

THE FUTURE OF PRODUCTIVITY

March 2017





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FOREWORD



Mr D. Appalswamy,
Officer in Charge, NPCC

The Future of Productivity or the Productivity of the Future is a burning issue. Since the 2008 financial crisis, the global economy has undergone sweeping changes. The global economic climate continues to be unsteady, marked by increasing risks, amid the modest and patchy economic growth of advanced economies, downward pressures on emerging markets and heightened geopolitical tension. Under such prevailing circumstances, productivity matters even more because productivity growth can generate the higher national income needed to raise living standards.

Mauritius is not an exception. Though Mauritius continues to stand out as a bright spot in the global and regional economic landscape, it is no secret that there is a pressing need to enhance productivity growth. Spurring productivity will provide the basis for sustained economic growth, create new economic opportunities and ensure continued wellbeing and prosperity.

The National Productivity and Competitiveness Council (NPCC) in line with its role as a think-tank, synergiser and catalyst organised a seminar on the theme "The Future of Productivity" on 17 February 2017 to gather views and perspectives about new trends in productivity. It also highlighted on the ways to promote productivity in Mauritius to stay ahead of the curve in today's competitive landscape.

I am pleased to introduce the proceedings of the seminar where global and national thinkers shared thought-provoking ideas on the future of productivity.

This publication maintains the original colloquial style of their lively presentations and dialogue. I hope that readers will gain insights about the new directions in the sphere of productivity and apply them.

D. Appalswamy
Officer in Charge
NPCC



ADDRESS BY D. APPALSWAMY, OFFICER IN CHARGE, NPCC (Abridged)

It gives me great pleasure to welcome you all to this seminar on the “Future of Productivity” or rather the Productivity of the Future. On behalf of PAPA and the NPCC, I would like to convey my special appreciation to Dr. Santhi Kanoktanaporn for dedicating his precious time to address us on such an important topic today. I would also like to extend my gratitude to the panel members who have graciously accepted our invitation to share their views on the future of productivity. The Panel will be moderated by the Chairman of the NPCC Mr Sanjiv Mulloo. We are living through difficult times. The economic recovery is sluggish, and global growth remains feeble. The African continent achieved impressive economic growth over the past 10 years with the average real GDP rising from just above 2% during the 1980-90s to above 5% in 2001-14. This trend is expected to continue. But, as positive as such growth may be, it has not been accompanied by an increase in productivity. The bottom line is that African economies must address the challenges of productivity in order to achieve sustained and inclusive growth and alleviate overall poverty.

Mauritius is no exception. According to official statistics, labour productivity grew by an average annual rate of 2.8%, from 2005 to 2015, whilst capital productivity declined at an average annual rate of 0.3%. Multifactor productivity grew by an average of only 0.9 % during the same period. How to

improve productivity in this long transitional period we are going through, when there seems to be a new kind of urgency and gravity? During the mid-1990s, developed economies resorted to information and communication technologies to enhance productivity. Today, they are leveraging on still more advanced technologies to keep the momentum. Platform technologies like sensors, drones, robotics, big data and autonomous vehicles are changing the way these countries do business.

Emerging markets can still gain from technological advancements – existing and upcoming. However a longer and sustainable productivity growth path is one which focuses on total factor productivity. This critically depends on the quality of our human capital. When we talk of human capital, we talk not only of the transmission and embodiment in people of available knowledge, but also of the production of new knowledge, likely to foster creativity and trigger innovation, technical changes and quality improvement. At the level of the NPCC, we are laying emphasis on unleashing the full potential of our human capital through positive habits for a dynamic and versatile culture. Today's seminar brings together professional speakers, participants with diverse background and experience. I look forward to fruitful discussions that will help us to move to new heights.

Thank you very much for your attention.

