



WENG MENG INDUSTRIES SDN BHD

**Weathering the Storm of Covid-19:
Resilience in Times of Crisis**

Mr. Yap Lin Chai (Chairman and Founder) and Mr. George Yap (CEO) Of Weng Meng Industries Sdn. Bhd.



BACKGROUND

Weng Meng Industries Sdn Bhd was established on 27 February 1979. The company began its operation as a manufacturer of assorted types of timber joinery products such as wooden drums for the cable industry, wooden pallets, office furniture and fittings. The robust growth in the property development industry in Malaysia also prompted Weng Meng Industries Sdn Bhd to venture into production of timber joinery and door products in the mid 1980's.

In line with the high demand for timber doors and fire resistance doors in the construction sector, a marketing arm of the door division, Jurusanwa Enterprise Sdn. Bhd., was incorporated in 1985 to cater to local customers' door requirements. Since its inception, Jurusanwa has maintained high manufacturing standards for its products that carry the well-known Made-in-Malaysia trademark of SANDOR®. In late 1998, the door production facility was expanded, and a second factory was set up for the manufacturing of Engineered Door and Engineered Carved Door. These doors are specially catered for the export market.

The dramatic spread of Covid-19 brought with it unprecedented disruptions to business. During the movement control orders, production suspensions, demand cutbacks and supply chain disruptions, businesses had to navigate financial and operational challenges whilst expeditiously addressing the needs of their workforce, customers and suppliers. Weng Meng Industries Sdn Bhd, a global wooden door manufacturer and solutions provider, was not spared. "When the crisis struck, our entire game plan was thrown off balance. There was no playbook to refer to. We had to make decisions and make them quick. We fell back on our CAN DO! Values and our Kaizen principles of continuous improvement to steer the way forward", said its CEO, Mr George Yap.

Weng Meng's CAN DO! values are inspired by the spirit of its founder, Mr Yap Lin Chai. The values are Credibility (highest standards of integrity), Adaptability (embracing change), Nurturing (investing in growing talent), Diversity (valuing differences) and Openness (culture of inclusion). This moral compass formed the backbone of the company's resilience during a time of rapid change. While CAN DO! provided the discipline and framework for decision making, Weng Meng fell back on their practice of the Japanese Kaizen philosophy in maneuvering the new operating reality and taking strategies to the ground. Such a culture kept them focused on activities that improve processes, customer service, systems and operations. It forced them to look at how things can be continuously improved.

PRODUCTION AND MARKETING

Weng Meng Industries Sdn Bhd has manufactured and installed millions of door sets and has grown to become one of the most comprehensive total door solutions provider globally. As business grew, Weng Meng Industries Sdn Bhd expanded its capacity. In 2003, factory in Puchong. Later on, Weng Meng operations moved to Olak Lempit, Banting Selangor. The newest two dedicated engineered joinery door production and the engineered door production line now makes up 70 percent of production. The company has committed substantial amount of financial resources to its modern production facilities located at Puchong (Factory 1) which houses all the three manufacturing divisions of the company, namely Wooden Drum Division, Fire Doors & Frame Division and Steel Drum Division.

To ensure they meet customer demands for high quality products, the company has invested more than RM20 million in its production facility with up-grading, improvement and modernization. The factory has a monthly capacity of more than 10,000 pieces of wooden drums of various sizes, 2,000 pieces of steel cable drums of various sizes & designs and total door production capacity up to 10,000 units per month.



Weng Meng Industries Sdn Bhd at Olak Lempit Banting, Selangor

On the production side, they have instituted machine programming linkage between the front office and production centres. Customised applications are used for construction site management and costing to ensure consistency, effective communication, and faster turnaround times. Local project customers are also able to check delivery status of their orders remotely via a QR-code or a link-enabled system. A few of their key machinery was installed with the TeamViewer software to enable remote access and remote control, allowing maintenance by overseas vendors, thus minimising down times.

Digitization of sales and marketing channels picked up momentum during the pandemic. They created an e-commerce platform for the Malaysian end-user market. By adopting an omni-channel digital marketing strategy the company is able to collect reliable data on their prospective customer's behaviours. This has led to more purpose-driven advertising and marketing campaigns. Social media platforms (website, Facebook, Instagram, and LinkedIn) are also critical in building an appealing image of their business in digital space. It represents an alternative communication channel with potential new customers, in a global setting. To further increase brand awareness and capture the attention of customers, they also invested in virtual reality video marketing. Virtual reality videos are available for both their factory and showroom.



Door Products Manufactured by
Weng Meng Industries



Industrial Robots in Door Manufacturing At
Weng Meng Industries

BUSINESS PHILOSOPHY

Weng Meng Industries Sdn Bhd has embraced the Kaizen business philosophy into the company. Kaizen is a Japanese business philosophy that focuses on gradually improving productivity by involving all employees and by making the work environment more efficient. Kaizen translates to "change for the better" or "continuous improvement." Kaizen is focused on improvements through various small movements, steps and ideas to increase labour productivity, business efficiency, product and service quality and other operational and financial performance.

By incorporating Kaizen into the company's Mission, Weng Meng Industries Sdn Bhd is able to anticipate consumer needs and deliver better products. They can focus on improving productivity and performance. The heart of Kaizen is Teamwork. Kaizen succeeds when all employees look for and work on areas for improvement. The synergy of teamwork leads to greater capabilities and success. This will help the company anticipate, design and develop the next generation of products.

