

LEADERS' DISCUSSION (16 AUGUST 2016)

Moderator & Discussant:

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Strategy

Panel Speakers:

- **The Hon. Dato' Sri Mohd Najib Tun Abdul Razak**
Prime Minister of Malaysia
- **His Majesty King Mswati III**
Kingdom of Swaziland
- **The Hon. Abdulla Yameen Abdul Gayoom**
President of the Republic of Maldives
- **The Hon. Baron Waqa**
President of the Republic Nauru
- **The Hon. General Prayut Chan-o-cha**
Prime Minister of the Kingdom of Thailand

Objectives of the session:

Creating blue oceans in national development requires looking beyond conventional boundaries within and across public and private sectors, adopting creative and innovative approaches to achieving strong economic growth and enhancing public well-being, and motivating all stakeholders to actively participate. This session will explore how a blue ocean approach of creativity and collaboration can be applied at the national level.

Key Takeaways :

The Hon. Dato' Sri Mohd Najib Tun Abdul Razak

- What are the some key lessons learned from NBOS? Truly believe that NBOS applicable to every country. In case of Malaysia, we look at the big picture, couldn't proceed in incremental process but quantum leap in approach. We also faced limited resources. The only way is to inject innovation and creativity into thinking and mindset departing from orthodox method of doing things.
- Conventional thinking, is to look at additional budget. In the existing system, there are resources that underutilised. See the principles of Blue Ocean to implement to fit the bill. Collaborate and network across agencies. Protecting own turn and silos is the biggest challenge.
- Community rehabilitation programme: orthodox thinking is that more crime requires new prisons need to be built. And rate of recidivism is so huge. In Malaysia, we have made a huge turnaround when only 4 out of 1,000 are back to criminal.
- National Blue Ocean Strategy (NBOS) is a wonderful strategy in creating outcomes such as more wealth and public happiness.

- Started with small (pilot project) as demonstration of changes as well as impacts and provide snowballs effects.
- Important to look on how government is set up. Need collaboration across the board. Previously, there are underutilised resources with boundary management. With Blue Ocean, it creates mutual benefits and win-win situation. NBOS initial initiatives had become a tipping point for others to create more initiatives while seeing a cascading effects and feels pride from the programmes that have been done.
- Talking on the success of UTC, civil servants had become highly motivated derived from these changing working norms. He wanted this initiative to be the best for all whilst for civil servant, eventually the initiative makes people to perform better in collaborative manner. Togetherness under sprit of collaboration thus provide greater motivation to all civil servants.

His Majesty King Mswati III

- He urged to employ thinking outside the box by adopting creativity and innovation via blue ocean strategy.
- Africa continues to pursue more efficient way in managing its economy and the nation. For developing nation like Kingdom of Swaziland, technology provide leap frogging impacts.
- He also realised that NBOS could be a key player in nation transformation. The Kingdom had benefited tremendously from the blue ocean implementation. He also looking forward for more institutions set up to create creativity and innovation to the people, enculturation of STI into the economy and society at large.
- BOS leveraging from untapped market bring more opportunities. The focus remains critical to find new ways for service delivery to people and futuristic in order to need tomorrow's need.
- 2013-2018 had articulated in form of strategy and roadmap in achieving national vision.
- BOS had become a fundamental approach.
- Long term economic prosperity depends on innovation and creativity particularly from ICT which could be applied in various economic sector.
- Agriculture sector is a backbone for the national economic growth for Swaziland. Improvements was made through technology in areas such as irrigation systems, diversification of crops and to increase agriculture yields and high value added food processing activities.
- How to create new market space? It can be done via improving efficiency of existing system. For the agriculture sector, it is critical to get support for early warning mechanism in dealing with uncertainties and climatic catastrophes.
- Futuristic approach such in biotechnology path where innovation activities helps high tech companies in providing shared facilities, linked industries and stimulate knowledge businesses.
- Innovation and technology have proven more sustainable and limitless for growth and development.
- Science and Technology Park in Malaysia are welcome to share their expertise.

- Africa remains committed in transformation, innovation and creativity.
- Creating jobs for people is critical. Regional economic globe could help on this. He urged of pulling resources together for national and regional development.
- Looking at regional and global environment, NBOS able to bridge countries in mobilising resources for development. In doing so, the biggest challenge is to get financial institution to support the process. Innovative ways is required to source for funds.

The Hon. Baron Waqa

- Nauru is the smallest country in Pacific populated with 10,000 peoples. He was moved because as the government sees to try and look for different way in tackling problems.
- There's a lot of underutilised infrastructures and not well kept maintained. This situation requires to bring in government and civil society to work collaboratively in inclusive manner. Revived systems and infrastructure could take advantage out of it.
- Recently, Nauru had put a priority for sustainability. Approach for climate change mitigation and adaptation could be explored through BOS concept. He noted that inclusiveness nature is the most unique element offered by BOS.
- The government is expected to work collaboratively and heavily utilise partnerships with local and international partners.
- It is the role of all stakeholders and the Government to improve lives of its citizens in diverse demographic compositions.
- BOS was also found as an ideal strategy that are well accepted by the whole world. With all the advantages offered by BOS, it can be made as basis for government to work together and become as a common word frequently used for development. He also pointed out on the importance to have the same direction across ministries, agencies and nation. While inclusiveness is vital in the process of BOS, it also bring humanism by engaging people into the process in order to achieve the objective as well as pride in delivering a successful BOS initiatives.

