

PERDANA
LEADERSHIP
FOUNDATION
YAYASAN
KEPIMPINAN
PERDANA

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PERDANA

m a g a z i n e

2019

20

PERDANA DISCOURSE

Tan Sri Rafidah
on Malaysia's
economic
development

19

PHOTO CONTEST

Patriotic
photos pay off
for shutterbugs

12

CEO FORUM

Understanding
and accelerating
4IR in Malaysia

22

ORAL HISTORY

Tan Sri Khoo
Kay Kim on the
learning of history

26

ARTICLE

Rebooting
Malaysia's
growth with
SPV2030



MESSAGE FROM

Tan Sri Azman Hashim,
Chairman, Board of Trustees,
Perdana Leadership Foundation



As so often happens with turning points of great historical import, such as May 2018 has been for Malaysia, the year 2019 may seem to be an anti-climactic follow up. But yet, this has been the year when the Government (and a completely new Government at that) has been hard at work at structural reforms and economic revival, unveiling in October an ambitious plan to drive the Malaysian economy into the future: the Shared Prosperity Vision 2030 (SPV 2030).

SPV 2030 takes Malaysia beyond 2020, and emphasizes inclusivity alongside economic growth. Inclusivity is the new watch word for 2020, not just in Malaysia but all around the world as policy makers and leaders from the business and non-governmental sectors aim to address gaps in income but also in education and opportunities.

When Vision 2020 was unveiled in 1991, it was a galvanising force for Malaysians; a big dream that all in Malaysia worked hard to make a reality. Alas, all the best laid plans can go awry, and the setbacks, external and domestic, mean the goals of Vision 2020 remain out of reach.

But alongside the setbacks have been new growth opportunities: artificial intelligence, robotics, automation, machine learning, 5G connectivity, the ASEAN Economic Community Regional Comprehensive Economic Partnership ("RCEP") are some of the developments that were not foreseen in 1991 and that can aid Malaysia's quest for all-inclusive economic growth.

Leadership remains an all-important ingredient for Malaysia's success, particularly so at present, when practically all aspects of Malaysian governance and development need to be reviewed.

At Perdana, we believe in the importance of past policies and decisions as reference to the present and future. When it comes to economic policies, we have constructed an elaborate timeline from the time of the First Malaya Plan to the present to place Malaysia's economic plans, policies, and events within a chronological frame. This timeline, along with those on our nation's leaders as well as our struggle for independence, is on our website www.perdana.org.my where you can also access more than two hundred thousand digital documents on our leaders and their policies.

We are most fortunate for even as a multi-racial nation, our development journey has been a peaceful, non-violent one. For the challenging times ahead, there is much that we can learn from our own past, and from one another, to make this country fulfil the promise it made upon Independence: to be a land of peace, prosperity, progress, and opportunity for all Malaysians.

Perdana Leadership Foundation

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YAB Tun Dr Mahathir Mohamad

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CONTENTS

**4 | HONORARY
PRESIDENT'S OFFICE**
Into the second year
as PM

6 | VISITS 2019
PLF a popular
Putrajaya destination

**11 | LEADERSHIP
ROUNDTABLE**
Challenges of VUCA



16 CEO FORUM

"MALAYSIA INC" HAS A ROLE TO PLAY IN THE FOURTH INDUSTRIAL REVOLUTION



10 | PLF MERDEKA PHOTO CONTEST 2019
Patriotic Photos Pay Off for Malaysian
Shutterbugs

**13 | PERDANA
DISCOURSE SERIES**
Has Malaysia reached
its full economic
potential?

31 | GUEST ARTICLE
Shared Prosperity
Vision 2030:
Rebooting
Malaysia's growth

33 | ORAL HISTORY
Revisiting our
conversation with
Tan Sri Dr Khoo Kay Kim

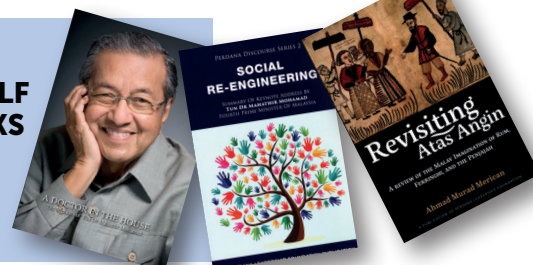
**35 | LIBRARY
WORKSHOP**
RDA II: A new standard

40 | STAFF PICKS
Monthly book
recommendations
by PLF



**37 | BOOK
DISCUSSIONS**
Building a reading
community

**42 | PLF
BOOKS**



HONORARY PRESIDENT'S OFFICE

TUN ENTERS HIS S



These photos are from PLF's Majlis Buka Puasa

The year 2019 marks the second year of YAB Tun Dr Mahathir Mohamad's premiership, and his duties as the nation's 7th Prime Minister mean a full and packed calendar. That being said, Tun has not forgotten his role as the Foundation's Honorary President, and made the time to grace some of our events.

In April, YAB Tun Dr Mahathir Mohamad was the keynote speaker for the **PLF CEO Forum** 'Accelerating the Fourth Industrial Revolution in Malay-

sia.' In his speech "Malaysia Inc 2.0: Government and Business Delivering Growth and Development", he elaborated on the key components of Malaysia Incorporated, and emphasised the need for business leaders to be forward-looking to keep up with the rapid changes of the Fourth Industrial Revolution. *(For more info on the CEO Forum, turn to page 14).*

YAB Tun also arrived in style during our annual **Majlis Berbuka Puasa** at the Perdana Leadership Foundation.



ECOND YEAR AS PM-7



The guests were eagerly waiting his arrival, and grabbed the chance to take photos with the Prime Minister of Malaysia. As always, Tun was patiently obliging, and guests left with happy snapshots with him, and YBhg Tun Dr Siti Hasmah Hj Mohd Ali.

In August, YAB Tun delivered the Opening and Closing remarks for **PLF's Roundtable** titled "Competitive Leadership in the Era of VUCA". In his closing remarks, YAB Tun highlighted the importance of having good values and

principles, as these are key to the success of any company and country. The Roundtable was attended by around 40 participants from various industries and professions, and the group discussions were facilitated by Professor Dr Manfred Kets de Vries, Professor Emeritus INSEAD, and Founder, Kets de Vries Institute. (*More info on page 9*).

We are honoured that in between the above events, YAB Tun from time to time still receives visitors from Malaysia and abroad at his office in PLF.

PLF REMAINS A POPULAR PUTRAJAYA DESTINATION

Perdana Leadership Foundation (PLF) received more than 600 visitors in 2019 from local and international organisations, government agencies, libraries, academic institutions, and schools. They toured the foundation, and explored our library's physical and digital collections, as well as viewed the displays in our exhibition area.

The Perdana Library is open to the public on weekdays from 8.30 am to 5.30 pm. We welcome group visits on weekdays via appointments only. To arrange for a group tour, kindly contact our Librarian, Encik Adnan Haris, at 03-88858940 or e-mail library@perdana.org.my.



Students from Politeknik Ungku Omar



Students from MMU Melaka



Visitors from Oman & Sudan



Visitors from the American Council of Young



Visitors from KL City Council (DBKL)

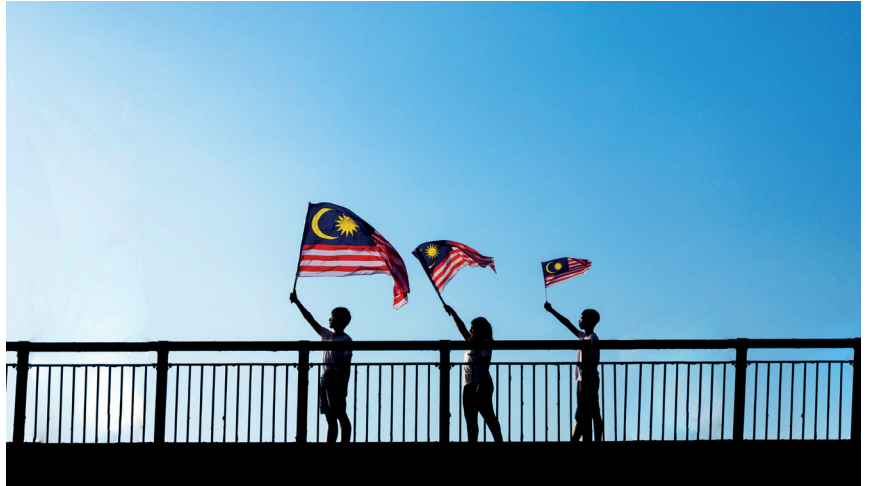


Political Leaders (ACYPL)



Students from SM Imtiaz Yayasan Terengganu Kuala Nerus

PLF MERDEKA PHOTO CONTEST



The winning entry by Kok Keng Leong

PATRIOTIC PHOTOS PAY OFF FOR MALAYSIAN SHUTTERBUGS



The winning entry by Lee Shing Yaw

A cash prize of RM3,000 for an Instagram photo depicting Malaysian unity can be considered a worthy win. The cash, along with a Sunway Resort hotel stay for two, books, and exclusive merchandise, is what top winner of the above-18 category, **Lee Shing Yaw**, received at the prizegiving ceremony of the Per-

dana Leadership Foundation Merdeka Photo Contest 2019 themed "Malaysia United", supported by Sunway Group. He was among the top twenty winners feted at the event, and received his prize from none other than YABhg Tun Dr Siti Hasmah Hj Mohd Ali, wife of the Prime Minister of Malaysia.

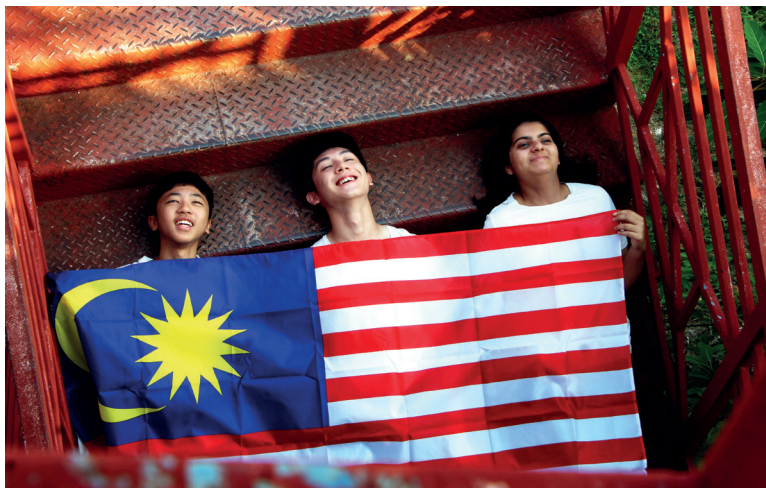


Photo by 2nd Place Winner (13-17 years old), Gan E Jane



Photo by 3rd Place Winner (13-17 years old), Ain Qhalysha bt Abdul Hafiz



Photo by 2nd Place Winner (Above 18 category), Mr Edanan Taiban



Kok Keng Leong (far right), and his parents with YAB Tun Dr Siti Hasmah

Lee is an accountant by profession and took up photography "as a hobby", he said, more than ten years ago. His photo is of three Malaysian women walking under an umbrella of a Malaysian flag, which Lee says highlights the importance of sharing and caring in multi-racial Malaysia.

