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A GOOD LEADER IS A GOOD FOLLOWER

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MALAYSIAN INSTITUTE OF MANAGEMENT
Institut Pengurusan Malaysia



Asian Association of Management Organisations
SECRETARIAT • 2017-19
MALAYSIA

DEMYSTIFYING
THOUGHT
LEADERSHIP

WHY HALAL MEANS
'GOOD FOR BUSINESS'

10 SIMPLE RULES
TO PROTECT YOUR
INTELLECTUAL PROPERTY



“I Alone Cannot Change The World, but I can Cast a Stone Across the Water to Create Many Ripples” - Mother Teresa.



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CEO's
MESSAGE

Sivanganam Rajaretnan
 Chief Executive Officer
 Malaysian Institute of Management

The Day We Broke Down the Walls

The title may sound ominous but breaking down those walls at the Malaysian Institute of Management (MIM) has made a world of difference to us at MIM. If you have not already visited our bright new office space on the top floor (Level 16) of PJ33, you would have noticed MIM's new open office concept.

Our space has evolved and with that so have we. In our new open concept office, teams sit within networks close to one another enabling inter-departmental sharing and collaboration towards problem-solving. Having this flexibility, teams have begun to adopt a design thinking approach towards ideation.

For our members, we now have a spacious membership lounge with a modern feel, keeping the key elements that you enjoy. We also encourage our members to utilise the new privilege to rent our fully equipped facilities for your training and networking events.

Our change was driven not merely by changing spaces but through our 'Cultural Transformation and Employee Engagement Exercise', where we listened to the needs of our talents and provided the tools to take them a step higher.

As boldly declared in the title of this month's issue, 'A Good Leader is A Good Follower', change cannot be made if you don't take the time to listen, observe and respond. If you are looking to inspire your team, turn to page 26 and find out the 'Effective Ways to Motivate Employees' — from something as simple as allowing them to keep a plant on their table to maintaining constant communication.

Engaging employees is also about empowering them and our main feature (page 8) on thought leadership is a good way to start. As author Gabrielle Dolan points out in her article, 'Demystifying Thought Leadership', encouraging people within your organisation to produce content from their expertise, will as a whole, benefit the organisation in the long run.

I hope you enjoy this copy of the magazine and stop by MIM's new office for a tour and a hot cup of coffee.



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EDITOR'S NOTE

Leadership starts with the individual

Any time is a good time to talk about or focus on leadership. We can be forgiven for thinking it's in short supply, given the way the world in general is going these days. But, that's being negative and not giving due recognition and credit to the indomitable human spirit that bounces back every time we think all is lost.

We can take comfort in human history and the saying 'Hope springs eternal'. It's what makes survival an instinct, when tapped, takes us to the sublime and makes us the only living entity on this planet capable of charting our own destiny. It can be for better or for worse. It's our call as individuals or collectively.

Leadership starts with us as individuals. What values do we abide by and what standards do we measure ourselves with? Our conscience dictates what is right and wrong. We set it aside at our own peril. Yes, indeed, we can be philosophical about the whole thing, but it's on the practicalities we need to concern ourselves with, in what we might well term as the mundane scheme of things — management in the work place.

Our cover this time asserts that a good leader is a good follower. There's a starting point, as in everything. Being a follower is one of them. From that comes realisations from experience as to the qualities required to lead.

Great things in business are never done by one person. They're done by a team of people. For insight turn to the article on 'Unlocking the Magic of Storytelling'. There are gems that inspire. Leadership bears reiterating over and over again. It's about walking the talk, practising what one preaches, finding purpose and meaning to life, making service as a cornerstone of existence, understanding and providing thought leadership as opposed to the traditional understanding of leadership.

Leadership is about serving a cause bigger than oneself, a mentality and attitude that enhances the human condition, nay, the condition of the entire planet in one way or another. In this day and age, when the cry of marginalised people the world over are heard deafeningly, how we respond is a true litmus test of leadership at the individual and collective levels.

Other thought provoking articles re-visit the need for motivating employees, the power of listening to make a difference, an interview with a 'Young Manager Programme' winner and the intriguing notion that to learn to succeed, one must learn to fail.

P.C. Shivadas

MIM MOVES UP

A sneak peek into MIM's new office space

On Monday, 26th February 2018, the team at MIM packed up their belongings to move UP to a brand new office space. The move was an elevation from the current location on the 11th to the 16th floor of PJ33 (formerly known as Jaya33).

Marking a bright new start for the team, the new open concept space enables teams to bring forth a new mindset of performance, agility and innovation. The spaces around our office are enhanced to welcome you to join us for a cup of coffee and enjoy our training facilities.

Should you wish to drop by, our floor address has changed, however, all other contact details remain unchanged.

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Here is a sneak peek of our office:



Comfortable couches for you to sit and chat over a cuppa



Our Mac computers are ready to be used for all your web browsing needs



A modern new pantry space fitted with all the essentials



DEMYSTIFYING THOUGHT LEADERSHIP

By Gabrielle Dolan
An Australian and New Zealand
Partner of Thought Leaders Global

The term, 'Thought Leadership' was first coined in 1994 by Joel Kurtzman, then the editor-in-chief for the magazine, *Strategy and Business*. It was he who said, "Thought Leaders are those people who possess a distinctively original idea, a unique point of view, or an unprecedented insight into their industry."

In some industries the term is tarnished because of the number of individuals and companies self-proclaiming they are Thought Leaders. In truth, how many can hold themselves accountable to Kurtzman's definition?

In my experience, many companies often think they already have thought leaders when in fact what they have is subject matter experts. The stepping-stone or solid foundation for someone to become a thought leader is authority in a particular area or topic. However, subject matter experts are only known within your company, whereas a thought leader will be known throughout your industry and even beyond.

While subject matter experts will have relevant and perhaps even thorough knowledge, a thought leader continually develops their thinking. As a result, sharing information about their area of expertise is not only relevant and thorough, it is also elegant and unique.

In addition, thought leaders proactively speak and write about their area of expertise. They are active on social media sharing and curating content, but more importantly creating it. Therefore, thought leaders are constantly contributing to and leading conversations about specific topics.

Another key aspect of thought leadership, is the ability to express ideas in a way that makes sense to others. To do so, thought leaders are avid readers and consumers of knowledge. This is crucial when developing your body of knowledge and expressing ideas. It should also be noted that a thought leader does not express only one idea or an idea once. Matt Church, who is the founder of Thought Leaders Global, often says that thought leadership is not thought follow-ship and it is not about I had a thought once-ship.

It is no surprise that thought leaders are being asked to speak at industry events and contribute to industry magazines. By developing their thinking continually and socialising it, they are widely known for being knowledgeable about something and highly regarded in their area of expertise.

“Thought Leaders are those people who possess a distinctively original idea, a unique point of view, or an unprecedented insight into their industry”
- Joel Kurtzman

Why Companies Consider Thought Leadership

There are **3 Big Challenges** that most companies are facing today that Thought Leadership can address.

WAR FOR TALENT

War for talent is not a new challenge but companies need to rethink how they go about it. Your really talented people are looking for more than the expected good pay, recognition and promotion. They are even looking for more than flexibility and autonomy. Often what they really want is the opportunity for mastery: to have a professional purpose and to make a difference by having an industry influence.

BATTLE FOR ATTENTION

Battle for attention just keeps getting harder and the need to stand out in your market and enter into new markets has never been stronger. Selecting and positioning individuals as thought leaders, and by extension your company, affords a significant competitive advantage in the marketplace. You are no longer chasing sales as people are coming to you.

THE RACE FOR THE FUTURE

The race for the future is an increasing challenge for companies. The rate of disruption is so fast and so significant that what got you here will not get you there. Past success will not guarantee future success as markets change so rapidly. A team of thought leaders can help guide you through this disruption or even disrupt the market place for your benefit.

If war for talent, battle for attention and race for the future are challenges for your company, then a commitment to thought leadership is definitely worth considering.



4 COMMON MISTAKES When Implementing Thought Leadership



THE SPIN APPROACH

One of the most common mistakes companies make, can be classified as the spin approach to thought leadership. This is where companies start calling themselves thought leaders, updating their website and marketing collateral, and self-proclaiming thought leadership. In some cases, ghost writers are even hired to research and write articles under the CEO's name. While this may seem an easier approach, it achieves nothing and can have a detrimental effect on your brand, especially if you are claiming thought leadership and not actually doing anything about it.



CURATE OVER CREATE

This is where companies ask their employees to become more active on social media. Sometimes they are provided with some social media training but the result of this is a curate over create mentality. By only sharing other people's thoughts or content, you are simply elevating the thought leadership of others. Often people are encouraged to write articles without a process to develop their thinking. While these posts may be relevant, it is unlikely that they offer any original or unique perspective on the topic. An effective blog post, article or presentation requires adequate time to develop your ideas and thinking.



ALL YOUR THOUGHT LEADER EGGS IN ONE BASKET

Some companies rely on one isolated individual to be the thought leader, most often the CEO but not always. This is a high-risk strategy that works until the person leaves the company. It can be very effective when the CEO also owns the business, for example Richard Branson and Virgin. His high profile and insights into leadership and business benefit both his company and himself. If Branson sold Virgin, he would still maintain his high profile and influence in the industry. An example of how this can fail is the recent sacking of CPAA CEO, Alex Malley. For the past two years, CPAA elevated Malley as their sole thought leader and spent a reported \$60 million on marketing his book and TV shows.



LEAVING IT TO CHANCE

At times, companies can have a genuine thought leader but it might have been only by chance that this individual was working for them. In these cases, there is no strategic development or support, it simply occurs as a result of the passion and interest of the individual. It is important to note that creating a culture of thought leadership within a company involves a strategic approach as well as investment in time and money to develop and support your employees. This will not happen by leaving it to chance or simply creating a KPI around thought leadership with no strategic plan for implementation.



Implementing Thought Leadership

To effectively implement thought leadership, companies should take a strategic approach. This involves selecting individuals to form a dream team of thought leaders.

The first step in this approach is for a company to determine what they want to be known for. This is not limited to products and service or strategy and visions.

While you would most likely want thought leaders for these areas, there are many other subjects such as values based leadership, cultures worth belonging to or customer centred design, which are important to consider.

Once your areas of thought leadership are defined, companies will need a process for selecting the appropriate people that could become thought leaders for each topic. Ideally your candidates should already want to be subject matter experts but they also need to be passionate about their area of expertise. Selecting the most senior people is not essential, however they need to be relatively senior and willing to be a thought leader for a specific topic. Thought leadership is not for everyone and the worst thing you could do is to force someone to take this on.

It is also vital to capture, package and deliver this expertise proficiently. Not only do thought leaders need to know their 'stuff' inside out, they also need to communicate it in a way that is easy for others

to understand. Training in the use of models and metaphors to communicate contextual knowledge is an important aspect for thought leaders.

What's more, companies will want to present the information in a way that connects and engages people. Using stories to deliver content in a way that keeps people enthralled is an important skill for thought leaders. Thought leadership is more than just delivering a good speech or being a good presenter. It is crucial to understand how to package ideas in a way that creates meaning and relevance for others.

In summary, selected candidates need to be prepared to write and speak about their area of expertise and carry out the work necessary to step into the thought leader's arena.

When implemented correctly, your people will be asked to speak at events, be regular contributors to industry publications and be strategically active on social media. As their thought leadership and brand is elevated, so too is that of the company.

Thought leadership can become a critical way to attract and retain your talented people. In the same way, it can help with the battle for attention as your thought leaders gain the ability to cut through the noise and stand out from the crowd. This in turn will put you ahead of your competitors in the race for the future.



Gabrielle Dolan is a global thought leader on authentic leadership and business storytelling. She's worked with thousands of high-profile leaders from around the world, helping them to become better leaders and communicators

using the art of business storytelling. Gabrielle is a highly sought-after international keynote speaker, and works with some of Australia's top 50 ASX companies.

Gabrielle is also the bestselling author of *Ignite: Real Leadership, Real Talk, Real Results*, which was published in 2015 and reached the top five on Australia's bestselling business books. Her other published books include *Storytelling for Job Interviews*, published in 2016, and *Hooked: How Leaders Connect, Engage and Inspire with Storytelling*, published in 2013. Her latest book, *Stories for Work: The EssenCal Guide to Business Storytelling* was published by Wiley in March, 2017.

She is also passionate about changing the way we communicate in business and is the founder of the *Jargon Free Fridays* global revolution #jargonfreefridays (jargonfreefridays.com).



