

TENAGA Link

Communicating To Large Power Customers

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Dato' Seri Rafidah Aziz
POWERS ON



ELEKTRISOLA
*TO THE SUN, MARS
AND BACK...*



INTO THE LIGHT

Interview with

Dato' Ir. Mohd Ghazali Haji Sulaiman



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editor's note

FROM STRENGTH TO STRENGTH

We recently celebrated our 58th anniversary on Sept 1st. And what better gift could there be for us than to have the Minister of International Trade and Industry YB Dato' Seri Rafidah Aziz herself, commenting on how TNB has come a long way to be where it is today.

She said this a couple of months ago when unexpectedly, she dropped by the TNB booth after officiating an event at Berjaya Times Square.

"You people must be doing something right because I don't have any problems with TNB....," she said to staff manning the booth.

It was indeed a morale booster, a truly pleasant surprise.

Now in our exclusive interview with her in the latest issue of *Tenaga Link*, again the minister has reiterated what she said previously as she talks about our topic for her: Power and what it means to Dato' Seri Rafidah Aziz.

"I'm very happy with TNB. I must take my hats off to Tenaga. They have improved so much over the years..."

We too would like to take this opportunity to thank Dato' Seri Rafidah for her kind comments. It means a great deal when such praise comes from a leader, arguably one of the most powerful women in Malaysia, who's not known to mince her words, and is thoroughly, sometimes most painful frank, in her remarks.

Indeed, there have been times in the past when she had been quite cutting. So, when such praise comes our way, it makes things all the more meaningful. But please rest assured, we in TNB will not be resting on our laurels; we will continuously thrive to serve our customers better.

We would also like to thank the Managing Director of the world's biggest manufacturer of superfine copper magnet wires, Thilo Jochen Westerhausen of Elektrisola, for the kind words he also had for TNB.

Apart from having the ability to produce volumes of wire, long enough to stretch from earth to the sun and back, twice, Elektrisola was also involved in supplying the finest wires eight times thinner than hair, for the construction of automated vehicles sent on the US-Mars exploration not too long ago. What's most impressive is that while there are more than a dozen of Elektrisola factories and sales offices around the world including in the United States, Mexico, Germany, Switzerland and Italy, the company had decided to make the plant in Malaysia, it's biggest.

This and more, you will get to read in our interview with Westerhausen.

Meanwhile, one of TNB's key personnel who's keeping everything up and running is our very own Dato' Ir. Mohd Ghazali Haji Sulaiman, General Manager of the Kuala Lumpur region.

Having been with TNB for well over three decades, Dato' Ir. Mohd Ghazali is in a position to comment on the transformation of the organisation as a major public service entity.

From a department with the civil service, he saw it evolved into a corporatised entity which paved the way to become a public-listed government-linked corporation (GLC).

This burgeoning process, and how TNB has grown from strength to strength, Dato' Ir. Mohd Ghazali shares with us during his interview.



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Editor Roslan with Assistant Editors,
Syed (right) and Zulkifli.

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Power is a great responsibility. Responsibility means the ability to discern, listen, think through and to be judicious as far as possible.

THE POLITICS OF POWER

What is power really? What is it like to be able to wield it and know that your word would be done? This is one of the many questions posed by Aishah Ali for *Tenaga Link* in an electrifying interview with our Minister of International Trade and Industry, Dato' Seri Rafidah Aziz.

Given her stature as one of the most senior members of the Malaysian cabinet, a longstanding leader of Wanita Umno and a widely-respected Minister of International Trade and Industry of 20 years, Dato' Seri Rafidah Aziz has good reasons to be proud of her achievements. They were not gained without hard work and tears, says a nostalgic Rafidah recalling her difficult days growing up poor in Gombak and Kampung Baru in Kuala Lumpur.

But one rises above it, she says. "I never wanted more than what my parents could afford. I didn't bring money to school because there was none. If my Hari Raya shoes had to double up as school shoes, so be it. My brother and I used to sell nasi lemak. I was never ashamed of it."

What she did was, she worked very hard and topped her class. She became the first Malay girl to be offered the Colombo Plan Scholarship and the Bank Negara scholarship and the first Malay woman to obtain a Masters degree in economics at the University of Malaya.

She started lecturing in economics at 22, was persuaded to become a member of the Umno Economic Bureau at 28 by both Tun Abdul Razak and Tun Fatimah Hashim; thereafter appointed senator at 30 and parliamentary secretary at 31. By the time she was 33-years old, Rafidah was made Deputy Minister of Finance.

True, you need the grit and tenacity of Rafidah to achieve such an impressive record, but the minister says it is not beyond anyone's grasp. That is why she cannot stand people who moan about being poor but do nothing. She hates lethargy and urges everyone to seize the day.

In a wooden frame on her desk is the saying: "*I expect to pass this way once. Any good therefore that I can do or any kindness that I can show to any fellow creature, let me do it now. Let me not defer or neglect it, for I shall not pass this way again.*" - Etienne De Grellet.

"I'm guided by this principle," says the Minister, "It's true, isn't it? We go through life once, so we must make the best of it. Always be the best you can in your job, any

job. The best taxi driver is the one people respect – clean, honest and careful."

Straight-talking and practical, Rafidah's competence and eloquence at home and abroad have earned her enormous respect. Whenever she goes on trade missions, her viewpoints are often sought by participants and the media because more often than not they are candid and honest.

Met at her office recently, the Minister who is recuperating from a surgery on adhesions in the abdomen, chats about her thoughts on things around her including power (of authority and electricity).



Tenaga Link: What is your definition of power and how has it helped you implement and realise your dreams?

