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COVER STORY

What's in it for Malaysian SMEs in Budget 2018

by Dr Ghaz

In line with this year's theme, 'Shaping the Future', Budget 2018 is expected to include initiatives that would optimise the use of technology for future development and promote high-technology industries which eventually are expected to gradually reduce the dependency on manpower. Looking at the escalating cost of living and housing, the Government is also expected to deliver a budget that seriously addresses the welfare of the bottom 40% (B40) and the middle 40% (M40) household income earners. We are also anticipating a "prudent budget", considering the Government is targeting to achieve a 2.9 percent deficit in 2018 onward, towards a balanced budget by 2020.

Malaysia's gross domestic product (GDP) growth will be spurred by the strengthening of oil prices as well as an improvement in the overall economy in 2017. The market, as a whole, was excited at the robust GDP performance of 5.7% in the first half of 2017. Economists have revised Malaysia's GDP growth forecast upwards to 5.0-5.5% for this year from an initial projection of 4.3-4.8%. For 2018, we expect the Government to target a higher growth of 5.0%-6.0%. Hence, we are expecting for the current benchmark interest rate to likely be maintained at 3%, at least for the next 12 months.

As a brief recap, the previous Budget 2017 was supportive of SMEs, with year 2017 declared as the Start-up and SME Promotion Year. The budget looked into both the long-term development as well as the short-term needs of SMEs to cushion the impact of the current economic challenges. A total allocation

of RM6.7 billion was allocated for SME development to be implemented by the various Ministries and agencies. The most impactful incentive announced was the reduction in the corporate tax rate for SMEs, benefitting those with an expanding revenue base on top of the special rate of 18% given for the first RM500,000 of the taxable income, which were enjoyed by all businesses. On the long term development, the Government is committed to continue with the implementation of the Masterplan initiatives and other development programmes aimed towards meeting the 2020 targets. As part of its Bumiputera Economic Agenda, the Government had allocated a total of RM100 million for SME Bank to increase opportunities to Bumiputera entrepreneurs.

SO WHAT CAN WE EXPECT FROM BUDGET 2018?

The Government's annual budget for 2018 which will be tabled on Oct 27, 2017 will be the final budget before the next general election. Hence, we expect an expansionary budget with focus on the lower and middle income segments, addressing cost of living, affordable housing issues, education and healthcare, as well as new technology to spur growth.

It is anticipated to be people-centric, equity market-friendly and emphasise on the country's aspirations for the next 30 years under the Transformasi National 2050 (TN50). Second Finance Minister Datuk Seri Johari Abdul Ghani hinted that the Malaysian Government may increase fund allocation for small and medium enterprises (SME) under Budget 2018 to

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further develop SMEs and support broader economic activities.

TN50 is an agenda the Government is working on seriously and is looking into shaping the future especially as to how best to utilize this technology with our people in order to produce better development for everyone. The budget is also expected to focus on facilitating Industry 4.0, as well as promoting high-technology industries in areas of automation, robotic development, big data analytics and cloud computing.

International Trade and Industry Minister Datuk Seri Mustapa Mohamed is hopeful that there will be more SME-centric initiatives in the upcoming Budget 2018

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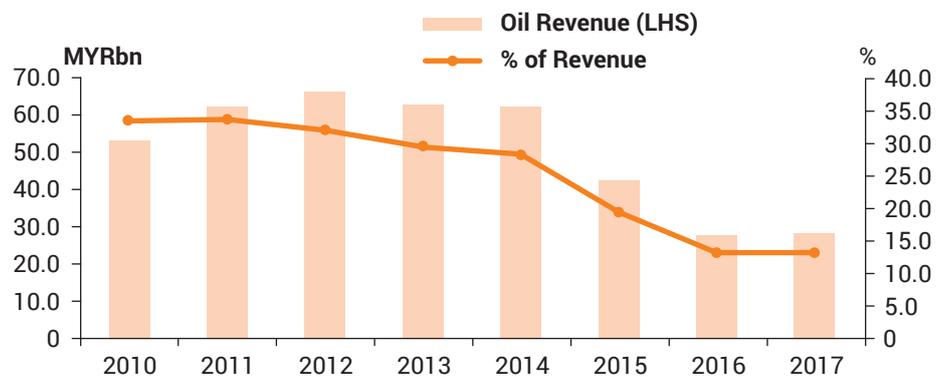
**ANALYSIS**

National Budget 2018: General Forecast

By Rusydan Hamedy Rusli

As announced by the Prime Minister, Datuk Seri Najib Razak, the federal spending plan for 2018 will be tabled in the Parliament on October 27. As part of the budget preparation, the prime minister and finance minister have held several sessions to gather views and feedbacks from various stakeholders including both the public and private sectors and non-governmental organisations (NGOs).

With the theme, “**Shaping the Future**”, it is expected that Budget 2018 will emphasize on how Malaysia will achieve the Transformasi National 2050 (TN50) aspirations. The focus in this article will be on the general expectations of Budget 2018. It is important to note that as the 14th Malaysian general election (GE14) will be held before August 2018, it is believed that Budget 2018 would continue to focus on rakyat-centric issues such as the cost of living,

OIL REVENUE

Source: Bank Negara Malaysia (BNM), RHB

continue from page 1



announcement. He also believes that the Government need to have more focus on the SMEs as well as to push further towards SME development in the mainstream. SMEs form an important component of the Malaysian economy as the segment accounted for some 36% of the country's gross domestic product (GDP). According to Economic Census, 2016, 98.5% of businesses in Malaysia are actually SMEs, and 65.3% contribute to employment. In terms of GDP, SMEs contributed almost 36.6%, while 18.6% of them contributed to our total exports.

