

**THE BULLETIN**

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# Leading in Tough Times

Pemudah -  
The Insider's View

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Tackling Security of VoIP Networks

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"The Champion for Malaysian and International Business"

# Message from the President



**Dr. Rajah Kumar**  
President

Malaysian International Chamber of Commerce and Industry

Dear Friends and Fellow Chamber Members,

The importance of building and strengthening relationships has never been more apparent than in a challenging economy. In order for businesses to weather these uncertain times, the significance of fortifying our business relationships and adding to our professional network is paramount. Businesses should depend upon existing contacts and customers to enact word of mouth advertising, and work together to refer new clients through tried and true networks.

Fortunately, Malaysia holds a unique position in the global economy. Key to this is our physical location at the centre of the ASEAN growth and development, with an opportunity to tap into the ASEAN market of 560 million people. The other advantages that Malaysia offers is its proximity to the two emerging economic powerhouses, India in the West and China in the East, which has a combined population of 2.4 billion. A unique position which will help us take advantage of the inevitable economic recovery that the next cycle will

bring. In addition, our trade, tourism and manufacturing sectors remain important elements of our region's economic portfolio. Strategic investment in our dynamic medical tourism and the growing BPO sector continues to place Malaysia in a leadership position in two important technology clusters.

We also enjoy strong private sector leadership in our region. Here at the Chamber, we have a General Committee Board which includes top executives representing some of Malaysia's most successful businesses and leading multinational companies. With our members' active involvement, we will continue the record of success that has led us to become the longest serving 'Voice of Business' and Chamber of Commerce in Malaysia.

As business people, we understand that economic cycles go up and (as we see today) go down. The latest economic indicators and projections from our region's economists anticipate an economic bottom in mid-2009 with a slow recovery and a peak in unemployment (a lagging economic indicator) in early 2010.

Regardless of the ups and downs of the market, our job at the Chamber is to advocate a pro-business climate that lasts through any particular point in the economic cycle. We continue to work on public policy issues that impact local businesses, and strive to keep Malaysia a great place to do business, work and live.

Throughout the year, the Chamber will be focused on improving the long-term business climate and helping our members during these uncertain economic times. I believe that there are many fundamental changes that can be made to our business climate to encourage business growth and job creation, particularly in this precarious economic climate.

The time is therefore ripe for us to sharpen the pencil, lift our level of service and nurture those relationships. This is where the Chamber comes in - we will be providing a wide range of networking and information gathering opportunities from our regular lunches to our various task-force activities; from our participation in the World Chamber Congress (WCC 2009) taking place at KLCC from 3 to 5 June to the Annual General Meeting (AGM and Luncheon) scheduled to be held at the Sime Darby Convention Centre on 16 June, 2009. And if you have other ideas worth pursuing, the Chamber may be able to assist - give the team at the Chamber office a call at 03 6201 7708.

I look forward to the next quarter of 2009, as chance favours a prepared mind.

## MISSION

"To champion Malaysian and international business across the country by speaking to government on members' behalf; improving members' competitiveness; advising and assisting members; keeping members in touch with what's happening and creating business connections and networks."



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 **MICCI** is an organisation representing the majority of international corporations currently operating in Malaysia. It aims to promote, protect and advance free enterprise and in particular the interests of the international investment community. Being the oldest private sector business organisation in Malaysia, it maintains a constant evaluation of the business climate and enjoys an excellent dialogue status with the Government.

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"The Champion for Malaysian and International Business"

# Chamber Chatter

June will see an important event taking place at KLCC in Kuala Lumpur, the World Chambers Congress 2009. Held every two years, WCC is coming to South East Asia for the first time since its inception in 1999. WCC is the principal international meeting of the World Chambers Federation (WCF) which is part of the International Chamber of Congress (ICC) based in Paris.

Why is this such an important event? Well, consider the business coverage that will be represented here. Some 1000+ delegates will be coming from about 200 Chambers of Commerce and over 100 countries worldwide. Each Chamber represents hundreds or thousands of sub-Chambers or businesses in their country making the business representation equivalent to hundreds of thousands of companies and organisations from around the globe.

This is a hugely influential group of business representatives and they will be gathering in Kuala Lumpur to discuss over 3 days many issues that concern Chambers and Chamber operations and in addition a wide range of business issues affecting all of us.

The WCC will consist of 3 plenary sessions and 21 workshops with expert speakers from all corners of the world. In addition an exhibition will be held over the 3 days of the Congress and MICCI will be exhibiting and making new business contacts throughout.

Networking of course will be an important element of such a large event and in addition to our MICCI booth we will be mingling with the other delegates to make new business and trade contacts. For all delegates attending social networking is well taken care of with a grand reception on the first evening, a dinner hosted by the KL Datuk Bandar on evening two and a gala dinner to be graced by Y.M. the Sultan of Perlis on the last evening.

“Networking of course will be an important element of such a large event and in addition to our MICCI booth we will be mingling with the other delegates to make new business and trade contacts.”



Stewart J. Forbes

All in all the WCC 2009 is an opportunity not to be missed, an international gathering with important business topics to be discussed and a great opportunity for new business contacts from around the world.

Kuala Lumpur will I am sure provide a quality venue and programme for all delegates, fully up to the standards set by Istanbul in 2007 and maintaining the highest benchmark for the next WCC to be held in Mexico City in 2011.

All MICCI Members are encouraged to register for WCC 2009 and take advantage of this opportunity. Go to the front page of the MICCI website at <http://www.micci.com> to link through to the official WCC 2009 website and get full details.

We hope to see you at KLCC on the 3rd of June.



# Tackling Security of VoIP Networks

Horror stories of break-ins, downtime and noise persist on VoIP networks despite its decade long existence. Companies who raced to replace the plain old telephone system with VoIP are paying the price of overlooking security. How can security on VoIP be addressed effectively?

As with many technologies, Voice over Internet Protocol (VoIP) technology has its share of security risks and opportunities. Its promise of high cost savings, greater communication flexibility coupled with low cost implementation has made VoIP an attractive option for many organisations, especially large conglomerates. However, MIS administrators often make the mistake of assuming that security remains infallible when a VoIP component is plugged into the current network that has been secured.

The inclusion of any VoIP component into any type of network would mean that the current security processes must be re-examined to incorporate new security features and to ensure that the reliability and security of the system is enhanced without sacrificing quality of service delivered.

Organisations keen to deploy VoIP should protect itself from three aspects: network architecture, security protocols and user interaction. QubeConnect's unique communications network architecture seamlessly integrates both Internet Protocol (IP) and legacy

Time Division Multiplexing (TDM) connections. It unifies voice, data and video on a single IP based network to simplify the deployment, integration and management of an organisation's IT systems and infrastructure.

The converged communications platform also creates a single-image and transparent system across all geographies, allowing employees to work collaboratively and efficiently, resulting in reduced infrastructure cost.

Standard security elements such as firewalls, passwords and encryption must be hardy. Some vendors such as QubeConnect, has ensured that application gateways between trusted and untrusted zones are installed to isolate public from private spaces within the network. Industry standard protocols are deployed across all of QubeConnect solutions clearly setting it apart from the competition.

Let's take a look at five common (and major) security flaws of VoIP and how each can be addressed.

## 1. Denial of service (DoS)

One of the most vulnerable flaws on a VoIP network lies in the softswitch that is open to denial of service (DoS) attack crippling the IP PBX. When an IP PBX telephone system is compromised through DoS, users will experience a drop in service quality and eventually are unable to perform simple tasks like placing or receiving calls or sending faxes. Most solutions available from VoIP vendors protect IP PBX systems from DoS but are not thorough enough to combat stealth DoS attacks.

How do you tell that your VoIP network is secure? For one, it should have a built-in packet filtering firewall that ensures only authorised clients are able to make or receive calls. Secondly, the network is further secured with each Session Initiation Protocol (SIP) account authorised through an encrypted username and password. The username and password is further secured as it is never sent as clear text over the network and is complete with a comprehensive access control list protecting it. Another effective way to block DoS attacks is to enable the built-in firewall to block attacks coming from specific IP addresses or IP address blocks.

“Organisations keen to deploy VoIP should protect itself from three aspects: network architecture, security protocols and user interaction.”







“Organisations would be better off encrypting the entire virtual private network (VPN) completely as not only will this prevent eavesdropping over the network but would also protect sensitive information from being compromised.”

**2. Eavesdropping over the network**

Many organisations make the mistake of encrypting only the data traffic on its VoIP network and neglect to protect voice or audio traffic that is routed through the IP PBX. Rogue crackers can easily sniff out voice traffic and listen in on calls transmitted over any IP network.

Organisations would be better off encrypting the entire virtual private network (VPN) completely as not only will this prevent eavesdropping over the network but would also protect sensitive information from being compromised. A VoIP solution that supports built-in VPN through Windows Point to Point Tunneling Protocol (PPTP) as well as the industry standard IP security to encrypt all communications between the softphone and the IP PBX would be the best bet.

**3. Vishing on VoIP**

Almost everyone is familiar with the term “phishing”, where forged emails purportedly from your bank or financial institution asks you to enter personal identification data which is then used to log in as the affected victim. Over the VoIP network, fraud reared its ugly head through “vishing” where a caller ID information is forged in order to allow the victim to be fooled into thinking that the call is from the bank. To prevent your VoIP network from such unscrupulous attacks, a fully-fledged softswitch and IP PBX implementation is best.

A mere SIP proxy is not good enough. A solution that enables strict enforcement of the caller ID mapping to each individual SIP account which is centrally controlled would prevent potential “vishing” attacks as well as ensure that the caller ID of the actual caller is correctly correlated and displayed. The inclusion of access control lists within the system would

ensure that only the necessary devices are allowed to register and to make phone calls.

**4. Threat of viruses and worms attacks on the VoIP server**

Our increasingly converging communications environment may make access to information and reach to people easier and cheaper than before. However, the threat of viruses or worms infecting the VoIP server and bringing down the communications system has also become increasingly real.

A solution that is a fully firmware based embedded operating system that is built on a memory segmented model would prevent viruses and worms from taking over the network. Furthermore, a very secure Unix-based kernel would further insulate the server from the usual viruses and worms which commonly infect Windows-based communication and VoIP systems.

**5. SPIT - SPAM over Internet Telephony**

We are all familiar with spam but SPIT is also gaining attention. As telephony moves to the Internet, so will the unsolicited automated calls driven by interactive voice response (IVR) systems hawking unsolicited commercial products. The emergence of these automated telemarketers will be disruptive to business and consume precious time as users are unable to detect nor prevent incoming calls.

