

Transformation of a Project Management Consultancy Firm

By

Woon Swee Kai



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## DECLARATION

I hereby declare that this case study conducted strictly based on mostly true events and all association, company names and individual names mentioned are not entirely fictional but mostly actual events occurring in the project management consultancy firm.

I also wish to inform and declare that this case study has never been submitted or published in UNIRAZAK or likely in other universities.



Signature :

Name : Woon Swee Kai

Date :

## ACKNOWLEDGEMENT

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## LIST OF ABBREVIATIONS

PMC	:	Project Management Consultancy
BOD	:	Board of Directors
CEO	:	Chief Executive Director
CFO	:	Chief Financial Officer
ED	:	Executive Director
GM	:	General Manager
SM	:	Senior Manager
PM	:	Project Manager
SWOT	:	Strength, Weakness, Opportunities & Threat
EFE	:	External Factor Evaluation
IFE	:	Internal Factor Evaluation
VSS	:	Volunteer Separation Scheme
SOP	:	Standard Operating Procedure
ICT	:	Information and Communication Technology
IR	:	Professional Registered Engineer
IEM	:	Institution of Engineers Malaysia
BEM	:	Board of Engineers Malaysia
MCO	:	Movement Control Order
CMCO	:	Control Movement Control Order
RMCO	:	Recovery Movement Control Order
KPS	:	KLCC Project Services Sdn Bhd
HRD	:	Human Resources Department

## EXECUTIVE SUMMARY

This case study is primarily based on discussions and inputs from Mr. Helme Hasan, the Executive Director of KLCC Project Services Sdn Bhd (KPS) and General Managers from the company as well as secondary data research based on articles, research and publications.

KPS was established in 1992. The company is wholly owned by a public listed company which is listed in the KLSE board.

The company primary business is Project Management Consultancy whereby they have managed multiple projects and some of them were iconic landmark projects which is widely known throughout the world.

They have established themselves to be one of the best and well known Project Management Consultancy firm locally and even participated in tendering for projects overseas.

They had managed to influence many developers including government projects to utilize Project Management Consultancy firm to manage their projects which eventually able to delivers the best of deliverables from the Contractor building the project to the satisfaction of their clients.

This case study will as comprehensively as possible explored the role of a Project Management Consultancy firm on what are the advantages in engaging or hiring a Project Management Consultancy firm to manage their projects and the benefits it can bring to their client in terms of cost saving, timely delivery and quality finish product.

This case study includes some of the pertinent points related to KPS as a Project Management Consultancy firm during its inception in 1992 till present and the changes and transformation that have evolved and occurred during these period which had transform the company from a mediocre set up into an established Project Management Consultancy firm now.

This case study shall be divided into two parts whereby in Part 1 it will discuss on the company background, industry overview, SWOT analysis and few others.

In part one of this paper, the analysis will explain on the functionality of the company and identified the strength and weakness of the company which shall be brought up for discussion and analyze more in detail.

It will also introduce the functionality of the company as a Project Management Consultancy firm and a brief introduction into the industry overview and the tools required to manage a project to the satisfaction of their client.



In Part 2 of this case study, the concentration will be more on identifying the problem recognition and definition as well as analyzing the SWOT matrix analysis mentioned in Part one of this case study.

In this part of the case study, they will be analysis conducted base on few strategies such as the Blue Ocean Strategy, TOWS and graphic charts depicting the company growth.

The final portion of this case study will discuss on the proposed alternative solutions whereby few main criteria which has been identified as the major contribution to the company growth as well as the main reason why KPS has and will become one of the top Project Management Consultancy firm in Malaysia.

The conclusion and recommendation will briefly analyze and proposed actions for the company to further enhance and ride on the earlier successes of the company and proposal in moving forward to counter the challenges encountered and benefits gained by the company.



## PART 1: CASE DESCRIPTIONS

### 1.1 COMPANY BACKGROUND

#### KPS

The idea of having a Project Management Consultancy firm started back in 1992 when their parent's company KLCC Group, fully owned owner of KPS plan to developed one of the major developments in Kuala Lumpur Town Center vicinity which is the Petronas Twin Tower.

KLCC Group plan is to develop one of the landmark buildings which will be made known to the world once it's completed. They have hired one of the famous Architects in the world to design the building which eventually turns out to be one of the iconic buildings in the world until today.

The project was finally on track to be build and the clients have hired the Architect, Civil and Structural Consultants, Mechanical and Electrical Consultants and Internal Design (ID) Consultants to design the project.

However during one of the discussion held, the client realize that they need a team of experts to manage the project in terms of contractual & documentation matters, daily project implementation, quality, safety, project problems and coordination works on the project site, which involves multiple parties contribution and effort to make it happen.

Eventually the idea of engaging a Project Management Consultancy firm was brought up and the PMC team was set up as an individual subsidiary named as KPS to operate and managed the project base on their capacity.

The decision from the parent company to set up KPS to manage the project was spot on as it turns out to be a success story which convinces other developers and even some government sectors to engaged Project Management Consultancy firm to manage the project on behalf of their client.

Hence the search and employment of PMC firms to manage projects on behalf of their clients quickly turns out to be a trend in the market then. The setting up of many big and small PMC firms and the introduction of foreign PMC firms into the local market heightens up.

Many professionals such as Architects, Professional Engineers (Civil & Structural and Mechanical & Electrical), Quantity Surveyors and Planners have been roped in to be part of the PMC team in managing a project.

Their expertise in their own trades was highly sought and required to ensure the progress of the project is appropriately check and manage to deliver within the stipulated time, cost, quality and contract specifications.

However, the engagement of Project Management Consultancy strategy at the government sector did not turn out well as some of the projects managed by the Project Management Consultancy firm hired by them were unable to deliver the projects to the satisfactions of their clients and created many defects work which cost the client more money to repair the damages eventually.

Subsequently, the government sector has stopped using Project Management Consultancy firm to manage their projects anymore. However, some developers which had hired a good and reputable PMC firm and managed their projects well, cost effective and better finish quality product, still continue engaging them for their new projects till now.

KPS, upon completion of the successful iconic Petronas Twin Tower building project, has gained recognition and their reputation soars high and projects have been pouring in since then.

However success comes with a price as many of the qualified and effective staff have been counter offered by other developer and PMC firms which were able to offer better salary, benefits, terms and conditions to attract them to their organization.

KPS being a reputable PMC firm, never give up and start recruiting new and younger staff which have the motivation to upgrade themselves and become successful in their career.

There will be some young Engineers who will take up this challenge and remain in the company for quite some years to gain exposure and experienced as part of their learning curve in becoming a successful qualified and well trained Engineer and Professional Project Management Consultancy.

Some of the Engineers after working in the company for certain years and managing some high profile projects, managed to obtain their professional certificate in becoming a *Professional Engineer* which carries the *IR* title whereby they will be recognized by the *Board of Engineers Malaysia (BEM)* and qualified to be the Professional Submitting Personal for a particular project under that trade services.

## ORGANIZATION CHART

The company is managed by their Executive Director Mr. Helme Hasan who reports directly to the Board of Directors during the Executive Committee meeting every month.

As seen in the Organizational Chart, there are four General Manager covering for each zone which is the Southern Region, Central Region, Northern Region and East Coast Region.

The General Manager will be fully in charge of projects within that particular region and report directly to the Executive Director on weekly basis or as and when required.

The Senior Manager will be rotated depending on the requirements but most of the time the Senior Manager will be attached together with the General Manager as a team for better team work in terms of efficiencies, corporation and understanding.

The Project Managers will be rotated depending on the project requirement and their specialties in the particular trade prior to appointment of the Project Manager to the respective project.

As for the Project Executives and Project Engineers, their allocation will depend on the size and extent of the project and the trade skills they are best adept to for the project before deciding on their appointment.

Each project team will have at least one Document Controller depending on the scale and the tediousness of the project. Some project might require up to two or three Document Controller to manage the project as the amount of documents involved is too much for one person to handle and document it in a proper manner.

The organization chart (*figure 1*) illustrates the flow chart of the company as mentioned below:

BOD – Board of Directors

ED – Executive Director reporting to Board of Directors

GM – All General Managers reporting directly to Executive Director

GM1 – General Manager 1 (Southern Division)

GM2 – General Manager 2 (Central Division)

GM3 – General Manager 3 (Project Management Office)

GM4 – General Manager 4 (East Coast Region)

GM5 – General Manager 5 (Head Quarters Office)

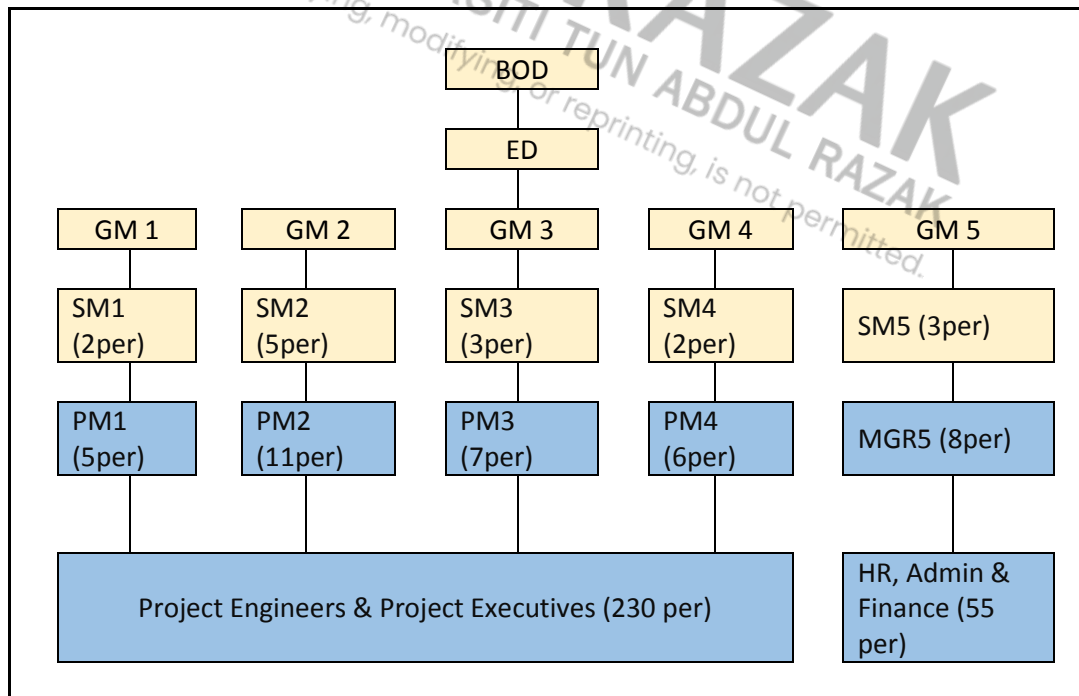
SM – All Senior Managers will report directly to their respective General Manager

SM1 – 2 Senior Managers reporting directly to GM1

- SM2 – 5 Senior Managers reporting directly to GM2
- SM3 – 3 Senior Managers reporting directly to GM3
- SM4 – 2 Senior Managers reporting directly to GM4
- SM5 – 3 Senior Managers reporting directly to GM5
- PM – Reporting directly to Senior Managers
- MGR – Reporting directly to Senior Managers

All Project Managers (PM) and Managers (MGR) will be reporting directly to their respective Senior Manager, however if there is a job requirement whereby the PM or MGR is required to report to a different Senior Manager due to work requirement, the HRD will issue a transfer letter to the related staff and he or she will be assigned and report to the new Senior Manager. For the Engineers and Executives staff, they will be relocated as and when required to their respected Project Managers or Managers depending on the job site or office job requirement based on recommendations and requirements from the Project Managers and Managers.

Figure 1: Organization Chart



## *PROJECT MANAGEMENT TOOLS*

The purpose of this case study is to comprehensively conduct and research into the achievements, way moving forward and introduction to new technology on method in successfully managing and deliver a project on time, schedule and within the budgeted cost.

Among the analytical tools that are being used in this case study are listed as below:

- 1) *Building Information Modelling (BIM)*
- 2) *Oracle Primavera P6 Professional*

## *BUILDING INFORMATION MODEL (BIM)*

One of the tools that a Project Management Consultant must know and understand the theory and functionality is Building Information Model (BIM). This is a tool which will be able to coordinate all trade work services in 3D modelling and be able to see what are the works that is not coordinate and clashes occurring prior to work commencement on site.

BIM is a tool being used worldwide by Project Management Consultants, Architects and other Consultants to coordinate the design works for a project prior to issuing to Contractors to tender. One of the main benefits from this coordination is to eliminate or minimize Variation Order (VO) claims from the Contractor for double handling or mistakes in design coordination.

Building Information Model (BIM) is one of the latest tool in the market whereby the ability to use 3D modelling to coordinate multi-disciplinary task, measure and view the coordinate works in three-dimensional graphical representations for almost all elements which can be further associated with information about other characteristics of those elements.

There are few Levels of Development (LOD) in the BIM element. Each level defines different steps in the construction process and assist in developing and coordination of better quality and more precise definitions to reduce the risk of miscommunications among members of project teams when the expectations for different stages in the design and construction process are establish.

The LOD specifications address information throughout from LOD 100, 200, 300, 350, 400 and 500. Each level or subclasses defines different expectations and level of difficulty in addressing the information levels required for effective trade services coordination.

The LOD specifications is still evolving as of to date and is intended as a reference tools as part of BIM development.

Nowadays in most high profile construction, BIM will be a compulsory tool to be utilize as part of the coordination process. BIM has to date assist in resolving many project coordination issues especially in the development and design stage whereby clashes and overlapping works can be immediately identified in the system prior to other coordination works progressing thus eliminating double handling works.

*STATED BELOW ARE THE FUNDAMENTAL RELATED TO LEVEL OF DEVELOPMENT (LOD) DEFINITIONS:*

LOD 100 - The Model Element may be graphically represented in the Model with a symbol or other generic representation, but does not satisfy the requirements for LOD 200. Information related to the Model Element (i.e. cost per square foot, tonnage of HVAC, etc.) can be derived from other Model Elements.

BIM Forum Interpretation as elaborated below defining each LOD level and the capabilities it can produce and contributed towards the project.

*Table 1: Building Information Modelling (BIM)*

LOD 100 - Elements are not geometric representations. Examples are information attached to other model elements or symbols showing the existence of a component but not its shape, size, or precise location. Any information derived from LOD 100 elements must be considered approximate.

Figure 2: BIM LOD 100

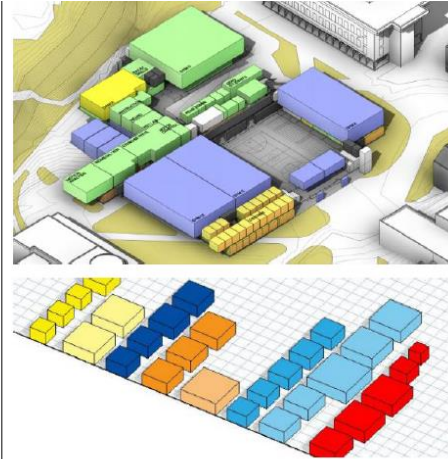
100

Spaces are modeled as generic objects with approximate size, shape and location. This level is typically appropriate for design of spatial requirements where space objects are placed in a model either in a random manner for quantification or in a 'blocking and stacking' process.

Bounding elements are not required, but may be needed if specific dimensions are desired.

Element modeling to include:

- Space object based on area required by program or brief.
- 



From <http://revitaddons.blogspot.com/2014/02/free-space-planning-massing-from-excel.html>

LOD 200 - The Model Element is graphically represented within the Model as a generic system, object, or assembly with approximate quantities, size, shape, location, and orientation. Non-graphic information may also be attached to the Model Element. BIM Forum interpretation: At this LOD elements are generic placeholders. They may be recognizable as the components they represent, or they may be volumes for space reservation. Any information derived from LOD 200 elements must be considered approximate.



Figure 3: BIM LOD 200

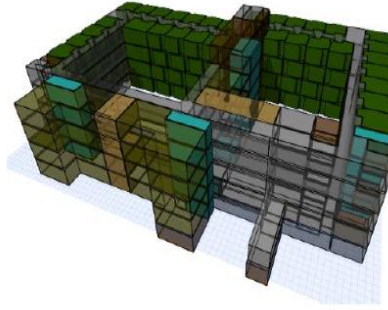
200

Spaces are modeled or placed with bounding elements such as walls and columns that are at a minimum of LOD200. Perimeter and area of spaces are calculated with respect to the bounding elements.

LOD of spaces shall not exceed the LOD of the bounding elements. For example, if interior partitions are defined at LOD200, the space objects for the project cannot be delivered at LOD300.

Element modeling to include:

- Vertical bounding elements at LOD200
- Space objects that automatically associate with vertical bounding elements



From <http://cad-3d.blogspot.com/2012/06/improve-usage-of-bim-during-early.html>

LOD 300 - The Model Element is graphically represented within the Model as a specific system, object or assembly in terms of quantity, size, shape, location, and orientation. Non-graphic information may also be attached to the Model Element. BIM Forum interpretation: The quantity, size, shape, location, and orientation of the element as designed can be measured directly from the model without referring to non-modeled information such as notes or dimension call-outs. The project origin is defined and the element is located accurately with respect to the project origin.

Figure 4: BIM LOD 300

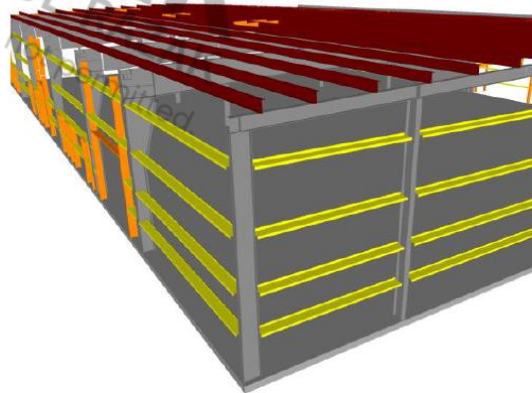
300

Metal Building System components, including:

- Purlins and bridging
- Eave strut
- Sidewall girts
- Endwall girts
- Sag braces
- Framed openings (jambs, headers, etc.)
- Window sub-frames
- Walk door sub-frames
- Wall member connection type (Flush/Bypass/Inset)
- Base condition (i.e., angle, channel, tube)

Element modeling to include:

- Specific sizes of main structural members, (mass for open web members), all with correct orientation



200 F1020.40-LOD 300 Metal Building Systems - Secondary Framing

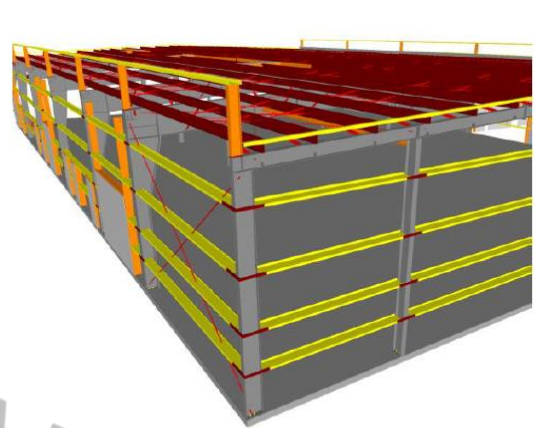
LOD 350 - The Model Element is graphically represented within the Model as a specific system, object, or assembly in terms of quantity, size, shape, location, orientation, and interfaces with other building systems. Non-graphic information may also be attached to the Model Element. BIM Forum interpretation. Parts necessary for coordination of the element with nearby or attached elements are modeled. These parts will include such items as supports and connections. The quantity, size, shape, location, and orientation of the element as designed can be measured directly from the model without referring to non-modeled information such as notes or dimension call-outs.

Figure 5: BIM LOD 350

350

Element modeling to include:

- Nested members
- Connections for member bracing
- Clips joining secondary framing members
- Large elements of typical connections applied to all secondary steel connections such as girt to column, purlin to rafter, jamb to girt, header to jamb, etc.
- Secondary angles, including sheeting angles and rake angles
- Base attachment members
- Any miscellaneous secondary steel members with correct orientation, i.e. canopies, parapets, door framing, etc.
- Web members and bridging for open web purlins
- For bar joist, see Steel Open Web Joists LOD.



201 F1020.40-LOD 350 Metal Building Systems-  
Secondary Framing

LOD 400 - The Model Element is graphically represented within the Model as a specific system, object or assembly in terms of size, shape, location, quantity, and orientation with detailing, fabrication, assembly, and installation information. Non-graphic information may also be attached to the Model Element. BIM Forum interpretation.

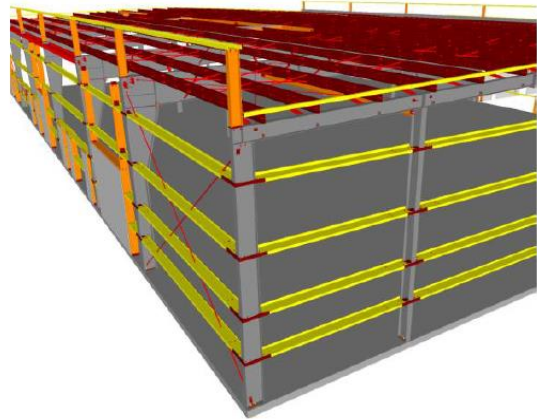
An LOD 400 element is modeled at sufficient detail and accuracy for fabrication of the represented component. The quantity, size, shape, location, and orientation of the element as designed can be measured directly from the model without referring to non-modeled information such as notes or dimension call-outs.

Figure 6: BIM LOD 400

400

Element modeling to include fabrication level information:

- Welds
- Bolts, nuts, washers, screws, and fasteners
- Coping of members
- Holes cut for bracing
- Nested member attachments
- All assembly elements
- Continuous web vs. open web



202 F1020.40-LOD 400 Metal Building Systems - Secondary Framing

The definitions for LOD 100, 200, 300, 400, and 500 included in this Specification represent the updated language that appears in the AIA's most recent BIM protocol document, G202–2013, Building Information Modeling Protocol Form. The LOD 100, 200, 300, 400 and 500 definitions are produced by the AIA and have been used by permission.

LOD 350 was developed by and during the BIM Forum working group.

### **LOD 500**

The Model Element is a field verified representation in terms of size, shape, location, quantity, and orientation. Non-graphic information may also be attached to the Model Elements.

Since LOD 500 relates to field verification and is not an indication of progression to a higher level of model element geometry or non-graphic information, this Specification does not define or illustrate it.

Example – Light Fixture:

- 1) LOD 100 cost/sf attached to floor slabs
- 2) LOD 200 light fixture, generic/approximate size/shape/location
- 3) LOD 300 Design specified 2x4 troffer, specific size/shape/location
- 4) LOD 350 Actual model, LIGHTOLIER DPA2G12LS232, specific size/shape/location
- 5) LOD 400 as LOD 350, plus special mounting details, as in a decorative soffit.

Attached above are some diagrams graphics which depicts what BIM are able to produce from LOD 100 –LOD 400.

LOD 500 is design to facilitate Facilities Management user more during maintenance stages whereby most of the graphics will illustrate the finish product of a building or project in three dimension mode.

The success of BIM modelling in stages of construction and coordination has to date able to resolve majority of the problems encountered compared to a conventional coordination method.

The above sample graphic pictures illustrates what BIM are able to produce in various stages during construction period and also the capability that BIM can provide and assist in a project coordination.

BIM are able to cover from design stage until the completion of a project on matters related to structural concreting works, Architectural finishes and Mechanical & Electrical installation work as well as Maintenance of the building upon completion of a project.

ORACLE PRIMAVERA P6 PROFESSIONAL

*Table 2: Oracle Primavera P6 Professional*

Primavera is a sophisticated software which is commonly used in Project Management Consultancy firm for managing the timeline and schedule of a project. This latest version is able to track the progress of a project in a detail manner and managing it through its capability in developing, managing and tracking tool in the software.

This software is able to track all the milestones that was keyed in (all the sequence and work related items of a project) and a red signal indicating “critical path” will prompt up if any of the work time frame or sequence have been delayed or seriously delayed.

It will also pop up the “floating signal” when the work is completed ahead of schedule to prompt the planner that extra time is available to cover for other delay works.

Most if not all Project Management Consultancy firm will use this Primavera Oracle P6 Professional software tool to monitor and track the work on site whether it is ahead, on track or behind schedule.

Below are some of the illustrations on how the software is being implemented and method in tracking the progress and status of a project.

