

ISSUE 14

马来西亚家具总会简报 NEWSLETTER

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工厂转型计划旨在协助中小型企业提高生产力

Factory Transformation Programme aims to assist SME in improving their manufacturing capabilities



**Timber & Furniture
Factory Transformation Program
2022**

尽管重新开放的经济缓解了制造商的压力，但也随即出现了一系列的新挑战。其中最主要的就是原材料和员工短缺，以及履行海外订单的需求。

为了提高生产力，马来西亚木材理事会连同 SIRIM 和 ICA4.0 继续推出了工厂转型计划 (FTP)。FTP 旨在通过 Green 5S、精益管理和创新管理等多项计划，来帮助中小型企业提高生产能力。而这些计划也是迈向工业 4.0 的一个平台。

去年大约有 14 家木材制造商参与了该计划。通过该计划，一些公司降低了生产耗费，同时也提高了生产力和销售量。

由于之前所取得的良好效果，马来西亚木材理事会继续资助 20 名有兴趣参与 FTP 的马来西亚家具总会会员。每个计划的费用为马币 33,125 令吉，中小型企业参与者将获得 70% 的补贴，而非中小型企业参与者则可获得 60% 的补贴。

While the reopening of the economy brought relief to many manufacturers, a new set of challenge emerges. Chief among them are the lack of raw materials, workers and also the need to fulfill overseas orders.

In order to improve manufacturing capabilities, the Malaysian Timber Council together with SIRIM and ICA4.0 has continued the Factory Transformation Programme (FTP). The FTP aims to assist SMEs in improving its manufacturing capabilities through several initiatives such as Green 5S, Lean Management and Innovation Management that also serves as a platform in moving towards Industry 4.0.

Approximately 14 timber companies have participated in this programme last year and many have being able to reduce wastage while increasing its productivity and sales.

With a good result, MTC has agreed to subsidy 20 MFC members whom are interested to participate in the FTP. With the estimated fee of RM 33,125, SME players will receive a 70% subsidy while their non-SME counterpart is entitled to a 60% subsidy.

SIRIM-ICA40 Road Map - Introductory



SIRIM-ICA40 Road Map - People Readiness



FACTORY TRANSFORMATION PROGRAMME

- ✓ **Factory Transformation Programme (FTP)** aims to assist SMEs in the manufacturing sector in improving their manufacturing capabilities through the application of:
 - a. Green 5S
 - b. Quality Tools and Techniques
 - c. Lean Management
 - d. Innovation Management

- ✓ Towards preparing companies becoming Industry 4.0 ready. The programme modules are based on standards developed by SIRIM.

FACTORY TRANSFORMATION LADDER



Source: FTP Slide

更多详情可联系 For further details, kindly contact
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刨花板需求激增·出口至孟加拉商机无限

Bangladesh's surging demand for Particleboard could be an opportunity for Malaysian exporters

随着经济重新开放，机会也随之增加。孟加拉对木材替代品家具的需求导致对刨花板的需求不断增加。自2017年以来，由于其成本效益和相较于其他木质产品更为环保的材质，其年增长率一直保持在15% - 18% 之间。

这个南亚国家目前的市场规模为3.5亿美元，其中54% 的刨花板被用于家具业。根据马来西亚木材理事会钦奈事务所提供的数据显示，该国仅在2021年10月，进口的HS 4410产品就高达944,790美元。

尽管马来西亚的出口数额与中国相比仅占一小部分（截至12月21日的数据为1.2万美元），但根据当地室内设计公司的说法，其优势如质量及成为高端客户的选择等，让马来西亚出口的刨花板更受欢迎。

因此，其不断增长的经济，更能成为马来西亚出口商拓展商机的机会。

As economies reopen, so does opportunity arises. This has been the case for Bangladesh where its demand for timber- alternative furniture has brought increasing demand for particleboards. The growth rate has been between 15% - 18% annually since 2017 due to its cost-effectiveness and being eco-friendly compared to its wooden counterparts.

The South Asian nation's market size is currently worth US\$ 350 million and 54% of its current total consumption of particleboards is used in the furniture sector. Data provided by MTC Chennai indicates that the country's import of HS 4410 in October 2021 alone was US\$ 944,790.

Although Malaysia exports only a fraction of what China does to the country (US\$ 12,000 in Dec 21), there are some advantages such as its quality and being the choice for high-end clients according to local interior design firms.

