

SME



+

THE IDEA BAR
7 STARTUP
IDEAS YOU
COULD USE

+

THE TECHNOLOGY
POSTER BOY
ELON MUSK ON SPEED,
INNOVATION AND LIFE

IN THE WAR FOR TALENT: ARE YOU AHEAD?



HR Asia™
BEST COMPANIES
TO WORK FOR
IN ASIA 2017

We're in a state of flux. The economy has played mayhem to the best built plans, the climate has gone upside down, and talents have become the most expensive commodity on earth. More than before, it is important to be seen as not only as a good employer. You have to be the best. Even the definition of the best has shifted, along with the raised expectations and performance standards required across the region.

HR Asia – Asia's most authoritative publication for senior HR professionals, presents the HR Asia Best Companies to Work for in Asia Awards. The Awards will cover 12 markets across the region, and will culminate with a Report to be published in HR Asia's bumper issue and an award ceremony where the Report will also be presented.



hrasiamedia.com/awards

NOMINATION DATELINE

INDONESIA : 15 APRIL 2017
CHINA : 31 MAY 2017
SINGAPORE : 31 MAY 2017
MALAYSIA : 31 MAY 2017

Organiser

HR Asia
HR Asia Best Companies to Work For in Asia 2017

A PUBLICATION OF
**Business
Media
International**

Official Media Partner

SME

資本
ASIA

Knowledge Partner

MERCER

MAKE TOMORROW, TODAY

+603 - 7880 3511 | marketing@businessmedia.com



webemobile[®]

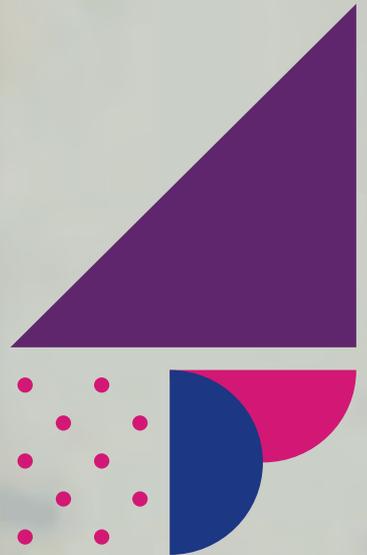
see every emotion

Enjoy non-stop video calls, video share and video stream with never-ending data that allows you to connect in every way you love.

**non-stop streaming
on never-ending
data, calls & sms**

RM79*/month
with no-contract

Shop at webe.com.my



*Price excluding 6% GST. Terms & conditions apply.



IN SME MAGAZINE THIS MONTH



22

16 **SINGAPORE BUDGET 2017**

Our guide to the impact to Singaporean SMEs and incentives and tax benefits you could use.

22 **THE TECHNOLOGY POSTER BOY**

Elon Musk seems to have his hands everywhere. As if creating the world's most popular internet payment (PayPal) isn't enough of an entrepreneurial miracle, he's gone on to found Tesla and has sworn to put thousands of people into space.

26 **RETAIL INDUSTRY: SURVIVING THE INTERNET MASSACRE**

The internet is spelling the doomsday for the retail industry. But three retail entrepreneurs beg to differ. Read how these start-ups not only survive the internet onslaught but are thriving businesses.

AND MORE...

32 **SEVEN COMMON RETAIL MISTAKES**

A must-read for every newcomers to the retail industry.



36 **MANUFACTURERS ARE GEARING UP FOR GROWTH**

Against all odds, manufacturers are once again on the growth path.



38 **WHAT'S STOPPING YOUR BUSINESS FROM GROWING BIG?**

Time to overclock your business growth. But how?





04

44



46

REGULARS

- 04 + NEWS & TRENDING
- 10 + IDEAS BAR
- 44 + FRANCHISE
- 46 + TRADE
- 49 + TECHNOLOGY
- 53 + COLUMN
- 60 + LIFESTYLE
- 62 + SCENE & HEARD
- 64 + PERSPECTIVE

SME

GROUP PUBLISHER / EDITOR-IN-CHIEF Dato' William Ng

EDITORIAL Editor-at-Large Jennifer Lee **Associate Editor** (Indonesia) Tony Kusuma **Assistant Editor** (Singapore) Kevin Tan
Writers (Malaysia) Calvin Tung, Raja Azura Raja Nazreen **Editorial Enquiries/Article Submission** editor@smemagazine.asia

DESIGN Apogee Design **PHOTOGRAPHY** BMI Photo Unit **PRINTER** BHS Book Printing Sdn. Bhd. 17-22 & 17-23, Jalan Satu, Bersatu Industrial Park, 43200 Cheras Jaya, Malaysia

DISTRIBUTORS MPH Distributors (M) Sdn Bhd, MPH Distributors (S) Pte Ltd, PT Dian Pasifik

MARKETING + BUSINESS DEVELOPMENT Operations Director Ryan Ooi ryan@businessmedia.asia **Marketing Manager** Tan Yong Heat yongheat@businessmedia.asia
Assistant Marketing Manager Gale Seng gale@businessmedia.asia **Senior Marketing Executive** Kavi Arasu kavi@businessmedia.asia

Marketing Executive Ely Kwa elly@businessmedia.asia **Administrator** (Indonesia) Nurashah Jamil amie@smemagazine.asia

ADVERTISING SALES Account Manager (Malaysia) Eleen Wong eleen@businessmedia.asia **Account Manager** (Singapore) Candice Lee candice@businessmedia.asia
Account Manager (Indonesia) Richard Sugiarlo richard@businessmedia.asia

SPECIAL PROJECTS Project Managers Daniel Loo daniel@businessmedia.asia Sam Hew sam@businessmedia.asia Michael Jerry michael@businessmedia.asia Victoria Chong

ADMINISTRATION Accounts Executive Syarfa Wati **Accounts & Customer Service** Teejhay Valerio

SUBSCRIPTION ENQUIRIES circulation@smemagazine.asia

SME IS PUBLISHED BY BUSINESS MEDIA INTERNATIONAL. ALL RIGHTS RESERVED.

Wish To Contact Us?

A PUBLICATION OF:
Business
Media
International

MALAYSIA Level 6, Kelana Park View Tower, Jalan SS 6/2, 47301 Petaling Jaya, Selangor, Malaysia [T] +603 7880 3511 [F] +603 7880 3515
INDONESIA Mayapada Tower, 11 Floor, Jl. Jenderal Sudirman Kav. 28 Jakarta Selatan, 12920, Indonesia [T] +62 21 5289 7330 [F] +62 21 5289 7331
SINGAPORE 1 Raffles Place, Tower One, #44-02, Singapore 048616 [T] +65 3158 9809
THAILAND 331, 331/1-3, The Pilot Building, 9th Floor, Silom Road, Bangrak, Bangkok 10500 [T] +66 2235 0570 / 1 [F] +66 2636 7519

WWW.SMEMAGAZINE.ASIA

LETTERS TO THE EDITOR must include the writer's name, address and contact number and should be emailed to editor@smemagazine.asia. You may include a pseudonym if so desired. Letter may be edited for space and clarity. **LOCAL EDITIONS** of SME is published in Singapore, Malaysia, Indonesia and Brunei every first week of the month. SME is a publication of Business Media International. **CONTRIBUTIONS** are welcomed. Text and photos (hi-res, but below 1mb) should be emailed to editor@smemagazine.asia with full contact details. **REPRINTS & PERMISSION:** reprints can be ordered (minimum 1,000 copies) from the publisher. No part of this publication, including photos and illustrations may be reproduced or used in any way without prior written consent of the publisher.

www.twitter.com/smemagazine



www.facebook.com/smemagazineasia



SME IS ALSO AVAILABLE AT THE ABOVE OUTLETS (SELECTED LOCATIONS ONLY)



ROBUST GROWTH FOR MALAYSIAN ECONOMY

Moody's Investors Service, the credit rating business has announced that Malaysia's economy should achieve robust growth of 4.3% in 2017 to 2018 with continued current account surpluses. The announcement comes as the government has continually demonstrated a commitment to fiscal consolidation, with seven consecutive years (2010 to 2016)

of narrowing fiscal deficits involving a curtailment of expenditure to offset the continued weakness in revenue generation. "Factors that could prompt a positive rating action include a greater convergence in government debt metrics with similarly rated peers, accompanied by improvements in debt affordability and a reduction in the fiscal deficit," the agency pointed out.

THE YOUNG AND THE RICH INVESTING

Three millennials, Raja Hamzah Abidin, 29, son of Malaysian politician and businessman Raja Nong Chik; Lionel Leong, 29, and Rachel Lau, 31, children of property tycoons Leong Hoy Kum and Lau Boon Ann respectively have joined forces to create RHL Ventures, an independent investment group.

The trio plan to plan to leverage their family wealth to "attract outside capital and build the firm into becoming Southeast Asia's leading independent investment group". The company plans to be a fund house with a suite of products, with venture capital being the first stop.



ALIBABA TO OPEN REGIONAL DISTRIBUTION HUB IN MALAYSIA



Chinese e-commerce giant Alibaba has plans to set up a regional distribution hub in Malaysia in response to its growing business in the region. The hub is said to be situated within KLIA Aeropolis, a 24,700-acre development led by airport operator Malaysia Airports Holdings Bhd. that is expected to generate more than 7 billion Ringgit worth of domestic and foreign investments.

This is in line with the Prime Minister's appointment of Ma as his government's digital economy adviser during an official trip to China in November as Malaysia seeks closer economic ties with China.

COCA COLA TO OPEN PLANT IN NILAI, MALAYSIA

Coca-Cola Malaysia will invest RM500mil to expand the size and production capacity of its current plant at Bandar Enstek, Nilai. Speaking to reporters during a ground-breaking ceremony, Chief executive officer of Bottling Investment Group Singapore - Malaysia-Brunei, Stephen Lusk says, "when completed, Coca-Cola Malaysia will have 1,000 direct employees, while creating another 10,000 indirect jobs in companies supporting the business supply chain."



MALAYSIA HAS FEWEST SENIOR BUSINESS ROLES HELD BY WOMEN



Malaysia has the lowest proportion of senior business roles held by women in ASEAN, according to a latest report by Grant Thornton. The 2017 International Business Report revealed that only 24% of senior business roles were held by women in Malaysia, down from 26% recorded in the 2016 IBR survey. Meanwhile, 34% of businesses here have no women in senior management, up from 31% previously.

SINGAPORE TO LAUNCH SMEs GO DIGITAL PROGRAMME

Singapore's small and medium enterprises (SMEs) can expect more from the government to transform themselves digitally to stay in business. The Info-communications Media Development Authority (IMDA), the government agency leading the charge, will play sector "chief information officer" to SMEs. The efforts include providing customised help from funding and consultancy to pre-qualifying tech products and participating in joint pilots. The initiatives will be available under a new scheme dubbed SMEs Go Digital Programme.



GRAB CAR TO INVEST IN SINGAPORE MARKET



GRAB, the popular ride-hailing platform in South-east Asia is set to pour S\$10 million into the building new infrastructures for their operations in Singapore. Accordingly, the company is said to be investing in the end-to-end support for new and experienced drivers, building a community of drivers, and ensuring a seamless transition into the Singaporean market.

SINGAPORE IS THE BEST PLACE FOR EXPATS

Mercer has released a list of places that offers the best quality of living for expats. Singapore has ranked number one with the highest quality of life for expats, and its infrastructure was deemed the best in the world. Vienna, Austria has been ranked the first overall while Singapore was ranked 25th in the world. Rounding up the top spots were Zurich at number two, Auckland, Munich and Vancouver making the top three to five places respectively.



TIME TAKES 49% STAKE IN THAI TELECOMMUNICATION FIRM



Time dotCom Bhd announced its strategic investment plan of about RM280mil for a shareholding of up to 49% in Thai telecommunications firm Symphony Communication Public Co Ltd.

In a company statement, Time dotCom had received a statement of support from existing shareholders of Symphony, which holds 47% of the shares

Time dotCom commander-in-chief Afzal Abdul Rahim has said the investment in Symphony was part of its regionalisation strategy to invest in telecommunications and data centre businesses across ASEAN.

IBM AND WANDA FORM CHINA CLOUD COMPUTING PARTNERSHIP

IBM and China's Dalian Wanda Group, have teamed up to provide a new cloud service to Chinese companies. The new service, named Wanda Cloud Company, they will offer selected IBM cloud infrastructures and platforms as a service (IaaS and PaaS) technology in China.

The venture between IBM and Wanda Internet Technology Group will be "responsible for distributing, building and operating the IBM cloud platform in China", an IBM spokeswoman said.



SINGAPORE TOPS GLOBAL RANKING FOR STARTUP TALENT

The Global Startup Ecosystem Report and Ranking 2017 by Startup Genome has reported that Singapore is the best place for start-ups to be in, overtaking Silicon Valley in the USA. With 50 countries participating, the survey assessed the various start-up ecosystems based on overall performance, funding, market reach, talent and

start-up experience.

Silicon Valley remains the dominant global ecosystem, with New York and London coming in at second and third. The Bay Area however reigned supreme in all metrics in the report except talent, where it was ousted by Singapore.



CHINA TO SIMPLIFY TAX RULES

China has pledged to simplify its complicated value-added tax (VAT) to level the playing field and shore up the economy amidst complaints about the incredibly high tax levied upon them.

Speaking at the opening session of the National People's Congress in Beijing, Chinese Premier Li Keqiang has stated that the government will

trim the four-tier VAT regime to three levels, cut the tax burden by 350 billion yuan this year and slash administrative fees by 200 billion yuan, with more tax incentives for small businesses and research and development activities.

The simplification of VAT rates reflects Beijing's drive to trim tax and support a stabilising economy against slower economic growth, Li says.

INDIAN STUDENTS TURN AWAY FROM US AND UK BUSINESS SCHOOLS



Indian students are reported choosing to avoid pursuing their studies in both countries owing to the lack of job opportunities, difficulty in obtaining visa and the political climates of the countries. The current administration's tightening process has played a significant role in dissuading young workers from continuing their studies in the country with many feeling alarmed at the atmosphere of the countries.

University data has further shown that Indians, more than any other nationalities, remain to work after graduation in the countries where they study.

ORACLE TO MENTOR INDIAN START-UPS

Oracle, one of the world's biggest technology companies has expanded its first start-up accelerator from India to the rest of its companies across the globe. The programme is being run by members of the Oracle research and development team. It provides six months of mentoring from technical and business experts and venture capitalists and entrepreneurs from outside the firm. The company said that it also provides technology, co-working space, access to Oracle customers, partners and investors, and free Oracle cloud credits.

"Working with start-ups is a very energising endeavour and a learning experience for us," said Sanket Atal, group vice-president of development, Oracle India, in an interview.



DHL EXPANDS IN THAILAND

DHL E-commerce, a unit of Deutsche Post DHL Group, has expanded its logistics service in the Thai market with nationwide coverage and price-competitive business-to-consumer (B2C) international shipping. Charles Brewer, CEO of DHL E-commerce, said Thailand has a huge growth potential for e-commerce because online sales currently account for only 2% of total retail sales, compared with the global average of 9%. Other measures include a pick-up service for small e-commerce merchants and the 2.7 million small and medium-sized enterprises (SMEs) in Thailand where online sales are growing rapidly



INDONESIA TO SUE THAILAND'S PTTEP OVER OIL SPILL



Indonesia is preparing to sue a unit of Thailand's PTT Exploration and Production (PTTEP) over alleged environmental damage from the Montara oil spill in 2009, the country's Coordinating Maritime Affairs Ministry said.

The move follows earlier attempts at negotiation that stalled in 2012, and a separate class action suit filed by a group of about 15,000 Indonesian seaweed farmers seeking more than A\$200 million from PTTEP Australasia to cover damages from the spill.

INDONESIA TO DISCUSS WITH AMERICAN MINING COMPANY FREEPORT



American mining giant Freeport-McMoRan Copper & Gold may pull out of Indonesia after more than four decades due to prolonged conflict with the government. The company which is the country's oldest international investor and largest taxpayer, has been embroiled in a battle with President Joko "Jokowi" Widodo's administration over new national mining regulation.

Legislation introduced in January 2017 requires Freeport to convert its business contract into a special mining licence, dictating the company must divest 51 percent of shares in its local subsidiary within a decade and build a new US\$2 billion smelter.

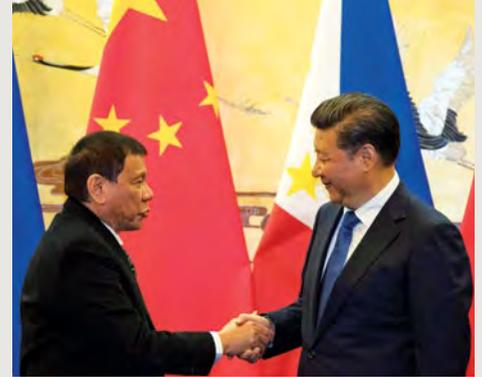
PHILIPPINES AND INDIA TO CREATE PHARMACEUTICAL ZONE

The Philippines and India are exploring the possibility of setting up a pharmaceutical zone in the country to encourage the entry of more Indian manufacturing firms. Indian Embassy first secretary N. Ramakrishnan said the Philippines' Department of Trade and Industry and India's Ministry of Commerce have started discussions on the planned pharma zone as early as last year.

"It is an idea between both governments. We had a bilateral mechanism for the joint working group for the two countries and that issue was discussed last year," Ramakrishnan said. "A pharma zone is a zone where Indian companies can set up manufacturing here to cater to the Philippines and also market it outside."



PHILIPPINES AND CHINA TO SIGN DEVELOPMENT DEAL



China and the Philippines have signed a six-year economic cooperation plan to boost trade and investments. The Six Year Development Program (SYDP) for Trade and Economic Cooperation signing took place a meeting in Davao City.

In a statement the Department of Finance said, "The SYDP aims to steer and promote stable and orderly development of economic cooperation, enlarge the scope and enhance the level of cooperation, and drive sustainable and inclusive socio-economic development in both countries."

UBER PRESIDENT JEFF JONES STEPS DOWN

Jeff Jones, President of Uber, has the car-hailing company after less than a year. In an interview, Jones has said "It is now clear, however, that the beliefs and approach to leadership that have guided my career are inconsistent with what I saw and experienced at Uber, and I can no longer continue as president of the ride-sharing business"

However, sources inside the company has stated that his departure after less than seven months was directly related to the multiple controversies there including explosive charges of sexism and sexual harassment.



WIKILEAKS RELEASES FILES ON CIA SPYING

Wikileaks has released a series of documents titled "Vault 7", an enormous pile of documents that expose how the CIA is capable of hacking smartphones and other smart appliances. The series of leaks had targeted high end communication mobiles like Samsung

and Apple.

The move has damaged the public's perception of the agencies with many decrying its actions and calling for the agency to be accountable. Meanwhile, tech companies affect had begun fixing the loopholes and backdoors on the agency's cyberhacking.

VIETNAMESE SMEs OUTPERFORMING REGIONAL COUNTERPARTS

Global accounting firm CPA Australia has released a survey showing that 89% of SMEs reported growth during the last 12 months and 94 per cent expect to grow in the next 12 months. The results show Vietnam ranking second of the eight markets surveyed, behind Indonesia and ahead of Malaysia, China, Hong Kong, Singapore, New Zealand, and Australia.



OECD WARNS OF RISING CHINESE DEBT

The OECD's fresh Economic Survey of China warned Tuesday that financial risks were mounting considerably in the world's second largest economy on the back of rising enterprise debt and overcapacity in some sectors. The report said debt owed by non-financial firms in China had reached 170% of gross domestic product (GDP), the highest level among leading economies.



UK TO TRIGGER BREXIT WITH DATE SET

BREXIT TIMELINE

JUNE 23 The U.K. holds a referendum on whether to leave the European Union

JUNE 24 The referendum result is announced. 52% of voters choosing to leave. David Cameron resigns as Prime Minister. The pound plunges into a three decade low.

JULY 13 Theresa May becomes Prime Minister

JULY 27 May says the U.K.'s future trade relationship with the EU shouldn't be "a model that's on the shelf already." The European Commission names Frenchman Michel Barnier to lead the EU's Brexit negotiations.

AUG 22 German, French and Italian leaders meet off the coast of Naples to discuss how to revive the EU's outlook.

AUG 31 May tells her Cabinet that she won't try to keep Britain in the EU by the "back door" and that "we're going to make a success" of Brexit. She identifies ending the free movement of people as a U.K. red line.

SEPT 16 European leaders meet without the U.K. for the first time in four decades, trying at a session in Bratislava to build a shared vision for the bloc.

OCT 2 May says she will trigger Brexit talks by the end of March.

OCT 7 The pound plunges more than 6% in two minutes to its lowest level in 31 years

OCT 13 European Union President Donald Tusk says it will be "hard Brexit" or "no Brexit" as he warns there will be "no cakes on the table, for anyone" but rather "only salt and vinegar."

NOV 3 The High Court rules U.K. must hold a vote in Parliament before starting Brexit process. The government says it will appeal.

NOV 15 The Financial Times reports the EU is seeking as much as 60 billion euros from Britain when it leaves the bloc.

NOV 25 May is told by Maltese Prime Minister Joseph Muscat that any final Brexit deal will have to wait until an agreement on how much Britain will pay to leave the bloc.

DEC 5 The Supreme Court convenes to decide whether Parliament or the prime minister has the power to invoke Article 50 of the Lisbon Treaty to trigger Brexit negotiations.

DEC 7 The House of Commons votes 448 to 75 in favor of May's plan to trigger Brexit by the end of March 2017.

JAN 3 Ivan Rogers quits as the U.K.'s envoy to the EU, saying the government is guilty of "muddled thinking" over Brexit.

