

Industrial Development Process Transformation: A Catalyst for Change in Local Authorities

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ABSTRACT

Industrial development can significantly affect surrounding communities by contributing to economic growth, social transformation, and infrastructure expansion. However, property developers and institutional investors frequently encounter regulatory barriers arising from complex, multi-layered administrative approval processes. To address these bureaucratic bottlenecks, the Kulai Municipal Council (Majlis Perbandaran Kulai [MPKu]) introduced the Kulai Fast Lane (KFL) initiative to expedite approvals and enhance investor facilitation. This study examines the key mechanisms of the KFL initiative and its operational and economic implications for industrial development within MPKu's administrative area. Using a qualitative research design, primary data were collected through semi-structured interviews with representatives of MPKu and stakeholders involved in KFL-related industrial development projects. The findings indicate that KFL's core facilitation mechanisms, including preliminary coordination, expedited planning approvals, and the reduction of the relevant operating-licence approval period from 30 days to one day following issuance of the Certificate of Completion and Compliance (CCC), may substantially accelerate the overall project-delivery process. The reported timeline is reduced from 24 months to 14 months. Furthermore, KFL may support more productive use of local-authority land, contribute to industrial investment and municipal revenue, and facilitate employment creation. These outcomes should be interpreted as potential contributions associated with broader industrial development rather than as effects attributable solely to KFL. Despite these potential benefits, KFL is currently

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confined to designated industrial development areas. Adapting this framework for broader sectors, including commercial and residential development, could provide a model for modernising local-authority planning governance, subject to appropriate policy, regulatory, and technical assessment.

1. Introduction

Malaysia places considerable importance on the industrial sector because of its role in economic transformation, export revenue generation and job creation (MIDA, 2021). However, Ang (2022) noted that developers, landowners and professionals involved in the land development process often face a lengthy and challenging process in obtaining the necessary approvals from local authorities and external technical agencies. Land development inherently involves multiple interrelated and complex procedures that require careful coordination and systematic management among relevant authorities and stakeholders (Awang, 2022). The complexity of this process is further compounded by inconsistent requirements among local authorities, the involvement of multiple technical agencies, and prolonged administrative procedures, all of which contribute to delays in development approvals (Ang, 2020). This concern is supported by the findings of Junaidi and Salleh (2016), who reported that developers often encounter a range of challenges, including complex procedures, slow approval processes, bureaucratic constraints, and planning and market risks. Delays in obtaining approvals may affect the implementation of development projects, including housing and industrial projects. Furthermore, the time required to obtain approvals may influence the profitability of developers' real estate investments, as delays generate holding costs and postpone the benefits expected by buyers and other stakeholders once a development is completed (Abdul Rashid et al., 2006). This issue is particularly concerning because bureaucratic processes and prolonged approval periods may reduce the willingness of major investors to invest in the country (Ismail & Ganason, 2011).

The Eleventh Malaysia Plan (2016–2020) emphasised a people-centred approach to national development and prioritised improvements in the productivity, efficiency and quality of public service delivery. In line with this policy direction, local authorities across Malaysia have introduced various administrative initiatives to streamline procedures and enhance the efficiency of development-related services, particularly through the simplification and acceleration of land and property development approval processes. Within this context, the Kulai Municipal Council (Majlis Perbandaran Kulai [MPKu]) introduced the Kulai Fast Lane (KFL) initiative in January 2022 as a fast-track mechanism intended to reduce administrative bureaucracy, accelerate development approvals, and create a more conducive environment for investment in Kulai and the state of Johor. The initiative facilitates a more efficient and coordinated development process by integrating and expediting key stages, from planning approval to the issuance of the Certificate of Completion and Compliance (CCC) and operating licences. Through this streamlined approach, KFL seeks to reduce processing times and facilitate the implementation of industrial development projects within MPKu's administrative area.

Kulai District is an industrial area in Johor and is strategically located for industrial development. Industrial developments implemented under the KFL initiative differ from conventional industrial development projects. However, the KFL initiative is available only in areas designated by MPKu. To date, MPKu has identified two initial areas for

implementation of the KFL initiative: Ibrahim Technopolis (IBTEC) and Senai Airport City (SAC). Industrial land availability in Kulai stands at 9.46% (MPKu, 2023). This suggests that MPKu has made available land with strong development potential and several advantages, including the provision of basic infrastructure, which may reduce costs for investors. The introduction of the KFL initiative has implications for industrial development within MPKu's administrative area, affecting both the local authority and industry stakeholders.

