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Handtools

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New Era for Handtools

Taiwan hand tools, popular worldwide for OE quality at competitive prices

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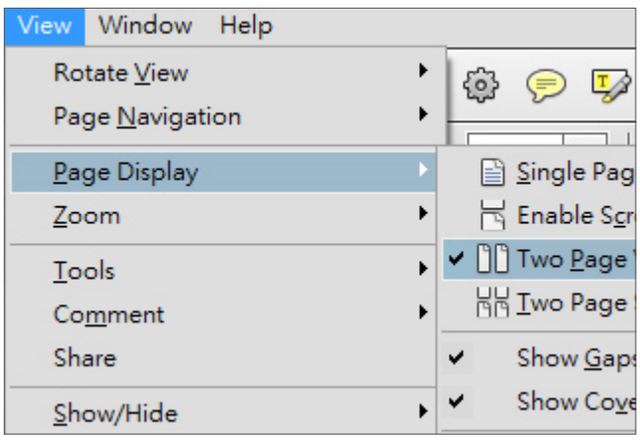

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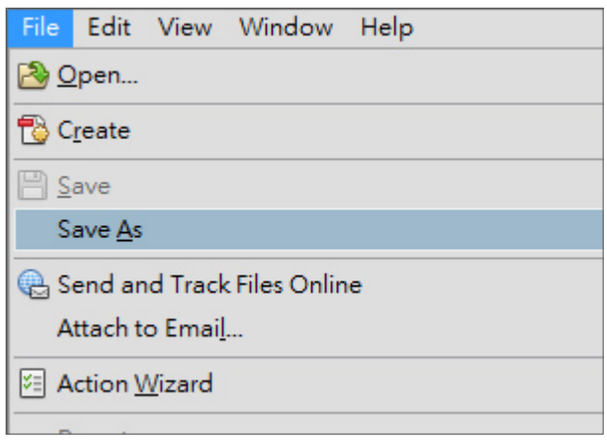

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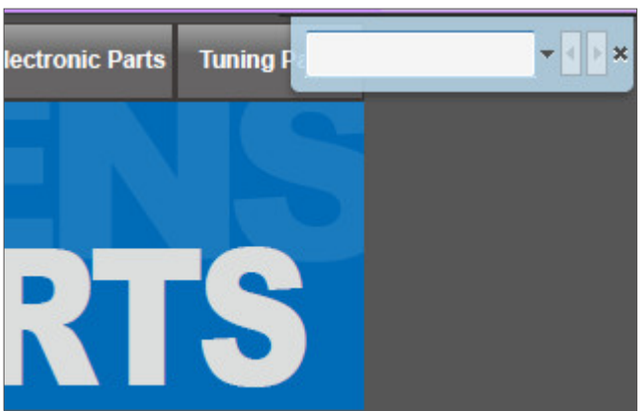

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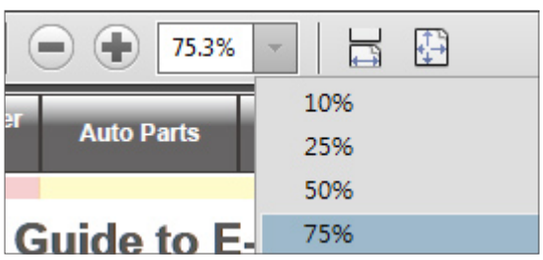

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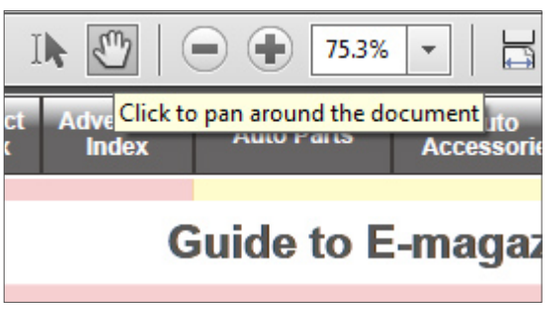

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Moving Upward Sets Tone for Development of Taiwan's Hand Tool Industry

By STEVE CHUANG

Living up to Taiwan's reputation of "Kingdom of Hand Tools," local suppliers of auto repair tools are earning plaudits for their long-term dedication to R&D and branding upgrades.

