

# MARKETEER

ISSUE 1 / 2009

- Risk & Reputation Management for Business Success
- Seven Ways to Make Marketing Work in a Challenging Economy
- Making a Case for Greater Export of Services

Cover Story

**Special Interview  
with Patron of IMM  
YB. Tan Sri Muhyiddin Yassin**



INSTITUTE OF MARKETING MALAYSIA

For Members Only

# Now also available in Digital...

Download now to get your  
free copy of e-Yellow Pages at

[www.yellowpages.com.my](http://www.yellowpages.com.my)



TM Info-Media Sdn Bhd (178079-D)

A **TM** Company



# CONTENTS

<b>Cover Story</b> Special Interview with Patron of IMM YB. Tan Sri Muhyiddin Yassin	04
<b>Advertorial</b> Ten Fascinating Facts about Graduate School of Management (GSM)	12
<b>Focus</b> The Need for Market Research in Malaysia	15
<b>Happenings</b> Getting Inspiration from Top Leaders	16
<b>Feature</b> Risk Management for Business Success	18
<b>Updates</b> IMM Names 12 Council Members for 2008-2010 Term	21
<b>Feature</b> Making a Case for Greater Export of Services	22
<b>Advertorial</b> Leadership in a Changing World	24
<b>Marketing Toolbox</b> Reputation Management: How to Manage your Reputation Online	26
<b>Marketing Tips</b> Seven Ways to Make Marketing Work in a Challenging Economy	28

## CORPORATE BRIEF

The Institute of Marketing Malaysia (IMM) is the only registered Institute in the country organised for the purpose of serving the marketing fraternity in Malaysia. Formed under the Society's Act 1929, the Institute has assisted and will continue to assist, train and bring together marketers from various business and industries with one common goal that is to improve the marketing skills of all its members.

The primary objective of the Institute as enshrined in its Constitution is to "organise, oversee, maintain, promote, protect and assist by all lawful means the rights and interests of the marketing practitioners in Malaysia, especially those who are members of the Institute". We therefore welcome all marketers to join the Institute to support, promote and enhance professionalism in marketing.

## COVER



Cover Design depicts YB. Tan Sri Dato' Muhyiddin bin Mohd. Yassin, Minister of International Trade and Industry who is also the Patron of Institute of Marketing Malaysia (IMM).

## PATRON

YB. Tan Sri Dato' Muhyiddin bin Mohd. Yassin  
Minister of International Trade and Industry Malaysia

## HON. ADVISORS

Dato' Lawrence Chan Kum Peng  
Founder and Executive Chairman  
PDL Management Corp. (M) Sdn. Bhd.

Hamidah Karim  
Managing Director  
Prestige Communications Sdn. Bhd.

## COUNCIL MEMBERS

Dato' Sharifah Mohd. Ismail  
President

Datuk N. Marimuthu  
Vice President

Haslina Azlan  
Hon. Secretary

Dr. Zakaria Taib  
Hon. Treasurer

Siti Raba'ah Abdul Razak  
Asst. Hon. Secretary

Bryan Lo Ching Wing  
Asst. Hon. Treasurer

Prof. Dr. Samsinar Md. Sidin

Rosie Nasaruddin

Sarah Tan Mee Loo

Sherly George

Mohd. Basir Abdul Rahim

Dr. Mahmud Sabri Haron

## MANAGING EDITOR

Dato' Sharifah Mohd. Ismail

## DESIGN & PRINTING

Penumbra Communications (M) Sdn. Bhd.



Since Tan Sri Muhyiddin took over the helm of the Ministry of International Trade & Industry in mid-2007, IMM has gained new updates on the country's marketing efforts.

Our special interview with the Minister confirms a new outlook and prowess with MATRADE leading the pack. As IMM's Patron the Minister also proposes some new professional directions for its members.





MATRADE's role in showcasing Malaysia as an exporter of quality products and services is becoming increasingly important.



## QUESTION 1

*As Malaysia's Minister of International Trade and Industry you are in many respect the No. 1 marketeer for the country regionally and internationally. Can you share with us some of your plans for both the domestic and export markets? How do you wish to position Malaysia globally as far as our products and services are concerned?*

The government provides an enabling environment for our industry and exporters to be globally competitive and resourceful in securing market access abroad.

The measures taken by the government are many and encompassing:

- (i) Providing and continuously improving the infrastructure (e.g. ports, financial infrastructure, legal environment) to support trade.
- (ii) Creating greater market access for Malaysian exports for both goods and services through participation in the multilateral trading system (WTO), regional initiatives such as ASEAN Free Trade Area as well as through negotiations of bilateral free trade agreements (FTAs) with trading partners.
- (iii) Mounting trade and investment missions abroad to market Malaysia as a producer of competitive quality products as well as market Malaysia as an attractive investment location.

(iv) Assisting small and medium enterprises through exporter development programmes, including market development grants and exporter training programmes to enable them to be globally competitive. (Details are contained in response to question No.2).

(v) As branding is key in differentiating Malaysian products and services in the marketplace, considerable emphasis is given by the government in encouraging Malaysian companies to develop and promote their own brands in the marketplace. This includes financial assistance under the Brand Promotion Grant Scheme administered by MATRADE.

(vi) MATRADE, a government agency under the Ministry of International Trade and Industry has 39 overseas offices set up specifically to assist Malaysian exporters in linking up with importers abroad, as well as in providing market information, updating Malaysian exporters on trade regulations and standards in these markets.

(vii) Apart from the overseas offices MATRADE also reaches out to Malaysian manufacturers and service providers through regional offices in various parts of the country, including Sabah and Sarawak, to assist and nurture more exporters in the country for both goods and services.

(viii) MATRADE also organizes in-coming buying missions from

abroad in conjunction with events such as the Malaysian International Halal Showcase (MIHAS) and INTRADE (General International Trade Fair). The objective of hosting MIHAS is to promote Malaysia as a major international halal hub. In addition, MATRADE also organizes participation of Malaysian companies in major international trade fairs abroad with the view to assisting Malaysian exporters in identifying overseas markets as well as showcasing Malaysia as an exporter of quality products and services at competitive prices.

## Private Sector Participation

While the government provides an enabling environment to promote trade it is the private sector, and specifically marketing professionals and practitioners, including IMM members, that have to capitalize on the opportunities opened up by the government.

For example, under the Free Trade Agreement signed by Malaysia with trading partners (e.g. with Japan, Pakistan) qualifying Malaysian exports enjoy preferential market access and the marketing professionals in Malaysia should capitalize on these opportunities when promoting to these markets.

Marketing professionals should provide regular feedback to industry on changing customer requirements as marketing personnel are the closest to the customer.

Such feedback could then be utilized by the production personnel in companies to create or modify products with designs and features that the customer wants. In the final analysis, even the best products from an engineering perspective, can be of little value if customers do not want these products.

With increasing competition in the global market place as well as with the emergence of lower cost producers such as China and India, Malaysian exporters will have to position and differentiate its products in the marketplace through efforts such as niche marketing and branding. Increasingly, customers are taking quality for granted and the key differentiating factors are often determined by how the products or services are marketed and packaged.

Malaysia is also opening up its own domestic market to foreign goods and services and this will also increase competition within the Malaysian market. Thus, marketing efforts in the domestic market should also take into consideration competition not only from within the country but also from abroad.

### Information Leverage

Malaysian marketing professionals should also leverage on information and communications technology (ICT) to further their reach in the increasingly borderless global market. The internet provides immense opportunities to reach out to the global market place effectively, at considerably lower costs.

Malaysia has done well, thus far, in reaching out to global markets with Malaysia's international trade having exceeded the RM1 trillion mark in 2006. According to World Trade Organization figures, Malaysia is among the top 20 exporting nations in the world, ahead of countries such as India, Brazil and Australia.

However, the challenge is for Malaysia to continue to move up the rank of trading nations in the light of increasing global competition as well as the current less favourable global economic climate. In this environment, there is a need for more aggressive and innovative marketing strategies in order to create demand for Malaysian products and services as well as to ensure that our exports continue to increase market share

abroad. Growth markets such as China, India, the Middle East and Latin America continue to provide new trade opportunities. The Institute of Marketing Malaysia (IMM) and its membership has a critical role to assume in complementing and supplementing the trade promotional efforts undertaken at the governmental level.

### QUESTION 2

*The Ministry has been giving much support for the development of our SMEs/SMEs in terms of grants, facilities, trainings and other incentives. Some have made it a success at home while others globally. Yet the majority are still "struggling" - more so today, given the current economic downturn, increasingly competitive market and industry regulations.*

*What are your thoughts on this and do you see the Ministry providing a "short-cut" that can enable the SMEs and SMEs to achieve some level of success at home and abroad? Do you have a set of criteria for them to qualify for this facility?*

### Market Development Grant (MDG)

In terms of background information the Market Development Grant (MDG) was introduced to assist Small and Medium Enterprise (SMEs) to undertake promotional activities for the development of export markets.

The National SME Development Council has on 9 June 2005 approved a common definition of SMEs across economic sectors by number of employees or annual sales turnover. Under the 9th Malaysia Plan (2006 - 2010), The Government had allocated **RM80 million** for the MDG. To date, the total Grant disbursed amounted to RM33.3 million or 41.6% utilization rate.

Initially, the Grant value per company was capped at RM60,000, later revised to RM100,000 and currently unlimited.



Getting ready for more trade and market expansion.



## MDG Performance Report (2002-2008)

From the period 2002 to 2008, a total of 7,419 claims has been reimbursed valued at RM49.07 million benefiting 2,301 SMEs.

