

马来西亚家具总会简报 NEWSLETTER

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马来西亚家具总会理事会出席砂拉越家具公会30周年庆典 MFC GC's visit to Kuching in conjunction of SFIA's 30th Anniversary

2023年5月19日，马来西亚家具总会理事会应邀出席砂拉越家具公会30周年庆典，组团前往砂拉越古晋共享其盛。

理事们一抵步，就在砂拉越家具公会理事们的迎接与安排下，前往其会所进行礼貌拜会。会议上就如何确保东马和马来西亚半岛，在木材工业的增长中受益等系列问题进行了讨论和交流。

砂拉越家具公会领导层，包括其会长张国诗向理事们简短的介绍了砂拉越家具供的背景和一路走来的历程等。同时也是马来西亚家具总会副总秘书长的张国诗也在交流会上提出，其公会的会员大会将于2023年6月25日举行，比总会的常年会员大会早3天。

On May 19, 2023, the Governing Committee (GC) of the Malaysian Furniture Council (MFC) went to Kuching, Sarawak. This was due to the invitation by the Sarawak Furniture Industry Association (SFIA) in conjunction of their 30th anniversary celebration since 1993.

Upon touching down at Kuching International Airport, the MFC entourage was greeted by representatives by SFIA and then taken to the SFIA headquarters within the vicinity of the airport. A number of issues are discussed and exchanged on how to ensure both East and Peninsula Malaysia benefit from the growth of the timber industry.

The SFIA leadership including its President, Leo Chiang Kok Sze explained to the entourage the background of the association as well as its predecessor and contribution during their respective presidency. He also explained that SFIA will be conducting its Annual General Meeting (AGM) on June 25, 2023, a few days earlier than MFC's AGM on June 28, 2023.



双方在互换纪念品后就前往午餐地点，接而入住理事们将在古晋短暂留宿的 Grand Margherita 酒店。这家酒店位于古晋市中心，可轻松俯瞰砂拉越河以及著名的古迹，例如砂拉越州立法议会大楼等，是游客和当地人都时常到访的地点。

短暂的整休后，一行人被接送前往 Imperial Hotel，参与这次行程中的重点活动~沙捞越家具公会39周年庆典晚宴。

当晚受邀出席的贵宾包括新任的种植及原产业部秘书长Datuk Mad Zaidi Mohd Karli、新任的马来西亚木材工业局主席尊贵的拿督孙伟瑄国会议员，以及新上任的马来西亚木材理事会主席Tuan Haji Zainal Abidin 等。



After a brief exchange of souvenirs, the entourage was brought for lunch and then their accommodation for their 3 days 2 nights stay in Kuching, the Grand Margherita Hotel. Located in the city centre, this hotel conveniently overlooks the Sarawak River as well as famous monuments such as the Sarawak State Legislative Assembly (DUN) building as well as the Kuching Waterfront, a picturesque scene for tourists and locals.

Following a few hours of rest, the entourage was then picked up and proceeded to Imperial Hotel, 15 minutes away from the accommodation for the highlight of the trip, the SFIA 30th Anniversary Dinner Celebration.

Several VIP guest such as the new Ministry of Plantation and Commodities (MPC) Secretary- General YBhg Datuk Mad Zaidi Mohd Karli, new MTIB Chairman, YB Datuk Larry Sng as well as the new MTC Chairman Yg Berusaha Tuan Haji Zainal Abidin were also invited by the host.



尽管有些延误，晚宴於晚上8.30分左右在国歌和砂拉越州歌中拉开序幕。砂拉越家具公会会长张国诗在致欢迎词中专门感谢所有远道而来的嘉宾，也表明作为马来西亚最大州属的砂拉越因为其丰富的自然资源，充满了隐藏性、无限可能的发展前途。同时他也感激马来西亚家具总会理事会也借着来到古晋的机会，在这里召开第5届理事会会议。

马来西亚家具总会邱耀仲总会长也在致词中提到，砂拉越家具出口在近5年内迅速增长22.9%，特别是在新冠疫情施虐的期间还能在2022年达到出口额马币5,740亿令吉就是一项值得赞赏的成就。

Despite some delay, the event commenced around 8.30pm with both the Negaraku and Sarawak state anthem followed by a speech by Leo Chiang. He welcomed and expressed his appreciation to all the guest for attending the event saying that Sarawak has opportunities as it is the largest state in Malaysia alongside its abundance of natural resources. Leo, also the Deputy Secretary- General of MFC expressed his gratitude for the MFC leadership to conduct its Governing Meeting the following day in Kuching.

As for the MFC President, Mr Khoo Yeow Chong noted that the rapid increase of furniture export (+22.9%) from Sarawak within 5 years (2017's RM 46.7 million to 2022's RM 57.4 million) is an achievement itself considering the Covid-19 years in between.