Unwilling to compromise in the face of rivalry from emerging countries and realizing the danger of market erosion caused by price competition, most Taiwanese suppliers in the line have worked to redefine their positioning in an upmarket direction.

One supplier said that it was once common to see Taiwan-made products derided in foreign movies and in real life as having poor quality, but Taiwanese suppliers have worked hard to correct that misconception and are now proud of the "made-in-Taiwan" label.

Taiwan's First Semi-powered Digital Torque Wrench

One maker has gone further than to diversify from manual hand tools into power tools: William Tools Co., Ltd., founded in 1999 in Taichung County, central Taiwan, has developed the prototype of Taiwan's first "semi-powered digital torque wrench" in cooperation with the ITRI (Industrial Technology Research Institute) and a Taiwanese peer this year to turn a new page in the local industry.

Initially a maker of torque tools, the company has also developed a series of ratchet wrench handles, torque multi-pliers and torque wrenches. The company's hand tools are available in standard or customized specifications, with torque rating and durability complying with or even exceeding ANSI and DIN standards. With maximum output of over 2 million units a year, the company is well-known as a torque wrench expert among professional buyers from the U.S., Japan and European countries.

Few can question the company's status as a world-caliber torque wrench maker for its products are supplied on the ODM (original design manufacturing) basis to a couple of global tool brands, including Stanley and Facom, as well as exclusively supplying metal parts for Eclatorq's digital torque wrenches (Eclatorq is Taiwan's largest brand of digital tools).

Showing the prototype semi-powered wrench, company president William Chiang says, "I understand that the world's first powered torque wrench was invented in Japan; powered digital torque wrenches were developed by British and Japanese companies. However, ours is the first semi-powered digital wrench in the world."

Based on ITRI's experimental results, Chiang's R&D team found that a powered wrench has torque fluctuation as high as 30%, mainly because torque is almost impossible to control precisely by electrical motors. "So we decide to build a less powerful motor into our digital torque wrench to optimally balance efficiency and torque precision," says Chiang, noting that the electrical motor generates torque up to 50n/m, with the tool able to torque up to 200n/m manually.

William Tools's president William Chiang

Citing a Japanese carmaker requiring each wheel lug to be tightened to a maximum torque of 103n/m, Chiang says that its semi-powered wrench can be used to quickly set the lug to avoid damage, and then fully tighten manually, adding that the semi-powered tool ensures a torque variation within 1% while being faster than manual digital wrench.

In addition, Chiang's team uses high-quality

lithium batteries to drive the motor, enabling the tool to run at maximum RPM for four minutes. "The battery has been tested to turn 150-180 bolts. And all the parts are of ABS, which is impact and weather-resistant," says Chiang.

ILAC-MRA-accredited Lab for Digital Tools

Motivated by its perfectionist spirit, Stand Tools Enterprise Co., Ltd., a 22-year-old hand tool maker located in Taiwan's central county of Taichung, spent considerable time and money building world-caliber calibration resources in house, starting a new page of the company's decades-long history.

After nearly two years of hard work, the "Stand Tools Calibration Laboratory" has been certificated by TAF (Taiwan Accreditation Foundation) and operational this month, which has not only become the company's cutting edge in the line, but also underscored it unquestionable commitment to degrees of precision of digital torque wrenches.

In fact, the company is a young digital tool maker, for it started engaging itself in production of digital tools few years ago, and launched its first MEMS-integrated digital torque wrench at the end of 2008 to mark its beginning of the business, which is also Taiwan's first "marketable" MEMS-integrated model.