Rafidah Aziz: Power is the strength and ability to do something. It is God given whether it is physical strength, mental strength or the power ascribed by authority, such as when you get appointed to a position. Power is a great responsibility, I've always believed that. You are powerful at home, as a mother over her children. You are powerful

as a husband, it is a responsibility, so exercise your responsibility. And with responsibility comes the attendant prerequisites which are very important. Responsibility means the ability to discern, listen, think through and to be judicious as far as possible. Very strong words here. None of us are able to do it all at once but we must try. If we can achieve 85 per cent it is good enough.

TL: If this is your philosophy, how do you inspire others to be guided by it? How do you tell your staff? And your children?

RA: Act it. Practise what you preach. If it is integrity, you must show it, you must tell your children not to take people's money, or cheat in their exams. If they fail, it is okay as long as they've done their best. You don't cheat in order to make up for not studying, show them. When I was young and didn't have Hari Raya shoes, I didn't hanker after them or felt ashamed. So my children are taught to be like that. When you don't have, you don't have. You have to be *bersyukur* (thankful). They grow up knowing this. My daughter is 40 years old and I still remind her. Children may forget when they are living in the lap of luxury. Let them be mindful that there could be bad times and there are millions of others who do not have such good luck. When you put yourself in that perspective you become *insaf* (remorseful). Everytime I put on my earrings, I *bersyukur alhamdulillah* (thank God), I have them to wear.

TL: You mentioned about being poor, can you recall how difficult it was for you?

RA: We're talking about the 50s poor, ok? My father changed jobs numerous times and left us poor, foodwise. I don't want to go into that part of it...but let me tell you when I saw the homeguards marching that day at the *Ambang Merdeka* celebrations, the parade, I immediately recalled the days when my parents used to make *nasi lemak* and I would get up so early in the morning, by 6am, to walk with my brother to carry *nasi lemak* to the homeguard headquarters' canteen, I would jot down in my notebook how many packets I left them and at 4:30 I'd go back again to get the returns.

So I don't like people moaning about being poor because my parents worked to get the money. I ate nasi goreng that was just *minyak* (oil) and plain rice with one *bawang* (shallot). It is not something to be ashamed of but you persevere. That's how I became very strong.

TL: As a child it must be hard when your friends have more. How did you get out of it?

RA: Some of my friends were rich. One of them is the granddaughter of Zaaba (Zainal Abidin Bin Ahmad), another is the daughter of a director-general. I saw that the only way I could get out of this was through education, so I excelled in school. I use the word excel which I really did, and because I had no books, I frequented the library, from young. If there was one person left in the library, that would be me. I would write down notes because I didn't have books.



TL: When did you realise that power could be garnered through politics? What is the power that you wield over the people you talk to?

RA: I never realised I had power. I don't have power, I just have authority vested in me. I will then implement that authority through good procedures for example, a committee system, I do not decide unilaterally. It has always been vested at some point or other and then they make recommendations to me, even when I'm the one who's supposed to make the decision, I don't make the decision alone. I will talk to my KSU (Chief Secretary) and relevant officials because I may not be judicious enough and they may have different views. So if you do that you are sure your decision is about the best that can be. If you do it alone because you have power, that is when trouble starts. When a human being realises he or she has power and decides to enforce that power just because there is power in hand, it's the start of a ride downhill.

TL: You recently celebrated your 20th year in the International Trade Ministry and your staff presented you with a commemorative book. They must respect and adore you.



RA: As far as I am concerned in my ministry they are my friends first. It doesn't matter at what level. When you have established that friendship then you can do the connections, when you scold them it comes from being concerned that their work may not be up to expectation. I tell my staff it's not you I'm scolding, it's the shoddy work which you can improve on. You are not working for me you are working for the country; the country cannot afford slipshod work, the country cannot afford people not giving their best. That's my attitude.

TL: You travel often. Where do you find the energy?

RA: In life you must love what you're doing. I love myself. I love my role in the family, then I love my career, whether politics or in the government. I really do. The moment I don't love it anymore, no matter what the inducement is, I'll go. So far, I've been loving it, meaning that I find there are lots of things to stimulate my mind and I see results from doing good collectively with my colleagues. When I go on a trade mission, some business people successfully secure millions in trade and they thank me and my staff: "Oh, I just clinched a 10 million dollar deal." That is most satisfying in itself.

TL: How do you relax?

RA: I love pottering about the house, watching TV and

going out with my grandchildren *rambu ramba* (walking about) at shopping complexes. My life is very simple.

TL: And do people come up to you?

RA: Ya... and they take pictures. We go to KLCC on Sundays and people stare. My daughter says, "Mummy, why don't you wear a t-shirt that says, 'Yes, it's me'."

I'd be in jeans, chunky jewellery and pushing the pram. They'd come up and comment "*macam kenal, kat mana jumpa?*" (You're very familiar, where have we met?) And my *cucu* (grandchildren) will say, "grandma

why does everybody know you?" I'd say, "oh, because I appear on TV and in the newspapers." Then I'd explain to them what the parliament is and how Pak Lah is like the class monitor.

TL: What books do you read?

RA: I read factual books. You see, I don't read story books or novels. I read science books, books on history, but don't talk to me about Barbara Cartland... I have never opened any of her books. Never. Maybe because I couldn't afford them when I was young. I love encyclopedias.

TL: No wonder you aced your studies and got talent-spotted by the Umno leaders while you were still in the University?

RA: Our leaders were looking for potential leaders. We were a young developing country after we achieved independence. I want to put on record that without the kind of governance that we had post merdeka, this country would not have been where it is. You can see the focus of rural development because that's where the poverty was. Imagine eight years after that I was already in university, as a lecturer – these are the things that came out at the same time as I began to start lecturing at 22 – the red book, the structures we put in place, the development, Felda scheme...

TL: You played a role in the setting up of Risda?

