

企业动态

OFFICIAL NEWSLETTER



目录关注

ARTICLE TITLE

持续改善亮点:掌握燃烧控制

Continuous Improvement Spotlight: Mastering Combustion Control

从0.5不断精进：在“死磕”中淬炼制造硬实力

Advancing from 0.5: Forging Manufacturing Excellence

特别报道：通往Ir.与MIEM的基于成果的PI 2.0研讨会

SPECIAL REPORT: ROUTE TO Ir. & MIEM OUTCOME-BASED PI 2.0 WORKSHOP

QEHS活动——摩托车安全培训

QEHS Campaign -Motorcycle Safety Training

质量，不是检出来的，而是做出来的

Quality Is Built In



持续改善亮点：掌握燃烧控制 拼起每一块拼图：跨部门协作解决问题

铸造车间团队在均质炉加热过程中，持续遇到铝合金铸锭表面出现黑色烟灰及积碳的问题。团队没有将问题简单视为表面或材料缺陷，而是通过 5 Why 根本原因分析 (RCA)，进一步追溯问题根源，发现燃烧器空气/燃气比例不正确，导致燃烧不完全，使炉内形成富燃料气氛，最终造成铸锭表面出现积碳。

团队贡献与努力

设施与维修团队 — Hafiz, Siah Chee How, 在 Chin Min Fooi 先生的领导下

团队执行了现场纠正措施，包括重新调整及清洁燃烧器、清理堵塞的进气口、维护排气系统，并建立明确的预防性维护及校准标准。同时，团队深入生产现场开展根本原因调查，通过分析运行参数、观察实际炉况，并将表面缺陷追溯至燃烧控制问题的根本原因。根本原因已成功解决。通过稳定炉内气氛，并建立均质炉燃烧控制标准及日常监控参数，团队成功恢复铸锭表面洁净质量，并落实预防性控制措施，以降低问题再次发生的风险



一个角度，只能看到拼图的一部分。
不同的观点相互结合，才能拼出完整的全貌。

建立根本原因分析 (RCA) 思维

不要只看表面现象，
要深入分析并找出
真正的根本原因。

走进现场 — Gemba

观察实际流程，
与操作员交流，
确认现场真正发生的情况

从“救火”转向系统化管理

通过标准、监控、校准及预防性维护，
确保改善成果得以持续。

跨部门协作

结合不同领域的专业知识，
将拼图的不同部分拼凑起来，
共同形成完整的解决方案。

改善之前



改善之后



撰写: Patricia Chua

Continuous Improvement Spotlight: Mastering Combustion Control

Connecting the Pieces: Cross-Functional Problem Solving

The Cast House team faced a recurring issue of black soot and carbon deposits forming on aluminium billet surfaces during the homogenization heating process in the Homo Furnaces. Rather than treating the issue as simply a surface or material defect, the team conducted a 5-Why Root Cause Analysis (RCA) and traced the problem back to an incorrect burner Air/Gas ratio. This resulted in incomplete combustion and created a fuel-rich furnace atmosphere, leading to carbon deposits on the billet surfaces.

Team Contributions & Effort

Facility & Maintenance Team — En. Hafiz and Siah Chee How, under the leadership of Mr Chin Min Fook

Executed the physical corrective actions by re-tuning and cleaning the burners, clearing blocked air inlets, servicing the exhaust system, and establishing clear preventive maintenance and calibration standards. Led the root cause investigation on the shop floor by analysing operating parameters, observing actual furnace conditions, and tracing the visible defect back to the underlying combustion control issue.

The root cause was successfully eliminated. By stabilising the furnace atmosphere and establishing a Homo Furnace Combustion Control Standard with routine monitoring parameters, the team restored clean billet surface quality and put preventive controls in place to minimise the risk of recurrence.



Adopt an RCA Mindset

Look beyond the symptom and identify the true root cause.

Go and See — Gemba

Observe the actual process, engage operators and verify what is really happening.

**One perspective gives us a piece of the puzzle.
Different perspectives bring the pieces together
to see the whole picture.**

Shift from Firefighting to Control

Use standards, monitoring, calibration and preventive maintenance to sustain improvements.

Work Across Functions

Different expertise brings different pieces of the puzzle together for a complete solution.

BEFORE



AFTER



Author: Patricia Chua



科技赋能智造系列|齐力澳美挤压车间产线升级

今年以来，齐力澳美制造车间持续推进设备迭代升级，将精益生产理念与数字化管理系统深度配套，在有效补充生产缺口的同时，实现了生产能力的全面精进。

本次迭代的挤压机台在功能定位上兼顾双重使命：一方面作为215机台的备用产线，构建起关键工序的冗余保障体系，增强了车间排产调度与风险应对的灵活性；另一方面，该机台同步拓展了两项核心业务能力——

消费电子领域

具备3C电子产品用铝型材的生产能力，核心优势如下：

- **技术升级，兼容高端材料：**适配消费电子高强专用铝锭，实现高端材料的生产提量。
- **柔性制造，响应快单需求：**设备兼容性与稳定性的双重提升，提升产线柔性。
- **降本增效，丰富产品矩阵：**有效降低特种材料生产带来的设备损耗与维保成本，进一步扩充高附加值产品线。

新能源汽车领域

精准补齐了当前电池托盘业务的生产缺口，为新能源电池壳体及托盘总成等核心部件提供了坚实的产能支撑：

- **产能跃升：**预计扩展高性能产品500吨/月，提升核心部件的保供能力。
- **精益配套：**通过数字化手段强化车间的信息收集与反馈闭环
- **优化结构：**构建了更具弹性的生产与排产结构，实现了基础产能与高附加值产能的合理配比。

此次新线的规划建设，是齐力澳美深化精益生产管理的务实举措。面对不断变化的市场需求，车间通过设备迭代与现场信息收集的联动，科学调配资源以填补生产缺口，构建起更具弹性的生产管控模式，使排产调度更精准、市场响应更敏捷，持续推动制造效能稳步提升。

撰写：祝宇琪



Technology Empowers Smart Manufacturing | PMI Extrusion Workshop Production Line Upgrade

Since the beginning of the year, PMI's manufacturing workshop has continuously upgraded its equipment, deeply integrating lean production principles with digital management systems. This has effectively filled production gaps while comprehensively enhancing production capabilities.

The upgraded extrusion press serves a dual mission: acting as a backup for the 215 press to build redundancy for key processes—enhancing scheduling flexibility and risk response—while simultaneously expanding two core business capabilities—

Consumer Electronics Sector

Equipped to produce aluminum profiles for 3C electronics, with the following core advantages:

- **Technology Upgrade & High-End Material Compatibility:** Tailored for high-strength dedicated aluminum ingots for consumer electronics, enabling high-end material production.
- **Flexible Manufacturing & Rapid Response:** Enhanced equipment compatibility and stability improve production line flexibility.
- **Cost Reduction & Portfolio Expansion:** Reduces equipment wear and maintenance costs associated with special materials, further expanding the high value-added product line.

New Energy Automotive Industry

Precisely addressed current production gaps in battery tray operations, providing solid capacity support for core components such as new energy battery housings and tray assemblies:

- **Capacity Leap:** Expected to expand high-performance product output by 500 tons/month, enhancing the supply security of core components.
- **Lean Integration:** Strengthened workshop information collection and feedback loops through digital means.
- **Structure Optimization:** Built a more resilient production and scheduling structure, achieving a rational mix of basic and high value-added capacity.

