

传承 • 创新

Succession • Innovation

2018

ACCCIM Family Business Survey Report

中总家族企业调查报告



CONTENTS 目录

1. Foreword	3
前言	
2. Growth: A Boon Or A Bane?	4
成长：福兮祸兮？	
3. Goals for the Long Term	5
长远目标	
4. Innovation to Stay Relevant	6
力求创新，与时俱进	
5. GIMHWAK Group	8
Using Technology to Take the Business to the Next Level	
金航集团：科技谱新章	
6. Acten Group	10
Venturing into New Markets	
高昇集团：开拓新市场	
7. Pagoda Foods (Malaysia) Sdn Bhd	12
Adapting to the Varied Tastes of Consumers	
宝塔食品(马)私人有限公司：迎合不同消费者口味	
8. Family Succession Planning	14
家族接班人计划	
9. QL Group of Companies	16
Mutual Respect Across Generations Builds Trust	
全利集团：各代相互尊重，共建信任	

10. Yee Lee Corporation Berhad	18
Room to Grow and Learn from Mistakes 义利企业有限公司: 从困境中学习与成长	
11. How the Next Generation Feels About Their Future in the Business	20
下一代如何看待家族企业的未来	
12. Nirvana Asia Ltd	22
Corporate Responsibility 富贵集团: 企业责任	
13. Maicador Sdn Bhd	24
Communicating with Clarity Across Generations Maicador 有限公司: 开诚布公跨越代沟	
14. Chin Hin Group	26
Staying Professional Despite Familiarity with Each Other 振兴集团: 公私分明, 保持专业	
15. Kossan Rubber Industries Berhad	28
A Thousand Miles Begin with the Right Direction 高产梔品工业有限公司: 千里之行始于方向	
16. BCB Berhad	30
Playing to One's Strengths 龙城集团: 发挥个人优势	
17. Final Word	32
结语	
18. Research Methodology	33
调查方法	
19. ACCCIM in Brief	36
马来西亚中华总商会(中总)简介	
20. About PwC	38
PwC简介	

(此中文译本若与英文正本有任何不符之处, 一概以英文正本为准)

前言

FOREWORD

It is our greatest pleasure to present to you the inaugural ACCCIM 2018 Family Business Survey report. It discusses two key considerations that either make or break a successful family business – succession planning and innovation. Succession planning should be a priority for every family business that wants to pass on its business to the next generation. In an environment where change is the only constant, innovation is important for long term success. More often than not, family businesses are usually thought of as anything but innovative. This needs to change. The findings from this survey shed some light on these areas.

We surveyed close to 100 family businesses. A majority of the respondents are in their second generation. There is great potential for the survey respondents to grow given that annual turnover for most of them is RM100 million or less.

We would like to thank the family business respondents that willingly participated in the survey as well as the ten family business interviewees who generously took time out of their busy schedules to share their experiences with us. We look forward to engage you more going forward.

我们非常荣幸向各位提呈首次进行的《中总2018年家族企业调查报告》。此项报告详述家族企业成败取决于两大关键因素——接班人计划及创新。对家族而言，制定接班人计划应当是确保基业长青的首要任务。在这瞬息万变的时代，创新对企业长远的成功至关重要。大多时候家族企业在各个方面都有完善的考量，唯独缺乏创新。这种局面必须改变。此项调查结果将针对有关方面提供进一步分析。

我们对接近百个家族企业进行调查。大部分回覆者是第二代。大部分接受调查的家族企业的年营业额为一亿令吉或以下，成长潜能极大。

我们谨此感谢参与调查的家族企业回覆者，以及在百忙中拨冗接受专访，与我们分享经验的十位家族企业成员，并期待未来与各位有更多交流。

范美玲

Fung Mei Lin

Entrepreneurial and
Private Business Leader,
PwC Malaysia

马来西亚 PwC
家族企业总监

拿督吴逸平

Datuk Ng Yih Pyng

National Council Member cum
Adviser of Young Entrepreneurs
Committee, ACCCIM

中总中央理事兼青商团顾问

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27% planning to grow quickly and aggressively and 69% planning for steady growth

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GROWTH: A BOON OR A BANE?

The percentage of family businesses surveyed largely show growth over the last three financial years. They are also optimistic about future growth aims over the next five financial years, with **27% planning to grow quickly and aggressively and 69% planning for steady growth**. It is promising to report that none of the respondents indicated any plans of slowing down. This is in line with the results of PwC's Family Business Survey 2018 Malaysian chapter where 90% of respondents expected positive growth. When family businesses choose to grow, they need to pursue healthy growth i.e. growth that is sustainable and profitable. Healthy growth means finding a balance between keeping up with business competition and sustaining a high level of quality, service and profitability. Family businesses often learn that while they can grow quickly in the short term, they face challenges in sustaining that growth.

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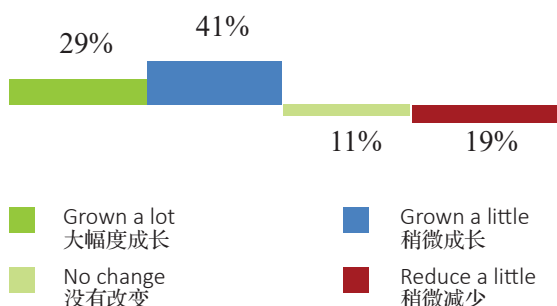
其中27%企业计划迅速和激进地成长，69%计划稳步成长。

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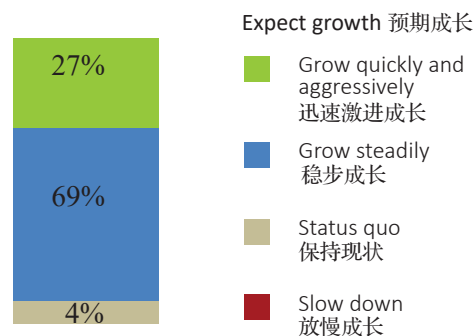
成长：祸兮福兮

此调查报告显示，大部分的家族企业在过去三个财务年度有所增长。他们也对未来五个财务年度的成长感到乐观；其中27%企业计划迅速和激进地成长，69%计划稳步成长。备受鼓舞的是没有任何回覆者表示打算放慢成长速度。这个企业结果吻合了 PwC 2018 年家族企业调查马来西亚部分的结果，该项调查的结果显示90%的回覆者预期企业会有正面成长和获取盈利。当家族企业选择成长时，他们需要追求健康增长，也就是永续和收益的成长。健康增长意味着在维持企业的竞争力和保持高水平质量、服务及盈利之间找到平衡。家族企业经常发现当他们能在短期内迅速成长之际，也面对维持增长的挑战。

Growth over last three financial years
过去三个财务年的成长



Growth aims over the next five financial years
未来五个财务年的成长目标



GOALS FOR THE LONG TERM

For many family businesses, growth does result in profits. This also means taking more risks and making more investments. Managing risks and investments may cost time and money before its returns can be realised. Cash management and cost control is therefore a key element for a healthy growth. And businesses also need to take into account intensifying competition and the need to stay relevant and differentiated.

As a business grows, existing employees including family members working in the family business will have to delegate more responsibility and focus on the strategic and long term plans rather than the daily operational tasks. The business will need to consider if the capabilities of existing employees fall short of what a growing business may requires. Would the business owner have the infrastructure and working environment that can attract the best talent for the job?

The respondents' top 5 personal and business goals to drive growth are consistent with the top 5 short term challenges observed in the survey. Professionalising the business means being able to deal with the shortage of appropriate skill sets and setting a working environment where performance matters more than personal background. Once a company has aligned its values and culture where merit is based on performance, and rewards commensurate with achievements, then the ability to attract and retain high quality talent increases. With good talent, the business is able to diversify, move into higher value add areas and pursue better branding. This essentially helps the business to be competitive and set the pace for others to follow.

长远目标

对许多家族企业来说，成长带来利润，这也意味着他们要承受更多的风险和增加投资。管理风险和投资需要时间和金钱，才能实现回报。因此，现金管理和成本控制是争取健康成长的关键元素。鉴此，企业也必须考量日益加剧的竞争，与时俱进和在市场占有一席之地。

当企业成长时，现有的员工包括在家族企业工作的家族成员必须下放更多职务，相较于埋头企业的日常运作，专注在企业的策略性及长期规划显得更为重要。企业需要考虑现有员工的能力是否达到企业不断成长的要求。究竟企业业主是否具备基本设施和良好的工作环境以吸引最好的人才投入企业？

调查显示，回覆者要推动企业成长的五大个人及企业目标，与家族企业五大短期挑战一致。企业的专业化意味着企业有能力应付适当技能的匮乏，以及营造一个重视表现而不是个人背景的工作环境。当一家公司把它的价值观和企业文化建立在绩效的基础上，并且能够计功受赏时，公司吸引和留住优秀人才的能力也随之提高。有了优秀的人才，企业就能多样化、进军更高价值的领域，打造更好的品牌。这将能具体地帮助企业增强竞争力，成为业界的领头羊。

Top 5 challenges over the next three financial years

Cash flow and cost control
Competition (locally and internationally)
Ability to attract and retain the right talent
Succession planning and business transition
Product branding and service quality

未来三个财务年的挑战

现金周转及成本控制
竞争（国内外）
吸引及留住适当人才
接班人计划和企业转型
产品品牌与服务素质

Top 5 personal and business goals to drive growth

- To professionalise the business
- To diversify into a different business sector
- To attract high quality talent
- To move into the digital economy/ e-commerce
- Establish branding for the business

推动成长的5大个人和企业目标

- 企业专业化
- 从事多元化经营
- 吸引优秀人才
- 进军数字经济/电子商务
- 打造企业品牌

INNOVATION TO STAY RELEVANT

With many second generation family businesses coming into the fore in Malaysia, competition is as intense as never before. The strength of family businesses lies in keeping the family together. It is therefore crucial to ensure the next generation find their unique place within the business as they are the ones who can push the company's innovation agenda. The need for quality talent is a given in today's volatile environment. The brand of the company can be crucial in ensuring that the firm secures the best and most appropriate talent for the business. Everything else flows from that.

The survey indicates that Malaysian family businesses know what it takes to be innovative. Among the factors cited in their top 5 personal and business goals to drive growth; "to professionalise the business, diversify into a different business sector, attract high quality talent, move into the digital economy/e-commerce, establish branding." However, it remains to be seen if the environment within the family business, tone-from-the-top, and mindset within the family business allows such goals to be achieved. For example, **61% of the respondents say they don't have non-family members on their Board of Directors.** The question then lies if the family member Directors are capable enough to generate innovative ideas? Only 19% have a performance appraisal system in place for family members. If there is no performance appraisal in place, then how would employees know how

family members performance is measured and rewarded accordingly? It could well be the Company's informal appraisal system for family members works well but it may be perceived differently by employees.

Certain characteristics of family firms can work against business innovation. They include:

- Limited exposure to innovative ideas from other industries, particularly in families where the business leaders have not worked anywhere else;
- A lack of willingness to adopt ideas from outside the business due to the feeling that family members, who may have been in the business for decades, know more than anyone else about what it takes to succeed;
- A limited desire to take risks because all of the family's eggs are in one basket (solely invested in the business).

However, family businesses can take heart in knowing that decisions can be made more quickly in an environment where management and ownership generally overlap to bring innovations to market quickly. Innovation in family businesses does not need to be tied to the size of the company; more importantly, innovation should be driven by the management's knowledge and creativity, and the owners' passion to succeed.

