

Accurate Strategy, Steady Development, and Ongoing Progress

战略精准 稳健发展 不断前行

Interview with Mr. Tony Toung, President of SHANGHAI SUN GRACE GLOVE CO., LTD

访圣格雷斯运动用品（上海）有限公司董哲生董事长

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随着中国改革开放的深入，特别是中国改革开放 40 年的今天，中国进入了一个经济腾飞、科技进步和社会发展的新时期，一大批跨国公司紧跟中国经济发展的节奏，不断超越自我、引领行业发展。来自宝岛台湾的圣格雷斯运动用品有限公司就是在这样的背景下发展和壮大起来的一个成功典范。1991 年建厂完成，圣格雷斯入驻中国大陆市场，其后经过近 30 年的不断发展壮大，不仅自身取得了长足的进步，同时也见证了中国改革开放 40 年的发展成就。时值中国改革开放 40 周年之际，记者再次回访了圣格雷斯运动用品（上海）有限公司董哲生董事长。董先生对圣格雷斯公司在大陆近 30 年的发展成就及发展战略做了深入的阐述。

董哲生先生亲和、睿智，有着丰富的管理经验。董哲生先生亲手创办了圣格雷斯公司并将其打造成了生产高端运动手套的跨国公司。当记者问及圣格雷斯目前发展概况时，董先生介绍说：“目前，台湾有一个营运总部，在柬埔寨和大陆上海、淮安有三个制造型工厂，现在上海是以研发和采购为主。我们在 1991 年投资 2500 万



圣格雷斯运动用品（上海）有限公司董哲生董事长
Mr. Tony Toung, President of SHANGHAI SUN GRACE GLOVE CO., LTD

人民币在上海建设投产，2004 年又投资 2000 万人民币在淮安建厂。这两笔投资在当时都是大手笔，特别是在淮安楚州的投資是当时投資较大，也是最优质的。我们是很早来大陆投資的台企，可以说也见证了中國改革开放 40 年的发展成就。”

据了解，圣格雷斯主营各类滑雪手套等冬季户外运动手套、皮革御寒手套和布质材料手套，以及冬季户外运动配件如帽子、围巾等，并且拥有自营进出口权，产品 100% 远销美国、加拿大、日本、欧洲等二十多个国家和地区。凭借着多年累积起来的生产经验和销

售渠道，公司一直朝着稳定向上的目标发展。近些年，随着中国劳动力价格的不断攀升，董先生也相应做出了战略性调整。2014 年，圣格雷斯在柬埔寨投资 1000 万美金，建立了除大陆市场以外的第三家工厂，对于劳动密集型企业来说，降低制造成本提高产能也至关重要。事实证明这个决定是正确的。目前，大陆的淮安工厂已经由当年的 1500 人减少到 150 人，上海厂已经变成了研发和行政中心，合理的资源配置让圣格雷斯始终轻装前进。



如果说体系架构的完善是一个企业发展的成功要素，那么产品的品质则是一个企业生存的最基本要素。谈到这些年来圣格雷斯的产品有哪些市场优势时，董先生解析说：“我们走的是高端产品线，生产成本都很高，是为欧美国家一流品牌运动用品做 ODM，我们来往的都是国际知名品牌商，每一双手套产品售价都在 80-200 美金，这就说明我们的产品品质是非常过硬的。我们的产品销售是以海外为主。我们的产品有两个方向：一是跟着高端品牌走，二是跟着国际品牌运动潮流走。”

30 年来，圣格雷斯凭借着多年生产、销售各类知名品牌运动服饰、滑雪手套及相关配套饰品的经验，其产品深受国外品牌商的欢迎，100% 被销往欧、美、日等地。随着中国大陆经济的崛起，加上 2022 年冬奥会的到来，思维敏锐的董先生也看到了来自大陆的商机。“目前，在国外有一个趋势，滑雪人口在逐渐下降，但中国滑雪运动正在兴起。2022 年北京冬奥会就要来了。我们也要利用好这个机会来做中国市场，从北京到哈尔滨还有昆明，都有滑雪场，我们正考虑利用这个契机有所作为。另外，在国外，现在休闲运动产品在逐年上升，比如慢跑等运动产品也跟上来来了。我们一直在捕捉市场的新动向，来不断增加销售。”