Figure 7: Primavera P6 (Milestones)

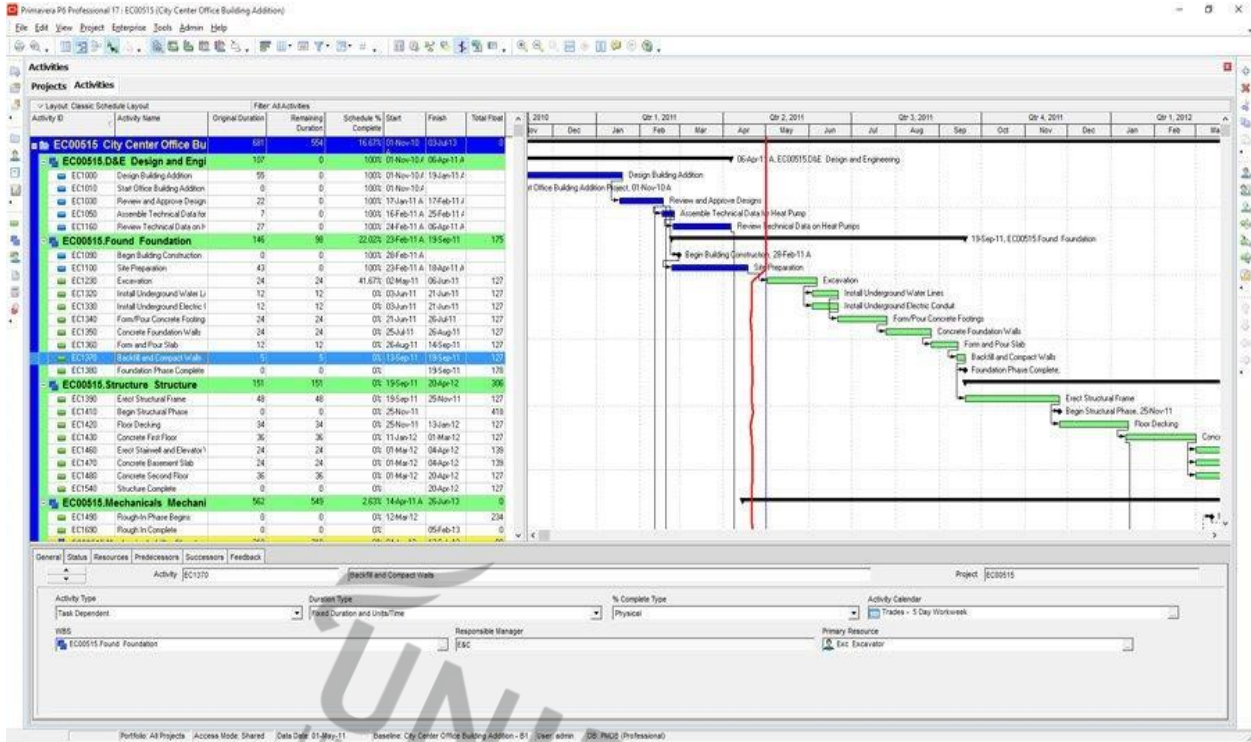


Figure 8: Primavera P6 (Linkage)

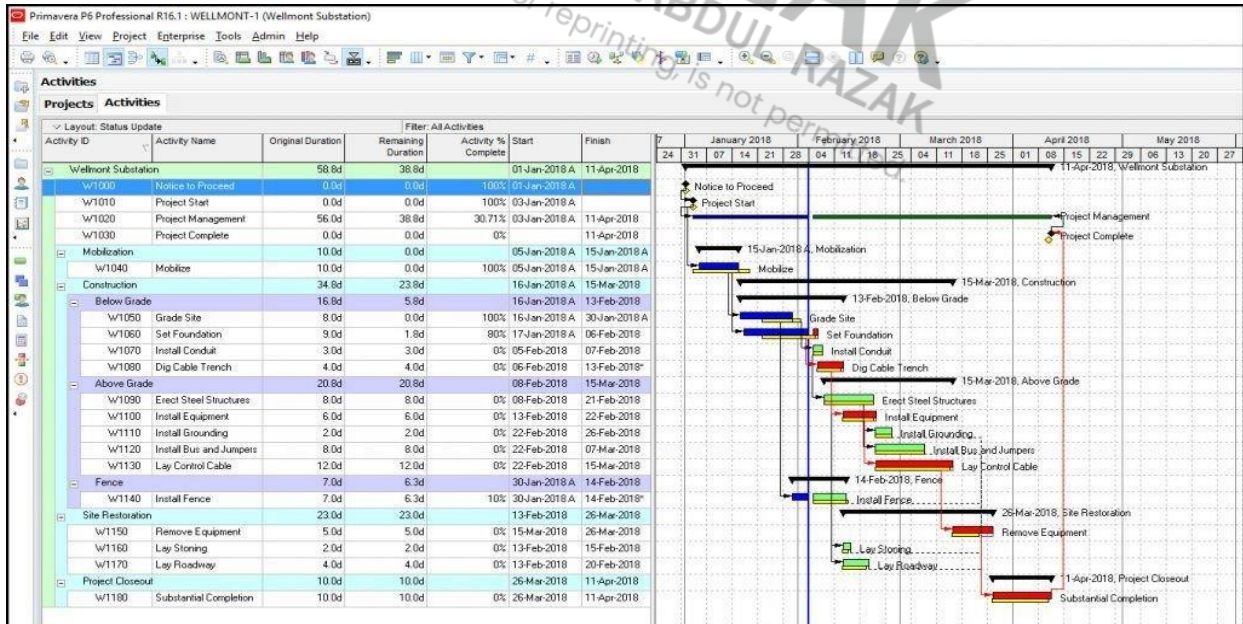


Figure 9: Primavera P6 (Critical Path)

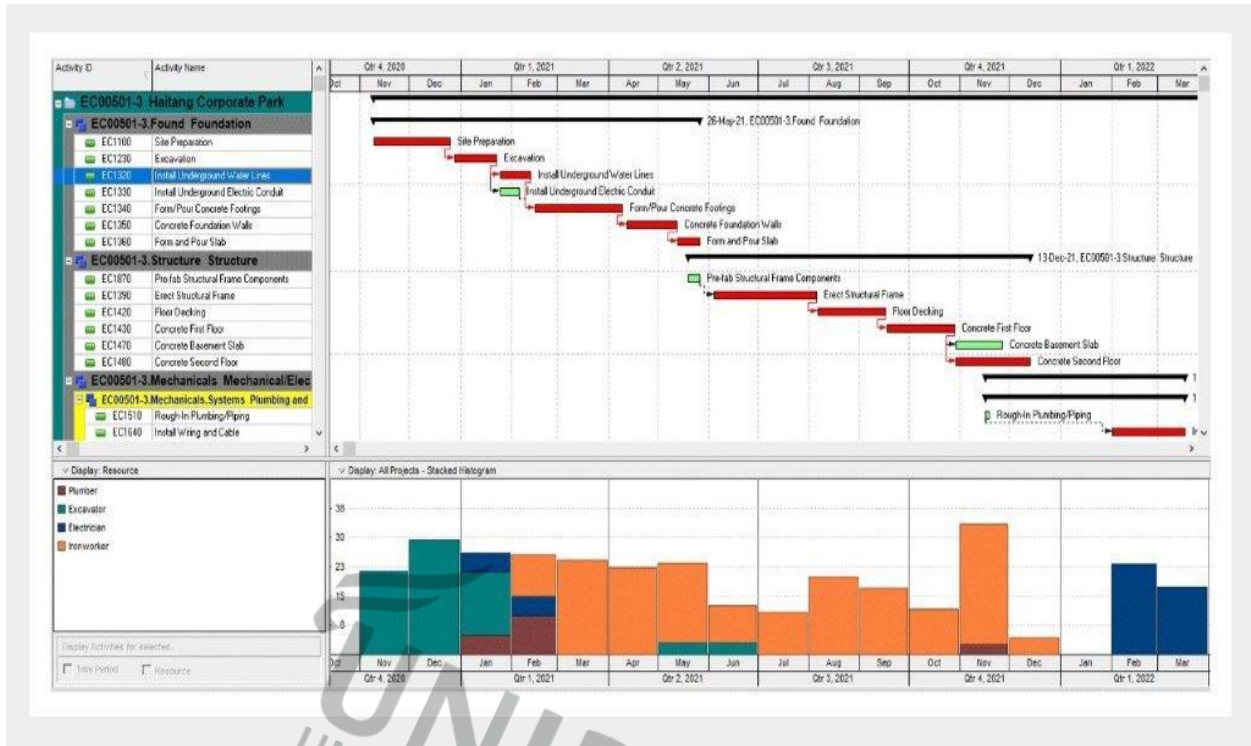


Figure 10: Primavera P6 (Bar Chart)

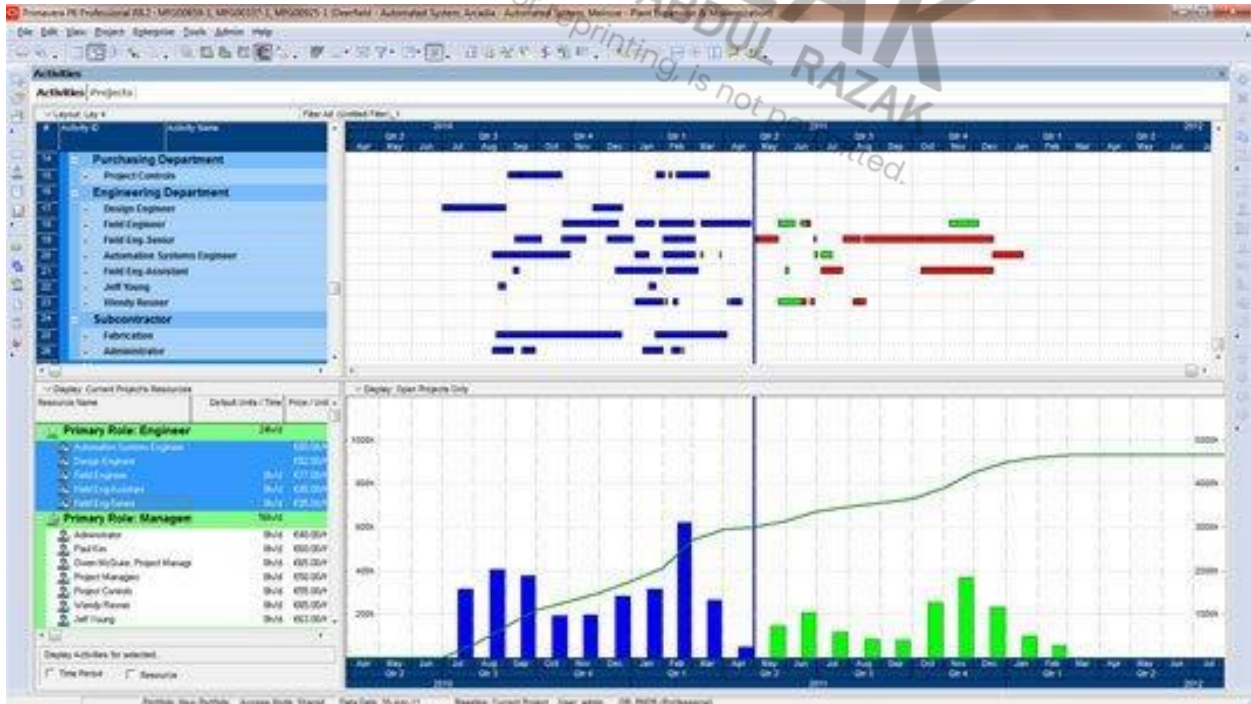
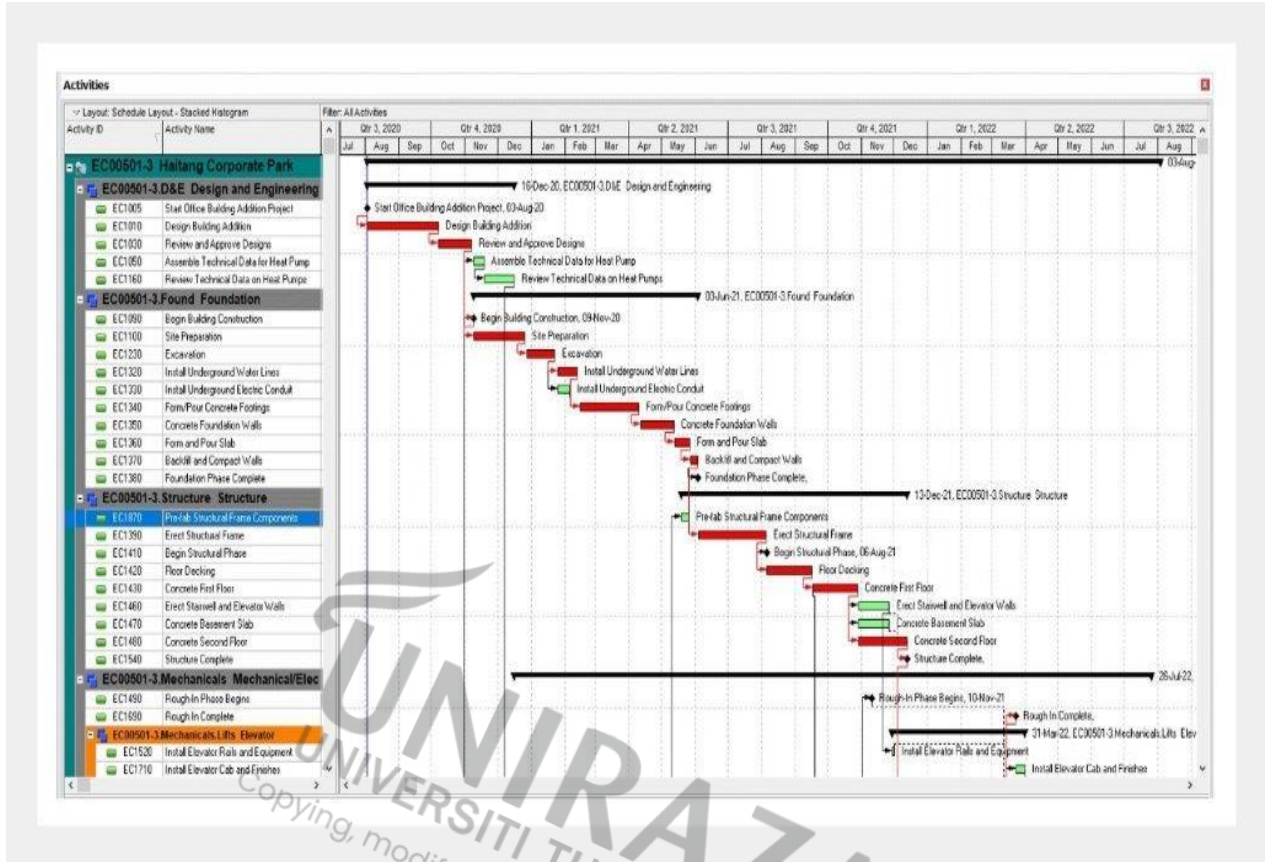


Figure 11: Primavera P6 (Services Interlink)



## 1.2 INDUSTRY OVERVIEW

### PROJECT MANAGEMENT CONSULTANCY FIRM

The definition of Project Management Consultancy firm means the company is being hired or engaged to manage and execute a project on behalf of their client in all matters related to from the beginning of planning stage until the completion of a project and to certain extend until the completion of defect liabilities period (DLP) of the project and final account settlement.

A Project Management Consultancy services is required when the client seeks the opinions and expert knowledge, the expertise and experiences of an Architect and Engineers to resolved technical matters and solutions provided in matters encountered by the client.

This can be related to matters pertaining to Authority requirements and submissions, Engineering solutions to Civil and Structural matters or Mechanical & Electrical problems encountered in the project, Architectural and Interior Designer touch in ensuring the aesthetic part of the project is taken care of and solutions to beautify the building.

Project Management Consultancy plays the role of an advisor, coordinator, planner and leader in working with internal and external client to devise a plan, implementation solutions, manage contractual or contradicted issues, quality and safety improvements to the project.

They can be considered as valuable asset or resources to their client in seeking to identify and correct the deficiencies and inefficiencies in their project workflow which are affecting the processes and daily operation status.

The duties and responsibilities of a Project Management Consultancy role is to lead in a project in terms of planning, execution and implementation. Their duties also covers other roles in holding preplan meetings, site visits, comment, review and advising the client on the process of hardware and software purchase approach and on schedule project delivery.

Although the success of a project likely will be influence by many factors, however in most if not all cases, the successful implementation of a project will depend strongly on the PMC performances in keeping the project on track and within the budget and time.

Their main core is to ensure the project is properly managed and controlled especially in terms of time, cost, quality and construction period or schedule.

A Project Management Consultancy must possess the capability in terms of leadership skills, qualifications and ability to multitask when required. Analytical skills is also very important as



they must be able to anticipate potential problems and risks that comes with it before it occurs and solutions to the problems encountered.

Problem solving skills is also another tools whereby a Project Management Consultancy must acquire soonest possible as this set of skills will be very helpful when negotiating or resolving a tedious problem which need to be settled fast.

Some of the knowledge a PMC must or should have is the construction techniques whereby some of the latest technology in building which can speed up the construction process such as “top down construction” which able to construct top and bottom simultaneously which eventually will saved on time schedule.

Other skills such as ability to identify potential problem in advance and plan ahead to avoid any disastrous circumstances, utilize local materials as much as possible and avoid importing goods or materials from overseas which likely will result in cost and time savings.

Time and cost management is a must know skill for anyone who wish to be a Project Management Consultancy as this set of skills will be the core knowledge skill to determine whether you are capable to manage a project and delivers within the time and cost which is the most essential criteria to the client as a Project Management Consultancy role.

In general, the role of a Project Management Consultancy firm is to look into the best interests of the client, protects the client from getting involved in arbitrational disputes, to properly document all transaction and dealings conducted throughout the project and its subsequent period.

A complete team of Project Management Consultancy personnel shall have the expertise in handling matters or disciplines such as Architectural, Civil & Structural, Mechanical & Electrical works, Quantity Surveyors, Internal Design, Planning and Financial & Contractual Management skills.

The basic structure of a Project Management Consultancy firm and knowledge that should be acquired and mastered shall be but not limited to as mentioned below:

- MANAGEMENT
- REPORTING & LETTER WRITING
- DOCUMENTATION
- CONTRACTUAL MATTERS AND LAW
- AUTHORITY REQUIREMENTS
- BY LAW CODE AND INTERNATIONAL STANDARD CODE OF PRACTISE
- CONSTRUCTION TECHNOLOGY

- ECONOMICS
- SOCIOLOGY
- FINANCE AND ACCOUNTING
- ARCHITECTURAL
- CIVIL & STRUCTURAL PRACTISE
- MECHANICAL & ELECTRICAL PRACTISE
- QUANTITY SURVEYOR
- PLANNING

### 1.3 COMPETITION

The field of Project Management Consultancy firm has been growing throughout the years and from the beginning of only a handful of Project Management Consultancy companies around town, the amount has multiply by tens of times now.

The rising competition can be seen as good in a sense that it will proactively upgrade the standards of work currently being implemented in most of the Project Management Consultancy firms.

The introduction of Information Technology in the last two decade has strongly influenced and upgraded the way and method Project Management Consultancy firm is being implemented as the company which can and able to adopt faster to the changing trend will survive and emerged as the front runner and better chance to secure a project from their competitor. The downside of it too many new firms been set up as Project Management Consultancy firm even though they are not properly equip with the right tools and knowledge to manage a project properly.

Due to their lack in terms of Information Technology soft wares and low overhead cost, therefore their cost and pricing to tender for projects is much lower and posed as one of the biggest threat to the established companies. And also because of these smaller firms lacking in skills, knowledge and tools to managed a project properly, many developers have the impression that engaging a Project Management Consultancy firm to manage their projects is just a waste of money since they are unable to gain much or anything from their investment by engaging a Project Management Consultancy firm to manage their projects.

This is one of the dilemmas faced by the reputable Project Management Consultancy firm when negotiating and convincing their clients to engage them to manage their projects and the benefits they can enjoy if they were engaged to manage the project by them.

## 1.4 SWOT ANALYSIS

Based on the data and inputs collected from KPS Executive Director and their Senior Management staff, market research and observations on the operation of the company, SWOT analysis has been identified as the best tools to evaluate the findings based on the above mentioned.

The SWOT analysis will be able to identify the Internal Factor base on Strength and Weakness and the External Factor base on Opportunity and Threats as currently encountered based on the above information obtained and interviews conducted with the personnel involved.

Below table illustrates the SWOT analysis conducted on the Strength, Weakness, Opportunities and Threat.

*Table 3: SWOT Analysis (IFE)*

<u>INTERNAL FACTORS</u>			
	<i>STRENGTH</i>		<i>WEAKNESS</i>
S1	KPS being one of the pioneer in PMC and able to complete some landmark projects with good compliments shall be their strong point when bidding for jobs.	W1	KPS must be independent and must not always rely on their past glories during their last ten to twenty glamour years and used it as their benchmark to secure new projects.
S2	Their good reputation and rapport with some of the biggest developers in Malaysia such as Petronas group, KLCC Property and Putrajaya Holdings shall be the main focus for them to continue securing projects with them.	W2	They must start to venture further out with new and potential clients such as POS Malaysia, PHB and state government development body and not just rely on their existing few clients for jobs continuity.
S3	With their 25 years of knowledge and experienced in the PMC industry, this has given KPS vast advantages over others and they must make full use of this advantages to their benefit especially with their knowledge and understanding when dealing with local authorities requirements.	W3	To conduct regular R&D on latest technology products and not solely relying on information by local suppliers but overseas products also in ensuring up to date technology products and software to be on par or better than their competitors to remain competitive.

S4	R&D team constant research collaboration with their parents group of company has given KPS major advantages to develop their research product and the introduction of new technology with the support from their parents group knowledgeable IT team on the advantages and benefits of the product is proof of KPS strength when negotiating with new clients for future potential projects.	W4	The current Covid-19 pandemic has turn the world economy into an unpredictable recession around the world, therefore KPS must not be totally dependable on their parents group for support all the time and must develop their own team specializing in Information Technology and be independent to conduct research and source for better and latest product and tools fast and effective to upgrade the company status and reputation as being a top PMC in the nation.
S5	The company's Executive Director with his team of experienced staff has together completed more than 50 medium and high scale profile projects over the past 25 years and is still active as of to date.	W5	Some of the trusted and experienced staff are getting older and nearing to their contracted retirement age which is 60 years old. The current new group of workers has not demonstrated their skills yet in taking over the mantle from their seniors and this should be a concern whereby the management must quickly formalize a strategy to take over when the time comes.
S6	The company has been providing training and courses to all staff to upgrade their individual skills and upgrade the company profile status. The IT training program for beginners and intermediate learners which is compulsory have been provided to all staff other than training program such as Project Management Professional (PMP) courses which will be assigned to those staff with potential and willingness to grow with the company.	W6	The challenge by the company now is how to maintained and keep the good and performing staff from being pinched by other PMC firms. The company policy is to give chances to those staff who are willing to grow with the company and pay for their training and courses without them signing for any tied down bond with the company but they will still be staff leaving for better salary or benefits.
S7	The company has the proven capability and expertise to manage multi billions projects with support from professional soft wares expert assisting the team in utilizing tools such as Building Information Modelling (BIM) and Oracle Primavera Professional which are capable to track any prior work delay occurrence and integrated coordination drawings for all services involved to avoid double handling and mistakes to occur on project site which will have an impact on the cost and schedule to overrun.	W7	Initial dependence and reliance on outsource professional to monitor and operate the software tools is a good choice only for the short term and not on the long term basis which will result in over spending the budget due to increase cost and staff inability learn and operate the system and software independently.

