

三十而立



30 SINOX

競泰三十週年紀念特輯
SINOX AT 30:1978-2008



競泰勝出的密碼

EMERGENCE AS A LEADING LOCK MAKER

從五人小公司起家，

如今是世界最大號碼鎖製造商、

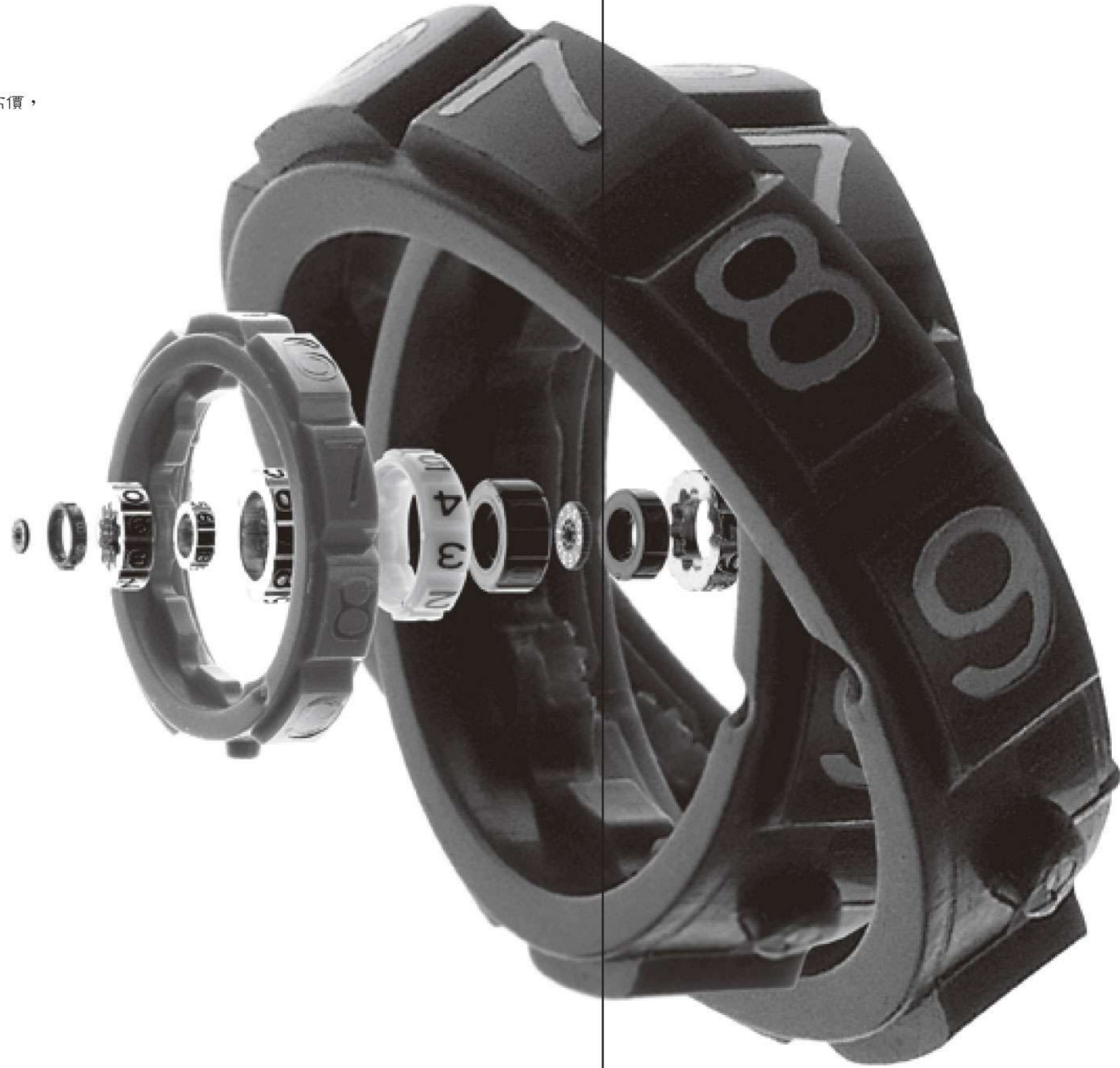
全球號碼鎖界知名品牌的競泰公司 (Sinox) ，

創立三十年。

小小一把鎖，年年教國外客戶紛至沓來，不惜高價，

就是要Sinox一號碼鎖王「競泰」的產品。

這是怎樣做到的？



Sinox Company Limited started as a small trading company with a handful of employees. Now, celebrating its 30th anniversary and counting, it is regarded as the largest manufacturer of combination locks in the world. The SINOX brand is renowned and sought after in the global lock industry; year after year, its varied products attract crowds of foreign clients. How did Sinox achieve the distinctive "top manufacturer" appellation?



張滿風帆，展現迷人風采的競泰公司，緣起於偶然，但其成功卻絕非偶然。故事還得由競泰創辦人林中寬傳奇的一生講起……

在中台灣霧峰林家，也就是被人稱頌為「三代民族英雄，百年台灣世家」的林家，家族歷史綿延兩百年，與台灣的成長緊緊相繫，彷彿台灣的縮影。

故事的主人林中寬，正是林家來台第九代、「櫟社」詩社創辦人林幼春長子林培英的么兒。

Ever sailing towards success...always spreading out welcoming hands, Sinox Company Limited originated by chance, although its success was definitely achieved NOT by chance! The Sinox chronicle should date back to the legendary life of the founder, Dr. C.K. Ling.....

The Ling Family of Wu-Feng in Central Taiwan is a highly respected pioneering family with glorious history that spans two centuries, and closely bound up with Taiwan's past growth, resembling the epitome of the modern Taiwan.

The central figure in this chronicle C.K. Ling belongs to the ninth generation of the Ling Family since its arrival in Taiwan.





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1979-1988

第一個十年：從摸索到成長

FIRST DECADE: FROM FUMBLE TO GROWTH

青春做伴好還鄉

民國六十年代，校園歌曲盛行，一股清新的風潮席捲，台灣經濟起飛，自信滿滿，各方面都呈現欣欣向榮的景象，拎著007手提箱的生意人，繁忙的奔竄在世界各角落。此時畢業於布魯克林理工大學的林中寬博士，是美國航太導航系統的專家，有著高薪的工作，優渥的生活，然而來自家鄉的召喚，促使他舉家返國。

YOUTHFUL RETURN

A fresh trend of popular campus songs reverberated all over Taiwan during the 1970s, people savored the economic boom, confidence soared, prosperity in all aspects blossomed, businessmen carrying 007 attaché cases traveled all over the four corners of the earth. Having graduated from the Polytechnic Institute of Brooklyn, Dr. C.K. Ling had the expertise in the US aerospace industry, endowed with high salary and stable life. Yet, the call of his homeland echoed in his mind, and heeding that call, he returned to Taiwan with his family and settled for good.



偶然進入號碼鎖界

在一個偶然的機緣下，林中寬踏入鎖業，從而創辦競泰公司，專營號碼鎖。隨後數年，隨著對號碼鎖技術的掌握，及對世界市場的瞭解，競泰團隊在林中寬領導下逐步研發出以號碼機制為核心的一系列鎖具，廣泛應用於各商品，使號碼鎖成為人們日常生活的應用品，也打下競泰數十年發展的基礎。

ACCIDENTAL ENTRY INTO THE UNKNOWN

Quite by chance, Dr. Ling stumbled into the lock industry, subsequently established Sinox Company Limited and exclusively engaged in the manufacture of combination locks. In the following years, having mastered the technology involved and with the growing understanding of the world market, the Sinox R&D Team gradually developed series of combination locks which eventually fanned out into usage for diversified products applied in people's daily lives, thus strengthening the Sinox foundation which has continued to flourish for decades.



創新/研發/氣質缺一不可

由競泰研發的自訂密碼號碼鎖，操作方便，使用靈活，又不必攜帶鑰匙，很適用於皮箱、旅行用品、五金、自行車等產品。

此一階段，別具紀念意義的CL-2000系列（即007手提箱銅板密碼鎖）研發完成，是競泰第一個在台灣和美國申請專利的產品，由於擁有專利，受到保障，所以可以大量輸出國外，帶來極大商機，台灣成為名符其實的手提箱王國。此後「創新」、「研發」，就一直是競泰經營的核心理念。而對美感感覺敏銳的林中?，除了要求產品要兼備功能、品質，與成本外，還特別要求外觀要有「氣質」，從此「氣質」成了競泰產品的必要條件。

INNOVATION and ELEGANCE -- TOGETHER

The combination locks developed by Sinox feature user friendly resettable mechanism-- flexible to use, and applicable to luggage and attaché cases, travel goods, padlocks and bicycles.

In this phase, development of the CL-2000 series (the dial combination locks for 007 attaché cases) was completed, very memorable in the sense that it was the very first Sinox product granted patent rights in Taiwan and the US. The lock and the patent helped propel Taiwan to be known as the "Kingdom of Attaché Cases". From then on, "Creativity" and "Innovation" have always been the core of basic philosophy of the Sinox operations. Sensible to beauty, Dr. Ling emphasized that in addition to the usual consideration of function, quality and cost, "elegance" must be evident on the product's external appearance. This factor became an integral part of every Sinox product ever since.



