

PERSIDANGAN AKAUNTAN SEKTOR AWAM KEBANGSAAN KE 30 TAHUN 2022

NATIONAL PUBLIC SECTOR ACCOUNTANTS CONFERENCE (NAPSAC)



**UNLOCKING LEADERSHIP
CAPABILITIES IN
THE DIGITAL
TRANSFORMATION
JOURNEY**

SESSION 3 – 18 MAY 2022

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DIGITAL TRANSFORMATION LIFECYCLE, ALIGNMENT FOCUS AND LEADERSHIP CAPABILITIES FOR DIGITAL NATIVES IN MALAYSIA

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A P U
ASIA PACIFIC UNIVERSITY
OF TECHNOLOGY & INNOVATION



Definitions

Digitization , Digitalization, Digital Transformation



Definitions: Digitization

This is the conversion of analog or physical information to a digital format. Think of converting physical print media like a newspaper or an instruction manual into a computerized form which can be viewed on a screen.





Definitions: Digitalization

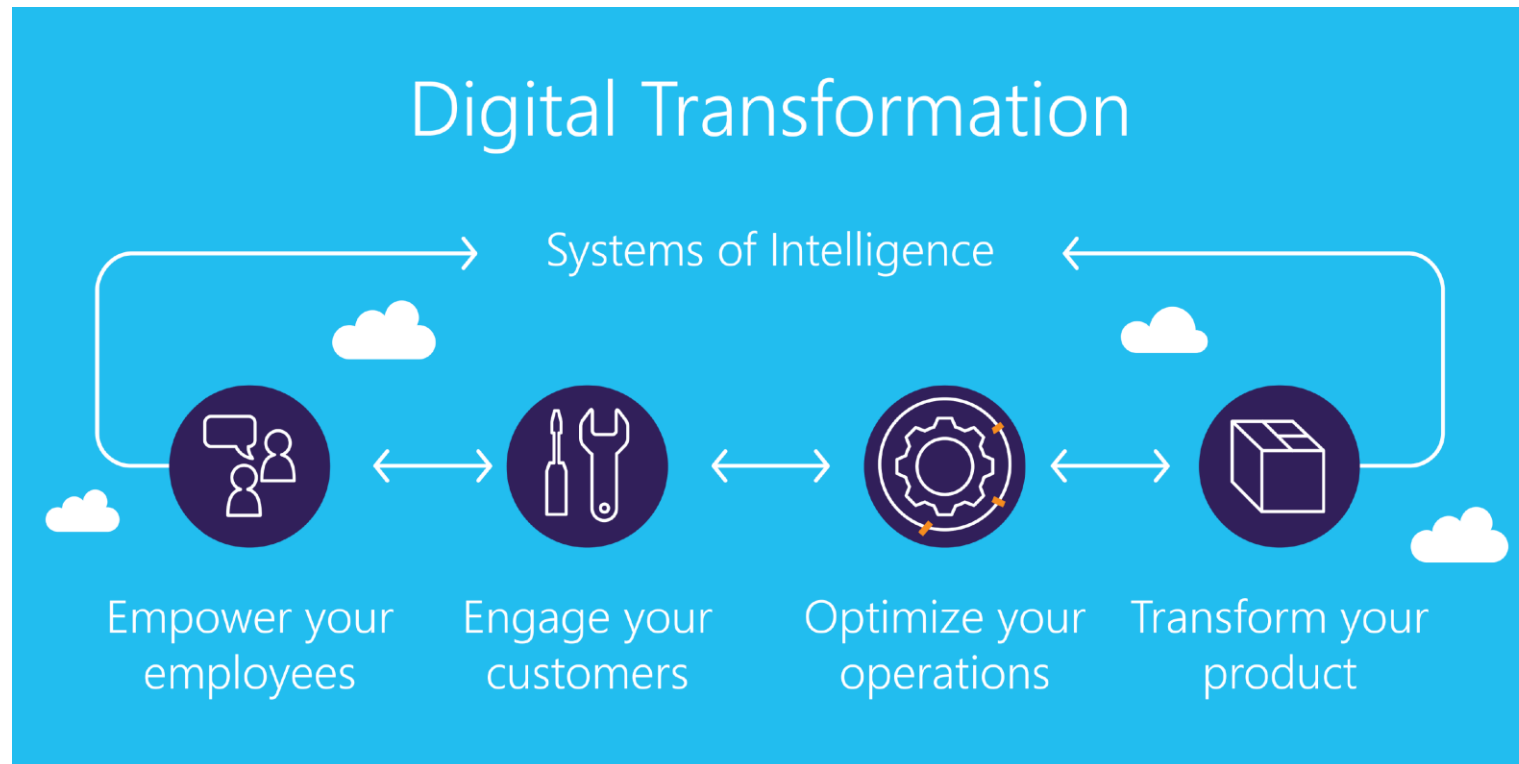
This is the use of digital technologies and digitally enabled approaches to enable or improve business models and processes. Take for example the “Smart Watch”. Typically, a **Watch** is an instrument which measures time and date. The digitalization of this instrument (Smart Watch) has transformed it into a Phone, MP3 Player, Heart Monitor etc.





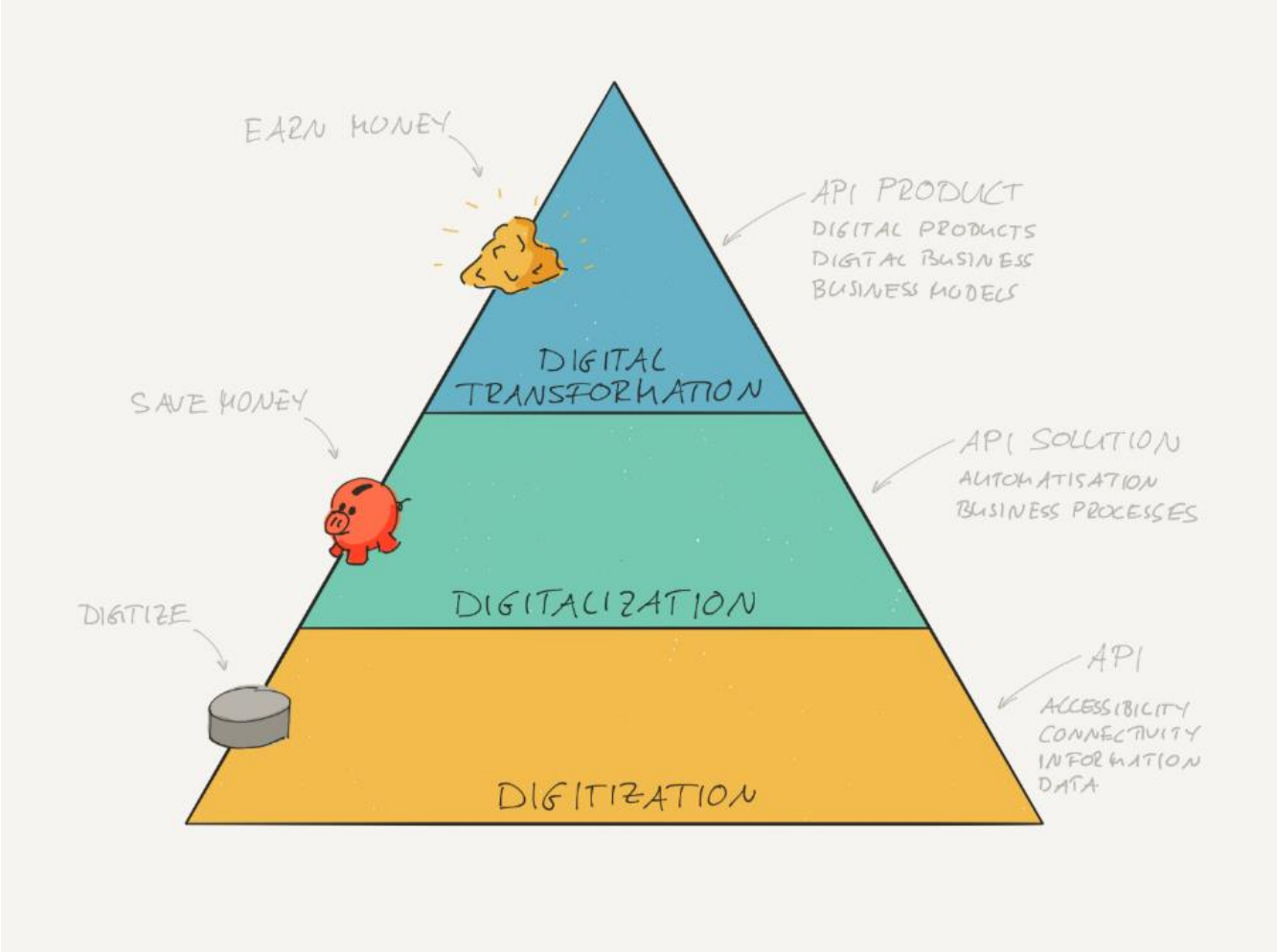
Definitions: Digital Transformation

This is the coordinated digitalization change efforts at scale, diffused through the operating model and all aspects of the business, including people, processes, technologies, and metrics.