Against this background, this study examines the KFL initiative implemented by MPKu and its implications for industrial development within MPKu's administrative area. Specifically, the study seeks to identify the key mechanisms and incentives introduced under KFL to expedite the development approval process and to examine how the initiative influences industrial development, investment facilitation, and local development outcomes. By examining KFL as a local government-led fast-track mechanism, this study provides insights into the role of administrative innovation in reducing bureaucratic constraints and improving the efficiency of development approval processes at the local-authority level.

2. Literature Review

2.1. Industrial Property Development

The Industrial Coordination Act (ICA) 1975 defines the manufacturing activity as *"...making, changing, mixing, decorating, finishing or otherwise treating or adapting any article or material for the purpose of use, sale, transport, delivery or disposal and includes the assembly of parts and ship repair but does not include any activities normally associated with retail or wholesale trade"*. In addition, industrial development encompasses the construction or maintenance of factories, workshops, foundries, warehouses, shipyards, piers, railways, and other buildings or installations used for manufacturing, smelting, power generation and distribution, storage, installation, processing, transportation, or the distribution of goods (Jabatan Kerajaan Tempatan, 2019). The development of industrial areas may affect surrounding areas either directly or indirectly (Ramli, 2007). According to Ang (2022), any property development proposal in Malaysia requires multiple levels of approval from internal technical agencies within local authorities and from various external technical agencies, depending on the nature and requirements of the proposed development. According to the Industrial Area Planning Guidelines adopted by the Johor State Government in 1998, industrial development is classified into several categories, including light, medium, heavy, special, and small and medium industries (PLANMalaysia Johor, 1998). These classifications reflect the differing characteristics and potential impacts associated with each type of industrial activity. Accordingly, different buffer-zone requirements are prescribed for each industrial category to ensure appropriate separation from residential areas and other surrounding land uses. Such requirements are essential for managing potential land-use conflicts and ensuring that industrial development is undertaken in accordance with established planning standards.

2.2. The Concept of Kulai Fast Lane

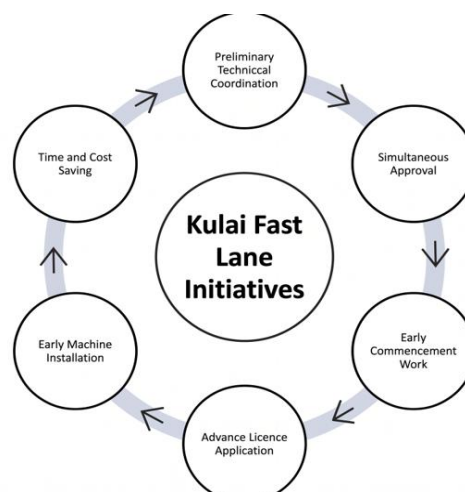
The KFL process integrates a series of local-authority work processes from the pre-approval stage through to operational commencement, including planning approval, the issuance of the Certificate of Completion and Compliance (CCC), and operating-licence approval (Malaysia Productivity Corporation, 2022). Thus, KFL is intended to facilitate a

faster and more efficient development process. The initiative also promotes more effective engagement between investors and the local authority. KFL was also introduced to facilitate development so that production can commence in accordance with the planned business timeline, without unnecessary delay (MPKu, 2023). To date, the KFL initiative has been implemented only for industrial development in two planned areas: Ibrahim Technopolis (IBTEC) and Senai Airport City (SAC) (MPKu, 2023). IBTEC covers an area of 1,341 acres, whereas the SAC development plan encompasses 2,718 acres. According to MPKu (2023), IBTEC and SAC were selected on the basis of the infrastructure and utility facilities available within these areas. Development projects seeking to benefit from the KFL initiative are subject to prior assessment by MPKu to determine their eligibility and compliance with established KFL requirements (MPKu, 2022). Currently, KFL is implemented in two designated development areas, namely IBTEC and SAC, with the potential for future expansion to other locations and districts (MIDA, 2022). These areas were strategically selected because essential planning requirements and preliminary approvals had already been secured, thereby enabling development applications to proceed through an expedited approval process. In particular, key approvals relating to planning permission, earthworks, roadworks, and drainage had been obtained for the designated areas. The availability of these prior approvals provides an important foundation for the KFL mechanism, as it reduces procedural constraints and facilitates a more streamlined development-approval process. Land-boundary adjustments and land-use conversion for industrial purposes have also been completed. These measures are intended to facilitate investment by reducing the need for investors to submit such applications. Environmental Impact Assessment (EIA), Traffic Impact Assessment (TIA), and Road Safety Audit (RSA) reports have also been approved for the SAC and IBTEC industrial areas. These approvals and reports are necessary to support the planning-submission process.

2.3. Kulai Fast Lane Initiatives

The operational framework outlines the structural mechanisms of the KFL initiative by organising its core functions across administrative, legal, physical, and technical phases, as shown in Figure 1. By coordinating preliminary technical reviews, advance licensing, concurrent approvals, and early site preparation within an integrated framework, KFL seeks to streamline project implementation. This integrated, multi-phase approach is intended to generate time and cost savings while mitigating overall project risk.