KODAK ONE COULD BE THE START OF A NEW KIND OF INTELLECTUAL PROPERTY

By Chris Berg, Jason Potts and Sinclair Davidson
RMIT University

It's easy to be a bit amused about Kodak's new blockchain and cryptocurrency, the KodakOne. The old photography company is the classic case of a firm that failed to keep up with technological change.

But now Kodak is exploiting one of the most interesting characteristics of the blockchain (the technology behind Bitcoin) to reshape how we understand and manage intellectual property.

Just like Bitcoin demonstrated it was possible to have a digital currency that didn't require third parties (banks or governments) to validate transactions, KodakOne hints at a future where intellectual property works without the need for third parties to enforce property rights.

Blockchains are a system of decentralised, distributed ledgers (think of a spreadsheet or database that is held on a number of computers at once). Transactions are verified and then encrypted by the system itself. Kodak's plan is to use the Ethereum blockchain to build a digital rights management platform for photographs.

Photographers will register their photos on the KodakOne platform and buyers will purchase rights using the KodakCoin cryptocurrency.

The platform will provide cryptographic proof of ownership and monitor the web for infringement, offering an easy payment system for infringers to legitimise their use of photographs.

In one sense, KodakOne resembles one of the many supply chain (or 'provenance') applications for blockchain, which track goods and their inputs (think agricultural products or airplane parts).

But photographs are purely digital assets. In a sense, what we're seeing is a new form of intellectual property.

In KodakCoin, the underlying asset — the thing that is being bought and sold, the thing that has the economic value — is no longer the photograph, per se. Rather, it's the entry on the global blockchain ledger. Control of that entry constitutes ownership of the asset.

KodakOne only really gets halfway to this idea. Like so many blockchain applications, the question is how this elegant system will interact with the messy real world. It's one thing to detect infringing uses of a photograph, it's quite another to enforce terrestrial copyright law on unco-operative infringers. And KodakOne is hardly the only firm working on digital asset management on a blockchain.

A new kind of intellectual property

But there's another, purer example of what blockchains can do for intellectual property that is worth discussing — CryptoKitties.

CryptoKitties is a silly little blockchain game, but the economics are worth taking seriously. Players buy digital cats — cryptographically secure, decentralised, censor-proof digital cats — and breed them with each other. Each cat has a mix of rare and common attributes and the goal is to breed cats with the rarest, most-in-demand attributes.

That's the game. But in fact, what CryptoKitties has invented is a new form of intellectual property. Each cat is a completely unique, entirely digital good. And it is completely, cryptographically secure. It can't be copied.

Usually the protection of intellectual property requires lawyers and courts. But with CryptoKitties, the intellectual

“CryptoKitties is a silly little blockchain game, but the economics are worth taking seriously. Players buy digital cats — cryptographically secure, decentralised, censor-proof digital cats — and breed them with each other.”

property protection is part of the asset itself — it's baked in.

This is what blockchains were invented to do. Before blockchains, digital goods could be easily duplicated. That's a great feature — unless you want to create digital money. Digital money won't work if everybody can just copy their money and spend it over and over again. The creator of Bitcoin, known as Satoshi Nakamoto, solved this problem with Bitcoin's blockchain. Previous attempts to solve the double-spending problem had relied on trusted third parties like banks to validate transactions. Nakamoto managed to get the network to validate itself.

KodakOne (and CryptoKitties) show us that intellectual property has much the same problem as digital currency — and may have the same solution. There's no need

for trusted third parties (governments) to enforce property rights. The blockchain does that for us.

Of course, there's a lot of work to be done before we see real benefits from this sort of blockchain-enhanced intellectual property. CryptoKitties is its own new form of intellectual property — but can we retrofit 'traditional' cultural goods like photographs, music and movies onto the blockchain?

Digitisation has challenged the protection of intellectual property like never before. Cultural producers need to find some way to be paid for their work. This is the direction we should be looking.

MERGER AS A COLLABORATIVE OPTION FOR NON-PROFITS

By Dr. Sudeep Mohandas, MMIM

A member of MIM

Co-Founder and Managing Director of I First International, a non-profit management consultancy.



- Formal approach, e.g. restructuring.
- Informal approach, e.g. costs sharing.

Despite the apparent increase of collaboration among non-profits, there is still much debate on whether it progresses the efforts of achieving the mission.

Interestingly though, corporations are now collaborating in social and/or environmental projects as their next level of engagement. Recently, it was announced that Bill and Melinda Gates Foundation has joined hands with Tata Trusts, India to address issues on maternal and new-born mortality under their joint-project, *Project Asman*.

While we understand that for-profit organisations are often driven by financial motivations or the need to increase company visibility, the non-profit sector's collaboration agenda is

not so clear and apparent. Ideally, the primary driver for non-profits to collaborate should be to help them achieve their mission. But the question is whose mission, especially if it is a joint effort?

Why Collaboration Fails

One of the main reasons why collaboration often fails is because of one party having less autonomy. Collaboration can threaten boundaries, and as such the identity of the organisation involved. Non-profits must, therefore, find ways to retain and manage boundaries when carrying out collaborative activities.

Collaboration can still work. It is always useful for the non-profit sector to consider options that may work towards the benefit of the mission. Hence, collaboration must be seen to go beyond forming a coalition or communities of practice or a joint programme or shared services. Consider instead a merger.

Whenever we speak of collaboration in the context of work, it often relates to individuals working together to achieve a defined and common purpose. What happens when the working together is at organisational level where two organisations become one?

The corporate sector refers to this collaboration as a merger. How about the non-profit sector? Why aren't many non-profits collaborating or merging to achieve higher impact with better efficiency and increased productivity? To answer these questions, we need to first understand what collaboration means to a non-profit.

Since early 2000, there has been a higher frequency of collaborative efforts among non-profit organisations. As a result, collaboration has now become a trend.

Proponents of non-profit collaboration suggest that it has resulted in better results-per-cost compared to, if non-profits worked individually. The nature of collaboration has also transformed into separate clusters:

Collaborative Options

A merger is among a range of collaborative options (see below).

Associations Often the name of the association is referred to as an Alliance, a Collective, a Partnership, or a Coalition	A group of organisations that voluntarily work together to accomplish an objective over a period of time.
Joint Programming	Contractual Programmatic Undertaking among two or more entities focusing on a common aspect over a period of time.
Shared Services	Jointly hiring a third party who is willing to share an existing resource to provide services that can accommodate certain functions, e.g. Information Technology, Human Resources or Administration.
Merger Includes Affiliates, Network, or Non-HQ Offices	Combining two organisations into one. This can be achieved by being absorbed into one organisation or the establishment of a newly-created organisation.

The Time is Here

It is time for non-profits to start adopting the approach of mergers in their strategic plan. They should consider variations to merging by, perhaps, departments or resources or even the whole mission to pool together the impacted resources and costs. It is this possibility that allows for an out-of-the-box thinking that leads to higher creativity and innovation.

In Europe and America, mergers of non-profit organisations have taken place.

Unfortunately, the efforts to venture into such a collaboration have not been sufficiently substantive to avail some form of analysis in terms of the actual pros and cons of the exercise.

Maybe the reasons why mergers have not made inroads into organisational strategy are perhaps due to resistance, based on values that are strongly attached to a perceived negative consequence.

Donald Haider recently conducted a study on 25 mergers in the United States. According to him, 88% of them demonstrated that their organisation was better off than before in terms of achieving organisational goals and increasing their impact. They also discovered that 60% of the organisations that were acquired during the merger were the ones that actually initiated the merger process.

To have a successful merger, there are some underlying aspects that have to be considered seriously. They are as follows:

Building trust

Trust implies a willingness to be vulnerable and the acceptance of long-term risks. If the expectations are met, trust is reinforced. The reinforcement then becomes part of the organisational memory; the chances of collaborating again will therefore be stronger. When organisations reflect on their experiences with one another, they will make decisions about trust. Trust building is an intentional process that provides a starting point for developing successful mergers.

Effective leadership

The level of organisational change dictated by a collaboration requires leadership from many people. Leaders — both board and staff — with collaboration experience can be invaluable assets. They can share their perspective and raise important issues. If the non-profit has a talented and organised Board and CEO, that would help facilitate the exchange of information and report that forms a critical part of the process.

Clear and aligned objectives

Partner organisations with a strong sense of their own priorities are often better positioned to achieve their goals. When the goals of the partner are unclear or conflicting, the collaborative venture can stall or stop altogether. The simple question to ask is, 'What are we trying to achieve together and why?'

“While we understand that for-profit organisations are often driven by financial motivations or the need to increase company visibility, the non-profit sector's collaboration agenda is not so clear and apparent.”

This can lead to candid conversations among partners and help prevent roadblocks. The motivations and goals of the partners do not need to be identical. However, they need to be articulated clearly to foster transparency, and help manage expectations throughout the process. By building monitoring mechanisms into the merging process, organisations can discuss their interactions throughout the process.

Resources and expertise

Strategic collaborations are expensive and require professional guidance from experts who can provide technical assistance and help with governance, finance, programme design, and legal issues. They can facilitate challenging discussions and negotiations. *Pro bono* help is great when you can access it, but expert assistance is not always free. Costs can add up, and the participating groups may need additional money for advisory services, new technology or compensation for staff services. Be aware that sometimes when the potential partner is not 'playing ball', it can be frustrating, time consuming and costly.

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Conclusion

It is imperative for boards or senior management of non-profits to seriously consider mergers.

Merging is a strategy.

I am reminded of a merger which took place during the recession. A certain larger non-profit organisation in the US was facing difficulties in finding the right talent to handle its communications work because no one wanted to leave his/her current employer.

What transpired was interesting. The larger non-profit organisation scouted for another non-profit that had a good communications team. They initiated a merger between departments for a specific time frame. The merger was successful and the benefits to both were positive.

The larger non-profit was able to achieve its target while the smaller non-profit earned additional income from the merger. Staff from the smaller non-profit also enjoyed an increase in salary, had the opportunity to enhance their capacity but still remain with their favoured employer.

It was win-win for all.

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GREAT THINGS

in Business are Never Done
by One Person.
They're Done by a
TEAM OF PEOPLE.

UNLOCKING THE MAGIC OF STORYTELLING

Advertising and marketing industry guru, **BHARAT AVALANI** recently received a Special Award by the Asian Federation of Advertising Associations (AFAA) for championing the positive aspects of advertising and marketing and for running their fast Track programme for young managers in the industry.

MANAGEMENT

M Tell us about your professional background.

BA After completing my MBA in India, I more or less decided on two companies to work for. The first was the *House of Tata* and that was after reviewing a book called, *The Creation of Wealth: The Tatas from the 19th to the 21st Century*, where it clearly says that, what comes from the people must go back to them many times more. I was impressed by their corporate responsibility initiatives of giving back to the community and making a difference to the lives of the people. What inspired me the most was that 80% of the company's profit goes back into serving the community.

The other choice was *Unilever* because during the course of studying marketing, I realised what *Unilever India* was doing above and beyond what was taught — leading edge, responsible marketing practices in action. So, when I returned to Malaysia, I made my applications

to these two companies, but unfortunately *Tata* had only one assembly plant in Kuantan which was obviously not suitable for me. As for *Unilever*, they used to recruit management trainees every year and when I applied, recruitment was closed for that year. I was very determined and fortunately accepted on the next batch and stayed with them for 24 years. I started in Kuala Lumpur, worked in Malaysia up to 2005 and then was given a global job in the homecare category across Asia, Africa, the Middle East and Turkey.

Later, I took early retirement for personal reasons. I did not accept an overseas posting and promotion and instead requested early retirement with an understanding that I would continue to serve them in an external capacity. My association with *Unilever* continues. I am now the CEO of *Connecting the Dots Consultancy* and the Global Partner of *Anecdote International*, recognised as a world leader in

the use of storytelling in business. I like designing and delivering brand experiences — and in what better way than to use stories. I conduct Storytelling for Leaders workshops where I help Leaders find their stories and teach and guide them how to tell them.

Advertising & Marketing

M You were recently conferred with a Special Award by the Asian Federation of Advertising Association for your excellent contribution in advertising and marketing across the region. Tell us a bit about this prestigious award.

BA *Unilever* is one of those very few companies founded on a clear purpose — it believes that doing well by doing good, is good for business.