RA: I was asked by the late Tun Ghafar Baba to do a study on the rubber smallholders because they were scattered everywhere and disorganised. I was in my 20s. I did the research – free-of-charge, and finally proposed the setting up of the rubber industry smallholders authority – Risda. Tan Sri Taib Mahmud was the Minister-in-charge then, and he made me a board member.

TL: Wow, what a contribution.

RA: This is what I mean by making a contribution to the nation. Not by shouting slogans, not by making yourself visible, not by having Press all around you. Do things that people don't know about, but that leave an impact. I don't like people to put me on a pedestal, I don't like people to create an aura around me and I hate it when people glorify me like I was new to this.

TL: Speaking of power and contributions to the nation, what are your views on Tenaga's own contributions?

RA: As a government arm, Tenaga has two responsibilities – one, power for the masses including subsidisation of rural electricity and secondly, power for the economic sector. I feel, we cannot lose that balance because we have not electrified all our rural areas. That has to be further developed. Secondly, power should not be given with perpetual subsidy. It is unfair to the power providers and it is also not right for the power receiver because you perpetually subsidise the costings of all our industries. It is not the actual cost. Having said that a responsible government cannot just simply say let the cost pass through 100 percent because that will kill industries. So, now there needs to balance between cost and how much subsidy? The subsidy element must be a reasonable amount, doesn't overburden Tenaga and doesn't result in astute cost down the line. It has to be some realistic cost and the masses will have to be educated: Look, this is not about giving you perpetually subsidised power. We are giving you power at a rate that would enable you to survive and compete but at the same time reflect some burden of cost on you. How many percent is what we're looking at. That is the considerations we are faced with today.

TL: Are you happy with Tenaga's performance?

RA: Oh ya. I'm very happy with Tenaga. I always have Tenaga in all my dialogues. Tenaga used to get hammered

all the time because of breadkdowns, brownouts what have you. It has since instituted a mechanism in Penang, they have a special dedicated unit just to cater to the industries and this is being replicated in other areas. They are all now educating the industry about installing the UPS. These are mechanisms to balance the power surges either upwards or downwards. There are certain tolerance level, surge up and it jams, surge down, it also jams. Place this mechanism and it will stabilise. These are things industries must invest in and Tenaga must educate them. Tenaga understands they have a different set of clientele. First there's the consumer like you and I, secondly the clientele of industry and business. You cannot treat these two the same way. If there's a power failure in my house, at best my chicken in the freezer will make my ice smell but in a semiconductor, for every second, hundreds of thousands will be lost. If you



restore my power two hours later, at most I'd be mad at you but for the guy in the main industries and the semiconductors, in two hours he has already lost RM20 million.

TL: So, they are doing okay?

RA: Yes! They have improved so much over the years and I must take my hats off to Tenaga for restructuring their system. I'm sure they have learnt many lessons from the past, lessons about maintenance, costings... by interacting with industries. They work closely with us as well because we are dealing with industries. When you listen to the industries you get a better feel of what each industry needs – in the proper sense – not just the power giants, even the smallest guy. It's good business. Any outage is a loss of money. ■

Malaysia's First Solar Hybrid and Wind Turbine System in Pulau Perhentian

TNB recently completed the construction of this nation's first solar and wind turbine hybrid system project. This environment-friendly system was built in Pulau Perhentian, an island popular with international tourists, and was inaugurated by YAB Dato' Seri Hj Idris Jusoh, the Menteri Besar of Terengganu.

The project, at an estimated cost of RM12.67 million was financed through a project funding initiative under the Federal Government Electricity Supply Industrial Trust Account together with the Terengganu State Government. It was undertaken by TNB Energy Services (TNB-ES) Sdn Bhd. This unique electricity generation system uses a combination of wind, solar, battery and diesel as fuel where the wind and solar source are primary sources that enables power to be generated in an optimum and environment-friendly manner. The system has a 100kW solar capacity comprising two wind turbines, each generating 100kW. The battery connected to the system can store 480kWh of electrical power. To ensure continuity of supply in the event of a lack of wind or solar source or when the stored power is low, the standby generator connected to the system is able to provide 550kW as power backup.

According to TNB CEO and President Dato' Sri Che Khalib Mohamad Noh; "TNB hopes that this system will spur the growth of the tourism industry in Pulau Perhentian as well as bring economic benefits to the people of Terengganu thereby contributing to national economic development. "I hope that with this upgrading of the electricity supply, the tourism industry in Pulau Perhentian and that of Terengganu will be developed further. More importantly, the development of this sector is being pursued in the most optimum way with emphasis placed on the preservation of the environment," he said at the inauguration ceremony.



Solar panels



A wind turbine in operation.



(From left:) Datuk Wira Ir. Md. Sidek, Dato Ir. Aishah, Dato' Sri Che Khalib and YAB Dato' Seri Haji Idris Jusoh (far right) at the nation's first solar and wind turbine system project launched in Pulau Perhentian.

TNB has already built similar solar hybrid systems in six islands neighbouring Mersing comprising Pulau Pemanggil, Pulau Aur, Pulau Sibul, Pulau Besar and Pulau Tinggi. The system was also built in the Orang Asli village of Kampung Denai in Rompin, Pahang. TNB with the cooperation of the Terengganu Government launched the solar hybrid system in Pulau Kapas in June this year.

TNB's corporate policy on the environment and ecological issues are enshrined in its corporate social responsibility policy that emphasises the preservation of the environment which aims to reduce the impact of its business operations on the environment.