The new line's construction is a pragmatic step by PMI to deepen lean production management. Facing dynamic market demands, the workshop links equipment iteration with on-site data collection to scientifically allocate resources, fill production gaps, and build a more elastic production control model. This ensures precise scheduling, agile market response, and continuously drives manufacturing efficiency forward.

Author: Zoey Zhu



从0.5不断精进：在“死磕”中淬炼制造硬实力



复杂的溃缩成型、严苛的结构强度要求……在汽车零部件制造中，“双吸能盒防撞梁”一直是一块难啃的硬骨头。我们该如何跨越这一技术鸿沟，实现完美的量产交付？

作为专业的汽车零部件解决方案提供者，澳美高新的答案藏在“0.5”的哲学里。我们不追求不切实际的盲目跃进，而是专注于积累每一个“0.5”的微小进步，将客户的痛点转化为对细节的极致把控，从而推动技术不断向前。近期，正是得益于这种对细节的执着追求，我们成功打通了双吸能盒防撞梁的全流程量产工艺。这一里程碑不仅意味着产品的成功交付，更是澳美高新跨部门协同效应与综合制造能力在实际应用中深度融合的生动体现。

面对双吸能盒复杂的溃缩成型与结构强度难题，澳美高新摒弃了传统的“试错法”，将我们的核心能力转化为战略性的技术突破：

前端工程：精准设计与风险预防

我们的工艺工程与项目管理团队在产品开发的极早期便深度介入。通过深入的截面结构优化与 CAE 仿真分析，我们在模具开发前便精准识别并规避了潜在的制造风险，为产品的顺利量产提供了坚实的可行性保障。

智能制造：自动化与数据驱动的双引擎

在生产车间，我们构建了“智能生产与数据驱动管理”的双引擎体系：

- **自动化生产线：**集成了机器人焊接、激光打标与机器视觉检测，在大幅提升生产效率的同时，实现了制造过程中的智能防错。
- **自动化检测系统：**实时采集并留存生产数据，通过定量分析实现工艺的持续优化。这使我们的质量控制（QC）模式从传统的“经验判断”全面迈向“数据驱动”。工程团队依托真实的现场数据，动态微调工艺参数，确保在整个制造生命周期内实现精准的质量控制与全面追溯。

- **实验室全面升级与软件系统化：**依托扎实的技术标准与严苛的质量管理体系，我们不仅对内部实验室进行了全面升级，更顺利通过了主机厂（OEM）实验室资质认可。同时，我们进一步实现了实验室的软件系统化管理，将端到端的验证支持（涵盖材料机械性能测试到总成碰撞验证）纳入数字化闭环。

“从0.5起步，持续精进”的初心始终是我们前行的动力。这种不懈的追求不仅锤炼了我们的团队，更提升了澳美高新的精益制造能力与协同响应速度。为了将这份实践经验更好地转化为客户价值，我们布局了芜湖基地。这不仅是产能的扩充，更是澳美高新深度融入华东地区汽车产业集群的战略布局。通过缩短供应链半径、实现更敏捷的响应，我们致力于为区域客户提供高效、深度的本地化配套服务。



芜湖基地外景

撰写：祝宇琪

RECORD THE MOMENT

OVERCOMING CHALLENGES, MIE CRASH BEAM PRODUCTION LINE GOES INTO MASS PRODUCTION.



Advancing from 0.5: Forging Manufacturing Excellence



Complex crush forming and stringent structural integrity requirements have long made the "double energy-absorbing box crash beam" a formidable challenge in automotive component manufacturing. How do we overcome this hurdle and achieve flawless mass production?

As a professional automotive component solutions provider, PMIT's answer lies in our "0.5" philosophy. Rather than pursuing unrealistic leaps, we focus on accumulating every incremental "0.5" of progress, translating customer pain points into meticulous details and driving technological advancement. Recently, driven by this relentless dedication to detail, we successfully streamlined the entire mass production process for the

double energy-absorbing box crash beam. This milestone is not merely a successful product launch; it is a vivid testament to the deep integration of PMIT's cross-functional synergy and comprehensive manufacturing capabilities in real-world applications.

Facing the complexities of crush forming and structural strength, PMIT bypassed traditional trial-and-error methods, transforming our core competencies into strategic breakthroughs.

Upfront Engineering: Precision & Risk Mitigation

Our process engineering and project management teams engaged at the earliest stages of product development. Through in-depth cross-sectional structure optimization and CAE (Computer-Aided Engineering) simulation, we accurately identified and mitigated potential manufacturing risks prior to tooling, providing a robust feasibility guarantee for a smooth product launch.

Smart Manufacturing: Dual Engines of Automation & Data-Driven Quality

On the production floor, we have deployed a dual-engine framework of "Smart Production and Data-Driven Management":

- **Automated Production Line:** Integrating robotic welding, laser coding, and machine vision inspection, this line significantly boosts production efficiency while achieving intelligent error-proofing (poka-yoke) during manufacturing.
- **Automated Inspection System:** Capturing and retaining production data in real time, this system enables continuous process optimization through quantitative analysis. It shifts our Quality Control (QC) paradigm from traditional "experience-based judgment" to a fully "data-driven" approach. Engineering teams leverage authentic field data to dynamically fine-tune process parameters, ensuring precise quality control and full traceability across the entire manufacturing lifecycle.
- **OEM-Certified Laboratory:** Comprehensive Upgrade & Digital Closed-Loop Backed by robust technical standards and a stringent quality management system, we have comprehensively upgraded our in-house laboratory and successfully passed the OEM laboratory qualification assessment. Furthermore, we have achieved software-driven management for the lab, integrating end-to-end validation support (from material mechanical property testing to full-assembly crash verification) into a fully digital closed-loop. This rigorous and intelligent testing framework guarantees the safety and reliability of every crash beam.

Our original aspiration of "continuous advancement from 0.5" remains our driving force. This relentless pursuit has not only tempered our team but also elevated PMIT's lean manufacturing capabilities and collaborative responsiveness. To better translate this practical expertise into tangible customer value, we have proactively established the Wuhu Base. More than just a capacity expansion, this is a strategic move to deeply integrate PMIT into the Anhui automotive industry cluster. By shortening the supply chain radius and delivering a more agile response, we are committed to providing highly efficient, localized supporting services to our regional customers.



Exterior View of the Wuhu Base

Author: Zoey Zhu

澳美宜新包装工艺升级：从人工管控到智能防错的跨越

改善的起点，往往源于对细节的敏锐洞察。

通过对质量报告（SQR）中破损数据的敏锐洞察。我们捕捉到：早期包装防护失效不仅带来外观受损风险，更暴露出传统模式已无法适应高标准交付需求，变革迫在眉睫。



👉 客户体验优化：细节决定满意度

我们不仅仅是满足标准，更是为了提升体验。通过消费者使用场景模拟，我们发现客户在寻找配件（如把手、钥匙）时存在误丢的痛点。

- 改善动作：[在外箱显著位置增加配件位置标识示意图。](#)
- 价值：这是一种双向奔赴——既解决了客户的实际困扰，消除了误解，又提升了开箱体验与品牌专业度，而非仅仅是被动地应对投诉。

💡 改善成果：小投资，大收益

通过上述系统性改善，包装质量评分（SQR）实现跨越式增长。

这一成果充分印证了“小投资、大收益”的精益理念：通过低成本的标识优化与智能化的流程升级，我们不仅有效规避了潜在的客诉风险，更赢得了客户的深度信任。未来，我们将继续坚持多维度思考，从制程工艺改善、产品设计优化到消费者使用场景模拟，用创新的思维和智能的流程，从源头杜绝合规问题的发生。

