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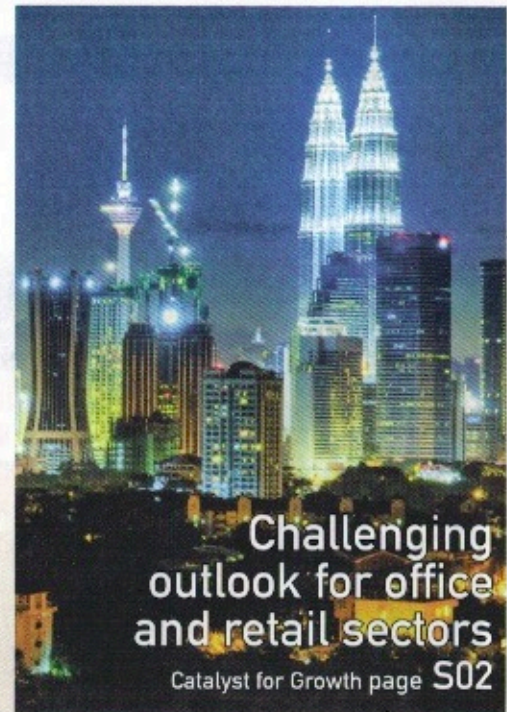


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Cookie wonderland

The Cookies Factory (TCF) was founded as a home kitchen in Johor by Lim Chiew Chun and Goh Eng Lai. It is currently operated by the family's second generation, Jacky Goh Tiaw Kee, Goh Sau Liang and Goh Chu Siak.

A major milestone in TCF's journey was achieved in 2008, when the company was relocated from a small shophouse to an industrial plant, allowing the company to bring in additional manpower and cutting-edge facilities to increase the company's production capabilities.

It is these production capabilities that allowed the company to earn significant original equipment manufacturer (OEM) contracts with local and multinational companies (MNCs). This move catapulted TCF's products into the same stratosphere as leading competing products. Because of this, OEM manufacturing services became TCF's core business.

The next milestone came with TCF's decision to undertake a diversification strategy, which was employed mid 2013. With its own house brands reaching the fast-moving consumer goods

Starting from a home kitchen, The Cookies Factory has grown to become something wonderfully different

The travel-retail segment is also something the company would like to reach out too as well."

— Goh

market, the company has widened its distribution channels into China, the Philippines, Singapore, and the Marshall Islands.

TCF business development manager Goh Sau Liang said that in the food OEM industry, experience would make or break a company in the business, as it directly impacts food safety, operational efficiency, and cost efficiency. The company's pool of experience is what sets it apart from other similar enterprises.

With decades of cumulated experience and having a top-management team that has seen diverse cultures of management, TCF is in good hands. The company builds upon this strength to further develop its business.

Through the know-how in the industry, Goh predicts the company's

main challenges to be the cost of production and raw material. This is due to the company's strict requirements regarding the ingredients used, and imported almonds from the USA and butter from New Zealand would be the points where the company will face hiccups.

One contributing factor would be the weakening of the ringgit against foreign currencies, a major driver for higher costs. Goh mentioned that the company employs lean operations and efficient manufacturing in order to remain competitive in the market.

Commenting on the company's win in the 2013 E50 Awards, Goh called it a great morale boost for the company. He said that the award was also an important recognition of the employees' hard work and dedication, which helped improve the company's image and put it in a better position

in international markets.

He said that business owners should always review and have a full understanding of the company's products. He recommended entrepreneurs to look at the "3S" framework to assess the potential of their core products.

This means looking at sellability, sustainability and scalability, which include positioning products in the market, creating avenues for recurring sales, and increasing the scale of operations. Goh said that a good product would have to clear all of the three Ss in order to help grow the company.

With his parting words, Goh divulged the company's expansion plans. He said that while a wider portfolio of products and a bigger international market is always a target, the travel-retail segment is also something the company would like to reach out too as well. **MSME**

