

INTERNATIONAL CONFERENCE ON BLUE OCEAN STRATEGY

CONFERENCE PROCEEDINGS

16-17 AUGUST 2016

PUTRAJAYA INTERNATIONAL CONVENTION CENTRE

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ACRONYMS

AIM	:	National Innovation Agency of Malaysia
BOS	:	Blue Ocean Strategy
CEO	:	Chief Executive Officer
ESCAP	:	Economic and Social Commission for Asia and the Pacific
NBOS	:	National Blue Ocean Strategy
PICC	:	Putrajaya International Convention Centre
INSEAD:		<i>Institut Europeen d'Administration des Affaires</i>
GDP	:	Gross Domestic Product
UTC	:	Urban Transformation Centre
STI	:	Science, Technology and Innovation
ICT	:	Information and Communication Technology
PPP	:	Public Private Partnership
SME	:	Small and Medium Enterprise
ASEAN:		Association of Southeast Asian Nations
AWAIR:		Air Wagon International
SARS	:	Severe Acute Respiratory Syndrome
OIC	:	Organisation of Islamic Conference
UN	:	United Nations
NRE	:	Ministry of Natural Resources and Environment Malaysia
KLIA	:	Kuala Lumpur International Airport
RAPAT:		Military-Community Partnership
MOA	:	Ministry of Agriculture Malaysia
MaGIC:		Malaysian Global Innovation and Creativity Centre
CRP	:	Community Rehabilitation Programme
PDRM	:	Royal Malaysian Police
PEMANDU:		Performance Management and Delivery Unit
MYTV	:	Malaysian Youth Transformation Vocational Programme

GPS	:	Global Positioning System / Satellite
NGO	:	Non-Governmental Organisation
GLC	:	Government-Linked Company
BAPPENAS:		National Development Planning Agency Indonesia
MyBN	:	My Beautiful Neighbourhood
MyBM	:	My Beautiful Malaysia
UCTC	:	University-Community Transformation Centre
MOE	:	Ministry of Education
SIM	:	Subscriber Identity Module
INTAN	:	National Institute of Public Administration
MOHR	:	Ministry of Human Resource
CIAST	:	Centre for Instructor and Advanced Skill Training
1MASTER:		1Malaysia Training & Skills Enhancement for the Rakyat
SKK1M	:	1Malaysia Skills and Employability Scheme
SDG	:	Sustainable Development Goals
HEARTS	:	Housewives Enhancement and Reactivate Talent
IFRC	:	International Federation of Red Cross and Red Crescent
JPAM	:	Malaysian Civil Defence Department
RELA	:	The People's Volunteer Corps
PTD	:	Administrative and Diplomatic Officer
YSS	:	Students Volunteer Foundation
1M4U	:	1Malaysia for Youth Programme
IRDA	:	Iskandar Regional Development Authority
UEM	:	United Engineers Malaysia
RSOG	:	Razak School of Government
ASEAN4U:		Association of Southeast Asian Nations for Youth Programme
ISIS	:	Institute of Strategic and International Studies

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Around the world, people's demands and expectations of government continue to rise. Meeting those demands is made all the more difficult in a challenging global economic environment. This is why governments need to transform and find new ways to deliver strong economic growth and enhance the services they provide.

In order to achieve its national goal of becoming an advanced country by 2020, Malaysia has put creativity at the heart of its national development efforts. It applied the National Blue Ocean Strategy (NBOS) approach of rapidly delivering high value (impact) to the people of Malaysia, while keeping the costs of providing government services low. To date, over 90 NBOS initiatives have been implemented by over 80 ministries and agencies closely collaborating to share resources, eliminate duplication and deliver high value to the *rakyat*.

In light of this, Malaysia hosted the ***International Conference on Blue Ocean Strategy*** at the Putrajaya International Convention Centre (PICC) in Putrajaya, Malaysia from 16 to 18 August 2016 with the theme, ***Transforming Nations through Creativity and Innovation***. The event was organised by the National Strategy Unit of the Ministry of Finance (MOF), the lead agency and national secretariat for NBOS.

This three-day conference gave the opportunity for participants to share knowledge and ideas of how to inject creativity and innovation in the formulation and implementation of national policies and initiatives. The conference presented keynote speeches and panel discussions by national leaders, eminent speakers, and global experts from all around the world. In conjunction with the conference, an ***NBOS Open Day and Exhibition*** was held at the same venue. Through these activities, participants were able to explore the various creative and innovative initiatives implemented by Malaysia and observed how these initiatives have successfully adopted the NBOS approach of rapidly delivering high impact to the people while keeping costs low.

This report compiles the conference proceedings and summarizes key points from the deliberations. It is presented in a simple and standardised format to provide a useful reference to both the uninitiated and the current practitioners of the Blue Ocean Strategy.

CONFERENCE DAY 1

**16 AUGUST 2016
TUESDAY**

OPENING REMARKS

The Hon. Tan Sri Dr. Ali Hamsa

Chief Secretary to the Government of Malaysia

ABSTRACT

The opening remarks of the International Conference on Blue Ocean Strategy 2016 (ICBOS) was delivered by the Chief Secretary to the Government of Malaysia, the Honourable Tan Sri Dr. Ali Hamsa. He welcomed the distinguished delegates comprising Heads of States, Ministers and senior government officials from ASEAN, the Commonwealth member countries, members of the OIC as well as local participants to the inaugural conference. He described the objectives and theme of the conference and why Blue Ocean Strategy is the way forward to advance public service transformation and stimulate growth in the midst of the challenges faced governments to meet public expectations. He also thanked the Honourable Prime Minister, Dato' Sri Mohd Najib for his unwavering support for the implementation of the National Blue Ocean Strategy (NBOS) in Malaysia since 2009 and for gracing the opening ceremony with his presence and keynote address.

KEY POINTS

- The ICBOS provides an excellent platform for speakers and participants to exchange ideas and the latest initiatives on Blue Ocean Strategy (BOS) for national development. Through the conference, Malaysia aims to showcase the many initiatives under the National Transformation Agenda driven by the application of the BOS.
- The BOS is a useful tool that could be applied as a means to accelerate public service transformation using creativity and innovation
- The Malaysian Prime Minister, Dato' Sri Najib Razak has been the driving force behind the successful implementation of the NBOS since its inception in 2009

SUMMARY

The Honourable Tan Sri Dr. Ali Hamsa explained that the theme “Transforming Nations Through Creativity and Innovation” was chosen in recognition of the challenges faced by governments around the world to meet the expectations of the people. More than ever, Governments must now listen to the people, humanise public services and intensify the use of innovative platforms to deliver public services.

Sharing the Malaysian experience, the Honourable Tan Sri noted that the successful implementation of the NBOS has fostered closer collaboration and coordination between Government agencies and enhanced the participation of various stakeholders, including the private sector and NGOs. This was made

possible with the full commitment of all parties to implement the NBOS initiatives and in gaining the citizen's support.

He concluded his speech with the hope that the ICBOSS will turn out to be a successful conference that provides the impetus for active discourse and knowledge exchanges so that all participating institutions and agencies will be able to gain further insight towards exemplary work practices in formulating and implementing the BOS.

KEYNOTE ADDRESS

The Hon. Dato' Sri Mohamad Najib bin Tun Abdul Razak

Prime Minister of Malaysia

Through history, society's greatest achievements and progress have been driven by innovation. This is no different today. Indeed, it is even more true given the powerful trio of forces the world is currently facing: first, a tumultuous global economic climate; second, increased globalisation – which presents new opportunities, as well as new challenges; and third, the rapid pace of change in an era driven by information and communications technology. In most part of his keynote address, the Hon. Dato' Sri Mohd Najib shared his personal experience and Malaysia's journey of breaking away from the middle income trap towards becoming a high income country by the year 2020. Since taking the helm of the government in 2009, he had introduced bold measures through the Economic Transformation Programme (ETP) and Government Transformation Programme (GTP) driven by the National Blue Ocean Strategy (NBOS). He further highlighted several successful flagship programs under the NBOS including the Urban Transformation Centre (UTC), 1Malaysia for Youth (1M4U), the Community Rehabilitation Programme (CRP) and the setting up of the Malaysian Global Innovation and Creativity Centre (MaGIC). In exchange, he hoped to share and learn similar experiences about BOS initiatives from countries and institutions participating in the conference.

KEY POINTS

- To escape the middle income trap, Malaysia has adopted a paradigm shift and created a new economic model driven by knowledge, creativity and innovation, using the NBOS as a key tool since 2009
- The Malaysian BOS inspired strategies deliver high impact, low cost, rapid execution, social inclusion and support innovation
- Blue ocean strategy is a versatile tool that can be formulated and implemented in any state that wishes to create high impacts for both capital and people economy

SUMMARY

Blue ocean strategies can be formulated and implemented in any country that wishes to create high impacts on capital economy such as GDP growth, big business, large investment projects, financial markets and the like; but also the people economy which matters most to the people: jobs, small

businesses, the cost of living, lifelong learning, family wellbeing, social inclusion and harmony; and issues such as crime, traffic, pollution and work-life balance.

SPECIAL LECTURE

“Transforming Nations for High Performance”

Session presenters:

Professors W. Chan Kim and Renée Mauborgne

Co-Directors of the INSEAD Blue Ocean Strategy Institute & Co-Author of Blue Ocean Strategy

ABSTRACT

The two speakers are co-author of *Blue Ocean Strategy*, the global bestseller with over 3.5 million copies sold worldwide. The book was written based on a study of 150 strategic moves spanning more than 100 years across 30 industries. This special lecture lays down both theoretical and practical dimensions of the approach. Ms. Mauborgne presented a general overview of the BOS and how it can be applied in the context of today’s information based society to transform countries towards high performance while Prof. Kim shared a case study on the successful implementation of the strategy in the Malaysian context. In the end, both speakers proposed the way forward as to how the BOS can be implemented at the national level to drive equitable economic growth and enhance the socio-economic wellbeing of the people.