Figure 1: Structural mechanisms of the Kulai Fast Lane (KFL) initiative (MPKu, 2023)



(a) Initial Coordination of Technical Requirements: Project Brief

According to the KFL implementation guide, this stage involves an initial facilitation session with internal and external technical agencies. This session is intended to ensure that stakeholders understand the project requirements and applicable regulatory requirements. The applicant is therefore required to provide the project-proposal information needed for presentation at the One Stop Centre (OSC) meeting. The presentation to the OSC serves as the initial coordination mechanism with the relevant technical agencies. This initial coordination is important because, following this procedure, a project may satisfy up to 80% of the main technical requirements. Subsequently, a formal application is submitted to the Council (MPKu, 2023).

(b) Concurrent Approval

The OSC 3.0 Plus Manual (2019) states that the proposed development plans must be submitted concurrently. These include applications for planning permission, infrastructure plans, building plans, landscape plans, and street-lighting plans. The complete application is then submitted for consideration at the relevant meeting within 30 days. The outcomes of these applications are also communicated concurrently (MPKu, 2023).

(c) Initial Site Entry

This initiative grants applicants or developers special permission to commence preliminary construction work. According to Saeedi et al. (2019), preliminary works refer to activities undertaken on a construction site before the main construction works begin. Such preliminary works may include demolition, site clearance, site measurement, site planning, and design. Under this initiative, MPKu grants special permission for preliminary construction works, including the installation of hoarding, site-clearance works, batching plants, and workers' quarters.

(d) Preliminary License Application

According to Fatt (2019), operating-licence applications for industrial or factory operations can be submitted only after a CCC has been obtained. Such operating licences are also subject to approvals from the Department of Environment (JAS), the Department of Occupational Safety and Health (JKKP), and the Fire and Rescue Department (JBP). However, approval by the local authority typically takes approximately three months and may, in some cases, take longer (Fatt, 2019).

In contrast, under KFL, an operating-licence application may be submitted during the first stage without waiting for the CCC to be issued, provided that on-site construction has reached 80% completion. At the second stage, the applicant must submit a copy of the CCC to enable approval of the operating licence and the issuance of the relevant licence within one day (24 hours) (MPKu, 2023).

(e) Initial Machine Installation

Under this initiative, permission is granted for industrial equipment, including machinery and related equipment, to be installed during the construction period. Testing of

machinery for industrial operations before the issuance of the CCC is also permitted. However, this permission is subject to compliance with Section 36(1) of the Factories and Machinery Act 1967, including the requirement to obtain the written approval of a Factory Inspector. In addition, the applicant must obtain a Certificate of Permission to Install Machinery (JKJ 112) issued by the Department of Occupational Safety and Health (JKKP).

(f) Time and Cost Saving Incentives

Time and cost are closely interrelated in development projects, as prolonged project durations can increase project-related expenditure and potentially reduce the financial returns of the parties involved. Consequently, delays in development-approval processes may impose additional financial burdens on developers and investors, particularly through the accumulation of holding and other project-related costs over time (Bagale & Bohara, 2024; Gómez-Cabrera et al., 2024). In this regard, the KFL initiative illustrates how an integrated fast-track approval mechanism may generate time and cost savings by streamlining key stages of the development process, from preliminary coordination and plan approval to the issuance of the CCC and operating licence (MPKu, 2023).

3. Research Methods

This study adopted a qualitative research approach, using semi-structured interviews and document analysis as the primary data-collection methods. The use of multiple data sources enabled the study to obtain a comprehensive understanding of the implementation of the KFL initiative and its implications for industrial development within the administrative area of the Kulai Municipal Council (MPKu). Semi-structured interviews were considered appropriate because they provide sufficient flexibility to explore participants' experiences and perspectives while maintaining consistency through a predetermined set of interview questions. The use of open-ended questions also enabled participants to elaborate on emerging issues and provide contextual insights that might not have been captured through a more structured approach. This method was particularly relevant to the present study because it facilitated an in-depth examination of KFL implementation, including the development-approval process, administrative procedures, incentives provided and challenges encountered during implementation.

Participants were purposively selected on the basis of their direct involvement in, and experience of, the KFL initiative. Two key stakeholder groups were included: representatives of MPKu, the local authority responsible for introducing and implementing KFL, and stakeholders involved in industrial development projects that had utilised the KFL initiative. The inclusion of these stakeholder groups enabled the study to capture perspectives from both the implementing authority and the users of the initiative, thereby providing a more comprehensive understanding of KFL implementation and its implications for industrial development. Table 1 presents the participants' profiles and the codes used throughout the data analysis to maintain consistency and protect confidentiality.