The main beneficiaries of MDG by sectors are:

Furniture -	27.5%
Prepared Food -	8.1%
Building & Construction	
Materials & Hardware -	6.5%
Machinery & Equipment -	6.2%
Consumer & Industrial Electrical	
& Electronics Products -	5.2%

In terms of ownership, RM5.26 million or 12.8 per cent were disbursed to Bumiputra companies while RM43.8 million or 87.2 per cent were for non-bumiputra companies.

In terms of location, majority of the companies were from the states of Selangor (47.3%), Kuala Lumpur (14.6%), Penang (11.5%), Johor (10.7%) and Perak (5.1%).

### MDG Issues and Challenges

The current economic downturn would certainly affect the demand and market share of Malaysian products and services in the international market.

In view of this, effective 1 January 2009, the MDG guidelines have been further revised to encourage Malaysian companies to undertake export promotion activities at the international markets.

Among others, the revision provides an increased ceiling of claimable expenses in printing of promotional materials and advertisement in show directories, eligibilities for accommodation and flight tickets from one to two representatives per company including trade associations and chambers. The revision also raised the eligibility for booth construction and enhancement to the equivalent (100%) of eligible booth rental cost.

## Services Export Fund (SEF)

As part of the Government's effort to develop and promote the services sector, SEF was introduced in 2006 with a total allocation of RM15million under RMK9.

The objectives of SEF are to:

- Expand exports of services
- Brand Malaysian Services Provider as internationally competitive, competent and reliable by increasing the awareness of their expertise in the international market, and

- Securing projects overseas by undertaking feasibility studies and other related studies which will enable Malaysian companies to have a competitive edge.

SEF provides • 50% reimbursable grant for the costs of preparing and submitting competitive bids for overseas projects, • 50% reimbursable grant for undertaking trade promotion activities overseas and • 100% reimbursable grant for Malaysian services providers to undertake pre-feasibility and feasibility studies.

The activities supported through SEF include participating in international tenders for studies and projects in wide-ranging services (except tourism) including infrastructure development, water treatment, ICT

services, power generation, aircrafts maintenance services and oil and gas services; undertaking pre-feasibility and feasibility studies for foreign government/agency; and creating a presence through export promotion activities such as international trade fairs, international conference and setting up new offices overseas.

In view of the current global economic slowdown, there is a need to further support the Malaysian Services Providers in promoting their services overseas, the scope of the SEF has been expanded to include the following:

- Organised Specialised Marketing Missions (SMM) to potential markets for Malaysian Services Providers in selected sectors

- Following-up with Missions to secure projects identified during the SMMs, and

- Hosting visits to Malaysia for project owners, developers and executing agencies of potential projects with a view to arrange business meetings and briefings with Malaysian Services Providers that can undertake the projects.

As at 31 December 2008, a total of 603 applications involving 312 companies have been approved with a value of RM31.1million.

### Chart: List of successful SEF beneficiaries

#### MALAYSIAN SERVICES PROVIDERS & THEIR SECURED OVERSEAS PROJECTS

No	Company	Project
1	SCOMI Engineering Bhd	Monorail Project, Mumbai, India
2	Ranhill Bersekutu Sdn Bhd	Project Management Services for King Abdullah University Of Science & Technology (KAUST)
3	Angkasa Consulting Services Sdn Bhd	Vietnam Urban Upgrading Project - Ho Chi Minh City
4	Sunway Construction Sdn Bhd	Zayed Sports City, Abu Dhabi, UAE
5	HCM Engineering Sdn Bhd	Detailed Feasibility Study for Damascus Ring Road Highway, Damascus
6	Protasco Berhad	Detailed Feasibility for Proposed Multi-Storey Car Park Buildings and Road Tunnel

## Export Training Programmes

Parallel to efforts undertaken to assist companies develop their market overseas, MATRADE also organises exporters' training programmes to increase awareness on export opportunities and enhance export marketing skills.

In 2008, MATRADE organized 55 training programmes including seminars, briefings and workshops for the Malaysian business community. A total of 5,911 participants from 4,326 companies benefitted from these programmes.

Among others, the scope and training topics covered:

- Specific industries such as Automotive Sector, Japanese Food, Japanese Wooden Furniture, Stone Quarry, Water Technology, and Poultry
- Skills enhancement such as cash flow management, branding and intellectual property rights, trade financing, Customer Relationship Management, and advanced documentary credit
- Standards and regulations such as Halal Certification, European Union Rules and Regulations, and United Nations Business and Vendor Registration
- Market/business opportunities in Bangladesh, China, Sri Lanka, Vietnam and Cambodia, Maldives, West African Countries, Kenya, Azerbaijan, Hong Kong and in OIC Countries
- Malaysia's Free Trade Agreements, and
- MATRADE's Briefing and Consultation

In conjunction with Malaysia International Halal Showcase (MIHAS) and International Trade Malaysia (INTRADE), MATRADE organised several titled training seminars on:

- "Maximising the Benefit of FTAs for Export Expansion"
- "Penetrating the Japanese Food Market"
- "Penetrating the Japanese Wooden Furniture Market"
- "Unique and Innovative Products from Malaysian R&D"
- Granite Dimension Stone Quarry"
- "Die-Casting Technology - Turnkey Solution"
- "Water Treatment Technology and Rural Water Drinking Solution"
- "Pathol/Medicated Products to Protect Your Family's Health Everyday"
- "Product Liability Insurance"
- "Trade Finance Business of the Islamic Development Bank Group", and
- "Logistics Solutions"

MATRADE in collaboration with other organisations also conducted the following seminars:

- "Business Opportunities in Bangladesh" (15 January 2008) with Malaysia South-South Association (MASSA) and Bangladesh-Malaysia Chamber of Commerce and Industry (BMCCI);
- "Business Opportunities in China: Issues & Challenges" (17 January 2008) with Maybank Malaysia Berhad
- "Business Opportunities in Vietnam" (26-27 March 2008) with Maybank Malaysia Berhad
- "United Nations Business and Vendor Registration Seminar" (24 & 25 August 2008) with United Nations Procurement Division;
- "Optimising Regional Opportunities through ASEAN Free Trade Agreement (AFTA)" (26 November 2008) with International Enterprise Singapore (IE Singapore)
- "Prospecting for Export, Hong Kong as the Halal Hub: Opportunities and Challenges" (8 November 2008) with Hong Kong Trade Development Corporation (HKTDC) and
- Specific programmes with EXIM Bank Berhad and Trade Promotion Organisations (TPOs).

## QUESTION 3

*Global marketing and global branding go hand in hand. The Government has provided a huge allocation for Malaysian companies to embark on global branding of their companies overseas. May we have your assessment of whether these activities have begun to produce results and created the desirable impact for our Malaysian companies so far? And how do these outcomes, if favourable, contribute to a more high-profiled Malaysia in trade circles?*

The Brand Promotion Grant (BPG) was launched under the stimulus package in 2003 with an allocation of RM200 million. Its objective is to help develop and promote brand names owned by Malaysian companies in the international markets.

The Grant is meant to assist companies defray the costs involved in promoting their brands internationally.



Grants and training programmes are readily available to prepare our products for the global market.



Considering the high costs of an international branding exercise, the RM 200 million allocated is not a huge amount. Under this scheme, companies can apply for reimbursable grants of up to RM 2 million for undertaking brand activities overseas.

To date, a total of 196 applications were received and 69 companies have been approved of the grant with the value of RM 118.02 million. The beneficiaries spread across 13 industries covering a wide range of products and services. The two industries that topped the BPG recipient list are Prepared Food and Electrical and Electronic products. Some examples of the brands are Royal Selangor, Habib, Mamee, Lewis, Mayflower and LimKokWing.

As part of the requirements, companies are required to carry out brand research to monitor and evaluate the impact of the scheme on their branding activities. The

reports submitted by the companies, showed that branding have a positive impact on their business. For instance, global perception on their brands has improved resulting in increased customer loyalty. These are translated into increased sales and market share. Hence, projecting the image of Malaysia as a producer of high quality and competitively priced products and services.

#### QUESTION 4

*IMM is a non-profit organization for sales and marketing professionals and have contributed to the enhancement of marketing skills, and knowledge sharing as well as networking opportunities for its members and associates.*

*As our Patron, do you see IMM fulfilling its role as catalyst in bringing change in business and marketing mindsets?*

*In what capacity does IMM fit the needs of the industry?*

*What else in your point of view can IMM do as partners in human capital development especially in the areas of sales and marketing?*

*What are your hopes and aspirations for IMM as it develops its role and position for future relevance?*

The Institute of Marketing Malaysia (IMM) has an important role to play in the development of marketing as a profession in Malaysia. As a nation dependent on international trade, there is a need to develop more marketing professionals in Malaysia, who are well versed in international trade and the global trading environment.

International trade is a dynamic and constantly evolving field. In this regard, continuing education is key in ensuring that the marketing profession is kept abreast with the developments in the fast changing global trading environment.

#### Casting a New Role for Marketing Professionals

In many organizations, marketing is introduced only after a product or service has been developed. This has to change, and organizations such as IMM has an important role to assume in ensuring that more organizations take a marketing orientation, i.e. products and services developed are tailored to the expectations and demands of the market. In this respect, there should be more focus on market research, both in the local as well as in overseas markets, before product development. Products developed for the domestic market may also need to be modified to meet the requirements of specific overseas markets.

The marketing profession should also keep abreast with developments relating to consumer trends, including towards greener and environmentally friendly products.



Getting down to business and providing support in meeting the challenges of entrepreneurship.



Efforts to expand trade and industry are paying off with new programmes and initiatives.

Product features of this nature need to be highlighted in marketing campaigns. Marketing campaigns should also highlight the corporate social responsibilities of organizations as customers are becoming more conscious of not only the product or service offerings of companies, but also the background of these companies.

Marketing channels are also constantly evolving and it is critical that IMM ensures that its members are kept informed of developments in new media such as blogs as views expressed in such media could have significant impact in customer buying behavior and trends.