KEY POINTS

Transforming Your Nation for High Performance by Renee Mauborgne

- Many existing national development strategies are driven by competition or a Red Ocean environment where everybody is competing. On contrast, the Blue Ocean approach focuses on creativity and innovation where everybody wins without taking down others.
- The national economy comprise of capital and people economy. In comparison, the capital economy is often measured by GDP growth, big businesses, large investment projects and financial markets whilst people economy is more closely related to SMEs and jobs, cost of living, family well-being and social inclusion.
- The common theory that the boost in capital economy in the form of economic planning and infrastructures will eventually benefit the people economy through trickledown effect is no longer viable in an Internet economy with real-time information where citizens are becoming more demanding and require immediate response from the government.
- In order to satisfy the needs of both capital and people economy, we need to have creativity and innovation to drive high impact and low cost execution. This requires a paradigm shift in terms of changing how people work by encouraging them to share resources and collaborate. In this regard, the BOS act a common methodology that could bring people together towards the same direction

Practical Solutions to the Government by W. Chan Kim

- As a practical solution, the BOS framework is useful tool for national planning and strategy to drive nation's development.
- In 2009, the Malaysian government was facing persistent increase in crime rates and overcrowding in prisons, resulting in high recidivism rate.
- Through benchmarking of best practices with advanced nations, the government realised that the conventional approach in prison management is no longer sustainable as what is happening in the United States.
- The successful implementation of the Community Rehabilitation Programme (CRP) is a good case study on the successful implementation of the BOS at the national level. Through its implementation, the government saved billions of ringgit that might have been needed to build new prisons by breaking silos between Ministries and agencies involved namely the Prison's Department, the Royal Malaysian Police and the Military.
- As a result, the Malaysian Government managed to reduce recidivism while enhancing social inclusiveness and harmony. Since its inception, the CRP has achieved the overall outcome of 0.44% recidivism and a total of US\$140 millionworth of savingin government expenditure

SUMMARY

Both speakers shared their views on the conceptual and practical dimensions of the BOS. Ms. Mauborgne explained how the strategy which emerged from the economic realm as an alternative to overtly competitive market based system towards a more equitable situation can be replicated in transforming the nation for high performance. Prof. Kim urged the audience to aggressively adopt the Blue Ocean Strategy to achieve wonderful results in their respective fields. However, he insisted that this requires passion and perseverance to break silos and work collaboratively. The government could encourage the application of BOS by igniting a nationwide movement for creativity and innovation for example through programs such as BOS online training and NBOS competition. A successful BOS initiative may initially appear to be an irrational idea as in the context of involving the Military in the Community Rehabilitation Programme. Therefore a Blue Ocean initiative must be supported by proper intellectual understanding before it can best be implemented, what he remarked as the flow "from brain to heart and hand and feet".

LEADERS' DISCUSSION

Moderator & Discussant:

Professor Renée Mauborgne

Co-Director of the INSEAD Blue Ocean Strategy Institute & Co-Author of Blue Ocean Strategy

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

INTRODUCTION:

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 POINTS:

The Hon. Dato' Sri Mohd Najib Tun Abdul Razak

- Due to limited resources, the Malaysia realised that the only way forward is to inject innovation and creativity into thinking and mindset, departing from orthodox method of doing things; this is where the NBOS comes in.
- The National Blue Ocean Strategy (NBOS) is a wonderful strategy to achieve greater economic growth and public happiness by creating mutual benefits and win-win situation.

- The Community Rehabilitation Programme (CRP) defied orthodox thinking that more crime requires new prisons need to be built. It has significantly reduced recidivism among former inmates with only 4 cases out of 1,000 (0.04%)
- NBOS initial initiatives had become a tipping point for others to create more initiatives while seeing a cascading effects and a sense of pride from the programmes that have been implemented.
- Through the establishment of Urban Transformation Centre (UTC), civil servants had become highly motivated derived from these changing working norms under sprit of collaboration thus, providing greater motivation to all civil servants.

His Majesty King Mswati III

- Africa continues to pursue more efficient way in managing its economy and the nation. For developing nation like Kingdom of Swaziland, technology provides leap frogging impacts.
- NBOS could be a key driver in national transformation. Swaziland benefited tremendously from the blue ocean implementation.
- Agriculture sector is a backbone for the national economic growth for Swaziland. Improvements were made through technology in areas such as irrigation systems, diversification of crops and to increase agriculture yields and high value added food processing activities.
- Futuristic approach such in biotechnology path where innovation activities helps high tech companies in providing shared facilities, linked industries and stimulate knowledge businesses.
- Looking at the regional and global environments, NBOS is able to bridge countries in mobilising resources for development. However, the biggest challenge is to get financial institution to support the process.

The Hon. Baron Waqa

- Despite being the smallest country in the Pacific with the population of only 10,000 people, Nauru is experiencing poor maintenance of infrastructures due to the limited resources of the Government. This situation requires collaboration between the government and civil society to work in an inclusive manner to address the problem.
- As a nation vulnerable to the risk of sea level rise from climate change, Nauru had prioritised sustainability and adopted the BOS approach for climate change mitigation and

adaptation. The government is expected to work collaboratively and heavily utilise partnerships with local and international partners.

- It is the joint role of all stakeholders and the Government to improve lives of its citizens in its diverse demographic compositions.
- BOS has been well accepted by the whole world. With all the advantages offered by BOS, it can be made as the basis for governments to device a more inclusive and holistic national development strategy.

The Hon. General Prayut Chan-o-cha

- The BOS framework is a timely solution as we are seeing a slowdown in global economic growth, leading to higher likelihood of a return to competition based red ocean strategy, particularly as we are experiencing a period of uncertainty.
- Thailand is 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 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”.
- 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. The most important aim goal is equal and fair distribution of prosperity and growth in the implementation of national development plans and initiatives.
- 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.
- Countries can prosper through innovation and creativity for the economic and social wellbeing of the people. In an ideal situation, all countries can prosper through innovation and strive for equal opportunity to develop in a sustainable manner.

The Hon. President Abdulla Yameen Abdul Gayoom

- The government of Maldives firmly believes in the importance of innovation and creativity for development and economic growth. The government hopes to preserve social wellbeing and harmony through economic transformation. Through the implementation of BOS, economic challenges were well managed and further development is initiated.

- In today's environment, countries need to deal with economic fluctuations and depletion of natural resources. For a small country like Maldives, it is a great challenge to attract large businesses to invest in the domestic market.
- The Government's vision to create more small business and entrepreneurs is key for further growth while minimizing the cost of doing businesses by improving government policies and bureaucracy.
- Economic growth continues to be hampered by natural phenomenon and political uncertainties. These are the constant challenges faced by policy makers which calls for innovation, creativity and imaginative growth for crucial development in delivering services for the people.
- It is a huge responsibility for the government and other stakeholders to ensure sustainable economic model in facing complex challenges in the world today and years to come. It is timely to stop competing for limited resources towards creating the blue ocean by empowering our people to achieve national objective.
- BOS provides systematic tools to increase capability in facing challenges and creating a better future.

SUMMARY

From this high level dialogue, it has been proven that the BOS is an effective and versatile approach that could be implemented by all countries each having their unique set of challenges brought about by global economic fluctuations and instability. The BOS is also a systematic tool that can be utilized to address diverse socio-economic problems ranging from high crime rates in the Malaysian case to the implementation of climate change adaptation in Nauru.

LUNCHEON TALK

BEYOND EXPECTATIONS, PUSHING THE BOUNDARIES

Moderator:

Dato' Yasmin Yusoff

Media Personality

Speaker:

Tan Sri Tony Fernandes

Group Chief Executive Officer, AirAsia

INTRODUCTION:

Since starting AirAsia, in 2001, Tony Fernandes has become one of Asia's better-known business figures and entrepreneurs. He has built AirAsia into the leading low-cost carrier in ASEAN, serving 65 destinations in 18 countries. Indeed, AirAsia is one of ASEAN's biggest business success stories. AirAsia brand has become an umbrella for foreign airlines in which Fernandes has a stake. He bought 49% of the then AWAIR, an Indonesian low-cost carrier, in 2004, rebranding it as IndonesiaAirAsia the following year. Similar joint ventures have brought AirAsia into the Philippines, Thailand, Japan and most recently into India. With large numbers of new planes on order, Fernandes has spoken of AirAsia X linking Europe and Asia via low-cost longhaul in the years ahead. From just two airlines in 2001 the firm's fleet grew to 101 in 2012. Year-after-year AirAsia clocked double-digit growth in the number of passengers it flew and the revenues it earned. Today, the airline carries nearly 15 million passengers a year. What can we gain from Fernandes's life experiences? What are his key factor in success? What are his fear and shortcomings in life? What motivates him? What makes Tony Fernandes different from others?

KEY POINTS:

- AirAsia is one of the leading companies in Malaysia that practices the National Blue Ocean Strategy (NBOS). Tan Sri Tony Fernandes initially opts innovative approaches by introducing low fair flights to expand their market in Malaysia so that everyone can afford to fly.
- One of his innovative approaches was his bold idea of proposing AirAsia to fly to Bandung in which before there was no other regional airlines flew to the destination. Now, Bandung has become a profitable route for AirAsia and has become one of the holiday destinations that is frequently visited by Malaysians.