KEYNOTE SPEECH

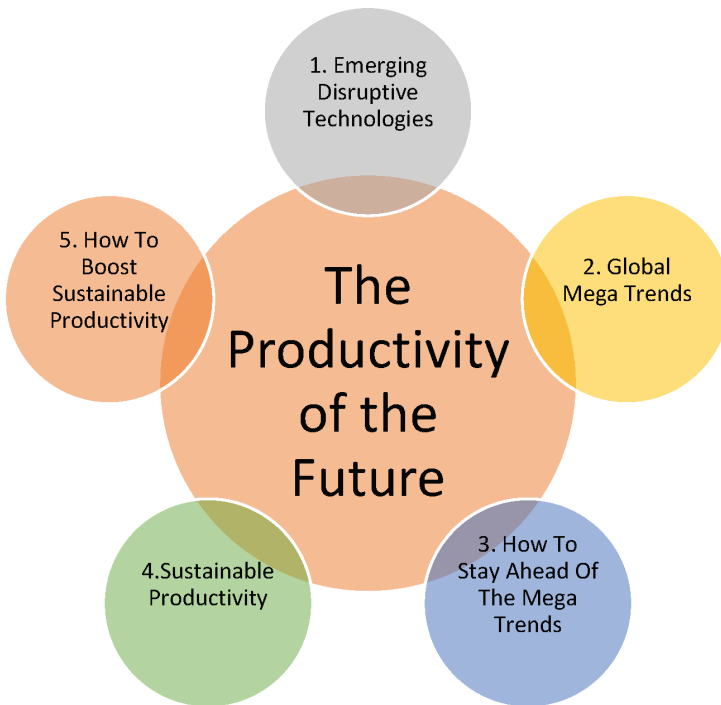
Sustainable Productivity: The Productivity of the Future



Dr. Santhi Kanoktanaporn,
Secretary General, Asian Productivity Organisation (APO)

THE FIVE MAIN PILLARS OF THE PRODUCTIVITY OF THE FUTURE

Sustainable productivity will be the productivity of the future. If one wants to remain competitive and productive, he/she has to discover future mega trends. The five main pillars of the productivity of the future are depicted in the following diagram:



1. EMERGING DISRUPTIVE TECHNOLOGIES

The relentless parade of new technologies is unfolding on many fronts and impacts productivity. Examples are:

a) Artificial Intelligence

Computers are becoming exponentially better at understanding the world. In 2016, a computer could beat the best Go player in the world, 10 years earlier than expected.



Developments in 3D Printing has enabled to lower the price of such devices from \$18,000 to \$400 within the past 10 years while making them 100 times faster.



b) FinTech

Bitcoin is an innovative payment network and a new kind of money, which is revolutionising the finance world to the point that it may even become the default global reserve currency.



c) Hyperloop

It is a new way to move people and things at airline speed for the price of a bus ticket. It is on-demand, energy-efficient and safe. We need to think broadband for transportation.



d) Education through technology

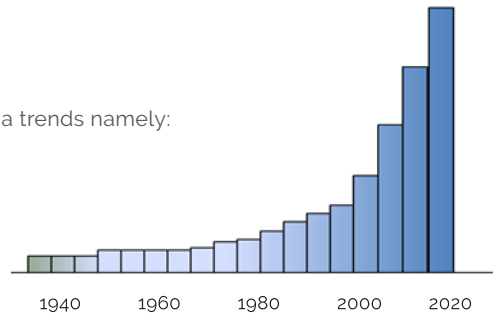
Technology is changing at an incredible pace. For example, the cheapest smart phones are already at US\$ 10 in Africa and Asia and by 2020, it is expected that 70% of all humans will own a smart phone, which implies that every citizen across the planet will have the same access to world class education.



2. GLOBAL MEGA TRENDS

The world has witnessed three global mega trends namely:

1. Globalisation: Quality (1960)
2. Information Technology (1980)
3. Sustainable Development (2004)



a) Quality (1960)

The quality revolution started in the 1960s. After World War II when Japan started its rebuilding process, Japanese companies in their endeavour to conquer the world laid emphasis on quality consciousness that saw the emergence of quality brands of the like of Toyota, Sony, Mitsubishi, Panasonic, etc.

b) Information Technology (1980)

The emergence of Information Technology in the 1980s saw the proliferation of computers and other related technologies such as mobile phones which have changed the lives of people throughout the world ever since.

c) Sustainable Development (2004)

Nowadays all countries are concerned with sustainable development as resources are being depleted at an exponential rate and replaced at a much slower rate owing to factors such as climate change, pollution and population growth.



