

# ISSUE 16

## 马来西亚家具总会简报 NEWSLETTER

ISSUE 16, APRIL 2022

### 第二次马来西亚家具总会理事会（2021/2023）会议於柔佛州进行 *MFC 2nd GC Meeting and Courtesy Visit to Muar Furniture Association*



马来西亚家具总会于2022年4月15日至16日在柔佛州麻坡召开了马来西亚家具总会理事会（2021/2023）第2次会议。会议就马来西亚家具总会2022年度常年会员代表大会，和其他正面对的挑战进行了讨论。

其他事宜如最低薪金制的施行，理事会议决发函至马来西亚人力资源部（MOHR）和马来西亚经济事务部（EPU）。如果信函没得到相关部门的回应，理事会将会发出新闻声明。

此次的麻坡之行，理事会也礼貌拜会麻坡家具同业商会。双方就一些问题进行了交流，以加强双方的关系。同时也参观了麻坡家具工业园，并享用了丰盛的午餐。



On April 15 – 16, 2022, MFC conducted its 2nd 2021/2023 Governing Committee meeting in Muar, Johor. The meeting saw the discussion of several important matters such as the 2022 MFC AGM date, current issues that threaten the industry.

The GC decided to issue an official letter to both the MOHR and EPR Minister regarding the new minimum wage. A press statement will be issued if the letter remains unattended.

This Muar trip also coincide with a courtesy visit to the Muar Furniture Association (MFA) and a number of issues were exchanged to strengthen the bond between both parties. The visit concludes with a visit to the Muar Furniture Industrial Park alongside a sumptuous lunch for the visiting entourage.



# 预计2023年马来西亚企业全面复苏

## Businesses foresee recovery in 2023 and beyond

没人能预料，一场突如其来的全球新冠病毒疫情会持续了两年之久。最初，大家都将之认定为普通流感，一直到全球健康受到了严重威胁。

依据马来西亚 RAM Holdings在2022年第一季度的商业信心调查中，140名的受访中，有75% 是来自中小型企业（SME）和微型企业的人士。当中58% 的受访者指出，以目前的趋势来看，马来西亚的经济与业务普遍上只能在2023年得到全面恢复。而另 55% 接受调查的公司尚未恢复到新冠疫情之前的水平。

52% 的受访者认为，全面复苏之路面临成本上升的挑战、其次有24% 的受访者认为是劳动力成本的因素，最后就是过去 6 个月以来有增无减的运输费用。这些都被受访企业认定为本季度最大的担忧。

因此，希望马来西亚政府能竭尽所能的确保，因新冠疫情而收到打击的企业能尽快恢复至疫情前的趋势水平。

When Covid-19 struck the globe, very few predicted it will last for more than two years. This sentiment was prevalent among the business community whom initially thought this is just a mere flu virus until reality struck hard.

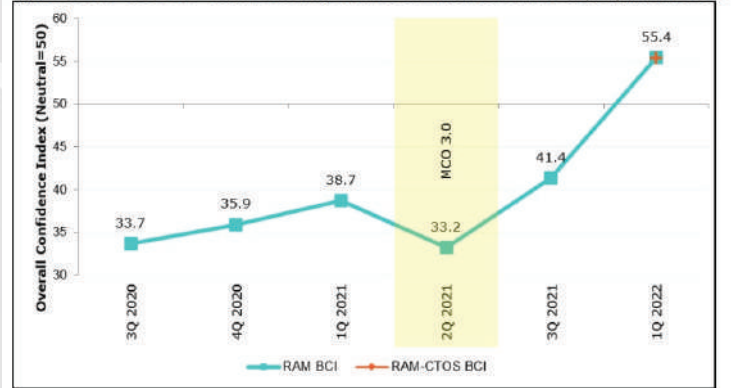
According to a Business Confidence Survey for Q1 2022 by RAM Holdings with 140 respondents and 75% consists of small medium enterprises (SME) and micro enterprises. Not surprisingly, 58% of respondents said that business will only recover in 2023 whom most likely made up all of the 55% whom said that currently their business is still below pre-Covid-19 levels.

Among the major reasons the sentiment persists was attributed to the rise of raw material prices from 52% of the respondents followed by labour costs (24%) and finally transportation fee (13%) for the last 6 months.

With such a result, it is hopeful that the government can do all it can to ensure the disruption of future Covid-19 variants towards the economy will be at an acceptable level.

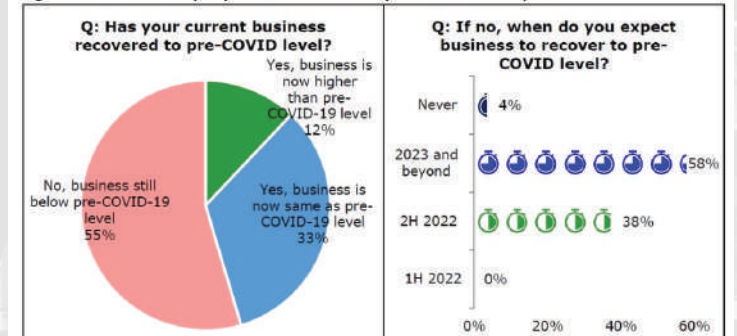
来源：RAM- CTOS 商业信心指数（BCI）调查新闻稿

Figure 1: RAM-CTOS BCI – Forward-looking business sentiment rebounded to pre-pandemic level