規模粗具國際驚艷

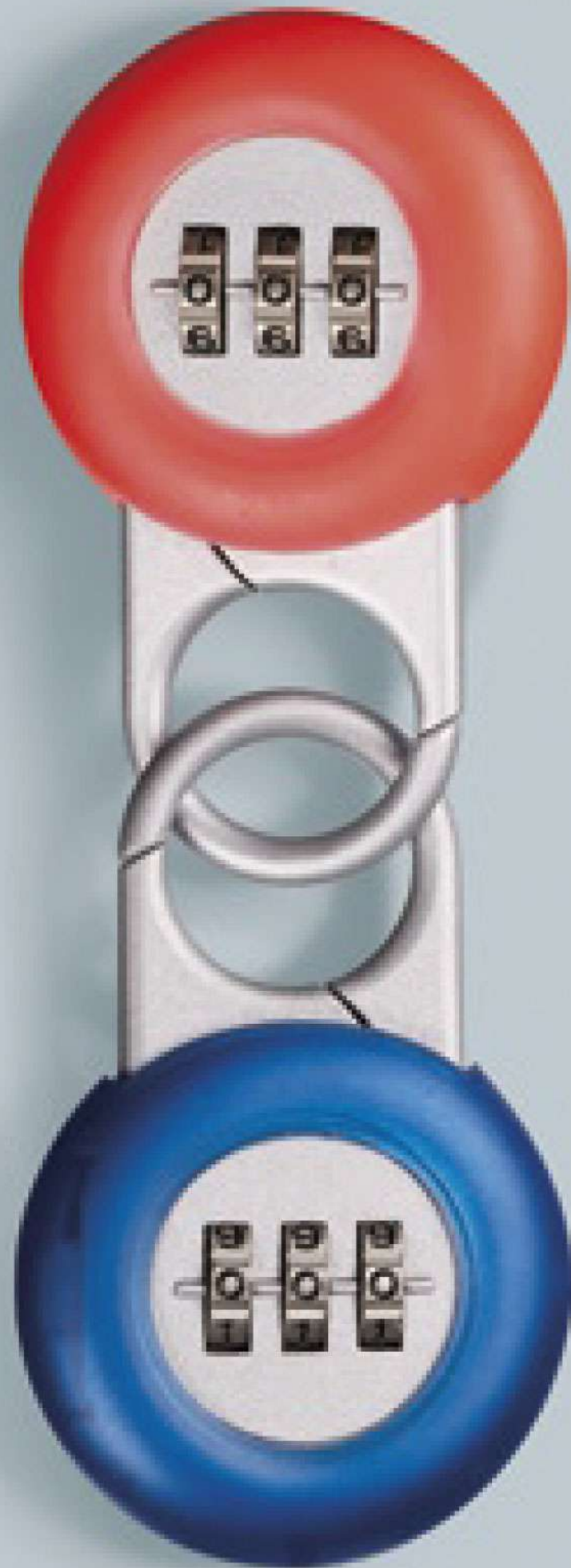
此一階段，競泰仍以亞洲為主要市場，歐洲市場則剛起步，但是自行開發的多樣化產品，如：硬箱鎖、手提箱鎖、美觀的號碼小掛鎖，及世界首見的扁平式掛鎖，卻使得國外大廠驚艷，紛紛登門要求合作，也引起風潮。

至今號碼掛鎖仍是競泰20多年來最大宗產品，其應用在此一階段就已遍及五金、運動用品、禮/贈品等各行業，使Sincox品牌在國際間啼聲初試，就廣受肯定。此時競泰開始拓展日本市場，也研發了TL-系列的伸縮鋼纜鎖。

ACCLAIMED LOCK MAKER

During this phase, Sincox was still focused on the main market of Asia, and just starting on European market. The variety of its innovative products, such as the locks for hard travel cases and attach? cases, the attractive small combination padlocks, and the flat padlocks first seen in the world... were starting to attract the attention of foreign clients...leading to further creations and a trend that became in vogue.

Combination locks have been the core product of Sincox till today. It was during this period that Sincox gained its technical expertise and the market niche of the combination locks and began to win the recognition at an international level.



1989-1998

第二個十年：茁壯發展

SECOND DECADE: GROWING STRONG

另闢蹊徑落英繽紛

八〇年代的台灣，解嚴解報禁，民主化的浪潮席捲，競泰也成長茁壯，購遷辦公室，增建廠房，往成熟的方向邁進，分別和數家世界名牌，建立長期合作關係，也不斷開發新產品與新市場。

當同業在模仿和壓低成本一片下殺紅海聲中，競泰始終著眼開創產品價值的藍海政策，向上提升，並且所開發的產品，一定具有特色，不管在品質上或功能上，都是如此，以致營業額年年成長。

此一階段競泰常到國外參展，並將業務擴增至旅行業、電腦週邊業、居家用品及腳踏車鎖業，愈發帶動公司知名度上漲。

DIVERSIFICATION FOR BLOOMING BUSINESS

Democracy was established in Taiwan during the 1980s -- waves of nationalism swept over the island as martial law and the newspaper ban were lifted. Growing strong, Sinox purchased and moved to new offices, expanded its factory...marching on towards maturity, establishing long-term cooperation with several famous brands in the world, and continued to develop new products and markets.

While other lock manufacturers were preoccupied with the fierce and unending battles involving imitations and cost reductions, Sinox always focused on the Blue Ocean Policy to develop and improve the value of products, making sure the R&D Team turned out every product with its own unique feature in quality and function. This perseverance paid off; sales volume increased every year.

This was also the time when Sinox took more aggressive route of participating in trade shows abroad frequently. Business was expanded to encompass the tourism, computer peripherals, daily commodities, and bicycle lock industries. The company and the SINOX brand continued in their paths to growing popularity.



廠辦合一效率大增

1997年以前競泰的工廠在中和，管理部和業務部在台北，不管在管理上或溝通上，都不甚方便，於是林智琛分析成本效益，力主「廠辦合一」。事實證明此一措施大大提高公司效率，而林智琛在2006年一手主導的美學改造，也使得競泰的新辦公室光華四射，充滿時尚創意。

OFFICE AND FACTORY UNIFICATION = EFFICIENCY

Before 1997, the Sinox factory was in suburban town of Chung-Ho, while the Administration and Sales Departments were in the Taipei City office, an arrangement that constantly posed inconveniences and problems in management and communication. Stephanie Ling analyzed the situation, cost-effective-wise, and came up with a solution -- "factory and office unification" -- a move proven right with the evident improvement of company efficiency in the ensuing years. Then in 2006, Stephanie further initiated the "aesthetic transformation" which resulted in splendid, gleaming offices that reflected innovative, fashionable gist.



1998-2008

第三個十年：整合創新，西進大陸

THIRD DECADE: CRISIS, OPPORTUNITY AND WESTWARD TO CHINA

美學時代獨領風騷

時序進入千禧年，是注重「美學經濟」的後現代，消費者的生活形態與價值觀大幅改變，競泰也領先潮流，朝創新、美學的方向邁進，把鎖當藝術品、裝飾品來賣，在外觀和功能上，都有所突破。如今競泰甚至把鎖變成小巧的裝飾品，上有可愛的圖樣或花彩，美麗時尚，是日本女學生與小朋友的最愛，也成為企業送給客戶的禮品。

前此都是顧客先上門，提出需要的產品規格，然後再由競泰設計研發，而今則是競泰主動發想，創造新時代的需要與趨勢，然後吸引感興趣的買主上門，如造型絢麗，具指南針、開罐器、名片功能等具實用性多功能的鎖，及筆記型電腦號碼鎖、iPod、iBox、軟包肩帶鎖等。這些多樣化、多功能的產品，廣受顧客喜愛。

TOP FASHION IN AESTHETIC ERA

The advent of the millennium focused on the post-modern era that demanded "aesthetic economy". Consumers' lifestyles and sense of values were greatly changed accordingly. Leading in the mainstream towards creativity and aesthetics, Sinox started to make locks as artistic pieces of ornaments; breakthrough in designs and functions were emphasized.

In the past, customers would provide the required product specifications for Sinox to develop. Now, Sinox actively comes up with fresh ideas to meet the demands and trends of a new era, which in turn attract potential buyers. The locks are magnificently designed with multi-faceted functions, such as compasses, can openers, and name cards; also combination locks for notebook computers, iPod, iBox, the soft shoulder locks and others various productions -- all widely popular with customers.



在這第三個十年，競泰發展迅猛，將對手遠遠拋在後面，尤以下面三件事實，最具有代表性：

Sinox developed rapidly during this third decade, leaving competitors trailing far behind. Three memorable events occurred at this period:

