

第26屆國家磐石獎

The 26th National Award of
Outstanding SMEs



凱樂奇
Klacci
life unlocked.

一德金屬工業股份有限公司 I-TEK Metal Manufacturing Co., Ltd.



<http://www.klacci.com>



總經理 沈木林先生
General Manager : Mr. Mike Shen

負責人：沈木林

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推薦單位：中華民國工業區廠商聯合總會

經濟部工業局南區工業區管理處

營業項目：製鎖業、五金批發業、國際貿易業

產品名稱：門禁管理解決方案、美規一級電子鎖、美規一級商用機械門鎖、美規二級商用機械門鎖、美規一級門五金配件

Owner : Mike Shen(PRESIDENT)

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Recommended by :

The Manufactures United General Association Of Industrial Park Of R.O.C

Southern Region Industrial Parks Administration Office

Business Items :

Lock Manufacturing; Wholesale of Ironware; International Trade.

Products :

Access Control Management Solutions, ANSI Grade 1 Electronic Locks, ANSI Grade 1 Mechanical Locks, ANSI Grade 2 Mechanical Locks, ANSI Grade 1 Door Hardware



i系列智慧聯網門鎖
i Series keyless lock



iF系列人臉辨識智慧門鎖
iF Series facial recognition smart lock



一德總部 I-TEK Headquarters



客戶拜訪會議 Customer meeting

一德金屬創立於1965年，創立以來致力於生產各式鎖具與門鎖五金相關產品。

1997年沈木林總經理繼承父業正式接手

一德，當時公司已慘淡經營虧損10多年、負債超過3000萬元，經由沈總經理及經營團隊的努力，如今一德早已轉虧為盈，成為亞洲少數生產符合美國國家標準ANSI/BHMA規範的一、二級門鎖廠商。

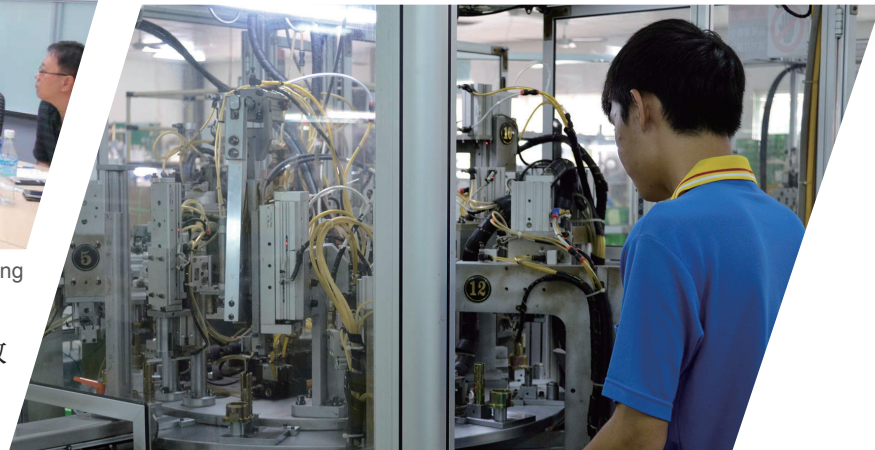
成功轉型邁向未來

一德原以代工生產（OEM）三級鎖為主，又稱之為低級鎖，不僅利潤低且市場削價競爭情形十分嚴重。沈總經理決定放棄低階產品的紅海市場，轉而全力投入技術門檻高且都需經品質認證及防火認證的高階一、二級門鎖。

以50年門鎖製造經驗和300項相關技術專利為基礎，並於核心技術的專業領域下，不斷精進，再跨領域與電子產業，資通訊產業、生物辨識結合，已成功開發智慧型門鎖，未來將配合雲端聯網系統（IoT）技術，應用在智慧居家與智慧建築市場。

