

第19屆海外台商磐石獎

The 19th Outstanding Overseas
Taiwanese SMEs Award



TSK Steel Company Limited



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推薦單位 Recommended by :

泰國台灣會館 張文平主席

Thai-Taiwan Association Chairman Chang, Wen-ping

營業項目 Business Items :

鋼鐵進出口及通路

Import-export and distribution of steel sheets

產品名稱 Main Products :

熱軋鋼板、冷軋鋼板、鍍鋅鋼板、不鏽鋼板、烤漆鋼板、電磁鋼片

Hot rolled steel, cold rolled steel, galvanized steel, stainless steel,
pre-painted steel, electric steel



董事侯錦斌與董事總經理賴炯霖
Director Hou and Chairman Jon Lai



辦公室一隅 Office corner



產品-汽車用鋼板 Product



工廠空拍 Factory aerial photo



工廠全景 Factory overview



TSK Steel Company Limited



生產線情形 Product line

TSK Steel為泰國唯一專精推廣台灣鋼鐵產品的通路與裁剪中心，成立目的在於有效推廣臺灣的鋼鐵產品，創造臺灣鋼材在泰國的獨立通路，增加在泰國的市場佔有率和影響力，成功將臺灣高品級鋼鐵產品推廣至在泰國設廠的國際家電和汽車品牌。

初生之犢不畏虎 踏上創業之路

2004年，當時還在臺北創業開設義大利餐廳的賴炯霖(TSK Steel董事總經理)，與在東京剛完成學業的侯錦斌(TSK Steel董事)，因兩位的父親認為泰國鋼鐵市場的潛力及臺灣生產高品級鋼鐵的能力，決定在泰國投資設立鋼鐵裁剪與通路中心，並將設立與營運全權交予兩人來負責。從未接觸過鋼鐵相關產業的兩人被安排至臺南同業受訓，目標是在1年內學會如何經營鋼鐵裁剪通路中心，從基層操作員做起，到業務助理開拓市場業務，在前輩的指導下，瞭解工廠營運的複雜度和管理環環相扣的重要性，並於2005年至泰國共同創辦設立TSK Steel。

化危機為轉機

鋼鐵裁剪通路中心為資本需求相當大的產業，為讓公司可開始營運，創辦人賴董事總經理及侯董事兩位向長輩借款供買貨和周轉用

途。經營初期，泰國市場上對臺灣鋼材並不熟悉，尤其是中鋼這樣能夠生產國際級高品級鋼鐵的臺灣旗艦企業在泰國市場佔有率也不高，惟兩人深信臺灣鋼材絕對不輸亞洲其他鋼廠的產品，TSK Steel在市場上大力推薦中鋼產品，不厭其煩的接洽在泰國設廠的國際家電廠與汽車廠，然而鋼鐵的產銷是一個非常成熟並難改變的一個產銷鏈，因此成立初期挫折連連，加上有限資金和新公司與銀行交涉不易，創立兩年來每日都在焦慮與挫折中渡過。

2007年轉機出現，家電業競爭導致國際家電大廠開始願意試用中鋼材料，加上中鋼材料的品質與價格競爭力，讓TSK Steel順利進入瑞典伊萊克斯家電廠產銷鏈，這也讓其他家電廠開始關注TSK Steel，讓TSK Steel的業績開始快速成長，奠定了在泰國鋼鐵業的基礎。

堅持原則 實力證明一切

2008年至今，TSK Steel持續推廣中鋼材料及臺灣生產的高品級鋼材，讓鋼鐵材料成功進



公司運動會 Company sports competition

入許多國際大型家電和汽車品牌，並擁有高市佔率。2012年更成為泰國通用汽車認證指定使用的鋼鐵裁剪通路中心，正式跨足進入車廠產銷鏈。2013年中鋼有鑑於TSK Steel在泰國所打拚出的好成績，決定透過中貿公司對TSK Steel投資，正式結盟，TSK Steel仍秉持著創立時的原則，持續對客戶提供好的服務、好的產品、好的價錢，藉此原則深耕國際品牌，讓臺灣製造的鋼材在泰國擁有一席之地。

展望未來 朝向永續經營邁進

TSK Steel秉持紀律、效率、專業之經營模式，快速反應之核心競爭力，與客戶共同成長之經營理念和態度，以服務差異化，專注於



技術研討會 Technical seminar

利基市場，強化顧客與供應商的親密度之經營策略，再加上務實打拼的精神，才能夠在競爭激烈的產業中發展並站穩腳步，得到客戶的青睞，並且受到國際品牌的肯定。隨著邁向第2個10年發展之路，TSK Steel除了持續致力於提供客戶和市場更好的產品和服務，也將逐漸開始調整步調，參考如何發展出新的核心競爭力，持續求新求變，建立更多企業內涵，並將核心理念傳承下去，讓TSK Steel朝永續經營之路邁進。▲

TSK Steel is the only steel service and distribution center in Thailand that specializes in high quality steel sheet products from steel makers in Taiwan such as the China Steel Corporation. Over the past decade, TSK Steel has successfully established a market share of quality steel products from Taiwan in the automotive and home appliance industries in Thailand.

