



# MAREC13

MALAYSIAN ANNUAL REAL ESTATE CONVENTION

## Changing Trends - Managing Future Challenges

7<sup>th</sup> - 8<sup>th</sup> March 2013 • Sime Darby Convention Centre, Malaysia

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YB Senator Dato' Sri Idris Jala  
Minister in the  
Prime Minister's Department

## Message from the Guest of Honour

I am honoured to be invited to this annual event MAREC13 where Real Estate Agents, their Sales Personnel and members of the public gather to network and broaden their knowledge on the latest issues relating to the property industry.

This year's theme "Changing Trends - Managing Future Challenges" gives the direction that in this fast changing world we need to constantly adapt to change and learn how to meet the challenges in your practice. It is worth mentioning that **over 20,000 practitioners all over Malaysia play an important role in helping consumers sell, rent and lease their properties.**

With the Government's Economic Transformation Programme, the property landscape will continue to flourish with additional jobs created, increased property investments and enhanced Gross National Income (GNI) for the country.

Programmes to improve urban public transportation and Entry Point Projects (EPP) such as the Mass Rapid Transit (MRT), will spur the interest of locals and foreigners in our property market. Further to this, the Government's initiatives under the 1Malaysia Housing Programme (PR1MA) will help balance the needs of the middle income group.

Our economy is doing well amidst the global economic uncertainty. Amongst others, our **GNI increased by 49% in just 3 years; private investments tripled since the start of the ETP; Government revenue reached record high of RM207 billion in 2012.** With all these achievements, I am convinced that our property market will also attract interest with many new exciting developments which will help expand our economy.

In conclusion, I am delighted to be your guest of honour and to deliver the key note address at MAREC13. I hereby wish MIEA and the delegates the very best at this convention.

Thank You

YB Senator Dato' Sri Idris Jala





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Kayte Teh  
Organizing Chairman  
MAREC13

## Greetings and a Warm Welcome to MAREC 13

The Malaysian Institute of Estate Agents was established 36 years ago (April 1977) and the first Real Estate Convention organized by MIEA was sometime prior to 1985. Going by MIEA's historical records, this year, the MAREC13 would be the **27th Real Estate convention organized by MIEA!**

MAREC has grown to be a Convention to be reckoned with. Other than creating a common platform for all estate agents and negotiators to congregate and network, **MAREC's primary aim is to facilitate real estate practitioners to learn, update and keep abreast with current issues and changes affecting our profession.**

The Theme for this year is **"Changing Trends - Managing Future Challenges"**. With rapid changes evolving both locally and globally and the business environment changing so dramatically coupled with the exciting opportunities coming our way, it is imperative that practitioners adapt with the changes and maintain their competitive edge.

This year, we are deeply honoured to have **Yang Berhormat Dato' Sri Idris Jala** who is the driving force behind the Malaysian Economic Transformation Program, to be our Guest of Honour. I believe that the government understands the importance for real estate companies and property developers to adapt and transform together with the rapid changes happening throughout the country.

We are happy and proud that we have been able to invite the movers and shakers of the real estate industry to share with us the issues facing and affecting the market today. Within the next 2 days, the topics covered will include affordable housing, challenges affecting the commercial sectors, issues related to our profession, property hotspots and future growth areas, changes in the architectural landscape, Entrepreneurship and the necessary skills needed to accelerate your business.

And to top it all, at the end of the Convention, we will be having our **networking cocktail session**, which is the trademark of our MAREC Conventions. This year, we expect our Cocktail Session to draw a bigger crowd, as it is on a Friday evening and after 2 continuous days of brain wrecking sessions, you may all look forward to winding down. It is my fervent hope that you will stay back and enjoy and use this networking session to further enhance your business network..

It was indeed a challenging experience organizing a Convention of this size and stature. It would not have been possible without a dedicated committee, each taking responsibility of their individual portfolios allocated to him/her and working towards a common goal of making the MAREC13 a resounding success. My sincere and heartfelt thanks to my organizing committee for all the sacrifices they have made over the last 4 months. This group of self motivated and enterprising practitioners worked tirelessly with so much commitment and discipline that I feel been blessed to be heading such a fantastic team.

Lastly, a sincere thank you to all of you, the Delegates. Without your continued support, MAREC would not be what it is today.

I hope that the next 2 days will be meaningful and stimulating and you will walk away from this Convention satisfied.

Thank you.

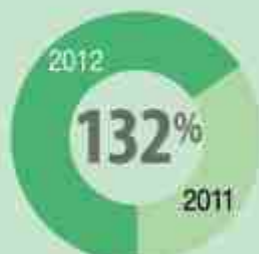
Kayte Teh  
Organizing Chairman



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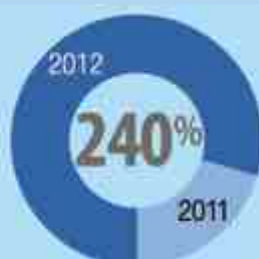


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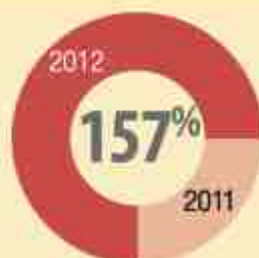


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Nixon Paul  
President  
Malaysian Institute  
of Estate Agents  
(MIEA)

## President's Message

This year's theme was decided on after taking into consideration the rapidly changing business and economic environment in the country.

We are all fully aware that change is inevitable and the need to adapt to change has become a critical factor in today's fast progressing and challenging environment.

The Real Estate Profession is being challenged in so many ways that adaptation to this changing environment has become increasingly difficult. Technological advancements have had a telling effect in the manner in which we conduct our daily business activities and for those of us born in the era of the Baby Boomers, it has just been simply dramatic and that's putting it mildly.

Business activities today, is no more confined to the run of the mill type of rental and sales transactions as many investors today seem to have an appetite for foreign properties as well. Singapore is testimony to this as Malaysians are the second largest foreign investors in the island republic.

Investment Clubs where investors pool their resources together and make block purchases at discounted values is another trend that seems to be gaining momentum. Developers today are inclined to work with these clubs as it accelerates sales and also reduces marketing expenses.

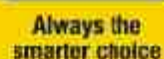
Further to the above, new and innovative type of property investment **opportunities like SOHO, SOFO, SOVO, investments in hotel rooms at resort developments etc are the accepted norm now.** We can only imagine what other changes may take place over the next 5 to 10 years.

This brings me back to the rationale to our theme for this year's convention. (Changing Trends - Managing Future Challenges). The organizing committee was of the view that members and practitioners need to take stock of what challenges lie ahead and the necessary steps and strategies that we as practitioners need to adopt to better prepare ourselves for the future.

It will be noted that the **speakers at this convention are all prominent personalities in the property industry who have a wealth of experience and an in depth knowledge of the property market. What the speakers will share with us at this convention is not taught at colleges or universities.** Further to this we are also privileged to have a Business Management Guru, Mr Roshan Thiran, who will share with us the secrets of managing a successful company.

We are confident that the delegates attending this two day convention will find it insightful, meaningful and practical, which in turn will give members and practitioners a better understanding of what to anticipate and how to prepare ourselves for the coming years.