However, there are solutions that can detect SPIT by piping calls through a background voice detection check to classify if the the calls are from mechanised source. A solution that has a privacy function built into IP PBX systems can automatically filter callers, putting them on hold while the receiver decides if he should take the call, send it to voicemail or to just hang up. Such choices are remembered by



the system, and will be automatically filtered the next time the same caller calls. A better solution would be to use a traffic analysis to trace the source of the SPIT and block the compromised servers.

**Conclusion**

Security threats over the VoIP are very real and organisations need to make the right precautionary choices to ensure that voice communications will be safe. Organisations can begin by conducting a VoIP security audit to determine the gaps before putting in place a stringent network practice that would protect their networks, and ultimately the bottom line.

“As telephony moves to the Internet, so will the unsolicited automated calls driven by interactive voice response (IVR) systems hawking unsolicited commercial products”

*Dr Dinesh Nair is the Chief Technology Officer at homegrown IP telephony solution provider QubeConnect Sdn Bhd, an MICCI member. For more information, please visit [www.qubeconnect.com.my](http://www.qubeconnect.com.my)*

# ISO 14001 Environmental Management Systems (EMS) Implementation in Malaysia

by Dr Norlinda Mohd Zawawi



## Background

The ISO 14001 standards evolved from sustainable development concept where it calls for equal emphasis in the management of environmental, social and economic activities. Although there are other types of EMS developed by countries around the globe, ISO 14001 is an internationally recognised environmental standard. Due to the increasing market demand on ISO 14001 certification, it is important that stakeholders are aware of the challenges confronting Malaysian organisations in adopting ISO 14001 standards.

A survey conducted by the author in 2005 focused on ISO 14001 Environmental Management Systems (EMS) implementation in Malaysia. It examined the ISO 14001 implementation challenges, experience and impact on organisations environmental performance in Malaysia as little is known with regards to their status and there were very few empirical studies carried out based on Malaysian scenario.

Areas that were examined were the motivations for seeking ISO 14001 certification, problems encountered and strategies employed in ISO 14001 implementation by certified organisations in Malaysia. The benefits and limitations of EMS implementation as well as its impact on regulatory compliance, environmental and business performances were investigated.

“Due to the increasing market demand on ISO 14001 certification, it is important that stakeholders are aware of the challenges confronting Malaysian organisations in adopting ISO 14001 standards”

In addition, other EMS challenges with regards to Malaysian environmental regulations and its enforcement, capacity building, government support/incentive and national environmental policy were also explored.

Respondents of the research comprised mainly ISO 14001 certified organisations that were foreign owned multinationals involved in manufacturing sector and have achieved ISO 14001 certification for more than five years.





## Findings

Research findings revealed that ISO 14001 certified organisations in Malaysia were driven by external factors when deciding to adopt ISO 14001 EMS where regulatory compliance and image enhancement were the top two reasons given. The main problems encountered during ISO 14001 implementation were unawareness of suppliers and contractors on environmental issues, and constraints in financial and human resources. To achieve the objectives and overcome the problems in ISO 14001 implementation, certified organisations emphasised on training to increase understanding of employees on environmental issues and EMS. Other strategies employed were EMS implementation on site to ensure its effectiveness, and obtaining commitment from all levels of employees including top management to ensure smooth implementation.

Evidence shows that ISO 14001 EMS implementation has an impact on organisation performance. Majority of the certified organisations in Malaysia achieved regulatory compliance and environmental performance improvement, and some gained financial savings. Slight improvement in business performance (profitability, sales revenue, customer orders and market share) of the certified organisations was also found.

Differences in EMS implementation challenges, experience and outcomes between large enterprises (LEs), and small and medium enterprises (SMEs) revealed that customer requirements were the driving factor for SMEs to adopt ISO 14001, while directive from CEO was the priority for LEs. Issues related to financial and skilled human resources were more intense in SMEs than LEs. Increased understanding and knowledge in environmental issues through training of employees was commonly adopted by Malaysian organisations. For SMEs, they have to make extra efforts to communicate with and educate their employees.

Meeting customer requirements were the important benefit gained by SMEs from ISO 14001 implementation, while improv-

**“Research findings revealed that ISO 14001 certified organisations in Malaysia were driven by external factors when deciding to adopt ISO 14001 EMS where regulatory compliance and image enhancement were the top two reasons given.”**

ing management of environmental aspects and relationship with the local communities were the benefits gained by LEs. As for the limitations of ISO 14001 implementation, once again the SMEs felt that it was costly, while the LEs agreed that it gave some savings. The findings show that there are no significant difference between the LEs and SMEs on performances (environmental and business), and regulatory compliance difficulties. However, slight improvement was registered in the performances of both groups.

On the relationship between environmental performance and certification period, the findings show that such relationship exists for certain environmental programmes implemented (i.e. reduction in effluent volume, reduction in energy consumption, new product/process development) which depend on technical issues and amount of investment made. However, between business performance and certification period, no relationship exists as the former depends on other factors.

Multi regression analysis results indicate that motivations in seeking ISO 14001 and strategies in EMS implementation play an important role in achieving the desired benefits of EMS implementation. Motivations for adopting ISO 14001 also partly contribute to improvement in performances (environmental and business),

and regulatory compliance. Problems encountered in ISO 14001 implementation are only correlated with limitations, which imply that obstacles lead to some benefits of ISO 14001 not being materialised.

Certified organisations felt that Malaysian environmental regulations were adequate, and they were neutral on issues concerning effectiveness of enforcement, progress of capacity building, adequacy of government support/incentive and awareness on environmental policy. However, from the qualitative data analysis, the organisations felt that the mechanism to enforce and implement the regulations was lacking, as there were inadequate manpower, competency, infrastructure, guidelines and monitoring.

Enforcement was viewed as ineffective by respondents due to perceived unfriendly attitude and lack of experience among the officers, non-uniformity in enforcement policies and lack of control on illegal environmental activities that have occurred in the country. Progress of capacity building in environmental management was slow as there was lack of expertise in certain areas, overlapping roles and responsibilities, unclear communication channel and difficulty in getting environmental information. Malaysian organisations also expressed that Government support or incentives to promote environmental awareness and sustainability was inadequate, and results were not transparent due to the differences in policies of some government agencies. In addition, very few organisations were aware of the national environmental policy.

## Conclusions

The implications of ISO 14001 EMS are significant to the Malaysian industries as the standards reflect customer requirements and in turn, help organisations to demonstrate regulatory compliance and good corporate image. Although there were obstacles along the way, these could be overcome through implementing various strategies. For SMEs, relevant agencies responsible for their development should consider financial and human resources

issues seriously as SMEs face difficulty in financing environmental improvement projects and have insufficient skilled resources. A special package for SMEs involving certification bodies, environmental consultants and contractors should be designed to suit the nature of their operations and reduce costs. For exporting organisations, future implications of ISO 14001 are obvious especially when the international market demands higher environmental standards. In conclusions, Malaysian organisations should be more proactive in keeping up with the current market trend and be prepared ahead of their competitors in meeting future environmental requirements.

## Recommendations

Suggested improvements in environmental management in Malaysia by organisations and government agencies concerned are:

- Malaysian organisations must equip themselves with the knowledge and apply the right strategies to avoid reinventing the wheel when implementing ISO 14001.
- Government agencies responsible for the environment should promote and encourage organisations to adopt ISO 14001, review outdated environmental regulations and provide guidelines and infrastructure, improve enforcement policy and respond to industries, focus on capacity building to produce

competent work force, and increase public and corporate awareness of the National Environmental Policy.

Taking into considerations the EMS challenges discussed and research limitations, future research should emphasise on environmental management issues in Malaysia, which need to be addressed and further, understood to assist various environmental players. Such research should involve various environmental players in the supply chain as their inputs are vital to ensure effective implementation of the National Environmental Policy.

*This article is contributed by Dr. Norlinda Mohd Zawawi, Director, Enviro Business Asia Sdn Bhd and does not reflect the endorsement of MICCI. For more information on this article, please contact the author at [norlinda@eba.com.my](mailto:norlinda@eba.com.my)*

“...Malaysian organisations should be more proactive in keeping up with the current market trend and be prepared ahead of their competitors in meeting future environmental requirements”



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Malaysia Berhad



**Tell us a bit about yourself and when you began your career with HSBC Amanah Malaysia Berhad?**

I am married and have been blessed with seven fantastic children, three boys and four girls. I joined HSBC 30 years ago and have been in various capacities covering business areas such as retail banking, commercial/corporate banking, branch management and business development. I also had the opportunity to work in Hong Kong in the debt origination business. I joined HSBC Amanah in early 2000 and have been part of the team which developed and grew HSBC's Islamic banking business in Malaysia.

**In your day-to-day activities as CEO, what is the most fun part of your job?**

Ensuring that my colleagues are successful in all their undertakings at work whilst ensuring that they have a work-life balance.

**What traits or skills do you find are most important for a job like yours, in an executive position and in a leadership role?**

As CEO of HSBC Amanah Malaysia, I believe that listening attentively, being detail-conscious and focused are some of the necessary traits to effectively execute an agreed strategy. Good communication and people skills are also important in being a good leader.

**We are witnessing unprecedented volatility in financial markets that are steadily spreading around the globe. Can the fallout from this pollute the calm waters for Islamic Financing in Malaysia? And if so, to what extent?**

Any volatility will affect Islamic finance globally or in Malaysia. The 1997 economic downturn in this region has provided good lessons for financial institutions in Malaysia

“As CEO of HSBC Amanah Malaysia, I believe that listening attentively, being detail-conscious and focused are some of the necessary traits to effectively execute an agreed strategy”

and it has assisted them in building a stronger foundation. Islamic banks could be affected to some degree but perhaps to a lesser extent compared to conventional banks. This is due to the fact that Islamic banks are non-speculative in nature.

**In your opinion, is adequate emphasis given to *Shariah*-based research and studies in Islamic finance in Malaysia?**

Bank Negara Malaysia (BNM) has established the International *Shariah* Research Academy (ISRA) whose primary responsibility is to conduct research on specific *Shariah* issues which are relevant to the Islamic finance industry and towards propagating harmonisation and mutual practices of *Shariah* globally. This is in addition to the



“Islamic banking is attractive to both Muslims and non-Muslims as it caters to the needs of Muslims whilst providing an alternative value proposition to non-Muslims”

various researches undertaken by the various institutions of higher learning that offer Islamic finance courses.

