



Solectron Trading CC



王綠樹執行長及夫人陳美諭女士
CEO Mr. Lawrence Wang and Mrs. Wang

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Gauteng Taiwanese Chambers of Commerce

斐京婦女會

Pretoria Women's Club

南非華人婦女會

South Africa Chinese Women's Club

南部非洲臺灣同鄉會

Taiwanese Benevolent Association of Southern Africa

斐京文教基金會

Pretoria Cultural and Educational Foundation

營業項目 Business Items :

傳統及LED電視機、家庭影劇院、功放、音響、DVD播放器、微波爐

CRT TV & LED TV, Home Theatre, Amplifier, Speaker, DVD player and Microwave

產品名稱 Main Products :

家用電器 Consumer Electronics



現代聲道家庭影劇院
Hyundai Channel Home Theatre

工廠全景 Factory Front View





創辦人王綠樹先生於1989年至南非創業之初，原本從事電子商品進口業務。於1998年累積資金後前進賴索托設立電視工廠，曾創下每月一萬臺電視及八千臺錄音機的銷售佳績，

惜因賴索托罷工暴亂，不得不忍痛結束當地營業。後於2000年前往史瓦濟蘭開設成衣廠，為當地製造上千人的工作機會，並受到史國國王及皇室多所肯定，惟因該國政局不穩導致工人長期罷工被迫宣布撤資。2008年王董事長再次回到南非，憑藉著專營家庭電器的經驗及對當地市場的熟悉，創立Solectron Trading CC，為家用電子設備的製造廠，投入塑膠成型機，開發模具以及影音的生產設備。

公司核心技術

SOLECTRON 公司成立當時的核心業務為傳統電視機及影音的設備生產與銷售。在王董事長的領導下，秉持一貫的熱忱用心經營原則，藉由技術創新，強化品質提昇。經由不斷的求新求變，以「服務第一、品質保證」做為顧客滿意指標。現今公司的產品有電視機、功放、音箱、DVD、微波爐等，均深耕南非市場，並保持市占率領先業界的優勢。

於2015年更投入無塵室的電視玻璃設備，以創新整合供應鏈管理方式及良好的合作夥伴關係，提供高品質與優惠價格的家庭電子產品，除在市場上具有優勢的競爭力，並期許成為南非家用電子市場的領導者。

各項經營管理制度與政策之建立過程與落實情形

王董事長基於過往投資設廠經驗，主導SOLECTRON 公司採全自動一貫化的生產設備，俾便控制產能，同時亦能大幅降低罷工等



塑料注塑機 Plastic Injection Mould Machine

人為因素對產能之影響；目前可達每月生產五萬臺電視、兩萬臺LED彩電、兩萬臺音響之產能。SOLECTRON公司除廠內生產線各專業部門及品管部之專業分工外，並設有研發部、業務部、客服部、行政部、人資部與財務部。除重視產品研發製程、人力資源、銷售管道與售後服務之外；並發揮王董事長在校所學會計專才，著重財務結構的健全與強化風險控管。公司附設員工餐廳與宿舍外，特別成立醫療部，專職照顧員工的健康。

對僑居地之公益活動

落實社會公益部分，王董事長深感取之於社會用之於社會，力行參與造福當地社區活動，提供貧民區食物。公司製造過程中所產生的回收物品如紙箱、木板等皆免費捐給當地社區，提供社區額外收入。並不定時的捐贈食物給SLOVO PARK 貧民區。又如斐京小學與西北省學校的擴建，SOLECTRON公司也都熱烈的響應捐款贊助，對照顧當地貧苦孩童不遺餘力。

王董事長相信，所有的海外臺商創業史，都是一部部好書，除了專業技術、資金運籌，更有當地人文及法律的諸多限制與適應。尤其



早期在南非，有色人種創業更是難上加難，還有南非是一個外匯存底非常低的新興國家，幣值的不穩定，也造成企業的隱憂。

經營理念及未來遠景和展望

王董事長回首來時路，除了一步一腳印，其豐富的生命力，樂觀積極進取，永遠向前看，是他的個人特質。個人經歷造就他成為一個愛處理問題，善於解決問題的人。而一路走來的堅持，則是對客戶誠信，除了誠信還是誠信。另外在不同文不同種的國家創業經驗，

則是發展出一套對員工須賞罰分明的用人哲學，激勵員工也成為SOLECTRON公司的企業文化。

王董事長謙虛的表示，若是人生上半場交出一張精彩的成績單，接著下來對於未來的願景，希望以人道主義為出發點，讓公司永續經營，提供當地人更多的就業機會。此外，公司正籌備在其它非洲地區的投資規劃，希望經由當地臺商的共同努力，對非洲國家的經濟做出一定程度的貢獻。■

Entrepreneur Lawrence Wang arrived at South Africa in 1989 with a goal of starting an imports business, specialising in consumer electronics. After ten years, Wang founded a television factory in Lesotho, with capabilities to manufacture 10,000 televisions and 8,000 tape recorders.

