

16. 聯蕭機械工業有限公司

16.1 聯蕭機械工業有限公司簡介

聯蕭機械-傲視同儕的砂光機成就精湛磨削技藝

表 3-1 聯蕭機械工業有限公司簡介

公司名稱	聯蕭機械工業有限公司
公司品牌	勝興、Sheng-Shing、Sanderson
創立時間	民國 69 年(振蕭民國 69 年、聯蕭民國 96 年)
公司人數	約 40 人(三個廠房合計)
經營理念	研究創新、持續改善、客戶至上、服務為先
公司產業特質	<ol style="list-style-type: none">1. 專業生產重型及輕型砂光機，並成立金屬研磨砂光機部門，產品在北美市場占有率數一數二2. 生產砂光機已有 40 年的歷史，產品為同類產品中的領導品牌，具有簡易操作介面及簡易保養工作的特性
具有隱形冠軍的資格	<p>目標市場</p> <p>重型砂光機主要應用於家具類，市場以東南亞為主；輕型砂光機則應用於 DIY 市場，主銷美加市場。產品外銷占比達 95%，出口全球超過 20 個國家，包括：東南亞各國、美國、加拿大、墨西哥、俄羅斯、巴西、匈牙利、土耳其、羅馬尼亞、紐西蘭等。</p> <p>產品品質</p> <p>秉持確實、嚴謹與專業的組裝程序，在每一工序嚴格控管自主檢查，每個機台安排專責的技術人員負責組裝、控管與調校。使用先進的測試儀器設備，提高產品的品質，獲得客戶的高度讚揚。「勝興牌」砂光機於 1995 年通過 CSA 加拿大品質認證、1997 年通過 CE 歐洲安全品質認證、2002 年通過 ISO9001 國際品質認證，並再次獲頒優良產品設計獎，代表公司對品質控制的堅持。</p>
未來展望	加強產線的自動化，並朝無人化發展。

16.2 中文產業故事短篇

聯蕭機械成立於 2007 年，專門製造輕型砂光機，致力於滿足傳統木工機械市場和拓展精密工具機械市場，包括金屬板材、瓷磚、陶瓷、瓦楞紙等材料的應用。以創新、技術、品質和客製化服務著稱，成為臺灣製造業的代表之一。

(1) 領導與經營策略

聯蕭機械主要經營重型和輕型砂光機。對於重型砂光機，公司以自有品牌營運；而輕型砂光機則主要通過代工生產，並以客戶或聯名品牌進行銷售。公司的經營理念是全心滿足客戶需求，尤其客製化服務受到好評。領導團隊堅持經驗傳承、分權管理和定期追蹤工作進度，有效的管理制度降低員工流動率，提升公司向心力。

領導團隊致力於推動公司創新和發展，不僅在木工機械和磨光技術核心業務保持競爭力，也積極探索技術在精工領域的應用。他們認為面對日益激烈的競爭，公司長期經營策略將繼續保持多元化發展，並以客製化服務作為核心競爭優勢。

(2) 關鍵技術或服務模式

聯蕭機械的成功關鍵因素之一是其磨光技術，一直專注於高端市場，並投入技術創新。多年努力後，公司累積了專業經驗，尤其在加工地板和家具磨光機方面的技術。

公司服務模式強調客戶特定需求的解決方案，相較中國大規模生產方式，更著重客製化，儘管成本較高，卻能滿足高端市場需求，建立良好客戶關係。未來，公司將朝自動化和智慧化方向發展，提高生產效率，增強競爭力。

(3) 研發創新

聯蕭機械不斷改進產品和技術，證明了公司長期投資的價值。公司已擴展到多個應用領域，包括磨砂瓷磚、陶瓷、瓦楞紙等。同時成立金屬研磨砂光機部門，涵蓋金屬板表面磨砂、拋光、拉絲、除鏽、去毛刺、去焊接痕跡等等。公司的研發團隊致力新技術，以提高產品性能和效率，通過了解客戶需求並進行測試和調整來提供客製化服務。此外，公司累積了大量的「Know-How」商業機密，提升了競爭力。

(4) 品牌

聯蕭機械最初使用自家品牌「勝興」推廣，後來也開始代工生產，以客戶的品牌或雙方品牌聯名進行銷售。現在國際上所看到的「Sheng-Shing」與「Sanderson」亦代表著公司的自有品牌。品牌代表著公司產品的品質、可靠性和客戶滿意度，在國際砂光機市場中有著良好聲譽。公司透過參加國際木工機械展覽等活動，提

