

**'Boyd Au turns Zero into Zeroes...  
From Salvation Army Waif to Executive Chairman  
of a listed firm\* in the Singapore Stock Exchange...'**

*The Sunday Times*

\*Sales turnover close to S\$80,000,000 (80 million) by 2006

**REVELATIONS**  
For Successful Entrepreneurship

# **“ Go, Grow, Globalise - Putting It All Together ”**

**Boyd Au  
EDC Conference  
22 March 2011**

# Introduction – Boyd Au

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- Grew up in the Salvation Army
- 1972 – 1982 : National Semiconductor
  - Technician
  - Training Coordinator
- 1982 – 1983 : Multi Corporation (PT Astra)
  - Training Manager

# ENZER – GO, Grow, Globalise

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- ENZER was founded in 1984 - \$10,000 capital
- Distributor of electronic components and ENZER Consumer Electronic Product
- Key Products - Home Theatre Systems and Digital Phones
- Enzer products sold in 33 countries worldwide and sales turnover reached S\$ 80 million in 2006

# Milestones

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- **ENZER** Corporation was listed on the Singapore Stock Exchange in 2001
- Superbrand Award for 3 consecutive years
- Offices in Singapore, Malaysia, Indonesia, Thailand and South Africa
- Sold all my shares in ENZER Corporation in July 2007. Great timing!

# GROWth Process

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- Engaged external Strategic Consultant to facilitate Growth Strategy.
- All key managers go through the Strategic Thinking Process program.
- Buy-In on 'What needs to be done.' with timeline.

# Why New Strategy For **GROWth**?

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- Electronic Manufacturers - Relocation
- Distributors' Agreement – Market and Customers Restrictions
- Declining Sales – Lost Customers
- Gross Profit Under Pressure

# Why Consumer Electronics?

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- Components cost advantage
- Pool of contract manufacturers
- Channel management know-how
- Quality Control
- Outsource - cost advantage

# Strategic Decision

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- Create the '**ENZER**' brand in Consumer Electronics focusing on Home Theatre systems and DECT phones
- Continue Components Distribution business
- Public Listing to support strategy

# Branding

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- Create Brand Strategy with IE's Branding Grant
- Brand Promise – Stylish Design ; Quality ; Affordable
- Brand Image – Technology with Style. Focus on design

# Branding

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- Innovation – New Products / Models
- **ENZER** won the Superbrand Award for 3 Consecutive Years
- Branding Payoff – attracts Overseas Distributors, Create Demand

# Product Development

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- Strategic Alliance with manufacturers in China, Taiwan, Hong Kong and Singapore
- Outsource manufacturing
- Quality Control / Procurement Office in China

# Product Design

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- World famous designer, Toshiyoki Kita, who designed Sharp's highly successful AQUOS TV
- Product launched in Milan, sponsored by Ministry of Information, Communication and Arts
- Small team of in-house designers

# GLOBALISE - Channel Strategy

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- Based on Brand Positioning – Stylish Design and Affordable
- Superstores – in all countries
- In-House Promoters
- Roadshow – Brand Building and Sales
- Generate Demand through Branding and New Models

# GLOBALISE - Finding Channels

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## Exhibitions/Events :

- Participated in international exhibitions with the key objective to secure channel partners.
  - CES in Las Vegas/USA
  - Hanover Fair in Germany
  - Consumer electronics shows in Malaysia, Thailand and Singapore

# Finding Channels

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## Trade Missions :

- Overseas Trade Missions organized by IE Singapore :
  - Hungary, England, Ireland, Germany, Philippines; Vietnam, and Indonesia
  - Trips were subsidized
- Opportunities to meet business contacts

# Supply Chain / Logistics

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- Head Office – Singapore
- Manufacturing facilities in China, Taiwan, Hong Kong, Malaysia and Singapore
- Customers in over 33 countries
- Tax and Import Tariffs
- Currency Fluctuation

# Human Capital - Searching

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- CEO Involvement - Key Position
- Continuous Search - Keep in view
- Executive Search
- Right Values
- Ability to Execute Key Success Factors
- Team Player

# Human Capital - Retention

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- Relationship Building – Communication
- Work Environment - Positive
- Compensation - Comparable
- Career Opportunity – Promote Within
- Recognition - Public
- Training & Development – Local and Overseas

# Human Capital – For Growth

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- Match Company's Goal vs Personal Goal
- Career Development
- Challenging Assignment
- Compensation – Adjust to Market

# Public Listing

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- Raise funds to support growth
- Brand building – public company better profile
- Attract Talents – Stock Options
- Personal Achievement
- Exit Strategy for Shareholders

# After ENZER?

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After selling the company in July 2007:

- Serve God in the Marketplace
- Fulfil passion to Train , Coach and Mentor aspiring entrepreneurs and new business owners to be successful in business
- Help SMEs grow their business – topline /bottomline
- **Go, Grow, Globalise** my current business after Enzer!

**“Boyd ...turn Zero into Zeroes...”** *SPH, Sunday Times*

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Thank You



God Bless!