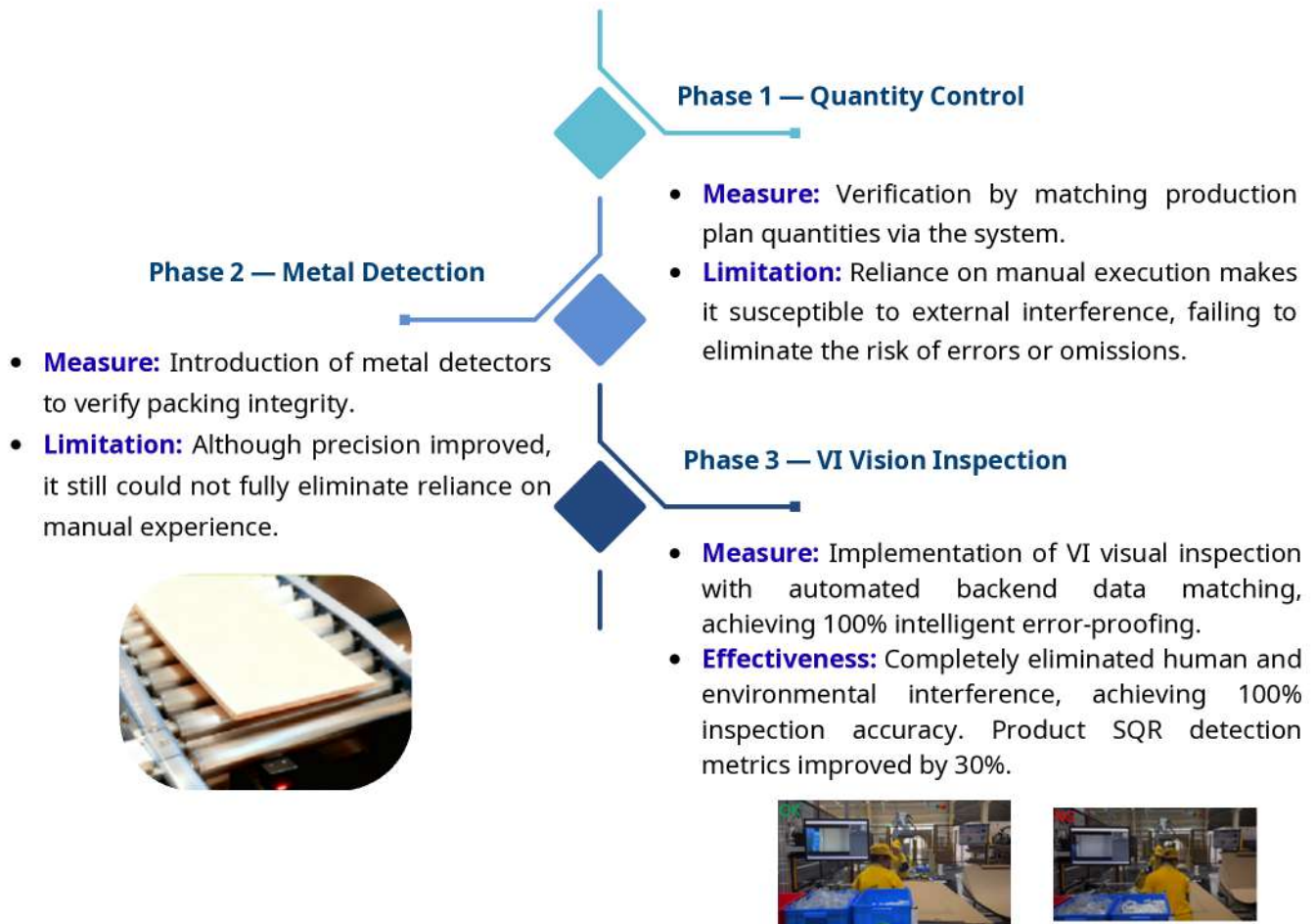
数据来源：澳美宜新制造部

撰写：祝宇琪

PMPT — Assembly Line Quality Assurance Upgrade

The starting point of improvement often lies in the keen observation of details.

Through keen insight into damage data within Supplier Quality Reports (SQR), we identified that early packaging protection failures not only posed risks of cosmetic damage but also exposed that traditional models could no longer meet high-standard delivery requirements. Transformation was imperative.



🧡 Customer Experience Optimization: Details Determine Satisfaction

Our goal extends beyond meeting standards to enhancing the user experience. Through consumer usage scenario simulation, we discovered pain points where customers occasionally struggled to locate accessories (e.g., handles, keys).

- **Improvement Action:** Added accessory location diagrams in prominent positions on the outer carton.
- **Value:** This represents a proactive "two-way commitment"—resolving actual customer troubles, eliminating misunderstandings, and enhancing the unboxing experience and brand professionalism, rather than merely reacting passively to complaints.

💡 Improvement Outcome: Small Investment, Big Returns

Driving a leap in Packaging Quality Scores (SQR), this initiative validates the "Low Investment, High Return" lean philosophy. By optimizing identification and automating processes, we mitigated complaint risks and secured customer trust. Moving forward, we will persist in multi-dimensional innovation—from process and design to usage simulation—to eradicate compliance issues at the source.

Data Source: PMPT New Manufacturing Dept.

Author: Zoey Zhu

质量，不是检出来的， 而是做出来的

对我而言，质量从来不是产品来到终检工序时才开始。

——CHONG MEW TING,
ASSISTANT MANAGER.

它始于一根原材料、一项工艺参数、一道生产流程，也存在于每一次判断、每一份数据，以及每一位同事对标准的坚持之中。

作为 QA & QC 团队的负责人，我和团队肩负着公司的“质量守门人”角色。从来料、生产制程到最终产品，我们需要确保每一个环节符合规格、客户要求及相关标准，同时持续维护 ISO 9001、ISO/IEC 17025 等质量体系的有效运行。

但我始终认为，QA & QC 真正的价值，并不只是发现多少不良品。

更重要的是建立一个能够“预防问题、控制过程、识别风险并持续改善”的质量体系，尤其当生产、交期与成本压力同时出现时，我们是否依然能够守住质量底线，这才真正考验一个质量团队的专业与原则。



质量可以改善，但底线不能妥协。

找到问题，只是第一步。

在质量管理中，最棘手的问题往往不是第一次发生的问题，而是那些“一再重复出现的问题”。

我曾经面对过一个持续造成产品报废与不良的重复性缺陷。

真正困难的地方，是它并没有一个显而易见的答案。

问题可能来自铝棒品质，也可能与均质处理、挤压参数、模具状态甚至冷却条件有关。每一个环节都有可能成为影响因素。如果只凭经验判断，很容易治标不治本。

因此，我带领团队从整个生产流程重新追溯问题，收集数据、比对趋势，并与生产及工程团队共同分析，一步一步缩小范围，寻找真正的根本原因。

找到根因之后，工程团队落实改善措施，而 QA & QC 则持续追踪数据与改善趋势，验证措施是否真正有效，确保问题不会再次发生。



这次经历让我更加确定一件事：

“好的 QA，不是发现更多问题，而是让同样的问题不再发生。”

发现缺陷，只是治标。真正的质量管理，是找出根因、改善制程、建立预防机制。治标，更要治本；与其事后补救，不如防患于未然。面对问题，我坚持四个原则：

- 1) 质量问题很少只属于一个部门。
- 2) 同一个问题，站在不同岗位，看到的角度往往完全不同。
- 3) 生产部门关注产能和效率；工程团队关注制程能力与技术参数；而 QA & QC 必须确保产品品质与客户要求得到保障。
- 4) 因此，出现不同意见并不可怕。

