

Audio Revolution in MVH PROAV

TEH KOK YANG^{1*} AND
DAHLIA BINTI ZAWAWI¹

ABSTRACT

MVH PROAV SDN BHD, a Malaysian audio-visual solutions provider established in 2020, seeks rapid growth in the competitive PA sound system market. Despite founder Maverick Yap's 22 years of industry experience and initial success, the company faces challenges expanding its market presence and managing its workforce efficiently. Key issues include difficulties transitioning from B2B to B2C, especially in the karaoke systems segment, and ineffective marketing strategies that fail to reach new customer segments. Workforce management is also strained by the need for flexibility while considering expansion. If not addressed, these issues could hinder growth and lead to missed opportunities. Maverick must develop solutions within the next quarter to ensure continued success. The case study identified two main areas requiring attention: (1) marketing strategies to better penetrate the B2C market and (2) human resource management to support scaling efforts. As a hands-on leader, Maverick must guide the company through this transition, inspiring his team and potential investors alike.

Keywords: Audio-visual, B2B, B2C, Marketing, Workforce

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¹ School of Business and Economics, Universiti Putra Malaysia, Malaysia

*Corresponding author: gs659025@student.upm.edu.my, kayne902@gmail.com

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ABOVE THE NOISE

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Seri Kembangan, Selangor (Office of MVH PROAV SDN BHD)

It was a busy Thursday. Maverick Yap, the founder of MVH PROAV SDN BHD looked out from his second-floor office window. The street below was full of people, unaware of the audio company above them. Maverick frowned as he saw a competitor's delivery truck drove by.

Maverick thought about his company's progress since it started in early 2020. MVH PROAV had quickly become important in Malaysia's audio-visual industry, thanks to Maverick's 15 years of experience and many industrial connections. They were doing well in the B2B market, with big clients like AirAsia and SP SETIA.

The company had grown fast, which was both exciting and difficult. Maverick remembered their first big project - a RM300,000 job for an important business client from Kelantan. This success showed that their online-focused approach was working and helped them get to where they were now.

Even with these successes, Maverick was worried. Not having a shop at street level made it hard to show products and talk to potential walk-in customers. He turned back to his desk, covered with product lists and market reports, wondering if their current plan was enough for the company to keep growing in the tough Malaysian market.

Someone knocked on the door, interrupting his thoughts. Tan Tiong Tai, the Sales Manager, came in with some papers. *"Morning, Boss. I have the market research reports you wanted. There are some interesting trends in the B2C sector, especially for home entertainment systems."*

Maverick nodded, interested. *"Thanks, Tan. Let's look at those later today. I've been thinking that we might need to try some new things."* Maverick once again glanced outside. The industry was changing quickly, and he sensed the need for MVH PROAV to adapt and innovate.

MVH PROAV SDN BHD

MVH PROAV Sdn Bhd was officially launched in early 2020, specializing in supplying and installing high-quality sound systems. The company was founded by Maverick Yap, who brought with him extensive experience and industry connections from his 15 years in the sound system distribution business. His vision was to integrate traditional audio equipment with innovative technologies to enhance user experience and set a new standard in the industry.

The initial phase of MVH PROAV's establishment coincided with the onset of the COVID-19 pandemic in March 2020. The pandemic presented an unprecedented challenge, but also an unexpected opportunity. Fortunately, Maverick had not yet hired employees or rented office space, which allowed him to remain financially flexible during the lockdown. He used this time wisely to learn how to set up a company website. Initially, he started with WordPress² but quickly realized it wasn't user-friendly for his needs. He then switched to SiteGiant³, which offered better integration with e-commerce platforms like Shopee and Lazada. This strategic move proved to be instrumental, as it allowed MVH PROAV's website to quickly climb to the first page of Google search results in Malaysia's sound system industry.

While many companies were struggling with financial strains, cutting down on marketing budgets, and facing the logistical nightmare of maintaining operations during lockdowns, MVH PROAV stood out due to its robust online presence. Mr. Maverick's ability to pivot quickly and effectively leverage digital tools gave MVH PROAV a significant competitive edge. Despite the challenges of starting a business during a global pandemic, MVH PROAV's innovative approach began to pay off. The company's digital savviness and Maverick's strategic foresight were validated when, in its first year of operation, MVH PROAV secured a significant project worth

² WordPress is a web content management system. It was originally created as a tool to publish blogs but has evolved to support publishing other web content, including more traditional websites, mailing lists and Internet forum, media galleries, membership sites, learning management systems, and online stores.