Having worked for *Unilever* and seeing the good work of the organisation, in the countries it operates and the communities it serves, has had a great influence on me — that a business is a

force to do good and that sort of shaped me into what I am. Even now, I actually champion the good aspects of advertising and marketing because if you were to look around us today, most people in most countries, would trust a business or a business leader more than a government or a politician. A business commands more trust compared with a government, so it is a trust we have to live up to. Businesses also have an advantage because they are closer to the community. I have always in my presentations, in my work, emphasised on the good aspects or the good influence of advertising and marketing.

“Advertising and marketing is also about storytelling through brands and I believe the stories we tell create the world we live in.”

I am also passionate about developing young talents. Young talents nowadays, are very different. When I started working in 1990, I just had that hunger to learn. Loyalty was really valued and people stayed on long enough; bosses took more time to develop people but in today's world, I realise people get burnt out fast, start out with a lot of enthusiasm but after a couple of years, they soon lose track and focus; and more importantly, they are not as happy as they should be. They may find it difficult to achieve a work-life balance and it is for this reason that the Asian Federation of Advertising Associations (AFAA), developed a programme called *Fast Track* five years ago, where we actually help young people across the Asia-Pacific. They come to Malaysia for a four-day programme, where we help them fast-track their lives professionally and personally. So far, 131 from ten countries have participated in the programme

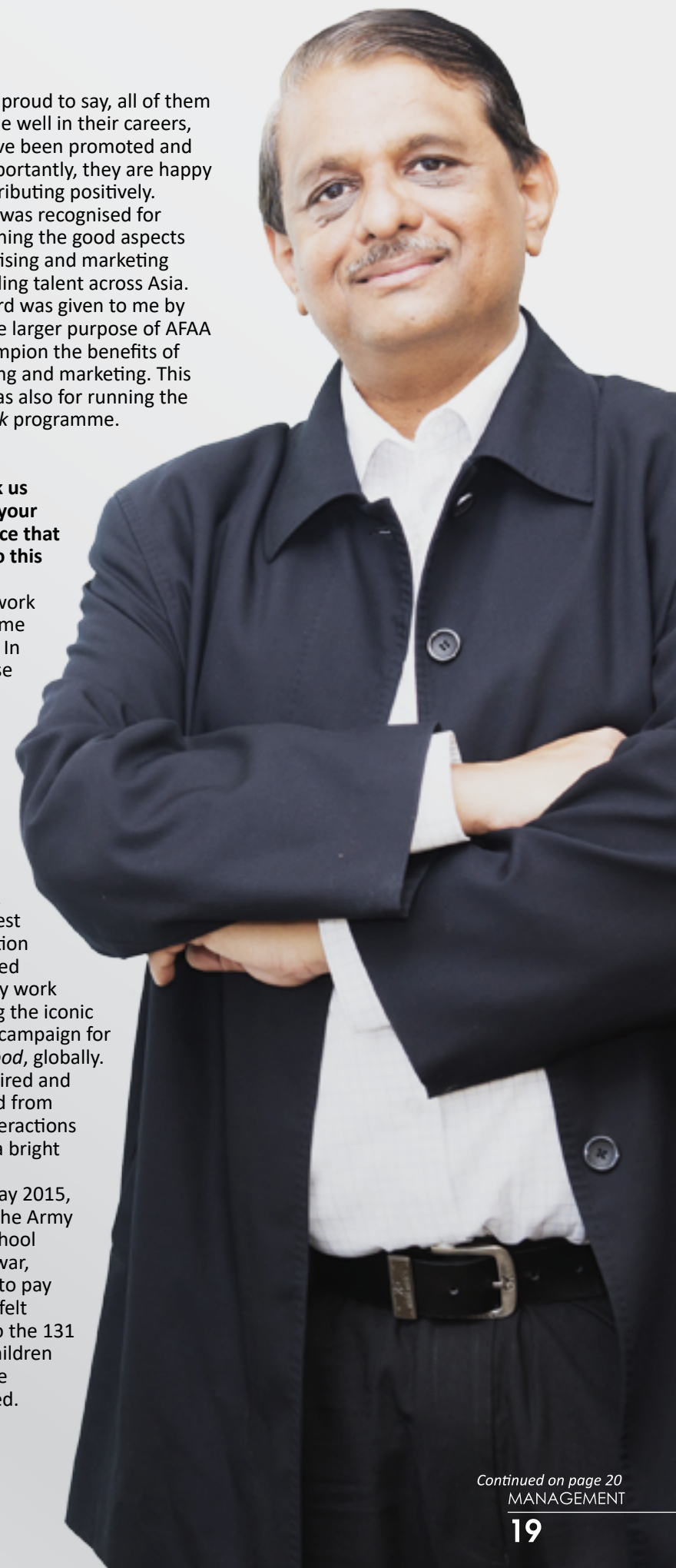
and I am proud to say, all of them have done well in their careers, many have been promoted and more importantly, they are happy and contributing positively.

So, I was recognised for championing the good aspects of advertising and marketing and building talent across Asia. This award was given to me by AFAA. The larger purpose of AFAA is to champion the benefits of advertising and marketing. This award was also for running the *Fast Track* programme.

M Walk us through your experience that relates to this award.

BA MY work requires me to travel. In the course of my travels, I visit schools and I interact with teachers and students. My interest in education was ignited during my work activating the iconic *Unilever* campaign for *Dirt is Good*, globally. I get inspired and energised from these interactions and see a bright future.

In May 2015, I visited the Army Public School in Peshawar, Pakistan to pay my heartfelt tribute to the 131 school children who were massacred.



I spoke to two of the boys who survived and was touched and inspired by their determination to win over evil by the might of pen and paper.

In Nepal, a country I visit often, the traffic in the morning is quite chaotic with children walking to school in smart uniforms. School buses stop randomly on the street to pick up the students. About 90% of children in Nepal, both boys and girls, go to primary school even up in the hills. And I tell myself, that in a country where traffic jams are caused by children going to school, the future is definitely bright.

I visited Helsinki recently and found out that Finland has the best education system in the world. I visited a local school and interacted with a teacher. From observation, here are the two lessons I learnt:

- **Let children play.** A child in Finland starts school at the age of seven. Students in Finland only have three to four classes a day. They also have several breaks and recesses, usually held outside whatever the weather, even in winter. These 15 to 20-minute breaks, allow children time to digest what they are learning, to play and exercise in the fresh air. Children who sit too much lose their focus, leading to so-called 'hyper' kids.
- **Give teachers utmost respect and trust.** The primary school teacher, is one of the most sought-after positions in Finland. Teaching programmes accept just 10% of applicants and turn down thousands of students annually. The best and the brightest candidates have to pass a series of interviews and personality screenings, designed to determine their natural ability and drive to teach. In addition to top grades and a natural disposition towards teaching, all teachers must earn a Master's degree.

The requirement for an advanced degree essentially confers upon Finnish teachers the same status as a doctor or lawyer.

The school system in Finland can be summed up in the words of a teacher, "We prepare children to learn how to learn, not how to take a test," he says. "We know much more about the children than tests can tell us."

Last year, I was on a working visit to Ghana and made it a point to visit Mfantisipim, a Methodist boarding school at the Cape coast where the 7th Secretary-General of the United Nations, Kofi Annan studied. I was keen on seeing the school that made a boy the recipient of the 2001 Nobel Peace Prize. It was a Saturday morning and I saw boys doing their own laundry, cleaning their dormitories and the surroundings. The mental note that I made to myself was, recognising the dignity of labour early in life, taking responsibility to clean your own mess and that of others!

“... people are drowning in data but starving for wisdom”

AFAA at the 30th AdAsia Congress in Bali from 8 to 10 November 2017, gave me a Special Award for teaching and spreading the good influence of advertising and marketing across the region; and for running AFAA's *Fast Track* programme, bringing hope and wisdom to young marketing and advertising professionals from ten countries.

I also had the privilege of interacting with Mr Kofi Annan at the Congress where he delivered the closing address. It was a truly amazing opportunity to share my experience with Annan in person. I presented him a collage of his childhood memories and I was told that he and his wife were touched by the gesture. He later put his hand on my shoulder and told me that we have another

thing in common apart from the shared memory of his school and that was his dad worked for *Unilever Ghana*. It was quite a defining moment for us. Annan is a remarkable individual who is very soft spoken but has power in his words.

M How have you developed Advertising and Marketing strategies?

BA I have three strategies: Put People First; Generate Brand Love; and Unlock the Magic. I always believe that in marketing, you have to genuinely love the people you serve so that you put people at the heart of everything you do. You should put people before profit. It is about people first and I think the *Dirt is Good* campaign is an example of putting people first. We also need to develop brand love where the brand integrates well in people's lives. When people benefit, from your brand, then obviously they will love your brand. Together, we must next 'unlock the magic' through conversations — in the past, marketing used to be a monologue — you advertise on tv, you invest and people start believing you; even if it is a myth, they will start believing you; the more you repeat, it becomes true. Today, marketing is about having a conversation. It is a two-way traffic so when you start engaging people and when they want to know more about you, they may want to contribute their ideas, their thoughts, etc; and that is how 'the magic' gets unlocked through conversations.

M How have you gained stakeholders or market buy-in? And how would you assess the market and develop an effective Communication Plan for product launch or brand campaign?

BA One word that really comes to my mind is empathy with all the stakeholders. The common starting point is to make sure people have a common purpose, that people believe in a shared

purpose and then everybody buys into that idea. The *Dirt is Good* campaign started off with non-believers but in every country we went, we engaged them, both with facts and emotions. When you get non-believers becoming believers, that is the first part. You develop empathy and shared purpose with all your stakeholders. Once you do that, then the second stage is to do what is right for the business and what is right for the country. Different countries have different cultural nuances or cultural codes, you have to be sensitive and respect that. Whenever you have an idea, there will always be people who might resist it. That is where the story telling skill comes into play. How do you overcome resistance? What I do is share success stories. I try not to lecture and instead give them evidence of the success, then tell them stories. You have to believe in your ideas.

The next one in any plan is collaboration and co-creation with governments, bodies, non-governmental organisations — sometimes they have ideas which you can build upon as well.

M What trends do you see that will impact launch and market share in the future?

BA I think one important trend is that we are all living in an interconnected world; we are living in '24 by 7' and people want to be involved and they want to be engaged. Consumers want to interact and converse with the brand, therefore what is needed today is ACTS not ADS. If you succeed in eliciting action from people, they play a key role to build the brand through their participation and involvement. In the end, marketers and agencies do not create iconic brands, people do.

As a marketer, you have to be very sensitive, so if you look at the history of marketing, in the past, it was all about creating a myth and spreading it. Today it

is all about finding the truth and sharing. If I were to go further, marketing is no longer about telling people about the products you make but the stories you tell. The one thing to make an impact on the future of marketing is, we have to start 'mattering' to them. We need to move on and stop marketing at people and start 'mattering' to them. People will always reward you if you matter to them so, in a connected world we need to be relevant, we need to start 'mattering' to them and we need to have a conversation with them.

“ I think one important trend is that we are all living in an interconnected world; we are living in '24 by 7' and people want to be involved and they want to be engaged.”

M The digital world has slowly transformed 'what advertising looks like, to what advertising feels like'. Your opinion on that.

BA As mentioned earlier, in today's world, people are searching for the truth — people are drowning in data but starving for wisdom. And if you do good story telling and engage people emotionally, and the brands become relevant, then they will reward you handsomely; so, people need to feel more and think less. Brands that focus a lot on emotionally engaging people, are remembered.

Advertising and marketing can be a double-edged sword, on the one hand it is an opportunity, on the other hand if you do not do it well, you will destroy yourself as well. *Meaningful Brands Research* has concluded that if 74% of brands were to disappear today, people might not notice it, so it will not matter. You think your brand or your business is important, but the

consumer does not care. On the one hand, if you want to get into business and you think it is very easy to build your own business today, the answer is yes and no. Yes, you have the power and you think the power is in your hands but power is in the hands of the consumer. If you are using all the digital tools to communicate and deliver but you don't live up to promises and you don't exceed consumer expectations, they will penalise you. We live in an open transparent world, responsibility is much, much greater today. The consumer is unforgiving and if you let them down once, they will not give you another chance. You need to work ten times harder to win the consumer's trust. Consumers are bombarded with so much data and you need to build empathy. I feel for the housewife because she does not know who to trust and who not to trust. There is so much of fake news and false news. Even if you look at the products in the market, you do not know what is authentic and what is not, people have perfected the art of imitation and copying, so the burden is very heavy.

M How is story telling incorporated into your work?