#### Potential in the Service Sector

Services marketing is becoming more important not only in domestic marketing but also in international marketing as more and more Malaysian service providers in areas such as construction, IT services, education and healthcare services venture into overseas markets. In addition, services markets abroad

are also opening up following the liberalization under the WTO, at the ASEAN level as well as following Free Trade Agreements. To capitalize on these opportunities, exporters in the services sector will also have to develop marketing strategies and programmes, to take advantage of these new export opportunities. Thus, the training programmes and seminars conducted by IMM should also address the specific marketing needs of the services sector.

It is also important that marketing professionals in Malaysia have an understanding of other functional areas within the organization, such as finance. This is because companies will only be willing to spend on marketing if the expected returns from marketing could be quantified. Thus, it is important that marketing professionals are able to quantify and measure the effectiveness of marketing programmes. This is particularly so during the current global economic downturn when companies pay particular attention to the returns from their marketing efforts.

#### Make Marketing Lively

Networking is an important component of a marketer's work and in this context IMM should also undertake more linkages and strategic alliances with the marketing community abroad, through greater interaction and affiliations with related organizations overseas. Such networking will also enable members of IMM to be more familiar with doing business abroad, including developing familiarity on the cultural aspects of marketing to overseas customers.

Marketing is a living subject and IMM can contribute by ensuring that the marketing profession in Malaysia keeps abreast with the best global practices in marketing through continuing education programmes and professional development. The continued existence of organizations such as IMM will be dependent on its ability to evolve and continue to be of relevance in meeting the changing needs and expectations of its membership.



present

SPECIAL EXECUTIVE MASTER CLASS with

## PHILIP KOTLER

The Father of Modern Marketing

# MARKETING IN TURBULENT TIMES:

Discovering Opportunities in a Recession  
with Chaotic Management System

Endorsed by: PhilipKotlerCenter  
for ASEAN Marketing

**LIVE & IN PERSON !**  
Kuala Lumpur

Featuring:

Localization Session on

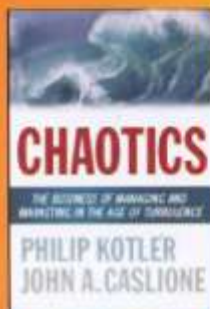
**Asia and ASEAN: The New Market Engines**

Facilitated by:



**HERMAWAN KARTAJAYA**

Founder & CEO of MarkPlus Inc  
Co author of Philip Kotler for 5 books  
Asia's Leading Marketing Strategist (CM-UK)



He wrote Marketing Management, the Bible of Marketing. Wall Street Journal dubbed him as one of the most influential business thinkers. **He is Philip Kotler, the Father of Modern Marketing.**

In May 2009, he will publish **Chaotics**, a book about marketing in the age of turbulence. On his 78<sup>th</sup> birthday celebration, he will come to KUALA LUMPUR and introduce his **latest concept on Marketing in Turbulent Times.**

Don't miss this rare opportunity to be **one of the very first few people** who will listen to **the new concept** that will help you discover opportunities in a recession.

And get the chance to meet the MAHAGURU who taught Marketing to all of us and join him in his 78<sup>th</sup> birthday celebration. **Meet Philip Kotler IN PERSON, facilitated by our very own Hermawan Kartajaya, President of World Marketing Association.**

### MARKETING IN TURBULENT TIMES



Tuition:

**RM 1,300/participant**

Early Bird:

RM 1,000/participant (payment before 11 Mar 09)

Injury Time:

RM 1,500/participant (from 1 May 09)

Get Special 10% Discount for IMM Members.

• Certificate signed by Philip Kotler is provided •

To qualify for a group discount (more than 10 participants), please contact MarkPlus Inc at (603) 2166 8197.

**Kuala Lumpur  
Convention Centre**

Friday  
**May 29, 2009**  
**08.30 - 12.30**

For reservation please call

**Institute Marketing of Malaysia**

Telp: +603 7874 3089 | Fax: +603 7876 3726

Email: [info@imm.org.my](mailto:info@imm.org.my)

1G-1st Bangunan SKPPK, Jalan SS 9A/17  
47300 Petaling Jaya, Selangor





## TEN FASCINATING FACTS ABOUT GRADUATE SCHOOL OF MANAGEMENT (GSM)

### 1) Recognised as Malaysia's Top Business School

UPM-GSM was selected by the Cabinet as one of Malaysia's Top Business School (MTBS) and was allocated a start-up grant of RM 25 million to boost GSM's advancement as Malaysia's premier business school.

### 2) Cutting Edge Infrastructure and Facilities

The sizeable government allocation will enable GSM to realise its vision of providing first-class facilities for students through new infrastructure and facilities based on the concept of 'Intelligent Building' that emphasises modernistic design that ensures a conducive learning environment.

### 3) Strong and Established Alumni Network

Since its establishment, GSM has produced 1975 graduates consisting of Masters and PhD holders. Made up of successful corporate figures, high-ranking government officers and renowned academicians, the bonds between GSM alumni are everlasting and held dear.

### 4) Experienced, Professional and Holistic Lecturers

GSM's lecturers and visiting professors are sourced only from the

highest calibre of educators. Lectures are conducted by experienced academicians and industry representatives with many years of genuine work experience.

### 5) GSM - The Prime Choice of Corporate Executives and Government Officers

Located in the south of Klang Valley, GSM's strategic location is a significant attraction, as evidenced by the many government officers and corporate executives who attend part-time MBA programmes offered by GSM.

### 6) GSM Corporate Strategy Simulation (Wargames)

A compulsory activity for MBA students, this programme is a component of the 4-day, Strategic Management course which is held at a forest. Focusing on experiential learning concepts in the form of teambuilding, it fosters better ties between GSM students.

### 7) A Unique and Innovative Learning System

A learning system adapted from Student Centred Learning (SCL), which consists of Problem Based Learning, Project Based Learning and Case Studies. SCL is a unique method that challenges students to learn by discussing in groups to come

up with solutions for problems.

### 8) International Lectures by World Class Professors

A GSM initiative to provide global exposure for UPM students. Acclaimed professors from prestigious foreign universities are invited to lecture in their specialised fields and provide in-depth analysis on their respective areas of expertise.

### 9) Overseas Exposure and Studying Opportunities for Students

GSM students are required to gain educational experience from overseas institutions allied with GSM or join in organised educational trips to international universities. Here, students will gain an understanding of the country's socio-economy structure and firsthand experience of foreign work and study culture.

### 10) In Process of Receiving International Accreditation from AACSB

GSM is in the process of being accredited by the Association to Advance Collegiate of Business (AACSB). In line with this, continuous efforts will be taken by GSM to receive its accreditation and ensure its further evolution.



# MALAYSIAN TOP BUSINESS SCHOOL

## The 1<sup>ST</sup> CHOICE for GRADUATE STUDIES in MANAGEMENT

### Non-Thesis Based Programmes

**MBA** Intake: First, Second, Third Trimester (July, November, March)  
**Master of Business Administration**

| Finance | Marketing | Human Resource Management |  
| International Business | General Management |  
| Corporate Governance/ GradICSA |

**MM** Intake: First Trimester (July)  
**Master of Management**

### \* Thesis Based Programmes

**MS** \* Intake: First, Second Trimester (July, November)  
**Master of Science**

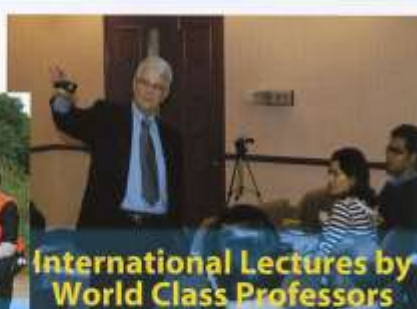
**PhD** \* Intake: First, Second Semester (July, November)  
**Doctor of Philosophy**



Ministry's Recognition



Experiential Class



International Lectures by World Class Professors

## ACHIEVEMENTS

### RANKING

- 9th Business School in South East Asia by Asia.Inc Magazine (September Issue 2002)
- 7th Business School in South East Asia by Asia.Inc Magazine (September Issue 2003)
- 7th Business School in South East Asia by Asia.Inc Magazine (September Issue 2004)
- Special Coverage as top Business School in Malaysia by (Asia.Inc Magazine, April 2005)
- Accorded Malaysia Top Business School Status by Malaysia Government (October 2007)

## IN THE PIPELINE NEW SPECIALISATION

- Environmental Management
  - Business Communication
  - Human Resource Development
  - Food Technology
  - Food Service Management
  - Forest Management
  - Integrated Architecture Design Management
- Evening sessions program will continue with classes starting at 6.30 pm on a trimester system basis.
- Working experience counts, maximum of 12 credit exemption for qualified students.
- Fee RM500 per credit hour (local Student); require 48 credit hours to graduate.
- Professors from some of the collaborating Universities (Kellogg, Warwick, Stirling, Great Lake Chennai, UI Jakarta, Shang Hai Jiaotong) will be invited to teach.
- You can register at GSM Serdang Campus, ICATS - Kuching, MarkPlus Inc. - Jakarta (Specialisation only in International Business : ASEAN Market)

For further details on the above programmes, please visit:

**[www.gsm.upm.edu.my](http://www.gsm.upm.edu.my)**



**UPM**  
UNIVERSITI PUTRA MALAYSIA  
KAMPUS SERDANG

**gsm**  
SHAPING LEADERS  
GRADUATE SCHOOL OF MANAGEMENT





# 14th International Conference on Thinking, 2009

Kuala Lumpur Convention Centre  
Kuala Lumpur, Malaysia  
22-26 June 2009

## Thinking Minds: Nurturing the Design of a Better Future

### Confirmed Keynote Speakers:

- Edward de Bono
- Tony Buzan
- Howard Gardner
- Tun Dr Mahathir Mohammad

### Confirmed Plenary Speakers:

- Tan Sri Dato' Dzulkifli Abdul Razak
- Tan Sri Dato' Dr Wan Zahid Nordin
- Dato' Seri Ahmad Farid Ridzuan
- Dato' Ir Radin Umar Radin Sohadi
- Dato' Mary Yap
- Glenn Capelli
- Colin James
- David Perkins
- Philip Addey
- Kevin Warwick
- Yvonne Sum
- Lane Clark
- Reg Polson
- Richard Hames
- John Edwards
- Robert Fisher
- Judy Larkin
- Kirpal Singh

and over 30 Confirmed Featured Speakers ...