Document analysis was also undertaken to complement and validate the findings obtained from the semi-structured interviews. Relevant official and administrative documents were purposively selected based on their relevance to KFL implementation, development approval procedures, industrial development and local authority performance. These documents included KFL guidelines and process documents, MPKu

reports and administrative records, development approval documents, relevant planning guidelines and manuals, as well as official reports containing information on industrial development and MPKu revenue. The documents were systematically reviewed to identify information relating to KFL procedures, approval timelines, eligibility requirements, industrial development outcomes and changes in revenue associated with industrial activities.

Table 1: Participant Profiles and Codes

Code of Respondent	Position
R1	Local Authority Officer
R2	Local Authority Officer
R3	Local Authority Officer
R4	Developer/Investor
R5	Developer/Investor

Data obtained from the interviews and document analysis were analysed by identifying recurring patterns and themes relevant to the objectives of the study. The documentary evidence was also used to corroborate and contextualise the interview findings, particularly in relation to approval timelines, administrative procedures and changes in industrial and total revenue. The integration of interview and documentary evidence facilitated data triangulation, thereby strengthening the credibility and robustness of the findings concerning the implementation and implications of KFL for industrial development.

4. Findings and Discussion

4.1. Analysis of the Implications of KFL Implementation for Industrial Development

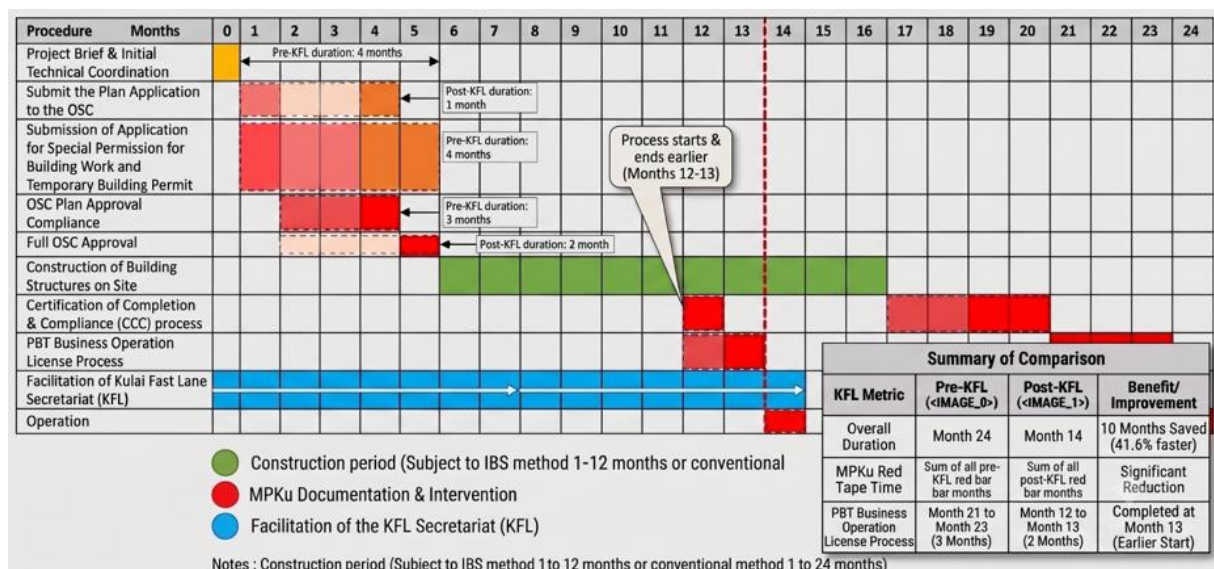
According to R1, R2, and R3 the introduction of KFL has received a positive response from both domestic and international investors. This positive response is largely attributed to the initiative's primary objective of expediting the industrial development approval process, thereby providing significant benefits to investors. R1 reported that, through the implementation of the KFL initiative, MPKu has successfully attracted high-profile investors from various countries, with a total investment value of RM49,667 million. This finding is further supported by the analysis of KFL investment data provided by R3, the KFL coordinator, as presented in Table 2. The data indicate that substantial investments have been made in industrial development by investors from various countries, including Malaysia. R2 further noted that the Johor Menteri Besar had announced that Johor recorded the highest investment value in Malaysia.

Referring to Table 2, MPKu (2023) recorded that across 36 investor companies from seven countries, Malaysia accounted for the largest number of investor companies, with 20 companies and investment totalling RM9,332 million. Among foreign investors, the largest reported investments were from the Netherlands (one company; RM15,000 million), China (five companies; RM13,180 million), and Singapore (three companies; RM10,150 million). The economic appeal of the KFL framework lies in its potential to reduce time to market by shortening project approval cycles to 14 months, compared with a conventional timeline of 24 months. As illustrated in Figure 2, KFL seeks to achieve this acceleration through key facilitation mechanisms, including initial project briefs, concurrent approvals, early site entry, preliminary licensing and early machinery installation.

