

Best Practices in Strategic Plan Implementation: Nurturing the Enabling Environment for Surveyors

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SUMMARY

With the Malaysian Government driving the Economic Transformation Program (ETP) at the national level, there will never be a better time for the timeliness of the initiation of the Strategic Plan Implementation exercise by the Association of Licensed Land Surveyors Malaysia (PEJUTA).

As a precursor to the implementation of the Strategic Plan, an engaging vision, that of developing and nurturing "A Dynamic and Sustainable Surveying and Mapping Industry" within the 10-year period of 2007-2017, has since been articulated and which formed the basis for the design of an Implementation Roadmap.

Positioned as a vehicle to fulfill the aspirations of the Strategic Plan, PEJUTA's Implementation Roadmap features two key implementation approaches under the theme, 'Shifting Gears'.

The two implementation approaches of '*Three Pathways to the Envisioned Future*' and '*Driving Momentum towards Impactful Outcomes*' are geared towards the creation and nurturing of an Enabling Environment, a thriving and dynamic 'haven' for the Licensed Land Surveying business community.

The EFQM Excellence Model has been adapted by PEJUTA's Strategic Planning Committee into an Industry Engagement Model which forms the over-arching framework for the undertaking the two implementation approaches. The intended outcome from the resulting Roadmap Implementation exercise will be the manifestation of the Envisioned Future that demonstrates the achievement of the three goals under the Industry's New Growth Agenda - a cohesive community of professionals, ability of the Surveying and Mapping community to anticipate and adapt to the future and an industry-wide innovation-driven infrastructure.

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1. INTRODUCTION

1.1 Transformation at the National Level

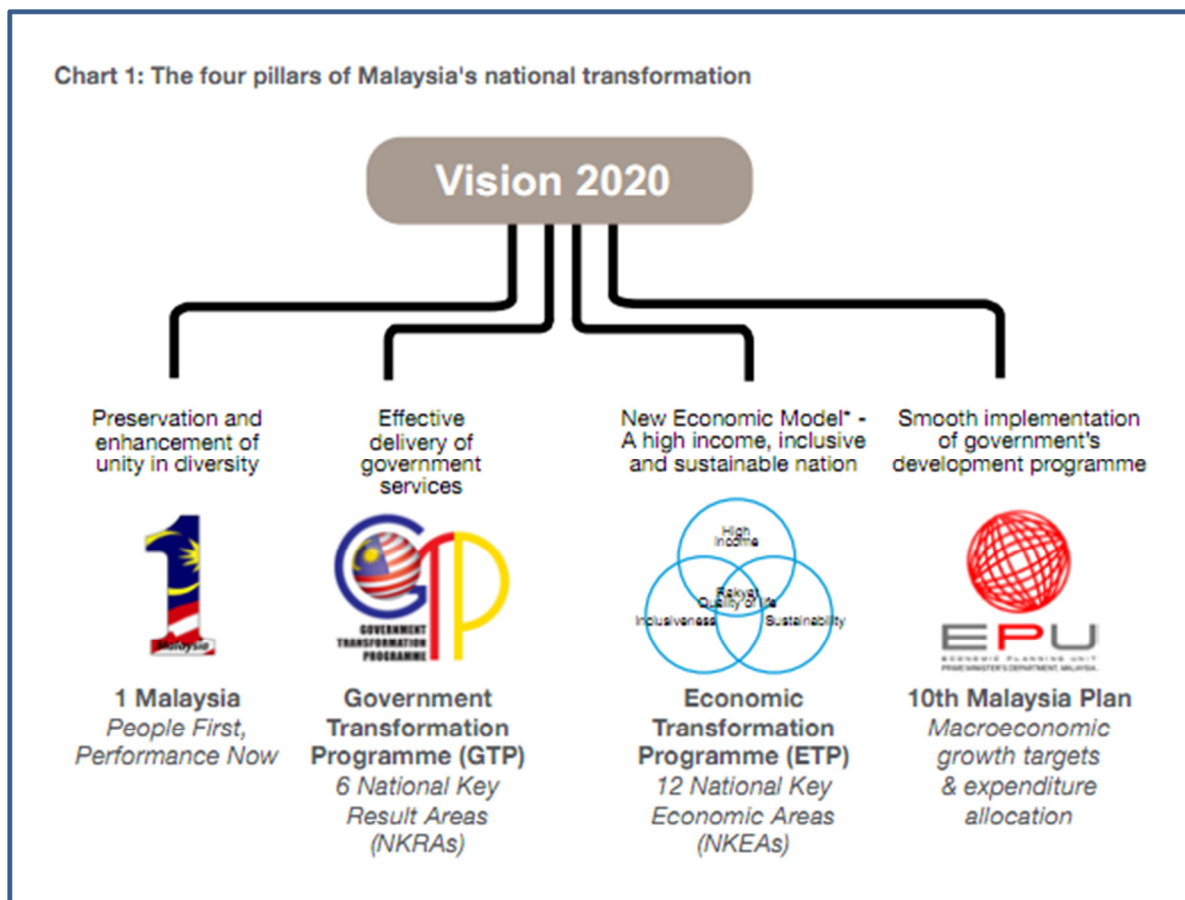


Figure 1: Source: PwC Alert Issue 88. March 2011

Lingering concerns on the impact of the global financial crisis have led many countries to revisit and sharpen their growth strategies in the face of tougher global economic and geo-political conditions. Malaysia is no different.

As an emerging Asian nation, Malaysia has reassessed its current position and is taking bold steps to move forward through the **Economic Transformation Programme (ETP)**.

The ETP is one of the **four key pillars** of Malaysia's national transformation framework or New Economic Model (NEM). Other pillars include the Government Transformation Program (GTP), 1Malaysia and the 10th Malaysia Plan.

By 2020, the ETP aims to increase Gross National Income (GNI) to just over RM1.7 trillion, which is 2.5 times 2009's GNI of RM660 billion.

To deliver growth for each National Key Economic Area (NKEA), the ETP focuses on Entry Point Projects (EPPs) and Business Opportunities (BOs). These are developed through collaborations between the public and private sectors.

1.2 Transformation at the Surveying and Mapping Industry Level

In view of the 'transformation' initiatives at the national level, there will never be a better time for the timeliness of the Strategic Plan Implementation exercise that the Association of Authorized Land Surveyors Malaysia (PEJUTA) has recently initiated.

A few years ago, in response to the myriad of challenges being faced by the Malaysian Surveying and Mapping industry, PEJUTA had embarked on a strategic planning process that involved members of a Consultative Panel comprising representatives from PEJUTA, the Land Surveyors Board of Malaysia (LJT), and the Department of Surveying and Mapping Malaysia (JUPEM).