The Thinking Conference provides an excellent opportunity to hear and meet cutting edge thinkers, leaders, researchers and practitioners from the fields of:

- Business
- Leadership & Management
- Health
- Education
- Science / Technology
- Arts / Humanities / Culture
- Engineering / Manufacturing
- Sustainability / Environment
- Peace / Politics
- Sports Science
- Media & Entertainment
- Other Related Fields

### Do Not Miss This Opportunity! Malaysians Enjoy Special Rates

MALAYSIAN	EARLY REGISTRATION (Pay by 30th April 2009)	REGULAR REGISTRATION
Presenters & Participants (Corporate & Government Agencies)	RM2,000.00	RM2,300.00
Group Rate (4 or more) (Corporate & Government Agencies)	RM1,750.00 / participant	RM2,300.00 / participant
Presenters & Participants ** (Teachers & University Academics)	RM1,250.00	RM1,750.00
Group Rate (4 or more) ** (Teachers & University Academics)	RM850.00 / participant	RM1,250.00 / participant
Student Presenters & Participants **	RM500.00 (excluding lunch)	RM500.00 (excluding lunch)

\*\* These are heavily sponsored subsidised rates. Number is limited. You are advised to register early

Hosted by



www.upm.edu.my

For more information, visit our website:

[www.14ththinkingconference.com](http://www.14ththinkingconference.com)

or e-mail:

[icot@14ththinkingconference.com](mailto:icot@14ththinkingconference.com)

[shameemgalea@gmail.com](mailto:shameemgalea@gmail.com)

Secretariat



AOS Conventions & Events Sdn. Bhd.

Tel: +60 3 42529100/42519840

Fax: +60 3 42571133

Email: [mice@asianoverland.com.my](mailto:mice@asianoverland.com.my)

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



# THE NEED FOR MARKET RESEARCH IN MALAYSIA

by Dr. Leow Chee Seng



Market research is an essential part of any business that wants to offer products or services that are focussed and well targeted. It is viewing the entire business from the customer's viewpoint which takes into account every aspect of the marketing mix from product to price, distribution channels and marketing communications. All these factors affect the customer's response to a product or service. Business decisions that are based on good intelligence and good market research can minimise risk and pay dividends by making market research part and parcel of the business process. In general, businesses that invest time in market research increase their chances of succeeding in international markets.

"Why do I need to invest in market research? I am just running a small enterprise!" This statement is extremely common when a consultant is trying to approach SMEs to conduct a market research to enhance their efficiency and effectiveness when running the business. Unfortunately, the awareness on the importance of market research is limited among Malaysians. Hence, effort and resources are wasted on trials and errors stage when running business. (Hair et al., 2003). Your company may begin exporting without any market research if it receives unsolicited orders from abroad. However, you will find even more promising markets by conducting a systematic research.

Market research helps better communicate and understanding of success in business. I have conducted a research to compare customer

satisfaction among patients from private and public hospitals. From the research, we have identified elements that could boost up their customer satisfaction to gear up key performance index (KPI) of the organisation. Consequently, current customers' experiences are valuable source of information, not only will they allow you to gauge how well you currently meet their expectations, they can also tell you where you are getting things right and more importantly where you are getting things wrong. By asking the customer, you are not only showing them that you care but you also take the guess work out of customer services. Indirectly, the organisation has implemented branding strategy to increase the market share.

Consumer behaviour plays a vital role if you are planning to operate a new service. We need to know the preconceived attitudes that people have and then market research can help, not only in evaluating the potential for a new idea, but also by identifying the areas where a marketing research needs to be honed. Market research helps you identify opportunities. By understanding the consumer behaviour, we could deliver convincing sales presentations, shorten sales cycle, create effective marketing strategies, boost your revenue and profits, radically improve your ability to influence others and close more deals. Hence, understanding consumer through market research stimulates organisation to create a "wow" marketing plan.

Nevertheless, market research creates benchmarks and helps an organisation measures their progress and analyse the corporate effectiveness through corporate research. Several researches are proposed in the organisation which includes assessing the image of the company (brand audit research). In advertising research, readership feedbacks and advertising recall are common to assess the effectiveness of advertisements. Early research

may highlight glaring holes in your service or short falls in your product, regular market research will show if improvements are being made and, if positive, will help motivate a team. Organisation can conduct sales analysis to determine sales trend and suitable strategies are applied and planned to ensure the optimum growth of the organisation through assessing market potential, estimation of demand for a product, market share estimation, study seasonal variation for a product, market segmentation studies, estimate size of the market and need analysis to find out where the product fits in. Through effective marketing research, time, effort and resources can be utilized at optimum state to benefit the organisation.

In summary, market research consists of a plan that charts how relevant data is to be collected and analyzed so that the results are useful and relevant for making marketing decisions. Once the research and the related analysis are completed, the results are communicated to management. This provides management with in-depth information regarding crucial factors that have an impact on the targeted market and existing marketing mix. Market research allows management to make the changes necessary for better results through adopting a proactive approach. Since marketing research is crucial, SMEs and SMEs should include market research in their business plans. **Dr. Leow Chee Seng, PhD** An endeared director of multiple companies, **Dr. Leow** is involved in research, consulting, lecturing for several organisations around the globe. Dr. Leow holds a Certificate in Quantitative Research Method (University of Georgia, USA), MBA from UPM, Doctorate of Business Administration (DBA) from United Business Institute (UBI), Belgium. Dr. Leow is the recipient of the Young Investigator Award at the 32th Paediatric Conference. Dr. Leow is also involved in several research under Intensive Priority Research Area (IPRA) and he is currently a member and trainer of IMM.



IMM recently paid two key visits – first to the Ministry of International Trade and Industry (MITI) and the other to Universiti Sains Malaysia (USM) in Penang to witness the launch of the University's Graduate School of Business.

Dato' Sharifah Mohd Ismail, President of IMM led a delegation of its council members to the Ministry of International Trade and Industry (MITI) on a courtesy call to the Secretary

General and the Honourable Minister who is also IMM's Patron on 16 and 23 February 2009 respectively.

The first visit with the Secretary General Tan Sri Abdul Rahman Mamat turned out to be a pleasant surprise to members of the IMM delegation, as the Secretary General showed such hospitality – he had invited the IMM team to join in its regular "staff" meeting with the senior management of MITI and all its agencies, including

## GETTING INSPIRATION FROM TOP LEADERS



Support and encouragement from our Patron has been the motivating factors in taking the Institute to greater heights of success.

the heads of MATRADE, MIDA, SMIDEC, MIDF and MPC.

Dato' Sharifah gave a briefing on IMM's activities and future plans and how MITI and all its agencies could work together to contribute to human capital development especially for those in the marketing fraternity via training, networking opportunities and research activities. IMM is also exploring various collaboration efforts with MITI and its agencies for mutual benefit.

The Secretary General Tan Sri Abdul Rahman, impressed with the progress made by IMM had urged all its agencies to continue their support of IMM as the sole non-profit organisation for sales and marketing professionals in the country, and leverage on the Institute's networks and affiliations in specifically the international arena.

Later, the IMM delegation was hosted to lunch courtesy of the Secretary General and the management team of MITI and its agencies.

The next significant courtesy call was on the Honourable Minister Tan Sri Muhyiddin Yassin. Yet another surprise awaited the IMM delegation – the Minister took time himself to be engaged in an hour-long discussion with the IMM representatives. Present at this discussion were the CEO of SMIDEC and senior management of MATRADE, MIDA, MIDF and MPC.

In his capacity as Patron of IMM, the Minister described the meeting as opportune as several issues were discussed in relation to the Institute's





Support from all sectors are crucial for the growth of the Institute

role in the marketing industry, the enhancement of marketing skills of our SMIs/SMEs as well as the country's national branding effort.

At the outset Dato' Sharifah gave a briefing on IMM's activities and its vision for a more committed body of active members and staying relevant to the profession and industry. The Minister was told of the total number of members currently with IMM – standing at 120 corporate members and close to 600 individual members. He was considerably impressed with this membership information and commended the Institute to initiate "waves in the industry."

On another note the Minister advised IMM to embark on the necessary research work pertaining to the marketing capability and readiness of our SMIs/SMEs and, how best we can create world class entrepreneurs producing world class products and services to cater to the world market. It's a tall order but not impossible!

#### In collaboration with USM

On 6 March another IMM delegation visited Universiti Sains Malaysia in Penang (USM). The occasion was the official launch of the Graduate School of Business by the University's Vice-Chancellor, Professor Tan Sri Dato' Dzulkifli Abdul Razak and a day-long seminar on Branding.

The keynote address was presented by UEM chairman, Tan Sri Dato' Ahmad Tajuddin Ali, who extensively shared

with the participants his insights into business education based on the UEM model of success.

Key paper presenter was Hermawan Kartajaya, the Asian guru on marketing and branding who held the audience spellbound with his co-relational principles of corporate culture and branding.