邱总会长希望，如果在马来西亚木材理事会、马来西亚木材工业局和砂拉越木材工业发展机构的配合下，能够有更好的方案达成东、西马的木材供应合作条例，也共同为行业寻找更多潜在市场。如果原材料短缺等问题得以解决，马来西亚家具出口欲在2030年达到马币250亿令吉的出口总额将不是空谈。

种植及原产业部新上任的秘书长Datuk Mad Zaidi Mohd Karli代表因公务无法出席的副首相兼种植及原产业部部长致开幕词时表示，东西马之间必须加强合作、两个地区必须同步增长，才能达到双赢目的。

行程的第二天马来西亚家具总会也在Grand Margherita Hotel 召开第五次理事会会议。这也是马来西亚家具总会自2014 年成立以来，首次在砂拉越召开理事会会议，是历史性一刻。

时长4小时的理事会会议期间，共商讨了家具行业的诸多问题，如人力资源、原材料、潜在市场的开拓以及即将于2023年6月举行的东盟青年家具交流会等。

一行人在享用了丰盛的海鲜午餐后，就立即前往TSG集团的种植园，参访其最新项目。种植园内大量种植被称为皇后树的泡桐，一种被喻为最可靠的天然碳捕获树种。

晚宴则由砂拉越木材工业发展机构招待总会理事们。砂拉越木材工业发展机构总经理Datu Haji Hashim Haji Bojet在晚宴上表示，很荣幸能够款待总会理事们，同时希望东、西马都能有很关键性的合作方案，特别在两地所开发的家具工业园上，有合作的空间。他也提到，砂拉越的目标是在2030年将家具出口额增加至马币60亿令吉，以符合州政府的愿景。

第二天一早在Datu Haji Hashim的家中享用了早餐后，大伙也在他的建议下参访了砂拉越家具工业园。位于古晋郊区的家具工业园，与麻坡和雪兰莪的家具工业园类似，道路和路灯等基础设施在工厂建设前就已准备就绪。在距离古晋一小时车程的 Muara Tebas 享用海鲜午餐之前，我们在现场拍了一张合影。

就像每次到国外旅游般，大家都想在回程前购买纪念品。在砂拉越理事的带领下，一行人就在几个著名的商品店，买了砂拉越千层糕和其他特产，例如胡椒和干捞面等，满载而归！

Nevertheless, he hoped that issues such as raw material shortages can be reduced if timber suppliers are willing to supply their Peninsula counterparts and organisations like MTC, MTIB and STIDC are willing to assist the industry in seeking for more potential markets to enhance the current RM 13.863 billion export value (2022) to the targeted RM 25 billion by 2030.

The new MPC Sec- Gen, YBhg Datuk Mad Zaidi Mohd Karli meanwhile called for more cooperation between the two regions to ensure simultaneous growth for both regions and apologised on behalf of Deputy Prime Minister YAB Datuk Fadillah Yusof for being unable to attend the celebration.

On the second day (May 20, 2023), MFC then conducted its Governing Committee meeting at Grand Margherita Hotel itself. This is another historical occasion due to it being the first GC meeting in Sarawak since MFC's inception in 2014.

The meeting lasted about 4 hours until noon and touched on a plethora of issues on the furniture industry such as human resources, raw material, the exploration of potential markets and the upcoming ASEAN Youth Furniture Exchange in June 2023.

Following the meeting, the entourage was then taken for another sumptuous seafood lunch and then proceeded to a plantation by TSG Group for an introduction of its Future Tree Project. These trees are known as Empress Trees are the most reliable natural carbon capture tree species.

The entourage made it back to the hotel after the visit in TSG Group, another dinner hosted by Sarawak Timber Industry Development Corporation (STIDC) were held at Grand Margherita Hotel itself. YBhg Datu Haji Hashim Haji Bojet, the General Manager of STIDC said that it has been honor for him to be able to host MFC and hoped that cooperation between both sides of Malaysia is essential as STIDC is also developing its furniture industrial park. He also mentioned that Sarawak aims to increase its furniture export to RM 6 billion by 2030 in line with the vision of the state government.

The following morning, the entourage was then invited to Datu Haji Hashim's house for a breakfast gathering and they were shown around the property before proceeding to the still to be constructed furniture industrial park. The furniture industrial park is located at the outskirts of Kuching similar to its Muar and Selangor counterpart where infrastructure such as roads and lights were prepared prior to constructing the premises itself.

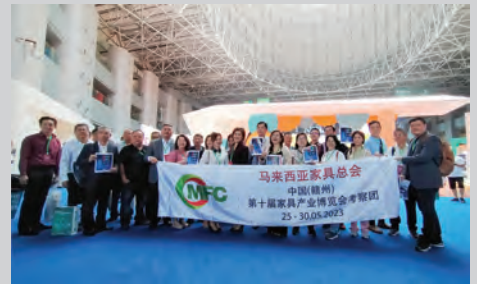
Just as for every visit to a foreign place, souvenirs are usually a must for most. Hence the entourage was brought to several famous souvenir sites to purchase the well-known Sarawakian Kek Lapis and other local specialties such as pepper and Kolo Mee.

马来西亚家具总会组团到中国南康考察 · 深化中马家具合作!