S8	About 90% of their current senior and middle management staff has been working with the company for at least eight years and above and their knowledge and skills have been proven through completed projects they have managed. Their capabilities can be proven through complimentary comments from their clients and ability to complete tedious and complicated projects within the stipulated time, cost and quality products even though they know from the beginning when the task or project assigned to them will be very tough to achieve the milestones required by their client.	W8	The company over reliance on certain good performances and knowledgeable staff will eventually burn and stressed them out for managing too many projects at one time and chances of the staff on MC, resign or pinched away will affect the overall operation of the company and projects. Management must give chances to younger staff to take up and prove their worthiness and capability in managing bigger scales project and instill confidence in them to take over from their senior staff.
S9	The company has a strong financial background with an average annual project turnover of about RM 45million is considered to be healthy with an average gross profit margin of approximately 30% from the overall turnover. All the staff payroll has not been affected during the Covid-19 pandemic period and this is also proof of the company strong financial standing and the support rendered by their parents group of company in providing prompt payment to the company during the pandemic period.	W9	The current Covid-19 pandemic has affected KPS payment collections from especially external clients and finance department must strategize their financial plan to ensure sustainability of the company financial turnover will not be drastically affected by the pandemic especially for the next two years and must prepared a complete solution and proposal for the management to counter this problem ASAP and not to be complacent and depending on their parents company for financial support when the situation become crucial.
S10	KPS can be considered as lucky in the sense they are strongly supported by their parents company especially in terms of financial since KPS is a wholly owned subsidiary of KLCC group. With the support from their parents company, KPS are able to convince their clients that they are financially strong and well supported to manage project of bigger scales worth billions of Ringgit project without the need to worry too much about being financially unstable.	W10	KPS must establish themselves and convince their clients that they are capable of managing projects based on their current company financial standings and capability by not relying on their parents company for support to be seen as a capable subsidiary company. Their sometimes over dependent on their parents company financial support might be seen as a failure by some clients which indirectly affected their chances in securing projects as some clients does want them to be seen as link or connected with their parents company.
S11	Low employee turnover is a compliment which is good sign that most of the staff are happy with the company performances and benefits provided.	W11	The management has to strike a balance in the workforce whereby the non-performing or "deadwood" staff shall be flush out fast so not to affect the other good staff.

S12	The HRD implementation of Strategic Human Resource Management is well received and applauded by the management and staff on the effectiveness of the system and handling of issues related to staff and company policies.	W12	HRD must constantly upgrade and update the policies rolled out and not just leave the work to certain staff and assume the staff and system will update the policy by itself. HRD over reliance on certain staff or depending on others to do the work will back fire if not address properly.
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	<i>OPPORTUNITIES</i>		<i>THREAT</i>
O1	KPS should capture the opportunity of being a subsidiary of Petronas and KLCC group of companies leverage and maximize their benefits especially when the potential client has business dealings with their parents company which requires their parent company assistance to close the business deal.	T1	KPS should reduce the dependent on their parents company as leverage and prove themselves to be independently capable in dealing with potential clients. Over reliance and dependent on their parents group might be seen as KPS incapability as well as threatening the open transparency model the parents group is trying to imply to the public when dealing with business since their parents company is a GLC organization.
O2	KPS should fully utilize their recently completed Joint Venture (JV) project in Pengerang Oil Refinery Plant in Johore state between Petronas group and Aramco group (Saudi Arabia) as their platform to venture into overseas project since the project involved is considered as a major project which involves billions of ringgit project. The knowledge and experienced gained by working with one of the biggest international company in the world the Aramco Group should be a stepping stone for KPS to start venturing oversea for better opportunities.	T2	The knowledge and experienced gained is very precious and will bring the company and its staff to a higher level in terms of technical ability. However, KPS will face a different set of problems whereby their international competitors will start to pay more attention on them and start to emulate some of their successes and try to be a step ahead of KPS such as pinching of their capable and experienced staff with better benefits and many other more. KPS must formulate a different set of strategy and plan to counter this upcoming problem if decide to venture abroad.

O3	The company's current R&D team with the support from their parent company are able to proactively follow up closely with most of the new technical tools, equipment and other management tools which is useful to the development of a project in order not to be seen as lacking behind their competitors in terms of technological advancement.	T3	Proper training to all staff must be conducted regularly to ensure they are not left behind in terms of new technology promoted. Constant updated technology training must be provided for products of the latest technology and not the older versions to be able to catch up with the current trend which the management must follow up closely to avoid these controversy which frequently happens when not in check.
O4	The implementation of Information Technology training and guidance provided to all staff during the Covid-19 Pandemic lock down period has benefited many staff and managed to improvised most staff knowledge in the IT industry from being hacked by outsiders and attending important online classes and training on the company policy and business ethics and this initiative has benefited most staff knowledge and skills.	T4	The threat of staff not willing to learn the IT trade is still there and HRD must act and strategize the best method fast to eliminate the threat of these staff from influencing other staff who sits in the neutral bench from having the interest and initiatives to learn and improvised themselves to distance away from the IT training program. The IT training program should be tailor made to suit the staff capability and knowledge and not just one training program for all staff to attend which will create imbalance since they will be some staff who are illiterate and some proficient in IT knowledge.
	The company policy of Petronas & KLCC group of companies and KPS are almost similar therefore the policy and introduction of ISO: 37001 Anti Bribery Management System (ABMS) which introduces the policy in which all staff must declared their property and asset to the group or company HRD and to conduct their business in an open and transparent manner free from any corruption and bribery practices as recommended by the government has elevated the company image and reputation a notch higher and should use this certification as a bargain chip when dealing or sourcing for new and potential clients and projects.	T6	To ensure that Petronas & KLCC group of companies policy will not be compromised, KPS should not be complacent and let their guards off just because they were awarded the ISO: 37001 and OHSAS: 18001 certification which only very few companies in Malaysia were certified. The documentation process must be in order in ensure the policy is not being abused and the recertification process is not affected by the incomplete documentation process and compliance to the practice code due likely in about two year time. Companies who understands the benefit of this certification will target for this accreditation and once they obtain it will be a threat to KPS in the long run.
O6	Constantly attending seminars and conferences conducted by government and local authorities have resulted in the company successful application of OHSAS: 18001 Safety and Health Environment certification which only very	T7	KPS should not be complacent and must implement the strict compliance of OHSAS: 18001 policy to all staff, business partners & associates, consultants, vendors and contractors to fully comply the certification rules and regulations. Attention must be

<p>few companies in Malaysia able to obtained. KPS should make full use of this opportunity by assuring their client the safety &amp; health systematic aspect of this certificate which able to elevate the safety on job site and health factor safe guarding the staff and workers from any harm and illness according to local CIDB and OHSAS health and safety board directives.</p>	<p>given towards the recertification process which will be conducted every two years. Any lacking in all these documentation process will likely resulted in the recertification or renewal process to be delayed. Therefore the management must strategize a team fully independent in recording and collecting all these documents and properly recorded and secured for renewal process.</p>
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Table 4 above: SWOT Analysis (EFE)

## 1.5 SPECIFIC AREA OF INTEREST

There are few areas whereby the Management has adopted and managed the challenges face during the transformation period in the company. Some of the few significant changes that have prompted the company to move a step forward worth mentioning as stated below:

- 1) Organizational Transformation
- 2) Challenges on Change Management
- 3) Introduction of Strategic Human Resource Management

### 1. ORGANIZATIONAL TRANSFORMATION

The company has undergone many changes since their inception back in 1992 to ensure the company are able to cope and compete with the ever changing industry especially in terms of technology, in compliance with government ruling and organization strategy or policy changes.

Some of the changes has an immediate effect towards the staff in terms of effectiveness and commitment towards the company goals and their personal achievements.

Therefore it is imperative that the management implemented drastic changes to ensure the company stability and competitiveness is always in par or above the average than their competitors in the market.

Some of the drastic measures need to be implemented by the Human Resources Department in ensuring that the performance level and moral of the staff is always in check.

The decision to terminate some of the ineffective or “Dead Wood” staff is needed in ensuring that the bad habits and “poison” are not spread to other good and potential staff.



However, the company do understand that this measure might not goes down well to some of staff who strive on this kind of living whereby very limited work done or contribution to the company but earning a much higher salary scale than those who has contributed many times more than them to the company.

Therefore, the termination process was conducted in a manner whereby the terms and conditions as well as policy rules fully comply and according to local government labor law rules to avoid any setback and counter claims from the terminated staff.

The Human Resource Department have seek the advice from many quarters such as government labor law department, specialize Consultant dealing with termination rules, external Consultant expertise in dealing with staff termination packages and the top management decision in the Volunteer Separation Scheme (VSS) decision.

The process has to be properly managed as the reputation of not just the company but the group parents company as well might be affected or jeopardize if the situation is not properly handle or well managed.

## 2. CHALLENGES ON CHANGE MANAGEMENT

The Top Management and Human Resource Department encountered many challenges during the transformation and transition period to remain competitive and keep up with the fast changing economy and society especially in terms of Information Technology.

Some of the challenges encountered ever since the transformation period took place such as:

- i. KPS is facing challenges in transforming and changing their business model way to be more competitive since 2008 till present.
- ii. Reputation of the company in the PMC industry field is challenging and the company is striving to keep its reputation to be among the best in the market.
- iii. Current Executive Director will be retiring in few year times and the succession plan must be in place now to ensure smooth business operation is not interrupted.
- iv. Human Resources Department is facing difficulty in convincing all staff to accept changes to the organization which is progressively implemented to ensure company competitiveness.

The Human Resource Department has also look into other alternatives plan to ensure the staffs are kept in the loop and to be seen as an asset to the company by promoting some of the below mentioned programs to develop and improvised their knowledge skills:

- i. All staff especially those in the senior management level has been attending seminars and courses to enhanced their knowledge and skills in managing client with different kinds of attitudes or characters such as hot tempered type, doesn't take no for an answer, arrogant and sarcastic remarks when things doesn't work according to their plan and many other more.
- ii. HRD has sought the advice from External Consultants as well as grooming talents from within the company to be the next in line to succeed the ED position and other Senior Management once he/she retires or resign from the company.
- iii. HRD has been facing this problem from the first day the management decided to implement change to the organization. HRD is constantly conducting workshops, briefings and events like "An afternoon Hi-Tea" for about two to three hours with the individual Department Heads General Manager or with the Executive Director and even the Group CEO to mingle with a group of about 30 staff each time. During this such event staff are entitled to ask almost any question to the sitting chairman and seek for answer or clarifications from the chair person.

### 3. INTRODUCTION OF STRATEGIC HUMAN RESOURCE MANAGEMENT

The company Human Resource Department has adopted Strategic Human Resource Management as part of their daily activities which has improvised the company method in managing the operation of the company.

Strategic Human Resource Management was introduced to formulate out new strategies for the company to be more competitive, internationally recognized and their commitment towards changes happening around the world and to stay in touch with the constant new information technology advances

The management have begun to come to terms and accepted that Strategic Human Resource Management role is important in the organization as it can upgrade the management and staff way of thinking and executing the process flow in a more structured and effective manner especially the human resources department.

It was never in doubt that the challenges face during the beginning of the change period is very tough as many in the organization were unable to accept the new strategies proposed when most of them especially the senior personnel were used to the old method way of getting things done and not so much on strategies or technological information interventions.

To the senior personnel human resource department, their role in general mostly will deal with staff or workers problem whether in office or project site. They will normally or most of the time be involved in matters such as staff payroll, bonus, increment and promotion. They might

also get involved on cases or matters such as staff complaints, harassment, unsatisfactory decision made by management, staff quarrels, transferring to other department or location of workplace and others.

However since the introduction and implementation of Strategic Human Resource Management, things have changed in terms of staff monitoring, managing, performance evaluation, technological knowledge and online activities.

The organization has initially engaged and hires an External Consultant to assist them in the structure design and implementation stage of Strategic Human Resource Management Strategies since their human resource department still consider as fresh beginners and do not have much knowledge yet on how to implement this new strategy.

The Human Resource Department have proposed to their top management that in order for the Strategic Human Resource Management to fully utilize and adopt to this strategy, they must ensure the sustainability of this new strategy is being implemented in the organization on a full time basis.

Therefore, the Human Resource Management has proposed to their management to allow a team from the existing Human Resource Department to be part of the External Consultant team during implementing stage and work together to gain the knowledge and method from them prior to setting up a team specializing and dealing with Strategic Human Resource Management matters after the External Consultant has left or contract expired.

Strategic Human Resource Management has changed the organization way in dealing with their daily operation especially on matters related to human resource management.

Technological advances has played a major role in the transformation process as most of the procedures have been converted into information technology method in dealing with the daily chores which was previously conducted partially in manual documentation way of handling it.

One of the significant processes that can be obviously seen in Strategic Human Resource Management is the development of company and staff in dealing with daily activities more professionally compared to human resource department.

It can provide better and more conducive working environment around the workers whereby it will automatically create better harmony and employees will strive and work together better as a team.

Petronas and KLCC Group of Companies have embarked into the "Workplace For Tomorrow" (WFT) concept and started to develop an open concept working environment whereby staff can mingle around in the lobby, pantry, work station and sofa seating area while chatting, eating or drinking, discussing and brainstorming ideas while at the same time chilling out in the open environment.

Some of the staff will even spend most of their time at the open lobby area working at the provided work station to work as it will reduce their stress of staying in a confined office working environment and working for long hours.

The open concept has proven to be effective within the group and some subsidiary companies which adopted this method as most of the staff are willing to stay back and work longer hours than leaving the office when time is up to leave or go home.

These workers are willing to stay back and work longer hours willingly as it can help them break the heavy after work traffic jam hours, mingle around and have a coffee or drink which are provided for free and at the same time can discuss about work or brainstorm on ideas, solutions or problems encountered.

The idea or strategy was brought up by the Consultant engaged to implement the Strategic Human Resource Management Strategy to restructure the organization method and to reinvigorate back the low staff morale which can be seen and noticed in the company.

Therefore the external Consultant has formulated an idea and strategy by implementing the open working concept adopted in most overseas advanced countries together with some policies to be included as part of human resource department new rules and regulations.

This method and strategy managed to reinvigorate the overall company working environment and the atmosphere and has proven to be a success. The staff morale has returned and most of the staff currently are happily staying back and work longer hours willingly and the cohesiveness working environment can be obviously seen in the company now.

This strategy was adopted as one of the mission and vision of the organization and as part of the human resource department portfolio in empowering the people and workplaces by advancing the Strategic Human Resource Management practice and maximizing human potential as their main mission and to build a working environment that are suitable for everyone from high ranking staff to junior staff working from different departments in organization to mingle around and to get to know each other better.

The introduction of technology in Strategic Human Resource Management with strategies or policies such as E-Leave (all leave application have to be submitted and approved through online process), E-Payroll (Salary to be debited into individual account every month), E-Training (online training), E-Attendance (clock in and out through phone or computer) and many more.

With Strategic Human Resource Management, the company currently is able to track the submissions, development and processes in a more detail, precise, accurate and faster compared to the previous manual submissions.

However there are always challenges when new ideas are being introduced especially on the older or more senior personnel which have little or no knowledge concerning Information Technology and how to operate a computer diligently.

This is a process whereby the company has to go through in order to keep up with the current world trend to stay competitive and keep up with the happenings that is ongoing in the market now.

The Human Resource Department has gone through all this drastic changes and has taken the initiative to ensure that most if not all process shall be in the form of Information Technology whereby the older version of managing the department will be super seeded and to embrace the new method of management.

## 1.6 CONCLUSION

The legacy of the company will be made known to the public when the right time and moment arises. The top management and its team of dedicated management staff is the pioneer and pillar of the company for the past 20 over years.

They should also peak up on the succession plan for the younger generations to take over the mantle from the seniors.

Moving forward the company should not just focus in the local market but embark and venture out of Malaysia to gauge the company capability in competing with other established Project Management Consultant.

There is no harm in trying to venture out of Malaysia since KPS has the capability, expertise and proven successfully completed landmark project reference to prove their worthiness.

If successful, it will serve as a business opportunity as well as the reputation being an international Project Management Consultancy firm.

The IFE and EFE analysis has shown that there are still a lot more need to be done to be seen and considered as an effective, reputable and reliable PMC firm in the local and international market.

The transformation and changes adopted by the company and the group of companies proves that the organization is moving towards a new era whereby Information technology shall play a major role in the company progress and remain competitive in the open market.

## PART 2: CASE ANALYSIS

### 2.1 CASE SYNOPSIS

KPS was incorporated in 1992 and is a wholly owned company by KLCC Holdings who is listed in the KLSE board. Their Executive Director, Mr. Helme Hasan is one of the first pioneer staff of the company since its establishment in 1992.

The company has since grown from a small group of less than 50 staff which grew up to over 300 staff as of now. Mr. Helme Hasan started as a Project Manager in the company and has gone through many ups and downs during the company growth period.

He and his team of dedicated staff has handled and managed one of the iconic landmark Petronas Twin Tower project in Malaysia back in 1994 which up till today is still considered as one of the most famous project and building in Malaysia and also across the world.

The company has went through many tough challenges dealing with overseas international contractors be it contractual matters, design issues and project site problems.

He and his team has accumulated knowledge that are uncountable during their management years dealing with local and overseas international contractors whereby workshops, sharing session and seminars conducted to staff and presentation in public conferences.

Mr. Helme Hasan being the pioneer and the pillar of the company, has nurtured trust, ownership, responsibility, sharing the success and lead the talk as their slogan to all the staff who are willing to grow and be successful in the company.

### 2.2 PROBLEM RECOGNITION

Based on the research and current industry condition in Part 1 of this research paper, it was anticipated that some of the problems and challenges face or encountered can be related and refer to the SWOT analysis which indicated some of the Internal and External factors identified which can be referred to such as:

- i. *Information Technology*
- ii. *Compliance to PETRONAS and KLCC Group of Companies Policy*
- iii. *ISO and OHSAS Certification*

### 2.2.1 Information Technology

Information Technology will definitely or likely will be the new tools for any company to survive during and after the Covid-19 pandemic is over.

This process can be seen obviously during the Covid-19 pandemic period whereby almost all meetings, conferences, transactions and many other more activities were conducted through online process where Information Technology plays the main role in making it a success.

One of the major threats to the company business operational strategy shall be on how the company were able to cope and managed the Covid-19 pandemic during pre and post period of the pandemic.

The lockdown by means of introducing Movement Control Order (MCO), Conditional Movement Control Order (CMCO) by the government has significantly affected the daily or normal business operation for almost the entire nation business except for a small fraction business under the essential requirement such as medical supplies, groceries and food outlet strictly for take away only which were spared and business was allowed to operate but with stringent rules and regulations to follow whereby most orders were conducted through online booking and delivery.

Most of the businesses which did not fall under this category such as Project Management Consultancy which manages project on site was not spared either and the management has resorted in many different means to manage the company and take the opportunity to upgrade and provide online training to all staff to be able to master the Information Technology technique faster and better to face the new normal during the pre and post Covid-19 pandemic whereby Information Technology will be the leading business strategy in almost every business involve in future.

The huge implication by the Covid-19 pandemic is worldwide and the organization with the best strategy to manage and overcome this turbulent pandemic period will define the future success of the whole organization be it a local or and international firm.

The competition from rival PMC is getting tougher and competitive with the numerous new firms set up be it local or international based PMC firms.

Competition from some established PMC firms is worth mentioning and the differences from these competitors in terms of work scope knowledge, experience, pricing and management tools does not differ too much from each other except for the strategy used in securing the project but the most significant differences which might enable the company to secure the project likely will be the advanced Information Technology devices and tools being used and

implemented in their presentation bid to convince and impress upon their clients which has the most impact on the client impression.

The reputation of KPS for being one of the top PMC firm locally plays a very significant role as the overall company operational and functionality not just represents the image but the whole group reputation including their parents company and KPS must strive and work harder to keep up with Information Technological advancement currently enjoy by some of their competitors .

Therefore, KPS should step up their effort and ensure Information Technology advancement and knowledge must be in their top priority list if their ambition of being one of the top PMC firm in the local market and to an extent internationally is achieved.

### 2.2.2 Compliance to PETRONAS and KLCC Group of Companies Policy

The company is facing challenges on the transformation of the company image and its overall structure to keep up with the trend and the need to be a reputable international Project Management Consultancy firm.

Compliance to PETRONAS and KLCC group of company policy major policy is compulsory with some exception allowed to their subsidiary companies structure and daily operational matters.

The parents' groups of companies have been embarking on some transformation for the last ten to fifteen years with many new policies being implemented to their subsidiaries company especially after the 2008 global economy crisis.

Many new policies being implemented whereby subsidiary companies must adhered to especially in terms of individual financial and operational status of the subsidiary company and their sustainability capability.

Some of the new policy being implemented by the parents group of company after the 2008 economy crisis are stated as below but some notable new policy implementation which took effect during the last 2-3 year worth mentioning is the implementation of Anti-Bribery Management System (ABMS) which is compulsory for all subsidiary companies to implement the policy in their daily operation system.

The implementation of the ABMS is in line with the government agency ruling and introduction by the Malaysian Anti-Corruption Commission (MACC) on the ethics and integrity values of the company to remain competitive and sustainable in a global business world.

By implementing the ABMS pledge, it will demonstrate that the company will conduct their business in a transparent manner, adhering to business ethical practices and ensuring all their



staff carries out their duties responsibly in their effort to combat corruption practices along with the government policy.

In order to achieve the status and be competitive internationally, KPS has embarked into some major transformation and rebuild the company image and portfolio to remain competitive.

A number of notable changes occurred after the economy crisis in 2008 whereby business was affected and the revenue turnover has dropped significantly.

The process of changes started with the termination of some non-performing or redundant staff by implementing the Volunteer Separation Scheme (VSS) according to government labor law, terms and conditions.

Many millions of ringgit was spend to exercise this process and after that the company started implementing changes to the company structure by adopting new strategy to meet and compete with the challenges ahead.

*Some of the notable changes listed below which took effect from 2010 till present:*

- 1) Implementing the Code of Business Ethics (COBE) whereby all staff required to comply the rules stated in the document. Some of the main points are zero tolerance to corruption and bribery, no gifts policy (accepting or giving) and others.
- 2) Employment criteria shall be based on 30% permanent staff and 70% contractual staff renewable every 1-2 years depending on the contract agreement. This is to eliminate the painful VSS plan which involves millions of ringgit during the 2008 economy crisis.
- 3) Moving into digital and information technology era whereby all staff required to attend trainings and seminars to familiarize themselves with the launching, introduction and implementation of IT in all their daily works.
- 4) Implementing of Green Building Index to be in line with the world climate initiatives with materials and equipment proposed shall be in compliance with the green initiatives set by the world climate body. Paperless meeting and energy saving products are some of the initiatives taken to reduce carbon into the air.
- 5) Managing staff health by introducing healthy program and encouraging all staff to take part in the event to manage their work life stress and attitude and the proactive and active participants will be rewarded with points bonuses to their Petronas Mesra card program which can be exchangeable to gifts on reward points available.
- 6) All staff to attend credential assessment test (CAPIC) to assess and monitor staff development and the shortfall of the staff knowledge in that particular field. Staff with shortfalls in certain field during the assessment will be send for training to enhanced their skills and knowledge in order to keep up with the company standard.

- 7) All staff needs to sign on the Anti-Bribery Management System (ABMS) statutory declaration form roll out by PETRONAS group to be implemented in all companies and subsidiaries in accordance with the government and MACC rules and regulations.
- 8) All staff is also required to sign and comply the Whistle Blower and Personal Data Protection Act (PDPA) act in accordance with KLCC group of company terms and condition.
- 9) All staff to declare their property and assets including their wife/wives and children and sealed in envelop safeguard by the Human Resources and only to be open if they is a case against you which required the information to be verified.
- 10) Commercial tender open process for a project to only involved senior management or selected individuals by management to eliminate information leak which has happened in the past.
- 11) Implementation of E-Learning process for all staff conducted by external trainer Harvard Mentorship base on online courses which is mandatory or compulsory for all participation and followed by a test and passing marks which is a requirement to pass the test to enhanced staff knowledge in international business trades understanding especially international business law and others.
- 12) Human Resources department is aggressively sending staff to qualified external training programs organized by recognized professional bodies to obtain certification and upgrade staff standard in the Project Management Consultancy field in order to be seen as an international standard PMC firm with registered qualified personnel in the team to remain competitive in the market.
- 13) Implementation of Occupational Health and Safety Act or normally known as OHSAS: 18001 (Health & Safety) by the company. Department of Safety and Health (DOSH) has recently issued the official certification to the company which only few company has in Malaysia for both OHSAS: 18001 and ISO: 14001 certification.

Above are some of the notable changes that are currently transforming the company into one of the most recognized and reputable Project Management Consultancy firm in the country.

Succession plan is another factor being identified as one of the major factor that the top management and the Group CEO along with his team from Human Resource Department been dwelling with for quite a while.

The selection strategy and proposed method to identified the right person to take over from senior management position prior to the post being vacant has been tricky with the top management sometimes having different views and opinion towards the strategy proposed by the HRD team with recommendations and proposals sought from External Consultant hired for this assignment.