Nixon Paul  
President







Y. Bhg. Datuk Sr. Haji Abd  
Hamid Bin Abu Bakar

President  
The Board of Valuers,  
Appraisers and  
Estate Agents  
Malaysia

## Message from the President of The Board of Valuers, Appraisers & Estate Agents

Warm greetings, from the Board of Valuers, Appraisers & Estate Agents.

I would like to extend my sincere thanks to the Malaysian Institute of Estate Agents (MIEA) for inviting me to pen a few words for your Souvenir Programme on the occasion of the Malaysian Annual Real Estate Convention 2013 (MAREC13).

Firstly I would like to congratulate MIEA for having successfully organized the Malaysian Real Estate Convention (MAREC) for the past 27 years.

I am also happy to note that each year the convention draws more and more professionals from the different disciplines in the property industry. This is proof of an industry that is progressive and far sighted.

This year's panel of speakers showcases and exemplifies the camaraderie and goodwill amongst the various property associations and the support shared by these organizations.

It is also heart-warming to note that MIEA is taking all the necessary steps in addressing the rapidly changing property business environment. The very theme of this convention is an example of MIEA's proactive stance on this matter.

As in any other profession/industry, conventions and seminars offer the best platform for practitioners to gather, network and share experiences and knowledge. As Malaysia strives to move forward and progress, events of this nature have become increasingly relevant and important. I hope that this annual convention will be an on going event that will continue to add value to the profession at large.

Lastly I wish to congratulate the Organizing Chairman Ms KayteTeh and her committee for a well-planned and professionally executed convention.

Thank you

Y. Bhg. Datuk Sr. Haji Abd Hamid Bin Abu Bakar

President  
The Board of Valuers, Appraisers and Estate Agents  
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## The Malaysian Institute of Estate Agents

The Malaysian Institute of Estate Agents (MIEA) is a recognised body representing all Registered Estate Agents in the country.

The Institute Theme

“ **UNITED RELEVANT PROGRESSIVE** ”

The Estate Agents' biggest and single most challenge is to be united. Unity is the binding factor that will allow us to have one voice, one common goal and one vision. Estate Agents must take pride and take ownership of the practice by working together for the common goal of the profession. As the old adage says, "Unity is strength, and strength is mighty". The call is for the leadership, the council, the members and the negotiators to work in unison and in unity to tackle the daily issues we face.

The Institute must be relevant to the members by meeting their expectations. The programmes, activities will all be aligned towards this goal. By the same token members must also be relevant to the institute by participating in the committees, programmes and to give ideas & feedback.

When one is united there is peace & harmony, and when there is relevance there is respect. When this is achieved there will be progress. When we progress there is growth, growth leads to betterment of our business and our lives and as a result we achieve recognition, respect and success. Only then can we bring change to the industry and be a dynamic Institute.

## Guide For Contributors

Articles to be considered for publication are required to adhere to the following guidelines.

### Submission of Manuscripts

Manuscripts must be submitted in English. Authors must provide original, unpublished work not under consideration for publication elsewhere. A copy of the manuscript together with original figures and tables must be submitted to the Editorial Board. Manuscripts, figures, tables and disks will not be returned to the author.

All illustrations, figures or tables in the article must be captioned, in clear black and white and ready for reproduction. Illustrations such as maps, pictures, etc must be submitted with a copy of the original photographs and clearly marked and captioned for clear reproduction.

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## Editor's Note



By Theresa Augustine  
[theresa@miea.com.my](mailto:theresa@miea.com.my)

## Message from the Editor

Welcome to the March issue of our D'ream and MAREC13 bulletin!

You are holding in your hands 48 pages of exciting news and happenings in MIEA plus a fantastic line up of speakers for this year's MAREC13.

This current edition, pulls together the key market facts and statistics real estate professionals need in order to stay ahead of the game. It also covers very inspiring messages from our President Mr. Nixon Paul and our Organizing Chairman Ms. Kayte Teh who is helming this year's MAREC13 Convention, not forgetting messages from the President of the Board of Valuers and Estate Agents (BOVEA) and this year's big attraction, our Guest of Honour - YB Dato' Sri Idris Jala.

It is a very exciting time to be part of the MIEA team but then again why wouldn't it be? The committee have been meeting every week, and eating Domino's pizza every Thursday night was pretty much the norm. Well the jigsaw has finally come together and the big day is here. Let's hope the MAREC13 convention will be an enjoyable learning experience for everyone and all the hard work paid off. But the buzz in MIEA never stops. Next, of course, is one of our biggest stand-out project - MASPEX (Malaysian Secondary Property Exhibition). Read all about it in this edition.

Finally, a very big 'thank you' to our sponsors who advertised in our bulletin. We truly appreciate your support.

And in keeping with this year's theme of Changing Trends - Managing Future Challenges - this print issue will also be made available to you on our website : [www.miea.com.my](http://www.miea.com.my)

Thank you and wishing all our members every success.

Theresa Augustine  
Editor in Chief

## OBJECTIVES OF THE INSTITUTE

- To unite those engaged in the Estate Agency Practice for the purpose of extending beneficial influence on the profession and related interests.
- To promote and maintain a high standard of conduct amongst members in accordance with the Code of Ethics of the Institute.
- To improve the technical and general knowledge of persons engaged in the profession.
- To develop and foster and maintain relations between members of the institute and to provide a platform for the networking and exchanging of ideas and opinions amongst practitioners.
- To provide for the upholding of the honour, reputation and status of members.
- To provide for the training, education, examination of persons practicing or intending to practice as estate agents, or who are otherwise employed or engaged in the profession.
- To represent members in discussion and dialogues with other trade/industry bodies and Government agencies.
- To safeguard and protect the interest of the general public against fraud by practitioners or illegal agents.
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## Day 1 (7th March)

TIME	PROGRAMME
8.00 am	Registration and Networking
9.00 am	Opening Remarks by MC Ms. Amanda Goh
9.05 am	Welcome Remarks by Ms. Kayte Teh Organizing Chairperson, MAREC13
9.15 am	Address by Mr. Nixon Paul President of MIEA
9.30 am	Speech by Guest of Honor <b>YB Senator Dato' Sri Idris Jala</b> Minister in the Prime Minister's Department CEO, PEMANDU  Opening Ceremony and Keynote Address : <b>Transforming The Real Estate Profession into a Key Contributor to the Malaysian Economy</b>
11.00 am	Tea Break
11.30 am	<b>SESSION 2</b>  <b>Financial Freedom Through Property Investment – The 2013 Market Outlook</b>  Datuk Seri Michael Yam President of REHDA
12.30 am	<b>SESSION 3</b>  <b>The Changing Malaysian Architectural Landscape</b>  Mr. David Mizan Hashim Group President & Director Veritas Design Group
1.30 pm	Lunch Break
2.30 pm	<b>SESSION 4</b> <b>Property Hot Spots – Future Growth Areas</b>  Mr. Ho Chin Soon Director, Ho Chin Soon Research
3.30 pm	Tea Break
4.00 pm	<b>SESSION 5</b>  <b>Affordable Housing : Reality or Myth</b>  Y. Bhg. Dato' Fateh Iskandar B. Tan Sri Dato' Mohamed Mansor Group Managing Director Chief Executive Officer Glomac Berhad
5.00 pm	Convention Adjourns