恐怖攻擊反成利基

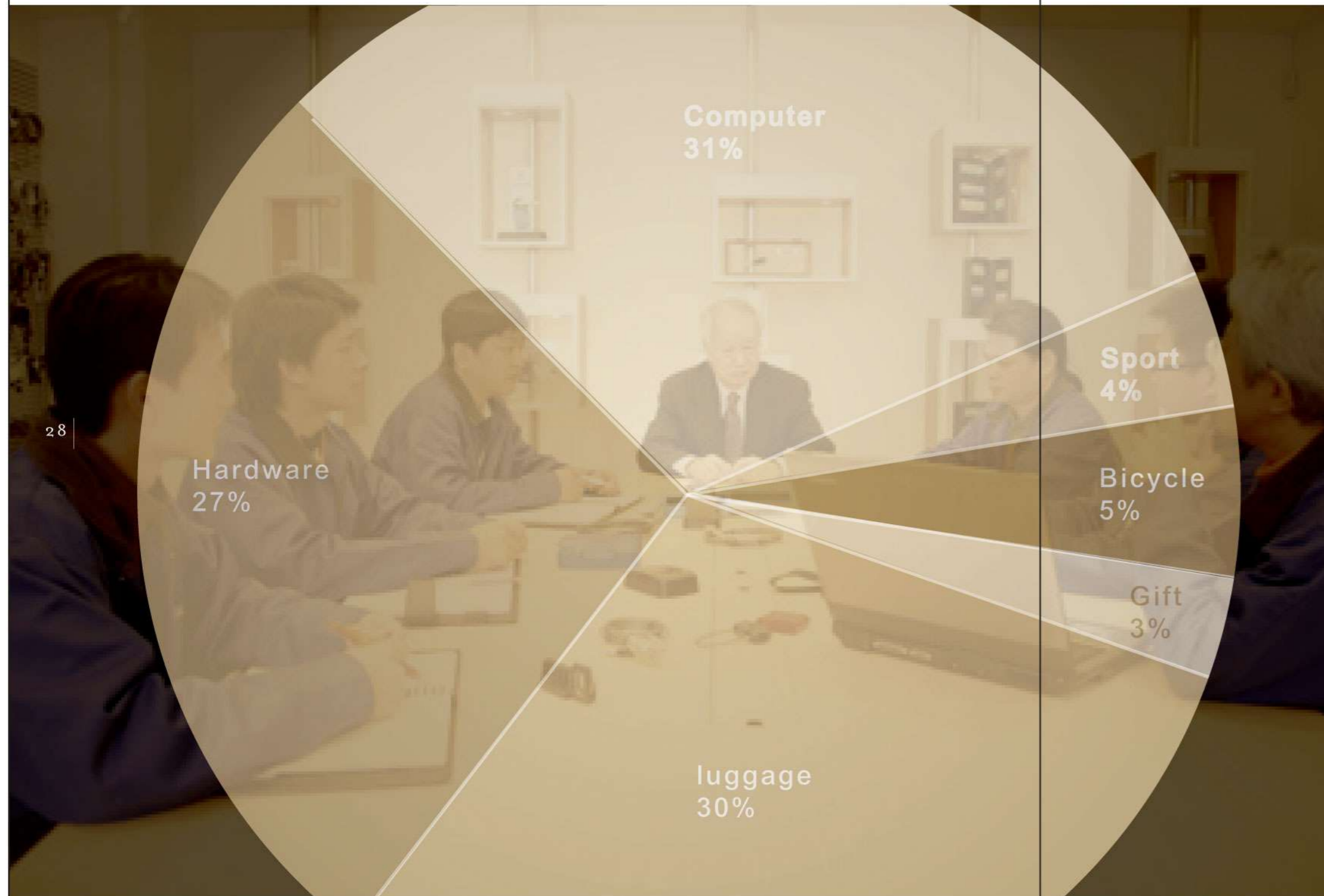
2001年911事件，歐美海關展開嚴格搜索，旅客的行李常被撬開、剪壞，導致抱怨連連，民衆畏懼旅行，再加上2003年的SARS事件，更使得行李箱鎖業，雪上加霜。

為了因應檢查行李，美國交通安全局(TSA)首開「認證鎖」(Certified Lock)先河，提出「雙鎖心」的概念，相關產品須經美國Travel Sentry認證後，才可生產銷售。競泰研發的TSA鎖可任使用者轉動號碼自由開鎖，也可讓美國海關檢查人員用特定的鎖匙開鎖，檢查完後再鎖上，非常方便，旅客也不再損失，結果帶來莫大的商機。

OPPORTUNITY UNDER TERRORISM

The US Customs imposed strict security measures at the airport after the 9/11 terrorist attack in 2001. The pried-open luggages with cut-out locks caused much complaints and inconvenience to the passengers and many shunned traveling altogether. The outbreak of SARS in 2003 hit another blow to the already depleted air travelers and the luggage industries as well.

Then came the idea of "recognized locks" with "dual locking mechanism" idea promoted by the US Transportation Security Administration (TSA). Seeing the opportunity, Sinox was quick to respond to the call and developed a series of TSA locks that can be used by ordinary travelers and be unlocked for inspection by the Customs inspector without damaging the lock itself. The invention of TSA locks brought about great business opportunities for SINOX in the years to follow.



經營管理適應潮流

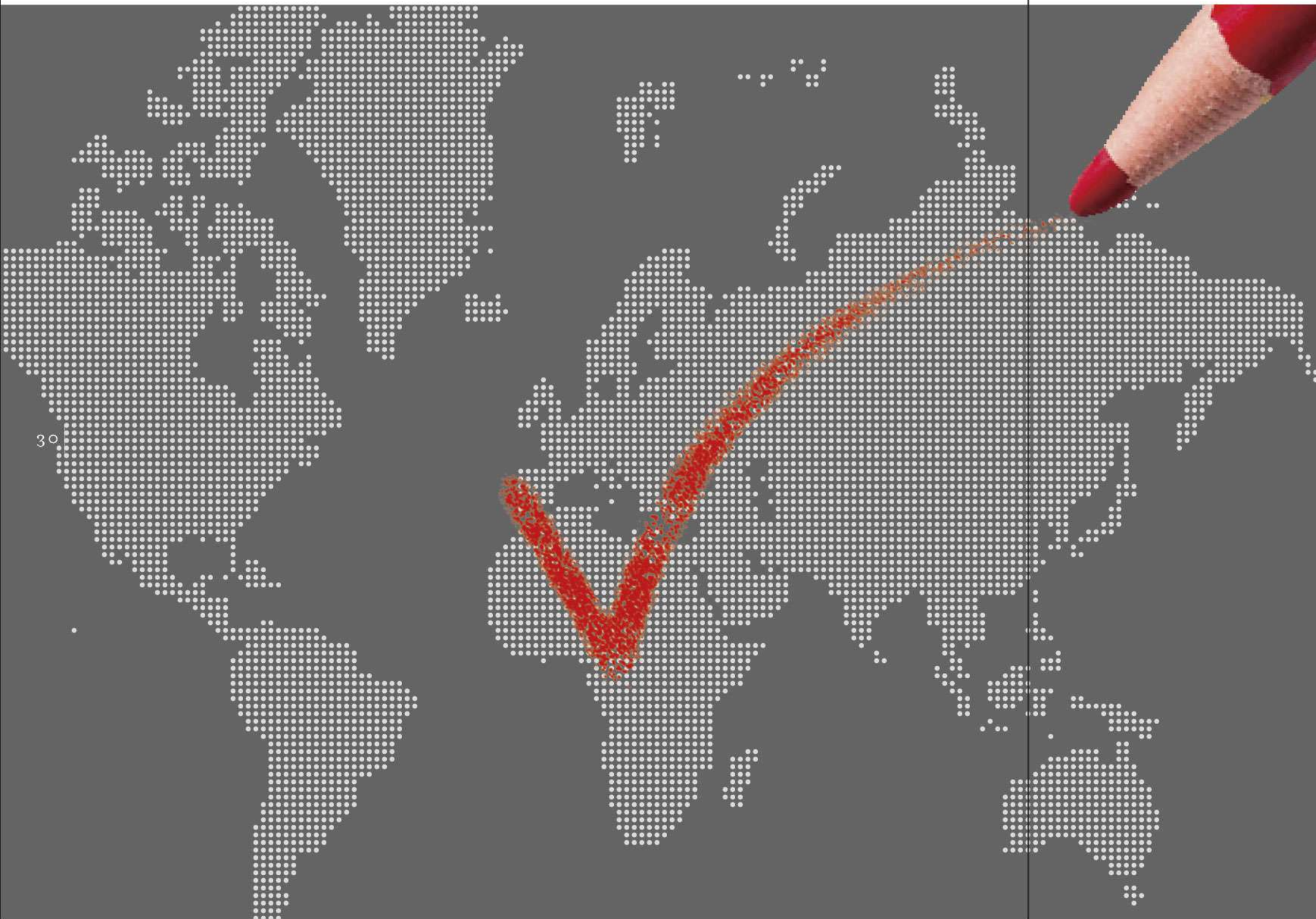
2003年市場下滑，但競爭反而擴充規模，以配合多元的消費趨勢，這在被視為傳統的製鎖業，是少見的創舉。

主掌研發的林澤浩，有鑑於一個公司的研發和業務部門應相輔相成；業務常能從客戶處帶來新的使用需求或想法，而研發也應把成果和業務部多做溝通，遂構思了一套能縱向整合研發和業務，也能橫向整合工業設計和開發的「SIE」（Sales + Industrial Designer + Engineers）整合機制，將業務、工設、機構在既有的組織架構下，做橫向及縱向的任務編組。SIE下轄三組，分別負責：五金、文具；旅行、皮件；運動、3C產品，此一組合大大增進了管理界所謂「暗默知識」（tacit knowledge）的傳承，也就是最時興的「知識管理」。

RESTRUCTURING FOR THE FUTURE

Sinox expanded its operational scale against the worldwide trend of sliding economy in the ensuing years of 911 and SARS. That was regarded as highly unconventional in the lock-making industry.

Observing the need and advantage of a close interaction among R&D and sales personnel, Renny Ling, in charge of product development, promulgated the idea of "SIE Teams" (Sales + Industrial Designers + Engineers). Three SIE teams were formed for (I) Luggage & Travelling (II) Hardware and Bicycle, and (III) 3C and Sports. Under the SIE mechanism, each one in a team is to be involved in every phase of projects from the inception to the completion inception of a project to implement and sales of the final product. The purpose is to minimize the gap and barriers that often exist among professionals in S, I and E, so that resources can be focused in achieving final objects.



