



Dunwell Industrial (Holdings) Ltd. **ABSTRACT**



It has been proven that the re-refined lubricants perform as good as those virgin lubricants and are widely used by international corporations.

In 1969 Chow Cheng started a firm that introduced new mold and die techniques, machinery, tool steel and finishing materials into the Hong Kong market. At that time Hong Kong was a manufacturing center, and Dunwell served that market by being a leader through innovation and the introduction of new products. For instance, it was the first local firm to use high speed stamping dies for video cassettes, in the 1980's and introduced chemical resistant epoxy flooring in the 1990.

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Gradually, Dunwell added more and more product lines. In 1993 Dunwell Industrial (Holding) Limited was incorporated to manage the growing list of subsidiary firms. It was also at that point that the firm moved into a 100,000 square foot facility in the Yuen Long Industrial Estate, which is located in Hong Kong's New Territories (See Exhibit 1). Today, Dunwell has the largest independent waste oil treatment and disposal plant in Asia, is the world's largest manufacturer of metal component parts for the magnetic media industry, and was the first company accredited by the Hong Kong Institution of Engineers to train professional Scheme "A" environmental engineers.

In 2000 the firm formed Dunwell Enviro-Tech (Holding) as a way of allowing customers to access all of their environmental products and services as part of a "one-stop" strategy for serving customers' environmental needs. Exhibit 2 depicts Dunwell's current organizational structure. Dunwell Industrial (Holdings) Ltd., serves as the holding company that manages all the subsidiaries, although Dunwell Enviro-Tech (Holdings) Ltd., is charged with managing and developing the group's current and future environmentally related businesses. Exhibit 3 describes and outlines Dunwell's businesses and holding companies.

As the firm grew, its founder Chow Cheng was joined by his four sons in the management of the growing and increasingly diversified firm. Daniel M. Cheng, who studied engineering, serves as the Group's Managing Director. Each of Chow Cheng's other sons also studied, lived and worked in the U.S. before returning to Hong Kong to join Dunwell's senior management. Ricky M. Cheng studied accounting, Alvin M. Cheng has a

graduate degree in economics, and James M. Cheng, studied engineering. Each is a member of the Board of Directors and Chow Cheng now serves as the Chairman of the Board. The firm currently has over 100 employees at its Yuen Long facility, as well as sales representatives in China.

Although the Cheng brothers have varied academic backgrounds, the firm is managed through consensus, rather than on the basis of functional specialty. The Board is actively involved in the management of each of the operating companies, although individual members of the board are often more involved in one activity, or the activities of one company. This system appears to have been successful since the firm has achieved two Hong Kong Awards for Industry, one for productivity and one for technological achievement. The firm has also received awards for industrial engineering, environmental performance, as well as the ISO 9002 Certificate for quality control

Dunwell has been one of the most active firms in Hong Kong with respect to developing, publishing and publicizing its environmental policy (See Exhibit 4). The firm specifically is committed to achieving and maintaining a high standard of environmental care in conducting its business. In 1999 it celebrated receiving its ISO 14001 Certificate, together with its 30 year anniversary.

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