**What are some of your Bank's efforts to expand the pool of qualified and competent *Shariah* talents with strong interest in the strategic development of Islamic finance in Malaysia?**

We currently provide two scholarships to deserving undergraduates at the International Islamic University with good academic performance in the relevant fields. Upon completion of their studies, they will be considered for assimilation into HSBC Amanah. We also run internship programmes for university students during their semester breaks.

HSBC Amanah has also participated in Bank Negara's Financial Sector Talent Enrichment Programme (FSTEP) by providing a six month internship for their participants. We also recruit fresh graduates for management trainee programmes specifically tailored to our Islamic banking business.

**What are some of the advantages of Islamic banking over conventional banking?**

Islamic banking is attractive to both Muslims and non-Muslims as it caters to the needs of Muslims whilst providing an alternative value proposition to non-Muslims.

Islamic banking products do not contain/involve *riba* or interest element. As such both Muslims and non-Muslims can subscribe to the Islamic banking products and services without limitations.

Islamic banking promotes transparency whereby everything is agreed upon upfront, and the concept of sharing of profits and creation of wealth rather than creation of debts.

There is no element of *gharar* or uncertainty in Islamic banking products. As such, customers can have peace of mind when subscribing to the products

Islamic banking also provides competitive and innovative products as well as services to customers. Some of the Islamic banking products provide better features, such as Fixed Rate financing, which protects customer from fluctuations of interest rate scenario etc.

**What are the Islamic products that HSBC Amanah Malaysia offers to SMEs?**

SMEs are an important customer segment for our business. We offer customised products and services based on the needs of our SME customers, as each business may have different financial requirements. For example: trade financing, term financing, *Ijarah* financing and SME Flexi-Cover Plus - a *Takaful* (Islamic insurance) product. Trade and term financing provide working capital for customers in their businesses whilst *Ijarah* financing provides a facility for customers to finance the purchase of equipment and

machineries. SME Flexi-Cover Plus, a *Shariah*-compliant protection package, is available to a wide range of Malaysian SMEs.

**Are HSBC Amanah Malaysia's products offered to both Muslims and non-Muslim companies?**

Yes. HSBC Amanah products are on par with the existing conventional products to provide competitive and attractive alternatives that meet customer needs. Moreover, our products and services have always received encouraging response and good take-up rate from customers.

**Where do you see the Islamic banking trend moving towards in Malaysia?**

BNM has earmarked Islamic banking as an important component of the banking system. Accordingly, BNM has given targets of 11%, 15% and 20% of the total banking business of financial institutions to be Islamic, to be met by end of 2004, 2007 and 2010 respectively.

BNM has in place a framework to help Islamic banking realise the concept of the "Islamic Subsidiary (IS)" as a one-stop centre responsible for all aspects of Islamic banking operations including wealth management, retail and corporate banking, cross border Islamic products; including system and product development, marketing, business development and training. Innovative products, excellent service delivery and superior marketing strategies must be pursued if Islamic banks are to emerge as market leaders.

As such, Islamic banking in Malaysia will continue to grow with a positive future outlook due to strong support both locally and internationally.

**What is the number one thing that you look for in a job candidate?**

We look for candidates with the right qualifications who are highly motivated and possess a positive attitude.

**What are some of your favourite things?**

I enjoy spending time with my family and I try to catch a round of golf whenever possible.

**Give us one word that best describes you.**

My philosophy is "Work hard, play hard and have fun".

“...Islamic banking in Malaysia will continue to grow with a positive future outlook due to strong support both locally and internationally”



# Leading in Tough Times

by Dr Stephen L. Cohen

The old saying of “when the going gets tough the tough get going” could never be more appropriate for leaders during these extremely harrowing economic times. Now, more than ever before, organisations need to take stock of the value and importance strong leadership brings to the table and how leaders can:

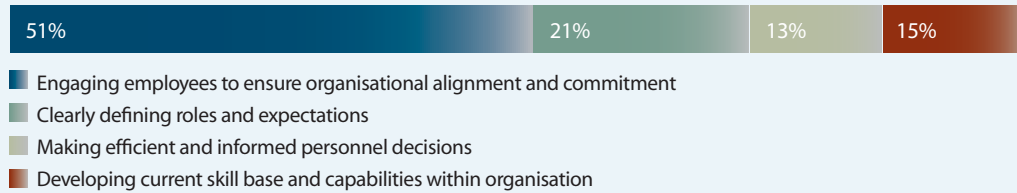
- effectively navigate turbulent times,
- withstand the pressure to give in,
- look far enough ahead to see the light at the end of the tunnel,
- communicate positive intent and optimism, while also being candid, clear and real,
- do more with less, and
- assume responsibility for forging ahead.

During difficult economic climates, businesses and their leaders are forced to change their priorities to increasing revenues and increasing productivity from those of better times when priorities also include such initiatives as recruiting, developing and retaining leadership talent. Unfortunately, the latter activities too often fall into the bucket of likely budget cuts, when, in fact, strong leadership may be the single most critical means for effectively managing out of trouble.





### When leading in tough times, what leadership practice is MOST important to achieving business goals?



Source: Right Management online poll of 677 senior leaders and human resource professionals, conducted January to February 2009.

Right Management recently conducted a survey of more than 650 senior leaders and human resource professionals to identify the most important leadership practice fundamental to achieving business goals during tough times. More than half of respondents cited “engaging employees to ensure organisational alignment and commitment” as being the most important leadership practice. While other practices were noted as important, none came close to the importance of engaging and aligning employees.

## Leveraging Leadership Assets

Research has mounted over the last several years clearly demonstrating the economic value of top versus marginal performance, amongst all employee levels, but especially for leaders. Organisations perceived as possessing top-tier leadership generally deliver higher total shareholder value than those thought to have poorer leadership. So, while not necessarily of mathematical proof, this type of research provides evidence of the importance of organisational leadership during good times. One doesn’t have to speculate too much to understand the increased value of strong leadership to the bottom-line during tough times.

Add to the current economic conditions the well-documented leadership supply crisis caused by demographic and geographic shifts, rapid global expansion, and what has been relative underinvestment in developing leaders, and it is clear that organisations must now, more than ever before, step up to the challenge by providing leaders with the necessary support and resources to effectively manage under these conditions.

## Providing Leadership Tools

The key to navigating these times, then, is not only addressing the current concerns, but building the capacity to prepare for effectively managing during better times. But, what does this look like and how can more effective leadership help navigate the currents of economic difficulty? How can organisations weather the economic downturn and position themselves to be even stronger coming out of it, particularly when the unfortunate reckoning with downsizing is financially required?

When all is said and done, leading in tough times means:

1. Leading more efficiently and wisely by making more informed personnel decisions,

2. Defining roles and expectations,
3. Insuring continual upgrading of the current skill-base and capabilities across the organisation, and
4. Engaging employees at a far deeper level.

It is the organisation’s responsibility to provide its leaders with the necessary skills and tools to effectively conduct themselves in this climate. Whether you are a senior leader or a human resource professional who can provide developmental support to your organisation’s leadership, it is time to step up to the plate.

### 1. Making More Informed Personnel Decisions

The keys to effective talent and succession management are individual assessment and competency modeling. Each one of these provides a solid foundation on which to make informed data-based decisions about the current and future leaders of the organisation. Competency models provide leaders with accurate business-focused targets and profiles by which they can reliably hire, develop, promote, review and reward employees and other leaders at all levels. This synergistic effect between HR subsystems carries value both in

“While other practices were noted as important, none came close to the importance of engaging and aligning employees”

**“Leaders must bring clarity to not only their direct reports’ continued contributions and performance expectations, but also for themselves as well”**



economies of scale and skill. Linking HR subsystems to a common denominator, such as competency models, also drives operational efficiencies, much needed during poor economic times. And, possessing a wide array of culturally adaptable individual assessments allows leaders to find the right people to hire, promote, develop, place and transition. Such tools and processes are even more critical during difficult times when there isn’t as much room for making personnel mistakes. Using a competency model foundation with accurate, consistent and legally defensible individual assessments allows leaders to place the right people into the right positions at the right time, thereby driving overall organisational productivity, quality and impact.

## 2. Defining Roles and Expectations

Turbulence means uncertainty, and uncertainty often results in a lack of clear understanding of roles and

expectations for leaders and their direct reports. Roles are defined differently, expanded, contracted and sometimes simply left to evolve as the organisation sorts itself out. Leaders must bring clarity to not only their direct reports’ continued contributions and performance expectations, but also for themselves as well. If they are unclear about their role during these difficult times, they can’t very well expect their direct reports to be clear about theirs.

One of the issues highlighted during difficult business climates is the leader’s struggle to provide the appropriate balance between personal relationship skills and empathy and more harder edged task-focused demands. In good times, when moods are positive and everything is going according to plan, strong interpersonal skills are often enough to impact desired business outcomes. But, in tougher times, which often call for more draconian actions, including budget cuts and layoffs, leaders must learn to demonstrate even stronger interpersonal skills while also balancing these with toughness, making typically harder decisions based on their role as a professional manager and the functional knowledge and expertise they possess. In some cases, this may mean even distancing oneself somewhat from those the leader has interpersonally embraced. Managing through this

paradox of being simultaneously hard and soft is probably one of the most difficult challenges leaders face during tough business periods. During such times when frequent and massive change is common, leaders must provide role clarity to those for whom they are accountable.

## 3. Ensuring Continual Skill Development

Of course, the most logical action is to either continue or increase investing in the development of leaders at all levels. Preparing a strong leadership pipeline of “ready-now” candidates based on their assessment and development ensures those leaders who continue to serve, or remain after a downsizing, are most capable of performing not only at the highest levels but doing more with less and leading effectively through change. By having a strong succession management process in place, identifying high potential and high performance leaders, organisations will be in a much better position to identify talent to take on new roles brought about by the organisation’s changes.

One way to keep the skills and capabilities of the best continually honed, as well as abetting the continual development of the “up-and-comers,” is to provide targeted coaching in how to address the changes taking place around them for which they have relatively little control. Coaching not only helps these leaders perform better but also demonstrates the organisation’s long-term commitment to keeping them. One specific development opportunity that almost always surfaces during tough times involves change management. Helping leaders learn how to more

**“One of the issues highlighted during difficult business climates is the leader’s struggle to provide the appropriate balance between personal relationship skills and empathy and more harder edged task-focused demands.”**



# “Effectively managing talent is a top priority for organisations looking for ways to successfully navigate the current economic climate while continuing to meet business objectives”

effectively manage change will undoubtedly prepare them for performing more effectively both during and after the downturn.