For category 1 (13-17 years old), the top winner, **Kok Keng Leong**, walked home with RM1,500 cash, Sunway Lagoon tickets, books and exclusive PLF merchandise. Kok has just entered the sixth form. He took up photography when he was 16 and is considering a freelance career before entering university. His winning entry is the silhouettes of three Malaysian children on a bridge, each waving a Malaysian flag. All are walking in the same direction and according to Kok, this emphasizes young Malaysians' shared hope and vision for a better Malaysia.



Mohd Samsi Sumairi (left) and Mohd Irman Ismail (right) posing with their photos. Mr Samsi and Mr Irman were previously 2nd and 1st Place winners, respectively, of the previous photo contest



A heartwarming photo of a boy and his grandmother by 3rd Place Winner (Above 18 category), Lim Kien Hock

PLF's Executive Director, **Tan Sri Nik Mohamed Nik Yaacob**, said in his opening remarks, "This is the third time we have held this competition, and we are extremely pleased with the increasing level of interest generated over the years. When we had the first competition in 2017, we received a mere 100 entries. This time around there were 1,245 entries, a 12-fold increase...As to the quality of photos submitted by the more accomplished enthusiasts, I have been told by the judges that the top winning entries can hold their own against the best professionals."

Themed "Malaysia United", the contest asked for creative depictions of national unity and love for the country. Each photo entry was evaluated for visual story-telling, photo composition, and caption creativity, by three professional photographers, Encik Che' Ahmad Azhar Che' Fadzil, one of Malaysia's most influential street photographers who teaches at Multimedia University, Cyberjaya, Encik Mat Zain Abdullah, a self-taught photographer who focuses on heritage buildings, and Encik Shamsahrin Shamsudin. The judges were impressed by the



Group photo of winners with YABhg Tun Dr Siti Hasmah Hj Mohd Ali

quality of the entries, which they said surpassed last year's already high standards.

In 2020, Perdana Leadership Foundation will be organising a Photo and Writing Contest with the theme, "Climate Action". In addition to a Photo category, the contest will also have Essays and Fiction categories.

PLF LEADERSHIP ROUNDTABLE

LEADING WITH EXCELLENCE IN CHALLENGING TIMES



A group photo with YAB Tun Dr Mahathir Mohamad

In August 2019, the Perdana Leadership Foundation organised a Leadership Roundtable on **"Competitive Leadership in the Era of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity)"** attended by over 40 invited participants from the public and private sectors. The Roundtable centred on 'Leadership & Culture' as well as 'Governance & Integrity'.

YAB **Tun Dr Mahathir Mohamad**, Prime Minister of Malaysia and Honorary President of PLF delivered the opening remarks as well as the closing address. In the Closing Address, YAB Tun highlighted the importance of having good values and principles, as these are key to the success of any company and country.

The Roundtable was moderated by **Dato' Dr Vaseehar Hassan**, Founding Chairman of RHB Islamic Bank & Author, "The Malay Leadership Mystique", and facilitated by **Prof Dr Manfred Kets de Vries**, Founder & Co-Director of the Kets de Vries Institute (KDVI).

Tan Sri Bakke Salleh, Chairman of FELDA Berhad, was



Deep in discussion



A photo before work begins

an invited speaker on 'Leadership & Culture'. During his speech, Tan Sri Bakke pointed out that leadership is about getting things done and making a difference, and



YAB Tun flanked by Dato' Vaseehar and Dr Kets de Vries



Always time for a selfie!



Taking a photo break!



Always good to have it in black and white



Articulating discussion points

Dr Elisabet of KDVI

leaders and organisations need to constantly innovate to be better than the competition.

Datuk Anis Yusaf Yusoff, Deputy Director General of National Centre of Governance, Integrity and Anti-Corruption (GIACC), spoke on 'Governance & Integrity'. He outlined the government's policies in combating corruption, and emphasised the need for execution and enforcement. The best combined solution to combat corruption, he said, was to place honest people in positions of authority and leadership, and ensure regulatory bodies commit to its roles.

Helping to facilitate group discussions were **Dr Elisabet Engellau** of KDVI, **Dr Roger Lehman** of INSEAD, and **Dr Erik van de Loo** of INSEAD.

PLF will be continuing this series of roundtable discussions in 2020. If there are particular issues of leadership you feel needs to be highlighted, drop us an email at plf-comms@perdana.org.my.



Dato' Anis, Dato' Vaseehar, and YAB Tun



Each breakout group had leaders from various industries

The roundtable was sponsored by **Rohas Sdn Bhd**, **UEM**, **Jakel**, **Glomac**, **CIMB** and **Sime Darby Plantations**.

HAS MALAYSIA REACHED ITS FULL ECONOMIC POTENTIAL?

After more than 60 years of independence, the consensus is that Malaysia has done remarkably well as a young, multi-ethnic nation that successfully transformed itself from an agriculture-based economy in the 50s to an industrialised one in the 80s and 90s. Since the mid-1990s, Malaysia set sights on becoming a developed nation by the year 2020, with a robust knowledge economy thriving in the digital era. But with 2020 on the horizon, the goal of attaining fully developed nation status may not be realised. Why is this so, and what have been the factors impeding our economic progress?

To answer this question, Perdana Leadership Foundation invited **Tan Sri Rafidah Aziz**, Malaysia's former (and longest-serving) Minister of International Trade and Industry who is also Chairperson of AirAsia X, to deliver a keynote on the subject, "What are the factors impeding Malaysia's economic progress and how do we overcome them" at the **21st Perdana Discourse Series** on 7th August at Perdana Leadership Foundation in Putrajaya. The Discourse Series is fully sponsored by DRB-Hicom.

In his welcome remarks, **Tan Sri Azman Hashim**, Chairman, Board of Trustees, Perdana Leadership Foundation, stated that the economy is the top concern of most Malaysians at present, with cost of living, household debt, a changing job landscape, income inequality, and global uncertainties such as the trade war between the US and China, all adding up to a volatile business and economic



Tan Sri Rafidah Aziz

environment. Since the Asian Financial Crisis of 1997, Malaysia never fully recovered its former glory as one of the most dynamic economies of the region, and it was time, he said, for Malaysia to "regain our lost economic footing".

In her one-hour keynote, Tan Sri Rafidah outlined that economic progress should not be measured in numbers or statistics alone but should also be considered in a socio-economic context that includes intangibles such as inclusiveness and security. Tan Sri listed the current

impediments to Malaysia's economic progress, among them: **a lack of focus** and prioritisation on the most important issues; unnecessary and **divisive politicisation of national issues**; **xenophobia** and parochialism; and **corruption** as well as vested interests. To overcome these, Malaysia needs a truly Malaysian agenda that builds upon what have been Malaysian in

the past, spurred and driven by Malaysian consciousness and good values; responsible stakeholders to help the national agenda; institutional reform; good governance; and a growth agenda. The work on these have begun but policies take time and she asked that the audience keep this in mind before they clamor for results.

The Discourse was attended by more than 150 participants, mostly university students, who got the golden opportunity to ask questions after Tan Sri's keynote address. The discourse proceedings will be published in monograph format later this year.

**Economic
progress should
not be measured
in numbers or
statistics alone.**

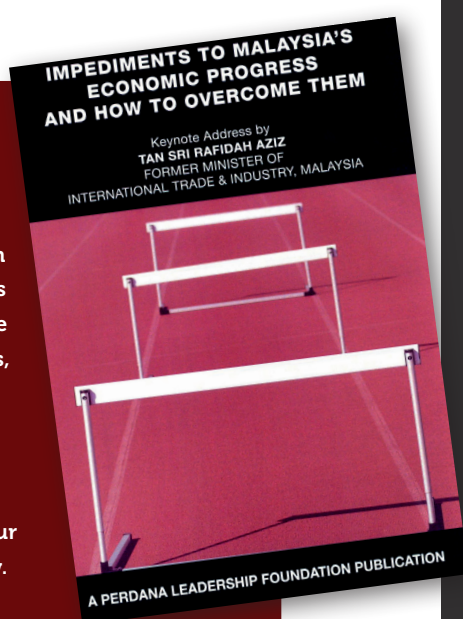


Tan Sri Rafidah launching Professor Murad's book

The discourse also featured panellists **Professor Dr Yeah Kim Leng**, Senior Fellow and Director, Economic Studies Programme, Jeffrey Cheah Institute on Southeast Asia, Sunway University, and **Puan Shahnaz Al-Sadat**, Managing Director and CEO of Arise Asia Sdn Bhd. The panel session was moderated by **Dato' Dr Vaseehar Hassan**, Founding Chairman of RHB Islamic Bank & Author, "The Malay Leadership Mystique".

At the event, Tan Sri Rafidah Aziz also officially launched a publication of Perdana Leadership Foundation, "**Revisiting Atas Angin: A Review of the Malay Imagination of Rum, Ferringghi, and the Penjajah**", written by **Professor Dato' Dr Ahmad Murad Merican** as part of his Honorary President Resident Fellowship at PLF. The book reflects how the West was imagined, constructed, described, projected, and presented by the Malays in Malay text. This book is available for sale at PLF.

THE MONOGRAPH of the discourse, containing the edited transcript of Tan Sri Rafidah Aziz's speech, as well as points raised during the panel and Q&A sessions, is published and available for sale at Perdana Leadership Foundation (contact: plfcomms@perdana.org.my) and our digital bookstore (www.plfpublications.com).



EXCERPT FROM THE KEYNOTE ADDRESS AND PANEL SESSION

EXCERPT FROM THE KEYNOTE ADDRESS

"Based on past experience, our trajectory and economic growth help us to move forward, but unfortunately, in the last decade or so we have had internally triggered obstacles to economic growth, which we are still trying to resolve.