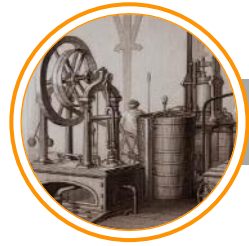




Digitization vs. Digitalization vs. Digital Transformation



MODERN TECHNOLOGIES ENABLE FOURTH INDUSTRIAL REVOLUTION (4IR)



Mechanization

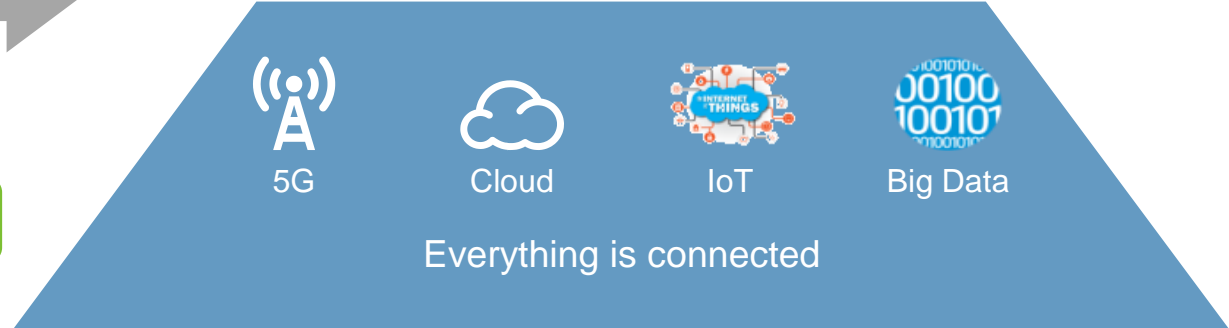
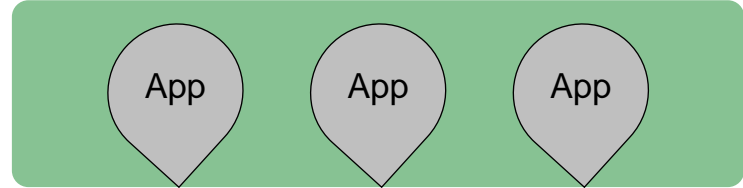


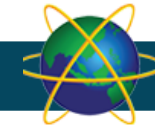
Electrification



Automation

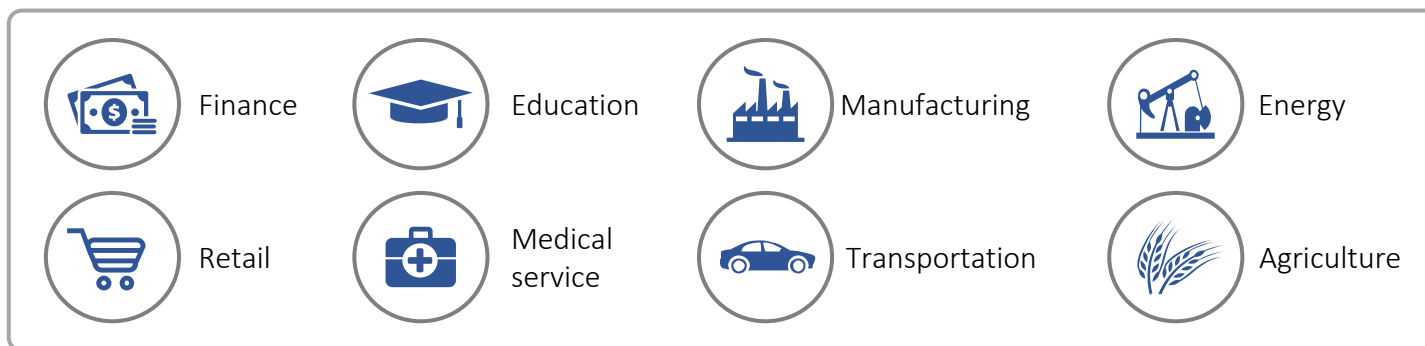
Advanced Technological Infra & Intelligentization





TRANSFORMATION IS ESSENTIAL FOR BOTH CONVENTIONAL BUSINESS AS WELL AS DIGITAL NATIVES (PUSH VS PULL)

- ICT technologies + vertical industries in depth + focuses on enterprise infrastructure, intelligent products, and customer platforms.
- Conventional business are pushed in thru technological changes and dynamics in consumer preference, needs, and behaviours e.g. GE discovery of the need for data based services in aviation and power sectors (Govindarajan & Immelt 2019)
- Digital natives are pulled in as an element of digitalized supply chain as an integrated multiple sector player (Atluri et al., 2018). Digitalization is part of their “corporate DNA” (Bongiorno et al 2018) e.g. Amazon, Ali Baba, Paypal (Kissler, 2001)



- ICT technologies reconstruct with enterprises' information, capital, and logistics flows, improve their efficiency, and accelerate business model innovation to mitigate threats of new competitors e.g. Uber vs Grab (Davis, Sept 2018).