The policy is designed to:

- *Protect, preserve and revive the environment in all its operations.*
- *To conform to all laws and regulations and to set up standards to ensure environmental improvement is carried out continuously.*
- *To undertake an Environmental Management System to ensure any impact of operational processes that harm the environment are eliminated or reduced.*

- *To undertake environmental audits periodically as a way of ensuring its environment corporate commitment is adhered to as well as providing relevant training programmes for its employees.*
- *To foster awareness of the environment among its contractors, shareholders and the public through this policy.*

This environment-friendly approach by TNB has earned it the award of ISO 1400 status for its generation stations. The Serdang Generation station is the first of its kind in Malaysia to have received this certification. The environment-friendly policy of TNB is being implemented through the following projects;

- *The Kuala Selangor fireflies preservation project*
- *The bird preservation and sanctuary project in the Sultan Salahuddin Abdul Aziz generation plant in Kapar, Selangor*
- *The use of clean coal technology at the Sultan Azlan Shah power generation plant in Manjung, Perak*
- *The re-purchase of all renewable energy generated by energy producers at a rate of 21 sen per-kWh*
- *Giving our full support to the Government policy of promoting the concept of renewable energy ■*

Power meeting between MISIF and TNB

A dialogue was held between Malaysian Iron and Steel Industry Federation (MISIF) and TNB at PJ Hilton recently. The session was to encourage networking among the two parties while they discussed pertinent issues that affected both TNB and MISIF.

In attendance were TNB CEO & President Dato' Sri Che Khalib Mohamad Noh, Ab'liah Mohd Salleh, Vice President (Transmission); Dato' Ir. Aishah Dato' Hj. Abd Rauf, Vice President (Distribution); Dato' Amir Nordin, Senior General Manager (Operation - Region 1); Ir. Hj Azman Mohd, Senior General Manager (Operation - Region 2); Hj. Zaharuddin Tajul Arus, Senior General Manager (Engineering); Roslan Ab. Rahman, General Manager (Customer Service & Marketing) and others.

Representing MISIF were, President Tan Sri Dato' Soong Siew Hoong, Megasteel Sdn Bhd Executive Director Dato' Albert Cheng, Megasteel Director of Marketing, Anthony Chin, Perwaja Steel Sdn Bhd CEO William Pheng, Ann Joo Steel Bhd President Dato' Lim Hong Thye, Ann Joo Steel Vice President (Works) Yoong Wai Meng, Hoto Stainless Steel Industries Sdn Bhd General Manager Mark Lim, Southern Pipe Industries Sdn Bhd COO Kua Jit How, Blueschope Steel Sdn Bhd Planning & External Affairs.



Representatives of MISIF and TNB



The networking dialogue in session



Dato' Sri Che Khalib and Tan Sri Dato' Soong Siew Hoong

Getting it right on paper

Working hard to foster better ties with as many clients as it can, and with the aim of better and continuous service, TNB recently made a working visit to the Malaysian Newsprint Industries factory located in Mentakab, Pahang.

Heading the group was Dato' Ir. Aishah Dato' Hj. Abdul Rauf, VP (Distribution). The TNB entourage also included Ir. Hj. Azman Mohd, SGM (Operation-Region 2); Roslan Ab. Rahman, GM (Customer Service and Marketing); Dato' Hj. Mohd. Rumai Puteh, GM (Pahang); Dr. Leong Yow Peng, AGM (Customer Service and Marketing); Zakaria Sauji, AM (Temerloh); Abd. Rahim Jamil, Special Officer VP (Distribution) and others.

At hand to receive the TNB delegation was MNI Managing Director Phang Kwok Keong and his team.

During the visit, a discussion was held between the two parties in the hope of addressing the concerns of both sides as well as to forge a better understanding of each other's systems and operations.

MNI is a factory that processes and produces printing paper. It is the biggest. One of its kind in the country and is a supplier to the main publishers of newspapers and magazines in Malaysia like the New Straits Times, Utusan Malaysia, Berita Harian and others.



One for the album – TNB and MNI



Dato' Ir. Aishah and her team familiarising themselves with the printing operation

Technical enlightenment for MAH

A technical discussion was held recently between TNB and the Malaysian Association of Hotels (MAH) at Wisma TNB in Jalan Timur, Petaling Jaya. Besides fostering better relations the discussion session aimed to provide a two way communication between TNB and the hotel operators. Several issues of concern to MAH were expressed and discussed during the session.

Those representing MAH included. Fong Chee Sam, VP (Engineering); Kumar Lyander, Director of Finance; Muhammad Ariff Ng, GM; Christina Toh, GM and James Au, Assistant Chief Engineer. As for TNB, those in attendance were Dr. Leong Yow Peng, AGM (Customer Service & Marketing); Hj. Megat Said Megat Ramli, AGM (Commercial Affairs) and Y.M. Tengku Azhar Tengku Kasim, SM (Small Power Resources Management).



Discussion in progress chaired by Dr. Leong Yow Peng

TNB-C&CA cooperation

A dialogue cum luncheon was recently held between TNB and Cement & Concrete Association (C&CA) at PJ Hilton. C&CA was represented by its Chairman, Tan Sri Abdul Razak Ramli; also present were Philippe Quemener and Tan Teng Choon, both from Lafarge Malayan Cement Berhad, Mt Nanyan Ismail from CIMA, Pang Voon Yen from Pahang Cement SB, MP Devandran from Perak Hanjoong Simen, Wong Choo Huat from Tasek Cement Berhad, Grace Okuda, Executive Director of C&CA and Elaine Chew, Research Executive C&CA.

Just before the dialogue and Q&A session commenced, TNB's VP (Distribution) Dato' Ir. Aishah Dato' Hj. Abd Rauf, in her opening remarks, furnished the audience with TNB's update.