The Hon. General Prayut Chan-o-cha

- The framework of BOS is indeed timely. As we are seeing a slowdown in global economic growth, there is a higher likelihood of a return to competition based red ocean strategy, particularly as we are experiencing a period of uncertainty.
- Complexity and rapid pace of change have become the new normal. While at the same time living in a connected world means that various countries face shared challenges.
- Rather than compete, we should to innovate and create the BOS. Focus on meeting the challenges and needs of new markets by turning values into profits through innovation.
- We should recognise challenge and opportunities. Guideline to create BOS in creating stronger and never left behind.
- Thai still lagging behind in terms of manufacturing technology. New businesses in Thailand still lack the ability to find new sources of investment. Thailand is in the process of reforms. Reforming the country economic model to escape the middle income trap. Thailand had planned to shift from 3.0 "industrial based economy" to 4.0 into "value

based economy". The Prime Minister seeks to promote innovation to move its economy forward.

- Thailand had drawn up a 20 years' National Strategy 2017-2036 and 12th National Development Plan 2017-2021. It seeks engagement and active involvement into the process. Most importantly is to have an equal and fair distribution of prosperity and growth in the implementation of the plans and initiatives. Equitable prosperity and wealth and environmental friendly growth is the end state of the development.
- Innovation and inclusivity are key as well as sustainable growth and development. All sectors in society is urged to work together. For government, working in an integrated manner among agencies involved is key for success.
- Thailand also seeking to support Public-Private Partnerships (PPP) and SMEs.
- To steer Thailand 4.0, there were issues raised supporting innovation and converting to a digital economy. Several policies were introduced to address innovation and economic development for Thailand. Thai's government had put place policy to support investment in 1st s-curve industries and new s-curve industries through tax incentives. At the moment, Thailand have 2,500 to 4,000 start-ups. All of these is an opportunity to all.
- Apart from the above, Thai also build innovation cities that are linked with 1st and new s-curve industries with the Food Innopolis at Thailand Science Park. In tandem to support new s-curve industries, Thailand had created culture and creative economy which heavily requires creativity and innovation for this sector. All these initiated to increase value of Thailand.
- One of key concern is on talent mobility. Talent mobility project was initiated to response private sector needs. While doing the local development, Thailand had also intensified international development corporation in 8 areas namely food security, energy security, water management, ASEAN innovation, biodiversity, digital economic, new media and social networking, green technology and science and innovation for life.
- Today, competitive atmosphere had slowly disappeared. Focus were given on country's strength and weaknesses and provide expert assistance to resolve issues.
- Apart from above, all parties should seek to break silos, work in integrated manner and making sure people are inclusively engaged.
- Thailand also pursuing Thailand + 1 policy to support tri-lateral cooperation and welcome greater involvement in ensuring prosper-thy-neighbour (nobody left behind). All countries can prosper through innovation and creativity for the economy and people's livelihood. He shared his vision of future where all countries can prosper through innovation and hope for opportunities to develop in an equal and sustainable manner.

The Hon. President Abdulla Yameen Abdul Gayoom

- The government firmly believed on innovation and creativity for development and economic growth. He hopes to bring in social well-being and harmony through economic transformation.
- He also explained on the governance framework and motivation for transformation of Maldives. The economic and social transformation through BOS eliminates competition

which arise from dictated development. He gives his remarks in order to stop competition, we need to stop beat the competition.

- He noted that the existing economic framework required a country to improve its capital economy to take care of people's need. However, there's a challenge to strategise in balancing both objectives.
- BOS managed to successfully deliver rapid development. Meanwhile, at the same time; creativity, innovation and imagination is centred at the heart of the transformation.
- Through BOS, economic challenges were well managed and further development is initiated to increase development rate. Case example is when BOS initiated is able to resolve housing issues turned to provide positive outcome.
- In today's environment, country need to deal with economic fluctuations and depletion in natural resources. For a small country like Maldives, expanding the economics of scale is found as a great challenge to attract large businesses.
- BOS also able to derive new solutions to address these unique challenges. He found that BOS is so benefiting for Maldives' development. The Government vision to create small business and entrepreneurs is key for further growth. While, minimizing cost of doing businesses by improving government policies and bureaucracies.
- We cannot ignore subsidy and insurance programme for social security whom dominated in agriculture sector which was found fragile. It is important to create resilience society.
- BOS principles adopted indirectly in policies provides solution and enable to boost transformation for better future.
- Economic growth continues to be hampered in natural phenomenon and political uncertainties. Thus these among the challenge faced by the global policy maker. He pointed out the need for innovative, creative and imaginative growth for crucial development in delivering people's need and economy.
- Huge responsibilities to government and stakeholders to ensure sustainable economic model in facing complex challenging world today and years to come. Each country might have unique challenges. And yet, to overcome these challenges requires consistencies. It is timely to shift from competing to creating the blue ocean. It is a responsibility of all leaders to empower our people to achieve objectives.
- Engagement took place in various sectors. But, can we bring the common language and framework into the system? To shift red to Blue Ocean, BOS provided systematic tools to increase capability in facing challenges and creating a better future.