GOVERNMENT FINANCIAL

% YoY	2014	2015	2016	2017F	2018F
Real GDP (% YoY)	220.6	219.1	211.3	217.2	226.9
Government Revenue (RMbn)	258.0	256.8	249.4	258.2	269.3
Government Expenditure (RMbn)	-37.4	-37.3	-38.5	40.4	224.3
Budget Deficit (RMbn)	3.4	3.2	3.1	3.0	2.0
Public debt (% of GDP)	54.5	54.5	53.0	53.8	54.3

Source: Bank Negara Malaysia (BNM), RHB

uplifting the B40 group, and developing the wellbeing of the whole Malaysians.

According to RHB Research Institute, it is expected that the government would increase its expenditure in 2018 by 4.3% to RM269.3 billion from an estimated RM258.2 billion in 2017. This is based on expectations of higher revenue from stable oil prices and tax collection. The oil price assumption for 2018 is expected to be higher as the average price of crude oil will be at USD52/bbl for 2018 compared to USD45/bbl budgeted for the year 2017. Collection in GST is expected to also show an increment from RM43 billion expected for 2017 to RM45 billion for next year as a result of efficiency in tax collection.

On Development Expenditure (DE), as the government only allocated RM91 billion for 2016-2017 from RM260 billion expected in the RMK-11, analysts foresee that the government would increase its allocation for DE for 2018 as the continued implementation of mega infrastructure projects like the Pan-Borneo Highway, Mass Rapid Transit Line 2 (MRT2), East Coast Rail Line (ECRL) and few others.

For Operating Expenditure (OE), it is expected that the allocation would be more or less the same as those budgeted in 2016-2017. However, there will be a change in terms of the focus in which analysts anticipate a greater allocation is

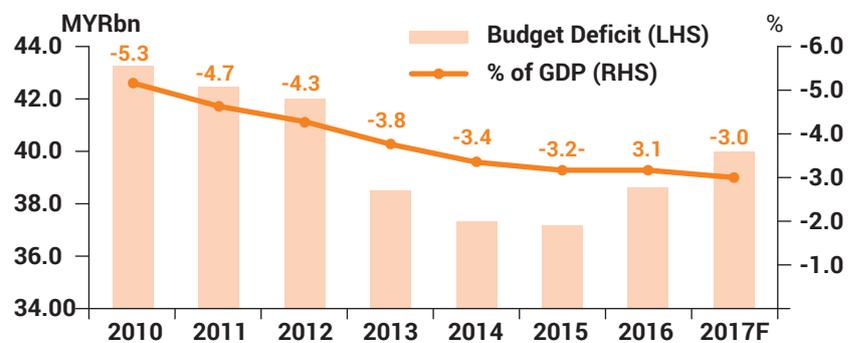
likely to be seen on providing goodies and assistance to help lower-income segment and issues of cost of living.

Although it is expected there will be an increase in the total allocations, the fiscal consolidation drive will stay on track and the budget deficit will be targeted around 2.9% to 3.1% providing there will still be uncertainties in the economies and geopolitical situations.

In overall, as the focus of Budget 2018 will lay a foundation for TN50, Government measures and incentives would be likely focused on the following in the upcoming budget:

- Setting the foundation for TN50;
- High-technology industries in areas of automation, robotic development, big data, cloud computing, etc;
- Tackling the rising cost of living, B40 and affordable housing;
- Further development of SMEs;
- Boost export growth to new top emerging markets like China and India;
- Increase investment position and infrastructure; and
- Improve the agriculture: agro-food industry like commercialization of local fruits.

GOVERNMENT BUDGET DEFICIT



Source: Bank Negara Malaysia (BNM), RHB

Among the initiatives the Government is expected to announce in Budget 2018 include introducing tax incentives targeted at Industry 4.0 and increasing the funding for the soft loan scheme for automation and modernisation. There could also be measures to boost the growth and development of the digital economy, promoting it as a source of growth, investment, employment and income through incentives for foreign and domestic investment in the Digital Free Trade Zone (DFTZ).

The Government has to date allocated more than RM17 billion through various initiatives to promote technology exports, financing and guarantees for SMEs, in a bid to bridge the digital divide and promote technology entrepreneurship. The financial sector, as a key player, needs to play a bigger role in developing SMEs, especially in terms of innovation and

expansion into the region. SMEs and the digital economy are expected to get more than the previous budget's RM17 billion allocation in this coming Budget 2018. These two key sectors will continue to be significant drivers to further boost the economy towards achieving the nation's high income status by 2020.

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Pemilikan Bumiputera

oleh Mohd Razali bin Malek

Walaupun Dasar Ekonomi Baru (DEB) yang diperkenalkan pada 1971 sudah berakhir dan menunjukkan hasil dalam membasmi kemiskinan, menyusun semula masyarakat dan memperbaiki ketidakseimbangan sosio-ekonomi, namun jurang ketaksamaan pendapatan antara kaum masih berlaku.

Cabaran pemilikan ekuiti syarikat korporat masih tidak mencapai sasaran DEB sebanyak 30 peratus. Untuk rekod, hak milik modal ekuiti Bumiputera dalam sektor syarikat telah meningkat pada tahun 1980 kepada 12.5 peratus dan meningkat lagi kepada 19.3 peratus pada tahun 1990.

Penyertaan masyarakat Bumiputera dalam aktiviti ekonomi dan keusahawanan yang masih rendah dan majoritinya hanya berada pada tahap usahawan kecil dan mikro. Mengikut rekod Suruhanjaya Syarikat Malaysia pada 2014 hanya 27.6 peratus atau 283,200 dari keseluruhan jumlah 1,026,100 adalah syarikat Bumiputera.

Untuk itu, secara jelas, pelaksanaan Agenda Pembangunan Bumiputera ini penting dan merupakan agenda nasional kerana Bumiputera merupakan 68 peratus atau 19.5 juta daripada jumlah yang dianggarkan 28.4 juta warganegara Malaysia pada tahun 2016.

SME Bank menyokong sepenuhnya dasar dan inisiatif kerajaan di dalam membangun sosio-ekonomi Bumiputera dan meningkatkan pemilikan ekuiti Bumiputera dalam sektor syarikat.