BA Story telling is everything I do. When I left university, I asked myself how a kampung boy like me from Selandar, Melaka managed to travel to 69 countries over the years. I realise I have this natural style of engaging and influencing people and that is to share a bit of my own life, my experiences, anecdotes, etc. I share these not for the sake of sharing but to make a business point and that really influences and engages people. Workplaces are very transactional these days and interaction is all about work — if tasks have been completed, if deadlines have been met, etc. We hardly bring emotions to the workplace. Organisations I believe, are a living organisation just like a family that needs to be fed with love and care.

Even business places need a soul. I feel story telling is a nice way to humanise the workplace and I have a beautiful definition of what business story telling is: it is fact wrapped in context and delivered with emotion. Most leaders who wish to be good leaders, are not good at engaging or influencing or inspiring people. They are very good at showing people how competent they are. But you do not want to know how competent your boss is. It is assumed that your boss is competent. You want to know what kind of leader he is and if he is caring or dependable. Will he help when the chips are down or will we get a bonus or better lifestyle for my family? Use story telling skills to engage and inspire staff. As a leader you need to reveal a bit of your character and life experiences. People want to listen to you and form an opinion about you. Even if storytelling does not come naturally, these skills can be learned especially in business. There is a certain pattern to follow, certain skills and with practice, most people become effective leaders.

About three years ago, I met Mark Schenk and Shawn Callahan of *Anecdote International*, who are Gurus of Business storytelling. Shawn has published, *Putting Stories to Work* and he travels widely training leaders, storytelling skills for effective leadership. I have been trained by them and I have discovered where my passion is. I work with many leaders and business organisations and I tell them that I do not want to make them into storytellers but that I want to teach them story telling skills so that they become effective business leaders.

When pertinent stories are conveyed while communicating in an authentic and engaging manner, the audience will better

appreciate and internalise the story's core message — simply because there are elements in the story that the audience can and will be able to relate to.

Stories bring out the best in people at an emotional level — which is where effectiveness is best left to thrive.



“Leadership is all about understanding a problem and asking yourself what you can do to help. Leadership is service and a good leader is a good follower. -Kofi Annan”

Therefore, Leaders need to be Storytellers but the question is how?

I cite psychology and behavioural science findings, and reveal how every leader can become more engaging, more influential and more inspiring by using one of the most underutilised sources of power in modern business — the humble story.

Leadership

M What is leadership and what does it mean to you?

BA I have lots of exposure to

leadership and leadership quotes. What touches my heart and soul most is when Kofi Annan responded to a question on what leadership is:

“Leadership is all about understanding a problem and asking yourself what you can do to help. Leadership is service and a good leader is a good follower.” And that resonated well with me.

Such a humble definition and that too defines me as to who I am. In my small capacity, I try to have a positive impact in my thoughts or actions and work in my community. I live it through the brands, my work, my family and my attitude which has always been to serve, not to lead. If someone can benefit from that service, then I do not need to be at the front. I try to push people from behind to the front, and that is what I have done for the 131 participants from the *Fast Track* programme. When I serve them, I too can grow. That is one definition close to my heart.

M And now, in the digital and creative world, everyone is talking about ‘Thought Leadership’. What is your take and how is it different from ‘Traditional Leadership’?

BA We all have the tools nowadays like the computer, mobile phone, etc, so we all have the opportunity to share ideas and thoughts. This can impact society in a positive way and that to me is thought leadership — championing new ideas in a way that the community benefits or the world benefits. When you have an idea, you may want to share it free or make money to make a positive impact. Traditional leadership is about managing people, teamwork, getting people to work towards a common goal, etc. Thought leadership is basically

championing new ideas and influencing people with that idea, then you just let it fly. Traditional leadership is something you want to hold on to or where you want to set a goal or manage people. This is how I differentiate between traditional and thought leadership.

M How would you apply thought leadership in creating and inspiring vision of the future?

BA For some, the future is bright and to others, it is bleak. We are already living on a borrowed planet, as some would describe, as a one-and-a-half planet—we are already sacrificing the future of our children with our greed. But I believe the world is created in such a way that there is enough for everyone's need but perhaps not enough for everyone's greed. It is in our interest to keep the planet safe for everybody, we together with our children will thrive. If we all understand this, then I think the future is bright. We should use technology in a very positive way so that there are adequate resources and children should not be dying from the lack of food or water. So that is where I say, we have to be more purposeful. As human beings, or businesses, we cannot just be making money to upgrade our lifestyles. We have to have some purpose on this planet. People have to have some meaningful purpose in what they are doing and how their lives impact other lives. If they can figure out purpose and meaning, then I think the future will be bright. No business will succeed in a failing planet.

M How have you developed your people through leadership?

BA I genuinely have faith in people and believe they are capable of carrying out positive acts. As a leader, I have tried to assist with professional and personal development so that they reach their potential, by

guiding them as well as caring for them. I want them to be happy and fulfilled at work and at home. I have always looked at both aspects of a person, professionally and personally.

M What do you think is the biggest challenge to managing people?

BA I don't think about management anymore because I think people have figured out how to manage themselves or their lives. If you look at the younger generation today, they know how to manage their lives better than we do. The challenge today is leading. The focus should be more on leading rather than managing people. I think that is where the challenge is because you have got to walk the talk. People should not perceive a leader as one who does not practice what he preaches. I think there are many leaders who do not walk the talk, that is why I think the biggest challenge is leadership, not so much management.

M What are your last words on Leadership, Advertising and Business Marketing.

BA Leadership is to serve, and echoing Kofi Annan's quote above, my role is to serve. I also believe you should genuinely love the people you serve and you have to build genuine empathy, otherwise your marketing efforts will not be sustainable. You should love what you do and love the people you serve. Once people have trust in your efforts, they will grow to love your brands and this how you build relationships with people.

As for advertising, I believe we need to create acts and not ads — brands must be authentic and credible. It's important for brands to create communication that's useful to the world it operates in. The ACTS NOT ADS philosophy connects people and brands on a whole new level, where a brand's human

purpose is displayed, and as a consequence, consumers feel an emotional response. To put simply, the marketing messages must ignite people to drive behavioural change that leads to social movements. Take the *Dirt is Good* campaign, we are creating acts so that parents and teachers allow children to unleash their potential. I don't want people to remember how good my advertisement is, I want to inspire action.

Marketing has moved from creating a myth and telling it, to finding a truth and sharing it. It is not about the stuff you make but about the stories you tell and that is why we have to stop marketing at people and start ‘mattering’ to them.

“For some, the future is bright and to others, it is bleak. We are already living on a borrowed planet, as some would describe, as a one-and-a-half planet – we are already sacrificing the future of our children with our greed.”



WE NEED ALL GREAT MINDS, NOT JUST THE ONES THAT THINK ALIKE

CMI's Delivering Diversity Research Chair Says It's Time To Scrap Outdated Selection And Recruitment Practices

By Pavita Cooper

When it comes to workplace diversity, we've made significant progress over the past ten years. Managers have heard and understood the business case. That argument has been won.

Now it's about making sure our workplaces reflect the society in which we operate in terms of issues such as race, disability, social mobility and sexual orientation. Arguably, we have made the most progress with gender diversity.

Women make up a large proportion of the workforce, so it was an obvious place to start. And many believe this focus has a halo effect, encouraging a more inclusive attitude to hiring generally. But there are still obstacles to tackle, particularly in terms of career progression.

If you look at the gender split at the entry level, you pretty much have parity. But track men and women's career trajectories after seven years, and the

numbers start to change.

Workplaces are losing women, and not just to childcare. Women leave organisations in search of a different workplace culture — perhaps one with more flexibility — or to set up on their own.

At the 30% Club, which campaigns for greater female representation on boards, we're doing research to explore the role of line managers in helping men and women to progress.

The research process itself has been revealing. The participants, both men and women, have seen how easy it is to make assumptions about someone's career, their attitudes and their ambitions.

There is no one-size-fits-all solution to promoting inclusiveness. It is different for every organisation, at every level. Some businesses are looking at processes, the fairness of performance measures and agile working.

Equalising parental leave is a good example of where a difference is being made — Accenture, PwC, KPMG and Facebook are just a handful of businesses that have rolled this out for both men and women.

Sometimes, the sticking points are cultural.

The aim is to create a discrimination-free culture where individuals feel they can be themselves. But, often, people can subconsciously put barriers in the way — we are all susceptible to bias, and it can worsen in industries under financial or competitive pressure, or where working 24/7 is common.

Still, even here, it is possible to find solutions that ensure great employees are promoted. I also believe the tone is set from the top. If leaders encourage presenteeism and an expectation that you must work all hours, people will silently opt out.

We need to learn how to work differently.

There are some outdated working practices that we are being forced to address, thanks to mobile technology and the expectations of millennials. Organisations that don't adapt will struggle to attract the next generation of talented people.

We also need to find ways to talk about more sensitive issues to do with inclusion, such as race. People are afraid of saying the wrong thing, so they say nothing and withdraw from the subject.

Like it or not, racial discrimination is becoming a focal point. Perhaps the Parker review, which is calling for at least one 'leader of colour' on FTSE 100 boards by 2021, will, like the Davies report, spur executives to take action.

Managers need to look at their workplace with fresh eyes. What is the make-up of your workforce? Does it reflect the place you live and the customers you serve? Often it does not.

Look at what level the minority numbers drop off. Do you attract a diverse range of people?

Be engaged and actively seek out people from an under-represented group, rather than just assuming the candidates you get from HR are your only options.

If you're a manager and you aspire to a leadership position, one of the ways you will be measured is the degree to which you attract the best talent. So, if you're not actively looking to surround yourself with the best people, you're not going to stand out.

Pavita Cooper is the founder of executive search and talent advisory firm More Difference, and is a member of the 30% Club's steering committee.

WHAT'S THE DRIVE

What is it that drives employee motivation? More specifically, what is it that causes an employee to WANT to do his or her job? After all, the answers to these important questions are the key to the motivation of employees and employer happiness. And, even more important than knowing what it is that motivates an employee is whether or not this motivation is something that will cause an employee to go through the motions of doing the job or instil actual desire for a job well done in the employee's mind.

The answers to these questions and more are what should always be on every employer's mind if they are to create effective, productive workforces. A lack of motivation is a true killer, as anyone certainly knows.

SHOW ME THE MONEY OR NOT

Popularised by the movie Jerry Maguire, starring Tom Cruise and Renee Zellweger, 'Show me the money', has become a commonly used term in society. And, often, this is the basis for what most people think, is at the top of the list for employee motivation. But, is it?

Naturally, higher pay is never frowned upon. There is not a person in the world that couldn't use more money. Between bills, children, higher education, and personal desires, among many other reasons, money is a factor that can never be ignored. It is a need that we must all have filled.

Many companies use money as incentive for motivation. Is this wrong? Not necessarily. Big pay raises and bonuses are always something that a person can use and these are things that will certainly never be turned down. Cash is a motivator that will always be popular. And, if possible, money is always a

EFFECTIVE WAYS TO MOTIVATE EMPLOYEES

By Myron Curry
President and Founder of Business Training Media



good choice to use for employee motivation because who doesn't like money?

But, money should not be the ONLY tool used from the toolbox of motivation. There are many other choices for motivational increase. In fact, many employees who claim money is the only thing that will drive their motivation higher do so because there is a lack of any other form of compensation. This frame of mind adheres to the comment so often heard, is 'well, they better pay me more money or give me a bonus because I'm sure not getting anything else out of working here'. In other words, there sure isn't anything else the employee is receiving that even remotely resembles compensation to increase motivation.

SOMETHING ELSE

Employee contribution is something that can increase employee motivation. If an employee is regularly able to contribute thoughts, ideas, and suggestions to problems at hand or regular work activities, that is a feeling of accomplishment which goes a long way. It makes an employee feel as though he or she is important and, hence, their motivation is elevated.

Recognition is another form of motivation. If all an employee hears is the things he or she does wrong, the opposite effect of motivation will occur. Of course, an employee is going to do things wrong, at times. But, they will inevitably do things right, as well. Let them know when this happens, always.

If an employee feels he or she has the respect of his or her peers and colleagues, this is another motivation booster. Stifle negative comments in the workplace. Do not allow employees to talk down to one another and/or drag each other through the mud. Likewise, make sure you don't do the same when other employees are able



to see it happen to a fellow co-worker. That's bad for morale and only downplays motivation.