³ SiteGiant is Malaysia's leading eCommerce enabler and was established back in 2013 to provide a range of eCommerce services, catered to both small and large enterprises in Malaysia. SiteGiant's eCommerce solution allows merchants to sell on multiple channels such as online marketplaces, Facebook, Instagram, WhatsApp and their own branded online store.

RM300,000 from a recognize entrepreneur in Kelantan. The entrepreneur remarked that wherever he searched for sound systems, MVH PROAV appeared first, highlighting the effectiveness of the company's online marketing strategies.

The first major project was a turning point for MVH PROAV. It not only provided a substantial financial boost but also helped establish the company's reputation in the market. Maverick ensured that every detail of the project was meticulously managed, from the initial consultation to the final installation. The success of this project led to word-of-mouth referrals, which are invaluable in the B2B market.

Throughout 2020 and 2021, MVH PROAV continued to expand its product range and explored new markets, including sustainable and eco-friendly technologies. Maverick's commitment to customer service and innovation helped build a loyal customer base and positioned MVH PROAV as a strong player in a competitive industry. As MVH PROAV grew, Maverick remained dedicated to maintaining a personal touch with his clients. He understood the importance of building strong relationships and often went the extra mile to ensure customer satisfaction. This approach not only helped retain existing clients but also attracted new ones through positive testimonials and referrals.

MVH PROAV aims to stay ahead of the competition and continue its trajectory of growth and success in the sound system industry. However, as competitors quickly adapted to online marketing strategies, the landscape became increasingly competitive. Recognizing this shift, MVH PROAV now needed a more comprehensive marketing strategy to maintain its edge.

THE FOUNDER

Maverick's professional journey began shortly after he graduated with a degree in electronics in 2001. He joined a leading sound system distributor company, where he would spend the next 15 years honing his skills and building a robust network connected to prominent sound system producers. Throughout his tenure, he excelled in various roles, demonstrating a deep understanding of both the technical and business aspects of the industry.

By 2011, Maverick had earned a promotion to a senior management role, where he began to influence the strategic direction of the company significantly. He led several high-profile projects that introduced innovative audio solutions to the market, further cementing his reputation as a forward-thinker in the industry. His efforts didn't go unnoticed where clients and colleagues alike respected his commitment to quality and his ability to foresee market trends. As the years progressed, Maverick began to feel the itch for something new. In 2018, he decided to venture out of the audio industry to explore a managerial role in the metal industry. This was a significant shift, and while it offered new challenges, it didn't take long for him to realize that his true passion lay with audio technology. After just six months, he decided that metals were not his calling. This period of reflection and introspection led him to consider the possibility of starting his own business in sound systems, leveraging his extensive knowledge and connections.

Around this time, a close friend, who was starting a business, invited Maverick to help lift the new company off the ground. Provided with sufficient resources, an office, and a talented team, he agreed to join the startup. For one and a half years, he dedicated himself to this venture, gaining invaluable experience in company development and operations. In late 2019, he made the decisive move to establish his own venture. He resigned from his role and began laying the groundwork for his company. Handling every aspect of the startup process himself, from registering the company as a sole proprietorship to setting up bank accounts, Maverick was ready to launch his own business. His vision was clear, to create a company that not only sold audio equipment but also revolutionized the way people interacted with sound systems.

