

19.漢宗股份有限公司

19.1 漢宗股份有限公司簡介

漢宗公司-臺灣帷幕牆的領航員

表 3-1 漢宗股份有限公司簡介

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| 公司名稱 | 漢宗股份有限公司 |
| 公司品牌 | SANUNITY |
| 創立時間 | 民國 68 年 |
| 公司人數 | 約 50 人 |
| 經營理念 | 品質至上，讓客戶滿意，與客戶成為夥伴 |
| 公司產業特質 | <ol style="list-style-type: none">1. 核心業務為帷幕牆的規劃、設計、測試、製造、安裝及工程顧問2. 1986 年引進全預組式單元帷幕牆系統，帶領臺灣走向帷幕牆工廠化與工業化3. 擅長特殊造型建築外牆系統及工法之整合設計 |
| 具有隱形冠軍的資格 | <p>目標市場 主要為國內市場提供玻璃帷幕含工地安裝一條龍的服務，國外市場則提供工程或技術顧問服務。</p> <p>產品品質 為強化及落實品質管理，陸續取得 ISO 9001、ISO 17025 等國際品質認證風雨實驗室亦取得 TAF 認證，成為中華建築中心合作實驗室，並與建築研究所、臺灣科技大學進行全尺寸防火試驗相關研究，為品質管理、品質保證向前邁進一大步。</p> |
| 未來展望 | 持續成為全臺第一的玻璃帷幕領導者。 |

19.2 中文產業故事短篇

漢宗公司成立於 1979 年，早期主要從事玻璃工程。在 1984-88 年間，臺灣景氣不佳，領導者因而開始尋找新商機，轉向單元式帷幕牆技術的新領域。1988 年，漢宗公司獲得一項重要的大樓外牆工程，面對規模如此龐大的工程，對僅有 10 名員工的公司是一個巨大的挑戰。儘管承擔著風險，公司不僅成功完成了該項工程，也開啟了邁向單元式帷幕牆領域的新篇章。

(1) 領導與經營策略

漢宗公司是臺灣第一家從事單元式玻璃帷幕的公司。領導者認為進行任何工程，都應該負責任地將工作做好，公司的盈利應是建立在能為客戶提供高價值解決方案的基礎之上。對於員工，公司採取完全信任與充分授權的管理方式。公司信任員工的能力，並鼓勵員工動腦解決問題。這種方式可提升員工的自主性，強化解決問題的能力，並提高對公司的忠誠度。

漢宗公司強調管理和效率的重要性，透過系統整合來提高效能、降低成本。藉由將產品設計和生產流程系統化，公司能有效管理成本、提高生產效率、確保產品品質，並提供更好的服務給客戶。

(2) 關鍵技術或服務模式

1986 年漢宗公司率先自美加引進「單元式全預組帷幕牆系統工法」。同時，公司也積極向德國供應商採購先進設備，使公司的技術持續領先同業。漢宗公司擁有自己的擠型廠與風雨實驗室，加上領導者豐富的專業知識與人脈，讓公司得以競逐技術門檻高、特殊規格的工程；並透過技術移轉的商業模式及成本管理能力的，讓公司長久居於業界領先地位。

(3) 研發創新

漢宗公司致力於研發新的材料和技術，以提高其產品的性能。公司計畫將單元式帷幕模組化和系統化，以降低成本、提高效率、確保產品品質、簡化建築工法及縮短工地現場施工工期。更重要的是，單元式帷幕牆的系統化易能提供顧客更多樣性的選擇，滿足不同的顧客需求。

1991 年漢宗公司成立國內第一座由 TAF 認可的帷幕牆風雨實驗室，對帷幕牆系統的設計、開發進行驗證與測試。多年來，公司藉由實驗室試驗數據的反饋，持續升級其技術水準，並確保公司能緊跟全球帷幕牆技術發展的步伐。

(4) 品牌

漢宗公司品牌的建立是來自公司數十年投注在關鍵技術、服務模式和研發創新等方面的努力。公司一直都專注於提升技術、不斷追求創新，以提供高品質的

產品和解決方案。這樣的承諾使漢宗公司能得到客戶信任，靠著客戶的口碑推廣，在市場上取得良好的聲譽。除此之外，公司還強調客戶導向，並努力提供多種高附加價值的服務，一直維持著國內第一單元式帷幕牆業界領導者的地位。

