



HARVARD

BUSINESS SCHOOL ALUMNI CLUB OF MALAYSIA

N.E.W.S.L.E.T.T.E.R

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CIRCULATED TO MEMBERS ONLY

APRIL 1994

NEW PRESIDENT HOSTS MEMBERS LUNCHEON

Incoming HBSACM President, Tan Sri Alwi Jantan, Executive VP and Director of Genting Berhad/Resorts World started the club's social calendar this year by hosting the first MEMBERS LUNCHEON held at the new Wisma Genting penthouse on the 26th January. Tan Sri Alwi also made an impressive presentation of the Genting Group's many corporate activities to the large group of members who attended, and this was followed by a delicious lunch.

MEMBERS LUNCHEONS are organised to encourage networking amongst members. For 1994, several such occasions have been planned. The next MEMBERS LUNCHEON will be held at 12.30 pm on the 30th March at Menara Maybank (51st Floor). This luncheon is hosted by Dato Mohd Basir bin Ahmad, the Chairman of Maybank Berhad.



Pictured (l to r), Ng Sing Hwa, Dato Mustafa Md Ali, Tan Sri Alwi & Tan Sri Aziz



Patron

YAB Dato Seri Dr Mahathir Bin Mohamad
Prime Minister of Malaysia.

President

Tan Sri Dato Alwi Jantan

Vice Presidents

Wong Heng Wooi
Tan Sri Datuk Rozhan bin Kuntom

Hon Secretary

MOhd Ghazalie Kamal Baharein

Asst Hon Secretary

Raja Sharifuddin Abidin

Hon Treasurer

Dato Tay Ah Lek

Director of activities

Haji Othman Yusoff

Committee Members

Abdullah Mat Zaid
Mrs Lillian Too
Tan Sri Dato Mohd Jalaludin bin Zainuddin
Dato Dr Mohd Shahari bin Ahmad Jabar
G. Gnanalingam (ex officio)

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of the Harvard Business School Alumni Club of Malaysia.

NEW FACES elected into EXCO at 17th ANNUAL GENERAL MEETING



*Pictured left to right, Wong Heng Wooi, Dato Tay Ah Lek,
Tan Sri Alwi, G. Gnanalingam, Lillian Too and Hj Othman Yusoff.*

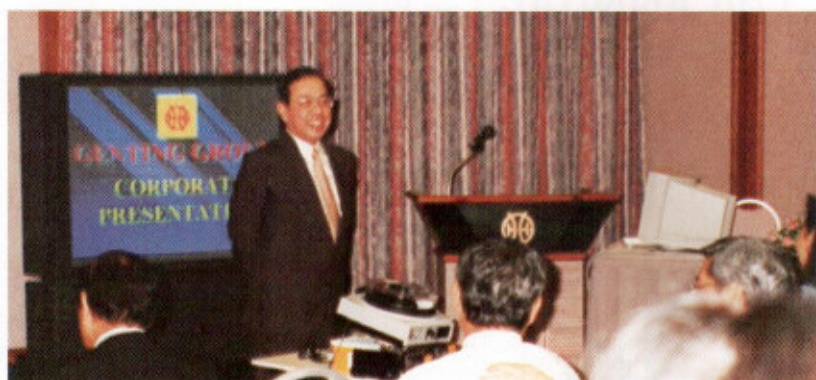
Three new faces were elected into the Executive Committee of the HBSCAM at its 17th Annual General Meeting held on the 15th December 1993 at the offices of G Team Consultants in Pusat Bandar Damansara. They were Tan Sri Datuk Rozhan bin Kuntom who was elected as one of two Vice Presidents; Tan Sri Dato Mohd Jalaluddin bin Zainuddin and Dato Dr Mohd Shahari bin Ahmad Jabar.

Tan Sri Dato Alwi Jantan was elected President while Wong Heng Wooi was elected as the other Vice President. The other committee members elected in were Mohd Ghazali Kamal Baharein (Hon Secretary); Raja Sharifuddin Abidin (Asst Hon Secretary); Dato Tay Ah Lek (Hon Treasurer); Hj Othman Yusoff (Director of Activities); Abdullah Mat Zaid and Mrs Lillian Too.