This has got to do with what has happened that has affected the confidence and trust of Malaysians in the government, the confidence and trust of others in us, and the integrity of our institutions. To some extent it has tarnished Malaysia's global image.

Although we would like to have things done 'yesterday', it is not possible.

I won't go into a long-winded explanation; if you turn on the news channels, you will know what is happening in the courts. We are still addressing the problem.

These problems are not self-contained but they permeate and pervade other sectors of the economy, as well as our society.

When institutions that are holding trust and public funds on behalf of the public, that should be well managed and well governed, are abused, then there is a lot of work to be done to correct the abuse.

IT IS A PARALLEL TRACK INITIATIVE.

On one track is justice for misdeeds and correcting the institutions that have broken down, and on the other is the track of generating growth.

Our discourse is focused on growth and socio-economic development, but this cannot be achieved without addressing the first two issues, especially related to our institutions.

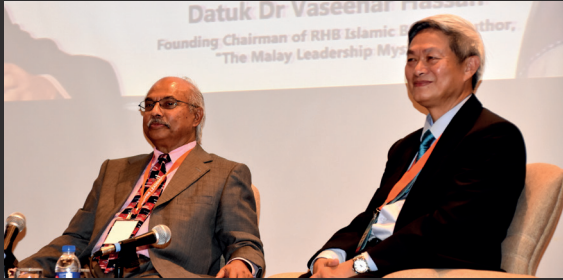
LIKE THE PUBLIC, I am impatient, too, but I would like to caution the public that this impatience needs to be tempered by reality. Although we would like to have things done 'yesterday', it is not possible. The depth of the problem is very deep, and the span is so wide, that you have to tackle the issues judiciously so that they don't conflagrate, and cause more problems.

This government has five years to run, so why should we judge them on their one-year report card? The BN (Barisan Nasional) had the good luck of continuing for over 60 years so the rakyat didn't know anything else.

We have new people in government today, so we need to have patience.

I think people should reserve their judgement until the five years are up. I am not giving excuses for this government; I am just asking for the public to give them five years."

EXCERPT FROM PANEL SESSION



PROFESSOR DR YEAH KIM LENG, SENIOR FELLOW AND DIRECTOR, ECONOMIC STUDIES PROGRAMME, JEFFREY CHEAH INSTITUTE ON SOUTHEAST ASIA, SUNWAY UNIVERSITY

We are among the leaders of the pack in the region, as well as among upper middle-income countries, but we need to mobilise more resources and, more importantly, unleash our creativity as well as encourage entrepreneurship. There are various "soft" factors of growth that we need to focus on in this phase of economic growth to become a developed and industrialised country.

In terms of connectivity, we are there. The rate of internet or cellular subscriptions is very high in Malaysia, so connectivity is not an issue. At the individual level, the digital adoption rate is also high, but technological adoption by businesses and in government is low. Across various sectors, technology has not been utilised enough to improve efficiency; many businesses are not leveraging on the internet, for instance, to widen their potential market. All sectors are vulnerable to digital disruption.

Technological adoption by businesses and in government is low.

We can also benefit from more start-ups in new areas of business as there is vast potential for growth.

We have more than enough savings and our current account is in surplus. Our macroeconomic management is sound, though we need to have a more equitable income distribution.

Given the current growth rate of 4% to 5%, there is still a very deep disconnect in many segments of the economy that are not benefitting from growth and the prosperity that we have. We also need to leverage on wider sources of growth through trade, financial deepening, better governance, and fuller utilisation of human and physical assets, as well as natural resources.



**MS SHAHNAZ AL-SADAT ABDUL MOHSEIN,
ARISE ASIA SDN BHD**

It is evident that talent is required for Malaysia's economic success. Where will these talents come from? A large pool would have come from our education system - schools, universities, and colleges. The quality of the pool is determined by the quality of those institutions.

In our study, we find a disparity between the quality of private and public education. People who have money will send their kids to private schools. But the kids who go to government schools normally do not have the same option. Hence, they are not able to take advantage of better quality education and this can be compounded through life, and result in the rich getting richer while the poor get poorer.

Talent is required for Malaysia's economic success.

But when we examined the public education system, we realised that the issue was neither policy nor money, but implementation.

For example, with the English language, it is not the curriculum that is the weak link, but lack of self-confidence which can lead to kids becoming reluctant to practice new languages. Public schools are not culturally wired to build confidence in the students. The culture is very much teacher-centric with the aim to complete the syllabus and deliver academic achievements.

The students should view schools as a safe learning space where they can ask anything and try anything because the people around them will be facilitative and supportive. Teachers are the first that need to transform before the students can.

Based on my experience, students can transform faster. Teachers take more time to change as they have to unlearn before they can learn.

PLF CEO FORUM 2019



Tan Sri Azman Hashim delivering his Opening remarks

INTRODUCTION

BUSINESS LEADERS DISCUSS THE IMPACT OF THE FOURTH INDUSTRIAL REVOLUTION AT PLF'S SEVENTH CEO FORUM

How is Malaysia faring in the waves of business and economic change being brought upon by the Fourth Industrial Revolution (4IR), and how best can Malaysian businesses accelerate their adoption of 4IR technologies to thrive in the coming decades?

On the 4th of April 2019 at Berjaya Times Square Hotel, the Perdana Leadership Foundation CEO Forum 2019, with EY as Major Sponsor, brought together business leaders, government officials, and industry experts to address these concerns as well as to provide insights and ideas on the Fourth Industrial Revolution in nine lively plenary and concurrent sessions. Themed, **"Accelerating the Fourth Industrial Revolution in Malaysia"**, the Forum closed with a Keynote Address by none other than YAB Tun Dr Mahathir Mohamad, the Prime Minister of Malaysia, on "Malaysia Inc 2.0: Government & Business Driving Development and Growth".

The Forum's sessions covered topics both big and micro, from capital markets to green business, from GLCs to human capital, from finance to automation.

"EY is proud to be a major sponsor of the PLF CEO Forum 2019. We believe the best answers and positive change can be found when most people are participating in and contributing to the discussions. Such engagement and collaboration are in line with our purpose of building a better working world," said Dato' Abdul Rauf Rashid, Malaysia Managing Partner, Ernst & Young ("EY")

Tan Sri Azman Hashim, Chairman of Perdana Leadership Foundation, cautioned that technological progress brings risks as well as opportunities. "This is the reason why we chose the theme because, whether we like it or not, the changes are already happening, and as business leaders, we have no choice but to adapt to the changes," he said.

Speakers included YB Dr Ong Kian Ming, Deputy Minister of International Trade & Industry; Dato Ng Wan Peng, COO of MDEC; Dato' Abdul Rauf Rashid, Malaysia Managing Partner, EY; Mr Marc Woo, Country Head of Google Malaysia; Dato' Seri Ivan Teh, Founder-CEO of Fusionex; Dato' Shahril Ridza Ridzuan, Managing Director of Khazanah Nasional; Ms Aireen Omar, Deputy Group CEO of Digital, Transformation & Corporate Services, AirAsia; Mr Afzal Abdul Raheem, CEO of TIME dot-COM, Managing Director of Khazanah Nasional; and Mr Mark Koh, CEO of Supahands.

"The Fourth Industrial Revolution is much talked about but there are many business leaders that have only a vague notion of what it is. This year's Forum aimed to define the Fourth Industrial Revolution in the Malaysian context, and explore the opportunities as well as impact of this wave of change," said Tan Sri Nik Mohamed Nik Yaacob, Executive Director, Perdana Leadership Foundation.

EY was the Forum's Major Sponsor, and **Berjaya Corporation** was the Forum's Venue Sponsor. Other sponsors were: **Naza Corporation, Iris Corporation, Sapura Group, Westports Malaysia, Dynac Corporation, Am-Bank Group, KL Kepong, Bina Puri Holdings Berhad, TIME dotcom Berhad, N.U.R. Power, CIMB Bank Berhad, eBdesk Malaysia, and Symphony Life.**



YAB Tun during the Q&A



YAB Tun delivering his keynote address.

KEYNOTE ADDRESS

PUBLIC AND PRIVATE SECTORS NEED TO WORK TOGETHER TO DEVELOP MALAYSIA: TUN DR MAHATHIR MOHAMAD

The Prime Minister of Malaysia, YAB Tun Dr Mahathir Mohamad, delivered the Closing Keynote Address at PLF's CEO Forum, titled, **"Malaysia Inc 2.0: Government and Business Delivering Growth and Development"** in which he elaborated on the key components of Malaysia Incorporated, and emphasised the need for business leaders to be forward-looking to keep up with the rapid changes of the Fourth Industrial Revolution.

The three main components of Malaysia Inc are:

"First, the need for the public and private sectors to work with each other in a spirit of mutual support and understanding to achieve a common goal, which is the prosperity and growth of Malaysia. Second, the need to realise that growth and prosperity should not come at the expense of the welfare of the citizens of the nation. The human and social needs of Malaysians must be protected. Third, the need for regular interaction and communication between the private and public sectors. The revival of Malaysia Incorporated is to drive home the point that Malaysia needs both private and public sectors to work together to become a fully developed nation."

Following his keynote address, YAB Tun answered questions from the floor with his customary wit and style.

The questions were on Malaysian work ethics (in short: can be improved), an International Advisory Panel (IAP) (tech billionaires are difficult to reach, but the government is always open to learning from tech moguls and other industry leaders), the way forward for GLCs and State-Owned Enterprises, whether Malaysia is playing catch-up with the rest of the world on 4IR (the real question is whether people benefit from any technological advances), and even questions on genetics (advances in science must be accompanied by strong moral values, and these are currently sadly lacking).

Following his keynote session, YAB Tun awarded certificates of appreciation to each of the Forum's top sponsors.

The full text of YAB Tun Dr Mahathir Mohamad's speech can be accessed at the Forum's website www.perdanaceoforum.com, along with summaries of all the panel sessions.

EXCERPT OF YAB TUN DR MAHATHIR MOHAMAD'S KEYNOTE ADDRESS "MALAYSIA INC 2.0: GOVERNMENT AND BUSINESS DELIVERING GROWTH AND DEVELOPMENT"



"The technological shifts that are taking place have the potential to address business concerns, including managing the environment, improving the efficiency of supply chains, resources and delivery systems, but only if businesses are forward-looking enough to apply the knowledge that is available.