真正重要的是，我们最后能不能回到同一个问题上。

在处理跨部门问题时，我一直坚持四个原则：

理解、沟通、聚焦、解决。

首先，要先理解每一个部门面对的实际情况，而不是一开始就急着判断谁对谁错。

接下来，把数据和事实放到桌面上，让讨论回到问题本身。当事实清楚了，大家就应该把焦点放在“如何解决问题”，而不是“是谁造成问题”。

最后，再共同提出可行方案，由相关团队执行改善，并由 QA & QC 持续监控与验证改善效果。

我一直相信，解决问题时，专业很重要，“相互尊重同样重要”。不同部门有不同职责，也有不同 KPI，意见不一致是很正常的。但如果每个人只站在自己的部门立场，问题永远很难真正解决。我们最终服务的，不是哪一个部门的 KPI，而是同一个目标：

公司的整体利益，以及客户对我们的信任。领导力，与年龄和性别无关

有人可能会问，在相对年轻的时候承担管理责任，或者作为女性带领技术与质量团队，会不会面对额外的挑战？

对我来说，我并没有把年龄或性别视为领导上的障碍。

而是他的“态度、思维、沟通能力以及专业能力”。

专业让别人愿意相信你的判断，沟通让别人愿意与你一起解决问题，而责任感则决定团队愿不愿意跟着你一起往前走。

目前，我的团队大约有 80% 的成员年龄介于 21 至 35 岁之间。因此，对我而言，管理并不只是分配工作。我更重视的是辅导、培养、理解和支持。

当团队成员遇到问题时，我会认真听他们的想法，带着他们一起分析。有时候，我们会用一个简短的团队讨论，把问题摊开来，让大家一起思考：

- 为什么会发生？
- 还可以从什么角度看？
- 下一次，我们能不能自己判断和解决？

因为我希望团队得到的，不只是今天这个问题的答案。

更重要的是，在一次又一次解决问题的过程中，逐渐建立自己的判断力、信心和解决问题的能力。

一个好的团队，不只是会执行，更要会思考。

一个人做好，是能力；一群人做好，才是团队

如果要分享一个我最看重的工作习惯，我会选择：保持开放沟通，也保持正面的心态。

问题发生时，我认为第一句话不应该是：

“这是谁的问题？”

而应该是：发生了什么？我们可以怎么一起解决？”

因为一旦讨论从“找责任”变成“找方法”，团队的气氛会不同，解决问题的效率也会不同。

质量管理从来不是 QA & QC 一个人、一个部门能够完成的事情。
它需要生产、工程、技术、实验室，以及每一个参与制程的人共同把关。



我一直相信：

“当我们愿意帮助彼此进步，整个团队会变得更强大，而公司也会跟着变得更强大。”

这也是我理解的质量文化。

质量，不存在于某一张检验报告里，也不只是最后一道检验工序的责任。

它存在于每一次认真执行、每一次及时沟通、每一次解决问题，以及每一个人愿意把事情做得更好的选择里。

质量，不是一个人守出来的。

而是我们每一个人，在每天的工作中，一起做出来的。

QUALITY IS BUILT IN

“Quality is not inspected into a product; it’s built into it.”—Chong Mew Ting, Assistant Manager

For me, quality does not begin at final inspection. It starts much earlier — with incoming material, process control, production discipline, data, standards and the decisions we make every day on the shop floor.

As the QA & QC Manager, I lead a team that acts as one of the company’s key gatekeepers of quality.

My role goes far beyond identifying defects. I am responsible for ensuring that incoming materials, production processes and final products meet specifications, while maintaining compliance with ISO 9001, ISO/IEC 17025, customer requirements and relevant standards.

But the most important part of my responsibility is this:



From Finding Defects to Preventing Them

One of the biggest challenges I faced was a recurring defect that continued to cause rejection. The difficulty was that there was no obvious answer. The root cause could have come from billet quality, homogenisation, extrusion parameters, tooling or cooling.

Instead of making assumptions, I led the team to trace the defect through the production process, collect and analyse the data, and work closely with Production and Engineering to understand what was really happening.

Once the root cause was identified, corrective actions were implemented and we continued to monitor the results to make sure the improvement was sustainable.

That experience reinforced an important lesson for me:

“Good QA is not about finding more defects; it is about preventing the same defect from happening again.”

Quality is not only about catching what went wrong. It is about learning from it, strengthening the process and making sure the same problem does not return.

Four Principles for Solving Problems

- a) Quality issues rarely belong to one department alone.
- b) Production may be focused on productivity. Engineering may look at process capability. QA & QC must protect customer requirements and product quality.
- c) Different priorities can sometimes lead to different opinions.
- d) When that happens, I always return to four simple principles:
Understand. Communicate. Focus. Solve.

First, I try to understand the issue from each department's perspective.

Then, we communicate openly and bring the facts and data to the table.

Next, we keep everyone focused on the problem rather than on who should be blamed.

Finally, we work together towards a solution and monitor whether the corrective action is truly effective.

I also believe mutual respect is very important. We may have different priorities and sometimes disagree, but we should not focus only on protecting our own department or KPI.

In the end, we are all working towards the same direction, the success of the company and the satisfaction of our customers.

Leadership Is Not Defined by Age or Gender

People may assume that age or gender can be a challenge when leading a technical and operational team.

From my experience, I have not seen these as barriers.

I believe leadership is more about personality, mindset, communication and capability.

This has helped me build trust and working relationships with colleagues, senior managers and top management.

Around 80% of my team members are between 21 and 35 years old. As a leader, I focus a lot on coaching, developing, understanding and supporting them. When they face a problem, I try to take their concerns seriously, guide them through the issue and solve it together through short team discussions.

For me, the objective is not only to solve today's problem. It is also to help my team develop the confidence and problem-solving skills to handle tomorrow's challenges.

Stronger Together

If there is one working habit I would like to share with my colleagues, it is simple:

Communicate openly and keep a positive mindset.

When something goes wrong, I do not think the first question should be:

“Who is responsible?”

Instead, we should ask:

“What happened, and how can we solve it together?”



I believe good communication, mutual respect and a willingness to learn can make teamwork much stronger.

“When we help each other improve, the whole company becomes stronger.”

To me, this is also what quality is really about.

Quality is not created by one inspection, one department or one person.

It is built into the way we work — together, every day.