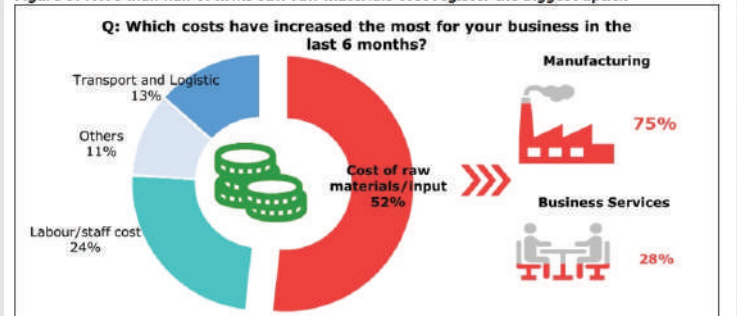
\* The RAM-CTOS sub-index commenced in 1Q 2022. Data points prior to 1Q 2022 are derived from the main RAM BCI.  
Sources: RAM BCI and RAM-CTOS BCI

Figure 2: Full return to pre-pandemic level not expected within this year



Source: RAM-CTOS BCI

Figure 3: More than half of firms saw raw materials cost register the biggest uptick



Source: RAM-CTOS BCI



# 优惠原产地证书（PCO）中的2022年HS编码声明

## Declaration of HS 2022 Code in PCO

由于马来西亚目前仍使用 2017 年版本的HS编码，以致近期一些业者在已采用 2022 年版本HS 编码的国家，申报其出口产品时遇到困难。

有鉴于此，马来西亚贸易及工业部（MITI）推出临时解决方案，促请出口商在ePCO网站 (<http://newepco.dagangnet.com/dnex/login/>) 将已运用最新版本的国家HS编码输入至其优惠原产地证书（PCO）系统中，以便能享受优惠待遇。

尽管如此，马来西亚贸易及工业部强调，此临时解决方案受进口当局的约束，出口商应咨询进口商或进口国海关当局，并在PCO中申报准确的2022年版本HS编码。

MITI 也建议欲采用 2022 年版本 HS 编码国家进口产品的本地进口商，须通知其出口商，在原产地证书（CO）表格中括号注明原有的 2017年版本HS 编码。

As certain countries begin adopting the 2022 version of the HS Code, this has created certain complications for Malaysian industry players seeking to export their products when our country is still adopting the 2017 HS Code.

This has prompted MITI to announce some interim measures where exporters are to include the importing country's 2022 HS Code into their PCO at the ePCO website (<http://newepco.dagangnet.com/dnex/login/>) to be able to enjoy preferential treatment.

Nevertheless, MITI has stressed that this interim solution is subject to the Importing Authority and exporters are to ensure the accurate 2022 HS Code is being declared in the PCO by referring to their importers or the Customs Authority from the importing nation.

As for local importers seeking their products from countries adopting the 2022 HS Code, MITI has advised that they notify their exporters to indicate the 2017 HS Code in bracket in their CO form.

欲知更多详情，请联系 MITI  
For further enquiries, kindly contact MITI  
[pco@miti.gov.my](mailto:pco@miti.gov.my).

### ANNOUNCEMENT



Dear Valued Customers,

#### DECLARATION OF HS2022 IN THE PREFERENTIAL CERTIFICATE OF ORIGIN (PCO)

The Ministry of International Trade and Industry (MITI) has received inquiries from Malaysian exporters pertaining to the request by several Members States to indicate Harmonized System (HS) nomenclature 2022 in the PCO, as well as challenges faced by their importers to claim for preferential treatment when using the HS2017 in the PCO forms, due to the implementation of HS2022 for import/export declaration in their country effective from 1 January 2022.

MITI noted that the implementation of HS2022 has attributed to changes in the importing country HS Code for a wide range of goods including difference in subheadings specifically at the fifth and sixth digit level. Please be informed that the transposition exercise in several Free Trade Agreements (FTAs) are yet to be completed. MITI is of the view that until it is finalized, the **HS2017 should be used in the PCO forms.**

However, as an interim solution to facilitate Malaysian's exporters in avoiding rejection by the **importing Member States**, exporters who are currently facing challenges in declaring the HS2022 in their Preferential Certificate Of Origin (PCO) due to the unavailability of the new HS edition in the ePCO system could **manually include the new importing country HS Code by indicating the HS 2022 in bracket** when applying the PCO to the importing countries (that have implemented the HS 2022) as follows:

### ANNOUNCEMENT



#### DECLARATION OF HS2022 IN THE PREFERENTIAL CERTIFICATE OF ORIGIN (PCO)

7. Number and type of packages, description of goods (including quantity where appropriate and HS number of the importing country)
112 BOLL LLEDE CS SRF 25.33 FILM 1251UM N 1220MDEK 2000M 20032.64 KILOGRAM IMPORTING COUNTRY HS CODE: 3920100000 IMPORTING COUNTRY HS CODE: 3920100000 (HS2022) LLEDE CS SRF 25.33 FILM 1251UM N 1220MDEK 2000M 20032.64 KILOGRAM IMPORTING COUNTRY HS CODE: 3920100000

MITI also would like to stress that **this interim solution is subject to acceptance by the Importing Authority and exporters are responsible to ensure accurate Importing Country HS Code (HS 2022)** is declared in the PCO, by referring to the correlation tables between the current HS 2017 and the new HS 2022 (which could be obtained from the respective importing country's Customs Authority).

We thank you for your continuous support and cooperation.

Senior Director  
Trade and Industry Support Division  
Ministry of International Trade and Industry  
7 January 2022

Kindly email to [pco@miti.gov.my](mailto:pco@miti.gov.my) for further clarification.