Table 2: Status of KFL Approvals by Country of Investor

Country of Investor	Numbers of Investor Company(ies)	Investment Value (RM Million)
Taiwan	5	1,605
China	5	13,180
Malaysia	20	9,332
Germany	1	300
USA	1	100
Holland	1	15,000
Singapore	3	10,150
TOTAL	36	49,667

Figure 2: Comparison of Development-Approval Timelines Before and After KFL Implementation



According to R1 and R3, the comparative timeline indicates that the KFL initiative is intended to enhance administrative and operational efficiency by shifting project approvals from a sequential model to an integrated, parallel-processing framework. Under the conventional process, sequential administrative procedures prolonged lead times for initial planning applications, One Stop Centre (OSC) requirements and post-construction operating-licence applications, extending the total project-delivery cycle to 24 months. In contrast, the post-KFL framework compresses early-stage documentation and initial approvals into an early implementation window spanning Months 1–2, while concurrently progressing the CCC and local-authority operating-licence phases. Supported by continuous facilitation from the KFL Secretariat throughout the project cycle, this mechanism is reported to reduce the overall timeline to 14 months, representing an absolute time saving of 10 months and a 41.7% reduction in project duration.

The findings from R4 and R5 indicate that the KFL initiative provides eligible applicants with special permission to access the development site at an earlier stage, allowing preliminary works, building works and other construction activities to commence before the completion of the conventional approval process. Eligible applicants were also issued

a temporary building permit (construction site) and required to submit monthly project status reports to the OSC, thereby enabling the local authority to monitor project progress throughout the fast-track development process. Consequently, improved administrative efficiency may help capital-intensive industrial developments to meet planned completion dates and may contribute to improved investment outcomes.

4.2. Implications for Local Industrial Development

Based on the analysis of project reports from MPKu (2023), projects implemented under KFL have several implications for industrial development in the local area. As indicated by R2, these projects may contribute to employment creation, local economic activity and the attraction of further investment. In addition, industrial development may support increased productivity and contribute to local economic growth. Such developments may, in turn, attract further businesses and investment, thereby stimulating broader development in the area as highlighted by R4 and R5.

Table 3 presents the revenue generated for MPKu from investments by country of origin, comprising tax and non-tax revenue. The table shows that the reported investments generated total tax revenue of RM12,929,645.00 and total non-tax revenue of RM32,887,762.24, resulting in total revenue of RM45,817,407.24. These figures indicate the potential fiscal contribution of industrial investment to MPKu's revenue base.

Table 3: MPKu Revenue Generation by Country of Investment Origin: Tax and Non-Tax Revenue

Country of Investment Origin	Revenue Tax (RM)	Non-Revenue Tax (RM)
Taiwan	4,318,800.00	4,995,351.41
China	1,613,890.00	7,600,127.53
Malaysia	3,650,215.00	12,721,334.91
Germany	450,000.00	2,040,860.40
USA	180,000.00	397,548.75
Holland	1,289,740.00	1,320,426.90
Singapore	1,427,000.00	3,812,112.34
Total (RM)	12,929,645.00	32,887,762.24
Total Revenue (RM) = 45,817,407.24		