## 4. Engaging Employees

Probably the most significant leadership development need during tough times is providing leaders with the tools to effectively address the transitions and adjustments that will need to be made given the downsizing and budget cuts that takes place. It is often said that those remaining after a downsizing have an equally difficult time adjusting to the new order, feel guilty about staying behind while many of their colleagues weren't as fortunate, are nervous about the next "shoe" dropping on them, and are concerned with the lack of clarity associated with their own roles going forward. While their colleagues may not have a job anymore, at least they know that and can take forward looking action to address the situation. Those who remain are typically anxious about the ambiguity in their own situations despite the fact they still have a

job. Leaders must manage this situation very skillfully or they are likely to see those remaining either start looking for another job, disengage from the company attitudinally, or simply "quit and stay" while waiting until the air clears. Leaders need to know how to handle this situation with all their direct reports, not to mention overcoming any fears and concerns they might have themselves. Recommended activities include spending time with their people rather than avoiding them, answering their questions to the best of the leader's ability, and most importantly, continually reinforcing their value to the company.

What all of these initiatives do for the organisation is engage both leaders and employees in understanding the existing conditions and how they can collectively assist in addressing them. Reaching out to employees during difficult times to better understand their concerns and interests by openly and honestly conveying the impact of the downturn on them and their organisations can provide a solid foundation

for not only engaging them but retaining them when things do turn around.

## Conclusion

### Invest In Your People

Effectively managing talent is a top priority for organisations looking for ways to successfully navigate the current economic climate while continuing to meet business objectives. While layoffs abound, it is also paramount to continue to invest in your employees and develop your leaders. Organisations need to keep positions filled and produce at the utmost levels of performance. The best leaders deploy strategies to invest in their employees so that they can meet both current and future needs and can respond quickly to changing market demands. To paraphrase a well known call to action, *now is the time for all good leaders to come to the aid of their organisations.*

“Helping leaders learn how to more effectively manage change will undoubtedly prepare them for performing more effectively both during and after the downturn.”

### About The Author

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### About Right Management

*Right Management ([www.right.com](http://www.right.com)) is the talent and career management expert within Manpower, a world leader in the employment services industry. Right Management helps clients win in the changing world of work by designing and executing workforce solutions that align talent strategy with business strategy. Our expertise spans talent assessment, leadership development, organisational effectiveness, employee engagement and workforce transition. Right Management has a global network of more than 300 service locations in over 50 countries, serving 80% of the Fortune 500 and 50% of the Global 1000 companies.*



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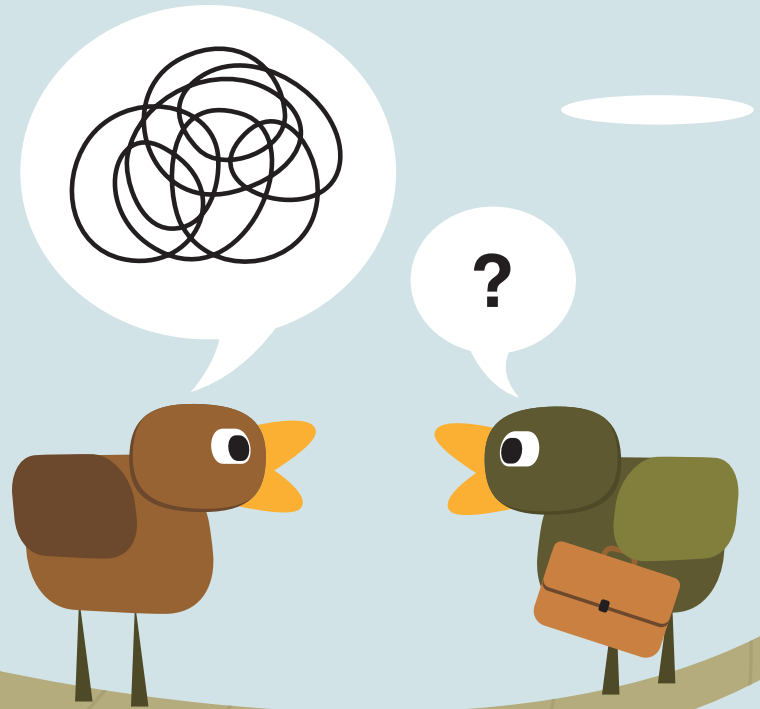


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“Good coaching involves a true dialogue. The word dialogue speaks about meaning (logos) that is moving through (dia) two people.”

# Keys to World-Class Coaching

Leading out in the field of coaching in this country, (it has yet to be recognised as a profession) I'm amazed and alarmed at the number of people who call what they do coaching. By what they call themselves and how they practice, I can only imagine what confusion they must cause the public. In their "magic bag" is a mix and collection of potions: consulting, therapy, mentoring, training and counseling.

Some think by virtue of their professional experience, they "are" coaches. Others think by reading and learning a bit here, a bit there: psychoanalysis maybe, emotive therapy maybe, or even worse, some superficial new-age theory like "The Secret," they can coach. They think they can coach "intuitively" if they dispense "love" in their communication. That would be enough for their clients to experience change and transformation. Good luck to them.

A world-class coach uses a systematic approach. We use a consistent, tried-and-tested psychology, in my case, Self-

Actualisation psychology, which is a powerful expression of cognitive-behavioural psychology. Its basis and premise is that:

- (1) *Every experience has a structure.* With persistence and probing, we can understand how things make sense for the client.
- (2) *Every experience is structured in the mind - body system.* That's why it's so important to pay attention to the words, descriptions and the gestures of the client. That's why listening skills are so important. Calibration is so important. What state does the person need to be in to benefit most from the coaching?
- (3) *Every experience is a skill.* No matter what, even if the client is obnoxious and over-controlling as a leader, there is a structure to that. A good coach would ask, "How are you creating that experience?"

- (4) *The person is never the problem; the framing is the problem.* This allows the coach to expose reality without making anyone wrong. It's the behaviour or the frame that is faulty and must change.
- (5) *A good coach uses emotions, we induce states, but our goal is not to validate the client's emotions, or to get them to be "true" to their feelings.* Sometimes, we must challenge the client to act against what they naturally feel.
- (6) *A good coach coaches the inner game.* Realising that success is always created twice - once in the mind, then in real life, we work to actualise our dreams. We work to turn what's in the mind into our muscle so our clients can turn their meanings into their performance.
- (7) *Behind every experience are layers of thoughts and beliefs, principles and values as frames.* Just because the client feels something or thinks it or remembers things, doesn't make it useful or productive. A good coach quality controls the client's experiences.
- (8) *Experiences can, and do change, and this experiential change can be facilitated to the point where desired transformation takes place.*
- (9) *New resources can enable and empower the client in ways that*

*these resources last and go on to unleash other potentials.*

- (10) *All this can be measured and that's what makes all the difference between a person who calls himself a coach and a great coach.*

Coaching may appear simple: people simply engaged in a conversation about goals and potentials. But as coaches well know, good coaching is actually very difficult. It's challenging. What gets in the way of good coaching? Oh the usual human stuff of half-listening and being easily distracted by stuff on our mind, being reactive to things we don't agree with and then being all-too-quick to give advice. Yikes, then notice those who finish off the client's sentences. On top of putting words in other people's mouths, they mind-read, they misinterpret or simply pass judgment!

Good coaching involves a true dialogue. The word *dialogue* speaks about meaning (*logos*) that is moving through (*dia*) two people. The client's meanings flow back and forth in conversation with the coach; and the coach works not to assume understanding but to use questions to facilitate deeper and deeper clarification for the client.

The coach begins by eliciting meaning. Then we follow, seek to understand, reflect back and summarise to "be" with the client. Our objective is to create the desired outcome by asking, "What does the

client want? What do they REALLY want? Is that all? What else? What does the client want by wanting that?"

Anytime within our coaching session, I'd always want to know, "What kind of conversation is this?" Does the client see this conversation as a session for:

- Brainstorming for ideas, and possibilities?
- Changing mindset for greater productivity?
- Seeking clarity for decision - making?
- Creating a new identity?
- Understanding his emotions and to turn those into resources?
- Developing an action plan?

Why is it important for the coach to know this? Knowing this, we then set our orientation for the session. Then we can drive the conversation to its objectives. A good coach will always ask the question, "What's the most transformative thing you could experience in this time we have together?"

So when interviewing for a coach, ask, "How clear are you about human functioning, about what drives and motivates a human being's success and progress? What is the basis and philosophy that you practice that keeps the results of our coaching relationship track-able and measureable at any one time?"



## *Puan Sri Tessie Lim*

*Performance Coach*

### My Personal Commitment

I, the Founder will - Share my knowledge and experience that can bring about new awareness, new insight, new consciousness - which forms the foundation, holds the key, clears the path, creates the hope - that brings about a new reality, new comfort, new happiness - For an Optimal Life



# DOE Update on Environmental Quality Act Regulations


17 March 2009



The MICCI Environment Standing Committee, held a business briefing to discuss the Environmental Quality Act and update members about the regulations on sewage and industrial effluents; scheduled waste; and clean air. The Convenor of the Environment Committee chaired the event which was attended by 55 participants.

The presentation encompassed objectives, scope, amendments to date, subsidiary regulations, proposed amendments, and pertinent statistics pertaining to the act and regulations. During the dialogue session, clarification was sought from DOE on prosecution of cases for non-compliance, requirement for scheduled waste manager, effective date of new limits for industrial effluents and general limits of new clean air regulations. The following speakers shed light on a variety of issues and concerns for the benefit of members :

- Overview of Environmental Quality Act, 1974  
- **Ir Lee Heng Keng, Deputy Director General, DOE**
- Update on Environmental Quality (Sewage and Industrial Effluents) Regulations, 1979  
- **Dr Ir. Shamsuddin Hj Ab. Latif, Deputy Director General, DOE & Director, EiMAS**
- Update on Environmental Quality (Scheduled Waste) Regulations, 2005  
- **Ir Lee Heng Keng, Deputy Director General, DOE**
- Update on Environmental Quality (Clean Air) Regulations, 1979  
- **Pn Hajjah Kalsom bt Ab. Ghani, Director, Air Division, DOE**



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# General Committee Meets Yang Berhormat Datuk Dr Maximus Ongkili Minister of Science, Technology and Innovation



As part of its tenet of being the voice of advocacy for the private sector to the Government, MICCI's General Committee met with the Minister of Science, Technology and Innovation on 9th April 2009.