Keeping an employee in the loop is something else that is important to motivation. When an employee feels he or she is not up-to-date with what is occurring in the company or their department, that is a message to the employee that says, 'You are not important'. That's not the kind of message that increases motivation. Keep information flowing to each employee; let them know what the company is doing and the direction it is taking.

Stay flexible. Make an absolute effort to ensure your employee is not tied up in red tape. If an employee is not able to solve problems with a degree of flexibility because there are too many company rules hampering common sense progress, an employee feels nothing but frustration. Motivation is not built on frustration.

Constant check-in with higher-ups when working on a project undermines an employee's confidence and willingness to think for themselves. It also deteriorates motivation.

Make sure plenty of sufficient resources are available for an employee's use. Motivation

cannot thrive if an employee is constantly faced with having inadequate resources to do the job.

Create a fun and stimulating work place. Let everyone address each other on a first name basis or have a casual dress day. Encourage employees to create a work environment that is as comfortable as possible and not so office-like by bringing in personal pictures and things such as plants, for example. This will only promote creativity and, in the long run, increase motivation.

Communicate with your employee. Find out what interests them and what doesn't. Speaking with an employee frequently shows that you care about them in more ways than simply wanting them to keep up with productivity. This will increase an employee's motivation as well.

POINTS TO REMEMBER

Keep these points in mind and motivation will have a chance to soar:

- Employee contribution is important;
- Recognition from an employer is a must;
- Always respect peers and colleagues;
- Keep your employees informed;

- Stay flexible and make sure the employee can avoid as much red tape as possible;
- Constant check-in with higher-ups only leads to micro managing and lack of motivation;
- Make sure an employee has sufficient resources available to do their job;
- Create a fun and stimulating work environment;
- Make sure you communicate.

Keeping these methods of compensation in mind is what it takes to understand what it is that drives your employee to want to do a better job. They must WANT to do a better job or the work they do will never be as excellent as it could be. If you are ever in doubt as to what it is that drives your employee, simply ask, either in a group meeting or one-on-one. In fact, asking an employee what it is that motivates him or her is a good idea right from the start. Then, you can always be sure of what to provide.

All in all, make sure that money isn't the only thing you can offer an employee to increase his or her motivation. If it is, then as soon as the money is better somewhere else, your employee's motivation will definitely increase working for the other company.



From Left: **En. Ramlan Osman**, Chairman, Rayt Enterprise Sdn Bhd, **Pn. Wan Yon Shahima Wan Othman**, Chief Development Officer, HRDF, **Mr. Wolfgang Hruschka**, Country Director, KAS, **YABhg Tun Hj Mohammed Hanif bin Omar**, President, Malaysian Institute of Management, **Mr. Sivanganam Rajaretnan**, CEO, Malaysian Institute of Management, **En. Azlan Abdullah**, General Council Member, Malaysian Institute of Management, **Mr. Joseph Gomez**, Vice Chairman, Malaysian Institute of Management



Opening address by YABhg Tun Hj Mohammed Hanif bin Omar
President, Malaysian Institute of Management



In his presentation on ‘The Halal Frontier — The Potential of the Halal Lifestyle Economy in Malaysia and Globally,’ Kiranjit Singh, Head of Ipsos Business Consulting Malaysia, remarked that with the evolving Halal market, different things were beginning to be labelled Halal, indicating that Halal was becoming more mainstream. His focus was on what the market was worth; where the opportunities lie; Malaysia’s competitiveness; how to capture market share; and if we had actually come too late to the game. The worth of the market, he said, was estimated at about RM1 trillion. Countries with large Muslim populations are an obvious choice but export should not be confined to these as even within this sector, there are rich and poor countries.

Do your homework to stay competitive

Companies wanting to export should therefore exercise due diligence on the purchasing power of their target markets accordingly. Competitively speaking, Malaysia was still lagging somewhat, he said, citing the example of medical tourism where compliance levels were high but firms were still lacking in customer service. Malaysia’s advantage appears to be a supportive ecosystem but other countries were catching up fast, he warned. As for capturing a larger market share, firms needed to go beyond just Halal.

“Strategise. Know your market. Understand your competition and your consumers,” he urged. Quoting statistics that show only one Muslim country, Indonesia, on Malaysia’s list of Top Ten Buyers of Halal products, he said this was one indication that the non-Muslim market was also buying Halal products because these were now being perceived as tailored to their needs, such as

One thing all speakers at the recent Halal Lifestyle Conference agreed, was that the potential and opportunities afforded by a Halal Lifestyle were practically unlimited — provided one knows how and where to look. In his welcome address, Tun Hj Mohammed Hanif Omar, President of the Malaysian Institute of Management (MIM) said that MIM’s strategic agenda was to push for greater gender equality. “It is also intended to empower women,” he added, pointing out that gender equality translated into smart economics, something which also underpins MIM’s collaboration with the National Council of Women’s Organisations (NCWO) and the Ministry of Women, Family & Community Development.

Growing interest in all things Halal

The Halal industry is huge and gaining traction globally, as such, there is a lot of scope for development, although the general perception of ‘Halal’ is still related exclusively to food. “It encompasses more,” he stressed. “It is a unique set of guidelines throughout the value chain with a much wider meaning and context.” As such, it needs to be embedded in the whole value chain to appeal to non-Muslims as well. “Anything that harms people — and this applies to marketing, printing, electronic media and packaging — is non-Islamic,” he concluded. “Halal has to be associated with social responsibility and ethical investment; it has to go beyond simple religious compliance to a responsible, sustainable economy.”

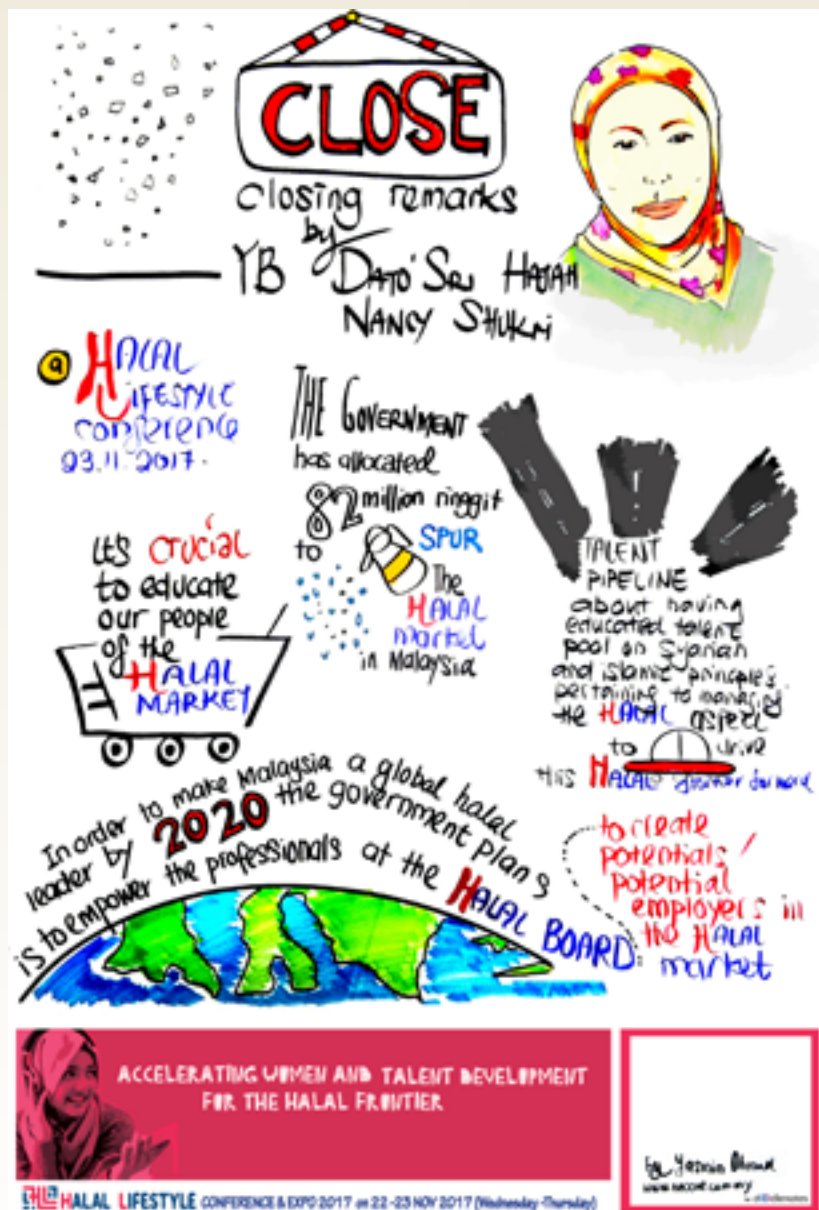


WHY HALAL MEANS ‘GOOD FOR BUSINESS’

By Majella Gomes



Closing remarks by YB Dato' Sri Hajah Nancy Binti Shukri, Minister, Prime Minister's Department



containing organic ingredients or undergoing specialised production processes. Research, innovation and marketing will boost market share, he added, and it is never too late to enter the market. "If you can understand the market, there are always opportunities to be had," he concluded. "Look at the market from the inside out, and from the outside in."

The right talent is necessary

Malaysia has been an advocate of Halal since 1974, and is currently ranked first in the Global Islamic Index for Halal food, travel, apparel, pharmaceuticals, cosmetics and Islamic finance, said Wan Yon Shahimah Wan Othman, Chief Development Officer, HRDF. Today, this has to be viewed within a global context, as markets expand to include non-Muslims as consumers. Muslims are also becoming more involved in the digital economy worldwide and new sub-sectors are developing that could change the thrust of consumerism where Halal products are concerned. With the Halal industry master plan in place, there will be a need for advisors, trainers and consultants who are knowledgeable in Shariah law to address the current shortfall in this area.

Questioning if the HR strategies of Halal players were adequate, she urged the industry to identify what competencies could grow business. "New knowledge is critical," she stressed, adding that among the skills needed were critical thinking, creativity, people management, coordination with others, emotional intelligence, judgment and decision-making capabilities, the ability to negotiate, cognitive flexibility and complex problem-solving. It was imperative to keep abreast of developments in Shariah principles, constantly



From left: Ms. Norashikin Mohd Noh, Lead Consultant, IBFIM, YB Dato' Sri Hajah Nancy Binti Shukri, Minister, Prime Minister's Department, Mr. Sivanganam Rajaretnan, CEO, Malaysian Institute of Management

evaluate and determine intended learning outcomes, she added. "Practitioners should collaborate and determine what kind of training is necessary," she advised.

Support is imperative

What kind of support is available for those who want to enter the Halal market? This was the subject of the third session on the first day of the Conference. Husselmizar Hussain, Director, Strategic Planning Division, Standards Malaysia; Mohd Fakarudin bin Mas'od, Chief Assistant Director, JAKIM; and Norashikin Mohd Noh, Lead Consultant, Special Projects, Islamic Banking & Finance Institute of Malaysia (IBFIM) were the presenters for the session, 'Support within the Halal Business Ecosystem'. Malaysia intends becoming a global Halal hub, said Husselmizar, and the Department of Standards has been working hard to develop the necessary standards to attain this. There were currently 14 Halal standards — which have all been developed in a credible, transparent manner, he added.

The Department of Standards is the national accreditation and certification body, he said, but it develops in tandem with the processes, openness, consensus



From left: Pn. Wan Yon Shahima Wan Othman, Chief Development Officer, HRDF, YABhg Tun Hj Mohammed Hanif bin Omar President, Malaysian Institute of Management

and transparency that is found in other countries, adding that standards cannot be static and were constantly under review so as to devise standards which were as comprehensive as possible. Likewise, Mohd Fakarudin bin Mas'od of JAKIM gave an overview of the body's work, scope and role, stressing that contemporary Halal certification was meant to indicate a product of good quality for all, not just for Muslims exclusively. He identified tourism, clothes, cosmetics, pharmaceuticals and food as some of the areas which offered lucrative Halal Lifestyle business opportunities.

Applying finance and technology to the Halal Lifestyle

Recounting her journey from perfumes and cosmetics to Islamic banking and finance, Norashikin Mohd Noh spoke of the necessity of continuous learning throughout one's career. "There is a big market for Islamic finance services, including certification, knowledge and training," she confirmed, stating that good leaders had to have knowledge, skill and authority.

Session 2 on Day 2 of the Conference brought tech into the picture; the focus was on 'Riding

the Digital Wave for the Halal Frontier'. Tunku Dato' Kaiyisah Kamil Ikram, Founder of Halal product portal, Pretty Suci; Carol Fung, Head of Seller Adoption, MDEC; and Dato' Sri Dr Vincent Tiew Soon Thung, Senior Vice President of the Aladdin Group, were the panellists, moderated by former journalist Vanitha Nadaraj.