One of the most inspirational outcomes from this strategic planning exercise was the crafting of an engaging vision, that of developing and nurturing "*A Dynamic and Sustainable Surveying and Mapping Industry*" within the 10-year period of 2007-2017. This Vision has since been encapsulated in a **Strategic Plan** for the Malaysian Surveying and Mapping Industry.

Since the launch of the Strategic Plan in March 2007, and with the ETP offering many opportunities for Malaysian Surveyors to explore, and to leverage towards reinforcing business sustainability, the emphasis on the **adoption of best practices** in the key domains of Strategic Planning and Strategic Implementation at the Industry level has remained a imperative for PEJUTA.

2 STRATEGIC PLANNING BEST PRACTICES

A research on the strategic planning processes of 45 top companies in the world has revealed that these companies adopt the following **best practices** in their Strategic Planning process:

- **Documentation** of strategic thinking is stressed;
- **'Stretch goals'** drive strategic out-of-the-box thinking. While different organizations use different parameters, all of the best practice companies set targets that required a

shift from ‘business as usual’;

- Planners emphasize **action plans** and strategic thinking;
- **Communication** of the Strategic Plan is a formal and significant element of the process and it is viewed as a measure of quality planning

3 HOW DID PEJUTA FAIR AGAINST THOSE BEST PRACTICES

Back in 2006, PEJUTA embarked on the development of the Strategic Plan and some key challenges were identified. There were four significant areas involving the following:

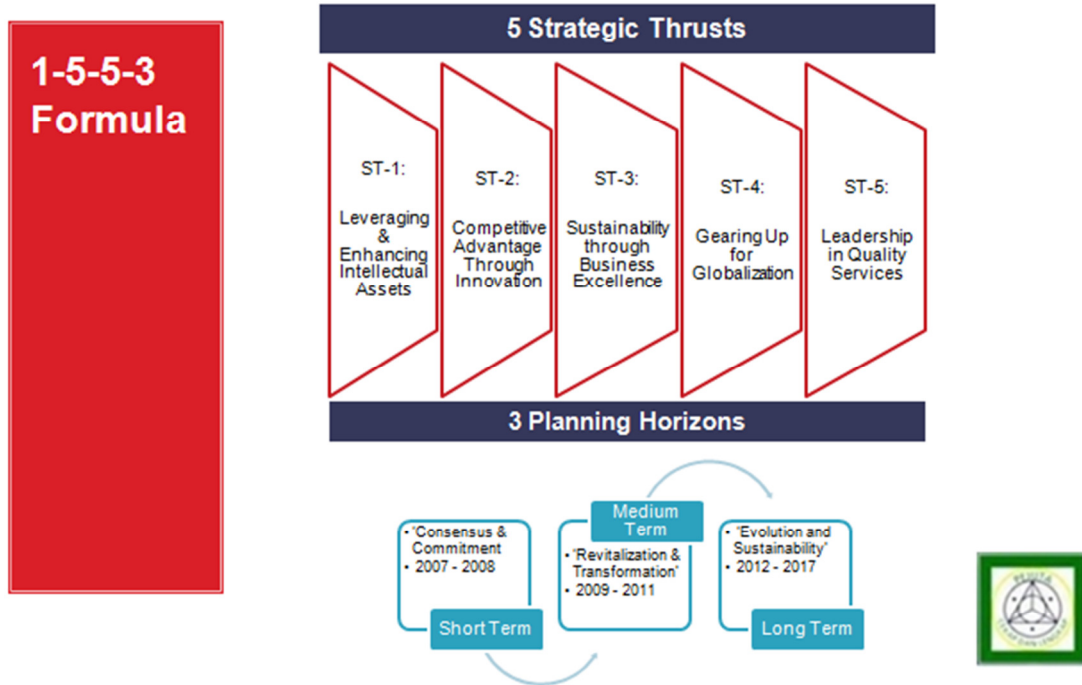
- More clients seeking Total Solution Providers
- The Government’s aspirations for efficient delivery systems
- Adopting available and new technology on the part of Licensed Land Surveyors and
- The high capital investment in technology

The Plan was subsequently launched in March 2007.

In the Strategic Plan, PEJUTA has crafted what it would like to refer to as the ‘*1-5-5-3 Formula*’, where there is 1 Grand Strategy, 5 Long-Term Objectives, 5 Strategic Thrusts and with 3 Execution Horizons covering the short-, medium- to long-term.

The PEJUTA Strategic Plan

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How far PEJUTA has 'mirrored' the successful adoption of those proven Strategic Planning Best Practices in its Strategic Planning efforts will have a significant bearing on the potential success of the **Strategic Implementation process** that has recently been initiated.

What PEJUTA has effectively done is to take those organization-centric best practices to the level of the Industry, albeit with the major stakeholders, the Licensed Land Surveyors in mind.

3.1 Documentation of Strategic Thinking

Given the strategic planning process scenario where documentation of strategic thinking is emphasized, PEJUTA has documented as well as added a sense of meaning and relevance to the strategic thinking of the Consultative Panel in the publication of the Strategic Plan 2007-2017.