Hence, it is advisable for Malaysian exporters to continue exploring Bangladesh for business opportunities due to its growing economy.



Source: MTC Chennai Market Alert 03/22 [MA0322]

清洁能源金融公司（CEFC）3 亿澳元基金鼓励大规模木材建设

Down Under: CEFC's AUD\$ 300 Million Fund to encourage mass timber construction

为了应对气候变化，澳洲政府的清洁能源金融公司（CEFC）通过债务融资推出了一项3亿澳元的基金，以鼓励房地产行业推行大规模木材建筑。

根据澳洲绿色建筑委员会的一项研究，如果事情继续不受控，到2050年时，隐含碳将占澳洲建筑环境排放的85%。而根据《巴黎协定》，澳洲必须在2050年实现净零排放。因此，CEFC在2021年的一项研究中发现，与钢结构和混凝土结构相比，大规模木结构建筑可以减少75% 的隐含碳，从而应对挑战。

符合条件的项目包括大规模建设中的低碳工程木制品，来自适当来源的材料具有商业价值、需要2,000万至7,500万澳元的CEFC债务融资等。此外，符合条件的受惠者也将根据具体情况考虑，包括商业办公室、零售、工业、医疗保健、教育、高密集公寓、老年人居住，甚至是学生住宿。

In order to combat climate change, the Australian government's Clean Energy Finance Corporation (CEFC) has unveiled a AUD\$ 300 million fund via debt financing to encourage mass timber construction across the property sector.

According to a study by the Green Building Council of Australia if things are allowed to continue unhindered, embodied carbon will make up 85% of Australia's built environment emission by 2050, the year the nation must achieve net zero emission under the Paris Agreement. Therefore a 2021 study by CEFC discovered that mass timber construction can play a role in meeting the challenge by reducing embodied carbon up to 75% compared to its steel and concrete counterparts.

Among eligible projects are low carbon engineered wood products in large scale construction, materials from appropriate sources, being commercially sound, require AUD\$ 20 million – AUD\$ 75 million in CEFC debt financing among others. Additionally, eligible recipients will also be considered on a case-by-case basis and could be in commercial office, retail, industrial, healthcare, education, multi-residential apartments, seniors living or even student accommodation.

Source: <https://thefifthestate.com.au/business/funding-grants/cefc-launches-300-million-funding-for-timber-building-construction/>



Proposed EU Deforestation Regulation – Introducing the main elements and requirements for European companies

Understand what to prepare for when this proposed regulation steps into force



3 March 2022



10.00 – 11.15 am (CET)

Sign up
now!



#LIFElegalWood

欧盟无毁林产品法规 · 旨在对抗气候变化

EU's Regulation on deforestation-free Products aims to combat Climate Change

由于越来越多的森林被砍伐以做扩大农业用地以供生产产品，欧盟早在2021年11月就发布了一项有关无毁林产品的提案。

这一法规超出了欧洲现有的控制与森林砍伐相关的《森林和农产品贸易措施》。目前，该法规不仅包括木材公司，还包括大豆、咖啡、可可、牛肉和棕榈油等产品。

Preferred by Nature的林业法制经理Christian Sloth表示，如果该法规以目前的形式实施，将显著减少欧盟的森林砍伐。

相关法规的免费线上研讨会将于2022年3月3日（星期四）上午10点至上午11点15分（欧洲中部时间）举行，旨在提高对这项新法规的认识。该研讨会的媒介语为英语。有兴趣参与者可通过<https://preferredbynature.org/events/proposed-eu-deforestation-regulation-introducing-main-elements-and-requirements-european> 报名参与，先到先得。

As more deforestation becomes more chronic to make way for the production of commodities through the expansion of agricultural land, the European Union has released a Proposal for the Regulation of deforestation-free products back in November 2021.

This regulation goes beyond any existing European measure to control trade in forest and agricultural products linked to deforestation. Currently the regulation includes not only companies dealing with timber but also products including soy, coffee, cocoa, beef and palm oil.

According to Christian Sloth, Forestry Legality Manager at Preferred by Nature if the regulation is being implemented in its current shape or form, it could reduce the European Union's contribution to deforestation significantly.