Not to content with its achievement then, the company claims that it decided to build up the world-level professional torque calibration laboratory right after debut of the MEMS-integrated digital tool. Since then, the company has cooperated with Industrial Technology Research Institute (ITRI) for 2 years, and successfully received certification from TAF for its Stand Tools Calibration Laboratory this July, which is the accreditation for its torque wrenches and torque transducers. In addition, the lab has been approved by the ILAC-MRA mark.

That is to say the company has been completely qualified to tell its users with testing reports from the lab, which are accepted and recognized by the most countries around the world, that its digital torque wrench is fully reliable and accurate.

No doubt, the laboratory accreditation can add to Stand Tools's competitiveness in the segment for digital torque wrenches. The company declares that the revolutionary move is necessary to its sustainability of business growth, for it will help to earn customer's trust in precision of its torque wrenches, and to boost Taiwan's images and capability in the global supply chain of professional tools.

"Despite leeriness, we spent lots of time and money learning related contextual frameworks for the standards and introducing advanced instruments in the lab, and successfully obtained the certificates in 2010," says Brand Hsiao, Stand Tools's young manager. "Since then, Stand Tools has built a higher profile in the line, better competing on the basis of precision and quality reliability for more sustainable developments. This has also begun a trend through the sector for the moment."

Stand Tools's manager Brand Hsiao

Fully-computerized Management to Sustain One-Stop Customer Services

Founded in 1988 in Taichung County, central Taiwan, the A-Kraft Tools Manufacturing Co. is an efficient manufacturer of hand tools for DIY and auto repair purposes with world-caliber management capability.

The company supplies a wide range of auto repair tools, including sockets, socket accessories and sets, socket wrenches, ratchet handles, and combination wrenches for cars, heavy-duty vehicles, and machinery, as well as a variety of hand tools such as screwdrivers, bit sets, pliers, tool cabinets, and tool sets. Around 30% of the company's products are exported on an OBM (original brand manufacturing) basis and the remainder as OEM (original equipment manufacturing) products.

Few in the line can compare with A-Kraft in carrying out fully computerized organization and production management. The company's chairman, Louis Chen, sees this as the key to A-Kraft's sustainable development.

"We have concentrated on introducing computerized management for some years," Chen noted, "and 95% of our routine paperwork is now processed through our ERP (enterprise resource planning) system and related MIS. To make sure all systems and application software are well-suited to our organization from the ground up, A-Kraft has had a computer engineering department for years, with 4-5 professional software engineers being employed to work out practical computerized solutions for the constant improvement of our operating efficiency."

The company has effectively taken advantage of various management information systems to handle inventory monitoring, sales logging, customer relationship maintenance, labor and production scheduling, performance auditing, personnel management, and other matters. "Information technology is ubiquitous nowadays," said Chen. "Taiwanese makers should make better use of technology to improve the quality of their enterprise management and boost their global profiles. In short, people should focus on R&D and marketing, and let computers handle daily paperwork and follow-up."

Chen is most proud, perhaps, of his Computer Automated Reminding System (CARS), which he claims was officially recognized in 2010 as an ideal solution for boosting management efficiency in all areas from routine paperwork to production and inventory control.

The system was independently developed by the company's software engineers and linked to a huge-capacity database that was constructed in-house. It is able to provide

each worker and director with up-to-date information related to their respective tasks, and to help the company with the evaluation of worker performance.

Chen explained that the system automatically mails reminders to purchasing agents, stock keepers, and delivery workers, day by day, until they report back to the system that their jobs are completed. The system also reports feedback from workers to directors at every stage of work in progress. The system records and stores in the database, good and poor worker performance in the form of number of days ahead of or behind schedule. This information helps directors to evaluate the performance of their subordinates at the end of the year.