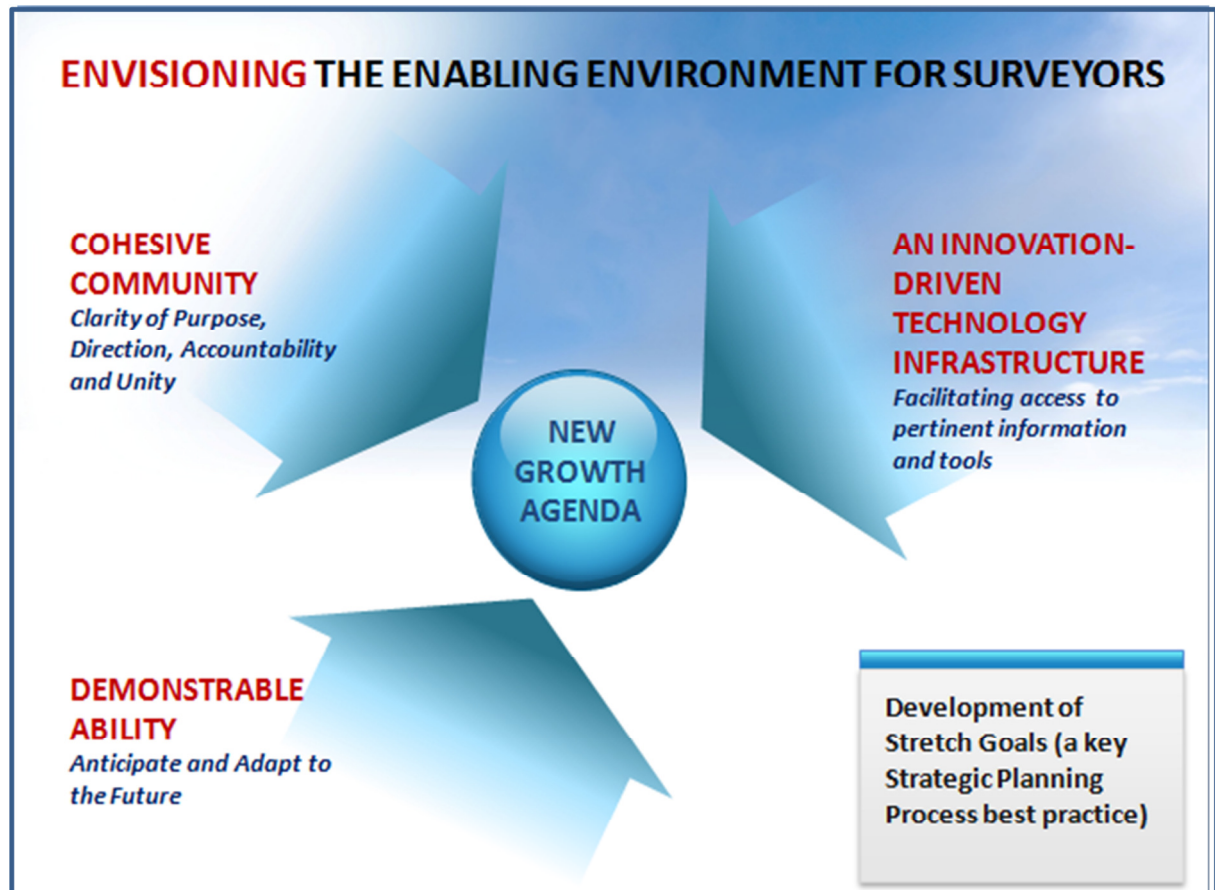
3.2 Development of 'Stretch Goals'

The focus on the development of stretch goals during the Strategic Planning process has paved the way for the establishment of a '**New Growth Agenda**'.

As outlined in the Strategic Plan, the 'New Growth Agenda' will be a Surveying and Mapping Industry-focused agenda which features three key goals to be achieved during the short-,

medium- and long-term:

- A cohesive community of professionals.
- Ability of the Surveying and Mapping community to anticipate and adapt to the future;
- An industry-wide innovation-driven infrastructure [comprising resources, technology and capabilities that are geared towards globalization]



The achievement of this New Growth Agenda by 2017 is destined to manifest the following outcomes:

- First, A cohesive community of professionals which thrive on **clarity of purpose, direction and accountability**, unified its agreement on strategic initiatives and priorities, armed with an unfailing discipline to follow-through;
- Secondly, it is a community of Licensed Land Surveyors who demonstrate increasing

ability to anticipate and adapt effectively into the future;

- And last but not least, the availability of **an innovation-driven infrastructure** that supports access to a comprehensive range of information through a wide range of technology and facilities.

This outcome-driven view has been adopted by PEJUTA as the **baseline scenario** for nurturing the **Enabling Environment** for Surveyors.

3.3 Emphasis on Action Plans

To ensure the emphasis on Action Plans is adhered to, PEJUTA has seen it be-fitting to have Action Plans developed and incorporated into an **Implementation Roadmap** that feature a series of 12-month and 24-month **Quick Wins and Key Results Areas (KRAs)**.

A list of Quick Wins and KRAs were identified prior to the execution of the Implementation Roadmap Development activities.

3.4 Communicating the Strategic Plan

With regards to the significance of a formal communication of the Strategic Plan, PEJUTA has embarked on the development of an **Implementation Roadmap** to fulfill the following purpose:

- To support the functions of the PEJUTA Executive Committee;
- In fulfillment of promises on the part of PEJUTA to advance the Surveying and Mapping Industry during the implementation years of the Strategic Plan (2007 - 2017);
- To put a structure in place to facilitate full engagement of members and external stakeholders to ensure successful achievement of the long-term objectives outlined in the Strategic Plan;
- To offer a platform for the on-going review and refinement of strategic objectives in response to changes both in the domestic as well as global marketplace;
- To drive and maintain full participation of the majority of members of PEJUTA throughout the implementation period of the Roadmap in order that members are best positioned to benefit from the Quick Wins and Key Results Areas outlined therein.

With this ‘foundation’ in place, PEJUTA has inadvertently **set the stage** for the adoption of the next set of best practices, ie. those practices to be adopted to complement the Strategic

Implementation of the Surveying and Mapping Industry Strategic Plan..

4 STRATEGIC PLAN IMPLEMENTATION: ADVANCING THE FORMAL COMMUNICATION BEST PRACTICE

Taking the **envisioned Enabling Environment for Surveyors** into context, PEJUTA has been proactive in verbalizing its intention to create and nurture an Enabling Environment, to the Licensed Land Surveying business community.

To create and nurture an Enabling Environment touches on the key 'vein' of **a thriving and vibrant environment** that 'enables' surveying firms (capability-wise) to perform and sustain their businesses.

This involves putting things and infrastructure in place to 'enable' surveying firms to **drive their practices towards sustainability** which, in turn, will impact the performance of the Surveying and Mapping Industry as a whole.

Building on the best practice of the Strategic Planning process, that of the imperative of formally communicating the Strategic Plan, PEJUTA's intention of initiating the development of the Implementation Roadmap has its basis in positioning the Roadmap as **the 'vehicle'** designed to fulfill the aspirations of the Strategic Plan.

5 ROADMAP DESIGN: THE VALUE OF SPECIFICITY IN IMPLEMENTATION

The **value of 'specificity'** in implementing strategy has been the key consideration in the minds of the PEJUTA Executive Committee when it came to taking the next step to implement the Strategic Plan.

The Industry Consultation and Action Plan Roundtable Sessions that were held over the course of six months have resulted in the articulation of a Roadmap that is designed to undertake a **'Development and Sustainability' Initiative**.

Within the framework of the initiative, three objectives have been established and they will serve to benefit the Malaysian Licensed Land Surveying (LLS) Business Community in the next 12 - 24 months and beyond:

- Business Sustainability
- Competitive Positioning
- Competency and capability enhancement

As such, the 'Development and Sustainability' initiative will be implemented via the

Roadmap titled, '*PEJUTA Strategic Plan Implementation Roadmap*'.