Kami menawarkan Dana Pembiayaan Bumiputera kepada Bumiputera yang layak untuk tujuan ini.

SKIM DANA PEMBIAYAAN BUMIPUTERA

Fasiliti

Dana Pembiayaan Bumiputera (BFF) adalah dana yang diperuntukkan oleh Kerajaan di bawah Bajet Negara 2013 untuk membantu Bumiputera Usaha Kecil (PKS) Bumiputera untuk membiayai pengambilalihan anak-anak Syarikat Berkaitan Kerajaan (GLC) yang terlibat dalam aktiviti bukan teras.

Manfaat

- Konsep pembiayaan berasaskan syariah.
- Kadar Keuntungan Kompetitif dikira atas baki bulanan bagi jumlah pembiayaan yang diluluskan.

- Tujuan pembiayaan kepada usahawan yang layak dalam pengambilalihan syarikat-syarikat yang dikenal pasti untuk diluluskan oleh Syarikat Berkaitan Kerajaan (GLC).
- Tempoh pembiayaan maksimum selama 15 tahun.

Kelayakan

- Pemohon mestilah Pengusaha Kecil & Sederhana dengan rekod kredit yang baik.
- Syarikat Sendirian Berhad yang berdaftar dengan Suruhanjaya Syarikat Malaysia, dikategorikan sebagai PKS.
- Projek mestilah mempunyai daya maju, boleh berkembang dan berkeupayaan membayar balik kemudahan kewangan yang diberikan dalam tempoh yang ditetapkan oleh pihak Bank dan diusahakan sendiri oleh pemilik perniagaan.



Mohd Razali bin Malek merupakan Ketua, Perbankan Korporat & Kewangan Berstruktur, SME Bank. Beliau boleh dihubungi di mohd.razali@smebank.com.my

Ways to Get Better at Sales

..... by CEDAR Research Team

The sales profession moves faster than ever today. In the blink of an eye, new competitors emerge, products similar to yours are released, and before you know it, it's a race to the bottom. This is no time for trial and error or order taking; this is a time to sell.

As a salesperson, there are only so many things you can control. You can't control market trends, changes at your company, your prospects' moods or the features of your product. But you can control how much you sell, and that's really all that matters. Instead of worrying about all the factors outside your control, it's time to take some serious measures to sell more, close bigger deals, and stand out from your competition in sales. Follow these seven steps to start selling more, right now:

■ Clarify Your Specific Goals

Many salespeople set separate goals for their personal and professional life, but in sales, all goals are personal. Your personal goals can and should drive your professional goals. The first step to selling more is to clarify your specific goals, writing down exactly what you want to accomplish over the next year. Write down these goals where you'll see them frequently, then let the reminder drive you to crush them.

■ Live Outside Your Comfort Zone

If you want to transform your sales results, you must spend more time outside your comfort zone. For example, most salespeople are comfortable calling buyers or product managers, but they're intimidated by the thought of calling high-level CEOs. But those high-level prospects are where you'll find bigger budgets and decision-making power. Seek out bigger opportunities and before long, you'll consistently perform at a higher level.

■ Know The Numbers You Need

How many sales phone calls do you need to make each week in order to meet your goals? What about emails? And how many meetings do you need to set? You should know all the answers to these questions by heart. Be specific about how many emails you need to send, calls you need to make, and meetings you need to set each day. Otherwise, you're just throwing darts at a wall. This is a simple but surprisingly effective strategy to helping you close more sales.

■ Break The Selling Pattern

If you want to stand out from the crowd of salespeople in your market, you have to stop acting like every other salesperson in your market. When your prospect

perceives you to be exactly like the countless other salespeople they've met, they immediately put up a wall to keep you at arm's length. Break the normal selling pattern by flipping standard sales interactions upside-down. For example, stop talking about the features and benefits of your product or service. Don't pitch. And focus on establishing yourself as the expert in sales instead of a regular salesperson.

■ Be A Critical Thinker

The best salespeople don't simply rely on a script that dictates every step of how they should sell a product or service, but rather they adapt or alter their sales pitches in accordance with the prospective customer, time and place. This also means having the ability to think outside the box in challenging their existing sales pitches and processes to reach higher levels.



BUSINESS ALERT

..... by Corporate Planning, SME Bank Malaysia

OIL, GAS AND ENERGY



RECENT DEVELOPMENT

- **Oil prices (October 2017)** – Oil posted its biggest quarterly gain since 2014 on forecasts for rising demand and Turkey's threat to halt Kurdish crude exports. Brent for November settlement rose by USD0.13 to close at USD57.54.
- The Organization of Petroleum Export Countries (OPEC) raised the forecast for the volume of world oil demand in 2017 by 280,000 barrels per day – up to 96.77 million barrels. The world demand for oil in 2018 will be 1.35 million barrels per day higher than in the current year and amount to 98.12 million barrels. This reflects higher growth expectations for OECD Europe and China.

OUTLOOK: NEUTRAL

Petroleum Nasional Berhad (Petronas) expects the global LNG market to

remain oversupplied until as late as 2023. Rising LNG production over the last two years, mainly from Australia and the United States, has exceeded demand and depressed prices. Asian spot LNG prices are now down by around 70% from early 2014.

- » The market will tighten when demand centers in developing economies start growing.
- » Petronas is looking for new buyers of the LNG output, beyond the long-time customers in Japan and South Korea to major consumer markets in the subcontinent India, Bangladesh and Pakistan.
- » Petronas started up Train 9 at its Bintulu export terminal this year and commissioned the world's first floating LNG unit, bringing Malaysia's annual LNG capacity to 32 million tonnes.