The Government is very clear in its support of businesses that want to embrace technological change and accelerate their adoption of the Fourth Industrial Revolution.

...Let me reiterate some key points for your take-away:

ONE: This Government is business-friendly and the Malaysia Incorporated concept emphasises the need for the private and public sector to work with each other to drive the economy forward and upward. The Government exists to give support to the business community and to create the framework

and guidelines necessary for the harmonious development of the economy.

TWO: Malaysia Inc does not mean profits gained at the expense of neglect of human, environmental, and social factors. In fact, Malaysia has committed to achieving the United Nations' Sustainable Development Goals (SDGs) and within this context, development must go hand in hand with the well-being of people and the environment.

THREE: There needs to be regular communication between the Government and the business sector so that economic policies are formulated with appropriate input from industry, and business is also made aware of the social welfare objectives of government.

FOUR: Technological progress waits for no one and businesses need to review their strategies, goals, and projections to keep up with the new environment.

FIVE: The Government is committed to creating a healthy eco-system for businesses in Malaysia to adapt successfully to the new paradigms of the Fourth Industrial Revolution, and to this end has introduced various policy frameworks, including Industry 4Ward (Industry Forward) for the manufacturing sector, and allocations within Budget 2019 to encourage various sectors of industry identified to be growth drivers.

In this new and challenging economic landscape, we need to arm ourselves with new knowledge and take the risks to apply technology not just to increase output and productivity but also to create new products and services, new methods and processes. The Fourth Industrial Revolution calls for a new level of thinking, and in many cases, novel approaches to business."

TALENT DEVELOPMENT AND MINDSET CHANGE ARE THE MAIN CHALLENGES IN SHIFT TO 4IR

The Plenary session, Understanding & Accelerating the Fourth Industrial Revolution, identified Malaysia's main challenges in its talent shortage as well as mindset shift. According to **YB Dr Ong Kian Ming**, there is a skills gap that needs to be addressed, especially in the short term, and his Ministry is focused on that as well as assessing the readiness of the SME sector. Malaysians also need to realise that the majority of jobs today will not exist in future. The panellists agree that the SME sector is key to the nation's successful adoption of digital technology, and the ASEAN market presents a huge opportunity for growth.

The full summary, as well as points raised by each panellist, are available at www.perdanaceoforum.com

"We need to have a collaborative mindset to work with each other... it's time to view your peers not as competitors but as collaborators. That is how the modern world works."

– Dato' Ng Wan Peng

"All of us need to realise that IR4.0 (Fourth Industrial Revolution) is sweeping across the entire globe, and it affects all ministries, not just MITI."

– YB Dr Ong Kian Ming

"We must accept that machines and artificial intelligence (AI) are going to be a big part of what we are going to face in the future."

– Dato' Seri Ivan Teh

"By harnessing the power of ASEAN, Malaysia could produce multiple unicorns a year. Positioning Malaysia at the center of ASEAN enlarges our pool and potential."

– Mr Marc Woo



PANELLISTS

- 1 Dato' Ng Wan Peng, Chief Operating Officer, Malaysia Digital Economy Corporation (MDEC)
- 2 Tan Sri Azman Hashim, Chairman, Board of Trustees, Perdana Leadership Foundation
- 3 YB Dr Ong Kian Ming, Deputy Minister of International Trade and Industry, Malaysia
- 4 Moderator: Mr Chow Sang Hoe, Advisory Managing Partner, ASEAN & Malaysia, Ernst & Young Advisory Services
- 5 Dato' Seri Ivan Teh, Founder & Managing Director, Fusionex International
- 6 Mr Marc Woo, Country Head, Google Malaysia
- 7 Dato' Abdul Rauf Rashid, Malaysia Managing Partner, Ernst & Young

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SESSION A

BUSINESS WILL DRIVE CHANGE IN MALAYSIA'S TECH SECTOR

In Session A, "Good for Business: AI, Robotics, and All Things Tech", the panellists disagreed on the role of government in driving technological growth in Malaysia, with TIME dotcom's **Afzal Abdul Rahim** asserting that market demand should be the determining factor, and **Professor Dr Ishkandar** insisting that government blueprints are important guidelines for the sector's development. What all panellists agreed on is the importance of business in pushing the envelope of technological advancement in Malaysia. Moderator **Dr Farouk Abdullah** and AirAsia's **Aireen Omar** spoke on the growing importance of data, and **Datuk Zarif** of Sapura shared his company's practice to encourage creativity and innovation.

The full summary, as well as points raised by each panellist, are available at www.perdanaceoforum.com



PANELLISTS

- 1 Mr Afzal Abdul Rahim, CEO, TIME dotcom Berhad
- 2 Datuk Mohd Zarif Hashim, Group CEO, Sapura Secured Technologies Sdn Bhd
- 3 Ms Aireen Omar, Deputy Group CEO of Digital, Transformation & Corporate Services, AirAsia
- 4 Professor Dr Ishkandar Baharin, President Malaysia Robotics and Automation Society
- 5 Moderator: Dr Farouk Abdullah, Chief Data Scientist, Natural Intelligence Solutions

"Countries that are successful in implementing AI are countries where there is a framework for data-sharing."

– Dr Farouk Abdullah (Moderator)

"Blueprints are like flight paths to help you navigate. If you leave it open to the market, we may be pushed to certain directions without our realisation."

– Professor Dr Ishkandar Baharin

"The economy is driven by business, and it is up to business people to be creative and innovative to push boundaries."

– Datuk Zarif Hashim

"Today, it is data, not aircraft, that has become a key asset to us."

– Ms Aireen Omar

"A national blueprint on 4IR may make the government feel good but the real drive is going to come from consumers and corporations. Competition breeds innovation."

– Mr Afzal Abdul Rahim



SESSION B

GLCs STILL VITAL FOR DEVELOPMENT

"GLICs & GLCs make up 42% of Malaysia's market capitalisation, which makes Malaysia fifth in the world in economic ownership by GLCs."

— Dato' Abdul Rauf Rashid

In Session B, "The Role of GLCs in the Modern Malaysian Economy", **Tan Sri Sheriff Kassim** reminded the audience that the original motivation for GLCs was to boost industrial growth and increase Bumiputera participation in the economy. Have GLCs veered from their original purpose, asked moderator **Datuk Rauf. Dato' Shahril Ridza** maintains that GLCs play an important role in the economy as they fulfill not just economic functions but also social ones, and provide strategic policy advice. **Tan Sri Leo Moggie** concurred, pointing out that TNB, a GLC, was established to attend to a crucial requirement of Malaysia's economic progress: electrification, while **Mr Nurhisham Hussien** stated that GLCs' social raison d'être often contradicts its business imperative. All panellists agreed that the definition and role of GLCs in today's Malaysia need to be refined, and that there was a need for greater transparency and governance.

The full summary, as well as points raised by each panellist, are available at www.perdanaceoforum.com



PANELLISTS

- 1 Dato Shahril Ridza Ridzuan, Managing Director, Khazanah Nasional Berhad
- 2 Tan Sri Leo Moggie, Chairman, Tenaga Nasional Berhad
- 3 Moderator: Dato' Abdul Rauf Rashid, Malaysia Managing Partner, Ernst & Young
- 4 Tan Sri Mohd Sheriff Mohd Kassim, Former Managing Director, Khazanah Nasional Berhad (1994 - 2003)
- 5 Mr Nurhisham Hussein, Head of Economics & Capital Markets, Employees Provident Fund (EPF)

"GLCs need good leadership and professional management. Big GLCs should be made accountable to Parliament."

— Tan Sri Sheriff Kassim

"The government should focus on creating the best policy framework and infrastructure to encourage the private sector."

— Dato Shahril Ridza Ridzuan

"The problem with conducting social policies through GLCs is that we will have multiple mandates and may not do well in any of them."

— Mr Nurhisham Hussein

"There is a perception that GLCs are inefficient. But GLCs are more involved in infrastructure provision which requires a much longer payback period."

— Tan Sri Leo Moggie

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Dato Seri Ivan Teh holding forth at the Plenary Session

Tan Sri



Tun in top form during the Q&A



Altogether now!



Question time



Mr Vinesh Sinha outlining his hopes



The sprightly Prime Minister

Selfie t



Azman at the rostrum



Delegates during the opening session



time!



The PM with the Forum's top sponsors

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Dato' Hamidah expounding on high-value skills



Mr Mark Koh explaining the workforce of the future



Dato' Zarif sharing thoughts on innovation



A full panel on alternative financing models



Ms NorHazleen of Petronas



A lively session on human capital



YAB Tun with (L to R) Dato Rauf, Tan Sri Azman, Tan Sri Nik Mohamed, and Dato' Robin



Q&A in full swing



YB Dr Abdul Rauf moderating the panel on GLCs



Mr Philip Rao on sustainability



YB Dr Ong Kian Ming and Mr Chow Sang Hoe



Tan Sri Lin See Yan (centre) and his panellists



Tan Sri Leo Moggie of TNB



Mr Ezra and Mr Saiful Zahrain, obviously amused



Mr Nurhisham of EPF



YB Dr Ong Kian Ming explaining Industry 4.0



Mr Feldman answering a question on Smart Cities

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SESSION C

FOR LONG-TERM SUCCESS, BUSINESSES NEED TO BE ECOLOGICALLY-FRIENDLY

There needs to be “more stick than carrot” when it comes to business and the environment, says **Mr Ralph Dixon** in Session C, “The Business Imperative of Going Green”. Both consumers and the government need to push for changes for businesses to go green. There is indeed a compelling business argument for becoming more environmentally friendly as investors have included the environmental yardstick as a measure of a firm’s worth, according to moderator **Philip Rao**. Businesses, however, hesitate due to 3Cs: complexity, cost, and care, **Mr Poh Tyng Huei** pointed out. **Mr Vinesh Rao** urged businesses to utilise technology more meaningfully in their quest to be sustainable, and has hope in the empowered younger citizens of the world.

The full summary, as well as points raised by each panellist, are available at www.perdanaceoforum.com



PANELLISTS

- 1 Mr Poh Tyng Huei, Co-Founder & Business Director, Plus Solar Systems
- 2 Mr Ralph Dixon, Chief Executive Officer, YTL-SV Carbon
- 3 Mr Vinesh Sinha, Director, FatHopes Energy
- 4 Moderator: Mr Philip Rao, Advisory Partner & Asean Risk Transformation Leader, Ernst & Young Advisory Services

“From a 2018 survey, investors examine an organisation not just from a financial lens but also from a sustainability perspective.”