5.1 PEJUTA Implementation Roadmap: The Theme of '*Shifting Gears*'



The theme of '**Shifting Gears**' firstly denotes a call for action to the Malaysian Licensed Land Surveying (LLS) Business Community to shift their 'gears' towards becoming **truly adaptive enterprises**, able to meet both current and future challenges that potentially impact the sustainability of their individual businesses.

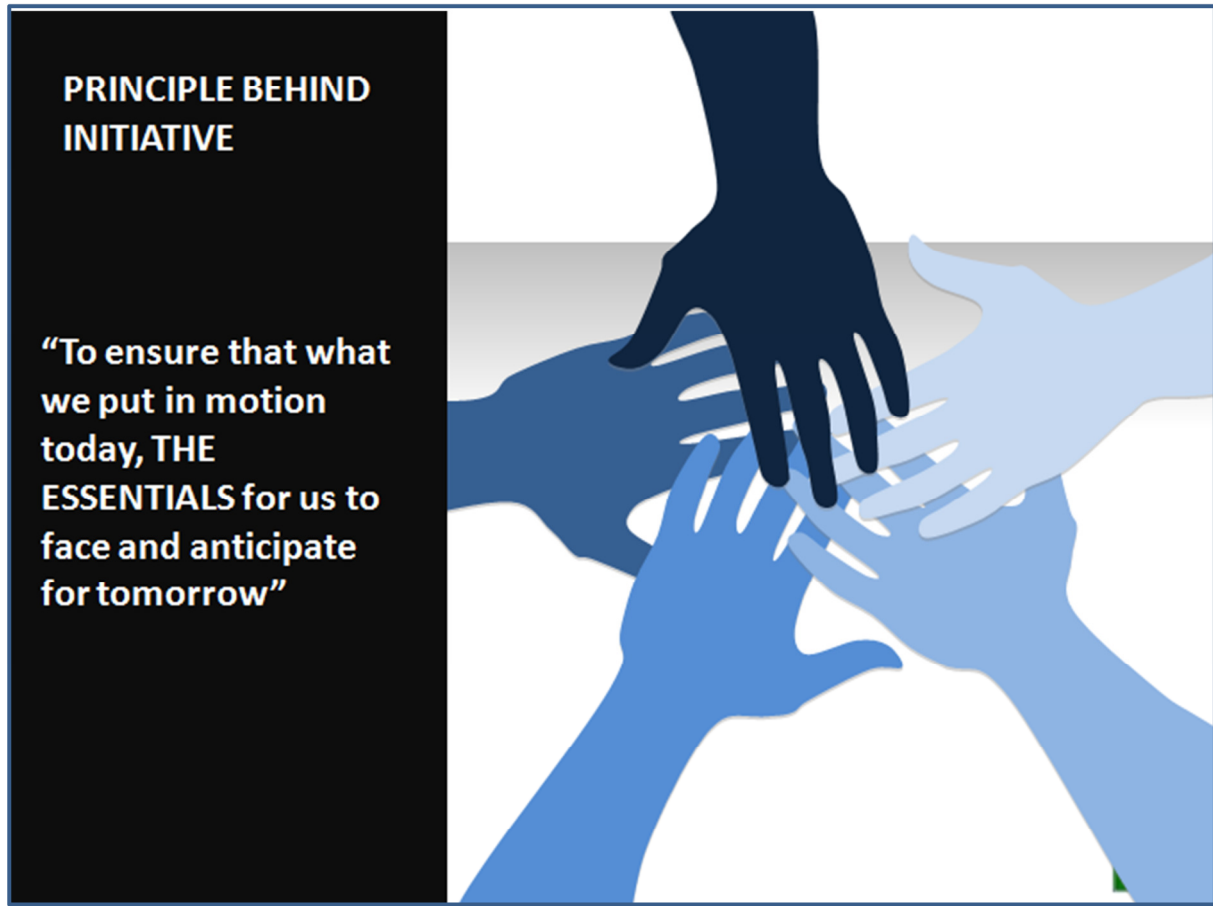
The theme also signifies the intention of PEJUTA to shift its 'gears' towards **creating and maintaining an enabling environment** that aims to develop and sustain a relevant Surveying and Mapping Industry.

5.2 The Principle That's Driving the Initiative

In order to lend further meaning to the theme of 'Shifting Gears', the principle based on which the Development and Sustainability Initiative will be implemented involves the intention of '*Ensuring that we put in motion today, the essentials that help us face and anticipate tomorrow*'.

It is this guiding principle that will be the beacon of light that drives the **effective and smooth implementation of the initiative** towards the industry vision of "A Dynamic A Dynamic and Agile Community of Surveying and Mapping Professionals'.