Author: Lee

特别报道：通往Ir.与MIEM的基于成果的PI 2.0研讨会

2026年10月1日 | 地点：PMB巴生 | 特邀演讲嘉宾：Ir. Dr. Lee Yun Fook (IEM项目开发小组委员会)

• 概述与监管框架

2026年10月1日，巴生PMB举办了一场专题技术发展研讨会，特邀马来西亚工程师学会（IEM）的Ir. Dr. Lee Yun Foo出席。会议为工程师们详细介绍了如何获得马来西亚工程师学会企业会员资格（MIEM），以及如何在马来西亚工程师委员会（BEM）注册成为专业工程师（Ir./ P.Eng.）。

根据1967年《工程师注册法》（2015年修订版）第10条第2款(a)项(ii)目(C)，持有公司会员资格（MIEM）依法使工程师有权在BEM注册为专业工程师（PE）。Dr. Lee强调了两项至关重要的监管前提条件：



BEM三年后规则：候选人须在正式完成BEM注册的工程毕业生身份之后，累计至少三年的工作经验。然而，在IEM PI 2.0评估过程中，亦认可毕业生毕业后即获得的工程能力。

12个月期限（“一年内入会”）：新当选的企业会员（MIEM）须在通过面试后的十二（12）个月内向BEM提交其PE注册申请。

• IEM 基于成果的绩效改进2.0与传统路径的比较

IEM PI 2.0 框架是一项现代化的、以成果为导向的同行评审机制，与国际专业工程师协议（IPEA）及亚太经合组织工程师框架相一致。与传统体系不同，PI 2.0 更加注重实证能力与证据，而非僵化的时限审核。

评估领域	传统 PI（2015 年前）	成果导向型 PI 2.0（当前）
能力范围	100% 技术、咨询设计与现场重点	跨越 18 个要素的 5 个能力类别（A-E）
现场 / 设计时长	严格的定量配额（例如 12 个月设计，12 个月现场）	取消定量配额；通过实际项目深度进行评估
技术文档	完整的工程量清单 (BQ)、招标规范、大量的工程量计算	精简的技术附件 (3,000–5,000 字)； 无需工程量清单 (BQ)/规范
笔试	强制性的现场技术及伦理论文	伦理在面试中评估；约 75% 的情况可豁免技术论文

• 修订后的ECD方案（自2026年7月起生效）

工程师可通过更新后的工程能力发展（ECD）框架，借助两种指导模式为PI 2.0做好准备：

选项1（无日志本的指导）：在无需提交年度强制性日志本的情况下，与IEM ECD导师名单中的导师开展合作。候选人可在具备充分信心并做好准备时申请PI 2.0。

选项2（带年度日志的导师指导）：在指定的ECD导师指导下，分1至3年提交结构化的年度日志。完成后，候选人可免于经过初始会员申请委员会（MAB）的文件审核，直接进入面试委员会环节。

• 五大能力类别（A至E）

候选人需提交一份培训与经验报告（IEM PI A401A表格），其中须逐一阐述18项能力要素，每项约500字。李博士强调，A类和B类所占权重最高，且必须严格体现技术性：

A类知识与理解：证明您的核心技术基础。界定您的技术领域（A1），通过权衡其优缺点及性能取舍，比较3至4种竞争性工程方案（A2），并展示对行业强制性规范、标准及法定法规的直接合规性（A3）。

B类实践应用与问题解决：最为关键的技术环节。诊断复杂设备或系统故障的根本原因（B1），通过第一性原理的工程计算、选型设计或建模验证您的解决方案（B2），并记录现场安装、调试过程中的各类问题及最终测试验证结果（B3）。

C类管理与领导力：展现运营执行力。涵盖技术项目进度计划（WBS）、资源分配、资本支出/运营支出预算跟踪、风险缓解，以及质量保证与质量控制体系。

D类沟通与人际技能：展现高效的利益相关方参与能力。重点说明在工程方案的编制与论证、技术评审的主持、跨职能争议的协调解决以及对初级工程师的指导等方面的表现。

E类职业承诺与治理：证明具备道德与法律上的问责能力。展现对BEM行为准则、DOSH/OSHA安全法规、环境标准、CPD继续教育学时要求的合规性，并熟练处理各类工程合同相关事务（如IEM/PAM/FIDIC合同、变更指令及工期延长等）。



撰写作品集证明材料的关键提示：请采用第一人称主动语态行文（如“我设计了”“我评估了”“我纠正了”）。明确列出具体的参数（如管道直径、流量、软件工具、相关标准等）。用客观证据、计算结果和照片取代笼统的叙述性陈述（“一图胜千言”）。

• 常见问题解答：巴生PMB工程师的实用解决方案

问题1：寻找导师、提案人和附议人

IEM B类法规要求两名企业会员（MIEM/会士）在申请表上签字。对于没有企业会员的工程师，李博士建议：(a) 参加IEM ECD计划，由您指定的导师担任推荐人；(b) 参与IEM各技术分部及地方分会的活动（如IEM吉兰丹、IEM南部、IEM总部等）；或(c) 联系外部顾问、客户或曾直接监督或评审过您工作的合格项目合作伙伴。

问题2：材料与环境工程师的学科分类

持有经认证的环境工程学位者，可根据其课程设置与岗位职责，选择在土木或化工分支进行注册。材料工程专业的毕业生则可选择在机械、化工或专门的材料领域进行注册。IEM会根据申请人所指定的细分学科，为其匹配相应的评审专家，以开展同行评议。

问题3：关于PMB工程师的内容与项目选择报告

1. 材料工程师：专注于失效根本原因分析（金相分析、断裂力学）、腐蚀工程（阴极保护、涂层）、焊接工艺规程（WPS/PQR），以及材料选型的权衡与取舍。
2. 环境工程师：专注于废水处理厂（ETP/STP）设计、生物动力学、污泥处置、大气污染控制设备（洗涤塔、袋式除尘器），以及循环经济与水资源再生利用相关举措。

PMB工程师的下一步行动：请具有3年以上BEM注册后工作经验的PMB巴生工程师尽快核实其BEM毕业生工程师身份，申请成为IEM毕业生会员，并着手准备A类与B类证据档案。如有需要，请联系人力资源部或工程管理部门以获取团队协调支持。

SPECIAL REPORT: ROUTE TO Ir. & MIEM OUTCOME-BASED PI 2.0 WORKSHOP

Date: 1 October 2026 | Venue: PMB Klang | Guest Speaker: Ir. Dr. Lee Yun Fook (IEM PI Development Sub-Committee)

1. Overview & Regulatory Framework

On 1 October 2026, PMB Klang hosted a dedicated technical development workshop featuring Ir. Dr. Lee Yun Fook from the Institution of Engineers, Malaysia (IEM). The session guided engineers on the pathway to attaining Corporate Membership (MIEM) and registration as a Professional Engineer (Ir. / P.Eng.) with the Board of Engineers Malaysia (BEM).



Under the Registration of Engineers Act 1967 (Revised 2015), Section 10(2)(a)(ii)(C), holding Corporate Membership (MIEM) legally entitles an engineer to register as a Professional Engineer (PE) with BEM. Dr. Lee highlighted two vital regulatory prerequisites:

The 3-Year Post-BEM Rule: Candidates must accumulate a minimum of three (3) years of working experience following official Graduate Engineer registration with BEM. However, engineering competency gained immediately post-graduation is accepted during the IEM PI 2.0 evaluation.

The 12-Month Window ('One-Year Catch'): Newly elected Corporate Members (MIEM) must submit their PE registration to BEM within twelve (12) months of passing the interview.

2. IEM Outcome-Based PI 2.0 vs. Conventional Route

The IEM PI 2.0 framework represents a modernized, outcome-based peer review aligned with the International Professional Engineers Agreement (IPEA) and APEC Engineer frameworks. Unlike the historical system, PI 2.0 prioritizes demonstrated competency and evidence over rigid time audits.

Evaluation Area	Conventional PI (Pre-2015)	Outcome-Based PI 2.0 (Current)
Competency Scope	100% technical, consulting design & site focus	5 Competency Categories (A–E) across 18 elements
Site / Design Duration	Strict quantitative quota (e.g. 12 mo. design, 12 mo. site)	Quantitative quotas eliminated; evaluated via real project depth
Technical Documentation	Full BQ, tender specifications, extensive take-offs	Streamlined Technical Annexe (3,000–5,000 words); no BQ (Bill of Quantities)/specs
Written Examination	Mandatory on-the-spot technical & ethics essays	Ethics assessed in interview; technical essay exempted for ~75%

3. The Revised ECD Scheme (Effective July 2026)

Engineers can prepare for PI 2.0 through the updated Engineering Competency Development (ECD) framework under two mentoring options:

Option 1 (Mentoring Without Logbook): Work with a mentor from the IEM ECD Master Mentor List without mandatory annual logbook submissions. Candidates apply for PI 2.0 when confident and ready.

