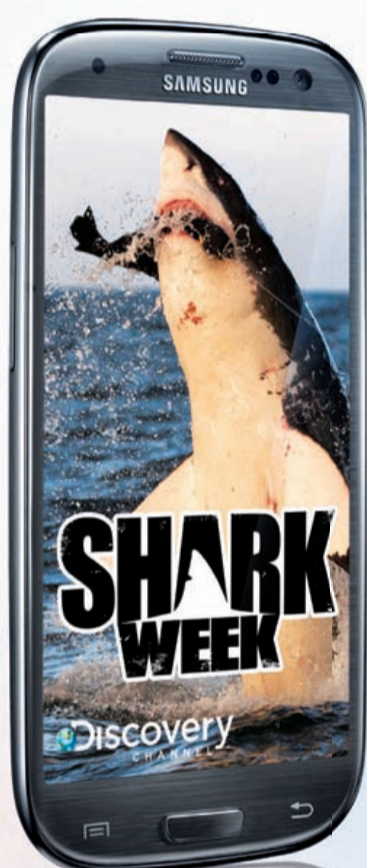


SAMSUNG

# astro ON-THE-GO™

## Now available on your Samsung Smartphone and Tablet.\*

Take Astro with you, wherever you go.



### Enjoy Astro On-The-Go in 3 simple steps.

- 1 Visit [www.astro.com.my](http://www.astro.com.my) and click the 'Register' button on the navigation bar at the top right corner to create your username (Astro ID).

**Reminders:**

- Once you have registered your Astro ID, remember to check your personal email to verify your Astro ID.
- Please ensure you have your Astro Smart Card number ready for registration.

- 2 Log in to link your new Astro ID to your Astro Smart Card to gain access to your subscribed channels.

**Note:**

Astro users who don't link their accounts will only have access to limited titles.

**Reminder:**

Once you've linked your Astro ID, check your email again to complete the verification process.

- 3 You can now enjoy Astro On-The-Go! Simply click on your preferred device and log in with your Astro ID.

**Note:**

You may register up to two Astro IDs to link to your Astro Smart Card.

For more information, visit [www.astro.com.my/onthego](http://www.astro.com.my/onthego)

Terms and conditions apply.

\*Galaxy S II, Galaxy S III, Galaxy Note, Galaxy Tab, Galaxy Tab 7 Plus, Galaxy Tab 7.7, Galaxy Tab 2, Galaxy Tab 10.1, Galaxy Tab 2 10.1.



## Engaging Gen Y

# WHEN WORK BECOMES PLAY

Vishen Lakhiani's personal philosophy on life has helped him found MindValley, an online publishing company where work is fun and exciting

BY EMILY CHOW

A lot of people can start an online publishing company and make it grow. But it is tougher to foster in the company a work culture so special that it obliterates the line between work and play. MindValley founder and CEO Vishen Lakhiani seems to have achieved this. In fact, for him, work has become play.

"It's actually part of our business process to blur the line between work and play, and it's all done to create the Gen Y workplace," he explains. "My philosophy is that work should be fun and exciting, and our offices always have to be stunningly beautiful."

MindValley's office is vibrant — full of colour and life. Its open-office concept allows for it to function like a home while a versatile range of furniture allows employees to work at a desk or on a beanbag. MindValley

employees are made to feel at home with the setup of the sofas and kitchen, and the souvenir magnets on the fridge door are indicative of the 30 different countries they hail from. A tree house fills the corner of one room to provide an unexpected but cosy work space, while those seeking quiet time for contemplation can utilise a hidden meditation room, decorated with spiritual and religious icons from around the world. The Diner is a space with a long table to accommodate meetings and brainstorming sessions, while the Rocks offer meeting rooms in private spaces.

The given names of each office space add to the MindValley lingo; it's the Hall of Awesomeness instead of a conference hall, and think scrums instead of morning meetings, which help to establish the company's work culture and appeal to Gen Y employees who make up the bulk of the 110-strong workforce. The average age of a MindValley employee is 27.

"I think if young, smart people are given the right tools, guidance and growth opportunities, they'll pull off amazing things," Vishen opines. "Be-

“ We care about people leading epic lives, and that's why we use the word 'awesome' so much. ”



cause they don't know what rules are and their minds are not tainted, they tend to believe they can do the impossible, and therefore they do."

Apart from its quirky office space and a culture to match its style, MindValley employees receive added benefits, such as 10% of the company's profits. Book expenses on Amazon.com are covered by the company, as personal growth is an integral part of MindValley. Their "45/5" rule recommends that employees spend five hours of their 45-hour work week on self development, be it through reading or meditating. They are encouraged to pursue their own interests, ventures or projects, either within or outside of the company.

"If you do it outside MindValley, we're cool with that as well because it gives us new opportunities to invest in," says Vishen.

He has invested in seven employee businesses since, and all of them have been profitable thus far.

Like most Gen Y workplaces, building relationships are an essential part of the MindValley culture. Once a year, Vishen flies his team to a paradise location for a team retreat. "Studies have shown that if you are friends with the people you work with, you are seven times more engaged at work," he says. "So we do all these activities to create friendships among MindValley people."

Since MindValley is home to a diverse pool of cultures, other activities at the workplace include celebrating each unique culture on a certain day once every two weeks. Culture Day celebrations have included Malaysia Day, Ukrainian Day, Polish Day, and even a Hollywood and a LGBTQ (Lesbian, Gay, Bisexual, Transsexual and Queer) Day.

"We also have a Female Appreciation Day, where women are showered with flowers, chocolates and massages, and a Male Appreciation Day, where the women cook the men a breakfast of bacon and eggs," describes Vishen.

"One thing unique about the company is that the management team is primarily women," Vishen says. "About 60% to 70% of MindValley is managed by women and I think that greatly contributes towards our work culture. I think women are an incredible force and that's why you'll notice that our official mascot is Wonder Woman, and not Superman."

When it comes to recruitment, MindValley opts to go creative by screening their applicants via a three-minute video on top of their curriculum vitae or resume. It also believes in hiring through networking, albeit in a less traditional method.

"Smart people know smart people, and they aren't the ones looking for jobs because they already know what they're doing. So when we look to hire, we get our employees to bring their friends [in]," explains Vishen. "At a certain point, we decided to stop focusing on advertising on websites and Jobstreet because we were getting mediocre applicants."

"Instead, we put that money into

## THE DRAW OF RHYTHM AND HUES

BY JENNIFER JACOBS

Rhythm and Hues Sdn Bhd is a studio that does Hollywood-style visual effects. Headquartered in Los Angeles, the Cyberjaya branch opened its doors in 2009. Senior manager Hasnul Hadi Samsuddin says the company has no problems in either attracting or retaining its Gen Y employees.

To him, it's a matter of giving them world-class challenging work to do, pushing them to the limits of their creativity, always treating them with respect, and of course, giving them proper credit for their work.