5.3 The Six (6) Essentials

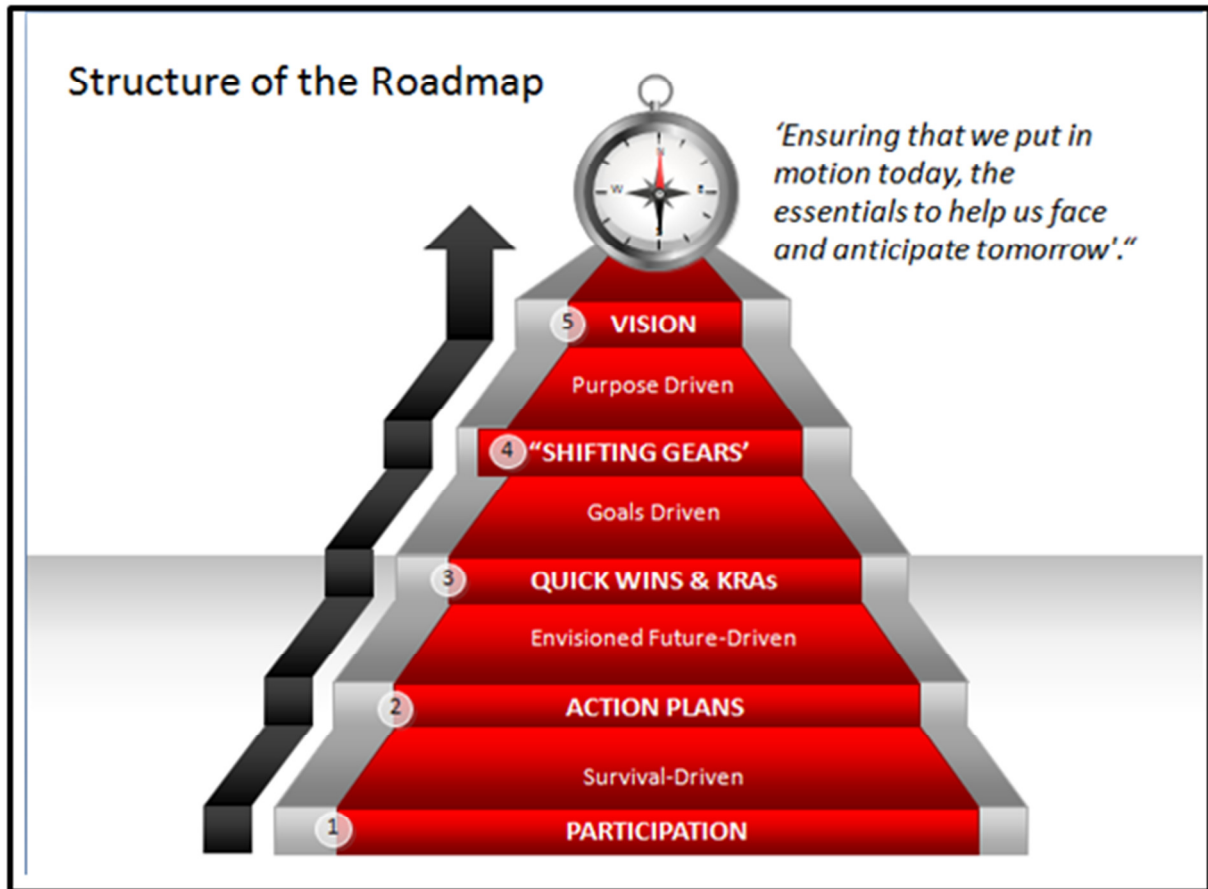


The **6 Essentials** represent the core perspective of the Implementation Roadmap. The focus is on six key areas that can potentially lead to the **impactful development and sustainability** of the Malaysian Surveying and Mapping Industry. These areas are:

- Capability Building
- Capacity Building
- Partnering
- Liberalization
- Legislation
- Branding

5.4 The Structure of the Roadmap

The Implementation Roadmap is organized in a manner that paves the way for Licensed Land Surveyor (LLS) firms to understand what this Roadmap is all about, and more importantly, how they can effectively participate in its implementation.



The Roadmap is structured under **five components**:

- **Participation**: This Roadmap will clarify and engage the full participation from PEJUTA's members for 'members' interest', ie. we are expecting LLS firms to embrace a business-sustainability-driven mindset when deciding to register their participation with PEJUTA.
- **Action Plans** : Out of the entire content of the Roadmap, what would matter most to the LLS Business Community will be to engage themselves in the execution of these Action Plans.
- **'Quick Wins' and Key Results Areas** : In order that implementation focus is directed effectively and meaningfully, the 12-month and 24-month Action Plans are grouped

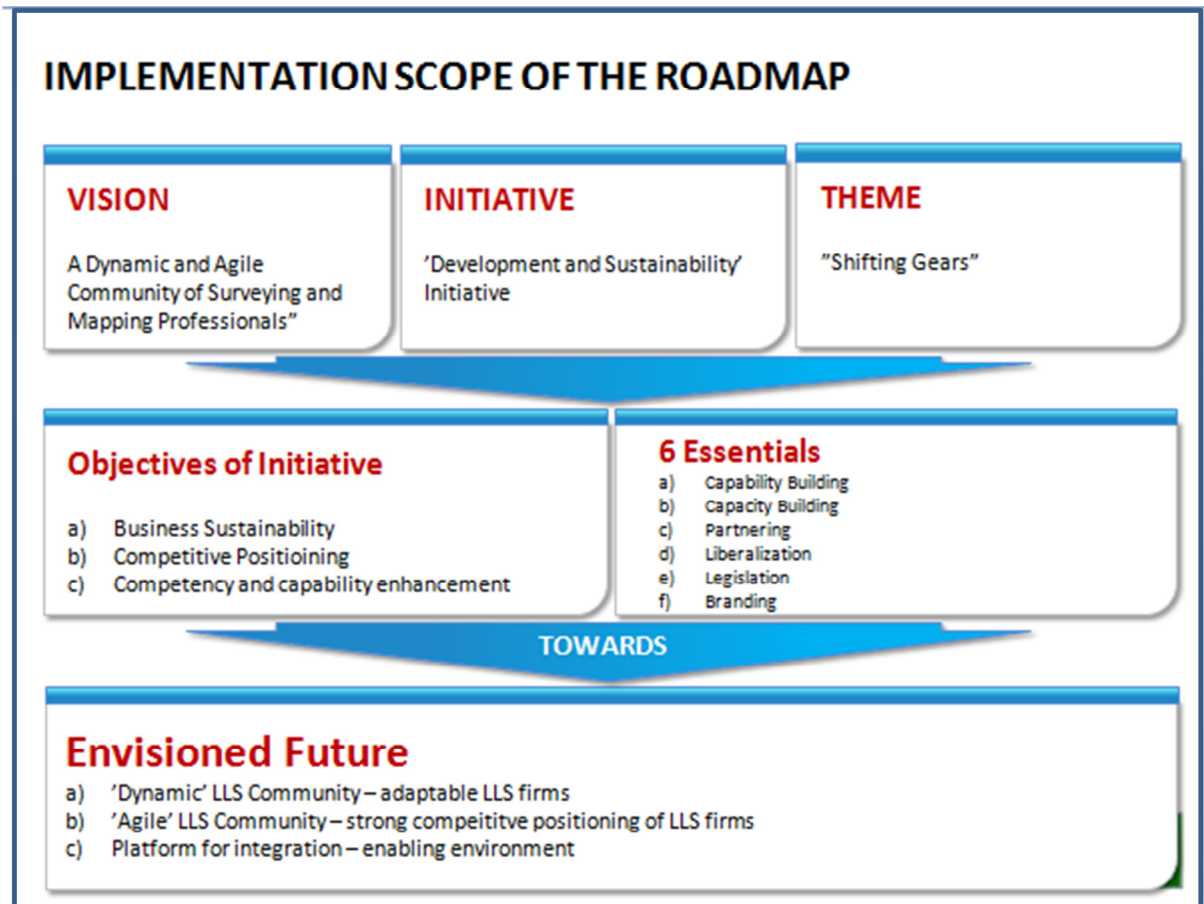
under context-relevant Quick Wins and KRAs. The connecting points between this Roadmap and the Strategic Plan are the **Strategic Thrusts** to which these Quick Wins and KRAs are tied.

