



凱勝1家具（越南）責任有限公司

Kaiser 1 Furniture Industry (Vietnam) CO., LTD.

負責人 Owner : 羅子文 Charles Lo

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推薦單位 Recommended by :

駐胡志明市台北經濟文化辦事處

Taipei Economic and Cultural Office in Ho Chi Ming City

營業項目 Business Items :

家具製造業、各類家具設計、規劃、生產、銷售

Furniture manufacturing, All kinds of furniture design, planning,
production, sales.

產品名稱 Main Products :

美式臥房、餐廳、客廳、辦公室、酒店等各式沙發及木材、鐵
藝、玻璃、皮革家具

Bedroom, Dining Room, Living Room, Home office, and
Hospitality Furniture. Focused on wood/metal/glass/leather
technics



董事長 羅子文先生
Chairman : Mr.Charles Lo



www.kaiser-furniture.com



● 公司全景 Company Overview



● 產品介紹 Product



● 卓越事蹟 Outstanding Deeds

凱勝1家具位在越南平陽省，30公頃大的廠區與7,000名員工井然有序的在偌大生產線上通力合作，四秒鐘可以產出一件傢具，一分鐘可以做出一張椅子，全年營業額超過美金1億元，佔越南傢具業出口的5%，將於2019年凱勝2新廠落成，總生產廠房面積50公頃，員工超過1萬人，規模是當地傢具業之首。

爲了企業傳承與永續經營，創辦人羅子文總裁決定鮭魚返鄉，回臺上市，使制度、經營、財報更加透明，與國際接軌；吸引更多專業人才加入經營團隊。長遠的考量，則是經由上市壯大經營規模，建構自有品牌，邁向國際舞臺。爲何青睞臺灣？羅總裁說：「因爲我是臺灣人，那是家鄉，我們熟悉的地方，」

創業維艱

羅總裁，國中畢業就踏著木匠父親的足跡，一頭鑽進家具製造的行業，從學徒做起，一路從豐原、斗南、臺南，不斷開創。1989年前後，臺灣家具業經營困難，羅總裁踏上彼岸，本以爲天子腳下的北京，基礎建設及產業

制度應較完備，豈料欠缺珠三角自由度的經營環境，以及合資經營等種種難題，苦撐5年，臺灣帶來積蓄幾乎耗盡；羅總裁幾經深慮後毅然決定轉移陣地。

危機轉機

有鑑於珠江三角洲蓬勃發展，決定在深圳松崗落腳。羅總裁與妻子二人同心協力，創立深圳羅可(凱將)家具，從70名員工重新出發。臺灣20年的專業經驗與技術，伴隨中國急遽發展的勢頭，夫妻戮力打拼下，羅總裁經營成績亮麗。就在資本成倍數累積、形勢一片大好時，美國醞釀對大陸出口家具課徵反傾銷稅。羅總裁思索若反傾銷稅一旦成立，十年之內不得翻身；遂當機立斷，決定另覓基地。

掌握契機

衡諸一向跟隨中國發展腳步邁進的越南政府，此時正值積極對外開放，羅總裁眼中看到機會。「佈局未來，要做越南第一」是羅總裁心中規劃。再加上深圳的跳躍成長經驗，揆諸當下的越南，「只要策略、管理運用得當，廠房機臺設備作好規劃，即是再創家具業另一個春天的沃土」。

羅總裁利用3年時間，安排深圳、越南兩地的轉圜，以保持市場訂單不墜，生產接續。同時間，在越南躬身親爲，根據心中藍圖，按部就班地打造最先進的家具工廠。

精兵良策

為凱勝訂定的產品目標是美國頂端市場。經驗告訴他，人才、經營團隊、策略都是關鍵。匯集原有生產幹部外，並且延攬臺灣、美國、新加坡、菲律賓、越南等多國籍兵團。羅總裁深悉要打入美國高端市場，必須仰賴熟悉歐美市場文化與習性的專才，參與產品設計、市場開發，組成優質多元的經營團隊。同時建構輔材加工廠，涵括玻璃、鐵件、塑膠模具、廢料回收再利用等一貫作業，垂直整合；以提升品質、成本競爭力以及環保質量。

企業文化-溝通、關懷、創新、負責

羅總裁為實踐廠區門口「完美」二字，專注、投入、追求完美、生產高端產品，立志要成為家具業的勞斯萊斯。他勉勵所有的員工：良好的溝通是合作的基石，造就了進步及協調的成就，同仁之間相互關懷是凱勝人的驕傲，

凱勝人相信：互相關懷讓我們時時感受到世界充滿了愛。創新是企業利潤增長的泉源，是企業持續發展的最佳途徑，凱勝人堅信並奉行這個理念。無論是工法、材料、設計、流程、思想等，鼓勵同仁不斷持續創新。從總裁到每一位同仁，凱勝人都深受「勇於負責」這四個字的影響，並且時時刻刻都實踐在每一個人的工作及生活上。

實踐企業社會責任

凱勝亦貢獻一己之力善盡企業社會責任，回饋母國臺灣及關懷扶助越南本地社福發展，既有參與政府災難治理、育幼院關懷與捐贈，及安養院服務及捐助等活動，2017年響應政府政策，帶領220名績優員工回臺旅遊、凝聚對公司的向心力，羅總裁表示，雖然長年在外打拼，但心留臺灣，以實際的行動及回饋。▲



● 木製家具生產流程 Production Line



Kaiser 1 furniture is located in Binh Duong province, Vietnam. The 30-hectare factory and 7,000 employees work together in an orderly production line. It can produce one piece of furniture in four seconds and a chair in one minute. The annual turnover exceeds US\$100 million, accounting for 5% of Vietnam's furniture industry exports. In 2019, the Kaiser 2 new plant was completed with 20 hectares. The total production plant area is 50 hectares and the number of employees exceeds 10,000. It is the leader of the local furniture industry.