SUSTAINABLE DEVELOPMENT: REINVENTING BUSINESS MODELS

a) UBER

Uber is an example of how companies concerned with sustainable development are optimising the use of available resources. Although it is considered as the biggest taxi company in the world, Uber does not own cars but uses just a software tool to attract customers to use its services.



b) Airbnb

Another example of the global trend in sustainable development is Airbnb which does not own any property although it is considered as the biggest hotel company in the world...



TECHNOLOGICAL READINESS IS IMPORTANT

Both UBER and Airbnb have adapted to the ever changing environment. They have been using technology to reinvent their business models to the opposite of Kodak, which in 1998, was employing 170,000 employees and selling 85% of all photo papers worldwide. With the advent of digital photography and smart phones, their business model disappeared and they went bankrupt within just a few years.



SUSTAINABLE DEVELOPMENT: REINVENTING BUSINESS MODELS

c) Panasonic Robotic Checkout: Avoid long queuing and waiting time at shop counters

Panasonic has partnered with Lawson, a Japanese convenience store chain, to develop an automated system for scanning and bagging purchases that eliminates the need for a human cashier. The Panasonic Robotic Checkout uses a computerised basket to detect the goods inside and then calculate the price. When the basket is placed into a slot, its base slides away and the contents fall into a waiting bag, thereby billing and packing the items bought in the shop by the customer.



d) Amazon Go

Amazon Go is a new kind of store that uses advanced shopping technology where no checkout is required and where the customer never has to wait in a queue. The customer simply has to use the Amazon Go app through their smart phone to enter the store, take the products he/she wants, and then leave the store. The 'Just Walk Out Technology' automatically detects when products are taken from or returned to the shelves and keeps track of them in a virtual cart. When the customer has done his/her shopping, he/she can just leave the store. Shortly after, Amazon will charge his/her Amazon account and send him/her a receipt.