The AGM was well attended and members discussed a variety of issues and proposed several activities for consideration by the new EXCO. In his acceptance speech, Tan Sri Alwi thanked the outgoing President G. Gnanalingam and briefed members on the the program of activities he planned to implement in the coming year. The highlight of 1994, he said, would be the SMDP. However he was also keen to initiate one or two additional projects including a HBS Review type publication which he felt would fit in well with the aims and objectives of the Club.

After the AGM, a sumptuous high tea was served, compliments of the outgoing president. As an aside, members are strongly urged to try and attend the club's future AGM's, as a show of support for the club's activities, and also to offer counsel, and suggestions for new activities and programs.

PRESIDENT'S LUNCHEON at WISMA GENTING PENTHOUSE



Dato Mohd Basir bin Ahmad with Tan Sri Alwi



Lee Oi Hian



Dato Dr Shahari Ahmad Jabar

TRAVEL NEWS

- * Immediate past President G. Gnanalingam (Managing Director, GTeam Consultants) plans to attend the next HBS International Conference which will be held in April this year in Dallas, USA. He will also represent the club at the Round table Conference of HBS Alumni clubs to be held in Boston in June 1994.
- * *The HBSCAM committee is planning a study tour to an as yet undecided destination sometime in November. Members, please register your interest with our Director of Activities, Haji Othman Yusoff (Tel: 293 5888) who is presently investigating alternatives. He also welcomes suggestions and ideas !*
- * Members who may be travelling to CANADA anytime in the near future are invited to make contact with the HBS Club of BRITISH COLUMBIA, who have written to us extending invitations to Malaysians to make contact with them. Those wishing to experience their hospitality kindly contact their "Welcoming Committee" by writing, phoning or faxing: Victor Waese (MBA 69) c/o the Fraser Institute, 626 Bute Street, Vancouver, BC. Canada V6E 3M1. His phone number is 604-688-0221 ext. 309; and his fax number is 604-688-8539. Here's an extract of their letter:

"...if you plan to visit our region, our welcoming committee would be delighted to organise a get together with some of our local HBS alumni for some interesting conversation and an opportunity to broaden horizons... when contacting us please tell us something about yourself and indicate your preference for breakfast, lunch, cocktails or dinner. "

MEMBERS LUNCHEON

The third MEMBERS LUNCHEON is scheduled for Tuesday, the 31st May. This will be hosted by Tan Sri Dato Jamil Mohd Jan, President of HICOM, and the lunch will be held at Glenmarie Country Club. Members interested to attend please watch out for the circular letter or contact Siva/Ruth at Tel 255 0899 to confirm your attendance.

These Members' Luncheons are being organised by the Luncheon Sub committee headed by Raja Sharifuddin Abidin. We invite members to initiate the hosting of such luncheons. Those interested to do so please contact Raja at tel: 293 1545 or fax him at 293 0018.

SPOTLIGHTING TAN SRI ALWI JANTAN



Historian, distinguished civil servant and in recent years, top corporate man, employed full time with one of Malaysia's most prominent and successful conglomerates. Tan Sri Alwi Jantan is also the 1994 President of the Harvard Business School Alumni Club of Malaysia. Married with two daughters, Tan Sri Alwi attended the Harvard AMP in 1980, and has served in the club's committee in various capacities since 1991.

He retired from (a lifetime of) Government service in 1990 as Director General of Public Services, having served as KSU in the Ministry of Agriculture, and Deputy KSU in the Prime Minister's Department besides several other top positions. At retirement he had served the Govt. for a total of 32 years, having first joined the Malaysian Civil Service in 1958 after graduating from the University of Malaya in Singapore with degree in history an honours.

Tan Sri Alwi joined the Genting Group via Resorts World, as Human Resources and Public Affairs Executive Director in July 1990, a position he continues to hold to today.

Quiet, unassuming and very understated, Tan Sri Alwi is especially proud of his association with the HBS alumni club. He has planned a full program of activities for the coming year, and is particularly keen to initiate meaningful projects which will tap the club's major resource (ie the combined wealth of management talent represented by its members, many of whom have already made their mark in both the public and private sectors) - to contribute meaningfully to the continued development of management and business administration education and training in Malaysia.