The Graduate School was mooted as early as 1989 when the School of Management (SOM) was opened. Twenty years later the Graduate School of Business has become a reality and offers the following programmes:

- Master of Business Administration
- MBA International Administration
- MBA SSME (Service Science, Management & Engineering)
- MBA Sustainable Development and
- Online MBA

The Vice-Chancellor in his address commended the dedicated and committed team who had worked relentlessly on setting up the School. His speech was also full of inspiration for the school's pioneer group of graduate students, as their success will set the right standards and put the School on the right footing.

At a separate occasion, IMM delegation led by Dato' Sharifah Ismail paid a courtesy call on the University's Vice-Chancellor. The visiting group comprised Dabuk Manimuthu, Dr. Zakaria Taib, Haslina Azlan, Siti

Rabaah, Sarah Tan, Dr Mahmod Sabri as well as Hamidah Karim, IMM's advisor.

The Vice-Chancellor hosted a round table discussion with the IMM team on ideas for joint collaboration between the University and the Institute.

Said the Vice-Chancellor: "We are very keen on marketing our new business graduate programmes but we do not know how to do it effectively and professionally. If IMM would like to take the lead in initiating a joint effort with the Graduate School of Business, both parties could benefit from the "partnership."

The Vice-Chancellor then invited IMM to submit a marketing and branding proposal in this direction for the University's consideration.

The hour-long discussion was also attended by the Dean of the Graduate School, Assoc Prof Dato' Ishak Ismail and Encik Abdullah Abdul Hamid, Executive Director (Transformational Management Office & Special Projects) of Khazanah Malaysia.

Dato' Sharifah in appreciation of the hosted visits, then presented to the Minister, the Secretary General of MITI as well as the Vice-Chancellor of USM with "best-seller" books authored by the several renown gurus who were invited to present papers at past IMM seminars in Malaysia in 2007 & 2008.



## RISK MANAGEMENT FOR BUSINESS SUCCESS

**Judy Larkin is a specialist in reputation management, contingency planning and risk communication with nearly 30 years of international experience.**

She advises organizations on how to anticipate and assess threats and opportunities from emerging issues and to develop response strategies designed to align operational and reputational objectives with stakeholder expectations.

Judy's experience includes working for R&D-based corporations, both as in-house senior executive and as a consultant running communication practices for leading US and UK firms. She is senior research fellow, advisory board member and lecturer at the Risk Management Centre of King's College, London. Judy also lectures at a number of universities and business schools, including the Centre for Risk Analysis at Harvard University's School of Public Health. She is Fellow of the Royal Society of Arts. Judy has written numerous articles and has written and published two books on best practice approaches to reputation management, crisis management and risk communication.

Judy was in Kuala Lumpur on July 10, 2008 to conduct a one-day seminar on "Risk Management for Business Success". According to Larkin, a specialist in the area of reputation management, contingency planning and risk communication, companies need to manage reputation risks in the same way as operational or financial risks are assessed, audited and managed.

Judy stressed that reputation is an organization's biggest asset which takes time and planned investment to

build and yet takes very little to lose. "In times of pressure and crisis, your organization's reputation minimizes the impact like an insurance policy", said Larkin. "You are what people think you are", she added. In a crisis, an organization's reputation will save or destroy its chance of rebuilding its business.

Attitudes towards corporate risk have changed over the years with the changing global business façade. With 24/7 media and the rapidly growing dependency on the internet more and more corporations now do, and should, pay attention to reputation management. Increasing public demands and scrutiny on transparency and corporate governance exacerbated by a litigious culture has significantly changed public and corporate attitudes towards business risk management. In a 2005 survey by WEF Voice of the People, USA on public trust in public figures in high office, showed the highest trust in NGO leaders (56%). The statistics may be somewhat different if a similar survey was conducted locally against media reports of mismanagement of public funds at the Kidney Foundation in Singapore, for example. The same survey showed that leaders at the





United Nations received 42% trust rating, closely followed by Spiritual/Religious leaders at 41%. The leaders of the USA (government) received the lowest trust rating of 27%. With the recent reports of disintegration of organizations and corporations that were once highly trusted such as the Baring financial group (UK), the Enron debacle in the USA, these statistics are hardly surprising. The challenge upon businesses is to establish a positive reputation from early on of its existence and plan on nurturing and building upon this reputation so as to increase its shareholder's value.

Product recall used to be the most common catastrophe that exposed a corporation's reputation. The total cost of such failure is the sum of product recall, regulatory intervention, loss of revenue from extended consumer boycott, opportunity cost and the cost of restoration of product reputation. One of the costliest catastrophe was the case of benzene-contaminated Perrier which cost the company US\$263 million. Contaminated Coca-Cola was estimated to cost US\$100 million in loss of reputation. The costliest loss of reputation in recent

times was due to accounting fraud in the case of Enron and WorldCom which wiped out US\$50 billion in net asset value. Restoring management reputation is always costly, often times costlier than the loss itself. In the case of Enron, there was absolutely no way its reputation and that of Arthur Andersen Group, the corporation's external auditors, could be restored. During Larkin's seminar, several other renowned cases of poor risk management that resulted in business losses were discussed such as Exxon-Valdez, Ford/Firestone-tyre recall, GlaxoSmithKline-Novartis and Nike-labour exploitation.

Larkin shared her recommendation of the measures to adopt for a successful risk management. "Begin by acknowledging that reputation is a valuable asset" was her first advice. Along the way, management should steer the organization to become "listening organizations". It is crucial to design and implement robust management systems. Every organization should create their own code of good behavior which shall take into consideration regulatory requirements governing

their respective industry sector. Stakeholders are becoming more and more sophisticated and demanding and organizations would be wise to treat every stakeholder category intelligently. In fact, it would be wiser to conduct your business as if everything you say and do is public.

In the afternoon, Larkin spoke on crisis management, beginning with identifying "crisis" situations. Fundamentally, a crisis arises when there is a gap between the corporation's performance and stakeholder's expectations. While risk issue arises over time, a crisis is caused by a sudden incident or escalation in concerns. Managing a crisis requires immediate response and it is important that the response is the best possible the first time to minimize negative repercussions. Preparation is key to responding well to crises. A thorough crisis response procedure must be in place. In drafting the procedure it must be remembered that risks mean different things to different people. Therefore, the response procedure should address all stakeholders, internal and external.



The procedure must be rehearsed as many times as possible as if it has to be practiced in a real situation the next day. This is important yet often overlooked.

"Begin your preparation by identifying all possible issues that your corporation might face, from the biggest to the most minor", Larkin advised. Asking "what if" is the way to cover all possibilities. Then, assess the seriousness of each of these possible issues. Recognize the potential of each issue. A risk-benefit mapping exercise should be undertaken to prioritize the risks and opportunities that are possible to capitalize on to minimize the possible negative impact.

An interesting case study was the 9/11 crisis experience. Participants learned of New York City mayor, Rudy Giuliani's total preparedness for the unprecedented terrorist attack. The learnings were: (1) from his first

day in office Giuliani assumed the worst would happen to the city, (2) he established a new function in his administration dedicated to focus on preparing for the worst crisis possible, (3) Giuliani demonstrated total personal commitment by participating in every crisis practice drill, (4) having been well prepared communications was perfect with Mayor Giuliani being on air just two hours and six minutes after the unfortunate incident.

Several more case studies filled the afternoon session. It was clear that crisis communications posed their own challenges. After completing its issues response manual, it is important that the organization conduct regular practice drills and mock crisis situations to ensure smoother response if faced with the real situation. Finally, it must be remembered that the manual is a "live" tool and requires updating from time to time to cater for current environment. In parting,

Larkin reminds, "In a crisis, if you don't communicate the information you want your stakeholders to know about, other sources will and you have no control over those sources". The one-day seminar was packed with high value content that offered participants a clearer understanding of how external environment impacts reputation risk, the importance of trust, the real cost of failure beyond dollars and cents, and the study of the role of corporate social responsibility initiatives. Participants walked away with priceless guidelines on effective risk management.

*There remains a large number of chief executives (in Malaysia, at least) who do not realize that their personal reputation outside the boardroom, directly and sometimes indirectly, affects the corporation's business reputation. So, it would be good advice for CEO's out there to pay more attention to this.*



# IMM NAMES 12 COUNCIL MEMBERS FOR 2008-2010 TERM

The Institute of Marketing Malaysia elected its 12 new council members, who will serve their 2-year term (2008-2010), at its AGM held on 6 December 2008.

Incumbent **President Dato' Sharifah Mohd. Ismail**, an Adjunct Professor at UPM was unanimously elected to a fourth term while **Datuk Marimuthu Nadason**, President of FOMCA, was elected as **Vice President**.

Other **Council Members** elected include **Haslina Azlan**, Assistant Manager at Telekom Malaysia Berhad, as **Honorary Secretary** while **Dr. Zakaria Taib**, Managing Director at Darul Karisma (M) Sdn. Bhd., was elected **Honorary Treasurer**.

Other members of the Council are:



Seated from L-R • Dr. Zakaria Taib, Datuk Marimuthu Nadason, Dato' Sharifah Mohd. Ismail, Rosie Nasaruddin, Prof. Saminar Md. Sidin  
Standing from L-R • Sarah Tan Mee Loo, Siti Raba'ah Abdul Razak, Dr. Mahmud Sabri Haron, Mohd. Basir Abd. Rahim, Bryan Lo Ching Wing, Haslina Azlan, Sherry George

No	Name	Current Position
1	Siti Raba'ah Abdul Razak	Head Community Services Development Unit UiTM
2	Bryan Lo Ching Wing	Senior Lecturer Labuan School of International Business & Finance Universiti Malaysia Sabah (UMS)
3	Prof. Saminar Md. Sidin	Dean Graduate School of Management UPM
4	Sherry George	Manager Centre of Academic Support Berjaya Higher Education Sdn. Bhd.