Tunku Kaiyisah frankly admitted she had no experience in the Halal cosmetics industry, but she didn't let it stop her; Dato' Sri Dr Tiew affirmed that Aladdin was not up against the big boys but wanted to find a niche; and Fung contextualised it all by saying that at the end of the day, what the buyer wanted was good service, which meant that everything had to work the way it was supposed to, whenever it was supposed to.

On problems faced when dealing digitally, Tunku Kaiyisah cited expiry dates as one, but, she said, "Everything is a learning process; learn from your mistakes." Malaysia needs to be e-commerce and cross-border export-ready, advised Dato' Sri Dr Tiew. Queried about how fast an e-commerce company should grow, he said, "As quickly as possible. If an e-commerce is growing slowly, it's actually not growing at all."





Graphic recoding by neOOne Associates Sdn Bhd, summary of panel session for Day 2 – Session 1: Women Leaders in the Halal Lifestyle Economy: Talent Challenges & Success Stories



Day 2 - Panel Session 2 :
From left: **Dato' Sri Vincent Tiew**, Senior Vice President, Aladdin Street, **Ms. Carol Fung**, Head of Seller Adoption (eCommerce & DFTZ), MDEC, **Mr. Sivanganam Rajaretnan**, CEO, Malaysian Institute of Management, **Tunku Dato Kaisyah Ikram Kamil**, Founder, Pretty Suci, **Vanitha Nadaraj**, Former Journalist, Lecturer & PR Practitioner



Get in style with Aishah Niehus, Founder, Vonaish Holdings



Fashion Show : Illa for Atma Alam



Becoming a winner in Halal Lifestyle Economy: Think-Tank Session



EMPOWERING WOMEN AND ACHIEVING WORK-LIFE BALANCE

–The goals of **DATIN DR. HASNORLIZA ABU HASSAN**, an award winning entrepreneur, author, speaker, mentor, and owner of three successful businesses in three different industries with over 20 years wealth of experience in both the corporate and the business world.

M How do you get your idea or concept for the business?

DL With so much of our time and energy spent at the workplace, the responsibilities and commitments towards family, and making time for friendships; has sparked many conversations on ‘work-life balance’, and how important this is to our lives. I am an advocate of ‘work-life balance’ and the idea of a School of Entrepreneurs gave rise to ADLA, which is the region’s first and only Work Life Balance training institution. ADLA is a progressive and dynamic knowledge sharing organisation for upskilling the workforce from corporate fields, individuals and entrepreneurs in the country and the region.

M What was your mission initially?

DL My mission has been to empower men and especially women to have a reinforced self-worth and confidence through a work life balance approach, with increased knowledge, garnering a professional structure in business and entrepreneurship with success.

Work-Life Balance

M How do you define work-life balance? And why is it so important to a business?

DL The work life balance culture is defined by consciously enabling ourselves to lead meaningful and fulfilling lives and at the same time, enjoy the process. In the course of these, we feel better about ourselves while we balance the demands of work, home, and community. For businesses, there will be a measured increase in productivity, accountability and commitment as employees and business owners make sufficient time for work, family and other matters. Organisational stress will be reduced and there will be better team work and communication.

M Does your company promote work-life balance? In what way?

DL Yes, ADLA promotes work-life balance, by organising Work-Life Balance (WLB) Series; such as:

- Women Lifestyle Bunch Talks;
- WLB Workshops – (Time Mastery Workshop);
- International Work Life Balance Forum (IWLBF); and
- WLB Seminars – (Mentor Development Programme & 360 Personal mastery).

Empowering Women

M What can we do to empower women to improve their lives and inspire them to improve the lives of others?

DL There are many women out there who need to be inspired and encouraged. Those who are more experienced could be a support system for those seeking a suitable platform for empowerment. ADLA offers

a platform called Women Mentoring Network (WMN) programme, which enables all women to find suitable and compatible mentors to guide them throughout their life, in both personal and business matters.

M Do we have enough programme and support systems to empower women in the workplace, marketplace and community?



DL There are various programmes and support systems to empower women in those areas, the only downfall is that many women out there do not know of the existing platforms which they could join, learn, practice, seek for a suitable mentor, and implement lessons learnt in life.

M In your experience, what are the policies and practices that really work in empowering your employees, especially women?

DL I always encourage my employees to maintain a balance between work and life. Apart from that, I believe in investing in training and development to ensure that employees have the knowledge, skills, and abilities they need. I have also assisted in drafting policies and procedures for organisations in order to assist them to help distribute workloads evenly.

Giving Back to the Community

M How do you give back to the community?

DL ADLA focuses on empowering men and especially women, the millennials, not forgetting to impact and touch the lives of the poor and unfortunate children through ADLA’s CSR Spread Love Campaign. Through the campaign we will adopt selected schools in order to provide assistance, education, nutrition, fun events, study skills, mind mapping, and many more activities to impact their lives. Women volunteers are encouraged to join us, to work hand-in-hand to help touch the lives of the less fortunate children.

M How do you perceive co-operation between NGOs and entrepreneurs in improving social and economic livelihood?

DL The co-operation between NGOs and entrepreneurs is a very important relationship and collaboration because NGOs provide a stable and credible platform to physically reach out to improve social and economic livelihoods, while on the other hand, entrepreneurs have the resources and networks to reach out and work together with NGOs.

MIM CONTINUING PROFESSIONAL DEVELOPMENT (CPD) TALK: LISTENING TO MAKE A DIFFERENCE

By Dr. Diana Jayasauri



'What does it take to Listen?'

This question was the main agenda for the CPD Talk session held on 8 September 2017 titled as 'Listening to Make A Difference'. Surprisingly, it is not an easy question to answer as many of us being caught up between thinking, doing and conversing at one go, seem to find it very challenging to simply listen, since we are always focused on answering first.

The word 'listen' contains a profound word in it, i.e. Silent. **In order to be able to listen, we should first silence ourselves.** Understanding this, will naturally bring us further to realise that, as we listen, **we are listening by living in two worlds, i.e. our perceptions based on our experiences and our conceptions based on our understanding on how things generally work** – which are two factors simply based on our knowledge and assumptions that may be wrong realistically speaking. Interestingly, this has been proven by research conducted by Emeritus Professor Richard Gregory.

What makes this more interesting is the fact that most of the time **our perceptions and**

conceptions are influenced by either our internal stimuli (i.e. our feelings) or the external stimuli (i.e. our society). In a way, our hearts and minds are obliged to what we feel and what we believe based on these stimuli – which shapes our world of thoughts and directly impacts the way we listen. And the way we listen impacts a multitude of circumstances which we create for ourselves and others as it results a domino effect in our decision making and actions. Thus, knowing how to listen is indeed an essential living skill that we need to harness.

The talk was delivered in an active learning lab style specifically designed to identify one's listening style and understand the role played by

one's perception and conception in internalising the message that is being received. This learning was reflected in a breakout group activity that was played by the talk attendees. The quest was to develop an ice breaker game with an aim to teach something different, and to facilitate how the game is played without directly revealing what the aim was, and the audience had to guess the aim of the game. Interestingly, by listening without the prejudice blinds of internalising perception and conception, enabled correct guesses, brought forth to the realisation that **one can opt strategically to listen without having the blinds of perception and conception.**

This resulted in the realisation of the need to humble oneself and self-evaluate by asking the following questions when we are engaged in a conversation:

1. Did we listen without having the window of perception and conception toy around in our mind as we listened?
2. Did we observe as we listened – what was the conversing person's body language like?
3. Did we try to understand as we listened – without prejudice?
4. Did we manage to interact (i.e. two-way communication) to get our message across to the person whom we were conversing with?

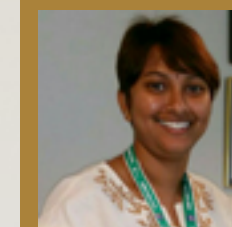
As a famous eastern saying goes, **'The tree that bends the most, has the most shade to offer'**. It is indeed important to note that at the end of the day, if we want to Listen, we need to exercise humility without the presence of our perceptions and conceptions – so that our decisions and actions are worthy and we make a difference to the ones who we conversed with and most importantly we are able to re-engineer our perspectives for better decision making and noteworthy actions.



The talk's attendees brainstorming during the breakout session



The group activity facilitation



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10 SIMPLE RULES TO PROTECT YOUR INTELLECTUAL PROPERTY

By Mark Jolly, Anthony C. Fletcher
and Philip E. Bourne



Rule 1 Get Professional Help

Although the process of obtaining IP looks deceptively simple, like many things, the devil is in the detail. Let's consider patents as an example. The practicalities of patent application are straightforward; you simply file documents with the relevant body indicating that a patent is sought, and provide the identity of the person applying and a description of the 'invention' for which a patent is sought. The patent office will then write back to you with an application number.

However, there is no guarantee that a patent application will become a granted patent. Indeed, at the application stage they do not even check that your description describes an invention at all. Even if you draft a description in as much detail as you would for an academic research paper and file it yourself, the prospect that it will be granted and enforceable is very low. There is skill and



The concepts that underpin the protection of ideas and inventions are not new; such laws have been around for several hundred years and are discussed under the broad heading of intellectual property ('IP'). IP is easily misunderstood, but at the same time most scientists encounter it at some point in their career, as it is a necessary feature in the commercialisation of research.

The term intellectual property includes such concepts and rights as copyright, trademarks, industrial design rights, and patents. It is important to remember that IP is a tool to help your endeavours, and not a goal in itself. Having IP for its own sake is pointless. IP can be crucial in commercialising research and running a successful science-based business, but having a patent and having a successful patented product are two very different things.

Above all, IP can only work for you if you understand what it is, why you want it, and what you are going to do with it. These ten simple rules are intended to provide an overview of these issues; however, we must start with a warning. Laws relating to IP change all the time, they are complex, sometimes rather obscure, and are very different from country to country. For example, research surrounding methods of treatment by surgery and therapy and diagnostic methods are patentable in the United States, but specifically excluded from patentability in Europe.¹ However, these boundaries seem to be shifting in both the US and Europe. In short, we are dealing with a complex and changing subject and we restrict ourselves here to the guiding principles.

technique, even a language, that patent attorneys and patent agents have that allows them to describe and define inventions in the way a patent office requires. As an example, in everyday parlance, the terms 'comprise' and 'consist' could be considered to mean the same, whereas they have very distinct meanings in a patent application.

The dangers are possibly even greater with trademarks and registered designs (also known as 'design patents') — these are generally granted with very little examination and patent offices are often even less inclined to suggest using a patent/trademark attorney for such 'simpler' rights; however, the lack of examination means the validity of such a right is uncertain and they become open to challenge.

The costs of redrafting a self-filed application are invariably higher than the costs for drafting an application from scratch, and if there has been any disclosure, it will probably not be possible to re-draft. So, in summary, if you want your IP to be valuable, you should seek professional advice at an early stage.

Rule 2 Know Your (Intellectual Property) Rights

IP rights come in various guises, and each is a defensive right to pursue legal action in the event that a third party infringes. In very basic terms:

- Patents protect inventions — broadly, things that are new and not obvious — and the way they work. Sometimes this is expressed as 'everything under the sun made by man'; however, there are numerous local exceptions from patentability — we touched on the complexities of methods of treatment above — but there are similar issues in relation to genes, computer programmes, and business methods, for example.
- Registered designs protect the appearance of products (not the function, which is protected by patents).



- Trademarks protect brands (e.g., trade names and logos).
- Copyright protects the expression of ideas — i.e., the words you choose to use to describe your idea — not an idea itself.

Most businesses do not need the trinity of patents, trademarks, and designs; in fact, trademarks are probably the only IP most companies have or need, however for a few companies, the full house is required; for example, consider the Apple® iPad®: two registered trademarks, a registered design for its shape, and of course patents for the way it interacts with the user. Not to mention copyright covering the code and the packaging. A huge battle in courts around the world is currently taking place over these rights that may well affect changes in law. *The Wall Street Journal* calls the recent Apple/Samsung case, 'the patent trial of the century'.²

Rule 3 Think about Why You Want IP (i.e., What You Will Actually Do with It)

Any money spent on IP is capital that cannot be spent on production, marketing, etc., so think carefully about why you are investing in protecting your IP. There are many good reasons: to stop people from copying you; to add value to your company if you want to sell it; to sell or license to a third party; to hold it in your armoury if you suspect you are going to be sued and want to countersue (for example, Google has spent a substantial amount of money buying patents recently);³ even to reduce your tax bill (in certain countries profits attributed to patents can be taxed at a lower rate).^{4 5}

However, in general, IP is a right to prevent other people from doing something; owning IP does not necessarily give you the right to do anything yourself.