A-Kraft's president Louis Chen (right)

Drawing on its cutting-edge e-management capability, A-Kraft has also launched One-stop All Services, which Chen said is committed to providing customers with fast delivery, quality assurance, satisfaction, shipment consolidation, online information, competitive prices, R&D, and innovative products. The company also offers customers online access to the latest information about new products, delivery, and available inventories. "Since routine paperwork on everything from material stocking and manufacturing to pre-delivery inspection, packaging, and shipment is under the control of computers," Chen commented, "our customers are able to trace their orders through the Internet any time, any place."

The use of information management systems in assembly and packaging lines also enables the company to serve as a logistics center for customers who operate outlets in different places. Chen explained that his company employs conveyor belt systems coupled with CARS to help customers with pre-delivery shipment organization and destination arrangement, facilitating the movement of ordered products and enhancing value-added efficiency—all of which is part of the company's One-stop All Services.

Taiwan's Hand Tool Sector Needs to Expand Distribution Channels: Matt Yang of MIRDC

By STEVE CHUANG

Matt Yang, deputy head of the MIRDC's Test Technology Development Section, has been helping Taiwanese hand tool suppliers to upgrade for years.

Over the past decade, Taiwan's hand tool industry has built up solid reputations among international buyers for supplying high-quality, high-precision tools catering to professional end-users, and as a result has enjoyed steady growth.

The hand tool industry took off in Taiwan in the 1970s, and in the past decade has experienced a second "golden age." According to a report authorized by Metal Industries Research & Development Centre (MIRDC), a Taiwanese government-funded research institute, the industry's production value has been on a trend of constant increase, growing from NT$48.17 billion in 2001 to NT$64.45 billion in 2012. Exports also surged during that period, rising from NT$40.24 billion to NT$59.01 billion.

Although the global economic doldrums weakened demand from both consumers and companies to some extent in 2013, Taiwan-made hand tools remained hot sellers worldwide. The MIRDC's latest statistics show that the sector finished the third quarter of the year with a production value of NT$18.4 billion, up 9.6% year-on-year, and exports of NT$16.07 billion, up 12% quarter-on-quarter. For the whole year, the sector is expected to maintain its output value and exports at NT$60 billion and NT$55 billion, respectively.

However, the sector's prosperity is increasingly threatened by the rise of underselling rivals from China which have aggressively developed their sales worldwide, particularly for low-end, DIY-caliber hand tools. With the support of the Chinese government, some of them have consistently upgraded their technology and actively developed their own brands with the aim of breaking away from the notorious stereotype of copycats and mediocre suppliers. This has further consolidated China's leading status in the global market.

During their next stage growth, Taiwanese makers will face an ever-changing global market and persistent threats from emerging competitors, and in response ought to expand their

distribution channels so as to reach new customer segments, suggested Matt Yang, deputy chief of the Test Technology Development Section of the MIRDC's Industry Upgrading Service Department, in an exclusive interview with CENS.

Reaching Lucrative Market Segments

One effective way for Taiwanese makers to differentiate themselves from emerging rivals and fend off price-slashing competition," Yang said, "is to explore potentially lucrative segments in accordance with global trends." One thing such segments have in common, he indicated, is that they involve end-users who are generally in need of higher-end, professional-caliber tools with special functions.

In a talk given at a forum in 2011, Yang expressed the belief that Taiwanese makers should try to reach new customer segments.

For instance, Yang pointed out that the market for highly insulated, explosion-proof tools for the construction and maintenance of power stations is rich in growth potential, given that energy is an increasingly important issue all over the world. "In the past," he explained, "few Taiwanese companies accessed this segment, primarily because tools for this application are subject to strict standards, mostly established in Europe." To help Taiwanese companies get their products certificated so that they can penetrate the market, he reported, the MIRDC is creating a database of related certification documentation.

