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INDUSTRIAL TRAINING REPORT

TRX City Sdn Bhd

3 March - 15 August

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BA243. CLASS 6A

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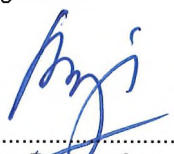
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Executive Summary

This report presents a comprehensive analysis of TRX City Sdn Bhd through a SWOT framework, exploring the organization's internal capabilities and external environment to better understand its current position and strategic direction. TRX City, as the master developer of the Tun Razak Exchange (TRX), plays a central role in shaping Malaysia's ambition to be recognized as a prominent International Financial Centre (IFC) in the region. Positioned in the heart of Kuala Lumpur, TRX is more than just a mixed-use development and it is a long-term national initiative aimed at attracting global financial institutions, multinational corporations, and ESG-focused investors.

Internally, TRX City stands out for its strong employee engagement and retention, which reflects positively on the organization's work culture and internal leadership. However, the organization is still in the early stages of strengthening its HR infrastructure under the Human Resource Business Partner (HRBP) model. This highlights a crucial area for development, especially as TRXDM grows and complexity. The report recommends investing in formal talent pipelines, leadership development programs, and internal HR capabilities to ensure the company is well-equipped to meet future workforce needs.

Externally, TRX's strategic positioning as Malaysia's only purpose-built financial district provides a valuable opportunity to attract international capital, technology, and talent. The growing global demand for smart, sustainable, and ESG-aligned investment hubs works in TRX's favor, provided that the company continues to build visibility, secure reputable tenants, and collaborate with key regulatory agencies. At the same time, TRX City must remain vigilant in responding to threats from market competition and political changes. Other urban developments led by established players like Sunway and Gamuda are also targeting similar market segments, and changes in national policy or leadership could disrupt project momentum. Building strong stakeholder relations, diversifying funding sources, and maintaining policy flexibility are critical to navigating these external uncertainties.

Acknowledgements

First and foremost, I would like to express my deepest gratitude to everyone who has supported and guided me throughout the process of completing this report. This journey has been a valuable learning experience, and it would not have been possible without the involvement of many individuals who have contributed both directly and indirectly.

I am especially thankful to my supervisor and mentor at TRX City Sdn Bhd for providing me with the opportunity to be involved in a real-world, high-impact project. Their trust in allowing me to explore key aspects of the organization's strategic direction, coupled with their constructive feedback and continuous encouragement, made a significant difference in shaping my understanding of the subject matter. Their insights helped me look beyond surface-level observations and understand the deeper implications of strategic planning, stakeholder management, and urban development within the context of a globally positioned financial district.

I would also like to thank the Human Resources and Corporate Strategy teams at TRX City for their openness in sharing knowledge and operational insights. Their willingness to engage in meaningful discussions gave me the clarity and context I needed to explore both the strengths and challenges faced by the organization. The information shared with me was crucial in helping me connect academic frameworks with real organizational practices, particularly in understanding employee engagement, talent retention, and internal restructuring efforts.

To my academic advisors and lecturers, I am sincerely grateful for the foundational knowledge and guidance that have prepared me to approach this report with confidence and critical thinking. Their dedication to nurturing professional and personal development has been instrumental throughout my academic journey.

Finally, I want to thank my peers, family, and friends for their unwavering support, motivation, and patience. Their encouragement helped me remain focused and committed, even when faced with challenges or time constraints. This experience has not only enriched my academic portfolio but has also strengthened my sense of purpose and professional direction.

Completing this report has been more than just an academic requirement and it has been a meaningful step toward my future in the field of human resources and strategic planning. For that, I am truly thankful to every individual who played a part in this process.

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