A COMPETITIVE ANALYSIS ON THE METAL PACKAGING COATINGS INDUSTRY IN MALAYSIA

YANG MEE LIN BACHELOR OF SCIENCE (CHEMISTRY) UNIVERSITI KEBANGSAAN MALAYSIA

SUBMITTED TO THE FACULTY OF BUSINESS AND
ACCOUNTANCY, UNIVERSITY OF MALAYA, IN PARTIAL
FULFILMENT TO THE REQUIREMENT OF THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION

SEPTEMBER 2000

Perpustakaan Universiti Malaya

A510950751

ACKNOWLEDGEMENT

I would like to take this opportunity to express my most sincere appreciation to my project supervisor, Dr. Ainin Sulaiman for her invaluable time and guidance throughout the course of this research project. Dr. Ainin has been very patient and most understanding in the arrangement of our discussion sessions, amidst both our busy schedules. This has been the greatest motivation to pull me through to complete this research.

My greatest gratitude also goes to my employer, ICI Paints Malaysia, especially my immediate superior, who wishes to remain anonymous, for allowing me to furnish and share some of the confidential information in this research.

Lastly, not forgetting my love ones, who have been giving me all the encouragement and support throughout the whole MBA course, this research is a special dedication to them.

ABSTRACT

Numerous studies had been carried out in the past, on various industries in Malaysia, but none could be found with regards to the metal packaging coatings industry. The market environment and size of the industry have remained broadly unknown. Statistical reports by the statistic department often include the output of this industry under the paints and varnish production category.

This research was an attempt to study and consolidate as much information as possible, pertaining to the market environment and market size of the metal packaging coatings industry in Malaysia. In order to achieve this, a market survey was conducted by gathering coatings consumption data from can makers. A total of 15 major can makers were interviewed during the survey, in which information such as coatings consumption volume, sources of these coatings and quantity of cans produced were gathered. These can makers contributed to more than 90% of the total cans output in the country.

The study found that the industry has reached maturity stage, whereby growth is relatively low, and is facing tremendous technological and environment threats as well as competition in the form of new entrants and product substitutes.

A case study on a metal packaging coatings organisation had concluded that to sustain its market position, it has to be aggressively innovative, efficient and very customer orientated to differentiate itself from its global competitors. These factors would be its platform to profitable growth, failing which, exit from the industry would be inevitable.

CONTENT			PAGE	
1.0	Introduction			
	1.1	The Metal Packaging Industry	1	
	1.2	Objectives of The Study	2	
	1.3	Methodology	3	
2.0	Litera	ature Review	4	
3.0	Can			
	3.1	Introduction Stage (pre – 1980s)	6	
	3.2	Growth Stage (1988 – 1994)	7	
	3.3	Mature Stage (1994 – 1998)	7	
	3.4	Market Structure	8	
		3.4.1 Market Segments	9	
		3.4.2 Market Share	17	
4.0	Competitive Analysis			
	4.1	Threat of New Entrants	22	
	4.2	Threat of Substitute Products	23	
	4.3	Degree of Rivalry Between Firms	24	
	4.4	The Bargaining Power of Buyers	26	
	4.5	Bargaining Power of Suppliers	27	
	4.6	Technological Threats	28	
5.0	Corp			
	5.1	Company Background	30	
	5.2	The Mission	31	
	5.3	The Organisation Structure	31	
	5.4	Business Operation	32	
	5.5	Financial Performance	33	

TABLES AN	PAGE	
Table 1:	Number of Cans and Caps Produced in Malaysia	10
Table 2:	Production of Metal Cans in 1989-1991	10
Table 3:	Market Share and Segmentation by Volume	17
Table 4:	Environmental Scan – Weighted Score	40
Table 5:	Internal Scrutiny - Weighted Score	41
Figure 1:	2-Pc DWI Cans (Market Share)	18
Figure 2:	3-Pc Beverage Cans (Market Share)	18
Figure 3:	Beverage Ends (Market Share)	19
Figure 4:	Food Cans (Market Share)	19
Figure 5:	General Line Cans (Market Share)	20
Figure 6:	Total Market Share	20
Figure 7:	Porter's Five Market Forces	21
Figure 8:	Can-makers Market Share In Malaysia (1999)	27
Figure 9:	Contribution of Sales Turnover (1999)	32
Figure 10:	ICI Packaging Malaysia – Sales Turnover	33
Figure 11:	ICI Packaging Malaysia – Pre-tax Profit	34
Figure 12:	Portfolio Attractiveness Matrix	
	Fig. 12-1: 2-Pc DWI Cans	42
	Fig. 12-2: 3-Pc Beverage Cans	42
	Fig. 12-3; Beverage Ends	43
	Fig. 12-4: 3-Pc Food Cans	43
	Fig. 12-5: General Line Cans	44
	Fig. 12-6: Caps and Closures	44

•