- Tan Sri Tony Fernades looks at crisis as the opportunity to propel AirAsia into a new level. For instance, when SARS incident occurred and people were afraid to leave the country, he decided to triple the numbers of flights.
- He later lowers the cost of the ticket which caused Malaysian to buy and fly despite the SARS crisis. The same approach was adopted during Bali Bombing incident. While no one wants to fly to Bali, he offered 5000 free seats to Bali which were sold out within 5 minutes of sale.
- He also believes in democratizing the workforce and upholding equality. He demolished wall and doors in the organization which had created positive environment among the employees. He triggered the idea of having female pilots in the company. For him, if a woman can run a country, she can definitely fly a plane. This proves that, he equalised the workforce especially in diversity. He alludes that, in creating a 'blue ocean' company, engagement is one of the factor that need to be taken into account.
- In nurturing or sustaining the talent in a company, there must be a room for opportunities in career development to polish potential talents. He nurtures potential talent by giving them opportunities to speak their mind to debate or gives ideas, open for criticism and also engage with them personally. He also remarked that he took the criticism from customer as a challenge to be better and creatively turns the criticism into a strength of his company by correcting and admitting the mistakes or failure.

SUMMARY

Perhaps the most important lesson shared by Tan Sri Tony Fernandes is that in order to build success in this changing landscape, crisis or difficulties will actually give a chance for a person to be creative. Creativity will eventually add value to the company in dealing with changes, challenges and crisis and this is another instance where Blue Ocean Strategy can be applied.

PLENARY SESSION ONE

“CREATING BLUE OCEANS IN NATIONAL DEVELOPMENT”

Moderator:

Professor Tan Sri Zakri Abdul Hamid,
Science Advisor to Prime Minister of Malaysia

Speakers:

Rt. Hon. Patricia Scotland QC,
Secretary General of the Commonwealth

H.E. Iyad Ameen Madani, Secretary General,
Organisation of Islamic Cooperation (OIC)

Dr Shamsad Akhtar
United Nations Under Secretary General and ESCAP Executive Secretary

The Hon. Dato’ Seri Hishammuddin Tun Hussein,
Minister of Defence, Malaysia

The Hon. Dato’ Rahman Dahlan,
Minister in the Prime Minister’s Department, Malaysia

INTRODUCTION:

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 POINTS:

- From the perspective of multilateral organizations (Commonwealth, OIC and UN), member nations face similar challenges albeit with varying intensity:
 - i. The UN, for instance, uses its ability to bring nations together in agreeing to a common principle or framework as a global guideline in addressing challenges in the 21st century. This inadvertently lead to governments or nations to adhere to certain commonly acceptable practice to ensure that the people benefit from policies in place that addresses issues such as climate change, income inequality, and service delivery.
 - ii. As for the OIC, the reference point for member countries remains the Islamic principles that encourages free market approach to the business market, pragmatic leadership, and how wealth should be distributed in difficult times where resources are shrinking and competition intensifies.
 - iii. The Commonwealth, on the other hand, focuses on countries that faces wide-ranging issues despite sharing common law, common languages and common cultural acceptability. For instance some nations are facing its very survival due to climate change and rising seawater level that other wealthier members may have a hand in preventing.
- Changing status quo is difficult and requires strong leadership, agreed set of principles, aims and goals, and meaningful engagement with the people on the ground and stakeholders who are key to successful collaborative initiative implementation.
- The Malaysian story provides an example of how Blue Ocean Strategy can be successfully implemented and communicated to its targeted segment of society as it has permeate in its development plans, cross-ministry and agency initiatives in improving people's livelihood and wellbeing, ensuring that the bureaucracy works for the right purpose (accountability of stakeholders and eliminating unnecessary processes).
- To make the leap towards *blue oceans* from the status quo of red oceans, it requires a paradigm shift in thinking, mindset, and leadership. While some countries like Malaysia may be exemplary in its approach towards Blue Ocean, challenges remain for other countries and multilateral organizations.

SUMMARY

We need to recognize that we are not that different from one another, and we are likely to be contextually similar. For instance, the issue of domestic violence that affects 1:3 women in the Commonwealth countries, the patterns that emerge from these situations are similar. Therefore, if a risk assessment with real data is conducted in a pilot, other countries or segment of the world can adopt it. It is likely that there can be common solution for equally common problems and big data can play a huge role in pursuit of this solution. Robustness of innovation relies on strong leadership and commitment of stakeholders involved in its implementation, therefore communicating such aspiration is key to ensuring that innovation and creativity prevails.

QUESTIONS AND ANSWERS

Question

We have seen the correlation between income growth and people's happiness, which usually is inversely related. African countries are often rich in resources but its outcome is almost never translated into people's wellbeing and welfare. With the need to attain peace and stability, addressing climate change, and competing resources, yet at the same time creating culture of creativity and advancing innovation intents, how would all these elements intersect? How can it be done?

Answer

Referring to his experience reading and understanding the Blue Ocean Strategy, the Honorable Dato' Seri Hishammuddin Hussein was attracted by its simple but unorthodox approaches. He believes that four elements are needed to ensure that mindset are open for collaboration and cooperation. Firstly, political will is needed - must not stray with what is being set for the wellbeing of the people. Secondly, leadership is crucial in ensuring such changes happen (the book spoke about convincing and converting the kingpins - key persons/agents instead of attempting to convince everyone). Thirdly, engagement leads to better working relationship and collaboration. Fourth, results remain the outcome that all stakeholders look for therefore implementability of ideas and innovation are crucial.

Question 2

As a follow up question, the moderator asked the panelists what can be done together, as nations and multilateral agencies to address these prevalent global issues?

Answer

In an interdependent world, silo based working doesn't work internally, nationally, nor internationally. The quest is to ensure that globalisation works for everyone. As problems are complex, there is a need to be holistic in our approaches. We need to imagine that we all live in a small global village. There are unfortunately no magical formula in addressing these complex issues as it is reliant on ensuring processes are clear, laboured with hard work. As everything is interrelated, the global community needs to also identify ways of ensuring that the regulating environment are contributing to the overall growth and happiness of citizens of the world. The successful adoption of the Sustainable Development Agenda (SDGs) as a universally adopted agenda has somehow enabled changes in mindset of national leadership in addressing these complex global challenges. As a revolutionary strategic tool, this is where the Blue Ocean Strategy comes in by providing the government the opportunity of doing things differently where the government no longer knows best.

“TOTAL SECURITY THROUGH CREATIVE COLLABORATION”

Moderator:

Lt. Gen. Datuk Dr. William Stevenson (Rtd)

Senior Deputy Director (NBOS), National Strategic Unit

Speakers:

Gen. Tan Sri Dr Zulkifeli Mohd Zin

Chief of the Malaysian Armed Forces

Tan Sri Khalid Abu Bakar

Inspector General of Police Malaysia

INTRODUCTION

Given the importance and urgency of national security, it is imperative to look at new approaches in addressing the issues of safety and security in both rural and urban areas. The first and most basic duty of government is to provide safety and security for the people. National resources are limited; therefore creative solutions are needed to address the safety and security concerns of citizens. This session will examine how different agencies can work together in new ways to enhance national security and public safety. Together with the implementation of NBOS in Malaysia, the military and the police have fostered new levels of collaboration in the effort to enhance national security and public safety.

KEY POINTS

Tan Sri Dr Zulkifeli Mohd Zin

- The total security doctrine cuts across army, police and other governmental organisations for national security. Among the NBOS Security Programs initiated include:
 1. *Operation Wawasan* - Military takes over border security operations from the police
 2. *Joint Patrol at KLIA* by both the police and the military to deter terrorism;
 3. *The Military Community Partnership (RAPAT)* - conducted in over 100 residential neighbourhoods since December 2012 and has been very popular with a reported feel-safe factor of over 90 percent.

4. *1Malaysia Biodiversity Enforcement Operation Network* - conducted alongside the Ministry of Natural Resources (NRE) and Ministry of Agriculture (MOA) to combat environment-related crimes, including poaching.
- The speaker highlighted that among the most successful programmes implemented through NBOS is the Community Rehabilitation Programme (CRP), which was initiated to reduce and prevent overcrowding in existing prisons. The programme saved RM232.2 million in development cost savings and RM1.33 billion in socio-economic savings until August 2016.

Tan Sri Khalid Abu Bakar

- Representing the perspective of the Royal Malaysian police, the speaker acknowledged the Blue Ocean Strategy's role in transforming scepticism and suspicion around the police force to acceptance, appraisal and acknowledgement.
- The historic collaboration between the armed forces and the police was lauded by the speaker as the first of its kind in the world, as well as supporting the government's efforts to reduce crime. The success of the partnership with the military has motivated the PDRM to explore new areas of cooperation, especially with private entities.
- In addressing the limitations of police force through human error and fatigue, the speaker states that collaboration with private entities may lead to the advancement of *hybrid policing*, where technology is incorporated into the duties of the police.

SUMMARY

Both speakers expressed their appreciation of the NBOS in fostering creativity driven development, rural-urban integration, and security and nation building. While it has been successful, the desire to extend this spirit of collaboration with other agencies was sought after by both the armed forces and the police. Diverse collaborations, such as with NGOs and GLCs, are crucial for both the armed force and the police and can constitute for national service, as well as part of their CSR activities. The sustainability of any initiative is possible, as long as the will to do it is there. Any programs or initiative must be institutionalized and regimented to ensure success.

The speakers conclude that NBOS has strengthened the capacity to defend and to transform the nation and expressed that NBOS must be done in tandem with nation building.