It all started in 2004 when Jon Lai, a young entrepreneur who was just establishing himself as a restaurateur in Taipei, and Hank Hou, a fresh university graduate, were informed by their fathers that they would be building, starting, and running

a steel service and distribution center in Bangkok, Thailand. Having never run a factory, let alone anything related to the steel industry, Jon and Hank had their work cut out for them as they only had one year to prepare themselves for this task. The two were promptly sent to Tainan, Taiwan to learn the ropes at Trade, a coil center where they started from the very bottom and worked as factory operators, learning and operating every single machine alongside other operators in the factory. After working in the factory, Jon and Hank took on the role of sales assistants, where they chauffeured sales representatives around the country and visited existing and potential



customers. After 8 months of hands-on training, and with the generous sharing of skills and experiences from their senior colleagues at Trade, Jon and Hank headed back to Thailand to start their venture.

In 2005, TSK Steel is officially registered, and operation starts in early 2006. Being a capital-intensive industry, Jon and Hank desperately needed capital to make sure daily operations and future growth could be sustained. This start-up capital came in the form of a loan from their fathers. The condition of the loan was, if Jon and Hank can operate TSK Steel and turn a profit with this initial capital, then the loan is to be repaid as soon as possible. However, if the business fails and operation cannot be sustained, then the two will have to take full responsibility. Initially, it was very difficult for TSK Steel to promote high grade steel products from Taiwan because the steel supply chain for the automotive and home appliance businesses was largely dominated by Japanese and Korean steel makers. For the first two years, TSK Steel was not able to convince any home appliance manufacturers to use steel material from Taiwan. Being a new company with limited resources, Jon and Hank spent the first two years of TSK Steel in a constant struggle for survival.

By 2007, persistent promotion of Taiwanese steel material coupled with fierce competition in the home appliance industry gave TSK Steel their first big break. TSK Steel was chosen by Electrolux Thailand as their sole steel supplier. This breakthrough established the foundation of TSK Steel as a credible steel supplier in Thailand, and allowed other home appliance manufacturers to take notice of TSK Steel and steel material from Taiwan's China Steel. Supply agreements with additional home appliance brands in Thailand ensured steady and robust growth for TSK Steel.

From 2008 until now, TSK Steel continued to promote and supply high grade steel material from China Steel to major home appliance manufacturers in Thailand, and continues to increase market share

for Taiwan-made high-grade steel material. TSK Steel also found success in supplying steel material to the automotive industry, and by 2012 TSK Steel became the official steel supplier of General Motors Thailand. Recognizing the effort of TSK Steel in the promotion of steel material from China Steel and the successful expansion of its distribution channels and market share, China Steel Global Trade (a company wholly owned by the China Steel Corporation) entered into a joint venture agreement with TSK Steel which cemented the partnership between TSK Steel and the China Steel Corporation.

Since its inception, TSK Steel has maintained its simple core values of providing customers with great service, great products, and great value. It is also with these core values that TSK Steel will continue to work with premium multinational automotive and home appliance manufacturers to develop new and higher performance materials, as well as innovative services unique to the industry, to achieve mutual growth and success. ▲

綜合評語 Commentary

為泰國唯一專精推廣台灣鋼鐵產品的通路及裁剪中心，供應高品級鋼鐵材料予泰國市場，同時與中鋼開發在越南投產的材料，利用東協關稅優惠創造三贏。秉持紀律、效率、專業之經營模式，以「服務差異化」，專注於利基市場，成長潛力可期。

The only channel and cutting center in Thailand that focuses on promoting the steel products of Taiwan. Their objective is to provide high-grade steel materials to the Thai market, invest and develop the materials to be produced in Vietnam with China Steel Corporation, and use the ASEAN tax concessions to create a triple-win for all parties. They uphold the disciplined, efficient, and professional business model and use "service differentiation" to focus on the niche market. The potential for growth of this company can be expected.