In order to enhance awareness of this newly introduced regulation, a free of charge webinar will be held on March 3, 2022 (Thursday) at 10.00am – 11.15am (CET) in English. Interested participants can register at <https://preferredbynature.org/events/proposed-eu-deforestation-regulation-introducing-main-elements-and-requirements-european> on a first come first served basis.

NEW ZEALAND RADIATA PINE

Trust, strong values and a respect for our land: why New Zealand is one of the world's best pine growing countries

Vietnam is establishing itself as a star on the global wood-product exports stage, now ranking fifth globally, and for over 20 years, New Zealand radiata pine has been a trustworthy source of supply for Vietnam wooden furniture manufacturers.

With a growing international thirst for sustainably produced wood products and Forest Stewardship Council (FSC) export, it continues to be an ideal partner choice. Versatile, sustainable and with a 30-year growing-harvesting cycle, New Zealand radiata pine is a super-renewable, consistent source of softwood, that can solve the supply-and-demand issues facing Vietnam's growing wood product sector.

Additionally, New Zealanders believe in kaitiakitanga - a Māori principle that helps our understanding of our land as a resource to be respected. As kaitiaki, or guardians, New Zealanders care for people, place and planet, today and for future generations. This means our timber industry is committed to ensuring sustainable best practices and investment in technology to future-proof trade.

New Zealand FSC plantations provide a renewable resource

With over 55 percent of New Zealand's plantations being FSC certified, New Zealand's radiata pine

is a trustworthy, desirable choice for Vietnamese wood furniture makers looking to meet increasing international demands for sustainably crafted products.

Built on a 100-year history of science and research, the New Zealand radiata pine industry uses new knowledge and technologies to make better use of our forestry resources while ensuring future generations are secured through sustainable practices. New Zealand suppliers pride themselves on meeting both customer demands and environmental requirements for managing forests and processing timber.

Having invested in 588,000 hectares of new forest since 1990, intensively managed radiata pine forests now form the backbone of New Zealand's forestry industry. Stretching across 1.5 million hectares, they are also an expanding resource, maturing at a rate of 30 years in continuous rotation, guaranteeing long-term security of supply.

New Zealand also boasts an industry-wide commitment to efficient and sustainable practices, from seeding and harvesting right through to processing and liaising

with export agencies. The National Environmental Standard for Plantation Forestry (NES-PF) for example, was implemented in 2018 to build upon already existing good practice standards to provide further protection for the environment and cover activities such as pruning, earthworks river crossings, harvesting, land preparation and replanting. It's a level of environmental responsibility that doesn't exist in other countries.

Selective breeding and better forest management

One of the keys to industry progression is research and development. This applies to the timber sector as well. New markets bring new consumer trends, and New Zealand has invested in science and technology to ensure its wood industry is ahead of the curve.

New Zealand boasts a 100-year history of research and development in forest productivity and timber quality. A Crown Research Institute, Scion, is a world-leading hub specialising in research, science and technology development for the forestry and wood-product sector. Its globally recognised scientists work across the forestry value chain, from genetics through to manufactured products, using high-end techniques to improve productivity through selective breeding and better forest management.

Scion also focuses on advancing technologies and implementing best practices to build thriving environments for sustainable forestry. Healthy soils are just one example: with forest health and productivity

reliant on soil structure, topsoil depth, rooting depth, hard pans, texture, water-holding capacity and nutrient supply, Scion soil scientists are constantly working to understand more about the connections between soil health and forest productivity.

Versatile, easy to work with, looks great

There's a misconception that using sustainable, ethically sourced materials sacrifices aesthetics and usability. This doesn't need to be true with New Zealand radiata pine.

As a versatile softwood with a medium density of around 415 kg/m³ New Zealand radiata pine outperforms many competing timbers. New Zealand radiata pine performs well with all types of hand and machine tools, and, due to its even density within growth rings, it works extremely well with glues and in finger joints.

The lower resin levels in New Zealand radiata pine compared to other species also makes it easy to use for furniture making. From green to dry with just 12 percent moisture content, it shrinks 3.9 percent tangentially and 2.1 percent radially on average. The overall hardness can also be boosted to the level of hardwoods like mahogany and oak using a process developed by Scion which pressure impregnates the wood. This process produces modified wood that are free of toxic chemicals, due to the reaction of base chemicals.