So far, four-year-old Rhythm & Hues Malaysia has worked on nearly 20 Hollywood films, including *The Bourne Legacy*, *Snow White and the Huntsman*, *Alvin and the Chipmunks*, *X-Men*, *Yogi Bear* and *Life of Pi*.

In fact, the studio was responsible for both the computer-generated imagery (CGI) tiger as well as the background in *Life of Pi*. And the movie has been nominated for an Oscar for visual effects, as has *Snow White and the Huntsman* (the Malaysian team worked on the enchanted forest sequence).

The team is very young, with an average age of 25. "They're straight out of university and we prefer them that way because they're fresh, passionate and not tied to a particular type of software or a certain process," says Hasnul.

Both the company and the industry itself — visual effects — are new in Malaysia. "You have animation and the rest but we're the first company doing Hollywood-level feature film visual effects in Malaysia."

The company appeals to the Gen Y because no matter what they do, their job is never boring; it's a new thing every day. "You're talking about Hollywood-level work and Hollywood-level expectations. Our guys are different to the other guys locally because they have been trained to look at things at a different level. If it's not good enough, we'll say it's not good enough. So they work really, really hard and they're doing things they never thought they would be able to."

And what is a conducive environment for artists? "One that is as least restrictive as possible. Here, we have open Internet usage. So, they can Facebook or Youtube as much as they

want. We treat them as adults and tell them that at the end of the day, they will be judged on output.

"If they don't give us the output we expect, it will be detrimental to their career and growth in the company," Hasnul points out.

Have too many restrictions and employees — artists especially — tend to walk. "They'll say, I've had enough, this feels like a factory, I'm leaving."

And it's not like they have a lot of time to simply hang loose. "The work is very intensive and it's sometimes very stressful. Sometimes they have to work extra hours and weekends. For *Life of Pi*, for instance, they had to work four months straight, Saturdays and Sundays included because that was a requirement of production and they needed to finish it. But if they work weekends or public holidays, they get comp-off, which is 1½ days of compensation. You can use those as holidays,

that is, paid time off, or at the end of one quarter, encash it."

But fairness is not everything. Artists are restless by nature and sometimes they want to leave to work on different types of projects. "In Malaysia, there are over 200 creative companies doing over 200 creative projects. And the thing about artists is, they not only want to be part of an organisation that respects them, they also want to be challenged in different ways."

The company is doing world-class work that requires it to be very global in nature. "We talk to them as equals rather than 'manager to artist'. In fact, even the way we name our groups has a bearing. There's 'production' and there's 'support'. So all managers like myself are 'support'. Our job is to support production, support the artists, so that in itself is a mindset change already."

“ We had 44 guys who got credits for *Life of Pi*. And now it's been nominated for an Oscar | HASNUL ”

”



# 'I JUST CALL THEM YOUNG'

To really understand Gen Y, you have to interact with them, says Ahmad Izham Omar, chief operating officer of television networks for Media Prima Bhd

BY JENNIFER JACOBS

throwing Halloween parties at the base of the KL Tower and we tell all our employees to invite the two smartest people they know," he says.

Yet, Vishen doesn't credit his company's success to his hiring methods and selectivity; rather, it is in MindValley being a curated community.

"There are lots of smart people out there, but what makes them special are the people they are now connected to," he opines. "You don't connect with other brainpower when you are isolated and lonely, but when you have multiple smart people in one office, you multiply each other's brain power. Smart people inspire each other, and that's what accelerated the growth rate here at MindValley."

Ten years into operations and MindValley is now generating revenues of over RM50 million per year with a total hit of 1.3 million subscribers so far, primarily from the US. The company has also been on the WorldBlu List of Most Democratic Workplaces every year since 2008.

"It's about flow in everything we do; all of our work culture here is to get people to think big and to make people happy," says Vishen. "What's unique about MindValley is that it's a philosophy. Ours is a very spiritual belief that people have influence over reality, that luck can be controlled but there's an optimal state of mind you need to be in to allow luck to shine down on you."

All this stems from one man's personal philosophy of life, which he describes as somewhat metaphysical, and turned into his company's vision as well.

"From an early age, I've always believed in this, so everything designed here at MindValley is to get people to continuously think about big visions to pull them forward and at the same time keep them happy in the now," Vishen says. "When you do that, things happen as if you're blessed with luck, like the universe has your back. And that to me is the grand secret of entrepreneurship." **E**

And the crowning value is, of course, credit. "Some companies use Malaysia as a nameless hub to get the work done and nobody gets credit. But Rhythm and Hues is a distributed studio and everyone is treated equally. We look at how much work you've done and based on that, you will be credited."

"We had 44 guys who got credits for *Life of Pi*. And now it's been nominated for an Oscar," Hasnul says with pride. **E**

SUHAIMI YUSUF/THE EDGE



“Creative people are not driven by money alone. And they're not driven by love either. They're driven by recognition.”

IZHAM

”

Ahmad Izham Omar, the chief operating officer of television networks for Media Prima Bhd, doesn't understand what all the fuss about Gen Y is about. The world has always spun forward. There have always been generation gaps. Why should this generation gap be any different from the ones before it?

"In every generation, there's a Gen Y. Our parents, who grew up in the Sixties, were the Gen Y of their generation. There will always be people who rebel against the establishment. That's how the world changes. If you put those people who grew up in the Sixties into today's context, they would be doing exactly the same things as the young people today."

Why? Because young people are being bombarded with stories of people who became billionaires in their 20s. "This would never have happened before. But because of the way the world now works and the youth orientation of products and services, younger people are getting rich more quickly."

So why all the furor about the Gen Y? "In fact, why do we even call them Gen Y? Because they seem so distant from us. And who are they? The young people. I don't think they call themselves Gen Y. They just call themselves the youth. When they reach our age, they will say, 'oh these young whippersnappers, I don't understand what they are doing, I don't understand their music.' And that will happen because everyone is stuck in their own zone."

"Your whole world revolves around the time you were 15 to 22. Your whole culture comes from there and you will bring it with you until you're in your 60s and 70s. So right now, what's happening with the Gen Y (if you want to call them that, I just call them the young) is that they're bombarded with stories of Mark Zuckerberg, the guys at Google and the cool things that are happening, made by young people. So they all want to be in on it," he says.

And maybe, Izham says, the young are more impatient because everything is instant. Random thoughts get shared instantly on Facebook or Twitter. Photos are shared via Instagram.

He has only one objection to this need for instant gratification. And that is that they are not prepared to pay their dues to hone their skills and build something. "People get distracted by quick money and that's not just Gen Y but Gen Everybody."

Case in point: "I had a friend and we both finished college at the same time. He was into trading. He also sold everything from unit trusts to insurance to nasi lemak to Hari Raya cookies. So it was RM100 here and RM200 there. And at the end of the month he was getting RM3,000 to RM4,000, which was great because he was taking us out all the time."