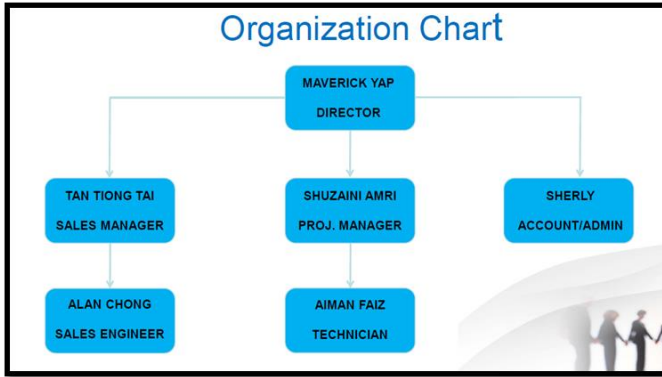
MVH PROAV SDN BHD

MVH PROAV SDN BHD, a leading retailer of sound system solutions, was helmed by Maverick Yap, the Director and driving force behind the company's vision and operations. Under his leadership, the company had adopted a flexible yet effective human resource structure designed to meet the dynamic needs of its projects and clients.

At the core of MVH PROAV's human resource strategy was a blend of in-house and outsourced talent. Tan Tiong Tai served as the Sales Manager, working closely with Maverick to drive sales and client engagement. Tai's role was crucial in maintaining client relationships and ensuring that MVH PROAV's offerings aligned with market demands. Although the team was lean, Tai's dedication and expertise played a pivotal role in the company's success.

Sherly, the accountant, provided essential financial oversight and administrative support on an as-needed basis. While she did not work in the office every day, her role was integral to maintaining the financial health and regulatory compliance of the company. This arrangement allowed for flexibility and cost efficiency, ensuring that resources were allocated effectively.

MVH PROAV's project execution heavily relied on the expertise of Shuzaini Amri and Alan Chong, who functioned as outsourced professionals rather than direct employees. Shuzaini, a long-time associate and mentee of Maverick, had been instrumental since the early days of MVH PROAV. With years of experience and a deep understanding of the company's standards, Shuzaini handled system installations at customer sites with precision and care. However, as MVH PROAV's projects grew, Alan Chong joined the team, bringing in fresh energy and technical acumen. Alan's partnership with MVH PROAV had allowed the company to scale its operations and meet increasing client demands. Despite not being direct staff members, Shuzaini and Alan shared a strong bond with Maverick, viewing him as a mentor and savior. This relationship had fostered a sense of loyalty and commitment, ensuring that MVH PROAV could consistently deliver high-quality service. Shuzaini and Alan's roles were vital, as they provided the technical expertise required for successful project implementations. When workload peaked, Maverick strategically alternated between Shuzaini and Alan, ensuring that projects were completed efficiently without compromising on quality.



Source: Internal document

Figure 1: Organization Chart of MVH PROAV SDN BHD

CLIENT PORTFOLIO

MVH PROAV SDN BHD had established itself as a trusted provider of high-quality audio solutions across various sectors in Malaysia. Their commitment to integrating the best technology with seamless functionality was reflected in their diverse client base.

In the educational sector, MVH PROAV served prestigious institutions such as The Mont'Kiara International School, University of Malaya, and Universiti Teknologi MARA. These partnerships highlighted MVH PROAV's expertise in creating tailored audio solutions for learning environments. In the corporate sector, MVH PROAV's clients included major companies such as Auto Bavaria and AirAsia. Their audio solutions enhanced corporate events, presentations, and day-to-day operations, showcasing their ability to meet high corporate standards. The audio systems provided were adaptable, catering to a variety of corporate needs, from large-scale conferences to intimate meeting rooms.

MVH PROAV's reputation extended to public institutions like MINDEF (Ministry of Defence) and PERKESO (Social Security Organisation). These collaborations demonstrated MVH PROAV's capability to provide reliable and robust audio solutions for government and public service environments. These systems ensured clear and effective communication in critical public settings, highlighting MVH PROAV's reliability and trustworthiness.

Collaborations with developers like SP Setia Bhd Group and MKH Berhad illustrated MVH PROAV's role in integrating advanced audio systems into large-scale development projects. These partnerships ensured that new developments were equipped with state-of-the-art audio systems that enhanced the functionality and appeal of residential and commercial spaces. MVH PROAV also excelled in the hospitality sector, serving clients such as Space Hotel and Sani Hotel Kuala Lumpur. Their audio solutions enhanced guest experiences, providing clear, high-quality sound for events, presentations, and entertainment purposes, making them a preferred partner for hospitality audio needs.