马来西亚家具总会一行50人、30企业於2023年5月25-30日，在总会长邱曜仲，总秘书长刘建祥，执行顾问戴春平的率领下，组团前往中国南康参加中国（赣州）第十届家具产业博览会。同时也借此难得的机会在南康进行考察当地家具产业发展情况，期间也莅临南康区家具协会召开的交流座谈会等。

中国南康区委书记何善锦、区委常委、常务副区长李成胜、副区长陈宣宣、区家具产业促进局局长李庆伟、副局长吴晶、南康区家具协会会长罗海龙、永远名誉会长顾建厦、常务副会长温世通、秘书长杨剑、副秘书长曹毕文等分段陪同。

马来西亚家具总会邱曜仲总会长也受邀在中国（赣州）第十届家具产业博览会开幕式上致词。他表示，南康家具是马来西亚亲切的老朋友，双方互动交流频繁、贸易往来密切。南康家具“高颜值、高品质、高性价比”的三高特性早已名扬海外，国际知名度和影响力与日俱增，已经具备了在世界家具之林独自翱翔、占领一方的实力。邱总会长也在开幕式上受赣州市现代家具产业链推进协调小组委任为特别顾问。



为加强两地产业集群的互动交流、推进合作，27日下午，马来西亚代表团在南康区家具协会二楼会议室召开了座谈交流会。世界橡胶木产业联盟秘书长、国家木材与木制品性能质量检验检测中心执行主任威士龙，团团圆、林森泰、来达亿、睿恩实业企业代表一同参加会议。双方就两地合作潜力、如何加强企业交流对接、共享优势资源等方面，进行了深入交流探讨。

交流会上，马来西亚代表团还与南康家具参展企业代表分享了在今年3月，於吉隆坡国际会展中心所举办的2023马来西亚国际家具展（EFE 2023）参展体验和成果。并期待在双方的共同努力下，明年的 EFE 2024，南康家具能以更大面积、更多产品、更广泛宣传亮相该平台，再创展会佳绩。

马来西亚代表团一行先后考察了家具新中心、富龙皇冠营销中心、采木园家居营销中心、镜坝共享零部件中心、自由王国家具、龙华数字软体家具产业园（联纵、愈富软体家具制造中心）、城发共享备料中心、赣州国际陆港、美克美家制造基地、家居小镇会展中心等，全面了解了南康产业的发展状况。代表团表示深深感受到了南康在家具领域涌现的创造力、执行力和毅力，看到了独具特色的家具智能制造产业正蓬勃发展，对南康家具产业的前景表示看好。

乌兹别克斯坦的增长所带来的某种形式机遇 Uzbekistan's growth presents certain form of opportunities

根据乌兹别克斯坦统计局的数据显示，当许多国家都面对高通胀和乌克兰冲突时，乌兹别克斯坦在2022年的经济则增长了 5.7%。标准普尔全球评级预测乌兹别克斯坦在 2023 年和 2024 年的增长率分别为 5% 和 5.5%，反映了这一良好的前景。

这一增长得益於新塔什干的发展，新塔什干是该国的双首都之一；这新建设了住宅区、现代化办公楼、零售店和酒店、高层建筑以及总面积达 80 公顷的公园。

此外，平均关税税率已从2017年9月的15.3%下降至2020年的7.5%。同时，限于个人使用的进口商品免征关税；用于增值活动的商品则可免税六个月，而该产品必须是出口商品。

这些积极变化导致木材和木制品进口量增加，其中木制家具以年均16.69% 的速度增长；土耳其、俄罗斯和中国是其主要来源。然而，全国5,300家企业的国内产品则占市场总需求的90%。

虽然乌兹别克斯坦确实提供了某种形式的机会，但马来西亚业者应在继续考虑这个市场的适宜性和潜在商机。

In 2022 while many countries were battling high inflation and the Ukrainian conflict, Uzbekistan recorded a 5.7% growth according to its Statistics Agency. This decent outlook is mirrored by S&P Global Ratings prediction for 2023 and 2024 to be 5% and 5.5% in growth respectively.

This growth was also assisted with the development of New Tashkent, the twin capital for the nation where constructions of residential complexes, modern office, retails and hotels, high rise buildings and a park with a total area of 80 hectares.

Furthermore, the average tariff rates has decreased from 15.3% in September 2017 to 7.5% in 2020. Meanwhile goods imported meant for personal use are exempted from custom duties which those intended for value-adding activities are exempted for six months after which the product must be exported.

These positive changes saw the rise in the importation of timber and timber products where wooden furniture itself has increased at an annual average rate of 16.69% with Turkey, Russia and China its major sources. Nevertheless, approximately 90% of its total market requirement is satisfied by domestic products from the 5,300 enterprises across the country.

While Uzbekistan does present certain form of opportunities, it is up to our industry players to consider the suitability of this market in the foreseeable future.

Source: MTC Middle East and Central Asia Report on Market Visit to Uzbekistan (26 February – 3 March 2023)

ESG Adoption in the Malaysian Wood Products and Furniture Industries – Its Current Status (Part I)

by

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This article presents the preliminary results of a three-years (2022-2025) study being conducted on the status of Environment, Social, and Governance (ESG) compliance among the wood and furniture manufacturers in the country. The study is funded internationally and the results have been shared and discussed with relevant agencies, with mutual and enforcement mandates.