In view of Malaysia's initiatives to move into the Knowledge Economy and adopt ICT widely, MICCI members expressed keen interest for collaboration, both at the public and

private sector level and sought the Minister's view on ways for the Chamber to work closely with the Ministry concerned. Some of the topics discussed during the meet include challenges and opportunities relating to High-Speed Broadband Projects, Cyber Security, Business Process Outsourcing and the Government's future plans in development of IT infrastructure. During the meet, the Minister also shared with

members how Malaysia is approaching these challenges and strategizing its priorities in its effort to steer the economic growth in the digital age.

MICCI holds regular meetings with top level and key Government personnel to pave way for open discussions about matters pertaining to business and industry in Malaysia. It is our hope that meetings of this nature will help resolve immediate challenges faced by the business community.



# MICCI JASCO Joint Visit with the Royal Malaysian Customs to NORTHPORT (MALAYSIA) BHD

Following JASCO's Joint Dialogue\* with the Royal Malaysian Customs, Port Klang Authority, Northport and Westport, held at the MICCI on 26 November 2008, a group visit was organised to Northport on 20 March 2009. The purpose of the visit was to enable all parties to have first-hand experience and obtain better understanding of the various processes involved in terms of the security aspect from obtaining the Gate Pass right up to pulling out a container from the Port.

A similar joint visit to Westport was held in February 2009. A comparative study of the security systems in both ports is being compiled to recommend improvements.



\* The joint dialogue held on 26 November 2008 was aimed at discussing ways to further improve the existing clearance system, facilitate inspection of cargo by the various

Government Enforcement agencies as well as review how each agency can cooperate and work together towards ensuring the safety and security of cargo at the Ports.



# SME Mentoring:

## “Grow your business even in these tough times”

To advocate the interests and needs of the small and medium scale enterprises, MICCI together with SMIDEC, Media Prima, Television Network and Sandeep Juneja & Associates, who are MICCI member companies organised an SME mentoring entitled ‘Grow your business even in these tough times’



Television Network, and last but not least Mr Sandeep Juneja, PR Director, Sandeep Juneja & Associates.

Marketing development in small and medium enterprises (SMEs) seems to be somewhat limited and qualitative in nature. The briefing shared useful business strategies and ideas for SME’s to generate demand and grow their business despite all the market uncertainties. Amongst the topics discussed include: Brand Development, Building Identity, Value and Loyalty Low Cost Promotion : The way to generate demand as well as a presentation highlighting various Grants that can be tapped for Enhancing Marketing Skills of SMEs.

The following speakers gave an insightful presentation for the benefit of SME members ; Pn Amnah Shaari, CEO of Beyond Corporate House and Convenor, MICCI SME Development Committee, Pn Fadzilah Ahmad Din, Director, Enterprise Development & Entrepreneurship Division, SMIDEC, En Mohd Azri Abdul, General Manager, Client Servicing Group, Media Prima,



## Curtin University (Western Australia) Study Tour, 9th April, 2009, MICCI Boardroom

Curtin University (Western Australia) students studying commerce majoring in business law visited the Chamber. The purpose of the study tour was to gain a better understanding of the business law and international business as well as Malaysian business practices and culture.

The team consisting 10 students and 3 staff members, was lead by Ms. Tracey Price, Teaching Support Officer, School of Business Law and Taxation together with her colleagues, Mr. Doug Yorke and Dr. Joan Squelch.

Mr. Stewart Forbes, Executive Director, MICCI and Chitra Devi, Manager, Human Resources, Education, Tourism & CSR welcomed the team and shared a comprehensive presentation highlighting the core objectives of MICCI followed by a Q&A session.



# “Aviation in Challenging Times”

19 March 2009, Sime Darby Convention Centre

**M**r. Giovanni Bisignani, Director General and CEO of International Air Transport Association (IATA), joined MICCI members and guests from the travel and tourism fraternity for an interesting and insightful hour at MICCI's Leaders Luncheon to address the many issues and concerns affecting the travel industry.

Amongst the key guests who attended the talk were Datuk Seri Idris Jala, Managing Director/CEO MAS, Dato' Seri Bashir Ahmad, Managing Director Malaysian Airport Berhad, YM Tengku Iskandar, former President of MATTA, Graham Daley, CEO, Optimal Chemicals (M) Sdn Bhd and GENCO member, MICCI, Pn. Amnah Shaari, CEO, Beyond Corporate House and GENCO member, MICCI and representatives from IATA, PATA, MATTA and members of the press.



In the grip of the global banking crisis and eminent economic slowdown, 2009 is proving to be a turbulent year for the aviation industry. Bound by decreases in passenger travel and burdened by the limitations of available credit lines, airlines have to innovate to survive the storm. To survive the crisis, urgent action is needed. The next months will be critical to see if the impact of the credit crunch spreads from cargo to corporate and leisure travel.

Mr. Giovanni Bisignani joined the International Air Transport Association as Director General & CEO in June 2002. Since that time, Mr. Bisignani has completely re-shaped and re-focused the organisation to better serve its global membership of 230 airlines with a mission to represent, lead and serve the air transport industry.

In his speech at the MICCI Leaders Luncheon, Mr. Bisignani said that “losses suffered by airlines worldwide this year are expected to exceed the US\$2.5

billion forecast under the current economic crisis which is affecting both cargo and passenger travel. The global numbers are bad and the Asian numbers are a nightmare. In December, we projected a US\$1.1 billion loss for Asia's carriers, the worst performance in the industry. The shocking slowdown in Japan - the region's largest market, and China - the region's fastest growing, makes this forecast look optimistic.

January passenger traffic in the region was down 8.4%. Capacity cuts at 4.3% were aggressive but business is disappearing faster. Cargo was down by an unprecedented 28.1%. This region's carriers are the biggest players in cargo - with 44% of the market. As air cargo transports 35% of the value of goods traded internationally, the poor cargo performance is bad news for the region and the global economy. World trade is falling off a cliff. Malaysian exports fell by nearly 28% in January.

The world has never seen such a fall.

The recovery will bring change. Asian countries, Malaysia included, cannot rely on debt-fuelled Western consumer spending to drive their economies. Governments will have to find policies that balance the risks with stronger domestic and regional economies. Until confidence returns to the global economy, tough times will continue. The industry is in survival mode. Nobody yet knows how deep or how long this crisis will be. Every efficiency gained is a battle won. I have to congratulate Datuk Idris Jala on the great job of turning Malaysia Airlines around. With his impossible targets many thought that it could not be done. But he has built a solid foundation for the airline's future. At the same time, the success of Air Asia shows that the demands on this industry are dynamic and can be efficiently served with various business models. Who benefits? The Malaysian economy.

I mentioned earlier that Asia Pacific carriers are the largest players in the global air freight market. And even with



## Klang Valley

this recession, we still expect Asia Pacific to become our biggest single market in a few years. Air transport is the lifeblood of the global economy. IATA's member airlines help support 32 million jobs and US\$3.5 trillion in economic activity.

Malaysia has benefited greatly with expanded export markets for high tech and enormous possibilities for tourism which is 13% of Malaysia's GDP. Even in the middle of this economic crisis, we must not lose sight of the fact that this crisis will be over some day. And an efficient air transport industry will continue to play a significant role in driving Malaysia's economy.

Malaysia has always prided itself on efficient transport infrastructure. KLIA was a visionary achievement and the country should get the maximum from your investment. Now, the challenge is to keep KLIA as competitive as possible to support tourism and international business. In this tough climate all businesses, including airports, need to look for ways to do more with less. Two recent important decisions will help.

First, Dato' Seri Bashir and the KLIA team were instrumental in an important decision. KLIA will reduce its charges by 50% for two years starting in April. KLIA is one of our good partners understanding that a low charges policy benefits passengers, airlines, the airport and the Malaysian economy. So, we should also be looking at long-term ways to keep costs competitive and low. Second, the decision to drop plans for a new airport at Labu was a good one. It keeps the focus on developing KLIA as the nation's hub. In doing so, the priority must be on providing efficient infrastructure that delivers low costs for all airlines.

Building a low-cost terminal presents some challenges, particularly on charges, to ensure that it contributes to the overall success of KLIA. First, charges for common facilities and services including landing and security charges must be equal. Second, we need transparency to ensure that airlines and their customers pay for what they are using. Cross-subsidisation is not acceptable. And finally, the opportunity to use either facility must be available to all airlines. These are the agreed principles of ICAO - The International Civil Aviation

Organization. As a council member of this UN body, I am confident that Malaysia will fully comply. I would also like to encourage Malaysia to take these good decisions keeping costs low and focusing on KLIA. To get the greatest economic benefit from its airport investments Malaysia needs a long-term strategic plan for air transport.

Malaysia is a good example of the benefits of liberalisation. Opening of the KL to Singapore route spurred a 50% increase in capacity. A similar 37% increase occurred when Malaysia and Thailand traffic was opened up. This crisis is an opportunity to go even further - faster. The plan is already in place with the ASEAN Roadmap for Integration of Air Travel Sector (RIATS). But the region missed the December 2008 deadline to open markets between capital cities on a multilateral basis.

Malaysia can demonstrate the benefits of liberalised markets for both business and tourism. I count on you to push strongly for a Single Aviation Market in ASEAN including market access and ownership by 2015. And, as governments are tempted by the crisis to build economic walls, I hope that MICCI will be a strong

supporter for the opportunities and benefits of global access."

In his concluding remark, he added that "air transport has brought enormous and positive developments to the people and businesses of Malaysia. I congratulate the Government on its leadership and the industry for effective execution. The elements for success are in place - excellent infrastructure, reasonable costs and innovative airlines.

But we cannot be complacent. Changes in the global economy have never been so dynamic. To weather the storm and build the future, a long-term strategy to keep Malaysian business competitive is essential. Malaysia must be a strong voice driving change and innovation to make the industry even greener while opening new commercial opportunities."



# MICCI Infrastructure

## Luncheon Cum Dialogue with Tenaga Nasional Berhad

Tenaga Nasional Berhad (TNB) once again hosted the annual dialogue with MICCI Infrastructure Committee members held on 20 April 2009 at the Wisma TNB, Petaling Jaya, Selangor. The MICCI team was headed by YM Tengku Dato' Zainal Rashid, the chairman of MICCI Infrastructure Committee. The dialogue session was chaired by En Hj Roslan Ab Rahman, TNB Senior General Manager of Operation Region 2. The dialogue was followed by a Q&A session, which turned out informative for both TNB and MICCI delegates.