中國昆山的「金泰祥」

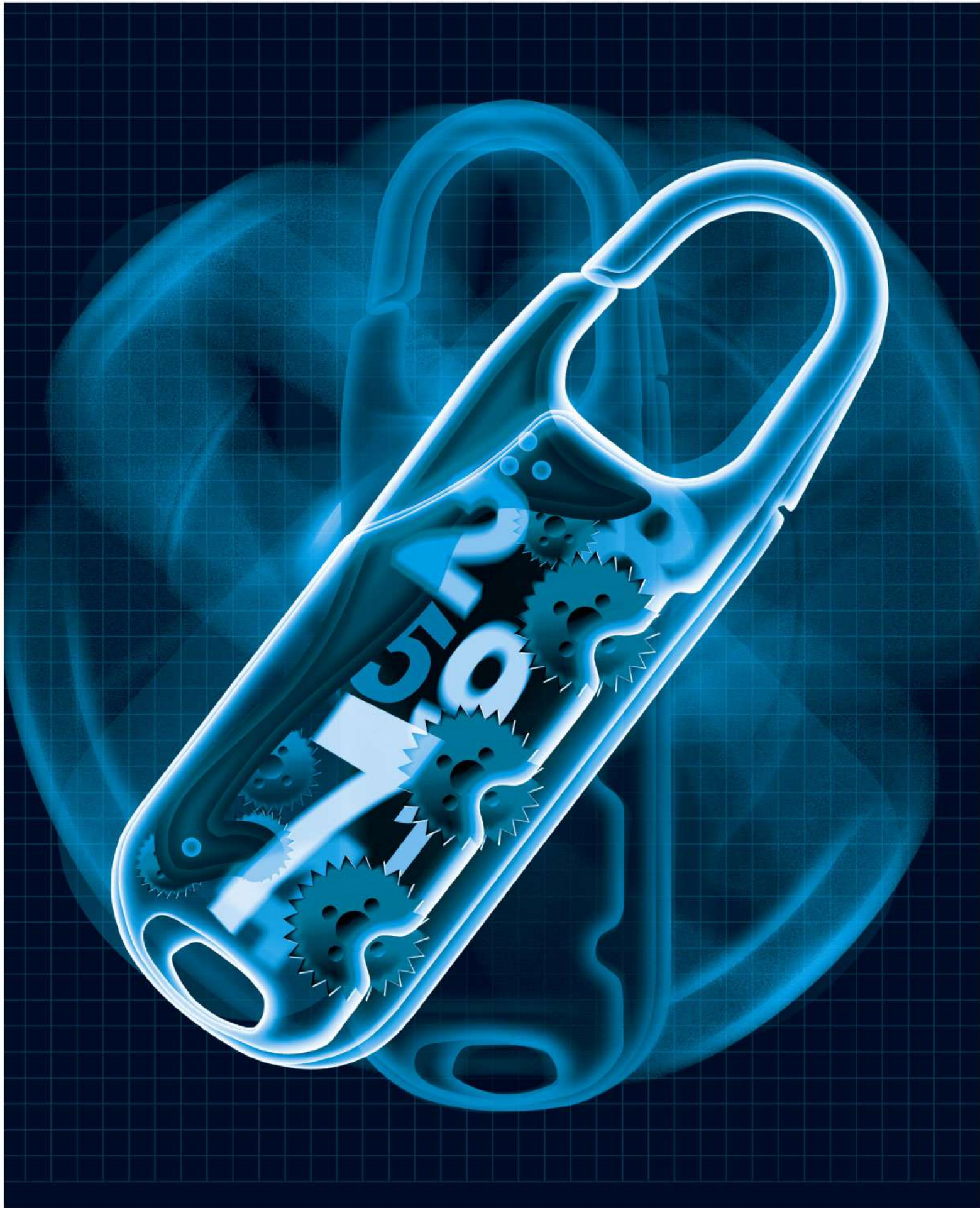
2000年起，許多台灣公司考慮前進大陸。時勢所趨，林中寬考量長期發展，選定在昆山設廠。2001年，競泰總經理林智琛向昆山申請成立「金泰祥公司」，2003年7月廠房完工，由林澤浩負責營運。2004年金泰祥開始出貨，僅在三年內，就從50人成長到2007年初的700多人。

除了承接由母公司移轉過來的組裝生產，金泰祥也獨立規劃執行零件自製，甚至還增設業務部門，使得競泰的鎖，廣銷中國大陸。講求績效的目標管理，讓金泰祥在三年內十倍速成長，至此林中寬才慢慢放下肩上重擔，只負責指導重大決策。

ESTABLISHING SINOX CHINA IN KUNSHAN

Many Taiwan companies moved business to China starting in the 90's. Joining the trend, and taking long-term development into account, Dr. Ling decided on KunShan, China to be the factory site. Stephanie Ling, General Manager, took up the responsibility of action. The factory was completed in July 2003, with Renny Ling at the helm of management. By 2004, Sinox China started shipments of goods. In the short span of three years, the initial 50 employees increased to 700 by early 2007.

Besides the production of orders coursed through the parent company in Taiwan, Sinox China independently planned and executed the manufacture of components. Its own Sales Department was subsequently established, enabling the Sinox products to penetrate China market. The goal-oriented management geared towards performance and efficiency enabled Sinox China to increase its growth by ten times within three years. Seeing thus, Dr. Ling gradually eased the heavy burden on his shoulders. He is now more focused on guidance and as an adviser in making significant decisions.



精緻鎖的密碼

PASSWORD TO EXQUISITE LOCKS

「夕陽」產業朝霞萬道

競泰擴大了鎖的價值與使用，也為自己闢出一片天。五金產業本來被認為是艱困的「夕陽產業」，但在競泰團隊手上，成了「時尚產業」，展現強而有力的韌性，散放著新時代自信的光彩。

如果說競泰本身就是一把精緻的號碼鎖，那麼解開這把美麗之鎖的密碼，一定是「研發」與「創新」。競泰從研發、生產到行銷都不假手他人，整個製造過程不受制於人，所以能確保品質與商譽。

FROM SUNSET TO SUNRISE INDUSTRY

Sinox not only expanded the value and use of locks, but opened a fully progressive, bright horizon for its business along the way. The hardware industry, originally regarded as a difficulty-mired "sunset industry", has metamorphosed into a vibrant "fashionable industry" in the hands of the Sinox Team. The industry has proven its tenacity in adversity, and is shining confidently in the new era.

If Sinox were an exquisite combination lock, the passwords to open this aesthetic lock will surely be Innovation, Quality and Service. All through the complete process of production -- from R&D to manufacture -- and on to sales, Sinox attends to every aspect and never delegates duties to others. That is why there is complete assurance on the quality of products and the business reputation of the company.



回首來時終不悔

早在草創的年代，受過高深科學訓練的林中寬，就慧眼獨具，專注本業，「做人家不想做的事」，一再堅持自行研發，走自己的路。

而今競泰團隊日漸茁壯，卓然有成，其業務90%以上來自專利產品，外銷比例近100%，在世界號碼鎖大廠紛紛殞落之際，惟有競泰Sinox綻放光芒。

NEVER REGRETTING HIS CHOICE

Ever since the establishment of Sinox, Dr. Ling, who had been educated in the advanced, scientific way, devoted himself fully to lock manufacture with his intelligent vision. "Making the choice that others seldom select" is the guiding principle behind Dr. Ling's determination to conduct his own R&D...to walk the road of his own choice.

Today, the Sinox Team is growing stronger with achievements to be proud of. While other OEM oriented lock factories face bleak business to the extent of closures for some, Sinox remains focused on a bright future.



人文底蘊其來有自

林中寬固然強調研發、創新，也重視人文、工藝與美學，而競泰秉持的類似「學徒制」傳承，正是「知識經濟」時代最熱門的概念。

傳統的行業，到了林中寬手裡，煥發出新世紀的光彩。古老的五金鎖業，加上現代化的觀念與管理，彷彿林中寬這個人，傳統又創新，人性又科學。

三十而立，接班團隊成形，丰姿綽約的競泰更上一層樓，故事正待開展
...

CULTURAL TRADITION MADE THE DIFFERENCE

Emphasizing R&D and creativity, Dr. Ling also values aesthetic crafts with a cultural sense. The Sinox core philosophy of transmitting skills through "apprenticeship" proves to be effective and most popular idea in today's era of "Knowledge-based Economy".

In the hands of Dr. Ling, the traditional industry shines with the glory of the new century. The ancient hardware industry of lock manufacture incorporated with modern ideas and management symbolize Dr. Ling's image and approach: Traditional and creative, humanistic and scientific.

Well developed at 30th anniversary, the relay team all poised to carry on, the commercially blooming Sinox carves another notch on its ascent on the ladder of success. A new milestone will soon be unlocked.....



中篇：「鐵將軍」點將錄....

Part 2: Catalogue of Pioneering Products.

手提箱鎖風靡世界，旅人最佳伴侶
Locks on the attaché make the best companion

行旅防盜系列
Traveling Security Series



天涯伴我行

Companion on the Road



最早開發的CL系列號碼鎖，適用於當時流行全球的皮製手提箱（attach case），俗稱007手提箱。當年007電影男主角詹姆斯·龐德（James Bond）風靡全世界，電影中常出現他用姆指一撥號碼鎖，手提箱便應聲彈開，此即CL系列鎖。這款鎖隨著電影風行全世界，開啓台灣號碼鎖業發展的契機，也奠定競泰創業的里程碑。

CL-2000是在競泰自行研製專利鎖後，第一個在台灣和美國申請專利成功的台製號碼鎖。因為有專利保障，所以可以安全鎖注美國，此為其他台製仿冒鎖所不及，競泰因此靠著CL-2000換取時間，取得成長的機會。

以後的PL-，AL-，RL-，ZL- 等系列鎖，亦係利用CL- 的機具構造，所以CL- 機構是競泰進入號碼鎖行業最重要的一項發明。

The earliest developed CL series of combination locks were the ones used for the 007 attaché cases, popularized around the world through James Bond, the famed character in the 007 movie series. The films paved the way for this type of locks to become globally fashionable that brought prosperous opportunity for Taiwan's combination lock industry and established the milestone for the "Sincox" entrepreneurship.