CONCURRENT SESSION TWO

“COMMUNITY TRANSFORMATION”

Moderator:

Tan Sri Dr. Ong Hong Peng

Secretary General, Ministry of Tourism and Culture Malaysia

Speakers:

Tan Sri Arpah binti Abdul Razak

Chairman, Public Service Commission, Malaysia

Dato’ Seri Ir. Dr. ZainiUjang

Secretary General, Ministry of Energy, Green Technology and Water, Malaysia

PungkySumadi

Expert Staff to Minister for Leading Sector & Infrastructure Development, BAPPENAS, Indonesia

INTRODUCTION

Community transformation has greater impact when it is based on the real needs of local community. This session will discuss community transformation at grassroots level and how resources across federal, state and local agencies and the private sector can be leveraged to improve communities and create economic opportunities. The speakers conclude that NBOS has strengthened the capacity to defend and to transform the nation and expressed that NBOS must be done in tandem with nation building.

KEY POINTS

I) My Beautiful Neighbourhood (MyBN), My Beautiful Malaysia (MyBM)

Both programs were designed to improve the quality of life of low income groups by keeping costs low while delivering high value projects, using manpower at off-peak hours and minimising bureaucratic procedures. The aims of the programs are to fix, upgrade and beautify public facilities as well as to address common issues of public and private housing.

Four components for MyBN are i) building maintenance; ii) upgrade infrastructure and public facilities; iii) landscape improvements, including beautification projects; and iv) social transformation programs. To date, 175,000 low income residents in 74 locations had benefitted from MyBN. A particular successful program is House Build program, a collaboration with the Fire

and Rescue Department, to rebuild, repair and upgrade burnt down and dilapidated houses using multi-agencies' resources. MyBM program in turn, consists of 3 elements: i) maintenance of low cost housing; ii) maintenance of government quarters; and iii) improvement of public toilets. MyBN and MyBM showcases Blue Ocean Strategy in action involving low costs and high impact programmes.

II) University-Community Transformation Center (UCTC)

Community transformation requires financial, social and spiritual dimensions, as well as education and political will. The main aim of UCTC is to empower communities through education. Under UCTC, the PIL Science Labs program created flexi laboratories in schools usable for multi subjects and purposes. These labs were done within 3 weeks at reduced costs. Other projects such as rainwater harvesting for public consumption during dry seasons and clean water system for the Orang Asli community at Sungai Siput involved collaborations of institutions of higher learning and the local communities in the planning and execution of the projects. A future initiative is Water Watch Network, aimed at managing water pollution to ensure production of clean and higher quality water in the country through public cooperation and education.

III) Community Transformation in Indonesia

Indonesia suffered a general overall decline in its political, economic and social systems following the regional economic crisis in 1997. Initial efforts to arrest this decline were hampered by a highly centralised government system. Community transformation began with addressing poverty issues, whereby 2 programs were implemented: sub-district development programs and urban poverty project. The basic principles for these programs were the involvement of the local communities in the identification of problems, planning of solutions and execution of decisions. The program components involved regional consultants, facilitators which consisted of local NGOs and community members, and community grants of USD1500 per village. The principles underlying these programs were democracy, fairness, equality, transparency, accountability and community self-help. The success of these initial anti-poverty programs were later translated in 2015 into nationwide Village Fund Programs valued at USD50, 000 per village.

QUESTIONS AND ANSWERS

QUESTION:

In the initial stage of development of a project, what is the level of BOS knowledge that project managers need to have?

Dato' Seri Ir. Dr. Zaini Ujang:

There are 3 elements of BOS: i) rapid execution, ii) costs and iii) high impact. In the context of Malaysia, every program that is under consideration must have these components. I recommend strongly that everyone reads the Blue Ocean Strategy book, which is loaded with examples on the application of BOS. Upon understanding of these principles, only then can

Tan Sri Arpah binti Abdul Razak:

At community level, there need to be a lot of buying in from the community itself. Good rapport between officials and the community is important, whereby community engagement is extremely vital. Online information on the internet is also easily available for public access.

QUESTION:

The programs mentioned by the speakers should be counted as the nation's contribution towards achieving the United Nation's Sustainable Development Goals (SDG). How is Malaysia currently doing in approaching the SDG?

Dato' Seri Ir. Dr. Zaini Ujang

One of the thrusts under the 11th Malaysia Plan is green growth that is pursuing development in Malaysia based on sustainability. This shows our commitment in pursuing the implementation of the SDG

QUESTION:

How long did it took to undertake make community transformation in Malaysian and Indonesia respectively?

Tan Sri Arpah binti Abdul Razak:

The concept of BOS is low cost, rapid execution and high impact so we try hard to do the projects as fast as possible while maintaining minimal costs. Execution timeframe will depend on the type of projects. Community transformation takes longer time period because it involves changing peoples' mind sets, so need continuous engagement.

Dato' Seri Ir. Dr. Zaini Ujang

Community transformation involves changing mind sets, which are dependent on a number of factors. Visible and tangible impacts of programs are more important to the community than the time frame required for community transformation.

Project management by the Indonesian government rather than by the World Bank resulted in a shortened period for project planning and design, whereby execution at community level took 6 to 9 months to complete.

QUESTION:

Cramped living quarters and high population density at low cost residential areas could contribute to social problems. Is community transformation only applicable to the design of physical buildings or the social lives of the inhabitants?

Tan Sri Arpah binti Abdul Razak:

To demolish and build new facilities in crowded areas that are already in existence would be too costly. A better approach would be to develop new areas under PPR (Project Perumahan Rakyat) with a better design of housing units, as well as incorporating better public facilities such as a well-planned children playground.

CONCURRENT SESSION THREE

“INNOVATIVE PUBLIC SERVICE DELIVERY”

Moderator:

Dr. Aminuddin Hassim

Director, National Strategy Unit, Ministry of Finance

Speakers:

H.E. Khurram Dastagir Khan

Ministry of Commerce

Islamic Republic of Pakistan

Tan Sri Dr. Madinah Mohamad

Secretary General,

Ministry of Education Malaysia (MOE)

Dr. Anwar Shah

Director, Centre for Public Economics

Chengdu / Wenjing, China and Advisor / Consultant to the World Bank

INTRODUCTION

Many recent innovations in public service delivery focused on bringing government services and facilities closer to the people. This session will point the way to successful models of government service delivery that emphasise convenient access to a wide range of government services. This session explore creative initiatives in delivering public service through deep understanding of what the public wants and how best to deliver the services by working closely across agencies, stakeholders and the citizens.

KEY POINTS

H.E. Khurram Dastagir Khan

- Pakistan's overcame 3E challenges namely Extremism, Energy Shortage and to stabilize Economy through good collaboration and working together among ministers at Federal level and with all stakeholders at Province level.
- He highlighted that most part is at large peaceful and the government is constantly moving forward to achieve its Vision 2025 with the aim "People of Pakistan is the greatest asset" focusing on Knowledge, Innovation and Entrepreneurship
- The government increases its public access through open data and open government to improve efficiency, increase transparency and fight corruption
- Many innovations has been implemented that benefits the citizens to include Citizen Feedback Model where Chief Ministers send messages to solicit feedback and act on it;

Poverty Card to provide direct cash transfer; Healthcare Card Access where citizens can go to both public and private hospitals; Student School Fees paid by state government upon student enrollment; Scholarship Fund Transfer for higher learning students and Phone SIM Card embed with thumbprint data for security and fight against terrorism and now the government is pursuing the biometric usage for mobile banking.

Tan Sri Dr. Madinah Mohamad

- The main aim of Malaysia's Education blueprint is to provide equal access of quality education to all and to execute transformative education system through shared vision and responsibilities among students, teachers, school leaders, district offices, communities and agencies.
- Repositioning teacher's core duties to focus solely on teaching by segregating administrative task to support staff and the school activities are empowered by parents, caretaker and communities.
- Citing an example of community volunteers working together to rebuild a dilapidated school in rural Sarawak into a transformative school. Its facilities such as community and Internet centre are extended to women to embark new skills and inject fresh hope to them.

Dr. Anwar Shah

- It is crucial to establish the right environment to serve public interest and transform public services. There must be freedom to innovate with political transparency and commitment, to build up bottom-up accountability, change of mindset and establishment of result-based framework.
- Citizens are the masters and the government neither the client nor the customers, hence connection between citizen, authorities and civil servants must be strengthened and emphasized.

QUESTIONS AND ANSWERS

COMMENT:

Fiji delegate applauded Malaysian moves in repositioning teachers' roles and responsibilities as well as to recruit and groom pool of school leavers to be the best teachers.

QUESTION:

Is BOS the right strategy or an option?

H.E. Khurram Dastagir Khan

Pakistani has preference of agencies to collaborate to innovation. This make BOS easier to achieve due to ease of information exchanges through technology. Pakistani has embraced BOS and finds it to be a good strategy.

CONCURRENT SESSION 4**“TAPPING INTO THE CREATIVITY OF PEOPLE TO ACCELERATE DEVELOPMENT”**

Moderator:

Dr. Hamidin Abd Hamid

Chief Executive Officer of Razak School of Government

Speakers:

Nilam Sari Setiono

Marketing Director / Owner of Kebab Turki Baba Rafi, Indonesia

Dato' Sri Adenan Ab. Rahman

Secretary General of Ministry of Human Resources, Malaysia

Michael Teoh Su Lim

Founder & CEO of Thriving Talents

Malaysia's National Youth Icon

Consultant on Gen-Y & Young People Development for Fortune 500 Companies across 39 Countries

Dato' Dr.Mazlan Yusoff

Director, National Institute of Public Administration (INTAN), Malaysia

INTRODUCTION

Unleashing peoples' creative potential can accelerate development by enhancing the productivity of workforce and generating high income opportunities. This session will focus on how to promote creative and innovative thinking and ways of working among all segments of society. The objective of this session is to identify on how we can we tap the best of human capital for national development as it has been highlighted by the Honourable Prime Minister that the core strategies for a country is to focus on human development.