高品牌知名度，並拓展成功模式到全球市場。

(5) 顧客與市場

聯蕭機械的國際業務以自主拓展為主，並輔以參展及網路推廣，客戶遍及木材加工處理和家具生產行業，需要高品質的木工機械和客製化製作。公司會根據客戶條件提供專屬砂光機，重視售後服務，定期與客戶及代理、經銷商溝通。公司的國際業務主要出口到 20 多個國家，包括東南亞、美加、巴西、紐西蘭等地。重型砂光機主要應用於家具領域，以東南亞市場為主；輕型砂光機則用於美加的 DIY 市場、工具店和裝潢店，產品在北美銷售名列前茅。

(6) 產業挑戰與發展策略

由於中國的同業受到政府支持，並充分利用資源，透過大量生產而擁有成本優勢，使得價格壓力成了聯蕭機械的挑戰之一。為了因應這種困境，公司以提供更高品質的產品和更現代的技術尋求區隔化，藉由研發及客製化的服務模式，吸引了要求高品質和有專業用途需求的客戶。

此外，隨著現代木工機械愈來愈需要具備自動化和智慧化功能，聯蕭機械也必須不斷提升其技術，以開發新的市場機會。臺灣的木工機械行業雖然在全球排名第四，但由於缺乏整合性與人才不足等問題，已逐漸失去優勢。面對吸引和保留人才的挑戰，聯蕭機械認為政府可以提供更多的人才培訓和引進，協助企業挺過難關。

(7) 小結

聯蕭機械以關注客戶需求、持續創新和制定明確的發展策略在競爭激烈的市場中蓬勃發展。公司將客戶的需求視為優先，並高度投入創新研發，使其能夠提供高品質的產品和客製化的解決方案。儘管面臨國際競爭和市場變化等挑戰，聯蕭機械成功藉由市場區隔，吸引注重品質和專業性的客戶。

16.3 英文產業故事

Sanderson Machinery - elevating precision with standout sanding excellence

Table 3-16 Introduction to Sanderson Machinery Co., Ltd.

Company Name	Sanderson Machinery Co., Ltd.
Company Brand	Sheng-Shing · Sanderson
Incorporation Date	Jun Shiau was incorporated in 1980, while Sanderson was incorporated in 2007
Number of Employees	Around 40 people (Combined total of all 3 factories)
Business Philosophy	Research and Innovation, Continuous Improvement, Customer-Centric, Service First.
Business Attributes	<ol style="list-style-type: none"> 1. Specializing in the production of heavy-duty and light-duty sanding machines, and establishing a metal grinding and sanding machine department, the products have a top market share in North America. 2. Boasting a four-decade legacy in sanding machine production, our products stand as a premier brand in the category, renowned for their user-friendly interfaces and effortless maintenance
Qualifying as a Hidden Champion	<p>Target Market Heavy-duty sanding machines are primarily used in the furniture industry, with a focus on the Southeast Asian market. On the other hand, light-duty sanding machines find applications in the DIY market, primarily sold in the USA and Canada. Approximately 95% of the products are exported to over 20 countries worldwide, including various Southeast Asian countries, the USA, Canada, Mexico, Russia, Brazil, Hungary, Turkey, Romania, New Zealand, and more.</p> <p>Product Quality Adhering to precise, rigorous, and professional assembly procedures, each step is strictly controlled with self-inspections. Dedicated technical personnel are assigned to each machine for assembly, control, and adjustment. The use of advanced testing equipment elevates product quality and garners high praise from customers. The</p>

	"Sheng-Shing" brand sanding machines obtained various certifications: CSA Canadian Quality Certification in 1995, CE European Safety and Quality Certification in 1997, ISO9001 International Quality Certification in 2002. It has also received the Excellent Product Design Award, representing the company's commitment to quality control.
Future Prospects	Enhance the automation of the production line and move towards unmanned development.

Sanderson Machinery was founded in 2007, specializing in the production of light-duty sanding machines. It is dedicated to serving the traditional woodworking machinery market and expanding into the precision tool machinery market, including applications for materials such as metal sheets, ceramics, tiles, and corrugated paper. Renowned for its innovation, technology, quality, and customized services, it has become one of the representatives of the manufacturing industry in Taiwan.

