灣市場規模較小，公司的營收必須部分仰賴外銷市場，若下游廠商受到影響，麗晨企業將連帶受到波及，因此必須不斷開發新的市場和客戶，以保持業務的穩定增長。

(7) 小結

麗晨企業是一家在自動化輸送機、輸送帶領域取得成功的公司，公司的成功來自於對顧客及市場的了解，以及對產業挑戰的積極應對。透過品牌建設及數位行銷兩把利器，麗晨企業大幅提升了在國際上的知名度。公司更以研發創新、模組化生產和客製化解決方案來滿足不同客戶的需求，因而在市場上保有極佳的競爭力。麗晨企業證明，即使在傳統產業，公司也可藉由創新和數位行銷獲得成功。

15.3 英文產業故事

Li Chen Industrial - crafting impeccable conveyors through innovative thinking

Table 3-15 Introduction to Li Chen Industrial Co., Ltd.

Company Name	Li Chen Industrial Co., Ltd.
Company Brand	LI CHEN
Incorporation Date	Incorporated in 1983
Number of Employees	Around 30 people
Business Philosophy	Integrity, Responsibility
Company Attributes	<ol style="list-style-type: none"> 1. Planning and Designing Conveyors, Conveyor Belts, and Drawer Storage Racks. 2. Embracing a Modular and Standardized Design Approach, Clearly Showcasing All Components of Conveyor Systems, Conveyor Belts, and Storage Racks, and Offering Customization Options
Qualifying as a Hidden Champion	<p>Target Market Specializing in the manufacturing and distribution of automated conveyors and conveyor belts, primarily operating on a B2B model. Approximately 50% of our business comprises exports and indirect exports. Our expertise lies in offering tailored, customized products to meet the specific needs of customers, spanning a wide range of industries.</p> <p>Product Quality Dedicating substantial investments in research and development, along with allocating resources, to guarantee that our conveyors and conveyor belts not only meet but exceed customer expectations in terms of performance and durability. Employing a modular production approach to markedly improve quality and minimize errors.</p>
Future Prospects	The newly appointed management team is adept at seamlessly aligning to steer the company towards sustained growth. They are poised to enhance organizational capabilities and further expand the business scale.

Established in 1983, Li Chen Industrial is a specialized manufacturer of conveyors and conveyor belts. Our conveyor belts stand out as independent products that can be utilized individually or seamlessly integrated into customer production equipment. Renowned for durability, Li Chen Industrial's brand is held in high esteem within the industry, offering products that not only endure but also contribute to cost savings for businesses. Throughout the years, the company has maintained a steadfast commitment to digital marketing, ensuring swift and extensive visibility of its products among customers. In the current market landscape, Li Chen Industrial remains a stalwart presence, distinguished by its unique business vision and strategies, effectively setting itself apart from competitors.

(1) Leadership and Business Strategies

The leaders at Li Chen Industrial, leveraging their professional accounting background, adeptly curtail the company's operating costs and translate their principles into distinctive business strategies. Firstly, they underscore the principle of "shared governance and shared benefits," fostering an environment where all employees view themselves as stakeholders actively engaged in the company's operations. The company, in turn, recognizes and rewards exceptional employee performance. Secondly, the leaders subscribe to the belief that management expenses constitute unnecessary expenditures. Consequently, they streamline the management hierarchy, fostering a flatter organizational structure with no clear demarcation between upper and lower levels. This approach facilitates more direct communication within the company.

Furthermore, the company adopts a flexible approach to delineating responsibilities, encouraging employees to take on additional tasks within the company when they have spare capacity after fulfilling their primary duties. Recognizing and rewarding employees based on their contributions, this straightforward yet effective strategy enhances the company's competitiveness while simultaneously controlling costs. In addition, the company sees its employees as partners, committing to continuous investments in equipment and personnel development. This proactive stance ensures the company remains prepared to meet evolving market challenges.