Table 1 shows the criteria of ESG requirement that was highlighted as being important for the wood products and furniture industries, after consultation with Bursa Malaysia, industry experts, trade associations and several previous studies.

Table 1. General Criteria Included in ESG Compliance Survey for Wood Product Manufacturing Industry

Criteria	Environmental	Social	Governance
Primary Criteria	<ul style="list-style-type: none"> • Comply with Clean Air Regulation (2014) • Comply with Formaldehyde Emission Guideline (2022) • Use of renewable energy • Waste Management Policy • Carbon Footprint Label • Use of Certified Wood Product 	<ul style="list-style-type: none"> • Comply with Employees Minimum Standard for Housing, Accommodation and Amenities Act (1990) • Comply with Employment (Amendment) Act (2022) • Workers Health and Safety Policy • Minimum Working Hours of 45 • Comply with Minimum Wage Level 	<ul style="list-style-type: none"> • Good Corporate Governance • Practice of Corporate Social Responsibility (CSR) • Anti-Corruption Policy
Secondary Criteria	<ul style="list-style-type: none"> • Comply with Environmental Quality Act (1974) • Product Life-Cycle Analysis • Water Consumption Policy • Energy Consumption Policy • Waste and Effluent Management Policy • Management of Green House Gaseous (GHG) Emission • Climate Change Mitigation Policy • Environmental Compliance Policy 	<ul style="list-style-type: none"> • In-line with National Action Plan on Forced Labor (2021-2025) • Comply with Human Rights Principles • Good Employment and Labor Relation Practices • Positive Impact on Society 	

Source: Bursa Malaysia

The final structured questionnaire used in this study, had three-parts, which was designed and implemented using Google Forms (Google LLC, Mountain View, CA, USA), and the data were captured and compiled after three weeks of launching the survey. From a total of 3484 wood and furniture manufacturers contacted, a total of 1081 respondents consented to participate in the study. The first part of questionnaire was designed to capture the level of awareness of ESG practices among the respondents. The second part of the questionnaire assessed the extent of compliance of the respondents against a set of ESG criteria, as shown in Table 2.

Table 2. ESG Compliance Criteria Assessed in the Survey

Environmental	Social	Governance
<ul style="list-style-type: none"> • Waste Management Policy • Volatile Organic Compound (VOC) Emission Reduction • Product Carbon Footprint Label • Use of Certified and Legal Wood • Use of Recycled Packaging • GHG Reduction Policy 	<ul style="list-style-type: none"> • Workers Health and Safety • Minimum Wage • Minimum Standard for Housing and Amenities • Human Rights 	<ul style="list-style-type: none"> • Transparent Corporate Governance • CSR Activities

The third part of the questionnaire, involving open-ended questions, solicited responses from the survey respondents on the factors that encouraged or discouraged them from complying with the ESG requirements.

Summary Results

1.0 Extent of Compliance under the Three Broad Categorical Requirements of ESG

The survey revealed that the extent of compliances of the various factor requirements under the three broad categorical requirements of ESG were varied among the respondents. Figure 1 shows that all respondents who were aware of the ESG compliance requirements, paid greater attention to environmental, followed by governance, and finally the social requirements. This may be attributed to the fact that the various factor requirements under the environmental category were more adoptive, as it was supported and enforced through regulatory and legislative measures that came into force some time back. On the other hand, the social factor requirements appear to be a challenge for many manufacturers, as the relevant legislations only came into effect very recently.

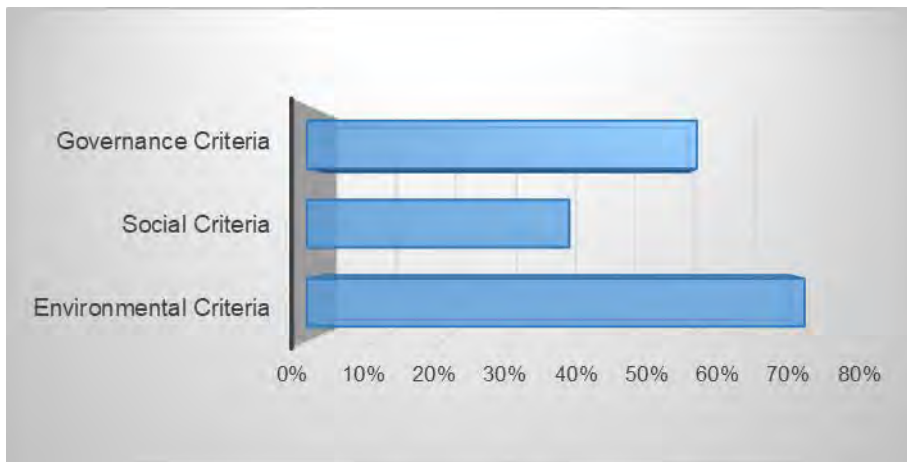


Figure 1. Present level of compliance of ESG among respondents

The survey revealed that within the environmental category of requirement factors, not all factors recorded equal level of adoption. Figure 2 shows the level of adoption of the various environmental factors among the respondents, clearly indicating greater adoption of certified and legal materials, waste management, and emission criteria, as opposed to the others. In fact, only 3% of the respondents reported that they have any form of carbon footprint assessment for their products, while another 1% indicated that they have a formal GHG management policy. 14% of the respondents indicated that they comply with requirements to use recycled packaging materials in the respective factories.