MVH PROAV's extensive and varied client base underscored their expertise and versatility in delivering high-quality audio solutions. Their ability to cater to different sectors—education, corporate, public institutions, development, and hospitality—demonstrated their commitment to quality, innovation, and customer satisfaction. The company's adaptability in transitioning from wired to wireless solutions, and from analog to digital systems, showcased their ability to meet evolving technological demands. As MVH PROAV continued to expand its presence, it remained dedicated to setting new standards of excellence in the audio industry, pushing the boundaries of what was possible and ensuring they provided solutions that not only met but exceeded client expectations.



Source: MVH PROAV SDN BHD (2023)

Figure 2: Clients of MVH PROAV SDN BHD

PARTNERSHIPS

MVH PROAV SDN BHD offered a diverse range of high-quality, professional-grade audio products from leading brands, tailored to meet various needs such as mixers, microphones, and speakers. Their extensive selection included renowned brands like AKG, Alto, and Amperes for high-performance microphones and audio interfaces, ensuring clear and precise sound capture. For superior audio playback and amplification, MVH PROAV provided speakers from industry leaders such as JBL, BOSE, and Wharfedale, delivering robust and immersive sound for any environment.



Source: Internal document

Figure 3: Collaborated sound system and visual system brand

In the realm of mixing and sound control, MVH PROAV featured top-tier mixers from Behringer, Midas, and Soundcraft, known for their reliability and advanced functionality, catering to both live and studio settings. Audio players from Denon and Marantz offered exceptional audio fidelity for professional and personal use, enhancing the overall audio experience.

MVH PROAV also addressed the visual aspect of audio-visual integration with projectors and display solutions from Panasonic, Epson, and Optoma, ensuring clear and vibrant visual presentations to complement their audio systems. Additionally, MVH PROAV's product lineup included Focusrite for audio interfaces, Sennheiser and Shure for microphones, and LAB GRUPPEN for amplification, among others. This comprehensive range ensured that MVH PROAV could provide tailored audio-visual solutions for diverse

environments such as educational institutions, corporate settings, public institutions, development projects, and hospitality venues. Each product was chosen for its ability to deliver seamless integration, functionality, and usability, catering to the specific needs of their clients.

PRODUCT PORTFOLIO

MVH PROAV SDN BHD cultivated an extensive array of audio-visual solutions designed to meet the diverse needs of their clientele. At the heart of their offerings were advanced audio mixers, renowned for their reliability and high performance. These mixers became the preferred choice for professional audio engineers, capable of handling everything from intimate gatherings to large-scale productions with equal finesse.

The company's speaker collection stood out for its versatility and power. Engineered to deliver clear, impactful sound in both indoor and outdoor settings, MVH PROAV's speakers were built to withstand the rigors of frequent use while maintaining consistent audio quality across various environments. This durability made them a popular choice for venues ranging from corporate conference rooms to outdoor festivals.

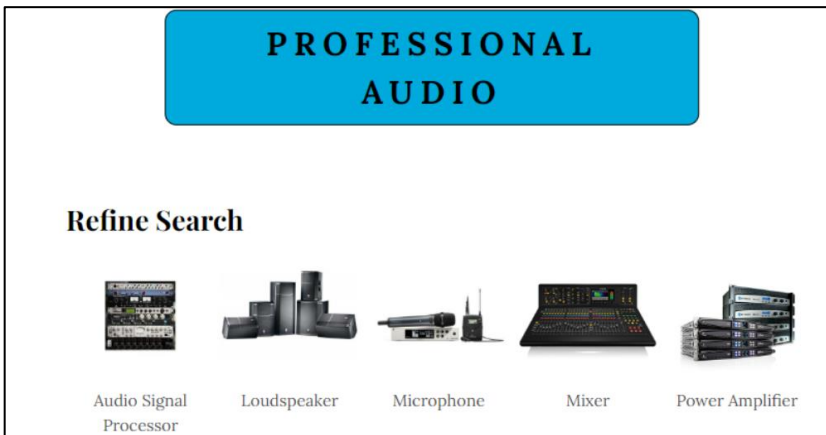
Complementing their speaker line, MVH PROAV offered a range of robust amplifiers. These units were designed to provide the necessary power and clarity for a wide spectrum of audio setups. Whether for a simple public address system or a complex concert configuration, their amplifiers ensured optimal sound quality and performance, enhancing the overall auditory experience.