He is also working hard to bring real meaning to the networking potential of the club's members and under his leadership, it is expected that 1994 will see the club, and its executive committee make special efforts in these directions.

THE HBSACM FOUNDATION

Early in the Seventies, the Club set up a Foundation, funded by the net proceeds of its bi-annual two weeks residential senior management development programs. To date, the Club has successfully organised seven such programs. Conducted exclusively by Harvard Business School professors, the program has proved popular with local managers and corporations, and this year the eighth such program will be held at Awana starting June 26th.

The Foundation enables the Club to fund a variety of educational projects which include scholarships and research grants; and to make special awards of excellence to business administration students and managers. In early February, trustees of the Foundation proposed that more scholarships should be awarded to students at local universities. Members of small and medium sized industries and non government organisations would also be nominated for Harvard Business School short courses to be subsidised by the Foundation.

At the same time, members wishing to attend management seminars organised by the Harvard Business School and/or its faculty in Boston can apply for grants, upto a maximum of \$5000 from the Foundation provided that on their return, they are prepared to share what they had learnt at these seminars with members via a luncheon talk. Members wishing to apply for such grants for specific HBS seminars are invited to contact any member of the committee.



HBS Asst Professor Tarun Khanna visited Kuala Lumpur recently and visited HBSACM. Here he is flanked by Jen Tan Sri Dato Zain Hashim & Gnanalingam on his right, and Lillian Too, Ghazalie Baharein and Hj Othman Yusoff on his left.

GOLF DIARY 1994

Golfing members will be pleased to know that the golfing calendar of HBSACM has been tentatively finalised by the committee. Please contact Hj Othman Yusoff (Tel: 293 5888), our Director of Activities for updates and details.

MAY 22nd : FELLOWSHIP GOLF

JULY 9th : SMDP CLOSING GOLF TOURNAMENT

AUGUST 13th : PAST PRESIDENT'S TROPHY

OCTOBER 22nd: INVITATION GOLF

Please watch out for circular reminders and details.

Update on the 1994 SMDP ...



This year's HBSACM two week residential program ie the 8th Senior Management Development Program is scheduled to be held between June 26th and July 9th at the Awana Resort in Genting Highlands. The program is being organised under the chairmanship of Abdullah Mat Zaid, Director, Malaysian Airlines System (MAS). As there are some places still available, members are invited to sponsor participants from their respective organisations. Details of the program together with application forms may be obtained from the club secretariat at Tel: 255 0899 (Siva).

The Harvard "B" School professors coming this year are Professors F Warren McFarlan, Samuel L Hayes, Kasturi Rangan and Michael Beer. The Program contents will comprise the management of information technology systems; corporate financial management, marketing strategy and operations, human resources management, and organisational behaviour. Case books and text books are being ordered for the participants and members keen on purchasing some of these books may contact Siva direct.

UPDATE SEMINARS

Two half-day seminars will also be organised for the 29th June and 6th July. Look out for circulars coming your way.



ANNIVERSARY DINNER

This year's Anniversary Dinner - **July 19th** - falls on a Tuesday. Members are urged to pencil the date into their diaries as the committee plans to organise a really fun evening, and we want to solicit full support from members. This will be the only evening of the year when no "serious business" will be included in the program. It will be a time for networking and catching up with each other.

GOLD MEDAL AWARD & SCHOLARSHIP DINNER

This has been scheduled for **Saturday, 27th August.**

This year, HBSACM's selection committee for the Gold Medal awards will be headed by Tan Sri Dato Mohd Jalaluddin Zainuddin, Executive Chairman of First Nationwide Engineering.

The Scholarships Committee is being chaired by Dato' Dr Mohd Shahari Ahmad Jabar. For the information of members, the HBSACM selects outstanding young achievers from amongst the nation's Universities as recipients of our prestigious awards each year. Funds for these awards are provided by the HBSACM Foundation.

