

**17/08/2016 - Keynote Address : International Conference On Blue Ocean Strategy Plenary Session=Formulating And Implementing Blue Ocean Strategy**

Bismillahhirahmanniahim,  
Assalamualaikum warahmatullahi wabarakatuh,  
Good Afternoon and Salam 1Malaysia.

Honourable Ministers;

Heads of Public Services;

Excellencies, Distinguished Delegates and Guests;

Ladies and Gentlemen.

**OPENING REMARKS**

1. First and foremost, it gives me great pleasure to extend a very warm welcome to all delegates to the **International Conference on Blue Ocean Strategy 2016** (ICBOS 2016). In particular, to our friends from abroad who have travelled [far and wide](#) ~~from overseas~~ to join us in Putrajaya for this Conference, ~~and~~ I hope you are enjoying your stay in Malaysia so far.

2. Today, we [are](#) gathered here with many prominent speakers, senior government officials as well as local and international delegates to exemplify our commitments in **transforming nations through creativity and innovation**. I hope that this conference has provided a conducive platform to expand networking and share our experiences on various issues associated with **formulating and implementing National Blue Ocean Strategy** (NBOS). We will also continue to promote the already highly successful 'Blue Ocean Strategy' to achieve greater utilisation of creativity and innovation among Governments and the multiple sectors contributing to national transformation agenda.

3. In response to the higher expectations of customers – both citizens and as well as businesses – and rising multi-dimensional and cross-cutting issues, the public service has done some introspection. Governments must dramatically improve how they operate in these complex and uncertain environments. As such, governments need to reinvent public services and public service delivery in a collaborative and innovative manners.

4. NBOS has fostered closer coordination between Government agencies, moving away from dysfunctions in public service delivery due to silo mentality and often costly ways of doing things. The spirit behind NBOS is simple: a low cost approach, which delivers high impact and is rapidly executed.

5. Our Honourable Prime Minister in his Keynote Address during the opening of this Conference yesterday had shared several NBOS initiatives which were successful, such as the Community Rehabilitation Programme (CRP), Urban Transformation Centres (UTC), Mobile Community Transformation Centres (Mobile CTCs) and Rural Transformation Centres (RTCs).

6. I shall elaborate further on the formulation and implementation of our National Blue Ocean Strategy and a few other NBOS initiatives.

### **NBOS: ITS BEGINNING AND PROGRESS**

Distinguished Guests, Ladies and Gentlemen,

7. The Blue Ocean Strategy has had a major bearing on Malaysia's transformation landscape in the past few years. Our Honourable Prime Minister, Dato' Sri Mohd Najib introduced the National Blue Ocean Strategy in 2009 as part of the National Transformation Agenda. Together with the National Transformation Programmes and the 10th Malaysia Plan, NBOS is a pivotal pillar in our nation's transformation towards becoming a high-income developed nation by the year 2020. The 11<sup>th</sup> Malaysia Plan provides the final touch points in our pursuit to achieve this status. It also differs from the previous economic plans in that the Blue Ocean Strategy was used as the methodology behind the Plan. We believe that it will help

us to deliver far better outcomes that are sustainable through **optimisation of resources, lowering of costs** and **rapid execution** of Government programmes.

8. Cultivating the culture of creativity to intensify innovation from the **leadership** was essential, particularly to increase **transparency, engagement and participation**. This is why the National Blue Ocean Strategy Summit was organised; a meeting of key stakeholders encompassing the Deputy Prime Minister, relevant Ministers, Secretaries-General, Directors-General, senior government officers and private sector representatives.

9. The Summit is chaired **at least 3 times a year** by our Honourable Prime Minister, illustrating the commitment by the Prime Minister and the Cabinet as well as the civil service leadership in our national transformation. The purpose of the Summit is to review progress, set clear timelines and encourage greater participation, collaboration and resource sharing. To **ensure follow-through on the initiatives**, monthly meetings are chaired by me, which involve all the relevant Secretaries-General.