– Philip Rao, Moderator

“If we perceive ourselves as sustainable, we lead by example and do things correctly.”

– Poh Tyng Huei

“When we interview fresh graduates, they ask us about our practices in ESG¹. The focus today is on responsible business strategies.”

– Ralph Dixon

“Using technology to track what we do and prove a chain of custody is critical. Technology enables us to be transparent.”

– Vinesh Sinha

1 Environmental, Social, and Governance (ESG)



SESSION D

ALTERNATIVE FINANCING MODELS NEEDED FOR GROWTH OF SMEs

The panellists of Session D, Reshaping Malaysia's Capital Markets for the Tech Era, all agree that alternative financing models are needed to complement the work of banks and financial institutions. **Datuk Sulaiman Tahir** pointed out the gray area between corporations and established SMEs, where conventional loans may not be sufficient, given the risk profile. This would be the sector described as "unbankable" by **Ms Elain Lockman** and the sector which her company attempts to serve. **Ms Juliana Jan** highlighted the early stage funding that Cradle provides to tech start-ups while **Datuk Muhammad Umar Swift** emphasized the P2P nature of Bursa and its efforts to facilitate the onboarding of customers as participants. Similarly, **Mr Chin Wei Min** said SC is adding new avenues for companies to access funds. **Ms Biruntha** spoke on the need to assist companies through the commercialisation phase of their project.

The full summary, as well as points raised by each panellist, are available at www.perdanaceoforum.com



PANELLISTS

- 1 Moderator) Mr Liew Nam Soon, Asean Markets Managing Partner, Ernst & Young Advisory Pte Ltd
- 2 Datuk Muhamad Umar Swift, CEO, Bursa Malaysia Berhad
- 3 Ms Elain Lockman, Partnerships, Deal Flow Screening & Risk Management ATA Plus
- 4 Ms Biruntha Mooruthi, VP, Head of Intellectual Property & Commercialisation Specialist, PlaTCOM Ventures Sdn Bhd
- 5 Dato Sulaiman Mohd Tahir, Group CEO, AmBank
- 6 Ms Juliana Jan, CIO, Cradle Development Fund
- 7 Mr Chin Wei Min, ED and Head of Digital & Innovation, Securities Commission, Malaysia

"The SME space consists of retailers and corporations, with many segments in between. The way that banks appraise does not fit the grey area."

– **Datuk Sulaiman Mohd Tahir**

"We need to handhold companies in terms of a proper facilitation model in commercialisation activities."

– **Biruntha Mooruthi**

"Of 1,200 SMEs across ASEAN, 65% say they still have challenges in getting funding."

– **Liew Nam Soon**

"The key area we'll be focusing on immediately is the liberalisation of the LEAP Market."

– **Datuk Muhammad Umar Swift**



COMPETITION HEATS UP IN FINTECH

"Big Tech moving into finance will disrupt global finance. Banks are at a disadvantage as they face intensifying competition in the face of uneven regulation."

– Tan Sri Dr Lin See Yan

In Session E "Innovating Financial Services in Malaysia", moderator **Tan Sri Dr Lin See Yan** pointed out that big tech are moving into the financial services industry, heating up competition for existing players. The disruption is likely to motivate traditional financial institutions to innovate at a faster pace. However, **Suhaimi Ali** reminded the audience of the need for Bank Negara to carefully weigh all risks in the fintech sector to ensure a good balance between innovation and stability. Given the rapid changes in fintech, **Gurdip Singh Sidhu** asserted that it's the business model that will determine success, while **Ridhuan Abdul Aziz** maintains that successful fintech players focus not just on profits but on value. **Anshuman Singh** called for businesses to leverage on partnerships for greater opportunities.

The full summary, as well as points raised by each panellist, are available at www.perdanaceoforum.com

"Fintech companies that got it right do not think only of money but also of value creation."

– Mohammad Ridzuan Abdul Aziz

"Businesses need to seriously consider partnerships."

– Anshuman Singh

"It's not technology that is the breakthrough but the business model."

– Gurdip Singh Sidhu

"Bank Negara recognises the potential that fintech brings, but we also recognise the risks to our mandate in terms of infrastructure stability."

– Suhaimi bin Ali



PANELLISTS

- 1 Mr. Mohammad Ridzuan Abdul Aziz, President, FinTech Association Malaysia
- 2 Mr. Suhaimi Bin Ali, Director of Financial Development & Innovation, Bank Negara Malaysia
- 3 Moderator: Tan Sri Dato' Dr Lin See Yan, Former Deputy Governor of Bank Negara; Trustee, Jeffery Cheah Foundation
- 4 Mr Gurdip Singh Sidhu, Group Chief Strategy & Design Officer, CIMB Group
- 5 Mr Anshuman Singh, Partner, Ernst &Young Advisory Ltd and EY Asia Pacific Financial Pte Ltd and Asia Pacific



SESSION F

THE NATURE OF WORK IS CHANGING AND MALAYSIANS NEED TO UPSKILL TO BE RELEVANT

The digital age will mean a redefinition of “work”, with greater emphasis on creativity, critical thinking, empathy, and communication skills. So say the panellists of Session F “**Nurturing Human Capital in the Digital Age**”, with **Mark Koh** pointing out that companies may hire on short-term contracts, more akin to freelance work but with more benefits, and **Dato’ Hamidah Naziaddin** highlighting the need for staff to constantly upskill and reinvent their professional selves. **Saiful Zahrain** reminded the audience, however, that amidst the changes, prized leadership qualities remain: acting with integrity, strong ethics, and having empathy.

The full summary, as well as points raised by each panellist, are available at www.perdanaceoforum.com

“High-value jobs require critical thinking, creativity, and constant reinvention.”

– Dato’ Hamidah Naziaddin

“The future workforce will be elastic, with companies able to expand or contract their workforce whenever they need to.”

– Mark Koh

“Employees need to also think about their influence and people skills.”

– Nor Hazleen Madros

“With AI, organisations have to re-design jobs to prepare for future growth.”

– Mawar Mustaffa

“The ideal employee would be a person who is very creative, but who can also meet deadlines and budgets.”

– Ezra Effendy

“Leadership traits that stand the test of time are integrity, ethics, and empathy.”

– Saiful Zahrain Subhan



PANELLISTS

- 1 Mr Mark Koh, Chief Executive Officer, SupaHands.com
- 2 Ms Norhazleen Madros, Head (Human Capital Development) & CEO, PETRONAS Leadership Centre
- 3 Dato’ Hamidah Naziaddin, Group Chief People Officer & CEO, CIMB Foundation
- 4 Mr Ezra Effendy, Deputy Executive Chairman, Penborn Venture Capital Sdn Bhd
- 5 Mr Saiful Zahrain Subhan, Group CEO, IRIS Corporation Berhad
- 6 Ms Mawar Mustaffa, Global People & Organisational Development | APAC, SWIFT
- 7 Moderator: Ms Dilys Boey, Asean People Advisory Services Leader, Ernst & Young Solutions LLP

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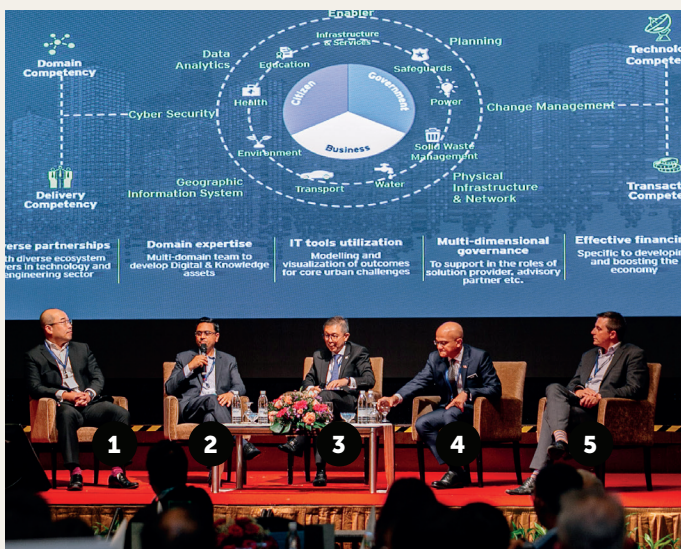
EY SPECIAL SESSION

MAKING MALAYSIAN CITIES SMARTER

The panellists of EY's Special Session, **"MY future city – smarter, happier, better"**, all agree that with rapid urbanisation, the need for smart cities is more urgent than ever. **By 2020, it is estimated that 75% of Malaysia will be urbanised.** This is expected to grow to 85% or 90% by 2050, a huge proportion. Malaysia will not be urbanising alone. Regionally, in ASEAN, another 90 million people will migrate to cities by 2030. There is thus an urgent need for smart cities to enhance the livability of urban citizens.

The key attributes of a smart city are Connectivity, Data Collection, and Integration. With IoT (Internet of Things), property and services will be inter-connected, allowing for central surveillance to facilitate decision-making. Technology such as broadband and 5G will enable this connectivity, as well as allow for data from various nodes within a city to be transmitted to a central location for decisions that will lead to better resource allocation, and more effective policies. Of course, with greater connectivity comes greater responsibility, as data has to be respectfully and securely managed to prevent erosion of individual rights.

A smart city is also resilient and able to bounce back from shocks, whether they are physical, social or economic. The key objective of smart cities is to improve living conditions for their urban citizens.



PANELLISTS

- 1 Mr Jason Yuen (EY: Cybersecurity Leader)
- 2 Mr Vikas Aggarwal (EY: Smart City Technologies Leader)
- 3 Moderator: Mr Chow Sang Hoe, Malaysia Advisory Managing Partner, EY
- 4 Mr Al-Ishsal Ishak (MCMC)
- 5 Mr Jeffrey Feldman (EY: Asia-Pac IoT Leader)





SHARED PROSPERITY VISION 2030: REBOOTING MALAYSIA'S GROWTH

By Nizam Mahshar

THE ECONOMIC LOGIC

If development was a classroom, Malaysia would be one of the top students in the class. Since independence, our development trajectory has been enviably positive, and based on GDP alone, we are all set to achieve a high-income nation status, even without an aggressive economic plan.

