



HARVARD

BUSINESS SCHOOL ALUMNI CLUB OF MALAYSIA

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CIRCULATED TO MEMBERS ONLY

DECEMBER 1994

THE PRESIDENT'S COLUMN

Tan Sri Alwi Jantan

This has been a particularly active final quarter of a busy year. We had the following activities:

- **Regional Conference and Study Tour, hosted by the Brisbane Chapter of the Harvard Club of Australia, 30 Sept - 2 Oct.**
- **Programme for Non Profit Organizations, Oct. Through Nov.**
- **Dinner talk by GE Chairman, John Welch, 15th Oct.**
- **Business Excellence Seminar, 17th Oct.**
- **Dinner Talk by Datuk Seri Anwar Ibrahim, 18th Oct.**
- **Annual Invitation Golf at Staffield Golf & Country Club, 2 Nov.**
- **Management Course for Non Profit Organizations 7-9 Nov.**

I would like to thank members for supporting the above activities, and to remind them of two Main events scheduled for December. These are the Annual General Meeting and the Manager of the Year Award Dinner. I am pleased to inform members that **Tun Daim Zainuddin** has kindly accepted our invitation to officiate the Manager of the Year Award Dinner, which this year will also include the presentation of the Club's Gold Medal and Scholarship Awards. The highlight of the evening will be Tun Daim's Speech. As the date has yet to be finalized, members please look out for the circular letters. The AGM has been scheduled for Friday 16th December at 5.30 pm. **I urge all members to attend this year's AGM, as a number of important amendments to our Club's Constitution are being tabled for discussion and approval.** I want to remind members that ultimately, the responsibility for the Club's affairs rest on its members. So please make an effort to attend.

As this is my last message as President, I want to place on record, my gratitude to my colleagues in the EXCO for their loyalty, contributions and cooperation; and to the members for their unremitting support, including those who have so kindly hosted Members Luncheons through the year.



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)

DATUK SERI ANWAR IBRAHIM delivers DINNER ADDRESS at SPECIAL HBSACM DINNER

The Deputy Prime Minister & Minister of Finance, Datuk Seri Anwar Ibrahim giving his address at the Oct 18th 1994 HBSACM Dinner.



Datuk Seri Anwar arriving at the Dinner with HBSACM President,



Distinguished guests at the Dinner include (fr l to r) Saleh Patek Akhir of RTM, Nazri of Berita Harian and Azzat Kamalluddin of NST.



HBSACM MEMBERS ATTEND BRISBANE STUDY TOUR

Nine HBSACM members led by Vice President Wong Heng Wooi, represented the Club at the Asian Regional Conference of the Harvard Club of Australia from 30th Sept. to 3rd October this year. The Study Tour was coordinated and organized by our Hon Secretary, Ghazalie Bahrein. Speakers at the Conference included Richard Joel, MD of the Office of Economic development of the city of Brisbane, HE Sabam Siagam, Indonesian Ambassador to Australia, John Simpson, Richard Allen and Robin Gibson of the Australian Institute of Architects and Senator Cheryl Kernot, leader of the Australian Democrat Party.

The three day program organized for participants, who came from all over Australia, Malaysia, Singapore and Indonesia, was packed with visits to key tourist spots in Brisbane and the Gold Coast, including a river cruise on the SS Forceful, a stopover at Bond University, Dinner at the prestigious men only Tattersall's Club, and a visit to the Brisbane Art gallery. The group also visited Mount Tambourine, an idyllic property with spectacular views of the Gold Coast, as guests of Mr. and Mrs. Youngman. The 'Australian Club' emphasized the importance of cooperating with Asian countries, and indicated that the private sector there were keen to find partners in the ASIAN region for ventures outside Australia.

The Australian Club's appreciation of our club's attendance at the Conference was repeatedly voiced, and was particularly reflected in their eagerness to understand Malaysia's socio political visions embodied in Vision 2020, as described by past president Lillian Too in her country presentation at the gala dinner. The trip was a huge success and everyone had a n unforgettable experience. In addition, networking ties were also successfully forged. The next regional meeting is expected to be hosted by the Singapore Harvard Club. This was confirmed by their club president, Mr. Koh Boon Hwee who (Chairman of Singapore Telecoms and Wuthelam Holdings) who was also present at the Brisbane Meeting.