“

61% 的回复者表示，他们的董事会没有非家族成员的董事。

只有19%的调查回复者表示企业制定了家族成员的评估制度。

”

力求创新，与时俱进

随着马来西亚许多第二代家族企业的涌现，竞争变得前所未有的激烈。家族成员同心协力和企业的成功息息相关。因此，确保下一代在企业中找到他们的定位显得特别重要，企业的创新需要他们来推动。在当今瞬息万变的环境中，企业需要优秀人才。良好的企业形象在确保公司能够罗致最好和最恰当的人才方面有正面的影响。有了优秀的人才，一切将无往不利。

调查显示，国内家族企业了解创新所需要具备的条件。其中包括推动企业成长的五大个人和企业目标的因素，即“企业专业化、从事多元化经营、吸引优秀人才、进军数字经济/电子商务、及打造企业品牌”。然而家族企业内的环境、上层的操守氛围及家族企业内的思维是否能帮助落实这些目标，则拭目以待。例如，61%的回复者表示，他们的董事会没有非家族成员的董事。问题是：究竟担任董事的家族成员是否有能力提出创意点子？只有19%的调查回复者表示企业制定了家族成员的评估制度。如果没有评估制度，员工又怎能知道公司如何衡量家族成员的表现及奖赏呢？也许公司对家族成员的非正式评估制定行得通，但是员工可能对这点有不同的想法。

家族企业的某些特征可能对企业的创新造成阻碍。这些特征包括：

- 对其他行业创新点子的见识有限，尤其是那些企业领导人未曾在其他地方工作过的家族；
- 不愿意采纳家族企业以外的意见，因为在企业经营了几十年的家族成员觉得他们比谁更懂得如何成功经营生意；
- 不太愿意冒险，因为家族的鸡蛋全部放在一个篮子里 (对家族企业孤注一掷)。

然而，家族企业可以感到鼓舞的是，在一个管理与拥有权一般上重叠的环境中，企业能够迅速地作出决定，因此更迅速地向市场推出创新的产品或服务。家族企业的创新不必受到公司规模所约束；创新应该是由管理层的知识和创意及业主追求成功的热诚所带动。

USING TECHNOLOGY TO TAKE THE BUSINESS TO THE NEXT LEVEL

Dr. Renco Yong

EXECUTIVE DIRECTOR,
GIMHWAK GROUP

GIMHWAK Group of Companies have been in the shipping, ship repairing and ship building business since 1997. The founder and current Managing Director of the Group, Mr. Yong Ing Hui had more than 20 years of industry experience before forming the Group. His father who came from China started a timber business where he extracted and sold timber overseas to be made into furniture. In his younger days, Mr. Yong started out as a seafarer managing his father's ship. He subsequently decided to get his brothers involved and bought ships to start a shipping business.

Mr. Yong has 5 children who all went to study in Australia and had no intention of coming back. However, fortunately for him, his son Dr. Renco Yong (the fourth child) chose to come back as he did not want his father to be burdened in running the business alone and worried about his aging parents back home.

When Dr. Renco came back about 15-16 years ago, his first major task was to computerise the records database, stock, payroll, and management system of the business. He realised that everything from invoices to inventories were manually recorded. For example, if someone required a part piece, the employee had to ask his father whether such parts were available, and if not, which supplier he purchased them from and at what price and terms.

This was not sustainable as the business' operations depended entirely on his father's input. With the implementation of the computerised system and proper processes, employees are now

able to extract information without the need to bother Dr. Renco's father.

Additionally Dr. Renco also took the business to the next level by being one of the first few shipbuilding businesses in Sarawak to have a website and Facebook page and also leading the Company's shipping and shipyard to achieve ISO certification for the shipyards. As such, the business was able to grow from building one ship a year to 16 ships a year currently, largely because of its ability to reach foreign customers through the Group's website and social media.

Over time Dr. Renco's siblings returned home to help in the family business. They started working in the family business without a specific designation until they found a specific area of expertise to work in. While most of the family members make up the Board of Directors and management of the Group, Dr. Renco also realises that moving forward there will be a talent shortage if the family business were to depend solely on family members to bring it to the next level. As such, they intend to introduce professional managers to help with the operations of the business while retaining other family members assist the professional managers. Overall, the Board of Directors are there to ensure that the business is headed in the right direction.

The family has been able to stay united and have open communication through the use of social media (especially for family members that are not in Malaysia) and through weekly family bonding sessions. This has helped them deal with difficult situations and maintained cohesion.



杨锦华博士
金航集团执行董事

科技谱新章

金航集团自1997年便从事航运、船舶维修及造船业务。金航集团的创始人兼现任董事经理杨荣辉先生在创立金航集团之前，在这行拥有超过20年的经验。杨先生从中国来的父亲创立了木材生意，将砍伐的木材卖到国外，以供制造家具用途。年轻时的杨先生帮忙打理父亲的船舶，接触了航海事业。随后，他决定和兄弟联手，收购船舶开始了航运生意。

杨先生共有五个孩子，全部都在澳洲求学，而且不打算回国。不过，幸好排行第四的杨锦华博士因为不想让父亲单独承担经营生意的重担，而选择回来。

回想15-16年前回国，杨锦华博士的第一个重任是把公司的记录档案、仓库、工资单和管理系统电脑化。起源于他发现公司从发票到存货都是用人手记录。例如当有人需要某个零件时，员工都要向他父亲询问是否有存货，若没有存货，应该向哪个供应商购买、是什么价格和条件等等。

公司的运作完全依赖他父亲提供资料，让他意识到这种情况不能持续。有了电脑化系统和妥当的程序后，现在员工再也不必麻烦杨先生，就可以获得需要的资料。

此外，杨博士带领公司成为砂拉越最早设立网站和面子书的造船企业之一，同时他为船厂争取了国际品质标准 ISO 认证，把公司业务带到更高层次。如此一来，公司通过集团的网站和社交媒体页接触国外顾客，以致业务蒸蒸日上，目前的造船量从一年一艘跃升至一年十六艘。

随后，杨博士的兄弟姐妹也回国帮助经营家族事业。一开始，他们都没有特定的职位，直到找到具体的专业领域。集团董事部和管理层大部分由家族成员组成，让杨博士察觉到若依赖家族成员把业务带到更高层次，将面对人才短缺的问题。因此，集团打算聘请专业管理人协助管理业务，同时保留董事部的家族成员，以确保业务朝着正确的方向发展。

他们家族通过使用社交媒体（方便身在在国外的家庭成员）和每周家庭会议，进行开诚布公的沟通和团结家族之间的联系，这有助于携手应对难题和增强凝聚力。

VECTURING INTO NEW MARKETS

Stefanie Aw / Jackson Aw

ACTEN GROUP

Choosing the optimal time to pass on a business to the next generation is something that founders usually struggle with. However, Steven Aw of the Acten Group was fortunate to be able to sail through this process and hand over his business to his two children, i.e. his daughter and son, at the age of 55 when he decided to retire.

Steven founded the Acten Group of Companies in 1994, starting out as a manufacturer of machinery in the rubber industry. Since then, the Group has expanded to work with tyres and plastics in high technology environments. Before the business was handed over to his children, their customers were mainly from the South East Asian region.

Passing on the business to his daughter, Stefanie and his son, Jackson was a seamless task as the two siblings were familiar with the business and decided to join the business after completing their studies. For Stefanie, the decision to join the family business was a natural progression in life. She felt that it was something that she ought to do.

When Stefanie and Jackson expressed interest in joining the family business, they were not given any special treatment or privileges. They worked their way up as it was important for them to know the ins and outs of the business. Stefanie shares that her brother had to go to the extent of following the lorry drivers to make deliveries when he first joined the business.

Fortunately for the siblings, their parents had set up a very strong foundation for the business by having a team of loyal staff who had strong technical knowledge and good relationships with their customers. Stefanie and Jackson's main priorities was to ensure that the business continued to operate and grow, and they knew they could always seek guidance from their parents when required.

Stefanie shares that in order for them to grow the business, they needed to venture into new markets. Acten Group's products are now exported to countries such as the Middle East, Europe and more recently, Latin America. "My father did not need much convincing and was very supportive in us exploring new opportunities." The initial small wins with locations nearby (for example China) helped gain their parent's trust and confidence before Stefanie ventured into other newer markets.

Another success factor for the Acten Group is their ability to diversify their business. The Group is differentiating themselves by venturing into waste tyre management systems and green technology that can lead to almost zero wastage in the tyre manufacturing business. Stefanie and Jackson are receiving full support from their parents in this new area and are hoping that it will bring a better purpose and legacy to their family business moving forward.



开拓新市场

胡琬真 / 胡桢璋
高昇集团

选择最佳时机把生意交给下一代接班，往往是企业创办人所面对的困扰。然而，高昇集团的胡东义先生却很幸运，能够在55岁决定退休时，顺利地把生意交给两个孩子——即女儿和儿子接手。

胡先生在1994年创立了高昇集团，从事橡胶有关的机械设备。过后，公司把业务扩展到高科技环境的轮胎和塑料业。在交棒给孩子前，高昇集团的顾客群主要来自东南亚地区。

女儿胡琬真和儿子胡桢璋完成学业后便加入父亲的企业，对父亲的业务耳染目濡，让胡先生得以顺利交棒。对琬真来说，决定投入家族企业可以说是人生的自然发展，也是她认为应当做的事。

当琬真和桢璋表示要加入家族企业时，并没有获得任何特别的待遇或特权，必须靠自己的努力，接受磨炼，把握生意的窍门、力求上进。琬真透露，桢璋当初加入家族企业时，甚至要跟随罗里司机一起去送货。

对琬真和桢璋来说，幸运的是，他们父母底下有一批忠于职守、拥有扎实技术知识、跟顾客建立良好关系的员工团队。琬真和桢璋

的优先工作是确保业务继续运作和成长，他们也知道，当他们需要时可以请父母指点迷津。

琬真说，为了使业务继续成长，他们必须开拓新市场。目前高昇集团的产品外销到中东、欧洲及最近出口到拉丁美洲。“我的父亲很通情达理，大力支持我们探讨新商机。”集团最初在邻近市场（如中国）所得的成就，赢得了父母信任和信心，让琬真能够扩展至其他新市场。

高昇集团成功的另一个因素是集团具有把业务多元化的能力。集团进军了再生轮胎管理系统和绿色技术，树立了与众不同的市场定位，在轮胎制造业的几乎零浪费，领先群伦。琬真和桢璋在这个新领域获得父母全力支持，希望这能在带动家族企业发展上缔结更大的意义和传承。

ADAPTING TO THE VARIED TASTES OF CONSUMERS

Liew Yu-Gene

CHIEF EXECUTIVE OFFICER,
PAGODA FOODS (MALAYSIA) SDN BHD

The Thong Fook Group has been in Malaysia since 1945 via the groundnut Pagoda brand. Since its inception more than 70 years ago, the Group has grown and diversified from plastics manufacturing and precision plastic moulding industries into other industries like hospitality, wellness and fast-moving consumer goods.

Pagoda is a leading “Menglembu Groundnuts” brand in Malaysia with the business now being managed by Liew Yu-Gene, the grandson of the founder. Yu-Gene graduated as an engineer in England and worked outside of the family business for 3 years before returning home. Although Yu-Gene’s father, Dato’ Liew Sew Yee – the Chairman of the Thong Fook Group did not force any of his children to return to work in the family business, he did instill an interest in them from a young age by exposing them to the factory, and sharing stories and thoughts about the business. This influenced Yu-Gene’s decision to come back to the family business.

Dato’ Liew is an individual that constantly seeks to find new ways of doing something. He acquired the Pagoda groundnuts business from his brothers to grow it further during the early 2000s. He believes that, “.... the business must move with

the times even though the food business is a very resilient sector.”

This led to the Group’s diversification into the hospitality industry with the introduction of the Weil Hotel in Ipoh. The hotel is managed and operated by Yu-Gene’s younger brother, Yu-Wei.