One school of thought says that IP is only valuable if you are willing to enforce or defend it, and the cost of such an action can be prohibitive. Indeed, the business model of 'patent trolls' is to purchase patents, sometimes from those who cannot afford to enforce them, not to use the invention, but just to enforce against infringing companies. On the other hand, the term 'defensive IP' has been used to describe IP obtained, not to stop other people from competing, but to stop a competitor from patenting something that you may wish to use in the future. Thus, a patent application may be filed, and

published but allowed to lapse, with no intention of ever enforcing it, simply because the step of publication will mean that should a competitor apply to patent the same or a similar invention, the patent office will locate your application and it will anticipate the competitor's application.

Note also that while this article is titled 'Ten Simple Rules to Protect Your IP', it is important not to be too introspective and to consider other people's IP. For example, successful strategies can be built around taking exclusive licenses — licenses that exclude even the IP owner from using the IP. One tactic to improve your competitive position can be to take an exclusive license under a patent, then either expand your range to include the patented product, or continue only to sell your own product, but use the exclusive license to prevent manufacture of the other by anybody else.



² Jones A, Vascellaro JE 'Apple v Samsung: The Patent Trial of the Century' (24 July 2012). See <http://online.wsj.com/article/SB10000872396390443295404577543221814648592.html> (accessed July 2012).

³ 'Google adds IBM patents as it looks to future' BBC News (4 January 2012). See <http://www.bbc.co.uk/news/technology-16409081> (accessed July 2012).

⁴ *Ibid.*

⁵ HM Revenue & Customs (n.d.) Corporation tax reform: patent box. See <http://www.hmrc.gov.uk/budget2012/tin-0726.pdf> (accessed July 2012).

Rule 4 If You Don't Protect the IP, Your Innovation is Less Likely to Happen



Maybe you are not an entrepreneur yourself, but have an idea that you would like to see it exploited — it could, after all, make the world a better place. You can publish it — then anyone who wishes can use it freely. But the big question here is, will they? Many inventors think that by publishing their ideas freely, they are more likely to have them exploited; however, the converse is often true (for example, in health care, where lack of patent protection is often cited as a major reason for not following up an idea (T. Roberts, former president of the Chartered Institute of Patent Attorneys [UK])).

The reason is economic: most innovations require investment, and investors look for a return on their money. However, ideas that are released without any IP protection will often immediately attract competitors who can perhaps undercut the inventor (for example, with economies of scale). This decreases the likelihood of investment in the development of an invention (which is often more crucial than the invention itself) and increases the need for investment in marketing, etc. to obtain a competitive edge.

So, what we have to consider here is that — even if you don't want to profit personally from the innovation — it may still pay to protect it so that it will see the light of day through other investors. Remember, IP can be licensed and what happens to the resulting income is up to the IP's owner. And this is a point where it gets complex for scientists and others who invent as part of their employment. We will cover this in more detail in Rule 10.

Rule 5 What's in a Name?

You have a great idea but it's not patentable, or you have applied for patent protection but are worried that it may not cover everything, and of course the protection will expire after 20 years.⁶ This is where trademarks come in to fill the gap in your protection. Unlike patents and designs, a trademark or brand can be protected with a registration at any time (unless someone else has got there

before you) — you do not need to have kept your name a secret, and once registered the right will only expire if you stop using it or fail to renew it (generally every 10 years). So, you can protect your invention with a patent and sell it under your brand, which is also protected. Once the patent protection expires, customers are used to buying your product with reference to your brand, and will hopefully continue to do so even though competitors may start offering rival products. Just make sure your brand is something memorable and unique to you.

Viagra is just one example of a trademark so closely associated with the product (sildenafil) that a good proportion of the market should remain in the hands of the trademark owner well after the patent has expired (in this instance, if priced competitively). You do need to be careful here in selecting the name you are protecting: descriptive brands are easy to market but hard to protect because descriptive terms do not fulfil the requirement of 'distinct character'. And you can be too successful: many people now use the trademark Hoover to mean a generic vacuum cleaner, Thermos for a vacuum flask to keep food hot, or Tannoy for a public-address system. It can be very expensive in terms of lawyers' fees to police such trademarks and keep protecting these names and prevent them becoming simply part of the language and hence devalued.

Rule 6 Be Realistic about What You Can, and Cannot, Protect

IP rights are, generally speaking, national rights provided by individual governments to regulate activity in that particular country. In some cases, there are bilateral and multilateral agreements (for example, most of the world has signed up to the Berne Agreement, which accords the same level of copyright protection to foreign nationals of other Berne states that is provided to nationals of the state concerned).⁷

However, for most rights, it is a national issue. In an ideal world, each incremental improvement would be patented in each national jurisdiction (there are approximately 200 countries in the world), along with the name you trade under, and every brand would be the subject of a trademark; as would any colour associated with your company and any sound you use; your products and their packaging would be the subject of registered designs; and your patent attorneys would be very wealthy!

In the real world, it is essential to be realistic. A patenting regime covering more than the US, Europe, and a handful of other countries is a rare sight outside the realms of very large companies (such as big pharma), and even many big companies restrict themselves to key markets.

Rule 7 It's Big Business and Controversial

The world of IP is a big one. It's controversial, as it has a huge impact on international relations and trade. It's also controversial for political reasons, as many people feel that aggressive protection stifles the utility of products that have the potential to do good in the emerging world (again, for example, big pharma). The World Intellectual Property Organisation (WIPO) is the United Nations agency dedicated to this area,⁸ and it's worth considering its overarching aims, which include reducing the knowledge gap between developed and developing countries, and ensuring that the IP system continues to effectively serve its fundamental purpose of encouraging creativity and innovation in all countries.

Of course, many question the value to society of IP, or at least the expansion of IP, in promoting creativity and innovation. The Public Library of Science describes itself as a driving force of the

open-access movement, and accordingly, unlike many copyrighted works, this article may be copied without seeking permission, provided that the original authors and source are cited.

It can be hard, for example, to defend the extension of copyright from 50 years after an author's death to 70 years on the grounds that the extra 20 years of protection is in any way likely to encourage creativity. Whatever your thoughts on IP, it is worth bearing in mind that others may disagree.

As a scientist and innovator, you may be driven by many ideals: to make the world a better place, perhaps, or to buy yourself a yacht — we are all different. But like it or not, if you want to commercialise your ideas you cannot avoid the issue of IP, and we go back to Rule 1 here — get professional advice. Even if your aim is totally philanthropic you may still need to invest to protect your innovation, perversely because this is what will give it the biggest chance of actually succeeding. Simply make sure you tell your patent attorney what your ultimate aims are.

Rule 8 Keep Your Idea Secret until You Have Filed a Patent Application

Little upsets a patent attorney more than hearing, "I have a great idea — it's selling really well" or "I've shown it to a few companies and they seem very interested".

There is an old maxim that says a secret shared is not a secret anymore. While a secret shared under a non-disclosure agreement (NDA) — documents most people have heard about but probably never read — ought to stay secret; discussing an invention under the umbrella of confidentiality is no substitute for being able to freely discuss or publish an idea that is protected by a patent application.

Obviously, once your idea is published by a journal, it is too late to file a patent application — your invention has been made available to the public. However, earlier in the publication cycle the situation is different. If you send a paper to a journal for submission, it will (excluding open review) be treated as a confidential disclosure to the publisher and the reviewers. Notwithstanding, the best advice is still to file a patent application before submitting a paper, either to avoid a potential 'abusive disclosure' or hold up the publication of the paper.

In summary, novelty is key to patentability and your own disclosures count against you, so remember to file a patent application *before* telling anybody who is not bound by confidence.

⁶ The 20-year period is virtually harmonised the world over thanks to the Trips agreement. See http://www.wto.org/english/tratop_e/trips_e/t_agm0_e.htm (accessed July 2012).

⁷ World Intellectual Property Organisation: Summary of the Berne Convention for the Protection of Literary and Artistic Works (1886). See http://www.wipo.int/treaties/en/ip/berne/summary_berne.html (accessed July 2012).

⁸ World Intellectual Property Organisation. See <http://www.wipo.int> (accessed July 2012).

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S!

Keep it
SECRET
BEFORE PATENTED!

Rule 9 Trade Secrets

Regarding patents, the economic reasoning behind the system is an exchange between you and the public. The government allows you a monopoly, and your side of the bargain is to disclose fully your invention so that once your 20 years of protection is up, it can be freely exploited for the good of society. A patent can provide you with a 20-year government approved monopoly. However, some ideas cannot be patented and indeed, some innovators don't want to patent their ideas. All is not lost here, however, as we fall back on an older idea and one much beloved of thriller writers: the trade secret.

If you really can keep a secret, your monopoly on an idea or product may never end. But once the genie's out of the bottle, like a champagne cork, you won't get it back in and you are unlikely to extract sufficient damages from whoever breaches confidentiality. Thus, if you have an idea that cannot be reverse engineered, you do not have to enter into the patent bargain. Trade secrets are free — just prevent the secret being disclosed. But bear in mind that that this can be very difficult indeed, but not impossible. Famous successful examples include the recipe for Coca-Cola and the formulation of the alcoholic beverage Chartreuse, which is only known by two monks.

Rule 10 Make Sure the IP is Owned in a Way That Allows Development

Notice that we don't suggest, 'make sure you own the IP of your invention'. If you discover something whilst working as an employee (e.g., of a company or an academic establishment), there will certainly be something in your contract about this. Generally, the employer will have first call on the invention, but may have clauses that will return rights to the individual if it is not exploited within a certain time — in some countries this is enshrined in law.⁹

Acknowledgments

Grateful thanks to Dr. Tim Roberts and Clare Turnbull (both of Brookes Batchellor LLP) for their invaluable help in preparing this article. Thanks to David Searls and Scott Markel for their suggestions during review.

Ownership of IP is a minefield, and can be particularly difficult in an academic setting where numerous complicating features are involved. Universities, as employers, are likely to have a right to their employees' inventions; funding bodies may make their own claim; inventorship is not like authorship — the people whose names are on an academic paper are unlikely, all to be inventors; and in cross-border collaborations, national laws on ownership may well be in competition with each other. One complicating factor that is often encountered is joint ownership: if you can, avoid joint ownership; instead, set up a company to own the IP and license it to partners if necessary (otherwise you face differing national rules on what joint owners can do with and without each other's permission).

If it is necessary to share IP, work out at the beginning who owns what, what rights each party has and importantly who will have the right to future inventions. In fact, this is a common theme in several of our Ten Simple Rules: as soon as money rears its ugly head, strife follows, so it's as well to plan for dispute resolution right from the beginning.

Summary

In summary, first, you can never act too early, but it's very easy to act too late. Like many topics that involve the law, IP is a mind-numbingly complex topic and more so, perhaps, as it's not national, but international, so get the very best professional advice you can. If you are working as an employee, speak to your company at the earliest stage; they have a vested interest in helping get it right. Second, because significant sums of money are involved, plan for future discord. Finally, persevere: your invention can make the world a better place.



chalets/suites still evoke a warm welcoming vibe. Rattan/wood furniture have been meticulously selected to blend in with the main theme. Modern facilities such as water heaters and air conditioning, are equipped for guests.

Located a couple minutes away from the town of Serendah, or 30 minutes from Kuala Lumpur, this orchard home has a lot to offer. There is never a dull moment in Carpe Diem Orchard Home Serendah. You

I spent many hours simply gazing in awe at the vast, wondrous landscape. Witnessing nature in its truest form - absolutely magical! The surreal view that resembles a picture, one that should be found on postcards, will definitely steal your heart forever, like it did mine.

The guest book at Carpe Diem Orchard Home Serendah, indicates many family gatherings were organised here. Guests noted comments about how the surroundings resembled the kampung.

This is one experience to rejuvenate, to escape the stress of the city life and to reconnect with the people we care.

For more information on Carpe Diem Orchard Home Serendah, please visit their website: www.carpediem.my, facebook: Carpe Diem Orchard Home Serendah or call 6013-228 8223.