## Day 2 (8th March)

TIME	PROGRAMME
8.00 am	Networking
9.00 am	<b>SESSION 6</b>  <b>Transformation of the Selangor Property Landscape</b>  En. Othman B. Haji Omar General Manager, PKNS
10.00 am	Tea Break
10.30 am	<b>SESSION 7</b>  <b>Changing Trends In The Office Market</b>  Mr. Sarkunan Subramaniam Managing Director, Knight Frank Malaysia
11.30 am	<b>SESSION 8</b>  <b>Developing The Entrepreneur In You</b>  Mr. Roshan Thiran CEO, Leaderonomics
12.30 pm	Lunch / Friday Prayer Break
1.30 pm	<b>DIALOGUE SESSION (OPTIONAL)</b>  <b>Opportunities In The U.S. Market Dialogue</b> with Ms. Pili Meyer National Association of Realtors (NAR)
2.30 pm	<b>SESSION 9</b>  BREAK OUT SESSION  <b>For Real Estate Agents                      For Negotiations</b>  <b>A New Era for Estate Agency      How To Become A Top Real</b> <b>Practice - Challenges and              Estate Agent</b> <b>Opportunities</b>  Mr. Soma Sundram                      Mr. Stephen Tew Past President, MIEA                      Past President, MIEA
3.30 pm	Tea Break
4.00 pm	<b>SESSION 10</b>  <b>Million Dollar Round Table</b>  Moderator :                      Mr. Siva Shanker Deputy President, MIEA  Panelist:                              Mr. Lee Meng Tuck, Kiara Realty  Mr. Sarkunan Subramaniam Knight Frank Malaysia  Mr. Ronnie Fernandez Reapfield Properties Sdn Bhd  Ms. Pili Meyer National Association of Realtors (NAR)
5.30 pm	Closing Ceremony / Convention ends  Networking Cocktail

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# SPEAKERS SYNOPSIS



## **YB Senator Dato' Sri Idris Jala**

YB Senator Dato' Sri Idris Jala is currently a minister in the Prime Minister's Department and the CEO of PEMANDU, a performance management and delivery unit. This ministry has been given the responsibility to strategize and implement the Government's Transformation Program and the Economic Transformation Program.

YB Senator Dato' Sri Idris Jala is recognized for his management skills and business strategies. Most of us will remember him as the CEO of our national carrier (MAS) and how he turned it around from losses to profits.

Dato' Sri's previous appointments as Vice President at Shell International based in London and thereafter as the Managing Director and Executive Director of Shell Malaysia speaks volumes of his abilities to manage and lead a successful organization.

---



## **Datuk Seri Michael Yam**

Datuk Seri Michael Yam has had an illustrious career spanning more than 30 years in the construction, real estate and corporate sectors and has helmed two public listed companies as their CEO and Managing Director.

Datuk Seri was voted the "CEO of the Year 2002" for Malaysia by American Express Corporate Services and Business Times.

Trained as a Building Engineer in the United Kingdom (UK) with various companies and the British Civil Service, Datuk Seri is a Fellow of the Royal Institution of Chartered Surveyors and also qualified as a Fellow of the Chartered Institute of Building (CIOB) after his graduation in 1979 from the University of Westminster, London.

Datuk Seri has been the Chairman of the Real Estate and Housing Developers' Association Malaysia since June 2010. He was appointed by the Government as a member of the Steering Committee for the transformation of Greater Kuala Lumpur/Klang Valley and also serves as a member of the Advisory Board of the City of Kuala Lumpur.

Globally, Datuk Seri Michael Yam is one of two Asians elected on to the Board of Trustees of the UK headquartered Chartered Institute of Buildings which sets standards for the management of building and construction.

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## **Mr David Mizan Hashim**

Mr David Mizan Hashim is the founding Principal of VERITAS Design Group, one of the leading architectural and design practices in South-East Asia, having established the firm in 1987 soon after his graduation. Based in Kuala Lumpur, Malaysia, VERITAS has won numerous local and international accolades for its planning, architectural, interior design and landscape projects.

Led by David's initiatives, VERITAS has become Malaysia's leading exporter of professional design services, with projects throughout Asia and beyond, and offices in several domestic and international locations. Between 2007 and 2011, VERITAS was listed among the top 10 design firms in South-east Asia.

David's academic credentials include a Bachelor of Science degree in 1983 from the Massachusetts Institute of Technology and a Master in Architecture in 1986 from Harvard University's Graduate School of Design, both in Cambridge, Massachusetts in the USA. Upon graduation, he was awarded the prestigious Aga Khan travel fellowship for research in Islamic architecture.

This session promises to be an eye opening one, as the speaker will elaborate on the pertinent issues that have and will influence the architectural landscape in Malaysia. Cultural issues, Green Buildings and Technologically inspired buildings will be some of the interesting issues that will be highlighted.

# SPEAKERS SYNOPSIS



## **Mr Ho Chin Soon**

Mr Ho is no stranger to all of us in the profession. He started his company (Ho Chin Soon Research) in 1989 and has established himself as the most sought after consultant when it comes to maps. His speciality encompasses maps which outline population demographics, new developments, growth areas and a host of other specialized issues related to properties and maps.

This session will focus on the new growth areas, the property hot spots and the impact of the MRT on the property market. We are of the opinion that this session will be a real benefit to practitioners as we need to keep in touch with the on-going progression of the government's initiatives and programmes.

In challenging times like this, it is important that practitioners keep abreast and be informed of the property market dynamics and growth. How we plan and strategize our business activities will be very much dependant on the new growth areas, public perception and preferences and the conveniences these locations offer.



## **Y. Bhg. Dato' Fateh Iskandar bin Dato' Mohamed Mansor**

Y. Bhg. Dato' Fateh Iskandar is presently the Group Managing Director and CEO of Glomac Berhad. He is also the Deputy President of Real Estate and Housing Developers Association (REHDA).

Y. Bhg. Dato' Fateh Iskandar is also a Board Member/Director of several other public listed companies such as Axis-REIT, NSTP and MPI (Malaysia Property Inc.) among others.

Affordable housing is currently a widely debated topic where the government, developers, NGOs and the public at large have raised concerns about escalating property prices. The government in acknowledging this problem is already trying to take proactive steps to address the issue.

Dato' Fateh shall enlighten us on the necessary steps that needs to be taken by the government and the relevant parties concerned to address this problem.



## **En Othman Bin Hj Omar**

En Othman Hj Omar is the General Manager of the Selangor State Development Corporation (PKNS). He is also the Chairman of the Board at Datumcorp International, Sunway Damansara, Kesas Holdings and Worldwide Holdings Bhd just to name a few.

His working experiences at SP Setia, The George Wimpey Group in UK, The Hydro Electric Commission in Australia and Energoprojekt in Yugoslavia speaks volumes of the speakers experience, exposure and credibility.

His current focus of attention at PKNS involves specialization in the areas of Strategic and Transformational Management, Work Culture Transformation and Re-Branding, Integrated Corporate Governance and Enhancement of the PKNS Delivery System.