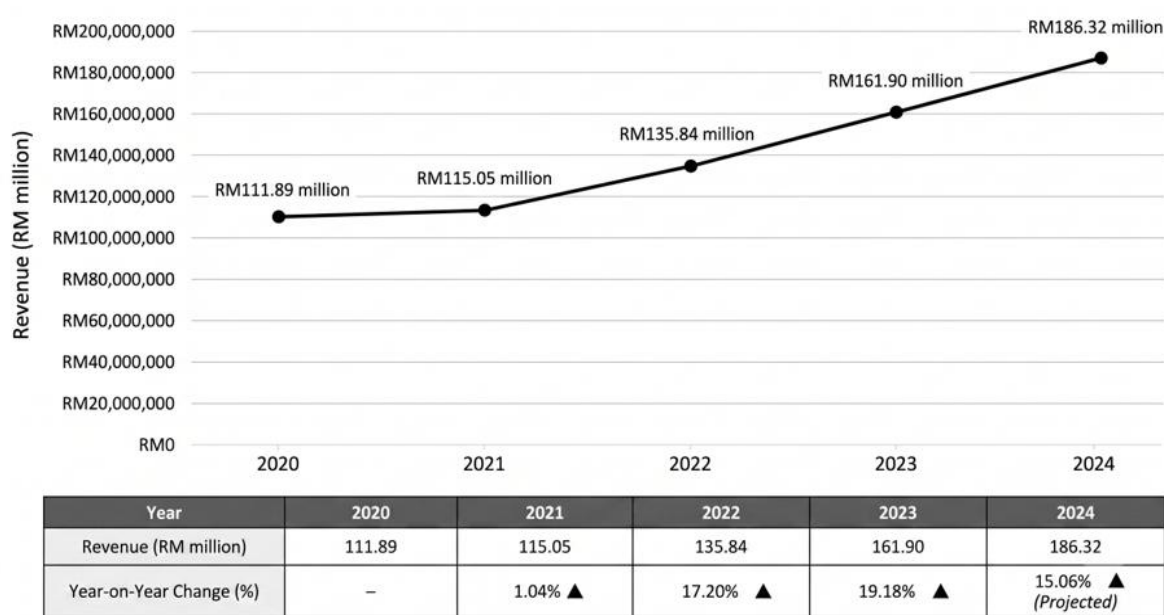
Moreover, the KFL initiative has attracted domestic and foreign investors to Kulai. Investors reportedly consider Johor to be supportive of their continued growth (MIDA, 2022). According to MIDA (2023), investments worth RM20.2 billion were received through the KFL initiative in 2023, with estimated revenue of RM12.3 million. In addition, foreign direct investment (FDI) in Kulai was valued at RM70.6 billion in 2022, primarily in the data-centre and manufacturing sectors (MIDA, 2023). Interest from foreign investors suggests that the region is perceived as an attractive destination for foreign direct investment. R1 emphasised that, such investment may bring additional capital, technology and expertise, thereby further supporting economic growth.

Meanwhile, R4 and R5 also agreed that the implementation of KFL has attracted investors' interest in investing in Kulai. R4 highlighted that the strategic location of the KFL development area, particularly Senai Airport City (SAC), is supported by well-established infrastructure and strong connectivity to key transportation facilities. SAC is strategically located within proximity to Senai International Airport, major seaports including the Port

of Tanjung Pelepas and Johor Port, as well as major expressways such as the North–South Expressway, Senai–Desaru Expressway, and Malaysia–Singapore Second Link.

According to R3, KFL is currently implemented only in designated areas, namely Ibrahim Technopolis (IBTEC) and SAC. The initiative may contribute to increased industrial activity, investor attraction and employment creation. R4 and R5 observed that the streamlined process may enhance economic competitiveness, foster a positive business environment and focus regional development efforts. It may also facilitate the use of land for its highest and best use as explained by R3. The local authority may also generate additional revenue through tax collection and related charges. Nevertheless, continuous monitoring is essential to assess the long-term outcomes of accelerated industrial development in these areas.

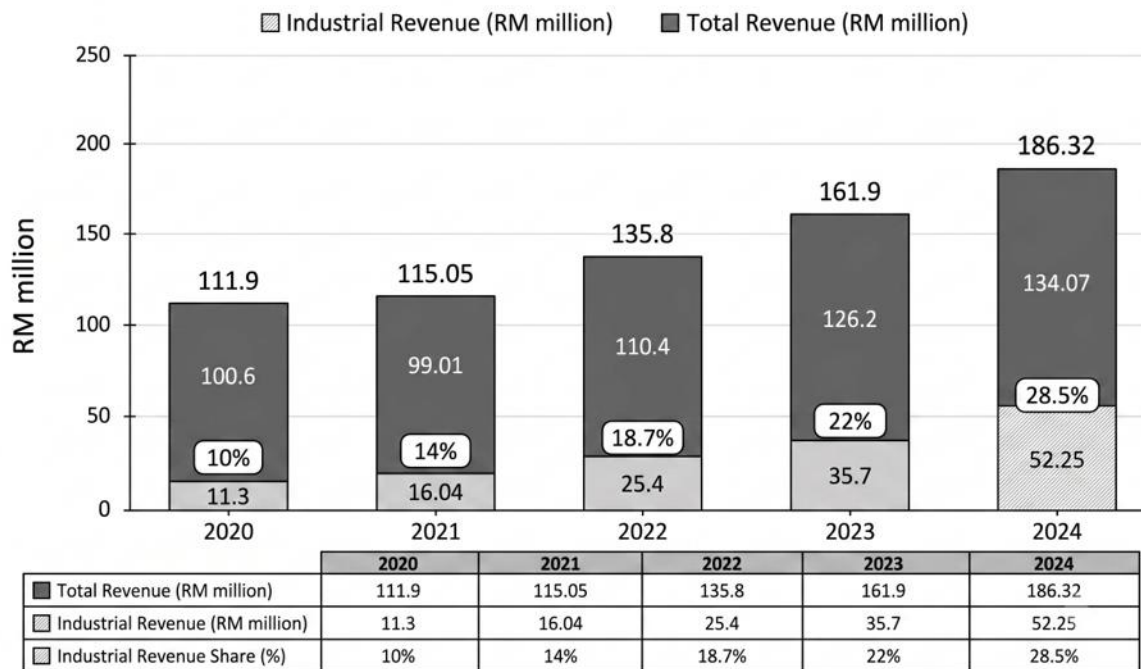
Figure 3: Total Revenue Collected by MPKu, 2020–2024 (MPKu Annual Report, 2024)