...WHICH CREATES THE NEW BLUE OCEAN WITH INNOVATIVE DIGITAL SERVICES, WHICH IN TURN CREATES THE NEW DIGITAL ECONOMY



Video market worth
hundreds of billions of
dollars



Enterprise IT cloud
transformation market
worth trillions of
dollars



IoT market worth 100
billions of dollars



Internet Plus
Vertical industries



Streaming Entertainment



PAN EU



Domain 2.0



Onlife Telco

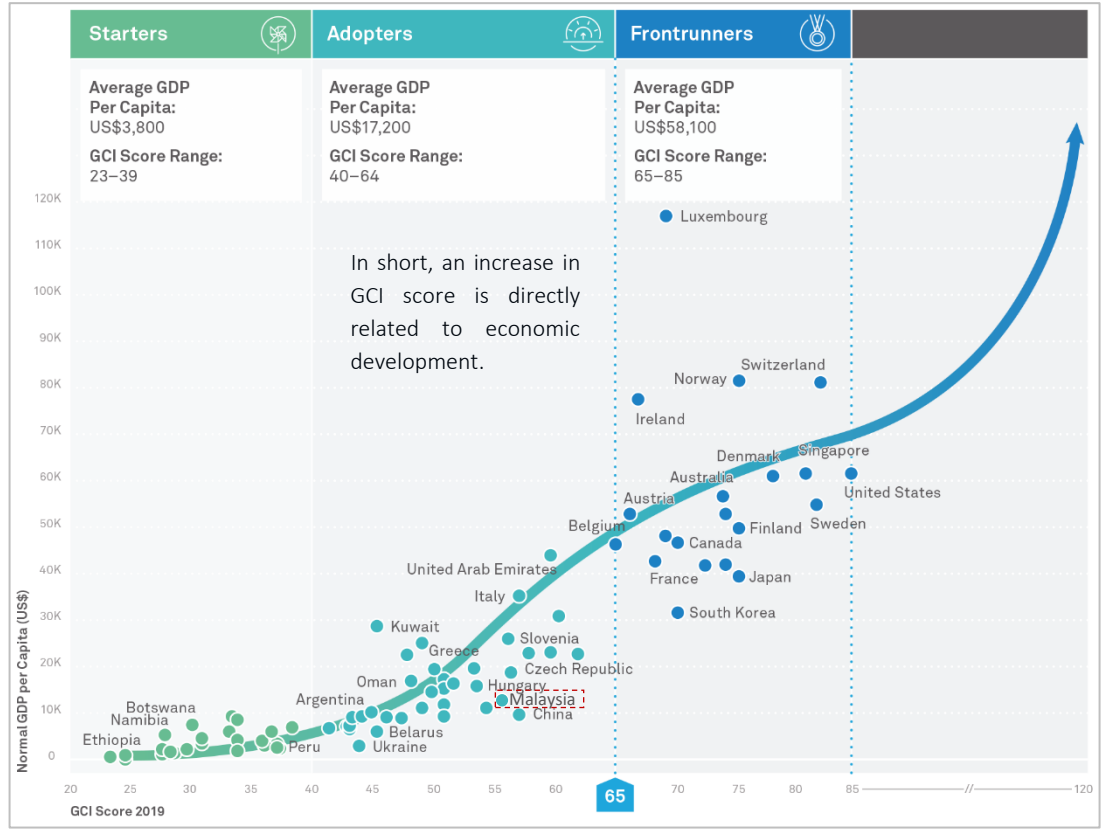


CTNet 2025



CONNECTIVITY IS INTEGRAL, THEREFORE INTELLIGENCE

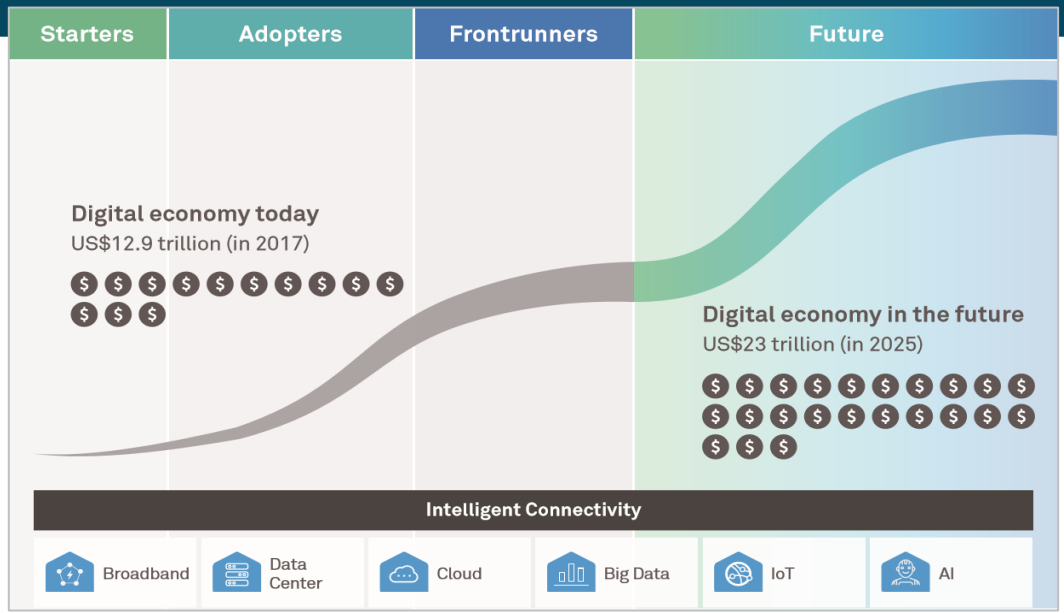
GCI Performance Versus GDP



Source: Global Connectivity Index 2019

Policy makers are exploring ways to make the most of new and unexpected potential, lay the groundwork for sustainability and shore up their countries against economic downturn in the future.

Intelligent Connectivity: The \$23 Trillion opportunity



JENDELA – Malaysian Connectivity Action Plan

To improve coverage and quality of service nationwide, and prepare for the foundation of 5G

	RMK-11, RMK-12 Focus (2016 – 2020)	Current State (2020)	RMK 12 Aspirations (2021-2025)	JENDELA National Aspirations
Wireless Broadband	<ul style="list-style-type: none"> Nationwide 3G coverage Rapid 4G expansion 	<ul style="list-style-type: none"> 96.7% of 2G *coverage in populated areas 95.3% of 3G coverage in populated areas 91.8% of 4G coverage in populated areas 25Mbps Speed 	<ul style="list-style-type: none"> Nationwide 4G coverage 5G planning and rollout 	<ul style="list-style-type: none"> 100% of 4G coverage in populated areas 100Mbps speed by adopting 5G
Fixed Broadband	<ul style="list-style-type: none"> Expand from High Speed Broadband (HSBB) to HSBB 2 and Sub-Urban Broadband (SUBB) 	<ul style="list-style-type: none"> 4.95 million premises passed 	<ul style="list-style-type: none"> Expand fibre to sub-urban and rural areas Alternative technologies to connect premises 	<ul style="list-style-type: none"> Gigabit access to 9 million premises passed
Delivery Ecosystem	<ul style="list-style-type: none"> Strengthen digital infrastructure planning across States 		<ul style="list-style-type: none"> Integrating digital infrastructure across Government, Businesses and Rakyat 	<ul style="list-style-type: none"> A readily accessible Digital Infrastructure map

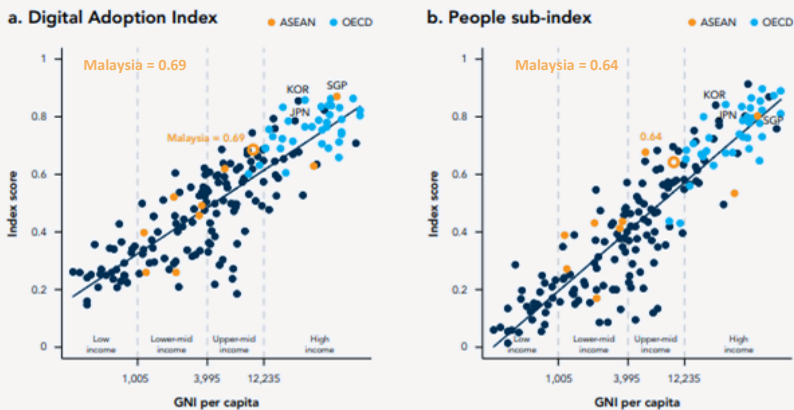
DIGITAL ADOPTION

Motivation 1

1. Malaysia's overall digital adoption is high, but is relatively low for business

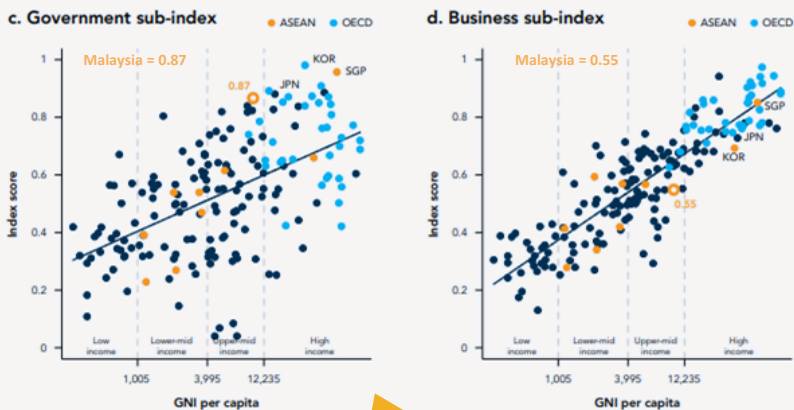
Digital adoption, by country and income level

Source: World Bank, Digital Adoption Index, 2018.



According to the overall DAI, Malaysia has done more to embrace the digital figure than all ASEAN countries but Singapore

Malaysians are among the most digitally connected in the world



Government's drive towards digital services is among the frontrunners

... but Malaysia's business underperform relative to peer countries and the relative performance of other dimensions of economy

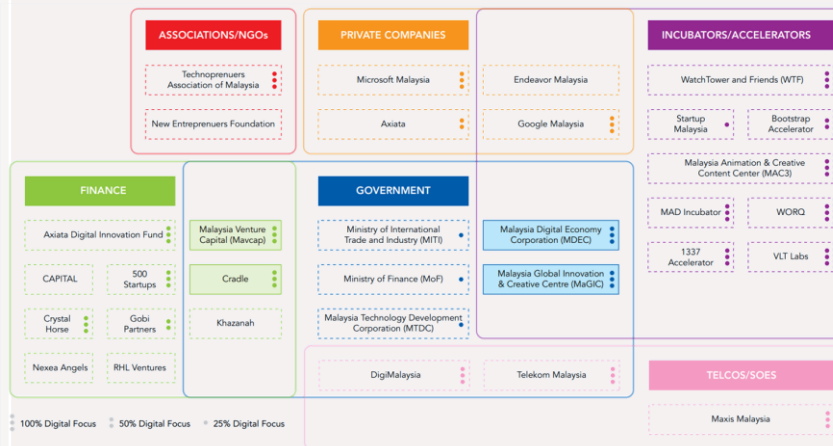
WHY?



Motivation 2

2. A wide range of institutions are involved in promoting digital entrepreneurship in Malaysia, yet GRAB slipped

Malaysia's Digital Entrepreneurship Ecosystem Map



Source: Malaysia's Digital Economy World Bank Group, MOF

- The Malaysian government initiated and remains at the center of the country's digital entrepreneurship ecosystem
- Malaysia has also pioneered steps to promote inclusivity through award-winning digital entrepreneurship programs such as eUsahawan, eRezeki, GLOW, GoeCommerce. These programs are intended to enable those in lower income groups to take advantage of potential business opportunities created by the gig or sharing economy
- Yet, GRAB slipped through our hands
- Malaysian Digital business crossing 10 years anniversary is not happening fast and large enough

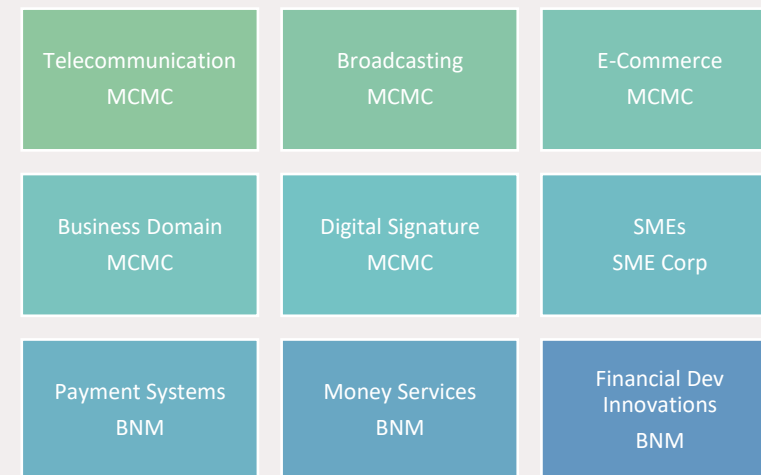
WHY?



