

Liberalisation: SWOT analysis

- ## Liberalisation: SWOT analysis
- Strengths
 - Weakness
 - Opportunities
 - Threats

- Liberalisation:
SWOT analysis = **TWSOA**
- **T**hreats
 - **W**eakness
 - **S**trengths
 - **O**pportunities
 - **A***ction*

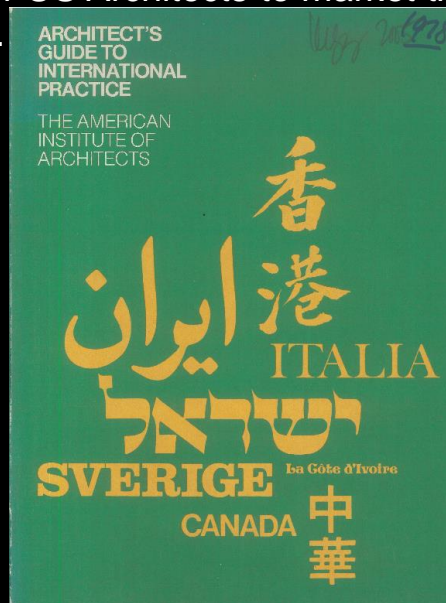
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what do the amendments to the Architects Act mean? ..

..the big threat: it means a multitude of foreign architects, foreign architect firms and non-architects worldwide will come to Malaysia (including local parties) to set up official as well as bogus architect companies, selling architectural services ..

..the AIA as early as 1978 had been planning and setting the stage for US Architects to market their services overseas..

..they now have nearly 40 years of export expertise..



AIA : Architects Guide to International Practice (1978)

..the RIBA's International Committee in 2009 researched countries worldwide and prepared a list of top 10 countries for UK architects to target global marketing initiatives:

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Malaysia is no.5..

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..from this top 10 countries,
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..Malaysia is now a hot target for foreign architects to market for work..

..but how will they do it?

- party XYZ registers a company with ROC and calls it “*Party XYZ Architecture Company*”... because ROC does not restrict the use of the word ‘architecture’..
“*Party XYZ Architecture Company*” is then in business as an bogus architect firm (which the public thinks is an architect firm with the word ‘architecture’ in its name), and a lot of local non-registered architects will do this..

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or

- *Party XYZ Architecture Company* becomes a legitimate architect company, with the non-architect party owning 30% and then elicits a LAM registered architect as an employee or as the ‘official shareholder’ to sign for them..

..no need for foreign architect or owning party to pass LAM Pt.3

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..no need for foreign architect or owning party to pass LAM Pt.3
 ..if anyone can set up an architect company, why would they buy your company

..these new non-architect companies and bogus non-architect companies will not be set up just by foreign architects, but also:

- ambitious local graduates who cannot wait
- local unregistered ‘architect companies’ (non-LAM Part 3), already selling their services
- local contractors and suppliers
- local developers
- in fact, just about anyone including my grand aunt..

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- ambitious local graduates who cannot wait
- local unregistered 'architect companies' (non-LAM Part 3) already selling their services
- local contractors and suppliers
- local developers
- in fact, just about anyone including my grand aunt..

threat: the entrant of a number of new local non-architect companies will increase the architect firms numbers in Malaysia leading to significant enhanced competition to existing architect firms..

..will the increased nos. of architects and firms be?:

<input type="checkbox"/> very low	say +/- 5% increase (+/-100 nos.)?
<input type="checkbox"/> low	say 10% increase (200 nos.)?
<input type="checkbox"/> medium	say 15% increase (300 nos.)?
<input type="checkbox"/> medium high	say 20% increase (400 nos.)?
<input type="checkbox"/> high	say 25% increase (500 nos.)?
<input type="checkbox"/> very high	say 30% increase (600 nos.+)?

..will the increased nos. of architects and firms be:

<input checked="" type="checkbox"/> very low	say +/- 5% increase (+/-100 nos.)?	best -
<input type="checkbox"/> low	say 10% increase (200 nos.)?	
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..we should plan for the worst and hope for the best..

Liberalisation: SWOT analysis

- Threats
- Weakness
- Strengths
- Opportunities
- Action

..we are informed we are no.20 in competitiveness..