## 马来西亚出口家具至美国持续增长

### Malaysia's Furniture Export to US Continues to grow

2021年12月，美国商务部（DOC）报导，家具和家居用品零售商的销售业绩下降至117.95亿美元。这比2021年11月的124.84亿美元下降了约5.5%。而同期的零售总额为6,268亿美元，较2021年11月下降1.9%。

除家具之外，线上零售、体育用品、服装、电器、家电等商品，则分别下降8.7%、4.3%、3.1%和2.9%。

然而，家具和家居产品与2020年同期相比，增长了11.1%。马来西亚继续成为美国的第五大家具和床上用品供应商，并在2021年11月达到17.1亿美元。

因此，希望本地企业能是密切关注美国市场的最新走向，以确保其产品能继续保持竞争力。

In December 2021, the United States Department of Commerce (DOC) reported that furniture and home furnishing retailers registered a decline value to US\$ 11.795 billion. This is a 5.5% decline from November's 2021 figure of US\$ 12.484 billion.

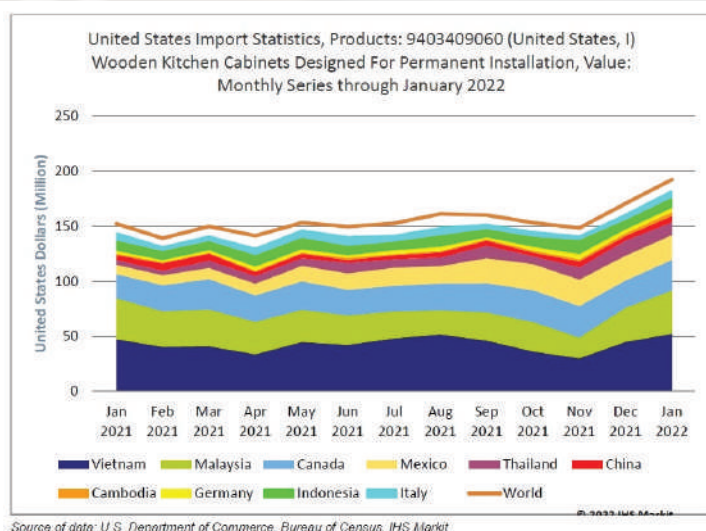
In terms of total retail sales within the same period, it was down 1.9% from November 2021's figure to US\$ 626.8 billion.

Other than furniture, items such as non-store retailers, sporting goods, clothes and clothing as well as electric and electrical appliances registered 8.7%, 4.3%, 3.1% and 2.9% decline respectively.

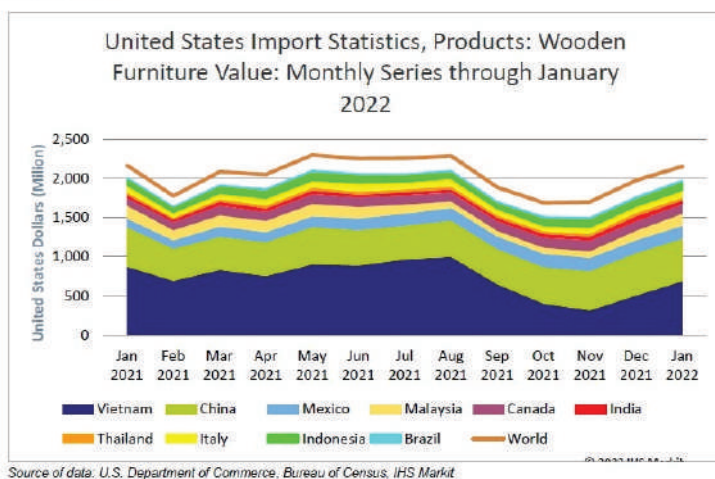
Nevertheless, all is not lost as furniture and home furnishing products registered a rise of 11.1% compared to the same period in 2020. Malaysia continued to be the 5th largest supplier of furniture and bedding to the US with US\$ 1.71 billion in November 2021.

Hence, it is hopeful that local companies can take note of the latest development in the US market to ensure its product remains competitive.

Source: MATRADE's Insight Business Trade and Information



#### FURNITURE





## 印度迅速增长的城市人口 · 为家具市场带来消费潜力

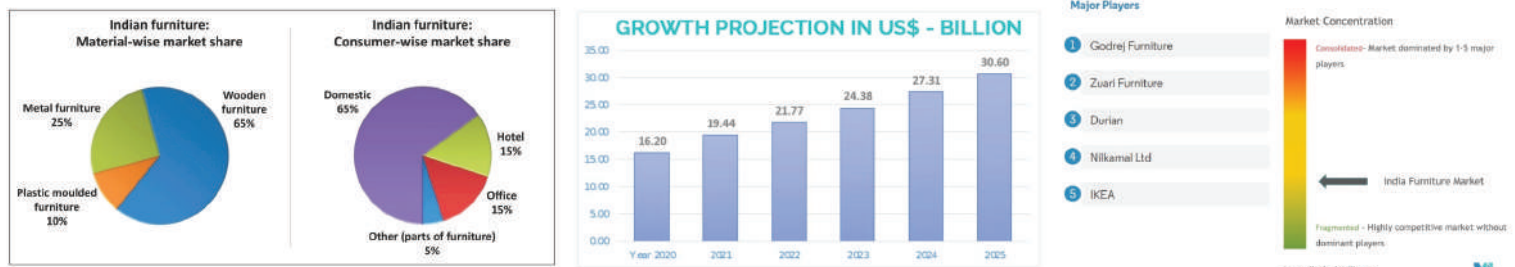
### *India's booming urban population fuels growing furniture demand*

随着印度逐渐崛起成为另一个经济强国，也将把其10亿人口国民的生活水平带到另一个阶段。得益于这快速城市化的发展，木制家具的需求也逐年增加。印度的家具进口总额在三年内从2018年的6, 259万美元，到2021年时增长了20%。