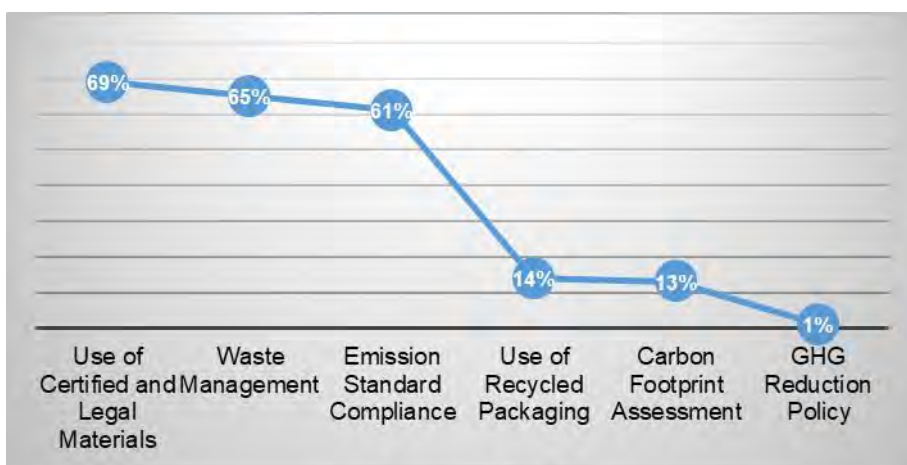


Figure 2. Level of adoption of environmental criteria among respondents

In terms of the social criteria adoption, the respondents appear to have a dismal performance record. Only 16% of the respondents have adopted a human rights policy in their respective factories, while only 59% of the respondents indicated that they complied with the existing minimum wage requirements. In terms of compliance to workers health and safety, a relatively high proportion of the respondents indicated that they complied with the minimum occupational safety and health (OSH) requirements. Unfortunately, compliance with the minimum standard for housing and amenities is still relatively low, as this requirement came into force recently (Figure 3).

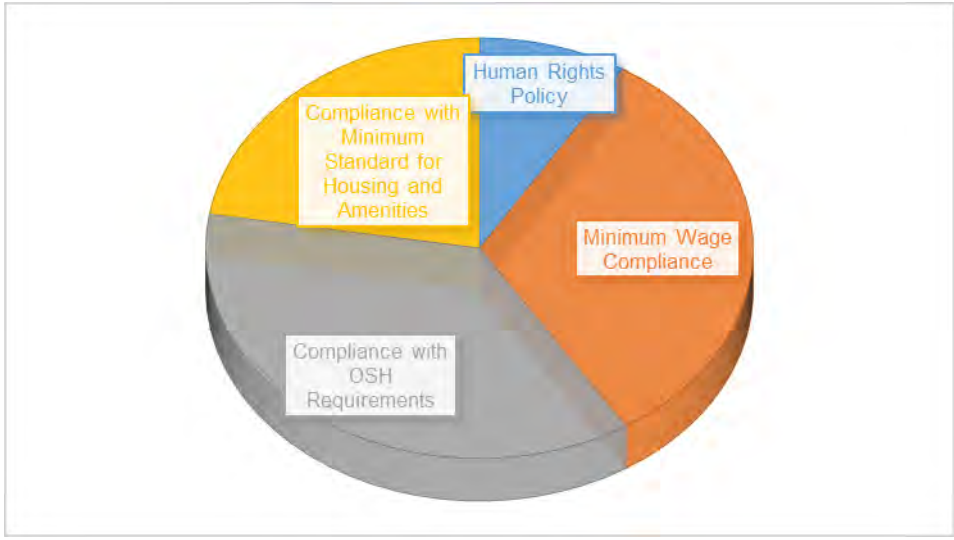


Figure 3. Level of adoption of social criteria among respondents

In terms of the governance criteria adoption, the respondents indicated a relatively high degree of adoption. Figure 4 shows that 84% of the respondents participated in some form of corporate social responsibility (CSR) activities to positively impact the society. As expected, the corporate governance among the large public-listed enterprises were 100% compliant, while non-public listed enterprises reported a much lower degree of adoption of corporate governance in their enterprises. In fact, governance compliance also contributes to better cost management, which is crucial for many of the family-owned enterprises in the wood products and furniture enterprises in the country.