It looks good, too. New Zealand radiata pine finishes easily in natural or enhanced colours and adapts to

most furniture styles. Thanks to some of the world's most advanced forest management for clear wood production, knotty core growth can be restricted to a small zone surrounding the heart of the tree - meeting exacting demands for today's fashionable exposed-wood furniture.

New Zealand - your trustworthy trade partner

At its core, the New Zealand radiata pine industry is built on sustainable practices, with a respect for the land that has been engrained in its culture for centuries. As such, Vietnamese furniture makers can trust they are working with honest, ethical and respectful business partners who are committed to caring for their environment while continually innovating to secure the industry's future together.


New Zealand is also a member and supporter of the ASEAN-Australia-New Zealand Free Trade Agreement (AANZFTA). As a member of the AANZFTA and a country committed to its own strong principals for quality and care, look no further than New Zealand to provide a consistent source of versatile, sustainable timber to meet growing international opportunities.

For further information, contact us at nztimbervietnam@nzte.govt.nz or visit www.newzealandbusiness.nz/vietnam





家族企业传承五大支柱



罗炜雄

企业家兼周游列国的MBA讲师。曾于毕马威会计事务所担任营销总监多年，也是多个亚洲著名政论清谈电视栏目的常驻嘉宾，常探讨经济、商业、政治热门课题与最新市场趋势。

华人有一句话是“富不过三代”，这句话用在家族企业，可以说是相当准确。因为根据学术研究，全球家族企业只有30%成功传承给下一代，15%成功传承给第三代，只有区区4%家族企业由第四代掌权。换句话说，家族企业传承能够跨越四代的，真的寥寥无几。

家族企业的定义就是——这家企业的大股东基本上由一家人所掌控；企业内部很多重要职位，尤其是一把手岗位都是由家族的人出任，这就是典型的家族企业。

家族企业基本上是很多创业者的雏形。创业是一个十分艰难的过程，它可以说是九死一生的旅程。很多时候，创业者往往能够坚持下来，离不开家人无私的牺牲和支持。因此，当家族企业业绩走上轨道后，企业重要职位往往也是家族的人在把控。

目前全球人口老化，无论在欧洲，美国和中国都面临重大的人口挑战，家族企业也无可避免地面临相同挑战，就是创办者开始面临接班和传承的问题。因此过去20年，学术界兴起了研究家族企业传承的热潮。家族企业对社会贡献非常巨大，在马来西亚，96%的中小型企业 和70%的马来西亚上市公司都是家族企业，它们为马来西亚人民贡献了60%的工作机会。换句话说，每10个马来西亚成年人里，有6位是在家族企业上班。

家族企业如何提高传承的成功率也是目前很多家族企业负责人非常看重的课题。但是，家族企业传承是一个非常挑战的课题。其中一点，企业传承时间非常漫长，一般需要10年到15年，这也是为何家族企业传承成功案例不多的原因。

家族企业传承的第一步就是要迈向专业化管理。专业化管理即把家族企业的经营方式和跨国企业看齐，拥有正式的企业内部组织权力架构，赏罚分明的职业升迁制度，财务预算和制度以及“唯才是用”的理念。最重要的就是拥有清晰的战略方向和经营理念。

家族企业专业化管理的第一个支柱是，必须拥有非常严谨的企业家族治理方针。这里包括成立董事会，委派独立董事出任和家族委员会。董事会的职责就是为公司立定战略方向，监督公司运营管理以及确保公司经营有方；独立董事主要就是以家族之外的专业人士提供专业的意见和看法，以促进公司健康发展。如果家族成员之间发生纠纷，独立董事就可以发挥协调的作用，这是确保公司运作可以与时俱进。

专业化管理的第二支柱就是，确保管理团队拥有充分能力管理家族企业。这能力包含了正规教育，对行业的敏锐度，自身管理能力，以及拥有成熟思维并且与时俱进。基本上，这些都是必须要在家族企业内部工作超过15年，才能够具备的能力。

成立家族宪章是家族企业传承专业化的另一个重要支柱。家族宪章就是列出家族企业的存在意义、愿景、使命、价值观，以及长远战略方向与思维方式，尤其需列出家族认同的家族核心理念，包括一些底线与规矩。以李锦记为例，这家拥有百年历史的香港家族企业就是在经历了两次分家的家族纠纷后，第三代掌门人李文达痛定思痛，推出了家族宪章，以确保家族企业得以传承和基业长青。