"I, on the other hand, started out as a guy in a struggling record company. I didn't pay myself much, only about RM1,800 a month. But what happened was that four years of me struggling and suffering were spent building a skill," he says.

His friend, on the other hand, didn't build a skill, unless one counted trading or looking for the next opportunity to make a quick buck. "I call it the side income syndrome."

The first four years of any job, Izham maintains, should involve sacrifice and suffering. "Don't go after the quick buck but work on your skill. Because after four years, it will be so honed that you're no longer expendable. After that you'll find yourself moving really fast. You will make manager, you will make director, you will make vice-president. But the guy who's always looking for the side income will forever be looking for side income, even when he's 50."

His advice to the Gen Y? "Focus on your long-term goal. If you're always working on short-term goals, you will be really tired by the time you're 35."

While job-hopping seems to be the norm rather than the exception these days, Izham claims he does not face the same problem with the TV stations or production companies under his care: "People like coming to work here and most of them are the creative types. So if you give them a chance to fulfill their own personal creative goals, you've got them in the family."

Creative people, he points out, are not driven by money alone. "And they're not driven by love either. They're driven by recognition. You've got to recognise them so they feel like their work means something or they have value in this society or the world. And you must have ways to make sure that their work is recognised, not just by you but by society."

For the most part, Izham claims he does not face the same problem with the TV stations or production companies under his care: "People like coming to work here and most of them are the creative types. So if you give them a chance to fulfill their own personal creative goals, you've got them in the family."

"So 90% of my time is spent walking around, go-

ing, 'how's your wife doing?', 'how's your kid doing?' and trying to remember who's who. They feel happy and like they're part of a family," Izham observes.

The other way to keep employees loyal, he says, is to ensure they know what the company's vision is. "Currently I'm running four TV stations and Primeworks, which is a production company. All five companies have different visions. So you've got to tell them, this is what the vision is and this is what we're going to do. And we tell them how their own dreams and ambitions could be fulfilled by helping the company along."

Some of them are not willing to get onboard which is fine by Izham. "If this is not what you want to do, don't do it. It's very weird, me telling my staff to go away, but most of the time, they're onboard with us. After all, they come here because they want to work in broadcasting."

Izham tells other CEOs who are intent on managing this generation that it's not enough to read reports about them. To really understand Gen Y, you have to interact with them. "Jump into the mosh pit, hang out with them, figure out what they like."

"Once you find out what they like and don't like, it's not just a matter of giving them what they want because that's too easy; it's about giving them what they don't know they want. That requires you to be one heart with them."

"It's the same thing with our TV and radio programmes. We've got to make sure it's close enough to what they like, but we always push the boundaries. If you don't push the boundaries you stay still and die very fast," says Izham.

He learned this from the music industry: "If you're an artist and your second album sounds exactly the same as the first, you won't last long. Coldplay will never make the same kind of album twice. The Beatles never did. Radiohead, obviously, never did. Every album needs to evolve."

The music industry is manned by crazy people who know how to do this. Although sometimes it's manned by MBAs. "There's nothing wrong with an MBA. I have one. But some MBAs don't have any soul. They think, we've got one kind of band and it's successful, so let's make the same kind of band again."

"Those are short-term strategies. You will make money fast but that's it. When what you should want to do is to build a Michael Jackson, a long-term star. And for that you've got to break every norm."

To underline his point, Izham compares big business to the entertainment industry: "In big business, if something is successful, you keep doing more of the same. But in the entertainment industry, you have to keep breaking the norm because you are selling to young people."

"There will always be an element of the 'I don't understand this Gen Y thing'. We have a generation gap and we will always have a generation gap. And that's OK," Izham concludes. **E**



HARIS HASSAN/THE EDGE

## Engaging Gen Y

## TAKING THE WHEEL

BY EMILY CHOW

RADUAN operates from a modest office in Ampang with a total of 11 permanent staff members. Yet, the organisation has been playing a vital role in aiding thousands of fresh graduates when it comes to career choices. Last year, GRADUAN reached an estimated 30,000 youths through the circulation of its annual career guides, and over 23,000 more via job fairs held both locally and abroad.

Its outreach today is a stark contrast to when the organisation was established in 1994. GRADUAN founder and managing director Elia Talib realised at that time how inaccessible the job market was to fresh graduates. "This was

before the Internet era, where nobody could really find out what was going on [in the job market], or how to write résumés or application letters," she recalls. "Nobody knew much about these things but there were thousands and thousands of graduates.

"Getting a company to hire a fresh graduate was also very difficult at that time," Elia continues. "Most of them were looking for experienced people, so you had to target companies well."

GRADUAN released its first career resource publication in December 1994, with graduates of the following year as its target market. Featuring a combination of employer and company profiles, articles and interviews with people of various industries, the publication provided job seekers with a better understanding of the industries while linking them to each organisation through company profiles. Elia describes its initial release as a big hit. "The publication was sent to both local and overseas universities, and it has been given out for free ever since," she says. "It has not been easy to sustain it this way for so long, and it has been 19 years since our beginnings."

Today, GRADUAN continues distributing its publication annually for free. The set of four books covers employers' profiles, careers in finance, postgraduate study programmes and an issue on special features. GRADUAN's role has also diversified to more than just publications and organising career fairs — its website engages students with potential employers through job postings and a database for résumé uploads, and the organisation's recruitment arm offers graduate training as well as headhunting on behalf of companies seeking GRADUAN's help. Outreach efforts to students studying abroad include regular career fairs in the UK and Australia since 2005, and on occasion, the US.

As GRADUAN's scope entails engaging with thousands of Malaysian Gen Y across the nation and the globe, Elia's team comprises largely Gen

Y employees in order to successfully perform this task.

"We get Gen Y to attract Gen Y, so most of my staff members are of that age group. They know what the graduates want, so we always sit down together and discuss our ideas without ever knocking any of them down."

Despite today's corporate grumbles on the difficulties of working with Gen Y, Elia challenges the notion that they are hard to manage, instead, describing them as technologically savvy go-getters who know what they want. "They've got fresh ideas and think about things differently, but people forget that they grew up in a different era. It took a while for my generation to find what we wanted, but with technology today, you get everything you want, and that's how fast and easy it is for Gen Y to obtain information.

In understanding the speed at which Gen Y works and thinks, Elia has taken on the challenge of working at their pace, thus demanding more from her team in getting things done quickly and effectively. "The beauty of [working with] Gen Y is that you have to always keep challenging them," she opines. "They keep asking what's next, so you have to be ahead of them and keep yourself on your toes."

Since GRADUAN's beginnings, Elia observes that today's youth still want the same things as they did nearly two decades ago. The only things that differ are the speed and methods in which they obtain information.