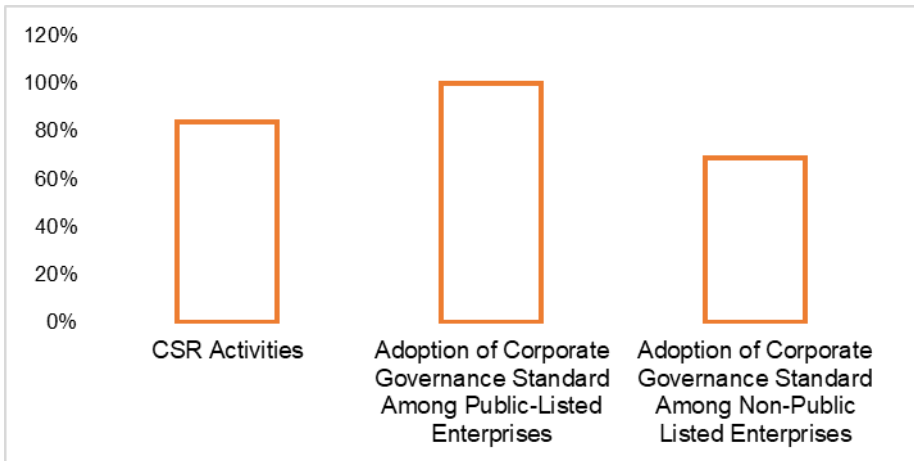


Figure 4. Level of adoption of governance criteria among respondents

2.0 Determinants of ESG Compliance

ESG requirements which is gaining importance throughout the world, is also beginning to affect the competitiveness of the wood products and furniture manufacturers in Malaysia, especially among the exporters. In this respect, the results of the survey suggest that the important factors that appear to entice and manufacturers to become ESG compliant include market and legislative requirements (Figure 5). Among the non-compliant manufacturers, the main reasons were listed as lack of awareness, no

direct benefit, lack of knowledge workers, and the prohibitive cost for compliance (Figure 6). The lack of knowledge workers in the country who could carry out relevant measurements and implement ESG practices, appears to be a major deterrent for the adoption of ESG practices among companies and organizations. Further, it was also found that most of the non-compliant manufacturers were predominantly SMEs and micro-enterprises, who were operating in the domestic market.

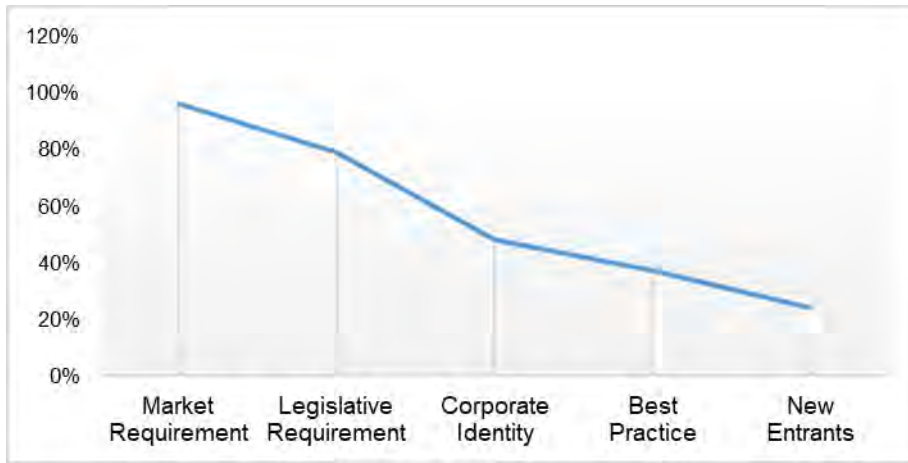


Figure 5. Reasons for adoption of ESG criteria

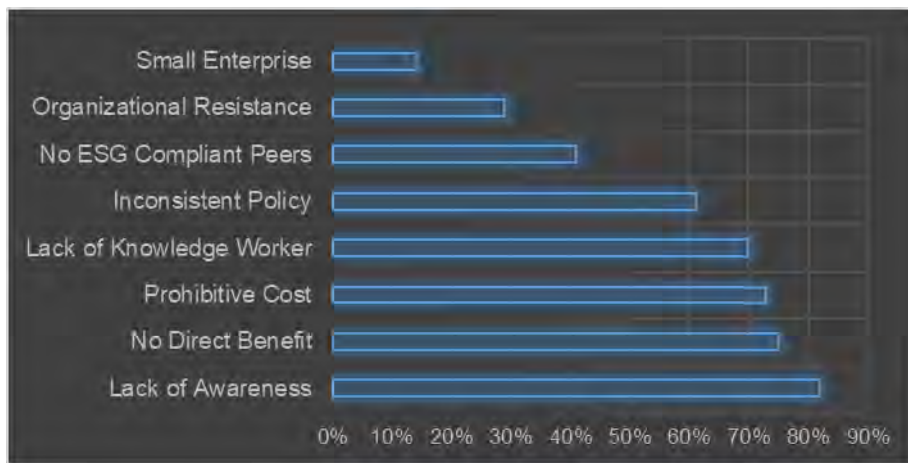


Figure 6. Reasons for non-adoption of ESG criteria

The results of the study will provide useful insights on the status and challenges of ESG practices within the wood products and furniture industry in the country. It is clear that with the growing awareness to the global climate change phenomenon, and more concerted efforts being taken internationally to mitigate the effects of climate change, together with the preeminent importance accorded to the Sustainable Development Goals (SDGs), the wood products and furniture industries will have to comply with these requirements, in order to avoid any backlash from the global market, leading to market share loss.