Option 2 (Mentoring With Annual Logbook): Structured annual logbook submissions over 1 to 3 years under an assigned ECD mentor. Upon completion, candidates bypass the initial Membership Applications Board (MAB) document vetting and receive direct access to the interview board.

4. The 5 Competency Categories (A to E)

Candidates submit a Training & Experience Report (Form IEM PI A401A) demonstrating 18 competency elements (~500 words each). Dr. Lee stressed that Categories A and B carry the highest weight and must be strictly technical:

Category A: Knowledge & Understanding: Prove your core technical foundation. Define your technical domain (A1), compare 3–4 competing engineering options by weighing their pros, cons, and performance trade-offs (A2), and show direct working compliance with mandatory industry codes, standards, and statutory regulations (A3).

Category B: Practical Application & Problem Solving: The most critical technical section. Diagnose root causes of complex plant or system failures (B1), prove your solution with first-principal engineering calculations, sizing, or modeling (B2), and document hands-on site installation, commissioning snags, and final test validation (B3).

Category C: Management & Leadership: Show operational execution. Cover technical project schedules (WBS), resource allocation, CapEx/OpEx budget tracking, risk mitigation, and QA/QC quality control systems.

Category D: Communication & Interpersonal Skills: Demonstrate effective stakeholder engagement. Highlight preparing and defending engineering proposals, leading technical reviews, resolving cross-functional disputes, and mentoring junior engineers.

Category E: Professional Commitment & Governance: Prove ethical and legal accountability. Demonstrate compliance with the BEM Code of Conduct, DOSH/OSHA safety laws, environmental standards, CPD learning hours, and hands-on handling of engineering contracts (e.g., IEM/PAM/FIDIC, Variation Orders, and EOTs).



Key Tip for Writing Portfolio Evidence: Write in the active first person ('I designed', 'I evaluated', 'I rectified'). State exact parameters (pipe diameters, flow rates, software packages, standards). Replace general narrative claims with objective evidence, calculations, and photos ('a picture is worth a thousand words').

5. FAQ: Practical Solutions for PMB Klang Engineers

Q1: Finding Mentors, Proposers, and Seconders IEM Bylaws require two Corporate Members (MIEM/Fellow) to sign the application. For engineers without in-house Corporate Members, Dr. Lee recommended: (a) Enrolling in the IEM ECD scheme, where your appointed mentor acts as proposer; (b) Participating in IEM Technical Divisions and local branch activities (e.g. IEM Kelantan, IEM Southern, IEM HQ); or (c) Approaching external consultants, clients, or qualified project partners who have directly supervised or reviewed your work.

Q2: Discipline Categorization for Material & Environmental Engineers Holders of accredited Environmental Engineering degrees can register under either the Civil or Chemical branch depending on their curriculum and job role. Material Engineering graduates can register under Mechanical, Chemical, or the specialized Material division. IEM matches interviewers specifically to the applicant's designated sub-discipline for peer evaluation.

Q3: Report Content & Project Selection for PMB Engineers • **Material Engineers:** Focus on root-cause failure analysis (metallography, fracture mechanics), corrosion engineering (cathodic protection, coatings), welding procedure specifications (WPS/PQR), and material selection trade-offs. • **Environmental Engineers:** Focus on effluent/wastewater treatment plant (ETP/STP) design, biological kinetics, sludge handling, air pollution control systems (scrubbers, baghouses), and circular economy/water reclamation initiatives.

Next Steps for PMB Engineers: PMB Klang engineers with 3+ years of post-BEM registration are urged to verify their BEM Graduate Engineer status, register as IEM Graduate Members, and begin assembling their Category A and B portfolio of evidence. Contact HR / Engineering Management for group coordination.

QEHS 活动 - 摩托车安全培训

安全骑行 · 智慧骑行 · 平安抵达

作为持续推动 QEHS 活动的一部分，为了营造更安全的工作环境并加强员工的道路安全意识，PMB Aluminium Sdn. Bhd. 为骑摩托车上下班的员工举办了 PERKESO 支持的摩托车安全培训课程。

本培训课程由 PERKESO 支持，并由 Malaysian Defensive Driving and Riding Centre Sdn. Bhd. (MDDRC) 负责培训。课程旨在提升参与者的道路安全意识、防御性骑行技巧及安全骑行习惯，帮助员工更好地应对道路上的潜在危险，并降低摩托车相关事故的风险。



安全骑行要点

- 保持警觉，时刻注意并预判潜在的道路危险。
- 遵守交通规则及速度限制，避免不必要的驾驶风险。
- 始终佩戴符合安全标准的头盔及适当的防护装备。
- 与其他车辆保持安全距离。
- 提高自身可见度，避免长时间处于其他车辆的盲点范围内。
- 疲劳时切勿骑行，也绝不可在酒精或药物影响下骑行。
- 定期检查摩托车，确保车辆处于安全及适合上路的状态。
- 将安全融入日常骑行习惯，每一次出行，都应给予同样的重视与关注。

安全第一



撰写: Patricia Chua

QEHS Campaign - Motorcycle Safety Training

Ride Safe. Ride Smart. Arrive Safe.

As part of our ongoing QEHS Campaign to promote a safer workplace and strengthen road safety awareness, PMB Aluminium Sdn. Bhd. organised the PERKESO-Supported Motorcycle Safety Training Programme for employees who commute by motorcycle.

The programme was supported by PERKESO and conducted by Malaysian Defensive Driving and Riding Centre Sdn. Bhd. (MDDRC). The training aimed to enhance participants' awareness, defensive riding skills and safe riding practices, helping them manage road hazards and reduce the risk of motorcycle-related accidents.



Key Takeaways

- Stay alert and anticipate potential hazards.
- Follow traffic rules and speed limits and avoid unnecessary risks.
- Wear a certified helmet and proper protective equipment at all times.
- Maintain a safe following distance from other vehicles.
- Stay visible and avoid riding in vehicle blind spots.
- Never ride when fatigued or under the influence of alcohol or drugs.
- Check your motorcycle regularly to ensure it remains safe and roadworthy.
- Make safety a daily habit every journey deserves the same level of care and attention.



