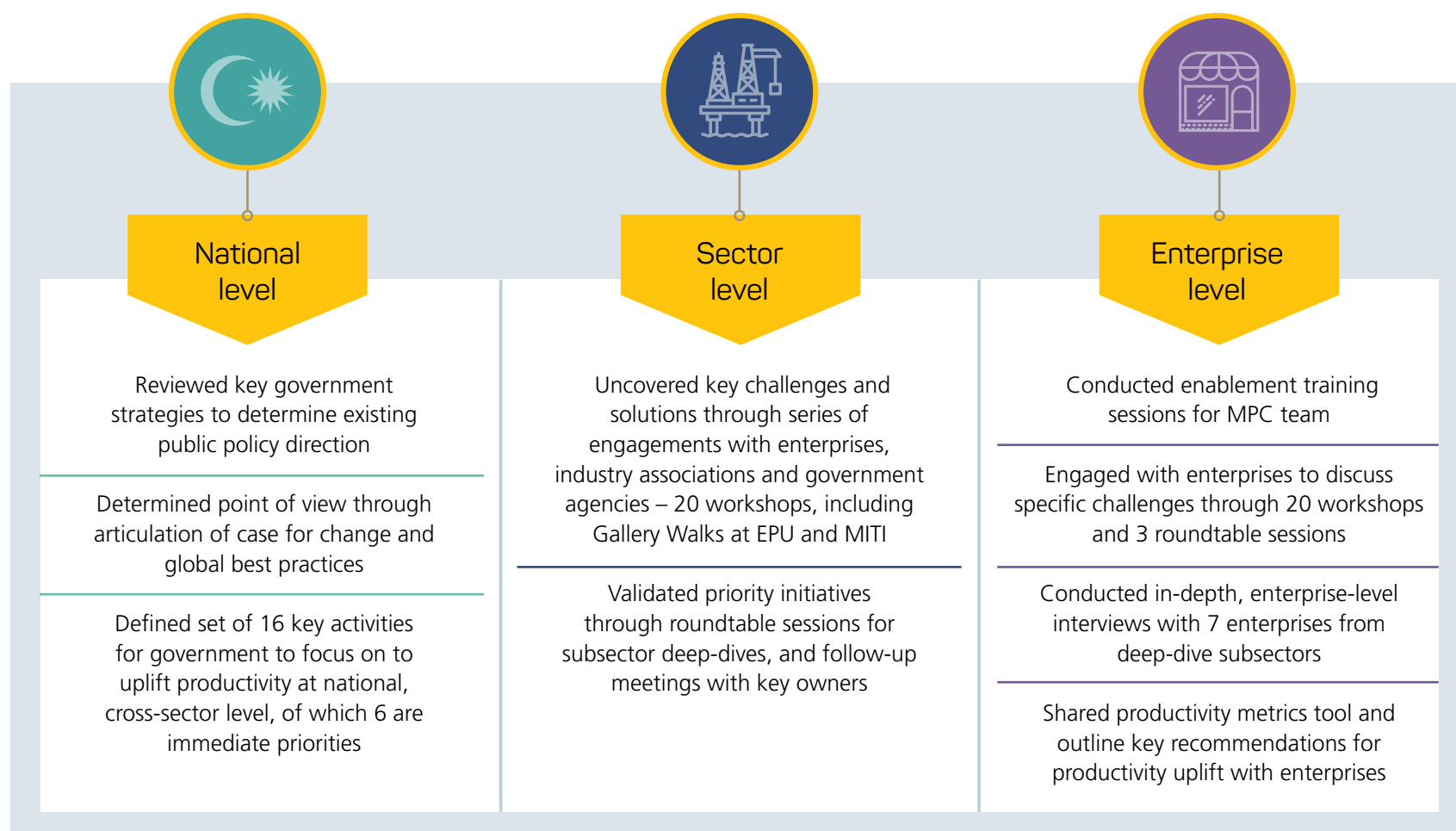

APPENDIX



An extensive, collaborative and consultative process was employed over the duration of the development of the Blueprint. Perspectives from over 500 stakeholder groups, including ministries and government agencies, industry experts, professional boards and associations, universities, training institutes and enterprises on the ground were

included in the design and development of the Blueprint. Insights from these stakeholders were gathered through workshops, focus groups and interviews. A national survey was also conducted to further understand the perspectives and challenges relating to productivity at the enterprise level, receiving 1,107 responses.

Figure A-1 APPROACH TAKEN TO IDENTIFY PRODUCTIVITY CHALLENGES AT NATIONAL, SECTOR AND ENTERPRISE LEVELS



A key feature of the Blueprint is its emphasis on addressing productivity in a holistic way, at the national, sector and enterprise levels. As such, the approach involved analysing productivity challenges and solutions at each level, enabling a system-wide implementation of programmes and initiatives moving forward (see Figure 7).