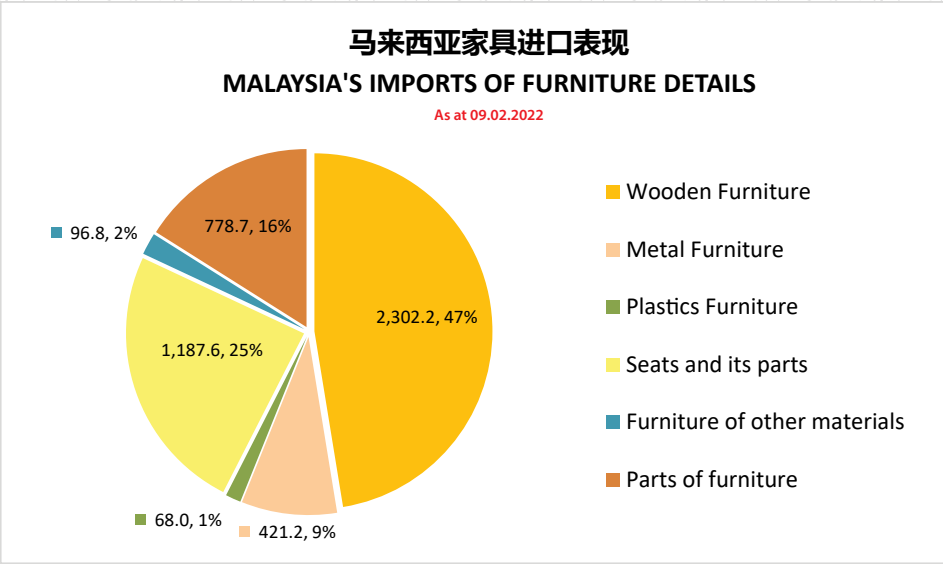
家族企业和一般企业最大的不同之处就是，它拥有家族血缘关系作为基础和纽带。第一、第二和第三支柱可以说是以理性方式来架构起专业化的家族企业管理，把制度、权力、利益分配与规矩讲清楚，让大家工作时候有所依据。但是，家不是讲理的地方，而是讲情的地方。因此，家族企业除了需要把规矩讲清楚之外，还需要培养家族成员之间的感情。这是一个非常重要的一环。家族企业第一代可能是兄弟姐妹一起成立，大家一起成长，彼此之间感情无间。但是，第二代就变成了堂兄表弟了。成长环境，学习过程可能都不一样。因此，家族长辈有必要打造一种环境，让第二代甚至第三代同辈多交往、多接触。通过各种节假日、非正式场合来培养家族之间的情谊是非常重要的方式与方法。

最后，家族企业能不能继续传承，就要看大家对家族企业的心里认同感有多重。譬如，家族企业有必要把公司的发展过程，先辈的创业艰辛变成家族内部的故事，以作为家族企业传承的精神文化，怎么说呢？南益集团由李光前先生在1928年创立，历经近百年，传承了第四代，目前南益集团依然在新加坡和马来西亚两地扮演着举足轻重的角色。李光前先生于1952年创立的李氏基金历经半世纪后，依然为新马两地的教育做出了巨大贡献，家族企业传承上升到一个家族精神遗产，李氏家族可以说是做出了一个典范。

家族企业传承已经是当前很多企业所面临的挑战。首先，家族企业掌舵人目前都属于50后和60后，这批人都已经步入60岁和70岁。随着时代的极速变化，这批人对于掌握新科技很多时候都力不从心，加上年龄问题，接班传承已经到了刻不容缓的程度。但是很多时候，创办者对于传承有很多考虑，有些是惧怕失去权力带来的落寞，有些是对于下一代接班人没有信心，这也导致家族企业传承困难重重。如果家族企业不转型，不走向专业化管理，那么家族企业是没有出路的。