Motivation 3

3. No 'One Stop Identity' for digital businesses in Malaysia, unlike dot Gov (S'pore), DTA (Aust.), DEPA (Thailand)

Belong in different gate ways seeking licenses e.g.:



- Aviation
- Healthcare
- F&B
- Entry for licenses in the digital business domains exciting but sustainability is disappointing

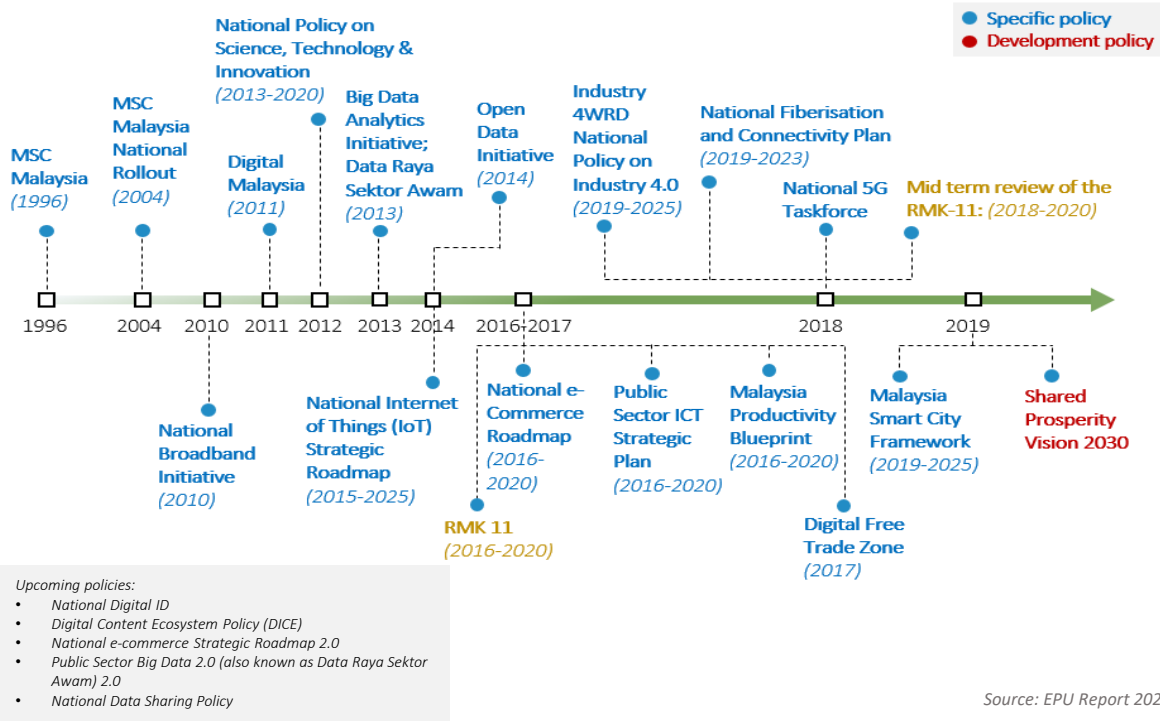
WHY?



GOVERNMENT INITIATIVES

Policy Action

Evolution of policies related to DE in Malaysia



Malaysian DE Blueprint with phases and desired outcome

Phase	Phase 1: 2021 - 2022	Phase 2: 2023 - 2025	Phase 3: 2026 - 2030
	Accelerate adoption toward strengthening digital foundation	Drive digital transformation and inclusion	Become regional market leader in digital products and solutions (content and cybersecurity)
T1	<ul style="list-style-type: none"> Strong and clear digital governance High adoption of digital technologies in government All civil servants to possess basic digital literacy DE-branding awareness in business and public 	<ul style="list-style-type: none"> Effective use of technologies and data in the government that greater connectivity between all stakeholders Extensive government e-services 	<ul style="list-style-type: none"> High ease of doing business in the country Data-driven government
T2	<ul style="list-style-type: none"> High adoption of digital technologies, including e-commerce platform, across all firm size and digital maturity level Local champions are groomed to become regional players Increased regional collaboration via digital trade 	<ul style="list-style-type: none"> Accelerated growth of local champions in a conducive environment that fosters innovation Improved stability, lowered risk and reduced compliance costs in digital trade and business Increased flow of innovation into the country with IP development and ownership highly encouraged 	<ul style="list-style-type: none"> Local champions and a regional leader in producing digital products, solutions and content A highly attractive destination for investors and global unicorns
T3	<ul style="list-style-type: none"> Conducive and clear regulatory environment for the industry in developing digital infrastructure 	<ul style="list-style-type: none"> Faster and increased rollout of broadband infrastructure projects Equal broadband access between urban and rural 	<ul style="list-style-type: none"> High quality and extensive access to digital infrastructure
T4	<ul style="list-style-type: none"> Accelerated digitalisation within the development of talent in educational institutions Right balance of regulations on the gig economy 	<ul style="list-style-type: none"> Digitalisation is successfully embedded and adopted in the development of digital talent Increased agility of the education system Gig workers are continuously retrained and upskilled 	<ul style="list-style-type: none"> Malaysians equipped with the digital skills required to thrive in an evolving job market
T5	<ul style="list-style-type: none"> Increased confidence and usage of technology across all level of society 	<ul style="list-style-type: none"> Equitable access to opportunities to uplift socioeconomic status 	<ul style="list-style-type: none"> Greater digital inclusive society
T6	<ul style="list-style-type: none"> Increased awareness about cybersecurity prevent instances of cyber crime 	<ul style="list-style-type: none"> Malaysians are responsible, ethical and productive users of technologies Increased trust in personal data management and privacy 	<ul style="list-style-type: none"> Highly secured and safe online ecosystem To be a regional leader in cybersecurity

Source: EPU Report 2020

Financial Muscle



Covid-19

The reality of the interconnectivity has not only led to exponential transmission of prosperity and welfare (Walker, 2000; DasGupta, 2011; Brynjolfsson and McAfee, 2014), but also the transmission of infectious pandemics (Saker et al., 2004; Fontaine, 2020; The Economist, 2020). This has been demonstrated by the recent Covid-19 pandemic which left companies with thriving digital leadership the only ones still delivering value when the clients were under movement restrictions over long period of time.



REGIONAL DIGITAL ECONOMY DATA SUMMARY



Malaysia



Indonesia



Philippines



Singapore



Vietnam

Combined value of startups

\$4b

\$60b

\$4b

\$35b

\$5b

No. of unicorns
(>\$1b valuation)

0

4
(Gojek, Tokopedia,
Traveloka, Bukalapak)1
(Revolution Precrafted)5
(Grab, Sea, Lazada,
Razer, Trax)1
(VNG)

Fiscal policy

- Corporate tax-
- digital tax*-

24%

6%

25%

10%

30%

12%

17%

7%

20%

10%

Ease of doing business

15th73rd124th2nd69thHuman capital
(% of skilled workers)

27.5%

42%

25.2%

56%

12%

Source:

World Banl, Deloitte, The Future of Fintech in Southeast Asia (Finch Capital), The Jakarta Post, Singapore Stats, Talent Corp, ASEAN Briefing, e27.co, CISCO white paper, ecovis.com,