然而，印度家具行业存在较大的供应缺口，缺乏熟练劳动力、缺乏现代化和新设计的产品让印度越来越依赖进口产品。

随着印度经济发展、房地产以及旅游业兴盛，预计越来越多的酒店、餐馆和旅游景点将让家具行业呈现蓬勃发展的态势。而政府在不断推动酒店行业，舒适、美观的家具已然是4 – 5星级酒店的首选。

由于印度日益增高涨的反华情绪，相信在不久后，马来西亚将有机会成为印度的主要供应商。



With India slated to become another economic powerhouse, this will bring the life of its 1 billion population to another stage. As the country rapidly urbanises, this drives up the demand of wooden furniture as it increases year after year. Overall furniture imports increased 20% from US\$ 62.59 million in 2018 to 2021 within three years.

It has however becoming increasingly reliant on imported products due to the scarcity of skilled labour and lack of modernisation and new design.

As the economy reopens and develops, the increasing number of hotels, restaurant and tourist attraction is predicted to bolster demand of the Indian furniture market. With the government's push of the hospitality sector, it is obvious that comfortable, aesthetically superior furniture is the choice for 4 – 5 star hotels.

Due to the growing anti-China sentiment, it is up to Malaysian players to pivot itself as a prominent supplier to India in the near future.

Source: MATRADE's Insight Business Trade and Information



# 大马家具总会成立青年俱乐部 刘景坤被推举为团长



（吉隆坡4日讯）马来西亚家具总会（MFC）近期宣布成立青年俱乐部，并于日前召开首次会议，一致推举拿督刘景坤为青年俱乐部团长，而林舒婷和戴柏进则被推选为青年俱乐部署理团长。

拿督刘景坤表示，马来西亚家具总会青年俱乐部（MFCY）的成立，是为了汇聚及团结涉及家具和木材行业的年轻人，鼓励相关行业能有更多创新的新交际和成长；同时也希望能够提供最新的行业相关资讯和进行交流。

他说，MFCY计划在未来，成为一个会员们能相互合作、协助、共创商机的平台。

该俱乐部欢迎全马所有涉及家具和相关行业的青年朋友们，申请加入成为 MFCY 会员。欲知更多详情，可通过 WhatsApp 012-4031183 进行联系。

当晚，新任青年俱乐部执委也和马来西亚八大华青代表共进晚餐，交流和计划接下来的活动配合。出席者还有青团运署理总会长林顺斌、大专青署理总会长叶志华、马佛青总会长杨桂荣、宗乡青副总会长萧伟雄。

## 马来西亚家具总会青年俱乐部 MFYC (2021/2023) 执委名单

顾问	Matthew Law 刘建祥
团长	Dato Kenny Low 拿督刘景坤
署理团长（会员组）	Hazel Lim 林舒婷
署理团长（活动组）	Xeon Ter 戴柏进
秘书	KK Khoo 邱政凯
财政	Anson Go 吴志远
执委	Frank Wong 王家辉
	Roland Chung 锺德和
	Sin Wi Sern 沈威盛
	Kaijing Oh 胡凯劲
	George Yee 余信龙



马来西亚家具总会青年俱乐部于3月召开首次会议，刘景坤（坐者中）被推举为团长。坐者左起为戴柏进及林舒婷，右二为胡凯劲；站者左二为余信龙、右四为邱政凯。（照片由主办单位提供）

## 家具總會設青年俱樂部 劉景坤出任團長

（吉隆坡5日讯）马来西亚家具总会（Malaysian Furniture Council, 简称MFC）近期已成立青年俱乐部，并于3月召开首次会议。

会议上，与会者一致推举拿督刘景坤为青年俱乐部团长，林舒婷和戴柏进被推选为青年俱乐部署理团长。

刘景坤表示，马来西亚家具总会青年俱乐部（MFCY）的成立，是为了汇聚及团结涉及家具和木材行业

的年轻人，鼓励相关行业能有更多创新的新交际和成长，同时也希望能够提供最新的行业相关资讯和进行交流。

他说，俱乐部也希望能够成为一个会员们能相互合作、协助、共创商机的平台。

新任青年俱乐部执委也和马来西亚八大华青代表交流和计划接下来的活动配合。

该俱乐部欢迎全马所有涉及家具和相关行业的青年朋友们，申请加入成为会员。

## 馬來西亞家具總會青年俱樂部 MFYC(2021/2023)執委

顧問	劉建祥
團長	拿督劉景坤
署理團長(會員組)	林舒婷
署理團長(活動組)	戴柏進
秘書	邱政凱
財政	吳志遠
執委	王家輝、鍾德和、沈威盛、胡凱勁、余信龍

欲知更多详情，可WhatsApp至012-4031183联系及查询。

出席者包括青团运署理总会长林顺斌、大专青署理总会长叶志华、马佛青总会长杨桂荣及宗乡青副总会长萧伟雄。



# ESG – WHAT FURNITURE MANUFACTURERS NEED TO KNOW

by

*Prof. Jegatheswaran Ratnasingam & J. Natkuncaran\**  
Universiti Putra Malaysia

The concept of **Environmental, Social, and Corporate Governance (ESG)**, when linked to the forestry and wood products sectors remains highly debatable. The question of whether these sectors are sustainable investment have been marred by allegations of indiscriminate deforestation, and illegal logging, which poses a huge challenge for preserving ecosystems, biodiversity, and also mitigating the global climate change phenomenon. One cannot deny that illegal logging activities have tarnished and negatively impacted the reputation of the forestry sector as a whole, in South America, but also in some parts of south East Asia.