As shown in Figure 3, MPKu’s total revenue demonstrated a consistent upward trend between 2020 and 2024, increasing from RM111.89 million in 2020 to RM186.32 million in 2024. Although the increase was relatively modest between 2020 and 2021, revenue growth became more pronounced from 2021 onwards. Year-on-year growth was 2.82% between 2020 and 2021, followed by an increase of 17.20% between 2021 and 2022. This upward trajectory continued, with the highest annual growth rate of 19.18% recorded between 2022 and 2023, before moderating to 15.06% between 2023 and 2024.

Overall, the findings indicate an expansion in MPKu’s revenue base over the five-year period, with total revenue increasing by approximately RM74.43 million from 2020 to 2024. Notably, stronger revenue growth was observed from 2022 onwards, coinciding with the introduction of the KFL initiative. According to R1 and R2, while this trend cannot be attributed solely to KFL, the continued increase in MPKu’s revenue provides contextual evidence of broader economic and development activity within its administrative area. When considered alongside the increasing contribution of industrial revenue, these findings suggest that industrial development has become an increasingly significant component of MPKu’s local revenue base.

Figure 4: Industrial Revenue Collected by MPKu, 2020–2024 (MPKu Annual Report, 2024)



As illustrated in Figure 4, MPKu's revenue derived from industrial sources demonstrated a consistent upward trend between 2020 and 2024. Industrial revenue increased from RM11.3 million in 2020, representing approximately 10.1% of total revenue, to RM52.25 million in 2024, accounting for 28.0% of total revenue. An increase in industrial revenue was observed following the introduction of the KFL initiative in 2022, from RM25.4 million (18.7%) in 2022 to RM35.7 million (22.0%) in 2023 and RM52.25 million (28.0%) in 2024.

Overall, the findings indicate that industrial activities have become an increasingly significant contributor to MPKu's revenue structure. R1 further elaborated that, the simultaneous increase in industrial revenue and its share of total revenue suggests a strengthening contribution of industrial activity within MPKu's administrative area. While the upward trend following the introduction of KFL indicates a positive association between streamlined development processes and industrial growth, the revenue data alone are insufficient to establish a direct causal relationship. Nevertheless, when considered alongside the qualitative findings, the trend provides supporting evidence of KFL's potential contribution to facilitating industrial development and strengthening the local revenue base.

Moving forward, MPKu and relevant government agencies may continue to foster industrial development through supportive policies, infrastructure improvements and investment incentives. Such measures may help sustain growth and increase the contribution of industrial income, thereby supporting the region's overall economic development. R3 highlighted that, the positive trajectory of revenue growth in Kulai, alongside industrial-development initiatives, is consistent with the potential benefits of MPKu's development strategy. The KFL initiative may have contributed to an environment conducive to business growth. To support continued development, attention should be given to sustainable practices, workforce development and technological

advancement. Through these measures, Kulai may further strengthen its position as a prominent industrial centre in the region.

Industrial development in Kulai, including initiatives implemented through KFL, has coincided with improvements in revenue generation over time. The KFL initiative has the potential to influence investment in Kulai District by streamlining the industrial development process. One important feature of KFL is the reduction in the time required for key approvals, including the CCC and operating licences. By reducing the relevant approval period from 30 days to one day, KFL seeks to address a key barrier to investment: lengthy and cumbersome bureaucratic processes. This expedited approval framework may create a more attractive environment for both domestic and foreign investors.

KFL may promote efficiency and predictability in the development process, which may in turn enhance investor confidence. Investors may be more willing to commit resources to projects when development processes are streamlined, delays are minimised, and constructive engagement with local authorities is facilitated. Although currently limited to designated industrial development areas, KFL could potentially be expanded to other sectors, including housing. By attracting a broader range of industrial investment, the initiative may contribute to a more diversified local economy and generate wider economic effects. Increased investment in industrial development may lead to employment creation in the region. As new companies establish operations, they require a workforce, which may reduce unemployment and increase local income levels. Such economic development may also improve the overall standard of living in the local community.