For capturing sound, the company provided an assortment of professional-grade microphones. Engineered for precision and clarity, these microphones found applications in live performances, conferences, and broadcasting. Their versatility and quality made them indispensable tools for audio professionals across various industries.

MVH PROAV rounded out their product line with a comprehensive range of audio interfaces and accessories. These components were carefully selected to integrate seamlessly with their other offerings, allowing users to create complete and cohesive

audio solutions. From connectors to control surfaces, each accessory was chosen to enhance the functionality and user experience of their audio systems.

Beyond their standard product range, MVH PROAV distinguished itself through its ability to provide bespoke audio-visual systems. This customization capability allowed them to address the unique needs of their clients, further cementing their reputation as a versatile and reliable partner in the industry. Whether adapting existing products or developing entirely new solutions, the company's commitment to meeting specific client requirements set them apart in a competitive market.



Source: MVH PROAV SDN BHD (2023)

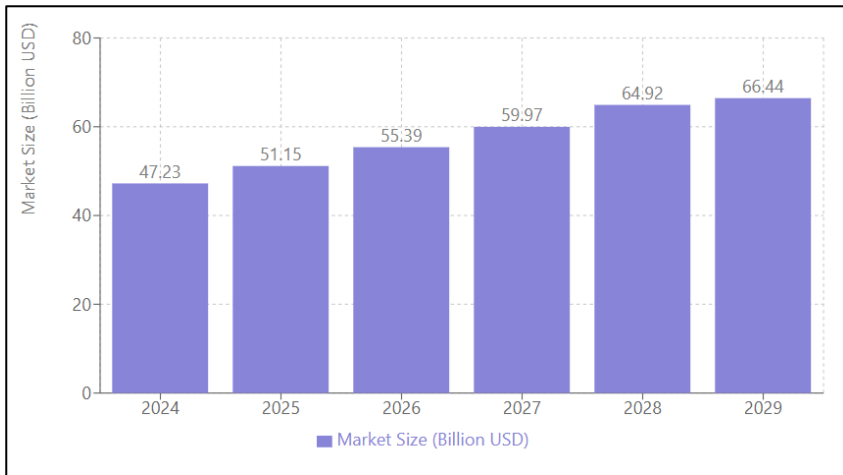
Figure 4: MVH PROAV Product Portfolio

PUBLIC ADDRESS INDUSTRY

The Public Address (PA) sound system industry in Malaysia was a dynamic and rapidly evolving sector within the broader Asia-Pacific audio-visual market. This industry served a diverse range of applications, from intimate private events to large-scale corporate functions and public gatherings, making it an integral part of Malaysia's event management, entertainment, and corporate landscapes.

The Asia-Pacific professional audio-visual systems market, which encompassed Malaysia, was experiencing remarkable growth. As illustrated in Figure 4, the market was projected to expand from

USD 47.23 billion in 2024 to USD 66.44 billion by 2029, representing a compound annual growth rate (CAGR) of 5.54% (Mordor Intelligence, 2024). This growth trajectory underscored the increasing adoption of advanced audio-visual technologies across various sectors in the region, including Malaysia.



Source: Mordor Intelligence (2024)

Figure 5: Projected Growth of Asia-Pacific Professional AV Market (2024-2029)

Several factors contributed to the strong market growth of Malaysia's PA sound system industry. Technological advancements continuously improved sound quality and system integration, increasing demand for more sophisticated solutions. These improvements not only enhanced sound reproduction but also simplified system operation and reliability, making high-quality audio solutions more accessible to a wider audience.

The rise in disposable income among Malaysians spurred higher spending on entertainment and events, further driving demand for quality sound systems. Malaysia's vibrant event culture—concerts, corporate events, weddings, and public gatherings—also boosted industry growth. The corporate sector emerged as a major driver, with businesses increasingly prioritizing clear communication in meetings and conferences. Educational institutions also required advanced audio systems for lecture halls and distance learning setups.