Besides that, organizational leadership is critical in generating vision, mission, determination, and setting goals to efficiently attain the organization's goals. The employee acts as a significant personality within the organization to guarantee that the organization remains productive. Without a worker to carry out the assignment or task, there is no place within the organization for a leader. This is why the leaders must show their strong leadership and teamwork, as seen in Mr. George Yap, Chief Executive Officer of the company. Leaders are role models for their employees or workers. Leadership is also importance in initiating innovation. The transformational leadership style is said to provide a great opportunity to provide innovation as these types of leadership will try to provide greater opportunities for innovation.

HUMAN RESOURCES

The company's vision is to become a sustainable role model company that creates positive impact to people and place. The aspiration is to build products in the most sustainable manner. The Covid-19 pandemic has also brought to light that businesses do not operate in silos. This is precisely the time when companies should step up and live up to their vision and aspirations. This is the time for companies to offer real commitment to social and environmental causes. Throughout the pandemic, Weng Meng Industries Sdn Bhd has mobilised its expertise and resources to assist with relief and containment efforts. They have supported industry partners and the community at large in the fight against Covid through the production of relevant SOPs and awareness videos. They also facilitated the administration of the industry vaccination centre PPVN Olak Lempit.

The company emphasizes on health and safety of their employees, business partners and communities in which they operate. Health and safety protocols were quickly updated. Hazard assessments were done to identify exposure risks and mitigation efforts were executed to reduce transmission risks. In order to boost morale and build confidence of their employees, the company provided free meals, free transportation and free masks and sanitisers to all their employees. Their worker hostels were awarded Akta 446 certification on 13 October 2021 by Ministry Of Human Resources. However, one of the biggest challenges was inspiring employees to buy-in to updated strategies

Our Vision

To be sustainable role model company in Malaysia that creates positive impact for PEOPLE and PLACE around us.

Our Mission

KAIZEN
(People, Place, Performance)
X | X
Teamwork | Innovation

Transformational Leadership Style by CEO



Succession Planning in Human Capital Development



and processes. It fell on the leaders to unite the company behind a clear vision and a common set of goals to emerge stronger. Succeeding during volatile times requires calm and empathetic leadership with quick and clear decisiveness, even when parameters for informed decisions are unclear. Leadership needs to be backed up by effective communication to encourage inclusiveness and collective learning, not just internally but also with external business partners.

"My focus pre-Covid was skewed towards vision, strategy, relationship building, development and opportunities. During Covid, my operational hat took on a greater role. I kept in constant touch with key management teams, operators, sales and marketing teams, suppliers, customers as well as other CEOs and industry players. This helped me greatly in understanding their operating realities and in determining Weng Meng's strategic imperatives. I believe this made all the difference", emphasised Mr Yap.

CARE ABOUT ENVIRONMENT

As a company that relies on wood and natural resources, Weng Meng Industries Sdn Bhd is committed to environmentally sustainable practices in all aspects of business. The company supports sustainable forest management practices by purchasing timber from companies that have been certified and that comply with environmental legislations set out by national and international regulators. The company must ensure that doors produced come from forests that are being regenerated, where biodiversity is maintained for future generations. In order to minimize environmental effects, the company has introduced efficiency in manufacturing and distribution processes.

Weng Meng Industries Sdn Bhd manage all projects sustainably, with regular independent audits confirming the quality of their approach. The company supports third-party certification and green building programmes. Forestry certification helps identify wood supplies that originate in responsibly managed forests. The company undertook the Forest Stewardship Council (FSC) certification in 2004 and the Programme for the Endorsement of Forest Certification (PEFC) certification in 2014.

As the world moves through the pandemic and begin to consider recovery, it is important for businesses to renew and strengthen their commitment to environmental and sustainability issues. The health of the planet is inextricably linked to the health of people and business. As a company that relies on wood and natural resources, Weng Meng Industries Sdn Bhd is conscious that the planet is its biggest partner. Environmental, Social and Governance (ESG) are three broad areas that govern the company's sustainable practices throughout its supply chain. Over the years, Weng Meng has successfully improved on its environmental and sustainability performance indicators, within a financially viable construct.

As an innovator in the door industry, the company invests heavily in research and development, part of which looks at producing products that are in line with its environmental pledge. They are currently conducting research and testing on alternative material options, with a focus on greener, renewable alternatives such as the use of Oil Palm Trunk (OPT) as a door core material.

Production and distribution processes are also designed with the intention of minimising overall waste and improve on energy efficiency. The company has implemented the use of solar energy with NEM 3.0 approval @ 1 megawatt. Their dust collecting system is using the SKF system which is partially mechanical and noematic resulting in greater energy savings. Moving forward, Weng Meng will continue to reinvent themselves for the long-term. They will continue to invest in a digital-first workplace and other technology enablers so that they can create new ways and new ecosystems in which to reach customers and deliver employee satisfaction.

"The pandemic has brought to light many of our business' strengths and weaknesses. It has highlighted critical gaps in our systems and processes which have been addressed. Whilst the mood was gloomy at the start of the pandemic, I believe we turned the many challenges into meaningful change. Our business and our people are now more resilient to disruption and we can look forward with confidence" concluded Mr Yap. 