ESG is a criterion that is already knocking on the doors of the wood products and furniture industry. Increasingly financial institutions are paying greater attention to ESG compliance as a criterion in carrying out risk analysis as well as evaluating the value worthiness of companies. In fact, whether a company’s loan application will be approved not only depends on the balance sheet, but also the ESG compliance.

ESG as a concept entails aspects of energy consumption, social sustainability, biodiversity, and tackling climate change, all of which are part and parcel of ethical investing. ESG investment has increased the viability of one of the most promising wood-products industry, i.e., the furniture sector.

Furniture manufacturers in Malaysia appreciate the fact that for Sustainable Forest Management (SFM) to remain successful, it will require committed collaboration between manufacturers, investors, and policy/regulatory bodies. Regulatory guidelines for wood-products are already well established. For instance, certification schemes by the Program for the Endorsement of Forest Certification (PEFC) and the Forest Stewardship Council (FSC) are increasingly adopted by furniture manufacturers, who source wood materials from legally and sustainably managed forests.

The increasing use water-based finishing materials, which aims to reduce the volatile organic compound (VOC) emission is also gaining traction within the furniture industry. Further, low-formaldehyde emission adhesives, finishes, and even wood-based panels are increasingly being used by manufacturers to produce furniture. In fact, furniture manufacturers are compliant to demands imposed by the market when it comes to using environment-friendly materials.

Energy efficiency is also a matter of concern for furniture manufacturers, as the cost of energy (due to the recent hike in electricity tariffs for industrial use) is taking a toll on the profitability of large-energy consuming manufacturers. Cost optimization, related to measures and initiatives aimed at reducing the energy bill is highly desirable to furniture manufacturers, and in this respect, there is serious consideration within the furniture industry to relook at the options of biomass and solar energy sources. In fact, for ethical investment from the



perspective of carbon emissions... energy usage cannot be overlooked, not only in manufacturing but, also transportation, etc.

One indirect point that is often overlooked by furniture manufacturers is the ‘carbon footprint’ of their manufacturing activities. The waste produced and energy demand of the manufacturing activities make up the largest proportion of the carbon footprint, but other factors should also be considered depending on the boundary set out for such calculations. One point that must be taken note by furniture manufacturers is that some buyers are demanding that the carbon footprint of producing furniture be put on the label on the carton box – which means, decarbonization within the furniture industry in definitely in the pipeline.

In response to the growing international call for stronger policy actions on decarbonization, stakeholders are advocating the creation of commercial targets for use of low-carbon materials and sustainably designed and produced furniture products. Nevertheless, wooden furniture’s rising popularity can be mostly attributed to the green credentials of wood itself – a point that the Malaysian furniture industry can be proud off as nearly 80% of all furniture manufactured and exported are made up of wood and wood-based materials.

Throughout the developed world (i.e., USA, EU, Japan, Australia, etc.), which also happens to be the largest markets for Malaysian furniture, the desire to create environmentally-friendly and wood-products utilising cities is increasing rapidly. In other words, many cities are becoming ‘forests’ through the increased use of wood products and timber buildings. In fact, Sumitomo Forestry of Japan plans to build the world’s first supertall wood structured skyscraper in Tokyo by 2041. This may be attributed to the fact that the construction and operation of buildings accounts for 40% of the world's energy consumption, and approximately one-third of greenhouse gas (GHG) emissions – and increased wood use is one strong tool to fight the global climate change.

But while concrete and other construction materials emit a huge amount of carbon, trees instead absorb it throughout their lifetime. In fact, when the trees are transformed into wood products, including furniture, that carbon is ‘locked in’ rather than returned to the atmosphere when the tree dies. Previous research has shown that 1 cubic-meter of wood can store more than a ton of carbon dioxide (CO<sub>2</sub>). As a leading sustainably-produced and natural material, wood is recognized for its positive calming effects on mental and bodily health. Cities are also investing in the social benefits of a ‘return’ to nature, through funding for urban forests and large scale mixed-development projects incorporating green technologies. Such a trend is also picking up speed over the past years in Malaysia, especially in the Kuala Lumpur city-centre. Buildings are being rated for the energy efficiency and green compliance – a global trend that furniture manufacturers must begin to pay greater attention.

The one impact of ESG that is the least understood is the social compliance. In fact, during the COVID-19 pandemic, social connections and compliance became paramount in order to maintain mental health and general wellbeing. To have people back in the office, the office needs to provide a supportive environment where people can be productive and happy and connect better with their place of work. In this respect, many studies have shown that the often-overlooked consideration of ESG investment is the social impact of sustainable and human-oriented design. The furniture industry must check and improve its work environment, so as to shed its image as a 3D industry (i.e., dirty, dangerous, difficult) – which in turn will attract better human capital. As a matter of fact, the safety climate, work and living conditions of workers in the industry needs to be looked at, if the furniture sector is to ensure that it is moving in the right direction to comply with the ESG criterion.

Clearly, furniture manufacturing companies must keep pace with the growing demand as well as remain attractive to ESG investment.

