



鋒明越南國際責任有限公司

Active International (VN) Co., Ltd.



蔡文瑞 董事長
Owner : Mr. Richard Tsai

負責人 Owner : 蔡文瑞 Richard Tsai

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推薦單位 Recommended by :

臺北駐胡志明市經濟文化辦事處

Taipei Economic and Cultural Office in Ho Chi Minh City

越南臺灣商會聯合總會

The Council of Taiwanese Chambers of Commerce in Vietnam

營業項目 Business Items :

生產及加工自行車零配件，尤以各式高級車款坐墊為主

Manufacture the bicycle parts, especially the advanced saddles.

產品名稱 Main Products :

全球著名品牌坐墊：DDK Saddles, STRACE Saddles

越南當地著名品牌坐墊：Active Saddles



產品 Products DDK Saddles



<http://www.activeddk.com>



公司全景 Company Overview



企業經營緣起

鋒明越南國際責任有限公司成立於2000年，負責人蔡文瑞董事長生長在彰化縣福興鄉，家中從事機車座墊的修補、代工運動器材及辦公室坐椅。從小就體會身為長子對家庭的責任，因此不斷奮鬥、努力學習。進入高工就讀時，正值臺灣自行車產業的黃金期，他沒有放過這個機會，決心投入自行車座墊開發製造，並建立自有品牌「FOMING」。

1998年他深刻體會到，臺灣自行車產業盛況已不復從前，自行車出口持續衰退，訂單每況愈下。雖然市場急凍，但他還是以誠懇、務實的態度積極面對，當時很多臺灣企業往國外發展。他勇敢頂住父母親反對的聲音，因為長輩們的觀念較保守，希望事業能夠留在國內，但蔡文瑞已看到勞力密集產業在臺灣發展的困難，因此心裡抱著「只許成功，不許失敗」的念頭勇闖越南。

營運策略及模式

「勇於開創」，在同業間他總是站在前頭，領導大夥往前邁進。新的事業在新的國度展開，語言、文字上的障礙，文化、風俗習慣的差異、法令及稅務上的迥異，這一切對他來講都是考驗，只要堅持總會突破重重難關。

「樂於學習」，2000年第一期廠房落成投產，鋒明以快速的生產效率及高穩定度的品質，來吸引大量訂單，他認真經營事業不畏勞苦，樂於分享，無形中也為自己搭起絕佳的人脈、贏得好口碑。

「提升全球競爭力」，2015年透過自行車研發中心的輔導，鋒明成立越南唯一的座墊實

驗室，除了更嚴格控制產品的品質之外，也透過業界的合作，逐步制定出產業的標準。自主研发能力、建立業界標準，這是鋒明過去及未來將持續努力的營運策略，鋒明也以這個存在的價值自我期許。

堅持信念度過難關再創高峰

鋒明在越南已走過十五年充滿挑戰及艱苦的路。2005年歐盟對越南實施傾銷制裁，讓訂單瞬間歸零的危機。2008年金融風暴所造成的市場低迷。2014年的一場513排華暴動事件，讓鋒明多年苦心經營毀於一旦，公司的財物除了被暴徒掠奪、破壞，廠房、辦公室被縱火全數焚燬。這多重打擊與難關都沒有打倒他，他依然堅持信念、重新站起。2015年，新建的工廠將順利完工啓用，這將是他事業的另一個開始！

關鍵成功因素

鋒明經營三部曲為：一、對客戶及供應商的承諾必須實踐。二、讓鋒明成為業界一流的領導品牌。三、對所有共同奮鬥的員工應盡的社會責任。帶領團隊依此三項目標為依歸。使他沒有敵人並讓客戶、供應商、同業及同仁都成為推心置腹的朋友。

鋒明已成為全球自行車座墊前十大製造商之一，自製率已達98%。年產量達700萬台以上，全球市占率約5.5%，產品主要行銷於歐洲、亞洲及中南美洲。近年來正積極擴展其它區域的業務，公司極具成長的潛力。

熱心公益，提倡環境保護

「人文關懷」，對於參與當地社會、善盡企業的責任向來不遺餘力。同時透過商會、僑



社及個人力量，對於臺灣政府、各級民意代表及臺商前來越南考察，皆熱情地提供多方資訊及協助。「推動綠色環保概念」，訂定全員環保、全廠雨水回收、循環再利用系統，使用太陽能熱水系統、鼓勵員工騎自行車上下班，降低碳排放。

Active International (VN) Co., Ltd. was established in 2000 by General Manager Mr. Richard Tsai. He grew up in Fuxing Township, Changhua County of Taiwan. At the time, the family business was specialized in saddles for motorcycle & Fitness and Office seats. Being the oldest son of the family, Richard aware of how important of his responsibilities toward to the family, he strived hard in learning and improving himself. When he is studying in the high school major in engineering, the bicycle Industrial of Taiwan is progressing so fast to its heyday. Richard realized that the moment is his important time to make up his mind for his own business with the brand name of “FOMING” in bicycle saddle development and manufacture.

