



“By going through the process thoroughly and having an external eye to make sure we have the full story to the execution point is important. Sometimes, this has made me replace the plan.”

Kenny Lim Seng Lee

CEO & Executive Director
Spritzer Bhd
Member since 2007
VCE-1

GOING FOR NUMBER ONE

Kenny Lim Seng Lee has reaped the benefits of being a member of three different Vistage groups at different times in his tenure. After leading Spritzer to become the top bottled water company in Malaysia, he wants to conquer the Asian region. To aid in plan execution and goal alignment, he has registered ten of his management staff in Vistage KEY groups.

At the invitation of his cousin, Kenny Lim attended a Vistage event and became a member because he found the Resource Speaker's presentation interesting. Since then, he has made great strides in gaining diverse knowledge, resources and skills. His leadership has driven Spritzer to become the largest and leading bottled water company in Malaysia. The Spritzer Group manufactures and distributes natural mineral water products, toothbrushes, and packaging bottles.

Kenny started as a KEY-6 group member in July 2007, then chaired by Richard Wong, where he equipped himself with knowledge, including management philosophy, and learnt how to pool resources to help him succeed in business. Simultaneously, he ascertained whether he was equipped with the requisite resources and knowledge for the future.

In January 2010, Kenny moved to another group VCE-22, under Chair Lee Lai Keong, where he acquired knowledge and resources on “numbers and operational systems.” With this under his belt, in mid-2015, he moved again. “I jumped to VCE-1 under Master Chair Heah Kok Soon, where I learnt to be more strategic. The discussions are focused more on the strategic thinking process rather than being operational or numbers driven,” he explains.

The Chairs he has worked with have helped him by challenging him and tossing questions to ensure that he has looked at various aspects and discussing options on plans he had thought were good. He says the one-to-one sessions are key in his advancement and have taught him “how to figure out what to do next and make the best decisions.” Chair Heah Kok Soon has helped Kenny to think through his plans. “By going through the process thoroughly and having an external eye to make sure we have the full story to the execution point is important. Sometimes, this has made me replace the plan,” he elaborates.

Accordingly, Kenny's progress within Vistage has been reflected in the growth at Spritzer. In the financial year ending in May 2007, the company's turnover was RM76.77 million (already public listed) and at the end of December 2018, it climbed to RM347.68 million. The main subsidiary company that runs the manufacturing is Chuan Sin.

“We plan to conquer the Asian region and we dare to dream forward because of what we have learnt over the years from the Chairs, Resource Speakers and fellow Vistage members.”

Spritzer has three bottled water plants and a plastic packaging manufacturing plant in Malaysia. Measures are taken to ensure that the natural mineral water sources in the vast 330-acre site in Taiping, Perak remain pure and unpolluted. Their core brands include Spritzer, Spritzer Sparkling, Spritzer Tinge, Spritzer POP, and Cactus which also lead in their respective market segments in the Malaysian bottled water industry. Spritzer has won numerous prestigious awards over the years, including World Branding Award 2017-2018, in the water category.

Being a long-term Vistage member has other benefits as Kenny turns to members from his previous groups to give their unbiased insights, help resolve issues and for business opportunities.

“I know lots of people whom I call upon when I need different resources. It is community sharing. We have the trust to work together (on projects) and pool together our resources. It helps that I have direct access to my Chair, members, and Richard Wong,” he reveals.

Having benefited from Vistage membership, Kenny has spread the net to his management staff. To aid in plan execution and goal alignment, he has 10 of his management staff registered in KEY groups. He stresses that having his Spritzer team in Vistage has allowed them to share experiences and insights gained and thus look at strategies and methods anew, and modify where necessary. They have examined how other companies have become successful and made the necessary changes, including mindset change, at Spritzer subsidiary companies.



Kenny Lim at ASRS Warehouse Ground Breaking Ceremony officiated by YB Tuan Nga Kor Ming on 8 October 2018

A plan formulated in 2013 was to be a majority volume and value player in Malaysia by five years and Spritzer achieved that within four years. In 2015, the company set its sights on the Asian region. This has made them venture into the vast China market even though it was competitive. According to Kenny, China is strategic because of their understanding of water quality which is important with their long history of tea making. “We plan to conquer the Asian region and we dare to dream forward because of what we have learnt over the years from the Chairs, Resource Speakers and fellow Vistage members. We know it’s doable and we have built our confidence levels with this support,” Kenny affirms.

Kenny is optimistic and knows how to become Number One. “We need to ask how to make things happen. Do not think of what happened in the past and blame yourself (or others) as that mentality will make you fail. Instead, learn from the past experience or mistake, don’t repeat it, and make a plan to move forward. And we practise that in our organisation.”

What about the global outcry on plastic pollution? Kenny is upset with the negative publicity that plastic use has garnered but is not deterred. He says that it is not plastic per se that’s the problem (for example, causing sea-life deaths), but more of consumers’ irresponsible actions of tossing out the plastic instead of recycling and reusing. The company has been proactive in educating the public on preserving heritage and nature with the operation of the Spritzer EcoPark that offers historical and educational attractions.

Kenny Lim graduated with a Bachelor of Science in International Business from San Francisco State University, United States. He then worked in the Hertz Car Rental company where he rose to become Assistant Branch Manager. After three years of working in the United States, Kenny returned to Malaysia to join his family firm, Spritzer.

He is the Country Representative (Malaysia) of the Asia Middle East Bottled Water Association (ABWA). In October 2018, he was installed the new President of ABWA for a two-year term.