KFL has the potential not only to expedite private investment but also to facilitate the development of government land. This may support improvements in infrastructure and community facilities, contributing to a more sustainable economic environment. Increased investment and industrial activity may increase local-authority revenue through taxes and other fees associated with business operations. Such additional revenue may be reinvested in community projects, thereby improving public services and facilities for residents.

The implementation of the KFL initiative requires careful consideration of several factors to support its effective operation. Engagement with relevant stakeholders, including local businesses, investors, community members, and government agencies, is important. Such engagement may provide insight into the challenges faced by investors and help tailor the initiative to meet their needs effectively. Clear information about the initiative, including its benefits, processes, and requirements, should be provided. A dedicated platform or communication channel for addressing queries and sharing updates may improve transparency and trust.

Existing bureaucratic processes should be evaluated to identify and eliminate unnecessary steps. Automation and digital solutions may further enhance efficiency by reducing paperwork and processing times. Training local-authority personnel in the new procedures, customer service, and collaborative working may improve KFL implementation. Well-informed staff may be better able to assist investors and administer streamlined processes effectively. Establishing metrics to monitor KFL performance is important. Regular evaluation of the initiative's effects on investment levels, approval times, and stakeholder satisfaction may help identify areas for improvement and assess

its effectiveness. The ability to adapt policies in response to feedback and changing circumstances is important. Such flexibility may help address unforeseen challenges and maintain the initiative's relevance and effectiveness.

Active promotion of the KFL initiative through various channels may attract potential investors. Highlighting documented business experiences and testimonials from firms that have benefited from the initiative may serve as effective promotional tools. Collaboration with technical agencies and other relevant authorities may further streamline development processes. Establishing inter-agency task forces may enhance coordination, reduce procedural overlap, and foster a more cohesive approach to investment facilitation. While KFL currently applies to designated industrial development areas, consideration of a broader range of sectors and tailored facilitation measures may enhance its appeal. Offering tailored incentives for different industries may attract a wider range of investors. Informing the local community about the potential benefits of industrial development and the KFL initiative may help build public support. When community members understand how investment may contribute to employment creation, improved services, and economic growth, they may be more likely to support such efforts.

Integrating sustainability into development goals may attract socially responsible investors. Encouraging environmentally responsible practices throughout the development process may also foster long-term community benefits. By taking these factors into account, the implementation of the KFL initiative may be optimised, potentially supporting increased investment, economic growth, and improved community well-being in Kulai District.

5. Conclusion

This study examined the implementation of the KFL initiative and its implications for industrial development within MPKu's administrative area. The findings indicate that KFL provides a fast-track mechanism for streamlining development-approval procedures and reducing administrative bureaucracy. By integrating and expediting key stages of the development process, particularly planning approvals, the CCC, and operating licences, the initiative has facilitated a more efficient pathway for industrial development. This streamlined mechanism may also create a more conducive environment for investment while supporting the development of strategically designated industrial areas.

Beyond administrative efficiency, KFL has broader economic and development implications for the local area. The initiative may facilitate industrial investment, support employment creation, and promote the productive utilisation of land within designated development areas. From a land-development perspective, concentrating industrial activities in areas with established planning approvals and infrastructure may contribute to more efficient land utilisation and infrastructure provision. The increasing contribution of industrial revenue to MPKu's total revenue further reflects the growing significance of industrial activity within the local economy. Nevertheless, these outcomes should be interpreted as being associated with broader industrial development occurring alongside KFL, rather than as effects attributable solely to the initiative.

Despite these potential benefits, the implementation of a fast-track approval mechanism requires continuous monitoring and coordination to ensure that increased administrative efficiency does not compromise planning requirements, technical compliance, or

development quality. Furthermore, as KFL is currently limited to designated industrial development areas, its wider applicability requires further assessment. Continuous evaluation, inter-agency coordination, and refinement of implementation procedures are therefore important for maintaining the initiative's effectiveness and sustainability.

Overall, KFL illustrates how local government-led administrative innovation can contribute to a more efficient and investment-friendly development environment. By reducing procedural delays while facilitating planned industrial development, the initiative has the potential to strengthen Kulai's competitiveness as an industrial and investment destination in Johor. The experience of KFL may also provide useful lessons for other local authorities seeking to reform development-approval processes and could inform the adaptation of similar fast-track mechanisms to other development sectors, including housing. In the longer term, improvements in administrative efficiency, investment activity, and local economic development may support Kulai's broader urban-development aspirations, including its progression towards city-council status.

Ethics Approval and Consent to Participate

This study has strictly adhered to the ethical procedures involving human subjects. Participation was voluntary and informed consent was obtained from all participants before the interviews. Participants were informed of the study's purpose, and their confidentiality and anonymity were maintained throughout the research and reporting process.

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Conflict of Interest

The authors declare no conflict of interest.

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