JAN 24 The Supreme Court rules May must seek the permission of Parliament before starting the countdown to Brexit.

FEB 20 The House of Lords begins debating the draft law that would allow May to start Brexit talks.

FEB 23 Austrian Chancellor Christian Kern becomes the first European leader to publicly say Britain should be charged about 60 billion euros when it leaves the EU

MARCH 6 The Times reports that government lawyers have concluded there is no law or treaty to compel the U.K. to pay a severance fee.

MARCH 14 EU officials signal they might not start talks on Brexit until after a meeting in June.

MARCH 20 May's spokesman confirms that the prime minister will invoke Article 50 on March 29.

would have to wait until June before formal talks would be able to resume. Accordingly, it would take "four to six weeks" for the other 27 countries in the EU to reach consensus and start the more formal process, pushing Ms May's request for negotiation back. **SME**

Theresa May, the UK Prime Minister has set March 29 as the date to trigger Article 50 to kick off the negotiations for the UK to formally leave the EU. However, multiple European sources have said that the Prime Minister





Kasemrad Chachoengsao Hospital



Kasemrad ramkhamhaeng Hospital



The World Medical Center Hospital Pattaya



The World Medical Center Hospital Chaengwattana



Kasemrad Prachachuen Hospital



Kasemrad Saraburi Hospital



Karunvej Sukhapibal 3 Hospital



Kasemrad Sriburin Hospital



Kasemrad Sriburin Poly Clinic, Maesai



Kasemrad Sriburin Poly Clinic, Chiangsan



Karunvej Ayudhaya Hospital



Kasemrad Rattanaibeth Hospital



Karunvej Pathumthani Hospital



Kasemrad Bangkae Hospital



Karunvej Rattanaibeth Hospital



บริษัท บางกอก เซน ฮอสปิทอล จำกัด (มหาชน)



โรงพยาบาลเกษมราษฎร์
KASEMRAD HOSPITAL



โรงพยาบาลเว็ลด์เมดิคอลเซ็นเตอร์
The World Medical Center
โดย บริษัท บางกอก เซน ฮอสปิทอล จำกัด (มหาชน)



โรงพยาบาลการุญเวช
KARUNVEJ HOSPITAL

BY
JENNIFER
LEE

RETAIL: ALCOHOLIC JUICE BAR

With the rising trend for everything healthy, salad and juice bars have mushroomed at almost every corner. One such outfit, Supernatural Spitalfields in London, decided that a little something is needed to stand out from the crowd; and that little something is ‘healthy’ cocktail. The Beetrooter, for example, is a blend of beetroot, apple, ginger, lemon and.... a generous dash of Stolichnaya vodka. Who says you can’t mix pleasure with wellness?

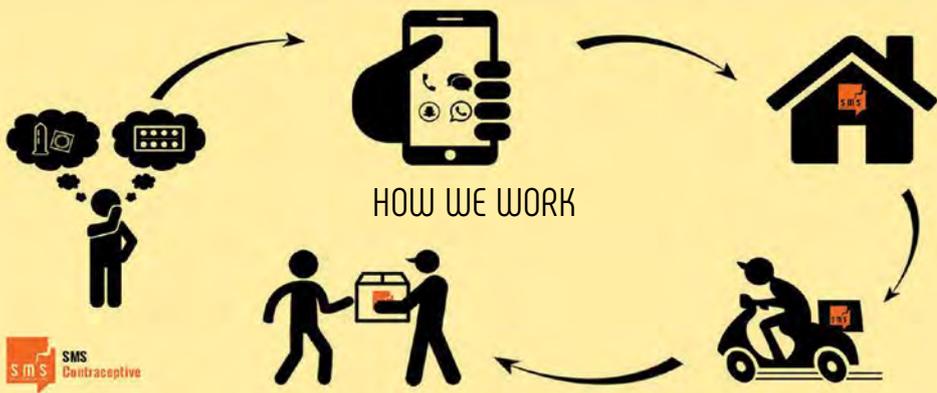


SHARING: SHARED ELECTRIC CAR

many of us want to hop right on the electric car wagon, but the lack of public infrastructure for it may frustrate the idea. The Amber One Service is one start-up that’s taking the idea of the shared economy a notch further: by offer only-for-rent electric cars. You can’t buy one, as they are for sale. Service will be rolled out across Eurpe in 2018 from a reported 33 euro per week onwards.



DELIVERY: SMS A CONDOM



In super conservative India, buying a condom over the counter is worse than running naked around town. As unfortunate as it sounds, men are judged negatively when seen buying condoms off a pharmacy (the term is ‘chemist’ in India); and if you a woman, well, harsh words would ensue. Hence a delivery service called SMS Contraceptive is not only solving the problem, but also raking in serious cash in the process. Orders can be placed via SMS, WhatsApp or even Snapchat.

SMS
Contraceptive



CO-WORKING: THE NIGHT OWL SPACE

W

while most co-working space is opened from 9 to 5 and welcome entrepreneurs of all stripes, one such place in Manila, Philippines is pushing the envelope by introducing a co-working place for night owls. Customers of the Dilligence Café can pay an hourly or daily rate, and get free wifi, coffee and even showers. It opens from 3pm to 7am.



AUTOMATION: DELIVERY BUGGIES

J

D.com, China's e-commerce giant, is deploying a fleet of autonomous drone to deliver packages. The delivery bots take the form of a small six-wheeled buggy that has six compartments of different sizes. Once loaded, the bot is able to select its own route and begin on its way, while avoiding obstacles with built-in avoidance technology.

Once the bot arrives at a delivery destination, a user is notified via the JD app. To access the package inside, they simply key in a unique code for pickup.



MODELLING: 'AGE-POSITIVE' AGENCY

W

hile models are typically under-nourished girls with a medical

aversion for the sun, one modelling agency in Australia exclusively hires mature models in an attempt to challenge the fashion industry's unrealistic standard for beauty. Silver Fox Management represents mature, multicultural, plus-sized and transgendered models, with models ranging from 30 to 90 years old.



F&B: SPY-THEMED CAFÉ

n

ot getting enough of Sherlock Holmes? The Bletchley is a London bar inspired by the famed fictitious detective. Upon entering the spy-themed bar, customers are

given a mysterious identity to go along with their detective role. The Bletchley requires patrons to use cipher machines to complete puzzles and transmit their findings through radio. After this information is received by mixologists, they'll craft the perfect drink for that customer, based on their unique personality traits and favourite flavor combinations. To maintain The Bletchley's secretive theme, those interested in dropping by will only be able to receive its exact location once they've purchased tickets.



WORLDWIDE ECOMMERCE SALES 2012-2017

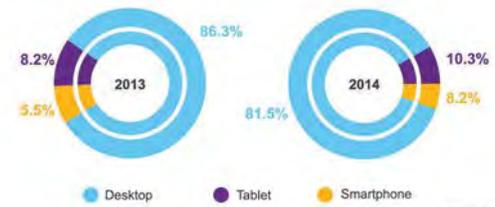
Global eCommerce sales to hit \$1.5 trillion

Growth will come primarily from the rapidly expanding online and mobile user bases in emerging markets, increases in mCommerce sales, advancing shipping and payment options, and the push into new international markets by major brands

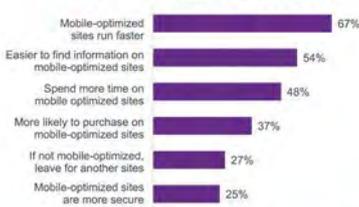


Upwardly, Mobile.

Mobile eCommerce continues its strongly growth in 2014, increasing its share of the total eCommerce pie by 35% over the first quarter of 2014



Consumer Opinions on Mobile-Optimized Websites



iVend eCommerce ANYTIME. ANYWHERE.



Mobile Revolution

50% of retailers laid emphasis on technology and responsive design. 75% of retailers will invest in enhancing customer experience.

Trends that will shape Global eCommerce

- Responsive Design, Promotion Management, Loyalty Integration, Search Engine Optimization, Content Management, Multiple Payment Gateways, Shipping Integration, Predictive Analytics

Consumers commonly look for a STORE'S LOCATION ON MOBILE

71% used a Store Locator to find a store

THE REGION'S FOREMOST SME RECOGNITION

SME100 AWARDS 2017 SINGAPORE FRAMEWORK

The Initial Phase

1

PRELIMINARY VETTING

Criteria,
Fast Moving Company

2

SECOND EVALUATION

Company Track Record,
Credit Bureau Report
(Corporate Information),
Credit Rating (Trust & Credibility)

3

The Current Phase SITE AUDIT

Corporate Presence,
Success Story



BE RECOGNISED

Branding Opportunity

Brand presence among the business owners, decision makers and entrepreneurs, perfect opportunity to engage key communities in positioning your brand and network all year round.

Growth

Tap into the SME100 community and benefit through networking opportunity, intergrated marketing communication and amplify your brand present.

Reach

Our diverse community is made up of Entrepreneurs, SMEs, Social Enterprises, government, media & NGOs.

MARINA BAY SANDS,
SINGAPORE



4

FINANCIAL
AUDIT

5

JUDGING
STAGE

Result,
Announcement

6

The Final
Phase

ACCEPTANCE
& CEREMONY

SME100 Awards 2017 Singapore
NOMINATIONS OPEN NOW!

Contact Us For More Information:
marketing@businessmedia.asia
+603 7880 3511



SCALING UP TOWARDS MATURITY

SME **CEO**
FORUM **2017**

IMPORTANT DATE, IMPORTANT PEOPLE

9 AUGUST 2017

SME CEO Forum 2017

Addressing the question of growth and sustainability, the forum has always served as an informative event for SME owners of Malaysia. Drawing projections and insights from the most renowned entrepreneurs in the country, our event highlights the changes in the market and what are the best responses for respective businesses.

Proceeding from the theme of 'Globalisation for SMEs' in 2016, we are moving towards 'Business Sustainability and Maturity' in 2017, considering the pros and cons of rapid business diversification in a volatile market.

Who are Our Guest Speakers?

To ensure the quality of the conference, speakers are carefully selected based on their past/current professional affiliation. He / She are required to have management experience in enterprises or business ownership. Industrial perception and market changes are highly sought after by the organisers.

VALUATION OF TECH STARTUPS, E-COMMERCE AND INTERNET BASED COMPANIES

03 APRIL 2017
JAKARTA, INDONESIA
www.idealsnetwork.com

Success stories of technology startups such as Google, Alibaba, Flipkart and Amazon have not left Southeast Asia untouched. After the booming Indian startup scene, a number of ASEAN countries are now gearing up to attract entrepreneurs and stimulate the creation and growth of startups. China and India, in fact, are leading the trend not only in Asia but globally. Of late, the exponential growth in market value of technology startups worldwide has generated great curiosity in investors and investees. In this workshop conducted by i-Deals Network in Jakarta for participants, experts will train participants about new valuation methods and approaches along with real life case studies.

8TH HALAL CERTIFICATION BODIES CONVENTION 2017

3 & 4 APRIL 2017
KUALA LUMPUR, MALAYSIA
www.halalcbconvention.my

International Halal Certification Bodies recognised by JAKIM are institutions appointed by JAKIM to ratify halal status of raw materials, critical ingredients, meat and animal based products to be imported in Malaysia. At the Halal Certification Bodies Convention, you will be able to meet up and engage with participating Halal Certification Bodies around the world including representation by muftis, halal auditors and relevant Halal authorities in the halal industry during the two-day program.

HUMAN CAPITAL DEVELOPMENT CONFERENCE 2017

4 APRIL 2017
KUALA LUMPUR, MALAYSIA
www.atcen.com

Human Capital Development is the biggest challenge for any organization. Many organizations are seeking for ways to develop talents that can thrive in this uncertain economy. At the same time, Human Capital practitioners are stretching their learning and development resources to meet the ever increasing demands from within the organization and external market needs. This one day conference will give you insights from 2 renowned speakers, 12 experienced panellist and 3 skilful moderators to provide you with a wealth of knowledge on leading Human Development practices. Come and be inspired.

IFN ASIA FORUM 2017

10 & 11 APRIL 2017
KUALA LUMPUR, MALAYSIA
www.redmoneyevents.com

Going into its 12th year, IFN Asia Forum will bring together industry experts and investors from across the world to convene at REDmoney Group's flagship event that focuses on the world's largest and most active Islamic financial market. The two-day event will be a platform for industry professionals to discuss the latest issues surrounding the development of Islamic finance in the Asian region.

CLOUD ASIA 2017

11 - 13 APRIL 2017
SINGAPORE
www.cloudasia.asia

CloudAsia, the premier Cloud Computing event for Asia, is back in its 14th edition with the theme "Precipitating Borderless Intelligence for Applications: A Smart Nation Powered by Cloud". To be held in Singapore from 11 - 13 April 2017, the event will see the gathering of key decision-makers from government and public sector organisations; private sector solution providers and end-users; and academia. Don't miss this opportunity to be part of the fraternity that will help shape the future of cloud computing in Asia!

HONG KONG ELECTRONICS FAIR (SPRING EDITION)

13 - 16 APRIL 2017
HONG KONG

HKTDC Hong Kong Electronics Fair 2017 (Spring Edition) features over 2,800 exhibitors from around the globe, offering buyers direct access to the latest next-gen electronics products. From virtual reality devices to smart appliances at home and much more, join us at this world-class technological showcase to discover the future today!

EMPLOYEE ENGAGEMENT CONFERENCE 2017

18 & 19 APRIL 2017
KUALA LUMPUR, MALAYSIA
www.zenithbizness.com

Zenith's Employee Engagement Conference brings together HR, Change, Communications and Research Professionals to discuss the latest research insights and the current innovative approaches to help leaders to create a culture that connects to improve performance. We'll be combining case studies from leading organisations from a range of sectors with best practice tips from our team of engagement specialists.

SEAMLESS ASIA 2017

19 & 20 APRIL 2017
SINGAPORE
www.terrappinn.com

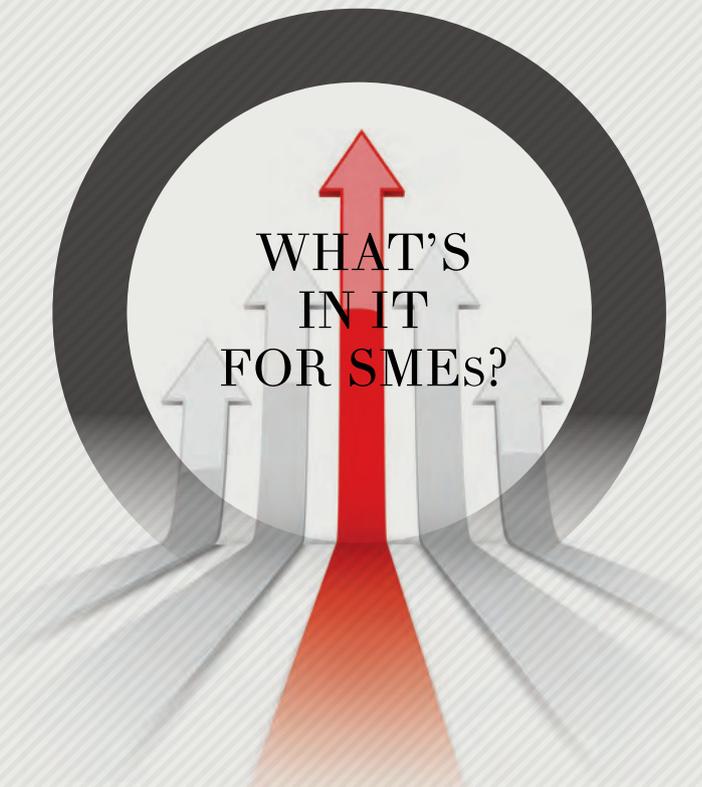
Seamless is the key meeting place for this brave new world of commerce. It is a new event built on 20 years of experience - a seamless continuity from Asia's largest and longest running conference focused on cards and payments, to a dynamic summit and large scale exhibition bringing together the converging worlds of ecommerce, retail and payments. We recognize that your customers are changing. That your business is changing. And so we are changing. Welcome to Seamless Asia 2017



BUDGET

2011

WHAT'S
IN IT
FOR SMEs?



BY
EDWIN LEOW,
RUBEN SIVA
AND
KOV SU HIANG



BUDGET

Self-reliant, economic-centric and future-oriented – this in essence sums up Singapore Budget 2017. Indeed, the Budget comes hot on the heels of the recent release of the report from the city-state's Committee on the Future Economy (CFE) at a time when marked changes are occurring on both the domestic and external fronts.

Major trends that have thus far propelled trade-reliant Singapore to developed economy status appear to be weakening. Weak global growth and demographic shifts will make for challenging conditions in the near term. Add to this the fact that rapid technological changes have upended many traditional sectors and continue to alter the business landscape. Global value chains are being subject to disruptive changes, which in turn are having knock-on effects on trade flows. And finally, there is the shift away from globalisation that appears to be ominously gaining currency in certain parts of the developed world. For trade-dependent Singapore, which owes two-thirds of its Gross Domestic Product (GDP) to external demand, such inward-looking moves threaten to cast a pall over its growth prospects.

Being Singapore's fourth economic restructuring paper in three decades, the CFE report outlines seven wide-ranging, mutually reinforcing strategies to help grow the economy by 2 to 3 percent per year on average. The Budget in many ways complements the report by channelling sustainable and targeted efforts at the future economy of Singapore.

At its core, the Budget is aimed at building some of the capacities required for the economic transformation envisaged by the CFE. Specifically, the Budget has earmarked S\$2.4 billion to

roll out multi-year schemes in response to proposals outlined in the CFE report. This is over and above the S\$4.5 billion set aside last year for the Industry Transformation Programme which will get a further S\$1 billion boost via to the National Productivity Fund apart from the launching of development road maps for an additional 17 sectors during 2017. The above also does not include an additional S\$500 million top up to the National Research Fund.

To help firms spread their wings, a S\$600 million fund called the International Partnership Fund will be set up to support firms in their overseas expansion. It will do this by co-investing with Singapore based firms to help them scale up and internationalise, with a focus on Asian markets. The scheme is open to Singapore-based firms that are headquartered in Singapore with annual revenues of no more than S\$800 million. As a complement to this measure, the existing International Finance Scheme (IFS) has also been enhanced to catalyse private cross-border project financing and promote risk sharing to enable enterprises to take on more overseas projects. Separately, a Global Innovation Alliance (GIA) comprising three distinct programmes aimed at deepening and diversifying Singapore's international links will be established to allow Singaporeans to gain experience, build networks and forge tie-ups overseas.

It should come as no surprise that a slew of measures in the latest budget have been targeted specifically at Small and Medium Enterprises (SMEs). On this front, more than S\$80 million will be channelled towards measures aimed at helping SMEs go digital and adapt to an environment where technology is becoming an increasingly disruptive force. For starters, the government will launch the SMEs Go Digital Programme to help these firms build up their digital capabilities. Amongst other things, SMEs will be provided advice on the technologies they can leverage at each stage of their growth, particularly in sectors where digital technology can significantly improve productivity. SMEs that are ready to pilot emerging ICT solutions

will also receive advice and funding support.

The programme will be led by public sector agencies such as Spring Singapore and the Info-communications Media Development Authority of Singapore. Separately, A*Star, the agency that directs Singapore's R&D work, will expand its efforts over the next four years to support 400 companies in conducting operations and technology road mapping. A new "Tech Access Initiative" will also be launched through which A*Star will provide SMEs with access to advanced machine tools for prototyping and testing in addition to user training and advice.

Other SME-related measures include the continued availability of the SME working capital loan scheme over the next 2 years and the extension of the Additional Special Employment Credit (ASEC) till 2019 which is aimed at supporting the wages of older workers. SMEs, like other companies in general, will also enjoy an increase in the corporate tax rebate cap from S\$20,000 to S\$25,000 for the Year of Assessment 2017. The corporate tax rebate will also be extended to the Year of Assessment 2018, albeit at a lower rate of 20% that is capped at S\$10,000. Taken together, these will be welcomed by the SME community in general.

The upskilling of the employment force was also given a boost in the Budget. To help workers transition to the future economy, an "Attach and Train" initiative will be introduced for sectors that have good growth prospects.

On the revenue front, new developments include the planned introduction of a carbon tax with effect from 2019. The envisaged tax rate is S\$10 to S\$20 on each tonne of greenhouse gas emitted by power generation plants and other large emitters. Separately, the price of water will be hiked by 30% over the next two years with the hike being applied across the water tariff, water conservation tax and used water charges.

In conclusion, with the CFE report having already outlined some far reaching and ambitious objectives, it could be said that Budget 2017 serves as a platform

to provide the roadmap and tools that are needed to realise the vision that has been laid out by the CFE. In particular, there is an emphasis to focus more on Asia, which will remain the world's fastest growing region for the reasonable future and whereby extension, calls for economic protectionism are least likely to resonate. Indeed, Singapore is already well-positioned by reasons of history, connections and formal trade links to do business in the region. So, it comes as no surprise that this Budget together with successive ones in the future will continue to pave the way forward in seizing the opportunities and realising the vision put forward by the CFE.

We set out as follows the key tax initiatives that have been announced in the budget:

TAX CHANGES FOR BUSINESSES

PROVIDING NEAR-TERM SUPPORT FOR BUSINESSES

01 Enhancing and extending the Corporate Income Tax (CIT) Rebate

Current For YAs 2016 and 2017, companies are granted a 50% CIT Rebate capped at S\$20,000 per YA.