"Gen Y today emphasise on getting opportunities, they are spot on in wanting it," she says. "But they still value a successful career; it's just how fast they

“When it comes to working with Gen Y, it's about trusting and believing in them.” | ELIA

achieve it and by what means.

"Some people may be in a hurry and some want to take their time, so it goes back to an individual basis," Elia continues. "With Gen Y, everyone is an individual that you have to handle differently."

Elia approaches her employees the same way, giving them room to explore their individual interests. One of her employees is pursuing a PhD, and she is open to having people work part-time as well. "You can't have it rigid," she says in regards to working hours. "We have a lot of women working here, so I understand their concerns about schedules if they have children."

While she feels that communicating with employer figures are still more of her forte than theirs, Elia lets her team of Gen Y take the wheel when it comes to approaching the students and graduates when it comes to career fairs. "In terms of outreach, my team knows better as their thinking skills are different, so I rely on them in coming up with new ways of engaging with the youth."

At the recent GRADUAN ASPIRE 2012 local career fair, for example, the organisation worked with a total of 120 local and foreign university students to pull the event together.



"We get the university students to be ambassadors, and I'm glad that many of them have ownership of it [the fair]," says Elia, who usually remains behind the scenes to let the youths run the show. "We want to get the students involved so we can showcase them to the employers that could potentially hire them.

"The students are usually happy and proud to be part of this, and I think that's how we attract them," she observes. "However, the challenge lies in keeping the crowd interested all the time because it's a different group of people we target every year. We have to be creative in attracting them and a few steps ahead of them in giving them what they want, and fast."

As someone who manages them on a daily and tight-knit basis, Elia finds joy in working with her Gen Y employees, recognising that the bold and daring ideas on their part reflect the passion they have for their job. "I give them a lot of empowerment here, they can share their ideas and do what they want."

Pushing aside the typecast of a Gen Y employee, Elia identifies the importance of an employee's passion for a job, citing it as a quality that should be valued above all others. "To me, the best things are done not because you know the subject well, but because you are passionate about it," she says. ■

## GROWING IN TANDEM

BY JENNIFER JACOBS

The CIMB Group is intent on creating jobs and an environment that both challenges and stimulates Gen Y. Its head of group corporate resources Hamidah Naziadin says the company has studied the generation and tries to work with the grain to get the best out of them.

"Gen Y are full of ideas and extremely impatient. They have grown up in this 'iWorld', where everything is just a touch away. But that's only one way of looking at it. Because while they're impatient, they're also very fast. Mentally, they process things very quickly and if they're passionate about something, they really deliver," she says.

Already, some 40% of the company is staffed by people of this generation. So how does CIMB harness this potential? "We have a platform under the Blue Ocean programme to allow people to throw in whatever ideas they have for improvements in the company. And so far, all our winners have been Gen Y

"They like the challenge, they get so excited and you cannot just confine them to their jobs because they have ideas about not just their own areas of expertise. So as a company, we need to give them a platform to at least showcase their ideas. But that is not enough. They also want to see their ideas translated into reality," she points out.

CIMB, in collaboration with PricewaterhouseCoopers, has come up with a programme called CIMB Fusion. "It's one opportunity, two experiences. Basically, it's a four-year programme that allows fresh graduates to work with both PricewaterhouseCoopers and CIMB and then decide where they want to start their careers. Either way, we will recognise the four years of service, so they don't lose out at all," she says.

How would this programme appeal to this group? "Gen Y like to be associated with good brands. And with CIMB Fusion, they get to work with two great brands straight off. It will really strengthen their résumé. And whatever they learn at PricewaterhouseCoopers, they can come here and apply it. The learning is very instantaneous."

Hamidah says CIMB is scouting around for other partners from different industries for this programme. "It could be legal firms, it could even be advertising or IT firms. It's good for them to have exposure in all these different industries and come back and apply it."

The programme was piloted early last year at a career fair in the UK and has kicked off with a group of 11. It is expected to be launched in Malaysia soon.

Not that all challenges are as easily addressed. "Gen Y want a work-life balance. But since we're growing so aggressively, it's sometimes difficult to give them this. My attrition rate is about 9% and one of the main reasons I have lost Gen Y-ers is because of this."

But one thing CIMB has come up with to address this problem is the Staff Rejuvenation Programme. "We have a policy where we allow people to take an unpaid break from the company to rejuvenate themselves and it won't be counted against them in terms of promotions or increments."

Another challenge CIMB faces is its staff being poached by other companies. "Many other companies actually hunt down our graduate trainees and offer them better and more visible roles. It's not just about more money," she says.

How does it counter these offers? "We have an Asean footprint and we can actually move people around. I have started the Global Mobility Employment Programme and if they're interested to try and work in other countries, they can put

up their hands and if their track record supports it, we will grant them the exposure," she says.

The company is expanding its regional presence so aggressively that there are plenty of opportunities for both short- and long-term movements within the region. "So, we ride on this. It's one of the retention factors and it

“The company has come in to make sure that the Gen Y work in an environment that understands them and is keeping up with them”



also provides an opportunity for them to network, which they love."

Anticipating the future, Hamidah has made sure that when CIMB moves into its new corporate offices in KL Sentral, the look and feel as well as the layout will be very different. "Where before we had desktops and people tied to their desks, now they will be given laptops. I am giving them smaller workplaces but lots of areas for collaboration and even one room for thinking.

One rather endearing aspect of Gen Y that is seldom highlighted is their need to contribute and make a difference. Hamidah thinks that CIMB, which has a very active foundation, has this covered. "Our employees have a chance to take part in the foundation and help out in the community in whatever way they want. In fact, we actively encourage this and in a year, if they have spent a certain number of days doing voluntary work, we actually give them additional leave."

In fact, the CIMB Foundation and its perceived role in society have actually helped attract talent, says Hamidah. "People like working for an organisation that is associated with good works in the community, is an Asean champion and provides competitive remuneration... the generation gap used to be much more apparent before but it is not so stark any longer because the company has come in to intervene and to make sure that Gen Y work in an environment that understands them and is keeping up with them. You can say we are growing in tandem with Gen Y." ■

# PUSHING LIMITS AND MAKING A DIFFERENCE

A common generalisation about the Gen Y is that they don't stick to a company or a job for too long. Astro seems not to have such a problem, although a big part of its workforce comprises people from this generation. **Jennifer Jacobs** talks to three young 'uns to find out why.

## JASTINA RAJA ARSHAD, 31, head of Malay marketing, Malay customer business

Jastina Raja Arshad is rare among the generality of the Gen Y. They tend to hop. But she's stayed with the same company for 6½ years. Yes, it's her first job. And no, she has no plans to leave.

"Yes, I've stayed because I think at Astro, they give us a lot of opportunities. When I started, I was working in Astro Ceria, the first Malaysian children's channel and I was part of the pioneer team. From there, I was given a chance to move to value enhancement, where we developed strategic enhancing solutions for the Malay content. And then they asked if I would like to do something else."