Key technological trends include the shift from analog to digital systems and the rise of wireless solutions, offering more flexibility and integration with other audio-visual components. Energy-efficient and eco-friendly solutions also gained importance. The COVID-19 pandemic initially caused a drop in demand due to event cancellations but accelerated trends towards hybrid and virtual events, leading to higher demand for integrated AV solutions.

As the industry rebounds, it is poised for innovation with AI, machine learning, and immersive audio experiences like spatial audio and beamforming. However, challenges remain, such as the need for ongoing R&D, adapting to rapid technological changes, and handling supply chain disruptions. Despite these challenges, Malaysia's PA sound system industry continues to evolve, driven by technological advances and growing demand across various sectors.

COMPETITION AND MARKET

The PA sound system and audio-visual solutions market in Malaysia presented a dynamic and highly competitive landscape, characterized by a diverse mix of local specialists, international brands, niche players, and distributors. This vibrant environment was continually shaped by technological advancements, evolving customer needs, and broader economic factors, creating a complex ecosystem in which companies had to navigate to succeed.

The market structure in Malaysia's PA sound system industry was notably fragmented, with several key players dominating different segments. While comprehensive market share data was not publicly available, the industry was home to a variety of influential companies that significantly impacted the competitive environment. Firms like Audience Lab had carved out a niche in custom sound system design and installation, catering to diverse venues such as restaurants, bars, nightclubs, and ballrooms. Their success underscored the importance of tailored solutions and technical expertise in this market. Similarly, DOREMi established itself as a go-to provider for high-quality PA system rentals and event management services, particularly for large-scale events. This specialization highlighted the diverse needs within the industry, from permanent installations to temporary, event-based solutions.

Another significant player, Amperes, demonstrated the value of offering a comprehensive product range. With a strong market presence, Amperes provided a wide array of PA system products, including amplifiers, mixers, and paging microphones, often integrating advanced features such as real-time DSP controls and IP-based networking capabilities. This broad offering allowed them to cater to a wide variety of customer needs, emphasizing the importance of keeping pace with technological advancements in the industry.

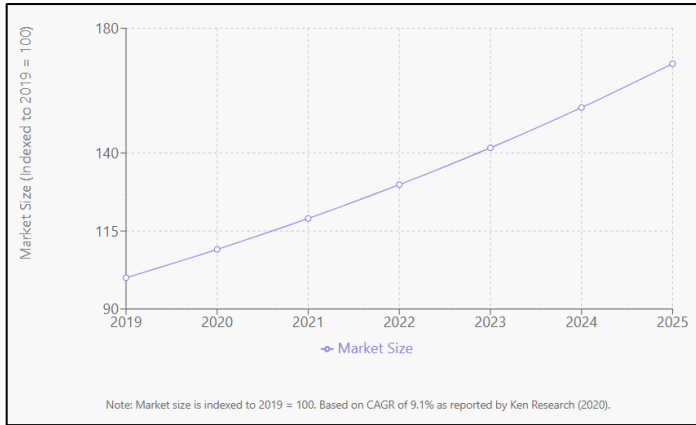


Figure 6: Malaysia Key Players in Audio-Visual Systems Market

Within this competitive landscape, MVH PROAV SDN BHD positioned itself as a provider of high-quality PA sound systems and audio-visual solutions. The company's ability to compete effectively against both established local players and international competitors was crucial to its success and growth prospects.

The overall pro-audio visual market in Malaysia had shown promising growth potential. To illustrate the projected growth of the Malaysian Pro-Audio Visual market, Figure 6 presented a forecast based on the 9.1% CAGR reported by Ken Research (2020). This visualization demonstrated the expected expansion of the market from 2019 to 2025, with the market size indexed to 100 in 2019 for ease of comparison.

Audio Revolution in MVH PROAV



Source: Ken Research (2020)

Figure 7: Projected Growth of Malaysian Pro-Audio Visual (AV) Market (2019-2025)

This projected growth underscored the opportunities available in the market, while also highlighting the potential for increased competition as the market expanded. The competitive dynamics in Malaysia's PA sound system market were multifaceted. Technological innovation played a crucial role, with companies that quickly adopted and integrated new technologies often gaining a competitive edge. This included advancements in digital audio processing, network-based audio distribution, and integration with other smart building systems. Customer service and support were equally important, given the technical nature of PA systems. Excellent pre-sales consultation, installation support, and after-sales service often served as crucial differentiators in the market.