Electric Vehicle Tools

Yang believes that hand tools for repairing and maintaining electric vehicles will be a sustainable growth driver for Taiwan's hand tool industry, as electric vehicles are expected to become increasingly popular worldwide. "In addition to Europe, Japan is also actively promoting electric cars and plans to use such vehicles exclusively to transport athletes during Olympics 2020," he said.

Auto repair tools are a mainstay category in Taiwan's hand tool industry.

"In fact,"Yang went on, "more than 60% of Taiwanese hand tool manufacturers supply automotive repair kits and related specialty tools as part of their product portfolio. As a large number of them are experienced in and capable of developing auto repair tools, it will be comparatively easy for the industry to upgrade to electric vehicle tools."

The development of electric vehicle tools can also help Taiwanese manufacturers to build a higher profile vis-a-vis emerging countries, Yang noted, since such tools require higher manufacturing technology to assure that they cause no magnetic permeability to electronic circuits and related components in cars. "Taiwanese suppliers must try to establish the technological advantage that will help them retain their lead over emerging rivals for three to five years at least," he stressed. "They can achieve this by dedicating themselves to developing electric vehicle tools."

Yang mentioned that several standards have been developed, such as EN/IEC 60900, ASTM F1505, and NFPA-70E, specifically for repair tools for electric vehicles. This is market that Taiwanese hand tool manufacturers can tap via cooperation with local R&D institutions and colleges in the development of composite materials. Success in this could secure growth momentum for the next decade, he feels.

Surgical Tools

For the past several years the MIRDC has also helped Taiwanese manufacturers work on surgical tools, which Yang believes will serve as a growth propeller for the industry's overall output value.

The MIRDC promoted Taiwan-made surgical tools at a booth at MEDICA 2008 in Düsseldorf, Germany.

The MIRDC began working with Taiwanese hand tool makers in the development of surgical tools in 2009, when the Veterinary Surgical Instrument R&D Alliance was formed. Following years of hard work, the alliance members have come up with a number of quality-approved surgical tools, including bone hammers, self centering bone holding forceps, three-prone patella bone holding forceps, lane bone holding forceps, and reduction forceps with serrated jaw and ratchet locks.

Yang mentioned that as surgical tools have an 80% similarity with traditional tools in terms of function and exterior shape, and are subject to American FDA (Food and Drug Administration) regulations, the MIRDC invited a veterinary

clinic and a university to join the alliance so that it could take advantage of their professional knowledge and clinical feedback in the effort to help manufacturers develop and improve their products until they meet FDA requirements.

Surgical tools are an ideal product category that the industry can rely on for sustainable development, Yang stated, because the market for such products is growing steadily and is accessible only to players with strong technological competitiveness. Furthermore, the abundant resources available from local hospitals, universities, and R&D bodies make it possible for Taiwanese makers to apply key technologies, including human factor engineering based on CAD (computer aided design) and CAE (computer aided engineering), as well as antibacterial coatings, in R&D and production.

"Surgical tools developed by the alliance have been marketed locally and have received high praise from end users," emphasized Yang. "This makes us more confident that our efforts are pointed in the right direction."

To further expand the overseas outlets of alliance members, Yang said, he has represented the alliance and the MIRDC in talks with surgical tool manufacturers in Gottingen, Germany, where over 90% of the local manufacturers are engaged in surgical instruments, about the possibility of building long-term cooperation between Taiwan and Germany on the joint promotion of Taiwan-made surgical tools.

"The MIRDC looks to play a proactive role in Taiwan's development of surgical tools," said Yang. "We expect to help Taiwanese makers build sustainable distribution channels by forging partnerships with German suppliers."

Another customer segment that Taiwanese tool makers can explore, Yang continued, is professional sports: "This segment includes the world's highest-class auto racing, Formula 1, where top-end hand tools are always in demand. For Taiwanese suppliers to crack this segment, they will need not just top-quality products but also the support of government's resources. Also, local R&D institutions, like the MIRDC, can serve as a bridge between the industry and potential customers."