Apart from Dato' Ir. Aishah, TNB's representatives included Gurcharan Singh, SGM (Transmission); Dato' Ir. Amir Nordin Abdul Aziz, SGM (Operation-Region 1); Ir. Hj. Azman Mohd, SGM (Operation-Region 2); Nahwan Hj. Abdullah, GM (Engineering); Roslan Ab. Rahman, GM (Customer Service and Marketing); Hj Megat Said Megat Ramli, AGM (Commercial Affairs); Dr Leong Yow Peng, AGM (Customer Service and Marketing)

C&CA were given a briefing on PQ issues and its mitigation. TNB also shared the succes stories of some companies that have embedded on PQ mitigation. Findings of the PQ audit for some of the cement plants were also shared.



Dialogue in progress



(From left:) Dr.Leong, Gurcharan, Dato' Ir. Amir and Dato' Ir. Aishah



Tan Sri Abdul Razak Ramli welcoming members



Dato' Ir. Aishah (left), Grace Okuda and Tan Teng Choon

Keeping a commitment

In tandem with TNB's serious commitment in opening and creating better communication channels between its customers and itself, the former recently made a working visit to the Elektrisola factory in Bentong.

The TNB delegates were headed by Dato' Ir. Aishah Dato' Hj. Abdul Rauf, VP (Distribution), while at hand to welcome the group was Elektrisola Managing Director Thilo Jochen Westerhausen and his team.

Accompanying Dato' Ir. Aishah were TNB's SGM (Operation-Region 2), Ir. Hj. Azman Mohd; Chief Engineer (Operation-Region 2), Dato' Ir. Yazid Adon; GM (Customer Service and Marketing) Roslan Ab Rahman; GM (Pahang) Dato' Hj Mohd Rumai Puteh; AGM (Customer Service and Marketing) Dr Leong Yow Peng; Area Manager (Bentong) Hj Mahsan Daud; Special Officer

to Vice President (Distribution) Abd. Rahim Jamil and others.

Elektrisola has been manufacturing magnetic wires for the electronic industry since 1948. Today, there are a total of seven Elektrisola factories operating across the globe; two in Italy and one each in Switzerland, the United States, Mexico and Malaysia. The factory in Malaysia was the first one built in the South East Asian Region. It also happens to be the biggest one for the Elektrisola group.



TNB delegates and staff members of Elektrisola



Dato' Ir. Aishah and Thilo Jochen Westerhausen



Tenaga Link: Your factory in Janda Baik, Bentong, Pahang is built over 20 acres of land, right? You have plants and sales offices all over the world, may we know why you chose to set up your biggest factory here in Malaysia?

T. J. Westerhausen: There are several reasons: The overall environment and investment climate here are most conducive. You have good infrastructure. Your electricity supply is dependable. There is political stability here. The Malaysian workforce is tenable and trainable. When we came here in 1992, there was already a high level of education. The manufacturing cost structure here ensures that we can compete in an Asian environment. This is important because most of our competitors are Asian companies as well, from Japan, China, Korea and India.

TL: Apart from it's size, is there anything else that's unique about the Malaysian plant?

T. J. Westerhausen: Only our Malaysia and Switzerland factories produce superfine wires.

Here, we have managed to set up a high-tech factory that

is at par with other factories in Europe and the States in terms of technology and quality performance.

TL: What are the main items you produce? What are they used for?

T. J. Westerhausen: Mainly, we make superfine copper magnet wires. No other company in the world produces as much superfine wire as us – the length of which can go from earth to the sun and back, twice. We also produce aluminium and brass wires but in smaller quantities.

Our wires are used in the automotive industry mostly: ignition coils, automotive relays, sensors, motors and such. We also manufacture wires for electrical appliances like fridges, ovens, washing machines, computer parts, industrial electronic products, audio, video and watch makers.

We supply to many big names in the industry like the Matsushita and Siemens Group of companies. Our customers are largely the big Multinationals.

As a group, we produce over 30,000 different products,

ELEKTRISOLA

SURGES ON

Malaysians have always had pride in ourselves and our abilities. Imbued with the Malaysia Boleh spirit, we believe that “we can do it!”; or at least we try our utmost to achieve the best.

However, when a compliment is paid by persons or companies from other nations; when other nationalities trust and show much confidence in us, it makes it all the more fulfilling.

The Germans may have founded Elektrisola, a company that produces the world’s finest copper wires, but it is in Malaysia that they had decided to build their biggest factory; not Italy nor Switzerland. Not the United States, or Mexico or China, where they also have huge manufacturing plants... but here in Malaysia!

It is also in this country that Elektrisola employs over 1,000 out of its cumulative 2500 plus staff all around the world. That’s almost half the company’s workforce. Doesn’t that say something about this blessed country?

We speak to Managing Director, Thilo Jochen Westerhausen who has been in this country since 1992, to find out more about the company which has 8 factories and many sales offices in Europe, Asia and the Americas.

all basically wires in different variations, tailor-made to suit special applications.

TL: How’s business today?

T. J. Westerhausen: We’ve grown considerably faster than the market. We are actually taking market share away from our competitors.

I would like to point out that our success here would not have been possible without the support of the Pahang State Economic Development Corporation and the Government, since the beginning.

The Malaysian Industrial Development Authority (MIDA) under the Ministry of International Trade and Industry has also been exceptional in their continuous support for us.

Today, Elektrisola supplies to over 500 customers, largely within ASEAN but also Europe, Japan, Korea, China and India.

We grow very much in tandem with the world economic cycles, we have had mostly good years except for the Asian crisis in 1997.

TL: How does Tenaga’s services factor in all this? How much electricity do you use a month?

T. J. Westerhausen: Uninterrupted power supply is absolutely crucial for our production process. Thousands of positions are compromised should there be even the slightest flicker. This will cause distributional wires to break and recovery could take a few days to re-thread all the positions resulting in major cost.