Yes, in fact, she would. So, she was brought to the sales office and given the task of championing Astro's "Go Beyond" campaign. She loved being involved in Go Beyond as the campaign's values really resonated with her own, and by extrapolation, the rest of the Gen Y.

"Go Beyond is Astro's new mantra. It's about possibilities; it's about pushing your limits. It's making a difference, no matter how small, in people's lives or your own. There's no common, defined meaning. Rather, it's a rallying cry. Let's all get together and go beyond!" she enthuses.

In fact, in all her time in Astro, Go Beyond is what Jastina is proudest of. "I think one of the most defining moments in my career was when I was entrusted to launch the Go Beyond campaign internally. That involved working with the various divisions in Astro, understanding what works for them, what doesn't work and how we could improve.

"We had a 13-day programme for the over-5,000 employees with 300 people attending every day. And we had to live the different Go Beyond values - Go Beyond Trust, Go Beyond Enthusiasm, Go Beyond Expectation, Go Beyond Today, Go Beyond Innovation. And I felt so proud after the whole experience to get feedback from my peers that after 15 years in Astro, they had never been to such a programme. It was something they really wanted and it was something so different," she says.

When appraisal time came around, she was asked again, if she would like to do anything else. And again, she would. "I said I wanted to be part of Malay content as it is the fastest-growing business in Astro, and marketing is an important part of that. And they said, OK, give it a try. So Malay marketing was entrusted to me and it's been very exciting.

"So, every two years there's been something new for me. The possibilities are endless," she says.

But would this be true for everybody? "Normally, when it's appraisal time, they ask you what you want to do and what your career aspirations are. Ultimately, they give you a platform but it is up to you whether you want to seize it."

Does she intend to stay? "Yes, I do. People ask me if I intend to stay forever and I say, so far, the prospects are good. I've never thought that I would like to move to another place where I can give back more to society or make a difference. Because I think where we are right now, Astro strives to make a difference in people's lives. And I like that."

## NICHOLAS ANDREW JOHN, 30, assistant vice-president, senior sports producer, sports business, content management group

Nicholas John is a senior producer at Astro SuperSport. He took on the job at 28, after four years at ESPN Singapore. It is his first job in Malaysia and so far, he's loving it. "I came back [from Singapore] for

a few reasons. Firstly, they changed the management at ESPN, so the direction changed from football and tennis to cricket. I was producing SportsCenter, the live news programme at 7.30pm and as the producer, I would want as many sports as possible. But they were cutting down on a lot of the rights, reducing the football rights, NBA rights, so I had very few things to work with.

"Another reason was that I was getting married, so it was difficult to keep travelling back and forth. And then I got the offer when SuperSport was just starting the whole original programming team and they asked me if I wanted to head the team and start the whole production," he says.

Having never worked in Malaysia before, he was apprehensive. "The team was very small and I met all of them individually first. I was very paranoid about working with Malaysians but after meeting them, I changed my mind. I think we are very blessed in that we have superb individuals in our team - all very young, enthusiastic, having the right frame of mind and on the same page. That was probably the main reason I accepted the offer."

His role was much bigger than his previous one. "I think they really trust the employees here. And now the team has grown to over 20 people. At first, we had only had two original shows, the rest were live football. Now, we have six magazine shows throughout the week, and that's just football. There are three more that are non-football. That's a lot of hours of original programming."

Things are very different from Singapore: "Over here, people challenge decisions all the time. Over in Singapore, they did challenge too, but in vain. Maybe that's because of the structure of the company. There were so many layers and the person producing is like eight levels below. So, as much as we had brainstorming and production meetings, when decisions came down to us, it was all about execution."

At Astro, however, things are different. "Over here, the lines are so blurred that everybody gets a say. And I think that as much as I'm leading production, we really think it's important that we hear from everybody - from the most junior intern or the PA. We could hear 10 ideas and just use one. But still, it's a matter of hearing them out."

He loves working in a team. "I think I speak for the people of my generation. We may be very individualistic, but we appreciate common goals, working as a team. You can't work as an individual in TV, it's more like a football than badminton."

And that translates into training: "We're not selfish about knowledge because our sense of accomplishment does not

only come from doing a good show, but from having an intern learn so much from us. If in two years, he or she is producing, we're like 'wow!'. So it's very much about teamwork and a communal type of feeling."

But the thing he loves best about working at Astro is that the best person for a job usually gets it. "Astro may be a huge company but the one word my colleagues in other departments use is 'meritocracy'. It's not a case of someone's contact coming in and becoming a leader.

"So, it's very good motivation for the Gen Y if they know that the main measurement criteria for how we move up the corporate ladder is merit. It may take some time but if you're the best at what you do, you'll get there."

## LIONEL HO, 29, head of business development, customer division

Lionel Ho has been with Astro for only 2½ years but he likes it. It's the kind of crazy that gives him an adrenaline rush, keeps him on his toes and seems to suit his temperament.

"I'm currently heading a small department in the property section and my responsibility is to keep our relationship with the property developers - whether it's educating them about the newest cabling specs or doing bulk deals with them. I'm 29 and I love my job," he says.

It's been an interesting journey. He was formerly with a management consultancy but decided to quit when he realised he couldn't sell what he didn't believe in. "So I made a decision that I had to do something I really believed in and then I started applying for jobs."

Through a series of serendipities, Ho landed the job with Astro. "I interviewed with the head of strategy and he liked me. My scope of work was operational improvement and I was like, oh man, I'm not going to do well with this. But I did. And he kept throwing more and more interesting challenges my way."

In fact, his boss asked him to do everything but pull a rabbit out of a hat: "He not only throws you in the deep end, he attaches ankle weights. For instance, the CEO asked him to set up a shop in Mont'Kiara in two weeks. He told me and said, 'I want it by this weekend'. I stay in Mont'Kiara, so I kind of know the place, so I went around looking for a place, panicking. And then I recommended a particular place, the senior leadership team came and looked it over, didn't like it and pointed to another one in the same vicinity, which they asked me to take.

"Then, it was a case of managing the designer, the architect, doing the scope of work, super deep-end lah," he laughs.

It was virgin territory, covering new ground, but in the middle of his panic and running around like a headless chicken, Ho found it oddly exhilarating. "I was the only one doing it and now I could tell everybody that the project was mine and I owned it."

Similarly, when Astro decided to collaborate with Time dotCom: "Astro has never had to work with anyone else, so this was our first infrastructure partner. My boss told me he wanted me to start a trial and recruit 100 customers in Mont'Kiara. So I had to set up a TV in Mont'Kiara Pines and ask everybody to come down, watch the HDTV, touch the thing and sign up, manually process the orders. It was all very raw."

He doesn't think his is a common experience throughout the company though. "I don't know any other managers who are brave enough to push these things through like him, whatever the cost."