WHOLESALE AND RETAIL



RECENT DEVELOPMENT

- **Retail Group Malaysia:** The retail industry has shown slight improvement in the months of April to June 2017, with the Hari Raya festival in May boosting retail sales. Retail sales grew by 4.9% in the second quarter 2017 compared to the first three months of this year. Among the retail sub-sectors, the department store sub-sector was the strongest performer in the second quarter with a strong growth rate of 15.1%.
 - » The department store-cum-supermarket sub-sector also rebounded with a growth of 4.1% after a poor performance in the earlier quarter.
 - » The supermarket and hypermarket sub-sector improved slightly by 0.8% with heavy price discounts by grocery retailers depleting profit margins.
 - » The fashion and fashion accessories sub-sector returned to profitability with a growth rate of 2.5% as compared to the previous corresponding period.

- » The pharmacy and personal care sub-sector also improved on-year with a growth rate of 7.9%.

OUTLOOK: NEUTRAL

- **RGM:** Retail sales growth for 2017 has been revised downward to 3.7% from 3.9% previously, following muted projection from retailers for the third quarter of 2017 and expected increase in the price of retail goods. The total sale turnover for Malaysia retail industry in 2017 is estimated at RM101.4 billion. Retailers' association also estimates a 4% growth rate for the third quarter of 2017 and a 5.5% growth for the 4Q2017. The full recovery of the Malaysian retail market is highly dependent on external economic demand and ringgit performance for the rest of the year.
- The Malaysian Retail Chain Association (MRCA) is maintaining its target of 4.5% retail sales growth for the year 2018 on the back

of the tourism industry. The expenditure of tourists coming into the country will drive the sales of retailers as well as boost their earnings. Therefore, the association is still optimistic about retail sales growth, although other retail.



HEALTHCARE



RECENT DEVELOPMENT

- TMC Life Sciences Bhd is planned to set up a RM5 billion Vantage Bay Healthcare City in Johor Bahru – comprising the 500-bed Iskandariah Hospitals and related health and wellness facilities as well as space for healthcare education for both doctors and allied health professionals and also research. The project is pending regulatory approvals and construction is expected to commence by year-end.
- Fresenius Medical Care has expanded its regional manufacturing plant in Bandar Enstek, Malaysia. The plant will be the company's regional manufacturing hub for Southeast Asia. In addition to supplying hemodialysis concentrates and disinfectants, the plant produces peritoneal dialysis (PD)

products necessary for advanced continuous ambulatory PD treatment. The plant would expand its presence in the fast-growing market. With about 43,000 dialysis patients in Malaysia, the market has ample scope for growth.

OUTLOOK: NEUTRAL

- MIDF Research: Earnings of the private healthcare operators are expected to display further improvements from 4Q2017 onwards. Analysts expect revenue and earnings growth to be mainly driven by growth from existing hospitals as well as new specialization wards in recently opened hospitals.

- » Going forward, analysts opine that the demographic factors such as increase in ageing population and increase in lifestyle diseases will continue to drive the adoption of private healthcare services.
- » In addition, with ringgit at its current level, it will be attractive for medical tourism traveler to seek medical treatments in Malaysia as oppose to its neighboring countries.
- » The increasing adoptions of medical insurance policy and employer tie-up with private hospital operators are also expected to encourage the usage of private medical services.

TOURISM



RECENT DEVELOPMENT

- Airbnb has about 18,000 active listings in Malaysia, which is a 130% YoY growth. Airbnb in Malaysia has seen around 638,000 travelers utilized the online hospitality service.
 - » Kuala Lumpur is a huge draw, with a 201% YoY increase in inbound guest arrivals, but people from all over the world are also attracted to lesser-known tourist spots such as Ipoh, Cameron Highlands, Port Dickson and Lumut.
 - » Although more people share their homes, traditional hotels around the world continue to take in robust profits with high occupancy rates.
- **Malaysia Airports Holdings Berhad (MAHB):** Airports in Malaysia registered 8.3 million passengers in August 2017, a 9.3% YoY growth over August 2016. Growth was mainly driven by the Hajj travel season, the SEA Games Kuala Lumpur 2017, visa relaxation for India and China, competitive fares as well as favorable exchange rate for foreign tourists.

- » International traffic grew by 17.3% while domestic improved by 1.7% or 3.9 million passengers.
- » International traffic for ASEAN destinations grew by 15.2% to 2.0 million passengers whereas non-ASEAN traffic posted a 19.1% growth to 2.4 million passengers in August 2017.

- » KL ranked eighth on the list of highest international overnight visitors in 2016, with the majority of inbound travelers coming from China at 15.2%, followed by Thailand and Indonesia at 11.2% and 10.9%, respectively.



OUTLOOK: POSITIVE

- Global payments company Mastercard Inc. is forecasting the number of tourists visiting Kuala Lumpur (KL) to grow by 7.2% this year, from 11.28 million in 2016. In its annual Global Destination Cities Index (GDCI) 2017, Mastercard also projects tourist expenditure in KL is to rise by 4.5% in 2017, from USD7.22 billion last year.
- » Kuala Lumpur is a leader among Asia Pacific countries for leisure tourism as 92.2% of visitors who entered the city in 2016 did so for leisure purposes.



COMMUNICATIONS CONTENT AND INFRASTRUCTURE



RECENT DEVELOPMENT

- Malaysia Airports Holdings Bhd's (MAHB) move to adopt the Alipay cashless-payment platform is a major step to embrace the future of retail and food and beverage (F&B) transactions at its airports. It is also in line with MAHB's effort to move towards a highly-digitized airport environment. To date, 55.8% and 56.7% outlets at KLIA and KLIA2 Terminal, respectively are transacting via Alipay. Both terminals showed an increase of 25% in sales from overall Alipay transaction and during shopping campaign period, sales can increase further by 35% to 40%.
- Visa Consumer Payment Attitudes Survey ~ Online shoppers in Malaysia increased by 9% from last year, with 76% of Malaysians indicating they shop online at least once a month. This trend is even higher among millennial, with 82% of them shopping online at least once a month.
 - » The top categories for purchases online

- are bill payments (58%), fashion and accessories (52%) and travel (52%).
- » The study also showed that 57% of Malaysian used their mobile phones to shop at least once a month online, up from 9% from last year.
- » Analysts believe that the consumers' payments experience will continue to evolve for the better as it sees more payment providers striving to enhance the payment experience for Malaysians.

the market as a whole, there is upside after deferred spending in previous years when ringgit depreciation hit affordability, and then the introduction of Goods and Services Tax (GST) disrupted sales.