Anything below 10 minutes, we can handle with our own UPS system. Anything above 10 minutes – the immediate expense to us would be RM150,000.

And that’s just taking into account the wires that we would be forced to turn into copper scrap. It doesn’t include production loss or compensation payments to customers for late delivery. That would be considerably more. We are talking about potential cost that could go in the millions of RM.

We have had years where we had 12 to 15 power failures, especially in the beginning, but later TNB has provided a dedicated cable to us which has helped to reduce the problems.

And from this year onwards, we are getting a second dedicated cable coming from the East Coast to cater for our ongoing expansion.

We have been working with TNB on this project for many years and now it has come to fruition. This will give us power supply at par if not better than what we have at our fully industrialised locations such as Germany or America.

TNB staff, especially on the local district and state level is always helpful and provide exemplary service. We have a great working relationship. We are thankful and know that they are sincerely and competently looking after our account too.

Ten years ago in 1996 we used about 1500 kilowatts. Today, in 2007, we are using more than 7000 kilowatts exceeding RM1 Million a month.

“TNB staff, especially on the local district and state level is always helpful and provide exemplary service. We have a great working relationship. We are thankful and know that they are sincerely and competently looking after our account too.”

TL: What separates you from your competitors?

T. J. Westerhausen: We have only the highest quality standards and we are able to produce the finest wires – three times finer than a hair, that’s 15 microns or 0.015 millimetres thick. You can hardly see the wire with

your bare eyes. These wires go into watches and smaller relays.

You know NASA’s Mars mission a few years back? The robots sent up there had motors that contained magnet wires which drove the wheels of the robots and moved their robotic arms. These were Elektrisola’s wires made in Switzerland. We make the same products here in Malaysia too.

TL: Everything’s going well for Elektrisola Malaysia. So, what is your biggest challenge?

T. J. Westerhausen: Talent is in short supply. Our constant challenge is to find enough engineering talent but also skilled, innovative and creative operators. That’s why we are very big in training. We spend a fortune on training our staff and are increasing our Research and Development activities in Malaysia.

“Unfortunately”, because we have a reputation of being a very good training provider, our employees have good market value. But it’s our job to try to retain our staff.

That’s why we have a retention strategies in place; internal growth and career possibilities for them to continue staying with us.

In Europe we already have the second generation of employees working for us and “zero” turnover. In Malaysia, we still have relatively low turnover as compared to the average of the electronic industry at 25 per cent. We are far below that.

I feel this is so because we provide very good benefits, a great company culture and we offer higher job security.

TL: Electronic products are becoming cheaper and cheaper. Doesn’t this affect you?

T.J. Westerhausen: Definitely. There’s always competitive pressure to bring down prices... sometimes even quarterly. But this is where our superior engineering and technical



Elektrisola wires are much used in various products.





capabilities come in handy. We try to be more productive and effective in our processes. We also design and build our own production machines which are not only high tech but environmentally friendly and energy saving. This helps.

TL: What are your job specifications as the Managing Director?

T. J. Westerhausen: Provide direction. To make sure we remove all the obstacles for our people to get there. If you look at our organisation chart you will see that the MD is at the bottom together with the management team.

The most important people are our operators. They are the ones who are actually making our wires. It is the management's duty to make sure the operators get to do the best possible job.

What would you say is your management style?

On the one hand, I would say it's hands on. On the other, I allow much independence to my managers. It is my responsibility to remove road blocks so everybody can get on with the job.

“The most important people are our operators. They are the ones who are actually making our wires. It is the management's duty to make sure the operators get to do the best possible job.”



Making careful observation is part of the team routine work..

TL: Your company's philosophy?

T.J. Westerhausen: The company started in Germany in 1948. Since then, no one has ever been laid off. Elektrisola is an extremely stable company that is very much committed to its employees. We practise this worldwide. We would rather the shareholders take a short-term loss than any worker. This is still very much a family company in spirit and action.

TL: How do you see Elektrisola in 10 years time?

T.J. Westerhausen: We will continue to grow in Asia. We might go more into specialty wires with the advances of technology. We are a competitive player in a competitive industry. In the next 10 years, we will see more of the same.

TL: Would you like to share with us some of your CSR efforts?

T.J. Westerhausen: We believe in forging a strong bond with the local community. We have our own kindergarten with close to 100 of our staff's children. The kindergarten is also open to kampong kids from nearby Janda Baik and Bukit Tinggi.

We support the local schools and we have projects to make sure local Orang Asli children attend school on a regular basis. When we started operations here 15 years ago, there was hardly a telephone line in Janda Baik. Now, most of the kampong has electricity supply, even Internet access. With industrial development this area has certainly benefited.

We truly care for our staff. Our efforts were recognized when we won the Prime Minister's "Most Caring Employer Award" in 2003. ■

TNB's Prime Management Programme

The reason TNB is doing this:

- To provide special and personalised customer service to Prime customers and Top LPCs in TNB.
- To provide value added service to Prime customers and Top LPCs.
- To establish good working relationship and understanding between TNB and the customers.
- To instil loyalty to TNB within these customers.

Who are the Prime Customers?

- Top 1000 large power customers throughout TNB.
- 75 per cent are industrial customers, 25 per cent are commercial customers.
- Breakdown no. of Prime customers according to states:

Perlis	4	Selangor	269	Melaka	54	Kelantan	5
Kedah	41	KL	131	Johor	192	Total	1000
Penang	124	Putrajaya	14	Pahang	41		
Perak	60	N.Sembilan	44	Terengganu	35		

What is their contribution?

- 1000 customers contribute to 38 per cent of the total TNB sales.
- Total number of customers in TNB is 6.8 million.

What are the services under the Prime Management Programme?