安全工作场所，优秀员工，更佳品质



QEHS 一个月活动已正式启动，主题为“Safe Workplace, Great People, Better Quality（安全工作场所，优秀员工，更佳品质）”，宣传口号为“Safety Driven, Quality Proven（以安全为驱动，以品质见证成果）”。本次活动旨在营造安全的工作环境，赋能优秀员工，共同实现更佳品质。通过将安全，人员与品质融入每一个工作流程，推动全员降低风险，提升可靠性，并共同实现卓越运营。



安全始于每一个人

安全是每个人共同承担的责任。安全工作小组（Safety Task Force）旨在强化安全标准，同时鼓励全员提升责任意识，加强团队协作，共同维护安全工作环境。

01

优秀员工，成就更强团队

员工是每项工作的核心。通过跨部门协作，减少各自为政的工作方式，团队能够共同推动更安全，更可靠的运营。

02

将品质融入每个环节

品质应融入每一个工作流程，而不仅仅是在最终阶段进行检查。问题与反馈可以成为持续改善的机会，进一步推动卓越运营。

03

超越QEHS活动

虽然本次活动为期一个月，但QEHS的理念应持续融入日常工作。通过以身作则，主动承担责任以及相互支持，QEHS可以成为日常工作和决策的一部分。

强大的QEHS文化需要每一个人的持续行动。通过共同协作，承担责任并持续推动改善，我们可以共同营造更安全的工作环境，并实现更好的工作成果。

撰写：Branda Yap

ACAR 理念：将思维转化为行动

随着我们持续关注质量，环境，健康与安全，本月也是一个让我们思考日常工作方式及工作态度如何印象工作成果的机会。其中一个值得分享的理念是 **ACAR - Awareness (意识), Concern (关怀), Action (行动) 与 Result (成果)**，它展现了如何从提高意识进一步付诸行动，从而为营造更安全的工作环境及实现更佳品质做出贡献。

A

Awareness (意识) - 优秀员工的基础



良好的文化始于敏锐的意识。保持警觉意味着关注周围环境，识别潜在风险，并主动寻找改善工作方式的机会。

C

Concern (关怀) - 优秀员工的态度



意识只有在真正付诸关怀时才能产生意义。关怀意味着对自身及团队成员的安全与福祉承担个人责任，并在工作中始终坚持安全实践，工作标准与诚信。

A

Action (行动) - 打造安全工作场所



行动将关怀化为事迹改变。这包括主动采取措施，例如处理不安全状况，报告潜在风险，正确佩戴个人防护装备 (PPE)，以及遵循既定的安全管控措施。安全的工作环境是通过这些持续而主动的行动共同建立的。

R

Result (成果) - 实现更佳品质与卓越安全



持续意识，关怀与行动将带来积极成果，推动更佳品质，更强的安全实践以及更积极主动地工作文化。

从思维到日常实践

ACAR理念提醒我们，QEHS文化是通过日常工作中的每一个选择逐步建立的。时刻关注身边的情况，关心自己与他人，并采取正确行动，有助于持续改善我们的工作方式。

最终，我们所倡导的不仅是了解四个步骤，更是将思维转化为行动，再将行动转化为积极成果。当每个人都发挥自己的作用，这些看似简单而持续的行为，将共同促进更安全的工作环境，更紧密的团队协作以及更加的品质。

撰写：Jenny Goh

Safe Workplace, Great People, Better Quality



The QEHS One-Month Campaign has officially commenced under the theme **"Safe Workplace, Great People, Better Quality"**, with the slogan **"Safety Driven, Quality Proven."** The campaign aims to create a safe workplace that empowers great people to deliver better quality. By integrating safety, people and quality into every process, the campaign encourages the organization to reduce risks, enhance reliability and achieve operational excellence together.



Safety Starts with Everyone

Safety is a shared responsibility. The Safety Task Force reinforces safety standards while encouraging greater ownership and teamwork across the organization.

01

Great People, Stronger Teams

People are at the heart of every operation. By working together across departments and avoiding siloed practices, teams can achieve safer and more reliable operations.

02

Quality Through Every Step

Quality should be built into every stage of the process, not only checked at the end. Issues and feedback can be used as opportunities to improve and strengthen operational excellence.

03

Beyond the Campaign

The campaign may run for one month, but the QEHS mindset should continue beyond it. Through leading by example, taking ownership and supporting one another, QEHS can become part of everyday work and decision-making.

A strong QEHS culture is built through consistent actions from everyone. By working together, taking ownership and staying committed to improvement, we can help create a safer workplace and better outcomes for all.

Author: Branda Yap

ACAR Concept: Turning Mindset into Action

As we continue our focus on Quality, Environment, Health, and Safety, this month also provides an opportunity to reflect on how our everyday mindset influences the way we work. One concept that can help put this into perspective is **ACAR - Awareness, Concern, Action and Result**, showing how a simple shift from being aware to taking action can contribute to a safer workplace and better quality.

A

Awareness - Driven Great People



A strong culture starts with an alert mindset. Being aware means staying attentive to our surroundings, recognising potential risks and identifying opportunities to strengthen the way we work.

C

Concern - The Attitude of Great People



Awareness becomes meaningful when we genuinely care. Concern means taking personal ownership of our well-being and that of our teammates, while upholding safe practices, work standards and integrity in everything we do.

A

Action - Creating a Safe Workplace



Action turns concern into meaningful change. It means taking proactive steps such as addressing unsafe conditions, reporting potential risks, wearing correct PPE and following established safety controls. A safe workplace is built through these consistent actions.

R

Result - Delivering Better Quality, Excellent Safety



Consistent awareness, concern and action contribute to positive results - supporting better quality, stronger safety practices and a proactive workplace culture.

From Mindset to Everyday Practice

The ACAR concept reminds us that a strong QEHS culture is built through the choices made in our everyday work. Being aware of what is happening around us, showing concern for ourselves and others, and taking the right action can help strengthen the way we work.

Ultimately, the intention is not simply to know the four steps, but to **turn awareness into action and action into positive results**. When everyone plays a part, these small, consistent behaviors can contribute to a safer workplace, stronger teamwork and better quality.

Author: Jenny Goh

共庆中秋佳节 与PMPV同事分享月饼和节日礼品

同事们通过分享月饼和节日礼品，一同感受中秋节的喜悦。这些温馨时刻让我们有机会感谢每位同事的付出，也让我们共同欣赏PMPV团队多元文化的魅力。

感谢每一位同事

在PMPV，分享节日礼品是向各团队同事表达谢意的一种简单方式。愿大家借此机会增进交流，享受节日气氛，并向远近的亲友送上温暖祝福。

马来西亚的中秋节：月饼、灯笼与团圆

中秋节也称月饼节，在农历八月十五举行，此时月亮圆满明亮。2026年的中秋节是9月25日。对马来西亚华人而言，这是全年最受喜爱的节日之一，也是家人团聚、感恩丰收及在月下分享美食的时刻。虽然中秋节不是公共假期，不同背景的马来西亚人仍会一同参与，并把月饼（马来语称 kuih bulan）分享给朋友、邻居和同事。

融入马来西亚风味

马来西亚的烘焙店、酒店及家庭烘焙者，为经典月饼加入许多本地特色。榴莲、班兰和椰子口味深受欢迎；冰皮月饼则有水果、巧克力或卡士达等馅料。如今，许多商家也提供获得清真认证及低糖的选择，让更多人能够一起分享。

PMPV共庆中秋

在多元文化的人们共同生活与工作的砂拉越，中秋节是大家一起庆祝的好机会。在PMPV，分享月饼和节日礼品，是一句简单而真诚的“谢谢”，也提醒我们：团队的力量来自不同背景的同事携手同行。

撰写: Jorgina James



同事们齐聚一堂，分享节日礼品。

谨祝全体同事及家人中秋喜乐、身体健康，
并与挚爱亲友共享团圆时光



Celebrating the Mid Autumn Festival

Sharing mooncakes and festive gifts with colleagues at PMPV

Our colleagues shared the spirit of the Mid Autumn Festival through the distribution of mooncakes and festive gifts. These moments gave us an opportunity to thank everyone for their dedication and to celebrate the many cultures that make up our PMPV team.

Celebrating our colleagues

At PMPV, sharing festive gifts offers a simple way to thank colleagues across our teams. We hope everyone can take a moment to connect, enjoy the occasion and send warm wishes to loved ones near and far.