### **NBOS INITIATIVES AND SUCCESS STORIES**

Distinguished Guests, Ladies and Gentlemen,

10. NBOS provides a new approach towards the formulation of policies, planning and implementation of Government programmes. While Malaysia drives towards becoming a high-income developed nation, it is **imperative to maintain a balance between the Capital Economy and People Economy**. Economic success has always been defined in terms of financial and economic matrices such as Gross Domestic Product, inflation rate and unemployment rate. While this is very true and remains important, it is **pertinent for any Government including Malaysia to pay equal attention to the People Economy**. Government policies and programmes have to bring **tangible and meaningful benefits to the rakyat**. While we can celebrate our success in our competitiveness rankings and financial ratings, it bears little meaning to the people if these successes do not translate to tangible outcomes for them. Hence, NBOS initiatives which cover different segments of the society involving **youth, women,**

**and Government retirees** in programmes such as **rural and urban integration, volunteerism and creativity-driven development**, act as a conduit to fulfil the People Economy.

11. In its first year of implementation, there were 10 initiatives or programmes under NBOS, which have now grown to **97 initiatives** involving more than **80 ministries and agencies**. These programmes have brought **high and meaningful impact to the rakyat**. Not only were these programmes **executed rapidly, they were also implemented at much lower costs**, as compared to conventional means.

### **URBAN TRANSFORMATION CENTRES**

12. One example of this success is the **Urban Transformation Centre (UTC)**. The first UTC was launched in Malacca in 2012, where an existing Government building was refurbished and within 8 weeks, the UTC was open. It houses more than 30 Government agencies and includes public amenities such as a futsal court, and areas for social and youth development activities. The UTC represents **a breakthrough in terms of public service delivery, where the services are delivered under one roof, 7 days a week, from 8.00 a.m. to 10.00 p.m.** It is not an exaggeration to say that **the rakyat have placed the UTC close to their hearts**. Today, there are 15 UTCs established in major cities all over the nation.

### **1M4U**

13. Another initiative under the National Blue Ocean Strategy which manages to capture the imagination of the youth in Malaysia is **1Malaysia For Youth** or 1M4U in short. The Prime Minister of Malaysia wished to see our youth better utilise their vibrant energy, creativity and motivation in activities that can contribute to nation-building. Volunteer programmes that can cater to the interests of the youth provide the clearest example of how the vision of the Prime Minister can be achieved.

14. The Public Private Partnership Unit under the Prime Minister's Department, or better known as UKAS, was **tasked to establish a volunteer organisation** that targets the youth group. I was then the Director-General of UKAS. This was clearly Blue Ocean Strategy at work. I have never been involved in a Ministry or government department that is directly linked to the youth, be it in policy formulation or implementation of programmes. And here I was, given this task by the Prime Minister to come out with an initiative to gather our youth and devote their energy and motivation towards volunteer activities.

15. An initial discussion was called among the middle-management officers in UKAS. The **middle-level management was involved** because these officers were in the same age group as the targeted group. Hence, they would be able to provide ideas or comments that could be related to the targeted group. During the discussion, all agreed that the organisation needed to be **different than the current NGOs or volunteer organisations**. It had to **meet the expectations of the youth**, particularly in making volunteerism "cool" and "sexy", and **be different from the rest**. So there was a need to establish a volunteer organisation that had a different business model, sustainable and possessed characteristics that would endear to the youth. A **discussion lab** was also held involving both government-run uniform bodies, non-governmental organisations and youth leaders to exchange views and obtain feedback on the **3 key areas of structure, funding and programmes**.

16. The discussions and lab were held in line with the **Fair Process principle** in Blue Ocean Strategy. Fair Process means engagement and explanation to key stakeholders that will be involved in the implementation of the initiative, as well as clarify expectations with them. The result of Fair Process is **getting a strong buy-in** from these key stakeholders to ensure success of the initiative.

17. As a result of these discussions, exchange of ideas and feedback received, it was decided that an organisation in the form of a **social enterprise** should be established. The name 1M4U or 1Malaysia for Youth was given to it as it demonstrates that Government is committed to the betterment of youth in this country. Being a social enterprise, it ensures the **financial sustainability of 1M4U** where it can participate in revenue-generating activities that can bring

positive social impact to the community. Profits derived from such activities can be invested back to the organisation. This differs from the conventional volunteer organisation that depends partly on the government for funding and contributions from the public.

18. A **Board of Trustees** led by the Prime Minister with relevant Ministers and a management team consisting of non-civil servants were established. The objective of not having civil servants is to allow the organisation be managed differently from the majority of the uniform-bodies which are run by civil servants.