Yu-Gene hopes the Group’s businesses would remain in the family for multiple generations to come but noted that in order to do so, they would need to find ways of attracting and retaining the next generation whilst remaining relevant.

The current environment compared to his father’s era is very different. The strategies that worked previously may not work today given the pace at which digitalisation and technology is disrupting the business. For example, Pagoda Foods’ value proposition is not merely selling roasted groundnuts but selling tasty and healthy nuts as a snack. They offer product variety (such as cashew nuts, almonds and pistachios besides roasted groundnuts) and they recognise that health is key to today’s consumers. Success is largely gained by working together as a team (across all generations) and being on their toes to keep up with the times.



刘佑劲

宝塔食品(马)有限公司执行长

迎合不同消费者品味

同福食品集团于1945年在马来西亚创立《宝塔标万里望花生》品牌。逾70年创立以来，集团业务取得长足成长，如今集团业务已多元化，从塑料制造和塑料精模业扩展至其他行业，包括礼待业、养生业及快速消费品等领域。

宝塔标是国内“万里望花生”的领先品牌；公司业务目前由宝塔标创办人的孙儿刘佑劲管理。刘佑劲是英国毕业的工程师；在回国前，曾在家族企业外的公司工作三年。他的父亲拿督刘瑞裕局绅（同福食品集团董事长）从不强迫子女回国加入家族企业，他在孩子小时候便向他们灌输做生意的兴趣，让他们到工厂见识见识，并和孩子分享关于经商的故事和看法。这些都一一影响佑劲决定加入家族企业。

拿督刘瑞裕是个不断力求推陈出新的人。他向兄弟们收购了宝塔标万里望花生业务后，在2000年初公司业务进一步扩大。他认为，“...即使食品业是个有很大弹力的行业，生意也必须与时俱进。”

于是集团把业务多元化，在怡保设立了唯裕酒店，进军礼待(酒店)业。此酒店由佑劲的弟弟佑唯打理。

佑劲希望集团的业务可以世代相传。不过，要实现这个愿望前提是设法吸引和留住下一代，同时确保企业不会被时代所淘汰。

当今的环境与其父亲的时代迥然不同。由于数字化和科技对企业带来翻天覆地的影响，过去行得通的方法，今天未必有效。例如，的企业理念已经从单单销售烤花生，演变为销售健康可口的花生小食（如除了花生以外，还有腰豆、杏仁及开心果等），以及多样化的豆类食品，这都是因为企业已预见健康是消费者的首要考量。成功主要靠团队（世世代代）的同心协力和不懈地与时俱进。

FAMILY SUCCESSION PLANNING

Close to 90% of Malaysian family businesses encourage family members to work in the business, and 80% of them have next generation family members working in the business. Based on the survey, 29% of respondents plan to pass the business to the next generation to own and manage while 31% only plan to pass on ownership but bring in professionals to manage the business.

Given the existence of family members within the business, there should be policies and procedures in place to deal with governance and conflict. In light of this, 84% of respondents confirmed that they do have some form of policy or procedure in place within the business with a shareholders' agreements and family constitutions being among the most common policies.

However, when it comes to succession planning, a mere 13% have a robust and documented succession plan in place and a worrying 24% do not think it is a priority currently. Fortunately, the remaining 63% either have an informal plan or are planning to look into one.

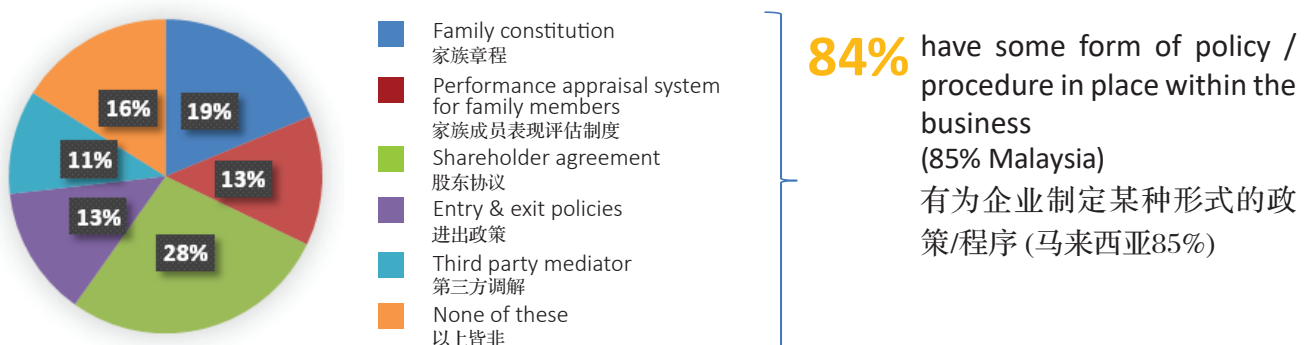
家族接班人计划

接近90%的马来西亚家族企业鼓励家族成员继承家业，其中80%有家族成员在家族企业中工作。根据调查，29%的回复者计划把企业的股权和经营传承给下一代；而31%的回复者表示只计划把企业的拥有权交给下一代，但会聘请专业人士管理企业。

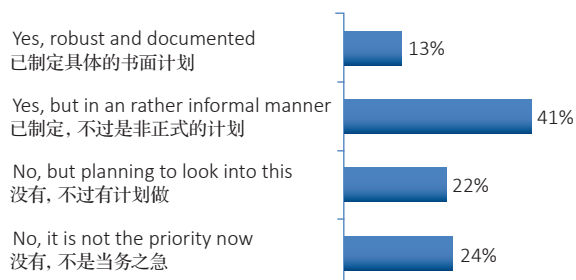
由于企业内有家族成员，需要规划一套程序来规范企业治理及处理冲突。84%的回复者确认企业有制定某种形式的政策或程序，而最常见的做法是签订股东协议和家族章程（Family Constitution）。

然而在接班人计划方面，仅有13%的回复者制定了具体的书面接班人计划；而令人担忧的24%回复者并不认为这是当务之急。可幸的是，其余63%的回复者制定了非正式的接班人计划或是打算这么做。

POLICIES AND PROCEDURES IN PLACE 治理政策及程序



HAVE A SUCCESSION PLAN IN PLACE? 是否制定接班人计划?



While having robust and well-documented succession plans are important, the more difficult task is actually deciding on the successor of the family business. Most of the next generation family members that we asked during the survey agreed that the most important attributes the successor should possess were leadership qualities and commitment and interest to run the business. Experience within the family business and relevant industry experience were also high on the list of qualities that a successor should have. The survey emphasised that being the eldest or education credentials were not key factors when choosing a leader to take over the business.

The top 2 issues that the current generation needs to deal with as part of succession planning are:

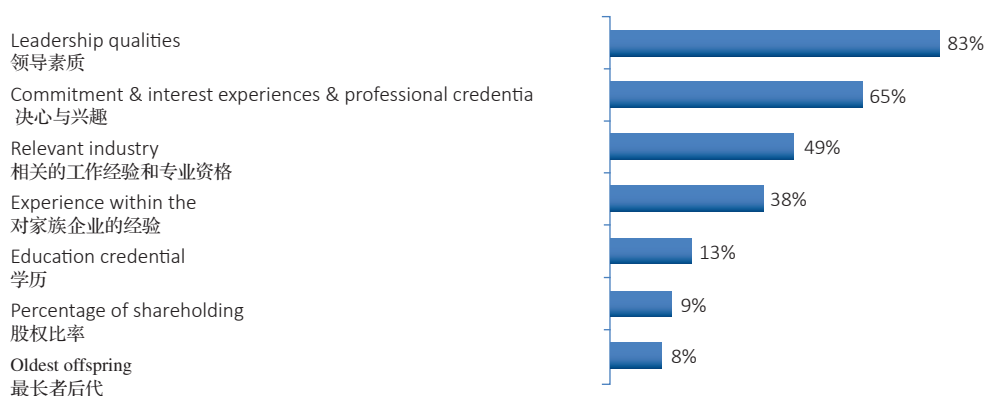
- (a) ensuring the successor aligns the family values with business strategy;
- (b) identifying and grooming capable next generation family members to manage the business.

制定具体的书面接班人计划固然重要，但更具挑战的工作是如何真正地决定家族企业的接班人。在调查中接受询问的大部分下一代家族成员认同，接班人最重要的条件是领导素质和经营生意的决心与热诚。经营家族企业及相关行业的经验也是接班人应有的重要素质。调查显示，作为家族的长子或学历并不是选择领导人接手家族企业的关键因素。

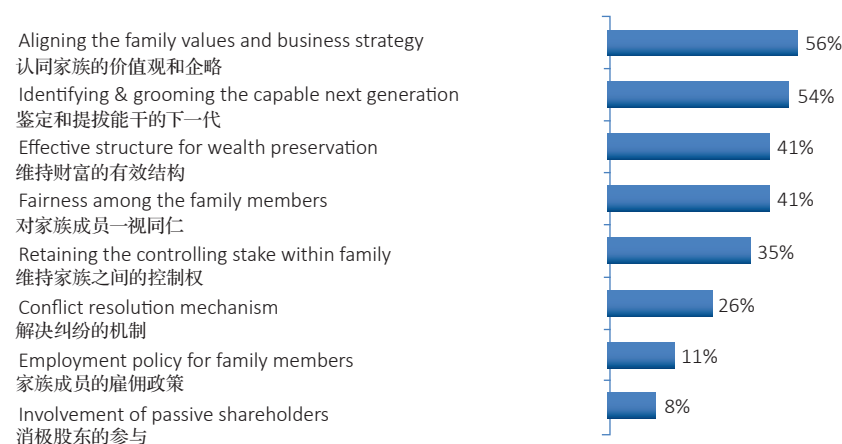
家族企业当代经营者在接班人计划中要应付的两大问题是：

- (a) 确保接班人认同家族的价值观和企业策略；
- (b) 鉴定和提拔能干的下一代管理企业。

ATTRIBUTES THE SUCCESSOR MUST POSSES 接班人必须具备的条件



ISSUES DEALT WITH DURING SUCCESSION PLANNING 接班人计划中要应付的问题



MUTUAL RESPECT ACROSS GENERATIONS BUILDS TRUST

Chia Lik Khai

GROUP CORPORATE DEVELOPMENT DIRECTOR,
QL GROUP OF COMPANIES

“Coming back to the family business has provided a sense of belonging and another layer of meaning when doing business.” This was shared by Chia Lik Khai when asked what made him come back to Malaysia after being abroad for about 12 years, studying and working. He says he made a conscious decision to come back to his “roots” and contribute to the family business.

The QL Group of Companies was founded in 1987 by Dr. Chia and his brothers as a local feedstuff trader. It is now a multinational agro-food corporation listed on the Main Markets of Bursa Malaysia. The Group comprises over 70 companies with three principal activities: marine products manufacturing, integrated livestock farming and palm oil activities.

Lik Khai says that he had the freedom to choose his career path and worked overseas upon graduation. However, although not explicitly told, he knew that his parents hoped that one day he would come back and join the family business. Doing so would make his parents happy and enabled him to contribute to the family business. For Lik Khai, coming back to the family business made him feel more connected to his family rather than to the business.

Coming from an engineering background and subsequently working as a management consultant, Lik Khai joined the Corporate Development department focusing on the Group’s strategic planning and corporate strategy. He explains that even in the traditional food and agriculture industry, the Group always needs to find ways to innovate and improve performances.