*\*This report is an excerpt of the original study titled “ESG Compliant Wood Products and Furniture Manufacturing Industry – What needs to be done” (2021). The readers are invited to contact the authors for further information on this matter.*



## 步入后疫情时代，企业须重新检视商业模式



罗伟雄

企业家兼国际MBA讲师。曾于毕马威会计师事务所担任营销总监多年，也是多个亚洲著名政经访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。

2022年4月1日，经历了778天的锁国，马来西亚和新加坡同步宣布全面开放。一时之间，新山—新加坡关卡凌晨00时刻见证了久违了的车水马龙局面。因为疫情和锁国关系，很多马劳被迫在两地隔离，现在终于可以越过长堤回家了。看到了奔跑中的群众，见证了游子归心似箭的心情。

这次疫情带来的冲击之大真的超乎想象。有些行业遭遇了灭顶之灾，有些行业经历大洗牌，也有行业强势崛起。随着两国宣布全面开放，这也象征我们终于进入了后疫情时代了。这次的疫情也改变了游戏规则。地缘性政治变动，尤其是俄乌危机，科技带来的新冲击以及四十年来大通胀的爆发让经济结构开始出现深刻变化。因此，步入后疫情时代，企业必须重新检视商业模式。

何谓商业模式？简而言之，商业模式就是企业如何赚钱。

Grab，没有一辆出租车，却是全东南亚最大的出租车公司之一；Lazada，Shopee不生产一件产品，却是东南亚最大的电商平台。简单来说，这些企业就是依靠商业模式赚钱，这就是商业模式的力量。

商业模式最核心理念就是——需发明一个交易结构和方式。这交易结构和方式必须让顾客获得价值，而企业获得利润。

商业模式必须回答三个根本问题——

**第一个问题是：**你为什么人提供价值？换句话说，你向你的客户群提供了什么价值？譬如星巴克，利用咖啡为客户打造了第三空间，这就是星巴克最大的价值。

**第二个问题：**为什么是你？凭什么？这就是你有什么特别能力，客户非选择你不可？换句话说，你有什么特别的地方让客户选择了你。

**第三个问题：**你如何获得收入来源和获取利润？没有收入和利润，没有企业可以生存，这就是所谓的盈利模式。这就是企业必须面对的三个问题。

Grab，没有一辆出租车，却是全东南亚最大的出租车公司之一。（图片来源：网络）

接下来，企业必须要回答四个战略问题就是——

**第一个问题：**你的客户群是谁？你了解你的客户群吗？你了解他们的消费行为吗？

**第二个问题：**你给你的客户提供什么价值？什么价值是你的客户群所看重的？你理解吗？

**第三个问题：**你是怎么盈利？通过什么方式获得收入和利润？

**第四个问题：**你的核心竞争力是什么？这是关乎到你的竞争能力，和你的对手相比，你有什么不一样？

商业模式就是利益相关者的交易结构。

在这交易结构里，我们的企业定位是什么？定位关乎到我们的客户群，我们提供什么价值给我们的客户。

当企业有了清晰的定位之后，就必须搭建系统，利用关键资源和打造核心竞争力。最终实现企业价值，成为一家赚钱的企业。

当企业有了清晰的定位之后，就必须搭建系统，利用关键资源和打造核心竞争力。（图片来源：pixabay）  
综合以上的所有问题，我们的商业模式必须搞清楚四个视角：客户视角、产品视角、运营视角、资本运作视角和九个问题。