**The authors welcome comments and feedback from the readers. Part II of the study will be published in the next issue of the Newsletter.*

家族企业传承四大瓶颈



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企业家兼周游列国的MBA讲师。曾于毕马威会计师事务所担任营销总监多年，也是多个亚洲著名政论清谈电视栏目的常驻嘉宾，常探讨经济、商业、政治热门课题与最新市场趋势。

家族企业是人类最古老的谋生单位之一。目前，很多知名企业都是从家族企业开始，后来发展成今天我们所熟知的国际跨国企业，如雀巢、宝马、保洁、飞利浦等企业。马来西亚的著名家族企业如杨忠礼集团、双威集团、云顶集团等都是很好例子。

家族企业就是企业里的大股东是同一个家族的人所拥有，并且公司内部主要的部门都由家族人员掌管，公司重要决策权也是掌握在家族成员手上。

企业传承，是家族企业面临的巨大挑战之一。所谓“老子打江山，儿子守江山，孙子败江山”，富不过三代的魔咒在家族企业是最好的体现。根据调查，家族企业能够顺利传位给第二代的只有30%，能够传给第三代的是10%，而能够传给第四代的只有区区3%。因此，我们在市场上所能看见的百年企业属凤毛菱角，非常罕见。

家族企业传承是一个漫长并且复杂的过程。家族企业传承的时间过程大约是10年到15年，甚至更长。由于时间过于漫长，因此变数很多。而且，家族企业传承包括了股权传承、财富传承和管理权传承。种种不同利益和亲情因素叠加一起，这造成家族企业传承是一项即敏感又不容易去解决的问题。所以，家族企业传承是一个巨大的挑战。

你的爸爸是穷爸爸，你的爸爸是富爸爸。这两句话就道破两代人成长环境的巨大差异。前面一句是指第一代创业者往往出身家庭贫穷，因此出来社会打拼，最后走上创业这一条路。而第二代因为上一代的打拼而享受了相对宽裕的环境长大。两代人成长环境不一样，就会造成完全不一样的生活追求。这也造成第二个瓶颈，父子矛盾。

第二个瓶颈，源于两代人生活成长环境大不同，因此出现了各种各样的父子矛盾。这也是家族企业所面临的另一种挑战。父亲觉得孩子不成熟，孩子觉得父亲太保守。对于企业发展，孩子认为应该大力发展企业，父亲很多决策上会更倾向于求稳。在花钱方面，父亲精打细算，步步为营，每一分钱花出去都必须取得最大回酬。孩子可能觉得该花的钱就应该花，有些钱不可能马上见效。在用人方面，父亲更相信和自己打拼的元老，孩子觉得应该大胆启用新人，新世纪应该用新人。两代人之间经营理念的矛盾在家族企业是非常常见的问题，这就带出第三个瓶颈：能力传承的瓶颈。

家族企业传承存在四大瓶颈。

第一个瓶颈，就是下一代传承意愿的问题。这一点可以说是家族企业传承所面临的最普遍和最难解决的一道坎。根据一项问卷调查，在1200名大学生中，只有2%大学生愿意毕业后回去家族企业工作。很多年轻一代不想选择进入家族企业发展，因为很多人畏惧家族企业内部的人事纠纷以及观念上的不认同。

对于第一代和第二代经营理念的不一致，是家族企业内部最大的挑战之一。由于经营理念的不一样，也会影响第一代判断第二代的能力问题。培养一位接班人是一个漫长的过程。



种种不同利益和亲情因素叠加一起，这造成家族企业传承是一项即敏感又不容易去解决的问题。（图片来源：Unsplash）



根据调查，家族企业能够顺利传位给第二代的只有30%，能够传给第三代的是10%，而能够传给第四代的只有区区3%。因此，我们在市场上所能看见的百年企业属凤毛菱角，非常罕见。（图片来源：Unsplash）

一般需要经过大概5到7年的历练，才能够判断第二代是否有能力接班。很多时候，第二代的做法是否得到第一代的认可，也是一个很大的挑战。毕竟两代人成长环境、教育背景、社会资源完全不在同一个层次上，因此，看法和做法出现差异是很正常的。除此之外，经商环境充满不确定性和变幻莫测，所以第二代能否通过市场的考验，也是一个很关键的考量。

最后一个瓶颈，就是家族内部纠纷，这也是导致家道中落的原因之一。家族企业传承复杂，因为它牵涉到股权的传承、财富的传承和管理权的传承。所谓一谈利益伤感情。这里还不止利益，还加上权力和财富。很多家族企业成员都是因为利益和权力的争夺而不欢而散、对簿公堂，最后分道扬镳，老死不相往来。如果家族成员在企业内部众多，还会形成各种各样的派别。犹如香港电视剧里上演的《溏心风暴》一样，这也是导致下一代不太愿意加入家族企业的其中一个因素。