Country	Rank			
	2014- 2015	2012- 2013	2010- 2011	2009- 2010
Switzerland	1	1	1	1
Singapore	2	2	3	3
United States	5	7	4	2
Hong Kong	7	9	11	11
United King.	10	8	12	13
Malaysia	20	25	26	24
Australia	22	20	16	15
Thailand	31	37	38	36
Indonesia	34	39	44	54

..are we?..what is the basis for this rating?

..by comparison, our GDP is low (x50 times lower than No.1)..

Country	Rank				GDP MUS\$	Rank
	2014- 2015	2012- 2013	2010- 2011	2009- 2010		
Switzerland	1	1	1	1	685,431	20
Singapore	2	2	3	3	295,744	37
United States	5	7	4	2	16,178,100	1
Hong Kong	7	9	11	11	274,027	-
United King.	10	8	12	13	2,679,455	6
Malaysia	20	25	26	24	312,437	36
Australia	22	20	16	15	1,531,282	12
Thailand	31	37	38	36	420,167	30
Indonesia	34	39	44	54	868,347	16

weakness: with a low GDP, the western world do not see us as a developed country

.. the world does not perceive Malaysia products and services to be in same quality as other developed countries..

Country	2014- 2015	Rank		capability perception
		GDP MUS\$	Rank	
Switzerland	1	685,431	20	high
Singapore	2	295,744	37	high
United States	5	16,178,100	1	very high
Hong Kong	7	274,027	-	high
United King.	10	2,679,455	6	very high
Malaysia	20	312,437	36	low?
Australia	22	1,531,282	12	very high
Thailand	31	420,167	30	low
Indonesia	34	868,347	16	low

threat..question whether we are actually no.20 in competitiveness?.

how does the world perceive Malaysian architects?

- B-I-W (best-in-the-world)?
- world class (top class)?
- 1st world (above average)?
- 3rd world (low class)?

how does the world perceive Malaysian architects? Likely,

- ~~B-I-W (best-in-the-world)~~
- ~~world class (top class)~~
- ~~1st world (above average)~~
- '2+1/2 world' (not fully developed nor developing)
- ~~3rd world (low class)~~

threat: our present relationships with on-going clients will be disrupted by the new entrants (being the B-I-W's, the world class', the 1st world architects, including other 3rd world architects) resulting in loss of market share

..worse..our own local Clients think the same..

..its the 'cultural cringe' or the 'Gucci syndrome'
by our local Clients, who think foreign
architects are better than local architects..

..the Genovasi Board (Government of Malaysia) (2015):

..*market liberalisation is generating intense competition*..

..the Genovasi Board (Government of Malaysia) (2015):

..market liberalisation is generating intense *competition* which demands for *innovation* to ensure survival and success in the international arena..

..innovation is then a vital factor in competitiveness..

..but are we sufficiently innovative?..

..are we competitive as innovators?

country	2014-2015	GDP		global innovation index (GII)
		MUS\$	Rank	
Switzerland	1	685,431	20	1 (64.8)
United King.	10	2,679,455	6	2 (62.4)
United States	5	16,178,100	1	6 (60.1)
Singapore	2	295,744	37	7 (59.2)
Hong Kong	7	274,027	-	10 (56.8)
Australia	22	1,531,282	2	17 (55.0)
Japan		4,898,532	3	21 (52.4)
France		2,806,432	5	22 (52.2)
China		9,181,204	2	29 (46.6)
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weakness: ..there seems to be some correlation between GDP and global innovation index (GII)..

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weakness: .. there are 32 countries are more innovative than us..

what if architects from these 32 countries set up firms here today?

..our number of registered architects in Malaysia is small..

professional architects **1,884**

..do we have the numbers to achieve global impact?..

professional architects 1,884-

sole proprietor	1,105	74.3%
partnership	100	6.7%
body corporate	242	16.3%
multidisc. practice	40	2.7%
TOTAL	1,487	100%

threat: without the nos., our architects' global impact is low and locally our small numbers will be overwhelmed

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(even if Pareto is incorrect, this ratio may be likely 30%.70%)

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threat: it's the majority of our firms, the 80% (maybe the 60 to70%)
that will suffer the brunt of the new competition

..what is the market distribution?

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weakness:

..this 2% of our architect firms will also be affected by extensive entrant of foreign ‘starchitects’ and the super big foreign firms..

Liberalisation:

SWOT analysis

- Threats
- Weaknesses
- Strengths
- Opportunities

what are our strengths?