- State General Manager and Area Manager are officially



appointed as the Prime Managers in the State and Area and they are to visit Prime customers at their premise at least once a year.

- The visit is to introduce TNB's local management and also to get to know customers' management and exchanging of mobile numbers for emergency needs.
- All issues faced/raised by the customers will be handled immediately and direct answers will be given during the visit.
- Certain topics of presentations will be prepared and presented to customers as they requested (eg. power quality and supply enhancement progress).
- Prime customers to contact directly the Area Manager or engineer in charge on their mobile numbers during supply interruption or emergency time.
- TNB local management will notify Prime customers personally on the supply restoration progress.
- Annual dialogues/meetings between TNB and Prime customers/LPCs.
- Annual luncheon and award dinner for Prime customers/LPCs.
- For Prime customers who are facing power quality problems, PQ commercial package is offered free to them.
- PQ commercial package is TNB's value added service to Prime customers/LPCs which comprise of:
 - PQ services and consultancy from TNB Energy Services (TNB-ES) a subsidiary of TNB.
 - Financial option from RHB to procure recommended PQ mitigation equipment.
- A special IT program has been established in TNB's intranet to assist the management of the 1000 customers.
- All 1000 customer's detailed information and billing records are captured in the programme. The programme is also able to record visits done, issues raised with monitoring device for action from TNB.
- Special feedback channel is also available in TNB's website for Prime customers, of which the system if any complaints/feedback logged in from the website, the Prime Programme is able to capture the issues and alert the respective manager in charged.
- A special unit in Distribution Headquarters under Customer Service & Marketing Department is assigned to look after the programme and monitor the services rendered by TNB's local management. ■

A simple switch can turn on the light that not merely illuminates but shapes personal destinies and moulds individual futures - that's the power wielded by every TNB employee.



Dato' Ir. Mohd Ghazali Haji Sulaiman

Bright and Brighter Still

Modesty holds back Dato' Ir. Mohd Ghazali Haji Sulaiman from claiming the credit for having had a hand in shaping the future of whole generation of rural individuals. It was back in 1983 that as Senior Engineer, he was entrusted with the task of overseeing the rural electrification project for the State of Kelantan. That project involved the installation of diesel-powered generators that would give rural communities at least 12-hours of power throughout the night. Those days may have faded into distant memory for many who worked on the project but not to Dato' Ir. Mohd Ghazali from his perch on the 11th Floor of the TNB building in Kepong in his current capacity as General Manager for the Kuala Lumpur region.

When reminded of this fact that was gleaned from his bio-data, Dato' Ir. Mohd Ghazali can clearly recall names of remote villages where his men trekked to turn on and off the generator

switches. When it was pointed out that this effort actually; "...lit the lives," and "...shaped the futures" of many individuals, Dato' Ir. Mohd Ghazali refrained from claiming to be the bearer of benevolence nor was he bestowed with beneficent omnipotence.

"It was purely service in the line of duty. We were young engineers then who were determined to see through the rural electrification project and do the job to the best of our abilities," he says.

The job he does today as General Manager of TNB in the Kuala Lumpur region, the pressures he now faces and the clients he currently services cannot be further different from those 'orang kampung' during the heady pioneering 'electricifying days' in rural Kelantan. To this day his peers would rib him by saying Kelantan was rural enough a posting, but to be posted to the most remote of 'hulu' Kelantan was surely akin to being banished to the bottom of the abyss.

How did he find himself so intimately attached to the east coast state? "I come from Kemaman in Terengganu and when I was being considered for my first posting as assistant engineer back in 1975, the company, out of due consideration to keep its staff as close to home as possible sent me to Kota Baru," he says.

"It was purely service in the line of duty. We were young engineers then who were determined to see through the rural electrification project and do the job to the best of our abilities,"

"The demands of the simple rural populace were plain and simple. They were to be supplied electricity in order to enable villagers in rural communities to reap the benefits of national economic development," he says.



In the course of serving these rural communities, TNB personnel had to endure great hardships in order to get into such remote locations near towns like Jeli and Gua Musang. They had to rely on a lot of guile and be resourceful and there were times when they had to seek assistance from the drivers of timber lorries – which then were called *san tai wong* by the Chinese loggers – to extricate their vehicles stuck in deep and unyielding mud.

“We gave the rural populace light, we sent bill collectors at the end of each month and that would be about the extent of our engagement,” says Dato’ Ir. Mohd Ghazali.

The same cannot be said of TNB’s clients in the big towns and major cities; more so in the federal capital of Kuala Lumpur. “These customers are much more demanding,” he says.

Life in the big city is so dependent on the availability of uninterrupted power supply. “As the national utility company we accept that responsibility, regardless of the geographical location of our clients,” says Dato’ Ir. Mohd Ghazali.

Had the young Mohd Ghazali followed

his heart, he would have had a career with the national railway company KTM instead of TNB. He recalls how he was offered a scholarship to study engineering in the UK after leaving the Malay College Kuala Kangsar after completing his Form Five exam. “During the interview I was grilled about my ambition and was advised that perhaps I would have better prospect with the national utility then called the Central Electricity Board or CEB,” he remembers.

He followed his head and accepted the offer to study Electrical Engineering at the Portsmouth University and therefore bonded to a career with his sponsor.

A big portion of his career was spent in the east coast with stints in Kelantan, Terengganu and Pahang. Starting his career as an assistant engineer back in 1975, he climbed up the ladder to head his first state; becoming Kelantan State manager in 1995. He then headed the operations in Pahang in 1997 before moving to the ‘hot’ Customer Service, General Manager’s ‘seat’ which required him to move to the headquarters in Kuala Lumpur. Three years later in 2003 he assumed his current position of Kuala Lumpur General Manager.