As a second generation in the family business, Lik Khai learns to work with his father, uncles and cousins who have vastly different working experiences and perspectives. Like any organizations, the views and opinions are diverse but they are always able to come to consensus on company direction and major decisions. Lik Khai explains that there is also a clear division of roles between each individual to enable the degree of freedom to perform. “Each person has different businesses/companies under their direct control in which they have been delegated authority and accountability for the results. As such, there is not much overlap and authority conflict. Each person is empowered to drive their respective businesses, but it is also their responsibility to gain the trust of the rest.”

When asked about succession to the third generation, Lik Khai admits that, “we can’t say we have it figured out as there needs to be a balance between a family managed business and one that is professionally managed.” He explains that when a business of their size continues to grow, they will need to be prepared to potentially let go of managerial control. They will need to hire professionals who have the expertise to take the business to where it needs to be while remaining guided by the values that the family business wishes to uphold.

In Lik Khai’s words, “the onus is on the new generation to learn how to respect the current generation and align with them. They have grown the business and probably saw the world differently, so it may take time to earn their trust and make them comfortable enough for us to lead the business.”



谢立凯

全利集团、集团企业发展董事

各代相互尊重，共建信任

“回到家族企业给我归属感和做生意的另一层意义。”这是谢立凯被问及是什么促使他在国外求学和工作约12年后回到马来西亚时所说的话。他说这是一个自觉的决定，回到他的“根源”，效力父亲谢松坤博士所创办的家族企业。

谢松坤博士和兄弟在1987年创立的全利集团，经营饲料贸易生意。目前全利集团已成为一家在马来西亚证券交易所主板上市的跨国农业食品企业。集团属下有超过70家公司，从事三大业务：即海产制造、综合家畜业及棕油业。

立凯说，他可以自由选择职业生涯，甚至毕业后在国外工作。虽然没有明说，但他知道父母最终还是希望他能回国加入家族企业。他这样做，会让父母开心和让他为家族企业贡献一份力量。对立凯来说，回归家族企业，相较于公司，他感受更多的是血浓于水的亲情。

工程师出身及曾担任管理咨询的立凯，加入家族公司的企业发展部，专注集团的策略规划和公司战略。他提到即使在传统的农业领域，该集团也要一直注入创新和成长，专研如何精益求精。

作为家族企业的第二代，立凯学习跟着父亲、叔伯和堂兄弟一起工作，他们的工作经历和观点截然不同。像任何组织一样，有许许多多的观点和意见，但他们总是能够就公司方向和重大决策达成共识。立凯解释说，每个人都有明确的角色划分，以实现自由发挥。“每个人直接管治不同的业务/公司，而且获得授权和所有权，并对业绩负责。如此一来，大家的职务并没有重叠和职权冲突。每个人获得授权执行他们要做的事，而且也有机会争取其他人的信任。

当被问及把企业交个第三代接班人时，立凯表示，“我们还不能说想出了接班计划，因为需要在家族管理与专业管理之间取得一个平衡点。”他解释说，当一家公司的规模不断成长之际，他们需要做好准备，可能需要交出管理权力。他们需要依据业务需求，聘请具备专业知识的专才管理企业，同时继续以家族企业所秉持的价值观作为引导。

套用立凯的话来说，“学习如何尊重企业的现有一代，以及与他们步伐一致，是新生代的责任。是他们把生意做大，而且他们对世界的看法可能不同，因此要得到他们的信任及让他们放心我们接过生意，也许需要一段时间。”

ROOM TO GROW AND LEARN FROM MISTAKES

Lim Ee Young

GROUP CEO,
YEE LEE CORPORATION BERHAD (YEE LEE)

Ee Young never thought that he would end up working for the family business. Yet, as fate would have it, he joined Yee Lee some 25 years ago and has never looked back. His father, Dato' Lim Kok Cheong, suggested he take a role as a management trainee in one of Yee Lee's subsidiaries in Malaysia. He worked his way up across the various subsidiaries within Yee Lee to become Executive Director in 2002 and Group CEO in 2011.

Yee Lee was founded by Dato' Lim in 1968 and began its core business as an edible oil repacker in Malaysia. Since then, Yee Lee has grown into a fully integrated manufacturer and distributor and has a hand in various sectors, which include manufacturing, marketing and distribution of fast moving consumer products, plantation and eco-tourism. The Company is listed on the Main Market of Bursa Malaysia.

Ee Young is second generation family member in the business. Coming from a traditional Chinese family, verbal communication is limited to what is necessary and from Ee Young's perspective, his father's actions strongly indicated that he would like his children to take over the business from him. That is how Ee Young started in the family business as his father gave his sons "options" of departments that he could assist within the family business.

Ee Young reckons that his father's values and his leadership by example have built Yee Lee to where it is today. The English translation of "Yee Lee" is "Integrity before Profits." The Group believes strongly that ethical values are prerequisites for achieving and maintaining long term profits.

Every weekend, Ee Young has discussions with his father (currently the Group's Executive Chairman) on the various issues faced by the business. Whilst Ee Young finds it useful that his father shares his experiences with him, he acknowledges that "there needs to be a balance and segregation of authority between the decisions the Chairman and CEO makes" in order to provide the employees with more clarity in terms of actions to be taken. This clear segregation of authority will allow the CEO and his team the space, responsibility and time to explore and experience new and different, business models or ventures, for instance. This is important for the next generation to personally learn from mistakes, evolve and grow.

Ee Young shares that he would definitely promote the legacy, values and purpose of the family business to the next generation and at the same time, improve on the communication process so that the next generation feels appreciated despite all the challenges faced by the family business.



林逸扬

义利企业有限公司（义利）总执行长

从困境中学习成长

林逸扬未曾想到自己有一天会为家族企业效力。然而，也许是命运的安排，他在大约25年前加入义利工作，而且从不后悔。在父亲拿督林国璋局绅的提议下，他在义利集团一家子公司担任管理见习员的工作。随后他在义利多家公司任职，靠自己的实力步步高升，并于2002年出任执行董事及在2011年担任集团总执行长。

拿督林国璋局绅在1968年创立义利，以食用油重新包装为核心业务。随后，义利发展成全面的综合食用油制造商和经销商，并涉足多个领域，包括快速消费品制造、营销和分销、种植业和生态旅游等。义利在马来西亚证券交易所主板上市。

逸扬是义利家族企业的第三代。来自一个传统的华裔家庭，大家的沟通都是非常含蓄的。从逸扬的角度来看，父亲的一举一动显然希望孩子继承父业。所以逸扬开始投入家族生意，他的父亲让孩子们自己“选择”在家族企业内可以帮助的部门工作。

逸扬认为，义利有今天的成就是由于他父亲的价值观和以身作则的领导。顾名思义，“义利”表示有了“正义”才有“盈利”。义利集团相信道德价值是获取和维持长远盈利的先决条件。

每个周末，逸扬和父亲(现任集团执行董事长)共议家族企业所面对的各种问题。逸扬觉得与父亲分享经验让他得益的同时，他认为“董事长与总执行长所作决定之间必须有个平衡和权力的分隔”，这才能让员工更清楚地了解公司所要采取的行动。权力的明确分隔让总执行长及其团队有空间、责任及时间探讨、体验新和不同的商业模式或投资。这对于让下一代亲自从困境中学习，蜕变及成长非常重要。

逸扬表示，他必定会向下一代弘扬家族生意的传统、价值观及宗旨，同时改进沟通过程，让下一代觉得家族生意虽然面对各种挑战，但他们依然备受赏识。

HOW THE NEXT GENERATION FEELS ABOUT THEIR FUTURE IN THE BUSINESS

About 55% of the survey respondents expect to be managing the family business in the future and this has been communicated to them. Another 21% hope to manage the family business but this has not yet been agreed upon. Of the remaining respondents, 11% do not expect to manage the business but will take on a senior role while the final 13% do not know what their future will be in the family business.

Many noted that the transition from the current generation to the next generation will not be a smooth one as the current generation will want to stay involved in the business after handing over and will find it difficult to let go. While 96% of the respondents agreed that they would value continued support from the current generation, they also noted that being family members mean that they have to work extra hard to prove themselves and that the current generation should not view seeking for support as a weakness, or being unsure. The next generation mostly want reassurance that the current generation trusts the decisions that they are making.

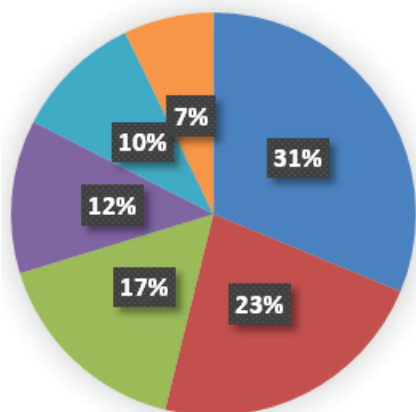
下一代如何看待家族企业的未来

大约55%的回复者已经被告知和预料将接手治理家族企业。另外21%的回复者希望接管家族企业，但还没有敲定。另外11%回复者预期不会接管家族企业，但会担任高层的角色；而最后的13%回复者不晓得自己未来在家族企业中的位置。

许多回复者提到，家族企业交接给下一代过程并非顺利无阻的，因为现有一代把生意交棒后难以放手，会继续插手干预。尽管96%的回复者认同现一代领导者的支持是非常重要的，作为家族成员，他们需要加倍努力工作以证明本身的才干，现有一代不应该把寻求支持视为弱点或对业务没有头绪。下一代主要希望现有一代肯定和信任他们所做的决定。

BEING IN THE FAMILY BUSINESS, I FEEL THAT...

经营家族生意，我觉得…



- Being a family member means I have to work even harder to prove myself to the company
身为家族成员，我必须加倍努力，向公司证明我的才干
- The current generation has confidence in my ability
现有一代对我的能力有信心
- I've been provided with a clear career path towards running all/part of the business
我获得明确的事业途径以经营全部/部分企业
- It can be difficult separating home and work life when working for a family business
在家族企业工作，可能难于把家庭和事业生活分开
- I am properly appraised even though I am a family member
虽然我是家族成员，我得到适当的表现评估
- I have NOT been given any preferential treatment because I am a family member
我没有因为我是家族成员而得到任何优待

WHEN TAKING OVER THE BUSINESS, I FEEL THAT...

接手家族生意后，我觉得…

I would value continued support from the current generation when i take over

当我接手后，我会珍惜现有一代的继续支持

The current generation will want to stay involved after handing over

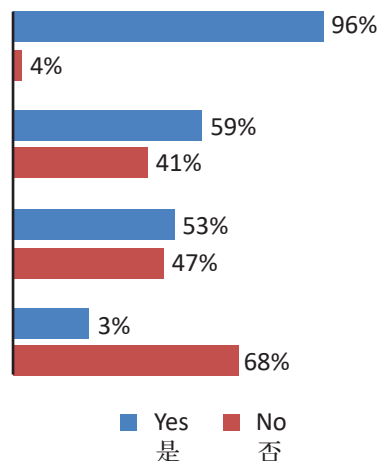
现有一代在交棒后会继续插手

It will be difficult for the current generation to fully let go when I take over

当我接手后，现有一代将难以完全放手

I'm worried that I will need to spend time managing family politics

我担心我要花时间去处理家族政治



■ Yes
是

■ No
否

CORPORATE RESPONSIBILITY

Dato' Sri Jeff Kong

DEPUTY GROUP CHIEF EXECUTIVE OFFICER,
NIRVANA ASIA LTD

Dato' Sri Jeff Kong had always known that he was going to join the family business when he grew up. He was only 12 years old when his father, Tan Sri Kong Hon Kong founded the Company with their first memorial park in Semenyih.

Growing up shadowing his father and being involved in the business, Dato' Sri Jeff chose to pursue an accounting degree overseas and work in the corporate sector for 3 years to gain some external experience before joining the family business.