精准的战略眼光是一个企业能保持长期发展的先决条件。圣格雷斯的全球发展战略是：研发在中国，生产在柬埔寨、东协，产品面向海外市场，同时抓住中国市场商机。这是圣格雷斯在全球市场的一个重要战略布局。中国市场作为圣格雷斯通向整个全球市场的纽带和桥梁，将进一步加强圣格雷斯在世界市场的领导地位，为客户提供更为优质的运动产品。

良好的企业文化是企业发展的巨大精神动力。30 年来，很多老员工和董先生一起打拼，和圣格雷斯一起成长壮大，不离不弃，稳定的人才队伍也有力保证了圣格雷斯的稳健发展。

董先生是圣格雷斯的缔造者，作为圣格雷斯的掌门人，回顾这一路走来的历程，也有很多话要说。董哲生先生回顾说：“我是 1986 年来到中国大陆，时间已经超过 30 年了。现在劳动密集型产业都要释放到东协十国，这样可以降低产品成本及提高产能。改革开放 40 年来，一路走来，我们生根在中国大陆，成长在中国大陆，发展也是在中国大陆，上海一直都会是圣格雷斯公司的总部。”

面对历史给予的机遇，专业、专注、严谨的圣格雷斯公司还在规划自己的蓝图。“对于未来的发展我们充满信心。我们会顺着 2022 年北京冬奥会的脚步，来实现国内销售目标。目前，我们还是百分之百出口品牌商。未来，我们将投资新技术及科技设备，生产



更高端产品，我们可以一直稳步发展。”董先生踌躇满志。

我们看到，圣格雷斯公司的发展战略精准，市场定位明晰，再加上多年的口碑，已经夯实了未来发展之路。我们深信，董哲生先生一定能够带领他的员工将企业之舟插上成功的双翼，破浪前进，到达胜利的彼岸！



With the deep development of China's reform and opening up, especially today after the 40 years of China's reform and opening up, China has entered a new era of economic growth, scientific and technological progress, and social development. During this period of time, a large number of multinational corporations closely follow the rhythm of China's economic development and constantly surpass themselves, leading the development in its industry. SUN GRACE GLOVE CO., LTD from Taiwan is a successful example of development and growth in this context. Completed its construction in 1991, SUN GRACE entered the market of mainland China. After nearly 30 years of continuous development, SUN GRACE has not only made significant progress in itself, but also witnessed 40 years of China's reform and opening up. At the time of the 40th anniversary of China's reform and opening up, the journalist once again paid a visit to Mr. Tony Toung, President of SHANGHAI SUN GRACE GLOVE CO., LTD. Mr. Toung gave an in-depth exposition of the achievements and development strategies of SUN GRACE in the mainland China for the past 30 years.

Mr. Tony Toung is a friendly and wise man with rich management experience. He personally founded the SUN GRACE Company and shaped it into a multinational company producing high-end gloves. When the journalist asked about



the current development of SUN GRACE, Mr. Toung said: "Currently, there is one operating headquarters in Taiwan, three manufacturing factories in Cambodia, and in Chinese mainland's Shanghai and Huai'an. While Shanghai is now based on R&D and procurement. In 1991, we invested RMB 25 million in Shanghai to put into production. In 2004, we invested RMB 20 million to build factories in Huai'an. These two investments were all generous at that time, especially the investment in Chuzhou, Huai'an, which was larger, and the best. We are the earlier Taiwan companies that have invested in the mainland, witnessing 40 years of development and



opening up in China."