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- our schools have high international mainstream standards of students and teaching (all university schools)
- our architects are above average and many have world-class standards of design, delivery and execution, but not well internationally recognised

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- our architects have extensive experience in designing large scale masterplans
- our architects have capabilities in all building types and most specialist buildings

Liberalisation:

SWOT analysis = TWSO analysis

- Threats
- Weaknesses
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- Opportunities
- *Action*

..opportunity to sell your firm..but beware..

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..the sad case of 'Engineer HS'..

- sold his firm to a foreign company
- gave up management control
- required to remain an employee for a period (eg. 3 to 5 years) to transfer goodwill)
- as employee he now has no or limited say in running the company
- his former senior staff now no longer takes instructions from him
- his new bosses (owners) exclude him from management meetings and decision making
- he is now a 'nobody' in the very company he founded

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is selling an opportunity or a threat?:

..selling can mean selling your dignity and 'Malaysian birth-right'.

..but why would anyone buy your company at a premium if it is easy and cheap to set up a bogus company, and just buy or steal your staff, all at a lower price?...

Liberalisation:

SWOT analysis

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- *Action*

what are the options for action?

- fight and obstruct it

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- its too late, it's a done deal

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|---|-----------------------------|
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| • accept it and address it individually | lets do this |
| • delay it | if we can |

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action

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- prepare tools for members publish guides for international marketing, for positioning etc.

..we need to increase our numbers..

<u>type of membership</u>	<u>nos.</u>
professional architect	1,884
interior designer	511
reg. building draftsman	69

action: we need to increase our LAM Part 3 pass rate from present 6%, by reforming the examinations, and by increasing pass rate (eg. by interview of the borderline and near-borderline exam-takers)

..we need more medium size firms..

sole proprietor	1,105	74.3%
partnership	100	6.7%
body corporate	242	16.3%
multidisc. practice	40	2.7%
TOTAL	1,487	

action : increase our nos. of larger practices by forming group practices and consortiums.
PAM can be the facilitator and the 'go-between'

do not sell your signature

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action: stop 'selling your signatures' (quote Hijjas Kasturi)

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- accept and adapt to change
- unlearn and relearn new ways to design, to manage design, to craft and deliver architecture
- unlearn and relearn new ways to manage the business of architecture and to market our services locally and internationally
- find ways to give even greater 'value' to clients

what are your options?

the AIA tells us there are 3 types of architect firm:

- design emphasis
- service emphasis
- production emphasis

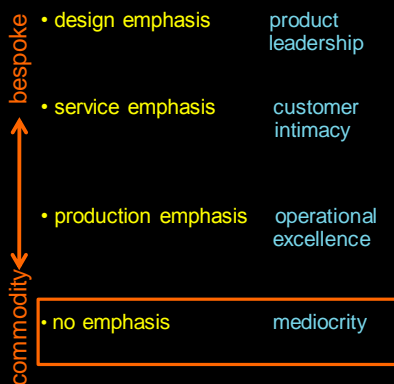
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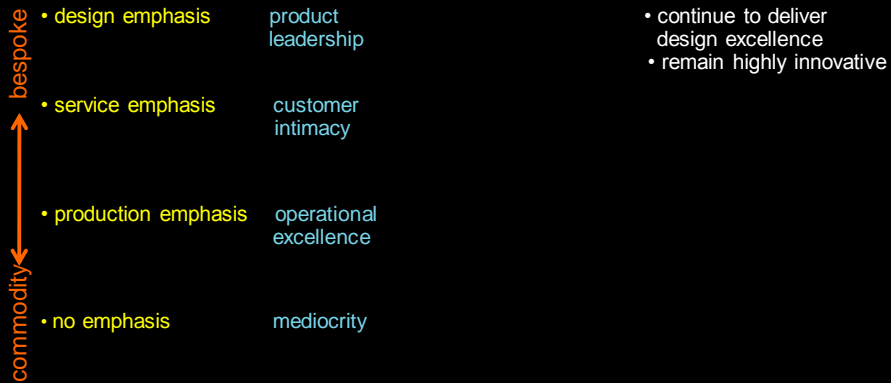
- design emphasis product leadership
- service emphasis customer intimacy
- production emphasis operational excellence

("emphasis" means what you are best known for?)