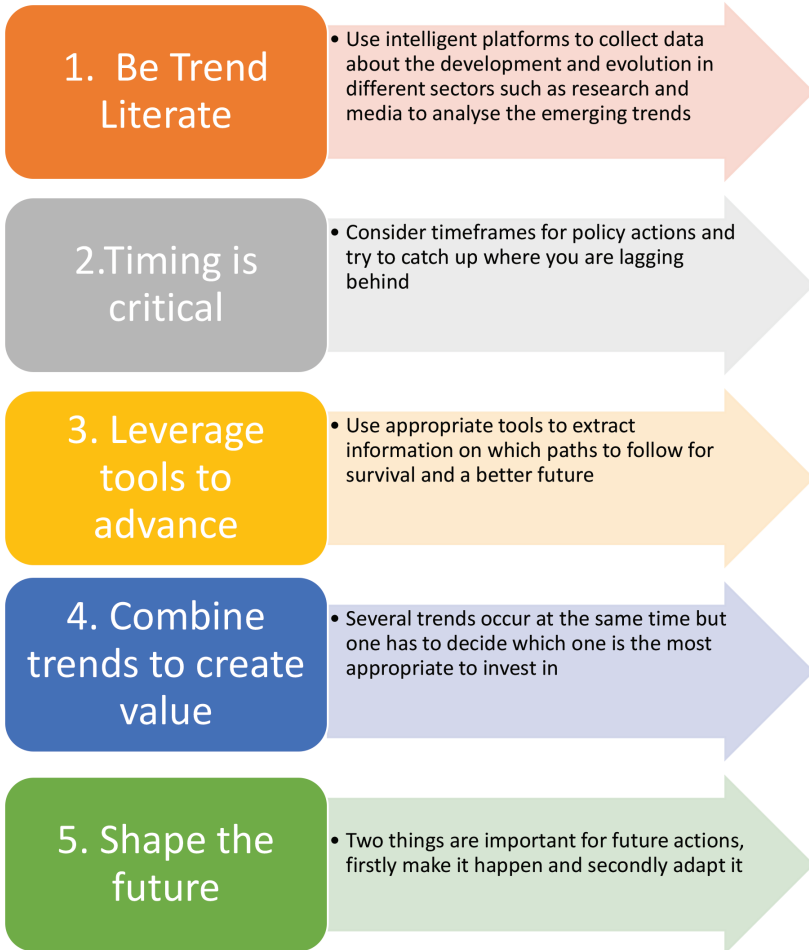


Panasonic and Amazon, which are investing heavily in technology to ease the life of consumers, are two strong examples that are giving hints as to the fast pace at which technology is evolving. What these two companies have further shown is that it is crucial to keep abreast and always be at pace with the evolution in technology, which is literally happening at the blink of an eye these days. The incapability of keeping at par with that technology could even prove to be a threat to the existence of companies. If we develop something, we must think about the future. We are not thinking about the future. No matter how big you are, if you cannot catch up with the trend, you will be overtaken by others. It is moreover very important to be careful when investing in any new venture. The entrepreneur should think about the future.

3. HOW TO STAY AHEAD OF THE MEGA-CURVE

Before investing in any venture, one must always think of the future and how to be at par with the emerging trend.

The five basic principles to stay ahead of the curve are as follows:



4. SUSTAINABLE PRODUCTIVITY

The **new approach** and direction in managing productivity is **sustainable productivity**.

Excellence in productivity no longer guarantees that your organisation will survive and thrive in a world of constant change and uncertainty.

To be resilient, organisations must develop future readiness strategies through **long-term views**, take actions to address risks and seize opportunities to build productivity growth that can fit and sustain in the highly uncertain and complex future, i.e. sustainable productivity.



5. HOW TO BOOST SUSTAINABLE PRODUCTIVITY

a) Be proactive and challenge the status quo

To remain competitive and productive in the future, businesses should take advantage of the opportunities lying in front of them. Rather than being passive, they should be 'proactive attackers' that disrupt the existing industry structure. Businesses should challenge the status quo and deliver better products and services.

b) Rethinking of the roles of the public and private sectors

For the public sector, these challenges mean that there may be fewer and lower tax revenues that will require governments to do more with less. The public and the private sectors will have to rethink of their roles in society; about how they can facilitate in building better societies and on putting in place better education systems for the benefit of the population.

c) Managing an ageing population

For Asia, the productivity challenge would be to increase the participation of more women in the workforce and by involving those who are aged 65 or above. People should be encouraged to become more professional and skilled, thereby leading to a better quality of life.

d) Mechanised/ digitised farming

Mechanised/ digitised farming should be favoured. We should chalk out strategies to embark on an on-going transition from traditional agriculture to an industry and service oriented economic base

PANEL DISCUSSION



- Mr Mohd Lizuan Abd. Latif (Productivity Expert, Asian Productivity Organisation)
- Mrs Nina Belizar-Estudillo (Productivity Expert, Asian Productivity Organisation)
- Mr Sanjiv Mulloo (Moderator and Chairperson of the NPCC)
- Mr Rashid Imrith (Council Member of the NPCC and President of the Government General Services Union (GGSU))
- Mr Vidia Mooneegan (Senior Vice President and Managing Director of Ceridian Mauritius)
- Mr Patrice Robert (Chief Operating Officer of IBL Seafood)
- Dr. Santhi Kanoktanaporn (Secretary General, Asian Productivity Organisation)

PANEL DISCUSSION

1. HUMAN FACTOR AND PRODUCTIVITY



As it is, human beings are not only workers and employees. How important is the human factor to boost productivity and quality in an organisation?

It is important to raise human factor productivity in order to enable the organisation to grow. Organisations should explore the potential to unleash their employee's productivity. It is important for companies to build and sustain the human capital for sustained productivity growth.