When he joined Nirvana, he did not start at the top but instead joined the funeral services division where he could immerse into the nitty-gritty of the business and work with those at the grassroots level. From there, he moved on to the marketing division as he felt he was better utilised and able to provide ideas and suggestions to contribute to the overall business.

As Tan Sri Kong is still the Managing Director and Group Chief Executive Officer, Dato' Sri Jeff shares that many of his big ideas and proposals usually did not immediately get the green-light from his father. There was an instance where Dato' Sri Jeff proposed to venture into China to grow the business. He spent over 5 years researching and gathering all the facts, analysing the risks and even went on the ground and visited many burial and cremation sites in China. However, his father rejected his idea and was not willing to consider it.

Fortunately, this did not discourage Dato' Sri Jeff. He realised it would take more than just facts and figures to convince his father. One of the few opportunities Tan Sri Kong did agree to

venture into was the opening of a columbarium in Singapore which has proven to be a huge success. Among other successes is the Kuala Lumpur City Centre columbarium and funeral parlour which is the first of its kind in Asia. It took a lot of convincing to get his father to focus on the cremation business which is increasingly becoming the preferred option in the market, but is still largely untapped. It required a change in mindset as Tan Sri Kong believed that the burial business was the key business driver.

"I am used to my father turning down my ideas, even if he does not have a valid reason for doing so. But I know that we each have our own strengths so we'll focus on that. If my father rejects my ideas, I will not be too disheartened, I will just look for something else that I think will be a good opportunity for our business."

Dato' Sri Jeff shares that the business is professionalising itself. Many of its senior management were not from within the family. It is important for businesses to know their strengths and how best to contribute to the business, and bring in external talent for the capabilities they lacking in their company.

When asked about his future plans for the business, Dato' Sri Jeff says that he would want to double the growth achieved by the business in the past. He stresses that while it is important to achieve growth and increase shareholder returns, he feels a strong sense of responsibility in the nature of the business they carried out. "Families trust us to provide the best possible resting place for their loved ones and this gives me a sense of purpose and is a responsibility I cannot take lightly."



拿督斯里邝耀丰
富贵集团副总执行长

企业责任感

拿督斯里邝耀丰一直以来都知道自己长大后将会加入家族企业。他12岁那年，父亲丹斯里邝汉光创办了富贵公司，在士毛月开辟了首个墓园。

受到父亲的熏陶及对业务的参与，拿督斯里邝耀丰负笈海外进修会计学位及在企业界工作三年汲取工作经验后，便回国加入家族企业。

当他加入富贵集团时，并非从最高职位做起，而是在集团的殡葬服务部工作，与基层员工共事，学习做生意的窍门。过后他到营销部工作，因为他觉得自己能够更好地学以致用，提供各种建议，对改进整体业务作出贡献。

拿督斯里邝耀丰说，由于父亲依然是集团董事经理兼总执行长，他所提出的许多意见和方案通常不会即刻得到父亲的同意。

有一次，拿督斯里邝耀丰提议向中国发展墓园业务，并花了五年时间研究和收集各种资料、分析风险，甚至到中国就地考察多个墓地和火化场。可是他的父亲却拒绝了他的建议。

拿督斯里邝耀丰并没有因此而感到气馁。他了解到，要说服父亲，不仅仅需要事实和数字。在其中少有的机会中，丹斯里邝汉光同意在新加坡设立一座骨灰塔，事实也证明很

成功。其他成功的例子包括在吉隆坡市中心设立亚洲首开先河的骨灰塔和殡仪馆。拿督斯里邝耀丰花了不少唇舌，才说服父亲把企业焦点放在日益成为市场首选、而且尚未充分挖掘潜能的火化业务上。要实践这点需要改变丹斯里邝汉光认为墓园业务才是主要带动业务的思维。

“我对父亲拒绝我的意见已经习以为常，即使他没有给我任何合理的理由。但我知道人人各有所长，所以我把焦点放在这方面。即时父亲拒绝了我的意见，也不会太难过，我会探讨其他我认为有利于企业的良机。”

拿督斯里邝耀丰说，富贵集团趋向专业化。集团许多高层人员并非家族成员。他认为，公司了解本身的优势及如何为企业做出最好的贡献，以及用人唯贤，聘用公司所缺乏的外部人才是重要的。

当问及他对企业的未来计划时，拿督斯里邝耀丰说，他要把集团过去所取得的成长翻倍。他强调，业务成长和提高股东的投资回报固然重要，但对他们所从事行业性质所抱有的责任感也同样重要。“家属信任我们为他们的亲人提供尽可能最好的安息之处，这让我们觉得很有意义，不能辜负他们对我们的信任。”

COMMUNICATING WITH CLARITY ACROSS GENERATIONS

Brian Low

DIRECTOR,
MAICADOR SDN BHD

After spending 10 years in Canada working and studying food and nutrition, Brian Low felt that he was not creating value for himself nor was he creating something lasting. His father, Dato' Low Kian Chuan asked if he was interested to come back to Malaysia to work for the family business, and Brian decided to move back home. He knew he would come back eventually.

When Brian came back in 2015, his father sent him to Penang to manage a separate division of the family business (the manufacturing of engineered wooden veneer doors). This was separately run from the rest of the family business that was also in the timber industry, but based in Terengganu. "My father put a lot of faith in me to take on this role, but he also gave me a lot of freedom to manage it."

Brian explained that back in Terengganu, his father was running the family business that he inherited from Brian's grandfather. His father was more involved in the strategy and direction of the business, while his two uncles' were involved in the operations. However, amongst his cousins, there was only one other cousin in the family business as it was not easy to attract them to work in a traditional manufacturing industry.

In Terengganu, Brian's father had a traditional way of running the business with autonomous control over every aspect of the business. But in Penang, the business was previously listed, hence it had a structured legacy system of procedures, controls and standard operating processes with clear segregation of authority and decision making. The structured management

style did not feel unfamiliar to Brian who had 10 years of work experience in North America. He feels that it was easier for him to ease into this new sector in an Asian business environment upon his return. When discussing the challenges that family businesses often face, Brian shares that communication is usually the root of most problems. The current generation and the next generation have different styles of communicating which can lead to frustration and misunderstandings. He admits that the next generation can sometimes be "too direct" and need to learn the art of delivering their messages in a more indirect manner. "They need to learn how to bridge the gap with the current generation and invite the current generation to see things the way we do."

When asked about the succession of the family's wood business, Brian stresses on the importance of keeping the business relevant for future generations. "We need to find a way to attract local skilled talent in the design of wooden products for instance, and show these talents that there is a future or a career to be made in this wood industry. It will take time, but industry players have to work closely with government agencies to create more awareness and work on training programs that is relevant to the current working environment of the timber industry".



卢孔昇

MAICADOR有限公司董事

开诚布公跨越代沟

卢孔昇在加拿大工作和参与食品及营养研究的十年后，觉得并没有自我增值或创造持久的事业。于是，当他的父亲拿督卢成全问他是否有意回国经营家族事业时，他决定回国，他也知道自己最终将会回来。

孔昇在2015年回国后，父亲派他到檳城打理家族生意（木门制造业）的一个单独管理部门。这部门跟主要在登嘉楼从事木材业的家族业务是分开的。“父亲对我担任这份工作很有信心，让我自由发挥。”

他说，当他回去登嘉楼时，父亲正在接手经营孔昇祖父的生意。孔昇父亲主要负责业务的策略和方向，而两位叔伯则负责公司的运作。不过在众多堂兄弟当中，只有另一人加入家族企业，因为要吸引他们参与传统制造业并不容易。

在登嘉楼，孔昇的父亲以传统的方法经营生意，对业务各方面均进行自主控制。可是在檳城，由于企业曾是上市公司，公司具备了一套有结构的程序、控制及标准运作过程制度，公司权力和决策分明。对于具备在北美工作十年经验的孔昇来说，这种有结构的管理风格并不陌生。他回国和其他人商讨家族

企业经常面临的挑战后，觉得更容易融入亚洲商业环境的这个新领域。孔昇说，沟通通常是大部分问题的根源。企业现有一代和下一代之间各有不同的沟通方式可能导致不快和误解。他坦承下一代有时候“过于直接”，需要学习以更婉转方式传达信息的说话艺术。“他们需要学习如何拉近与现有一代之间的距离，同时尝试让他们了解新一代的作业模式。”

当问及家族木材事业的接班人计划时，孔昇强调企业需要让下一代看到未来。“例如我们需要设法吸引木制产品设计方面的本地熟练人才，同时让他们看见木材业的前景和未来。”这方面是需要时间的，业者必须与政府机构密切合作，通过培训课程，朝着当前的趋势提升及拓展木材行业。

STAYING PROFESSIONAL DESPITE FAMILIARITY WITH EACH OTHER

Chiau Haw Choon

GROUP MANAGING DIRECTOR,
CHIN HIN GROUP

The Chin Hin Group transformed from its humble beginnings as a hardware shop to a small building materials trader and is now a billion ringgit conglomerate listed on the main market of Bursa Malaysia.

Chiau Haw Choon, the Group Managing Director was a school dropout, but went on to be successful and helped to transform the Group from a family-owned business to a professionally-run corporation. Haw Choon explained that the hardware shop was his grandfather's in the 1970s. His father later took over the business and transformed it into a cement distributor trading company. As Haw Choon's father, Datuk Seri Chiau Beng Teik never explicitly exposed Haw Choon to his line of work, he mostly observed how his father ran the business over the years.

In 2009, Haw Choon came back to manage the business as his father was unwell. During that time, he had the freedom to make the decisions and changes that he wanted. Haw Choon is grateful that his father gave him the opportunities and space to make mistakes. As a next generation family member, he feels that it is important to be given a second chance to learn from one's mistakes.

He feels that the challenge with most "next generations" is that they give up easily when the current generation turns down or rejects their requests or ideas. However, Haw Choon stresses that the next generation needs to be patient and strategic. If the current generation says no to the next generation's requests now, it does not mean no forever."

His father is now well and is serving as the Deputy Group Executive Chairman. Haw Choon explains the importance of being able to distinguish which hat one is wearing i.e. the business hat or the family hat, when interacting with family members who are also colleagues. He recognises that family relationships are driven by emotions, and if this factor is present during business discussions, it can easily lead to potential conflicts. Therefore, those working in family businesses need to consciously remind themselves to recognise and wear the appropriate hat in the right situation.

For example, during discussions on business matters, family members must maintain a rational outlook and professional relationship. This is one of the key perspectives Haw Choon emphasises to the mentees he personally mentors - mostly comprising the second generation of family businesses.

Haw Choon believes that innovation does not always mean inventing something new. Innovation in order to stay ahead of the game means adapting an existing idea from, overseas for instance, to the sector, economic and social situation of the country that the family business operates in. However, one must be bold in making the changes and Haw Choon is a living example of this, having successfully transformed the business from a building materials trader to an integrated building materials conglomerate in just 10 years - not bad for someone who started his education late in life.