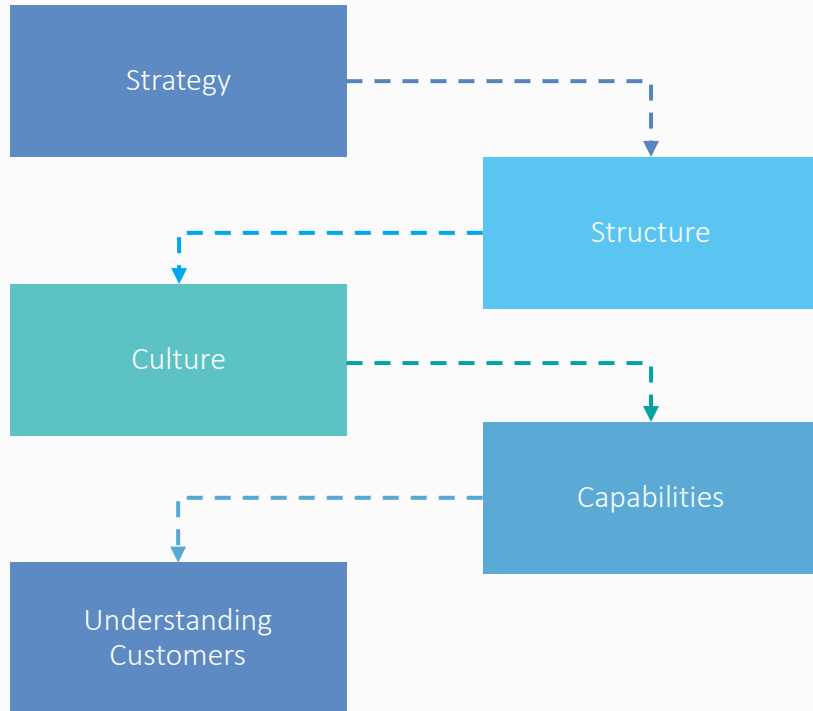
<https://blog.taxamo.com/insights/digital-tax-news-south-east-asia>

* Imported online services and/or foreign/no-resident digital businesses

DIGITAL LEADERSHIP

DIGITAL LEADERSHIP DEFINED

Digital leadership: a leader who recognizes that digitalization is NOT ONLY about technology BUT also about:
(Euler, 2015; Abatiello et al., 2017 Kane et al., 2018).



CHALLENGES

The concept of leadership rooted at the beginning of human civilisation (Sarachek, 1968) and is defined as the ability of individuals to **lead and direct a cohort of people with the aim of achieving goals** (Nejad and Rowe, 2009).

The importance and role of leadership evolved in lieu of the industrial revolutions (Clawson, 2003) with **Industry 4.0 giving birth to the notion of e-leadership or currently known as digital leadership.**

Leadership in Industry 4.0 poses **different level of managerial challenges**, especially in the context of leading dispersed stakeholders (such as customers, suppliers, business divisions) across the globe (Zaccaro and Bader, 2003).

As pointed out by Abatiello et al. (2017), digitalization across industries has created **the need for agile, young, and digital ready leaders** who welcome change by building and fostering collaboration, transparency and a connected community.

Debate on the value of digital leadership has become significant in recent times in lieu of the impending **failures of digital transformation**. Digital transformations have attained success rate under 30% (Forbes, 2016; McKinsey, 2018; BCG 2020) which all research pointing at leadership as the chief cause for failure.

Cases of digital transformation failures

- British Broadcast Communication (BBC) (ComputerWorld, 2013)
- Marks & Spencer (The Drum, 2014)
- GE, Ford, Procter & Gamble (Morgan, 2019)
- However underlying reasons have looked at the **business capabilities and rarely at the leadership competencies** inherent in an individual or the competencies that build the digital leadership capabilities to carry out the digital transformation successfully.

Digital leadership seem gaining momentum across globe but literature reveals anecdotal and practitioners driven discussions on the phenomenon (Richter and Wagner, 2014; Petry, 2016; Kasten and Diehl, 2017), more so establishing a US narrative. **NoT thorough empirical or consulting reports in Malaysian context.**

Studies that attempted to model digital leadership (e.g. Bharadwaj et al., 2013; Desmet et al., 2015; Sia et al., 2016) have examined the role of digital leadership in transformation journey separate from identifying successful outcomes. **No empirical research has so far incorporated the digital leadership capabilities and modelled the digital transformation process and outcomes in view as multi-stage evolutionary phenomenon**

An assumption that a digital native enterprise would have the capability needed for such a journey (and its stages) would be dangerous as not all digital leaders could lead in a dynamic digital infused environment.

HENCE LEADERSHIP APPROACH NEED TO EVOLVE

The pursuit toward digital transformation entail leadership phenomenon.
(Karr, 2019)

Three additional obstacles identified when undergoing digital transformation-
incumbency, talent & culture
(Govindarajan and Immelt, 2018)

For leadership, new approach and style is required.
(Zupancic et al 2017)

Conventional leadership framework

- Transformational
- Transactional
- Heroic
- Distributed
- Situational

[Burns (1978); Bass (1998); Collins (1998); Mehra et al (2006)]

Begins from the trait theory (Stogdill, 1948; Avolio, 2014) and contingency leadership theories.

The trait theory is determined by personality traits or attributes inherent in a leader. The theory focused on establishing the leadership attributes that enabled the effectiveness of a leaders (Fleener, 2006; Northouse, 2016).

The second dominant leadership theory is contingency theory. The notion that an effective leadership style is dependent upon a situation (Lorrsch, 2010).

May not fit well with Digital Transformation (Shamir, 1999; Zupancic et al 2017, Kane et al, 2017; Learner, 2018; Rayome, 2019)

Digital transformation possible leadership traits

- Enhanced agility
- Dynamic culture
- Change agents
- Digital savvy
- Risk taking
- Innovative
- Disruptive
- Digital convergence

[Kane et al (2017); Learner (2018); Rayome (2019)]

Caveat

Instead of the earlier theories being abstract and isolated models, subsequent studies merged these theories leveraging on existing application complementarity (Chorn, 1991; Henderson and Venkatraman, 1992; Avolio, 2014)

The traditional and theoretical underpinnings of both the trait and contingency theories cannot be distanced when studying the emerging field (Weill et al., 2019; Kissler, 2001)

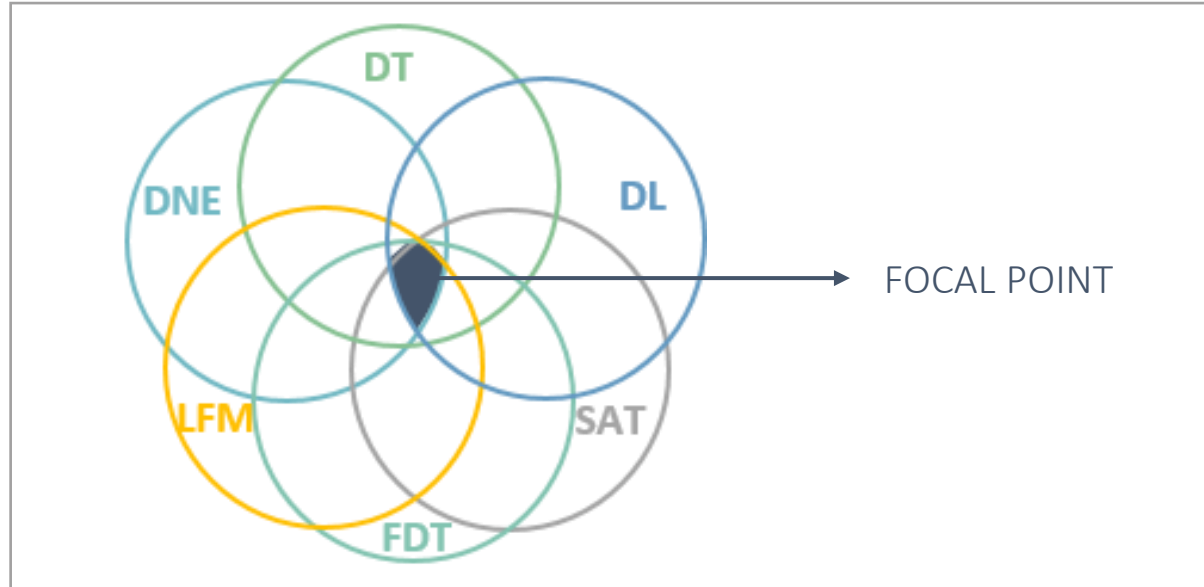
WHY THE DIGITAL LEADERSHIP GAPS NEED ADDRESSING

- A comprehension of **how digital native enterprises should lead their business** transformation and (its stages) would benefit by recognising vital digital leadership capabilities and deploy them across the transformation journey.
- An assumption that a **digital native enterprise would have the capability needed for such a journey (and its stages) would be dangerous** as not all digital leaders could lead in a dynamic digital infused environment.
- Undertaking this research on digital leadership and transformation **for Malaysian landscape** would assist the country in continuing the engagement toward a digital force in entrepreneurship.
- A digital leader should align their capabilities to fit the environment underpinning the digital transformation.