**客户视角**

第一个问题：你的客户是谁？如何细分你的客户群？

第二个问题：你和你的客户如何建立关系？如何打造关系？

第三个问题：你通过什么渠道可以找到你的客户？又或者你的客户在哪里出现，你知道吗？

以上的问就是客户视角问题。企业必须通过深刻了解客户消费行为，细分客户市场，做好针对性的市场营销和销售渠道，打造品牌，制造黏性，让客户体验到你企业提供的价值。

**产品视角**

第四个问题：你为客户提供什么价值？你公司的价值主张是什么？

价值主张基本上就是企业的产品视角。公司所提供的产品和服务有什么特别的地方，如何做到与众不同。



**运营视角**

第五个问题：你通过什么关键业务（公司内部运营）提供价值给客户？

第六个问题：你的核心资源（人才，专利，土地，资金）是什么？

第七个问题：你的合作伙伴（供应商，银行）是谁？

第五，六，七的问题基本上就是企业的运营视角。企业的运营和管理，合作伙伴的借力以及高度发挥企业的核心资源替客户创造他们所看重的价值。

**资本运作视角**

第八个问题：你的收入来源是什么？

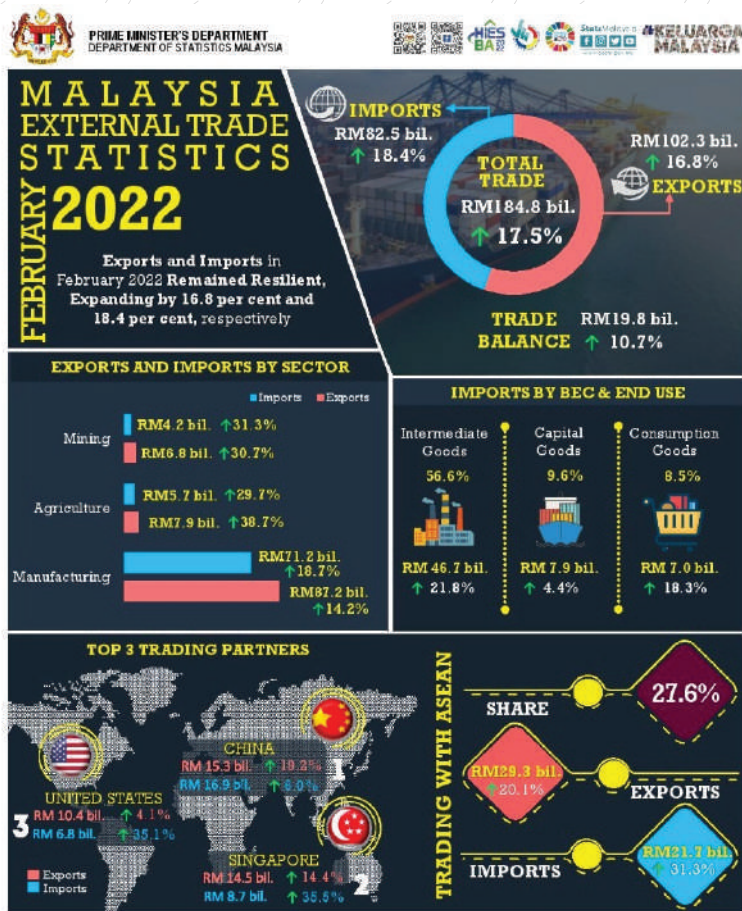
第九个问题：你的成本结构是什么？

第八和第九个问题就是公司最重要的资本财务运作模式。通过财务视角，企业必须非常清楚知道自己的现金流结构以及如何通过资本运作，让企业通过资本力量为企业打造更上一层楼的竞争优势。这次的疫情估计给很多企业其中一个最大的教训就是现金流结构。很多企业灭顶就是因为资金链断裂，无奈收盘。

经历了两年的疫情，我们所经历的不亚于一场大战。因为这次疫情，市场的游戏规则也出现了深刻的变化。尤其是接下来科技带来的破坏性创新更会给市场带上更大变数。智能自动化普及（如麦当劳已经自动点餐了）、电动汽车、绿色能源革命、元宇宙科技等都会在未来10年全面降临。这次疫情让我们察觉到——不是最强的企业生存下来，而是适应力最强的企业生存下来。

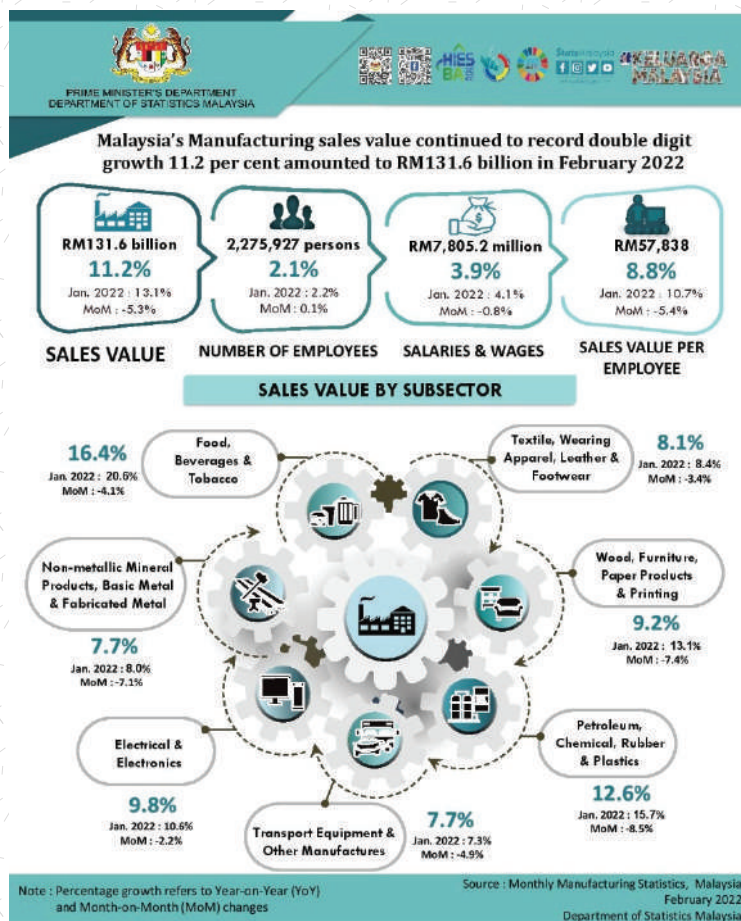
后疫情时代已经开跑了，如果企业不再深刻检讨自己企业的商业模式，随着大趋势而做出改变，我们的企业就会进入侏罗纪公园，等待我们的像是恐龙般的灭绝。





Note: 1. All changes are based on year-on-year (y-o-y) comparison.  
2. The February 2022 data is preliminary and subject to revision in later months.  
3. This report can be accessed through the website of the Department of Statistics, Malaysia (<http://www.dsm.gov.my/index.php>). Latest Release.

Source: Monthly External Trade Statistics, February 2022



Nevertheless, exports of the following products decreased:

- Timber and timber-based products, which contributed 1.7 per cent to total exports declined by 7.3 per cent or RM135.9 million to RM1.7 billion; and
- Natural rubber (0.3% of total exports) shrank by RM0.6 million or 0.2 per cent as a result of the decline in export volume (-12.7%). In contrary, average unit value increased by 14.4 per cent.

**Exhibit 2 Exports by Selected Major Product, February 2021 and February 2022**

Share	38.8%	9.2%	6.4%	4.0%	1.7%	1.5%	0.3%
	Electrical and Electronic Products	Palm Oil and Palm Oil-based Products	Refined Petroleum Products	Liquefied Natural Gas	Timber and Timber-based Products	Crude Petroleum	Natural Rubber
	RM billion	RM billion	RM billion	RM billion	RM billion	RM billion	RM billion
February 2022	39.7	9.5	6.6	4.1	1.7	1.5	0.4
February 2021	31.5	6.0	6.1	2.8	1.9	1.3	0.4
	y-o-y (%)	y-o-y (%)	y-o-y (%)	y-o-y (%)	y-o-y (%)	y-o-y (%)	y-o-y (%)
February 2022	+25.8	+58.0	+8.2	+45.7	-7.3	+18.4	-0.2
February 2021	+25.6	+10.3	+37.7	-19.7	-5.2	-24.3	+14.5