(1) Leadership and Business Strategies

Sanderson Machinery primarily operates heavy-duty and light-duty sanding machines. For heavy-duty sanding machines, the company operates under its own brand, while light-duty sanding machines are mainly produced through contract manufacturing and sold under customer or co-brands. The company's business philosophy is to wholeheartedly satisfy customer needs, with a particular emphasis on customized services that have received positive feedback. The leadership team adheres to principles of knowledge transfer, decentralized management, and regular progress tracking, which effectively reduce employee turnover and enhance company cohesion.

The leadership team is committed to driving innovation and development within the company. They not only maintain competitiveness in core businesses related to woodworking machinery and grinding technology but also actively explore the application of technology in precision engineering. In the face of increasing competition, they believe the company's long-term strategy will continue to focus on diversified development, with customized services as a core competitive advantage.

(2) Key Technologies or Service Models

One of the key success factors for Sanderson Machinery is its grinding technology. The company has consistently focused on the high-end market and invested in technological innovation. After many years of effort, the company has accumulated

professional experience, particularly in the field of floor and furniture polishing machines.

The company's service model emphasizes solutions tailored to specific customer needs. Unlike large-scale production methods in China, Sanderson Machinery places a stronger emphasis on customization. Although this may result in higher costs, it can meet the demands of the high-end market and establish strong customer relationships. In the future, the company will move towards automation and smart solutions to enhance production efficiency and competitiveness.

(3) Research and Innovation

Sanderson Machinery continually improves its products and technology, demonstrating the long-term value of the company's investments. The company has expanded into multiple application areas, including sanding ceramic tiles, ceramics, corrugated paper, and more. It has also established a metal grinding and sanding machine department, covering processes such as surface sanding, polishing, brushing, rust removal, deburring, and weld mark removal for metal sheets. The company's R&D team is dedicated to developing new technologies to enhance product performance and efficiency, offering customized services by understanding customer needs and conducting tests and adjustments. Furthermore, the company has accumulated a significant amount of "Know-How" business secrets, enhancing its competitiveness.

(4) Brand

Initially, Sanderson Machinery used its own "Sheng-Shing" brand for promotion. Later, the company also started contract manufacturing and sold products under the customer's brand or through co-branding. The "Sheng-Shing" and "Sanderson" brands seen internationally now represent the company's proprietary brands. These brands symbolize the quality, reliability, and customer satisfaction of the company's products, earning a strong reputation in the international sanding machine market. Through participation in international woodworking machinery exhibitions and similar events, the company has increased brand awareness and expanded successful models to global markets.

(5) Customers and Market

Sanderson Machinery primarily focuses on independent expansion for its international business, complemented by participation in exhibitions and online promotion. Its customers span across the wood processing and furniture manufacturing industries, requiring high-quality woodworking machinery and customized solutions. The company provides dedicated sanding machines based on customer requirements

and places a strong emphasis on after-sales service, maintaining regular communication with customers, agents, and distributors. The company's international business primarily exports to more than 20 countries, including Southeast Asia, the USA, Canada, Brazil, New Zealand, and more. Heavy-duty sanding machines are mainly used in the furniture sector, with a focus on the Southeast Asian market, while light-duty sanding machines find applications in the DIY market, tool stores, and home improvement stores in the USA and Canada, consistently ranking among the top-selling products in North America.

(6) Industry Challenges and Development Strategies

Due to the government support and abundant resource utilization by Chinese competitors, resulting in cost advantages through large-scale production, price pressure has become one of the challenges for Sanderson Machinery. To address this situation, the company seeks differentiation by offering higher-quality products and more modern technology. Through research and development and a service model focused on customization, Sanderson Machinery has attracted customers with high-quality and specialized needs.

Furthermore, as modern woodworking machinery increasingly requires automation and smart capabilities, Sanderson Machinery must continually enhance its technology to explore new market opportunities. While the Taiwanese woodworking machinery industry ranks fourth globally, it has gradually lost its competitive edge due to issues such as a lack of integration and talent shortage. Faced with challenges in attracting and retaining talent, Sanderson Machinery believes that the government can provide more talent training and recruitment support to help businesses overcome these hurdles.

(7) Conclusion

Sanderson Machinery has flourished in a highly competitive market by focusing on customer needs, continuous innovation, and the formulation of clear development strategies. The company prioritizes its customers' requirements and invests heavily in innovative research and development, enabling it to deliver high-quality products and customized solutions. Despite facing challenges such as international competition and market dynamics, Sanderson Machinery has succeeded in market differentiation, attracting customers who value quality and professionalism.