CL-2000 is the first combination lock made in Taiwan awarded patents from Taiwan and USA. Protected by the patents, attaché cases equipped with CL-2000 could be exported safely into US market. That was a unique advantage of Sincox unmatched by other competitors. That also gave Sincox the time and opportunity for growth.

The CL lock mechanism was later on applied to develop other important series of locks such as PL, AL and RL. Thus, the CL locks can be regarded as one of the most important invention that springboard Sincox into the rank of lock industry.





XL- 系列係ABS硬殼鋁框旅行箱號碼鎖的代表；競泰1983年所製的XL-101是所有XL- 系列對號鎖的始祖。

XL- 系列中間式號碼鎖，均係由XL-101機構變化而來。後來將此一機構變化應用，又衍生出其他鎖系列，如SL- 等。

競泰第一個XL-101客戶是巴基斯坦的Zamrock公司（此為世界皮箱業龍頭Samsonite在巴基斯坦之授權廠商）。透過Zamrock的介紹，競泰進入美國Samsonite公司，進而與當時皮箱大廠Delsey認識並合作，奠下在皮箱業的基石。

The XL series represent the combination locks for hardside luggages, based on the XL-101 made in 1983.

The resettable combination locks of the XL series were based on the XL-101 mechanism, so were other series like SL.

The first client of the Sinox XL-101 was the Zamrock Company in Pakistan, an authorized partner of Samsonite (the leading company in the global luggage industry). Zamrock introduced Sinox to the US Samsonite and then to Delsey, the famed European luggage manufacturer at that time. The cooperation with Delsey was a milestone for Sinox in the global luggage industry.



號碼掛鎖PL-系列始於1984年試作第一個產品PL-111，後來一路發展，不僅成為競泰最主要營業產品，更使得號碼鎖普及於全球旅行箱、電腦、運動器材、置物櫃等不同領域，這一點可以說是競泰在世界鎖業、人類生活上的一大貢獻。

PL-111的靈感來自舊式皮箱號碼鎖，1984年，競泰開發出第一個二輪號碼掛鎖。由於PL-111的開發成功，以及日本掛鎖類大盤商Katsura「桂」公司的要求，競泰在1988年開發出PL-311，-321，-341系列。競泰透過此一系列，認識了德國著名五金大廠ABUS，並一舉成名，成為後來PL-3xx系列，以及TSA機場鎖的火車頭，且歷久不衰。從此競泰跨足世界級五金行業。

PL-311系列另一個重要貢獻，在透過它的機具結構特性，開發出多樣機種，如：TL-、RL-、AL-等，是競泰應用最廣的機具結構。

Since the debut of the first dial padlock, PL-III, in 1984, the PL series of combination padlocks had developed into the main products of Sinox sales and popularized the combination locks in various global fields of traveling, computer, sport goods, and lockers. That was the great contribution of Sinox to the global lock industry and to people's daily life.

Inspired by an old luggage dial lock, Sinox developed its first two-dial combination padlock PL-III in 1984, and subsequently developed the three-dial padlocks PL-3II series in 1988 following enthusiastic success of PL-III. Those series of dial padlocks attracted attention of the largest Japanese padlock wholesaler, Katsura, and the German giant, ABUS. The PL-3xx series padlocks would later on become the mainstay in the Sinox product line in the ensuing years to come.

Other significant contribution of the PL-3II series was the development of various products based on its feature, mechanism and structure, successfully resulting in the development of TL, RL, and AL series.



1987年，競泰開發出世界第一個扁字輪號碼掛鎖PL-660，後來成為PL-6xx系列的始祖，並引發全球扁平式號碼掛鎖的風潮，至今不衰。此外它也將設計新潮的號碼掛鎖帶入禮品 / 贈品業。

The first flat-dial combination padlock in the world, PL-660, was developed in 1987 on request from Delsey and soon followed by the family of PL-6xx series. The PL-6xx series of padlocks brought about fashion to the padlock industry that revolutionized the traditional perception about dull looking padlocks.





ZL- 拉鍊鎖的最初構想是活動式的ZL-700系列，但由於鎖體裝置後拉鍊頭空隙太大，且顯笨重，因此並未開拓出市場。

1992年，根據Samsonite「新秀麗」公司Mr. Carlo Zezza之要求，改製成固定槽溝式的ZL-558扁字輪拉鍊鎖，結果帶動全球風潮，成為軟式旅行箱的標準配備



The original design of the zipper lock, ZL-700 series, though technically ingenious, proved to be impractical and cumbersome.

Then, in 1992, Mr. Carro Zezza of Samsonite requested to develop a flat-dial zipper lock to be mounted on its' "Spark" series of softside luggage soon to be launched worldwide. The trend-setting ZL-558 was thus born, setting the worldwide zipper lock trend and still going strong even today.



1991年，利用PL-111的機構及模組化的結構，開發出SL-936，進而拓展出一系列織帶鎖。
該模組化結構由於性能優越，構造簡單，裝配容易，成本便宜，引致同業大量仿製，也成功帶動行李箱織帶鎖的使用。

In 1991, the Strap Lock, SL-936, development was based on the mechanism and the module structure of PL-111 and thus led to a series of strap locks.
The module structure's excellent performance, simplicity and low cost became the target of imitations by many other lock manufacturers. It also brought about the fashion for the use of luggage strap as well.



911雙塔倒，反恐戰小兵立大功

2001年美國911事件發生，各國交通安全管制措施使得全球旅行業受到重大影響，本來擔負旅客行李安全重任的鎖，一時間失去了作用。美國海關剪鎖事件不斷，旅客報怨連連，因剪壞鎖致使貴重物品失竊的問題，也十分嚴重，直接造成旅客權益的傷害。

2002年，美國交通安全局（Transportation Security Administration, TSA）召開有關鎖的研討會，會中Travel Sentry組織提出一種「雙鎖心」的兩開鎖觀念，TSA特別制定TSA鎖的規格，解決了美國國家安全問題，也兼顧了旅客權益。

Contribution to the Anti-Terrorist Movement

The 9/11 terrorist attack in America during 2001 ignite a shock wave throughout the world and immediately casted a long shadow over the global tourism. Tightened security measures at the US airports often require locked luggages pried open for inspection. Quite often, passenger's belongings and valuables were lost during the process. Damaged luggage locks and the encroachments upon passengers' privacy right posed problems and outcry from all over the world.

In 2002, TSA (US Transportation Security Administration) held a conference on locks, in which the Travel Sentry proposed an idea about the "dual-locking" locks. TSA formulated the specifications of the TSA locks as a solution to the US flight safety and the protection of passengers' rights.

恐懼緊閉心扉 「雙鎖心」開心鎖

“Dual Locking” Creates New Horizon





2003年因應美國海關反恐需求，競泰將可變號掛鎖進化成雙機構TSA機場鎖，進而開發出第一個機場掛鎖。鎖體上明顯的TSA標誌有助海關辨識，從而開啓行李箱檢查，並重行上鎖。

To meet the anti-terror demand of the US customs in 2003, Sinox developed the first dual-mechanism TSA airport lock. The lock with the easily identifiable TSA logo can be opened for inspection at the airport custom by a master key and relocked after inspection.



2003年將第一個TSA固定式拉片鎖，裝置於軟質行李箱上。但在這六年緩慢發展期間，TSA機場鎖早已成為已開發國家機場的流行鎖。



In 2003, the first TSA fixed zipper puller lock were installed on the soft travel cases. During the ensuing six years, the TSA airport locks have become popular at the airports of developed countries.



家居各種用鎖，方便又安全
Various Locks for Home Convenience & Security

photolibrary.com

居家把門 守護天使

Guardian Angel for Domestic Security

1996年競泰研發第一個盒鎖，普為房仲業者所使用。盒鎖的開發不但提升了產品的單價，也提升了重型鎖的研發技術。競泰為因應客戶需求，又據而研發出其他安全守護門鎖鎖具。