OUTLOOK: POSITIVE

- **Business Monitor International (BMI):** The Malaysian IT market is expected to emerge from the period of weak performance in 2015-2016 and record steady growth over the medium term. Analysts anticipate total IT spending will increase at a compound annual growth rate (CAGR) of 5.1% over 2017-2021 to reach RM24.9 billion in 2021. For

- » Computer hardware sales is forecast to reach RM8.3 billion in 2017 to RM8.8 billion in 2021, a CAGR of 1.5%. Diverging trends, with weak low-end performance as use case cannibalization hits tablet and notebook spending, but stronger demand for premium ultra-slim, hybrid and gaming notebooks.
- » Software sales is expected to increase from RM4.9 billion in 2017 to RM6.4 billion in 2021, a CAGR of 6.8%, with key product areas include application spending on data analytics solutions as well as cyber security in response to regional criminal and state threats.

BUSINESS SERVICES



RECENT DEVELOPMENT

- International Air Transport Association (IATA): Global air freight markets showed that demand, measured in freight tonne kilometers (FTKs), increased by 12.1% YoY in August 2017. This was the fifth time in six months of double-digit gains on the previous year's performance.
 - » Meanwhile, it said freight capacity, measured in available freight tonne kilometers (AFTKs), grew by 4.7% YoY in August 2017.
 - » The robust growth in air cargo demand is consistent with an uptick in global trade, rising export orders and upbeat business confidence indicators.

- » By region, Asia-Pacific airlines' freight volumes grew by 11.3% in August 2017 compared to the same period a year earlier and capacity increased by 5.7%. Demand growth was robust on all the major routes to, from and within the region.
- » IATA forecast of 7.5% growth in air freight demand for 2017 appears

driven by several mega rail projects such as the Light Rail Transit Line 3 (LRT3) project are rolled out, high speed rail project (HSR) and mass rapid transit 3 (MRT3).



OUTLOOK: NEUTRAL

- AffinHwang Research is maintaining an overweight status on the construction sector with a positive outlook on contract awards. The research firm expects contract awards to accelerate in 2H2017

» There will also be more upsides for the construction sector as the government is expected to increase the allocation for development expenditure in the upcoming Budget 2018.

- » Analysts forecast the development expenditure budget to increase to RM50 billion in 2018 compared to RM46 billion in 2017 to meet the RM260 billion target spending in 2016-2020 under the 11th Malaysia Plan (11MP).



How to Beat Tough Times

by CEDAR Research Team

During tough economy, small businesses are on the whole at risk as they often don't have the reserves to help them weather difficult times. How, then, can you recession-proof your business? Implementing these practices will help ensure your small business's survival and even allow it to thrive during tough economic times.

1 Safeguard Your Cash Flow.

You will incur expenses as long as your business exists. But the harder times get, the harder it can be to keep the cash flowing in. Cash flow is the lifeblood of your business; to keep your small business healthy, cash needs to continue flowing through. Now no matter how tough times get, having cash flow out of your business should never be a problem. Recession-proof your business by putting in place strategies to keep the cash flow moving.

2 Relook At Your Inventory Management Practices.

See what can be done to reduce inventory costs without sacrificing the quality of goods or inconveniencing customers. Are you ordering too many of particular items? Can an item be sourced somewhere else at a better price? Is there a drop-shipping alternative that will work for you, eliminating shipping and warehousing costs? Just because you've always ordered something from a particular supplier or done things in a particular way doesn't mean you have

to keep doing them that way - especially when those other ways may save you money.

3 Pay Attention To Your Core Competencies.

Too often small business owners simplify the concept of "diversification" to "different". Just adding other products or services to your offerings is not diversification. At best, it's a waste of time and money. Worse, it can damage your core business by taking your time and money away from what you do best and/or damaging your brand and reputation. Drop the extras and focus on what you do best that is most profitable to recession-proof your business.

4 Develop And Implement Strategies To Pinch Your Competitors' Customers.

If your small business is going to prosper in tough times, you need to continue to expand your customer/client base - and that means drawing in customers from the competition. How can you do this? By offering something more or something different than the competition does. Research your competition and see what

you can offer to entice their customers into becoming your customers.

5 Make the most of the customers/clients you have.

Your customer or client is an opportunity to make more sales without incurring the costs of finding a new customer. Even better, he or she might be a loyal customer, giving you many more sales opportunities. If you want to recession-proof your business, you can't afford to ignore the potential profits of shifting your sales focus to include established customers.

6 Continue to market your business.

In lean times, many small businesses make the mistake of cutting their marketing budget to the bone or even eliminating it entirely. But lean times are exactly the times your small business most needs marketing. Consumers are restless and looking to make changes in their buying decisions. You need to help them find your products and services and choose them rather than others by getting your name out there. So don't quit marketing. In fact, if possible, step up your marketing efforts.



Pendengar yang empati akan memberi impak yang positif kepada penyampai ataupun individu yang bercakap dengan kita. Gunakan teknik yang betul bagi mengelakkan sebarang perselisihan faham. Hal ini kerana, kebanyakan individu tidak menumpukan perhatian apa yang disampaikan oleh seseorang itu. Keadaan ini akan menyebabkan individu yang bercakap akan rasa tidak penting dan rasa tidak diindahkan khususnya dalam institusi kekeluargaan dan di tempat kerja.

Harus diingat bahawa organisasi amat memerlukan teknik pendengaran yang baik, kerana organisasi sangat aktif dalam menjalankan negosiasi dengan individu penting dalam syarikat. Oleh itu, amat penting bagi semua pekerja mengetahui cara yang betul untuk bernegosiasi bersama pelanggan, mahupun orang penting dalam syarikat mereka.