In 1998, Richard understood that the bicycle industry in Taiwan was no longer in its prime and the bicycle exports continuing to decline, orders worse comes to the worst. Although the market was idolized, he still faces the situation with a sincere and pragmatic attitude while many Taiwan enterprises started moving abroad. Although his parents was strongly against his decision, because the older generation were more conservative and wish him to keep his business at homeland. However, he already foreseen the difficult labor-intensive industries in Taiwan at that time. With a strong will of “only succeed, not fail”, he move towards to Vietnam.

Business strategy and model

“Innovative pioneer” Richard always stand the leader of the industry, A brand new development of business in a new country, with language and culture shock, different laws and tax regulations, were truly

「回饋社會」，2005年即已通過SA8000認證，取之於社會，用之於社會是鋒明對於越南這第二個故鄉的心情寫照。「永續經營」，2015年開始將環境管理納入企業運作，接受ISO14001輔導，定於2016年認證，尊重環境、永續經營，讓鋒明邁向下一個里程碑。■

different kinds of challenges. Persistent helped him getting through each trial.

“Ready to Learn” In 2000 the first phase of the plant was completed and ready for production, FOMING’s high speed production and fine well quality standard bring a great amount of orders. Richard’s hard working and willing to share had earned him good reputation, as well as excellent connections.

“Global competitiveness” In 2015 through the consultation of Taiwan Cycling & Health Tech Industry R&D Center, FOMING set up the ONLY bike Saddle laboratory in Vietnam. It’s not only executed the strict control on the quality, but also formulated the bike regulation accordingly through the cooperation. The R & D development, establishing industry standard has been the core operation strategies of FOMING in the past and also would be in the future.

Belief to survive, Scale the height of FOMING

FOMING has been 15 years of challenging and hard journey in Vietnam. In 2005 implementation of the EU-dumping sanctions on Vietnam, FOMING has to face the crisis of orders lost. In 2008 financial crisis caused by the market downturn. In 2014 513 riots, destroyed years of painstaking efforts of FOMING in one night. The company’s property was being destroyed by rioters; the office and factory were also burned down. This disaster did not overthrow him, and he still keep the faith, stood up again. In 2015 the brand new factory is going to start the production soon; it will be another height of his life!



Key Success Factors

FOMING philosophy is: 1. To carry out the commitments for customers and suppliers. 2. To become the leader brand of the worldwide bike saddle Industry. 3. To undertake the responsibility for partners and employees.

To lead the team with these three key philosophies make Richard away from the enemies and further strong bonding with customers, suppliers, competitors and employees became bosom friends.

FOMING has become one of the world's top ten bicycle saddle manufacturers, with the in-house production of 98%, annual production up to 7 million units, and 5.5% of global market share. Major market throughout Europe, Asia, Central, and South America. In addition, FOMING also actively expended its business in many other countries. FOMING now is with great growing potential.

Public-spirited, Environment Care

“Human concern” FOMING has actively participated in the local community in Vietnam. Especially when the visit of the Taiwanese government or the Representative at all levels, FOMING is husiastically provide information and necessary assistance through the Chamber of Commerce overseas Chinese and personal relations. “Promote the concept of environmental protection” : FOMING follows environmental protection system. Whole plant established rainwater recycling, complete recycling system, solar hot water system, as well as encouraging employees to commute with bicycles to reduce carbon emissions.

“Contribute to the community” FOMING has passed SA8000 certification. “Received from the society and giving back to society” is best portray of the way FOMING to Vietnam. “Sustainable development” FOMING has begun integrating environmental management into business operations in 2015. It also accepted ISO14001 counseling,



公司車隊提倡騎車活動 DKK Cycling Advocacy Team

scheduled for 2016 certification. To respect for the environment, insist sustainable development, this is the way how FOMING entering to the next milestone.

綜合評語 Commentary

- 產品在全球市占率約5.5%，名列全球十大製造商之一。逐步投入自創品牌的經營，致力於高效能的產品研發及品質管理，透過積極整合提高自製率，完全掌握坐墊產品的創新設計及製造能力。
- 積極參與當地商會舉辦之義賣及捐贈物資予弱勢團體，並推動綠色環保概念，訂定全員環保的宣導策略，全廠採用循環再使用系統，打造綠色企業。
- With a 5.5% global market share and as one of the world's top ten manufacturers, Active International progressively engages in own-brand manufacture and is devoted to the research and development and quality management of high-performance products. By actively raising its self-production rate, the company gets complete control over the innovative design and manufacturing capacity of seat products.
- The owner aggressively participates in charity sales and materials donations for disadvantaged groups organized by the local chambers of commerce and promotes environmental protection by establishing a total environmental protection strategy. By implementing a factory-wide recycling system, the owner aims to build the company into a green enterprise.