周豪俊

振兴集团集团董事经理

公私分明，保持专业

振兴集团从一家微不足道的五金店起家，发展为建筑材料贸易商，直到现在成为在马来西亚证券交易所挂牌、价值十亿令吉的大集团。

振兴集团董事经理周豪俊曾是个辍学生，可是走上成功大道，把集团从一家家族企业变成专业管理的集团。豪俊说，当初的五金店是他祖父在20世纪70年代创立。过后，由他的父亲接手，转型成水泥经销和贸易商。豪俊的父亲——拿督周明德从没明确地要豪俊参与经营家族企业，因此多年来，他主要靠从旁观察，认识家族的经营方法。

2009年，由于父亲身体不适，豪俊回去帮助打理家族事业。那时他可以随心所欲作出决策和改变。他很感激父亲给他机会和犯错空间。身为下一代的家族成员，他认为给予第二次机会，并从错误中学习是很重要的。

他觉得大部分下一代所面临的挑战是：当现有一代不接受或拒绝他们的要求或意见时，他们会轻易放弃。豪俊强调，下一代为人必须具备耐心和策略。如果现有一代现在不接受下一代的请求，这并不意味着他们永远不接受。”

豪俊的父亲已经康复，并担任集团副执行主席。豪俊说，当我们和也是同事的家族成员进行互动时，公私分明是非常重要的，要懂得区分家族和企业的角色。他认同维护家族关系的是亲情，但是如果处理工作的时候太感情用事，可能很容易导致纠纷和矛盾。因此在家族企业工作的人必须有意识地提醒自己认清和在适当情形下扮演适当的角色。

举个例子，在讨论商业事务时，家族成员必须保持理性和专业。这是豪俊向他亲自指导的后辈（主要是家族企业的第二代）所强调的关键原则之一。

豪俊认为创新不一定等于发明新的东西。为了在竞争中保持领先地位，创新可能是引进外国先有的理念，再根据国内的经济还有社会形式，加以改良。他补充说，企业家必须勇于改变。豪俊就是一个实例，他在短短十年内，成功地把一家建材贸易公司变成综合性建筑大企业。这对一个在半场才起步的人来说，的确是难能可贵。

A THOUSAND MILES BEGIN WITH THE RIGHT DIRECTION

Charles Lim

EXECUTIVE DIRECTOR,
KOSSAN RUBBER INDUSTRIES BERHAD

After obtaining his Degree in Computer Science and his Masters of International Business from Monash University, Australia, Charles returned to Malaysia in 2006 and began his career in the family business.

Charles' father, Tan Sri Dato' Lim Kuang Sia who founded Kossan Rubber Group in 1979, has never forced his children to join the family business. He wanted them to take responsibility over their chosen career path. However, Charles chose to start his career in the family business as he felt that working elsewhere would limit his exposure. He started from the ground up in order to fully grasp the business and its operations.

When discussing ownership succession, Charles notes that this is a rather sensitive topic especially amongst Chinese families. Charles leaves the question of succession to the family shareholders to decide. He does his best to demonstrate that he is worthy of being a shareholder.

With regards to leadership succession, Charles explains that it has to be based on merits. His father once emphasised that the family has to run the company in the very professional way, to ensure continuous growth and sustainability. "We have to value the contribution of our employees and take care of them. Treat our suppliers and customers as business partners and to ensure our shareholders receive returns from their long term investment in our business."

So if the most capable person to lead Kossan is not a family member, it is perfectly acceptable to the family as the main family member shareholders

would drive the strategic direction of the company. Kossan has implemented clear segregation of duties, standard operating procedures and corporate governance to minimise conflicts and possible situations of family members overriding external management's decisions in the business. Hence it is clear that Kossan has carefully considered professionalising the business for the long term.

When asked about technology and innovation, Charles shares that Kossan Group aims to reduce 60% of their foreign workers. The manufacturing function has invested more in automation as the way forward. Complementing this is training for their skilled workers so that knowledge is shared in a consistent manner and quality of training can be enhanced. With this, senior management can focus more on the business strategy rather than routine day-to-day operations as the workers would be aptly trained to deal with certain aspects of the business. Kossan also does their own research and development to reduce reliance on overseas technology. This is in line with Malaysia's Industry 4.0 agenda and high income nation priority.

Charles' advice to the next generation of family businesses is to not fear failure but to keep learning from one's mistakes. You can never get a 100% guarantee that the decision you are making is correct, but as a leader you need to see the big picture, get the right direction, brave enough to face the challenges but at the same time manage the risk. He added that one must be passionate about the family business, that will carry you far.



STRETCHING LIMITS • SINCE 1979

千里之行始于方向

林炜超

高产梔品工业有限公司

林炜超在澳洲蒙纳斯大学考获电脑科学学位和国际工商硕士资格后，在2006年回到马来西亚，开始在家族企业的职业生涯。

他的父亲，也就是在1979年创办高产梔品工业有限公司的丹斯里拿督林宽城从来不强迫孩子加入家族企业，而让他们对自己选择的事业道路负责。不过炜超却选择在家族企业开始事业，因为他认为在其他地方工作将局限他的见识。为了充分把握生意及其运作的知识和技巧，他从基层做起。

在谈到企业拥有权的继承时，炜超认为这是个敏感议题，尤其是对华人家族而言。他认为拥有权继承的问题应交由家族股东决定。他将尽其所能，证明自己是具有实力的股东。

关于领导权的继承，炜超解释说，这应该根据绩效。他的父亲强调家族有义务秉持专业的精神来经营家族企业，以确保企业可以不断增长并永续经营。“我们要珍惜员工对公司的付出保障他们的福利。视我们的供应商和客户为合作伙伴，同时也要确保股东的投资有回酬”。

因此，如果由最能干但不是家族成员的人领导高产，家族是完全可以接受的，因为主要

的家族成员股东将负责公司的策略性规划。为了避免纠纷同时预防家族成员可以随意推翻公司管理层决策的情形发生，高产落实了明确的职务分隔、标准运作程序及企业治理制度。高产集团显然已经仔细布局，放眼未来把企业专业化。

当被问及技术与创新时，炜超表示高产集团的目标是把外劳减少60%。为了实践这个目标，集团的制造业部门已增加对自动化投资，同时为熟练工人提供培训，以更一致的方式分享技能和提高优质的培训。如此，集团高级管理层则可以专心处理企业策略，而不是日常运作。高产也自行进行研究和开发，以减少对外国技术的依赖。这也符合马来西亚工业4.0 议程和成为高收入国家的优先政策。

炜超对家族企业下一代的忠告是：别害怕失败，而要不断地从错误中学习。他说，没有人能够百分之百保证自己所作决定是正确的，但是身为企业的领导，要看大方向，带领团队朝正确的方向，胆大心细，勇于面对挑战。同时，对家族企业要有热诚，这样才能走得远。

PLAYING TO ONE'S STRENGTHS

Tan Lindy

EXECUTIVE DIRECTOR,
BCB BERHAD

Fresh out of university, Lindy joined her family business as her father's personal assistant and is now one of the Executive Directors of BCB Berhad, heading their Sales and Marketing function. She says, "while I was free to choose what I wanted to study and pursue, I knew that no matter what, I would still come back to work for the family business." Lindy and her elder brother have been groomed from a young age to be a part of the family business. For example, during school holidays, her father would insist that they help out in the business. "He took a very hands-on approach so we had to learn by following him around and going through all the documentation - just like him."

Founded by Lindy's father, Tan Sri Dato' Tan Seng Leong, BCB Berhad was set up as a private listed company in 1988 and was converted to a public company in 1995. They were subsequently listed on the main board of Bursa Malaysia the following December. Currently, they are the largest property developer in Batu Pahat and Kluang with development projects mainly spread across Johor.

Lindy's father never forced his children to pursue careers they were not keen in on but instead encouraged them to focuss on their strengths, and guided them to take on roles within the business that were more suited to their interests. For example, Lindy's elder brother was interested in numbers. Hence he took up accountancy and now looks after the business' accounting and finance functions. Lindy on the other hand was more keen on the social and creative aspects, and hence she is now leading the sales and marketing function.

Lindy shares that there has not been any formal conversations between her and her brothers with their father in relation to who takes over the business in the future - both from an ownership and management aspect. However what is clear

is that her father has indicated that the leadership of the business will be given to whoever has the capability to handle it, i.e. by merit and not by gender or inheritance.

Gaining trust and credibility in the eyes of senior management, directors and long time employees are some of the challenges faced when working in the business. "Communication was quite tough as there were people from various age groups, most who were older than us, yet needed to report to us." The only way for Lindy and her brother to prove themselves was to deliver the outcomes required.

One of their milestones in growing the business was to go international. Historically, the business only markets their developed property in Malaysia to local buyers. Since 2015, the business has been holding events overseas to attract buyers from international markets to invest in their developed properties in Malaysia. It was a defining moment for Lindy as this was a new approach for a state-based property developer that had never gone international. She had no statistics nor market research to demonstrate how well properties in the areas that BCB Berhad focused on appealed to overseas buyers. Initially she was given a small budget to work with. Once she was able to demonstrate some wins, the Board of Directors was more willing to allow increased budget and resources for overseas events despite the risks.

Adopting a digital marketing strategy was another change that Lindy introduced to the business. Lindy's father was initially apprehensive when more funds and resources were channelled towards digital media advertising. Once she showed increased outcomes from digital media advertising as compared to traditional advertising, her father's generation is now more open and willing to accept that the business has to evolve with the changing times.



陈伶俐

龙城集团执行董事

发挥个人的强项

陈伶俐大学毕业后便加入家族企业，担任父亲的私人助理。目前是龙城集团的执行董事之一，负责掌管销售和市场业务。“虽然我可以自由选择我要攻读的课程和追求我的梦想，但我知道无论如何我还是会回来为家族企业工作。”她和哥哥从小即被栽培成为家族企业的一员。例如在学校放假时，父亲会坚持他们帮忙打理生意。“他非常重视以实际的方法经营生意，让我们跟随他学习和处理各种文件——就好像他的作法那样。”

伶俐的父亲丹斯里拿督陈成龙在1988年创立龙城集团，当时是一家私人有限公司，在1995年改为公共有限公司。公司随后第二年12月在马来西亚证券交易所主板上市。该公司目前是峇株巴辖和居銮最大的房地产发展商，发展项目主要遍布柔佛州。

伶俐的父亲从来不强求孩子从事他们没兴趣的事业，而鼓励他们专注自己的强项，同时循循善诱地引导他们在企业扮演更适合他们兴趣的角色。例如，伶俐的哥哥对数字有兴趣，所以选择念会计，现在负责公司的会计和财务。另一方面，伶俐的兴趣是社会和创意方面，因此目前领导公司的销售和市场工作。

伶俐表示，她和哥哥还没有跟父亲正式讨论企业的拥有权和管理权未来接班人的问题。不过她的父亲曾经表示公司领导权乃能者居之，而不是性别或继承。

她表示，争取资深管理层、董事及老员工的信任和信用，是在家族企业工作的其中一些挑战。“不同年龄组合的人进行沟通是蛮困难的，因为他们大部分年纪比我大，可是却要向我报告。”伶俐和哥哥唯一能做到的就是以表现来证明实力。

龙城集团成长的其中一个里程碑就是走向国际。过去，龙城集团只向本地买家推销它在国内开发的房地产。不过自2015年以来，龙城集团在国外举行活动，吸引国际买家投资该公司在马来西亚开发的房地产。对伶俐来说，那是一个重要时刻，因为这是一家以柔佛州为基地，从来没有走向国际的房地产发展商所采用的新经营方法。她手上没有任何统计数字或市场调查来展示龙城所开发的房地产对海外买家有多大的吸引力。起初她只获一笔小数经费在海外举办活动，当她的活动取得成就后，虽然有些风险，公司董事部还是愿意增加对海外活动的预算和资源。

伶俐为家族企业采用的另一个改变是利用数字营销策略。她的父亲刚开始时有些疑虑，因为公司需要把更多资金和资源投入数字媒体广告活动。当她向公司展示数字媒体广告所带来的结果胜于传统广告后，公司的父辈们现在对企业与时并进、因时制宜，显得更加开明和愿意接受。

结语

FINAL WORD

It is loud and clear from this inaugural 2018 ACCCIM family business survey that communication, trust and respect play an important role in building a good foundation to transition from one generation to another within a family business. Coaching the next generation on the finer aspects of the business is important for any succession planning but it cannot be at the expense of building a mutually beneficial relationship where the next generation is comfortable to ask for support and learn with confidence from the current generation.