En Othman's session will encompass a wide area of issues related to the property market in Selangor. The varied type of developments being currently carried out and the proposed development plans for the future.

In today's challenging and demanding property development environment, the need to balance affordability, quality and public demands becomes increasingly difficult. This speaker will share how he managed all these challenges and made record profits for PKNS, which was the best ever achieved in the last 48 years.



# SPEAKERS SYNOPSIS



## **Mr Sarkunan Subramaniam**

Mr Sarkunan or Sarky as he is fondly known is the Managing Director of Knight Frank Malaysia.

Sarky commenced his career 27 years ago in Melbourne Australia and has been in private practise in Malaysia since 1989. His core competencies are in Agency, Investment Sales, Development Consultancy, Research and Consultancy.

This session will cover issues related to commercial activities in the market with special focus on the Office Space Segment. An analysis of overall supply, rental and occupancy levels will be presented including notable movements of tenants. Transactions of major office buildings will be highlighted together with a summary of capital values and yield trends.

Critical issues related to the sale of large commercial complexes (Office Buildings & Shopping Complexes) will be highlighted. This is to assist practitioners understand the mind set of prospective purchasers and the minimum criteria investors/purchasers seek prior to a purchase.

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## **Roshan Tiran**

Roshan Thiran is currently the CEO of Leaderonomics, one of the fastest growing consulting firms in Asia. Prior to this role, he was the Director of Global Talent Management with Johnson & Johnson. He was also with the General Electric Company (GE) for more than 12 years, working in a number of roles in the US, in Europe and also more recently in Asia.

Roshan began his career with GE at GE Investments in Stamford, CT, USA leading the start-up efforts of a new mutual fund business as an Investment Analyst. A year later, he joined GE Capital's Financial Management Program (FMP) based in Stamford CT in the US. He had a number of Finance assignments with various GE Capital businesses in the Stamford CT region, with GE Global Compression Services in Dallas TX, and with GE International in Shelton, CT. He later joined National Broadcasting Corporation (NBC) at its Rockefeller Center, New York City hub as the News & Sports Analyst where he was responsible for the Financials of 6 news programs, including The Today Show, Dateline, Sunrise and leading the MSNBC cable network start-up efforts.

He was also instrumental in driving a number of key process improvements in the NBC Finance community winning a number of awards for his work and effort at NBC.

At MAREC13, Roshan will be speaking on all the critical issues related to running an effective and successful business.

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## **Ms. PILIMEYER**

Born and raised in Hawaii, Pili Meyer has lived in the Pacific Northwest of the US for the last thirty years. She comes from a long tradition of teaching and real estate. Members of her family have taught everything from kindergarten to graduate school as well as being involved in many aspects of real estate. She is a graduate of Mills College.

Meyer is a successful real estate agent in Port Angeles, WA, an award winning international speaker in real estate, and actively involved in the Realtor Association. She has served as 2002 Washington Realtors state president, 2006 Region 12 Vice President for NAR, 2007 NAR Liaison, 2011 NAR President's Liaison to Malaysia. She has been an NAR Director for 15 years. She is a contributing writer to "The Real Estate Professional," a national magazine.

Meyer has earned the ABR, CRS, GRI SRES, and SRS designations. She also teaches the ABR, SRES and SRS classes. She will make you laugh and make you think.

While best known for her work in agency and buyer representation, Meyer emphasizes communication and understanding human dynamics no matter what the subject matter

At MAREC13, she will be sharing her views on the current state of the US property market.

# SPEAKERS SYNOPSIS



## **Soma Sundram**

The speaker Mr K. Soma Sundram, who is currently the Head of Project Marketing at Reapfield Properties and a Past President of MIEA.

Soma as he is fondly known has been actively involved in the institute for the past 27 years. He was instrumental in the purchase of the institute's current premises.

He will be sharing with us the latest amendments to the Act concerning the Real Estate Profession and its effects on our business activities. He will also brief delegates on the proposed Registration of Negotiators and the conditions being implemented by the Board toward this registration.

2013 is envisaged to be an exciting year for practitioners and we believe that keeping abreast of the latest issues affecting our profession is of paramount importance.



## **Mr Stephen Tew**

Mr Stephen Tew, a director and a substantial shareholder of Axis-REIT ( a company listed on the Kuala Lumpur Stock Exchange) and the principal partner of Hectares and Stratas (a real estate company), is a success story that many an estate agent aspire to emulate.

Stephen started his career as a Negotiator in Rahim & Co. and progressively developed his career and companies as a market leader in their respective areas of business.

At MAREC13 we are privileged to have Stephen share his success stories and secrets on his amazing ascent to the top as an entrepreneur / businessman.

If you want to know what it takes to be a success in this profession, then this is a session that must not be missed. What you will learn here is not taught in colleges, universities or text books. Listen to the man who has made his millions and is willing to share his experiences and strategies with you to make a success of your career in the real estate profession.

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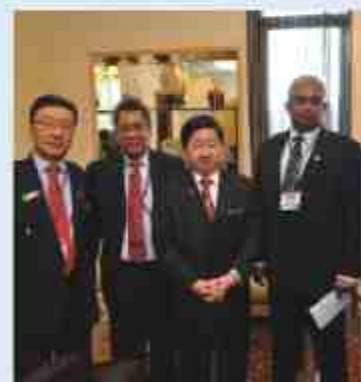


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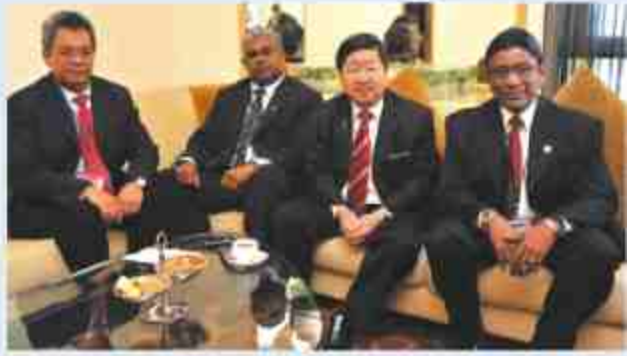


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## Innovation / Technology & Real Estate

When talking about innovation especially in technology, we often define the term too narrowly. In fact, innovation can and does occur in every industry of our economy, from consumer electronics to health care and the real estate industry is no exception.

In Malaysia the retail market is steadily growing with a large number of new retail outlets and office buildings. The once sleepy real estate industry is smartly innovating and benefiting from new markets and changes in technology.

With rising energy prices and companies cutting back on space, the commercial real estate market has started to innovate. It is not because of a fall-off in business, rather technology, innovation and changing human behavior have reduced the amount of required office space. Companies and employees are able to do more with less space - the very heart of innovation.

Among the trends spurring innovation are the growth in telework and contracting.

Technology has obliterated the need for file cabinets. Even server rooms once the hallmark of an innovative company are giving way to "cloud" technology, further reducing the need for dedicated IT space. More, employees are doing work everywhere but at a desk, and telecommuting is on the rise as more and more companies seek to cut back on utility expenses and space.