- ***‘Shifting Gears’*** : With an engaging theme like *‘Shifting Gears’*, one can only conjure up images of **‘moving forward’ with sure-footedness** and in all seriousness as there is a strong vision to be achieved over the next few years in the interim period of 2011 - 2013 and beyond that, in the longer term, from 2013 to 2017;
- ***Vision of the Surveying and Mapping Industry***: "A Dynamic A Dynamic and Agile Community of Surveying and Mapping Professionals'. This Vision is expected to influence the emphasis of the business planning efforts of the LLS Business Community to be carried out within the context this strong vision.

5.5 Roadmap Implementation Scope: Two Key Approaches

In the years to come, the LLS Business Community will involve itself, to a greater extent, in multiple industries, businesses that purport dynamic business models, product / service lines and client groups.

To align with this scenario, the implementation of the Roadmap should bring to fruition various key aspects of the ‘Development and Sustainability’ Initiative.



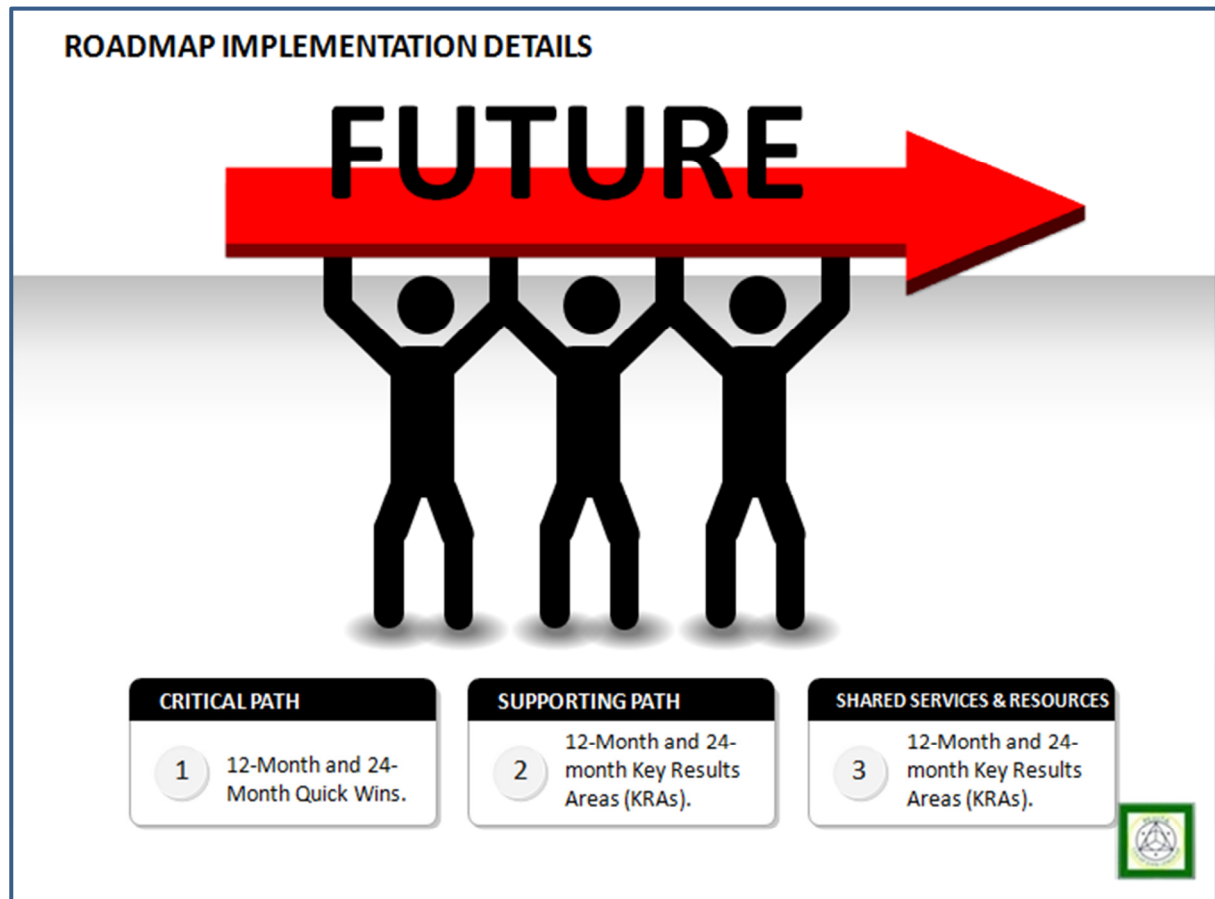
First a glimpse at the **Envisioned Future** that PEJUTA and the Licensed Land Surveying Business Community are moving towards, with the Roadmap:

- A ‘dynamic’ community would comprise adaptable LLS firms that demonstrate keen ‘sense-and-respond’ habits that put them in good stead to ‘ride the wave’ of change.
- An ‘agile’ community would comprise LLS firms that leverage strong competitive positions to survive and thrive. Potentially, LLS firms should be focused on aligning their practices as ‘market leaders’ as well as ‘niche players’. And there are a few ways which this can be achieved in the Action Plans outlined in the Roadmap.
- There needs to be a platform on which the dynamic and agile community will ‘operate on’ for cohesiveness and continuity in execution and integration. Such a platform will come in the form of an enabling environment that is grounded on developing organizational capabilities and activities that impact the sustainability and relevance of the LLS profession.

In support of PEJUTA’s intention to attain the Envisioned Future, **two key approaches** were identified:

- Three (3) pathways towards the Envisioned Future
- Driving momentum towards Impactful Outcomes

6 THREE PATHS TO THE ENVISIONED FUTURE (APPROACH 1)



In considering the imperative of having to ‘Shift Gears’ towards the Envisioned Future, the starting point of the implementation of the ‘Development and Sustainability’ Initiative will involve taking into account three (3) paths:

- Critical Path
- Supporting Path
- Shared Services and Resources

It is envisaged that all the three (3) paths will be implemented in unison from the date that the Roadmap is launched and all three (3) paths will have success milestones tagged to each of the 6 Essentials.

6.1 The ‘Critical’ Path

The **Critical Path** comprises the urgent and high-impact KRAs in the form of Quick Wins to

be implemented in both the 12-month and 24-month period. The role of the LLS Business Community will be to participate and the role of PEJUTA will be that of a facilitative role.