But look closer, parse the GDP figures, and the picture is less than rosy. **The growth of citizens' income levels is not aligned to GDP nor GNI growth.** A 2016 Household Income and Expenditure Survey (HIS) indicate the gap between the bottom 40 per cent and top 20 per cent income earners has also increased five times over 27 years,

When these numbers are converted and compared to the national revenue, we find that Malaysian workers took home only 36% of the country's revenue, significantly lower than the 45-55% share of wages in other developed nations such as South Korea, Germany, and the UK. The lower income means there is less for Malaysian households to spend, in the face of rising costs of living. I have always contended that Malaysians' problems in managing living costs are not due to lack of money management skills, but to low salaries.

Why are the majority of Malaysians low-income earners?

In the last decade, Malaysia has become more, not less, dependent on labour. Our GDP is at par with our regional neighbours' but our economy seems to be regressing towards traditional industries with outdated business practices.

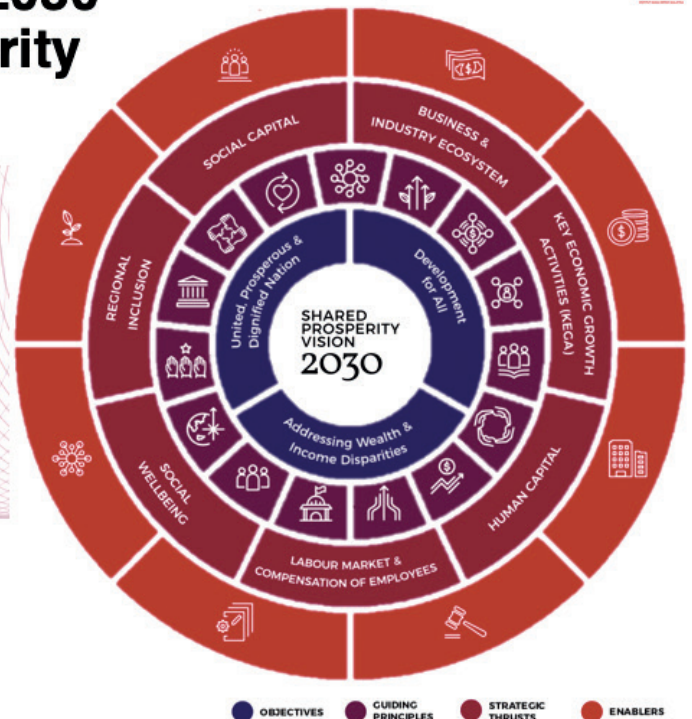
A reflection of how we are regressing can be seen from the **low adoption of technology** in the manufacturing and services sectors, where technology adoption is less than 40% and 15%, respectively. We talk of the Fourth Industrial Revolution but we are not implementing its practices, which means Malaysia is far behind in terms of digital adoption compared with developed nations.

We are also experiencing **premature de-industrialisation**. There are also negative indicators when we examine foreign direct investment (FDI) figures. While approved FDIs numbers have steadily increased, the share of FDIs going to high-value sub-sectors such as chemical, mechanical, electrical and electronics has dropped precipitously from 50.3% in 2010 to 27.7% by 2018. At the same time, we have seen alarming growth of the recycling industry, better known as waste-dumping. Instead of progressing in the high-tech arena, we are in danger of becoming a physical scrap and waste recycling centre.

Our job markets are adversely impacted. While official numbers show an increase in the number of jobs in the past decade, 72% of the vacancies are in the elementary (for SPM school leavers and below) and low to medium skill category where the average salary is RM1,531. The increase in these jobs indicate our economy's regression, and in these categories, Malaysians have to compete against foreign workers, legal and illegal. Combined with other statistics, the outlook for our economy is glum indeed.

If this trend continues, we will be far behind our ASEAN neighbours, namely Singapore, Indonesia, and even Vietnam, and will lose our place as a top investment

Aligning Malaysia's Vision 2030 in pursuit of Shared Prosperity for Asia Pacific agenda



destination in the region. The bigger threat would be to our workforce and citizens.

ENTER SPV 2030

The Shared Prosperity Vision (SPV) aims to rebuild Malaysia into a high-value economy by transforming Malaysia from a consumer nation to one that innovates and creates. Over the past six decades, Malaysia developed from a colonised state to agricultural exporter to a fully industrialised economy. The next shift is to fully embrace high technology and the digital economy. It is not numerical growth we are after. The SPV 2030 aims for sustainable, progressive and inclusive growth, so that the wealth of the country can be enjoyed more equitably by its citizens.

WHAT WILL HAPPEN IF SPV2030 FAILS?

In many parts of the world, we have seen the rise of ethno-populism. Joseph Stieglitz propounds that the rise of populism in Brazil, Hungary, France, and the United States was due to the failure of the government to adapt policies to the globalisation of technology and offer a brighter direction for its people. Meanwhile, Fukuyama¹, in his recent publication on "Identity," argues that there is a loss of national identity in America, in which people feel neglected by policymakers and the social elite. On the sidelines, he notes that happiness hinges on one's

economic state, derived from being able to afford a decent standard of living and social recognition. Given this, the consequences of a damaged economy are political instability and ethnic conflicts, which could lead to distrust in government.

As such, it is imperative that we improve on Malaysia's economic capacity if we are to avoid the dark fate that has befallen other countries that were caught by the "double-edged sword" of technological globalisation. Without jobs and respectable salaries, family institutions are affected, societies break down, and populations eventually succumb to ethno-populism. In such dire and volatile circumstances, people may turn to drastic and dangerous solutions.

There is a noble vision in SPV 2030 of **sustainable, progressive, and inclusive growth**, but that vision will remain a rhetoric without implementation. The leadership needs to inform and inspire the rakyat of the ideals of the vision, for if this country is to attain the goals of SPV 2030, we Malaysians need to truly understand its purpose and take ownership.

Nizam Mahshar is CEO of Institut Masa

The original article was edited for clarity

¹ Fukuyama, F. (2018). *Identity: the demand for dignity and the politics of resentment*. New York: Farrar, Straus and Giroux.

ORAL HISTORY REVISITED

THIS PHOTO WAS CONTRIBUTED BY MR EDDIN KHOO KAY KIM



A CONVERSATION WITH PROFESSOR EMERITUS TAN SRI DR KHOO KAY KIM

Tan Sri Khoo Kay Kim passed away on 28th May 2019, and the nation lost one of its most dedicated and passionate historians. His passing also meant that PLF could not get the scheduled Oral History session he had agreed to and missed out on the chance to video-record this man who has been dubbed “The Last Historian of Malaysia”.

In honour of his passing, we are publishing our 2013 conversation with him where he granted Perdana Magazine editors, Zarina Abu Bakar and Izyan Mohamed, three hours of his time to share his thoughts on his own past as well as the subject of history.

How did you decide that history was for you?

“I was actually a Science student in school (at that time, good students were asked to do Science) but I hated Science because all you did was memorise and reproduce what was taught. Fortunately, by the time I was in Form Four, my football career had taken off. I played in the Ipoh League, and my school team in 1956 beat the best army team in the country which had a couple of Scottish First Division players. I became an Arts student in the 6th Form to play football but there was no pro football then. To earn a living, I entered university in 1956, a year before our independence, and the thinking was that when the white men left, there would be opportunities for Malaysian graduates.

I don’t regret that decision.

In university, I initially chose to do English Literature but the lecturers did not inspire me. Instead, it was the history lecturers who did.”

Who were your sources of inspiration?

“Three lecturers stood out in Universiti Malaya. One was

my own professor, Dr (Kennedy G.) Tregonning¹. Another was (Emeritus Prof) Dr Wang Gungwu². The third was Professor Dr (D.P) Singhal.”

What were your other subjects in university?

“Apart from English, which was compulsory, I took English Literature, Natural History and Philosophy. Through Philosophy, I learnt how to be critical; you learn never to accept a statement without insisting on evidence.

Through philosophy, we engaged in rational discussions and learnt to agree to disagree. We had frequent debates where we were trained to argue like gentlemen. Today, we are not taught this.

Young children can be trained to become skilful and civilised debaters. But if we wait until they are grown up, it would be too late. As the saying goes, ‘a leopard cannot change its spots’. Today, if you try to debate with people, they will throw eggs at you.”

Has science and technology overshadowed history in our schools and universities?

“I always say that it is human beings who give birth to science, not the other way around. We should not be slaves to science. You cannot apply a purely scientific approach to the study of human beings. Cultural history is every much as important and it is so interesting! If you are not an expert in your own culture, you have to depend on an American to explain your own culture to you. A lot of work on ethnicity are quite bad because there is no background (knowledge). You cannot say 2 + 2 equals

1 Dr Tregonning was the Raffles Professor of History at the University of Malaya

2 Dr Wang Gungwu is Chairman, East Asian Institute, & Professor, National University of Singapore

4 in the study of society. Society is much more complex than mathematical equations."

What does being a historian mean?

"A historian is, generally speaking, somebody who writes on the past. There are amateur historians and professional historians. Amateur historians write based on oral sources alone, from hearsay. Professional historians write based on research and empirical evidence."

Are there absolute truths in history?

"Most of the time, you can bring forth sufficient empirical evidence to back your arguments. But not all the time. Some local tales and folklore remain tentative and speculative, which means you need to keep looking for evidence. It is possible that one day, you will find the evidence."

What do you regard are the best sources of Malayan and Malaysian history?

"A good source of information that is also nearby is Singapore. The library at NUS (National University of Singapore) is good, especially if you know what you are looking for. There are other sources."

For example, I discovered lots of material on Japanese-occupied Malaya in the Taipei National Archives because Taiwan was under Japanese rule for a time. However, the material is in Japanese, so you have to know the language to interpret the records.

There is also a lot of material in Bangkok on the early history of Malaya, but not many of our researchers have explored this source.

The libraries of British newspapers are also good sources, as are travelogues and journals by Westerners which provide good written accounts of Malaya. For example, the American author of the travelogue "The Malayan Symphony"³, wrote, 'Singapore is the New York of Malaya; Kuala Lumpur is the Washington of Malaya; and Malacca is the Mother of Malaya.'

What do you think should be done to make history more interesting to our students today?

"Make sure a lot of important questions are answered. For example, are our students able to answer questions on Article 153? The Malays would say the article came about because they were the earliest settlers of Malaya, but it is not about who came first. When the British came to this part of the world, they recognised the Malay government as the legitimate government of the land. This, and other vital aspects of our nation's history, must be explained in schools."

You were involved in the formulation of the Rukunegara. Do you think Rukunegara has been successful in binding the nation to one purpose?