And this trend is only going to accelerate. These days, college kids are more accustomed to doing their homework from virtually anywhere but "home" or a library or at a desk, and we see recent college graduates forsaking the concept of dedicated office space for anytime anyplace method of working. When these graduates enter the job market or start their own businesses they will bring their telework habits with them.

Tablets like the iPad make work a "do anywhere" phenomenon. For knowledge-based workers, comfortable areas encouraging collaboration may be more important than expensive office space. The work capability of the iPad brings up another

**"The World is  
Changing Very Fast.  
Big Will Not Beat  
Small Anymore. It  
Will Be The Fast  
Beating The Slow"**

Rupert Murdoch

important aspect of innovation. In other words, innovations like the iPad lead to innovations in other sectors, such as real estate. A real estate deal or rather any business deal can take place anywhere these days - Starbucks, Coffebean, or any where within a wifi area with the use of a smart gadget.

With the rise of e-commerce combined with the advancement in mobile technology, and social networking groups it is easy to increase one's business capacity.

Look at malls today : Today's malls are more of a social meeting experience, with many attracting customers through an increasing number of upscale restaurants, spas, performances, cultural activities and classes. Meanwhile, retailers are exploring location-based services, including mall-based applications, that allow registered customers who are on site to enjoy special offers. This applications include the top six deal sites like Groupon, LivingSocial, DealMates, MyDeal, MilkADeal, and StreetDeal. So what do they offer on their deal sites?

Here's a quick look

*Category List - KL Deals, Shopping, Getaway, All Deals, Activities, Travel, Dining, Wellness, Activities, Products, Luxury, Food Delivery, Spa, Food, Services, Gadgets, Beauty, Slimming, Fashion, Shoes, Hair, Pet care, Beverage.*

*Available through out Malaysia - Klang Valley, Penang, Johor Bahru, Kota Kinabalu, Kuching, Ipoh, Melaka, N.Sembilan, Klang Valley, Penang, Johor Bahru, Ipoh, Kota Kinabalu, Kuching, Melaka, Miri, Kuantan, Seremban.*

As we are shifting to the next generation - With wireless broadband, GPS, location services and new apps, we will see innovation in every area of our lives and across all areas of businesses. This will transform the way we work.

This change can only make things better.



## Board Matters



A warm “Selamat Datang” to all attending the Malaysian Real estate Convention (MAREC) 2013 here at the Sime Darby Convention Centre.

You can expect a wonderful time here for the next 2 days with selected dynamic speakers, sharing a world of knowledge and information to chart your course and achieve your goals. This convention will provide a platform for like-minded professionals to network and enhance business.

This year holds many good things to come, initiated by the Board for the benefit of the profession and the general public.

### 1) Mandatory Salary Issue

The concept of **'contract of service' and the 'contract for service' have been adapted** much to the delight of most practitioners. So all those who attended the talk by MIEA on this issue at the Lake Club will be getting their money's worth. A circular will be issued to that effect.

### 2) Registration of Negotiators

This exercise is expected to **'kick-off' in May 2013** with the issuance of a circular on its mandatory nature. The **'window period' shall end in December 2013** and hopefully we would have registered the 'right negotiators' by then. In doing so, we hope to weed out the part timers, those who conduct their activities in an unprofessional manner, and those who are less committed to the profession.

### 3) PR Campaign

A comprehensive plan has been drawn-up **to inform the public in general on the roles and responsibilities of registered real estate agents and negotiators**. A media blitz over a period of one year for the whole of Malaysia to educate the Public on the advantages of using the services of registered practitioners only and the pitfalls associated with illegal estate agents and the likes. Hopefully, the practitioners will support this campaign and conform to the Board's impending guidelines on all the changes being implemented.

Registered Real Estate agents should seize this opportunity to only have well trained people in their respective firms to cater to the ever discerning public. It is envisaged that practitioners will find it easier to manage their negotiators and have them conform to all the rules and standards stipulated by the Board. With this in view, the problem of sub-standard services and flouting the rules will be greatly reduced.

There are only **1,715 registered estate agents in this country as at January, 2013**. Therefore the opportunities are tremendous and unprecedented when compared to most other professions. The number of students taking the **'Diploma in Real Estate' is ever increasing** which adds testimony to the fact that this profession is grossly misrepresented in terms of ratio per population.

All pertinent information on this exercise will be made available to all registered practitioners soon and we hope all adhere to the instructions stated so as to not only make this an orderly exercise but to make the Negotiators feel that they are being recognised and appreciated for all their hard work and at the same time held accountable for any misdemeanours done wilfully.

Thank you and have a great time here at MAREC 13!

Alex J Gomez



Yang Di-Pertua:  
Datuk Abdul Hamid Bin Abu Bakar

Pendafatar:  
R. Mahalechumi



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### **CIRCULAR 1/2013**

To : ALL VALUERS/APPRAISERS & ESTATE AGENTS

Date : 7 February 2013

Dear Sir/Madam

#### **MANDATORY SALARY FOR NEGOTIATORS**

The repercussions of the implementation of the Minimum Wages Act this year has placed a heavy burden on all registered estate agents who are now required to pay a minimum wage of RM 900 (WM) and RM 800 (EM) to every negotiator in their employ. Taking into consideration their plight the Board has decided that with effect from 2nd February, it would revoke its circular dated 10 March 2000 in so far as the mandatory requirement to pay the negotiators a monthly salary.

As a result of this revocation, registrants are now allowed the liberty to adopt any one mode of contract i.e. contract for services or contract of service and the latter would require registrants to pay the minimum salary whereas the former is flexible.

Notwithstanding the aforesaid, the Board's Circular that all negotiators are to be employed on a full-time basis and be working in only one firm is still in force.

Please be guided accordingly.

  
Yours faithfully,

**R. MAHALECHUMI**  
Registrar  
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Dear Fellow Members of MIEA

MIEA has been working on ways to serve our members, especially to improve our **reach to prospective real estate purchasers**.

We are glad to announce that this exhibition will be taking place soon and it will be called "**MASPEX 2013**" or **Malaysian Annual Secondary Property Exhibition**. For the first time, we are consolidating under **one roof, 32 Exhibitors** who are Real Estate Agencies offering their secondary market property listings to the public.

One of the highlights of the exhibition will be an offer of **300 Hot Deals for Visitors** to choose from during the 3-day event. These Hot Deals will be sourced from participating Exhibitors / Agents and tabulated for print in a MASPEX Souvenir Programme hand books for distribution to Visitors. Participating Exhibitors will feature these Hot Deals in their respective booths.

Details of MASPEX 2013 are as follow:-

Date	: April 12, 13 and 14, 2013
Opening Hours	: 11 am to 7 pm (Exhibition)
Venue	: Main Concourse, Tropicana City Mall, Petaling Jaya.
Costs	: RM3,500 Non Member (Shell Scheme Space) RM2,800 for Corner Shell Scheme (MIEA Member Rate) RM2,500 for Intermediate Shell Scheme (MIEA Member Rate)

Activities that are being organized for the 3-day event include **Educational Talks On Property Investment** by affluent Speakers amongst members of our fraternity.

We are happy to announce that **MAYBANK Berhad** has consented to be our partner and as **main sponsor** and with this, we wish to remind all members to refer all bank loans to **MAYBANK**.