For corporate inheritance and sustainable management, President Lo Tzu-wen decided the share of companies listed in Taiwan. He made the system, operation, and financial report more transparent, and be in line with international standards; attract more professionals to join the management team. The long-term consideration is to expand the scale of operations through the listing, build its own brand, and move to the international arena. Why do you choose Taiwan? "Because I am a Taiwanese, it is our hometown, a place we are familiar with."

Entrepreneurial hardship

Lo Tzu-wen, the founder of Kaiser 1 furniture, graduated from the middle of the country and stepped in the footsteps of the carpenter's father. He went into the furniture manufacturing industry and started from apprenticeships all the way from Fengyuan, Dounan and Tainan. Around 1989, Taiwan's furniture industry was difficult to operate. Lo Tzu-wen went to China, thinking that the Beijing infrastructure and industrial system should be relatively complete, however, with the lack of the operating environment of the Pearl River Delta, as well as the joint ventures and other difficulties, after five years of hard work, Taiwan's savings are almost exhausted. After all, Lo Tzu-wen decided to transfer his position after careful consideration.

Crisis turnaround

In view of the booming development of the Pearl River Delta, it was decided to settle in



● 旅遊與福利-Traveling and Welfare

Shenzhen. Lo Tzu-wen and his wife worked together to create the furniture of Shenzhen Luo Ke (Kai Jiang) and re-started from 70 employees. Taiwan's 20 years of professional experience and technology, along with the momentum of China's rapid development, the couple worked hard; Luo Ke business results are bright. Just as the capital has accumulated in multiples and the situation is getting better, the United States is planning to impose anti-dumping duties on furniture exports from China. Lo Tzu-wen thinks that if an anti-dumping tax is established, it will not be able to turn over within ten years; he decided to move to another place.

Master the opportunity

The Vietnamese government, which has always followed the pace of China's development, was actively opening to the outside world, and Lo Tzu-wen saw opportunities in his eyes. "Layout the future, to be the first in Vietnam" is the planning of Lo Tzu-wen. As long as the strategy and management are proper and the plant equipment and equipment are well planned, the current Vietnam could make another fertile ground for the furniture industry which coupling with the experience of Shenzhen's jump growth.

Lo Tzu-wen spent three years arranging the transfer between Shenzhen and Vietnam to keep the market orders intact and production continued. At the same time, in Vietnam, you will be the most advanced furniture factory .

Fine soldier

Lo Tzu-wen's product target for Kaiser is the top market in the United States. Experience tells him that talent, management team and strategy are the key. It will bring together the original production cadres and recruit Taiwanese, American, Singaporean, Filipino, Vietnamese and other multinational corps. Lo Tzu-wen knows that to enter the high-end market in the United States, he must rely on the experts who are familiar with the culture and habits of the European and American markets, participate in product design and market development, and form a high-quality and diversified management team. At the same time, the construction of auxiliary materials processing plants, including glass, iron parts, plastic molds, waste recycling and other consistent operations, vertical integration; improves quality, cost competitiveness and environmental quality.

Corporate culture - communication, care, innovation, responsibility

In order to implement the 'perfect' two words written at the wall, focusing on, investing in, pursuing perfection, producing high-end products, Lo Tzu-wen determined to be the Rolls-Royce of the furniture industry. He encourages all employees that:

Good communication is the cornerstone of cooperation, which has made progress and coordination achievements. The mutual care of

colleagues is the pride of Kaiser people. Kaiser people believe that mutual concern makes us feel the world is full of love. Innovation is the source of corporate profit growth and the best way for enterprises to continue to develop. Kaiser people firmly believe in and pursue this concept. Whether it is construction methods, materials, design, processes, ideas, etc., encourage colleagues to continue to innovate. From the president to every colleague, the Kaiser people are deeply influenced by the words "Dare to be responsible" and practice everybody's work and life.

Implement corporate social responsibility

Kaiser also contributes to the fulfillment of corporate social responsibility, giving back to the home country of Taiwan and caring for the development of local social welfare in Vietnam, including participation in government disaster management, care and donation of nursery schools, and nursing home services and donations in 2017. Responding to government policies, leading 220 high-quality employees to travel to Taiwan and concentrating on the company's centripetal force, President Lo Tzu-wen said that although he has been working hard for many years, he has stayed in Taiwan and upholds the spirit of "taking it from society and using it in society." The actual action to help women who are often subjected to violence. ▲



綜合評語

Commentary

為亞洲前三大家具外銷業者，以自動化生產為軸心，打造全方位工廠，以高端產品精密雷射雕刻，經營歐美高階市場，且有明確短、中、長期發展目標，經營穩健獲利穩定，團隊專才多元，並與台灣技職學校進行產學合作，可為海外台商企業經營典範。

Kaiser 1 is one of the top 3 furniture exporters in Asia. Its manufacturing focuses on automatic production to build a comprehensive factory. It manages high-end markets in Europe and USA through precision laser engraving of high-end products. It also has specific short/middle/long-term development goals. Experts from different fields contribute a stable operation and profits and conduct industry-academia collaboration with Taiwanese technical and vocational schools. Kaiser 1 should be regarded as a business paragon for overseas Taiwanese businesspeople.