If sustaining your family business for generations to come is your objective, then below are some key findings from this survey :

- Co- develop a succession plan where the current and next generation contribute their thoughts and gain buy-in from the family.
- Set -up a framework where each family members understand how they can contribute to the family business to sustain and grow it.
- Recognise the need to innovate to stay relevant. Establish small wins to prove your innovative ideas work and build that trust with the family before moving to bigger ideas.

A family business having shared understanding of why it is important to stay together to help each other is a family business that stand a much better chance at creating a lasting legacy for generations to come.

中总首次进行的2018家族企业调查充分显示沟通、信任及尊重等因素，对家族企业从现有一代过度到下一代过程中奠定良好的基础，发挥重要的作用。向下一代言传身教，把企业的精髓延续，对任何接班人计划是重要的；但是不能因此忽略两代之间的沟通信任，下一代需要有一个可以让他们安心的平台来向现有一代学习和寻求支援。

此项调查显示，要使家族企业永续经营、世代相传的其中一些要素如下：

- 俩代人集思广益、联手制定接班人计划并争取家族的支持。
- 建立家族成员相互了解的框架，让大家对家族企业的延续与成长作出贡献。
- 接受家族企业要继续有所作为就必须创新的需要。创新可以从小处做起，以证明自身的创新点子行得通，并且建立家族对自身的信任，然后才提出更远大的创新计划。

一个家族企业，其家族成员能够了解彼此必须同心协力、守望相助的重要性，将更能够使企业持续传承、世代相传。

RESEARCH METHODOLOGY

“Family business” definition

For the purpose of this survey, the ACCCIM has adopted the same definition as PwC where a “family business” is defined as

1. The majority of votes are held by the person who established or acquired the firm (or their spouse, parents, child, or child’s direct heirs);
2. At least one representative of the family is involved in the management or administration of the firm;
3. In the case of a listed company, the person who established or acquired the firm (or their families) possess 25% of the right to vote through their share capital and there is at least one family member on the board of the Company.

调查方法

“家族企业”的定义

为了本调查目的，中总采用了PwC对“家族企业”的同样定义如下：

1. 设立或收购企业的人(或他们的配偶、父母、子女或子女的直系继承人) 持有多数表决权；
2. 家族至少一个代表参与企业的管理或行政；
3. 如是上市公司，设立或收购公司的人(或他的家族) 通过股本持有25%的表决权，而且家族在公司的董事部有至少一位代表。

Survey methodology

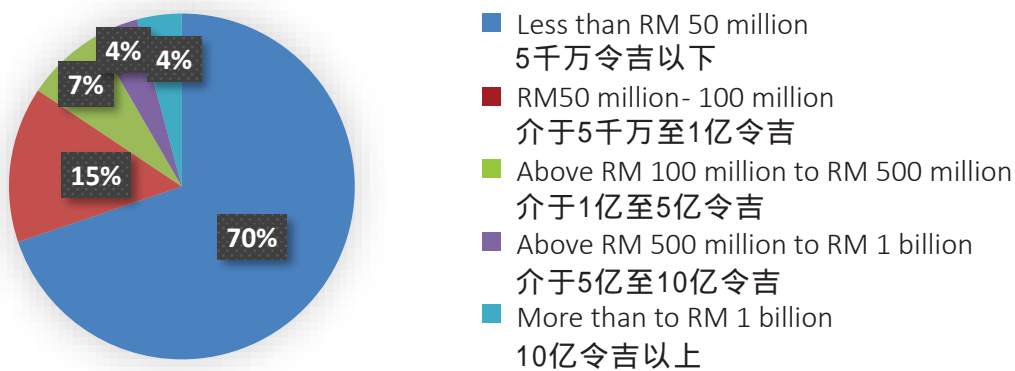
PwC Malaysia conducted the research. Between 3 July and 22 November 2018, an online survey took place with just under 100 respondents. Face-to-face case study interviews were also conducted.

调查方法

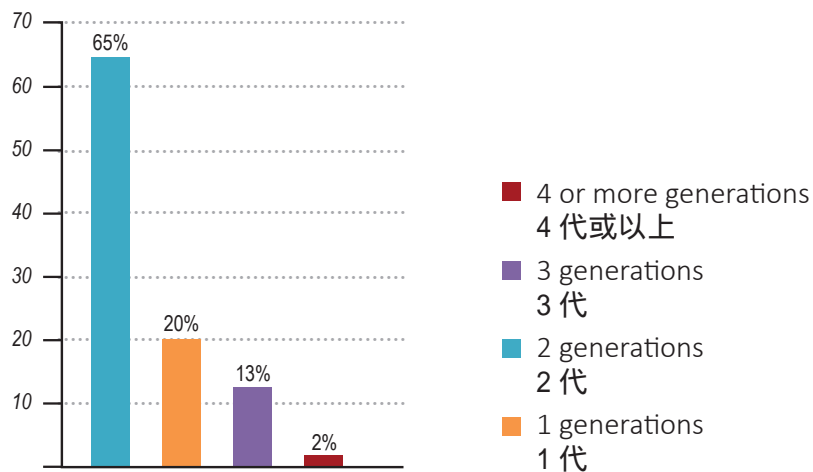
马来西亚PwC在2018年7月3日至11月22日之间，对大约100位回覆者举行了在线调查，同时也进行了面对面访谈。

ACCCIM RESPONDENT PROFILE 中总调查回覆者资料

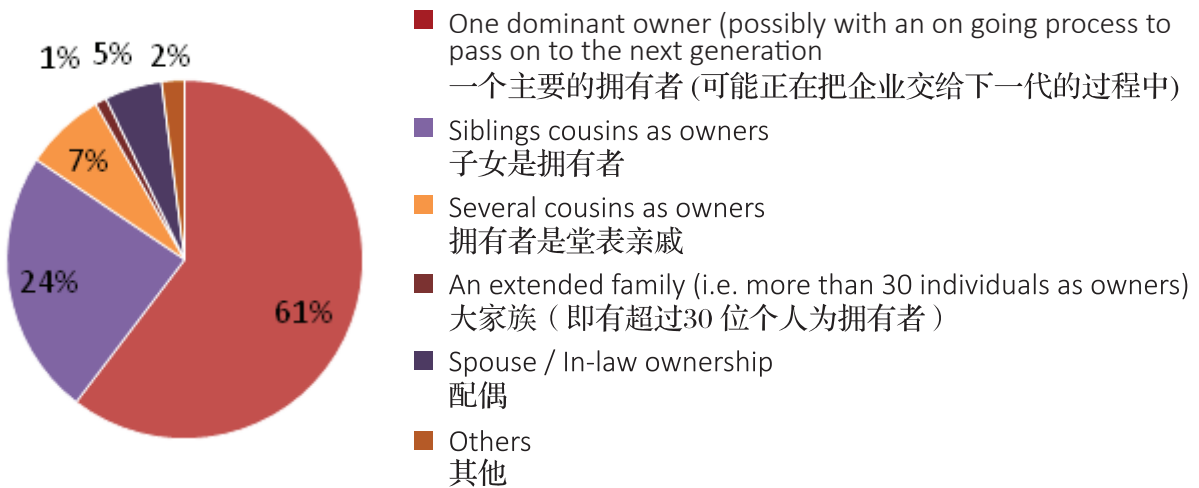
ANNUAL TURNOVER (SALES) (RM MILLION) 年营业额（百万令吉）



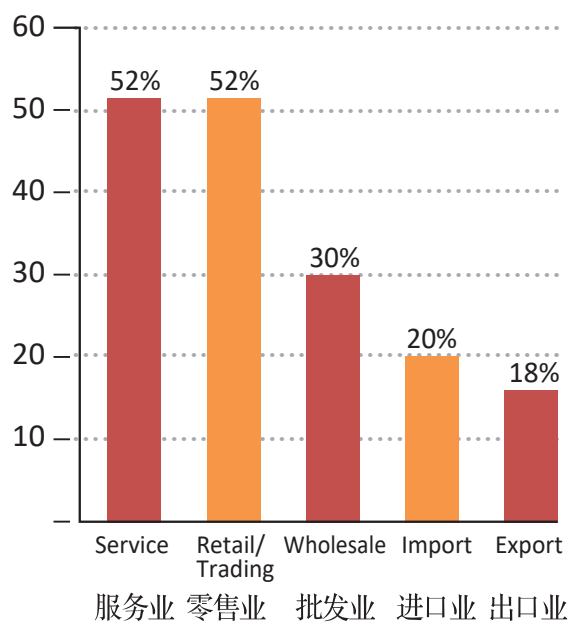
NUMBER OF GENERATIONS IN THE FAMILY BUSINESS 家族企业里的世代数目



THE FAMILY'S OWNERSHIP STRUCTURE IN THE BUSINESS 企业的家族拥有权结构



NATURE OF BUSINESSES 业务性质



ACCCIM IN BRIEF

The Associated Chinese Chambers of Commerce and Industry of Malaysia (ACCCIM) is the national level organisation of the Chinese chambers of commerce in the country. It has 17 Constituent Members located separately in the 13 states and Federal Territories of Malaysia. In fact ACCCIM is the earliest national level chamber of commerce to have a complete regional representation in the country.

The ACCCIM was founded on 2nd July 1921 as a society under Malaya's Societies Act. Direct and indirect membership of all Constituent Chambers are well over 100,000, representing Malaysian Chinese companies, individuals and trade associations in particular and the Chinese business community in general.

The ACCCIM's objectives as provided in the Constitution are as follows:

- (1) To promote liaison and cooperation among the various Chinese chambers of commerce and industry, trade and/or industrial associations and/or business corporations in Malaysia for the protection and advancement of the interests of their members in respect of commerce, industry, primary industries and other economic activities;
- (2) To study and formulate views, observations and recommendations of the Malaysian Chinese business community in respect of the nation's socio-economic development, so as to promote better understanding between the community and the Government and other public/private sector organisations, and in furtherance of this objective, to contribute towards the development of national economy and promotion of national unity;
- (3) To collect, collate and disseminate information relating to commerce, industry and other economic sectors;
- (4) To liaise with other chambers of commerce or economic organisations, in particular to organise or participate in meetings relating to economic matters, trade missions, exhibitions and other activities relevant to the promotion of economic cooperation;
- (5) To promote social welfare activities as well as organise or sponsor manpower training programmes or seminars beneficial to the economic development of the nation;
- (6) To arbitrate in the matter of disputes between members of ACCCIM (with the consent of both parties);
- (7) To receive and/or accept donations, gifts, grants,

subsidies, securities listed in the stock exchange and any other instruments of value and to hold the same for investment and/or deal with the same; and

- (8) To perform any other services pertinent to the functions of ACCCIM.

The collaboration network of ACCCIM is very wide. ACCCIM has up to 28th February 2019, signed 76 Memorandums of Understanding or Economic Cooperation Agreements with overseas chambers of commerce and economic organisations. ACCCIM has enhanced relationship with Chinese chambers of commerce all around the world after successfully organising the 7th World Chinese Entrepreneurs Convention (7th WCEC) in 2003, currently is a member of World Chinese Entrepreneurs Convention (WCEC) Advisory Committee. ACCCIM is a member of the International Chamber of Commerce (ICC) Malaysia.

ACCCIM is a member of National Chamber of Commerce and Industry of Malaysia (NCCIM), an apex organisation comprising five principal private sector bodies namely ACCCIM, Malay Chamber of Commerce Malaysia (DPM), Malaysian Associated Indian Chambers of Commerce and Industry (MAICCI), Malaysian International Chamber of Commerce and Industry (MICCI) and Federation of Malaysian Manufacturers (FMM). Tan Sri Datuk Ter Leong Yap, President of ACCCIM is appointed as President of NCCIM on 17th November 2016.