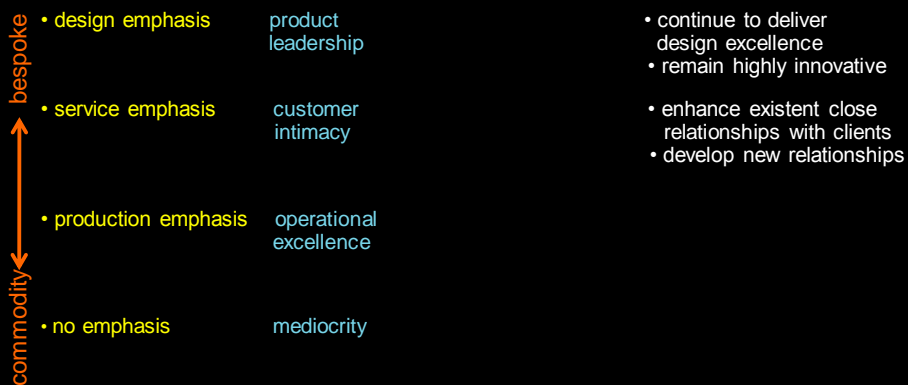
..actually, there are 4 types of architect firm (after William Lim):



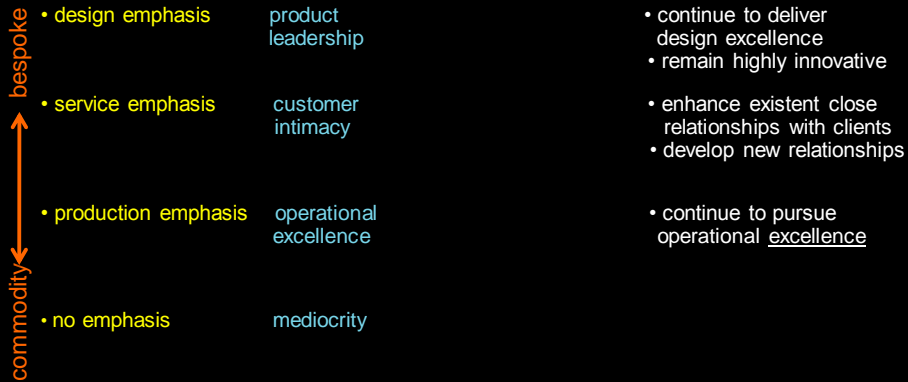
.. to compete we need to:



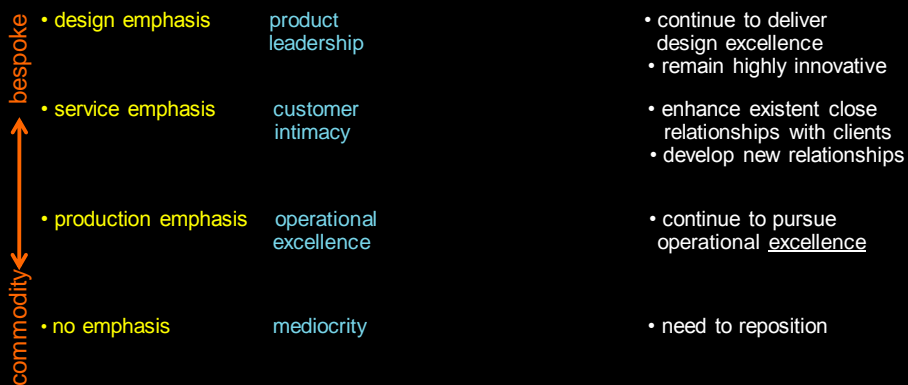
.. to compete we need to:



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what are the options for action?

- fight and obstruct it its too late, its done deal
- embrace it and do nothing we may loose
everything
- accept it and address it collectively lets do this together
- accept it and address it individually lets do this
- delay it if we can

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action:

- ..all PAM members to sign and submit a referendum to the government

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- ..all PAM members to sign and submit a referendum to the government
- ..all PAM members to have their local Member of Parliament take concerted action to delay/to defer implementation of the Amendments – action to be coordinated by PAM.

conclusion

Charles Darwin, in 'The Origin of Species' (1859):

“..it is not the strongest of species that survives,
nor the most intelligent but the ones that is the
most responsive to change..”

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action: we must respond to change, time is against us,
we must act right here, right now.

..one question?

..one question?

- all those who knew about the Architects Act Amendments beforehand,

..one question?

- all those who knew about the Architects Act Amendments beforehand,
why was the profession not collectively informed, alerted and be prepared physically and emotionally?