19. A **RM100 million fund** aptly named DRe1M was also established that provided **seed money for youths** to turn their dreams into reality. Application is made simple as everything is done online, including disbursement of funds to successful proposals. There are four main areas namely Arts, Culture and Innovation; Community Well Being; Sports; and Knowledge Building.

20. 1M4U draws the interests from the youth through organising of activities that are both entertaining, stimulating as well as enriches the knowledge of our youth. It organised the **Reach Out Convention and Celebration**, which has attracted more than 30,000 young Malaysians since its introduction in 2013. Prominent local and international speakers were invited to give talks that would inspire the youth to give back to the society. **1M4U Outreach Centres** have also been established in universities, teaching institutes, community colleges and polytechnics to provide opportunities to students to join 1M4U. The setting up of the Outreach Centres is a Blue Ocean collaboration among the Ministry of Education, Ministry of Higher Education, Ministry of Rural and Regional Development and the Ministry of Defence.

21. 1M4U has brought the volunteerism initiatives to the regional level in conjunction with Malaysia's chairmanship of ASEAN in 2015. **ASEAN4U** was organised last year involving all **10 ASEAN member countries** represented by 80 participants. One week in August was declared **ASEAN4U Volunteer Week** to be held annually. The **"Impact ASEAN" Roundtable** with the thought-leaders from across ASEAN on youth and volunteerism was also held to develop a working framework at the ASEAN level.

**MY BEAUTIFUL MALAYSIA DAY**

Distinguished Guests, Ladies and Gentlemen,

22. At the launch of 1M4U on 15 July 2012, the Honourable Prime Minister had announced **2013 as the Year of Volunteerism**. In line with that objective, the **My Beautiful Malaysia Day Programme** under NBOS was launched on **3 February 2013** to kick-start the Year of Volunteerism and all its related volunteerism activities involving youths from all over the country.

23. Apart from gathering and uniting youths for voluntary “gotong-royong” activities to beautify Malaysia, it also provided the perfect platform for volunteers, the general public, school children, government agencies and the private sector to achieve something that is beneficial and noble in the spirit of volunteerism.

24. My Beautiful Malaysia Day was launched by the Honourable Prime Minister in the state of Selangor, but **voluntary beautification activities were held simultaneously in all states in the country**, involving **1.37 million volunteers** and **390 hotspots** across the nation. The respective states organised their own launches and related events, with the **Chief Ministers actively involved** with the programme, together with **Cabinet Ministers and federal and state officials**. Programmes included beach clean-up, planting landscaping plants around public places and repainting school buildings and fences. At the same time, **1M4U Ambassadors were also roped in** to be involved in the many activities held nation-wide.

25. The My Beautiful Malaysia Day programme was a resounding success as it brought **Malaysians together, on one single day**, to **simultaneously take part** in volunteerism activities to beautify the nation. Not only did it instil the volunteering spirit among Malaysians, it also brought the *rakyat* or citizens together towards one cause, which is to beautify the country we live in. **Close co-operation and collaboration** was also very evident between all parties involved, to which the programme would not have been a success.

**CLOSING REMARKS**

Distinguished Guests, Ladies and Gentlemen,

26. As we take into account today's shift in challenges and trends which leads to the emergence of new normal and changing landscape of public services which are currently facing complex and fast-changing environment, it is **important for public officers and agencies to be agile, creative and innovative**. We should intensify collaborations by via **establishing and widening** strong **relationships** between all stakeholders in order to ensure that we are able to provide an innovative and the most effective solutions in the provision of public services.

27. Before I end, we are-fully understand~~understood~~ that we must **change to remain relevant** and creating a **conducive and sustainable** transformation journey matters to achieve better success in the long run. There is still a great deal of work to be done particularly embedding creativity and innovation into the structure and process of transformation but I am confident this can be achieved.

28. Earlier on, I have briefly explained on the Malaysia's transformation model and achievements of our the NBOS programmes. At the same time, we would also like to learn from our friends. I sincerely believe that the diversity of **lessons learned** and **best practices** at this conference will pave ways for us to make improvements and progress.

29. It also will inspire each other through sharing of development on innovations across various organisations in order to get a better **understanding** of the **contextual factors** that enable a country to lead innovation effectively through various programmes such as NBOS.

30. Once again, I would like to express my appreciation to the organiszers for the opportunity to deliver this Keynote Address. I hope you have enjoyed the Conference and benefitted from all the discussion. We hope to see you back in Malaysia in the near future.

Thank you.

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