The company has learnt over the years that a proper and well planned succession plan is important and inevitable to avoid the company from panicking and suddenly at a loss in the event the existing personnel sudden resignation, unable to perform its duty due to serious injury or medical issues or worst cases sudden death.

Therefore a comprehensive and detail plan is required and the identified personnel having the potential to take over from that particular position must be given proper training, guidance and chances to gauge the capability whether the identified personnel has the true potential and capability to take over from the helm if the situation arises.

Another option to be considered might be to put the identified personnel under an acting role for the identified post for a certain period of time to gauge the performance and the suitability of the person to take over the helm in the future.

### 2.2.3 ISO and OHSAS Certification

KPS acknowledges that in order for the company to become one of the most reputable and top PMC firm in the market, accolades and certification from relevant authorities and professional body is essential in achieving the target.

Therefore the management has set a target for the project team to ensure they achieve the targeted certification within three years from their commencement date.

The management has also listed some of the main and top priority list for the project team to achieve their targeted certification which is ISO: 37001 (Anti Bribery Management System) and OHSAS: 18001 (Health and Safety).

Both the certification is difficult to achieve and only very few companies in Malaysia has the certification and as record shows, no company in Malaysia has yet to be able to achieve both the ISO: 37001 and OHSAS: 18001 certification within a company itself.

The management has set a target period for the project team to achieve the certification for both the ISO: 37001 & OHSAS: 18001 status within three years from their commencement date.

Therefore the management and project team direction in pursuing accolades and accreditation for ISO: 37001 and OHSAS: 18001 certification has been geared up and is aggressively sending staff to attend courses and seminars conducted by government bodies such as CIDB, DOSH and other relevant institutions to be able to understand and implement the requirements and standards required to obtain the certification.

KPS understands that accreditation of international standards certification from international or local government bodies such as DOSH and CIDB is important to the company image when competing for projects and convince their clients in terms of professional standard and requirements when managing a project.

The company after many struggles and obstacles finally managed to obtain the relevant certification which are the ISO: 9001 (Quality) & 37001 (Anti Bribery Management System) & 14001 (Environmental Management System) and OHSAS: 18001 (Health and Safety Standards).

The certification of ISO: 37001 and OHSAS: 18001 has propel the company image to another level to be seen as a qualified and competent PMC firm in the market.

The company has been proactively conducting training and courses to ensure all their staff are capable in managing their works diligently and avoid as much as possible any mistakes or accidents to happen in office areas and in project sites as per the required standards and requirements stated in both the certification specifications.

## 2.3 PROBLEM DEFINITION

### 2.3.1 *Information Technology*

The recent Covid-19 pandemic has badly affected the world economy and business strategy of almost every country in the world. The pandemic came as a surprise and caught almost everyone by surprise on the impact it has on the whole economy except for items and materials related to medical equipment.

The manner it caught everyone was totally unexpected and the fast impact it has on almost every company or organization business plan and strategy goes down to the drain totally.

The worst impacted countries are the North and South America and European country as they are totally unexpected that the pandemic virus was able to hit them so hard to the extent that many countries in the world has to implement total lockdown for weeks or months to curb the diseases.

Malaysia was not spared either and on 18<sup>th</sup> March 2020, Malaysia went into total lockdown for the whole nation for 84 days according to the statistics released by the Government and Public Utility Works of Malaysia (JKR).

The whole nation was unable to conduct any business except for essential items such as food outlets (take away only), pharmacies, grocery stores, clinics, hospitals and factories producing essential materials and equipment only.

This has directly and indirectly affected KPS business which thrives on Project Management Consultancy whereby the nature of the business core relates to direct work on project site which was categorized as one of the non-essential business criteria in the government policy.

To counter the problem identified, the management and their Information Technology has embarked into the new normal as fast as possible by introducing all daily work, meetings, briefings and many other more to be conducted online to reduce the impact it has for not being able to meet and discuss matters physically as before the pandemic occurs.

KPS with the full support from their Information Technology team has succeeded and was able to conduct online meetings with all their Project Team members, Clients, Consultants, Contractors, Suppliers and all Vendors related to the projects involved.

With the new normal and introduction of online meetings and discussion, situation was not smooth at all in the beginning stage of the online strategy. The sudden impact and lockdown by the government has caught many organization and companies out in the cold as most of them were not prepared and ready to go online yet to cope with the new normal and unable to manage the project meetings online smoothly.

KPS being an international Project Management Consultancy firm and a subsidiary of the KLCC Group of Companies has taken the lead in introducing and guiding their business partners, consultants, vendors and all their business partners associated to their daily works to utilize and adopted the new normal by conducting most of the daily works and chores online and at the same time ensuring the extra free hours did not go to waste by introducing online studies to all KPS staff.

The Human Resource Department has embarked into the new normality and collaborates with PETRONAS Group by introducing online studies to upgrade the staff standard and knowledge on Information Technology during this period.

The HRD has rolled out many programs as recommended by their parents group for the staff to go online and learn the new trades online through the E-Learning process which was introduced to all staff.

There were many program released whereby some of the program was made compulsory for all staff to complete and some of the program must complete the minimum study and conduct

a test which has a minimum passing marks to meet and pass the subject. If they fail the test, then the staff needs to retake the exam again until he/she pass the test.

Throughout the period of MCO, CMCO and RMCO, most of the staff has benefited from this online study program and improved on their Information Technology skills and knowledge on courses studied by them.

There are also other threat from beyond which is competition from their rival competitors which has become more intense than before due to the shortage of projects being develop or roll out and sustainability of each individual company.

Project Management Consultancy has been in the construction market for many years and has been actively involved in the local market for the last 15 years.

The field of Project Management Consultancy has been growing throughout the years and from the beginning of only a handful of Project Management Consultancy firms around town, the amount has multiply by tens of times now.

Project Management Consultancy has been proven to be a success in managing and delivering a project successfully for the last 20 years however situation has been changing for the last 10 years whereby Information Technology has gain recognition and is almost inevitable and unneglectable when conducting any business including Project Management Consultancy without the involvement of Information Technology.

A client has been able to gain the benefits from by hiring a Project Management Consultancy firm to manage their projects in terms of:

- a) Project completion delivery on time and within schedule.
- b) Ensuring the cost of the project does not overrun and prompting the client much earlier in event cost is about to escalate higher and propose mitigation plan to manage it.
- c) Ensuring all products supply and installed are according to specifications and requirements.
- d) Providing the client with the latest Information Technology soft wares and tools to manage the project during and after project completion and maintenance period.
- e) Managing local authority submissions, discussions, negotiations, meetings and approval is obtained within the specified time and as per client agreed requirements.
- f) Frequently sourcing for design or products that can assist and help the client to save money and time with Value Engineering (VE) practices conducted with design Consultant and Contractor to get the best out of the design for the benefit of the client.

- g) A team of legal experts managing the contractual and documentation process and ensuring the client benefits is well and safely protected from being breached by the Contractor and avoiding any legal proceedings or court cases whenever possible.

Above are some of the main roles a Project Management Consultancy firm should be doing and playing whenever being engaged by their client to manage and handle project.

However there are many Project Management Consultant firms with a mediocre set up which are plying their trade in the market now. Their company set up with a much smaller budget and overhead cost is the reason which enables their tender or bidding price to be much lower in terms of overhead cost compared to the reputable firms.

They are lacking in many terms such as legal experts specializing in contractual matter which is one of the most important element in a Project Management Consultancy by ensuring their client are free from any contractual proceedings and litigations which might tarnished the client reputation and financial repercussions if they loses the battle.

The proper tools and skills in preparing, managing and ensuring all documentation details are properly documented is the main element in defending and winning a court case in event of any contractual or legal proceedings while battling it out in court.

Their inability in pursuing or purchasing the best and latest Information Technology soft wares and tools to manage a project well might be due to their financial restrain.

These companies which do not have the correct tools and software or the qualified and technically experienced staff to properly and smoothly manage a project will have a major impact and the consequences will be detrimental to the client in terms of higher cost due to additional works or rework due to mistakes, budgeted cost overrun, schedule and plan dates delayed resulting in late delivery or handing over of overall project works to client.

These are some of the aspects lacking in their organization and also the reason why these lesser Project Management Consultant firms are able to price and tender their quotations much lower and very competitive in the local market.

There are also many reputable PMC in Malaysia for example: Turner &Townsend PLC, Mckinsey & Company Inc. (Malaysia), PMCC Corporation and many other more.

These companies are well establish Project Management Consultant firms in the local market which has proven to be our strong competitor in securing projects.

However, KPS itself has proven to be a well establish Project Management Consultant firm with many track record on projects completed within stipulated time, quality and cost locally and pose a bigger threat or competition to our rivals than they are to KPS.

The numerous award won by KPS Project Management Consultant team in local and international competition as well as being recognized internationally and especially local Construction industry such as FIAMCB, CIDB and other established organizations or associations has proven that KPS is a well organize and compatible Project Management Consultant firm in Malaysia.

### 2.3.2 Compliance to PETRONAS and KLCC Group of Companies Policy

The government implementation of the MCO has affected KPS business plan schedule for the next 5 years. Therefore, KPS cannot afford to waste any more time and have to start strategizing a new plan and begin implementing the strategy once approval from the management is granted.

Once the MCO was lifted and CMCO was implemented, KPS wasted no time in applying for permit to start work on site to catch up with the much delayed progress.

Even though work has resumed on project site but the challenge is still very much in place since all staff going back to work need to conduct a Covid-19 test and proven negative before allowing back to work.

Progress has not been too positive as the rules and regulations meted out by the Government (MITI) prior to work commencement on site was very stringent and with many limitations resulting in not much work progress can be completed as planned.

The economy has also impacted many developers whereby most of the projects which was in the tendering and design stage were put on hold until further notice.

It is understandable as most developers will not take risk to start a new project or development until the pandemic is over or vaccines is available for treatment unless for those projects which has already started midway or nearing completion stage.

No new developments mean no new project coming into the company which is a huge threat to the company operation in long run. Current projects are able to sustain the company for next two to three years without major problem, however the management must start looking for new and potential projects and clients to ensure the company sustainability in the long run.



PETRONAS and KLCC group has been our main clients all these while but has also slow down on their new and proposed developments and put a hold on their new development until the pandemic situation is under control.

Therefore KPS must strategize a new plan by preparing themselves not just as a Project Management Consultancy firm but also as a multi task company capable to undertake maintenance and refurbishment work for their PETRONAS and KLCC group of companies as well as their subsidiaries company by preparing a new set of business plan which includes maintenance and refurbishment work as their new business core to sustain the company business growth especially during pre and post Covid-19 pandemic period.

With the current Covid-19 pandemic already badly affecting the nation progress, the last thing any investor will shy away from investing into a country is the instability of the current Government which played a major part in the country development process as it will directly and indirectly affect foreign investor from investing into the country when the government is not stable and changes can occurs anytime.

Therefore, KPS must formulate out new plans on their future planning and ensure new strategy or partnership if necessary to maintain and sustain the company in the long run once the pandemic is declared over and safe to travel.

The company might consider having Joint Venture (JV) partners with other Project Management Consultancy firm, Developers or Main Contractors and use their professional management skills to collaborate and work together in a project for the benefit of all parties involved.

Other considerations shall be to venture overseas and tender for projects in countries whereby Project Management Consultancy skills is still not very established yet to be able to gain upper hands on other competitors.

They can also consider submitting proposals to some developers in these countries and to join venture with them in managing the project in a professional manner through the years of knowledge in this field and use it as the platform for discussion with the developers.

Other options such as to tag along with PETRONAS Group in overseas Oil and Gas proposals and projects and to take the chance to manage or compete with local partners in managing projects locally at these countries be it independently or as Joint Venture partners.

This proposal may come as an opportunity for KLCC Group and KPS as a package plan whereby chances in securing projects and maybe as developers will be seen as an opportunity for the group in countries with great potential for development.

The Covid-19 pandemic can or might be considered as a catastrophe for the world but on the positive note of it, chances will prevail in an era full of chaos and this is where opportunity can be captured perfectly if the right chances, moment and strategy is being properly planned and implemented.

Therefore, KPS should take this Pandemic as an opportunity not only locally but should consider venturing overseas where the country needed development and especially Project Management Consultancy skills in managing the development and projects undertaken.

Apart from the external impact Covid-19 pandemic and the business model it has on the overall business plan of the company, KPS should also look into some of the internal factor which likely will have an impact on the company if not properly managed.

The company faces many challenges during the transition period especially with some unsatisfied staff being terminated even though legally through the Volunteer Separation Scheme (VSS).

They have file complaints to the labor department and seek for further damages and compensation and voice out their grudges towards the company treatment on some of them.

However, being a reputable and internationally recognized subsidiary company of a Government Link Company (GLC), all the procedures of the termination was conducted according to Malaysian, labor law accordingly therefore the unlawful termination case was finally resolved without much problem.

During the company transformation, HRD team is also facing many challenges especially the transition to digital technology whereby the older generation groups encountering some problems in adapting to the new IT world as these are the people who spend most of their time in the project site managing and resolving site works and problems and have little knowledge in terms of Information Technology implementation.

Another major problem faced by the company is the requirement implemented on all the staff to declare their assets to be safe kept by the company which is another major challenges that the top management and HRD have to overcome.

The arguments from most of the staff is why do they need to declare the assets of their spouses and family members to the company when the terms and conditions was not stated in the contract documents when they sign on their appointment letter.

Some of the staff or their spouses are from well-known or royal families and their reluctance in declaring their assets is also another major challenge that the HRD has to overcome and convinced them to accept.

The HRD have conducted many seminars, briefings, workshops and one to one discussion to convince the staff to comply with the company new directions or face the consequences.

The top management which is the Group CEO of the Company has personally indicated that all staff must move forward and adopt to the changes that is happening in the world now.

Those staff who are not willing or reluctant to adopt to the changes shall either be demoted, assigned to table work, no promotion chances, no salary increment or bonus and for those on contract basis, their contract will not be renew when their contract period expires.

The top and higher management is taking the lead to address the changes by complying all the changes stated and ensuring it is properly implemented.

However, there are still minor portions of the higher management who are still reluctant to the changes and the direction from the Group CEO to them is either to follow the rules or resign from the company.

The group does not allow some of the reluctant to change staff to infiltrate or psychologically affect those staff who is on the fringe of changing.

Most of the staff is willing to adapt to the changes mentioned except for some who are already nearing their retirement age. The perception from these groups of people is they are already nearing their retirement age (in 2-3 year time), so why bother to attend trainings and seminars just to please the management.

Some of them even if they are willing to change, they are unable to cope with the fast pace changes in terms of technology as these are the people who most of the time have been working in the project site and does not involve much in the technology world.

They are unable to adapt to all these changes as their knowledge in IT is minimum which restrict them from doing the things the management way.

Human Resources Department needs to be flexible in this manner and have to accept that these are the group of people which experienced difficulties in the changes especially in terms of IT.

Another main issue which the management must address immediately and strategize is the succession plan.

Being the pioneer and the pillar of the company, he may want to see the company grows even after he retires. Therefore a succession plan is very important and inevitable and something which cannot be taken lightly.

The Human Resources Department (HRD) has been conducting trainings and engagement with staff to identify any potential suitors which has the capability to take over from the helm once the Executive Director retires.

PETRONAS and KLCC Group Directors have instructed the HRD to actively look into the steps of finding a successor for the Executive Director which includes interviewing with potential candidates, evaluating potential employee performances and work attitudes.

With the instructions already laid down from PETRONAS and KLCC Group, HRD understands the importance in succession planning and have set up few steps such as Operational planning, Strategic planning and Contingency planning in event any unforeseen circumstances occurs prior to successfully handing over the Executive Director position such as sudden death, sickness and any other matters which relates to unavailability to perform his current duties.

PETRONAS and KLCC Group is also embarking into a transformation and reshuffling exercise for the whole Group of companies whereby internal transfer of staff with lateral or promotion to the new position being proposed. This is in line with the group principle of implementing transparency in department operation and group restructuring exercise.

The succession exercise for the new Executive Director position must be from a personal with proven track record which is compulsory in ensuring the vision and mission of the group is being upheld and not compromised.

The appointment of the Executive Director position will go through a detail and tedious process whereby the nominated personal shall take up the acting Executive Director role for a certain period likely for a period of six to twelve months to ensure he or she has the potential and vision to lead the company to even better future.

Apart from the Executive Director position, there are still quite substantial position that needs capable replacement such as the General Manager and Senior Manager positions whereby most of the current staff in those positions are in their fifties and nearing retirement age.

These are the important positions whereby all the decisions on daily operations are being made by them regularly. These are the front liners group that deal with some of the difficult and demanding clients and their negotiation and convincing skills is very much appreciated and required.

Apart from client they also need to deal with the appointed Design Consultants and Contractors in almost every day on problems, design, schedule and many other more matters.

Dealing with local authorities is also another difficult and tedious task to deal with especially if you do not have good connections or relationship with them. These are some of the skills

whereby younger generations are still unable to pick up and represent their senior when dealing with the local authorities.

Lack of skills and knowledge on project implementation work, technical ability in resolving a site problem amicably and work rapport with their Client, Peers, Consultants and Contractors is also another setback whereby the younger generation is lacking and not too willing to learn and adopt it.

KLCC Group CEO has instructed the Human Resource Department that they should consider the best alternatives in terms of succession plans and if required to source for External Consultant for assistance and guidance on way moving forward for the best proposal to adopt.

KPS Top Management and Human Resource Department should have a proper plan on how the succession plan will be implemented and method and strategy to choose the right successor. This plan and decision is very important in defining the future growth of the company.

Any wrong decisions made might affect the future growth or maybe even the reputation of the company built over the years.

The management can formulate strategies that should not be seen as competition by the senior staff to fill the post which might create back stabbing, jealousy and unsatisfied but good staff leaving the company due to unsatisfactory result.

KLCC Group CEO has been harping on the succession plan strategy from the Human Resource Department and mentioned on few occasions that this matter should not be taken lightly and shall be given serious consideration on how to strategize the plan.

The Human Resource Department under the instructions from the group CEO decided to eventually engage External Consultants to plan, strategize and formulate a succession plan which allows the smooth transition plan to be implemented successfully.

### 2.3.3 ISO and OHSAS Certification

ISO has been introduced into the Malaysian market for the last 25 years and is gaining pace with introduction of few criteria in the ISO segment which includes quality on production, manufacturing, construction and others.

Local government has been proactively involved for the last 15 years and has since introduced some new regulations and requirements for companies to comply if they were planning for better recognition.

The introduction of Occupational Health and Safety Standards (OHSAS) standard was deemed a requirement by the government to exercise precautions on the frequent accident occurrence on manufacturing and project sites from escalating.

Therefore the government has instructed their relevant authorities CIDB and DOSH to fully implement the requirement of ISO & OHSAS standards to all companies requiring their full involvement in ensuring their company has the qualification required to operate.

KPS core business is Project Management Consultancy and it falls directly into the category whereby implementation and application of ISO and OHSAS certification is compulsory for them to recognize as a competent and reputable PMC firm.

In order for KPS to be seen as being a competent Project Management Consultancy firm, the company management decided to step up their resources in becoming one of the best and top PMC firm in the local market by instructing their staff to pursue the highest accolades possible.

The introduction of OHSAS: 18001 (Occupational Health and Safety Standards) and ISO: 37001 (Anti Bribery Management System) have been identified as the two accolades and certification the company is targeting for.

The certification of ISO: 37001 are especially critical in the sense that this certification is new and in line with the government and MACC standards for a clean and transparent organization.

The crime statistic in Malaysia recorded in 2018 by Department of Statistic Malaysia (DOSM) has indicated that an increase of Bribery crime cases in Malaysia has surged to a high of about 400 cases and the damages done on the reputation of companies and people affected by it.

MACC was very concerned with the high volume cases and has decided to come up with a detailed guideline to help and assist companies to deal with such issues with the introduction of ISO: 37001 to curb the rise in bribery and corruption cases.

MACC has indicated and believed that the introduction of ISO: 37001 will help organization to reduce the risk of bribery and corruption from occurring and can demonstrate to your stake holders that you have put in place an internationally recognized good practice anti bribery management control system to curb the rise in bribery activity lately.

One of the main factor where ISO: 37001 introduces to the organization is the ability to specified various Anti Bribery policies and procedures the organization should implement to assist to prevent bribery and identify and deal with any bribery if such incidents does occur.

KPS wasted no time and immediately seeking information and attending courses and seminars to understand and familiarize with the ISO: 37001 guidelines and requirements for the certification.

The company knows the value of ISO: 37001 certification can bring to the company which leads to benefits such as competitive advantages as it sends a strong signal towards its client, vendors, contractors, consultants and business partners their commitment in protecting the best interest and reputation of their company.

Other benefits such as improved business partners by ensuring the Anti Bribery Management System helps to ensure that your organization will not be negatively affected by issues in your supply chain, preventive action by implementing the system which will considerably reduce the risk of malpractices as the system was designed to help you prevent bribery and stakeholder trust by providing assurances to investors, clients and other stakeholders that your organization is making every reasonable effort in combating and avoiding bribery cases to occur.

The same importance was also placed on OHSAS: 18001 certification due to it being an essential management system in the organization along with quality, environment and other management systems requirement which will assist and help the company to reduce direct and indirect costs and at the same time preventing injuries in the workplace.

It will also assist in establishing a management system to manage and control their health and safety risk while at the same time improving their standards and system in managing the situation during accidents and crisis.

The system does more than just protect staff but it can also reassure stakeholders that you take corporate responsibility seriously which can provide you with a competitive edge against others by providing an Occupational Health and Safety management system which includes Policies, procedures and controls your organization needed to achieve the best working conditions.

#### 2.3.4 Conclusions

In conclusion, the company is moving towards the right direction in implementing change to the organization to remain as a reputable and competitive Project Management Consultancy firm for many more years to come.

The Human Resource Department is constantly conducting seminars, trainings and interactions with the staff to understand their problems more in detail is encouraging and bearing fruits.

The current major challenges is how to prepare for the pre and post Covid-19 pandemic when situation is under control and the best strategy to revive back the company fortune and business as before.

This will be a big challenge not just for KPS but for most companies in the world as they have never encountered a pandemic like the Covid-19 whereby the whole world is on almost total lockdown and most business is on hold except for some minor essential business and medical requirements which were still operating as normal.

The introduction of the new rulings to be in line with the Group policy and the government implementation in complying with the Anti Bribery Management System (ABMS) received praises and good remarks from the Malaysian Anti-Corruption Corporation (MACC) which further enhances the reputation of the company in the market.

The Volunteer Separation Scheme (VSS) might seems a bit cruel to the staff by some quarters but it is a necessary step to be taken as this will be the best method to flush off the dead wood in the company as well as implementing new ruling such as adopting the new incoming staff to "Contract Basis" on a one or two term depending on the department and staff capacity and capability.

The VSS method might work both ways as some staff are willing to take up the exercise and collect their money due base on the Government Labor Law ruling terms and use the money to start their own business which are beneficial for both parties.

The preparation for succession plan for senior management personnel is moving towards the right direction which augurs well for the company in their future developments.

The management should have a proper plan on how the succession plan will be implemented and method and strategy to choose the right successor. This plan and decision is very important in defining the future growth of the company.

Any wrong decisions made might affect the future growth or maybe even the reputation of the company built over the years.



The management can formulate strategies that should not be seen as competition by the senior staff to fill the post which might create back stabbing, jealousy and unsatisfied but good staff leaving the company due to unsatisfactory result.

The group CEO has been harping on the succession plan strategy from the HRD and mentioned on few occasions that this matter should not be taken lightly and shall be given serious consideration on how to strategize the plan.

The HRD under the instructions from the group CEO decided to engage external Consultants to plan, strategize and formulate a succession plan which allows the smooth transition plan to be implemented successfully

The analysis on the Internal and External factor shall be evaluated by the top Management and Human Resource Department in ensuring the problems identified are strictly scrutinized and implemented to remain competitive and active in the ever changing market.

The Management and Human Resource Department should also look into the perception changes comments from the staff as some of the remarks made is worth considering and possible changes to ensure stability in the organization.

Information Technology implementation and adoption into the new era shall be at full speed and immediate to be recognized and considered as one of the top Project Management Consultant in the market.

However, considerations shall be given to the older and senior staff as their skills and knowledge in Information Technology and Computer literacy cannot be compared with the younger generations who can pick up the skills many times faster than the older staff who seldom uses the computer.

The certification of ISO: 37001 and OHSAS: 18001 should give the company better opportunity to compete with their more established competitors since KPS is one of the first company in Malaysia to obtain both certification.