Nestled within a salubrious stretch of scenic foliage, lies rustic chalets that have been meticulously crafted to capture the true essence of nature. Carpe Diem Orchard Home Serendah is surrounded by a mesmerising 18 acres of sheer greenery. It is a haven for nature lovers as they are able to bask in the serenity and peacefulness of this sanctuary.

The chalets are built on the concept of traditional Malay stilt houses and chalets/suites are named after the fruit trees that are grown in front of the chalets/suites. Despite having a classic and sophisticated facade, these

would certainly have ample time to kick back and relax in one of the seven luxurious rooms available. Also, indoor activities such as board games or traditional 'Congkak' are available for those who prefer to stay in. For the outdoors, swimming, cycling, fishing, outdoor gym and tracking facilities await you. You could tone down the pace by a stroll along the lush fruit trees, herbs and vegetable beds, while enjoying some fruit plucking (seasonal). They have a poultry coop with goats, chickens, ducks, and geese waiting for you to feed them.



⁹ Deck M, Matthes J 'Employee inventions in Germany', Intellectual Asset Management. (June/July 2005). See <http://www.iam-magazine.com/issues/article.ashx?g=e22454bd-0d83-46a8-9e25-96386aaefaf> (accessed July 2012).

INTERVIEW WITH YOUNG MANAGERS PROGRAM WINNER

MR. VIGNESHA
DHARUMASEHARAN



M Tell us a bit about yourself and your career journey, so far.

V Whilst pursuing a degree in Mechatronic engineering at the University of Nottingham Malaysia Campus, Semenyih, I decided to spend the semester breaks working for Panaron Sdn Bhd, a company which does consultation, engineering, plant betterment for power generation and oil & gas plants. I then continued with a six-month internship — I got my hands dirty and learned various practical skills which were particularly useful later on. After my final year exams, I was offered a job as a trainee engineer and six months later, promoted to project engineer. I was lucky to have had so many opportunities to excel and lead in various capacities. Within two years at Panaron, I was allocated a mega project and to the surprise of many, I was able to handle this successfully, due to a combination of hard work, perseverance, teamwork and patience. I have now moved on as a sales & project engineer.

M How and why did you first get involved with the Young Managers Program?

V I have always had the desire of being a manager. By understanding the ways to lead a person through a work journey, my contribution has been recognised as an ideal management and leadership style. As a result, I thought getting on this programme would enhance my skills and with support from the company, I was given a wonderful opportunity to train and learn.

M Explain about the programme

V The programme was to instil innovative and alternative ways of management, the essential part of which was to provide high quality services to the customer. The programme also taught us to be more involved with each other at the workplace so that everyone plays a role.

M What are the things that you learned from this experience and how has it improved your managerial and leadership skills?

V This experience has taught us to appreciate workgroup requirements and behaviours. We now know the importance of getting involved and asking questions. To maximise efficiency, the latest technology needs to be employed. There is also the need to understand differences between being a leader and a manager and also to incorporate both qualities. We also realise the need to utilise EQ and soft skills to ensure better management at the workplace.

M There were four major industries involved in that programme. What are the critical areas or the innovation that we can learn, emulate and apply in our local business ecosystem?

V The following are some of the points I observed:

The Peninsula Hotel, Hong Kong:

- 300 rooms and 900 staff — shows us the personal touch and assistance provided for each room;
- To pick up calls within three rings — to set a standard of quality service;
- Helipad — only hotel in Hong Kong to have a helipad and provide helicopter tour services, exclusive for celebrities;
- Ready for the future with digital disruption;
- Training and Re-training — investing in the workforce.
- Diversifying in other businesses — clubs, peak tram, Thai country club, quail lodge, merchandising, tai pan laundry, etc.

Hong Kong Trade Centre:

- Strong fundamentals — free flow information to people on goods and capitals;
- Ideal Location: — open to other Asian countries such as mainland China, Jakarta, Japan, Malaysia, etc;
- Dynamic people — generation of entrepreneurial spirit, diverse international workforce.

Hong Kong Air Cargo Terminal Limited (HACTL)

- Performance enhancement — 36 improvements in 48 months;
- Lean & mean towards cost;
- Making life easier by creating a healthy work environment and behaviours.

M Do we have enough talent to compete and drive this country in the global digital economy?

DBS Bank

- To understand a journey of a workgroup — sum of person's interactions, decisions and emotions on getting a job done;
- 4D methodology — Discover, Define, Develop and Deliver;
- Agile manifesto.

V Yes, I'm sure of it. I guess it starts from the early education stage, where our education should be more applicable rather than just theory and sitting for exams. Once a graduate comes out of a practical school, he can easily adapt to any situation in his working life. Furthermore, everything is going digital, so the younger generation can easily learn and apply the latest technology.

M What are the setbacks and what are the things that you want to see happening in the near future, in this region?

V Without any doubt, education is the key to development for a nation and only a well-educated nation could thrive for excellence and ultimate development. Our education system should incorporate skill sets so that graduates are better equipped in the workforce. It has been suggested that graduates should be multi-skilled too.

M As a young professional, what are the things that is lacking in your industry? And what are the things that your generation can do to remedy that situation?

V Coming from the young generation, we do not communicate nowadays and are always hooked up with our personal mobile phones. Thus, communication and interaction between people are through the internet or some technology. It will be good if our generation invests into some public relation skills to maintain a good relationship with clients and build trust between them to strengthen business relationships.

M Would you recommend this programme to other young managers?

V Definitely. It is a wonderful opportunity to get-to-know, learn and share with participants from different countries and regions. There is so much to learn about their lifestyles, behaviours, the way they think, some of which could be introduced and adopted in this region.

M Which leaders do you look up to? And why?

V Ray Crocs is one of them for being able to think outside the box and for being systematic. He had the vision of franchising the McDonald's outlets all over America and later the world.

Next is Tony Fernandez, for his boldness, confidence, creativity and forward thinking and of course for changing the landscape of the travel industry.

M Last words to a young manager just starting out?

V A young manager should be bold, confident and versatile. He should be able to accept challenges and be receptive to changes and ideas, and also be creative. With these, he can take any bull by the horns.



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TO LEARN TO SUCCEED, YOU MUST LEARN TO FAIL

By Khawaja Taha
University of Houston



"I've missed more than 9,000 shots in my career. I've lost almost 300 games. 26 times, I've been trusted to take the game winning shot and missed. I've failed over and over and over again in my life. And that is why I succeed." —Michael Jordan

The secret to the success is failure. Personally I feel that one's success is gained from failure of different issues. I once proved the same on my high school education. To me this was really motivation. I failed my end of term exam and I realised my weaknesses. Indeed failure leads to identifying the different areas as well as how organised

some aspects are to be. More importantly, one's failure acts as motivation to achieve the best, as well as set goals and objectives. Indeed, failure is the key determinant of success for an individual across all levels.

Life is characterised by many ups and downs even though a person gets to learn more when they are down. While down, many people experience challenges that serve to strengthen the will and resolve of the people. Being down teaches people the mistakes that they made and as such enables them to change accordingly and become better people. Failure

makes us perfect, and through this, we are in a position to identify what we can adjust to improve, to know where we go wrong and also how we can make it better. So it's good to us as individuals to accept that failure is the way and part of progress and success.

It's almost difficult to experience success without encountering some sort of disappointment in the form of failures. In a broad spectrum, failure is an important part of life which everybody has encountered in different ways. Failure may even be viewed by some as the inverse of

achievement. In any case, disappointments are, truth be told, the venturing stones of accomplishment. Nothing beneficial in life has ever been accomplished without a progression of disappointments. Scores of studies have established many cases of success that mainly take root from failures. As a matter of fact, most successful people in the world have experienced a lot of difficulties which they used as stepping stones for building a better and more successful life.

There is a regularity in our lives — we begin to appreciate and value after we lose. But why?

I think it is an enigma. After we fail something, we have only two options — to give up or to continue with double the effort. The first variant is inappropriate for me, though I take the second one. But speaking about psychological side of the point, we can be satisfied with the work done, after we have had some negative experience in previous work. And when we are given one more chance, we can plan and work out all details in order to make the task a perfect one.

I am sure personal success depends on our spirit and will power. If a person is weak in his or her beliefs and skills, it

“ I've missed more than 9,000 shots in my career. I've lost almost 300 games. 26 times, I've been trusted to take the game winning shot and missed. I've failed over and over and over again in my life. And that is why I succeed. ”
—Michael Jordan

is certain he or she will never recover from certain failures. On the other hand, every one of us will also have our own notions of success. And by this point, success is a controversial question.

We cannot go without naming and acknowledging some of the greatest and most influential people in the world whose journeys began from a dark tunnel. Isaac Newton, Walt Disney, Oprah Winfrey, just to name a few, have shaken the world through their discoveries, innovations and creations — making the world a better place to live. The exhibition of these traits of tolerance has seen many scholars and critics plunge into research with the aim of identifying what really gives an individual the zeal to continue pushing on when all seems lost. What lessons can be derived from failure that warrant and guarantee success?

Success is about doing the same thing over and over despite the odds. It begins with learning to persist even in the face of desperation and failure. It matters to reflect upon and focus on the reason why you started. However, despite all the dedication, persistence and beating the odds, sometimes things fail to work in one's favour. Even strong leaders and business moguls realise the secret that one needs to fail in order to succeed in any business venture.

AWESOME THINGS THAT BUSINESS RUNNER CAN LEARN FROM ALIBABA CLONE SCRIPT PRO

Alibaba clone script pro is complete readymade ecommerce marketplace script available in the market made for those who want to start their own business portal easily.

By Sawati Rawat

alibabaclone
alibaba clone marketplace script pro

allows them to expand faster than e-commerce websites. If traffic grows very fast, it may be necessary to more aggressively seek new vendors to meet the demand, but you won't need to worry about spending large sums of money into new inventory or storing facilities. This marketplace is run by a body of buyers who want to establish an efficient purchasing environment. This helps the buyers to lower their administrative costs and get best prices from the suppliers. The suppliers can also use the buyer oriented e-marketplace to advertise their product to the set of relevant customers.

This marketplace is operated by a large group of suppliers for establishing an efficient sales channel and increases their visibility and get leads from a large number of potential buyers. This type of supplier-oriented e-marketplace is also called as supplier directory and is usually searchable by the product or the services being offered. The buyers can also access information about the suppliers, products or the region that they are not familiar with. Alibaba clone script pro is the best way or option to start your own e-commerce marketplace openly. It is developed in Php and Mysql database under well qualified and fully experienced staff.

Alibaba clone script pro is usually a business to business online platform operated by a third party and is open to buyers and sellers from a particular industry. You can register on these platforms and get access to classified ads, request for quotations and place bids on several products from your industry sector. While the most important challenge has always been to attract buyers and sellers to trade in the e-commerce marketplace, the second next crucial problem is to make them active users of the platform for a long time.

The issue of buyer retention can still be solved with the help of marketing, wide range of sellers' availability and improved user experience, however engaging several sellers at once is always a problem.

Therefore the business owners should always come up with new ideas of how to keep the sellers engaged for a long time at the same time increase their base. E-commerce Marketplace can typically solve the issue

by providing an easy way to engage the sellers with the relevant buyers and consecutively provide them with additional features and benefits to expand their business on this platform. For further details, see @ <http://www.alibabaclonescriptpro.com/>
Source: Free Articles from ArticlesFactory.com

With an e-commerce website, it is often necessary, in order to jumpstart your activity, but also to maintain it, to invest beforehand a great sum of money in inventory, as to create a large offering for the clients. Marketplaces offer the advantage of letting their sellers handle their stock on their own, which can considerably reduce your initial investment. Thus, Marketplaces will generally be able to index more products, as it gathers them from multiple vendors, without endangering its finances. The cost of launching a marketplace website is roughly the same as a quality e-commerce website, despite being much more complex.

As a Marketplace doesn't buy any products, it takes considerably less financial risks than traditional e-Commerce websites that has to constantly invest in stock that may never sell. That way, Marketplaces achieve economies of scale more easily and therefore

“ You can register to these platforms and get access to classified ads, request for quotations and place bids on several products from your industry sector ”

Malaysian Institute of Management management



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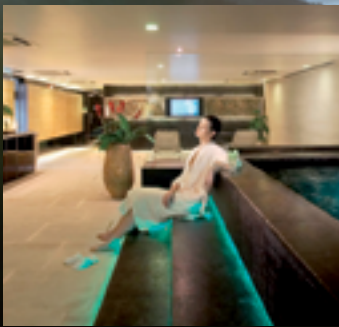
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