Proposed To help companies to cope with the economic uncertainty and to continue restructuring, the CIT Rebate will be enhanced and extended as follows:

- The CIT Rebate cap will increase from S\$20,000 to S\$25,000 for YA 2017, with the rate remaining at 50%
- The CIT Rebate will be extended for another year to YA 2018, with the rate at 20% and the rebate capped at S\$10,000

Effective YAs 2017 and 2018

STRENGTHENING THE COMPETITIVENESS OF THE FINANCIAL SECTOR

02 Extending the withholding tax (WHT) exemption on payments made to non-resident non-individuals for structured products offered by Financial Institutions (FIs)

Current WHT exemption is allowed on payments made to non-resident non-individuals for structured products offered by FIs for contracts that take effect, are renewed or extended during the qualifying period from 1 January 2007 to 31 March 2017; subject to certain conditions.

Proposed To continue promoting Singapore as a financial hub, the qualifying period for the WHT exemption on payments made to non-resident non-individuals for structured products will be extended till 31 March 2021. All other conditions of the scheme remain unchanged.

03 Extending the Tax Incentive Schemes for Project and Infrastructure Finance

Current The package of tax incentive schemes for Project and Infrastructure Finance includes:

- Exemption of qualifying income from Qualifying Project Debt Securities (QPDS)
- Exemption of qualifying income from qualifying infrastructure projects/assets received by approved entities listed on the Singapore Exchange (SGX)
- Concessionary tax rate of 10% on qualifying income derived by an approved Infrastructure Trustee Manager/Fund Management Company from managing qualifying SGX-listed Business Trusts/Infrastructure funds in relation to qualifying infrastructure projects/assets
- Remission of stamp duty payable on the instrument of transfer relating to qualifying infrastructure

projects/assets to qualifying entities listed, or to be listed, on the SGX

The scheme is scheduled to lapse after 31 March 2017. **Proposed** Except for the stamp duty remission, which will be allowed to lapse after 31 March 2017, the existing package of tax incentive schemes for Project and Infrastructure Finance will be extended till 31 December 2022.

All other conditions of the scheme remain the same.

MAS will release further details of the extension by May 2017.

SIMPLIFYING AND RATIONALISING THE TAX REGIME

04 Introducing an Intellectual Property (IP) Regime that encourages the exploitation of IP arising from Research & Development (R&D) activities

Current The Pioneer-Services/Headquarters Incentive and the Development and Expansion Incentive-Services/Headquarters cover IP income if the IP income arises from qualifying activities.

Proposed To encourage the use of IPs arising from taxpayer's R&D activities, IP income will be incentivised under a new IP Regime named the IP Development Incentive ("IDI"). The IDI incorporates the BEPS-compliant modified nexus approach.

IP income will therefore be removed from the scope of Pioneer-Services/Headquarters Incentive and the Development and Expansion Incentive-Services/Headquarters for new incentive awards approved on or after 1 July 2017. Existing incentive recipients will continue to have IP income covered under their existing incentive awards till 30 June 2021.

The IDI will take effect on or after 1 July 2017, and will be administered by the Economic Development Board (EDB).

EDB will release further details of the change by May 2017.

Effective The IDI will take effect on or after 1 July 2017.

05 Refining the Finance and Treasury Centre (FTC) Scheme

Current The FTC scheme grants a concessionary tax rate of 8% on qualifying income derived by approved FTCs.

Proposed To help to ease the compliance burden of approved FTCs, the qualifying counterparties for certain transactions of approved FTCs will be streamlined. The change will apply to new or renewal incentive awards approved on or after 21 February 2017.

EDB will release further details of the change by May 2017.

Effective New or renewal incentive awards approved on or after 21 February 2017.

06 Enhancing the Global Trader Programme (GTP)

Current The GTP grants a concessionary tax rate of 5% or 10% on qualifying income derived by approved global trading companies from qualifying transactions.

Proposed To facilitate and encourage more trading activities in Singapore and to simplify the GTP, the GTP will be enhanced as follows:

- (a) The requirement for qualifying transactions to be carried out with qualifying counterparties will be removed. Consequently, concessionary tax rate will be granted to approved global trading companies on income derived from qualifying transactions with any counterparty
- (b) Concessionary tax rate will be granted to approved global trading companies on physical trading income derived from transactions in which the commodity is purchased for the purposes of consumption in

Singapore or for the supply of fuel to aircraft or vessels within Singapore

- (c) Concessionary tax rate will be granted to approved global trading companies on physical trading income attributable to storage in Singapore or any activity carried out in Singapore which adds value to the commodity by any physical alteration, addition or improvement (including refining, blending, processing or bulk-breaking) and
- (d) The substantive requirement to qualify for the GTP will be increased

The enhancements in (a) to (c) will apply to qualifying income derived on or after 21 February 2017 by approved global trading companies from qualifying transactions.

The enhancement in (d) will apply to new or renewal incentive awards approved on or after 21 February 2017.

IE Singapore will release further details of the change by May 2017.

Effective Qualifying income derived on or after 21 February 2017 by approved global trading companies from qualifying transactions, and new or renewal incentive awards approved on or after 21 February 2017.

07 Withdrawing the Tax Deduction for Computer Donation scheme

Current A 250% tax deduction is granted on donation of computers (including computer software and peripherals) by any company to an Institution of Public Character or prescribed educational, research or other institution in Singapore.

Proposed The scheme will be withdrawn after 20 February 2017 as its objective has been achieved.

08 Withdrawing the Accelerated Depreciation Allowance for Energy Efficient Equipment and Technology (ADA-EEET) scheme

Current The ADA-EEET scheme was introduced in 1996. Under the scheme, capital expenditure incurred for certified energy efficient and energy saving equipment may qualify for an accelerated writing down period of one year under Section 19A(6) of the Income Tax Act (ITA).

Proposed Over the years, new incentives, such as the Investment Allowance – Energy Efficiency scheme and the Productivity Grant, were introduced to promote energy efficiency.

To streamline incentives that promote energy efficiency, the ADA-EEET scheme will be withdrawn after 31 December 2017. No ADA-EEET will be granted for equipment installed on or after 1 January 2018.

09 Allowing the accelerated Writing-Down Allowances (WDA) for acquisition of Intellectual Property Rights (IPRs) for Media and Digital Entertainment (MDE) content scheme to lapse

Current An approved MDE company or partnership can claim WDA over a period of two years for capital expenditure incurred in respect of IPRs pertaining to films, television programmes, digital animation or games, or other MDE content acquired for use in its business.

The accelerated WDA for the MDE content scheme is scheduled to lapse in respect of IPRs acquired for MDE content after the last day of the basis period for YA 2018.

Proposed As the scheme has been assessed to be no longer relevant, and to simplify the tax regime, it will be allowed to lapse after the last day of the basis period for YA 2018.

MDE companies or partnerships may elect to claim WDA over a writing-down period of 5, 10 or 15 years on the capital expenditure incurred to acquire the qualifying IPRs under Section 19B of the ITA.

Effective After the last day of the basis period for YA2018

10 Allowing the International Arbitration Tax Incentive (I Arb) to lapse

Current The I Arb was introduced to encourage the provision of international arbitration services and attract overseas law practices to set up international arbitration services in Singapore. The incentive grants approved law practices 50% tax exemption on qualifying incremental income derived from the provision of legal services in connection with international arbitration. The maximum tax relief period is five years.

The I Arb is scheduled to lapse after 30 June 2017.

Proposed As part of the Government's regular review of tax incentives, the I Arb will be allowed to lapse after 30 June 2017.

The Government will continue to develop and strengthen the arbitration landscape through other means including:

- ◆ Strengthening our legislative framework
- ◆ Expanding Maxwell Chambers, our integrated dispute resolution complex and
- ◆ Supporting local dispute resolution institutions and top international institutions seeking to base in Singapore or use Singapore as a venue for arbitration activities

11 Allowing the Approved Building Project (ABP) scheme to lapse

Current Currently, land under development is granted property tax exemption for a period of up to three years under the ABP scheme, subject to conditions. The scheme is scheduled to lapse after 31 March 2017.

Proposed As property tax is a tax on property ownership, it should apply when the land is being developed. As such, the ABP scheme will be allowed to lapse after 31 March 2017.

OTHER TAX CHANGES

12 Introducing a safe harbour rule for payments under Cost Sharing Agreements (CSAs) for R&D projects

Current Taxpayers claiming tax deduction for R&D expenditure under Section 14D of the ITA for payments made under a CSA (“CSA payments”) are subject to specific restriction rules for certain categories of expenditure disallowed under Section 15 of the ITA. As such, the breakdown of the expenditure covered by the CSA payments is examined so as to exclude the disallowed expenditure.

Proposed To ease compliance, taxpayers may opt to claim tax deduction under Section 14D for 75% of the payments made under a CSA incurred for qualifying R&D projects instead of providing the breakdown of the expenditure covered by the CSA payments. The change will apply to CSA payments made on or after 21 February 2017.

The Inland Revenue Authority of Singapore (IRAS) will release further details of the change by May 2017.

Effective CSA payments made on or after 21 February 2017

13 Extending the Withholding Tax (WHT) exemption on payments for international telecommunications submarine cable capacity under an Indefeasible Rights of Use (IRUs) agreement

Current As payments for international telecommunications submarine cable capacity under an IRU agreement fall under the scope of Section 12(7) of the ITA, persons making such payments to non-residents are required to withhold tax on the payments.

The WHT exemption on payments for international telecommunications submarine cable capacity under an IRU agreement was introduced to encourage telecommunications operators to provide

international connectivity. The scheme is scheduled to lapse after 27 February 2018.

Proposed The WHT exemption on payments for international telecommunications submarine cable capacity under an IRU agreement will be extended till 31 December 2023, in line with the Government’s thrust to grow the digital economy and for Singapore to continue to be a key hub for data flow.

14 Extending and refining the Aircraft Leasing Scheme (ALS)

Current Under the ALS, approved aircraft lessors and aircraft investment managers can enjoy the following tax benefits:

- (a) Approved aircraft lessors enjoy concessionary tax rate of 5% or 10% on income derived from the leasing of aircraft or aircraft engines and qualifying ancillary activities under Section 43Y of the ITA; and
- (b) Approved aircraft managers enjoy concessionary tax rate of 10% on income derived from managing the approved aircraft lessor and qualifying activities under Section 43Z of the ITA.

Qualifying ancillary activities under Section 43Y of the ITA include incidental income derived from the provision of finance in the acquisition of any aircraft or aircraft engines by any airline company.

In addition, automatic WHT exemption is granted on qualifying payments made by approved aircraft lessors to non-tax-residents (excluding a permanent establishment in Singapore) in respect of qualifying loans entered into on or before 31 March 2017 to finance the purchase of aircraft and aircraft engines, subject to conditions.

The scheme is scheduled to lapse after 31 March 2017.

Proposed To continue encouraging the growth of the aircraft leasing sector

in Singapore, the ALS will be extended and refined as follows:

- (a) The ALS will be extended till 31 December 2022
- (b) The scope of qualifying ancillary activities for approved aircraft lessors under Section 43Y of the ITA will be updated to cover incidental income derived from the provision of finance in the acquisition of aircraft or aircraft engines by any lessee and
- (c) The concessionary tax rate on income derived from leasing of aircraft or aircraft engines and qualifying ancillary activities will be streamlined from 5% and 10% to a single rate of 8%

In addition, the automatic withholding tax exemption regime will be extended to qualifying payments made on qualifying loans entered into on or before 31 December 2022.

EDB will release further details of the change by May 2017.

Effective The enhancement of the scope of the ALS will apply to income derived on or after 21 February 2017 for all incentive recipients.

The single concessionary tax rate of 8% will apply to new or renewal incentive awards approved on or after 1 April 2017.

15 Extending and refining the Integrated Investment Allowance (IIA) scheme

Current The IIA scheme was introduced to keep pace with the evolving business environment. The scheme grants a qualifying company an additional allowance in respect of the fixed capital expenditure incurred on qualifying productive equipment placed with an overseas company for an approved project.

For the purpose of the scheme, one of the qualifying requirements is that the qualifying productive equipment has to be used by the overseas company solely

to manufacture products for the qualifying company under the approved project.

EDB administers the scheme. The IIA scheme is scheduled to lapse after 28 February 2017.

Proposed The IIA scheme will be extended till 31 December 2022.

The scheme will also be liberalised to allow the qualifying productive equipment to be used by the overseas company primarily to manufacture products for the qualifying company under an approved project.

The liberalisation in the above qualifying requirement will apply to expenditure incurred on qualifying productive equipment for a project approved on or after 21 February 2017.

Effective The liberalisation of the qualifying requirement applies to projects approved on or after 21 February 2017. **SME**



(FROM TOP)

EDWIN LEOW IS TAX DIRECTOR WHILE

RUBEN SIVA AND KOY SU HIANG ARE

ASSOCIATE TAX DIRECTORS OF NEXIA TS



Make plans to be

spontaneous.

Live life to the fullest.
Leave the worries to us.

Get ready to live
fwd.co.th



เฟอด้บับลิวด์ี ประกันชีวิต



ELON MUSK

TESLA AND GLOBAL DOMINATION

BY
JENNIFER
LEE



E

ven among the tech-savvy and connected insiders of the Silicon Valley, Elon Musk is both a legend and a permanent poster boy of entrepreneurship. Few entrepreneur commands the kind of awe that Musk inspires; primarily because he has what many would term as the midas touch. Only 46 years old this year, Musk is already worth almost 14 billion US dollar, and is ranked by Forbes as the 80th

richest man on the planet.

He might have dropped out of Stanford University after just two days, but Elon Musk was no slouch when it came to learning. He just wanted to do things his own way. Indeed, Musk moved all the way from his hometown in South Africa to pursue his ideas on cutting edge technology in North America. The first company he founded, Zip2, would be sold to Compaq for US\$307 million in cash. His second company, PayPal, was not only later sold to **eBay** for US\$1.5 billion, but it changed the way the world does business online. Now, Musk is turning his attention to the skies, producing space launch vehicles with his new company SpaceX. This is one entrepreneur who puts no limits on his dreams.

“I didn’t really expect to make any money,” he says of his first venture. “If I could make enough to cover the rent and buy some food that would be fine. As it turns out, it turned out to be quite valuable in the end.”

Those dreams began on 28 June 1971 in South Africa. Born to a South African engineer father and a Canadian dietician mother, Musk’s father had a strong impact on the young boy’s life. He inspired Musk’s love of technology. When Musk was just ten years old, he bought himself his first computer. Not knowing anything about computers to begin with, Musk taught himself how to program. Just two years later, he had created a space game called Blaster, and was selling it commercially.

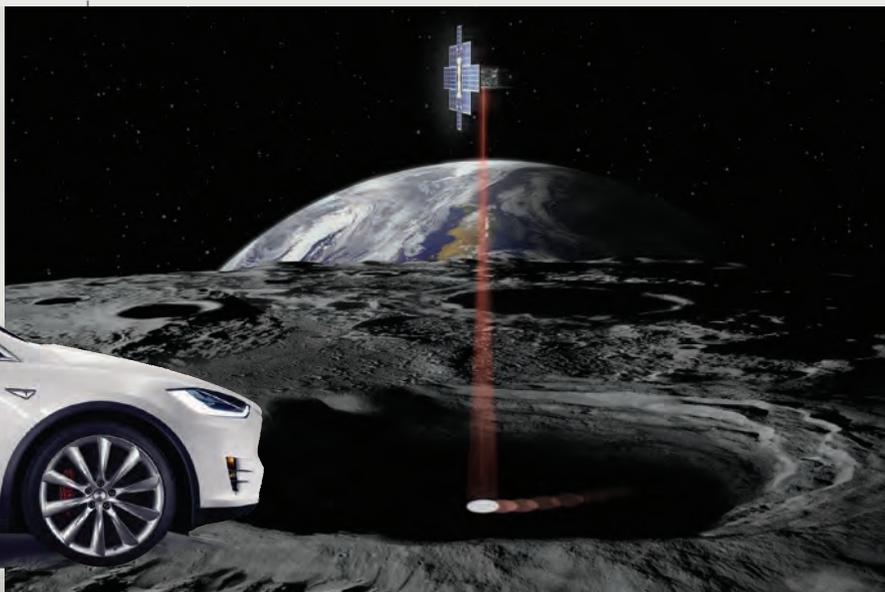
When Musk was 17 years old, he graduated from Pretoria Boys High and decided to leave home against his parents’ wishes. He did not want to take part in the South African military’s compulsory service. “I don’t have an issue with serving in the military per se,” says Musk, “but serving in the South African army suppressing black people just didn’t seem like a really good way to spend time.”

Musk decided to make North America his next home. “I think South Africa is a great country,” he says. However, “if you wanted to be close to the cutting edge, particularly in technology, you came to North America.” Musk first made his way to Queen’s University in Kingston, Ontario. Even with working part-time jobs, Musk found he was barely



making ends meet, living on just US\$1 a day. His fate would soon change, however, when he was awarded a prestigious scholarship to the University of Pennsylvania’s Wharton School of Business. “Tuition costs are outrageous,” he recalls. “Fortunately, they gave me a scholarship... so I only had to cover living expenses, books, etc., by working.”

Musk graduated from Wharton with a bachelor’s degree in economics. He decided to stay in Pennsylvania for another year to



MAKING THE WORLD A BETTER PLACE: ELON MUSK DOES IT HIS WAY

If you have millions of dollars it changes your lifestyle, and anyone who says differently is talking bullshit,” says Musk. “I don’t need to work, from a standard of living point of view, but I do, you know. I work every day and on weekends and I haven’t taken a vacation for years.”

Musk may not have taken a vacation for years, but that does not mean he is not having the time of his life. With two successful Internet companies under his belt, and a space exploration company that is promising big things, Musk has proven that his entrepreneurial success is more than the result of just luck. How did this military draft dodger and Stanford University dropout go on to become a millionaire businessman?

EFFICIENCY Musk hates waste, but more than that, he hates the fact that people have been wasting for years. In the decades since the first man landed on the moon, Musk says little has

changed in terms of the high cost of space exploration. And so, by making his operations as lean as possible and reducing any bureaucratic red tape, Musk is challenging that history.

FAILURE Musk knew the odds were against him when he began, both with his Internet companies and with Space X. But if Musk was going to fail, he was at least going to commit to failing in a way that nobody else had before. That is why he took the risks he needed to succeed, because he was not afraid of failing. After all, either way, Musk would be achieving something new.

MISSION In starting all three of his companies, Musk was driven by a strong mission, but it was one that was larger than himself. He did not just want to grow a business and make millions of dollars. Musk wanted to change the world, and it was that determination that kept him going. “This is the chance to fulfill a dream,” he says.

INNOVATION To those outsiders of the space industry,

Musk’s changes might seem insignificant. But he is indeed changing the way the industry is run. From design improvements to technological innovations, Musk is challenging the industry to think outside the box.

TALENT Musk is not only a fan of low numbers when it comes to cost. He does not like to have a large number of staff working for him either. Instead, Musk focuses on keeping a small family of the best and the brightest in his company, and ensuring that they have the resources and the freedom they need to do their jobs.

Musk calls himself “nauseatingly pro-American. It is where great things are possible.” As a South African immigrant, Musk proved that the U.S. has opportunities available for anyone who is ready and willing to seize them. After having conquered the world of online business, Musk set his sights on the skies, and he is determined to play a role in expanding life to new places. “As life’s agents,” he says, “it’s on our shoulders.”

complete a second bachelor’s degree in physics. At that point, Musk was not quite sure what he wanted to do with his life, but he knew there were three “important problems” that he wanted to get into: “One was the Internet, one was clean energy and one was space.”

In 1995, Musk was accepted into a doctorate program in at Stanford University. After just two days, he decided it was not for him and dropped out. He had an idea for a company and he figured a graduate degree would not get him any closer to achieving his goals.

Instead, it was the Internet craze that he found himself surrounded by in Silicon Valley. “I could either watch it happen, or be part of it,” he says.

With that, Musk decided to drop out of school and try to get in on the action. He quickly found himself at a standstill, however, having little money to his name. The solution, he figured, was to create a company of his own, and he had just the idea.

Musk founded a company called Zip2. It was a software company that helped news organizations publish their information online. By the time Musk sold it to Compaq, he could count the New York Times and Knight-Ridder as two of his many customers. Compaq bought Zip2 for US\$307 million in cash and US\$34 million in additional stock options.

Instead of entering early retirement with his newfound wealth, Musk decided to invest his profits into his next venture, **X.com**. The site began by offering a number of banking services to customers online, but Musk quickly discovered that its most popular feature was the ability to send money by email. One year later, Musk bought a company called Confinity, which had developed the ability to send money between Palm Pilots. Musk wanted to use that technology for himself.

In 2001, X.com legally changed its name to PayPal and bought the rights to the domain name. Here, Musk focused solely on improving the

ability to securely email money. It was slowly becoming a popular online feature of many websites, including eBay. eBay members found it to be a convenient way to pay for their purchases. It was becoming so popular, in fact, that just months after PayPal went public, it was bought out by eBay for US\$1.5 billion in stock.

Again, Musk could have sat back and enjoyed his earnings, but sitting back was something Musk did not know how to do. In 2002, Musk started up his third company, but this time he was setting his sights on new heights, literally. With little experience in the field, Musk founded Space Exploration Technologies (SpaceX). He is currently both its CEO and CTO, and is overseeing the company’s efforts to manufacture low cost space launch vehicles. He wants governments, universities and businesses alike to use his company to get satellites cheaply into space. In the long term, Musk wants his company to help colonize outer space.

Musk is also taking a role in the fight against global warming. He is the Chairman of both Tesla Motors, which is trying to bring low-cost electric cars to the market, and SolarCity, a company that focuses on photovoltaics.