"The idea of Rukunegara originated in Indonesia's Pancasila. Most of us were graduates of Universiti Malaya. If Indonesia could succeed at Pancasila, then Malaysia could also succeed with the Rukunegara. A national ideology, we reasoned, would bring people together."

Everything was thoroughly discussed and Rukunegara came into being. But somehow, Rukunegara never caught on with younger Malaysians who do not understand its tenets. They memorise the Rukunegara, but they cannot explain it. This is why today, there are Malaysians who can stomp on the national flag, the symbol of our nation-state, to express their anger at the government. They are not able to distinguish between the nation state and the government in power."

Are you worried about the present state of Malaysian society?

"I am really worried. We are not changing for the better. We are simply changing for the sake of change. I lived through the times before war, and if I were to compare the present with those times, I get frightened at the deterioration."

We have become materialistic. In the whole of Asia, we Malaysians buy the highest number of cars. There is a long queue for expensive cars, and most families have more than one car. In university campuses, many students have their own cars.

So, Malaysian culture has changed, but not necessarily for the better."

What are the roles of the archivist and historian in nation building?

"The archivists need to preserve our records and data to facilitate the research work of historians. The historian is not merely focused on explaining the past, but in analysing the past to explain the present. History is a process — you cannot understand the present without knowing what happened in the past. A lot of people think history is just stories. There is even a phrase that claims, "History is 'His Story'". This is rubbish!"

If we perpetuate these claims, we will distort our children's perception of history. Stories can be invented but history is based on empirical evidence. Looking at the rear-view mirror is not unimportant. One of the questions asked when you take a driving test is the number of times you have to look in the rear-view mirror."

3 Foran, W. R. (1935). *Malayan Symphony*. Hutchinson.

PLF LIBRARY WORKSHOP

GETTING UP TO SPEED WITH RDA RULES



In 2019, the Perdana Library organised a 3-day workshop on **Organising Information Resources in Libraries Using RDA Cataloguing Rules**. The workshop was facilitated by Puan Hamidah A. Rahman, a former Senior Lecturer in Faculty of Information Management at UiTM Puncak Perdana. The participants who attended the workshop came from 13 organisations; they each received a copy of the RDA Malaysia manual, along 2 sets of notes.

The workshop covered the history of Resources Description & Access (RDA) and its cataloguing rules, and allowed participants to get hands-on experience with **rdatoolkit.org**, a browser-based online app that allows users to interact with a collection of cataloging-related documents and resources. Participants also had cataloguing tasks to complete that were reviewed by other participants.

The RDA workshop was a practical, hands-on session over three days, organized by librarians Ms Suriyana Mohd Noor and Ms Lina Nabilah. Three more library-centric workshops are planned in 2020. For more information, contact suriyana@perdana.org.my.



STUDENTS FROM SDAR, SMS KUALA SELANGOR, AND SMK JATI, SHINE AS BEST PRESENTERS



Muhd Hazim of SDAR, receiving his Best Presenter award from Puan Zarina Abu Bakar, with Prof Dr Syed Noh Bin Syed Ahmad Alkhareid looking on

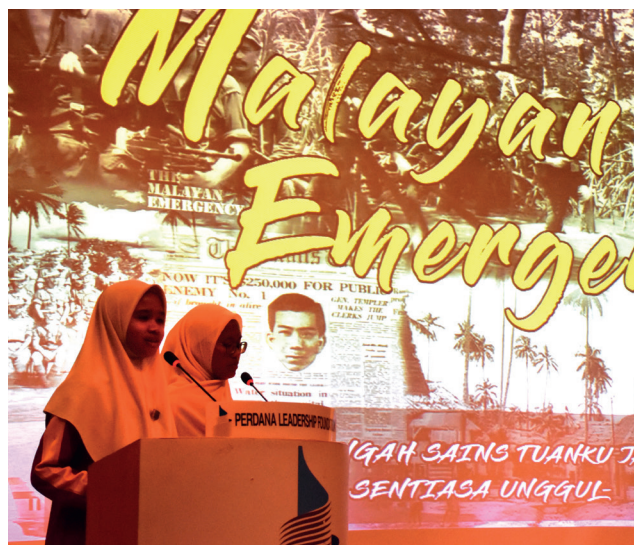
What does it take to win the Best Presenter prize at the Perdana Leadership Foundation Information Literacy programme, a one-day event where students from different schools are pitted against each other to answer research questions on Malaysian and world leaders as well as Malaysian history?

According to our panel of judges, it takes confidence, clear articulation, as well as the ability to think swiftly on one's feet to field questions from peers and judges themselves. These qualities set the top presenters across the three information literacy programmes apart, and all three: **Muhammad Hazim bin Aisyoul Khorni**, Sekolah Dato' Abdul Razak (SDAR), **Hannah Karmila binti Malek Faisal**, SMS Kuala Selangor, & **Zairul Haikal bin Abdullah**, SMK Jati, Ipoh took home a trophy, an armful of books, and other goodies from PLF.

They join the ranks of 25 other winners who have participated in our Information Literacy events. Launched in 2008, the Perdana Leadership Foundation Information Literacy programme tests students' knowledge of Malaysian history, as well as



Students of SBPI Jempol looking smart in purple!



SMS Tuanku Jaafar students presenting on the Malayan Emergency



Hanna Karmila of SMS Kuala Selangor, receiving her Best Presenter award from Ms Maizatul and Ms Suriyana of PLF

their ability to conduct library-based research within a limited amount of time. The programme's objective is two-fold: to hone students' research and presentation skills as well as to introduce them to Perdana Library resources. More than 270 students and teachers from 13 different schools took part in the programme in 2019 alone, and to date, 1,874 students have participated.

There will be three Information Literacy events organised in 2020. If your secondary school is interested or if you wish to nominate a secondary school to participate, please contact the programme's lead co-ordinator, Ms Suriyana Mohd Noor, at suriyana@perdana.org.my or library@perdana.org.my.



Students of SMS Rembau eager to begin!



The auditorium at the start of prize-giving



Group photo during the 26th Information Literacy Programme.

PLF BOOK DISCUSSIONS



Group photo at the first Diskusi Buku, featuring Mr Johan Irwan Kamarozaman and the founder of the Coloured Brain concept, Mr Arthur Carmazzi



Summary of the 'Coloured Brain', in visual form



Dato' Seri Ir. Dr. Zaini Ujang reading from his book 'Membaca'

BUILDING A READING COMMUNITY, ONE BOOK AT A TIME

In 2019, Perdana Leadership Foundation launched a Book Discussion programme, aptly named Diskusi Buku as part of the Foundation's public outreach initiative to raise awareness of our Perdana Library resources as well as to nurture a reading community. Diskusi Buku is also meant to be a platform for Malaysian authors to introduce their books to readers.

For the first edition of Diskusi Buku, we invited business coach and trainer **Mr Johan Irwan Kamarozaman**¹, with his book entitled 'Komunikasi Warna'. The book utilises the Coloured Brain model introduced by Mr Arthur Carmazzi and

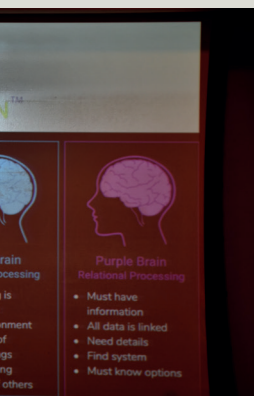
centres on leadership and communications, specifically, how one's personality affects the two aforementioned quality or skill. **Mr Arthur Carmazzi** himself, who happened to be in Malaysia at the time of the event, surprised the audience when he dropped in to jointly answer questions on the Coloured Brain.

Our second Diskusi Buku featured well-known academic and prolific author **Professor Dato' Seri Ir. Dr. Zaini Ujang**², who discussed the 3rd

edition of his book, 'Membaca: Motivasi & Kaedah'. One of the first things Dato' Seri told us was that the typical Malaysian reads with the wrong motive: to pass exams. This approach to reading would not work with most types of books. The professor then let us in on a little secret: before we read a book, we need to identify our reading objective. Is it for research? For entertainment? The reading method will need to adapt according to objective. Given the positive response to the book discussions, we will be continuing with the series in 2020, so check back our website www.perdana.org.my often for the latest updates!

¹ Mr Johan Irwan Kamarozaman is the founder of Leap Leadership Academy Sdn Bhd, as well as a certified trainer for "Coloured Brain". Komunikasi Warna is his first book.

² The former Vice-Chancellor of Universiti Teknologi Malaysia (2008 - 2013), Prof. Dato' Seri Ir. Dr Zaini Ujang is a certified environmental engineer, with a PhD in Environmental Engineering from Newcastle University, UK. He is the 2019 Tokoh Maal Hijrah Kebangsaan. He has written 38 books, 300 academic articles, and 2,000 mass media articles.



Mr Arthur Carmazzi during Q&A



Mr Johan explaining the concept of 'Coloured Brain'



Participants at the 2nd Diskusi Buku with Dr Zaini Ujang



Mr Johan and a participant



Who says book discussions are boring?

STAFF PICKS

Monthly Book Recommendations by PLF

Buku

*kalaupun tidak dibaca
menyeri suasana
menyegar minda
menyubur cita-cita
mewarna kata-kata.*

Buku

membahagiakan.

**Prof Dato' Seri Dr Zaini Ujang,
Membaca**

The accompanying poem illustrates the joy of reading books. In line with Kuala Lumpur being the World Book Capital 2020, the Foundation wholeheartedly supports the Ministry of Education's National Reading Decade Campaign to create a reading culture in Malaysia. As part of our own effort to promote reading and literacy, since 2018, we have had our staff choose a 'Book of the Month' from our Perdana Library that they would recommend to other readers.

This year's selection of books is just as, if not more interesting than last year. We have various categories represented, including a biography of a Buddhist monk and a young adult novel, so we are confident there'll be something for everyone within these picks.