Creating Quick Wins are critical to the overall success of the Roadmap Implementation because they help to:

- deal with the urgent and important sustainability-challenged issues that need to be addressed within the short-term
- provide opportunities to celebrate and build morale and motivation, which are needed to keep efforts moving forward;
- fine-tune vision and objectives d. build momentum e. provide PEJUTA with data and information on the viability of its intentions

6.2 The ‘Supporting’ Path

The **‘Supporting Path’** will comprise KRAs designed for the 12-month and 24-month period of the Initiative. The mainstay of these KRAs are the development-related aspects where the success milestones will take more time than the Quick Wins to materialize and where the collaborative relationships with external stakeholders will need more time to nurture and solidify.

These KRAs will keep the LLS Business Community and PEJUTA energized and motivated to push the momentum further beyond the 24-month period.

The role of the LLS Business Community will be to participate and the role of PEJUTA will be that of a facilitative role.

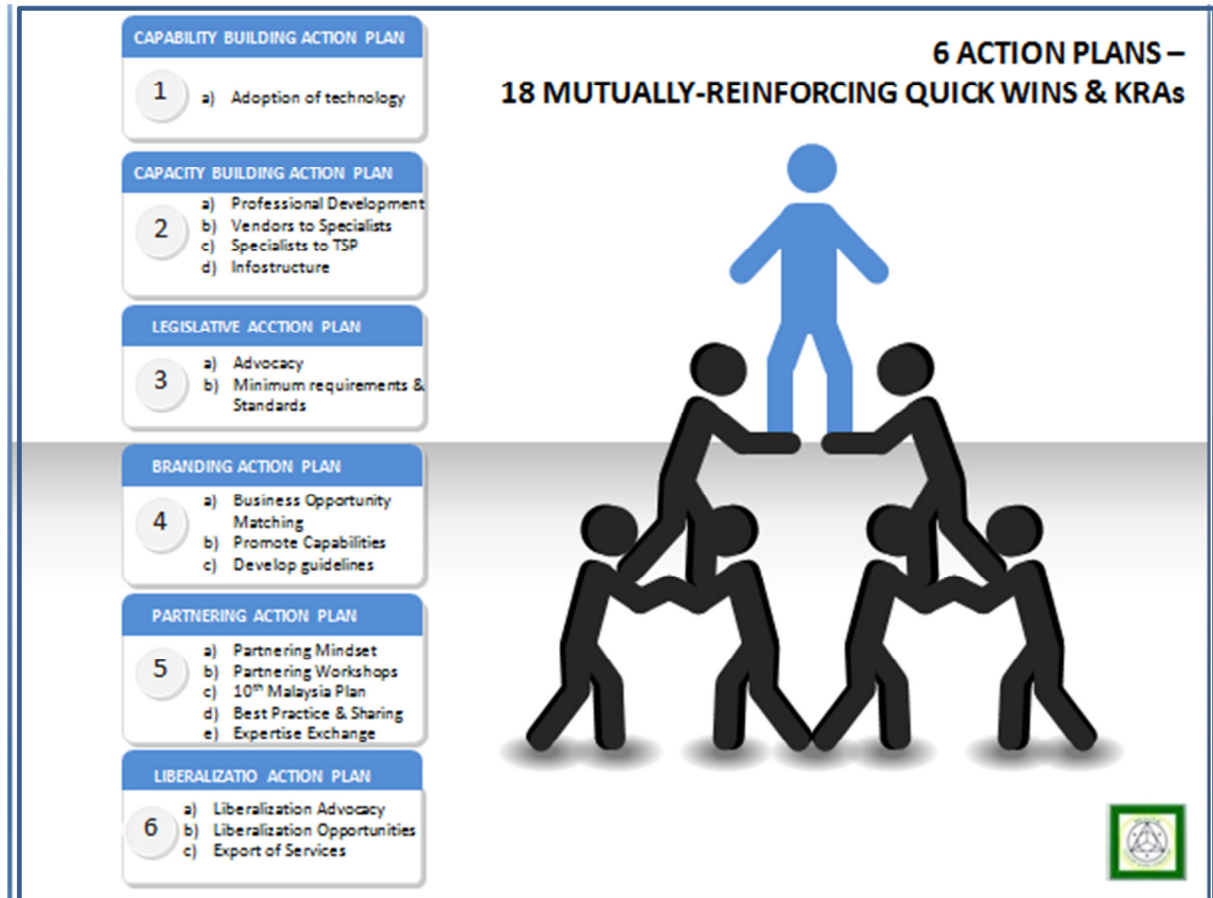
6.3 The ‘Shared Services and Resources’ Path

The **‘Shared Services and Resources’ Path**, when implemented, will be the base to which all participating LLS will have access to. This ‘base’ of resources and services will be geared towards supporting the implementation of the 12-month and 24-month Quick Wins and KRAs.

All the KRAs under the Shared Services and Resources path will be sustained beyond the implementation period of the Roadmap and they represent key elements of the intended Enabling Environment.

The role of the LLS Business Community will be to make conscious and concerted efforts to leverage these facilities and services and the role of PEJUTA will be that of a ‘program driver’ for these KRAs.

7 DRIVING MOMENTUM TOWARDS IMPACTFUL OUTCOMES (APPROACH 2)



Besides the Roadmap Implementation approach of the ‘Three Pathways’, there remains another implementation approach to be adopted by PEJUTA in the months following the 28 March 2011 launch of the Roadmap.

Remembering the principle that drives the implementation of the ‘Development and Sustainability’ Initiative - *‘ensuring that we put in motion today, the essentials that help us face and anticipate tomorrow’* - we have the 6 Essentials that are now translated into **6 goal-driven Action Plans**.

In effect, a **total of 18 mutually-reinforcing Quick Wins and KRAs** will be implemented, with the participation of the LLS Business Community, under these **6 Action Plans**.

8 TWO IMPLEMENTATION APPROACHES TRANSLATED INTO BEST PRACTICES

The **EFQM Excellence Model** is a practical tool to help organisations leverage it as a management system and the associated growth in the key management discipline of

organisational self-assessment.

Organisations do so by using the model to measure where they are on the path to Excellence; helping them understand the gaps; and stimulating solutions. It is applicable to organisations irrespective of size and structure, and sector.

8.1 Roadmap Implementation: Industry Engagement Model

The **Industry Engagement Model** [that is based on the EFQM Excellence Model] will be adopted by the Strategic Planning Committee of PEJUTA in their endeavour to successfully implement the Roadmap over the 12-month and 24-month Action Plan period.

PEJUTA appreciates the advantage of using this model because the same model can be adopted by Members at their own business strategy management levels, through the course of adoption and alignment towards the priorities of the Strategic Plan.