KEY POINTS

Dato' Seri Adenan Ab Rahman

- BOS was adapted in line with transformation to get better values and to fully capitalise on available resources. There were 5 initiatives introduced by the MOHR under the NBOS namely 1MASTER, SK1MM, HEARTS, 1Visit Policy and CIAST Satellite Campus.
- Engagement with industry is key to tailor with market needs vis-à-vis courses offered in ensuring higher employability rate.

- Female labour participation rate had urged MOHR to create a program for housewives contributing to the economy in having a more flexible working arrangement. Mainstreaming TVET is also important in meeting national target as well as to have a well-trained and competent trainer.

Michael Teoh Su Lim

- The new generation called a 'Gen-Y' millennials will take over of the labour market. Young people efforts if invested in right place will create a significant impact and widen opportunities driven by creativity.
- Incremental change will happen provided that collaborations should be further intensified. Sense of purpose is far important above the others.
- It is also vital to foster appreciation on people's creativity among generation in diverse demographics. He urged for all to consider reverse mentoring for knowledge sharing and experiential learning. Educate senior leaders and young talents to appreciate each other's and embrace differences in diversity.

Dato' Dr. Mazlan Yusoff

- To deal with the new generation, openness and transparency is a key factor in an organisation. He pointed on contemporary element which also found critical; engaged employees beyond merely having a competent employee.
- This had created scenario of virtuous circle to improve organisational efficiency and sustainable performance.
- INTAN had carried out the blue ocean leadership for public sector to maximise the existing untapped talent and energized human capital towards organisational excellence and productivity. Leaders, people and organisation need to shape a bonding mechanism.
- BOS sees leadership in organisation either "buy" or "don't buy" through engagement. While vision sharing between among employees in organisation is crucial to have an effective public sector.

Nilam Sari Setiono

- In developing talents, one should grow by developing themselves

- Being an SME owner in the food and beverage industry, she faced a lot of struggles. Building partnerships and establish systematic business operations had led to profits maximization and stiff competition
- Training had helped to eliminate rate of failures among franchisees. She discovered that creativity needs to be boosted in the environment with limited resources.

SUMMARY

Malaysia had experienced continuous progress. However disruptive technologies had created a new normal to the society. Current difficulties such as rising cost of living requires forward looking action for survival and growth of future generations. There is an increasing issue raised in dealing with generational differences in workforces. Problems can arise from differing mindsets and communication styles of workers born in different eras. However, through engagement it will ease the process and avoid conflicts to happen.

Working collaboratively with others is important. In the situation when there a diversity particularly between generations, exchanging ideas and experiences through partnerships is critical in developing path of success in a sustainable manner.

The current approach has to ensure sustainability and survival of the next generation while there also a need for the next generation to prepare themselves in dealing with the upcoming challenges.

Younger generation is getting to replace baby boomers in public service. Although there is a difference in idealism, but through co-creation and collaborative approach everything can be made possible.

CONFERENCE DAY 2

17 AUGUST 2016
WEDNESDAY

YOUNG LEADERS FORUM

“CREATING FUTURE BLUE OCEAN LEADERS”

Moderator:

Kartini Ariffin

Producer, Radio Announcer, TV Host, Script Writer, Voice Talent

Speakers:

Gamal Al bin said

Founder Garbage Clinical Insurance, Indonesia Medika

Alvin Teh

Learning R&D Partner, Thriving Talents

INTRODUCTION

This forum brings together young, emerging leaders from governments, businesses, academia and research institutions, think tanks and NGOs in discussing what the future of the global community and regional cooperation means to the younger generation. It provides a platform for young leaders to share their thoughts, experiences, hopes and aspirations for creating new blue oceans.

KEY POINTS**Gamal Al bin said**

- 60% of 251 million Indonesians do not own insurance coverage, with 18% of population survive with below \$1 dollar daily, meaning 5 million children die every year due to low income. This has inspired Gamal to initiate Garbage Clinical Insurance, which allows the low income group to trade in garbage in exchange for affordable health services. Garbage was used because there are 200,000 tons of garbage thrown daily and this innovative idea handles two huge problems at the same time
- Gamal pointed out that using the same business model, this initiative has been successfully replicated to other services such as Livestock Waste Insurance for farmers, Mother's Happiness Center for pregnant mothers and Mobile Hospital, a healthcare delivery services on-the-go
- In conclusion, Gamal emphasized that when pursuing something new, do not focus on the idea but the problem that needed to be solved.

Alvin Teh

- Based on Thriving Talent’s research, there has been an evolution in the employment industry.
- Malaysia’s sustainable-centric attitude was built upon by the countries educational policy. This later evolved into a mind-set of growth due to economic stability, and finally to an age of innovation and human skills with the rise of the millennial population.
- Alvin highlighted a LinkedIn report that the amount one gets paid is not a priority, but rather the liberty to explore, innovate and continuously develop.
- There is a need to bridge the generation gap so both Generation Y and the seniors could move forward. He concluded that the millennial future is bright provided that the millennials can place themselves strategically in the ever-changing market.

QUESTIONS AND ANSWERS

Question

What is the turning point in your live that has lead to your success?

Alvin Teh

Alvin’s turning point in life was when his sister questioned his intelligence for constantly failing Add-Maths subject and needed to prove the incorrect notions. Alvin finds hope and resilience as the key to achieve what he has become today.

Gamal Al bin Said

Gamal attributed his business acumen to being passionate about what he does, having the expertise and believing/seeing in a cause in terms of the benefits and impact of what he does for the greater good.

Question

How do you incorporate BOS in your business especially in the context of bridging the generation gap?

Alvin Teh

Alvin sees his business as Blue Ocean as he focuses on building up Gen-Y, hires only Gen-Y (including interns who are 18 years old who's taking gap year), customizes talent assessment models for clients, seeks mentorship from corporate senior leaders and promotes a symbiotic relationship between generations. Alvin's business is Young, Dynamic, Respectful and Agile (easy to adopt and adapt)

CONCURRENT SESSION FIVE

“VOLUNTEERISM AS A KEY PILLAR IN NATION BUILDING”

Moderator:

T. Raj Ridvan Singh

Founder & CEO, Education, Revolutionist, SOLS 24/7 Malaysia

Speakers:

Tan Sri Dr. Jemilah Mahmood

Under Secretary-General, Partnerships, International Federation of Red Cross and Red Crescent Societies (IFRC)

Dato' Sri Abdul Rahim Mohamad Radzi

Secretary General, Ministry of Defence Malaysia

Dato' Zuraidah Atan

Chairman, Student Volunteers Foundation

Rudy Malik

Chief Executive Officer, iM4U (1Malaysia for Youth)

INTRODUCTION

Volunteering programmes can make a vital contribution to involving people in nation building as well as promoting social inclusion, tolerance, community ownership and patriotism. At the same time, volunteers gain invaluable skills such as team work, leadership and project planning. This session will examine the impact of volunteering for nation building.

KEY POINTS

Tan Sri Dr. Jemilah Mahmood

- Many people around the world need help and support and volunteers are the frontlines for these communities. Volunteers have the access to these impoverished communities and are deeply rooted in the community through their dedication and effort to help the poor people to access food and basic amenities, put their life in danger to help people in need and involve in whole spectrum of health which includes providing first aid and offering humanitarian education.
- Based on the fundamental principles and roadmap which has been upheld, these values are independence, neutrality, impartiality. These principles are critical and adopted by all organization in order to protect the humanitarian space. By maintaining the neutrality, humanitarian work can be done as it transcends political ideologies and influence.
- Volunteerism embodies the concept of accountability. As volunteers, we are entrusted to treat people with dignity. It requires the necessary training and skills that can change mind-set and contribute to society and nation building. Example: Malaysia Red Crescent trains volunteers how to perform first aid and if we have 1 person familiar with first aid for each home, many more lives can be saved.
- Volunteerism cannot be done alone as the success is measured by how many people that can be encouraged to be volunteers. It is important to share the tools that we have, learn from each other and capture the best practices from around the world.

Dato' Seri Abdul Rahim Mohamad Radzi

- The roots of volunteerism in Malaysia are significant and monumental. Significant because it traces back to the pioneer purpose to defend the country from external forces. It is monumental because of the recognition given by the government to volunteerism as high importance towards nation building.
- Volunteerism is cornerstone of a strong civil society and progressive nation. Government agencies such as Malaysia Armed Forces, PDRM, JPAM and RELA are examples of volunteerism elements in the government. These agencies embody NBOS initiatives that have been implemented such as community policing, my beautiful neighbourhood and Blue Ocean policing.

- Neighbourhood watch programme (*rukun tetangga*) is another example of voluntary-based policing to patrol and protect neighbourhoods and community areas. These types of volunteerism can add value through an infusion of belief, knowledge, creativity and innovation.
- The aspiration of the government is to emphasize the critical role youth can play as change agent in volunteerism. The synergy between youth and volunteerism provides strong equation in producing a caring and responsible future generation.
- The Government introduced National Service Training Programme (NS) 1.0 with a specific module created to instil patriotism, national integration and the spirit of volunteerism. In 2015, the NS 1.0 has been discontinued due to changes in social landscape with a sizeable alumni of 847,797.
- During Budget Speech 2015, it is announces that NS programme will be reviewed and on July 2015, NS 2.0 was introduced. NS 2.0 was held from 26 March 2016 to 24 May 2016 in 79 camps nationwide involving more than 20,000 youth.
- NS 2.0 amplifies an innovative approach to maximise quality rather than quantity in terms of cost saving, motivated trainers, targeting academically-weak trainees, suitable time frame and comprehensive communication strategies. NS 2.0 is built upon 4 thrust which are tailor made modules, better organised volunteer Brigadier, camp optimization and a whole-of-society involvement.
- It must be highlighted that NS 2.0 is a strategy which emphasizes on multi-agency collaboration and national ownership with indigenous innovation uniquely improvised and catered to the Malaysia context.
- NS 2.0 has achieved the spirit and aspiration of BOS to identify and recognise volunteerism as a key pillar in Nation Building. NS 2.0 model see beyond conventional – try to inculcate the spirit of volunteerism as an asset of future generation to add value, leadership, spirit.