They should be encouraged to do things differently, to innovate so as to create value in the delivery of their tasks. Employees need to have a sense of compassion for society, i.e. try to alleviate poverty and work to raise the standard of living of their country.

Employees should be made conscious that they are not just employees, but also partners in their organisations.



PANEL DISCUSSION

2. PRODUCTIVITY TOOLS AND TECHNIQUES



How do you bring all the tools like Total Quality Management and 5S into the productivity manifesto?

Total Quality Management, Kaizen, Innovation and 5S are all tools of the continuous improvement philosophy which should enable enterprises to move from good to great. These tools are the essence of productivity. The government as an enabler should create a conducive environment for the business community to grow and create employment; thus generating more income for the country. We need to inculcate good regulatory practices and encourage more employees and unions to be part of this productivity journey. We need to launch productivity initiative programmes in businesses that will foster the development of productivity champions in related industries. These productivity champions will in turn help firms and enterprises perform better.



**Productivity
has to be holistic.**

**Productivity is not a replacement
battery; we need to sow this seed of
productivity in each and every one of
us so that it becomes part of our DNA.**

PANEL DISCUSSION

3. LEVERAGING ON TECHNOLOGY



How do you leverage on technology to increase productivity? How are you doing it at Ceridian?

Ceridian is a software company that invests in technology to increase productivity and makes life better for its customers. The level of adoption of technology penetration is very low in Mauritius. It is 15% as compared to the United States, where it is 40%. For Ceridian, IT stands for Innovation and Transformation. A company should see how to use technology to create disruptive changes that will transform its business model. For example, banks should not be run by bankers but by software developers as banks nowadays move only data through their current operations. The changes could occur by using the technology available innovatively. One example is the computerisation of tax which is different in each state but when moving from one state to another, the tax payer can use his/her smart phone to calculate the tax payable automatically. In Mauritius, people are tired of waiting in queues. One should therefore see how to use technology to reduce the response time.



The challenge is that technology should be looked upon as an add-on on what we can do.

If we really want to drive productivity, create wealth and raise GDP, then we need to increase our investment in technology.

Similarly, on company boards, we should have technology-savvy people to bring about the disruptive changes needed.

PANEL DISCUSSION

4. PRODUCTIVITY IN THE PUBLIC SECTOR



What do you have to say about productivity in the civil service with particular reference to Mauritius?

This perception is erroneous. In capitalist societies, employee productivity is often viewed as a means for business owners to get richer at the expense of the employee's sweat. To overcome this issue, the government adopted a new approach in 2003. It did not tell civil servants that they had to be more productive but instead embarked on a series of reforms by telling them that they had to be more competitive if they want Mauritius to continue attracting investors and deliver services efficiently to increase the country's (Gross Domestic Product) GDP. The reform resulted in the following:

- Result oriented budgeting replaced line budgeting where the output and outcome of the government departments were measured.
- The use of information technology to be more efficient; i.e. online facilities (e-government) thus reducing queues at counters and enabling citizens to gain more personal time.

The weakness of the reform was that the marketing strategy was inappropriate and not well communicated to the customers to whom these new and improved services were targeted at.

There is a bad perception that employees of the civil service are not productive.

The Registrar General Department, which has won the Ministry of Civil Service Excellence Award has innovated in the registration of documents, improving from 210 days in the past to 2 hours presently.



PANEL DISCUSSION

5. PRODUCTIVITY IN THE PRIVATE SECTOR



How do you manage your logistics value chain? How do you measure productivity in your organisation?

Employees should be disciplined. A disciplined workforce is a springboard for productivity. For example, in the IBL seafood cluster, we have the C-magination project where Rs 100 million have been earmarked for employees to come up with innovative ideas. Productivity is a fantastic excuse for great teamwork and it is also a brilliant idea to get ahead of the pack through better teams. The intangible benefit is that through better teams, employees can feel happier, while at the same time increase their self-esteem. Productivity through partnerships is also important as the better you connect, the more competitive you become. This helps you move ahead of the pack.