No	Name	Current Position
5	Rosie Nasarudin	Managing Director Rosie and Partners Sdn. Bhd.
6	Sarah Tan Mee Loo	Manager TM Info Media
7	Dr. Mahmud Sabri Haron	Senior Lecturer School of Management Universiti Sains Malaysia (USM)
8	Mohd. Basir Abdul Rahim	Pengurus Kanan Pemasaran / Pengedaran Utusan Melayu (Malaysia) Berhad

At the AGM, the Council presented its Performance Report for the year 2006-2008 highlighting the Institute's achievements, challenges and future plans.

Some of its major achievements is the outstanding financial performance for the term and the appointment of IMM as a Training Provider for SMIDEC entrusted with a huge role in providing training for the upgrading of skills of our SMEs/SMEs especially in the areas of sales, marketing, branding, customer service and communication.

It is interesting to note that the Institute does not receive any funding or financial aid from any Ministry or government agency and its operations

is based on income derived from membership fees, publication as well as training and education programs managed and provided by the Institute.

With all these challenges the Institute has successfully organized several world-class seminars with world-class speakers from around the globe for the benefit of its members and all Malaysians. The success of the Philip Kotler Seminar organised by IMM in August 2007 is an exemplary effort by a non-profit organisation in contributing to human capital development in the country.

As part of its future plans IMM hopes to develop long term relationship and collaboration with universities

and colleges as well as institutions of higher learning both locally and internationally in all its training and education offerings. It is not premature to say that the Institute is also looking at exporting its services in the near future.

Although the Institute's core business is training and education it has plans to explore new opportunities in consultancy and research work.

The Institute will continue to work hard not only to deliver benefits to its members but to also answer the Government's call for professional bodies and non-governmental organizations (NGOs) to assist and contribute towards human capital development in the country.



## MAKING A CASE FOR GREATER EXPORT OF SERVICES

**As the country progresses towards becoming a developed nation, there are numerous issues that need to be addressed and challenges to overcome. These include amongst others the restructuring of the economic and industrial structure of the country.**

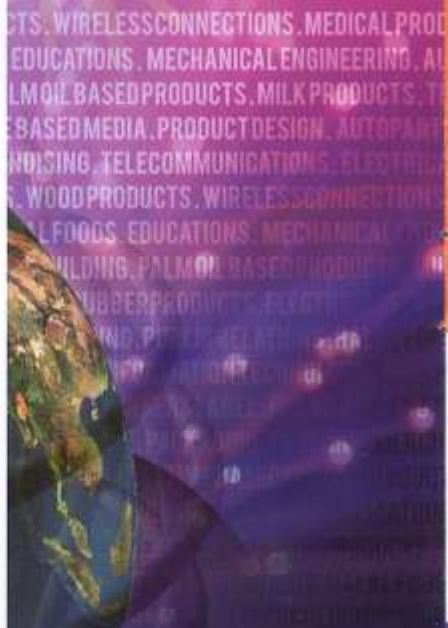
The contribution of various components of the economy to the country's GDP has to be reassessed to maximize the potential contribution of all sectors to the country's growth targets.

Inherent in this is the need to look for new growth sectors to complement existing ones in propelling the nation forward. This is where the potential of the services sector needs to be fully exploited, in the same way as the manufacturing sector has evolved over the years to become an export oriented activity.

Malaysia recognized this and had already embarked on various programmes and introduced measures to increase the contribution of the services sector to the country's gross domestic product from the current share of 53.6 % in 2007 to 59.7% by 2020 as targeted in the IMP3. The Cabinet Committee on the Liberalization of Services sector had recently announced an even more ambitious target, wherein the contribution of the services sector is expected to increase to 70% of GDP.

The growth potential for export of services is high. Based on Balance Of Payment figures, exports of services increased by 10.9% in 2006 and by 21.6% in 2007. This is an impressive figure but the potential of the sector is yet to be fully exploited.

Exporting services is indeed very challenging. Unlike the exports of merchandise, where once the physical products leave the shores of Malaysia are deemed as exports, in services there are four modes through which services can be exported and each has its own hurdles to overcome in terms of rules and regulations and assessed on its own deliverables.





Services can be exported through cross border supply, consumption abroad, commercial presence and movement of natural persons. Malaysian services providers must leverage on all four modes to seek out opportunities for the export of their services.

The quality of the services delivered is only felt when the user comes into contact with the service and has an experience with it. Positive feedback and client's satisfaction will generate repeat customers. Thus, in promoting and exporting services, endorsements, credibility, satisfaction, word of mouth recommendations are very important. Services providers must be fully aware of the options available and develop an effective strategy to market their services overseas.

To some extent, Malaysian companies have already made successful inroads overseas in selected services sectors. We need to now build on these testimonies and extend our capabilities into new markets and new sectors. The construction sector has made successful inroads into the Middle East, South Asia, ASEAN and other countries. According to CIDB, in 2008, Malaysian companies have been successfully awarded 447 projects, in 43 countries worth RM81.2 billion. Projects include building infrastructure, roads, highways, bridges, power plants, airports, housing units, hotels and commercial centres.

The success of the construction sector has enabled Malaysian professionals like engineers, architects, surveyors, project management consultants and interior designers to market their services overseas. This early headway and successes achieved should be capitalised on to market Malaysian services into new and emerging markets. Competition is stiff with construction giants from India, China, Turkey, Indonesia also looking for new export opportunities. Malaysian companies must invest in promoting and marketing their services aggressively overseas to increase awareness of their capabilities and expertise in both

the existing and new potential growth markets.

Through innovative designs, high quality, prompt delivery and professionalism in services given, Malaysian companies must differentiate, brand their services and deliver their services overseas, in a very consistent and targeted manner. In cases where companies individually may not have the capacity to undertake projects, they must cooperate in setting up consortiums with multi-disciplinary skills to enhance their chances of getting projects or services contracts. Lack of financial capabilities and capacity have often been sighted as reasons for failure of Malaysian companies to get overseas projects.

Apart from the early foray overseas in the construction sector, many companies in the oil and gas industry have also done relatively well overseas, initially tracking PETRONAS, as oil fields were opened. However, gradually companies have started providing services to a wide range of clients overseas covering infrastructure development, fabrication, logistic and environment management. In 2008, Malaysian companies have built 280 oil and gas structures overseas. Many more opportunities are foreseen as investments in exploration and production projects and downstream activities are expected to continue despite the global economic slowdown.

Other services sectors that have shown encouraging successes in exporting their services include Healthcare, Education, ICT, Water Treatment, Port and Airport Services, Manufacturing Engineering Services, Project Management and Franchise.

To accelerate the export growth of various service sectors, well coordinated overseas promotion and marketing programmes must be developed. Service providers must continuously provide new 'products' and value propositions to entice the market which is faced with choices.

Authorities responsible for regulating these services must ensure the highest level of standards are adhered to and relevant international accreditations are obtained by service providers to facilitate marketing of services overseas.

Similar codes of practice must be adopted by all Malaysian services providers venturing overseas. The liberalization of the services sector be it at the international, regional or bilateral level, will significantly increase opportunities for exports for Malaysian services. However, these agreements will also mean greater competition for Malaysian service providers in the domestic market. Malaysian service providers must be ready to compete as the market is liberalised. Thus, it is imperative that services providers look at widening their revenue base by going international and growing their markets.

Understanding the market requirements, business system, risk assessment, legal documentations and local culture is important when venturing overseas. Many of these are taken for granted by companies and due to this many do not undertake any research before embarking on exports. As a result companies have a perceived risk of new markets or new business sectors.

In efforts to further promote Malaysian services overseas, MATRADE organised the 2nd Malaysia Services Exhibition (MSE) 2009, which was held in Dubai from 17 to 19 March at the Dubai Airport Expo Exhibition Centre. The MSE, first held in Sharjah, UAE in 2008, is an initiative taken to brand the Malaysian services sector overseas. This year's exhibition showcased the best of Malaysian services of over 200 companies from 13 services clusters to potential clients from the West Asian region.

ENGINEERING, PUBLIC RELATIONS, HALAL FOODS, EDUCATION, MECHANICAL ENGINEERING, AUTOMOTIVE, AEROSPACE, MARITIME, SHIPBUILDING, PALM OIL BASED PRODUCTS, MILK PRODUCTS, TEXTILES, FASHION, JEWELLERY, ARTS AND CRAFTS, AGRICULTURE, FISHERIES, TOURISM, SPORTS, GAMING, FINANCIAL SERVICES, HEALTHCARE, EDUCATION, ICT, WATER TREATMENT, PORT AND AIRPORT SERVICES, MANUFACTURING ENGINEERING SERVICES, PROJECT MANAGEMENT AND FRANCHISE.



## LEADERSHIP IN A CHANGING WORLD

Being a leader is about gaining respect and integrity with your people. It is not about being liked and not about people agreeing with you. It is about people respecting you and your leadership ability. In today's world who carries out that role? Many people have no idea who their leader is. Yes they know who their 'boss' or 'line manager' is, but not who the leader is. Respect for the upper levels of Management tends to be relatively poor. The perception is that there are plenty of managers but not a lot of leaders.

### So what is entailed in being a leader?

One of the important aspects of being a leader is about instilling a sense of pride in people about their job. Giving them a sense of significance, recognising people's strengths and pushing them to be the best they can be, are all a leader's responsibility. Being a leader is about creating a culture where people feel proud of their contribution and recognise the importance of their role.

### What happens when this leader does not exist?

In these circumstances people have a different attitude. They have a job and not a career. People go to work

to make money and not to contribute to society or to fulfil a meaningful role. People don't have a sense of responsibility but rather they focus on doing enough to get the job done. Nobody visible pulls together the sense of purpose, sets the Standards and creates the sense of responsibility that is so necessary to get the best out of people.