## MALAYSIA'S TOP 10 EXPORTS OF FURNITURE, BY COUNTRY 马来西亚10大家具出口表现

Data sorted by value of 2021

As at 28.4.2022

COUNTRY	2021 <sup>P</sup>		2021 (Jan-Mar) <sup>P</sup>		2022 (Jan-Mar) <sup>P</sup>		
	Value (RM Mil.)	Share %	Value (RM Mil.)	Share %	Value (RM Mil.)	Share %	Change %
<b>TOTAL EXPORTS</b>	<b>12,577.3</b>	<b>100.0</b>	<b>3,662.6</b>	<b>100.0</b>	<b>3,697.2</b>	<b>100.0</b>	<b>0.9</b>
1 UNITED STATES OF AMERICA 美国	7,275.9	57.8	2,153.8	58.8	2,067.6	55.9	-4.0
2 REPUBLIC OF SINGAPORE 新加坡	734.7	5.8	168.6	4.6	222.0	6.0	31.7
3 JAPAN 日本	689.4	5.5	193.4	5.3	223.6	6.0	15.6
4 AUSTRALIA 澳洲	466.9	3.7	152.8	4.2	153.7	4.2	0.6
5 UNITED KINGDOM 英国	436.9	3.5	125.3	3.4	123.5	3.3	-1.4
6 CANADA 加拿大	287.6	2.3	96.5	2.6	85.3	2.3	-11.6
7 INDIA 印度	216.5	1.7	64.3	1.8	77.8	2.1	21.0
8 SAUDI ARABIA 沙地阿拉伯	183.2	1.5	59.0	1.6	43.3	1.2	-26.6
9 UNITED ARAB EMIRATES 阿联酋共和国	170.5	1.4	50.7	1.4	48.0	1.3	-5.3
10 PHILIPPINES 菲律宾	160.2	1.3	36.5	1.0	60.2	1.6	64.7

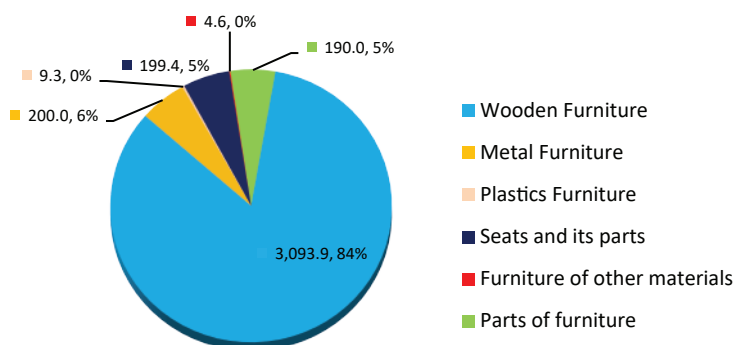
## MALAYSIA'S TOP 10 IMPORTS OF FURNITURE, BY COUNTRY 马来西亚10大家具进口表现

Data sorted by value of 2021

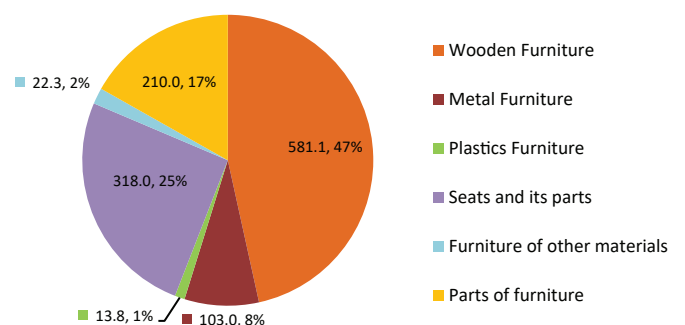
As at 28.4.2022

COUNTRY	2021 <sup>P</sup>		2021 (Jan-Mar) <sup>P</sup>		2022 (Jan-Mar) <sup>P</sup>		
	Value (RM Mil.)	Share %	Value (RM Mil.)	Share %	Value (RM Mil.)	Share %	Change %
<b>TOTAL IMPORTS</b>	<b>4,854.5</b>	<b>100.0</b>	<b>1,079.0</b>	<b>100.0</b>	<b>1,248.3</b>	<b>100.0</b>	<b>15.7</b>
1 PEOPLE'S REPUBLIC OF CHINA	3,642.2	75.0	788.0	73.0	872.2	69.9	10.7
2 THAILAND	192.7	4.0	53.9	5.0	63.7	5.1	18.2
3 REPUBLIC OF INDONESIA	138.4	2.9	39.8	3.7	43.3	3.5	8.8
4 JAPAN	130.5	2.7	40.8	3.8	37.8	3.0	-7.4
5 UNITED STATES OF AMERICA	119.9	2.5	24.3	2.3	15.2	1.2	-37.4
6 FEDERAL REPUBLIC OF GERMANY	95.5	2.0	15.7	1.5	25.3	2.0	60.8
7 SOCIALIST REP. OF VIET NAM	88.2	1.8	24.9	2.3	38.6	3.1	55.0
8 TAIWAN	60.2	1.2	12.6	1.2	20.7	1.7	64.7
9 ITALY	55.5	1.1	10.4	1.0	31.1	2.5	198.2
10 POLAND	52.1	1.1	8.3	0.8	17.6	1.4	113.0

**MALAYSIA'S EXPORTS OF FURNITURE DETAILS**  
马来西亚家具出口表现 Value (RM Mil.)



**MALAYSIA'S IMPORTS OF FURNITURE DETAILS**  
马来西亚家具进口表现 Value (RM Mil.)



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