If companies are to improve continuously, they need to use data and facts.

Companies should put in place a conducive environment for innovation.

The soft side of productivity gains, i.e. team work and employees' commitment are as or even more important than the tangible benefits of productivity, i.e. increased output over input.

QUESTION TIME

1. TECHNOLOGY AND VALUE CREATION



How do you put technology and people together to create value?

In today's world where innovation is a key factor of growth, people have to be exposed to technology. Our education system does not produce enough engineers and scientists resulting in new technology not being disseminated to the people, in companies and the economy, to the public sector and in our education system. Much emphasis is being laid on investing in buildings (IRS) where the return on investment is very limited; instead of investing money in the best laboratories, in the best universities and in the best professors to create talents as intellectual capital creates value which increases the productivity and competitiveness of the nation. The strategy should be reviewed. The human capital should be given the appropriate tools and technology to capitalise on productivity improvement.

Our biggest disadvantage in Mauritius is that our population does not get enough exposure to the technological mega trends.

The human capital should be given the appropriate tools and technology to capitalise on productivity improvement.



Instead, the country has different government departments working in silos. The country should have a thinktank, composed of academia, private and public sector as well as civil society representatives, which should act as a forum for long term national planning. The thinktank should be independent of political heads.

A major obstacle in the national strategy to increase productivity is that since 2006, Mauritius does not have a Ministry of Economic Planning and Development which would have overseen the different projects in a holistic approach.



QUESTION TIME

2. LEADERSHIP AND PRODUCTIVITY



What is the role of leadership in promoting productivity?

For a country to achieve sustained economic growth, it needs to develop a work culture geared towards continuous change and improvement. The challenge would be to develop a culture among the population which is adaptable to change.



This culture should also be linked to leadership since leadership creates value and drives initiatives and reforms that can impact positively on society.

QUESTION TIME

3. OVERCOMING BARRIERS TO PRODUCTIVITY



How to overcome obstacles to productivity?



Employees should be encouraged to innovate to challenge ideas and think beyond what exist today in order to make their organisations more competitive. One of the obstacles faced in enhancing productivity is that the current education system conditions people too much: one has to follow the pack for fear of being rejected while employees are rewarded for doing the same things and thinking the same way. In the local context, contrary to other countries, local employees who bring about disruptive changes are not welcome.

To overcome the issue of low productivity, companies should bet on the creativity of their employees.

For companies to successfully leapfrog, their employees should not be afraid to go beyond established behaviours.

QUESTION TIME

4. MEASURING PRODUCTIVITY



What are the problems that arise when you have to measure productivity?

Measuring productivity refers to the basics, i.e. output and input. It is no longer about creating investment in input; it is about efficiency - same input, more output. But we need to improve the culture and also include the value added by the company. A way to evaluate productivity is through feedback.



In the civil service, we use the feedback received from customers to continuously improve those services.



Productivity is more about people and how to come out with a better and stronger team.



CONCLUDING REMARKS FROM PANELLISTS

Leadership is needed to accomplish the vision to change the organisation. The mindset should also change. Leaders should not be complacent because ideas, products and services that worked in the past may not be successful in the future.



Leaders should push for new challenges and use technology to drive productivity and competitiveness.

One example is the smart cities project in India where citizens are encouraged to come up with ideas about how to use technology to solve problems that their cities are facing. If this concept was transposed into the Mauritian context, that would be an opportunity for young unemployed IT professionals to provide smart ideas on how to solve these problems and in parallel, solve part of the issue of unemployment among young professionals.

Organisations should become adaptable to be able to follow the mega trends mentioned by Dr Kanoktanaporn.



Moreover, they should be able to arouse the 'curiosity' or willingness to achieve more, a key requisite if companies are to survive in this very competitive environment.

CONCLUDING REMARKS FROM PANELLISTS

It is unfortunate that the local education system does not encourage and favour teamwork. Moreover, the Performance Management System favours individual work at the detriment of teamwork.



Teamwork is important to boost productivity.

There is hope for the future of productivity.