Salah satu cara yang sentiasa dipandang remeh oleh masyarakat kita, adalah tidak mahu menjadi seorang pendengar yang baik ketika berkomunikasi. Antara teknik atau tip yang boleh dipraktikkan untuk menjadi



seorang pendengar yang empati adalah seperti berikut.

1 Tumpukan perhatian

Walau anda sedang sibuk atau bergegas ke mana-mana, pastikan anda menumpukan perhatian kepada individu yang menegur anda dengan berhenti sejenak, lemparkan senyuman dan menjawab persoalan yang ditanya

olehnya, khususnya jika anda individu yang penting dalam sesebuah organisasi. Jika tidak, anda akan dianggap sebagai seseorang yang tidak ambil tahu tentang orang sekeliling.

2 Gunakan 'Body Language'

Apabila seseorang itu sedang bercakap sama ada mengenai kerja atau hanya bersembang dengan anda, gunakan bahasa badan yang betul bagi mengelakkan salah faham kepada individu yang sedang bercakap dengan anda. Tunjukkan bahasa badan yang positif dengan duduk secara tertib dan memandang muka atau mata orang yang sedang bercakap, kerana ia akan menunjukkan bahawa anda menghormati individu tersebut.

3 Elakkan mencelah

Masyarakat kita tidak suka apabila sedang bercakap ada sahaja gangguan yang datang seperti mencelah ketika mereka sedang bercakap. Kita diajar sejak kecil lagi oleh orang tua kita, supaya tidak mencelah apabila orang tua sedang bercakap. Keadaan ini sama sahaja apabila kita sudah bekerja dan hidup berkeluarga, ketika seseorang sedang bercakap, kita biarkan dahulu sampai mereka habis bercakap, barulah kita bercakap. Elakkan terus menegur atau mencelah sebarang perkara yang kita tidak puas hati, kerana ini akan menyebabkan individu tersebut akan lupa, apakah perkara yang ingin disampaikan olehnya kepada anda, dan ia turut mengganggu fokus mereka untuk berbicara tentang sesuatu topik.

3 Langkah Menjadi Pendengar Yang Empati

..... Oleh Wan Zainuddin Wan Muda



Wan Zainuddin Wan Muda adalah Pengarah Kumpulan Modal Insan, SME Bank Malaysia. Beliau boleh dihubungi di wanzainuddin@smebank.com.my.

Temubual oleh Norhisham Hamzah

SEMANG USAHAWAN bersama

Dato' Ir. Muhamad Guntor Mansor Tobeng

Pengarah Urusan



Nama Syarikat

Gading Kencana Sdn Bhd

Bidang Perniagaan

Pengeluaran tenaga boleh diperbaharui (solar) dan cekap tenaga

Alamat Perniagaan

Wisma Gading
2-06-2, Presint Alami
Blok 2, Persiaran Akuatik
Seksyen 13, 40100 Shah Alam
Selangor Darul Ehsan

Telefon

+603-55139888

Email

hasnah@gadingkencana.com.my

Website

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menerima banyak anugerah berprestij atas hasil usaha mereka di dalam industri selama ini. Di antaranya termasuk Anugerah 1-Innocert, Anugerah Frost & Sullivan 2013, anugerah Enterprise 50 oleh SME Corp 2011 dan Power Brand 2010. Di bawah pengawasan Dato' Ir. Muhamad Guntor Mansor Tobeng dan Datin Hasnah Awang, Gading Kencana adalah satu-satunya syarikat perkhidmatan tenaga boleh diperbaharui di negara ini yang dianugerahkan sijil ISO 9001 dan OHSAS 18000.

S: Bagaimanakah anda mula terlibat di dalam perniagaan tenaga solar?

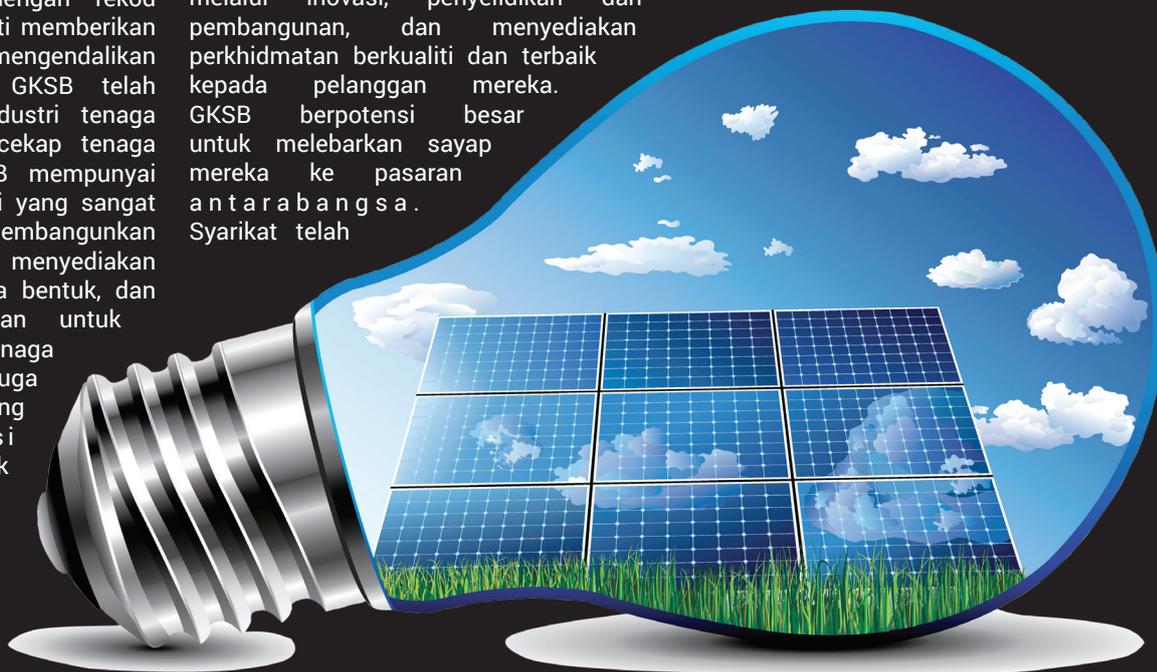
Saya bersyukur kerana mendapat peluang di dalam industri ini apabila kerajaan memulakan Dasar Teknologi Hijau di mana kerajaan menyasarkan 5 tahun untuk membangunkan *capacity building*. Dalam tempoh ini, kementerian tenaga menyediakan kursus, latihan, pemasangan, *qualified system designer* dan sebagainya. Ini memberi masa yang cukup sebelum kerajaan memulakan *feed-in tariff* dan *large scale solar farm*.