Mid Autumn in Malaysia: mooncakes, lanterns and family

The Mid Autumn Festival, also known as the Mooncake Festival, falls on the 15th day of the eighth lunar month, when the moon is at its fullest and brightest. In 2026 it falls on 25 September. For Malaysian Chinese communities it is one of the most loved celebrations of the year, a time for family reunions, giving thanks for the harvest and sharing food under the moon. It is not a public holiday, but it is enjoyed by Malaysians of every background, with mooncakes (kuih bulan in Malay) passed around to friends, neighbours and colleagues.

Malaysian twists on a classic

Malaysian bakeries, hotels and home bakers have added many local touches to the classic recipe. Flavours such as durian, pandan and coconut are popular, alongside chilled snow skin mooncakes filled with fruit, chocolate or custard. Many places now also offer halal-certified and lower-sugar options, so that more people can take part in the sharing.

Sharing the festival at PMPV

In Sarawak, where people of many cultures live and work side by side, the Mid Autumn Festival is a natural chance to celebrate together. At PMPV, exchanging mooncakes and festive gifts is a simple way to say thank you, and a reminder that the strength of our team comes from the many backgrounds we share.

Author: Jorgina James



Colleagues gather for the festive gift distribution.

To all our colleagues and your families, may this festival bring joy, good health and time together with those you love.



Focus on “More from Less”

——以更少资源，创造更多价值

企业经营的本质，不是拥有多少资源，而是能够用现有资源创造多少价值。

随着企业不断发展，组织越来越大、设备越来越多、人员越来越多、业务越来越复杂，我们需要重新思考一个非常重要的问题：企业未来的增长，是否一定要依靠更多的人员、更多的设备、更多的库存和更多的资金投入？

答案显然不是。

真正具有长期竞争力的企业，不只是懂得“增加投入”，更重要的是懂得提高资源使用效率，让每一份资源产生更大的价值。



这就是我们提出：

Focus on “More from Less” ——以更少资源，创造更多价值。

“More from Less”首先不是简单的降本，更不是一味要求大家少花钱、少用人、少投入。它代表的是一种更高水平的经营思维：用更合理的资源投入，创造更大的经营成果。

同样一台设备，能不能提高开机率、生产效率和良率，让它创造更多合格产品？

同样一吨铝，能不能降低熔损、减少报废，提高成材率，并通过技术和加工创造更高的产品附加值？

同样一个团队，能不能减少重复工作，通过流程优化、数字化和AI工具，让工作更加简单、高效和准确？

同样一笔资金，能不能减少不必要的库存和低效投资，让资金周转更快，创造更好的利润和现金流？

甚至同样一个小时，我们能不能减少无效会议、重复汇报和等待审批，把更多时间真正放在客户、现场、改善和解决问题上？

这些都是“More from Less”。

因此，我们必须正确理解“Less”。

Less不是少做，而是少浪费。

减少不必要的库存，减少过度采购，减少质量损失，减少能源浪费，减少重复流程，减少低效率工作，减少没有创造价值的投入。

同时，我们也要正确理解“More”。

More不是单纯追求更多产量，而是创造更多价值。

更高的生产效率、更稳定的质量、更高的良率、更快的交付、更好的客户服务、更合理的库存、更健康的现金流、更好的利润，以及更强的市场竞争力，这些才是企业真正需要的“More”。

因此，“More from Less”不应该只是一句口号，更不能只停留在管理层会议和PPT里面。

它应该落实到我们每天的工作中，落实到预算、销售、采购、生产、质量、库存、能源、设备、物流、技术、人力资源以及每一个管理环节。

每一个部门都可以思考：现有资源有没有充分发挥价值？哪些工作可以做得更简单？哪些浪费可以消除？哪些流程可以优化？哪些工作可以通过数字化和AI提高效率？

未来企业之间真正的竞争，不一定是谁拥有最多的资源，而是谁能够更有效地配置资源、更高效地使用资源，并把有限的资源转化成为最大的客户价值和经营成果。

所以，“More from Less”最终要形成一种共同的工作习惯和企业文化：

- 少一点浪费，多一点效率；
- 少一点重复，多一点改善；
- 少一点资源依赖，多一点创新；
- 少一点无效投入，多一点价值创造。

当每一个岗位、每一个部门、每一家工厂都开始这样思考，我们所节省的不只是成本，我们真正提升的是整个企业的生产力、执行力和竞争力。

Focus on “More from Less”。

让每一份资源产生更大的价值，让每一份投入创造更好的结果。

这就是我们推动“More from Less”的真正意义。



撰写: Mr LIM HENG KAM

Focus on “More from Less”

——Create more value with fewer resources

The essence of enterprise management is not how many resources it possesses, but how much value it can create with existing resources.

As enterprises continue to grow, with larger organizations, more equipment, more personnel, and increasingly complex businesses, we need to rethink a very important question: Does the future growth of enterprises necessarily rely on more personnel, more equipment, more inventory, and more capital investment?

The answer is obviously not.

A truly competitive enterprise in the long term not only knows how to "increase investment", but more importantly, knows how to improve resource utilization efficiency and make every resource generate greater value.



This is what we propose:

Focus on "More from Less" - Creating more value with fewer resources.

'More from Less' is not simply about reducing costs, nor is it simply about demanding that everyone spend less money, use fewer people, and invest less. It represents a higher level of business thinking: using more reasonable resource investment to create greater business results.

Can the same device improve its startup rate, production efficiency, and yield rate to create more qualified products?

Can the same ton of aluminum reduce melting loss, minimize scrap, increase yield, and create higher product added value through technology and processing?

Can the same team reduce repetitive work and make work simpler, more efficient, and accurate through process optimization, digitization, and AI tools?

Can the same amount of funds reduce unnecessary inventory and inefficient investments, make capital turnover faster, and create better profits and cash flow?

Even within the same hour, can we reduce ineffective meetings, repetitive reporting, and waiting for approval, and truly focus more time on customers, on-site work, improvement, and problem-solving?

These are all 'More from Less'.

Therefore, we must have a correct understanding of 'Less'.

Less is not about doing less, but about wasting less.

Reduce unnecessary inventory, reduce excessive procurement, minimize quality loss, reduce energy waste, minimize repetitive processes, reduce inefficient work, and minimize inputs that do not create value.

At the same time, we also need to understand 'More' correctly.

More is not simply pursuing more output, but creating more value.

Higher production efficiency, more stable quality, higher yield, faster delivery, better customer service, more reasonable inventory, healthier cash flow, better profits, and stronger market competitiveness are what enterprises truly need.

Therefore, 'More from Less' should not just be a slogan, nor should it be limited to management meetings and PPTs.

It should be implemented in our daily work, including budgeting, sales, procurement, production, quality, inventory, energy, equipment, logistics, technology, human resources, and every management link.

Every department can consider whether existing resources have fully utilized their value? What tasks can be made simpler? What waste can be eliminated? Which processes can be optimized? What jobs can improve efficiency through digitization and AI?

The real competition between future enterprises is not necessarily about who has the most resources, but about who can allocate resources more effectively, use resources more efficiently, and transform limited resources into the greatest customer value and business results.

So, 'More from Less' ultimately needs to form a common work habit and corporate culture:

Less waste, more efficiency;
Less repetition, more improvement;
Less resource dependence, more innovation;
Less ineffective investment, more value creation.

When every position, department, and factory starts thinking like this, what we save is not just costs, but what we truly improve is the productivity, execution, and competitiveness of the entire enterprise.

Focus on "More from Less".

Let every resource generate greater value and every investment create better results.

This is the true meaning of promoting 'More from Less'.



Author: Mr. LIM HENG KAM

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内容撰写如有不足，期待您的建议。

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——Project Management Department