The country has to fill the gaps between where it is today and where it wants to be in the future.



APPENDIX

Programme - Seminar: "Future of Productivity"

17th February 2017 @ 18.30 hours

Cyber- Tower 1, Cyber-City, Ebène

Keynote Speaker: Dr. Santhi Kanoktanaporn, Secretary-General, APO

18.00- 18.30	Registration
18.30- 18.40	Welcome Address by Mr D.Appalswamy , Officer in Charge , NPCC
18.40- 19.15	Key-note Address by Dr. Santhi Kanoktanaporn, Secretary-General, APO
19.15- 20.30	Panel discussion - Participants <ul style="list-style-type: none">• Mrs Nina Belizar-Estudillo• Mr Mohd Lizuan Abd. Latif• Mr Vidia Mooneegan• Mr Patrice Robert• Mr Rashid Imrith
	Moderator: Mr Sanjiv Mulloo
20.30- 21.00	Questions and answers from the floor



PANELLISTS AND MODERATOR



Dr. Santhi Kanoktanaporn,
Secretary-General, APO – Keynote Speaker

A man with many hats, Dr. Santhi is an industry veteran with over 40 years of hands-on experience in driving productivity enhancement initiatives and strategic international development programmes.

He also has vast experience ranging from product quality control, to environment and waste management consultancy, to the telecom and petrochemical sectors.

Dr. Santhi is the author of several academic research papers and has translated two books, *Power and Love*, and *Transformative Scenario Planning* by Adam Kahane.

Before taking his post at the APO Secretariat, Dr. Santhi served as the Executive Director of the Thailand Productivity Institute (FTPI) where he was responsible for developing the masterplan for improving productivity in the country for the Ministry of Industry.

Early in his career, Dr. Santhi also served as the President of the Foundation for Industrial Development for the Management System Certification Institute (Thailand), a not-for-profit foundation under the supervision of the Ministry of Industry, where he was responsible for increasing national competitiveness through standardisation and development of personal competency in the public and private sectors to meet international standards.

He is also credited with successfully developing the first Thai management system standard. Other roles included serving as the Chairman of the CB Association of Thailand, Country Manager (Thailand) of the US Chamber of Commerce, and Managing Director of Sysmen Company Limited.

PANELLISTS AND MODERATOR



Niña Maria B. Estudillo

Niña Maria B. Estudillo is a graduate of AB Behavioral Science from the University of Santo Tomas and MA in Industrial Relations major in Human Resource Development (HRD) from the University of the Philippines. Ms. Estudillo's passion and advocacy for building a culture of performance excellence through productivity and quality was developed over the years at the Philippines' National Productivity Organization - Development Academy of the Philippines (NPO-DAP) where she spent more than 16 years of assisting organisations from both public and private sectors in the institutionalisation of various tools and approaches through training and consultancy services.

At the time of her early retirement on April 15, 2010, Ms. Estudillo was the Associate Dean of the Academy's Graduate School and Director of the Institute of Productivity and Quality (IPQ). Prior to this post, she served as Senior Technical cum Project Officer working with DAP's consulting group in institutionalising Productivity & Quality (P&Q) improvement tools and approaches such as Morale Survey, 5S, Quality Circle, Suggestion Scheme, Labour Management Cooperation (LMC), Total Quality Management (TQM), ISO 9001-Quality Management System (QMS) among others.

Ms. Estudillo is also in the roster of Asian Productivity Organization (APO) Technical Experts serving as trainer particularly in the conduct of P&Q courses abroad that are aligned with the Development of Productivity Practitioners (DPP) programme (an APO-longest running program that aims to enhance competencies of National Productivity Organizations or NPOs in Asia), that is, being tapped to deliver learning sessions on topics and areas that are relevant to productivity and quality improvement. Aside from serving as a regular member of the team of resource persons of the APO Course on Development of Productivity Practitioners (Basic Program) held annually in the Philippines, she has rendered APO assignments as Resource Person in Singapore, Malaysia, Sri Lanka, Iran, India and Fiji. She designed the E-learning Course on DPP (Basic Program) currently implemented by APO. At present, she is continuously engaged in development work as independent professional for various organisations from both public and private sectors in the areas of Productivity & Quality improvement alongside Organizational Development.