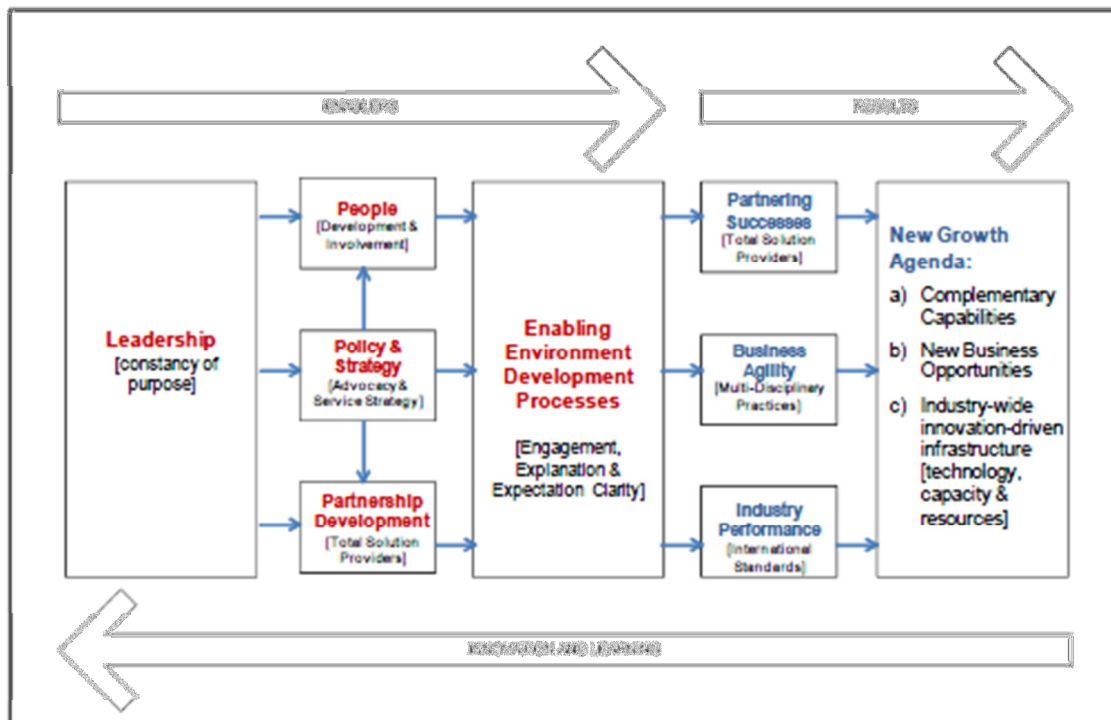


FIGURE 5. The Strategic Planning Committee 's Engagement Model [Detailed View]

Figure 2 : Industry Engagement Model

When viewed in the context of adopting the EFQM Model as the Industry Engagement Model for the attainment of the Envisioned Future, the key 'enabler' items that support this intention

comprise the following elements of the EFQM Model:

- The **Leadership** dimension of PEJUTA’s Industry Engagement Model will be fulfilled through the Enabling Environment Development Processes. The emphasis is on: Constancy of Purpose;
- The **People Results** area will be fulfilled through the establishment of a Survey Academy. The emphasis on: Professional Development and Capability Enhancement;
- The **Policy and Strategy area** will be fulfilled through the Enabling Environment Development Processes. The emphasis is on: Business Sustainability and Growth;
- The **Partnership Development area** will be fulfilled through a proposed ‘Partnering Network Centre’ to be operated by the Strategic Planning Committee. The emphasis is on: Business Sustainability and Growth;
- The **Enabling Environment Processes** form the baseline activities for the engaging LLS in the implementation of the Roadmap. One key area that was crucial to soliciting the 'buy in' and commitment to the Strategic Plan involved the Short-Term [planned] execution of the Strategic Plan. This crucial phase involves 'Industry Consultation'.

The follow-through for the two Implementation Approaches of the ‘Three Pathways’ and ‘Action Plans’ will be via PEJUTA’s facilitative role in undertaking the **over-arching framework** of the Industry Engagement Model.

8.2 The Three Pathways (Approach 1): Best Practice Perspectives

The first significant consideration in the light of the three (3) paths to take in order to implement the ‘Development and Sustainability’ Initiative is the all-important consideration of **full participation from the LLS Business Community**.

The second key consideration will be for the LLS Business Community to recognize the **facilitative role of PEJUTA** in accordance with its on-going intention to fulfill three (3) key organizational priorities which constitute **PEJUTA’s Core Purpose**:

- Ensuring our profession's relevance in national development;
- Maintaining an invaluable presence in our chosen markets;
- Advancing our influence on policy decisions and advocacy on matters that impact the welfare of Land Surveyors.

The third consideration involves the attainment of the three (3) long-term objectives via the **Quick Wins and KRAs** will serve to address the impediments of the ‘Runway’ Level issues as well the host of challenges identified at the higher level that impact the Surveying and

Mapping Industry in the long-term.

In effect, the Quick Wins and KRAs are to be viewed as **mutually-reinforcing programs** that constitute the cornerstones of this Roadmap. In ‘Shifting Gears’ terms, these mutually-reinforcing programs will be ‘highways’ that the LLS firms will be ‘driving’ on.

8.3 Action Plans (Approach 2): Best Practice Perspectives

To drive their chosen ‘highway(s)’ (participation in the the Action Plans) successfully and to be on track, LLS firms are advised to understand their current ‘driving license’ status in order that they can determine for themselves (or with the help of further consultation) the current state of their ‘driving skills’ that would lead them to deciding on which ‘highways’ to take first, towards the Envisioned Future.

In the Roadmap, three (3) types of ‘driving license’ status are outlined (state of readiness to align with the Roadmap implementation with an expectation to reap the best results).

There is a **Self-Assessment Questionnaire** on Organizational Excellence which needs to be filled by participating LLS and submitted to PEJUTA for analysis:

- Gear 1 LLS Firms (Total Score of 0% - 20 %)
- Gear 2 LLS Firms (Total Score of 20% to 40%)
- Gear 3 LLS Firms (Total Score of 40 % to 60 %)

9 BEST PRACTICE SHARING WITH THE FIG COMMUNITY

PEJUTA’s sharing of these best practices with the FIG community at the FIG Working Week represents the Association’s demonstrable effort that promotes cooperation across borders under the ‘umbrella’ of tacit knowledge sharing and exchange of ideas and experience.

These best practices could serve as useful references to FIG members interested in augmenting their existing strategic plan implementation initiatives for their respective, home-country Surveying and Mapping Communities.

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