As there are only 32 booths available with a heavily **subsidised rental rates** (More than 50% of Actual Costs), we are **limiting to only One Booths Per Member**. Should the number of applications exceeded the number of booths available, we shall conduct a balloting exercise to determine the successful Exhibitors Lists. Henceforth, your immediate actions to put in your applications now with a crossed cheque of for the full amount will be appreciated

MASPEX 2013 will be a great **professional networking platform** for Real Estate Agents and Negotiators together with members of the public. We see it as a new and rewarding avenue to doing business in the near future.

Kind Regards

Erick YT Kho  
MASPEX 2013 Organising Chairman



# Networking at its best

Interact with estate agents  
at convention to get lowdown  
on investment opportunities

THE MAREC13 convention is a must for all estate agents and investors alike. It is a unique opportunity to interact with estate agents and get the lowdown on investment opportunities. The convention is held annually in Kuala Lumpur and is one of the largest real estate events in the region. It provides a platform for estate agents to showcase their services and for investors to find new investment opportunities. The convention also features a variety of seminars and workshops on real estate investment. The MAREC13 convention is a must for all estate agents and investors alike. It is a unique opportunity to interact with estate agents and get the lowdown on investment opportunities. The convention is held annually in Kuala Lumpur and is one of the largest real estate events in the region. It provides a platform for estate agents to showcase their services and for investors to find new investment opportunities. The convention also features a variety of seminars and workshops on real estate investment.

**Pricing / Early Bird Discounts**

Category	Before 31 January 2013	Before 28 February 2013	After 28 February 2013
Corporate	1200	1000	800
Individual	600	500	400



Networking opportunities at the MAREC13 convention.



## IN THE NEWS

# up for convention session making a comeback at MAREC 13



Speakers at the MAREC 13 convention.

# Invest in the right property

Real estate convention to shed light on what lies ahead in 2013



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**MAREC13 - Pricing**

Category	Before 31 January 2013	Before 28 February 2013	After 28 February 2013
Corporate	1200	1000	800
Individual	600	500	400

# Managing future challenges

With the challenges ahead in 2013, estate agents are looking for ways to manage future challenges. The MAREC13 convention is a must for all estate agents and investors alike. It is a unique opportunity to interact with estate agents and get the lowdown on investment opportunities. The convention is held annually in Kuala Lumpur and is one of the largest real estate events in the region. It provides a platform for estate agents to showcase their services and for investors to find new investment opportunities. The convention also features a variety of seminars and workshops on real estate investment. The MAREC13 convention is a must for all estate agents and investors alike. It is a unique opportunity to interact with estate agents and get the lowdown on investment opportunities. The convention is held annually in Kuala Lumpur and is one of the largest real estate events in the region. It provides a platform for estate agents to showcase their services and for investors to find new investment opportunities. The convention also features a variety of seminars and workshops on real estate investment.



**MAREC13 - Pricing**

Category	Before 31 January 2013	Before 28 February 2013	After 28 February 2013
Corporate	1200	1000	800
Individual	600	500	400

Managing real estates

# Managing real estates



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**MAREC13 - Pricing**

Category	Before 31 January 2013	Before 28 February 2013	After 28 February 2013
Corporate	1200	1000	800
Individual	600	500	400

Property investment journey

# Property investment journey

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**MAREC13 - Pricing**

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JUDITH NG  
Membership Chairman

I became an Ordinary Member in 2009. I knew that MIEA was the institute for Estate Agents but wasn't really interested in what they do as long as I felt I belonged to an organization that is supposed to watch out for me and whom I can point at if things do not go the right way.

In late 2011, I came to the realization that I am actually very detached with the Institute that is supposed to represent Me, an institute that was set-up for Me, the institute I am supposed to BELONG to but that was so alien to me. Then I heard the Council of Management needed Councilors, so I volunteered.

As a councilor, I began to understand the inside story. How the Councilors have been giving their time, their effort, their own money to keep the Secretariat going, to raise the standards of the professions, to improve benefits for members, to fight for the betterment of our profession, totally at the expense of the Councilors' own business and family time – all to the little knowledge and, sadly, the disinterest of those they are representing and championing for.

What marvels me most is the passion with which they carry out their voluntary duties, how they could all work together so well, submitting to authority and working in unity and harmony despite the fact that all of them are leaders in their own establishments, and being paid NOTHING!

They say this is their way of paying back to the fraternity, a profession all of us embraced so intensely, indeed one I personally have enjoyed and received much from.

Since my appointment into the Council of Management in 2012, I have been a part of the team to face challenges head-on. Proudly, I too got to taste the sweet success with the rest of my fellow councilors. We engaged with the Board on **recognizing and protecting the Negotiators** in a more meaningful way, held **Safety Awareness Seminars**, went on **Recruitment Drives**, held monthly **Negotiators Courses** and monthly **Real Estate related seminars**, helped solve practitioners concerns on **minimum wage matters**, worked on **free internet portals** for the members, persuaded sponsors, organized **Annual Awards and Dinner**, **MAREC** and the coming **inaugural MASPEX**.

As the Membership Chairman, I feel very rewarded with our huge successful Membership Drive, which was a result of the collective effort of all the Council members and State Committee members. A report will be given in the coming AGM on 20 April 2013.

Help us all by playing your part, help MIEA represent us all better  
- **sign up as a member, pay your subscriptions, unity is strength.**

**MIEA champions for you and me, for our profession, our future.**

MIEA needs your support. MIEA needs your voice too! Together we are MIEA.

MIEA is the only Malaysian Institute for Real Estate Agents and Negotiators.

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# change



## Continuous Change as a Norm

According to Bill Gates, if you don't practice the change management that looks after the future, the future will not look after you. "The tendency for successful companies to fail to innovate is just that: a tendency. If you're too focused on your current business, it's hard to look ahead..."

- listen to customer feedback, and
- study new technology opportunities.

In today's knowledge-driven world, new technologies appear at shorter and shorter intervals. "Knowledge constantly makes itself obsolete, with the result that today's advanced knowledge is tomorrow's ignorance". Innovation thus should be not a one-off event, but a continuous response to changing circumstances. A sustainable innovation system does not just help to solve a problem but creates a new capacity, opening up opportunities for further innovation.

Do not limit innovation to development of new products only.  
New processes and methods can be more powerful in  
helping you to win sustainable competitive advantage.

Business audit will track the performance of your company and of its management against a strategic plan and against specific objectives.

## Changes - the Source of Opportunities

Innovation is the specific tool of entrepreneurs. Doing new things, or doing old things in new ways is how entrepreneurs exploit change as an opportunity for a different business or a different service. Entrepreneurs see change as the norm and as healthy; they always search for change, respond to it, and exploit it as an opportunity.



cont...

# MANAGE CHANGE OR CHANGE MANAGEMENT

Innovation can be approached methodically, by a purposeful and organized search for changes and by identifying the opportunities that such changes might offer. In your search, focus on opportunities, not problems, these changes can bring along. Results come from exploiting opportunities, not solving problems.