The other thing Ho likes about Astro is that it does things with panache. "Astro got style one. If it's about acquiring a new market, they go all out. So, coming from a consulting background where you literally had to bring your alcohol to parties, I feel comfortable here." **E**

“We may be very individualistic, but we appreciate common goals, working as a team | **NICHOLAS**”



From left: Lionel, Jastina and Nicholas

KENNY YAP/THE EDGE

## Engaging Gen Y

# FLEXIBILITY, FEEDBACK AND THE FAST TRACK

BY JENNIFER JACOBS

**F**or DiGi Telecommunications Sdn Bhd, attracting and retaining Gen Y are about creating the right environment for them to thrive, and working with them to achieve their full potential within the company. “Gen Y are hungry to learn, excited about new challenges and want to move up quickly in their career. They’re not very patient and they appreciate recognition,” says DiGi’s head of human resource development Suriahni Abdul Hamid. She adds that they now make up some 40% of DiGi’s total workforce.

So, how can the company attract and retain them? Firstly, there’s the challenge of the job itself. “Because we are in such a dynamic industry, there are a lot of things going on all the time. While we continue business as usual, we also have to transform for the future. So we have a lot of projects that involve Gen Y.”

Secondly, Gen Y like to know how they’re doing. And DiGi has very rigorous performance-management systems with regular reviews by managers. “And part of performance management is to talk about their development plan. They get engaged when they know they’re not just doing their job today but planning for the next six months.”

“What else can they do? Expand their roles, take on different projects, jump into a different team? That dialogue or discussion happens in the performance-management process and there is continuous feedback as they move along with their assignments and their roles,” says Suriahni.

But how does this work, exactly? “If you’re a Gen Y and I’m a manager, we can talk about your current role and what you are doing and goals you need to achieve for this year. Then I say, OK, for the next six months, based on these goals, where do you think you need to develop further based on your present competence? Then, we talk about competence building.”

A lot of the Gen Y are proactive and take their careers into their own hands. “So, they actually come up to you and say, ‘I’ve done this job for two years and I’d like to go on to something else. How do I do this?’ And we will talk to the manager of that area. If we can’t transfer them directly, we will do it in stages with attachments, assignments and projects. We do have quite a few of our Gen Y staff [who are] on the fast track,” says Suriahni.

Now the company has made the process even more structured. “We have developed a competency framework for the company. If you want, say, a CRM

“*The Gen Y are hungry to learn, excited about new challenges and want to move up quickly*”

[customer relationship management] role, you need this competence. You want a product development role, this is what you need. This is a tool for us to ensure that the engagement becomes even more meaningful.”

And then there are the DiGi rituals like D’Chills, the quarterly town hall where the company announces its results and updates staff on key projects (after which they are treated to free food and drinks), the yearly party (which is anything but a stuffy sit-down dinner in a hotel setting) and the Family Day.

And then there is the office. DiGi was one of the first companies in Malaysia to come up with an innovative office design. “Gen Ys like the fact that we are in a fluid, open environment. The open space allows for a lot of net-

working and social interactions. And they like the fact that the office is environmentally friendly, with natural light and other energy-saving initiatives.”

She says the younger staff also appreciate the fact that none of the senior managers have their own rooms. “They describe us as a cool place to be in.”

Basically, Gen Y appreciate the flexibility provided by the company. The staff do not have desks. They can work from wherever, as long as they clear it with their managers. There is no dress code. As long as they are not in pyjamas or beachwear, HR is cool. And they don’t need to be in the office at specific times.

How does DiGi ensure that these privileges are not abused? “That’s where we need to ensure that our performance-management system is tight. You are given clear expectations and clear feedback. How you do your work and when you do it is up to you. But if you abuse these privileges, it will be reflected in your performance and there will be a process to address it.”

How do these initiatives stack up? “Last year, our attrition rate was 12%. For these very dynamic times, that’s quite good. Generally, we would hit an attrition rate of 18% to 19%. I think it went down because we’re

doing some of the right things. When Gen Y see that there are a lot of things going on in the company, when they see that they’re building the future, it excites them. And engagement comes with ensuring they get feedback, ensuring they know where they stand, and seeing that they are recognised for their contribution.”



ABDUL GHANI ISMAIL/THEEDGE

## FOCUS ON THE SIMILARITIES

BY JENNIFER JACOBS

**T**he difficulties with regards to retaining Gen Y are exaggerated as far as AirAsia Group’s head of people, Adzhar Ibrahim, is concerned. “That’s not to say that they don’t have to be handled differently, but I think they have a lot more in common with everybody else.”

He points out that everybody (and not just Gen Y) wants to feel significant, do a good job and be recognised. “The details could vary in terms of how you manage them, how you excite them, how you motivate them and how you retain them, but there’s a lot more similarities than there are differences. And if you focus on the similarities, you’re going to be fine.”

And how do you do this? “Make the job interesting, set challenging targets, recognise and reward them when they do a good job and give them an opportunity to grow. That’s it.”

He points out that AirAsia is a full-fledged industrial company with people of all ages (even into their late 60s) working there. The challenge is to create a congenial atmosphere for all, and not just Gen Y.”

Other CEOs or heads of human resource have stressed that for Gen Y, a key requirement is flexibility. Adzhar doesn’t seem to think so. “I wouldn’t say that as a rule Gen Y don’t like to be tied down to offices. I would say that they have different expectations of work and if you don’t give them what they’re looking for, such as excitement, care and respect, they leave.”

Excitement? “We are an exciting company, we are a growing company, we do things differently from other people. We take chances, we take risks and we are always the first to push boundaries. So, life here is always exciting. And along with growth comes great opportunities.”

His colleague, Wan Ezrin (group people strategy), chimes in: “Everyone asks what the company can do for Gen Ys. What about what they can do for the company? We have something called the Next Generation Leader’s programme, which is especially targeted at Gen Ys. We consider 1,000 people, which is filtered down to 46, and of this, usually only 19 make the cut. They are Gen Y, they like the style, they like being cool but they have something extra. They can multitask and will not crack under pressure. They can do lots of things and they are very resilient.”

“That’s what we want. It doesn’t matter if you’re Gen X or

Gen Y, you have to live to the needs of your organisation,” he adds.

Basically, Wan Ezrin says, it’s not whether the organisation is good enough for you but whether you are good enough for it. “You don’t want to give them too much attention. Otherwise you have these ultra fragile [people] walking around. Apply just a

bit of pressure and they cry and moan. We don’t want those here.”

And, so far, the retention rate has been pretty good. “One of the reasons people why don’t leave is, ‘where can they go?’. Which place would provide them the same kind of opportunity, the same kind of kick, the same kind of freedom?” asks Wan Ezrin.

on creating a company that is exciting, that cares for its people, is open and encourages people to live their dreams, regardless of age.