MANAGER OF THE YEAR ANNUAL AWARD DINNER

This dinner will be a major highlight in November. Scheduled for **Saturday 26th November**, the chief executive selected by a panel of judges headed by Tan Sri Datuk Rozhan bin Kuntom (Chairman, Bank Buruh) will be awarded prize money of \$10,000, again funded by the HBSACM Foundation. This is an award for excellence, and previous winners have included the chief executives of MAS, Genting, Nestle, MUI, Carlsberg, Esso and Kian Joo.

The GENTING GROUP

NEARLY THREE DECADES OF CONSISTENT EXCELLENCE

It's been 29 years since Genting Highlands Berhad was formed to develop 12,000 acres of hill land in Gunung Ulu Kali - 29 years which have seen one man's vision take shape and form, to become what is probably today the largest and most highly lauded of the private sector originated conglomerates in Malaysia.

In terms of market capitalisation the Genting Group's stable of three publicly listed companies - Genting Berhad, Resorts World and Asiatic Development - account for 7% of the KLSE's total market capitalisation. These total capitalisation numbers range from 30 to 35 billion ringgit, depending on the mood of the stock market, which at time of writing (mid March) continue to languish in the doldrums.

The story of GENTING and of its legendary founder, the soft spoken, understated and visionary Tan Sri LIM GOH TONG is one which every stock market investor, every gambler and every manager in Malaysia is already familiar. Apart from the gloss and glamour of its entertainment, gambling, resorts and hotels business, whose colourful brochures flood the travel trade throughout the length and breadth of Malaysia, Genting has also been written about in every Asian business magazine, its numbers analysed over and over again and its management strategies debated upon with envious frequency.

Genting has also not escaped the attention of the regional business press. ASIA MONEY & FINANCE voted the Group, Malaysia's best managed company three years running (1991, 92 and 93). BUSINESS WEEK ranked Genting Berhad 651 and Resorts World 546 in a Global Survey of the World's 1000 most valuable companies. And the FAR EASTERN ECONOMIC REVIEW in its 1993 Survey of Asia's leading companies, ranked Genting second in overall leadership, third in long term vision and fourth in financial soundness. In a lead feature in its September 1993 issue EUROMONEY described the Group's structure as *"highly focused, with investors and management sharing a common view of the need to concentrate on a narrow range of activities rather than spreading its investments too thinly."*

The Group and its two listed subsidiaries has just released their 1993 year end results. We summarise them here for readers:

*** GENTING BERHAD**

466.6 million shares outstanding trading around M\$38.50.
Owns 56% of Resorts World and 58% of Asiatic Development.
Group Pre Tax Profits for year ended Dec 31st 1993.
was M\$958.54 million up 38% from last year's M\$694.86 million.

*** RESORTS WORLD**

1085.5 million shares outstanding, trading @ M\$13.80.
Group PreTax Profits for year ended 31st Dec 1993 was M\$672.82 million, up 42% from last year's \$474.92 million.

*** ASIATIC DEVELOPMENT**

730.6 million shares outstanding trading at around \$3.30 per share.
Group Pre Tax Profits for year ended 31st Dec.1993 was \$38.28 million down 3% from the previous year's \$39.61 million.

COMMENTARY ON LATEST RESULTS

RESORTS WORLD BERHAD

The year-end 1993 results are generally in line with market expectations. The excellent performance was due mainly to far sighted expansion in capacity, a higher proportion of better margins in the retail business and to lower payouts to high rollers! The tax rate is higher due to a lower investment allowance. Fiscal year '94 should see further benefits from the capacity expansion completed in mid '93, and from the recently completed North South Expressway, which shortens travelling times for Singaporeans who account for an estimated 35% of all visitors. The Group will also likely continue its special room rates scheme which has been very successful in attracting visitors to the Resort during off peak periods. The company is expected to benefit from the Visit Malaysia Year Promotions, especially from regional visitors who are presently enjoying growing affluence.

The Group's cash reserves (estimated at about M\$600million) are expected to be directed into further expansion in capacity and improvements of existing outlets and facilities. Casino expansion will likely continue and diversification is likely to be passive.