Rudy Malik

- The 1M4U programme was established in May 2012 and was conceptualized by the Blue Ocean Strategy initiative.
- The objective of 1M4U is to develop and instil the spirit of volunteerism among the Malaysian youths.
- 1M4U has started a Dream fund to assist volunteers who seek funding to conduct volunteer programs.

- It has expanded concept of volunteerism through the Outreach centres in many cities such as London, Japan, New York and Jakarta.
- Some of the activities that has been done by the volunteers include cleaning beach, public art movement, sukasarawak; go to rural areas, fix home, bridges, flood relief ; end of year-disaster relief; war on dengue, ambassador program, food truck- feed homeless, *darah satria* programme - blood donation.
- The strategy for the next 2 years will focus on outreach centre as well as create more partnership and long term volunteer engagement.

Dato Zuraidah Atan

- The Yayasan Sukarelawan Siswa (YSS) is part of the National Education Blueprint to encourage volunteerism among university students. It is a form of capacity building to produce young leaders equipped with the necessary leadership skill, national identity and to foster the spirit of togetherness among the people of various ethnic backgrounds.
- The uniqueness of the program is that it provides the opportunity for university students to be part of a noble cause to contribute to the society and nation.
- The volunteerism program is not only confined to Malaysia but also other ASEAN countries such as Vietnam. This provides a platform for the volunteers to appreciate other cultures and play a part in community building.

SUMMARY

Volunteerism is integral part of nation building and should be encouraged to appeal to a wide spectrum of society. More organizations should come forward to support and organize volunteer programs that will benefit the needy.

QUESTIONS AND ANSWERS

Question

NGOs find it difficult to cooperate with the authorities in channelling their assistance during humanitarian operations. What is your take on this?

Tan Sri Dr. Jemilah Mahmood

The standard and accountability is important in volunteerism as everything must have a benchmark. There should be commitment and sincerity when we help others. At the same time, we should adhere to the rules and regulations of the country that are in place.

Question

What set the new National Service Model apart from the previous?

Dato' Seri Abdul Rahim Mohamad Radzi

The National Service Model 2.0 is beyond the conventional approach. The various Ministries and organizations came together with the intention of developing the youth of the country as future leaders equipped with the necessary leadership skills and volunteerism is one of the important values.

Question

One of the main problems in voluntary works is securing sufficient funds for programmes. How does 1M4U resolve this issue?

Rudy Malik

The mantra adopted by 1M4U is to always seek partnership to resolve the issue of insufficient funds by approaching organizations that seek to contribute to the betterment of society.

Question

What do you perceive as the positive change among the youths who had participated in the YSS programme?

Dato Zuraidah Atan

The youths that has participated in the YSS program has displayed a change of mind set as they have become more matured in their thinking and is more appreciative with what they have.

CONCURRENT SESSION SIX

“STRATEGIC LINKAGES BETWEEN RURAL & URBAN SECTORS”

Moderator:

Datuk Seri Dr. Ismail Haji Bakar

Secretary General, Ministry of Agriculture & Agro-Based Industry, Malaysia

Speakers:

Dr. Mohd Azlan Abdul Jalil

General Manager, Johor Rural Transformation Centre & Chairman, Strategic Linkages Mini RTC – RTC – UTC Johor

Datuk Ismail Ibrahim

Chief Executive, Iskandar Regional Development Authority

Datuk Hj. Mohammad Mentek

Secretary General, Ministry Urban Housing and Local Government

INTRODUCTION:

Rural development is often viewed separately from development in urban areas. However, strong linkages between rural and urban areas enable the two-way of goods and services and result in higher incomes and lower prices for all. This session highlighted ways to strategically link rural and urban sectors to ensure integrated development. The session also focused to identify gaps and finding ways on how to narrow it. The development of urban and rural area matters to the government of today in developing and delivery of public services. Government need to transform and be more creative and innovative in serving services and meeting needs of public.

KEY POINTS

Dr. Mohd Azlan Abdul Jalil

- Dr. Mohd Azlan shared Johor’s experience in establishing the linkages and its results. Among initiatives highlighted is on the high value cooperative farming. Opportunities were created while

he stressed on the importance of building awareness and to actively disseminate the information in order to create a knowledgeable society that could contribute better to the economy.

- While mini RTC managers were trained to serve the users better. Currently, there are 24 mini RTCs in Johor. Strategic linkages found very well performed showed by the KPIs that has been achieved. Knowledge framework was developed to assist the initiative. Collaboration with Malaysian BioEconomy Corporation helps to increase the success rate of the initiative.

Datuk Ismail Ibrahim

- Datuk Ismail shared IRDA roles in developing and urbanizing cities in Johor. IRDA was mandated to ensure significant growth for Johor. His presentation covered three areas namely value innovation in Iskandar Malaysia, BOS in Iskandar and its strategic linkages.
- A 20-years development and growth plan was formulated to position Iskandar Malaysia as economic region and being part of the global player. In developing the plan, IRDA explored beyond the existing regimes and thinking out of norms.
- IRDA stressed on maximising used of limited resources, creating and distributing wealth in equitable manner to provide maximum impact for benefits of economic and society. Scenario building was applied in dealing with issue and emerging challenges; in BOS perspective.
- Linkages beyond physical infrastructure. It extended to a wider demographic of beneficiaries both geographically located in urban as well as rural areas. While development is actively taking place, the displacement of population need to be tackled with inclusive framework in strategic linkages to achieve balanced growth.

Datuk Hj. Mohammad Mentek

- Datuk Mohammad Mentek provides Malaysian scenario of urban rural linkages and the roles of Ministry in implementing NBOS programs. Several projects were also highlighted to excite and sharing success to the audience.
- Youth migration to seek employment and settlement patterns in urban area was found unsustainable. Partnerships through urban rural relationship in developing an upgraded and renewed public services such as public transportation is significant for balanced development and improve citizen's mobility as well as town's livelihood.
- In line with national policy, the Ministry has an important role to make a better rural landscape, modernising agriculture sectors, creating RTCs and providing equitable income and facilities that leads to improve societal well-being. 1MYC, MyBM, MyBN and Urban Launchpad for Youth were created under NBOS initiatives in the Ministry.

SUMMARY

The speakers agreed that we must not heavily depend on natural resources. To effectively implement the Johor strategic linkages between urban and rural areas, several issues and challenges shall be addressed. To focus on the way forward, increase visibility through branding, effective and efficient of stakeholder management as well as blue ocean leadership and knowledge culture is some of the issues raised during the session.

Proper process and coordination must be put in place to break the silos in implementing integrated development through strategic linkages. Cohesive urbanization in urban village and village currently faced several facets of problems. People and capital economy shall co-exist to increase happiness of society and business community. People happiness is the ultimate goal from the NBOS initiative via building strategic linkages in meeting people's need.

QUESTIONS AND ANSWERS

Question

How does the Ministry of Urban Housing and Local Government deal with the issue of rising cost of living and property prices in the urban areas?

Datuk Hj. Mohammad Mentek

To ensure equitable wealth distribution, it is highly demanded that it need to be executed at lower level. For example, the cost of living in Cyberjaya found too high and unaffordable. In responding to this situation, inclusiveness in development shall ensures that linkages happen. Policy makers in partnership with implementers such as developers shall adhere to the plan and making sure that the plan progressed as per strategies outlined throughout the phases of growth. The Ministry have offered several programs to provide an affordable housing such as transit house, affordable room / house rentals among many others initiatives undertaken.

Question

From your experience of developing the Iskandar Development Region, what is the main factor to ensure the success of establishing strategic linkages?

Datuk Ismail Ibrahim

Strong commitment and collaboration is required in implementing strategic linkages. Dr responded collaborative efforts with IRDA such urban farming had showed significant outcomes. While, utilisation of unused land such ex-mining area in rural areas were innovatively implemented in Johor. IRDA shared on the soft part from the success of the programme through mindset change among partners in collaboration. Being passionate in delivering tasks and impacts together with changing people's mindset is a great challenge.

Question

Papua New Guinea is trying to implement BOS through linkages of government services to the community. My concern is either the BOS is a policy driven initiative with legal basis or should we start with establishing collaboration with the stakeholders first? Which of the two is more practical?

Dr. Azlan Abdul Jalil

BOS begins with engagement and discussion leading to policy and later translated into implementation of programmes. Set of regulations could be a last resort. Making stakeholders understand on the vision and plans is important to increase stakeholder's acceptance and participation on the benefits through inclusive engagement. Breaking silos is also centered in implementing NBOS effectively. Volunteerism plays an important impetus to showcase that benefits were well shared to all parties in win-win situation. Monitoring and assessment mechanism was created to support an effective implementation.

Question

Competition in the global economy is inevitable. How should a country like Ghana deal with this issue to secure our national development?

Datuk Hj. Mohammad Mentek

Ghana should leverage on its own plans for growth. For Malaysia, it need to make the country remain relevant and avoid from lagging behind in terms of development and growth. Changes were made by looking at the internal and external patterns of development that had created new and shift from an existing sector to the newer sector. Capitalising existing resources is key for development.