However, due to political instability in Lesotho, Wang had to close the business. In 2000, Wang set up a garment factory in Swaziland, providing 1000 jobs to the local people – one that was endorsed even by the King of Swaziland. Once again, due to extended strike action, Wang was forced to withdraw from the Swazi market. In 2008, Wang returned to South Africa, and using his vast experience and market knowledge in home electronics, and founded Solectron Trading CC, a factory focussing on the manufacture of home electronics products. To achieve this goal, he invested in injection machines, moulding machines and electronic production lines.

Core Technology and Innovation

Solectron's traditional business is CRT TVs and the production of home theatre systems. Under the leadership of Lawrence Wang, the business has expanded through the use of innovative technologies. As a strong advocate of customer service, Wang has invested heavily in technologies that aid in the creation of higher quality markets. The current



組裝LED模具 Assembly LED Panel

production facility caters for televisions, amplifiers, speakers, DVD players, and microwaves. In 2015, Solectron once again upgraded its facilities to include glass facilities. The ingenious use of technologies, as well as long-standing relationships with trusted suppliers has resulted in the Solectron brand being well known amongst South African consumers to be a leading value brand in home electronics.

Strategies to Increase Competitiveness

Wang's long-standing experience in setting up factories has seen a focus on automation in order to ensure consistency in quality. Solectron's factory is currently capable of producing 50,000 CRT TVs, 20,000 LED TVs, 20,000 amplifiers per month.



Apart from the production facilities, the business also includes several other departments, including research and development, sales, service, business administration, human resources and finance. Having studied accounting at university level, Wang possesses a keen understanding of finances and risk management. With a focus on staff welfare, the company has provided boarding and canteen facilities to staff.

Social Responsibility

Having come from humble roots, corporate social responsibility is never far from Wang's heart. As a result, Solectron frequently works with the local community to donate much needed items such as food and blankets. In addition to this, and being a factory, the company also donates recycled items to the local community. Wang believes strongly in education, and to this end, Solectron has donated funds to the Pretoria Chinese School as well as funding for the upgrading of facilities for a school in the North West Province in South Africa.

As with all other overseas Taiwanese entrepreneurs, use of innovative technologies, sound financial practices, a mastery in the understanding of local laws and the regulatory environment, and an immersion in the local cultures has led to success in each entrepreneur's endeavours. As with his peers in other emerging markets, Wang has had to face further challenges associated with exchange rate instability in South Africa – something that he has to work extremely hard to overcome.

Business Philosophy and Future Prospects

Wang is able to look back on the last twenty six years with great satisfaction. Ever looking forward, with Wang's strengths in leadership, problem solving, reliability, flexibility in adapting to constantly changing local environments, Solectron has succeeded in creating an organisational culture that reflects these values, while doing so with humility. Wang hopes that these values will continue to live within Solectron and see its success for the years to

come, and further create employment opportunities for the local South African community. Wang is currently looking to expand his vast empire into other African countries. With the support of the Taiwanese business community, Wang is certain of the success of future ventures.



員工宿社外景 Staff Dormitory



綜合評語 Commentary

- 該企業主要特色為供應鏈之整合，並結合相關供應商，確保零件供應無虞及節約關鍵業務成本，增加市場競爭力，於南非市場提供高品質及優惠價格之商品。
- 負責人長期捐贈物資予當地社區，且提供工廠所有的廢紙箱、電線及木板販賣所得反饋給低收入戶。另支持海外推動繁體字教學，從事國民外交及發揚中華文化不遺餘力。
- Supply chain integration is the main feature of this enterprise. By integrating relevant suppliers, it secures uninterrupted parts supply and saves related supply chain operating costs to enhance market competitiveness in providing high-quality products at a lower price in South Africa.
- The owner donates materials to local communities all the time and the income from selling the waste paper boxes, waste cables and waste wood from the factory to low-income families. Also, the owner supports Traditional Chinese teaching overseas to promote diplomacy for Taiwan and to spread Chinese culture with every endeavor.