## Internal and External Sources of Changes

The changes creating new opportunities for innovation can be both within the enterprise or industry and outside them. A three-level business intelligence system is thus to be established to collect and analyze information from within the enterprise; industry and market structure; and external sources, such as demographics, changes in perception, and new knowledge.

Innovators who want to exploit new knowledge need to apply a careful analysis of the knowledge available and the knowledge needed.

Develop your company into a learning organization that "is continuously expanding its capacity to create its future" by continuously learning new ways of doing things and also continuously forgetting old ways of doing things. It will help you to adapt to and survive in the changing business environment and to fulfill your potential.

## Principles of Innovation

"Innovations had better be capable of being started small, requiring at first little money, few people, and only a small limited market." That gives the innovator more time and space within which to correct inevitable errors.

The purposeful and effective innovation results mainly from analysis, system, and hard work.

## Systemic Innovation

Innovation used to be a linear trajectory from new knowledge to new product. Now innovation is neither singular nor linear, but systemic. It arises from complex interactions between many individuals, organizations and environmental factors. Firms which are successful in realizing the full returns from their technologies and innovations are able to match their technological developments with complementary expertise in other areas of their business, such as manufacturing, distribution, human resources, marketing, and customer relationships.

## Innovating for the Present & Preparing for the Future

No-one can predict the future. You can discover the secrets of the present. Innovation is not about taking risk or predicting the future - it's about focusing on the opportunities of the present. Understand the present, study what is known and turn this knowledge into future opportunities.

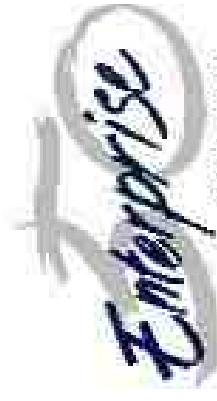
Progress is impossible without change,  
and those who cannot change their minds  
cannot change anything.

George Bernard Shaw



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<p>I've 2 more clients are looking 2 unit to purchase at Zest Kinara sizes prefer 1200 sq ft. Please contact Mr William Chery 019-212 9446 or email to me <b>Intra Herta Consultants Sdn Bhd</b> <a href="#">Click here for further details</a></p>	<p>I've have a client is looking to purchase a unit at Zest Kinara. Size 11' Dsf and preferable house no 3 and above. 1000 floor. Budget around RM400k. Pl. <b>Intra Herta Consultants Sdn Bhd</b> <a href="#">Click here for further details</a></p>
<p>My client is urgently looking to purchase Type of Property Commercial Location P.O. Subling Jaya &amp; Damansara Perdana Budget: Market Price Others <b>Carey Real Estate</b> <a href="#">Click here for further details</a></p>	<p>Urgently looking to purchase a Link House in Ulu K and for own stay. Budget up to RM400K. Kindly contact me at 012-3302125 or email to ams.tutme@car <b>Carey Real Estate Sdn Bhd</b> <a href="#">Click here for further details</a></p>
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<p>I am looking for a factory/warehouse located at Kemping, Sigatbut, Kota Damansara and area 8000</p>	<p>Looking for potential buyers/tenant to rent or buy corner, ground &amp; flat floor shop located at sofers</p>

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## ABOUT US

**i-smarte** is a registered estate agency with the Board of Valuers, Appraisers, and Estate Agents Malaysia. We provide **professional real estate services through well-experienced and professional Real Estate Negotiators.**

**i-smarte** offers **a proven real estate marketing system balanced with dedicated personal service second to none.**

**i-smarte** negotiators are registered with the Board of Valuers, Appraisers and Estate Agents and are **committed to maintaining the highest standards of conduct and professionalism.!**

**For a full list of properties please feel free to visit our website... Thank you.**

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# Experts See Far-reaching Benefits from Singapore - KL High-speed Rail

Industry experts in Malaysia are already counting on the multiplier effects from the proposed high-speed rail link between Kuala Lumpur and Singapore even before its targeted completion in 2020. They say the benefits are expected to be far reaching.

The project was jointly announced by the Prime Ministers of Singapore and Malaysia at their recent retreat. There is still no official word on how much project will cost, but initial industry estimates put the construction and land cost at about US\$8 billion. With those figures in mind, the proposed high-speed rail link between KL and Singapore has sparked excitement among some sectors.

Among the biggest gainers are likely to be property and construction sector companies. **Experts are predicting increased demand for property in the Klang Valley, the southern state of Johor and the possible stops along the route.** We are seeing it now, and that will continue to increase in the medium to long term. **A lot of Singaporeans are buying properties in Malaysia particularly in key areas such as Iskandar, Johor and the Klang Valley.** Other positive effects include increased tourist arrivals and investments from neighbouring Singapore.

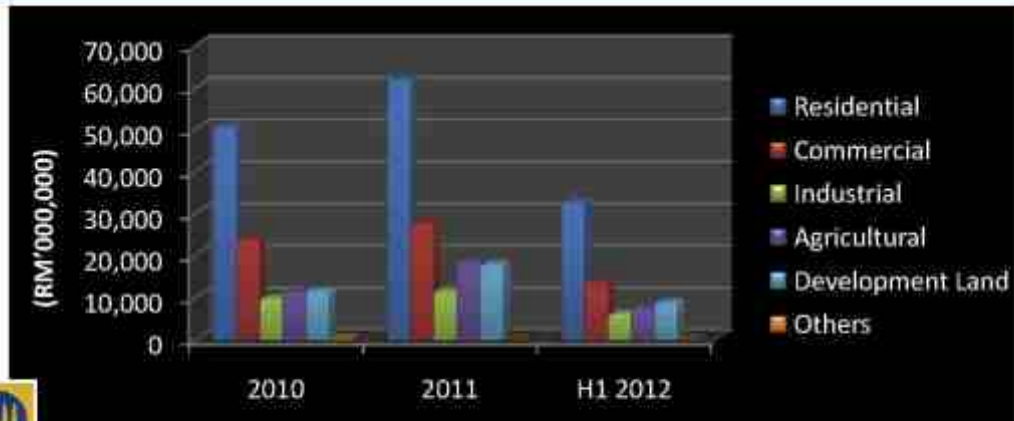
Driven by space and manpower constraints, Singapore companies may move their operations to Malaysia as industry clusters emerge. Analysts say Singapore too will benefit from a rise in talent pool as more Malaysian professionals may opt to work in the island republic when travel time is reduced to just 90 minutes. This, they add, will help narrow the income gap between the two countries in the long run.