Photographed at the flea market are members who flew to Brisbane for the Regional Meet: Raja, Wong, Dato Shahari, Lillian and Chris.



\$500,000 donated to the HBSACM TRUST FUND !

The Exco is recommending that a sum of half a million ringgit be transferred to the HBSACM Trust Fund this year. The Trust Fund, which is managed by a Board of Trustees appointed by the AGM, was set up to help finance educational and other study programs related to the advancement of management excellence in Malaysia. This has been a superb year for your club and the outgoing committee led by our President, Tan Sri Alwi Jantan deserve a big round of applause from all members.



HBSACM ANNUAL AWARDS

manager of the year award

The Award sub committee has finalised the shortlist and a winner has been selected to win the award for 1994. A Presentation Dinner, which will be graced by former Finance Minister, Tun Daim Zainuddin, is being organised for the occasion. Members please do try to attend.

gold medal award

The Award sub committee interviewed three shortlisted nominees out of eight nominations received from five local Universities. The winner, a graduate from Universiti Islam Antarabangsa, will receive the award at a the above dinner presentation.

post graduate scholarship

The recipient of this year's scholarship is a member of the Business Administration Faculty from Universiti Malaya.

Meet Club stalwarts

Yusof Taliff (left) and Hj Othman Yusoff, our Director of Activities.





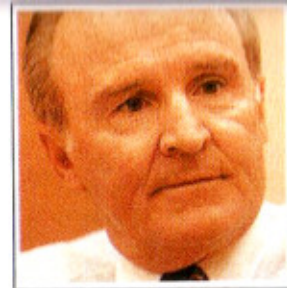
A RESOUNDING SUCCESS

MANAGEMENT PROGRAM FOR MANAGERS OF NON PROFIT ORGANISATIONS.

As part of the Club's initiative to contribute meaningfully to the pursuit of management excellence, a three day management training program was held between 6th to 9th Nov at Janda Baik, Pahang for managers, treasurers and secretaries of Non Profit, Non Government Organisations. This had followed a successful briefing on 14th Oct for presidents and representatives of the NGO's where the turnout had been exceptionally good. Altogether 50 participants from 34 NGO's attended the management seminar. The program schedule included lectures, work group projects, discussions and simulation exercises. The program was coordinated by Mr G. Gnanalingam, and ably assisted by Dato Mohd Shahari bin Ahmad Jabar. Based on the philosophy of social responsibility as envisaged by the principles of Vision 2020 (economic growth, business excellence and moral obligation to care and share), the Program has been a resounding success. **An initial donation of R\$100,000 has been allocated to this activity by the HBSACM Trust Fund.**

The Club is now examining the possibility of assisting NGO managers further, by arranging for and sponsoring places at a similiar program conducted by the Harvard Business School in Boston, USA.

GROUP PICTURE OF PARTICIPANTS AT JANDA BAIK



GE CHAIRMAN JOHN WELCH GIVES DINNER TALK AT HBSACM FUNCTION

General Electric Chairman and Chief Executive Officer, **John Welch** who has been very much in the news in the United States recently visited Kuala Lumpur where he gave a dinner talk organised by the HBSACM at the Shangri La Hotel.

Mr. Welch, whose son works in Kuala Lumpur, was accompanied by several of his senior executives, and the function was attended by an exclusive gathering of local and foreign businessmen, civil servants and newspaper editors including several local tycoons like Renong chief, Dato Halim Saad and Celcom head and new Chairman of MAS, Tajuddin Ramli. Another distinguished guest was Tan Sri Ahmad Sarji, president of the local Harvard Club. Also present at the Dinner were visiting members of AMP 91 who were in Malaysia as part of the regular reunions, organized around the world by fellow classmates. In Malaysia their host was past president Gnanalingam.

In his talk, Welch enthusiastically endorsed Malaysia's Vision 2020, using his now famous "*stretch*" management concept to add legitimacy to the vision. Welch spoke at some length on the concept, attributing much of GE's success over the past 13 years to the successful implementation of this technique.