FOCUS...FINDING THE SWEET SPOT



- | | |
|------------|--|
| DT | <i>Digital Transformation</i> |
| DL | <i>Digital Leadership</i> |
| SAT | <i>Strategic Alignment Theory</i> |
| FDT | <i>Forms of Digital Transformation</i> |
| LFM | <i>Lifecycle Model</i> |
| DNE | <i>Digital Native Enterprise</i> |

STRATEGIC FRAMEWORK

Independent Variable

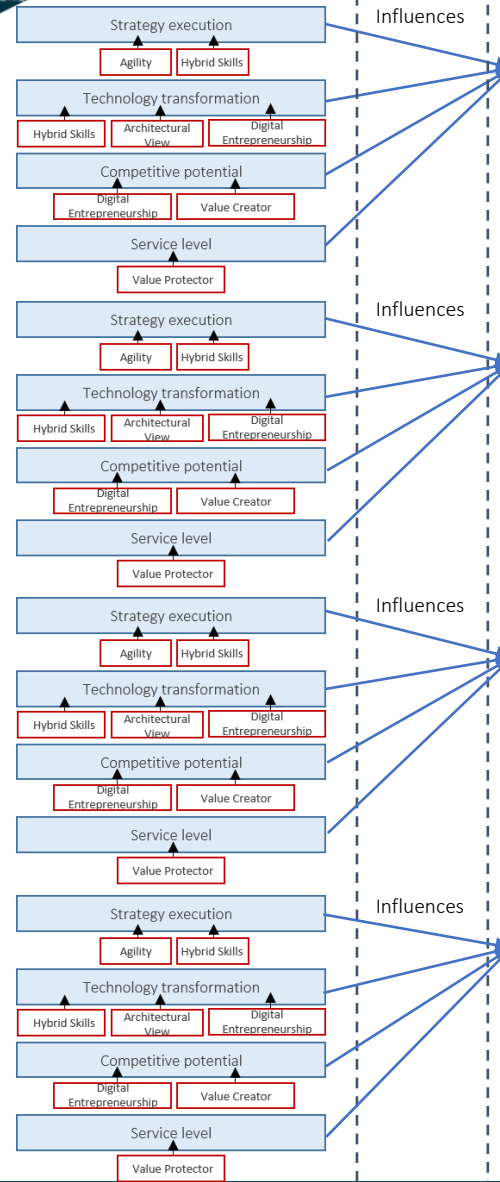
Dependent Variable

Process Digital Transformation (PDT)

Business Model Digital Transformation (BMDT)

Domain Digital Transformation (DDT)

Organization Digital Transformation (ODT)









- Readiness**
 1. Business readiness (Raguseo et al.,2018)
 2. Clear strategic intent (Bongiorno et al.,2018; Kane et al.,2019)
 3. Digital transformation budget set (Mhlungu et al.,2019; Dell,2018)
 4. Cross industry benchmarking (Corso et al.,2018)
- Planning & Hiring**
 1. Digital transformation draft strategy/plan (Bongiorno et al.,2018; Weill et al.,2019)
 2. Hire or appoint the digital leaders (Kane et al;2019; Weill et al., 2019; Corso et al.,2018)
 3. Partial implementation/Parallel projects commenced (Kane et al.,2019)
 4. Evolution of the IT Department from a passive periphery to an active central role (Corso et al.,2018)
- Digital KPIs**
 1. Ability to attract and retain digital talent (Kane et al.,2019; Weill et al.,2019; Atluri et al.,2018)
 2. Fail fast, fail frequent culture/Lean innovation (Kane et al.,2018; Atluri et al.,2018; Li et al.,2016; Eular,2015)
 3. Shift to digital metrics as key performance indicators (Jimenez et al.,2018; IDC, 2018)
 4. Capitalization of data (IDC, 2018; Roubini,2018)
 5. Self-organizing teams (McKinsey 2018)
- Core digital business**
 1. Digital core business (Kane et al.,2018; Vial 2018; Barret et al.,2015; Hansen and Sia, 2015)
 2. Ability to grow inhouse talent (Govindarajan and Immelt, 2019; Kane et al.,2019)
 3. Open innovation (Arkhiva and Bozolla, 2018; Cortellezzo et al.,2019)
 4. Data ecosystems (Govindarajan and Immelt, 2019; Roubini,2018)
 5. Shift from selling products to outcomes-prosumer collaboration (Govindarajan and Immelt, 2018; Kane et al,2018; Yeow et al.,2017; Saldanha et al.,2017, Lucas,2018)

EXPLORATORY FINDINGS

MATCH BETWEEN THEMES AND SAT

Themes were identified using the manual thematic analysis

Themes from interviews	Strategic Alignment Theory's elements	Description
 Ready to lead in a disruption led transformation	Digital entrepreneurship – disrupter and innovation	Five of seven respondents emphasized on leveraging on technology to attain organizational value i.e. technology driven execution of strategy.
 Create new business values	Value creator – data oriented value	The role of creativity and innovation is one that corresponds to processes within a business and an environment that attracts the right talent. For example, business that provides an environment that promotes an empowering culture, values information and contribution by everyone in the business.
 Embrace failure culture	Digital entrepreneurship – culture and mindset	All respondents viewed failure as a means of learning thus necessary for the achievement of a business growth aspiration. However, the speed at which failure happens is essential for the creation of new business values and new customer value propositions.
 Initiate structural changes	Architectural view – structure change	The adaptability of digital leaders in relation to business cycles implies that organizations must continuously evolve. For example, if the organization is to fully adopt an agile model, start-up leaders may not be the best leaders taking the organization to the next phase.
 Acquire and build new skills	Architectural view – human capital management	All respondents agreed skill refresh is constantly required. However there was no consensus on which ones to acquire externally and those to build in house. Consensus on skill building was equilibrium between technology and business acumen.
 Be agile	Agile leadership – agile strategy	All respondents consented agility to stamina, flexibility, dynamicity and fast analysis and problem identification as critical in business sustainability going in the future.

These themes were concluded to be in line with Strategic Alignment Theory's elements as proposed by Henderson and Venkataraman (1992) and further extended version of Li et al., 2016

SERIES OF INTERVIEWS WITH C-SUITES

Roshan Thiran



CEO of Leaderonomics

23rd August 2018

George Pan



Huawei Malaysia

19th September 2018

Datin Sri Badrunnisa



Axiata Group Bhd

28th September 2018

Atsunori Higashikawa



NTT Data Malaysia

19th October 2018

Sharala Axryd



Founder / CEO, CADs

15th January 2019

Sam Shafie



PitchIn.my

22nd January 2019

Kenneth Chin



Chief CPO, Seek Asia

24th January 2019



Having the right, digital-savvy leaders in place

- Leadership plays a very important role in setting the context of the organization's digital transformation strategy. Thus, transformative leadership requires bringing people along on a new journey, one with unknown practices, risks and opportunities.
- Companies excelling in digital leadership share a set of common characteristics:
 - Clarity
 - Agility
 - Grit





CLARITY

- Clarity emerges as a key talent for leaders in organizations and governments.
- Creating clarity is achieved by reflecting and synthesizing the environment in which organizations operate, encompassing their ecosystem.
- This results in clarity of vision for shareholders and stakeholders that can be translated into coherent strategy and plans.





AGILITY

- The ability to use various leadership styles as required by the fast-changing situations that will become the new normal in the 4th Industrial Revolution era.





GRIT

- Perseverance and Passion for long-term goals.
- In a digital context, grit is about staying committed to the digital vision of an enterprise over a long period of time.
- In the digital-transformation age, talent needs to be multidisciplinary, combining business skills and good technological knowledge, plus how to apply them effectively and quickly to changing economic paradigms.





CONCLUSION

As digital disruption accelerates, we often hear a sense of urgency among executives - but it rarely reaches the level of specificity needed to address the disconnects described.

The crucial elements in formulating a successful strategy are:

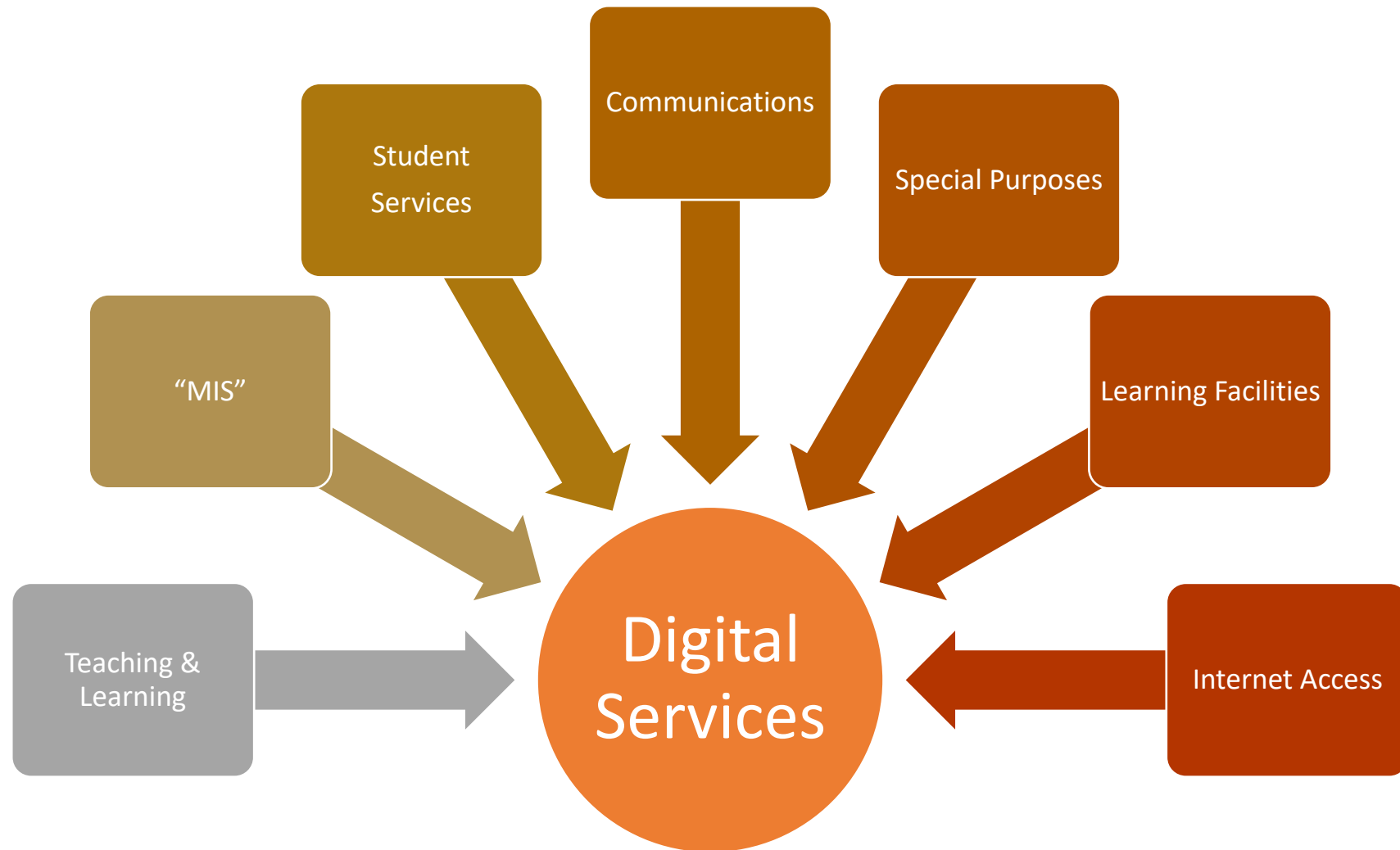
: Involve the entire management team in digital transformation efforts.

: The pace of change needs to be quick so, implement frequent reviews on strategies

: Technology implemented must be revised and refreshed to satiate the demands of the current market

: Strategic agility will require data, lots of it.





APU/APIIT DIGITAL SERVICES TRANSFORMATION PROGRAMME

“HORIZON 2020”

OBJECTIVES

Transform end-User eXperience (UX)

Transform Teaching, Learning & Assessments

Enhance Communication & Collaboration

Enhance accessibility to applications (Any device any place any time)

Improve Application Performance and User Productivity

Ensure Reliability and Redundancy

Business Process Automation and Digitisation

Improve Data Integrity

Ensure scalability of Applications

Unlock value of data through:

- Easier Report Generation (self-service)
- Data Analytics for predictive modelling

Reduce Total Cost of Ownership (TCO)

Improve application development turnaround

Enhance security through Single Sign-On and Authentication

Ensure top-of-the-class Internet Access across the Campus

STRATEGIES

Cloud Migration (Amazon Web Services)

Office 365 Email and Communications

Deploy Microsoft Teams + Moodle

AGILE Development Methodology

API-driven Applications Development

Hybrid Development Framework


CAS Single Sign-On

Overhaul Reporting System


GIMS Revival


Continuous Enhancement of Bandwidth and Wifi






APIIT EDUCATION GROUP


Welcome to APU Queue Management System
 Please swipe your card to choose a service





Docket Collection


Transcript Collection


Extenuating Circumstances


Assessment & Results Queries


Module/Program Registration


...
Others

Cancel

Confirm

Coming Up Next...	Now Serving	Cancelled Tickets	Counter
TP041809		TP032166	2
TP040902		TP040902	2
TP037354			
TP050802			
TP039413			

■ Being served ■ Finished serving ■ Ticket cancelled Students in the queue = 5 06:36:11 PM


Home
Lock the system
History
Logout

APU Queue Management System

Currently Serving	Selected Service(s)	Coming Up Next
		TP041809 06:19:50 PM
		TP040902 06:05:10 PM
		TP037354 11:38:36 AM
		TP050802 11:42:18 AM
		TP039413 06:31:38 PM

Serving Time
00:00:00

Total in the queue = 5

Next

Recall


Cancel

Start Serving

End Serving

Queue Information Exchange (QUiX)



- 
- Signaling Display
 - Functions Online & Offline
 - Mobile App Notification (WIP)
 - Visitor Satisfaction Survey (WIP)
 - Online Appointment (WIP)

Counter 4



Realtime Analysis and Intelligent Reports

- Average Waiting/Serving Time (overall)
- Average Serving Time by Counter
- Count of Daily Visitors
- Staff Performance Report
- Generate Daily, Weekly, Monthly, and Yearly Scheduled Report
- Ticket Status Reports
- Top Clientele
- Inquiries by Service Type Report
- Daily and Monthly Peak Time Analysis





16:20	Academia @ SCP	16:50 17:00
16:30	APIIT @ TPM	17:10 18:05
16:30	Endah Promenade	16:50 17:10
16:20	Fortune Park	16:50 17:00
16:15	LRT - Bukit Jalil	16:30 16:45

Available Locations:

- Academia @ SCP
- APIIT @ TPM
- APU
- Endah Promenade
- Fortune Park
- LRT - Bukit Jalil
- Mosque
- Vista Komanwel

Location Name: APU

Location Type: campus

Location Color: ■

Location Address: Jalan Teknologi 5, Technology Park Malaysia, Bukit Jalil, 57000