以上的五大支柱是家族企业传承可以考虑的布局。谨记，专业化管理是家族企业唯一出路。

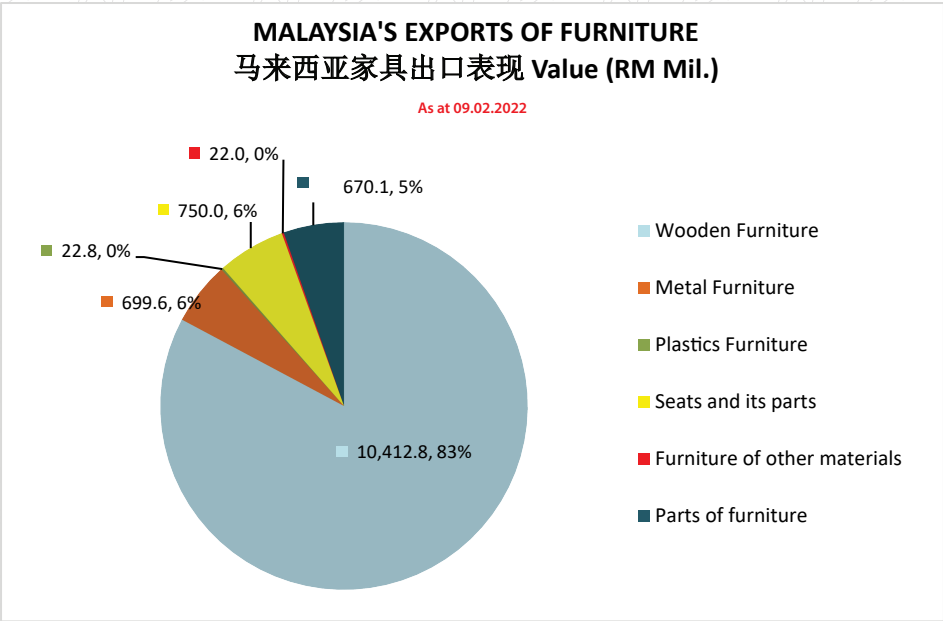




MALAYSIA'S IMPORTS OF FURNITURE, BY COUNTRY

Data sorted by value of 2021
As at 9.2.2022

COUNTRY	2020 ^f		2021 ^p		
	Value (RM Mil.)	Share %	Value (RM Mil.)	Share %	Change %
TOTAL IMPORTS	4,017.2	100.0	4,854.5	100.0	20.8
1 PEOPLE'S REPUBLIC OF CHINA 中国	3,171.2	78.9	3,642.2	75.0	14.8
2 THAILAND 泰国	142.8	3.6	192.7	4.0	35.0
3 REPUBLIC OF INDONESIA 印尼	120.3	3.0	138.4	2.9	15.1
4 JAPAN 日本	115.3	2.9	130.5	2.7	13.2
5 UNITED STATES OF AMERICA 美国	62.3	1.6	119.9	2.5	92.4
6 FEDERAL REPUBLIC OF GERMANY 德国	62.7	1.6	95.5	2.0	52.2
7 SOCIALIST REP. OF VIETNAM 越南	62.8	1.6	88.2	1.8	40.6
8 TAIWAN 台湾	48.3	1.2	60.2	1.2	24.6
9 ITALY 意大利	35.8	0.9	55.5	1.1	55.2
10 POLAND 波兰	20.6	0.5	52.1	1.1	153.0



MALAYSIA'S EXPORTS OF FURNITURE, BY COUNTRY

Data sorted by value of 2021
As at 9.2.2022

COUNTRY	2020 ^f		2021 ^p		
	Value (RM Mil.)	Share %	Value (RM Mil.)	Share %	Change %
TOTAL EXPORTS	12,864.1	100.0	12,577.3	100.0	-2.2
1 UNITED STATES OF AMERICA 美国	7,659.4	59.5	7,275.9	57.8	-5.0
2 REPUBLIC OF SINGAPORE 新加坡	549.3	4.3	734.7	5.8	33.7
3 JAPAN 日本	650.6	5.1	689.4	5.5	6.0
4 AUSTRALIA 澳洲	530.0	4.1	466.9	3.7	-11.9
5 UNITED KINGDOM 英国	496.4	3.9	436.9	3.5	-12.0
6 CANADA 加拿大	315.2	2.5	287.6	2.3	-8.8
7 INDIA 印度	216.4	1.7	216.5	1.7	0.1
8 SAUDI ARABIA 沙地阿拉伯	185.9	1.4	183.2	1.5	-1.5
9 UNITED ARAB EMIRATES 阿拉伯联合酋长国	154.9	1.2	170.5	1.4	10.1
10 PHILIPPINES 菲律宾	137.3	1.1	160.2	1.3	16.7