家族企业传承所面临的四大瓶颈，很多时候是一个漫长过程而形成的瓶颈。要解决这些瓶颈，首先就得仰赖家族企业的一把手，趁自己还头脑清醒的时候，必须采用各种目前市面上所拥有的各种财务和法律工具，为家族企业打下一个很重要的法律框架，并且需要和家族内部的人沟通清楚，做一个长远的准备。

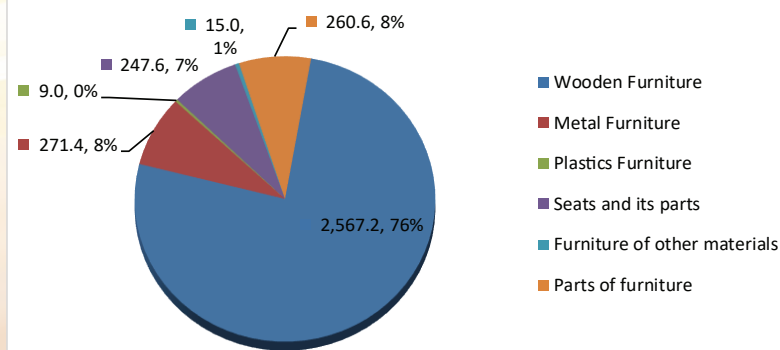
很多家族企业最后走向纠纷的道路，就是第一代没有策划好，当他一离世，基于很多事情无法交代清楚，第二代就爆发纠纷，对簿公堂，走上不归路。这对家族企业伤害非常大，最后可能就被分解变卖，消失在市场当中。



马来西亚10大家具出口表现 MALAYSIA'S TOP 10 EXPORTS OF FURNITURE, BY COUNTRY

Data sorted by value of 2022							
As at 22.5.2023							
COUNTRY	2022 ^p		2022 (Jan-Apr) ^p		2023 (Jan-Apr) ^p		
	Value (RM Mil.)	Share %	Value (RM Mil.)	Share %	Value (RM Mil.)	Share %	Change %
TOTAL EXPORTS	13,863.6	100.0	5,143.1	100.0	3,370.8	100.0	-34.5
1 UNITED STATES OF AMERICA 美国	7,237.2	52.2	2,904.1	56.5	1,411.2	41.9	-51.4
2 REPUBLIC OF SINGAPORE 新加坡	1,005.5	7.3	305.3	5.9	406.0	12.0	33.0
3 AUSTRALIA 澳洲	659.7	4.8	214.1	4.2	227.2	6.7	6.1
4 JAPAN 日本	764.7	5.5	289.6	5.6	209.2	6.2	-27.8
5 UNITED KINGDOM 英国	433.5	3.1	170.9	3.3	133.5	4.0	-21.9
6 INDIA 印度	431.9	3.1	105.7	2.1	110.0	3.3	4.1
7 PHILIPPINES 菲律宾	316.9	2.3	83.0	1.6	101.4	3.0	22.2
8 CANADA 加拿大	380.2	2.7	119.5	2.3	80.4	2.4	-32.7
9 THAILAND 泰国	183.8	1.3	74.4	1.4	75.1	2.2	0.9
10 UNITED ARAB EMIRATES 阿联酋共和国	254.9	1.8	67.4	1.3	67.5	2.0	0.0

马来西亚家具出口表现 MALAYSIA'S EXPORTS OF FURNITURE Value (RM Mil.)



马来西亚10大家具进口表现 MALAYSIA'S TOP 10 IMPORTS OF FURNITURE, BY COUNTRY

Data sorted by value of 2022							
As at 22.5.2023							
COUNTRY	2022 ^p		2022 (Jan-Apr) ^p		2023 (Jan-Apr) ^p		
	Value (RM Mil.)	Share %	Value (RM Mil.)	Share %	Value (RM Mil.)	Share %	Change %
TOTAL IMPORTS	4,941.4	100.0	1,695.7	100.0	1,242.7	100.0	-26.7
1 PEOPLE'S REPUBLIC OF CHINA 中国	3,272.2	66.2	1,184.0	69.8	693.4	55.8	-41.4
2 REPUBLIC OF INDONESIA 印尼	240.3	4.9	66.7	3.9	92.9	7.5	39.4
3 THAILAND 泰国	278.3	5.6	82.1	4.8	86.9	7.0	5.8
4 JAPAN 日本	156.4	3.2	49.8	2.9	71.4	5.7	43.4
5 FEDERAL REPUBLIC OF GERMANY 德国	128.2	2.6	34.4	2.0	52.9	4.3	53.8
6 UNITED STATES OF AMERICA 美国	135.6	2.7	25.6	1.5	40.7	3.3	59.0
7 ITALY 意大利	90.9	1.8	36.1	2.1	33.1	2.7	-8.2
8 POLAND 波兰	80.7	1.6	22.4	1.3	28.5	2.3	27.4
9 SOCIALIST REP. OF VIETNAM 越南	123.3	2.5	48.0	2.8	24.0	1.9	-49.9
10 TAIWAN 台湾	73.4	1.5	27.1	1.6	15.1	1.2	-44.4

马来西亚家具进口表现 MALAYSIA'S IMPORTS OF FURNITURE DETAILS