It is understood that SUN GRACE mainly engages in ski gloves and other winter outdoor sports gloves, leather cold gloves and cloth material gloves, as well as winter outdoor sports accessories such as hats, scarves, etc., and has self-import and export rights. Our products 100% are sold in more than 20 countries and regions including the United States, Canada, Japan and Europe. With years of accumulated production experience and sales channels, the company has been developing toward a stable and upward goal. In recent years, as China's labor prices keep rising, Mr. Toung has also made strategic adjustments accordingly. In 2014, SUN GRACE invested 10 million U.S. dollars in Cambodia to establish a third factory in addition to the markets of mainland China. For labor-intensive companies, reducing manufacturing costs and increasing production capacity are also crucial, which has been proved is correct by truth. At present, the Huai'an factory in the mainland China has been reduced in employees from 1500 to 150 by the end of the year, while the Shanghai factory has become a center for R&D and administration. The rational allocation of resources has allowed SUN GRACE to continue to move forward.

If the improvement of the architecture is a successful factor in the development of a company, then the quality of the product is the most basic element for a company to survive. When talking about the market strengths of SUN GRACE's products over the years, Mr. Toung explained: "We are taking a high-end product line with a high production costs, playing as ODM for the first-class brand sports goods in Europe and America. All are well-known international brands, each pair of gloves are priced at 80-200 dollars, which shows that our products are adequately quality. Our product sales are mainly overseas in two directions: one is to follow the high-end brands, and the another is to follow the

trend of international brand sports."

In the past 30 years, SUN GRACE has been producing and selling all kinds of well-known brand sportswear, ski gloves and related accessories for many years. Because of this, our products are well accepted by foreign brands, and 100% are sold in Europe, America, Japan, etc. With the rise of China's economy and the arrival of the 2022 Winter Olympics, Mr. Toung, with a keen mind, also saw business opportunities from the mainland. "Currently, there is a trend in foreign countries that the ski population is gradually declining, while the Chinese ski sport is rising. As the 2022 Beijing Winter Olympics is coming, so we also need to make good use of this opportunity in the Chinese market to do something different in the ski resorts from Beijing to Harbin and Kunming. What's more, leisure sports products are now rising year after year in foreign countries, while sports products such as jogging also follow the trend. We have always been catching up with new trends in the market to increase sales."

A precise strategic vision is a prerequisite for a company to maintain its long-term development. While SUN GRACE's global development strategy is: researching and developing in China, and producing in Cambodia and ASEAN, while the products is focusing on overseas markets, and seizing the Chinese market opportunities at the same time. This is an important strategic layout of SUN GRACE in the global



market. As a link and bridge for SUN GRACE to global market, the Chinese market will further strengthen SUN GRACE's leading position in the world market and provides customers with better quality sports products.

A friendly corporate culture is a huge spiritual force for a company to develop. In the past 30 years, many old employees have worked hard with Mr. Toung and have grown up with SUN GRACE. The stable talent team has also ensured the steady development of SUN GRACE.

As the founder of SUN GRACE and the head of SUN GRACE, Mr. Toung has many to say when reviewing the course of the journey. Mr. Tony Toung recalled: "I came to mainland China in 1986, which has been more than 30 years. Now labor-intensive industries must be moved to the 10 countries of ASEAN, to reduce product costs and increase production capacity. Over the 40 years of reform and opening up, we have taken root in mainland China, grew up in here, and developed in here along the way. Shanghai has always been the headquarters of SUN GRACE."

Faced with the opportunities given by history, SUN GRACE is still

planning its own blueprint with profession, dedicating, and rigorousness. "We are full of confidence in future development. We will follow the footsteps of the 2022 Beijing Winter Olympics to achieve domestic sales goals. At present, we are still 100% export brands. In the future, we will invest in new technologies and technological equipment to produce higher-end products, hoping that we can continue to develop steadily." Mr. Toung is full of hope.

We have seen that SUN GRACE has already entrenched its future development with its accurate development strategy, definite market positioning, and its reputation for many years. We are convinced that Mr. Tony Toung will certainly be able to lead his employees to put the company's boat on the wings of success, and advance the waves, so that reach the other side of victory in the end!