(2) Key Technologies or Service Models

At a trade show in Germany, the leaders of Li Chen Industrial were inspired by a fresh perspective on modularizing the conveyor manufacturing process, sparking a revolutionary change within the company. The research and development team deconstructed the conveyor into distinct components like the body, frame, and conveyor

belt. Subsequently, each part was meticulously redesigned with diverse specifications, resulting in a more streamlined and efficient final assembly. The modular design approach empowers customers to select the specific features they require, allowing the company to assemble tailored conveyors. Consequently, Li Chen Industrial distinguishes itself not solely based on the lowest market price but through product differentiation.

Li Chen Industrial holds a unique position as the sole company in Taiwan employing a modular approach in the design and manufacturing of conveyors. Notably, the product assembly is not dependent on highly experienced craftsmen, mitigating the impact of talent shortages in the market and enabling the company to engage in large-scale production. The key competitive advantages are rooted in the product's aesthetics, functionality, future adaptability, and exceptional after-sales service, culminating in consistently high customer satisfaction.

(3) Research and Innovation

While conveyors and conveyor belts may seem straightforward, the intricacies involved in production are manifold. Li Chen Industrial consistently channels substantial resources into the research and development of modular design for its products, infusing the concept of artistic craftsmanship. This encompasses the design of visually appealing casings, appearances, and mold development. The company prioritizes research and development innovation, actively forging products applicable in emerging sectors, all while sustaining a steadfast commitment to environmental concerns over the long term. The modular production process not only aids in waste reduction but also curtails the consumption of significant resources, underscoring the company's dedication to minimizing carbon emissions.

(4) Brand

Li Chen Industrial is a manufacturer and distributor of automated conveyors and conveyor belts, marketed under its proprietary brand, "LI-CHEN." The company places paramount importance on brand building, recognizing it as a pivotal asset and establishing it as a distinctive identifier. In a strategic move, Li Chen Industrial has chosen not to outsource its marketing endeavors. Instead, it has cultivated its brand through the development of self-established websites and video content, effectively communicating brand values. These materials are available in multiple language versions, facilitating comprehension by international customers. Through dedicated digital marketing initiatives, the company aims to forge a robust brand image, reach potential customers, and broaden its market presence.

(5) Customers and Market

Li Chen Industrial strategically emphasizes B2B sales, with direct exports constituting roughly 10% of its business and indirect exports, involving the integration of customer equipment with Li Chen's products before resale, comprising approximately 40%. Notably, the company diverges from conventional practices, refraining from relying on advertising, exhibitions, or in-person visits to cultivate visibility with new customers. Instead, it adeptly disseminates product information directly to domestic and international customers through its internally managed website. This distinctive approach underscores the company's rare and robust marketing capability within traditional industries.

The conveyors and conveyor belts manufactured by the company boast high quality and a relatively long lifecycle. Given these durable attributes, actively cultivating new customers becomes a key focus for Li Chen Industrial. Consequently, the company's approach to after-sales customer service diverges from conventional practices. It centers on routinely furnishing customers with industry updates and product information on a weekly basis, encouraging them to assess any emerging product requirements they may have.

(6) Industry Challenges and Development Strategies

The sales of conveyors and conveyor belts are significantly shaped by regional factors, necessitating prompt assistance from the company in addressing usage issues or providing maintenance. Consequently, the proximity of the company's locations to its customers is crucial. Moreover, given the relatively compact size of the Taiwanese market, the company's revenue is inherently linked to the export market. Any impact on downstream manufacturers directly affects Li Chen Industrial. Therefore, a continuous focus on developing new markets and customers is imperative to sustain stable business growth and mitigate potential disruptions in the market.

(7) Conclusion

Li Chen Industrial stands out as a thriving entity in the realm of automated conveyors and conveyor belts, attributing its success to a profound understanding of customers and market dynamics coupled with a proactive stance in addressing industry challenges. The company's strategic fusion of brand building and digital marketing has notably elevated its international visibility. This success is fortified by a commitment to innovation through robust research and development, modular production practices, and the provision of customized solutions that cater to a spectrum of customer needs. Li Chen Industrial exemplifies that, even within traditional industries, achieving

success is not only possible but can be amplified through a blend of innovation and effective digital marketing strategies.