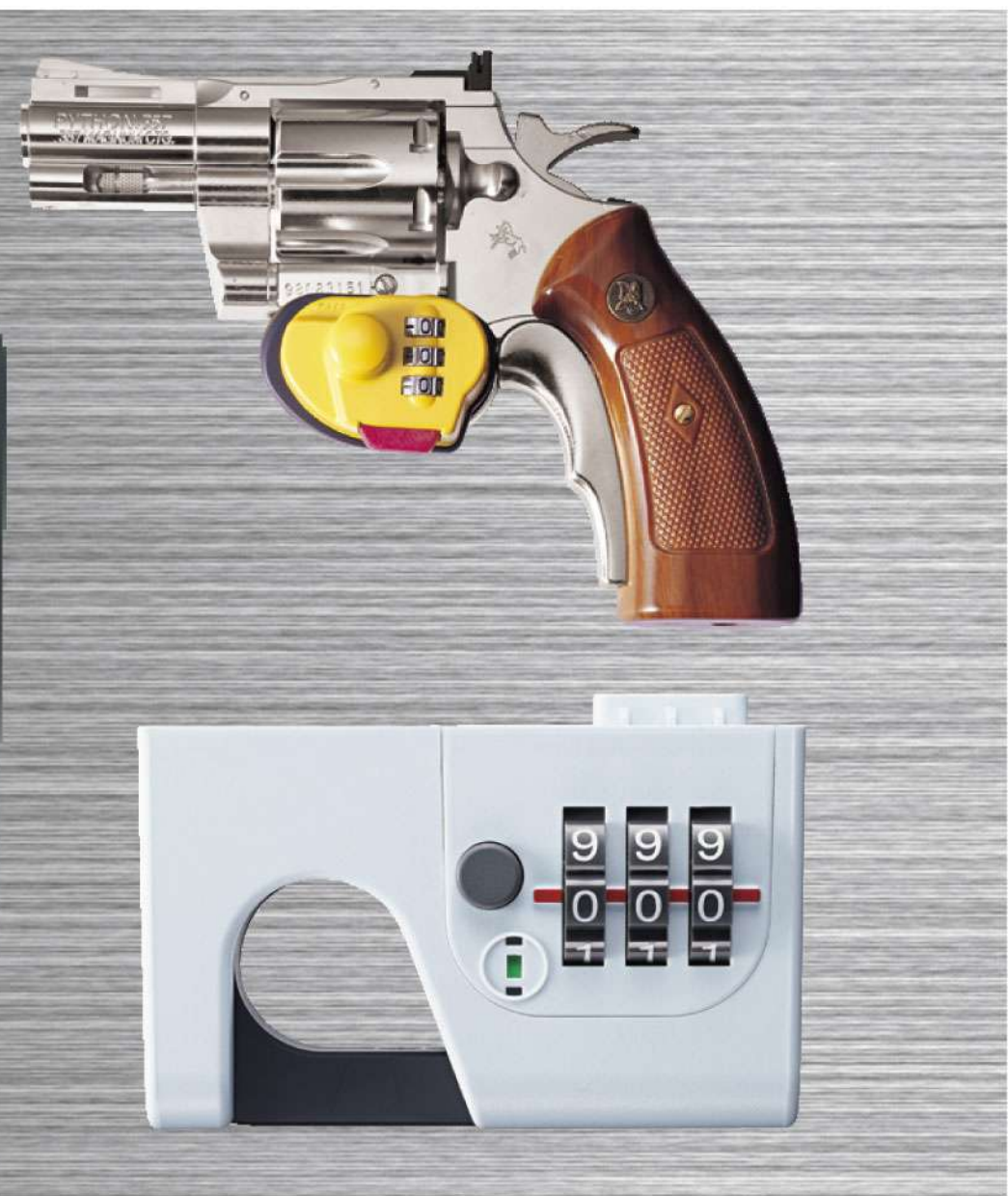
In 1996, Sinox developed the first Lock Box, widely adopted by the real estate services. That development not only increased the unit price of products but also instigated the R&D direction of heavy locks. With that technology, Sinox developed several other safety-guarding locks for the clients' demands.



第 一個拖車用的盒鎖，槍鎖及傘架鎖。



The first locks for trailer box, gun and umbrella stand.





競泰跨入櫥櫃行業自行研發第一個櫥櫃鎖後，為因應各種不同的櫥窗裝置，而研發出一系列櫥櫃用產品。



A series of cabinet locks were developed following the first one in 2004.



騎車滑雪無牽掛，只因你在我身旁
Riding & Skiing: Worry-Free with Me by Your Side



戶外生活樂逍遙

Joys from Carefree Outdoor Life



競 泰早期初入單車鎖業時，WL-630/-430的設計不盡理想。1994年，WL-633問世，引發全球可變號單車號碼鎖風潮，以迄於今。

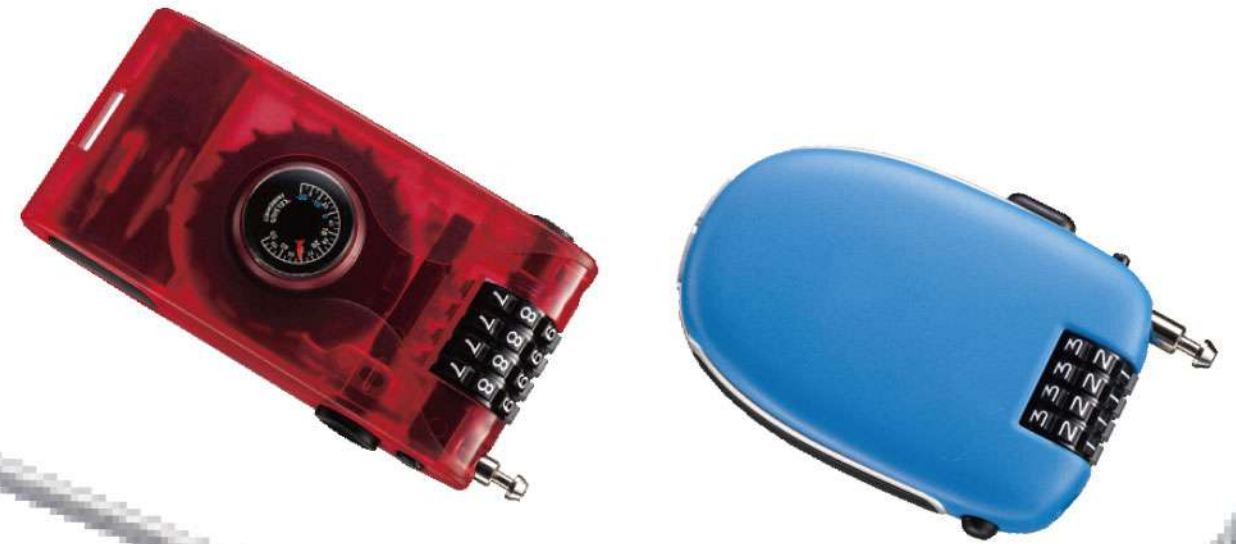
Inspired and encouraged by the pioneering development of WL-630 / -430, the introduction of WL-633 series, in 1994, instigated the unending global trend of using resettable combination bicycle locks until today.

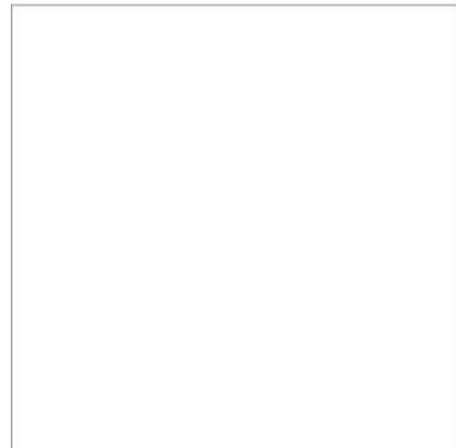
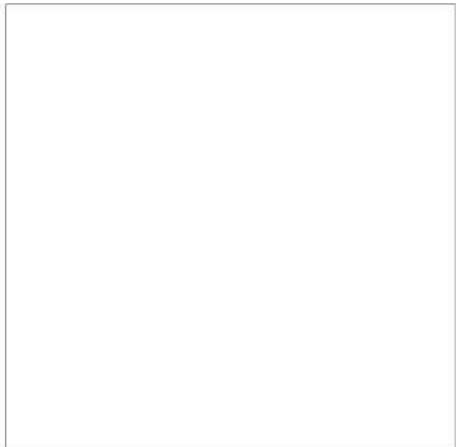
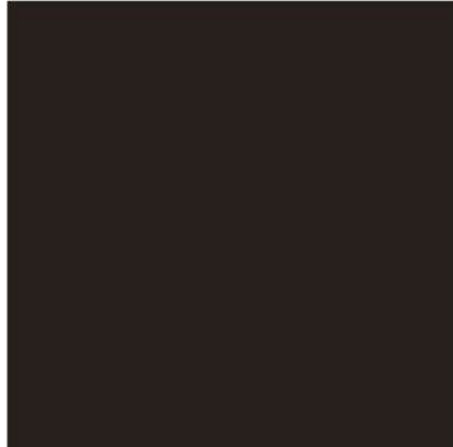




此類鎖具，始見於早期冬季運動器具。競泰將之改善，開發出一種可簡易變號的自動伸縮鋼纜鎖TL-960，結果一舉成功，沿用至今，目前世上還沒有更進一步的機種。

Intended for winter sports security in the 90's the TL-960 series of resettable cable locks kept finding their own application to various arena and still remain unmatched in the world today.





多 功能鋼索鎖、?具鎖之設計研發 . . .

Design and development of Multi-Function Cable & Hook Locks

htyfimages®

創意開發電腦防盜系列，叫好又叫座

Best-Selling Series of Creatively Developed Locks for Computer Security

電腦防盜系列
Computer Security Series



電腦防盜伸縮自如

Retractable Cable Locks for Computer Security

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有鑒於自動伸縮鋼索鎖TL-系列的成功，競泰積極從事此項產品功能的再提昇，於是在原有伸縮鋼索鎖，加設警報器裝置。結果RL-962系列搖身一變，成為手提電腦防盜鎖，並獲優良產品設計獎。

The success of the TL- series of retractable cable locks prompted Sinox to actively engage in the functional improvement and resulted in the alarms installed on the locks. The RL-962 series turned into the notebook computer security lock, winning the Good Design Product Award.



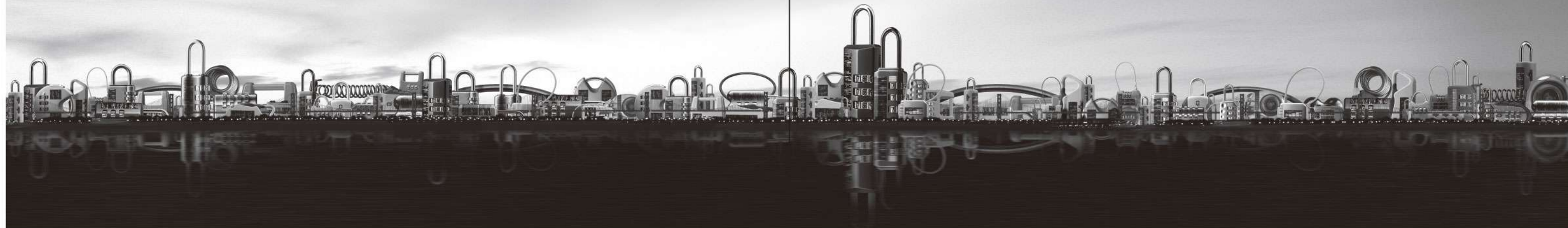
競泰在無意間涉入桌上及手提電腦防盜市場，成功開發出一系列電腦防盜安全裝置，透過美、日大客戶的全球銷售網，此系列成為競泰最穩定的主力產品。

The unexpected entry into the computer security market led to the successful development of a series of computer security gadgets. Thanks to the global sales network of the best known US and Japanese brands, the series became the most stable main products of Sinox.