Asia to Drive Global Sales Growth

At the same time, Yang commented, the global market for hand tools will be sustained by brisk economic growth in Asia.

"The global economy is now driven largely by three regional blocs: North America, Europe, and Asia" Yang commented. "North America and Europe are relatively mature markets, and

Asia is a fast-growth market that still has a lot of room for development. Therefore, I think that the future of Taiwanese manufacturers will rest in the Asian market, especially since Asia is playing such a pivotal role in both the TPP (Trans-Pacific Partnership) and RCEP (Regional Comprehensive Economic Partnership)."

Yang emphasized that Taiwanese suppliers should step up their deployment in the Asian market. In the past, he explained, they have been excessively dependent on the U.S. market, which now absorbs around 35% of the industry's exports. "I think this ratio is so high that may negatively affect the industry's long-term development," he said, "especially at a time when the U.S. is actively reviving its manufacturing sector to serve as its main economic driver in the future. This, in theory, will inevitably constrict the room for Taiwanese suppliers to develop in that market."

Yang admitted that Taiwanese manufacturers currently have difficulty maneuvering in the Asian market for a couple of reasons, including the island's exclusion from the ASEAN (Association of Southeast Asian Nations) free-trade partnership and the comparatively high prices of Taiwan-made tools. Under these conditions, he suggested, "Taiwanese manufacturers can try to boost their market penetration by switching their focus from manufacturing to distribution." To that end, he stressed, they need to add value to their products by cooperating with local partners and boosting the MIT (made in Taiwan) image.

"I think that it is possible for Taiwan's hand tool industry to diversify from manufacturing into distribution and marketing, given that second-generation owners, mostly highly educated and more knowledgeable about promotion and marketing, are gradually taking over companies from their founders," Yang commented. "This transition will increase the possibility of building closer cooperation between Taiwan's hand tool industry and foreign countries."

Adding Value by Enhancing the MIT Image

Believing that niche marketing is the smart strategy for Taiwan's hand tool industry, Yang reiterated the importance of boosting the MIT image among foreign buyers: "To secure sustainable development in the Asian market, Taiwanese hand tool suppliers should focus more on marketing. And they should work together to boost the global MIT image and let buyers everywhere understand that Taiwan-made tools are high-quality, value-added products that are worth paying higher prices for."

In fact, Yang reported, some companies have already inaugurated a plan, in cooperation with MIRDC and the government, to build a brand-new certification system for identifying and labeling hand tools that are made in Taiwan and have proven quality. "This plan has been put into action," said Yang. "It will further enhance the MIT image and strengthen the industry's

competitiveness in the global market."

Yang concluded by saying that Taiwanese suppliers, in the face of increasing underselling rivalry from emerging competitors, must improve global their competitiveness by working closer together and focusing more on marketing so as to generate higher value for their products. In addition, he advised, the island's companies should also try to partner with their Chinese peers. "As Chinese hand tool makers are gradually catching up with Taiwanese companies in terms of technology," he explained, "and as the local market in China is growing rapidly, I think we should see them as potential partners instead of rivals. This will make it easier for Taiwanese companies to benefit from China's economic takeoff."

Taiwan's Hand Tool Market Unit: NT$1 billion

Period	2009	2010	Q2, 2012	2011	Q2, 2013	Q3, 2013			2012
	Value	Value	Value	Value	Value	Value	QoQ Growth	YoY Growth	Value
Output	44.00	58.30	16.78	61.80	17.59	18.40	4.6%	9.6%	64.45
Imports	2.81	4.57	1.14	4.76	1.04	1.15	10.8%	0.7%	4.03
Exports	42.23	53.96	15.04	59.34	14.35	16.07	12.0%	6.9%	59.01
Domestic Market Size	4.60	8.90	2.89	7.22	4.28	3.48	- 18.7%	20.5%	9.47
Import Dependence	61%	51%	39.6%	66.0%	24.3%	33.1%	36.3%	- 16.4%	42.6%
Export-to-output Ratio	96%	93%	89.6%	96.0%	81.6%	87.3%	7.1%	- 2.5%	91.6%