Ever the entrepreneur, he was stuck in traffic a few months back, and decided that he need to do something about it. He formed ‘The Boring Company’, to bore tunnels across traffic prone zones, which hopefully will solve some of those traffic problems. Audacious? Perhaps. But with Musk’s reputation for getting things done, this could yet turn into another multi-billion dollar business.

Many observers see Musk as being all over the map, moving from online electronic payments to putting satellites into space. But Musk sees little difference between the two ventures; both are about starting up a successful business and turning a dream into reality. **SME**

Retail

I N D U S T R Y



SURVIVING THE INTERNET MASSACRE



e buy stuff. We shop for food at the markets, purchase our clothes off the rack, hunt for the latest bargains off the shelves. And to facilitate all that, are the shop owners working tirelessly to bring you a selection of wares for your choice and delight.

In Singapore alone, it was estimated that the total retail value in May 2016 was estimated at \$3.7 billion, higher than the \$3.6 billion in May 2015 itself. This growth has made retail a good place for the aspiring owner to step right into.

But that's not to say that things are all bright and rosy.

Across the board, retail sales in Singapore fell by 1% in August 2016 from the previous year, with all sectors in the red except for motor vehicles, according to figures released by the Department of Statistics.

This is echoed in research firm Retail Group who had in a recent news report stated that "it expected 2017 to be a "challenging" year for the [Malaysian] retailers, as consumers contended with costlier goods and services amid a weaker ringgit."

But even with a fall in economics, consumers are still spending, shopping and living their lives. We speak to a few retailers to find out what it would take to create a successful business and still thrive. This month, SME Magazine presents to you an insider's guide to retail.

MEET THE SELLERS Tan Yi Fong, cofounder of Ministry of Retail has been in the business since 2009 with her husband Vincent Goh. A local retailer specialising in women's apparel and fashion, she is an authorised distributor of various Korean brands in Singapore and has carved a niche for herself selling them online around the region.

As she explains "I didn't set out to be an entrepreneur. In 2009, when I was a final year student at Nanyang Technological University (NTU), I spent a lot of time and effort organising shopping sprees and helping others purchasing things from overseas websites at cheaper prices." The sprees, in her words were something she had organised in her spare time to purchase items from overseas at lower prices. By getting a number of pre-orders from her friends and subscribers together, she was able to get the shipping costs lowered and more affordable.

"Seeing how much time and effort I put into my spree activities, my husband Vincent started to wonder if we could start a business together based on the spree concept. He had always wanted to start a business together as he believed that running your own business will give us a greater freedom and flexibility in our lives. That was when we came up with the idea of our current business"

Empayar Kukubesi, a Malaysian clothing and apparel shop was set up in 2011 by Muhammad Fazli ab Latif with an eye for Malaysian street fashion and designs. They have carved a niche in graphic design tees and with a number of stores open around Malaysia, their business is certainly growing strong.

"Malaysians are very encouraging people. Empayar Kukubesi emphasises on local issues by implementing them in various graphic designs on the shirts from state flags, Malaysian culture or historical icons. Myths and legends of figures are even available here that may have been forgotten by today's generation."

"We are trying to inculcate in Malaysians a patriotic love for their country and promote Malaysia to other countries across the globe. We even try to capture the foreigners or tourists' attention with our unique styles" says Fazli.

In contrast, Melinda Looi of Mellooi was born into a family of garment makers. "I suppose its fated. Being born into a family which has been in the fashion industry long before I was born, I grew up working in my parent's company sewing, ironing and basically learning everything that was involved in it" she says.

Despite her upbringing, she had initially wanted



to be a graphic designer. It was only after she had won a scholarship to LaSalle School of Fashion in Montreal, Canada that she says truly changed her perceptions. "I discovered the art of couture and truly fell in love with fashion. I could still pursue my dreams of being an artist with the only difference being that fabric is my canvas and I am using needles, thread and scissors instead of a paintbrush! Right now, you could say that the position motivates me every day." And with that, a Malaysian fashion icon was born.

RETAIL IS NOT THERAPY "Finance is definitely one of the key challenges. Fashion is an expensive business; you need a lot of cash up front and each season is like a gamble. Yes, there are trends you can follow, but you will never know which will fly off the shelves and which will flop, leaving you sitting on a pile of inventory. As a home-grown fashion label, our key disadvantage is that we do not have the same resources, scale and exposure as a large corporation or international fashion brand" says Melinda.

She further explains "Public support for local fashion and art in general is lacking. Malaysia has been so heavily focused on economic growth and development in the past decades that arts and crafts have suffered as a result. The challenge here would be to develop an appreciation for unique local brands and an eye for workmanship and quality."

As for Yvonne, she found working with someone she knew so personally had its upsides and its downsides. "Environment wise, e-commerce business with a low barrier to enter is a double-edged sword. It is a pro as well as a con in itself. We don't need a lot of working capital due to low capital requirements but at the same time that means it's easy for anyone to start an online store. Hence the competition in this area can be quite intense as well.

Operation wise, running the business together as a couple posed the greatest challenge. There were oftentimes we disagreed on a business issue which sometimes escalated into ugly fights between us, affecting us as a couple. However, through these episodes we learnt how to work effectively as a couple and resolve issues amicably. While working together as a couple in a business is not easy, it gives us the greatest satisfaction as we continue to grow our business and relationship every day."

For Fazli, he found his greatest challenge to be his competitors.

"We began with our own finances without making any loans from the private sector and government agencies.



Our main challenge is when the concept is so quickly imitated by our competitors. Some even started to make pirated products whereas we take seven to eight months to intricately craft the designs. So as a competitive strategy, we are always concerned about what is happening in the clothing industry in Malaysia to improve ourselves.”

BUYING YOUR FUTURE “I find it interesting that the lines between online vs brick and mortar, high street v high fashion, even fashion vs lifestyle categories are becoming very blurry. Fashion is becoming very democratic in the sense that information is becoming more accessible, while the retail experience is a lot more interactive and social” says Melinda when questioned about the future of retail.

“It is also a lot more exciting and challenging. You can now purchase something immediately from the runways without having to be at the runway show, watch live streams and view behind the scenes footage from anywhere with an internet connection and shop at the latest trends at your favourite high street store just days after the major fashion weeks end. Everyone is jumping on the digital and mobile bandwagon. It is the future of fashion for sure.”

Yvonne speaks on the concept of e-commerce; “e-commerce is growing very fast as more and more people are shopping online. It provides them with greater convenience, choice and prices. Especially with the emergence and growth of e-commerce places like Qoo10, Taobao and Zalora, online shopping will only become more prevalent.”

RETAIL ADVICE For aspiring owners, Yvonne advises “Get the right partner by finding someone who you are most comfortable working with and who complements your skills and abilities. In our case, we attribute part of our success to our complementary sets of skills. Vincent focuses on tech while I focus on the fashion. I think we make great partners for a fashion e-commerce business!”

“Also, start lean so that the business can be more agile and responsive. Get your e-commerce site ready to launch quickly and tweak your website along the way. With experience from running the business and feedback from customers, you can then determine the important areas on your business that you should work on.”

“Understanding and loving the work that we do is something very important because it will keep the momentum of the brand’s success and production when we really love the work we do,” advises Fazli.

For Melinda, she advocates hard work and true grit. “Nothing comes easy. Don’t expect to excel or become successful overnight. Always remember: do your best and not try your best. Know yourself first. Have your own style and identity. Don’t follow others blindly.”

Do your best indeed.

MELINDA LOOI

CREATIVE DIRECTOR OF

MELLOOI CREATION SDN BHD

Melinda Looi is a notable Malaysian fashion designer with years of experience in various stages of fashion, and stage productions in Malaysia as well as Canada. She is the winner of the prestigious award Designer of the Year Award in 2004 and 2006 at the Malaysian International Fashion Awards and the Mercedes BenzSTYLO Fashion Awards in 2009.



TAN YI FONG

COOWNER AND FOUNDER OF

MINISTRY OF RETAIL PTE LTD

Alongside her husband, Vincent owns Ministry of Retail, an online Singaporean distributor store. They supply a variety of styles and brands not easily found in Singapore.



MUHAMMAD FAZLI AB LATIF

OWNER AND FOUNDER OF EMPAYAR

KUKUBESI

Muhammad Fazli Ab Latif set up Empayar Kukubesi to fill a niche not usually filled by most; the underground streetwear. You can find his clothes and wares all over the country at his various stores.



BY
BOB
PHIBBS

0

owning your own small business is a goal of many. You can be one of the few small business owners who make the dream a reality.

You just need to understand what you are in for while you are in start-up mode before you open your doors.

While I don't believe in build it and they will come, I do believe if you go in with your eyes open, you can have it all. I've met thousands of business owners from all over the world who prove it.

And you're going to learn this retail sales stuff sooner or later anyway, so why not learn it now, before you take the plunge?

And if you've already opened a store, read on to see how many you've already encountered

41

THINGS NO ONE TOLD YOU ABOUT STARTING A RETAIL SMALL BUSINESS



01 You will be solicited for donations before you make your first sale.

02 People in your town will assume you are rich because you have your own business.

03 Some days you will donate more to charities in your community than you will sell that day.

04 As soon as you figure out what your customer wants, they will want something totally different.

05 Every lunch will be eaten standing up, and only one bite of a hot meal will ever be eaten hot.

06 What customers say with their mouths is interesting, but what they say with their wallets is how they really feel.

07 You will always remember the customer who managed to get under your skin and got you to lose your cool...even if you were right.

08 Every big event coincides with a terrible storm.

09 Customers will have suggestions for every part of your business - what you carry, what events you should hold, etc. But what they buy, attend, and otherwise support, is another matter entirely.

10 You will work weekends and holidays; if you don't like it, don't go into retailing.

11 Just because someone asks for a discount, doesn't mean they won't buy if you don't give them one.

12 Nobody cares more about you and your business than you.

13 You will outsell your best salesperson... every time.

14 Customers never read the small print on coupons.

15 People think that because you own your business, you have no boss, which is completely wrong; you have many. Your bills are your boss, your building is your boss, plus every customer who walks through your door is your boss too.

16 99% of the time, that 800 number on your caller ID is probably a merchant-services telemarketer trying to get you to switch to them.

17 Sometimes a Tuesday might be your best day of the week; other times it will be a Saturday. In this business, there is often no consistency.

18 There will always be customers who won't respect your store, products, or employees.

19 Never discuss politics with your clients in your shop or on your shop's social media page. You will be making half of your customers angry.

20 You will fight a losing battle to keep your backroom, stockroom and desk organized.

21 Without a sense of humour, you will never survive. OK, you may survive, but you will be miserable.

22 You're bound to get pitched by a business consultant who opens the conversation with, "My business failed so I switched to consulting."



- 32** You can always be told no and say no.
- 33** Organization is a skill worth working on; it's what can make or break you.
- 34** The longer you own a store, the harder it is to ever pay full price anywhere for anything.
- 35** You will rarely have a for sure day off again.
- 36** You need to listen for what customers actually spend their money on, not what they say they want.
- 37** You must study a location before you open your brick and mortar; going by your gut is often wrong.
- 38** You'll discover an employee you loved during the interview is unable to do the job.

- 39** The best parenting advice in the world doesn't mean a thing if you don't know what YOUR baby needs. Your store is no different. Know your baby.
- 40** Consistently great customer service will make your business thrive, but one bad customer's experience, in the face of social media, can close your doors!
- 41** Running a business is harder than you think it'll be, but you won't really have time to notice.

But you know what? It can be well worth it. Even with all the maddening things that come along with being a retailer, the things you will learn about yourself, your customers, and your community will make your life more rewarding. **SME**

- 23** The customer is not always right.
- 24** There are many businesses out there whose only business is to rip-off and scam other small businesses.
- 25** Sales reps lie...even the good ones.
- 26** If you let your vendor substitute one item for another one time, the next time they will simply send you whatever they feel like sending you, to the point that you won't even recognize it as your order.
- 27** You will need to force any marketing or PR firm you hire to be accountable, and you will need to fire them when necessary.
- 28** You'll have to fire the friend you were sure would be a great business partner or employee.
- 29** Balancing income with expenses is an art form you'll rarely master.
- 30** You will eat, sleep, read, breathe, talk, study, compare, worry and probably be flat broke for some time.
- 31** 20% of your customers are responsible for 80% of your sales.



Social still only accounts for a small share of total retail sales, but its impact on people's shopping and buying activity is rising fast. These statistics are based on Internet Retailer's Social Media top 500 list.

Facts & Figures



The top 500 retailers earned **\$3.3 billion** from social shopping in 2014, up **26%** from 2013.



That is well ahead of the roughly **16%** growth rate for the overall e-commerce market in the US.



Social media increased its share of e-commerce referrals nearly **200%** between the first quarters of 2014 and 2015.



Social media spending accounted for just **9%** of the overall budget but that number is projected to expand to nearly **22%** in the next five years.



Roughly **2%** of all e-commerce traffic in the US now comes from social networks and will continue to grow.



In 2014, **62%** of US millennials said they followed at least one brand on Facebook, compared to 23% on Twitter and 11% on Pinterest who said they follow brands on those platforms.

SEVEN COMMON RETAIL MISTAKES





ou may be creative and do a lot of things well in your retail business, but if you're guilty of one or more of these unwise behaviors or attitudes, you could be setting your business up for real trouble:

01. IT SOUNDS GOOD, SO LET'S TRY IT, MARKETING!

If I only had a small percentage of the money I wasted, because of a poor or almost non-existent marketing plan. I'm ashamed to say, my marketing plan at times, amounted to, "That sounds good", or "that looks good. Lets' give it a try!" This is NOT a marketing plan!

How many retailers out there claim they have a marketing plan, yet never really operate with a real thought out strategy? Many marketing approaches from retailers come as a result of a great sales pitch from someone selling some form of advertising. (Ever been sold a bill of goods by the coupon people?) And of course this leads to all kinds of non-productive and wasted dollars. With a great customer and e-mail list, you may not even need to spend money on coupon advertisers, mailings, newspaper, radio and other forms of advertising. More and more smart retailers are using good professional advice to make use of the new media such as a great content driven website, Facebook, a blog, Twitter, etc. to communicate and leave effective messages in the minds of their customers. But first and foremost you've got to have a plan and a target customer.

02. TAKING CUSTOMER COMPLAINTS AS A THREAT

Whether you take complaints personally or consider them a potential direct strike at your pocketbook, both are big mistakes. Well over 90% of all customers either have a legitimate complaint or believe they have a legitimate complaint. Customers sense when you are defensive or your perturbed, and the word spreads about poor service or bad scenes faster than the flu in a pre-school. Your job is to make these people happy and learn from the situation. Your job is NOT to defend your store, the product, your employees or your service. Show a sincere interest in helping the customer, and fix it. It may only be a communications or expectation problem, but a complaint or problem is your absolute best opportunity to learn something about your business that you need to correct or address. It is your personal warning light that something needs to be changed or addressed.

03. TRYING TO BE INVOLVED IN ALL DECISIONS

You will never grow and succeed if you can't allow decisions or actions by others without your constant involvement. If you suffer from the delusion that your way is the only way, or that no other decision or actions are right, unless they're like you would have decided, you close yourself off to new ideas, creativity and possibly a better way of doing things. In the process, you demoralize your staff. Your employees quickly learn that they shouldn't worry about anything if you're going to handle it.

They lose ownership of any problem and those problems will all fall to you, because you have created that monster. You will also burn yourself out trying to handle everything. Two examples of a poor manager are, 1) the manager who tries to do everything on his own, and 2) the manager who doesn't have a clue about what's going on. They both lead to a sinking ship, **GUARANTEED!**

If you want to compound this problem, be the manager that doesn't accept feedback or suggestions from your own employees. You **DO NOT** know better, in all cases and I guarantee you that you do **NOT** have all the best ideas!

04. KEEPING IRREGULAR HOURS

Your business is not a hobby. It will not survive revolving around your life and your whims. If you're serious, it is more likely that your life will revolve around **YOUR** business. Customers lose respect for you, and I guarantee you are losing customers unknowingly when people show up to shop your store and the door is locked, or it says, "will be back at 2:00pm". Your store needs to be open when people shop and expect it to be open.

05. AVOID PERSONALLY ENGAGING CUSTOMERS

If you don't see the purpose of engaging your customers, or you don't enjoy people, you're in the wrong business. Not only do you need to like people, you need to strive to create a company culture of being fearless when it comes to engaging customers and serving them. In fact, one of the best things you could do to set your business apart from the competition is to call randomly selected customers to say, "hello, and thank you for shopping at my store. How was your experience?" Do you have any suggestions or comments on how we could do better?" Think about it...How often has this happened to you? Would you be impressed?

06. NEGLIGENCE WITH NUMBERS... DOLLARS THAT IS

"A fool and his money are soon parted!" It's true... It doesn't matter how well you run the marketing and sales side of your business, if you can't keep close and proper track of your business's money, you will eventually be left with squat. While it would be great to do your own bookkeeping so that you know exactly where your money is going, it may not be realistic, especially if you're not the detail type. If you don't know much about it, or you know you won't stay on top of it, hire someone that does. But here's some genius advice. Find someone you can trust. If necessary, find someone you trust who knows accounting, to help you monitor whoever is handling your bookkeeping.

Even if your accountant is doing a great job, if you're getting March's P & L figures in May or June, your just kidding yourself about being in control. You've got to know exactly how much profit or loss you are generating in each month so that you can use your money wisely and project your cash flow. If you're not doing this, you are asking for trouble. You do NOT want to be looking at ancient history. You want to be looking at current history.

Yes, it's not always easy to keep track of everything, but if you don't know where you stand, you may be running in place and not accomplishing a thing. Worse yet, you may in reality be working for whoever might be stealing from you. While it may cost you some payroll or additional operating funds, but there is no point to anything else, if you don't know where you really stand! Every year a ridiculous number of businesses go under due to poor or almost non-existent bookkeeping. You don't want to find out you've been spending money you never had, or even worse, find out that due to sloppy payroll processing and payroll deposits, that you owe the state or federal government a ton of money. This is not an exclusive group you want to belong to.

07. LETTING YOUR EGO SPEND MONEY ON RADIO

Yes, radio can be a very valuable and effective advertising tool. But it's not for everyone, especially some newer and smaller retailers. Do not let a very polished and complimentary radio account representative "shmooze" you into thinking that you are a diamond in the rough that just needs to let the world know you're out there via radio. Even after breaking down the payments and showing you how little it costs over a period of weeks or months, it can be a huge amount of money that could literally sink your business once the monthly bills start rolling in and the account representative begins trying to explain all the reasons, it may not have worked!

The fact is, there are still a large number of wide eyed business owners who have visions of grandeur as they hear their business's name announced on big time radio. It's attractive, seductive and I realize, "No guts no glory", but it's a big mistake without a well thought out marketing plan and some serious thought about whether this is the best, most cost efficient way for a small business to drive customer traffic. Why is it that a number of retailers out there who are spending some pretty big dollars on radio advertising, don't seem to be too interested in setting up a blog to help promote their store? Absolutely CRAZY! If you really think about it, radio advertising is NOT the most efficient way for a small retailer

to advertise. Take a closer more serious look at the internet.

08. IF THEY'RE WARM AND BREATHING, I CAN STAFF MY STORE WITH THEM

Smart owners find and hire good people who are really personable. Period. Too many retailers in their desperate attempt to cover their schedule will satisfy their needs with almost anyone who can stand at a counter. There is no other explanation for what I see and experience in all too many stores. Sometimes out of sheer need to react now, you hire and barely interview so fast, it's almost amazing... except that it rarely is very amazing. In fact it stinks! The wrong person in the wrong job will bury you in more management hassles, than you can shake a pink slip at. It can also do an amazing job of killing sales, customer traffic and customer loyalty in ways that you will never even know or find out about; not to mention screwing up your store's morale. Leave these people for the big box stores. As hard as it may be at times, it is far better to take time to fill a position with the absolute best hire, than to burn time and raise your blood pressure managing your way out of a bad hire. I made this mistake twice for sure. One of my quick hires stole from me and I caught them. The other stole from one of my customers and was reported to the police.

Taking your hiring decisions one step further, it's not enough to hire great people, you may also want to hire for skill mix. Yes, we all want motivated smart people, but stuff happens. It might be nice to have someone who is familiar with vehicles (if you have delivery vehicles), or someone who has a lot of computer expertise. Someone else might have the personality to handle the phones or customer problems better than the one who works on computers. If you have more than a handful of employees, shooting for a more diversified staff can make you much stronger collectively. It's kind of like adding 2 + 2 and getting 5. There can be strength in age diversity, as well as, some cultural diversity. Sometimes diversity in industry experience can be an asset as well. Different views and experiences can, and often do, result in a much richer group of people. Think about it... You don't need another you. (well maybe you do), but wouldn't it be nice to have someone who was strong where you were weak and vice versa? If everyone on your payroll is the same, you've really set the potential of your store's creativity too low. It may not always seem like the obvious decision to make when hiring, but it can be a better way to build your business. **SME**





LAVIQ
SUKHUMVIT 57

Exquisite Life Experience



Computer generated image



3-Minute walk to BTS Thonglor

- Located in Sukhumvit 57, surrounded by various amenities
- Luxury modern Italian style-global branded furniture in main lobby : glamorously furnished with FENDI CASA
- Superior specifications, attention to detail, and a full range of high-class facilities
- Ultimate class service

Fully Furnished Package

Price Starts 9.7 MB.*

Sales Gallery is Open Daily from 9 AM - 6 PM

1232

SOLE AGENT
CBRE

REAL ASSET

Project: Laviq Sukhumvit57. Project Owner: Real Asset Development Co., Ltd. Office located at No. 1768 New Phetchaburi Road, Bang Kapi Sub-district, Huai Khwang District, Bangkok 103. Registered capital 900,000,000 MB. The Manager Director is Mr. Sakulthom Juangroongruangkit. Laviq Sukhumvit 57, the 33-storey condominium with 235 units, is located on soi Sukhumvit soi 57, Klongton Nua Sub-district, Wattana District, Bangkok. Title Deed No. 2951 Survey Projection: 312, Land No.1849, Khlong Tan Nuea, District Sub-district: Wattana District, Bangkok and Title Deed No. 2861 Survey Projection: 5115, Land No.1850, Sub-district: Khlong Tan Nuea, District Sub-district: Wattana District, with area of approximately 2 Rai, 1 Ngan, and 45 Square. The project supported by The Bank of Ayudhya Public Company Limited. EIA permit is in the application process. By considering as 33 floors of condominium with 235 units, which has 204 parking lots (as prescribed by law, which excluded double parking). If the project will not be approved, the project details may be changed from described. Expected construction start in May 2017. Expected completion in Dec 2019. The project will be a registered condominium once construction is completed. Purchaser is responsible for the sinking fund and maintenance expenses as stated in the rules and regulation of the juristic person guidelines. Information provided is deemed accurate at the time of publication. Images are subjects to artists' interpretation. The information contained in all print media is subject to change as maybe approved by the authorities and cannot form part of an offer or contract. The Company reserves the right to change the project details without prior notice.