GE is today the largest company in the world with assets in excess of US\$60 billion and annual profits reaching a phenomenal US\$6 billion this year. Productivity at GE subsidiaries has also been growing at an average rate of a massive 6% a year for the past several years, an achievement which seems to be going on indefinitely. How did they achieve this, someone asked?

How did Welch succeed in changing the culture of GE to the extent that words like *boundaryless*, *speed*, *empowerment* and *workouts*

mean something real and special to his thousands of employees. How does he ensure good ideas from every level of the company, make it up to senior management, and get adopted? Welch spelt it out. *"We encourage and reward those who gather the good ideas ... not just those who come up with the good ideas"*.

Welch has been described as something of a corporate folk hero by the American press. Newsweek calls him a shining corporate hero in an era with few of them. Welch has also been criticized for the debacle at Kidder Peabody (which since then has been sold to Paine Webber at a loss), and to the scandal at NBC over faked crash tests of GM's vehicles. Welch is unfazed by the media speculation and criticism, dismissing it with *'you're a hero one day and a bum another'*. He prefers to look at his successes which he attributes to the ideas oriented people within his organisation, and to the emphasis put on speed. *"Look at Malaysia. This is what speed is all about. I have been here several times. Malaysia looks like another country every twelve months"*.

Welch advised successful companies to stretch their targets and to aim as high as possible saying that *"it works"*.



AMP91 GETS A TASTE OF MALAYSIAN HOSPITALITY

Business and corporate leaders from all over the world enjoyed the perks of being Harvard Business School alumni when they visited Malaysia recently as guests of fellow AMP91 alumnus, G.Gnanalingam, a past president of HBSACM. Their three days in Kuala Lumpur included high level briefings from the Ministry of Trade and Industry and from MIDA, tea with our Prime Minister, YAB Datuk Seri Mahathir, dinner with our Deputy Prime Minister and Minister of Finance, Datuk Seri Annuar Ibrahim, as well as meetings with more than a sprinkling of Malaysia's home grown tycoons. The group's alumni reunion in Malaysia is part of a tour of Asian capitals. Their visit culminated in an informal dinner party hosted at the home of Gnanalingam.

BRIEFINGS, LECTURES & LUNCH MEETINGS

The ReUnion Sub Committee headed by Lingam, organised detailed briefings by MIDA, MAMPU and the Ministry of Trade and Industry for the visiting AMP 91 delegation. Lingam even threw in a surprise talk by Lillian Too on "another perspective to doing business in the far east - activating *good luck chi* through the practice of feng shui". The delegates were also taken on a tour of the Proton manufacturing facility, **and were treated to a tea meeting with the Prime Minister, Datuk Seri Dr Mahathir.** Pictures below show the delegates at lunch at the Shangri La.



MALAYSIAN REUNION OF AMP 91



AMP 91 visiting alumni with their host Mr and Mrs Gnanalinagm, in front of his Feng Shui waterfall at his new home in Bukit Tunku. The informal party capped a full program for the visitors, many of whom have expressed keen interest in coming back to Malaysia as investors.

GROUP OF LADIES AT THE PARTY



Party time ! Shown here, the better halves of Exco members Dato Shahari (Datin Kay in the foreground in pink), Ghazali (Mahani wearing a red baju kurung) and Hj Othman (Jora on the left with a lovely blue tudong) with lady guests.

WE WELCOME THE FOLLOWING NEW MEMBERS



Dr Lee Chee Kuon,

who attended the Advanced Management Program early this year. Dr Lee was, until recently Managing Director of Lion Land Berhad.

Mr Jeffrey Craig Pope,

(Jeff) MBA 75, Managing Director of Malaysian Cement Berhad. Mr. Pope is married to Gala Sue, and has two children.

Miss Lin Hsiu-Yi,

MBA91, Assistant Vice President at Citibank Berhad. Miss Lin is the daughter of well known ex Central Bank Dy Governor, Dr Lin See Yen.

Tan Sri Dato Ir Wan Abdul Rahman bin Hj Wan Yaacob,

who attended the AMP in 1993. Tan Sri Dato Wan is the Ketua Pengarah Kerja Raya Malaysia, and is married to Puan Sri To'Puan Rohani A Chik. They have five children.

Tan Sri Dato Dr Abu Bakar Suleiman

who attended the AMP 108 in 1991 is the Director General of the Ministry of Health. He is married to Puan Sri Sukanya and they have two children.