ACCCIM maintains close rapport with Government Ministries and Agencies as a channel for consultation over a wide range of issues, and participate in many consultative panels, dialogues, seminars etc. with the Government. ACCCIM regularly interact with Chinese based political parties and other major Chinese associations in Malaysia to discuss and exchange ideas on issues affecting the Chinese community.

The ACCCIM has established a Socio-Economic Research Centre (SERC Sdn. Bhd.) in 2010 as a think-tank to carry out research on economic issues in order for ACCCIM to make concrete and strategic suggestions to the Government and effectively contribute to the development of the national economy of Malaysia.

The representative, consultative and service functions of the ACCCIM have been widely acknowledged. As the ACCCIM is an organisation that brings together diversified interests of the business community (including wholesale and retail, trade, industries and manufacturing, construction and property, services as well as agriculture and primary industries' sectors of the economy), it endeavours to reconcile divergent view-points and economic interests to the advantage of all.

马来西亚中华总商会（中总）是国内华裔商会的联合总机构，其17个属会，分布在国内13个州及联邦直辖区。本会实际上是唯一在国内最早拥有完整区域代表性的工商会。

中总成立于1921年7月2日，是在马来西亚社团注册法令下注册的团体。中总属会直接和间接会员总数超过100,000名，代表马来西亚华人公司、商家及各行业团体。在我国自由结社的原则下，中总在言论和行动上拥有自主权，能充分扮演它代表工商界的角色。

中总章程中列明的宗旨如下：

- (1) 促进马来西亚各地华人工商会、商团与/或工业团体及/或商业公司的联络与合作，共同维护及争取属会会员在商业、工业、原产业及其他经济活动方面的权益和发展；
- (2) 研讨及拟定马来西亚华人工商界对国内社会经济发展问题的见解和建议，藉以促进与政府或其他机构或团体间的了解与合作，共同致力于发展国民经济和加强全民团结；
- (3) 汇集、整理及传播有关工商及其他经济活动的资料；
- (4) 联络其他商会或经济团体，主办或参加经济会议、工商考察团、工商展览会及其他有关促进经济合作的活动；
- (5) 提倡社会福利事业及主办或协办有利于国民经济发展的智力训练计划或研讨会；
- (6) 在有关各造同意下协助本会会员调解纠纷；
- (7) 接收及/或接受捐、赠、拨款、津贴、在股票交易所上市的证券以及任何其他有价值

之合法文件并以其作为投资及/或以其他方式处理之；以及

(8) 推行其他符合本会宗旨的活动。

中总的合作网络广泛，截至2019年2月28日，中总与国内外商会和经济团体签署了共76份谅解备忘录或合作协议。中总于2003年成功于马来西亚主办第7届世界华商大会，加强与世界各地中华总商会之联系，目前是世界华商大会顾问委员会成员。中总也是国际商会（马来西亚分会）的成员。

中总是马来西亚全国总商会成员，这个全国商会最高组织，其他成员包括马来西亚马来人总商会、马来西亚印度人总商会、马来西亚国际总商会以及马来西亚厂商联合会。中总总会长丹斯里拿督戴良业于2016年11月17日当选为马来西亚全国总商会总会长。

中总与政府各部门及机构保持密切联系，对影响经济领域的课题进行有效的磋商。政府许多的经济咨询委员会、对话会、研讨会等都邀请中总委派代表出席。中总与国内华基执政党及各主要华团，定期进行交流，就华社课题交换意见。

中总于2010年成立社会经济研究中心，为中总智囊机构，进行经济课题的研究，以期更有效地向政府提呈具体建议及策略，为国家经济发展作出更大的贡献。

中总的代表性、咨询及服务作用受到各界广泛承认。作为一个结合不同商业利益的组织（其成员来自批发及零售行业、贸易、工业及制造业、建筑及地产业、服务业、原产业及农业等领域），因此致力于求同存异，为工商界谋求共同之利益。

ABOUT PwC

At PwC, our purpose is to build trust in society and solve important problems. It is this focus which forms the services we provide and the decisions we make.

Every day more than 250,000 PwC people in 158 countries are committed to delivering quality in assurance, advisory and tax services, while working hard to build strong relationships with others and understand the issues and aspirations that drive them. Underpinning all this is the PwC Purpose: “To build trust in society and solve important problems.”

In Malaysia, PwC employs more than 2,500 people in six locations (i.e. Kuala Lumpur, Pulau Pinang, Ipoh, Melaka, Johor Bahru and Labuan) who are dedicated to solving the complex problems businesses are facing in today’s changing market place.

PwC 简介

在PwC，我们的使命是解决重要问题，建立社会诚信。这是我们在提供专业服务及作出商业决定时的重中之重。

遍布全球158个国家，员工总数超过250,000人，我们重视与客户建立互惠的关系，竭力为客户提供专业的稽查、咨询及税务服务，帮助他们解决业务问题。我们的服务的宗旨为“解决重要课题，建立社会诚信”。

在马来西亚，我们分布于以下城市：吉隆坡、檳城、怡保、马六甲、新山及纳闽，有超过2,500名员工为客户提供专业的服务，帮助客户解决复杂的企业问题。

Connect with us 联系我们

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PwC Malaysia

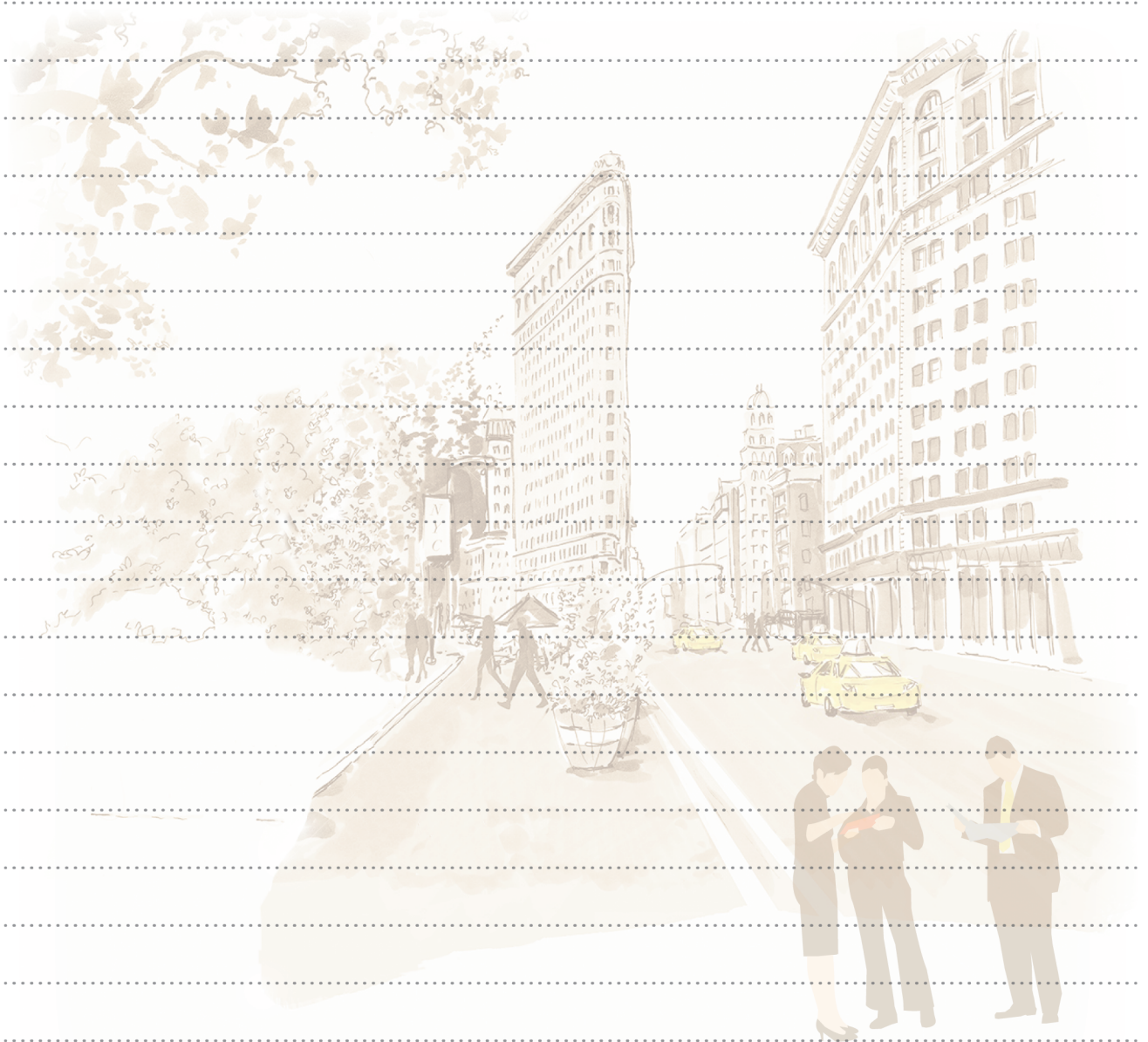
马来西亚PwC

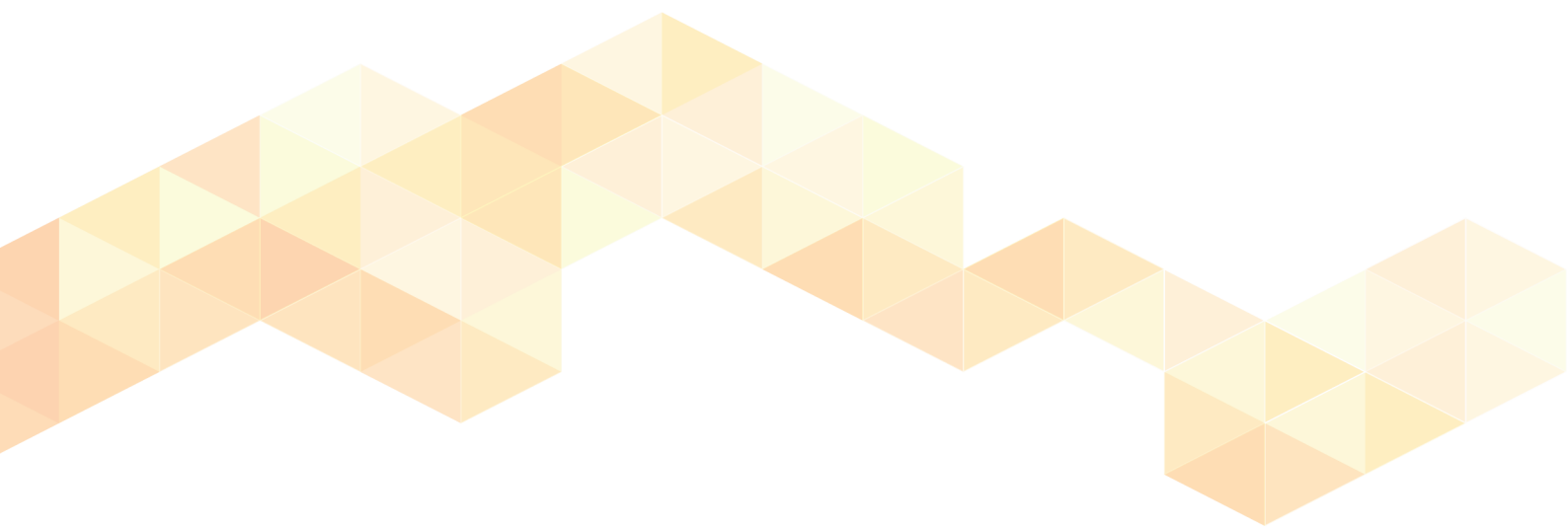
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