What's in store for Southeast Asian (SEA) manufacturers in 2017? Recent figures released by the Asian Development Bank (ADB) show a very optimistic trend from SEA economies, with GDP growth forecast to continue well into 2017. An increase in foreign capital investment in Thailand, Vietnam and Indonesia is transforming traditional manufacturing industries into high-tech electronics and aviation manufacturing—bringing new skills, higher wages,

and more revenue for SEA manufacturers.

It's an exciting time with manufacturers gearing up for growth, investing in equipment, new manufacturing modalities such as 3D printing, and software to support digital transformation and new collaborative, connected factory floor competencies.

Expect the cloud, the Internet of Things (IoT), and analytics to be key areas of technology investment for manufacturers. While these were topics of conversation and exploration in 2016, manufacturers will move past the design and concept stage to full-on production execution, and deployment of these technologies in 2017.

Cloud is quickly becoming table stakes. Now is the time for manufacturers to put a cloud readiness plan into action. The cloud is quickly leveling the playing field, enabling even smaller manufacturers to leapfrog older, more established manufacturing players.

Aside from bringing about improvements in responsiveness, agility and costs, the cloud is helping businesses transform. As manufacturers shift away from traditional on premises systems to cloud-based ERP they are taking advantage of new capabilities to transform their business and optimise processes. What's more, it's enabling the surfacing of information from even the most far-flung and darkest recesses of the organisation and transforming this data into insights necessary to run and drive their business.

THE IOT IMPERATIVE—START SMALL, START TODAY

The application of Big Data and the IoT continues to offer growth opportunities as insights gleaned from various internet-connected devices enable even more targeted customer engagement and business revenue channels as well as the ability to support operational efficiencies. The McKinsey Global Institute says that despite the immense potential factories have for value creation in the IoT era, an estimated 70 per cent of data captured in manufacturing goes unused.

While most manufacturers recognise the promise of the IoT, many—especially small and midmarket manufacturers—have taken a “wait and see” approach because IoT initiatives can seem daunting. They don't have to be. You don't need to boil the ocean—there's likely processes that can be IoT and/or cloud enabled that represent low-hanging fruit in your manufacturing organisation.

According to PriceWaterhouseCoopers, 55% of businesses will see ROI from the IoT in two years or less. This means manufacturers who have begun to put the IoT to work may already be starting to gain traction with these initiatives. To this end, it's important to get moving with understanding how and where the IoT can aid your business.

RETOOL YOUR BUSINESS FOR THE NEXT-GEN WORKFORCE

Much has been written about the so-called “Great Shift Change,” as Baby Boomers head toward retirement and Millennials continue to enter the workforce in droves. By 2020, 64% of the Southeast Asian population will still be under 40 years old, and will form the bulk of the region's

MANUFACTURERS ARE GEARING UP FOR GROWTH IN 2017

BY
FRANK
M'CLOUGHLIN

workforce in the next decade. SEA's highly educated and digital-savvy millennials present great potential for the manufacturing industry. To this end, devising strategies to attract and retain Millennial talent will be quintessential for business growth—especially given that their digital awareness can give businesses a big leg up in the new age of smart manufacturing.

Manufacturers must re-think their relationship with these digitally-literate workers and retool their organisations to embrace technology to motivate and empower this next-generation workforce. Sitting at the intersection of workers and systems to unite information and execution, technology plays a vital role in reducing complexity, improving the quality of work life, and enhancing productivity. Business systems that are intuitive and accessible can assist Millennials wanting to have an immediate impact in the workplace.

Millennials want to invest their time and energy in innovative organisations, and in positions where they can make a difference; they have little patience for waiting on month-end reporting to see if their contributions have moved the mark. They want real-time feedback which can be delivered via wearables/mobile, cloud, analytics and other enabling technologies.

SEIZING THE DAY WITH STRATEGIC TECHNOLOGY INVESTMENTS

This year is shaping up to be the best start for manufacturers in the past decade—it's time for smart strategic moves to make the most of it. Focused investments in the cloud, the IoT and analytics will enable manufacturers to seize opportunities today, and also be prepared to embrace change and whatever the future brings. **SME**



FRANK M'CLOUGHLIN IS VICE PRESIDENT —
BUSINESS SOLUTIONS GROUP,
EPICOR INTERNATIONAL



PALACE OF THE GOLDEN HORSES

Carousel



International Coffeeshop

Seindah Ramadhan

CITARASA TIMUR TENGAH

22 May - 24 June 2017

This holy month of Ramadhan, let the moon shine upon you and your family as you enjoy in a wide spread of Arabic cuisine featuring **Camel meat** served from our Halal Kitchen.

Grab your Early Bird discount voucher today to experience a wonderful time with your family at Palace of the Golden Horses.

RM178nett
Adult

RM89nett
Child & Senior Citizen

• SEINDAH 9+1 DEAL

(For every 9 paying guests, one dines for FREE!)

15% OFF

For Early Bird Booking
made from
1 March - 21 May 2017

*Terms and conditions apply

BEYOND HOSPITALITY

Palace of the Golden Horses

T: +603 8946 4888 Ext: 3781 | E: fnbreservation@pgh.mines.com.my

W: palaceofthegoldenhorses.com.my

[palaceofthegoldenhorses](https://www.instagram.com/palaceofthegoldenhorses) | [fb.com/PalaceoftheGoldenHorses](https://www.facebook.com/PalaceoftheGoldenHorses)



Luxury Golf Resort



WHAT'S
STOPPING
YOUR
BUSINESS

FROM GROWING

BIG?



BY
JENNIFER
LEE

R

Recently I met a group of SMEs business owners who were sharing who were sharing their experiences and exchange ideas on how to grow their businesses. They were entrepreneurs at various stages of running businesses from one year to over ten years.

One lady who has been running a seemingly successful SME for over a decade brought up an interesting question that occupied most of the discussions. She asked why most SMEs struggle to grow into large enterprises. She explained that despite hard work, capital injection, strategic planning majority of SMEs are unable to break some confining walls that ensure the business remains at certain level of turnover and profitability. This happens after some years of exciting growth that plateaus at certain level. I jokingly called what he was describing the being held in the prison of smallness.

Why would these enterprising, hardworking, passionate and ambitious entrepreneurs be held in this prison? I kept on thinking.

After evaluating my working experience with many SMEs I picked the following factors as the key constraints that combine to create this prison.

01. UNSCALABLE BUSINESS MODELS.

The biggest limitation to SME growth, from my observation, has been unscalable business models.

No business can outperform its business model. A business model describes the integrated means and processes through which you are trying to achieve your business objectives- creating and delivering value to the market for profit. When the perfect combination of such means is put to the highest test they could only give a certain result at best. However hard you work your model will not get any higher results after some point. At this point we say your business model can't be scaled any further.

Let me explain this with an example. If you were a dairy products processor you could have the following factors as some of the elements that form your business model. You keep dairy cattle, which provide all the raw milk you require. You then process and package the end products in your family run factory. You own two trucks with some delivery people who take the milk to various shops in your neighboring

city. As the business keeps on growing you increase your cows, you expand your factory, buy more trucks and hire more delivery boys. But you will only be able to do this to a certain level.

At that point you won't be able to keep more cows and therefore your raw materials will become a constraint. The factory could only expand to a certain level and the market will only be able to absorb a certain amount of your products. However, much capital is injected into this business for expansion the business will become a prisoner of its own business model. Unless the model is changed to a scalable one, the revenues and profits of this firm will plateau.

A change in model may mean a change in how the firm gets its raw materials - from self production to buy from other dairy farmers; it may also mean selling semi-processed products to other dairy products, it may mean sourcing out its excess capacity to competitors, add other products into its fold rather than focusing on dairy products only, develop a different channel of distribution among many other factors that affect its business model.

As you evaluate your business model you need to fully appreciate all the factors that drive your business and how they relate to each other. If you are a prisoner of smallness then you need to have a thorough look into your business model.

02. OVER DEPENDENCE ON NEW CUSTOMERS

All start up entrepreneurs have great stories of their first customers. The excitement of getting someone to believe in your product or firm is essential to keep you going in the early days of the start up. Unfortunately for most SME entrepreneurs this excitement becomes an obsession and it becomes the only purpose of all its business efforts.

It has been widely believed that the most successful business is the one that has the highest number of first time customers. This is a partial truth. I evaluate business success by the number of repeat customers, how frequent the orders are and whether they are increasing with time. As a growth strategist, marketing consultant and business owner, I know how costly and difficult it is to get a customer make the first purchase. This is incomparable to the easiness of keeping a customer and getting him to make a repeat purchase.

Many SMEs owners will agree with this logic in conversations but in practice the opposite happens. You hear and see the inscription, 'Lose them once they make the first purchase!' In their customer dealings. You see it in the customer service, the quality of its products and weak after sale follow-up. After a customer buys don't ask, "How do I get the next one." But shout to yourself, "How will I get him to come back!"

03. FLAWED MARKETING MINDSET

For big companies marketing seem to be at the heart of everything they do. They do as much marketing as money can buy. A friend who owns a SME once told me that the market budget of a competitor was more than his company's annual turnover (not profit). SMEs are limited in financial resources. But that is never an excuse for not marketing.

Marketing is not a nice to have thing when you have money it is an essential for growing your business. Today's business battles are worn or lost in the marketing arena. Many people seem to conclude that you have to invest all your capital into marketing. That is a fallacy. One guy who has been able to start SMEs and convert them into large organizations is Richard Branson. In his book, "Screw It", he says that since he discovered early that he didn't have a lot of money for advertising he had to become a publicist of own companies by becoming a news character. By appearing in the media he gets free advertising. I have just given him free advertisement in this article. You get the point.

Unless you want to remain small forever, you have to think of ways of getting marketing leverage for your business at low cost and ensure you get the highest returns possible from your marketing investments. You don't have to be a marketing guru to do it. In our marketing course for entrepreneurs we cover various aspects of marketing your business with minimal budget- and there are limitless ways of doing so.

04. LACK OF QUALITY HUMAN CAPITAL

You wish I said financial capital. This may be a challenge to some businesses. But, for those that remain small this is more of a consequence than the cause. I have consulted and trained for large organizations and SMEs and the most visible difference between the two is the number of quality of people they have in their team. While large organizations have a large number of talented, skilled and passionate people, SMEs particularly the ones whose growth has stagnated have only one such person - the owner. That is why minus the physical and mental health of the owner many SMES end up closing doors.

When you hear of a guy who single handedly started and grew a small business into a large multinational just know that is a lie. Businesses are grown by having a wealth of skilled, talented, loyal and passionate employees. Many entrepreneurs running SMEs complain that getting and retaining great people expensive and almost an impossibility. It is difficult but not impossible.

Early last year I advised a client to go for the right attitude and develop skills with time. And for sure they are starting to experience great results from this. You need to craft a strategy and develop a culture that will attract, develop and retain the best people you require for your business. Your business will be as great as the quality of people working in it.

05. LACK OF INNOVATION

Closely related to lack of human capital is lack of innovation. The two are directly proportional. One true measure of business growth is its innovativeness. Majority of the businesses highly admired for their



growth from small start ups to success companies are not doing what they started out doing and if at all they are, they are not doing it the same way they did it in the beginning.

The yester-year giants that have stagnated are doing exactly what they started out doing. I don't want to mention names. The world we live in is continuously changing. That which was a genius idea yesterday will not be appealing tomorrow. That which your customers fought to have last year will be highly inferior compared to what your competitors will introduce next year. How do you grow in this environment?

INNOVATE! Innovation is what fuels of business growth. You have to develop new products, create more selling channels, give your customers more flavors, more service options, different ways of communicating to your customers. Innovation will be possible only if you become more outward looking. Then align everything in your business to the external happenings and prepare for the future. Innovation thrives in a business culture that allows, even encourages, mistakes. Unfortunately this culture is a major deficiency among many SMEs.

The only person who can get away with a mistake is the owner. As a consequence no new ideas come up in the business for fear of failure and the result is being a prisoner of smallness. You will not grow the business if there is a monopoly of idea generation in the business.

06. LACK OF SYSTEMS THAT SUPPORT GROWTH

Systems are the skeleton upon which growth is built upon. Too much growth with without strong systems will result into chaos and ultimately the business will tend to shrink to the level that the system can support. Talk of Business Body Mass Index.

To move from biology to architecture systems are the pillars upon which the business is built on. They can only hold as much weight as they can support.

People move, people forget, people get sick, people get bored, and all this become your business.

While systems may not completely eliminate the effects of these occurrences they drastically minimize them. You then have a predictable business that can always deliver what it is supposed to deliver regardless of the mood of the moment.

In SMEs mistakes happen all the time. Some are never discovered and corrected, some become habits. While dressing downs, reprimands and firings are the methods used to deal with these problems they are hardly the most effective ways on their own to ensure mistakes are not repeated. Systems go along way to help. If you want to break away from the prison of smallness you need to work on removing all these constraints. **SME**

WHAT IS A NON-MALWARE (OR FILELESS) ATTACK?

BY KANE LIGHTOWLER



irtually every organization was targeted by a non-malware attack in 2016, and this year will be no different. The global emergence and continued growth of non-malware attacks will be a major security pain point in 2017, testament to the increasingly sophisticated attack methodologies employed by hackers today.

Non-malware attacks, also known as fileless attacks, are so dangerous because they work. These attacks leverage on trusted, native operating system tools such as PowerShell or exploit running applications, such as web browsers and Office applications, to conduct

their malicious behavior. The nature of these attacks allow hackers to gain control of computers without downloading any malicious files, which means that they can bypass detection by traditional antivirus (AV) software, which was designed to stop malicious files only.

Research by Carbon Black found that 98 percent of security researchers encounter at least one non-malware attack a month but only one-third are confident that traditional AV can protect their organizations from this form of attack.

By employing this stealthy technique to penetrate systems and steal data, cyber criminals can stay virtually undetected while they extract valuable information from organizations over prolonged periods of time, causing more damage than ever before.

According to the 2016 Ponemon Cost of a Data Breach Study, the average cost of a successful breach is US \$4 million – a catastrophic sum that will put a significant strain on resources for any organization.

MOVING BEYOND LEGACY AV

An alarming number of organizations today are still relying on traditional AV as their only form of protection. This is no doubt correlated with the increased number of successful and profitable breaches in the recent years. Small medium enterprises (SMEs) too, are not spared from these assaults. In fact, we are seeing a trend wherein attackers exploit the weaker defense capabilities of SMEs as an entry point to the multi-national corporations (MNCs) they work with.

Here's the bottom line: organizations will be attacked. And when it happens, they

should be confident that their cybersecurity capabilities can prevent the attacks, detect them and, if necessary, respond before attackers can do any real damage. To do this, there needs to be a paradigm shift in organizations' approach to security investments and for IT teams to do a much-needed reality check on their current defense capabilities.

Just as cyber criminals are constantly evolving their methods of attack to bypass standard proprietary capabilities, organizations need to enhance their defense to match the current threat landscape. This means moving away from legacy AV and adopting a new line of defense that has been specifically developed to address sophisticated threats.

A NEW PARADIGM IN CYBERSECURITY

The new model of prevention, known as next-generation antivirus (NGAV), is a radically different approach to cybersecurity. Traditional defenses like legacy AV and machine-learning AV are designed to only identify threats at a single point in time (i.e. when a malicious file is downloaded), making them completely blind to non-malware attacks. NGAV closes this gap by taking on a more proactive stance to cyber defense. It monitors the activity of applications and services, including communications between processes, inbound and outbound network traffic, unauthorized requests to run applications, and changes to credentials or permission levels. By analyzing these relationships and clustering events, NGAV can identify abnormal behavior which can be tagged, flagged and automatically shut down before the attackers can achieve their goals.

In today's rapidly digitized world, security adoption should be a critical driver for modern businesses. With so much valuable data and intellectual property stored within organizations, the stakes are too high for cybersecurity to be an afterthought. Strategic cybersecurity planning should permeate every level of an organization and educating employees on cyber risks is critical to establishing and maintaining good security hygiene. **SME**



KANE LIGHTOWLER IS
MANAGING DIRECTOR,
ASIA PACIFIC & JAPAN, CARBON BLACK

WHY SUPPLY CHAIN INTEGRATION IS CRUCIAL IN THE INDUSTRY 4.0 ERA

BY
KAREN
REDDINGTON



Local Motors is a carmaker with a difference. Rather than following the traditional vehicle design process, the Arizona-based multinational instead crowd-sources its car designs from an online community. Once the design is chosen, the company harnesses advances in translating data from the digital to the virtual world to build cars almost entirely by 3D printing. This innovative process enables it to build a completely new model of car from scratch in just one year – far less than the industry average of six.

This is a great example of the revolution that is sweeping the world of manufacturing. Not since the ‘lean revolution’ of the 1970s, often dubbed the ‘third industrial revolution’, have such radical changes been made to the way production is designed, monitored and executed, and the repercussions of this sea-change are being felt all the way down the value chain right into the hands of the end-customer. Today’s always-on, e-commerce-driven global economy is creating a brave new world known as the fourth industrial revolution, or ‘Industry 4.0’ – and businesses need to rapidly adapt to avoid being left behind.

Industry 4.0 is shorthand for applying new, digitally-driven capabilities to manufacturing and at each subsequent stage in the value chain. At its simplest, it can mean applying technology to a single stage in the chain – a gold mine in Africa leveraged big data from its sensors to discover an irregularity at a particular point in its production process, for example. Fixing this increased yield by 3.7 percent – or US\$20 million – each year.

However, to realize the full potential of Industry 4.0, companies are looking more holistically at their value chains. With four decades of experience in supporting customers’ supply chains, our business is uniquely positioned to observe how these changes are impacting supply chains everywhere. I believe that a rethink of supply chain management is needed if manufacturers and retailers are to successfully harness the possibilities of Industry 4.0.

MAKING SUPPLY CHAINS CUSTOMER-CENTRIC

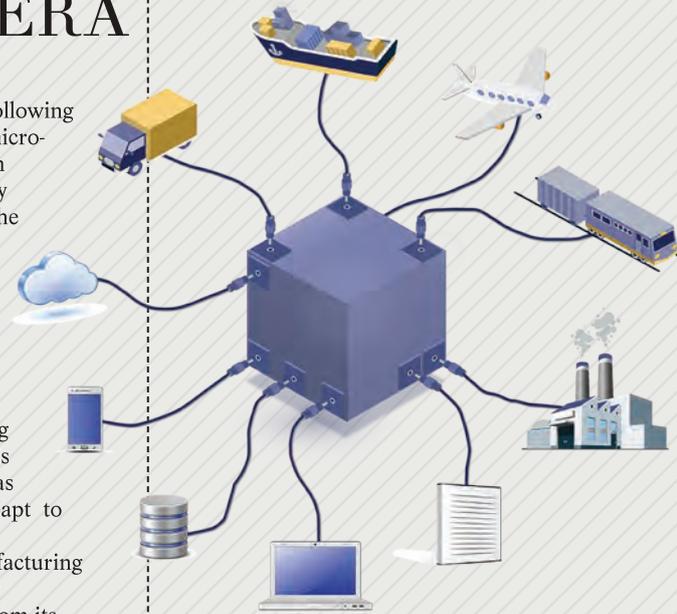
Once viewed purely in terms of its potential to yield cost efficiencies, supply chain management has evolved. Thanks to big data analytics and changing customer expectations, demand forecasting is more sophisticated. This means that modern supply chains now have a vital additional role in ensuring customer satisfaction and retention.

To achieve this goal, logistics now needs to work across the company from the front-end to the back-end, seamlessly integrating production, inventory, marketing, sales, payments, distribution and product returns to optimize the supply chain model that balances cost efficiencies with keeping customers happy.

EMBRACING INNOVATION Achieving this degree of integration is complex – in a recent research study, only 7 percent of business executives believed they had created fully-integrated businesses that could be regarded as Industry 4.0-ready. Access to the right technology is only one part of the puzzle; businesses also need a culture that embraces innovation and a workforce – from c-suites to general staff – that is willing to innovate to drive change.