Dato’ Ir. Mohd Ghazali revels in the challenges he faces as General Manager of Kuala Lumpur (which carries a bit of spillover demand from the neighbouring Selangor region). Nowhere is the responsibility that, ‘the buck stops here’ more amply magnified.

Kuala Lumpur is the location of some of the most important civic buildings, the venue of some of the most high-profile national events, international conventions as well as the private residence of some of the more ‘VI’ of ‘VIPs’. “When events like the national day parade for instance takes place, we cannot afford to have power outage,” he says.

Being in the limelight requires having the ability to handle an inordinate amount of pressure. “Our customers in the city are so well connected and so well-informed. The moment there is an occurrence of any outage, we do not have to rely on standard chain of reporting to be made aware of the situation as the affected customers will be calling just about everybody in position of influence to voice their displeasure. That is when all the ‘bells’ and ‘whistles’ will light up which tells us in no uncertain terms that there are many disgruntled customers out there,” he says. The hectic pace of commercial and retail development in Kuala Lumpur creates unique demands on the services of TNB. Two big new projects; the Gardens in Mid Valley City in Bangsar and the Pavillion in Bukit Bintang poses huge demands in terms of the provision of power to these areas. “TNB has an important role in providing the requisite power infrastructure to these two big developments. So much behind-the-scenes work is being done to ensure the optimum balance is achieved. The public does not see the bit where TNB is involved but to us, that is all in a day’s work,” he says.

Pressure also comes from the unique demands of its Prime customers, especially large multi-national manufacturers who require uninterrupted power supply. “We engage these customers by being proactive. Our liaison teams make it a point to visit them on a regular basis where we are able to engage them on a one-to-one basis,” he says.

This is important as Power Quality issues can only be resolved if the customer is aware of their role. “They have rights to uninterrupted power but at the same time they also have responsibilities to ensure Power Quality issues are addressed at their end,” Dato’ Ir. Mohd Ghazali says.

Having been with TNB for well over three decades, Dato’ Ir. Mohd Ghazali is in a position to comment on the transformation of the organisation as a major public service entity. He saw it evolve from a department with the civil service into a corporatised entity which paved the way to become a public-listed government-linked corporation (GLC).

“Working for the national utility even all those years ago carried a cachet, conveying as it does a certain honour and prestige. It was always looked upon as a stable and forward-looking employer, hence the advice given to me way back then to spurn the initial scholarship offer,” he remembers.

Today, the performance of TNB as a GLC, and hence that of its GM for Kuala Lumpur is measured by wielding the Key Performance Indicator (KPI) management yardstick. Dato’ Ir. Mohd Ghazali points out that in terms of capital budget utilisation, TNB Kuala Lumpur used up RM225 million or 91.6 per cent of its total allocation for last year. This

and various other KPIs serve to keep TNB Kuala Lumpur on track to achieve the various goals set in the utility’s vision for the city. “Kuala Lumpur aims to be a world class city by 2010. We share that vision and are working to achieve this world class status in tandem with the growth of the city,” says Dato’ Ir. Mohd Ghazali. To achieve this, Kuala Lumpur is striving to reduce System Average Interruption Duration Index (SAIDI) from the current figure of 64.7 minutes to 50 minutes. It is also aiming to achieve a CSI (Customer Satisfaction Index) of 7.5 by then. It currently registers an AKP (President’s Quality Award) score of 766 per 1000 which it is on target to improve to 800; keeping it ahead of schedule.

“Kuala Lumpur aims to be a world class city by 2010. We share that vision and are working to achieve this world class status in tandem with the growth of the city.”

Being in command of such an important constituent within TNB, Dato’ Ir. Mohd Ghazali takes great pleasure in being able to communicate and reach to all levels of the workforce who are located in such a big and disparate area within the sprawling city. “In small states, I can easily call for a gathering and everyone will be able to attend an assembly at headquarters. Here, I have to go down to the ground and meet the rank and file in small groups to ensure there is constant communications,” he says.

With just about a year left to serve before he is due for retirement, Dato’ Ir. Mohd Ghazali can look back to a career that can only be described as ‘illuminating’. The people of rural Kelantan might take their

‘bright’ prospects for granted but they surely owe more than a debt of gratitude to TNB in general and Dato’ Ir. Mohd Ghazali in particular for the light that he brought into their lives.



At the same time, he can derive a great deal of satisfaction having served with honour for a wholly different set of clients – the VVIPs in Kuala Lumpur who include the Yang di Pertuan Agong at Istana Negara, the various Sultans in the various royal palaces in the city as well as the Prime Minister and the myriad ministers and their ministries, foreign missions as well as embassies. That the many world class conventions, conferences and sporting events were hosted successfully in the city is further testimony of a job well done. “It was an honour for me to have been given this responsibility. I am thankful for the opportunity and must thank everyone connected with the task for discharging their duties efficiently and successfully.”

In the process of keeping the ‘LIGHTS ON’ in Kuala Lumpur, he has surely elevated TNB KL to be at par with other world class utilities. Thus, Dato’ Ir. Mohd Ghazali can now look back on a sterling career having helmed TNB Kuala Lumpur with distinction, bringing together its workforce to march in a unified direction through collective effort. ■

A towering performance from everyone at TNB



Today, TNB can stand tall among other global organisations. For this, we would like to thank our dedicated staff for their continuous effort in helping TNB secure prestigious awards and recognitions over the years. Among them are; The Platts Top 250 Global Energy Company 2005, Best Investor Relations Across Asia by Asiamoney, 2nd Best Corporate Governance Award in Malaysia by Asiamoney, Most Improved Company in terms of Corporate Governance by Deutsche Bank, Most Promising Employer Award 2005 (Malaysia), the MS ISO 9001:2000 Certification and many more.