We introduce Dato Sulaiman Abdullah (right), founder President of the Club in 1976, seated with Ghazalie Baharein, our Hon Secretary.

Annual General Meeting December 16th 1994 at 5.30 pm



Members, please make an effort to attend !

This year's Annual General Meeting will be held on Friday the 16th December at 5.30 pm at the office of G TEAM CONSULTANTS in Damansara Heights. Members are urged to make a strong effort to attend as several proposals are being put up for discussion and approval. Our past president Gnanalingam, who has once again, kindly agreed to play host for the occasion has indicated that a delicious high tea will be served.



MEMBERS LUNCHEON DATES FOR NOVEMBER & DECEMBER

As we go to press, we have been told that the Sungei Way Group, in the person of member Chew Chee Kin, who is the Group Managing Director, has agreed to host the November Members Luncheon, with the date tentatively set for 24th November. In December our host shall be Nik Mohamed Yaacob, Managing Director of the Sime Darby Group.

Members please watch out for circulars !!



MEMBERS PLAY GOLF WITH NEW KING IN STAFFIELD COUNTRY CLUB

In early November members motored down to the Staffield Golf and Country Club in Seremban to keep a golf date with His Majesty, Duli Yang Maha Mulia Tuanku Jaafar. This was the Club's annual Invitation Golf Tournament. Highlights of the day's game and luncheon are shown in the following pages.

HBSACM ANNUAL INVITATION GOLF HELD AT STAFFIELD GOLF AND



COUNTRY CLUB, SEREMBAN



*SPB Yang di Pertuan Agong pictured here with
HBSACM President Tan Sri Alwi Jantan, before the start of Golf.*



The mouth watering Mercedes Benz C200 - the prize for a hole in one !

THE HARVARD BUSINESS REVIEW



Readings from the Nov./Dec 1994 issue.

Members please note that the Club subscribes to the Harvard Business Review, and the publication is available for loan to members. Those interested please contact the secretariat.

The Nov./DEC issue has a lead article dealing with the changing role of top management - **BEYOND STRATEGY TO PURPOSE**. Authored by Christopher Bartlett, a professor at the Harvard Business School and Sumantra Ghoshal who holds the Robert Bauman Chair in Strategic Leadership at the London Business School, the article deals with strategy formulation and definitions of purpose as they relate to the embedding of corporate ambitions.

The remaking at the Japanese tractor firm - **Komatsu** - is highlighted. Since the early sixties, Komatsu's avowed strategic intent had been "to catch up with Caterpillar". In 1989, when a new president, Katada-San took over, worldwide demand for construction equipment was down, competition was up and Komatsu's profits were in steady decline. As Katada-san saw the situation, Komatsu's management had become so obsessed with catching Caterpillar, it had stopped thinking about strategic choices. Diagnosing thus, Katada-san proceeded to challenge his managers at several levels to find ways to double sales by the mid 1990's. He introduced his **3 G's - Growth, Global and Groupwide** encouraging his managers to respond creatively. More than strategy, Katada-san had introduced a corporate purpose. In the first three years after the articulation of the 3Gs purpose, Komatsu's sales which had been declining since 1982 perked up!

Bartlett and Ghoshal stress the need to instill core organizational values, and to actively sow the message through the organization - if employees are to put out extraordinary efforts to realize company targets, they must be able to identify with them. They advocate that individual accomplishments be recognized and they highlight the need to foster individual initiatives. Read the article. The authors highlight an increasingly topical issue that is engaging senior management's attention today.

The **Review** also has something extremely interesting on **RISK MANAGEMENT**. And there are three well researched articles which takes the world view on the **NEW ECONOMIC WORLD ORDER** and two articles which examine the Japanese manufacturing edge, and Japanese product development.

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

BRISBANE REGIONAL MEET PICTURES



Group photograph of delegates to the Brisbane Regional Harvard meeting held at the end of October 1994. The Malaysian Harvard Business School Club sent a large contingent of nine members.



The Malaysian contingent left to right, Tan, Dato Tay, VP Wong, Lillian, Raja, Chris and Dato Shahari - with Michael Cassidy in the centre, Against the Brisbane skyline.