However, these barriers to implementing an Industry 4.0-ready supply chain have to be weighed against the potential benefits – and when they are, an almost unassailable business case emerges in favor of making the leap for businesses large and small. Consider the aircraft maker Airbus. The company has invested significantly in creating a “Factory of the Future” by building aircraft in virtual reality, with production lines that include computer-suited personnel and robots working side by side. As a result of these changes, which the company dubs ‘smart production’, Airbus is able to keep pace with increased demand, and also now manufactures its products in a more sustainable way.

Moreover, the benefits of Industry 4.0. are certainly not confined to large multinational corporations. Closer to home, China-based furniture retailer Markor realized that it could innovate its supply chain to identify trends in customer purchasing behavior. The company created a smartphone app that interrogates big data to identify these trends, then make personalized recommendations to customers on product designs. Using mobile devices, sales staff can show products demos and 3D images of custom furniture. When sales are made,



customer preferences and purchase details are saved automatically, and the company uses the information to drive future business.

THE NEXT FRONTIER FOR COMPETITION

Of course, these are just some examples of technology overhauling the supply chain. Touch-screens, robotics and augmented reality can all be orchestrated to achieve value-creating supply chains capable of responding automatically to changes in end-demand. The central question is not what technology is harnessed, but whether you work with the right manufacturing, technology or logistics providers to enable your supply chain to be truly integrated and demand-driven.

Get it right, and you’ll be on the way to achieving efficiencies, reduced time-to-market, cost savings, improved productivity and revenue gains. Despite the substantial investment involved, more than half of the respondents in a recent Industry 4.0 global survey anticipated return on investment in just two years.

In a world where business is increasingly transacted digitally, preparing your supply chain for Industry 4.0 represents the next frontier in the battle for competitive edge.

KAREN REDDINGTON IS PRESIDENT
OF FEDEX EXPRESS,
ASIA PACIFIC

FRANCHISE LAUNDRY

BY
CALVIN
TUNG

THE DIY CLEANING SERVICE – COINS ARE ALL YOU NEED

The dhobi was once a place of filth. It was a place where you bring your clothes to a little old shop at the corner of a square, hand over your laundry dirtied and stained and returned a day later with fresh pressed and folded. Well gone are the days of yore, where your local dhobi or cleaners was a dingy, noise filled space with linen all over. With the rise and popularisation of the machine coin operated washers, the concept of self service and hassle free wash has come into the forefront for those of us without a machine of our own at home.

These days, in place are clean industrialised machines with plenty of light and amenities to help wile away the minutes while you wait for your clothes to be done.

MARKET – SATURATION POINT OR AN UNTAPPED POTENTIAL?

The laundry cleaning business is never an easy one.

First, there is always the fact that most households have their own machines. This of course is an unavoidable fact. That cuts down on most potential customers who could be engaging in the service. Secondly, the industry is what most would call a saturated market. Head to any housing estate or areas with a high concentration of cafes and hotels



and take stock of how many coin operated laundry services are around. Chances are, there more than a few within the 5km radius.

However, this does not mean that the industry is a complete washout. There will always be a need for a place to launder our clothes, be it your local dhobi or a self-service in good times and in bad. And most entrepreneurs agree, a laundromat provides a stable source of income if positioned correctly -market research has shown a rather stable ROI which would average around 30% of your gross income. A coin operated self-service styled laundromat would therefore be easier for a person without any entrepreneurial experiences to manage as there would be less supervision and overhead needed - less workers, space for multiple machines and even minimal supervision - none in fact if the business model is a coin operated one without any services that deals with the washing of difficult to clean linen and silk.

WHAT SHOULD YOU EXPECT FROM A COIN OPERATED LAUNDROMAT

While it is true that you would need little to no supervision of the premise, this does not mean that the stores will simply be abandoned to its own devices. Coins would need to be collected at least once a day, machines constantly checked to ensure that it is running smoothly and other general maintenance that would need to be done to keep your would-be business appealing to your customers.

The prevailing wisdom to differentiate yourself is to add a few extra comforts for your customer base and to earn a few extra coins. This could be as simple as adding vending machines to purchase drinks or snacks, free Wi-Fi, or even the occasional massage chairs for them. However, these are merely gimmicks and should not detract you from the essentials - a laundromat is not a café. Differentiation is great, gimmicks are not.

Keep the store clean, bright and in good working conditions. They matter most to anyone seeking a place to clean their clothes. Efficiency, well serviced and clean machines will matter more in the long run over the convenience of purchasing a bottle of soda in your shop over the local mini-market next door.

Do note however, that store positioning is of outmost importance. You will need to be very careful to make sure that there is a customer base in the area where you are setting up the business. If there are several competing laundromats in the area, it would not be wise to set up shop in the same locale, if for no other reason than the market

is saturated and the customers would not come to your shop.

FRANCHISING YOUR DHOBI - AND THE REASONS YOU SHOULD FRANCHISE IT

Once your business is up and running smoothly, and you find yourself wanting to expand but lack the time, your next step is and should be - franchising. Why should you do it?

One of the biggest hurdles for expansion has always been the lack of capital. While a business may find itself doing well, it may not always have enough capital and leverage to support new units for expansion on its own. Other business owners may simply not have the time or expertise to juggle multiple businesses under the brand. This is when franchising becomes the ideal solution.

Since franchising allows a company to expand without the risk of debt or the cost of equity, the risk is minimised. A franchisee will provide the initial investment for the new expansion while joining into a 'safe' business while the franchisor will be able to focus on growth and the overall business health.

A laundromat is one of the easiest businesses to franchise; being one of the more stable businesses to conduct and grow. However, this does not mean there aren't any pitfalls. Do you know your business model well enough? Is it different enough that a potential franchisee could see the value in joining forces with you?

These are a few businesses that have made it, with enough experience to show how and why they are different.

◆ **DOBIQUEEN** dobiQueen is a 24-hour coin operated laundry service that caters to the Selangor and Kuala Lumpur market. With 13 stores around the region, the company has boasted that "at present, all our outlets are operating at an average annual return of 33-35%", making it an excellent choice for growth. The laundry company believes that "investments with good returns are hard to come by these days. Earning a passive income has become ever more important

today than it was before", their business could provide that return better than anyone.

- ◆ So, what makes them different?
- ◆ They are the only launderette franchise that provides a buy back guarantee on your machines.
- ◆ They are one of the few launderette franchises that employs a long-term franchisee-centric marketing strategy that is tailored towards your business and the area it is located.
- ◆ Their business strategies involve giving their franchisees a good head start, replete with an excellent grand opening and a 24 hour centralised customer service hotline.

◆ **WASH STUDIO** Wash Studio is a coin operated laundry service that mainly caters to the Selangor and Kuala Lumpur populace. They own over 25 stores and are rapidly growing. Interestingly, they also make their business as a one stop for laundry setup, service and repair of laundry equipment. They are also an authorised distributor of Huebsch & Speed Queen, a leading US-based commercial laundry brand.

They also claim to make a 50% ROI, a claim higher than most laundromats would have you believe. Could it be possible? Perhaps. They do have a number of stores around the valley and don't seem to be stopping any time soon.

◆ **LAUNDRYMART** LaundryMart is a 24-hour laundromat and dry cleaning service. With a number of services to choose from in the premises, the average customer will be able to have not only their normal lines washed, but larger and harder to wash items as well.

One thing that differentiates them from others is the use of an automated machine - Fetch! Anytime Dry Cleaning Retriever - that allows customers to dry clean their clothes even without the presence of an over the counter staff to assist them.

For customers that do not wish to sit in and wait, they have also created a service that allows 24 Hour Professional Dry Cleaning Service **SME**





TAIWAN

Name:	Taiwan
Capital:	Taipei
Population:	23,464,787
Area:	35,980 km ²
Ethnic Groups:	Taiwanese, Mainland Chinese, Indigenous Groups
Life Expectancy:	80.1 years
Major Languages:	Mandarin Chinese (official), Taiwanese Hokkien and Hakka
Major Religions:	Buddhism, Taoism, Christianity
Monetary Units:	New Taiwan Dollar (NT)
Unemployment Rate:	3.9%
Exports:	Semiconductors, Petrochemicals, Automobile/ Auto Parts, Ships, Wireless Communication Equipment, Flat Display Displays, Steel, Electronics, Plastics, And Computers
Imports:	Oil/Petroleum, Semiconductors, Natural Gas, Coal, Steel, Computers, Wireless Communication Equipment, Automobiles, Fine Chemicals, And Textiles
GDP:	\$1125 trillion
GDP Per Capita:	\$47,800

A TREASURE ISLAND COME TO LIFE



TAIWAN: A HISTORY

T

aiwan, or officially the Republic of China has a storied history. Neighbouring Japan to the northeast, Philippines to the south and its contentious neighbour, the Republic of China (or more often abbreviated to PRC), Taiwan is also the most populous and has the largest economy that is not a member of the United Nations.

Originally settled by aborigines, the Taiwanese indigenous tribes are also one of the oldest tribes in Asia. The Taiwanese aborigines have ties to Austronesian people, being the linguistic and genetic homeland to other ethnic groups, which includes the Philippines, Malaysia, Madagascar and Oceania Austronesian people.

Up until the 17th century, the island was inhabited mostly by the aborigines. Mass migration happened and Taiwan became home to Han immigrants beginning in the late Ming Dynasty. In 1895, military defeat forced China's Qing Dynasty to cede Taiwan to Japan, which governed Taiwan for 50 years before its return to Chinese control after World War II.

During this period, 2 million Nationalists fled to Taiwan and established a government constitution with plans for all of China. During this period, Taiwan was recognised as the sole legitimate holder of China's seat in the United Nations until 1971 before the People's Republic of

China formally moved to expel the island nation from the council.

Beginning in the late 1970s, the ruling authorities gradually democratized and incorporated the local population within the governing structure.

Growth rapidly took place in the latter half of the century with the relaxing of local laws and US's aid to the nation in their early years which subsidised the higher cost of domestic production. Today, Taiwan is a vibrant nation that has built itself up as service industry nation with a strong export driven industry with a large trade surplus.

TRADING IN TAIWAN: AN ECONOMIC OUTLOOK

As one of the four Asian Tiger economies, Taiwan has undergone extensive economic growth from the 1960s. With a push for industrialisation after the World Wars, the country's rapid growth has led to achieve an advanced and high-income economies, with a specialisations in areas that are competitive to them. In modern times, Taiwan is known as one of the biggest Asian economies around the region.

To keep its upward growth, Taiwan has made regulations and investments in the country easier for Information Technology. With its immense growth, they have managed to turn itself into a world leader in Information Technology manufacturing over the last 20 years.

Recent development in this industry has included brand building, design with new eco-friendly and green technology coming to the forefront with local brands like Acer, Asus and HTC forging global brands in the laptop and smartphone markets.

In 2017, Taiwan is ranked 11th out of 189 economies in the World Bank's Ease of Doing Business Survey. An area of concern, however,

is trading across borders with the country placing 68th due to their legal status as part of the People's Republic of China (China) and the country's lack of representation in most State councils.

This however does not seem to have unduly impacted the country as the State has found ways around the legal barricades. Sound legal frameworks are in place to provide strong protection of property rights and uphold the rule of law making it easier for the enforcement of contracts and ease of doing business.

Despite their exclusion in the UN and several other international organisations, they are a member of the World Trade Organisation (WTO) as Chinese Taipei. Taiwan has conducted economic cooperation pacts with New Zealand and Singapore, as well as resuming talks with the U.S. under the Trade and Investment Framework Agreement the same year.

Recent developments such as a direct flight from Taipei to China, cross-strait travel, transportation, and tourism links are likely to increase Taiwan and China's economic interdependence and several other trade agreements have bound the two countries closer together despite fears that sovereignty would be lost. These pose further political questions as the two countries' political differences remain unresolved and China's economic growth is slowing over the course of the year.

Nevertheless, USA and China remain their biggest trading partners with the US mainly importing high end electronics and consumer goods while the mainland China imports agricultural and industrial materials.

RELATIONSHIPS IN BUSINESS

With the exception of several large conglomerates and multinationals,



Taiwan's economy is mainly a small to medium sized industry with most their businesses being owned by generations of the same family. Approximately 97% of the enterprises in the country are SMEs and they provide employment for an approximate 78% of the workforce.

As in most Asian countries, Senior managers are expected to lead and consulted on all decisions prior to an action. Hierarchy is established and greatly respected, although protocols are not as formal as in nearby Japan and South Korea. Consequently, lower-level employees often lack initiative to take charge. A junior executive in the company's hierarchy would therefore not yield any discernible results unlike the decision maker of the project or company.

It is also important when starting negotiations that the right person is present in the meetings. "Face" is very important and one should therefore take care to not insult or offend your host.

Create a sustainable relationship with the host and would be business partner in Taiwan. Local enterprises rarely engage in negotiations before establishing a connection between parties. Therefore, the act of wining and dining is vital a vital undertaking. Business entertainment can sometimes last late into the night with long dinners or other forms of entertainment. It would be wise to reciprocate with a dinner of equivalent value at the next opportunity.

LANGUAGE While there are English speakers in Taiwan, most of the population are only fluent in Mandarin and Taiwanese and might not be fully conversant in English.

Unless you are dealing with a multinational corporation, it is therefore a good idea to bring along a translator or business partner who would be able to translate the language in business to avoid any mishaps. This is doubly important when negotiating a business contract or any further legal matters.

BEHAVIOUR AND ETIQUETTE Taiwan is still relatively conservative. As a first meeting, both men and women should dress formally when meeting with men sporting shirts and ties while women in conservative formal wear to create a better impression.

Another side effect of their conservativeness is that women have a diminished role in business unless they own them. Nonetheless, foreign businesswomen and their counterparts are treated with respect.

TIPS ON DOING BUSINESS IN TAIWAN

- ◆ Punctuality is expected but being slightly late is still socially acceptable.
- ◆ It is a good idea to print your business cards in two sides – one in English and the other in traditional Chinese.
- ◆ Interpersonal relationships are key to conducting a successful business meeting in Taiwan. Dining with your hosts and being friends with them are essential.
- ◆ Taiwanese are traditional and patriarchal. Therefore, it is wise to send an older official to conduct business with them.
- ◆ Management styles are geared towards authoritarian. Managers expect their orders to be carried out unquestioningly, although the trend is slowly moving towards a slightly more egalitarian role.
- ◆ Like most Asian countries, politeness and tact is preferable over candour and frankness. Subtlety is key.
- ◆ Gift giving is a common business practice – alcohol and food are good options. Avoid giving knives or clocks as they symbolise the cutting of relationships or ill omen. **SME**

FUN FACTS

- ◆ Taipei is not the largest city in Taiwan. New Taipei is the country's largest city followed by Kaohsiung and Taichung.
- ◆ The Taiwanese government recently started a program for free wi-fi in most public spaces.
- ◆ Taiwan has one of the lowest birth rates in the world – surpassing other neighbouring countries like Japan and Korea
- ◆ Taiwan uses traditional Chinese instead of simplified Chinese
- ◆ Taiwan's aboriginal population is one oldest in the world, having settled in the last over 8,000 years ago.
- ◆ Taiwan has some of the world's most extensive Chinese art collections.

IPHONE 7 IS RED

As part of their partnership with PRODUCT (RED), the brand that seeks to raise awareness for HIV & AIDS, Apple launched a Special Edition of the iPhone 7 and iPhone 7 Plus on Tuesday, 21 March 2017. The red coloured phone will be available for a limited time to consumers and will come in 128GB and 256GB models.

Apple CEO Tim Cook says, "The introduction of this special edition iPhone in a gorgeous red finish is our biggest (PRODUCT)RED offering to date in celebration of our partnership with (RED), and we can't wait to get it into customers' hands."

While Apple has not shared how much the proceeds of the sale will be channelled to the organisation, they have been known to have contributed more than \$130 million as part of its partnership with Red, making the company the world's largest corporate donor to the Global Fund to fight AIDS.

DRIVERLESS CARS – THE NEXT FRONTIER

The hullabaloo over driverless cars has died down somewhat these days as more of us are slowly normalising to the idea.

While there are still questions of ethics and the capabilities of the program to steer their vehicles and passengers safely towards their destination, some countries are already taking on the next step and adopting the technology.

In Australia, Driverless electric shuttles will be used at Adelaide Airport in a trial for moving passengers between the main terminal and the long-term car park. The South Australian Government said it would be one of three driverless car technology trials backed by its \$10 million future mobility lab fund.

The trial would involve minimal risk from both pedestrians and other vehicles due to its closed circuit around the compound. Still, it is a novel concept and one that might soon be adopted world wide if the trial run does succeed.

TECH ADDICTS

NIs there such a thing as a technology addict? Yes, there is. And research has shown that there might be harm in staying glued to your phones and screens all day. While there is no official diagnosis of such an addiction – the mind boggles at such a concept – there is an increasingly large number of people who frequent social media sites such as Snapchat, Facebook and Instagram wherever and whenever at all hours does mimic symptoms of those with recognisable addiction behaviours.

So what does that mean? Are we overly reliant on technology? A quick look around your surroundings does point to some rather uncomfortable truths. So while technology does have its upsides and uses, perhaps we would do well to take a step back, take stock of our surroundings and look up from our screens a little.



DRONE DELIVERY AI

The news that UPS has made forays into drone delivery for its smaller items has been a hit and now Amazon is getting into the game. The Amazon Prime Air drone made its first package delivery in December in England and is now set to make its US debut in early April. The drone demonstration took place during Amazon's MARS 2017 conference at a resort in Palm Springs, California and would mark the new form of delivery to consumers – one that is ripe with potential.

The idea behind the system would certainly be a lifesaver to your average mailman – no pesky dog to hound you as you walk up the driveway to hand the owners their parcel any more for one. Certainly, the idea of a drone delivery system is revolutionary, a scant few years ago, no one would have dreamed about the drone's many uses. And now it seems they have found another use.



CLOVA – THE LATEST VOICE ACTIVATION AI

Line, the Japanese messaging app has always held sway in Asia. With new partners LG and Sony, they have launched CLOVA, the newest voice activated digital assistant; aka an AI. Clova, an abbreviation for 'Cloud Virtual Assistant', would likely come complete with its own line of smart speakers and hardware to supplement it. If developed, it would likely be doing what most AI would already be – reading you your news, weather, calendars and online purchases.

The company further promises that Clova would be able to answer "complicated questions" and come equipped with a facial recognition software. The company further plans to show, exactly how it would differ from the rest of the AIs in the market begs the question.



MEET JILL WATSON – THE TEACHING ASSISTANT EVERYONE THOUGHT WAS A PERSON

College of Computing Professor Ashok Goel teaches Knowledge Based Artificial Intelligence (KBAI) every semester in Georgia Tech, USA. Due to the immense number of questions from his students – which he estimates post roughly 10,000 messages in the online forums – far too many inquiries for him and his eight teaching assistants (TA) to handle, the solution was simple. He created Jill Watson, the artificial TA designed specifically to answer mundane questions from his students.

And answer she did. For the first few weeks, Jill was fed certain model answers and corrected when she got them wrong. Eventually the AI learnt enough that she could swiftly answer them without any human intervention. Eventually students began finding out that one of their TAs was an AI. Thus far, response has been positive.



BY
KAREN
REDDINGTON,
PRESIDENT,
FEDER EXPRESS,
ASIA PACIFIC

MAKING THE MOST OF INTRA-REGIONAL TRADE: WHAT OPPORTUNITIES EXIST FOR ASIA PACIFIC'S SMEs IN 2017

Global economic volatility might be worrying some companies in Asia Pacific, but the small- and medium-size enterprise (SME) sector is bucking the trend with strength and optimism for the year ahead.

Even if trade deals take a new path, the many opportunities that intra-Asia trade brings to small business leaders are here to stay.

In fact, SMEs in this region are bullish about the future. To start with, exports are looking good.

Among Asia Pacific SMEs, global export revenue for 2016 held steady with the year before, and most SMEs believe that will continue or increase over 2017.

Trade within Asia Pacific is sparking the most confidence.

Intra-regional exports are the driving force of this stronger trend – a recent study found almost nine in 10 Asian SMEs sell goods to markets in Asia Pacific and are set to do so even more. Stronger regional ties and trade linkages are also contributing to the sense of optimism and resilience surrounding small businesses.

In fact, FedEx-commissioned research found four in 10 Asia Pacific SMEs forecast an average double-digit growth of 20 percent in intra-regional export revenue in the year ahead.

In addition, Asia Pacific SMEs also generate the highest level of revenue from intra-regional exports among the four global regions in the study.

The figures are supported by the latest Asian Development Bank (ADB) findings which show that intra-Asia trade now accounts for 57 percent of total trade in the region.

That's impressive against a backdrop of wide ranging business challenges from higher production costs to increasing competition, along with slower trade growth worldwide.

It is also welcome news that the crucial financing of SMEs is getting better all the time, with SME finance markets forecasting healthy growth in 2017, especially in Asia.

Another aspect of SME optimism lies in the fact that small businesses today are now more technology-savvy, well-connected, agile and able to hold their own on the world stage.

Whether it's e-commerce, m-commerce,



social commerce, the cloud, search engine optimization, content management systems (CMS), e-payment technology or sophisticated logistics solutions, SMEs can quickly connect with more intra-Asia as well as global markets than ever before.

So it's no surprise that e-commerce is generating significant growth – a trend that is particularly pronounced in Asia Pacific, where 80 percent of SMEs are generating revenue from e-commerce.

In line with the boom in e-commerce, momentum is building behind two important trends – m-commerce purchases made using mobile devices, and social commerce purchases made via social media platforms.

Just under 70 percent of small businesses in the region are currently selling their products via mobile platforms and a similar number offer customers the option of buying via social media platforms such as Facebook.

These new technologies are essential to attracting and retaining customers.

So too is the necessity to have an efficient supply chain – in order to enhance customer experience, win new customers and improve bottom lines.