Successful companies in this space often focused on specific market segments or types of solutions, allowing them to develop deep expertise and tailored offerings. While quality and service were paramount, price competition remained a significant factor, especially in more standardized product categories. Companies had to strike a delicate balance between offering high-quality solutions and maintaining competitive pricing strategies.

Brand reputation and a track record of successful projects played crucial roles in winning new business, particularly in the B2B market. Strong partnerships with global manufacturers and extensive local distribution networks provided companies with

significant advantages in terms of product offerings and market reach.

The PA sound system market in Malaysia also faced several challenges and opportunities. The industry was sensitive to economic fluctuations, with spending on AV equipment often correlating with overall business and consumer confidence. Rapid technological change, while presenting opportunities for innovation, also posed challenges in terms of inventory management, staff training, and product obsolescence. The growing market continued to attract new entrants, including international players, intensifying competition.

The transition from analogue to digital and networked audio systems presented both opportunities for new solutions and challenges in terms of required expertise. The COVID-19 pandemic accelerated trends towards virtual and hybrid events, creating new demands for AV solutions that bridged physical and virtual spaces. Additionally, growing awareness of environmental issues drove demand for more energy-efficient and sustainable AV solutions.

In conclusion, the competition and market environment in Malaysia's PA sound system industry was complex, dynamic, and ripe with both challenges and opportunities. Companies like MVH PROAV SDN BHD had to navigate this landscape by leveraging their strengths, adapting to technological changes, and responding to evolving customer needs. Success in this market required a combination of technical expertise, a customer-centric approach, strategic market positioning, and the ability to innovate in both products and business models.

As the industry continued to grow and evolve, the ability to anticipate market trends, build strong customer relationships, and offer comprehensive, integrated solutions was key to gaining and maintaining a competitive edge. Those companies that could effectively balance these factors while remaining agile in the face of change were likely to thrive in this challenging but opportunity-rich environment.

CROSSROADS OF SOUND

19th August 2023

Seri Kembangan, Selangor (Office of MVH PROAV SDN BHD)

Maverick sat at the head of the conference table, listening to his core team. The atmosphere crackled with tension as they grappled with a critical decision that could reshape MVH PROAV's future.

"The numbers for our potential B2C expansion into karaoke systems looked promising," "Our market research suggested a growing demand for high-quality home entertainment systems."

"We needed to carefully consider the risks, especially given our current overhead and limited retail presence."

"We could leverage our strong online presence and perhaps explore partnerships with existing retailers."

"All valid points," Maverick acknowledged. He stood up and paced the length of the conference room. "We were at a crossroads here. Expanding into B2C could propel our growth to new heights, but it also presented significant challenges. Beyond marketing, we needed to consider how we'd scale our workforce to meet potential demand without overcommitting. A B2C expansion might require a different skill set."

As he looked at his team – Tan's cautious optimism, Sherly's financial prudence, and Lisa's innovative marketing ideas – Maverick realized they had mere weeks to formulate a comprehensive strategy. The audio landscape in Malaysia was evolving at a breakneck pace, and MVH PROAV needed to adapt – but at what speed, and at what risk?

ACKNOWLEDGEMENTS

This case study was undertaken to explore the challenges faced by small to medium-sized enterprises in Malaysia's audio-visual industry, with a focus on marketing strategies and human resource management during periods of growth and market transition. The aim was to contribute valuable insights to both academic discourse and practical business applications in this field.

Our profound appreciation goes to Mr. Maverick Yap, the founder and CEO of MVH PROAV SDN BHD, for his generosity in sharing his time, knowledge, and experiences. His openness and willingness to discuss the challenges and opportunities facing his company were crucial to the authenticity of this case study. We are also grateful to the staff of MVH PROAV SDN BHD, particularly Mr. Tan Tiong Tai and Ms. Sherly, for their cooperation and valuable input.

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All information used in this case study was included with the full knowledge and permission of MVH PROAV SDN BHD, and care has been taken to protect commercially sensitive information.

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