The focus of the dialogue was mainly on the recent reduction of tariff. The reduction in electricity tariff is in support of the Government's effort to introduce

an economic stimulus package to mitigate the current economic slowdown. The current average tariff reduction of 3.7% is a net result of the Government's decision to reduce the gas price from RM14.31 per mmBTU to RM10.70 per mmBTU and coal price increase from USD75 per tonne to USD85 per tonne. Although the price of oil has declined significantly, coal price has remained at fairly high level. Coal and gas represent a major component of TNB's fuel cost (coal alone represents 40% of the total power sector fuel costs).



The Government has indicated that it will review the tariff every six months (twice yearly) and the next review is scheduled to take place on 1st July 2009. TNB expressed that it's organisation is happy to work closely with the Chamber to address any issues and problems faced by MICCI members.

**Perak**

## High Performance Through Mind-Set Change

MICCI Perak Branch in collaboration with Consensus Training Sdn Bhd organised a one day workshop on "High Performance Through Mind-Set Change". The workshop was held at the Syuen Hotel and the participants were mainly from member companies. We received a very positive feedback following this workshop and in fact some participants wanted a similar workshop to be organised for their colleagues and organisations at large.





# Courtesy Call to Chief Minister of Penang

The Penang Joint Chamber of Commerce (PJCC) paid a courtesy call to YAB Mr Lim Guan Eng, Chief Minister of Penang on Sunday, 26 April 2009. PJCC had two objectives on their agenda when visiting the Chief Minister.

The first of which was to present a cheque for RM200,000 to the Protection Against Poverty (PAP) Trust Fund that had been set up by the State Government to eradicate poverty in the State. According to the State's records there are 728 families in the State that are classified as hardcore poor.

The fund was collected in a joint charity drive organised by all the component parties. The Chief Minister in accepting the cheque thanked PJCC and lauded them for their compassion for the underprivileged and their support of the State Government's efforts to eradicate poverty.

PJCC was founded in 1972 by three chambers: Penang Chinese Chamber of Commerce (PCCC), Penang Malays

Chamber of Commerce (PMCC), and the Penang Indian Chamber of Commerce (PICC). Today it's component members include the Malaysian International Chamber of Commerce (MICCI), Federation of Malaysian Manufacturers (FMM), Association of Banks (ABN), Small & Medium Enterprises Northern Association (SAMENTA), Penang Tourist Centre and by invitation Malaysian Institute of Accountants (MIA) and Real Estate & Housing Development Association (REHDA).

In his address the Chairman of PJCC and President of PCCC, Tan Sri Tan Kok Ping thanked the Chief Minister for his kind acceptance to meet with them. He also thanked the various representatives for sacrificing their valuable family time on a Sunday morning to make this courtesy call to the CM and to express



their views about Penang's Business environment.

The second part of the agenda was the handing over of a memorandum titled "Combating Global Financial Crisis: Proposals to Revive Penang's Economy" which outlines PJCC's concerns as well as recommendations on how to improve the economy in the State.

The memorandum covered key economic areas including property development, manufacturing, tourism, the UNESCO World Heritage site and issues relating to the public transport system. Each segment was dealt with at length supported with recommendations and suggestions for improvement. In parting, PJCC pledged their support to the State Government in all their efforts to improve the business economy of the State. At the same time, in the interest of the nation, PJCC also requested both the Federal and State Governments to put aside their political differences and work in synergy to combat the global financial crisis.



# Mahkota Medical Centre

## Hospital Of Choice With A Passion For Care & Excellence



**E**stablished in 1994, Mahkota Medical Centre (MMC) is licensed as a 356-bed private and is strategically located within the major business district and tourist area of Malacca. Well served by a network of roads, MMC is located approximately two hours from Kuala Lumpur International Airport (KLIA) and three hours from Singapore. MMC has a

vision to be the "Hospital of Choice with a Passion for Care and Excellence". In its drive towards its vision, the hospital has achieved recognition from both the public and private sectors by winning awards including the Export Excellence Award (Services) 2007 and ASEAN Healthcare Excellence Award (Health Tourism) 2008. MMC has also received the Malaysian Society For Quality in Health (MSQH) accreditation.

Currently, a leading tertiary acute care hospital in Southern Peninsular Malaysia as well as a leading medical tourism hospital in Malaysia, MMC is well received by both the local

Malaysians in the Southern Peninsular Malaysia as well as a large proportion of foreign patients including patients from Indonesia, Brunei and Singapore.

To date, MMC has more than 50 established resident consultants representing a broad range of medical and surgical disciplines including Cardiology, Oncology, Neurosurgery and many others. The hospital also provides specialty services in various clinical support services such as dietetics, health screening, nursing services, in vitro fertilisation (IVF), a 24-hour emergency and walk-in outpatient services. The hospital has also consistently invested in the upgrading of its facilities and procurement of state of the art equipment to support its medical programmes.

Contact details:

### MAHKOTA MEDICAL CENTRE

No 3, Mahkota Melaka, Jalan Merdeka, 75000 Melaka, Malaysia.

Main lines : +606-285 2999 & 281 3333

Facsimile : +606-281 0560

Email : [info@mahkotamedical.com](mailto:info@mahkotamedical.com)

Website : [www.mahkotamedical.com](http://www.mahkotamedical.com)



## Talk on Reinvestment Allowance; Incentives for The Rakyat and Goods & Services Tax (GST) by Pricewaterhousecoopers on 19 February 2009

**M**ICCI Sabah organised a talk on Reinvestment Allowance. Around 30 participants attended the talk. Reinvestment Allowance (RA) is granted to manufacturing companies, which have been in operation for 12 months and incur qualifying capital expenditure for the expansion of production capacity, modernisation and upgrading of production facilities, and diversification into related products and automation of production facilities. The RA is in the form of an allowance of 60% of capital expenditure incurred for the expansion, modernisation and upgrading of production facilities and diversification into related products. The allowance can be utilised to offset against 70% of the statutory income in the year of assessment.

The talk highlighted 3 key issues, which include the New Rules on Reinvestment Allowance, Incentives for Rakyat and Updates on GST.

According to guest speaker, Mr Fan Kah Seong, ED-East Malaysia of PricewaterhouseCoopers, the New Rules on Reinvestment Allowance which is allocated for 'Qualifying Project' is for the undertaking of the following manufacturing processes: expansion, modernization, automation and diversification.

The speaker also addressed a myriad of questions members had on their mind about GST. The speaker gave an overview of GST and how it differs from the present tax system and the

rationale for implementing GST in Malaysia. At the end of the talk, members had better awareness of the new tax system and how businesses should be streamlined to cope with the challenges.

Overall, a very productive talk that helped members gain latest updates on Government policies, incentives, facilities and support services available under the Reinvestment Allowance as well as investment opportunities in the manufacturing and related services sectors.



## New Zealand Trade Commissioner visits MICCI, Johor



**O**n 26 March 2009, Mr. Alex Matheson, the New Zealand Trade Commissioner who is based in Singapore visited the office of MICCI Johor. He was accompanied by Mr. Alan Koziarski, Regional Director of South East Asia and En. Abdul Malik, Business Development Manager of the Trade Commission.

The Branch Chairman, Mr Yee Wai Yin, Ms Nora Lam, En. Ainuddin Jalaini Ismail and the Branch Executive were present to receive the guests.

The representatives from MICCI briefed the visitors with the latest information and business opportunities in Johor. Items discussed included general trade and investment opportunities, property outlook, human resources, immigration and customs check point issues, international schools and related facilities, security, as well as general living and working conditions in the state of Johor.

# Briefing by the Johor Immigration/ Labour Department

MICCI Johor organized a briefing for its members on 5 March 2009 at Hotel Sofitel, Senai Johor to address current issues concerning Immigration and Labour.

Immigration Director, En Mohd Nasir Ishak conducted the briefing. His senior officers were at the event to answer many questions and concerns raised by members. Deputy Director, Labour Department, En Syamsul Hizri Hj Mohd Nor was also present and he conducted an informative briefing for the benefit of members.

Topics covered include the latest policy on employment of foreign workers and Expatriates, as well as the economic downturn and the Impact on foreign/domestic work force. Members were also briefed about the latest human resources updates in relation to Johor.

A token of appreciation was presented to the Deputy Director of Johor Labour Department, En Syamsul Hizri Hj Mohd Notr by the Chairman of the Police /Immigration/Customs sub-committee, MICCI, Mr YK Ng.



# TNB Briefing at MICCI Johor

A TNB briefing was held on 24 March 2009 at Hotel Selesa Johor Bahru. Three speakers from TNB KL and several senior staff of TNB Johor were at the briefing to meet members.

Mr CM Balam, Chairman Utilities sub-committee MICCI Johor, together with the TNB team led by Tuan Haji Abdul Rashid bin Zainuddin - Senior Manager Marketing & Service TNB Johor, Dr. Abu Hanifah bin Azit - Principal Engineer Small Renewable Energy Management Unit and Tuan Haji Abu Bakar bin Ismail, Senior Manager - Tariff Development Unit were present to answer members concerns and queries.

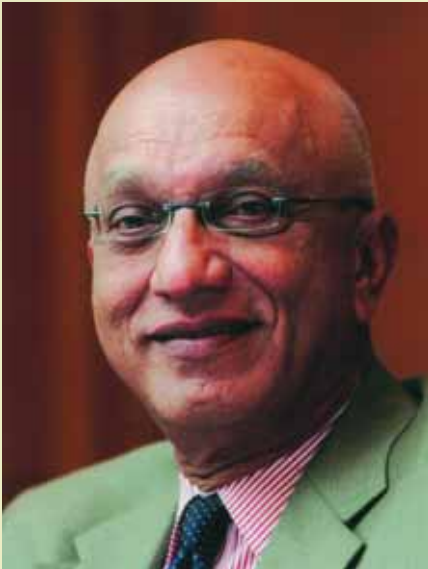
The briefing covered insightful information about energy efficiency measures that can be implemented in plants and offices. Tips and best practices to optimize electricity usage as well as incentives provided for energy efficiency and renewable energy, power quality and the new tariff structure were some of the topics discussed with the participants.