(5) 顧客與市場

漢宗公司主要目標市場為國內客戶，部分業務則是做為海外工程的技術顧問，或進行技術移轉。公司所服務的個案，均以專案管理的方式執行，提出專業的系統設計與建議。公司負責整個單元式帷幕牆工程的系統規劃、細部設計、加工、性能測試、構件製造、組裝、現場按裝等，並提供後續的保固及維修服務。憑藉著一條龍的專業服務，並以技術差異化的方式吸引客戶。公司也不吝於提供建議解決同業所面臨的技術問題，也樂於與其他公司成為長期合作夥伴，共同提升工程的品質。

(6) 產業挑戰與發展策略

漢宗公司認為產業中仍普遍面臨著價格、人力及土地等問題。首先，行業中仍有部分企業採取削價競爭的方式。為了避免此情況一再出現，公司努力透過建立技術標準，將帷幕牆行業導向以整體工程的品質和價值來競爭，而非價格。其次，面對長期缺工問題，漢宗公司除了提高薪資待遇外，也積極研發單元式帷幕的模組化和系統化，減少對勞動力的需求。

(7) 小結

漢宗公司是國內單元式帷幕牆業界的領導者，憑藉著領先的技術、豐富的經驗與知識，完成了國內外許多重要建築物外牆的工程建設。身為全臺第一家單元式玻璃帷幕牆公司，漢宗公司不斷精進於技術的研發與創新；面對行業將來可能面臨的環境影響，公司也預先投入各種研究方案，期望能降低對行業的衝擊。漢宗公司非常重視顧客滿意，不但提供客戶一條龍的專業服務，也提供客製化解決方案，以負責任的態度在市場上立足。未來，無論外在環境如何變遷，提供客戶卓越品質的產品與服務，一直都是漢宗公司的經營宗旨。

19.3 英文產業故事

San Unity - the curtain wall pioneer of Taiwan

Table 3-19 Introduction to San Unity Co., Ltd.

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| Company Name | San Unity Co., Ltd. |
| Company Brand | SANUNITY |
| Incorporation Date | Incorporated in 1979 |
| Number of Employees | Around 50 people |
| Business Philosophy | Prioritize quality, meet customer satisfaction, and foster partnerships with customers |
| Company Attributes | <ol style="list-style-type: none"> 1. The core business is curtain wall planning, design, testing, manufacturing, installation and engineering consulting. 2. In 1986, the fully preassembled unit curtain wall system was introduced, leading Taiwan towards curtain wall factorization and industrialization. |
| Qualifying as a Hidden Champion | <p>Target Market</p> <p>The primary focus is on offering comprehensive one-stop services for glass curtains, which includes on-site installation for the domestic market. Additionally, the company provides engineering and technical consulting services for foreign market</p> <p>Product Quality</p> <p>To fortify and execute robust quality management practices, we have sequentially acquired international quality certifications, namely ISO 17025:1999 and ISO 9001:2000. The laboratory has also secured TAF certification, establishing itself as a collaborative laboratory with the China Architecture Center. Furthermore, the successful completion of a comprehensive fire test marks a significant stride in advancing both quality management and quality assurance.</p> |
| Future Prospects | Persisting as the foremost leader in glass curtain solutions in Taiwan. |

San Unity company was founded in 1979, initially focusing on glass engineering.

In the challenging economic conditions of Taiwan from 1984 to 1988, the company's leadership sought new business prospects and ventured into the emerging field of curtain wall technology. In 1988, San Unity secured a significant project involving the exterior walls of a building. Confronted with the enormity of the task and armed with just 10 employees, the company faced a substantial challenge. Despite the risks, San Unity not only successfully completed the project but also inaugurated a new era in the realm of curtain walls.

(1) Leadership and Business Strategies

San Unity holds the distinction of being the first company in Taiwan dedicated to glass curtains. The leadership philosophy revolves around the belief that every project should be executed responsibly, and the company's profitability should stem from delivering high-value solutions to customers. In terms of employee management, the company follows a method of complete trust and full authorization. San Unity places trust in its employees' capabilities, encouraging them to leverage their creativity to solve challenges. This approach fosters employee autonomy, enhances problem-solving skills, and cultivates a strong sense of loyalty to the company.