Location On Map

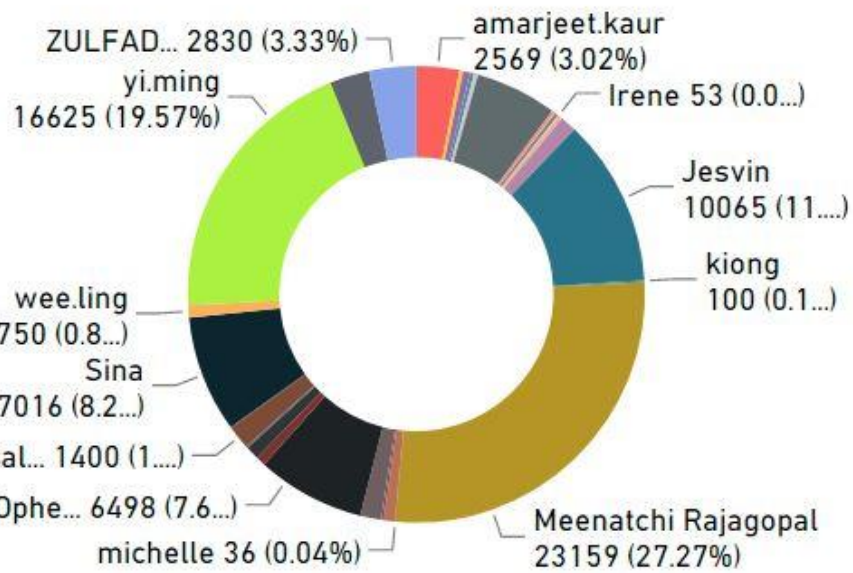
Remove

TRANSIX

Queue Management System Reports

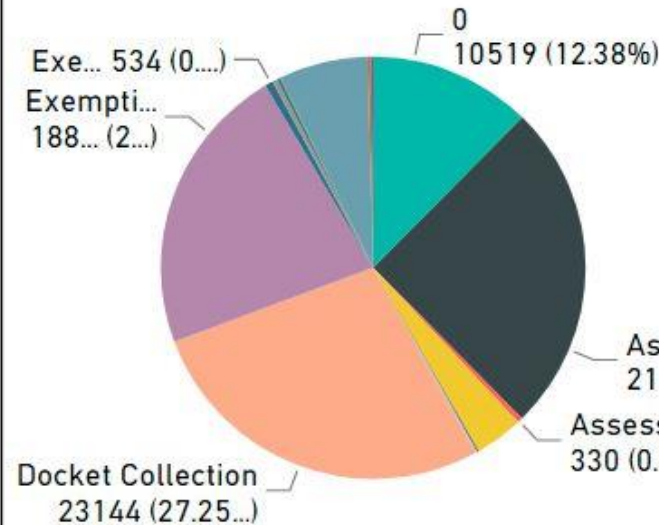
General Staff Performance

AttendedBy: abu, ADMIN, amarjeet.kaur, Amilia, azizatun, balan, carmenkhoo



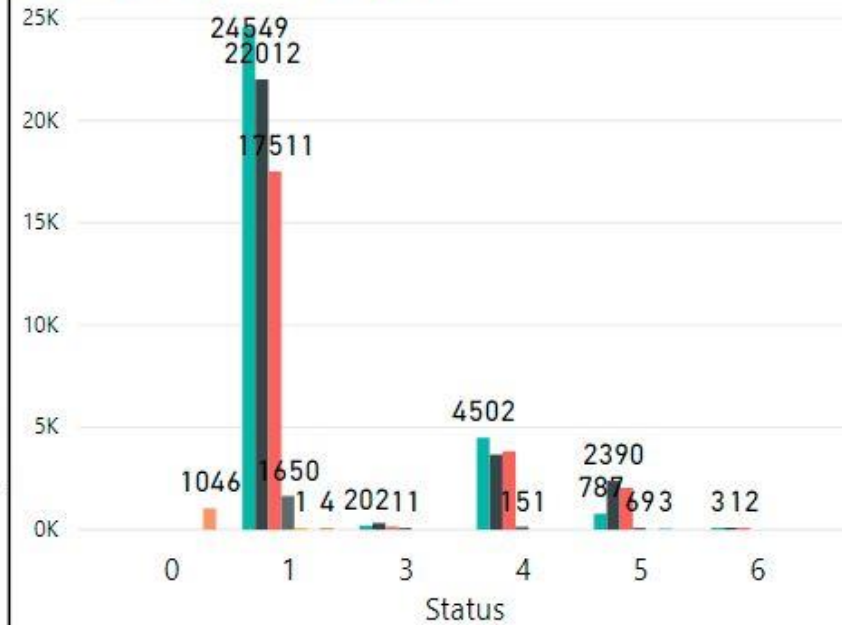
General Inquiry by Service type according to staff

Service Type: 0, Assessment ..., Assessment ..., Collection of t...



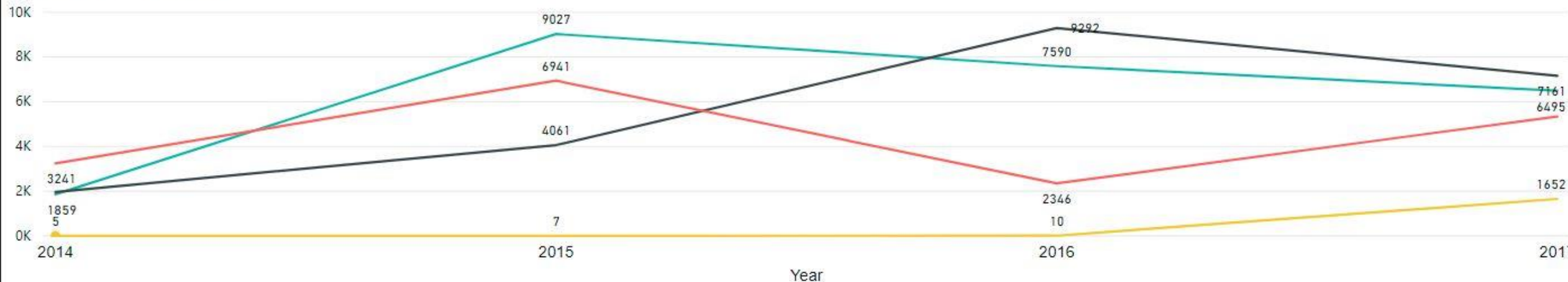
Number of students served by counter according to status

Counter: 1, 2, 3, 4, 6, 7, NULL



Overall trend Performance by counter

Counter: 1, 2, 3, 4, 6



REQUEST FOR REFERENCE LETTER

Student Name *

Student ID *

Email Address *

Contact Number *

Letter to

MAINTENANCE REQUEST FORM

MAINTENANCE DETAILS

Types of Maintenance Requested *

Computer/Server
 Network
 Telephone/PABX
 Security/Forensic
 Electrical/Aircond
 Application/Patch
 Lab
 Other

Department *

Maintenance Objective/Outcome *

Start Date * Start Time *

End Date * End Time *

APU EXIT FORM

PERSONAL INFORMATION

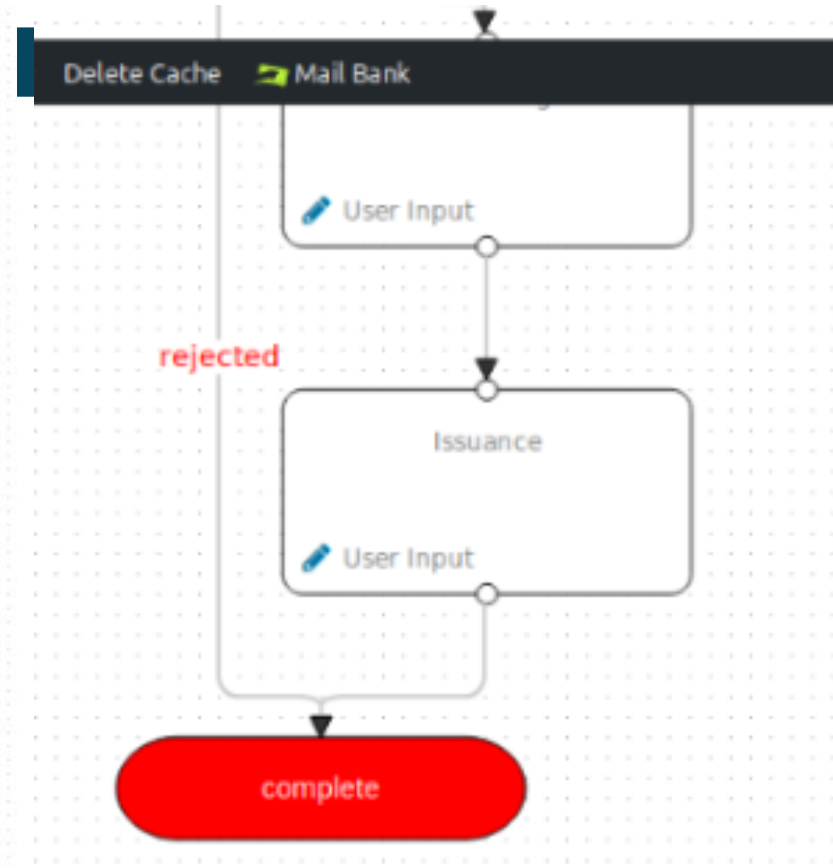
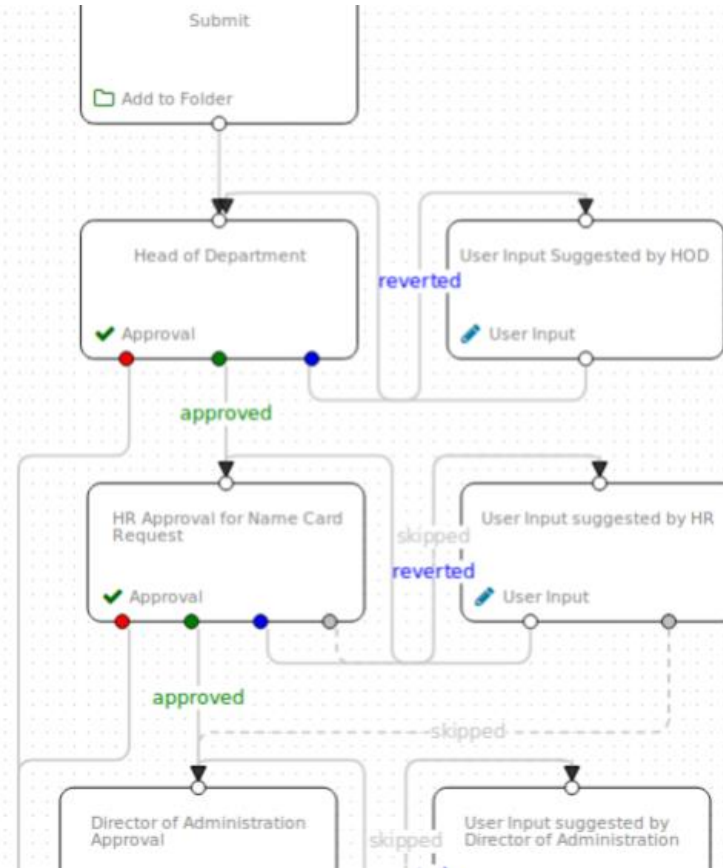
Nationality * Intake *

Secondary Email (Personal) * Phone *

Home Country Phone * Do you use University Accommodation ? *

Are you under working visa ?
 Yes
 No

Visa Expiry Date *



Online Forms with Workflow



THANK YOU