# PEMUDAH

## The Insider's View



By Datuk Mike Krishnan,  
**MICCI Past President and  
PEMUDAH Member**

I am really happy to pen this report on Pasukan Petugas Khas Pemudahcara Perniagaan (PEMUDAH or The Special Task Force To Facilitate Business) for the benefit of MICCI Members. PEMUDAH was established in February 2007 by YAB Perdana Menteri with 23 members, 13 from the public sector and 10 from the private sector. I was honoured to be made a member of the private sector team. Originally conceived as a six month task force, PEMUDAH quickly demonstrated its ability to achieve results and so was extended by the then Prime Minister and lately confirmed again by the current Premier.

It is co-chaired by YBhg Tan Sri Mohd Sidek Hj Hassan, Chief Secretary to the Government of Malaysia and YBhg Tan Sri Yong Poh Kon representing the private sector. Monthly meetings supported by the work of two standing committees on Efficiency and Policy matters plus a number of task specific workgroups ensure that the workload is

high but that results are forthcoming in as timely a manner as possible.

With what can only be described as the enthusiastic commitment of the public sector under the dynamic leadership of the Chief Secretary and the wholehearted support of the private sector representatives, a number of improvements have been instituted in a variety of sectors in what is really a short period of time. These improvements have already made an impact and Malaysia has moved from rank 24 to 20 in the World Bank Ease of Doing Business Index.

PEMUDAH is currently involved in many other initiatives involving policy changes that will further improve the investment climate and improve Malaysia's competitiveness.

### **The vision and values of PEMUDAH are:**

To achieve a globally benchmarked, customer-centric, innovative and proactive public service in support of a vibrant, resilient and competitive economy and society, driven by the following values:

- 1 A sense of urgency;**
- 2 Proactive public-private sector collaboration;**
- 3 Facilitation, not hampering;**
- 4 No more regulations than necessary;**
- 5 Zero tolerance for corruption.**

These values and the commitment by both the public and private sector will help to achieve Malaysia's goal to be one of the top 10 most competitive countries in the world.

The private sector can play a significant role in supporting the massive

efforts being undertaken by the public sector. They need our cooperation, encouragement and ideas to complement their own initiatives. In addition, the private sector should also look at how its own operations can embrace efficiency, productivity and excellence to compete in the global marketplace.

The PEMUDAH website is fully operational at <http://www.pemudah.gov.my> and I would encourage members to use it to input your own ideas, constructive criticisms and suggestions for improvement and, most importantly, feedback advice of improvements when you experience efficient service from the public sector.

In conclusion, I would like to quote YBhg Tan Sri Mohd. Sidek Hj. Hassan from his address in the PEMUDAH Annual Report, "The success achieved by PEMUDAH is in large part because of the cooperation and buy-in from members of the public service and the support of the corporate sector and public at large. Going forward, it is this inclusive partnership which will contribute towards making Malaysia one of the 10 most competitive countries in the world, a good place to do business and a great place to live".

**“...the private sector should also look at how its own operations can embrace efficiency, productivity and excellence to compete in the global marketplace”**



# Public Sector / Private Sector Collaboration At Work

**P**EMUDAH, or the Special Task Force to Facilitate Business was established in 2007 with the objective of facilitating business and improving the business climate in the country by examining and improving the government delivery system. Over a short period of time, the task force has made meaningful progress, and despite an initial term of six months has had its existence extended more than once and continues to be an integral component of the Government's improvement plans.

An efficient and effective public service is one of the key factors that attracts private investment, particularly FDI. PEMUDAH is a special task force established by the Government on the instructions of the previous Malaysian Prime Minister, YBhg Tun Abdullah Badawi, to improve public sector work processes and procedures. PEMUDAH comprises high-level officials from both public and private sectors and, exemplifying its cooperative nature, is co-chaired by YBhg Tan Sri Mohd Sidek Hj Hassan, Chief Secretary to the Government of Malaysia and YBhg

Tan Sri Yong Poh Kon from the private sector. The 10-man private sector part of PEMUDAH includes Datuk Mike Krishnan, MICCI Past President.

PEMUDAH, which was set up in February 2007, is entrusted to initiate improvements in the public delivery system so as to make Malaysia a more cost-competitive destination for business. In its first year of establishment, PEMUDAH introduced several improvements including streamlining and eliminating redundant internal processes and increasing the use of electronic facilities as well as reducing the time taken by the Inland Revenue Board (IRB) to make tax refunds.

In 2008, improvements were made on many fronts, specifically on enhancing transparency and streamlining processes and procedures, including reducing the time taken for clearance of exports undertaken to facilitate trade, and reducing the time taken for property registration through improvement of processes and the enabling of online applications for property registration.

Improvements were also made in tax administration with the facilitating of e-payment, expediting the incorporation of companies and improving the processes for employing expatriates and skilled workers. Among the improvements introduced by PEMUDAH in 2008 were:

- Facilitating trade across borders where cargo inspection is not required, the release of Customs documents based on vessels' estimated time of arrival (ETA) instead of actual time of arrival (ATA), thus shortening the approval process from pre-submission of documents to the release from Customs;
- the introduction of a Government e-payment service and the setting up of a one-stop centre for incorporation of companies; and
- publication of a Guidebook on registering freehold properties and the setting up of an on-line one-stop Business Licensing Electronic Support System (BLESS) to provide information on business licensing and processing services for application of licenses.





In the first year of its existence, PEMUDAH was able to resolve the following:

#### Home Ministry matters:

- Issuing new passport within an hour or a day;
- Processing expatriate employment pass application within seven days;
- Extending the work permit of expatriates from two years to five years at each renewal;
- Opening executive counter for expatriates at all immigration offices;
- Providing expatriate employment pass application form online; and
- Extending the Professional Visit Pass validity to six months from three.



#### Tax and stamp duty assessment:

- Cutting time to refund excess taxes from a year to between 14 and 30 days for e-filing submission;
- Refunding excess taxes for current year without referring to previous years' assessments;
- Refunding excess taxes without taxpayers having to apply for it; and
- Reducing time to process stamp duty for land transfer from between 26 and 86 days to between 10 and 16 days.



#### Land:

- Reducing time taken to process land management and tackling approval backlogs; and
- Amending 47 provisions under the National Land Code for better land management.

#### Local government and development:

- Issuing Certificate of Completion and Compliance in place of Certificate of Fitness for Occupation;
- Setting up 103 one-stop centres for development applications covering land matters, planning, approval and land work planning;
- Approval for high impact, government and build-then-sell concept projects within 120 days;
- Approval for other projects within six months;
- Reducing time taken for Environment Impact Assessment processing from three months to five weeks; and
- Reducing time taken for safety and health license approval.



It must be noted that PEMUDAH's ability to facilitate these changes has only come about with the full cooperation of the government ministries and agencies directly responsible for these issues. In many cases ministries are taking a pro-active approach themselves to improving efficiency and PEMUDAH provides the collaborative environment for accelerating this process.

Malaysia's concerted efforts to enhance the country's competitiveness through initiatives by the Special Task Force to Facilitate Business (PEMUDAH) has yielded positive results, with an improved ranking at 20th position, up from the 24th placing last year in the World Bank Ease of Doing Business Report for 2009. The survey covered 181 economies.

Going forward, various programme are in place to ensure the collaboration between the public and private sectors as embodied in PEMUDAH will be intensified to enable the country to weather the current global economic storm and emerge more resilient and efficient.

“It must be noted that PEMUDAH's ability to facilitate these changes has only come about with the full cooperation of the government ministries and agencies directly responsible for these issues.”



# BOH Plantations Sdn Bhd

**B**OH considers its involvement in wildlife conservation and the performing arts to extend beyond mere financial support. As a brand leader which enjoys a penetration of its products into 60% of households where black tea is consumed, BOH feels they can help raise awareness levels and assist to educate the public on issues which currently do not have mass appeal or understanding.

Hence, in the area of performing arts, BOH played a vital supporting role in realising virtual publishing portal Kakiseni.com's vision to give local performing arts talents due recognition. Thus, the BOH Cameronian Arts Awards was born. It is an annual performing arts awards with the primary objective of acknowledging excellence in three major disciplines: theatre, dance and music. The first BOH Cameronian Arts Awards was held in 2002 with great and enthusiastic response from all quarters.

Besides being title sponsor, the Company also sponsors one of the most sought-after awards of the evening: the BOH Cameronian Lifetime Achievement Award. This award is conferred upon an individual (living or posthumously) or an institution deemed to have made substantial and pioneering contributions to performing arts in Malaysia.

BOH has also long been an advocate of local wildlife conservation and has worked with various environmental NGOs on several projects. One example is the sponsorship of an elephant tracking programme in collaboration with the Smithsonian Institute of Washington and the Malaysian Wildlife Department to study the success of elephant relocation. BOH also worked with the Malaysia Nature Society

(MNS) by providing them with a building to be used as a study centre on Boh Tea Garden, Cameron Highlands.

In 2005, the Company entered into a partnership with WWF-Malaysia to help and assist the NGO in its efforts to improve the habitats of great apes in the lower Kinabatangan area of Sabah. The Company has thus embarked on a long-term orang-utan conservation project which they have aptly named 'New Hope for Orang-utans'.

Referred to as the Habitat Restoration Project (HABITAT), this undertaking primarily involves the







replanting of forest tree saplings in areas destroyed by unsustainable logging activities and ensuring the planted seedlings grow to maturity. By working on their natural habitats, it is hoped that the orang-utan population may be encouraged to grow.

Besides the physical work of forest replanting, BOH works to raise public awareness through consumer-oriented efforts. Examples include rolling out special edition tea packages featuring information on the orang-utan and its endangerment, and the sponsorship of a Putra LRT train as an urgent reminder of the primate's near extinction. The Company also jointly organised a concert-carnival with ERA radio station which, as the country's most widely listened-to Malay language station, ensured wide and maximum coverage for the issue at hand.

BOH's approach has been to select partners such as Kakiseni.com, WWF-Malaysia, ERA and RapidKL which are experts in their respective fields and which can optimise the company's contribution.

In addition to the programmes mentioned above, BOH also sponsors ad hoc projects in the fields of animal welfare and environmental conservation.

## Programme / project initiatives

The BOH Cameronian Arts Awards has evolved into Malaysia's premier

leading performing arts awards. Parties involved view this expansion of the awards as a reflection of the growing awareness of the breadth and depth of performing arts. The community of arts lovers and practitioners have also given much positive feedback of the value the BOH Cameronian Arts Awards has given to the industry.

Possibly in recognition of its role as a loyal supporter of local wildlife conservation, WWF-Malaysia has invited Caroline Russell, CEO of BOH, to sit on its board of trustees.