All of these books are available at Perdana Library. To read the brief reviews as well as book synopses, visit the blog at www.perdana.org.my



Perjuangan Kaum Pekerja Ladang Asahan by Teo Cheng Hai, Wong Tao Lam (Translator)

RECOMMENDED BY:
Nurshahafiqah Asli



Intellectual Capital: The New Wealth of Organizations by Thomas A. Stewart

RECOMMENDED BY:
Adnan Rizal bin Haris



Master of Love and Mercy: Cheng Yen by Yu-ing Ching

RECOMMENDED BY:
Mohammad Faridzuan bin Abd Rahman



Tunku Abdul Rahman Putra Al-Haj: The Formation of the Federation of Malaysia by *Pustaka Negeri Sarawak, compiled Ho Ah Chon*

RECOMMENDED BY:
Suriyana Mohd Noor



Kembara Kepimpinan by *Roshan Thiran*

RECOMMENDED BY:
Lina Nabilah Binti Anuar



A History of Malaysia by *Barbara Watson Andaya & Leonard Y. Andaya*

RECOMMENDED BY:
Maizatul Kartini Kamaruldin



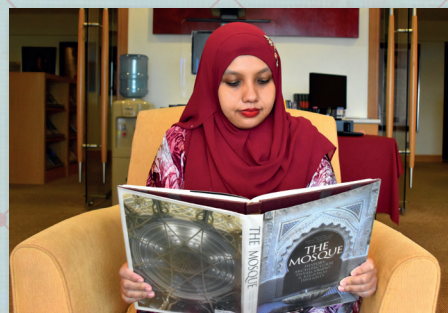
Smashing Terrorism in the Malayan Emergency: The Vital Contribution of the Police by *Brian Stewart*

RECOMMENDED BY:
Magdalena Lampas



Menyurat Pesanan Perdana by *Mohd. Tajudin bin Haji Abdul Rahman*

RECOMMENDED BY:
Hasniza binti Hashim



The Mosque: History, Architectural Development & Regional Diversity by *Martin Frishman & Hasan-Uddin Khan*

RECOMMENDED BY:
Nurul Humaira Kamarulzaman



The Mind of Management: Fifty Years with Konosuke Matsushita by *Masaharu Matsushita*

RECOMMENDED BY:
Roymax Sebastian



Developing Leaders by *John Adair*

RECOMMENDED BY:
Puan Siti Murshidah Binti Mat Riffin

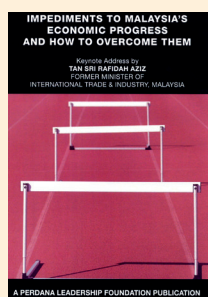


The Weight of Our Sky by *Hanna Alkaf*

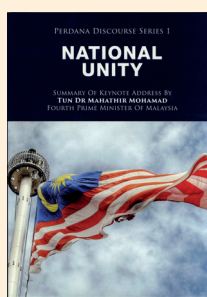
RECOMMENDED BY:
Puan Zarina Abu Bakar

Perdana Leadership Foundation publishes and sells a range of books on leadership, history, and national issues. The books can be purchased directly from the foundation by contacting Ms Magdalena Lampas (03-8885 8961/magdalena@perdana.org.my).

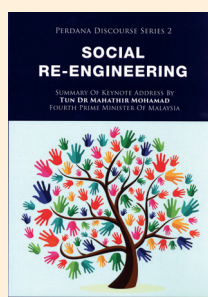
A selection of the books available are:



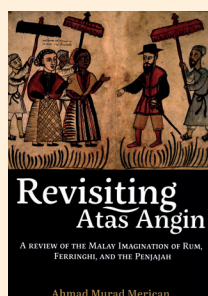
Perdana Discourse Series 21: *Impediments to Malaysia's Economic Progress and How to Overcome Them*
RM20.00



Perdana Discourse Series 1: *National Unity*
RM15.00



Perdana Discourse Series 2: *The Role of Education in National Development*
RM10.00



Revisiting Atas Angin: *A Review of The Malay Imagination of Rum, Ferringhi, And the Penjajah*
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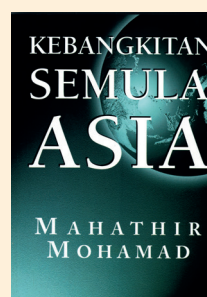
Jejak Seorang Pemimpin: *Sejarah Lisan Tun Dr Mahathir Mohamad*
Hard Cover: RM50.00
Paperback: RM20.00



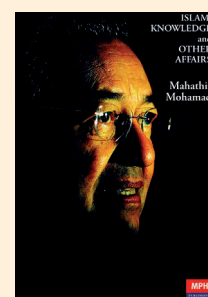
Jejak Seorang Pemimpin: *Sejarah Lisan Tun Dr Siti Hasmah Mohd Ali*
Hard Cover: RM50.00
Paperback: RM20.00

*** Monographs of other Discourses are also available.

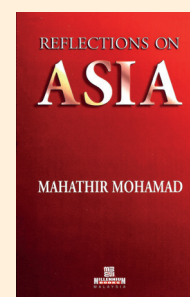
Selected Books by Tun Dr Mahathir Mohamad



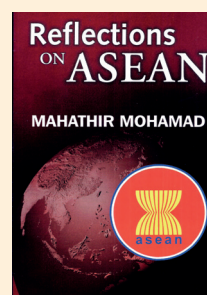
Kebangkitan Semula Asia
RM17.00



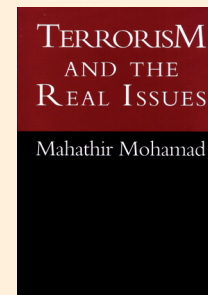
Islam, Knowledge and Other Affairs
RM50.00



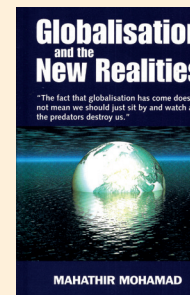
Reflections on Asia
Price: RM30.00



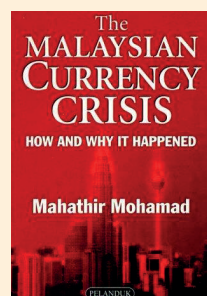
Reflections on ASEAN
RM33.00



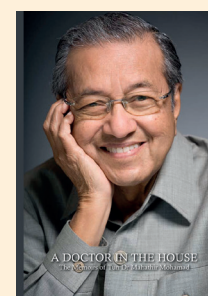
Terrorism & the Real Issues
RM20.00



Title: *Globalisation & the New Realities (English)*
Hard Book Cover (HBK) RM 50.00
Paper Book Cover (PBK) RM 30.00



The Malaysian Currency Crisis
RM10.00



A Doctor In the House: *The Memoirs of Tun Dr Mahathir Mohamad*
RM100.00

PLF MERCHANDISE

We have new t-shirt designs in the house! The t-shirts come in two colours and a range of sizes. For more information, contact magdalena@perdana.org.my





PERDANA LEADERSHIP FOUNDATION

Perdana Leadership Foundation was established in 2003 with the aim of preserving, researching, and disseminating materials by and on Malaysia's past Prime Ministers. Believing that past leadership can yield valuable insights for future development, the Foundation's objective is to increase awareness and appreciation of Malaysia's intellectual heritage.

The Foundation's physical home in Precinct 8, Putrajaya, was completed in October 2003. The stately building now houses the Perdana Library, an auditorium as well as a multi-purpose hall in addition to the office of the Foundation's Honorary President who is the country's fourth and seventh Prime Minister, YAB Tun Dr Mahathir Mohamad.

The Foundation operates a physical and electronic library, the Perdana Library, which provides access to information on Malaysia's past prime ministers. The library collects, organises, preserves and disseminates materials by and about Malaysia's national leaders and events connected to them, and outlines the policies, strategies and initiatives they adopted.

The Foundation's objectives are:

- To research, document, disseminate and publicise the intellectual legacies of Malaysia's past prime ministers.
- To create awareness of the development process of the nation and draw lessons from the nation's history to enhance future development

- To illuminate the contribution of Malaysia's past Prime Ministers in the social, economic and political development of the nation.
- To be a resource centre of policies, strategies and initiatives that were adopted under Malaysia's various Prime Ministers which may be used and adapted as models for the development of other nations.

The Foundation also has a broader objective i.e. to promote global understanding by providing a channel for scholars and thinkers to undertake research and idea-sharing for lasting, peaceful resolutions.

THANK YOU!

Thank you to the sponsors who supported our programmes in 2019.

Perdana Leadership Foundation CEO Forum 2019

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PLF Buka Puasa

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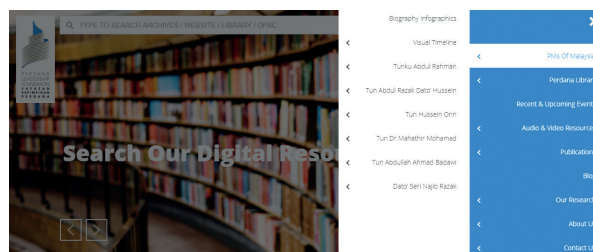
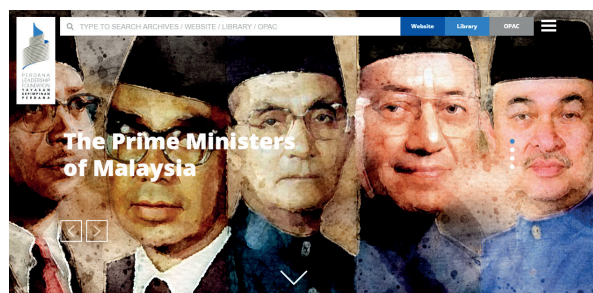
UEM Group Berhad

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Glomac Berhad

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Sime Darby Plantations



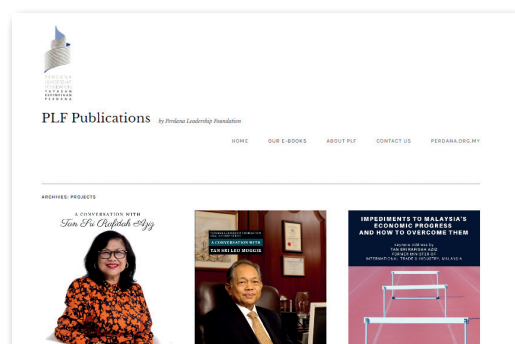
Our Refreshed Website

Our website www.perdana.org.my sports a refreshed aesthetic! Visit us for interactive timelines, biographies, recommended reads, and our blog.



Become Our Member

Membership to the Perdana Library is completely free, and members gain the following benefits: use of the Library facilities, including Wi-Fi, during opening hours; E-mail requests for specialised searches; early invitations to selected public events. Visit www.perdana.org.my or scan the QR code to become a member.



Our Digital Bookstore

PLF has a bookstore for the digital versions of our books, at www.plfpublications.com. The books available on this bookstore include two of our Oral History conversations and ten of our Perdana Discourse Series monographs.