GENTING BERHAD

The performance of the parent, Genting Berhad was equally impressive. The 38% jump in pre tax was helped by Resorts which account for 70% of earnings. Investment income (mainly interest from an estimated M\$1.5 billion cash reserve) contributed 11% to the bottom line, while plantation subsidiary, Asiatic Development contributed the rest. The continued good performance of Resorts will underpin Genting's profits in the next year, while contribution from Asiatic is expected to stay small.

GENTING BERHAD GROUP

Most recent Performance Statistics

as at end December 1993

GROUP TURNOVER	RM 2,004,194,000
GROUP PROFIT before TAX	RM 958,542,000
GROUP PROFIT after TAX	RM 719,722,000
PROFIT to TURNOVER	35.9%
PROFIT to EQUITY	19.3%
EARNINGS PER SHARE	102.9 sen
NTA PER SHARE	RM 5.33
TOTAL ASSETS EMPLOYED (end'92)	RM 3,288,298,000
TOTAL NET WORTH	RM 1,968,315,000
TOTAL EMPLOYEES	11,000
TOTAL NO. ROOMS at GENTING/AWANA	2,220
TOTAL APARTMENTS at GENTING/AWANA	617
TOTAL CASINO FLOOR SPACE	70,000 sq ft
ASIATIC DEVELOPMENT TOTAL LAND BANK	
PLANTED AREA	34,270 hectares
INFRASTRUCTURE	6,733 hectares
TOTAL LAND BANK	41,003 hectares
TOTAL PROPERTY LAND DEVELOPMENT	1,740 acres

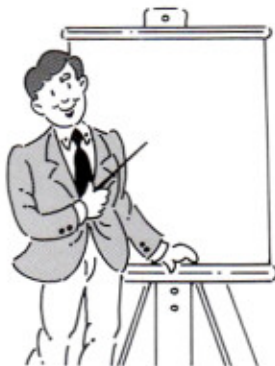
We highlight the Genting Group this quarter, as one of Malaysia's high performing megasized conglomerates. Our club president, Tan Sri Alwi Jantan, a graduate of the Harvard Business School's Advanced Management Program is an Executive director of the Group.

Next quarter we plan to feature yet another giant on the corporate scene - Maybank Berhad, whose recently appointed chairman, Dato Basir bin Ahmad is also a graduate of the same Advanced Management Program.

We welcome new member
Patrick Chin, General Manager, AIMBANKERS

LUNCH/AFTERNOON SEMINAR with PROF. MICHAEL C JENSEN

The Club organised an afternoon cum lunchtime seminar with visiting HBS professor, Michael C Jensen on the 2nd February at the Park Royal Hotel. Prof Jensen spoke on the "Concept of Efficient Capital Markets: Strategy for value maximisation" and also on the "Modern Industrial revolution: Structural Changes in the Economics of East and West - the Challenges ahead". The seminar was well attended, although participants were lukewarm in their assessment of the usefulness and applicability of Prof Jensen's model to Malaysian scenerios.



HARVARD PROFESSORS ON VIDEO

(AVAILABLE ON LEASE TO MEMBERS FROM THE HBSCAM LIBRARY)

The following Video tapes have been purchased for the HBSACM library. Members who wish to borrow these tapes may do so by contacting the club secretariat. As these tapes are extremely expensive and difficult to obtain, members may be required to place a refundable deposit.

- * **COMPETITIVE ADVANTAGE OF NATIONS**
by Prof. Michael Porter (Company version)
- * **COMPETITIVE STRATEGY**
by Prof. Michael Porter
- * **SYNERGIES, ALLIANCES & NEW VENTURES**
by Prof. Rossabeth Moss Kanter
- * **COMPETING THROUGH INFORMATION TECHNOLOGY**
by Profs Cash & Mcfarlane
- * **ACHIEVING BREAKTHROUGH SERVICES**
by Profs Heskett, Sasser & Schlesinger

FOR A FULL LISTING OF BOOKS & TAPES AVAILABLE AT
THE HBSCAM LIBRARY PLEASE CONTACT THE CLUB SECRETARIAT

INTERNATIONAL SMP AT HARVARD

One of the more interesting Executive Education programs at HBS is being scheduled for May 23rd - July 22. This is the international senior management program, a four weeks course specifically designed for top executives of companies engaged in cross border operations. This program is expected to place participating executives at the forefront of international management theory and practice, exploring such vital areas as globalisation, cross border alliances, multinational strategy development and local content. HBS is expecting participants from over 30 countries. The application deadline is the second week of April. All inclusive fee per candidate is US\$33,800.