Source: Metal Industries Research & Development Centre

Performance of Taiwan Hand Tool Industry, by Year Unit: NT$1 billion

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Output Value	51.17	56.77	59.44	60.52	64.29	60.54	45.12	60.37	63.97	64.45
Exports	44.50	47.78	48.05	51.95	56.09	55.89	42.28	53.96	59.34	59.01
Imports	3.02	3.73	3.45	3.59	3.88	4.29	2.81	4.57	4.69	4.03

Source: Metal Industries Research & Development Centre

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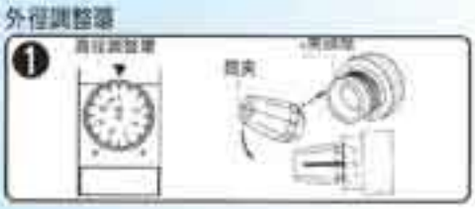

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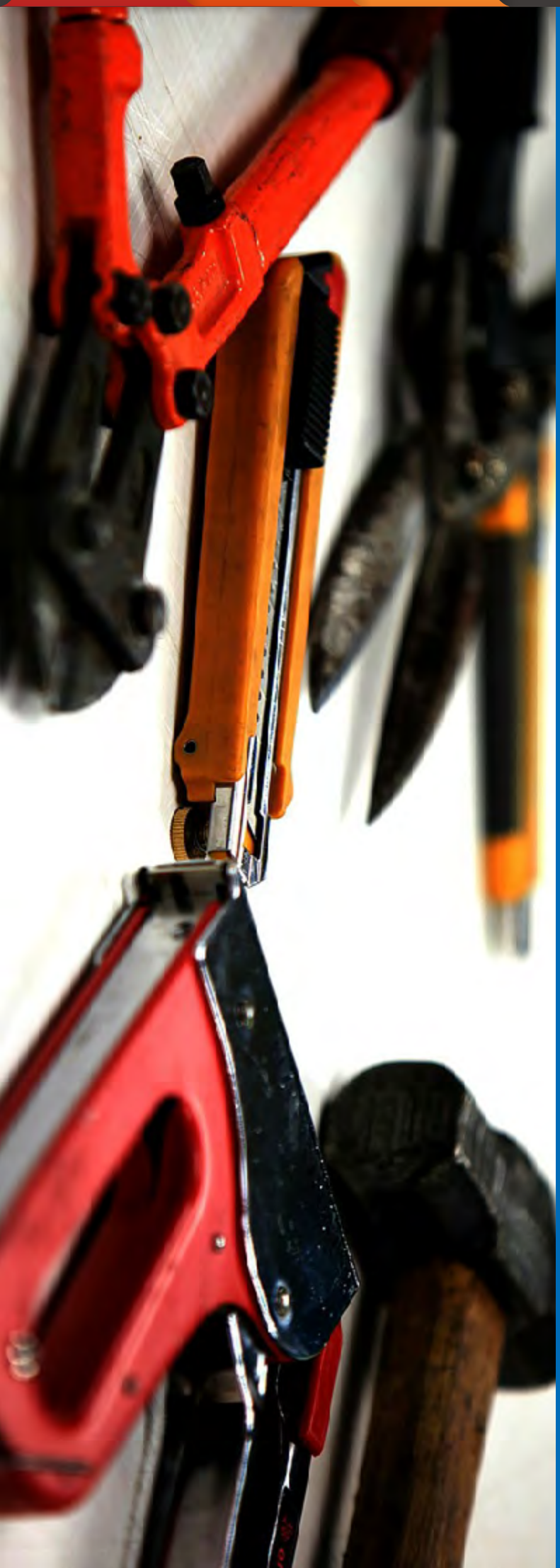

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