Isn’t there anything that someone from this age group can offer the company specifically? “If you really are Gen Y, we would expect you to be computer-savvy, Internet-savvy and social media-savvy. But those are not what being a productive worker is all about.”

“You have to deliver, you have to produce results, you have to take what’s given to you and make something useful for the company. And just because you’re Gen Y, it doesn’t mean you don’t care about that. You do care about recognition, you do care about being successful.”

The question is, says Adzhar, whether the company can provide them with a job that is interesting enough. “If you work behind a counter your whole life, chances are you won’t stay. But if I give you a chance to work for a company where you can change jobs, fly around the world, meet customers, say hello to the CEO and shake hands with everybody without any barrier, no office, no cubicles, you will love that.”

“And are we doing this in the name of being attractive to Gen Y? No. We’re doing it because that’s who we are and that’s the kind of company that we want to create.”

“[Gen Y] have different expectations of work and if you don’t give them what they’re looking for ... they leave”



KENNY YAP/THE EDGE

Adzhar thinks there has been “reams and reams of rubbish” written about Gen Y. “The whole thing is an over-generalisation. At the heart of it, they’re just the younger generation, and the younger generation will always be rebellious and difficult and always find it hard to live with the older generation. It’s not a new phenomenon. And if we focus too much on it, we’re just creating unnecessary problems.”

Instead, he says, AirAsia focuses

## CREATING A SENSE OF FULFILMENT

BY JENNIFER JACOBS

**C**ompanies that endeavour to have a positive impact on their communities, the environment and the world at large find it easier to attract Gen Y.

Asia Pacific Social Impact Leadership Centre director Dr Ian Williamson says several recent stories have shown that a company's social responsibility is something that applicants are increasingly taking into account when they're choosing an employer. "And indications suggest that this has increased rather than decreased over time," says Williamson, who is also the Helen Macpherson Smith Chair of Leadership for Social Impact at the Melbourne Business School in Australia.

This, he says, has to do with a shift in how they regard themselves vis-à-vis their jobs. "You have this interesting dynamics where people have lower organisational commitment than they've ever had because we've been through a global recession and there has been a history of layoffs which has reduced the certainty that employees have about employers. But simultaneously, they are more passionate about their profession."

What does this mean? "When you talk about a person's profession, that's about who they are as a person and not just about what they do. It's different from saying, 'Who do you work for?' It's about what you do and what that means to you."

And, when people have a greater sense of identity associated with their profession, they become more concerned about how their work impacts the people around them. "If this is just a job and this is just a company I work for, I'm much more likely to disconnect my employer from my role in society. But if it's a part of who I am, ideally I would like to reinforce the ideas of how I should play a role in society as well."

"That is why there's a greater expectation for people to say they would like for their job to be a means through which they can earn a living and satisfy their professional interests and curiosity but also to be a mechanism through which they impact other aspects of society," he says.

Tenures of employment are decreasing. People stay for a shorter time with a company before they make that switch. Not that it's impossible to retain employees; it's just that you have to know how to do it. "It means you have to live up to the psychological contract that's promised in the first place, which is an issue of development and fulfilment," says Williamson.

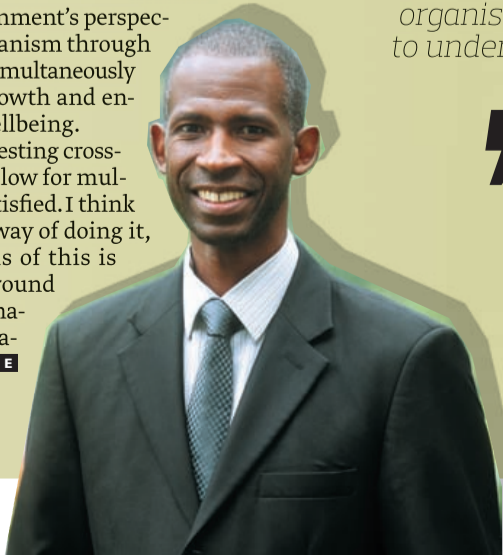
And some organisations have been innovative in the way they approach this challenge. "They say, well, if fulfilment and connection are things people are looking for, why don't we partner with organisations that understand these things, that is, not-for-profit organisations (NGOs) and government agencies, and use that to craft innovations in the fundamental mechanisms about how we employ people?"

Williamson has seen examples of this in Australia where banks have partnered with community organisations around refugee communities and developed interesting paths of employment for people from that community.

"They're also allowing individuals in that organisation to engage in business development activities that they would not normally have the opportunity to do. For example, developing microfinance operations and using that as a training ground for business development."

What's important about these partnerships is that the companies realise that the understanding of community and social issues does not reside with them. "That expertise resides in the not-for-profit organisations they are partnering with. So the partnerships allow multiple outcomes to be achieved. You're able to attract and retain talent, potentially from sources you would not have normally been able to achieve and from the perspective of the NGO, this is a mechanism through which they are able to get human resources to achieve their social mission. From a government's perspective, it's a viable mechanism through which you are able to simultaneously engender business growth and enhance community wellbeing."

"I think these interesting cross-sector partnerships allow for multiple interests to be satisfied. I think that's an interesting way of doing it, and what's the nexus of this is the use of advances around employment as a mechanism for social innovation," he concludes. **E**

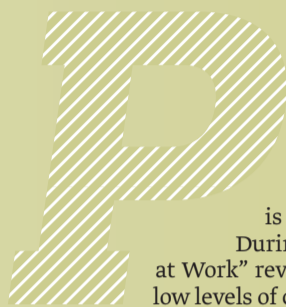


Dr Ian Williamson

# STAYING RELEVANT FOR TOMORROW

In a business where human capital is key, PricewaterhouseCoopers is walking the extra mile to understand what Gen Y is all about and creating a work environment to attract them.

BY EMILY CHOW



**P**ricewaterhouseCoopers (PwC) has been spending an increasing amount of time on creating a more mobile and agile workforce in their Gen Y employees. In a business where human capital is key, managing partner Sridharan Nair says the time spent in increasing flexibility at the workplace is far greater now than previously.

"More than 60% of the PwC workforce is Gen Y, so this is something we cannot afford to ignore," he says.

During the last quarter of 2011, PwC's survey titled "Millennials at Work" revealed Gen Y's high expectations of work-life balance but low levels of company loyalty. Of the 515 Malaysians below the age of 31 surveyed, 70% expect to have between two and five different employers throughout their working lives, a 16% increase from PwC's 2009 survey. About 97% of them stress the importance of work-life balance and look to rewards and benefits as the main reason for selecting an employer.

"Gen Y would also look for a career that offers variety in the types of experiences they get in a short span of time," Nair notes. "Unlike before, when an employee would be willing to serve for a lengthy period or even spend their entire life (in a company), the current workforce doesn't want that. They look for different types of experiences dealing with different people. Along with that, they look for more instant gratification in the form of rewards and other benefits."