### Management or Leadership?

As we know from the recent events in the financial sector, the need to have robust systems, processes and procedures, are important. Without rules and guidelines, it is easy for individuals to go off track and create issues that can destroy the business. So management is vital and should never be underestimated in terms of its importance to a business. But of equal importance is the need for leadership that challenges the business and forces it to consider better ways of doing things.

Leaders challenge the ways things are done and seeks to raise the bar. The leader looks to get the best out of people beyond what they already think is possible. The leader defines the atmosphere and engineers it so that the very best can be achieved. Real leaders are good at developing

the leadership ability of others. They are constantly seeking to give people leadership when they are competent to take on the leadership role.

Notably, the modern leader knows that they may have an expiry date. In other words, they need to adapt their leadership style as the business develops. The leadership needed to start a business and the leadership needed to grow an existing business is different. Leading in difficult times is different to leading in a time when the economy is growing and business is good.

Knowing how to adapt your style of leadership or knowing when and where you are effective as a leader, and when you are not, is vital in the modern and always changing world we now live in.

Listen to Paul, Live In Malaysia, on 26th May 2009. This program on 'Leading - The Future Employee' is proudly brought to you by Taylor's Business School in collaboration with IMM. Contact Stephanie Ho at 03 7872277 Ext 229 or 013022623 to be part of this upcoming event.





TAYLOR'S BUSINESS SCHOOL



Shine with  
Taylor's

# LEADING THE FUTURE EMPLOYEE

## PAUL BRIDLE LIVE IN MALAYSIA!

26 May 2009 (Tuesday)  
Sime Darby Convention Centre  
9am - 5pm  
RM1,800 per pax

Each generation has its own distinctive behaviour patterns and cultures, requiring specific ways to reach out to them effectively. Leadership Methodologist **Paul Bridle**, addresses this issue, reveals vital information on the concept of 'work with me, not for me', and explains how new generations influence leadership and management styles at this seminar.

Paul brings with him 19 years of experience in studying successful organisations. His own personal experience in running successful businesses and continuous global research, has turned him into a renowned author, executive coach, international speaker and facilitator.

This one day power packed seminar is suitable for managers from all industries. Grab this unique opportunity to learn from a highly acclaimed international leadership guru!



Participants who register  
before 26 April  
will receive a 10% discount

For details, please contact Ms. Stephanie Ho at 012-302 7623/ Mr. Valentino Lee at 012-888 3080, email us at [cpe@taylors.edu.my](mailto:cpe@taylors.edu.my) or visit [www.taylors.edu.my](http://www.taylors.edu.my) • For more information, send an SMS to 32728: TAYLORS<space>CPE33<space>NAME, ADDRESS, EMAIL.

Strategic Marketing Partner:



INSTITUTE OF MARKETING MALAYSIA



TAYLOR'S  
UNIVERSITY  
COLLEGE

Wisdom • Integrity • Excellence

TAYLOR'S UNIVERSITY COLLEGE, SUBANG JAYA KPT/JPS/800-07/67/Jkl (19) KPT/JPS/DFT/US/B21

Block C, Leisure Commerce Square, No.9, Jin PJS 8/9, 46150 Petaling Jaya, Selangor Darul Ehsan. Tel: 603-7877 9777 Fax: 603-7873 0655 Email: [cpe@taylors.edu.my](mailto:cpe@taylors.edu.my)

Maximum of 160 characters per SMS only. Every SMS received is charged 50 sen. Individual telco charges per SMS sent apply.



# REPUTATION MANAGEMENT: HOW TO MANAGE YOUR REPUTATION ONLINE

WITH THE INCREASING DEPENDENCY ON INTERNET MARKETING, WE THOUGHT IT TIMELY TO REPRODUCE THIS ARTICLE FROM [www.marketingscoop.com](http://www.marketingscoop.com)

**If you've ever Googled your name, you know how important managing your reputation online can be.**

**Each day, thousands of individuals are searching online for information about others simply by searching on Google or other leading search engines. With information being so readily available, managing your reputation is more important than ever.**

Fortunately, managing your reputation online isn't all that difficult, but it does take work. Here are 7 basic steps you can take to ensure that your reputation doesn't become negatively impacted by what's being said about you online.

**1. See where you stand.** Start your reputation management initiative by Googling your name. Try it with quotes and without (first and last name together). Look through each of your results on page one and page two of Google. Are there any negative words or those you wish to remove?

**2. Set up a Google alert.** Visit Google and set up an alert for your name. After setting up the alert Google will

send you an email to confirm that you wish to receive the updates. Accept the alert and each time your name is published to the Web, you'll know about it.

**3. Contact website owners for name removal.** If there are sites that include your name and commentary that is less than desirable, contact the appropriate websites requesting that the information be removed. More often than not, website owners will agree to remove your name and/or inappropriate information.

**4. Purchase a domain with your name.** Add sites and webpages associated with your name and watch negative search results get pushed lower on Google rankings. Visit GoDaddy or another provider of website URLs and hosting, and purchase a domain that contains your name. Even if your name is rather common, experiment with variations until your name can be established in the form of a dot com. Once you own a domain, publish a webpage with your personal profile.

**5. Start a blog under your name.** Blogger is a great tool for setting up your own blog which can be used to publish information about yourself. Popular blog sites are often picked up by Google and you can control the content. Be sure to sign up for Technorati after your blog has been published. Submit your blog for review and its popularity will increase, improving search rankings and continuing to push down negative search results.

**6. Free press release.** Use free-press-release.com or a similar free press

release site to publish favorable information about you and your reputation. This form of reputation management is easy and costs nothing. Be sure to use your name throughout the release and in the release title.

**7. Author articles in your field.** Publish article relative to a particular topic or area in which you've done some work or have experience. Use article distribution services to build online references to your content. Make sure your articles contain an about the author section that links back to your main website.

There are a variety of strategies you can use to manage online references about you, your family, or others that need to manage their reputation online. Other online sites like Facebook, MySpace, Flickr, YouTube, and Squidoo, offer ample opportunity to deliver favorable search results that can push unfavorable results down in search engine rankings. The key is to start today - proactively manage your reputation and put yourself in a favorable light.

## About the Author

Michael Fleischer is an Internet marketing expert and founder of [Marketingscoop.com](http://Marketingscoop.com). He has more than 13 years of marketing experience and has appeared on the TODAY Show, Bloomberg Radio, and other major media. Michael is also the author of *SEO Made Simple: Strategies for Dominating the World's Largest Search Engine* and *The Webmasters Book of Secrets: Improve Search Engine Rankings*.





*The rich and creamy favourite.*

#1

**IN MALAYSIA**



KIDMAT PENGGUNA  
CUSTOMER SERVICES

**1-800-88-0103**

[www.fndairies.com](http://www.fndairies.com)

pure enjoyment. pure goodness **F&N**



## SEVEN WAYS TO MAKE MARKETING WORK IN A CHALLENGING ECONOMY

BY GUY MASER

**In a challenging economy, you must find new ways to make marketing work more effectively, get more out of marketing investments, and measure and account for marketing decisions.**

In short, you must make changes. Doing the same things in an uncertain economic environment and expecting the same results, at worst, is a definition of marketing insanity. At best it is a flawed strategy.

How can your company be one of those success stories that market and grow their business during challenging economic times? The following strategies will help you allocate marketing investments to better performing programs that will carry your company through the economic downturn, and beyond.

### Get Targeted

A fundamental but sometimes overlooked marketing tenet is to "fish where the fish are." In other words, invest in those specific, targeted media where you know your customers and prospects will be exposed to your message. Research shows that virtually all engineering, technical and industrial professionals now use the Internet throughout their work process. The same holds true in most B2B markets. But the Internet is vast, and the fish you are looking for may be using specific Web sites where the content is directly related to their information needs. Work with your media partners to identify and target those sites.

### Measure performance

While it's always the right time to purge marketing programs that don't perform, it may be time to scale back any marketing plans whose results you can't measure or are unsure about. In other words, re-allocate and "right-size" marketing budgets to measurable programs. Online programs – which are built around delivering visibility, impressions, clicks, leads and customers – are easy to measure.

### Think integration

Integrated marketing means your marketing strategy takes advantage of multiple media, resources and customer touch points to create a whole that's greater and more effective than the sum of its parts. The more that marketing efforts are integrated and comprehensive, the greater impact you can achieve in gaining visibility in your market, qualified leads and sales.





#### Maintain frequency and consistency

The benefits of regular visibility in the market tend to compound over time as more prospects recognize your company. This improves your opportunity to get on a prospect's short list of potential vendors and also shortens the sales cycle. A consistent online presence where your customers and prospects are looking for information – including Web sites, directories, search engines and e-newsletters – will help your company stay visible as well as provide measurable lead generation benefits via online contact.

#### Push and pull your way to success

Most marketing can be classified as either push or pull: companies push their message out through tactics such as direct mail, advertisements and e-newsletters; and they also establish a presence in online directories, Web sites and search engines to pull customers in real-time when prospects are searching for information, products and services like those your company offers. Rather than struggling over whether to allocate resources to push marketing or pull marketing, seek out a media partner that has your target audience captive and can offer both push and pull programs under an integrated program.

#### Focus on quality over quantity

If marketing efforts focus solely on quantity over quality, fewer leads will convert, more sales resources will be wasted, and sales people will begin to distrust marketing's lead generation programs. Commit to programs where quality is a key attribute: programs that can deliver interested prospects, provide prospect contact information, and offer reports of program performance.

#### Seek assistance from media partners

The economy is likely forcing you to make harder and smarter decisions about allocating budgets. While you may be facing challenges, you don't have to face them alone. Ask media partners to demonstrate how their marketing solutions help your company achieve the strategies mentioned above.

#### Ask them:

- Do they have your target audience's attention?
- Can they keep your company visible to prospects and customers at all times?
- Do they offer a variety of integrated marketing solutions aligned with your goals?
- Can they provide both visibility and lead generation?
- Do they deliver targeted,

quality leads with full contact information?