This shall also be their stepping stone in moving forward for better achievements and venturing for better opportunities overseas with their parents group of company.

## 2.4 PROBLEM DIAGNOSIS

### SWOT MATRICES ANALYSIS

The SWOT analysis as mentioned in Part 1 of this project paper will be able to identify the Internal Factor based on Strength and Weakness and External Factor based on Opportunity and Threats as currently encountered based on the above information obtained and interviews conducted with the personnel mentioned above.

#### 2.4.1 INTERNAL FACTORS EVALUATION (IFE)

The Internal Factor Evaluation (IFE) Matrix shall be analyze, conducted, evaluated and tabulated in this sub section to identify the key strengths that can be relied and based on the weakest areas that can converted and defended based on the analysis.

*Each key factor will be assigned a weightage ranging from 0.0 (low importance) to 1.0 (high importance). The ratings will illustrate how strong or weak each factor will be in the KPS (IFE) rating chart.*

*The numbers is ranging from 4 to 1 whereby the rating shall be as follow; 4 = Major Strength, 3 = Minor Strength, 2 = Minor Weakness and 1 = Major Weakness. Based on the IFE and EFE Matrices Pointers, Strength shall have a rating of 3 and 4 whereby Weakness shall have a rating of 1 and 2 only.*

Table 5: IFE Matrix Evaluation

	Strengths	Weight	Rating	Weighted Score
S1	KPS is one of the pioneer company in PMC locally and able to complete some landmark projects with good compliments will be their strong point when bidding for future projects	0.07	3	0.21
S2	Their good reputation and rapport with some of the biggest developers in Malaysia such as Petronas group, KLCC Property and Putrajaya Holdings shall be the main focus for them to continue securing projects with them	0.07	4	0.28

S3	With their 25 years of knowledge and experienced in the PMC industry, this has given KPS vast advantages over others and they must make full use of this advantages to their benefit especially with their knowledge and understanding when dealing with local authorities requirements.	0.05	3	0.15
S4	The constant development and research conducted by R&D team with the technology support from their parents group of company has given KPS major advantages and develop their research product and the introduction of new technology with the support from their parents group knowledgeable IT team on the advantages and benefits of the product is proof of KPS strength when negotiating with new clients for future potential projects.	0.06	4	0.24
S5	The company's Executive Director with his team of experienced staff has together completed more than 50 medium and high scale profile projects over the past 25 years and is still active as of to date.	0.04	3	0.12
S6	The company has been providing training and courses to all staff to improve their skills as well as obtaining professional certificates for their individual future and boosting the company profile status. The most relevant training that has been provided to almost all staff is the IT training program for beginners and intermediate learners which is compulsory. Other training program such as Project Management Professional (PMP) courses will be assigned to those staff with potential and willingness to grow with the company.	0.06	4	0.24
S7	The company has the capability to manage multi billions projects as their team has been proven thru previous completed projects to have the expertise to manage projects of that scale with support from professional soft wares expert assisting the team in utilizing tools such as Building Information Modelling (BIM) and Oracle Primavera Professional which are capable to track any prior work delay occurrence and integrated coordination drawings for all services involved to avoid double handling and mistakes to occur on project site which will have an impact on the cost and schedule to overrun.	0.04	4	0.16

S8	About 90% of their current senior and middle management staff has been working with the company for at least eight years and above and their knowledge and skills have been proven through completed projects they have managed. Their capabilities can be proven through complimentary comments from their clients and ability to complete tedious and complicated projects within the stipulated time, cost and quality products even though they know from the beginning when the task or project assigned to them will be very tough to achieve the milestones required by their client.	0.06	4	0.24
S9	The company has a strong financial background as they will select their clients carefully and ensure payments will not be a problem. Their average annual project turnover of about RM 45million is considered to be healthy with an average gross profit margin of approximately 30% from the overall turnover. All the staff payroll has not been affected during the Covid-19 pandemic period and this is also proof of the company strong financial standing and the support rendered by their parents group of company in providing prompt payment to the company during the pandemic period	0.07	4	0.28
S10	KPS can be considered as lucky in the sense they are strongly supported by their parents company especially in terms of financial since KPS is a wholly owned subsidiary of KLCC group. With the support from their parents company, KPS are able to convince their clients that they are financially strong and well supported to manage project of bigger scales worth billions of Ringgit project without the need to worry too much about being financially unstable.	0.05	3	0.15

Weaknesses		Weight	Rating	Weighted Score
W1	KPS must be independent and must not always rely on their past glories during their last ten to twenty glamour years and used it as their benchmark to secure new projects.	0.03	2	0.06
W2	They must start to venture further out with new and potential clients such as POS Malaysia, PHB and state government development body and not just rely on their existing few clients for jobs continuity.	0.06	1	0.06
W3	The team must constantly conduct R&D on new and latest technology products and ensuring it is a proven product.	0.03	2	0.06

	Solely relying on information by local suppliers might not be sufficient and must venture overseas product in ensuring up to date technology is not lagging behind other competitors and also ensuring the products source are officially recognized and approved by local authority before purchasing.			
W4	The current Covid-19 pandemic has turn the world economy into a recession which was unimaginable and unpredictable by almost every country in the world. KPS must not be totally dependable on their parents group for support all the time and must develop their own team specializing in Information Technology and their R&D team must be independent and proactive enough to conduct research and source for better and latest product and tools fast and effective to upgrade the company status and reputation as being a top PMC in the nation.	0.04	1	0.04
W5	Some of the trusted and experienced staff are getting older and nearing to their contracted retirement age which is 60 years old as according to government labor laws. The current new group of workers has not demonstrated their skills yet in taking over the mantle from their seniors and this should be a concern whereby the management must quickly formalize a strategy to take over when the time comes.	0.05	2	0.10
W6	The challenge face by the company now is how to maintained and keep the good and performing staff from being pinched by other PMC firms. The company policy has been always giving chances to those staff who are willing to grow with the company and pay for their training and courses without them signing for any tied down bond with the company. However, this is not always the case as some staff who has attained their professional certificates will demand for higher salary and benefits and if the company fails to do, they will resort to resigning and leave the company for better pastures.	0.05	2	0.10
W7	The over dependence and reliance on outsource professional to monitor and operate the software tools might be seen as a good choice in the short term but on the long term, the management lacking in preparing their own existing staff to be able to operate and monitor the tools independently will be visibly weaken if the outsource party decide to terminate their services or request for higher fees for the services rendered or demand for other benefits such as extra overtime	0.05	2	0.10

	and allowances for their staff convenience which will likely weaken the project team performances and resulting in their overall cost budget to escalate.			
W8	The company over reliance on certain good performances and knowledgeable staff does not bode well to the company as they might get too stressed out managing too many projects at one time and chances of the staff on MC, resign or pinched away will affect the overall operation of the company and projects. The management sometimes reluctance to assign or give the chance to younger Manager or Senior Executive to manage a tedious project independently does not really bodes well with the staff as chances for them to demonstrate their capability will be limited thus limiting their chances of being promoted and the good ones might consider leaving the company for better opportunity.	0.05	1	0.05
W9	The current Covid-19 pandemic has affected KPS payment collections from external clients. Therefore finance department must consolidate and strategize their financial plan to ensure sustainability of the company financial turnover will not be drastically affected by the pandemic. The strategy for the next two years payment collection will be totally different until the pandemic is over compared to previous years. Finance department must prepared a complete solution and proposal for the management to counter this problem ASAP and not to be complacent and depend on their parents company for financial support when the situation become crucial.	0.04	2	0.08
W10	KPS must establish themselves and convince their clients that they are capable of managing projects based on their current company financial standings and capability by not relying on their parents company for support to be seen as a capable subsidiary company. They must diversified and source for overseas project rather than just solely depending on local market in event any economy collapse in the country were to happen and find themselves helplessly and inability to sustain the company operation.	0.03	2	0.06
	<b>Total IFE Score</b>	<b>1.00</b>		<b>2.78</b>

#### 2.4.2 EXTERNAL FACTORS EVALUATION (EFE)

The External Factor Evaluation (EFE) Matrix shall be analyze, conducted, evaluated and tabulated in this sub section to identify the key opportunities that can be relied and based on the threat areas that can converted and defended based on the analysis.

*Each key factor will be assigned a weightage ranging from 0.0 (low importance) to 1.0 (high importance). The ratings will illustrate how strong or weak each factor will be in the KPS (EFE) rating chart.*

*The numbers shall range from 4 to 1 and the rating shall be based on as follows; 4 = Superior Response, 3 = Above Average Response, 2 = Average Response and 1 = Poor Response.*

Table 6: EFE Matrix Evaluation

	Opportunities	Weight	Rating	Weighted Score
O1	KPS should capture the opportunity of the construction growth and being a subsidiary of Petronas and KLCC group of companies leverage when dealing or negotiating with new and potential clients to their maximum especially when the potential client has business dealings with their parents company which requires their parent company assistance to close the business deal. KPS should make use of this leverage to gain the momentum and advantages over their competitors to secure projects which might not happen often and should grab this opportunity with full force.	0.05	3	0.15
O2	KPS should fully utilize their recently completed Joint Venture (JV) project in Pengerang Oil Refinery Plant in Johore state between Petronas group and Aramco group (Saudi Arabia) as their platform to venture into overseas project since the project involved is considered as a major project which involves billions of ringgit project. The knowledge and experienced gained by working with one of the biggest international company in the world the Aramco Group should be a stepping stone for KPS to start venturing oversea for better opportunities.	0.04	3	0.12
O3	The company's current R&D team is very proactively following up with most if not all the new technical tools, equipment and other management tools which is useful to	0.04	3	0.12

	the development of a project in order not to be seen as lacking behind their competitors in terms of technological advancement.			
O4	The implementation of Information Technology training and guidance provided to all staff during the Covid-19 Pandemic lock down period has benefited many staff and managed to improvised most staff knowledge in the IT industry especially on how to manage and safeguard your computer from being hacked by outsiders and attending important online classes and training on the company policy and business ethics. The company initiatives in taking the opportunity to provide online training to all staff should and shall be a continuous effort in ensuring all staff benefits from this training program during the lockdown and not wasted their time when nothing much can be done on project site.	0.08	4	0.32
O5	The company policy of Petronas & KLCC group of companies and KPS are almost similar therefore the policy and introduction of ISO: 37001 Anti Bribery Management System (ABMS) which introduces the policy in which all staff must declared their property and asset to the group or company HRD and to conduct their business in an open and transparent manner free from any corruption and bribery practices as recommended by the government has elevated the company image and reputation a notch higher and should use this certification as a bargain chip when dealing or sourcing for new and potential clients and projects.	0.06	3	0.18
O6	The company policy of constantly sending their senior staff attending seminars and conferences conducted by the government and local authorities have resulted in the company successful application of OHSAS: 18001 Safety and Health Environment certification which only very few companies in Malaysia able to obtained and being certified by the safety board body. With this certification, KPS should make full use of this opportunity when dealing and negotiating for projects with their client and assuring their client the safety & health systematic aspect of this certificate which able to elevate the safety on job site and health factor safe guarding the staff and workers from any harm and illness according to local CIDB and OHSAS health and safety board directives.	0.05	3	0.15



O7	KPS project team has won many accolades in terms of Occupational Safety and Health locally and is one of the very few companies in Malaysia being recognized and certified with the OHSAS: 18001 and ISO: 37001 certification which will enable the company to be considered as one of the safest company in terms of safety and health implementation at project site and an anti-bribery organization free from corruption and bribery practices.	0.07	4	0.28
O8	KPS can boast as being one of the company with high standards in terms of documentation, specification, planning and measurement tools, management and implementation of high profile projects and their staff understanding of the international practice code to design a high rise building is an added advantage when tendering for future jobs.	0.03	2	0.06
O9	KPS has always emphasis in their conferences and seminars conducted by their top management that the strategy adopted by the group policy on most occasion will be to give the opportunity for the staff within the group to grow and take over the senior position in the group which is good for those staff who are proactive and willing to work hard to be recognized by the management as a candidate for the top or higher management position when the right time and opportunity arises.	0.04	3	0.12
O10	Management must set up a team and take full use of the opportunity to work together and master the skills from the Professionals when given the chance to work together with any appointed External Specialist Consultants such Strategic Human Resource Management, Professional outsource software programmers and others to be able to be ready and be independent in future when the right time arises to enhance the company reputation and image in the market.	0.03	2	0.06

	Threats	Weight	Rating	Weighted Score
T1	With many new established PMC firms being set up nowadays, chances of the good and potential talented staff being pinched away to join other company is very high. The company need to set up and established some attractive packages to keep those talented staff who are sitting on the fence unable to decide whether to stay or leave the company for greener pastures.	0.07	4	0.28
T2	The recent pandemic Covid-19 has affected the whole world and the company must be able to rise from this catastrophe to face the new challenge which will very much be different from the previous set up and operation of the company. The current situation is that those company who can live and adapt to the new norm in the industry faster will likely be able to recover much faster than others who are still living with past glories.	0.05	3	0.15
T3	The threat of Technology cannot be eliminated especially during the new normal whereby Information Technology will be the new thing in the market now and the company must be able to train all their staff to be at least in the intermediate stage of IT knowledge and be adaptable with computer technology on their daily business running to stay afloat and be competitive in the new market or else will be left behind and suffer.	0.07	4	0.28
T4	The company HRD must produce a proper plan and strategies to fill up the role and posts of the high and senior management level staff to ensure the company business is not affected by retirement or sudden resignation of some important staff in the company. HRD must be well prepared and have their succession plan in order to cope with changes that might occurs on schedule or a sudden announcement by the senior staff leaving the company immediately and left some of the daily business on a stand still.	0.04	2	0.08

T5	Constant training to senior and medium management staff is relevant in dealing with difficult clients which might be very demanding, stubborn, hot tempered and many other more. HRD must arrange for training for these staff on how to handle and tackle with these kind of clients as the way the staff managed and handle the situation will very likely reflects on the reputation of the company as a whole. With the work stress coupled by some personal problems will result in the staff inability to judge and manage the client or work in the best manner possible resulting in complaints and damaging consequences to the company reputation or to an extent financial losses.	0.03	2	0.06
T6	The HRD must ensure continuous training and upgrading of the staff training in ensuring the good work done during the pandemic lockdown does not go down to the drain and the staff knowledge of the IT is stagnant. The IT training program should be tailor made to suit the staff capability and knowledge and not just one training program for all staff to attend which will create imbalance since they will be some staff who are illiterate and some proficient in IT knowledge. The training must also include knowledge on how to prevent hackers from ever getting information from them and avoid their computers being planted with virus.	0.04	3	0.12
T7	To ensure that PETRONAS & KLCC group of companies policy will not be compromised, KPS should not be complacent and let their guards off just because they were awarded the ISO: 37001 and OHSAS: 18001 certification which only very few companies in Malaysia were certified. They should ensure all the policies stated in the certifications are fully complied by all staff and the documentation process must be in order in ensuring the policy is not being abused and the recertification process is not affected by the incomplete documentation process and compliance to the practice code due likely in about two year time. Companies who understand the benefit of this certification will target for this accreditation and once they obtain it will be a threat to KPS in the long run.	0.05	3	0.15
T8	Competitors in the market have been actively sourcing for projects in the market and their fees have been very	0.07	4	0.28

	competitive and low in order to secure project. They are also trying to pinch the good and experienced staff from our organization to boost up their company profile to remain competitive. Management have to plan out new strategy in terms of pricing or tendering for new projects to be competitive and cannot remain stagnant like before when economy was good or stable.			
T9	Some of the new plan projects by PETRONAS and KLCC Group which was planned earlier before the Covid-19 pandemic has been shelved or put on hold until further notice is affecting the company growth in terms of economics and financial turn over. Management must source for other alternatives plan or client to cover for the delayed or deferred projects to maintain the company operation and stability.	0.04	4	0.16
T10	The changes and instability of the country government has impacted the local market development as many developers are worried of the new ruling to be introduced if a new government were to take place and the withdrawal of foreign investment due to the new government instability has badly affected the local economy apart from the Covid-19 pandemic effect.	0.05	4	0.20
<b>Total EFE Score</b>		<b>1.00</b>		<b>3.32</b>

## 2.5 ANALYSIS

Based on the results from the above and the total scores for both IFE and EFE evaluation matrices analysis, the ratings can be interpreted based on the following research conducted. The scores and ratings ranges from 4.00 to zero, whereby 4.00 = strongest, 3.00 - 3.99 = strong, 2.5 - 2.99 = above average, 2.00 - 2.50 average and below 2.0 = weak.

It was identified that O4, O7, T1, T3 and T8 are the main factors contributed to the strong ratings and scores and should pay more attention to the few mentioned items. The score rating at 3.32 indicates that KPS is in a strong position externally based on the external factors analysis conducted.

KPS has been actively upgrading the company to become an internationally recognized firm and has thrived to improve in every department and to be seen as one of the most improved PMC in the market.

As identified in above item O1, O2, O4 and O9 can be considered as counter effective against the threat from item T1, T3 and T9.

S2, S4, S6, S8 and S9 has been identified as being the strong points and their key strengths that the company can depend and rely upon to manage and strengthen the company portfolio and reputation in the market.

However, their weak point lies in the area as stated in item W1, W2, W4, W7 and W8. The overall rating score of 2.78 rated as above average means that there are still room for improvement for the company to overcome the weak links in the company.

Overall the strength and opportunity poses in the company likely will be able to overcome the weakness and threat which the company and its management staff must be effective and prudent in identifying and solving the problems encountered fast and effectively without much delay.

### TOWS ANALYSIS

The TOWS analysis was developed back in 1982 by a Professor in Management named Heinz Weihrich as mentioned in his article "The TOWS Matrix – A Tool for Situational Analysis" whereby the primary objective of the tool is to systematically identify the relationship between the Internal Factors (Strengths and Weakness) and External Factors (Opportunities and Threats) base on the studies generated from the SWOT Matrices Internal and External Factors Analysis.

Below TOWS analysis shall be conducted based on major factors identified as detailed in the SWOT IFE and EFE Matrices analysis and all strategies proposed shall be conducted based on the eligibility and importance factors identified for the analysis.

Table 7: TOWS Analysis

S-O STRATEGIES	
1	KPS should build on their reputation and strengthen their relationship with clients such as PETRONAS & KLCC Group and Putrajaya Holdings and take the opportunity to accumulate all or as much as possible projects from them and at the same time build better and closer rapport with clients such as POS Malaysia or State Government development division to secure more projects be it for present or future projects. (S1, S2, O1)
2	KPS should use their latest completed project in Pengerang, Johore which is a joint venture oil refinery project by PETRONAS and Aramco (Saudi Arabia) group as their stepping stone to bid for more local and overseas project with their proven Project Management Consultancy team and the usage of latest technology software tools such as Primavera Oracle and Building Information Modelling to manage the project which was successful in managing and completing the project within stipulated time, cost and quality which is a boost to the company image and reputation in the market. (S7, O2, O3)
3	KPS current annual financial turnover is healthy and still remain strong therefore they should be competitive and remain financially strong in the market and with the introduction and certification of ISO: 37001 Anti Bribery Management System, KPS should take full opportunity of this certification and declare their commitment in combating bribery in the construction and trading industry and remain as a reliable and trustworthy PMC in the local and to an extent overseas market. (S9, O5, O7)

S-T STRATEGIES	
1	KPS reputation as a PMC firm with about 25 years experienced and have completed multiple landmark projects especially the PETRONAS Twin Tower in 1998 and their team of experienced staff shall be their main weapon when bidding for new projects. However, they should not be complacent as many new PMC firms been set up and their bidding price is very competitive. Another concern is the pinching away the good and experienced staff from KPS and join them might be a threat to KPS as they know and understand KPS method of bidding and work operation method. (S3, S5, T1, T8,)
2	KPS current experienced senior management and project team members are capable of multitasking and handled few projects simultaneously without much problem, however the current middle and junior management team does not seem to have the capability to take over the helm from their seniors anytime soon which might be a problem to their current team and threaten their daily operation smoothly when the seniors retires. (S8, T4, T5)

3	<p>The new era of Technology cannot be avoided and constant training provided and upgrading of staff knowledge in the Information Technology during the pandemic lockdown and R&amp;D team proactive research towards new products and Technology is very encouraging. However, Information Technology is a tool whereby constant upgrading and training is required to keep up with the rapid technology changes that is happening constantly. Training such as hackers exposing the weakness of users with little information on IT knowledge and stealing data or planting virus into their computers is the real threat where the management must also focus on their training session and upgrade themselves from being a victim of the hackers. (S4, S6, T6)</p>
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<i>W-O STRATEGIES</i>	
1	<p>The management decision in engaging External Consultants to resolve their problems shall be good in the short term but on long run the company over reliance on them will be a major issue in terms of cost and information leak. Instead the management should consider setting up a team to train, learn and work together with the External Consultant and master their skills before deciding on terminating their services and the personnel involved who has mastered their skills shall take over and lead the team to resolve problems just like the External Consultants did. After the team has accustomed to their roles and able to resolve problems like the External Consultants did, they might consider taking this opportunity and set their own specialist Consultant team and rendered their services to their clients and other subsidiary companies as well. (W7, O10)</p>
2	<p>KPS over reliance and dependent on their past glories of being the PMC who has completed the PETRONAS Twin Tower back in 1997 and still use it as their platform when dealing with their clients and local authorities are their main weakness especially the local authorities who were forced to approved certain decisions back then mainly due to political pressures. Instead KPS should take the opportunity of them being a certified ISO: 37001 Anti Bribery Management System and OHSAS: 18001 Health and Safety Standard certification whereby very few companies in Malaysia able to obtain both certification as their benchmark and strong point when dealing with clients and local authorities to win over them. (W1, O5, O6)</p>
3	<p>The Covid-19 pandemic has turned the world economy upside down and to almost a standstill for a certain period of time. KPS over reliance on their parents company for support on most occasions has drastically affected KPS turnover whereby it was proven that over dependence on their parents company support might not be the best choice for long time survival. Instead KPS should use the opportunity of being a subsidiary of PETRONAS and KLCC group as their leverage when sourcing for opportunities and projects with current and new potential clients especially with those clients who have business deals and required their parent group support in their dealings to have better advantages when negotiating for terms and conditions of a project. (W4, O1)</p>

<i>W-T STRATEGIES</i>	
1	<p>Failure of the HRD and Management team to retain the good and performing staff from leaving the company is a major setback which they must address upon immediately before losing more capable staff to their competitors. The failure and delay by HRD and Management team in preparing a proper and strategize succession plan to take over from the senior positions is a concern and might affect the daily business operation of the company if few of their senior levels staff suddenly resign or unable to attend duties due to unforeseen circumstances which likely will be a big blow to the company overall daily operation. (W6, T4)</p>
2	<p>The Research and Development must constantly and proactively conduct market research on new products availability and new Technology advancement software around the world by attending more seminars and exhibitions overseas to keep themselves updated in the world market and not just rely on information provided by their suppliers locally for updated information. Information Technology has been identified as the main tools each and every organization in the world must be able to master and keep up with their advancement to stay relevant in the industry. The Covid-19 pandemic has speed up this process and some of the department lacking or delaying their process in upgrading their software products and staff inability or reluctance to upgrade and learn the Information Technology skills is a real concern and the possibility of the organization being lagging behind their competitors will be a real threat to their ambition and vision in being the top PMC firm locally is in doubt. (W3, T2, T3)</p>
3	<p>KPS must start to expand and diversified their business abroad and not solely relying on the local market only for their business operation turnover. The current Covid-19 pandemic is a good lesson for almost every organization to diversified their business and seek for more versatility in their business operation to remain relevant and sustainable in event an economy collapse were to happen again in future. The instability of a local government is the main concern and reason in almost every country as the main contribution and threat refraining foreign investors from investing into the country which directly and indirectly affected the economy and the growth of the country which is currently happening in Malaysia. The policy of the government in managing the country policies is likely beyond the means of almost every organization in the country which is the main threat towards development of the country. (W10, T10)</p>

### *TOWS ANALYSIS REVIEW*

Based on the above analysis, it is imperative that there are few important elements which the management should put as priority and strategize the best formula to mitigate the problems.



## STRENGTH AND OPPORTUNITY

The strength of the company lies in their association and being part of the PETRONAS and KLCC Group of companies which have given them tremendous advantages over most of their competitors.

Furthermore PETRONAS and KLCC Group have been expanding their business rapidly over the past twenty years and is still going strong in expanding their business both locally and internationally.