Emphasizing the importance of management and efficiency, San Unity works towards enhancing productivity and reducing costs through system integration. By systematizing product design and production processes, the company effectively manages costs, boosts production efficiency, ensures product quality, and provides superior services to customers.

(2) Key Technologies or Service Models

In 1986, San Unity Company pioneered the introduction of the "unitized fully preassembled curtain wall system construction method" from the United States and Canada. Simultaneously, the company proactively acquired cutting-edge equipment from German suppliers, enabling San Unity to maintain a technological leadership position in the industry. With its extrusion field and laboratory, as well as the extensive knowledge and industry contacts of its leaders, the company is adept at undertaking projects with high technical thresholds and special specifications. Through effective technology transfer and robust cost management capabilities, San Unity has consistently retained its position as an industry leader.

(3) Research and Innovation

San Unity Company is dedicated to advancing its products' performance through ongoing research and development of new materials and technologies. The company envisions modularizing and systematizing glass curtains to drive cost reduction,

enhance efficiency, ensure product quality, simplify construction methods, and shorten overall construction timelines. Crucially, the systemization of glass curtains aims to offer customers a broader array of choices, catering to diverse needs.

In 1991, San Unity Company established Taiwan's first TAF-accredited curtain wall weathering laboratory to validate and test the design and development of curtain wall systems. Over the years, the company has consistently elevated its technical standards through its laboratories, ensuring its ability to keep pace with technological advancements.

(4) Brand

The establishment of the San Unity company brand is the result of the company's long-term dedication to key technologies, service models, and R&D innovation. The company consistently prioritizes technological advancement and pursues innovation, aiming to deliver high-quality products and solutions. This steadfast commitment allows San Unity to foster customer trust, relying on positive word-of-mouth promotion to establish a strong reputation in the market.

Moreover, the company places a significant emphasis on customer orientation, striving to provide a diverse range of high value-added services. This customer-centric approach is instrumental in maintaining San Unity's position as the leading glass curtain provider in Taiwan.

(5) Customers and Market

San Unity primarily targets domestic customers, offering technical consulting services for overseas projects or technology transfer as part of its business. Each project undertaken by the company is approached with a project-based mindset, providing professional system designs and recommendations. San Unity takes on comprehensive responsibilities, including system planning, detailed design, processing, performance testing, component manufacturing, assembly, on-site installation, and subsequent warranty and maintenance services. The company distinguishes itself by offering one-stop professional services, attracting customers through technological differentiation. San Unity is not only open to providing suggestions to address technical challenges faced by peers but is also eager to establish long-term partnerships with other companies, fostering collaborative efforts to enhance project quality collectively.

(6) Industry Challenges and Development Strategies

San Unity recognizes that the industry at large is grappling with challenges related to pricing, manpower, and land. Firstly, to address the issue of price-cutting competition,

the company is committed to steering the glass curtain industry towards competition centered on the quality and overall value of projects rather than merely on price. This is achieved by establishing and promoting technical standards.

Secondly, in response to the persistent labor shortage, San Unity is taking a multi-faceted approach. Alongside increasing wages and benefits, the company is proactively developing modularization and systematization of glass curtains. This strategic move is aimed at reducing the demand for labor in the industry.

(7) Conclusion

San Unity stands as the foremost leader in curtain walls in Taiwan, leveraging its cutting-edge technology, extensive experience, and knowledge to successfully complete numerous significant building projects both domestically and internationally. As the pioneering glass curtain company in Taiwan, San Unity remains dedicated to advancing its technology through ongoing research, development, and innovation.

Anticipating potential environmental challenges in the industry's future, the company has proactively invested in various research plans, aiming to mitigate the industry's impact. Customer satisfaction is a top priority for San Unity, demonstrated through its provision of one-stop professional services and customized solutions. With a steadfast commitment to responsibility, the company has established a strong market presence.

Looking ahead, regardless of external environmental changes, San Unity remains committed to its business vision of providing customers with excellent quality products and services.