In 2006, BOH took some members of the media to the HABITAT project to give them a first-hand experience of the urgent need to restore the forests for the sake of the orang-utans. The objective was to improve the understanding of the journalists on the important issues and, through them, the public as well. The growing awareness of the importance of the HABITAT restoration work is also evident by the amount of media attention, both local and foreign, that has been given so far to the work.

BOH funding has also made it possible for WWF-Malaysia to pay the local youth to work for more days, providing more opportunity for staff to pass down vital skills and teaching. The hope is to give these youth useful work skills as well as to build up a generation of young Malaysians who are environmentally-conscious and savvy.

## Managing sustainability

BOH considers one of its core purposes as a business organisation is to enhance the wellbeing of the country's community and environment. Developing and retailing a good product is one way of achieving this. Another, which is just as central to the Company, is its corporate social responsibility (CSR) efforts. Thus, BOH determines the viability of a particular cause in light of this core objective.

Furthermore, because of its high brand presence and wide reach, the Company firmly believes that it can contribute significantly to a chosen social responsibility and will thus add immense value to a particular cause.

'New Hope for the Orang-utans' and BOH Cameronian Arts Awards are both pioneering efforts in their respective fields and the Company considers it an honour to play a part in safeguarding native wildlife and developing the local performing arts culture. The Company also firmly believes in taking ownership of these causes. There is not a merely a sponsor-sponsored type of a relationship, but one made with long-term commitment, accountability and continuity in mind.

To learn more about BOH's CSR initiatives, please visit [www.boh.com.my](http://www.boh.com.my)



## Polydamic Holdings Sdn Bhd awarded “SME Rising Star” Award by the SMI Association of Malaysia.

A new member of MICCI Perak, Polydamic Holdings Sdn Bhd, was recently awarded the “SME Rising Star” Award by the SMI Association of Malaysia. The award presentation ceremony was held on 13 December 2008 at the Mines Resort. Mr Jacky Tan, CEO of Polydamic was pleasantly surprised that his company had been selected as one of the winners and attributed the success to the teamwork and commitment of his

employees who in many ways played a role in making Polydamic a winning team.

Since its founding in 1996, Polydamic has evolved continuously by developing its core strengths in world class environmental technology and fibreglass products and extending its reach across markets, regions and various industrial classes. The company has created new air pollution control tech-

nology for its clients to exploit changes in the environmental condition and the emergence of new opportunities.

Today with presence in over 10 countries in its export stream coupled with being certified with ISO 9001-2000 Quality Management system, Polydamic is truly a world-class supplier in environmental technology and fibreglass products.

## Grand Millennium Kuala Lumpur’s Newly Appointed General Manager



The Millennium Hotel has appointed John L Eaton as General Manager of its 468-room, five-star luxury hotel located along Bintang Walk, in the heart of downtown Kuala Lumpur’s prime business, shopping, and entertainment district. Prior to joining Grand Millennium Kuala Lumpur, Eaton was the Chief Executive Officer of a hotel consulting and management services company specialising in development of new hotels in Russia. A large part of his career encompasses planning, development, refurbishing and opening of International Hotels and Resorts.

Boasting 15,000 square feet of conference and banquet space, with a dedicated team of Conference Planners supported by an experienced Events Team, the hotel is recipient of numerous international awards including the Hospitality Asia Platinum Award for Service Excellence, Hospitality Asia Platinum Award for Best Executive Club Lounge and Business Technology Review Award for Best Business Hotel. For more information please visit [www.millenniumhotels.com.my](http://www.millenniumhotels.com.my)



# Retrospect

## Activities in MICCI

**16 October 2008**

### **MICCI Perak Branch ~Annual Luncheon**

MICCI Perak afforded its members and guests to an afternoon of networking to renew business acquaintances as well as further strengthen their rapport with government officials who attended the Luncheon. YB Tai Sing Ng, the State EXCO for Industrial development represented the Menteri Besar at this event.

**8 January 2009**

### **Talk on Economic Outlook by HSBC**

MICCI Sabah and HSBC organised a talk titled 'Malaysian and Global Economic Outlook 2009' to share insights of the real impact the Malaysian Economy will undergo tailing the global financial distress. More than 70 members attended the half day talk, held at the Sutera Harbour Resort & Spa, Kota Kinabalu.

**20 January 2009**

### **Members Networking Evening with Bukit Kiara Properties Bhd**

MICCI's first Networking Evening for 2009 was Co-organised and sponsored by Bukit Kiara Properties Berhad. Held at the Sky Lounge, BKP Gallery, the event drew more than 60 members and guests. Our approach to networking encourages smaller companies to find new prospective clients, while larger companies source quality, local new suppliers. Both find great results on their bottom line.

**2 February 2009**

### **MICCI Perak Branch and SEDC Discussion**

MICCI Perak held a discussion with SEDC and the other trade organisations on the Lumut Maritime Terminal services and also on the LPG supply in Perak on 2nd February 2009. Representatives from Sriya Renewables Sdn Bhd were also present during the discussion forum to brief on the biomass gas supply. The session was chaired by Dato' Samsudin from the SEDC.

**10 February 2009**

### **Seminar on Transfer Pricing : "Challenges & Issues"**

MICCI together with experts from member firm TAXAND global network from Malaysia, India and Cambodia presented an insight into the Malaysian tax authorities approach to transfer pricing, development and its impact on corporations.

**24 February 2009**

### **Courtesy call on Perak Chief Police Officer by MICCI JASCO and MICCI Perak Branch**

The Chamber's Joint Action Security Sub-Committee (JASCO) with the Perak Branch Exco members paid a courtesy call on YDH Dato' Zulkifli B. Abdullah, the CPO for Perak, as part of their nationwide dialogues with the various district Police Chiefs. The meeting addressed issues such as lorry hijacks along the North-South Highway and warehouse break-ins. Also discussed were possible visits by police to member companies' premises and measures to be taken by companies to reduce warehouse break-ins. The delegation from JASCO was led by Tuan Shaik Abbas Ibrahim.

**2 April 2009**

### **Seminar: Investment Opportunities in Sabah**

The Ministry of Industrial Development, Sabah organised a half-day seminar titled "Investment Opportunities In Sabah" in Parkroyal Hotel, Kuala Lumpur. As a second largest state in Malaysia, investment opportunities are abound in Sabah. With its rich natural resources, culture and heritage, Sabah has something to offer everyone. To further enhance Sabah's unique and competitive advantage, the Government has recently launched the Sabah Development Corridor, a development programme focussing on three main areas of growth : agriculture, tourism and manufacturing. A business matching session was held at the end of the Seminar. This event was hosted by the Ministry of Industrial Development, Sabah in collaboration with MICCI.

**27 April 2009**

### **Luncheon Dialogue with State EXCO for Domestic Trade and Consumer Affairs to Discuss Penang Halal International Hub**

MICCI Penang hosted a Luncheon Dialogue with YB Abdul Malik Kassim, State EXCO for Domestic Trade and Consumer Affairs and Chairman of the Penang Halal Task Force, at the G Hotel, Penang to keep members informed about the latest developments concerning Penang's Halal Hub initiative. Amongst the guest who attended the dialogue were representatives from various industries : logistics, manufacturing, hotels, entrepreneurs, financial institutions and the medical industry.

**18 & 19 May 2009**

### **Asian Economic Conference 2009 "Has Asia's Time Come To Shine & To Be Positioned As A Global Leader"?**

The conference featured 7 International Financial Speakers who discussed the current macroeconomic conditions and policy options in Asia under the influences of global financial turbulence. The conference also addressed issues concerning the deterioration of the global economy and its adverse effects on the domestic conditions, as well a critical review of the anticipatory measures taken by the government. The Asian Economic Conference also offered delegates an excellent opportunity to ascertain invaluable know how to deal with the current economic condition.

The Second day featured a full day training by John Assaraf who, is a New York Times bestselling author, speaker and entrepreneur. The author of *Having It All* and a co-author to *The Secret*, shared his expertise of helping organizations, SME's and SMI's and individuals achieve success. His success has landed him on Larry King Live and The Ellen DeGeneres Show, and on ABC, CBS and NBC programs worldwide.

**NEW MEMBERS****AIK CHEONG COFFEE ROASTER SDN BHD**

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Managing Director**

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**Kong Hock Choy  
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Country Manager Malaysia**

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Accountancy

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**David Kochummen  
Chief Executive Officer**

**Business Profile**  
IT/ICT/Software/Services/Consultancy



**MALAYSIAN INTERNATIONAL CHAMBER OF COMMERCE AND INDUSTRY  
IS PLEASED TO ANNOUNCE THE CHAMBER'S:**

**Annual General Meeting**

on **Tuesday, 16 June 2009 at 9.45 a.m.**  
at the **Sime Darby Convention Centre**  
**Ground Floor - Dillenia & Eugina**

RSVP before 13.6.2009  
Tel: 03-6201 7708 (Shirley Chim)  
Email: schim@micci.com

**Annual Luncheon**

on **Tuesday, 16 June 2009 at 12.30 p.m.**  
at the **Sime Darby Convention Centre**  
at which  
**YB Datuk Mustapa Mohamed,**  
Minister of International Trade and Industry  
will be the Guest of Honour

RM1,500 per table; RM170 per pax  
RSVP before 10.6.2009  
Tel: 03-6201 7708 (Azrina)  
Email: azrina@micci.com  
Dress code: Lounge Suit

# MICCI BULLETIN

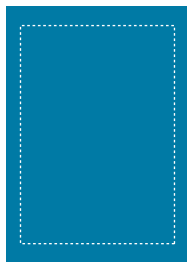
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The *MICCI Bulletin* is published every **two months** and **2000** copies are sent to more than **1000** member companies as well as **government offices** and **agencies, 5-star hotels, business centres, embassies** and various other **trade organisations** in the **Klang Valley and across Malaysia**.

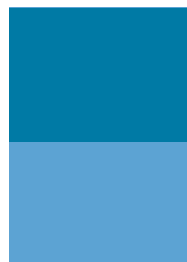
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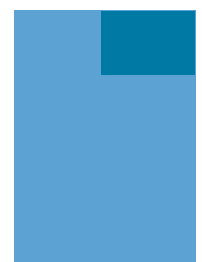
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Booking Deadline : **1st** of the month before publication  
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Mont' Kiara, No. 2, Jalan Kiara,  
Mont' Kiara,  
50480 Kuala Lumpur  
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**Fax:** (03) 6201-7705  
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