黃金十年行動計劃實現公司願景

為了實現由傳統門鎖製造業轉型並升級為物聯網時代的智慧科技安防系統產業，一德落

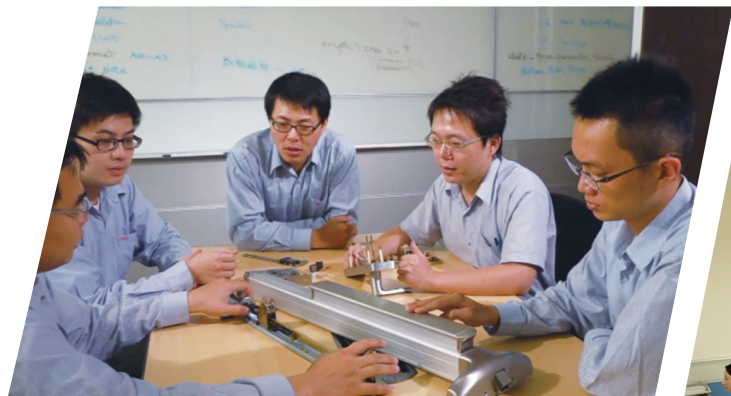


自動化生產 Automated production

實5F「Foresight（遠見）、Focus（專注）、Fast（快速）、Friendly（友善）、Fun（樂趣）」的經營理念，來規劃未來10年的遠期目標與行動計劃，以實現公司的「三安使命」：保護財產安全、促進人心安定、創造人類幸福安樂；再經由公司的組織架構以及管理職能的團隊運作，以創新、學習、願意分享和誠信正直的思維，塑造持續改善的組織氛圍和主動負責的企業文化，實現智慧聯網門禁系統製造服務公司的願景。

深耕專業 創新設計打造價值

一德在經營管理及產品的研發設計上，努力尋求精進與差異化，不斷地提升設計、製造能力與行銷策略。所有產品的性能與安全性超越國際標準，以物超所值的價位取代標竿品牌的產品，且提供一站式購足（one stop shopping）的方式，讓客戶節省自行尋找產品來源的時間，為顧客提供全面化服務。一德投入大量資金建立符合ANSI和UL標準的實驗研究室，擁有亞洲第一家獲得美國UL認可的電子



研發部門討論 R&D discussion

實驗研究室以及三個認證的門鎖產品實驗研究室，透過最嚴苛的測試確保產品品質穩定與卓越的可靠度。



總部辦公室 Headquarter office

一德一直都專注在門鎖本業，扎

根技術與創新，而且鎖定少量多樣、門檻高、競爭者少的高階高端市場，故20年來每年都有穩定的獲利與成長，近10年來更以自我品牌 Klacci (凱樂奇) 深耕中東、菲、韓等地，品牌已獲市場接受甚至成為某些重要客戶（例如沙烏地石油公司、電力公司、國防單位）的指定品牌。

關鍵因素333原則

沈總經理表示，一德一向以創新方式經營管理才能保持穩定的成長，關鍵因素是秉持

333原則，也就是每年把獲利的1/3分享給員工及股東；1/3留做經營的風險成本，例如客訴或災害造成的損失；1/3用於投資未來，例如製程的精進、新技術新產品的開發以及人才的養成。

他並表示一德團隊能獲評審的肯定，感到非常榮幸，一德將繼續努力，保持這個得來不易的榮譽。▲



卓越事蹟 Achievements



2017澳洲安防展 2017 Security Sydney



2017杜拜安防展 2017 Intersec Dubai

Since its foundation in 1965, I-TEK Metal Manufacturing Co., Ltd. has been committed to the production of security locks and door hardware products.

President Mike Shen took over his father's business in 1997, which had been in financial loss for more than ten years with debts exceeding NT\$30 million. Because of president Shen and his management team's efforts, I-TEK has turned the tables, and has become one of Asia's few manufacturers of locks that comply with ANSI/BHMA Grade 1 and Grade 2 standards.