下篇：競泰大事記....

Part 3: Event Chronicle of Sinox



創業期 (1978-1981)

- 1978
 - 創辦競泰股份有限公司。投入號碼皮箱鎖製造行業。
- 1979
 - 取得CL-2000等系列台灣專利，為競泰第一個專利產品。

成長期 (1982-1988)

- 1983
 - 於中和市平和路購遷工廠(一廠)，並研發第一個中間對號鎖XL-101。
- 1984
 - 量產中間號碼鎖X系列，並研發第一個號碼掛鎖 PL-111，首次把掛鎖加上對號功能，改變掛鎖刻板印象，此即對號小掛鎖，開創皮件禮品行業。
- 1985
 - 致力與世界五金業及皮箱業大廠建立實際合作，也與日本建立長期合作關係。

- 1986
 - 訂定以研發為導向之營運方針，並與世界名廠Samsonite及Delsey建立長期合作關係，同時研發第一個拉鍊鎖ZL-700。
- 1987
 - 以Sinox品牌受到國際肯定，逐漸建立國際地位，並取得主導優勢。研發直排型字輪變號掛鎖PL-311，開拓日本市場。
- 1988
 - 積極研發，加強與歐洲大廠建立合作關係。
 - 研發第一個扁平型號碼掛鎖 PL-660(Delsey)，帶動扁平掛鎖進入禮品、贈品市場。
 - 研發第一個伸縮鋼纜鎖TL-960，之後陸續研發出TL955、TL983、TL956。

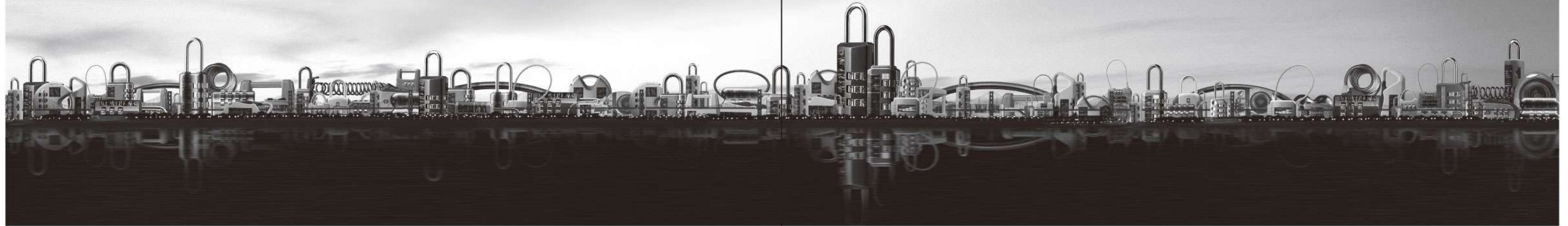
茁壯期 (1989-1996)

- 1989
 - 過去之經驗與技術奠定成長基礎，決定進軍自行車市場，研發第一個自行車號碼鎖WL-430/630。

- 1990
 - 與Kryptonite合作，打開美國自行車用鎖市場，改變行銷方式，強化產品外型設計與包裝，以提升公司形象。
 - 致力自行車用鎖市場之開發
 - 依需求購遷中和市建六路廠房(二廠)。
 - TL-960取得美國專利。
- 1991
 - 公司購遷台北市安和路國家大樓，進一步拓展美國旅行用品與禮品、贈品市場，同時研發四字輪對號鎖PL-860。
 - 相繼開發皮箱綁帶號碼鎖SL-936及活頁鎖。
- 1992
 - 擴大研發領域，以研發為運作主軸，與Samsonite合作第一個固定式拉鍊鎖ZL-558，成功帶動軟質旅行箱使用拉鍊鎖的風潮。
 - 開始參加國外展覽(德國IFMA)。
- 1993
 - 行銷方式有所突破，強化型錄、廣告及展覽來吸引客戶，首次參加美國 Interbike show。
 - WL-633取得美國專利，此鎖因外型獨特，引起台灣及大陸競相模仿。

- 1994
 - 研發「Window」視窗型系列變號掛鎖(PL363)，攻佔美國變號掛鎖市場。
 - 與Master建立合作關係，申請美國專利。
 - 擴增中和市建三路廠房(三廠)。
- 1995
 - 應客戶要求，在伸縮鋼纜鎖中加入警報功能，進入筆記型電腦鎖研製領域，研發具警報功能之伸縮鋼纜鎖RL-761+RL801。
 - 研製模組化箱具綁帶號碼鎖(SL-938)。
 - 於國立成功大學設置研究獎學金。
- 1996
 - 營業額大幅上昇，激勵研發創新。
 - Sinox國際形象日趨鞏固。
 - 開始研發新一代自行車鎖。
 - PL363/373取得美國設計專利。
 - 鎖中鎖變號掛鎖(PL-977)。

1997-2008



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整頓與整合期 (1997-1999)

1997

- SL-938取得美國專利。

1998

- 研製筆記型電腦對號鋼纜鎖RL-501及第一個槍鎖AL-100。
- 公司成立二十週年慶。

1999

- 獲經濟部中小企業處遴選為示範觀摩輔導廠商。
- 公司購遷至台北市安和路安敦國際大樓。
- 三個舊廠合併，購遷至中和市建一路中山工業城現址，又因為廠房整合，而針對生產單位作業，做大幅度調整，以利運作。

思考 / 評估 / 調整 (2000-2002)

2000

- 獲「中華民國新世紀十大傑出企業金鼎獎」。
- 獲經濟部中小企業處遴選頒發第三屆「小巨人獎」，公司管理進入電腦化。

- RL-761筆記型電腦警報鎖獲選為「優良設計產品」。
- 評估西進大陸之可行性。

2001

- 廠辦合一：考慮 確定 規劃 執行。
- 大陸昆山廠土地購置，規劃儲備西進人才。
- 《競泰二十週年》獲選為優良平面設計刊物。
- 第一個電腦鎖鑰匙鋼纜鎖RL-508。

2002

- 跟催昆山建廠進度及相關作業。
- 導入、建立與確認ISO-9000作業標準。
- 美國911事件影響皮件業業績甚鉅。
- 一系列電腦鎖與拉片鎖的研發。

擴大事業版圖 西進昆山 (2003)

2003

- 「金泰祥」建廠(昆山 / 張浦鎮)完成。
- 規畫西進相關作業。

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- 導入ERP系統。
- TSA 機場鎖研發與出貨：第一個TSA掛鎖PL-396，以及第一個TSA拉片鎖ZL-590。

E化與量產的開端 (2004-2005)

2004

- 與Nike合作研發戶外用的登山?鎖PL-166。
- 第一個字輪碟煞鎖WL-711。
- 一系列美國機場鎖的研發及生產。
- 主要機種陸續西進，移模至金泰祥。

2005

- 金泰祥量產日漸順利，出貨量逐漸增加。
- 研發第一個拖車鎖AL-215。
- 研發ZL-577、ZL-578，與知名品牌Rimowa建立良好關係。

大幅整合營運 (2006-2008)

2006

- 創新設計一系列I-Box產品RL-986/-987。

- 研發櫥櫃鎖：AL-207、AL-208。
- 研發肩帶鎖：SL-162、SL-163、SL-169。
- 金泰祥量產順利，業績創新高。
- 金泰祥設置生產部，增設壓鑄、沖壓、射出、模具部門。
- 競泰擴編營業處，分設皮件 / 五金 / 電腦三部門。
- 因應研發與業務部的擴編、互動與效率，辦公室移至現址五樓。

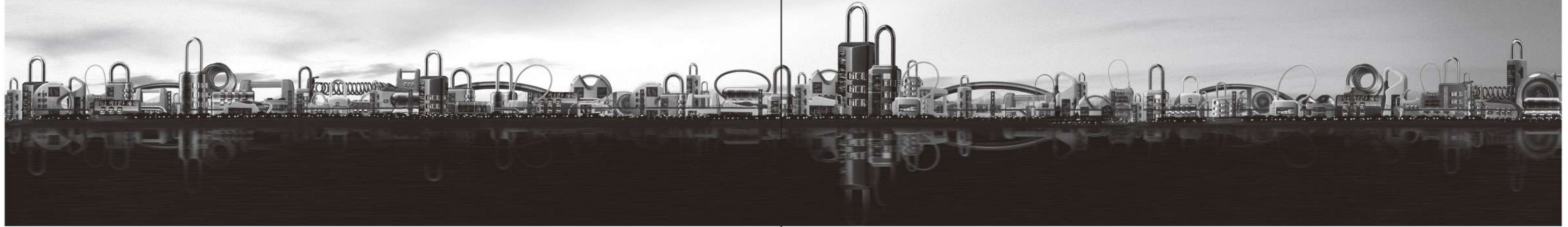
2007

- 金泰祥擴大生產部，擴建員工宿舍與增建二廠。
- 設立華南辦事處。
- 與知名品牌Yale/Assa Abloy 建立研發行銷合作關係。
- 競泰組裝部人員逐間縮編。
- 擴充櫥櫃鎖AL-系列產品之研發。

2008

- 金泰祥內部組織變更為箱靴、五金二大事業體，生產組裝一條龍作業。
- 金泰祥增設拉桿廠與業務部門。
- 設立貿易公司「金泰裕」有限公司。
- 研發按鍵式的盒鎖PL997。

1978-1996



STARTING PERIOD (1978-1981)

- 1978
 - Establishing Sinox Co., Ltd. Engaging Combination Lock making.
- 1979
 - Obtained Taiwan patent for 007-type attach? case combo lock, CL-2000 series, -- first patented Sinox product.