- CNA/ch



# Property Market Statistics

## Value of Secondary Market Transactions (by type) in Malaysia 2010 - H1 2012

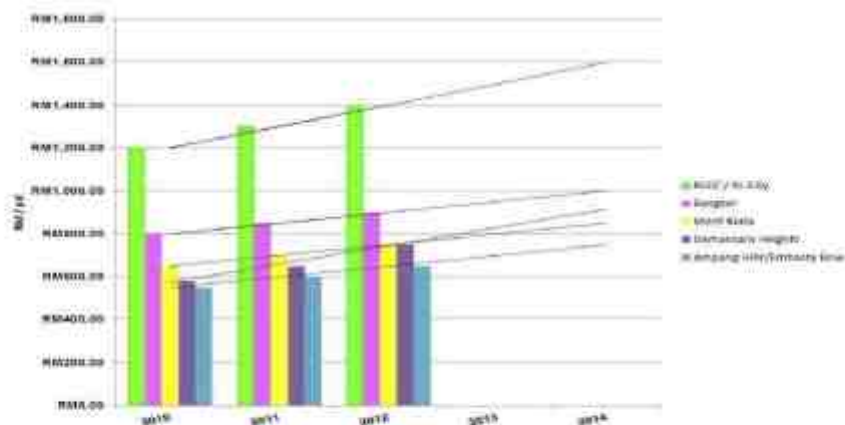


Source: JFC Research

## Volume & Value of Secondary Market Transactions in Klang Valley



## CONDOMINIUM – TRENDS OF CAPITAL VALUES



Source: JFC Research





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## The 10 Best Countries to Retire to in 2013

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Planning to retire abroad? Ecuador is the top spot for North American retirees, according to International Living's newly-released Annual Global Retirement Index 2013.

This is Ecuador's fifth consecutive year at the top of the heap.

This annual index—now in its 20th year—ranks the best international retirement destinations. To compile the ranking, International Living.com editors collated data from its team of experts on the ground in the most popular countries among U.S. and Canadian expat retirees. Editors assessed factors ranging from the price of groceries and average temperature, to utility costs and the friendliness of locals.



The information was then used to score each of the top countries out of 100 in categories such as "Real Estate," "Climate," "Special Benefits for Retirees" and "Health Care."

**More On Forbes: How To Be Better At Your Job In 2013**

"It's designed to help readers compare and contrast what we believe are the best options for retirement abroad in 2013," says Jennifer Stevens, Executive Editor of International Living magazine.

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## Panama earned the No. 2 spot in the 2013 Retirement Index, while **Malaysia** rounded out the top three.

In the world's No. 3 retirement haven, Malaysia, English is widely spoken as the unofficial first language, making it easier for North American retirees to transition.

Asia's top retirement destination is also exotic and far away but it is incredibly affordable. "Talk about a place where you can step up in your lifestyle without blowing your budget," Stevens says. "Our contributing editor there says that he and his wife rent a sea-view apartment in Penang that comes with a pool and gym for \$1,000 a month. They keep a small sailboat, eat out five nights a week, have a maid that comes once a week, and do it all for \$1,700 a month."

Another perk: Malaysia is a 'medical tourism' destination, so you can count on excellent care that'll run you less than half of what you'd pay in the U.S., she says. "Plus, unlike elsewhere in Asia, in Malaysia you can buy property, land, houses, and condominiums freehold."

The most attractive retirement havens aren't just cheap; they're welcoming places where you can integrate into the community, she adds. "They're safe. They're attractive. They provide the diversions you want, which could be anything from snorkelling to the opera, depending on your interests."

But of course, there's no one-size-fits-all destination. You really have to think about your own priorities and what you really want. "The beach? Maybe but it might be too hot. A small village? Maybe but if you have health issues to consider, you may want to be in a bigger community," Stevens says.

"Retiring abroad isn't for everyone," she adds. "The happiest expats we meet overseas have one thing in common: They brought their sense of adventure with them. They went overseas ready to try new things, to be confounded, to be impressed, to be surprised. Living overseas works best when you're pulled there and not just pushed. If your motivation for going abroad is entirely economic, brace yourself for disappointment."

Also, remember that it doesn't have to be a full-time endeavor. You don't have to sell everything and up end your life to enjoy an international lifestyle in a good-value haven somewhere exotic in the world, Stevens concludes. "Go for a month, three months, six months. In a good-value destination, you could spend less on the whole of your everyday needs than you would on just heat alone back home."



# Recipients of MIEA's National Real Estate Awards 2012



Real Estate Leadership Award .....	Dato' Leslie Lee
Residential Salesperson Of The Year .....	Ivan How (CBD Properties Sdn Bhd)
Industrial Salesperson Of The Year .....	Danny Luo (CBD Properties Sdn Bhd)
Residential Agency Of The Year (Medium Sized Agency Category).....	Property Hub Sdn Bhd
Commercial Agency Of The Year (Medium Sized Agency Category) .....	Hartamas Real Estate Sdn Bhd
Commercial Agency Of The Year (Large Agency Category) .....	CBD Properties Sdn Bhd
Specialised Category .....	Reapfield Properties Sdn Bhd
State Real Estate Agency Of The Year - Johor .....	Tiram Realty
State Real Estate Agency Of The Year - Sarawak .....	Borneo Real Estate
Real Estate Agent Of The Year .....	David Ong (Reapfield Properties Sdn Bhd)
Real Estate Agency Of The Year (Small Agency Category) .....	GDS Properties
Real Estate Agency Of The Year (Medium Sized Agency Category) .....	Hartamas Real Estate Sdn Bhd
Real Estate Agency Of The Year (Large Agency Category) .....	Reapfield Properties Sdn Bhd



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Keep in mind that you cannot control your own future. Your destiny is not in your hands; it is in the hands of the irrational consumer and society. The changes in their needs, desires, and demands will tell you where you must go. All this means that managers must themselves feel the pulse of change on a daily, continuous basis.... They should have intense curiosity, observe events, analyze trends, seek the clues of change, and translate those clues into opportunities."

Michael J. Kami

## Calendar of Events

<b>MARCH</b>	7th & 8th (Thur & Fri)	<b>MAREC 13 Convention</b>
	23rd & 24th (Sat & Sun)	<b>Negotiators' Training Programme</b>
	29rd to 31st (Fri to Sun)	<b>MASPEX 2013 Exhibition</b>
<b>APRIL</b>	20th (Sat)	<b>Annual General Meeting (AGM)</b>
	27th & 28th (Sat & Sun)	<b>Negotiators' Training Programme</b>
<b>MAY</b>	25th & 26th (Sat & Sun)	<b>Negotiators' Training Programme</b>
<b>JUNE</b>	22nd & 23rd (Sat & Sun)	<b>Negotiators' Training Programme</b>
<b>JULY</b>	20th & 21st (Sat & Sun)	<b>Negotiators' Training Programme</b>
<b>AUGUST</b>	24th & 25th (Sat & Sun)	<b>Negotiators' Training Programme</b>
<b>SEPTEMBER</b>	21st & 22nd (Sat & Sun)	<b>Negotiators' Training Programme</b>
<b>OCTOBER</b>	5th (Sat)	<b>36th Annual Dinner / Awards Night</b>
	26th & 27th (Sat & Sun)	<b>Negotiators' Training Programme</b>
<b>NOVEMBER</b>	23rd & 24th (Sat & Sun)	<b>Negotiators' Training Programme</b>
<b>DECEMBER</b>	14th & 15th (Sat & Sun)	<b>Negotiators' Training Programme</b>

Dates are subjected to change. Please contact the secretariat to confirm.



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Theresa Augustine



Judy Chen



Judith Ng



Amanda Goh



Amelliah Turner



Jaclyn Yee



Melanie Kok



Raj Nathan

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**Ex- Officio** Siva Shanker

**Advisor** Nixon Paul

**Treasurer** Tan Guat Eng

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