CONCURRENT SESSION 7

"ENTREPRENEURSHIP"

Moderator:

Mark Rozario

Chief Executive Officer, National Innovation Agency of Malaysia (AIM)

Speakers:

Rizal Nainy,

Deputy Chief Executive Officer (I), SMECorp, Malaysia

Ashran Dato' Ghazi

Chief Executive Officer, Malaysian Global Innovation & Creativity Centre (MaGIC)

Bryan Loo

Chief Executive Officer @ Chatime Malaysia (Loob Holding SdnBhd)

Zhariff Afandi

Founder, LOKA Malaysia

Zikry Kholil,

Co-Founder & Global Executive Officer, Incitement Global

INTRODUCTION

Entrepreneurs are on the forefront of creativity and innovation-led growth and development. This session will explore how to create vibrant ecosystems that support entrepreneurs to successfully launch and grow their business.

KEY POINTS:

Rizal Nainy and Ashran Dato' Ghazi

- Both speakers shared the roles and purpose of their respective organisations in creating and maintaining the ecosystem of entrepreneurship, ensuring that innovation and creativity is central to achieving these aims.
- Both SMECorp and MaGIC saw the importance of focusing on entrepreneurship as it is projected that SMEs will contribute greatly to Malaysia's economic growth by 2020 (44% to GDP and 65% of employment), therefore a number of initiatives are in place to harness this potential.

Bryan Loo

- Mr. Bryan Loo shared his personal experience on becoming an entrepreneur and how his early life formed his entrepreneurial ability, citing family and peer support as crucial in realising aspirations and ideas.
- In venturing into food and beverage industry as an entrepreneur, he identified the lack of tea drinking culture in Malaysia as a potential area of exploration. This gap led to the focus on connecting people with eating and drinking, creating a value proposition in a specific market segment that was uncontested previously.

Zhariff Afandi and Zikri Kholil

- Both speakers shared their respective aims in supporting the entrepreneurial ecosystem. As entrepreneurs or part of budding entrepreneur support system, they have identified existing gaps that needs to be addressed
- Mr. Zhariff focused on providing the necessary support for lifestyle entrepreneurs, whilst Mr. Zikri accentuates the need for action-based approach in cultivating innovation.

SUMMARY

Despite some grounds made by government agencies to reduce silo, entrepreneurs could still identify these gaps in the industry. For instance, opportunity for pitching and idea incubation remains limited or difficult to access.

Engagement, either between government agencies with entrepreneurs or entrepreneurs with their market segment consumers', needs to be further improved. This lack of communication, one that is effective and impactful, is preventing outreach of initiatives. Lifestyle entrepreneurs view that short term working capital financing for entrepreneurs did not exist despite having a number of institutions in Malaysia that is mandated to provide short term funds and microfinancing.

Some of the key elements in ensuring sustainable entrepreneurship identified is the ability to constantly evolve when needed (adaptability), teamwork (using the African proverb - if you want to walk fast, walk alone. If you want to walk far, walk together), and the drive needed to keep going.

The nature of creativity and innovation processes is that there will be potential challenges and adversity that proponents and stakeholders may pose to entrepreneurs. Some of the important leadership skills that is required are persistence and perseverance to ensure that the ideation will be implemented.

QUESTIONS AND ANSWERS

Question

Could you share the hurdles underwent in terms of securing this franchise and scaling it up. I noticed that start-ups are interesting but scaling up can be a big issue.

Bryan Loo

Our belief can be summed simply as: Think big, start small, scale fast. In trying to reach out with brands, there is a need to be realistic and utilising existing resource as best one can. There is a need to take risk and ensure the ideas that you're trying to build are well communicated for its execution. What was successful for us was that we eliminated competition by focusing on area that no one was going into (i.e. did not focus on franchising model), and ensuring that it is with a long term vision.

Rizal Nainy

There is a programme of scaling up by SMECorp called Business Accelerated Programme. If you're qualified, you are able to get the matching grants. This is used by SMECorp to develop SMEs in all sectors as an option for scaling up.

CONCURRENT SESSION EIGHT

“EMPOWERING WOMEN TO PLAY KEY ROLE IN THE ECONOMY & SOCIETY”

Moderator:

Tan Sri Dr. Rebecca Fatima Sta Maria

Former Secretary General, Ministry of International Trade and Industry Malaysia.

Speakers:

Tan Sri Dr. Noorul Ainur Mohd Nur

Secretary General, Ministry of Higher Education

Mallory Loone

Co-Founder and Director, Thriving Talent

INTRODUCTION

The role of women is important in society, economic, education and human development. Thus, empowering women is a way forward to establish a matriarchal society despite of the issue of gender gap and equality. However, there are various perception of their involvement in leadership position as opposed to their conventional roles in developing children and society. Hence, this session will explore what's triggers the issues and the next steps or possibilities in empowering women.

KEY POINTS

Tan Sri Dr.Noorul Ainur Mohd Nur

- Malaysian government has been playing an important role as the facilitator in assisting the development of women especially in STI (Science, Technologies and Innovation) related field in the country through policies that cuts across different ministries and agencies.
- The National Blue Ocean Strategy in empowering women includes the initiatives and impactful policies that address the right environment to provide new opportunities and market space for women in tapping of the human resources and talent. This consequently allow them to expand business and educational job sectors hence, increase the number of successful women entrepreneur to engage women groups across the nation.
- women can be empowered by eliminating subjective decision making on the affairs of women or gender biasness, and inefficient utilization of resources. Hence, equitable access to education, skills and entrepreneurship knowledge are pivotal to ensure that women are not left out and eliminate all negative perceptions on women empowerment as a whole.
- In nurturing young leader, a women should have empowered each other and come together as one voice to grow a stronger mass. This eventually will help woman to be more independent to pull and push each other to accelerate and excel globally.

Mallory Loone

- Women and leadership has no age. She noted that every woman has to start young in empowering herself. Understanding women empowerment is always a struggle for her. However, in understanding leadership, she always chooses confidence over other traits. Confidence is a powerful tool to instil strong emotion, values and also to abolish perceptions of a women in leadership.
- Lack of confidence is one of the underlying cause why there are still women that look down over other women or herself. She believed that women have right to make decision, take charge and voice out their thoughts only if society started to learn to see gender as a spectrum to accomplish all the initiatives outlined by the government and private sectors. Nevertheless, in doing so, women have to empower herself before she instil other's women confidence or as an aspiration to make them start thinking that they can take charge and lead.

SUMMARY

Work-family balance rise lot of emotions especially for a woman in dealing with the folks in the organization. It takes a leader to empathized and truly understand the idea. However, it is argued that this is a human issue as work life balance is important for both genders and they are on the same page.

Physical strength of women to explore the technological areas in profession that mostly dominated by the man are very limited. However, the job sectors of a women can be broad as there is a lot of opportunities and market space for them to involve in entrepreneurship that contribute to economic growth.

Women's involvement in politics is growing in the region. Therefore, there is an urge to eliminate the culture that restricted women in their involvement and to build a more inclusive support system for women. A woman should start to realize that the world recognized women empowerment as globalization. Therefore, self-conscious and wise decision will walk them out of perceptions and discriminations.

LUNCHEON TALK II

“LEADERSHIP THROUGH CREATIVITY AND INNOVATION”

Moderator:

Dr. Hamidin Abd Hamid,
Chief Executive Officer, Razak School of Government

Speaker:

Tan Sri Abdul Wahid bin Omar
Group Chairman, Permodalan Nasional Berhad

INTRODUCTION

The main objective of this luncheon talk is to benefit from the sharing of experience by the distinguished eminent speaker, Tan Sri Abdul Wahid bin Omar

KEY POINTS

Tan Sri Abdul Wahid bin Omar

Dr. Hamidin: What is your background story leading to your leadership roles at several corporations such as Telekom, UEM and Maybank?

TS Wahid: come from a poor background but access to good education and a conducive learning environment has enabled me to achieve my childhood dreams of becoming an accountant and thereafter as chief financial officer of a major corporation.

As CEO of UEM group, I was tasked with turning the company around and taking a different approach in doing things. I realised that a key factor in unlocking the group's fortunes lies in renegotiations of highway concession agreements with PLUS. This success led to UEM eventually being profitable and successful listing on the Malaysian stock exchange. Telekom Malaysia was a major landline service provider but switched to mobile services at the onset of the emerging mobile telephone market by embracing technology.

At Maybank, I was tasked with growing the bank into a regional banking group but we faced a global economic downturn and dwindling market share. By applying BOS principles in a thorough analysis, we undertook a Lead 30 transformation program for rapid execution for change of 30 critical areas but at low costs, which led to Maybank's growth and eventual position as leader in the banking sector.

Dr. Hamidin: In 2013 you took a post as a minister in the Malaysian cabinet. What made you take that decision to switch career paths?

TS Wahid: The Prime Minister invited me to join the Cabinet as Minister in the Prime Minister's Department in charge of economic planning, including developing the 11th Malaysia Plan. I accepted the invitation as it was not only an honour and privilege but also as a way of giving back to society and adding value to the country.

Dr. Hamidin: Tan Sri made headlines recently when you became a Uber driver after releasing your post as Minister. What made you decide to be a Uber driver?

TS Wahid: As Minister of economic planning and secretariat to the Economic Council, an issue discussed by the Economic Council was the issue of rights sharing. I wanted to get insights into rights sharing, the impact of technology on earnings and provide input to policymakers. Following my experience, I would suggest that Uber's current 25% take of drivers' earnings be reduced in order to increase the drivers' income.

QUESTIONS AND ANSWERS

HE Mdm Anne Namakao Mutelo
High Commissioner of Namibia to Malaysia

Question

Blue Ocean Strategy is actually about good governance. How are you going to share Malaysia's success stories to the world?