GAINING Foothold (1982-1988)

- 1983
 - Purchased site and built factory (Plant I) at Ping-ho Rd., Chung-Ho City, and developed for hardside luggages XL-101, first central resettable combination lock.
- 1984
 - Mass production of central combination lock -- XL- series. Developed PL-111, the first combination padlock, and changed stereotypical image of padlocks as used on luggages and travelling.
- 1985
 - Strived to establish collaborations with dominant global hardware and luggage manufacturing giants. Established long-term cooperative relationship with Katsura of Japan.
- 1986
 - Set up R&D driven operation guideline. Established cooperative relationships with the famous luggage makers: Samsonite and Delsey. Developed first zipper lock, ZL-700.

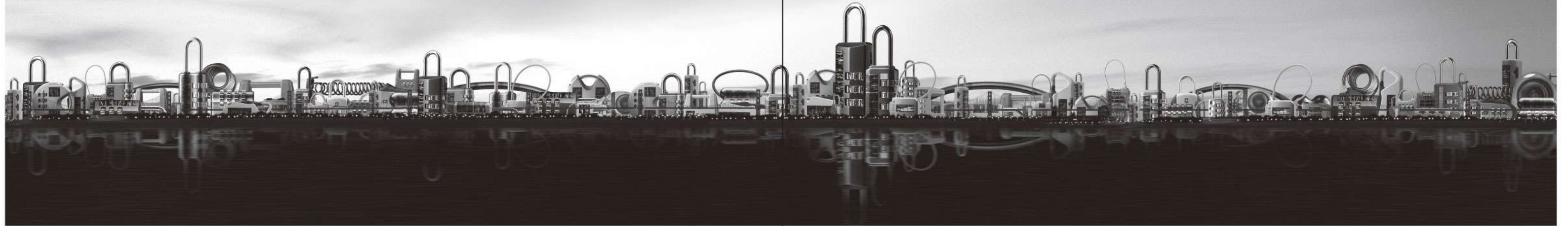
- 1987
 - Developed the resettable 3-dial combination padlock PL-311, that eventually pave the way for Sinox to enter into hardware security arena and instigated worldwide popularization of combination padlocks. Over a Hundred models with varied size and shapes have been made and still remain to be one of the top selling series today.
- 1988
 - More positive emphasis on R&D; strengthened collaboration with major European factories.
 - Developed the PL-660 (Delsey), the first flat-dial type combination padlock in the world which subsequently facilitated the entry of this type of padlock into the gift and travel markets.
 - Developed the TL-960, retractable cable lock; the first of its kind in resettable combination feature. Widely winter sporting security area subsequently followed by the TL-955, TL-983 and TL-956.

DIVERSIFICATION AND GROWTH (1989-1996)

- 1989
 - Accumulation of experience and know-how prompted unceasing appetite for new products - Sinox decided to enter the bicycle market. Developed WL-430/630, again, the first bicycle resettable combination lock in the world.

- 1990
 - Collaborated with Kryptonite; opened the US bicycle market; changed marketing strategies; strengthened and improved product design and packaging to promote company image.
 - Strived towards developing the bicycle lock market.
 - Expanding business necessitated additional purchase of second factory site (Plant II) at Chien-6 Rd., Chung-Ho City.
 - Obtained US patent for TL-960.
- 1991
 - Relocated to newly purchased office in National Building at An-Ho Rd., Taipei. Further expansion in the US markets of travel goods and gifts/giveaways. developed PL-860, four-dial combination lock.
 - Consecutively developed the SL-936 --- luggage strap combination lock, and the folder lock for Samsonite.
- 1992
 - Expanded R&D fields; set R&D as the major operation direction. Collaborated with Samsonite for the first fixed zipper lock -- ZL-558, which has in subsequently set off the worldwide trend to use zipper locks for soft luggage.
 - Started to attend foreign exhibitions (IFMA Germany).
- 1993
 - Breakthrough in marketing strategies; bolstered catalogue layouts, advertisements and exhibitions to attract customers. Introductory attendance at the US Interbike Show.
- 1994
 - Obtained US patent for the WL-633 -- due to its unique design, later on imitated en mass by manufacturers in Taiwan and China.
- 1994
 - Developed PL-363, the "Window" type combination padlock, taking on the US variable combination lock market.
 - Established cooperative relationship with Master.
 - Additional expansion of factory (Plant III) at Chien-3 Rd, Chung-Ho City.
- 1995
 - Per customers' request, added alarm function to retractable cable lock; marked entry into laptop computer security filed; developed RL-761 + RL-801, alarm type retractable cable lock.
 - Developed new strap combination locks -- SL-938.
 - Set up Research Scholarship at National Cheng Kung University.
- 1996
 - Dramatic growth in sales -- encouraged R&D and innovation.
 - Started R&D of new generation of bicycle locks.
 - Obtained US design patent for PL-363/373.
 - PL-977 -- Combination Lock Box.

1997-2008



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ADJUSTMENT AND REORGANIZATION PERIOD (1997-1999)

1997

- Obtained US patent for Strap Lock SL-938.

1998

- Developed RL-501, laptop computer combination cable lock and AL-100, first gun lock.
- 20th Anniversary of the company incorporation.

1999

- Elected by Small and Medium Enterprises Administration (SMEA) as a Model Company.
- Relocated to newly purchased office in An-Tun International Building at An-Ho Rd., Taipei.
- Consolidation of old Plants II, III, and I into newly purchased factory at Chung Shan Industrial Town, Chien-I Rd., Chung-Ho city (current location); Major management adjustments were effected on all units to facilitate operation.

RESTRUCTURING (2000-2002)

2000

- Awarded the "Golden Tripod Award for the New Century Top 10 Outstanding Enterprises of the Republic of China".
- Awarded the "Rising Star Award" on the third awarding term of the Small and Medium Enterprises Administration (SMEA).

- Computerization of Company administration.
- "Excellent Product Design" awarded to RL-761, laptop computer alarm lock.
- Evaluating feasibility of production entry into Mainland

2001

- Unification of factory and office: Consideration --> Planning --> Execution.
- Purchased land in KunShan, China, planned and prepared for the move to KunShan.
- "Sincox 20th Anniversary" publication selected as Excellent Graphic Design Journal.
- RL-508 -- the first computer security key-lock.

2002

- Followed up with KunShan plant set up progress and related operation.
- Granted ISO-9000 standards of operation.
- Significant impact as aftermath from the 911 terror attack Incident in the US.
- Conducted a series of R&D on computer locks and zipper puller locks.

WESTWARD MOVE TO CHINA (2003)

2003

- Completed Sincox China plant establishment in Zhangpu Town, KunShan.

- Plan related operations In China factory.
- Implemented ERP system.
- R&D, production and delivery of TSA locks: PL-396 -- the first TSA padlock. ZL-590 -- the first TSA puller lock.

ADMINISTRATIVE MODERNIZATION (2004-2005)

2004

- Collaborated with Nike to develop outdoor carabiner lock -- PL-166.
- WL-711 -- the first combination brake lock.
- R&D and production of a series of TSA airport locks.
- Subsequent Westward relocation of major tool and machinery.

2005

- Mass production in Sincox China export shipments gradually increasing.
- R&D the AL-215 -- first trailer lock.
- R&D the ZL-577 and ZL-578. Established good relationship with famous German luxury luggage brand "Rimowa".

MANAGEMENT RESTRUCTURING (2006-2008)

2006

- Innovative designs of I-Box series products -- RL-986/-987.
- R&D closet / cabinet locks -- AL-207 and AL-208.
- R&D shoulder strap locks -- SL-162, SL-163 and SL-169.

- Sincox China's mass production smooth with record-high business performance.
- Sincox China set up Parts Production Department with Die Casting, Stamping, Injection and tooling capability.
- Sincox Taiwan expanded Business Department -- divided into three Sub-Departments of Leather/ Hardware/ Computer.
- Sincox Taiwan transferred office to the fifth floor of current location for better interaction and efficiency in view of the R&D and Business Departments' expansions.

2007

- China expanded Production Department, enlarged employees' dormitory, and established Plant II.
- Set up Representative Office in Southern China.
- Established R&D and marketing collaboration with reputable brands -- Yale/Assa Abloy.
- Sincox Taiwan's Assembly Department staff downsized.
- Expanded R&D on closet / cabinet locks -- AL series products.

2008

- Restructuring of Sincox China's internal organization to streamline production and assembling operations.
- Additional set up for Sincox China: Luggage Trolley Factory and Sales Department.
- Incorporated a trading company by the name of "Kunox Co., Ltd.",
- R&D the PL-997 -- Push-button type lock box.

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結語
EPILOGUE

兩岸猿聲啼不住，輕舟已過萬重山。

Nostalgic echoes fill both sides of the Taiwan Strait,
My light vessel has sailed past myriads of distant peaks.

謹以此特輯
與所有競泰的同仁、朋友與事業夥伴們共享，
並對諸位的付出及對競泰的愛護，
致上最高的謝意。

林中寬 謹識



May I share this cherished book...
With my family and colleagues in SINOX, friends
and business partners galore.
For all your contributions and staunch support for
SINOX.....
I clasp my hands in solemn thanks.

Sincerely yours,
C.K. Ling





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