As e-commerce drives demand for faster delivery, around two thirds of firms operating in e-commerce are prepared to pay more to get products more speedily to market.

Maintaining high levels of customer satisfaction in a difficult business environment is tough, especially since over a third of Asia Pacific SMEs cite increasing competition with foreign rivals as a major challenge.

That's why investment in new technologies and an efficient supply chain is essential for small businesses in navigating and exploiting the ever-changing digital economy, and tapping into all the opportunities ahead in intra-regional trade.

B

Business leaders experience a love hate relationship with data. With no time to have their head in the clouds, CIOs need to choose the right partner to fall back on during hard times, think big and execute a better overall data management strategy in an ever-changing complex IT landscape.

Let's not forget – break ups happen. What consequences will enterprises face in the event of a "break up" or communications breakdown between departments? It is, thus, vital to embrace and implement effective data management strategies, more than ever before.

We have pulled together our insights to draw up a list of predictions for 2017. This year, we see that business leaders will continue to make better business decisions leveraging greater insights from data to prioritise their IT investments wisely. Sweet endings do exist, after all.

WILL YOU MARRY ME? - POWERFUL DATA MANAGEMENT PLATFORMS FOR THE WIN

Increasingly, enterprises are seeking out new technologies and migrating data to cloud services. It is a business imperative for CIOs to remember that relationship with the right data management provider affects the long-term success of business' objectives.

Companies need to leverage data as a strategic asset to drive deeper insights for better business decisions. Amidst declining IT budgets and limited resources, organizations are starting to seek holistic solutions that address companies' data needs effectively. In 2017, businesses will shift away from point solution vendors and instead favour providers who can offer data management platforms: or industry goliaths will risk either undergoing a merger or being acquired.

FIGHT TO PROTECT THE ONES YOU LOVE – MITIGATE THE NASTY EFFECTS OF RANSOMWARE

It's no secret - relationships can get messy. Corporations will face many potential threats and destructive attacks of ransomware, as cybercrime continues to rise.

Asia Pacific has been known for being a ransomware target with India, Japan and Malaysia in the top 10 countries that were affected by ransomware from January 2015 – April 2016. Businesses must prevent and mitigate ransomware seriously and include it in their business objectives for the year by planning measures to mitigate its effects. Organizations must also be able to rapidly identify compromised content and automate its recovery to reduce downtime and financial losses.

Businesses need to make their data management systems secure yet accessible. Classifying, separating and walling off data to reduce unwarranted access of data is crucial. Love it or hate it - there's no running away from conversations on data recovery strategies at the boardroom level.

LOVE IN THE CLOUDS OR ON GROUND – KEEPING DATA TRANSFER SAFE, SEAMLESS, PAINLESS AND COST-EFFECTIVE

Just like a relationship, there are ebbs and flows. Data transfer needs to be seamless, to facilitate the cadence of data, moving between the cloud and on-premises.

WHAT'S LOVE GOT TO DO WITH IT?

BY
MATTHEW
JOHNSTON

With more than 80% of enterprise IT organizations predicted to commit to hybrid cloud architectures by 2017, enterprises continue to embrace hybrid infrastructure models. The current pricing models from cloud service providers for moving data between on-premises and the cloud is unsustainable.

With hybrid infrastructure models in favour, current cloud storage providers need to adjust their pricing models to stay ahead of the competition - or risk losing their partners to the competition, or falling out of love.

REMAIN NIMBLE...IN LOVE, LIFE, AND BUSINESS – SOFTWARE DEFINED DATA SERVICES IN THE GAME

Software defined data services has proved that it can reduce legacy hardware expenses while also delivering the performance and scalability needed for big data, digital repository, backup and other large digital workloads.

With this evolution, enterprises can avoid vendor lock-in, increase their use of the cloud and more rapidly deploy new applications and services, delivering them with significant competitive advantages in today's digital economy.

Enterprises need to leverage the move to software defined data services to index and extract value from the data, beyond providing a less expensive storage option. Being able to manage and derive business insights from data while staying within the IT budget, enterprises can always seamlessly connect – and stay true – to their data.

PUT A RING ON IT – INTELLIGENT DATA MANAGEMENT IS NOW A CLEAR NECESSITY

Business leaders should look toward intelligent data management that allows automated access to, transfer between and the syncing of data to and from dozens of applications, databases and various other enterprise data lakes, to keep costs low and operations smoothly running.

The first step is ensuring organizations optimize their data management platform for all departments of a company to seamlessly and conveniently access data to drive valuable insights for the organization.

HR departments, for instance, do not need to go through tremendous amounts of data when hiring the right talent. After collecting, storing and backing up data, they just need to interpret data correctly to ensure they match the right candidates to the positions.

Companies may not love the hassle that goes into ensuring that their internal data management processes and policies comply with the latest regulations, but choosing the right intelligent data management platform will put you on the road towards a lovelier ending – with significant business benefits to prove for it! **SME**

MATTHEW JOHNSTON IS AREA
VICE PRESIDENT, ASEAN &
KOREA, COMMVAULT

Krispy Kreme

DOUGHNUTS®

SINCE 1937



DOZEN
249.-
SAVE
75.-

DOZEN
315.-
SAVE
105.-

DOUGHNUTS

	EACH	DOZEN
ORIGINAL GLAZED	27	249
ASSORTED VARIETIES	35	315

DOZEN DEALS

TWO DOZEN ORIGINAL GLAZED	479
TWO DOZEN ASSORTED	600
ONE DOZEN GLAZED & ONE DOZEN ASSORTED	550



Brad Feld has been an early stage investor and entrepreneur for over 20 years. Prior to co-founding Foundry Group, he co-founded Mobius Venture Capital, and prior to that, founded Intensity Ventures, a company "that helped launch and operate software companies. He is also the co-founder of TechStars.

Over the past few days, I've had a similar conversation about reporting tempo with three different people (2 CFOs and 1 CEO). In each case, we snuck up on the issue, rather than starting with it. The fundamental question addressed what the reporting tempo to the board should be.

A number of years ago, I decided to shift to quarterly board meetings. Historically, the number of board meetings I had per company was all over the place. Some had four per year, some six, some eight, and some had twelve. This was an artifact of the last 30 years of venture capital, where VCs often would use the board meeting as the way to primarily engage with the company.

I've shifted to a cadence I call "continuous board interaction" which is gated by the desire and need of the CEO as well as the needs of the company. As such, a quarterly board meeting is plenty since I'm having continuous interaction with the CEO and board.

This does not mean that quarterly financials work for me. When the financials are tied to the quarterly board meeting, it's almost impossible to have continue board interaction. There's just not enough financial context about what is going on in the business. On the other hand, with a few exceptions (hyper-growth cases or ones where you are focusing on specific metrics), daily financing reporting is not helpful either, as is it overly burdensome on the company. It also quickly turns into metric reporting, which is very distinct from financial report, and often extremely helpful, especially in a continuous board interaction approach. However, many board members can't handle daily

anything, especially if they are on ten boards, except for the companies that they need to spend daily attention on.

That's the context for how we wandered up to the discussion in each meeting. After the second conversation, I thanked the person I was talking to (she knows who she is) for providing the content for today's blog post. Of course, since the conversation came up again with someone else after that, it sealed the deal that this would be a blog post.

Here is how I like to do board level financial reporting for private companies I'm on the boards of. I don't force this - if the CEO wants to do something different that's up to her. But I encourage this, or something like this.

Quarterly board meetings: The financials are decoupled from the board meeting. There is a quarterly financial and metric review in the board meeting, but it's not the meat of the meeting unless there is a specific set of financial issues that need to dominate, such as the 2017 budget, a big financial miss, or a significant change to the plan for some reason.

Monthly financial package: This is a full financial package distributed to the board and executive team. It includes P&L, Balance Sheet, and Cash Flow statements. It has actuals to budget for monthly, quarterly, and YTD. It also has trailing 12 months of each (P&L, BS, CF). In addition, there is a cover MD&A (hopefully written by the CFO - not a formal SEC one, but a comprehensive management discussion and analysis). I prefer this package to be distributed by the CFO and not the CEO - it then becomes part of the operating rhythm. I also like the Q&A that occurs (in email, or in a Google doc around the MD&A) to be driven by the CFO with support from the CEO.

Optional monthly financial state of the company board call: This is a call with the CEO, CFO, and the board. Ideally it is led by the CFO. It's limited to one hour, is completely independent of the board meeting, and is optional. The CFO sends out a short (less than 10 page) presentation summarizing the key financials, key metrics, and any top-

THE IDEAL FINANCIAL REPORTING TEMPO FOR A VC-BACKED COMPANY

ics for discussion at least two days in advance of the call. While I rarely attend these, I find that the board members who don't engage continuously can use this to keep current on the financials and in the rhythm of the company.

This rhythm works around the monthly financial close cycle. The CFO sets the schedule. An example would be (based on day of the month) that the financials are closed by day 15. The monthly financial package goes out on day 17 with the presentation for the optional monthly state of the board call. The call happens on day 20. EMV

LIVESCAPE GROUP
 WWW.LIVESCAPEGROUP.COM



Dave Kurlan is a best-selling author, top-rated speaker and thought leader on sales development. He is the founder and CEO of Objective Management Group, Inc., the industry leader in sales assessments and sales force evaluations, and the CEO of David Kurlan & Associates, Inc., a consulting firm specialising in sales force development.

I hate this article already - the last thing we need is another article to help us to understand Millennials. Except for one thing. Most of you reading this are Millennials and you probably need to better understand boomers.

We've all heard many of the distinctions of Millennials - how they like to work, where they like to work, when they like to work, how little they like to work, how entitled they are, how money isn't that important, how they want to change the world and be a part of something bigger than themselves. So I'm not going to write about any of that in this article. Instead, I'm going to talk about several tendencies that differentiate these two generations of salespeople.

We can begin with Motivation. Boomer salespeople are generally extrinsically motivated - motivated by money and things - while Millennials are typically intrinsically motivated. They would prefer to love what they do and strive for mastery.

We can talk about New Business Development too.

HOW BOOMERS AND MILLENNIALS DIFFER IN SALES

Boomers are much more likely to pick up the phone and make a call - even a cold call - to initiate contact and follow up and they prefer to meet face-to-face. Millennials are more likely to use their social networks - LinkedIn, Twitter, Text and Facebook - to initiate contact - and email to follow-up and they tend to prefer selling by phone. The two newest selling roles - sales development and business development - are both top-of-the-funnel roles where the reps simply schedule meetings and calls for account executives. These roles are filled almost exclusively by Millennials.

I hear you. "But they are on the phone and you said they don't like using the phone!" Exactly. And that explains why they are so bad at it. The latest statistics from *ConnectAndSell* tell us that these reps book, on average, 1.5 meetings per week. If that is the only thing they are required to do, shouldn't the number be more like 2-3

meetings per day?

And speaking of Selling Skills, Boomers are far more likely to have professional selling skills while Millennials are more likely to frame selling in the context of demos, proposals and follow-up. It might not be their fault, as most of them are in the aforementioned top-of-the-funnel roles, while Boomers are almost always found in outside territory, major account, vertical or account management roles. **SME**



hrsummit Asia 2017 & expo
 3 & 4 MAY
 SUNTEC SINGAPORE CONVENTION & EXHIBITION CENTRE
 Disruption Proof • Agile • Future Ready

Perspectives from SMEs, for SMEs

Join us at the **SME Summit 2017 on 3 & 4 May** and address these pertinent workforce management issues SMEs face:

- *Becoming the Employer of Choice – Creative Recruitment Strategies for SMEs to Win the Talent War*
- *Building a People-Oriented SME – why HR Matters & How To Do It Right?*
- *Cultivating a Strong Ownership Culture in SMEs for High Performance and Productivity*

Register now with Early Bird promotions. Visit www.hrsummit.com.sg to find out more

To segment or not to segment, that is the question.

For too long sales has allowed marketing to dictate what a segment should be. But the simple reality is that sales segmentation and marketing segmentation are substantially different. In fact, it is these very differences that make sales strategy so different from marketing and even corporate strategies.

Marketing defines segments as: "A group of people that share one or more demographic and/or psychographic characteristics".

However, sales people deal with people, not groups.

Traditional segmentation usually takes into account how attractive a segment is to a company, and how competitive the company is in that segment. Sales segmentation also includes a third parameter – how attractive the company is to buyers in that segment.

Buyers, even the ones with common requirements, have very unique and specific requests, and the approach taken in marketing segmentation is not set up to deal effectively with them. Traditional segmentation falls short of the individual buyer expectations, desires and needs.

Moreover, clients in different segments want solutions that are similar but are not identical. So sales has to develop the ability to make changes to standard products and services to deal with individual customer's expectations.

Sales misses the opportunity to tackle individual expectations if it doesn't narrow down its segmentation to a micro market



THE DIFFERENCE BETWEEN SALES AND MARKETING SEGMENTATION



Sue Barrett is a sales expert, writer, business speaker and adviser, facilitator, sales coach, training provider and entrepreneur. Sue founded Barrett in 1995 to positively transform the culture, capability and continuous learning of leaders, teams and businesses by developing sales driven organisations that are equipped for the 21st Century.

level. And then it misses the opportunity to develop a competitive edge.

TAKE THE FOLLOWING EXAMPLE: In the retail sector, Ikea, Bunnings and others are included in the "retail segment". But each of these retailers has its own store manager and addresses a different end user segment (demographically). These two factors alone make it unwise to treat every customer in the retail sector as being essentially the same.

From a sales perspective, any sector or group of customers with a unique need, or which requires some adjustment to a product or service, or which requires a different sales activity or approach; or any group where the major competitors are different, is a unique sales segment.

Therefore, organisations have to start looking at segments from the point of view of how attractive they are as an organisation to buyers in each segment and how effectively they can compete. A key here is to stratify the markets correctly. The function of strategic sales is to define the most attractive segments. When a group of clients buy a different version of a given product, when buyers pay in different formats, and/or when buyers expect a different sales approach (for example, key accounts versus once-off purchases), each represents a different segment.

While the demographics and the psychographics may be similar enough for marketing to reach these groups, in sales they are too

broad to be truly effective. Not because marketing got it wrong, but because, whereas marketing deals with groups, salespeople deal with individuals.

And every individual in a segment is unique – sufficient to warrant a different definition for sales segments than what is used in marketing.

Sales is far tighter than marketing. That's not to say that marketing segmentation is wrong or inaccurate, but only that it is too broad to enable sales to achieve the focus it needs in order to maximise opportunities and limit drainage on scarce sales resource.

Remember everybody lives by selling something. **SME**

AD



KUAN PRESS SDN BHD

(621940-X)



Sales Office:
No. 9, Jalan SR 3/7, Seksyen 3, Taman Serdang Raya, 43300 Seri Kembangan, Selangor Darul Ehsan, Malaysia.
Tel : (+603) 8948 5559 Fax : (+603) 8948 3379 Hp : 012-631 0694 / 012-338 2300 Website : www.kuanpress.com.my

Factory:
No. 3, 7, 8 & 9, Jalan SR 3/7, Seksyen 3, Taman Serdang Raya, 43300 Seri Kembangan, Selangor Darul Ehsan, Malaysia.

Established in 2004, Kuan Press Sdn Bhd is one of the ISO Management quality commercial printers in Malaysia. It has substantial printing and finishing capabilities, offering the highest quality offset printing, digital printing and UV printing to fulfill growing demands locally and internationally.

Kuan Press has a wide variety of facilities ranging from a full line of pre-press equipment from 4-colour, 2-colour & 1 colour offset printing press machines, binding machines, surface-finishing machines and other print production equipment. It provides us with a large-scale capacity in offering flexibility and value-added services for our clients. We also have wide range of sales, experience production & QC team to ensure meet customers expectation.

Kuan Press is renowned for delivering sophisticated offset and digital printing solutions and its in-depth knowledge of print materials and local market needs.

Due to market demand, Kuan Press also provide the service of inkjet printing like bunting & banner. We value all orders regardless order in a single banner or bulk order as we believe that each order is equally important.

Packaging play an important role in Marketing products. We also provide UV printing on flat sheet PP, PET, PVC and metallized card for the packaging products. We always continuously improve our QMS to keep up with the market expectation.






Dr. Marshall Goldsmith was selected as one of the 10 most Influential Management Thinkers in the World by Thinkers50 in both 2011 and 2013. Marshall's exciting new research on engagement will be published in his upcoming book – 'Triggers'

**YOU'RE
ONLY AS
GOOD AS
YOUR
TEAM!**



*For the great achiever, it's all about "me."
For the great leader, it's all about "them."*

Over the years, I have worked with many great leaders as an executive educator and coach. One client, Charlie (not his real name), in particular is still one of my favorites. He is the one who showed the most improvement – and he is the one who I spent the least amount of time with.

Charlie was president of a division with more than 50,000 employees. His CEO recognized his talents and asked me to help Charlie expand his role, provide more leadership, and build synergy across the organization. Charlie eagerly involved his team in this project. Each person took

responsibility for creating positive synergy with cross-organizational colleagues. They regularly reported their efforts, learned from their colleagues, and shared what they learned. They thanked people for ideas and suggestions and followed up to ensure effective implementation.

What I find interesting is that of all the clients I have ever coached, Charlie is the client I spent the least amount of time with. This inverse relationship between our spending time together and he and his team getting better was very humbling. At the end of our project, I told Charlie about this observation. "I think that I spent less time with you and your team than any team I have ever coached, yet you and your team produced the most dramatic, positive results. What should I learn from my experience?"

Charlie thought about my question. "As a coach," he said, "you should realize that success with your clients isn't all about you. It's about the people who choose to work with you." He chuckled; then he continued: "In a way, I am the same. The success of my organization isn't about me. It's all about the great people who are working with me."

There is a big difference between achievers and leaders. For the great achiever, perhaps someone on Charlie's team, the focus is all about "me" and reaching individual goals. For Charlie, one of the greatest leaders I've ever met, leadership is all about "them" and their success. He truly exemplifies the oft-quoted proverb says: "The best leader, the

people do not notice. When the best leader's work is done, the people say, 'We did it ourselves.'"

This isn't what most of the conventional wisdom of leadership dictates. Most leadership literature exaggerates, even glamorizes, the leader's contribution. The implication being that everything begins with the leader, that she is responsible for your improvement, she guides you to victory, without the leader there is no navigator.

Truly great leaders, like Charlie, recognize how silly it is to believe that a leader is the key to an organization's success. The best leaders understand that long-term results are created by all of the great people doing the work – not just the one person who has the privilege of being at the top. **SME**

KUMPULAN • KLINIK
MEDIJAYA

KUMPULAN KLINIK MEDIJAYA SDN BHD

Serving Your Health with Excellence

Damansara Utama
Kelana Jaya
Centro Mall Klang
Pengkalan Ipoh

USJ 9 Subang Jaya
Sunway Mentari
Johor Bahru
Setia Alam

ABUNDANCE AND SCARCITY



Jim Stovall has been a national champion Olympic weightlifter, president of an Emmy Award-winning television network, and a highly sought after author and platform speaker. He was chosen as an International Humanitarian of the Year, joining Jimmy Carter, Nancy Reagan, and Mother Teresa as recipients of this honour.

Your world view is the lens through which you view your life and everything around you. Few things are more important to our success than our world view, and most people don't even recognize that they have a world view, much less understand it.

Since the beginning of time, there have always been two basic kinds of people in the world relating to abundance and scarcity. There are people who believe that the way to succeed is to grow, build, and create; and then there are people who believe, in order to be successful, you must get what

someone else has. These are two opposing world views.

If you believe that the world is abundant, you will feel that you can get everything you want, but you will not be threatened when others around you get what they want. If you believe the world is limited, finite, and suffering from scarcity, you will look upon the success of others as an attack on yourself.

I want to point out that people who succeed feel that the world is abundant and can bring them and everyone around them all the success they want. If you believe that success comes when you take something that belongs to someone else, both you and they are diminished.

When the pilgrims first settled on the eastern shore of North America, they struggled mightily for the first few years just to feed themselves. They operated what could be called a collective farm. Everyone worked and shared equally in the yield from their farm. If one person took more than their share, someone else would be left with less. It was a miserable failure, and in desperation, it was determined that they would divide up the land and let everybody provide for themselves and their families. The result was abundance. Everyone celebrated their

own success and celebrated the success of their neighbors.

I believe one great indicator of anyone's potential future success is how much they celebrate or resent the current success of others around them. The headlines are filled with people who create new products, new inventions, and whole new industries. They do not take anything from anyone else but create out of their own ingenuity and the abundance in the world.

As you go through your day today, realize that no one needs to fail so that you might succeed. The world is much greater than that.

Today's the day! 

AD

Our Omni-Channel Solution is easy to design and deploy across multiple channels from voice, text (on Chat-Bot, Twitter, Instant Messaging and SMS), mobile web, social networks and smartphone applications. With our unique "design once, deploy anywhere" architecture, delivers great personalized Customer Experience (CX) with abilities to use the customer's exact location during IVR interactions.

We bring Contact Centre to the new level of Service Mobility Communications focusing on Social Media, Unified Communication & Collaboration, Back Office Optimization & Automation, on Premise or Cloud.

Remarkable Customer Experience (CX) Starts with Aspect

OMNI-CHANNEL CONTACT CENTER | CRM | DATA NETWORKING SOLUTIONS



<http://www.lambdatech.net>
sales@lambdatech.net





Roy Strauss, president of The Strauss Consulting Group, LLC www.scg4u.com has been helping companies increase their profitability and competitive edge by improving customer service while reducing costs since 1983. SCG has expertise in all aspects of supply chain including space/layout, software, automation, equipment, staffing as well as the complete design and implementation of distribution and manufacturing centers.

