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SMF 中小型企业 专版

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两次获“UOB-SMU企业精神联盟”计划援助 学生点子妙 垃圾槽盖卖得好

“UOB-SMU企业精神联盟”计划自2005年创立以来，已有35家中小型企业获益，参与计划的新大学生达111名，完成的项目达42个。

文：林诗慧

20年前的一个晚上，陈国安在厨房餐桌上看书的时候，被一股难闻的气味困扰——垃圾槽的臭味。于是，他想尽了各种办法解决眼前的问题，例如在垃圾槽周围粘上胶纸，但这些方法都不怎么有效，且带来了许多不便。

最后，陈国安索性研发出一种特别的垃圾槽盖，即在槽盖周围加上一个垫圈。这是由70%的空气、30%的磁铁组成的气动磁性垫圈（pneumatic-magnetic gasket）。这个发明能够完全防止臭味漏出及蟑螂爬出。

没想到，这竟成为陈国安人生的转折点。从事飞机维修业多年的陈国安在朋友的鼓励下决定一心致力于向普罗大众推广他的新发明，并于1999年成立了公司——Maxden。

陈国安毕竟不是生意人，在营销方面可说是一窍不通。创业初期，他只得在报上刊登一小则广告宣传产品，及通过装修承包商介绍给他们的客户。如此一来，陈国安花费在宣传及营销的时间远多过制造产品的时间。

日子久了，陈国安碰到的生意难题也越来越多，例如：什么才是

最有效的宣传方式？随着成本上涨，产品的价格是否能够调高而不会流失客户？

就在陈国安苦无解决办法的时候，他获知“UOB-SMU企业精神联盟”这个计划。于是，去年6月份，陈国安联系了计划负责人，向他们寻求帮助。负责为他构思解决方案的学生小组花了三个月的时间为他的产品做市场研究。

研究结果显示，产品的价格已达到顶限，即价格若调高便会导致客户群缩小。如此一来，增加销售额的唯一办法只有增加销量。另外，他们建议陈国安在继续于报章刊登广告的同时，也通过互联网进行宣传，例如论坛、及找专业的网页设计师设计网站。

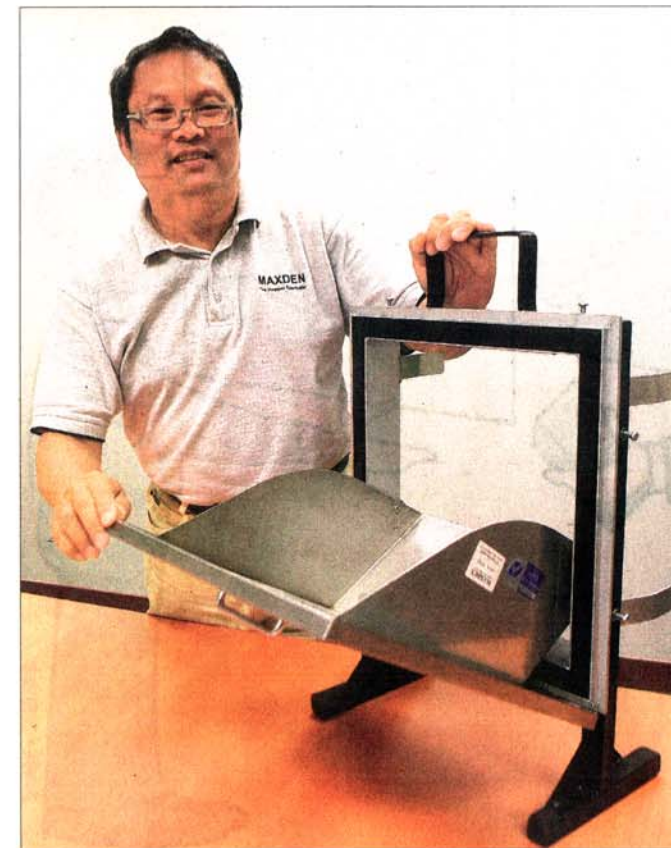
陈国安逐一采取了他们的建议。果然，销售额在接下来的每个月至少增加了50%，有时甚至将近一倍。

结果，新的问题出现了。Maxden只是一个两三人的小型家族企业，产品需求大涨使大家忙得喘不过气。于是，今年1月份，陈国安又寻求营运管理解决方案。

这次，研究结果显示Maxden应该拓展业务，拥有自己的货仓，聘请负责会计、回复咨询的员工等。学生小组也计算出多少的销售额需要多少的人力及货车。

目前，陈国安还在逐步落实以上解决方案。陈国安表示，学生们提供的建议非常有效。自从参与“UOB-SMU企业精神联盟”计划，公司的销售额明显上涨，甚至超出预期数据。

当然，Maxden不是唯一自此计划受益的公司。自2005年9月20日创立以来，已有35家本地中小型企业



陈国安：自从参与“UOB-SMU企业精神联盟”计划，公司销售额明显上涨，甚至超出预期。

自这个计划获益，参与学生达111名。至今，完成的项目达42个，8个正在如火如荼地进行着。

约60%的项目和营销有关，人力资源研究及业务策略与规划各占10%，其余20%则和品牌、营运管理等相关。作为学生顾问的新大学生幕后都有新大教授或资深的商业

领袖例如总裁和本地企业家的密切督促。

在此计划下，一般商业咨询或市场调查研究项目可获得的资助金额高达项目成本的70%到90%，而与专业研究机构所收取的上万元费用相比来得低。

Brilliant ideas from students help sell rubbish chute

Since the UOB-SMU Entrepreneurship Alliance Centre was set up in 2005, 35 small-medium enterprises have benefitted. Some 111 SMU students are part of the alliance and have helped complete 42 consulting projects.

20 years ago, overwhelmed by the smell from the rubbish chute in his apartment, Mr Chen Guo An (hanyu pinyin) developed a way to keep chute covers firmly in place using a pneumatic-magnetic gasket. It prevented smells to emanate from the chutes or cockroaches to crawl out of it into homes.

The successful invention led to the set up of Maxden in 1999. As the business grew, Chen heard about the UOB-SMU Entrepreneurship Alliance Centre and in June last year, approached it for advice on some marketing and pricing issues that he faced. The Centre assigned him a group of students to conduct market research for his product.

Based on their research, the students recommended Chen not to raise product price but instead try to increase sales and distribution of the product. Besides regular press ads, they also suggested he tap onto online forums and also establish an online presence with a product website.

Since Chen adopted their suggestions, monthly sales of his product increased by 50% or sometimes even doubled.

Chen and his partners became overwhelmed as business grew. In January this year, he again approached the Centre for support. The student group assigned to him advised him to expand the business and recommended a business structure for the company, from hiring of an accountant, customer service personnel, to having a warehouse space and hiring sufficient manpower and vehicles to help transport the goods.

Chen is still implementing the expansion plans but he said that the students' suggestions were very effective. Since he became part of the Centre's programme, sales had increased and even exceeded targets.

The centre has completed 42 consulting projects, with 8 in the pipeline. 60% of the projects deal with sales, while manpower research and business plans implementation each cover 10%. The remaining 20% projects are in the areas of branding and operations management. The SMU student consultants are supervised by SMU faculty and also collaborate closely with business leaders including CEOs and local entrepreneurs.

Under the Centre's consulting programme, most businesses enjoy between 70-90% of subsidises for the consulting or research projects undertaken by the Centre, which is much more affordable than the tens of thousands of dollars charged by professional research companies.