Tan Sri Abdul Wahid bin Omar

Malaysia used BOS tools in developing the 11th Malaysia Plan with the aim of turning Malaysia to be a developed nation by 2020. There is a need to ensure that the growth in GDP be translated into more growth for the people and so more income for the people. Thus the focus is more on people impact. Another tool used was the Creativity Index to measure returns on investments made, which enables prioritisation of projects within ministries and comparatively against other ministries. PEMANDU, another unit in the Prime Minister's Department, provides consultancies for other countries. These consultancies could be placed on the commonwealth platform to share with other countries.

Zhariff Afandi, Founder LOKA Malaysia

Question

What kind of advice can you give to young people to get to where you are?

Tan Sri Abdul Wahid bin Omar

It is important for young people to be successful in a career that you like. There is no shortcut to success. Work hard, work smart and focus on the job at hand. If you do your job well and focus on the present your reputation will precede you.

Dr. Hamidin Abd. Hamid, CEO RSOG

Question

How do you relax?

Tan Sri Abdul Wahid bin Omar

I go for vacation, including extended family vacations, but ensure that my wife and I also have quality vacation time together.

Question

What are your plans for PNB?

Tan Sri Abdul Wahid bin Omar

PNB is a national institution. The challenge is to create sustainable returns to its investors. But the basic mandate is to improve PNB's corporate performance, enhance bumiputra participation in the corporate sector as part of the national inclusive agenda, and to assist the Government in providing more affordable homes for the people

PLENARY SESSION TWO

“DELIVERING HIGH VALUE AT LOW COST”

Keynote Address “Formulating and Implementing National Blue Ocean Strategy”

Speaker: The Hon. Tan Sri Dr Ali Hamsa

Chief Secretary to the Government of Malaysia

ABSTRACT

In looking to meet the higher expectations of its people, the Malaysian government has looked at enhancing its public service delivery in a collaborative manner. Consequently, the government looked to the NBOS initiative (initiated in 2009 as part of the national transformation agenda), which sought to deliver low cost, high impact and rapid execution. Among its initiatives are CRP, UTC, Mobile CTCs, RTC. It is a pivotal pillar to transform Malaysia for 2020. The 11th Malaysia plan is different in that the BOS was used as the methodology behind the plan to help deliver far better and more efficient outcomes. In implementing this method, the speaker emphasised the importance of cultivating a culture of innovation, especially to promote transparency within the government. He explains that NBOS Summits and Pre-Summit Meetings are conducted to set clear timelines, as well as to encourage greater participation, collaboration and resource sharing between the relevant stakeholders. Although NBOS requires consistent follow up and is, as the speaker puts, “tedious”, the hands-on approach allows the government to be heavily invested in the initiative.

KEY POINTS

- NBOS provides new approaches in balancing capital economy and people economy. Government policies must bring tangible and meaningful impact to its people. Hence, the

Blue Ocean Strategy covers various segments within society- volunteerism, strategic linkages between urban and rural area and women issues.

- The Speaker highlighted several successful initiatives under NBOS, particularly the Urban Transformation Center (UTC. Its first center was launched in Melaka in 2012 and was refurbished from an old government building. UTC provides an array of services at the convenience of Malaysians and has proven to be very popular with Malaysians.
- He continued to describe the 1M4U youth volunteering initiative, which taps into the skills of youth for the purpose of nation building. The youth would also provide comments and ideas and is different from other NGOs. It had to meet the expectation of the youth, particularly in making volunteerism exciting, and was successful with the start of Rakan Muda, RELA Youth, National Service. The year of volunteerism in 2013 and the launch of My Beautiful Malaysia Day provided the perfect platform for volunteerism and to showcase the 1M4U. This included beach clean-up, planting, repainting school building and fences. The speaker notes that not only were there social benefits, but camaraderie was improved.
- There is a check and balance aspect when implementing NBOS, known as the fair process, which allows for engagement with civil service involved in the NBOS programme. It also explains what is required from the civil servants to effectively implement NBOS programmes and clarifies the expectations of the government with respect to the outcome of the NBOS programme.
- Dre1M was established to provide seed money for youth volunteer activities. The setting up of 1M4U outreach centers and is even brought into the regional level, especially during the ASEAN Chairmanship last year (ASEAN4U)

SUMMARY

It is important for all agencies to be agile and collaborative, and must widen strong relationship between all stakeholders in order to provide the most innovative public service.

The speaker concludes that the Malaysian government fully understands that change is required to remain relevant, and a conducive and sustainable transformation journey matters to achieve success in the long run. Though there is a lot of work to be done, the speaker is optimistic calling for the sharing of lessons on best practices and the ICBS to inspire each other to lead effectively and innovatively.

PANEL DISCUSSION

Moderator:

Tan Sri Dato' Seri Mohamed Jawhar Hassan

Former Chairman and Chief Executive, Institute of Strategic and International Studies (ISIS)

Speakers:

Tan Sri Mohd IrwanSerigar bin Abdullah

Secretary General to the Treasury Ministry of Finance, Malaysia

Datuk Muhammad Ibrahim

Governor, Central Bank Malaysia

Datuk W Zulkiflee W Ariffin

Chief Executive Officer, Petronas

Ganesh Rasagam

Practice Manager, The World Bank

INTRODUCTION

Malaysia is a nation in a hurry, especially with its desire to transform itself from a low/ middle income to high income nation by 2020. With that, the 11th Malaysia Plan was formulated to take Malaysia towards that vision. The 11th Malaysia Plan is comprehensive in not just addressing economics, but in governing the political, social, and cultural spheres. This session will explore how the blue ocean strategy has been applied to quickly produce transformative change at the national level and how creativity and collaboration can bring down the cost to the government.

KEY POINTS

Tan Sri Dr. Mohd Irwan Serigar

- In Malaysia, there is still a tendency to stick in red ocean areas. The blue ocean strategy stresses the importance of thinking outside the box and to avoid competition.

- From his own experience, the NBOS has been successful in avoiding redundancy, thus allowing practicing agencies to cut cost. There is no benchmarking in Blue Ocean, and it avoids the trap of comparison to other countries. The speaker to shed this attitude of comparison and suggests to go for a 'Quantum Leap' above all other countries, rather than use them as a benchmark.
- In speaking of his experience with NBOS initiatives, the speaker highlighted UTC as a prime example of effective BOS application. The renovation of the government building cut cost by a significant amount and was very accessible to the people (High impact). Key successes in implementing BOS came from the setting up of a task force, fast decision making, strong cooperation from the state and federal government, constant monitoring and site visits, trust in experienced contractors and strong leadership.

Datuk Muhammad Ibrahim

- Central Bank driving developmental agenda has been inclusive and sustainable. The speaker highlights Agent Banking as done by the Central Bank as a game changer to bring banking to rural areas in a safe and affordable manner. Currently there are more than 8000 agents. Its impact include:
 - i. 97% of *mukims* (districts) have at least one financial access point; and
 - ii. Able to improve livelihood of rural folk and enabled population to save money. The initiative has allowed rural folk to save RM150 a month and allowed 99% of Malaysia to have access to basic financial services.
- Another aspect of BOS mentioned by the speaker is the rise of Islamic Finance, as it addresses people who did not want to go for interest based banking. Today, Malaysia boasts the biggest global Islamic Finance market and created high-income jobs. Malaysia has since become a key Islamic Finance country; the Malaysian Islamic finance comprises 20 ministries and agencies with policies and strategies in place to cement Malaysia to become the hub of Islamic Finance.
- The speaker ends his session with 6 lessons:
 - i. Never doubt the impact of small ideas
 - ii. Do not be afraid to make changes against mainstream, and do not be afraid to make changes in the middle of event
 - iii. High value comes from high performing organisation (must be consultant assisted, not consultant led)
 - iv. Patience, as evident by the success of Islamic Finance.

Datuk W Zulkifli

- The recent dramatic plunge in oil prices forced companies to change their ways. This was no different from Petronas, which focused on cash generation, and simplification of their delivery.
- Although there were several initiatives for immediate change, sustainability became an apparent issue. The speaker realised through feedback from its younger staff that culture change (in place since 1989) was necessary as the organisation grew bigger since everything became more convoluted and more bureaucratic.
- Through collaboration and feedback, Petronas established 6 new beliefs: results, accountability desirable focussed execution, nurturing trust, openness, and shared success.

Ganesh Rasagam

- The implementation of the Blue Ocean Strategy allows for enhancement of productivity. There are many interventions in a successful ecosystem that can be done by government or any other agency. The speaker claims that nurturing and retaining talent should remain the core challenge for innovation and entrepreneurship, as only 5-10% of firms end up becoming successful. The speaker praises Malaysia's potential as a magnet for talent, but the BOS should be used to develop and sustain their talent.
- The speaker then explains the importance of social entrepreneurship in creating innovative solutions and its application of business solutions to address social issues. They are cost effective in reaching low-income beneficiaries and includes innovative delivery. Furthermore, the speaker looks at tapping into opportunities in the clean technology market should be something to look at in Malaysia, especially for SMEs.
- Finally, it is important to measure the impact of all the initiative and the value of public sector support. The speaker states that although government can't necessarily pick winners, they can certainly retain winners.

SUMMARY

Nurturing and retaining talent is the core challenge for innovation and entrepreneurship. Lack of collaboration and working in silos can hinder progress. Collaboration can be further intensified

by establishing and widening strong relationship between all stakeholders to come up with innovative solutions.

Creative and innovative thinking is needed to predict what is going to happen in future – BOS must benefit the masses and provide what people wants. Experiences forms belief, which will later affect actions and final results.