Apabila kami sudah bersedia dengan pengetahuan, pengalaman dan pendedahan industri di luar negara, jika terdapat persaingan, inilah yang betul-betul menguji kebolehan dan pemahaman kami tentang teknologi solar dan bagaimana kami mengadaptasi dan menggunakan semua pengetahuan dan pengalaman sebaik mungkin di dalam industri solar ini.

Gading Kencana Sdn Bhd (GKSB) ditubuhkan pada tahun 1993 sebagai syarikat perkhidmatan tenaga utama dengan rekod prestasi yang telah terbukti memberikan hasil yang luar biasa dalam mengendalikannya projek berskala besar. GKSB telah bergerak aktif dalam industri tenaga boleh diperbaharui dan cekap tenaga sejak tahun 1998. GKSB mempunyai rekod pencapaian prestasi yang sangat cemerlang. GKSB telah membangunkan ladang solar dan menyediakan khidmat perundingan, reka bentuk, dan perkhidmatan pemasangan untuk penyelesaian kecekapan tenaga untuk perniagaan. GKSB juga berfungsi sebagai perunding tenaga dan agensi pengurusan tenaga untuk membantu perniagaan menjimatkan wang dan penggunaan tenaga mereka.

Visi GKSB adalah untuk membina

perniagaan yang mampan dan menguntungkan dalam pemuliharaan tenaga dan tenaga boleh diperbaharui melalui inovasi, penyelidikan dan pembangunan, dan menyediakan perkhidmatan berkualiti dan terbaik kepada pelanggan mereka. GKSB berpotensi besar untuk melebarkan sayap mereka ke pasaran antarabangsa. Syarikat telah





S: Apakah cabaran perniagaan, dari mana kepakaran itu wujud dan bagaimana mengendalikan syarikat penjanaan tenaga solar?

Kami menghadapi pelbagai cabaran dan kesukaran pada peringkat awal perniagaan ini. Antaranya adalah kos yang tersangat tinggi pada masa itu dan tiada kepakaran dalaman. Kami terpaksa membawa masuk jurutera-jurutera dari Singapura dan Jerman untuk mengajar cara pemasangan penjana tenaga solar dan sebagainya. Tetapi apabila kerajaan melancarkan Dasar Teknologi Hijau, kerajaan mengadakan latihan dan daripada latihan tu kami belajar dan mengadaptasi teknologi solar mengikut kehendak tempatan. Pada hari ini, kami cukup berbangga kerana tenaga kerja tempatan sudah mampu bersaing di peringkat antarabangsa. Cabaran yang paling besar adalah untuk mengembangkan perniagaan daripada status PKS, iaitu dari mikro kepada kecil dan seterusnya, di mana semasa mula beroperasi kami memperolehi jualan RM500 ribu setahun. Kemudian, kami berkembang kepada 1 juta, 5 juta, 10 juta, 20 juta dan pada hari ini kami sudah mencecah sehingga 30-60 juta setahun. Inilah antara cabaran utama. Cabaran lain yang paling sukar kita tempuhi pada peringkat awal ialah pembiayaan asset. Cabaran kedua adalah kemahiran kerana Malaysia tidak ada kemahiran di dalam industri solar pada masa itu. Hari ini kita berbangga kerana kita boleh melatih kepakaran sendiri dan kita ada kolaborasi dengan Akademi Binaan Malaysia untuk melatih pemasangan-pemasang yang bertauliah dan bersama-sama memasang projek penjana kuasa solar di Melaka dan seterusnya kita boleh mengeksport kemahiran, iaitu pada 2013, kita membuat kerja-kerja pemasangan di Jepun

sebanyak 1 Megawatt. Itu merupakan satu cabaran yang sangat-sangat mengujakan.

S: Apakah masa hadapan untuk industri tenaga solar di Malaysia?

Di Malaysia, peluang industri tenaga solar adalah sangat luas. Sekarang kami mempunyai ladang solar berskala besar dan menyambung tenaga solar yang dihasilkan kepada grid. Tetapi, pada masa yang sama dengan peningkatan tariff elektrik tiap tahun sebanyak 6%, ia memberi ruang yang lebih besar kepada industri tenaga solar untuk berkembang lagi sebab pada masa itu solar mempunyai *life-cycle cost* yang semakin rendah. Ia akan menjadi *grid parity* dengan menampung peningkatan bil elektrik yang tinggi dengan pemasangan solar 1 Megawatt di atas bumbung-bumbung. Dan pada masa sekarang, ramai pelanggan industri kami, yang sudah mula memasang solar 1 Megawatt di atas bumbung untuk kegunaan sendiri. Ini merupakan syarikat orang Melayu dan yang paling seronok sekali tentang tenaga solar ini ialah peluang perniagaan di luar negara seperti di ASEAN, di mana Indonesia pun turut mengikut langkah kita dengan memperkenalkan *feed-in tariff*.

Kami juga telah menandatangani MOU dengan Arab Saudi, di mana kami akan mengembangkan perniagaan di sana dan peluang memang terbentang luas.