At the national level, key government strategies were reviewed in order to evaluate current challenges and identify immediate priorities.

Figure A-2 ADDRESSING PRODUCTIVITY HOLISTICALLY AT THE NATIONAL, SECTOR AND ENTERPRISE LEVELS



At the sector level, the main challenges were uncovered through analysis and engagement with key sector players, including enterprises, industry associations and government agencies, enabling the development of sector specific priority initiatives. Nine priority sectors were identified based on the presence of the following features:

- Contribution to GDP
- Share of workforce
- Opportunity for productivity improvement
- High multiplier effect
- Readiness to implement productivity improvement

Out of the nine priority subsectors, three subsectors were selected as deep-dive subsectors, which were explored in more detail. These three subsectors, namely: retail and F&B, electrical & electronics, and chemicals and chemical products, were selected for the following reasons:

- Significant size and highly visible
- Underperformed productivity growth with large gaps when compared to the best-in-class sector benchmarks
- Strong stakeholder support
- Potential for quick-to-impact results

At the enterprise level, a selection of Malaysian enterprises was identified to be part of a pilot programme to diagnose productivity challenges. From the programme’s findings, key recommendations were identified to raise the productivity of these enterprises.

Figure A-3 NINE PRIORITY SUBSECTORS IDENTIFIED AS NEEDLE-MOVERS

20 SECTORS SPANNING 6 KEY AREAS...

**Services**

Wholesale & Retail, Accommodation & Restaurant, Finance & Insurance, Real Estate, Business & Professional Services, Utility, Logistics, ICT, Tourism, Education, Healthcare

**Manufacturing**

F&B and Tobacco, Metal Products, E&E, Machinery & Equipment, Petrol & Chemicals Rubber/ Polymer, Paper & Printing, Leather and Wood, Textiles, Motor/Transport

**Agriculture**

Agro-food (Paddy, Fisheries, Livestock, Fruits & Vegetable)

Industrial commodities (Palm oil, Rubber, Cocoa, Pepper, Kenaf, Timber)

**Construction**

Civil Engineering, Residential, Non-Residential

**Mining and Quarrying**

Oil & Gas

Others (Iron ore, Tin mine)

**Civil Service**

Central agencies (MOF, PSD), Executing agencies (e.g. Health, Defence)

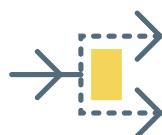
PRIORITISED USING KEY CRITERIA...



Contribution to GDP



Low productivity



Multiplier impact



11MP focus area

...TO DETERMINE 9 PRIORITY SUBSECTORS

Services

Retail and Food & Beverage

ICT

Tourism

Professional Services

Private Healthcare

Manufacturing

Chemicals and Chemical Products

Machinery and Equipment

Electrical and Electronics

Others

Agro-food

BOX A-1

NUMEROUS ENGAGEMENT SESSIONS HAVE BEEN HELD WITH GOVERNMENT, INDUSTRY, EXPERTS AND OTHERS

Workshop, Roundtables and Presentations

2 sets of workshops were conducted engaging with public and private sector stakeholders

- E&E, M&E, Chemicals, Tourism, Professional Services, Healthcare, Agro-food, Retail and F&B
- Workshop 1: Uncover productivity challenges
 - 9 workshops with over 246 attendees
- Workshop 2: Prioritise and further define initiatives
 - 6 workshops with almost 140 attendees

Roundtable sessions held for deep-dive subsectors

- Retail and F&B, Agro-food, and Chemicals and Chemical Products
 - 3 roundtables with over 80 attendees

Presentations held across various productivity topics

- World Economic Forum breakfast panel discussion on the Productivity Paradox, attended by almost 80 local client and WEF attendees
- Productivity and Competitiveness Forum by MPC, attended by around 200 attendees
- Productivity Expert Series on 4th Industry Revolution, attended by almost 70 attendees



Focus Groups and Interviews

Focus groups and interviews with public and private sector stakeholders for additional subsectors

- Oil & Gas, Utilities, Logistics, Civil Service, ICT, Financial & Insurance, E&E, Manufacturing
- Highlighted productivity challenges and identified available plans in place to address them
- 6 focus group discussions with almost 70 attendees



Online Productivity Survey

Distributed to employees across all sectors covering topics:

- Importance of productivity, metrics tracking and usage
- Productivity challenges and potential productivity enablers
- Received input from 1,107 respondents, as of 22 July 2016
 - 237 respondents from manufacturing sector
 - 569 from services sector
 - 256 from other sectors
 - 45 from civil service