The past year has witnessed a change in the structure of PwC's assurance division to resonate more with the young employees. "We're giving them the opportunity to explore different types of industries in their initial two years at the firm." In the context of assurance, which is segmented into different industry groups, Nair explains, an employee will typically specialise in a particular industry in the past.

"Now, in recognising that they look for variety, we give them the chance to experience different types of industries before they make a decision on where they would like to spend most of their time," he continues. "For the first six months or so, they may be working on financial services firms before going on to manufacturing or construction companies."

Another initiative is the recently launched CIMB Fusion, a programme tailored to suit the interests of the youth. "In this collaboration with CIMB, we jointly recruit a person who is given the option of working at both CIMB and PwC for two years each," elaborates Nair. "After the four initial years, they can decide on either a career in accounting or banking."

"Apart from that, we've also had a programme which allows non-accounting graduates to pursue a career in accounting, where we provide them with training and support for their exams," he says. This diversifies the pool of employees at PwC's workplace.

"There's a different type of diversity that Gen Y brings to the workforce, seen in their attitude towards work life and progression. The challenge is for organisations to understand that, as most of them are still helmed by people of an older age group."

Other differences they bring, however, have evoked additional problems at work. According to Nair, parental involvement in the career progression and development of Gen Y is greater today.

"Sometimes we get comments from parents about the hours or the type of work their children do at the firm, to the extent that employers view it as interference," he says. "Parents now are 'life coaches', mentors and a bit of a friend to this generation, more so than the authoritative figure that we had."

What PwC has done in catering to Gen Y, however, is understand the significance of technology and connectivity in their lives. In maximising the use of social media at the workplace, SPARK, an internal social networking site, was launched six months ago to serve as a global platform for all company employees. Competitions and campaigns via social media such as PwC's internal Brand Week campaign and meme competition on

Facebook have also been launched to attract and further engage the youth.

Despite tapping heavily into social media for recruitment and branding efforts, the firm has not neglected personal interaction in engaging with Gen Y, with company leaders making campus visits and attending career fairs to establish connections with the youth. The firm regularly partners with TalentCorp for their recruitment drives, done both locally and abroad, and has successfully retained the top spot on Malaysia's 100 leading graduate employers for the past two years.

"What I find interesting about Gen Y is despite the fact that they are adept at using technology and love communication through social media,

they still value face time and one-to-one interactions in small groups," Nair observes. "This is consistent with the way we work in guiding and providing them with feedback."

In a high performance practice such as PwC, integrating work life balance into the work culture has never been easy. As more Gen Y employees fill up the workforce, its importance has become more prevalent, and handling multiple generations at work has become challenging for the firm.

"What matters is striking the right balance to appeal to all," says Nair. "But in terms of what Gen Y values, having the time to do things they want to do is their priority."

In adding to its Gen Y appeal, PwC launched a "Flex Initiative" last November to inject flexibility into their work culture. One of its initiatives is called "Flex Space," where employees are free to decide where they want to work when they don't have to be with their client.

"We're still in the early stages of this, and I think our employees have to get used to this as well because you want people to deal with it responsibly," says Nair. "However, this is a change that I feel we must embrace, so we are focusing on the outcome of this direction." He cites adapting to these changes as part of the firm's challenge in engaging and also retaining Gen Y.

"This is an issue for traditional businesses, but what it forces us to do as an organisation is to rethink our conventional methods of approach," Nair says. "This also gives us the chance to rejuvenate ourselves as an added benefit."

"Most organisations have very set structures on how they work or deliver, and some of the things (we do to engage Gen Y) require us to untangle those structures," he continues. "The challenge is to be bold enough to try different things and move the mindset away from our rigid structures, and with this comes technology, work-life balance and a mobile workforce."

For PwC, measures are taken in hopes of establishing company loyalty with Gen Y employees. Although relatively higher turnover rates are constant in the accounting profession as a whole, PwC intends to create a more sustainable workforce. Where the average duration of stay at the firm used to be between four to five years, Nair estimates that it's not uncommon for a Gen Y employee to leave just after two or three years.

"We hope what Gen Y seeks from the variety of experiences in moving jobs, they can find here within the organisation, so their desire to move won't be as strong," he says. "PwC as an organisation needs to evolve and change to adapt to this kind of workforce in the market if we want to remain relevant as an employer of tomorrow." **E**

“There's a different type of diversity that Gen Y brings to the workforce, seen in their attitude towards work life and progression. The challenge is for organisations to understand that.”

”

KENNY YAP/THE EDGE





**“THERE IS NO PLACE LIKE HOME. DESPITE BEING ABROAD FOR MORE THAN 20 YEARS, MALAYSIA HAS, IS AND WILL ALWAYS BE HOME. IT’S PRICELESS BEING AROUND FAMILY DURING THIS FESTIVE SEASON.”**

### Lim Kwee Keong

Senior Vice President, Technip Asia Pacific

After accumulating extensive and diverse experience abroad, KK is back in Kuala Lumpur in a leadership role with regional responsibilities at Technip, a world leader within the energy industry, offering innovative technologies which support the transformation of Malaysia’s Oil & Gas Industry.

**“MALAYSIA IS UNDERGOING AN UNPRECEDENTED TRANSFORMATION AND WITH THAT, OPPORTUNITIES ARE APLENTY FOR US TO MAKE A DIFFERENCE. BUT TO ME, THE BEST GIFT OF COMING HOME IS BEING AMONGST MY FAMILY AND LOVED ONES.”**

### Mohd Khairil Abdullah

Group Chief Marketing and Operations Officer, Axiata Group Berhad

Khairil has recently returned to Malaysia after 16 years abroad in an international consulting company. He is excited to support Axiata achieve its vision of becoming a regional champion.



**“USING MY EXPERIENCE ABROAD OF 12 YEARS, I HOPE TO CREATE A HEALTHCARE ENVIRONMENT FOCUSING ON RESEARCH AND EDUCATION. THE BEST PART OF BEING HOME IS MY FAMILY. IT’S AN ABSOLUTE JOY TO BE AROUND THEM AGAIN.”**

### Dr. Sundari Ampikaipakan

Consultant Respiratory and General Physician  
at a leading private hospital

Dr Sundari is back in Malaysia close to family and able to work together with her father who is also a respiratory physician. She presently works at a private hospital which is part of a Malaysian healthcare group that has emerged a regional leader in healthcare.

## MALAYSIA = GREAT OPPORTUNITY + FAMILY + HOME

Malaysia is rapidly emerging as a global talent destination with attractive employment opportunities for top Malaysian talent. However, as the saying goes, you can take the person out of Malaysia but you can’t take Malaysia out of the person. Malaysia is home and home is where the heart is.

“Talent Corporation Malaysia Berhad wishes Malaysians everywhere Gong Xi Fa Cai and a Happy and Prosperous 2013”