The Pengerang Oil Refinery Plant project in Johor is an example of the group ambition and their expansions plans in being competitive and to be seen as one of the top Oil & Gas Conglomerate in the world.

KLCC Group has been an active developer locally and is expanding their business internationally to ensure they are not left out with the abundance opportunities it is offering in some countries.

However, it is locally where KLCC Group have earn their name whereby properties such as the PETRONAS Twin Tower, KLCC Tower 3, KLCC Suria Shopping Mall, Menara Exxon Mobil, Mandarin Oriental Hotel, Traders Hotel, Impiana Hotel, the Exclusive Binjai On The Park Condominium and many others which are the cream in the heart of Kuala Lumpur City Center.

All the above mentioned projects and many other more are managed by KPS as their PMC and from all these completed projects, they have gained numerous experienced and knowledge in terms of managing all kinds of development such as high rise buildings, shopping malls, hotels, condominium and others.

KPS should take full advantages of this leverage and be more aggressive and proactive in securing for more projects both locally and overseas to be considered themselves as being a top Project Management Consultant in Malaysia or in this region.

Apart from KL City Center development, KPS is also part of the design and project implementation team for Putrajaya Government Complexes and its surrounding developments.

KPS was the PMC for most of the projects in Putrajaya Government buildings and complexes and also some of the vicinities surrounding the Putrajaya township development.

One of the most stands out building that KPS managed was the Malaysian Anti- Corruption Corporation (MACC) building which is widely known as one of the top rated Green Building Complex in Malaysia.

KPS should ride on all this successful and reputable projects managed by them and to promote their company branding as being one of the most recognized and reliable PMC in the nation with experienced in managing all kinds of developments inclusive of the latest Green Building initiative which is recognized worldwide.

KPS should also be made known to all their clients and peers on the amount of accolades it won in overseas presentation, competition and especially locally whereby the Anti-Bribery Management System (ABMS), Code of Conduct and Business Ethics (COBE) and successful implementation and certification of the Occupational Health and Safety Assessment Series OHSAS: 18001 and ISO: 9001 & 37001 & 14001 which are among some of the notable accolades and certification.

There are less than a handful of companies in Malaysia which managed to have the ABMS and OHSAS certification from the government associated bodies and KPS should be proud of their achievements and should use it as one of their main weapon when tendering, negotiation or securing a project from their clients.

#### WEAKNESS AND THREAT

The current Covid-19 pandemic has seriously affected almost the whole world economy and Malaysia was not spared either.

Not only was the economy affected but the health of many people was threatened by the speed and how deadly the virus is spreading through the community.

It has directly and indirectly affected many people's daily living life style especially the older folks whereby they are forbidden from visiting their friends, relatives and close family members.

The death toll is also on an alarming note whereby the current death rate (as of January 2021) has exceeded more than two millions death worldwide based on World Health Organization (WHO) statistics.

Lockdown was conducted and implemented in many countries worldwide including Malaysia and it has affected the normal business operation of most companies in the country.

The overall economy was badly affected except for some industry whereby manufacturing and producing of equipment and materials related to medical supplies and health products have strived.

The threat of this Covid-19 pandemic is still looming and some medical experts has predicted that this pandemic might last for at least another two years before it dwindles down and the economy goes back to normal mode.

Therefore, KPS should start venturing into other plans to ensure the stability of the company is not affected for at least another two years until the economy is back to normal.

KPS should not be idling and depending on their parents company PETRONAS and KLCC Group to bail them out if the situation worsens. They should instead be more proactive and search for more or better opportunities among the PETRONAS and KLCC Group's property and proposed suggestion and alternatives solution for better enhancement work for their existing properties.

KPS should consider looking at options in securing maintenance scope for some of the buildings operated and managed by PETRONAS and KLCC Group of companies and try to secure the work by providing additional services on top of the normal services rendered such as providing health check and overall study on the current building condition and proposed solutions to the problems for a better performances and extended life span of the building operation to gain better leverages and advantages from their existing competitors maintaining the buildings or properties.

The attitude and method of the current younger generations managing their daily operations and work method is very much different from the older generation method in managing the process.

Information Technology has been the new norm in most if not all the younger generation methods in managing and handling their daily activities. It must be said that the modern generation or trend now is IT comes first in most things that we do which the younger generation is adapt to.

But they are also flaws which can be seen in this new trend whereby most people nowadays communicate through messages from their tablets and very less interactions like the older generations method of dealing with most things or problems especially the difficult and tedious problems face to face.

Their human communication and personnel touch skills is very much lacking whereby some of them will take it for granted that any information or instructions send out through the IT method is considered as final and official.

The problem arises when these staff is required to handle a difficult client who is very experienced, hot tempered and difficult to persuade to accept other people's opinion.

There are lacking in terms of personnel human touch, the negotiating and persuasion skills and most important the tolerance level in diffusing a tense situation and resolving the problems or issue in an amicable manner.

The pinching of good, potential and hardworking staff to other organization is common and happens to almost every company in the market.

To overcome this problem, the HRD and their Senior Management team must strategize their plan well especially in terms of future plan for the younger and middle age group to understand and acknowledges that their future lies ahead is promising if they were to maintain, grow and be successful together with the company.

They Senior Management and HRD must walk the talk and be sincere in their plan by promoting those staff which has proven their capabilities instead of hiring from outside the group or department to fill the vacant post left by the retired or resigned senior staff for that position.

Even if the HRD feels that the current staff do not have the capability to fulfill the vacant position, a proper acceptable and strategize explanation must be given to the staff who did not make the grade for promotion in order not to demoralized the morale and working spirit of the missed out promotion but other staff as well.

HRD plays a very important in most organizations since it deals with people which is the core of the company in decisive factors such as the successful and failure of a company in terms of work collaboration and teamwork in achieving a milestone together with the management team.

HRD must be open when dealing with staff or workers problem as they are deemed to be the expert or professionals in dealing with this kind of problems.

It is understandable each and every department have their own work scope, task and milestones to achieve but most of the time it is because these individual department needed to achieve the results set on them or better which hinders the corporation required by each department. It might also because some departments might want to see other department failure to ensure their own departments survival and be seen as successful.

Therefore, a proper Strategic Human Resource Management planning in dealing with milestones target is very important to overcome the common issues that arises in the work collaboration between departments in which the HRD must strategize and plan properly to achieve success for the company or group with a proper and tactical Strategic Human Resource Management (SHRM) formula as mentioned in Part: 1 of this project paper.

## BLUE OCEAN STRATEGY

The Blue Ocean strategy was introduced by author Renee Mauborgne and W. Chan Kim in 2005 and upon its publication, the book has been widely circulated and strategy has been implemented in many organizations as part of the measurement tools in their assessment method.

Blue Ocean as mentioned by the authors is a strategy based on simultaneous pursuit of differentiation and low cost to open up a new market space and create new demand. The good part of this strategy is it can be used on almost every kind of business it intended to apply on.

It is also able to empower organizations by providing a set of analytical tools and frameworks that any company can apply to reshape the industry boundaries in their favor and leave the competition behind.

Blue Ocean is imperative in the modern era whereby Technology advances plays a very important role in defining and improving the industry productivity and allowing PMC, suppliers and contractors to produce an unprecedented array of products and to an extent services to fulfill the needs of the construction industry and its fellow industries.

The Blue Ocean Strategy is consider unique in a way in can be implemented by any organization be it a new startup company or an organization which has already been in the market for many years. The strategy was created by incumbents and also new entrants which is why the Blue Ocean Strategy can be adopted by any organizations which intends to use it.

Blue Ocean strategy has it unique way and method in benchmarking and identifying their competitor strategy and method in analyzing the performances.

The Strategy Canvas and Four Action Framework are the other analytical tools that forms part of the Blue Ocean strategy in analyzing and assessing the performances which has proven to be quite effective in the modern era.

To analyze their competitor analysis and performances ratio, The Strategy Canvas and Four Action Framework will be the tools used to conduct the research, assess and analyze the results and performances of the companies involved.

THE STRATEGY CANVAS

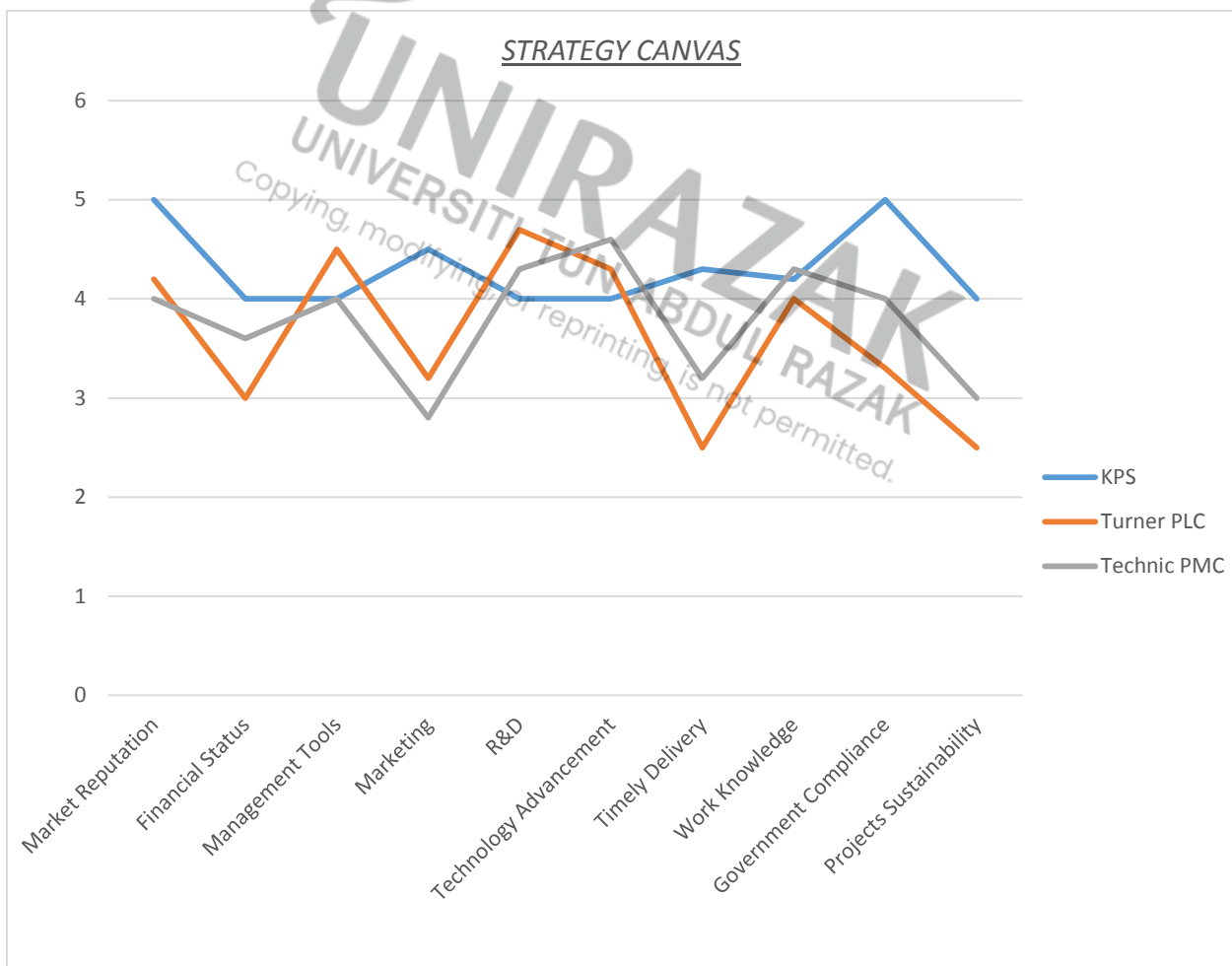
The analyzing mode and diagnostic mode shall be based on vertical and horizontal axis with the rating ranging from **1–Low, 2–Below Average, 3–Average, 4–Above Average, 5–High and 6–Excellent** .

The analyze companies considered shall be KPS, Technic PMC and Turner PLC which are renowned Project Management Consultancy firms in the market.

The analysis will indicate the performances of each company based on the categories stated in the diagram/chart.

Below is the Strategy Canvas Chart for the 3 companies identified for this study:

Figure 12: Strategy Canvas



Ratings: **1–Low, 2–Below Average, 3–Average, 4–Above Average, 5–High and 6–Excellent.**

Below are the explanations on each category rankings.

- *MARKET REPUTATION*

KPS has better market reputation than the others based on their 25 years being in the Project Management Consultant field and also due to previous track record of being the PMC firm who has successfully completed the PETRONAS Twin Tower back in 1998 which has the proud reputation of being the tallest building in the world back then.

After the completion of the PETRONAS Twin Tower back in 1998, KPS embarked into the Government sector in being part of the design team in the design and implementation of the Putrajaya Government Buildings and Facilities around Putrajaya Precinct and township.

With the completion of these two major milestones, KPS reputation in the local or to an extent internationally has soar tremendously. Therefore, KPS reputation still stands tall on this category compared to the other two competitors.

- *FINANCIAL STATUS*

KPS chooses and select the clients they will work together with and on most occasions their client payment has been prompt and seldom deferred or withholds their payment when the due date arrives.

KPS major clients are Petronas Group, KLCC Group and Putrajaya Holdings Group whereby these companies financial status is mostly on the strong and positive side of their financial standing which does not affect our payment collection status thus KPS financial standing is on the positive note most the time.

Some of their competitor client has been well known in the local market for not being a prompt and good master and has affected their payment collection and indirectly affected their overall financial standing.

Therefore on this note, KPS has better advantages than their competitor since their clients are directly and indirectly link to the company in different manners.

- *MANAGEMENT TOOLS*

KPS has been actively upgrading their management tools to remain competitive in the market. The company has been proactively sending their staff for training and upgrading their knowledge in handling and operating all the new management tools available to stay in touch with the products availability.

Turner PLC being an international company has the benefit of having the management tools first hand since their overseas counterpart will be updating and releasing any new management tools available for their usage.

Therefore on this part, KPS still need to do some catch up work to match and keep up with the standards provided by Turner PLC in terms of management tools availability which might have an upper hand on their competitors when presenting the work packages to their client.

- *MARKETING*

KPS being a reputable PMC firm locally and with the backing of Petronas and KLCC Group has the best marketing tools in town compared to their competitors.

The word of mouth introduction and marketing of KPS being a subsidiary of KLCC Group which is one of the biggest developer in town and Petronas Group as one of the Forbes 500 company in the world is more than sufficient than advertisement on the media or newspaper

Some of the clients which have ongoing or potential business trading with Petronas or KLCC Group will likely engaged KPS as their PMC if they are any new projects to be develop.

On this note KPS have better leverage and advantages over their competitors with the support from their parents company which play a major role in promoting their PMC services through word of mouth more than in advertisement or publications.



- *RESEARCH AND DEVELOPMENT (R&D)*

KPS has been recruiting new, potential and exciting younger talents to expand the research and development to boost the company image on this section.

KPS previous and current staff involves in the R&D works has not been aggressive enough to source for new developments and products to improvise the company exposure towards new resources in terms of Information Technology products.

Turner PLC and Technic PMC team has been aggressively updating their management in terms of new developments, products and Information Technology updates.

They are much ahead of KPS on this manner due to their wide exposure towards overseas and international knowledge in terms of research for better and new products and development on happenings around the world which might have an impact towards their business expansion.

- *TECHNOLOGY ADVANCEMENT*

KPS management is well aware that the world is moving towards Information Technology and any country, organization or personnel which are lacking in this trade will be left behind.

Therefore KPS HRD have been aggressively sending their staff for training and upgrade their IT knowledge to keep up with the new trend in the market now.

Some of the new technology as mention in Part 1 of this project paper such as Building Information Modelling (BIM) and Oracle Primavera is two important management tools that every PMC firm must have to be able to monitor, coordinate and track a project progress and schedule effectively.

KPS has been actively sending their staff for training and master these two management software tools to stay and remain as competitive and competent as possible with their competitors.

However, Turner PLC and Technic PMC has been aggressively using this management software ahead of KPS and most of their staff are proficient in operating and managing these management tools which has better advantages than KPS which are still in the evolving process.

- *TIMELY DELIVERY*

Most of the projects managed by KPS were able to deliver on time or slightly ahead of schedule. Even though there are some projects which have been delayed in the handing over schedule their clients have been able to accept the delay because the main reason was due to their client last minute changes to the design and late in confirming decision required from them.

The reputation of KPS in the local market is well respected among the Clients, Consultants and Contractors who have been dealing with KPS for the past years.

KPS is a much more dependable PMC when dealing with timely delivery as they have a team of staff who has been in the PMC field for many years and their skills in managing Clients, Contractors and Local Authorities in obtaining approval has been their core in managing a project successfully.

Turner reputation and performances has been on the drop recently due to their failure in completing and handing over few major projects within the stipulated time and cost. The reason for their drop in performances was not clearly identified but might be due some of their experienced staff leaving and joining other PMC companies which contributed to the delay in handing over the project on time.

- *WORK KNOWLEDGE*

The work knowledge of the three PMC firms is almost comparable and the main reason why Technic PMC and KPS is slightly better than Turner PMC might be due to the reason the two company understands the local working policy and authorities requirements better.

All three companies have their own set of knowledge and trade secrets which enables them to be among the best in the field of PMC locally and internationally to an extent.

On this section, the differences is not much and difficult to single out who is better in terms of work knowledge as each of them have their own specialists in this trade kept in the locker.

- *GOVERNMENT COMPLIANCE*

KPS is well ahead of their competitors on this manner with the introduction of the Anti-Bribery Management System (ABMS) which fully comply the government call for transparency in managing an organization.

Petronas and KLCC Group is one of the first company in Malaysia to implement the ABMS and adopt this strategy for all dealings whether internally or externally.

In fact Petronas and KLCC Group has been adopting the Code of Conduct and Bribery Ethics (COBE) for the last ten years in all dealings which is part of the government strategy in combating bribery in contract dealings.

Therefore on this section KPS being the subsidiary company of Petronas and KLCC Group of Companies must follow strictly to the business code implemented by the group and can be considered to be well above their competitors in terms of government compliance.

- *PROJECT SUSTAINABILITY*

The order book in KPS is still healthy and can sustain the company for the next two to three years at the least.

With the current Covid-19 pandemic, many developers has been lying low and keep their projects in view first before deciding on the next step forward.

KPS is able to sustain the pressure since most of their current ongoing projects especially projects related to Petronas and KLCC Group is still proceeding even though at a slightly slower pace than normal.

The instability of the current government also contributed partly to the slow economy recovery which has affected many companies operation especially the construction sector. Lesser investor are willing to take the risk and invest in a country where the current government ruling is unstable and high chance of it being overturned.

With all these problems gathered, KPS current condition can be considered as much more stable and sustainable compared to their competitors which are short in projects.

## FOUR ACTIONS FRAMEWORK

Upon completion of Strategy Canvas analysis, the Four Action Framework shall be implemented to identify the overall strategy of Blue Ocean principle.

In the Four Actions framework strategy, there are four elements which constitute the framework for this strategy. These four elements will be able to identify and differentiate any disturbance to daily business operation, the overhead cost of business operation which relates to effective price costing, service quality competition and marketing network in defining the industry challenges strategic business model.

- **ELIMINATE** – The strategic method to eliminate unnecessary cost involves.
- **REDUCE** – Factors which elevate the company to be competitive and reduce competition.
- **RAISE** – Improve service quality and provide better end product/quality to client.
- **CREATE** – To provide value added services to client and effective marketing strategy to boost company image.

Table 8: Four Action Framework

### ELIMINATE

*It is prudent in any business model, the overhead cost of a company is important, therefore to eliminate unnecessary cost it is best for KPS to terminate some of the staff that are ineffective and creating nuisance and disturbance to other proactive staff according to labor law rules, policy and regulations. HRD should firm up the succession plan soonest possible and all procedures, plan and strategy must be in place to eliminate the possibility of business to be on sudden halt and unable to operate as normal in the event or due to the senior staff sudden resignation, sickness or death.*



### REDUCE

*KPS should produce better and attractive packages when tendering for projects to attract the client interest and attention while at the same time promote additional services and new technology products which can attracts the client attention to be more interested and indulge into the conversation to be more competitive and fend off their competitors. The attractive proposal which allows the client to participate in the questionnaire session and wanting to know more about the propose packages shall be the strong point and must take this opportunity to overcome and come out top in the client list as their preferred choice as the PMC for their projects and reducing interactions with their competitors which will indirectly reduce the risk of competitive competition from their rivals.*



### RAISE

*HRD should initiate more training to upgrade and raise the standard of the staff providing technical services to their clients. Training such as how to mitigate and resolved not only technical problems but also on human interaction like how to control a tense situation, pacify and resolved the matter in amicable manner. These are some of the services lacking in the staff now which might rendered as disadvantages to us compared to their competitors which has the staff capable of handling situation like this. Staff initiatives to update latest Information Technology to their clients on new products which are beneficial for their projects will be an added advantages to gain better trust and confidence level from their client.*



### CREATE

*KPS must produce and create more attractive options for their client to choose as an added services to their proposal. Customer service is of utmost importance in the PMC industry and to formulate out an effective marketing strategy on how to improvise and upgrade the image of the company to become premium in terms of customer service will be an added advantage to the reputation of the company as a whole. KPS might consider adding benefits such as a complete PMC packages which includes giving the options to their client such as better discount for next project if appointed, free Consultation Services for future potential projects during proposal stage and chances of better negotiation deal if their client or their subsidiaries plan to rent any retail outlets in their premium shopping center or rent an office at the Petronas Twin Tower which are well known for being occupied by Multi Nasional companies and a recognized Multi Media Service Corridor (MSC) status building with the government.*

## *BLUE OCEAN JUSTIFICATION AND ANALYSIS*

The Blue Ocean strategy which consists of Strategy Canvas and Four Actions Framework was formulate and the outcomes of the findings are based on the formula presented.

Below are some of the selected analysis based on the Blue Ocean framework which depicts the results, outcome and steps to be considered for the applications.

### STRATEGY CANVAS

In the Strategy Canvas, the findings indicates that KPS seems to be on a more positive note in terms of market reputation, project delivery, government compliance and project sustainability.

It can be obviously observed that the above few mentioned items has a bearing on the outcome of the business model and the overall company operation.

The marketing segment of KPS largely depends on some of the high profile completed projects which forms the bulk of the words of mouth marketing and advertising to convince their client on their ability to managed and deliver projects on time, schedule and within budgeted cost for a major project of that scale.

KPS does not spend much on the marketing or advertising strategy since most of their clients are well known to this industry and understands and knows very well that KPS are capable of producing quality products and projects within the stipulated time, cost and quality.

Furthermore KPS with the support and backing from their parents company, has a strong financial background which are able to handle and managed projects of almost any scale.

KPS reputation as a strong financial status company and proven to be a good paymaster to their vendors and contractors is mainly down to the reason that KPS chooses their client in ensuring that their client have strong financial background in supporting the project financially without major problem when comes to payment to their vendors and contractors during the course of the project.

The instruction to strictly follow Petronas and KLCC Group of Companies in complying to the government code of practice to eradicate corruption and bribery from the construction industry and society has a major bearing and impact in the manner KPS is able to convince and instill confidence to their client that their project team are all professional and ethically train staff to manage a project with full transparency and free from any corruption and bribery issues which will tarnished and jeopardize the company image.

This will be the best weapon for KPS to market and advertise their company reputation when presenting to their new and potential client.

Since the Anti Bribery Management System (ABMS) certification has been awarded to only a handful and very minimum organization, KPS should make use of this leverage to full use and market their company as much as possible before other companies able to obtain certification.

Support from Petronas and KLCC Group of companies in awarding all their new, refurbishment and renovation projects to KPS has proven to be a major boost to the company overall in terms of project sustainability especially during this Covid-19 pandemic period which has affected almost every organization in Malaysia and the world.

Even though new projects are on hold for the moment, however all the ongoing projects, refurbishment and renovation works required by Petronas and KLCC Group are still ongoing which managed to sustain the company during this difficult period encountered by many companies.

#### FOUR ACTION FRAMEWORKS

As for the Four Actions Framework, it is vital for the company to consider terminating or transferring those ineffective staff which are currently occupying some of the important positions in the organization.

The negative impact from these ineffective staff cannot be overlook or deemed irrelevant as their negative influence towards the normal or neutral staff might be very effective in turning them from a good and hardworking staff towards being ineffective and lacking enthusiasm towards their work anymore.

These ineffective staff will try ways and means to convince and influence these good staff to join them and form a larger group in order to gain better leverage when the time comes for them to bargain and negotiate on their termination or transferring of posts.