Strategy Transition for the Future

In the beginning, I-TEK mainly manufactured low-end Grade 3 locks, which would yield low profit margins. Its market price competition was extremely fierce. Shen decided to give up on the red ocean market of low-end products, instead shifting focus onto Grade 1 and Grade 2 locks that must meet quality and fire resistance certifications with a high technical threshold. I-TEK has acquired capacity via continual improvement of its core competencies and its over 50 years of technical expertise in the field, along with around 300 patents. I-TEK uses these as a foundation for inter-disciplinary cooperation with the electronics, communications, and biometrics industries to successfully develop smart lock products, which in the future will be integrated into the IoT market for Smart Home and Smart Building applications.

Golden Year's Action Plan to Achieve Corporate Vision

In order for a traditional lock manufacturing industry to transform and upgrade to a technological security system industry in the modern digital era



2017杜拜安防展 2017 Intersec Dubai

of the Internet of Things, I-TEK has implemented its 5F business philosophy: "Foresight, Focus, Fast, Friendly and Fun." I-TEK hopes to achieve its business mission of "protecting assets and reassuring customers to bring peace of mind" by means of setting long term goals and action plans for the next 10 years. The company's organizational structure and team operations management competency allows for innovation, learning, sharing, and honest thinking that establishes a constantly improving organizational environment and responsible corporate culture, enabling I-TEK to fulfill its prospect of being a "Products Provider for Intelligence Network and Access Control Systems."

Creating Value with Innovative Design Proficiency

I-TEK strives for improvement and differentiation in terms of management and product design, seeking to constantly strengthen its design and manufacturing capabilities as well as its marketing strategies. The performance and security of all products must exceed international standards and must be able to replace the benchmark products of their market competitors at prices well worth their value, while also providing customers a one stop shopping service to save the time of outsourcing on their own whilst offering a comprehensive service. I-TEK has invested a lot of money in the construction of its in-house testing and research facility that complies with ANSI and UL Standards. Having Asia's first UL-approved electronic



一德團隊 I-TEK team

testing and research facility and three certified lock product testing facilities, I-TEK is capable of ensuring a stable provision of high product quality and outstanding reliability through the most rigorous testing.

I-TEK focuses on laying a strong technical and innovative foundation in the lock industry while aiming at high-end markets with small volume, large variety, high technical thresholds, and few competitors, resulting in steady yearly profit gain and growth over the past 20 years. In the last 10 years, I-TEK has gained prestige in several markets around the world, including the Middle East, Phillipines, Korea, and other places under its brand Klacci, even becoming the designated brand for certain important customers such as ARAMCO, Saudi Electric Company and military applications.

Key Factor: 333 Principle

Shen expressed that I-TEK has always maintained stable growth and thanks to its innovative business management approach, whose key factor is applying the 333 principle. The principle is to divide every year's profits, one third of the profits for sharing with employees and shareholders, another third for business risk costs, such as customer complaints or losses due to disasters, and the other third for future investments, including the upgrade of the production line, development of new technologies, and products and talent fostering.

He also expressed that he and the I-TEK team are grateful for the judges validation. He said: we are honored to have been granted the 26th National Award of Outstanding SMEs, and we will continue to work hard to live up to such an honor. ▴

綜合評語 Commentary

完善人才發展體系，培育專業人才，重視技術研發與專利，將傳統鎖轉換為智慧型功能與現行工業4.0結合，以自有品牌行銷國際，擁有亞洲第一家獲得美國UL核准認可之電子實驗研究所。裝置太陽能集熱板發熱系統，推動環保實屬用心，財務穩健透明度高，堪稱典範。

With a viable system of human resources development, this company treasures the training of talents and R&D in technology and patents, which translated the conventional mode of operations to smart mode of operations and aligned with Industry 4.0. This company has its own brands for international marketing and is the first company of its kind in Asia accredited with the UL standard of the USA in the establishment of an electronic research lab. This company installs solar thermal collectors for heat generation and advocates environmental protection. This company is financially sound and could serve as a model.