Those interested please contact Professor Dwight B Crane, at
Tel: 1-617 495 6398 ext 87 Or Fax: 1-617-495-6999.

Pieces of "Corporate Wisdom"
extracted from the Harvard Business Review



ON PLANNING

" Long term product planning is dangerous ... three years is long term. Even two years may be.

Five years is laughable"

Ed McCracken, CEO Silicon Graphics



FOOD FOR THOUGHT

" A threat that everyone perceives
and no one discusses hurts a company much more
than a threat that is clearly revealed"



" Don't ever drop a winner until its sales start to decline"

ON THE MANAGEMENT OF CHANGE

" The key to achieving competitive advantage isn't
reacting to chaos; its producing that chaos"

Ed McCracken, CEO Silicon Graphics

" Task force members usually agree: keeping
everyone in the company informed is a diversion,
a luxury they can't afford"

J. Daniel Duck, Vice President with BCG



"To compete, companies must burn themselves down
every few years and rebuild their strategies, roles and practices"

Roger Martin, global management consultant

"Incremental change isn't enough for many companies today;
they don't need to change what is; they need to create what isn't"

Richard Pascale, Stanford B School Prof.



**PAST PRESIDENTS
HARVARD**

BUSINESS SCHOOL ALUMNI CLUB of MALAYSIA

1977 YB DATO SULEIMAN bin ABDULLAH

1978 YM RAJA TAN SRI MUHD ALIAS bin RAJA MUHD ALI

1979 YM RAJA TAN SRI MUHD ALIAS bin RAJA MUHD ALI

1980 YB TAN SRI HASHIM bin AMAN

1981 MR NG SING HWA

1982 MRS LILLIAN TOO

1983 YB TAN SRI DATO HJ ABDUL AZIZ bin ABDUL RAHMAN

1984 YB TAN SRI DATO DR MOHD RASHDAN BABA

1985 YB DATO MUSTAFA MD ALI

1986 MR DAVID C.C. LEONG

1987 YB DATO MOHD NOOR ISMAIL

1988 YB GEN (R) TAN SRI DATO ZAIN HASHIM

1989 YB DATUK ALLADIN HASHIM

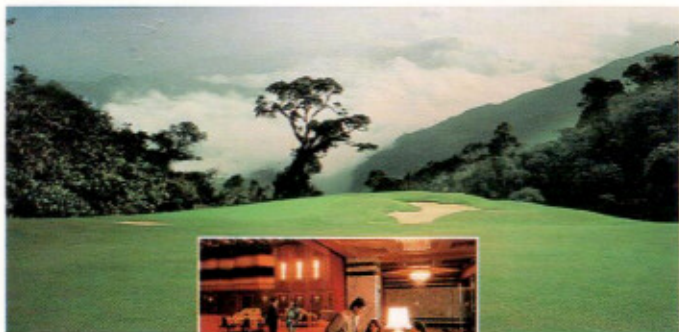
1990 MR ABDULLAH MAT ZAID

1991 YB TAN SRI SAW HUAT LYE

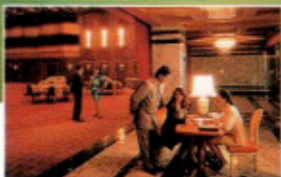
1992 YB DATO NG CHENG KUAI

1993 MR G. GNANALINGAM

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youngsters, there's the exciting Genting Theme Park providing thrilling high-tech rides and amusements eg. Motion Master, 3D Experience, Fascinating Malaysia Boat Ride, Around The World Train Ride, Cyclone Roller Coaster, Antique Car etc. So come on up to the coolest convention centre in Malaysia. You'll be warmly greeted by our team of dedicated staff who will attend to your every need.



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