- Do they provide reports you can use to measure the performance of your marketing and justify your marketing investments?

During challenging times or when things are going well, industrial marketers need to clarify goals and create a tailored, integrated marketing solution that complements your current media mix and extends your company's ability to compete and win business in the market. Utilize a wide range of e-media advertising and marketing solutions. Consider keyword ads, e-mail marketing, searchable product catalogs, banner ad networks and industry-leading e-newsletter advertisements. Figure out the right combination and you will deliver the right message at the right time to the right audience and integrate with your traditional marketing efforts.

#### Author

Guy Masor is senior vice president of marketing for GlobalSpec ([www.globalspec.com](http://www.globalspec.com)). GlobalSpec is the leading specialized vertical search, information services and e-publishing company serving the engineering,



# TRAINING PROGRAMMES

OFFERED BY INSTITUTE OF MARKETING MALAYSIA TO SMIs / SMEs

- Advanced Teleservice Skills
- Advanced Tele Sales Skills
- Analysing Market Opportunities Through Marketing Research
- Building A Results-Focused Marketing Team
- Brand-What It Means To You and Your Business
- Basics in Marketing 1.0
- Conducting Market Analysis
- Customer Centricity For Technical Frontliners
- Certificate in Professional Selling
- Contact Centre Management Workshop
- Customer Relationship Management - Getting It Right "Achieving Customer Intimacy"
- Coaching And Mentoring
- Developing Marketing Plan
- Entrepreneurship And Business Plan Development
- Essential Tele Sales
- Effective Teleservice Skills
- Enhance Your Product Through Effective Branding
- A Branding Workshop Designed For SMIs/SMEs
- Home-Based Business Start-Up
- Impactful Packaging and Branding for SMIs/SMEs Products and Services
- Image Building - Creating Impact For Business Success
- Image Building - Powerful First Impression And Effective Communication
- Image Building - Creating A Powerful Image Through Personal Branding For Entrepreneurs
- Marketing Communication
- Marketing Management
- Managing & Marketing Services Successfully
- Managing Key Customer Account
- Professional Selling Skills
- Retail Store Marketing Strategy
- Sales Management
- Services Exporting
- Understanding Customer Behaviour
- Venturing Into Franchise Business ( A Franchise Perspective)
- Women In Sales

Supported by



Small and Medium Industries  
Development Corporation

**80%**  
Grant  
for Course  
Fees

For further information  
and enquiries, please  
contact:-



INSTITUTE OF MARKETING MALAYSIA

Tel : 03-7874 3089 • Fax : 03-7876 3726  
Email : [info@imm.org.my](mailto:info@imm.org.my)  
Website : [www.imm.org.my](http://www.imm.org.my)





Small and Medium Industries Development Corporation (SMIDEC)

## SME DEVELOPMENT PROGRAMMES

Enterprise Development Programme

Advisory Services

Technology Development Programme

Industrial Linkage Programme

Financial Assistance Programmes  
- Grants & Soft Loans

Skills Upgrading Programme

Market Development Programme

### MAIN OFFICE

Aras 20, West Wing, Menara MATRADE  
Jalan Khidmat Usaha, Off Jalan Duta  
50480 Kuala Lumpur.

Tel : 603-6207 6980  
Fax : 603-6201 6584  
Info line : 1-300-88-1801  
E-mail : [info@smidec.gov.my](mailto:info@smidec.gov.my)  
Info Centre : [www.smidec.gov.my](http://www.smidec.gov.my)

### NORTHERN REGIONAL OFFICE

No. 15, Lorong Perindustrian Bukit Minyak 2  
Taman Perindustrian Bukit Minyak  
14100 Seberang Perai, Pulau Pinang.

Tel : 604-502 4207/ 502 4208  
Fax : 604-502 4205

### SOUTHERN REGIONAL OFFICE

Tingkat 11, Lot 06  
Menara TH, Jalan Ayer Molek  
80720 Johor Bahru  
Johor Darul Takzim

Tel : 607-221 4815  
Fax : 607-221 4836

### EASTERN REGIONAL OFFICE

Suite 9.01 & 9.02, Tingkat 9  
Kompleks Teruntum, Jalan Mahkota  
25000 Kuantan  
Pahang Darul Makmur

Tel : 609-512 6677/ 512 6678  
512 6679  
Fax : 609-512 6676

### SABAH OFFICE

Lot 3.23, Tingkat 3, Kompleks Asia City  
Jalan Asia City  
88000 Kota Kinabalu  
Sabah

Tel : 6088-447 373 / 374  
Fax : 6088-447 372

### SARAWAK OFFICE

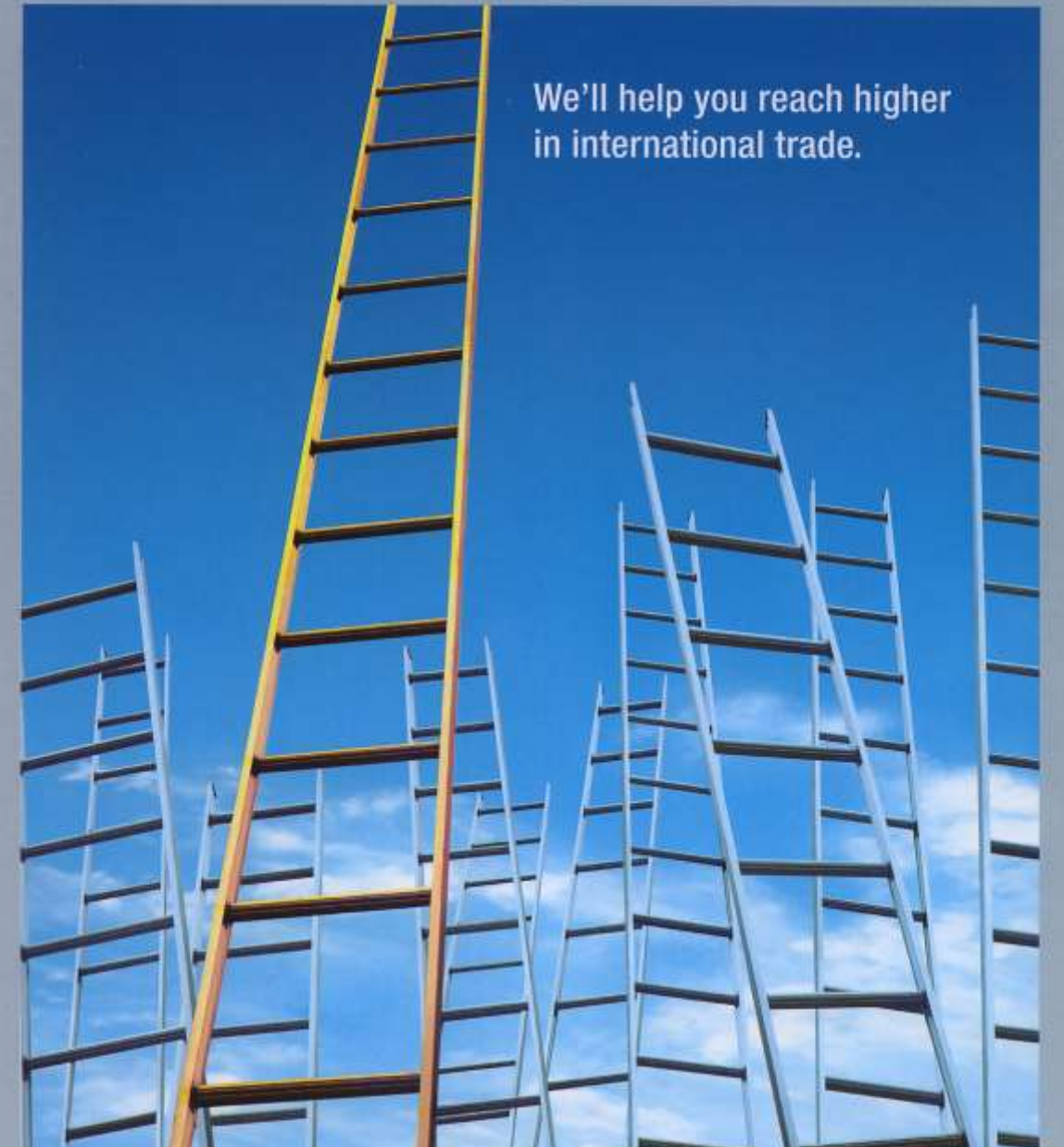
Tingkat 3, Menara Grand  
Lot 42, Section 46  
Jalan Ban Hock  
93100 Kuching, Sarawak

Tel : 6082-252 955/ 238 955/ 256 955  
Fax : 6082-253 955

**SMEs Competitiveness Globally**

[www.smidec.gov.my](http://www.smidec.gov.my)

**Info line : 1-300-88-1801**



We'll help you reach higher  
in international trade.

Are you a Malaysian manufacturer or services provider looking to expand your horizons to a regional, or even global level? Then speak to us at MATRADE. With a network that spans more than 39 offices around the world, we are ideally placed to offer you a wealth of local insights, knowledge, regulatory advice and business contacts across Europe, the United States of America, Asia and the Middle East. We also actively assist you in showcasing your products and services via our global trade promotion activities. If you want to scale the heights of the international business world, we are your first stop. Questions? Visit [www.matrade.gov.my](http://www.matrade.gov.my) to find out more.



**Malaysia External Trade Development Corporation  
(Malaysia's National Trade Promotion Agency)**

Menara MATRADE, Jalan Khidmat Usaha, Off Jalan Duta, 50480 Kuala Lumpur, Malaysia.  
T: 603-6207 7077 F: 603-6203 7037 E: [info@matrade.gov.my](mailto:info@matrade.gov.my)