PANELLISTS AND MODERATOR



Mohd Lizuan Bin Abd Latif

Lizuan Latif, who has more than 17 years of experience in the area of Productivity and Quality focusing in Public service and Manufacturing sectors. He embarked on the journey of quality during his tenure at the Malaysia Productivity Corporation (MPC) for a decade. Now he is the principal consultant and trainer for Qualitymind Sdn Bhd promoting quality improvement, productivity tools, cost saving, Lean management, 5S and Kaizen initiatives.

He holds a Bachelor's degree in Business Management. A qualified ISO 9001 trainer and auditor, Lizuan Latif also assists Malaysia Productivity Corporation (MPC) as an Associate Consultant, Asian Productivity Organization (APO) Technical Expert and Business Excellence Assessor.

He serves as the judge of State innovation advisor. Lizuan Latif also appointed as Lean expert in Malaysia Lean Projects. He has conducted public and customised in house Lean/Kaizen training and consultancy projects for many organisations to established sustainable Kaizen projects. His programme uniquely design with blend of theory and practical hands on team activities that provide learning lesson from initiate Lean to sustainable companywide Kaizen implementation. He dedicated his time and effort towards harnessing quality awareness in organisations.

He has trained numerous participants from various organisations from the public Sector, SMEs to MNCs such as the Malaysian Prime Minister's Office, Bridgestone (Singapore), Panasonic Electrics, Hitachi, Petronas, Monier Roofing, Grand Bluewave hotel, etc.

PANELLISTS AND MODERATOR



Vidia Mooneegan

A visionary and entrepreneurial leader, Vidia is considered as a pioneer of the IT-BPO industry in Mauritius. He has been instrumental in the promotion and development of this industry. With a proven track record of building successful businesses in the technology space, Vidia is committed to contribute towards creating a high tech industry in Mauritius. Passionate about technology and innovation, he helps young people to become digital entrepreneurs. Vidia is a regular speaker and writer on technology trends and their impact on the economy.

Ceridian is a human capital management technology company serving organisations across the globe. With its award-winning cloud product, Dayforce HCM, Ceridian is one of the fastest growing cloud business in the world. Prior to Ceridian, Vidia was the Managing Director for TNT Business Solutions. Vidia started his career in the UK working for Schlumberger Oilfield Services and Arthur Andersen. He has over 20 years of experience at C level.



Rashid Imrith

Rashid Imrith is a seasoned civil servant, an active trade unionist, president of the All Employees Confederation, president of the Federation of the Public Sector and Other Unions and a Council member of the NPCC.

PANELLISTS AND MODERATOR



Mr Patrice Robert

Patrice Robert holds a Bachelor's degree in Engineering from the University of Portsmouth and an MBA from the University Of Chicago Graduate School Of Business. He worked in Singapore for 10 years, where he was a consultant in supply chains and strategy at Accenture, then took employment with DHL, where his final position was vice-president for their service parts logistics business unit. In 2008, he returned to Mauritius and was appointed General Manager of Thon des Mascareignes, then General Manager of Seafood Operations. In January 2015, Patrice Robert was named COO of Seafood Operations.



Mr Sanjiv Mulloo (Moderator)

Mr. Sanjiv Mulloo is the CEO of Quad Printers Ltd. He is a knowledgeable and conscientious supplier of Print and Communications services and has always performed and delivered by creating value for his customers and stakeholders. Mr. Sanjiv Mulloo is amongst the very few businessmen who believe in the African Renaissance. He is known to be a decision maker and a people's person. He is also an executive coach in leadership. Mr. Mulloo loves his country and believes in the potential of Mauritius to rise as a power in the region. Mr. Sanjiv Mulloo was appointed chairman of the NPCC on 23rd September 2015.

HIGHLIGHTS





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