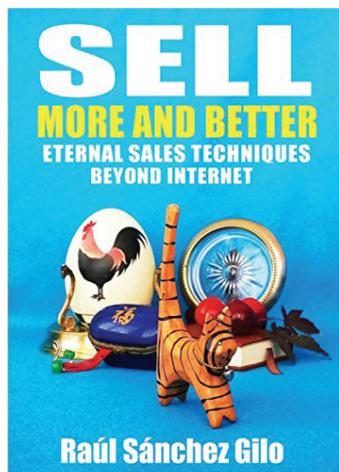
S: Apakah pemahaman yang perlu ada sebelum memasang penjana tenaga solar?

Untuk permulaan, saya rasa nombor satu ialah kemahiran. Yang kedua, latihan. Kemahiran dan latihan ini memang sudah tersedia di Malaysia. Anda boleh pergi ke IKRAM, boleh pergi ke CEDAR, boleh belajar di UiTM di mana terdapat kursus jangka pendek yang ditawarkan. Untuk mendapatkan peluang perniagaan, kerajaan membuka satu kuota baru yang dipanggil Kuota Komuniti. Kuota Komuniti ini ditujukan khusus untuk rumah ibadat seperti masjid, gereja, tokong, kuil dan sebagainya. Dan ini peluang yang cukup baik, dimana kita boleh bermula dengan feed-in, dan bila kita sudah ada keyakinan dan kemahiran, kita boleh kembangkan capacity kita. Jadi, tenaga solar ini adalah *global business*. Kalau kita berjaya di Malaysia, kita akan berjaya di seluruh dunia. Inilah satu peluang yang jarang kita dapati berbanding perniagaan atau industri yang lain.



Sell More and Better, Eternal Sales Techniques Beyond Internet

Reviewed by Norhisham Hamzah



Author: Raúl Sánchez Giló

Hardcover: 350 pages

Publisher: Pronoun

Enjoy an entertaining literary experience while you discover how to succeed selling! It will change the way you think about selling. You don't need fancy persuasion tactics, a perfect sales pitch or be the best salesman in the world. You need to know the eternal sales techniques that will always work to get more and better clients.

If you sell, or want to sell, this sales book is for you, easy to read, powerful, and especially entertaining. Anyone in sales will find inspiration and motivation

in this original and effective sales books that provides the keys to excellent sales results. Full of principles, ideas, a lot of humor and surprising concepts.

This sales book is addressed to:

Beginners in sales: If you are new in sales or have small experience, this book is the first one to read. It will help you see the clear picture, to discover the real concept and basics of sales and the authentic way to sell more and better. The why's and the how's of the art of selling. Learn the main principles prior to developing any bad habits. No any trick techniques can replace the focused understanding of the sales fundamental and the eternal sales techniques.

Anyone looking to increase their sales knowledge: if you are interested in sales, it will give you a better understanding of the main elements. If sometimes you sell and sometimes don't, and you never know why, regardless of what you're selling, this book will help you sell more and better.

Recommended even to experienced salesmen: especially to those who have taken vices along the years and need a refresher or reinforce their skills. If you

seek for that extra edge to excel in your career, it will help you to review your approach to sales.

Recommended for sales training, sales coaching and sales managers: a much better way to explain the concepts to your sales team; it will save you time and effort, providing a most enjoyable way to build the solid base and reference for your sales training.

You can study tricks forever, but new situations always arise for which there is no script, unless you know the time and field-tested selling techniques that have always worked: selling is an old knowledge that today we have complicated a bit more, with new technologies, internet, neuromarketing and a thousand other things. This sales book teaches you the sales formula to sell beyond all that.

Learn in a short time what it takes years to discover about the art of selling. You don't know why you're not able to sell more? How to get more and better clients? This book answers your questions. We start telling a mysterious story of old secrets and finally we will unveil the valuable sales formula to get customer loyalty. Differentiate now from your competitors.

Norhisham Hamzah is a Senior Manager at the Centre for Entrepreneur Development and Research (CEDAR, a wholly owned subsidiary of the SME Bank Malaysia. He can be reached at norhishyam@smebank.com.my.

ENTREPRENEURS' EVENT CALENDAR

2
Nov

**Women Netpreneur
November 2017: Start
Selling With Global Halal
Data Pool**

Venue:
SME Corporation Malaysia,
Kuala Lumpur

Women Netpreneur 2017: eCommerce Adoption is a series of talks, sharing and workshops, empowered by SME Corp, MDEC and Gorgeous Geeks. Join us in the upcoming Women Netpreneur eCommerce Adoption Session where you will be able to learn and get support from successful sellers, eCommerce providers and government to kick start your eCommerce journey. In addition, each of our six eCommerce partners - Shopee, 11Street, Lelong, Avana (Facebook), Buy Malaysia and Global Halal Data Pool will be there to hand hold you to be their seller on the spot.

15-17
Nov

**SME ANNUAL SHOWCASE
& CONFERENCE 2017
(SMIDEX)**

Venue:
MITEC, Kuala Lumpur

The 20th SME Annual Showcase & Conference 2017 (SMIDEX) will be the largest established SME showcase in Malaysia bringing forth together SMEs, Large Companies and Multi-National Corporations to showcase the latest products, services, and technologies for the global market. SMIDEX 2017 is a world-class interactive platform for networking opportunities with industry leaders, fast-tracking SME business growth by providing business enablers under one roof, while educating SMEs on policies that will impact and propagate SME Development.

18
Nov

**ASEAN eBRAND &
CAPITAL MOVEMENT:
Transforming Traditional
Business to Digital**

Venue:
Bukit Bintang City Centre (BBCC),
Kuala Lumpur

In today's 21st century, the market is overcrowded and highly competitive, the game of disruption has started to play out in every industry. How does a traditional business move into a digital business model? How can entrepreneurs leverage on the power of Branding and Capital to achieve exponential growth? Get insights from industry experts and leaders about the current business trends, how to create a disruptive business model and how Branding is essential in your fundraising journey, understand fundraising stages and funding opportunities in today's Digital Era.