HOW ONE'S BUILDING CAN EFFECT PROFITABILITY



The keys to optimizing operations and reducing costs include: Facility Size; Facility Configuration; Column Spacing; Ceiling Heights; and Dock Placement and Design

One must acquire a large enough facility to accommodate planned growth yet continuously use the smallest possible footprint within. By traveling shorter distances in a smaller footprint to process orders, stock product or materials, or manufacture, we reduce the amount of effort to complete the task by minimizing travel time by having a smaller area to work in. Therefore staff can be reduced and less equipment is required to perform these operations while increasing efficiency at the same time.

The facility configuration or shape combined with dock door placement can allow one to design a tight, efficient, economical operation, but the wrong facility or design within can be a constraint making it more difficult to operate efficiently.

- ♦ A deep narrow building can be a nightmare for a distribution operation because of forced long travel distances for all products (whether fast, medium, or slow selling products) through a long path to and from the dock. It can support a manufacturing operation very well as product moves continuously with no back tracking over long continual distances from raw materials to production to WIP to final assembly to storage or staging to shipping.
- ♦ A squarer shaped building with dock doors on one side will allow many fast moving items to be stored close to receiving and shipping doors which shortens travel paths and optimizes distribution, but may cause too much back-tracking, truncated production lines, and longer travel distances for a manufacturer.

When acquiring a building one should look for column spacing that will support planned operations, not be an obstacle to them.

- ♦ In a distribution operation, too many columns or poorly spaced columns can result in wider than desired aisles required to bury columns within pallet rack causing wasted space and added costs for staff and equipment.
- ♦ It is important to know required aisle sizes (very narrow, narrow, wide, etc.) for the selected lift truck equipment and be sure the building columns ideally are placed in the pallet rack flue or within the rack if need be to support your goals. Ideally columns will support a narrow aisle system in one direction and very narrow aisle system in the opposite direction for optimal flexibility.
- ♦ In a manufacturing operation, too many or poorly spaced columns can interfere with production lines or block proper placement of large machinery or conveyors.

Optimal ceiling heights are subject to specific operational requirements.

- ♦ A manufacturing company may do well not to pay a premium for a building with tall ceiling heights when most operations take place on or close to the ground.
- ♦ An importer will do well to acquire a taller building as the extra safety stock required (additional travel time to the facility) can be stored in the upper rack levels allowed by a taller building. This can also reduce the amount of square feet required.
- ♦ A distributor might have a combination of low and high ceiling height requirements (lower for non-pallet rack areas) or acquire a taller building with the potential to use a mezzanine for future growth. A detailed study may be required to determine optimal ceiling heights relative to costs.

Improper dock placement and/or design can be most costly.

- ♦ When sizing a new building many companies in an attempt to save space plan docks that are too small resulting in staged inbound or outbound freight blocking functional aisles and leaving no room for potential cross docking.
- ♦ Buildings with all dock doors on the same side of the building support distribution as faster moving products can travel shorter distances to and from the dock while manufacturing may experience extra looping or backtracking.
- ♦ Buildings with dock doors on opposite sides of the building support manufacturing by allowing continuous flow, but make distribution more costly as fast moving items must travel the length of the building from receiving to storage to shipping rather than be stored close to the dock. **SME**

AD

YOU CAN MAKE A DIFFERENCE

RENEWABLE ENERGY SPECIALIST

Website: www.mattan.com.my Email: info@mattan.com.my
 Facebook: www.facebook.com/mattanconsultancy
 Contact Number: +603-7832 2421

MATTAN

The fundamentals of a great organisation hinges heavily on managerial prowess. It is important to have an able leader who can manage a team of people efficiently and effectively. Management skills are crucial in utilising available resources to encourage team members to work together to accomplish desired goals and objectives. There are certain qualities needed in management to plan, organize, delegate, lead and control an organisation to accomplish the common goal.

We all have different responses when it comes to handling a particular type of situation. Therefore, reflecting in various styles of management and leadership. Everyone plays a different role in the world, and BaZi Profiles can reveal whether they are natural born leaders. The following are four types of Profiles with the highest potential to succeed in the management level of any organisation.

THE LEADER (ROB WEALTH)

- ♦ **PERSUASIVE** They are remarkably persuasive, convincing others to their standpoint or argument. They can influence others like a smooth operator who knows what and how to convey their opinion.
- ♦ **INSPIRATIONAL** They are very motivating and encouraging. They are capable of rallying others for a cause, or simply around themselves. They are able to reach into people's heart, and will often inspire their team members to increase motivation.
- ♦ **PROACTIVE** They won't sit down and wait to be handed an opportunity. They will create their own opportunities, and



ARE YOU MANAGER MATERIAL?

always be on an alert to the news of how their capabilities can be maximised. They often possess a great amount of drive and initiative.

THE WARRIOR (SEVEN KILLINGS)

- ♦ **BRAVE** They are like a warrior with the courage to take the challenge. They are committed to standing up for what they believe in and fighting for justice for others with no fear.
- ♦ **ADVENTUROUS** They love a challenge and in fact, they love the prospect of risks. They are energetic and are not cowed or intimidated by the prospect of high adventure.
- ♦ **ENERGETIC** Do not underestimate the Warrior Profile - they will attack tasks with high energy as if they are consumed with a mission. They have a strong sense of stamina and are not afraid to go the extra mile. They are capable and hardworking, and will not shirk their duties.

THE PIONEER (INDIRECT WEALTH)

- ♦ **PASSIONATE** They are focused and extremely driven in whatever they do. They will strive to the extreme if something grabs their attention. Even if something doesn't grab their attention, they are sure to go out and find something that does. They are very fervent about doing something good and useful with their lives.
- ♦ **STRONG** Literally, nothing can quite break the spirit of the Pioneer Profile. They are perfectly capable of landing on their feet with or without anyone's help. With an independent and resourceful spirit since young, they are solid enough to weather whatever that comes their way.
- ♦ **VISIONARY** They enjoy something new, and building something from the ground up. They tend to have a vision of what they want to fulfil. They are think big to get ahead in life, so they will go for the biggest fish, aim for the highest mountain. They definitely will have ideas and plans to target the top or the best.



Dato' Joey Yap is the leading Feng Shi, BaZi and Face Reading Consultant in Asia. He is an international speaker, best-selling author of 162 books and master trainer in Chinese Metaphysics. He is also the Chief Consulting of Joey Yap Consulting Group and founder of the Mastery Academy of Chinese Metaphysics.

THE DIPLOMAT (DIRECT OFFICER)

- ♦ **SELF-AWARE** They are often aware of themselves and practices the virtues of modesty and humbleness. They are very clear about their own flaws and strengths.
 - ♦ **HUMBLE** Their goal is not to glorify oneself and is rarely motivated by selfishness. If they do well or achieve success, they understand that they are able to reach it because of other people's efforts as well. They are appreciative of the team member's efforts in every accomplishment.
 - ♦ **UNPRETENTIOUS** They deeply dislike pretences and insincerity. They generally have simple desires for a work environment. They enjoy and appreciate a sense of peace.
- Everyone has the potential to be a manager. Not one that is just good, but great. The key is to improve on our weaknesses and maximize the strengths to successfully meet the management yardstick. Log on to www.joeyyap.com and find out where your Profile fits in the corporate ecosystem to come out on top in the rat race to success. **SME**



Ara Hill Condominium, Selangor



Rasa Sayang Hotel, Penang



The Datai, Langkawi, Kedah



For all your landscaping needs. From design to construction. Call us 03-78472388 or email conspec@conspecbuilders.com

Landscape Design . Greenology Greenwalls . Water features & Pools . Planting . Conpave Texture Concrete . Granopave Polished Concrete . Natural & Artificial Stone

BY
CALVIN
TUNG

NUTRITION GUIDELINES: GETTING STARTED BY DIANA RODRIGUEZ

Diet pills, fad diets, foods to boycott, foods to eat exclusively. With all the crazy diet advice out there,

do you even remember the basics of healthy eating? Get rid of the clutter when it comes to diets, and use basic good nutrition guidelines and the U.S. Department of Agriculture (USDA)'s MyPlate as your framework for healthy eating.

FOOD GROUPS AND HEALTHY NUTRITION: MYPLATE

So how do we know what healthy meals should look like? The USDA is responsible for publishing nutritional guidelines for healthy eating based on ongoing research. Although the basics haven't really changed, recently, there have been a few adjustments. The major adjustment is the focus on filling half of your plate with fruits and vegetables at every meal. Women need at least seven servings of fruits and vegetables each day, while men need at least nine. "We just know there's so much good stuff in fruits and vegetables," including essential nutrients and fibre, says Sandra Meyerowitz, MPH, RD, a nutritionist and owner of Nutrition Works in Louisville,



Ky. Carbohydrates are also an important part of a healthy diet, contrary to many popular fad diets being touted today – the key is consuming fibre-rich complex carbs like beans, whole grains, and fruit.

FOOD GROUPS AND HEALTHY NUTRITION: USDA RECOMMENDATIONS

Here are details about the USDA's recommended nutritional guidelines to follow for a healthy eating plan:

- ◆ Focus on fruits and vegetables: Fill half of your plate with fruits and vegetables at every meal.
- ◆ Go for low-fat dairy: Consume at

least three cups of low-fat or fat-free milk each day or the equivalent in cheese, yogurt, or other calcium-rich foods.

- ◆ Choose whole grains: Get at least six to eight servings of whole grains each day. Grains should fill a quarter of your plate at each meal.
- ◆ Steer clear of trans and saturated fats, sodium (salt), sugars, and cholesterol: Limit fat to only about 20 to 35 percent of total calorie intake and avoid trans and saturated fats.
- ◆ Choose lean proteins: Fill the

remaining quarter of your plate with lean protein. About 15 percent of your total calories should come from proteins, such as skin, fish, beans, nuts, and legumes.

FOOD GROUPS AND HEALTHY NUTRITION: GUIDELINES TO GET YOU GOING

Here are some other tips to help you develop a healthy eating plan. If you keep these general nutrition rules in mind, you'll be on the right track toward healthy eating for life:

- ◆ Pay attention to portion control; quantities depend on whether you're trying to lose or maintain weight. In most restaurants, an appetizer serving is often closer to an appropriate serving size than an entrée.
- ◆ Always drink plenty of water.
- ◆ Vary your food choices to make sure you get a wide variety of vitamins and other nutrients and to avoid boredom.
- ◆ Know the recommended daily calorie intake for your age, weight, height, activity level, and gender.
- ◆ Don't deprive yourself of foods you love; just enjoy them in moderation.

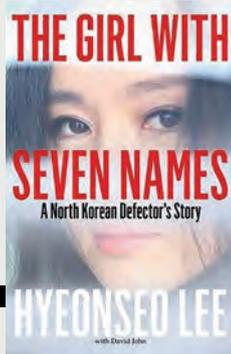
Start thinking about the basics of diet and nutrition again, and make nutritional guidelines part of your everyday life. It won't be a diet, it won't be a fad, and it definitely won't be temporary. It will be your new healthy lifestyle, and when you think, "What's for dinner?" the answer will naturally be a healthy choice. **SME**

PICK OF THE MONTH

BOOK

HYEONSEO LEE – THE GIRL WITH SEVEN NAMES

In a time of renewed interest in the reclusive dictatorship of North Korea, Hyeonseo Lee, one of North Korea's defectors tells her story in a heartbreakingly beautiful memoir that details her life before and prior to her escape from one of the world's most repressive regimes. Co-written by David John, her struggles as she finds her place in the world, the isolation that comes with freedom and the ever present fear that lingers on, this memoir is an excellent snapshot of what it is like to live in there as one of their citizens and just it would take to for one to leave it.



MUSIC

MAGGIE ROGERS - NOW THAT THE LIGHT IS FADING

We have all heard about Pharrell Williams crowing over Miss Rogers and her proverbial single; "Alaska". We've heard it repeatedly over multiple platforms and channels over late 2016 and now finally, we have a major release of her first EP with her three singles and two brand new songs. As debuts go, she certainly has potential. Her songs are endlessly infectious and Alaska certainly is an earworm masterpiece. That said, one can't help but be reminded of the rather abundant female folk singer-songwriters crowding around this genre. It's a solid start, but when the world is presented with the likes of Beth Orton, Lissie and Liz Phair, Miss Rogers pales in comparison.



MOVIE

BEAUTY AND THE BEAST

Disney's Beauty and the Beast is a straight live-action remake of their 1991 animated film. With a couple of notable exceptions, the plot doesn't really diverge from the animated film. Enter knowingly and with full knowledge of the film. Happily, for those of us who need suffer through the film, the cinematography, music, sets and costumes are nothing short of luscious and beautiful. This is what a beautifully rendered, no expenses spared Disney film would look like and it shows. Disney's live action remakes have always been a hit-or-miss and this, unfortunately, falls in the middle of the pack. **SME**



鼎·坚

STRENGTH & GROWTH



GOLDEN BULL AWARDS IS BACK!

goldenbullaward.com



AUTOMECHANIKA KUALA LUMPUR

Malaysia's leading regional trade fair for the automotive industry targeting trade visitors from ASEAN, Automechanika Kuala Lumpur, kicked off its 10th exhibition from 23 to 25 March. The fair included cutting edge exhibits emphasising smart technology, mechanical repair, new technologies and skills hosted by several experts from Australia, Malaysia and the UK.



FILMART HONG KONG

The 21st Hong Kong International Film & TV Market (FILMART), organised by the Hong Kong Trade Development Council was held from 13 to 16 March at the Hong Kong Convention and Exhibition Centre. This year's fair attracted more than 8,000 visitors and featured the latest productions of more than 800 exhibitors from 35 countries and regions. Chinese mainland and many overseas exhibitors also set up booths to promote their local entertainment productions.



MALAYSIA TRADE & EXPORT FINANCE CONFERENCE 2017

The Global Trade Review welcomed over 150 experts in export, supply chain and trade finance at the Malaysia Trade & Export Finance Conference 2017 with the event taking place at the Mandarin Oriental in Kuala Lumpur on 14 March. The conference provided in-depth discussions, debate and unparalleled networking opportunities with the market's top experts for all attendees. **SME**



SUBSCRIBE NOW

GET SME MAGAZINE AT YOUR DOORSTEP EVERY MONTH!



PERSONAL PARTICULARS

Name

Job Title

Company

Address (Home/Office)

City

Postal Code

Country

Daytime Contact Number

Mobile Number

Email

MODE OF PAYMENT

- Bank Draft** (make payable to Business Media International Sdn Bhd)
- Cheque** (make payable to Business Media International Sdn Bhd)
- VISA Mastercard

Card number

CW/Security Code

Expiry Date

Cardholder's Name

Issuer Bank

Signature

SUBSCRIPTION AND PAYMENT

12 issues (1 year)

Malaysia **RM 76.32** (including 6% GST & delivery) (was RM101.76)

Singapore **S\$ 64.20** (including 7% GST & delivery) (was S\$96)

24 issues (2 years)

Malaysia **RM 152.64** (including 6% GST & delivery) (was RM203.52)

Singapore **S\$ 128.40** (including 7% GST & delivery) (was S\$192)

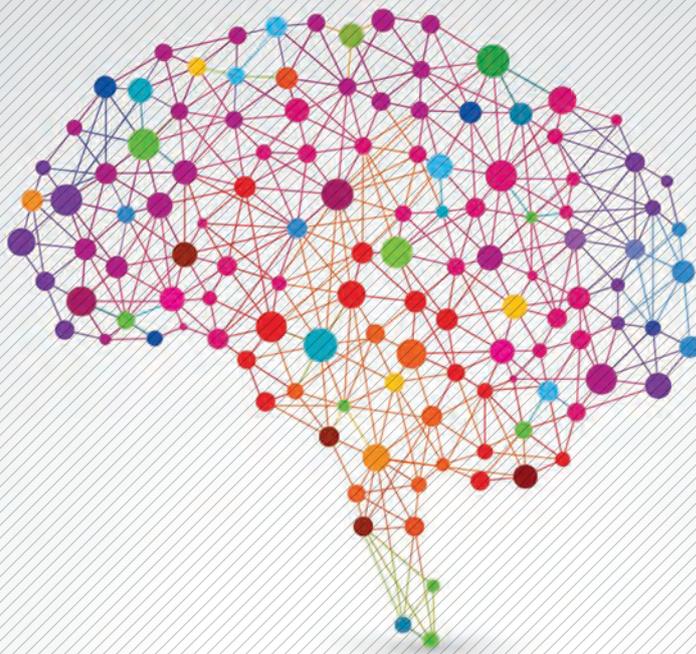
TERMS AND CONDITIONS

† This subscription form constitutes a legal offer and once accepted by the Publisher forms a legal agreement and is subject to the Terms and Conditions of the Publisher
 † Subscriptions are non-refundable and irrevocable † Personal cheques are acceptable † Kindly allow 3 weeks for delivery of first subscription issue. For subscription enquiry call +603-7880 3511 or email circulation@smemagazine.asia † Completed subscription form with payment and / or credit card details should be sent to:

BMI Business Intelligence Pte Ltd
 1 Raffles Place, Tower One, #44-02, Singapore 048616
 [t] +65 3158 9809

A PUBLICATION OF:
Business Media International

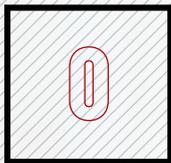
Unit 709A, 6th Floor, Kelana Parkview Tower, Jalan SS6/2,
 Kelana Jaya, 47301, Petaling Jaya Selangor, Malaysia
 [t] +603 7880 3511 / 8692 [f] +603 7880 3515



INNOVATION

**"INNOVATION DISTINGUISHES
BETWEEN A LEADER AND
A FOLLOWER"**

—
Steve Jobs



ne of my favourite 'mamak' food is the 'roti bom', a thick and sweet version

of the popular flatbread. I have often wondered who created the recipe for this lifesaver, and believe that the person should be given an award for innovation. I am exaggerating of course. However, in almost every aspect of life: in medicine, social changes, the economy and even in our household chores, innovation has made them easier and less expensive; and in the process make the world a better place.

The buzzword for businesses today is innovation. For most people, innovation is about creating new products and services, but the concept goes much further than that.

Many in the technology business, and that includes government leaders and policy makers, equate innovation with technology. While technology is an important innovation enabler, technology in itself is not necessary innovation. True innovation adds substantial value, and changes how things are done for the better.

If you are a retailer, and you have enabled online browsing and purchase of your products; is that innovation? Of course it is. But more importantly, how are your products now different and solving more problems for your customers?

DIMENSIONS OF INNOVATION

While innovation is widely accepted as everything from saviour of mankind to the future of businesses, there is generally no universal definition of what constitutes innovation. In the many years of our association

with entrepreneurs and innovators, we can, however, offer to narrow innovation to its three dimensions: the degree of innovativeness, the type of innovation and the added value of that innovation.

The first is simply how 'new' is your innovation: has someone else done it before? The second is whether your innovation is in your products and services or processes and systems, or in markets and industries. The final dimension is probably the most important one, and one that is most often ignored in innovation 'workshops' and media reporting. True innovation shouldn't be just change for the sake of change. And it doesn't matter where the change is. Most importantly, that innovation should add value to your business, consumers and the society.

As entrepreneurs, we need to not only embrace innovation, but also understand how innovation can act as a social change agent and ultimately, in setting our products and services, our companies and our brands, apart from our companies. **SME**



Heartiest Congratulations!

To the winners of the Asia Pacific Entrepreneurship Awards 2017, we applaud your excellence in responsible entrepreneurship emulating strong commitment, advocacy, integrity and leadership in Thailand. Not only have you come to rise through your sheer entrepreneurial qualities, but also help raise others around you with your strong leadership backbones throughout your journey. Congratulations on being part of an elite group in Thailand to receive the Asia's Most Prestigious Awards for Entrepreneurs.

RECIPIENTS OF THE ASIA PACIFIC ENTREPRENEURSHIP AWARDS 2017, THAILAND

ENTREPRENEUR OF THE YEAR

- **Chai Chaiyawan**
Thai Life Insurance
(Financial Services Industry)
- **Soontorn Dentham**
Humanica Limited
- **Sakulthorn Juangroongruangkit**
Real Asset Development Co. Ltd.
- **Dr. Somchai Hatchaleelaha**
Join & Coin Corporation
Company Limited
- **Torn Prachartam**
Thai Optical Group
Public Company Limited

APEA WINNERS

- **Dr. Chalerm Harnphanich**
Bangkok Chain Hospital PCL
- **Dr. Ausanee Mahagitsiri Leonio**
KDN Company Limited
- **Toshiaki Maekawa**
Tri-Petch Isuzu Sales Co. Ltd.
- **Dr. Sunhavut Thamchuanviriya**
Master Group Corporation (Asia) Limited
- **Varavuth Jentanakul**
Zense Entertainment Co. Ltd.
- **Thanasak Watanathana**
Metropolitan Waterworks Authority
- **Apichart Chayopas**
Raja Ferry Port
Public Company Limited
- **Mikel Yaw Lung Uei**
Elebram Systems Co. Ltd.
- **Michael Plaxton**
FWD Life Insurance PCL

www.enterpriseasia.org

SME100
Awards 2017
FAST MOVING COMPANIES™

ARE YOU FAST ENOUGH?

It's Time To Put Yourself
To Test And Push Yourself To The
Peak Of Excellence

Nominations OPEN NOW!

marketing@businessmedia.asia
+603 - 7880 3511

NOMINATION DEADLINE

SME100 Singapore
SME100 Malaysia

30 April 2017
31 July 2017

SME

A PUBLICATION OF:
**Business
Media
International**

www.sme100.asia