Succession plan is compulsory for any medium or big set up organization or corporations. This is to ensure that whatever happens to the person leading the team or department are able to have someone to take over immediately in event of any unforeseen circumstances happen which reduce the existing personnel from carrying its duties effectively .

Packaging is very important in the modern days be it in selling products or services to their customer or client.

It has been proven on many occasions that a packaging with care and details will benefit more and better than an average packaging that just sell their products or services without considering the details and need of their customer and client choices and preferences.

The packaging must be handle with care and with precise details such as after sales service call asking for feed backs and questionnaire forms for customer or client to comment on any shortfall or complaints they might have during and after the project completion to improvise on their future services to their client.

With the current Covid-19 pandemic still looming in the air, it will not be a surprise that some of people mood will not be good and always on the fringe of breaking.

The HRD should conduct training or courses on human crisis and stress management to manage their client or maybe their colleagues as well.

HRD should consider engaging specialist External Consultant which specialize in dealing and managing human crisis and stress management to overcome the problem before it exploded.

The management should take this matter seriously especially at this current moment whereby many companies and people are on the fringe of breaking and their temper will always be on the high which is why the stress management is crucial in managing the situation.

During this Covid-19 pandemic, many companies has resorted to working from home (WFH) method to curb the diseases from spreading and to minimize the risk of infection.

The management and HRD has been actively promoting and encouraging staff to register for training while working from home as part of their initiatives to empower and improvise their knowledge on skills especially matters related to Information Technology.

It is believed that after this Covid-19 pandemic is over or has been overcome with vaccines initiation on humans, Information Technology will be even greater sought after on their daily activities such as online meetings, online purchases, online trainings and many other more.

Therefore it is imperative that all staff should and must be IT savvy or at the very least basic IT knowledge on how to operate the computer to conduct daily activities such as online meetings and others.

The image and reputation of KPS is very important as it bears not only their company logo but the logo of their parents company Petronas and KLCC Group as well.

Therefore, it is important and relevant for the staff to conduct their business in a professional manner and their attitude and demeanor must be pleasant at all times which will have an impact when dealing or negotiating business or project with their clients.



An attractive package which includes premium products or services such as better after sales service and conducting free Consultation and presentation to their clients on products and technical services it can provide with the new management tools and technology knowledge that they have recently acquired.

Constantly keep in touch with their existing, new and potential clients to ensure they are not forgotten and also making sure their new and potential client knows and realized their existence in the market and prompt them not to forget and invite us to participate in future projects tender.

### PRIMARY FOCUS

With the Covid-19 pandemic still looming in the air, it is prudent for KPS to shift their focus in ensuring the sustainability of the company is manageable.

Therefore the focus for KPS now is to turn to their parents company which is Petronas and KLCC Group companies which still has some ongoing projects carry on.

In order not to allow any chance for outsiders to participate or get a foothold on any of their ongoing or new projects in hand, KPS must plan out a new strategy to ensure that Petronas and KLCC Group will only engaged KPS as their PMC for any big, medium or small scale projects available.

With their external clients projects mostly put on hold until the Covid-19 pandemic is over or settled down and the ruling government instability status, the hope for external client projects to kick start is very slim knowing any mistakes will cost the client to suffer huge losses especially if there is change in hand on the current government ruling.

The other measures the company shall focus on is the transformation of the company into a more Information Technology based company to keep track and remain as competitive as possible with their competitors.

The current Covid-19 pandemic has forced many companies to work from home especially with the introduction of the Movement Control Order (MCO) and Conditional Movement Control Order (CMCO) which resulted in KLCCP requirement to follow with the ruling and staff working from home.

The management and HRD has taken the initiatives and a step forward by introducing many online learning sessions for the staff to study and learn during the period when they have to work from home.

This strategy has turned out to be a very good move as some of the staff who are not familiar with the usage of computer, has improved on their skills in managing the process.

This is essential since the HRD is planning to introduce most of the previous manual procedures to be computerize in order to catch up with the new market trend and requirements.

The certification of Occupational Health and Safety OHSAS: 18001 is crucial in transforming the company into an international reputable company since the certification is internationally and worldwide recognized to be one of the leading safety aspects in construction industry.

The company has gone through many obstacles in obtaining the OHSAS: 18001 certification and KPS is one of the very few companies in Malaysia to be accredited and acknowledged by CIDB and DOSH Safety Board with the certification which can be considered as prestigious in the nation.



## 2.6 ALTERNATIVE SOLUTIONS

Based on the above mentioned primary focus problems identified, analyze and recognized it is recommended that the following proposed alternative solution or strategy to be implemented for improvement to the company in overall with the introduction of Organization Development (OD), Change Management (CM) and Transformation to the three main factors identified.

### *ANALYSIS ON ORGANIZATION DEVELOPMENT, CHANGE MANAGEMENT & TRANSFORMATION*

KPS was established back in 1993 with a small set up consists of about only 30 staff. The organization has transform tremendously and rapidly since the inception back in 1993 and the company now has more than 300 staff working in various departments within the company.

KPS has developed and transform into a well establish and reputable PMC firm in Malaysia now and is still growing currently.

Many changes has occurred during these transition period whereby Petronas and KLCC Group of companies work ethics, conduct and policy, certification of ISO: 9001 & 37001 & 14001 and OHSAS: 18001 and especially Digital Information Technology Transformation has taken over most of the activities and documentation process in the organization.

Apart from the above mentioned three main criteria which has transform the company establishment and reputation to become one of the most competitive PMC in the local market, there are also many changes that has taken place and contributed to the company transformation process as mention and stated in *Part: 2, item 2.2.2.*

As mentioned in *Part: 2, item 2.2.2,* the challenges that KPS has gone through was difficult and tough with many obstacles from all quarters within the company from top to bottom management staff but the determination to succeed has prevail and company is finally reaping the rewards now.

However all this struggle to transform the company to be a reputable, well known and established PMC firm is prove of the company dedication in improving the company to become the best or one of the best PMC firm in the local market for many more years to come.

We have identified three main factors which are significant in transforming KPS into an establish firm in the local industry as mentioned below.

There are three main factors which likely will be able to transform the company's current status in the market and ride through the pre and post Covid-19 pandemic to become more reputable

and recognized as one of the best PMC firm in the local market and possibility internationally as mentioned below.

- 1) *Information Technology*
- 2) *Compliance to Petronas and KLCC Group of Companies Policy*
- 3) *ISO and OHSAS Certification*

Above three factors have contributed to the overall growth of the company from inception until to date which can be considered to be quite significant.

Below graph illustrate the three main factors mentioned above which total up to about 88% of the overall company transformation.

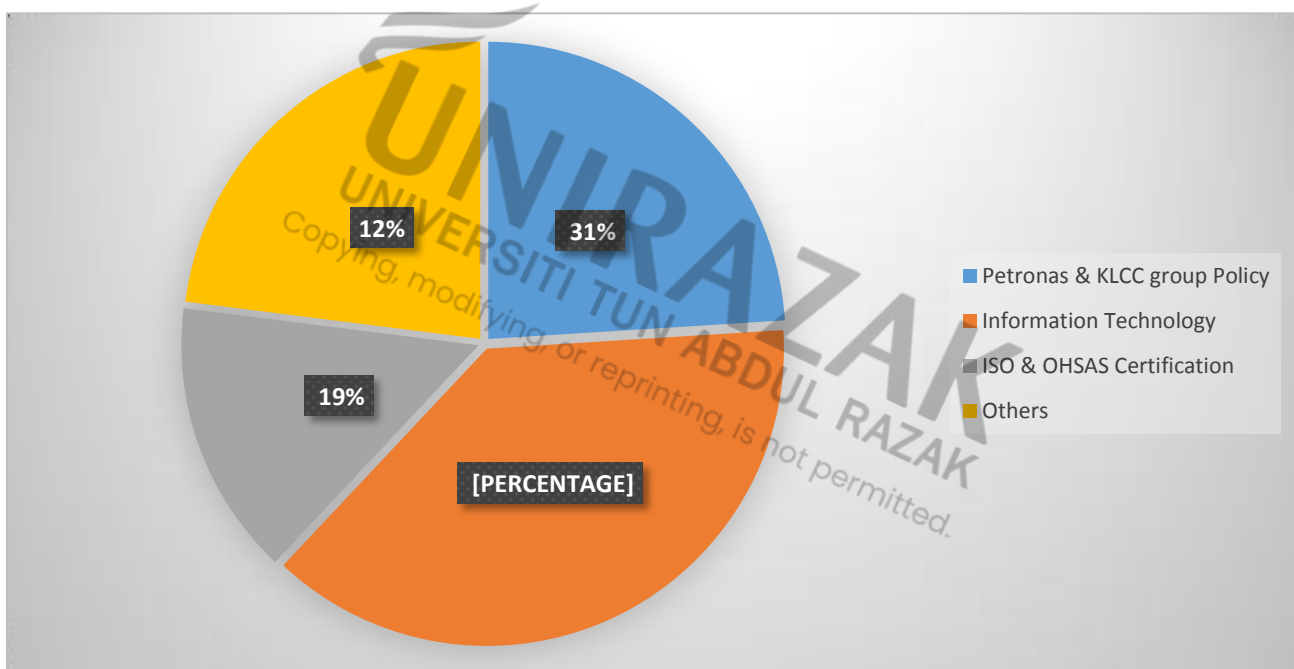


Figure 13: Group Policy, IT, ISO & OHSAS Certification

Based on above pie chart analysis, it can be seen that Information Technology plays the most significant role followed by Petronas and KLCC Group of Companies policy and ISO: 9001 (Quality) & ISO: 37001 (Anti Bribery Management System) & ISO: 14001 (Environmental Management System) and OHSAS: 18001 (Occupational Health and Safety Standards) certification and others as mentioned in Part: 2, item 2.2.2 in transforming the company into one of the most reputable and established PMC firm in the modern industry market now.

## 1) INFORMATION TECHNOLOGY

It is widely known throughout the world now that whoever or whichever country that has the best and latest Information Technology knowledge, products and software that can produce the most intelligent, best software and fastest results will be the leading country to lead the world.

To be relevant and competitive in almost every industry in the world now, Information Technology will have a part to play be it a major or minor involvement.

To ensure that they will not be left behind by the new normal and compulsory knowledge and requirement of Information Technology, KPS has embarked into acquiring and acknowledging the new trend as something they must be fully integrated into and gain better knowledge of it to stay competitive in the market.

The process was not easy as some of the older or senior staff were unable to keep up or handle the new technological advancement which to them is like dinosaurs as most of them are used to the older method in dealing with daily operations manually.

Therefore the HRD must plan and strategize out a formula or method to conduct training for all staff with minimum or very little knowledge in operating the digital process in their daily activities and ensuring the training will be able to produce positive and encouraging results to meet their minimum requirements on IT knowledge.

Of course it will be very difficult to achieve 100 percent satisfaction from all the participants who joined the training but with a majority of about 80 percent of the participants being happy with the arrangement and also able to learn and understand on how to operate and managed the daily operations through the implemented digital method was a success.

With the successful implementation of the digital and Information Technology training, HRD has since conducted full swing training for all staff who are lacking in the Information Technology knowledge to ensure they will be able to cope with the new normal and requirement needed to stay relevant in the company.

For those who were unable to pick up the skills after the first training, they will be send to the same training once again to ensure they pick up and learn the digital and IT trade to deal with their daily activities.

The top management and HRD has decided that if those staff which have gone through the training twice and still unable to pick up and understand the basic method in dealing with daily operation in digital method might have to be released and termination to be considered.

This seems to be a drastic decision initially by some of the senior staff to be cold-storage or face termination due to their inability in managing the daily operation in digital technology but the drastic and unpopular decision must be made to ensure all other staff do not take this instruction for granted and to follow the directions imposed strictly.

The unpopular decision made seems to be effective and all those who were unable to learn during the first training were able to pick up the skills and conduct their daily operation in digital.

Except for few stubborn staff who were still unable to pick up the skill and not willing to learn to adapt to the new instructions circulated, they were eventually ask to leave or terminated according to local government labor rules so not to affect the morale and working spirit of the rest of the staff.

As mentioned earlier, the transformation from analogue to digital has been difficult but eventually the company managed to overcome the hurdle and keep track and in touch with the external market worldwide in Information Technology knowledge and skills.

However there are still many more things that the company still need to learn and get used to in order to stay competitive and relevant in the market.

As mentioned earlier, the country or organization that managed to create and produce any new products or software that can improvised better or new creation will be the leading country or organization in the world.

KPS has been trying to emulate some of the top PMC firms in the world in terms of sourcing and purchasing of latest IT software that can improvised their management skills and technological advancement in terms of management tools that can provide better technical services to their client.

Management tools such as Building Information Model (BIM) and Oracle Primavera P6 Professional as mentioned in Part: 1, Project Management Tools are some of the latest technological management tools which are widely used by most PMC, Project Consultants and Contractors to managed and track their progress in a more precise and detail manner.

These are some of the technological tools and knowledge that KPS is trying to emulate and catch up with the advance PMC firms in the world and not left behind with these modern technological management tools.

Therefore KPS has been aggressively visiting and attending seminars and exhibition worldwide to ensure they are not being left far behind in terms of sourcing and gathering for latest

information on new technology products to upgrade the company management tools and skills in the field of PMC.

However due the current Covid-19 pandemic, the overseas research and product development sourcing has been put on hold since travelling abroad is not allowed and to avoid the high risk of being infected by the virus.

Even though travelling is not allowed currently, the R&D team still continues and conducts their research work on new technological findings and software online to keep track with any new and latest management tools available in the market which are useful and beneficial for the company in moving forward and be competitive.

## 2) COMPLIANCE TO PETRONAS AND KLCC GROUP OF COMPANIES POLICY

As mentioned earlier, KPS rely and depend on their parents company support very much in terms of gaining better support and leverage when tendering for projects and maintain the sustainability of the company with the amount of projects awarded to KPS from their parent company and subsidiaries.

Since KPS is a wholly subsidiary company of Petronas and KLCC Group, it is imperative to ensure all the subsidiary companies shall fully complies the group policy and instructions.

By complying the group terms and policy, it has indirectly given KPS an added advantages when dealing with Government, GLC and private developers projects.

KPS has been constantly keeping in touch with the Government policies in ensuring the overall group of companies shall always maintained and comply the government rules and regulation when conducting any business or transaction dealing which involves both local and international dealings.

There are many rules and policies in Petronas and KLCC Group which all subsidiary companies shall fully or mostly comply the terms and conditions of the policies.

Policies such as Anti-Bribery and Corruption Policy and Guidelines, Personal Data Protection and Privacy Compliance, Third Party Risk Management, International Trading Sanctions and Competition law are some of the policies that KPS need and shall fully comply to be in line with the Group Policy terms and conditions.

These are some of the guidelines and policies that has elevated the reputation of KPS into being one of the most reliable and trustworthy PMC locally and their transparency method in dealing

with most dealings and according to international law and practices is their strong point when dealing with their client.

But the famous parent company's name also comes with responsibility as KPS is not allowed to conduct any activities which are against the parent company terms, rules & regulation and the stringent policy.

The implementation of Code of Conduct and Business Ethics (COBE) by Petronas back in 2010 which strictly restrict any staff from having or gaining any advantages from their vendors, suppliers and contractors for personal gains.

Any staff found to have violate the rules will be dealt with seriously which includes termination and/or reported to the Malaysian Anti-Corruption Agency for further investigation.

The bold move by KLCC Group of companies in deciding to release and terminate those staff which are not performing and affecting the progress of the overall group and KPS has given the company better prospect and confidence in moving ahead towards the right direction.

KPS has in general gain much advantages being a subsidiary company of one of the biggest organization in Malaysia and part of a Government Link Company (GLC) which also contributes to KPS being able to participate and gain advantages as PMC and be part of the Putrajaya township development.

KPS manages to obtain most of the Putrajaya Government building projects and some of the projects within the Putrajaya vicinity township development were largely due to the reputation and leverage gain from being a subsidiary company of Petronas and KLCC group.

### 3) ISO & OHSAS CERTIFICATION

KPS has been steadily moving up the ranks and their involvement in complying local authority requirement in obtaining ISO and OHSAS as part of their commitment in ensuring compliance towards local authority requirements.

The initial process in applying for these two certification is not easy and the management has contributed a lot in ensuring the successful implementation of the two procedure in complying and fulfilling to the standards and requirement of the practices code.

KPS is not a company who just follows the rules and applies for the certification in order to fulfill the authority requirement but KPS effort is to ensure the company and all the staff to fully commit to the cause and reason for having the certification.



KPS commitment in ensuring the safety of all their staff and workers along with their Vendors, Consultants and Contractors to fully comply the safety rules as stated in the OHSAS standards.

The certification of OHSAS: 18001 does not come easy since the company have committed so much time and effort in ensuring that the certification of OHSAS: 18001 is successful.

The commitment from all the staff especially those directly involved in preparing all the documentation, scope of works, inspection forms and physical work on site compliance to be implemented is priceless as the time and effort spend on ensuring all the comments and requirements from the authorities have been comply with.

With the certification of OHSAS: 18001 which is internationally recognized in the world, KPS can be considered as an international standard PMC firm which have committed in fulfilling the roles and responsibility stated in the certification and strictly applying the procedures in all projects managed by them.

The certification of OHSAS: 18001 has also elevated KPS status and position in the Group as it will have an imposition with the overall group image since it is one of the few certification which is widely recognized in the world and only very few companies in Malaysia able to obtained the certificate.

This can also be asset to KPS when tendering for projects both locally and overseas as the certification is prove that the company has the ability to compete with their stronger and reputable competitor in securing for projects.

KPS must ensure the certification of OHSAS: 18001 must be continuously renewed when the due time arrives and must ensure no lacking in their effort to maintain the standard and procedures stated in the guidelines prior to renewal of the certificate.

It will not be easy to maintained the renewal status as the authorities will ensure the physical incident and accidents rate at project site for overall company projects must be kept to certain criteria or points and also documentation process must be practiced accordingly as stated in the approved Project Safety Plan (PSP) which will be the guidelines to follow and adhered to for every individual project and to be reviewed or revised every six to twelve months depending on requirements.

The introduction of ISO: 37001 Anti Bribery and Corruption Management System (ABMS) is also significant especially for the whole group of companies and its subsidiaries in combating corruption and bribery among its senior management and staff, peers, working partners, associates, vendors, consultants and contractors along.

This will have a significant impact and promoting trust among its working partners and clients in ensuring the company is practicing transparency and committed to a free corruption and bribery practices among its working partners and staff which will send a positive and reputable statement across especially to all their clients.

## 2.7 EVALUATION OF ALTERNATIVES

Based on the problems identified and diagnosed as mentioned above, the alternative solutions can be analyze, evaluated, recognized and defined based on the problems encountered and can be overcome by proposing suggestion and alternatives solutions to the three main factors mentioned above.

The evaluation for the alternatives solutions shall be evaluated base on three major decision criteria which are *Cost Effectiveness, Business Impact and Company Beneficial*. The ratings shall be based on 5 - High, 4 - Above Average, 3 – Average, 2 – Below Average, 1 – Low.

Below are the alternatives solutions proposed as mention:

- i. *Information Technology*
- ii. *Compliance to Petronas and KLCC Group of Companies Policy*
- iii. *ISO and OHSAS Certification*

Table 9: Evaluation of Alternatives Solution for Information Technology

Evaluation of Alternatives Solutions for Information Technology

<u>ALTERNATIVES</u>	<u>Alternative 1</u>	<u>Alternative 2</u>	<u>Alternative 3</u>
	<i>To engage the right external Specialist Consultant to conduct the training and ensure the training program recommended is suitable for the staff which suits to their capability, knowledge and understanding in the IT field.</i>	<i>To conduct the training in isolation and away from their workplace and home to ensure the staffs are fully free from their daily work schedules which will not disturb their concentration during their class training session.</i>	<i>HRD shall propose training based on the staff knowledge and capability in IT field. They should tailor made the training based on group stages depending on the group of staff knowledge in IT rather than grouping everyone together to ensure the staff must first understand the basic knowledge of IT before moving forward.</i>
<b><u>RATINGS CRITERIA</u></b>			
<i>Cost Effectiveness</i>	5	4	4
<i>Business Impact</i>	4	3	5
<i>Company Beneficial</i>	4	4	5
<b>TOTAL</b>	<b>13</b>	<b>11</b>	<b>14</b>

Based on the above table analysis, the results can be translated into and in favor of *Alternative 3* which is the most feasible, effective and workable solutions to mitigate and adopt the proposal in ensuring the best option is being selected over alternative 1 as second choice and alternative 2 as third choice for the alternative solution and suggestion proposed.

However, all three proposed alternatives solution does carry the same importance in providing alternative solutions in the Transformation of the company to become one of the most successful PMC firm in the market in terms of Information Technology advancement and knowledge capability.

Table 10: Evaluation of Alternatives Solutions for Group of Companies Policy

Evaluation of Alternatives Solutions for Compliance to Petronas and KLCC Group of Companies Policy

<u>ALTERNATIVES</u>	<u>Alternative 1</u>	<u>Alternative 2</u>	<u>Alternative 3</u>
	<i>The advantages of having Petronas and KLCC Group as their support when tendering for internal and external projects shall be expertly utilize to gain full advantages from it.</i>	<i>KPS should fully utilize their benefits as a company with high integrity and standard and their commitment in delivering projects within stipulated time, cost, schedule and quality.</i>	<i>KPS should take full advantages and leverages from being a subsidiary of Petronas and KLCC group of companies when dealing with local authorities for their contribution in CSR program towards the public and local government.</i>
<b>RATINGS CRITERIA</b>			
<i>Cost Effectiveness</i>	5	4	4
<i>Business Impact</i>	4	4	3
<i>Company Beneficial</i>	4	4	4
<b>TOTAL</b>	<b>13</b>	<b>12</b>	<b>11</b>

Based on the above analysis, the results have shown that Alternative 1 has the highest rating which explains that having Petronas and KLCC Group of Companies as the leverage and support from behind when tendering and negotiating for both internal and external projects is crucial towards KPS future growth.

The Management decision to Changes in the overall Group Policy in managing their daily business in a more transparent manner according to the government policy, international law and business code by adopting the Anti-Bribery Management System (ABMS) has elevated the company to another level which is widely accepted by both local and overseas business partners and its associates.

However, alternative 2 having rank second in terms of rating and alternative 3 as third ranking is equally important towards the future success and growth of the company in maintaining the reputation as being one of the most reputable and recognizable with high integrity and standard project delivery PMC firm in the local market and should take advantage from the CSR program contributed by the parents company and their close rapport with local authorities to gain leverage from their competitors.

Table 11: Evaluations of Alternatives Solutions for ISO & OHSAS Certification

Evaluation of Alternatives Solution for ISO & OHSAS Certification

<u>ALTERNATIVES</u>	<u>Alternative 1</u>	<u>Alternative 2</u>	<u>Alternative 3</u>
	<p>KPS commitment in ensuring all their staff, vendors, suppliers, Consultants and Contractors to fully comply the safety rules as stated in the OHSAS and ISO standards as compulsory when appointed as part of the project delivery partner or team. The introduction of ISO: 37001 is also proof of the management decision in combating bribery and corruption practices within the group of companies and its subsidiaries.</p>	<p>With the accreditation of OHSAS: 18001 and ISO: 37001 which likely can be considered as the first company in Malaysia to obtain both certification and is internationally recognized in the world, the company should take full advantage and leverage when competing for projects with their competitors. These accreditation is proof of the company's strength in terms of their capability in managing a project with zero or minimum accident and high level of safety in a project site and bribery free.</p>	<p>With the certification of OHSAS: 18001 and ISO: 37001 being one of the first in Malaysia to obtain both the accreditation, the challenge now is how to maintain the certificate over the period and what will be the next target by the company in terms of better accreditation to be seen as better than their competitor</p>
<u>RATINGS CRITERIA</u>			
<i>Cost Effectiveness</i>	3	4	3
<i>Business Impact</i>	4	5	4
<i>Company Beneficial</i>	5	5	5
<b>TOTAL</b>	<b>12</b>	<b>14</b>	<b>12</b>

The results shows that *Alternative 2* is rank the highest whereby it is proven that the certification and accreditation of OHSAS: 18001 and ISO: 37001 is highly valued and considered to be one of the highest accolades in terms of safety in work environment and bribery free locally.

The Development of the Organization is crucial in ensuring the sustainability of the company is well preserved and maintained while striving to be greater, more advance and ahead of their competitors in terms of international accolades and important accreditation which is crucial and relevant when presenting their company profile to local and international clients.

KPS should take full advantages of this certification whereby only very few companies in Malaysia managed to obtain when bidding and negotiating for future projects and should use this leverage when meeting their current and new clients for future potential projects.

Although alternatives 1 & 3 have the same rating which is lower than alternative 2, the significance impact is equally important and cannot be overlook due to their importance in ensuring alternative 2 proposal is able to be implemented successfully without much interference and unwanted surprises.

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## 2.8 RECOMMENDATIONS

Upon developing and understanding the solutions proposed and potential problems which can be identified and evaluated based on the importance and ratings of the alternatives solutions proposed, recommendations to how the proposed identified solutions shall be adopted and described to mitigate the problems and solutions identified.

### Recommendation for Information Technology

Top Management and their HRD should be more proactive in selecting the most useful and relevant courses through their appointed specialist external Consultant in recommending the best courses tailor made to suit their staff capability, knowledge and understanding of the IT skills.

The external Consultant should propose and conduct few trainings which are tailor made and suited for those who are not well versed with the digital method of submissions, monitoring and others.

To ensure that the company will be able to integrate into the new normality in utilizing Information Technology as their main tools in their daily operation, HRD must first ensure that all existing staff which are IT illiterate must go through a very basic training first before they are being assign to an intermediate training to enable them being able to follow up and operate and managed their daily activities in digital manner.

The HRD should suggest a formula or strategy that are able to improvise or upgrade those staff with very little or minimum knowledge in Information Technology to take the initiatives and commit to the training provided.

HRD can consider proposing that the training to be conducted in a conducive environment and out of the busy city whereby the staff will not be stressed out and feel more relax while having the training.

This strategy has work out before in some international organizations whereby the staff will be fully isolated from the hassle and buzzle of the city and incoming telephone or emails to interrupt them while attending the training course.

This idea has been proven to be quite successful in some well establish companies as majority of the staff participated in the training were able to understand and acquire the knowledge in most of the teaching conducted during the training.

The consideration of implementing a Specialist Consultant to managed the training based on the requirements given and to be able to suit the staff appropriately is relevant in ensuring the

training conducted will be able to receive high return with a minimum of 85% of staff attending the training will be able to benefit and gain knowledge from it.

The selection of Specialist Consultant must be conducted through proper channel and thorough screening and interview with the participating Consultants for the tender proposal must be highly prioritize in ensuring the right Consultant selected for the training are able to produce results required.

#### *Recommendation for Compliance to Petronas and KLCC Group of Companies Policy*

KPS has many advantages wearing the hat as a subsidiary company of Petronas and KLCC group in the shadow and should take full advantages and leverage of a giant supporting them from behind for most if not all the projects they are involved and tendering for.

KPS should make use of advantages gain when meeting with external clients by promoting KPS as a company with high integrity, commitment and standard in delivering a project within the stipulated time, cost, schedule and quality.

By having the giant Petronas and KLCC Group supporting from behind, KPS should take full advantages when dealing with local authorities and use the leverage of Petronas and KLCC Group involvement and contribution in many charitable and Corporate Social Responsibility (CSR) work in negotiation and obtaining approvals from the sometimes difficult authorities personnel.

The introduction of Anti Bribery Management System by the parent group of companies and cascaded down to all subsidiaries company to strictly implement the system has also strengthen the image and reputation of KPS as being a clean, transparent and anti-bribery company which bodes well with private developers, vendors and contractors in dealing with KPS as a reliable and trustworthy PMC firm locally and to an extent internationally.

KPS should take the bold move in implementing most of the specifications and requirements based on Petronas and KLCC Group stringent rules introduced to strengthen the reputation and image of KPS as being one of the most trusted PMC in the market.

KPS should consider implementing the strict terms of detail information, stringent standards and specifications, tedious and details contract documents and legal inputs by qualified and experienced contractual personnel and lawyers in the company which forms the backbone in preparing a complete and comprehensive set of contract documents which will be able to protect their client interest and be in a favorable position in event of legal disputes in future with any external parties.



With the current Covid-19 pandemic still unable to be determined when it will be over, KPS must strongly rely on the support from their financially strong parents company to award them more projects from any or every corners of the parents company which might have potential new or existing projects which may help in sustaining the company during this pandemic period.

KPS should consider negotiating and taking up current existing Petronas and KLCC Group of companies existing buildings, learning centers, offices and any other buildings or complexes that requires upgrading the current maintenance facilities work as part of their leverage being a subsidiary company of Petronas and KLCC Group for more business during this pandemic and turmoil period whereby shortage of projects and work in the market is unavoidable.

KPS should negotiate with their parents company by using the leverage of them being a subsidiary company of the group to negotiate since all revenue and profits generate or gained will directly or indirectly relates to the overall group business revenue and profit instead of awarding to outsiders which might have an impact to both KPS and the overall group revenue and profit return.

#### *Recommendation for ISO and OHSAS Certification*

KPS is one of the less than a handful of organization in Malaysia which managed to obtained the certification of OHSAS: 18001 which is considered as prestigious and has elevated the company profile and reputation to be among one of the safest PMC firms in conducting and applying the safety system, standards and conducts when operating and implementing physical work on site.

Therefore KPS should take full advantages of the credibility recognized internationally and utilize it with full advantages when tendering for projects as one of their main weapon against their competitors.

The road to the successful certification of OHSAS: 18001 is very difficult and tough with full commitments from the safety, project, administration and top management involvement and support to achieve this feat apart from all the difficulties in dealing and providing information and documentations to substantiate the application to relevant authorities.

Therefore, KPS should take full advantages and leverage and push forward recommendations to their potential clients in adopting and implementing the OHSAS: 18001 standard in their project management strategy for their developments.

KPS should brief and present to their future potential clients the benefits of adopting and implementing OHSAS: 18001 in their development as part of the Project Management Consultant strategy which not only brings benefit to the development but most importantly the

safety aspect nature of this standard which might or likely will be able to prevent accidents or to an extent saving human lives from a catastrophic accident on the project site.

All the standards, rules and regulations adopted or extracted from this certification shall be cascade down to all their vendors, contractors and staff working in the project and make it compulsory for everyone to fully comply to this ruling to be successful and achieve the desired result which will further enhance the company image and reputation as being one of the best PMC firm in the market by achieving zero or very minimal accidents and zero fatality.

The current local government department Construction Industry Development Board (CIDB) has been strictly regulating terms, rules and condition to project with current constant accidents on project site such as objects falling from the high such as buildings or flyovers which likely will result in serious injury or fatality.

CIDB is currently looking into new rules and regulations on safety matters related to working on higher platform and project site. If the new strict ruling is being implemented across all new and future projects and development, KPS will have great advantages over most of them due to their accreditation in and certification in OHSAS: 18001 compared to their competitors.

The latest edition in the ISO certification obtain by KPS which is the ISO: 37001 Anti Bribery Management System is proof of the company ability, capability and the seriousness in its mission and vision in becoming one of the best if not the best Project Management Consultant firm in the local market and internationally to an extent.

This latest certification ISO: 37001 is proof of the company capability in managing the company as well as the projects they are involved in and managing it in a transparent manner free from any bribery and corruption practices which in turn will serve as one of the backbone of the company profile when presenting their project tender plan and bidding for current, new and potential clients.

## 2.9 IMPLEMENTATION PLAN

Based on the above recommendations explained and elaborated, the following action shall be on the propose implementation plan strategy and action plan as presented below.

Table 12: Information Technology

<u>INFORMATION TECHNOLOGY</u>										
	2021		2022		2023		2024		2025	
	1H	2H	1H	2H	1H	2H	1H	2H	1H	2H
<i>Selection of the right External Consultant to conduct the training.</i>										
<i>Ensure the training program is suitably design depending on staff capability and knowledge in absorbing the training.</i>										
<i>HRD must upon completion of training by staff, to find the best method to ensure all staff must utilize the digital platform on their daily business operation.</i>										
<i>Training should be conducted in a conducive environment whereby staff shall be able to fully concentrate in their training to absorb as much knowledge possible to enhance their IT skills.</i>										
<i>Continuous improvement and upgrading of staff knowledge and skills must be conducted periodically to ensure staff does not lost touch in their IT skills.</i>										
<i>HRD must ensure the training conducted will result in feasible return to the company with minimum target 90% of the staff attending the training will be able to acquire the IT knowledge and conduct their daily business digitally.</i>										

Table 13: Compliance to Petronas & KLCC Group of Companies Policy

COMPLIANCE TO PETRONAS AND KLCC GROUP OF COMPANIES POLICY

	2021		2022		2023		2024		2025	
	1H	2H	1H	2H	1H	2H	1H	2H	1H	2H
<i>KLCCP should fully utilize the advantages of having Petronas and KLCC group as support for as long they could to gain advantages on their competitors.</i>										
<i>Proposal to implement the strict specifications and requirements based on Petronas and KLCC guidelines to provide better and enhanced method of Project Management to impress current, new and future potential clients.</i>										
<i>KLCCP must plan and take the initiatives in securing all of the parents group of company project to maintain their relevance and be seen as a significant subsidiary company of the group.</i>										
<i>With the current Covid-19 pandemic still looming and when the pandemic will be over is still unknown, it is wise to currently depend on the parents group of companies leverage and reputation for support in securing projects within the group or seeking projects from external clients.</i>										
<i>KLCCP should take the initiatives and strategize a plan to be seen at all times as being competitive and capable in managing any kind of projects available on hand from their parents companies to fend off competitors from having any chance to be involved in their in house projects.</i>										

Table 14: ISO & OHSAS Certification

ISO AND OHSAS CERTIFICATION

	2021		2022		2023		2024		2025	
	1H	2H	1H	2H	1H	2H	1H	2H	1H	2H
<i>Management must ensure Project team fully comply the ISO: 9001, ISO 37001 and OHSAS 18001 and to conduct quarterly, half or yearly audit on the team to ensure effectiveness and correctly implemented.</i>										
<i>Project team must ensure full compliance to OHSAS: 18001 standard and requirement in ensuring the continuous certification will not be affected.</i>										
<i>The certification of ISO: 37001 Anti Bribery Management System (ABMS) must be strictly adhered to by all staff to be seen as an effective tools in managing bribery and corruption and represents the overall company combat and battle against corruption and bribery within the whole group organization and its vendors, contractors and its affiliated partners.</i>										
<i>The project team must formulate an effective plan and strategy to capture the attention and convince their current and potential clients the benefit of the current certification and accreditation of the OHSAS: 18001 and ISO: 37001 (ABMS) will bring to their organization and projects if they were to award the Project Management Consultant scope to KPS to managed the project for them.</i>										
<i>The management should consider setting up a marketing team to evaluate on the feedback the current project team performances with their existing clients and stakeholders for improvisation and upgrade the services rendered on the shortcomings part to become more efficient and effective.</i>										

## INFORMATION TECHNOLOGY

The company should commence the selection of the right and most compatible Consultant for the training immediately since the process of screening and choosing the right Consultant for the training scope is a difficult and tedious task.

This process might take approximately one to two years to complete the training exercises since they will be follow up training as well for those who have completed the first stage of training.

The first stage of training should commence immediately during the first half of 2021 and shall continue with the follow up with the second stage training which will be conducted after evaluation on all the staff who attended the first stage training.

The second stage training is recommended to be conducted approximately six to nine months after the first stage training to allow the staff to get used to the digital platform before moving forward to another level.

Both first and second stage training shall be scrutinize strictly in ensuring the training program are suitable for all levels knowledge of the staff involved whether as a beginner or intermediate level attending the training.

It is recommended that the first stage of training to be conducted in between first and second half of 2021 to be assigned to those with minimum knowledge or beginner in Information Technology and approximately six to nine months upon their first stage training completed, they shall proceed to attend the second stage training together with the intermediate level staff to ensure the training program is meaningful and advantageous to both the staff and company.

Upon completion of both training stage and approximately six months later targeted to be in second half of 2022, the management or Human Resource Department shall conduct survey on all staff transaction and dealings whether they are using the digital platform as required by the company.

Human Resource Department shall conduct the research together with Information Technology Department to ensure all staff is using the digital platform to conduct their daily work, transaction and dealings with internal and external clients, consultants, vendors and contractors.

The research shall be conducted for a minimum period of two years upon their training completion to ensure all the staff is using digital platform in their daily working chores or transactions in ensuring the effectiveness of the training provided.

The research conducted will also assist the company in reminding or to an extent warning the staff their duty in ensuring the usage of digital platform is fully implemented and if failing to do so shall be reprimanded and reason for not doing so.

It will also assist in ensuring the staff does not lose touch with digital platform knowledge as Information Technology is evolving almost every day and since the Covid-19 pandemic occurrence, Information Technology has transform the world and digital platform into almost compulsory for any company to survive in the business nowadays.

The proposal to conduct the first stage training during the second half of 2021 in a more secluded environment away from the city shall be the best option to ensure the staff are not distracted from the busy city and working commitment.

This option and location selection is critical in ensuring the company will get the best out of the training and achieve a minimum target of 90% of the staff who attended the training has benefited from it.

The second stage training proposal to be conducted in first half of 2022 should also be held in a conducive environment to ensure productivity of the training fully benefited the company and staff.

It is recommended that the management and Human Resource Department to conduct periodic research preferably every quarterly or half yearly and assess the Consultant training program and its content whether suitable or not for the staff to improvise their IT knowledge.

It is also recommended that the Human Resource Department and Information Technology department to jointly conduct research on all staff whether using digital platform in their daily working activities or not beginning from the second half of 2022 on a quarterly basis for the first two years after the staff training is concluded.

Continuous training and upgrading of staff Information Technology knowledge and skill is relevant and necessary to keep up with the advanced world now as the race to be the top and leader in digital platform and Information Technology country in the world pre and post Covid-19 pandemic will likely determine who will be the future world leader economically.

Therefore the training and upgrading of Information Technology skill shall be continuously conducted on a yearly basis for as long as it requires beginning from now.

## COMPLIANCE TO PETRONAS AND KLCC GROUP OF COMPANIES POLICY

Petronas being one of the Global 500 companies in the world is widely reputable in the world and is the most or one of the most reputable company in Malaysia with an asset worth approximately USD\$150 Billion dollars.

By having Petronas as the parent company for KPS will only bring more advantages than disadvantage when dealing with their competitors.

Therefore KPS should start fully utilizing this benefit especially during this Covid-19 pandemic period as leverage to compete and secured as much projects as possible to sustain the company business.

The proposal to fully utilize the leverage and advantages of being the subsidiary company of the group shall commence by second half 2021 with proper planning and strategy in place.

Within the Covid-19 pandemic still looming and unknown certainties when the pandemic will be over, it is prudent that KPS should take full advantages and secured as much or all the projects within the group.

However with all these being mentioned, a proper strategy must be formalize and the propose plan should take effective from second half of 2021 onwards for the next three years until 2024 with the pandemic still unknown when it will be over.

KPS must ensure their parent company assurance that all projects awarded to them will be implemented in a professional manner and ensuring that all policies within the group shall be fully adopted and ensuring standards of work is of the highest quality.

To convince their parent company and external client on the capability of KPS as a dependable and reliable Project Management Consultant, they must produce good results from previous completed projects and impress upon their clients with their capability and technical aspect in managing a project.

As a Project Management Consultant, the project standards, specifications, requirements, technical knowledge, IT expertise, site experienced, documentation procedural, contractual knowledge and many others is important in ensuring a project is properly delivered.

Therefore, the first stage shall be the execution plan whereby all the requirements mentioned above must be in place and to be implemented by first half of 2022 to ensure the plan are able to proceed smoothly.

It is therefore proposed that a special execution team is to be form to manage and handled this task and to ensure the strategy is well managed and executed accordingly. This team shall be



responsible to produce new standards and guidelines which is an improvised version from their current guidelines.

This team main role shall be to formulate a new set of guidelines and standards which is an improvised version from previous and will bring up for discussion with the management, project and contractual department team members.

All the new and improvised strategies shall be brought up for discussions and upon editing on any agreeable comments, it shall be documented as the new improvised set of guidelines and contractual agreements in managing a project.

The new strategy will then be presented to their current, new and potential clients when discussing, presenting or tendering for a project.

A new marketing team will be set up and shall collaborate and work together with the special execution team to be named as the task force team to plan on how to mitigate and present their paper to their clients.

This special combined task force team will be responsible in approaching and presenting their new contractual guidelines on the scope of a Project Management Consultancy role to their client and the targeted date for this approach will commence from first half of 2022 for a trial run period of two years.

Upon completion of the two year trial, an assessment will be conducted to evaluate the progress and the success or failure of the task force team and to decide whether to continue or improvised on the plan for future projects.

Apart from forming the task force team to implement on new guidelines and marketing the product, the sustainability of KPS in maintaining its high standard, integrity and competitive must be observed all the time to be seen as a relevant subsidiary company of the parent group of companies.

It is important that KPS maintains its stature and be seen as relevant to the parent group of companies as any mistakes and poorly managed projects will open the door for their competitors to compete with them for all in house projects or maybe to an extent even external clients project.

## ISO AND OHSAS CERTIFICATION

With the certification of the ISO: 9001, ISO: 37001, ISO: 14001 & OHSAS: 18001, the management must ensure the sustainability of the certification will be able to continue and no major obstruction or impact during the renewal of the certificates.

This is especially important for the OHSAS: 18001 certification since there are only very limited companies in Malaysia able to achieve this certification. The process along the way will be tedious and the management should consider forming a team specializing in the renewal of all these local authority certification.

The propose certificates renewal team should start collecting all information and documents required for the renewal process and to inform the management and project team on any shortfall which will affect the renewal process.

This new team should be on board by second half of 2021 and shall immediately form their own team and strategize a plan on how they should proceed with their strategies which likely will take them months or maybe year to collect all information and documentations required for the renewal.

The management and the new certification renewal team must work together and share their ideas with the assistance from the project team in ensuring the renewal of these certificates will not be affected especially the OHSAS: 18001 which will be very difficult to regain back the certification if the renewal process fails.

The introduction and certification of the ISO: 37001 Anti Bribery Management System (ABMS) is very encouraging and will send a positive note to all its staff, working partners and clients that the company is fully committed to working in transparency free from bribery and corruption practices which is actually happening in real life now.

This ISO: 37001 certification is quite new to the local authorities and was only implemented few years ago to combat against crimes of bribery and corruption and the company should take this opportunity to prove themselves to their existing, new and potential clients on their seriousness in managing a project if were to award the project to them to managed.

They should strategize a plan and promote themselves to their clients beginning from second half of 2021 and continue with the plan minimum for the next three years to gain the trust from their existing and future potential clients.

The project team should also strategize a new plan on how to mitigate and convince their clients that KPS are more than capable to manage their new project if the client choose to award the project to them to manage base on their current capabilities and with the

certifications awarded to them which is proof of their seriousness in improving and offering the best services and commitments to their client.

This will be a continuous effort from the project team and propose to immediately proceed with the action plan by second half of 2021 for next two years at least to be able to see any progress and improvement to their business model.

The management might want to consider forming a new marketing team to manage and collect feedbacks from all their working partners and clients on the performance of their project team in overall.

All these feedbacks will be analyze thoroughly together with the management and project team in ensuring fairness to all parties but the comments from whichever parties received will be kept confidential from them to avoid any confrontation or retribution against those who have commented.

This method will be useful in improving the performances and services rendered to their clients whereby the project team might not notice that they might have offended their client indirectly or unnoticeably sometimes due to the stress and problems encountered at project site or during meetings.

The proposed new marketing team should start and conduct their research findings latest by first half of 2022 and this effort must be continuous for at least three years to ensure its effectiveness and results are properly analyze before proceeding with any further improvement plan for the benefit of the company.

## 2.10 CONCLUSIONS

KPS has been steadily rising throughout the years since their inception in the Project Management Consultancy industry in 1992. It was by chance that KPS was established since the Group initial decision to develop and built the Petronas Twin Tower and realized that they need a team of management staff to ensure the project documentation, design coordination and site management works process is properly managed, review and documented in ensuring the smooth implementation of the project.

Since then KPS has grown from a small and mediocre set up to become one of the top Project Management Consultancy firm in the local market which shall form part of the Executive Director legacy in his contribution to the organization for the past twenty over years in transforming KPS from a small mediocre Project Management Consultancy firm to be among one of the top Project Management Consultancy firm in the country.

The company has gone through many stages of developments and changes which have transform the reputation and establishment of the company to what it is today.

Many changes have taken place and some unpopular decisions whereby the management were forced to take the drastic action in terminating some of the non performing staff and problematic staff thus creating some disgruntled and unhappiness among some of the staff.

The decision from the management to transform the company and encouraging all staff to utilize Information Technology in their daily activities to ensure they are up to date and keep up with the new modern ever changing industry technology to stay competitive and relevant in the market.

KPS reliance for support and projects from Petronas and KLCC Group will still be their main point in maintaining the company stability, however they must start to search and sought for more external projects apart from their parents group aggressively and not to be seen as depending too much on their parents companies.

KPS must use the leverage and support they have from Petronas and KLCC Group smartly to strategize and chartered their future directions and plans more aggressively especially the idea of venturing into overseas project.

KPS can be a strong competitor to their rival competitors if they are able to strategize and manage to plan out a long term business plan by using the leverage and support they currently enjoy with Petronas and KLCC Group of companies.

They should start to venture and participate in projects or developments involving Petronas or KLCC Group development overseas and begin with being a minor party in the process before

gaining the upper hand and become the lead PMC in projects or developments by Petronas and KLCC Group overseas.

They should open up to more potential business and not just solely rely on Project Management Consultancy only as other options such as being involved initially as the Main Contractor in smaller projects and invite experienced and reputable Main Contractor as their Joint Venture (JV) partner in delivering and managing a project of bigger scale to gain better experienced before being independent.

The other options is to manage the renovations, addition and alteration works for existing buildings owned by Petronas or KLCC Group.

All current buildings owned by Petronas and KLCC Group have their own team of maintenance personnel to manage the daily operation and handling of minor defect works in the building. However, all the major changes or defect works were sub lease out to external contractors to manage the work.

This is where KPS with the leverage of being part of the Group subsidiary companies, shall take full advantages of this opportunity to expand their business and flex their muscle in wider range of business for better sustainability and expansion of business to the company.

They can use the simple excuse of being a subsidiary and part of the parents group company and all profits will still goes back to the overall group accounts and not slip out to outsiders.

The certification of OHSAS: 18001 and ISO: 37001 Anti Bribery Management System (ABMS) shall be their stepping stone in upgrading their status to become more exclusive, reputable and reliable Project Management Consultancy firm in this country and maybe to an extent this region in years to come.

KPS should make full use of this certification and Petronas & KLCC group as the leverage to dominate the local PMC market especially with the current Covid-19 pandemic which is still at large and a bundle of unforeseen future for many organizations and companies in the world now.

The world will have a different kind or type of breeding since the inception of the Covid-19 pandemic and they will be many new competitors coming into the fray since nothing is considered as permanent solution and money making opportunities will be even more competitive than before.

The booming curve will almost be totally different from the past curve as the new normal will prevail and Information Technology will be top on the list for companies that are able to come to terms and develop new and improvised technology to meet the new demand.

Leaders of the world likely will have a crucial part to play in driving up the world economy and the balance of power is very crucial in ensuring the weaker countries from being dominated by some super power countries which likely will gain much superiority than the weaker ones.

That is why the company or organization that are able to adapt and accommodate to the new normal as soon as possible will likely be able to survive better and even have their business expanded bigger and faster than the others who are still lingering and slow in adapting to the new normal.

Therefore, KPS must be able to adapt to the new normal as soon as possible and must be agile and flexible in their approach and not to be too rigid or stagnant in their decision making to accommodate the new requirements that comes along with this pre and post Covid-19 pandemic which is still unknown when it will be permanently over.

KPS new and future business plan shall and must have a backup plan which will include strategy and prevention measure that will not affect or have minimize effect on the company in event another catastrophe occurs again which will affect the world or the country economy and business turn over greatly.

Finally, it can be said that KPS has a bright and potential future ahead with the current leadership headed by their Executive Director and his team of experienced and knowledgeable staff which will be the pillar of the company.

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The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfilment for the degree of Business Administration

**SUPERVISOR**

Signature : \_\_\_\_\_  
Name : \_\_\_\_\_  
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**ENDORSED BY:**

\_\_\_\_\_  
Dean  
Graduate School of Business  
Date: