

# CONNECT

an Sma publication \ [www.sma.sg](http://www.sma.sg) MICA (P) 110/05/2011 Issue 1 2012

## MAKINO ASIA'S 5Cs

Values that underpin Makino Asia's productivity growth

Doing business in Mexico

Sma leads manufacturing, not just manufacturers

The Human Side of Innovation  
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# Dear Members

By the time you read this, Budget 2012 would have been announced and you would be aware of the impact on your business.

The budget sends a clear message to SMEs that raising productivity is a must; and that the government will pull out all the stops to help companies engage older workers.

At Sakae Sushi, we have been hiring homemakers for more than a year. They come in during meal times – our peak period – to work. This enables them to earn an income while giving them time with their children. Some of these workers, although working part-time, have risen up the ranks to hold supervisory positions as shift leaders. Take Mdm Ng Kim Chu, 64, for example. She started working at Sakae Sushi as a Kitchen Assistant in 2002, and now she is a Kitchen Supervisor.



We believe that engaging older workers is a win-win for both these workers and the employer. All it takes is an open mind, a new look at approaches and an understanding heart. Having said that, there is also a systematic approach to enabling the older workers to be part of your workforce, while actually improving productivity. Sma has started its first intake of companies on the Silver Productivity programme on 26 Mar 2012 (More on page 20). My company will certainly explore this seriously, so as to up our productivity even further.



Against the backdrop of a fast ageing nation, where one in six workers will belong to the older workforce by 2020, I'm sure you'd also be considering ways to engage these older workers. Based on what I've gone through thus far, I can assure you that this journey towards Silver Productivity will be an enriching and meaningful one for all.

Douglas Foo  
Sma Honorary Treasurer  
and CEO of Sakae  
Holdings Ltd



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Makino Asia

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## C ommunicate

- Back-to-basics lessons in Cost Management **03**
- Project Reach 2011: Strategic Engagement
- Walk the productivity talk with SiPi **05**

## O pportunities

- Connecting with Korea, Cambodia
- To Iskandar with 150-strong delegation
- Mark your calendar
- Don't miss this! **06**
- About Mexico **07**
- Showcase your products to the world **09**

## N etworking

- SMa connects businesses **12**
- Towards stronger partnership
- Scaling to the top
- Fruitful business exchange with GS1 Hong Kong **13**



## N -gaging U

- Cover story: Makino Asia's 5Cs **14**

## E nterpri\$e

- Fast-track your IT adoption with iSPRINT **18**

## C oncerning SMa

- Leading Manufacturing, not just manufacturers
- Partners for Success
- A "WICKED" night with SMa **21**
- In recognition of SMa's green pursuit
- SMa appoints new GS1 Singapore Business Director
- Tee off with SMa
- SMa Institute of Higher Learning wins readers' hearts **23**

## T raining +

- The Human Side of Innovation **25**
- SMa Centre for Corporate Learning Training updates **27**

## C onnect Extra

- Just for SMa CONNECT Readers! **28**

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*\*Information is correct as of March 2012.*

## Back-to-basics lessons in

On a typical morning at a nondescript building in a quiet neighbourhood in Singapore, a rubber stamp shop opens for business. It will be another busy day for the shop and its dozen other competitors in the city.

Singapore's rubber stamp makers sell hundreds, if not thousands, of custom-made items everyday and these do not include the machines and parts they sell and export in the Asia/Pacific region. Despite the volume of orders received daily, most customers receive their rubber stamps within 24 hours at very reasonable prices.

Singapore's rubber stamp makers form a tiny part of the country's small business economy. Like all local small businesses, their strength lies in their service and competitive pricing.

Many small business owners have been around for decades and have perfected their operations. Their frugal upbringing coupled with emphasis on customer service has enabled them to be successful in the long-term. Indeed, they have much to teach their larger business counterparts especially in lieu of the worrying global economic turmoil.

Any firm can instil a culture of frugality without sacrificing service. This was taught at a "Supply Chain Collaboration" seminar held by SMA where participants learnt that they can also adopt the following approaches:

### SIMPLIFY THE SYSTEM

The rubber stamp shop's order-to-production system is lean and simple. Procurement and inventory of materials lie in the responsibility of the same staff who processes the customer's orders. Though there are multiple steps in rubber stamp making, there is only one staff engaged in the entire production process, including doing quality checks. In case demand picks up, the manager often opts for overtime work to pick up the slack. Additional staff and machines would be hired or procured as a last resort.

## Cost Management

### ★ FOCUS ON THE CONTROLLABLE ★

Costs come with two drivers: controllable and uncontrollable. The rubber stamp shop controls utilities and rental costs. To minimise leasing expenses, staff works in close proximity. This will also help to reduce electricity costs.

Similarly, employee costs have controllable and uncontrollable sides. The rubber stamp shop owner cannot control the rising wage expectations of Singaporean workers but can control how many employees he will hire for the business.

### ★ INSTIL CLOSE KNOT BUT RESPONSIVE RELATIONSHIPS ★

A close-knit working relationship allows for proactive response to cost. When price hikes loom, for instance, management and staff would confer for options to mitigate the impact. Working side-by-side in close proximity helps to facilitate the quick testing of options and feedback can be generated instantaneously.

The rubber stamp shop's approaches to cost management offers local manufacturers a means to keeping costs down. Their simplicity in operations, unwavering focus on controllable cost, and closely-knitted relationships between management and staff serve as back-to-basics lessons in cost management.

*This article is contributed by Mr. Jovy Jader, a Consultant and Regional Speaker on Supply Chain Management. He is the Chairman and President of High Impact Asia's Consulting Division, the Supply Chain experts in the consortium of PDL Asia Pte. Ltd. For comments, email the author at [joy.jader@pdlc-asia.com](mailto:joy.jader@pdlc-asia.com).*



PAOLO ROVERSI,  
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*Roveri*

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## Project Reach 2011: Strategic Engagement

SMA Institute of Higher Learning students demonstrated how they co-opted strategic engagement and leveraged new media in their communications plan

**P**roject Reach, a student project spearheaded by students taking Murdoch University's Bachelor of Communication programme with major in Public Relations at SMA Institute of Higher Learning, launched its fifth run of the campaign in partnership with 11 non-profit organisations.

Eighty-five students (forming 15 teams) partnered the likes of Habitat for Humanity, Spastic Children's Association of Singapore, GIVE.sg and Singapore After-Care Association (SACA) to demonstrate their prowess in leveraging new media to champion social issues. During the Project Reach Conference, they delivered their pitches for their respective adopted charity cause, in their effort to vie for the Awards of Best Pitch (Gold and Silver).

Mdm Halimah Yacob, Minister of State, Ministry of Community Development, Youth and Sports and the Guest-of-Honour at the Conference, said, "I would like to take this opportunity to applaud Murdoch University and SMA Institute for incorporating such meaningful work into the students' practical curriculum, and look forward to more of such win-win initiatives in the future."

Prior to the Conference, a Panel Discussion was held. Panelist included Mr Teo Ser Luck, Minister of State

for Trade and Industry, Mr Keith Lin, Regional Editorial Lead for MSN Southeast Asia at Microsoft, Miss Sharon Chong, Corporate Social Responsibility Manager at Wilmar International and Ms Katrina Dick, Representative for UN Women Singapore coming together to discuss the importance of the strategic use of new media in communication.

Both the panel discussion and the Conference were held on Nov 16 and Nov 30 respectively last year at the National Volunteer and Philanthropy Centre (NVPC).



Team Avalanche Communications (left picture) emerged as the winner of the Best Pitch – Gold Award at the Conference, while Team Hype Communications (right picture) won the Best Pitch – Silver Award.

## Walk the productivity talk with SiPi

Companies that engage SMA's **Singapore Innovation & Productivity Institute (SiPi)** to plan their productivity roadmap can look forward to a more customised and integrated road-mapping solution, with ample hand-holding to implement it for long term productivity gain.

Combining lean diagnostics, road-mapping and project coaching strategy, companies can expect productivity road-mapping solutions that are more ROI-focused. A typical project target is 10 percent productivity gain with financial impact of \$20k to \$100k, depending on the nature of the improvement being targeted.

The holistic solution includes:

1. **Lean Diagnostics** - SiPi productivity managers start with the Gemba Walk, a powerful feature of lean diagnostics that discovers

wastes through rigorous process observation and interrogation, eventually generating a lean diagnostics report. The report highlights key areas that can be worked on for impactful gains, and the projected benefits to the company.

2. **Productivity Roadmap** - This leads to the establishment of a specific improvement roadmap; to identify focus areas for improvement, along with the tools and knowledge transfer needed.
3. **Project Coaching** - SiPi's productivity managers will set up project teams within the organisation to scope improvement projects from the focus areas and coach the teams to implement the projects with Lean Six Sigma methodology.

4. **Productivity Framework** - In tandem, SiPi's productivity managers will work with the company's senior management to set up a productivity framework that re-aligns management practices to sustain long-term gain.

SiPi is a knowledge enterprise that champions manufacturing excellence through innovation & productivity for Singapore's manufacturing sector. SiPi also undertakes research and benchmarking to steer industry development, and collaborates closely with the local government agencies, industry experts, academia and overseas institutes to develop tools, case studies and localise best practices.

Start your productivity journey by calling SiPi at 6826 3111 or emailing SiPi at [sipi@smafederation.org.sg](mailto:sipi@smafederation.org.sg) today.

## Connecting with Korea, Cambodia

Recent courtesy calls on SMa by Ambassadors of Democratic People's Republic of Korea to Singapore and Royal Embassy of Cambodia to Singapore proved fruitful.

Future cooperation between SMa and both countries in promoting Singapore SMEs' development in both countries were discussed.



Mr Huang (front, 5th from left) presenting a token of appreciation to His Excellency Jong Song Il, Ambassador of Democratic People's Republic of Korea (front, 6th from left) to commemorate his courtesy call at SMa on Jan 17.

SMa looks forward to more working opportunities with Democratic People's Republic of Korea and Cambodia.

A business mission to Democratic People's Republic of Korea would be coming up in May. A seminar on business opportunities there would also be held on April 3.



Her Excellency Sin Serey, Ambassador of Royal Embassy of Cambodia (in red top, front, 6th from left) and SMa President, Mr George Huang (centre) in a group photo taken during her visit to SMa on Jan 26.

## To Iskandar with 150-strong delegation

Four coaches took some 150 delegates across the causeway for a day mission trip.



Organisers and delegates taking a photo together to mark this fruitful trip.

The overwhelming response was a pleasant surprise to the SMa organisers, who may consider holding another of such event. This enthusiasm to learn more about Malaysia's offerings underpins the fact that Singapore is the 3rd largest investor, and the country with highest number of projects in Malaysia.

Held on Jan 10, this event was headed by Mission Leader/Chairman of SMa ASEAN Business Group and Council Member, Mr Low Beng Tin who gave a speech at Iskandar. He was accompanied by SMa Honorary President, Mr Renny Yeo and Council Member, Mr Tay Jih-Hsin.

SMa would like to extend its appreciation to the Singapore Consulate in Johor, Malaysia Investment Development Authority, Iskandar Region Development Authority and all other relevant authorities that rendered their kind assistance.

## ✓ Mark your calendar

### June

Business Mission to Democratic People's Republic of Korea  
Email: [mayfang@smafederation.org.sg](mailto:mayfang@smafederation.org.sg)

*Flip to page 16 for full list of upcoming missions.*

## ✎ Don't miss this!

More than 4,000 decision makers and healthcare professionals will converge at **Hospital Build & Infrastructure Asia 2012** in Jakarta, Indonesia to connect and explore cutting-edge technological developments, develop industry contacts, exchange healthcare business insights and explore some of the best business solutions available in the market today.

Flip to page 9 for event details or contact [ceciliatham@smafederation.org.sg](mailto:ceciliatham@smafederation.org.sg) for details now!



## About Mexico

With a population of 112 million and a land area of about 2,600 times that of Singapore, Mexico is today the 14th largest economy in the world, the 6th most attractive destination for foreign direct investment, as well as the 10th largest trading nation, with USD600 billion worth of total trade in 2011.

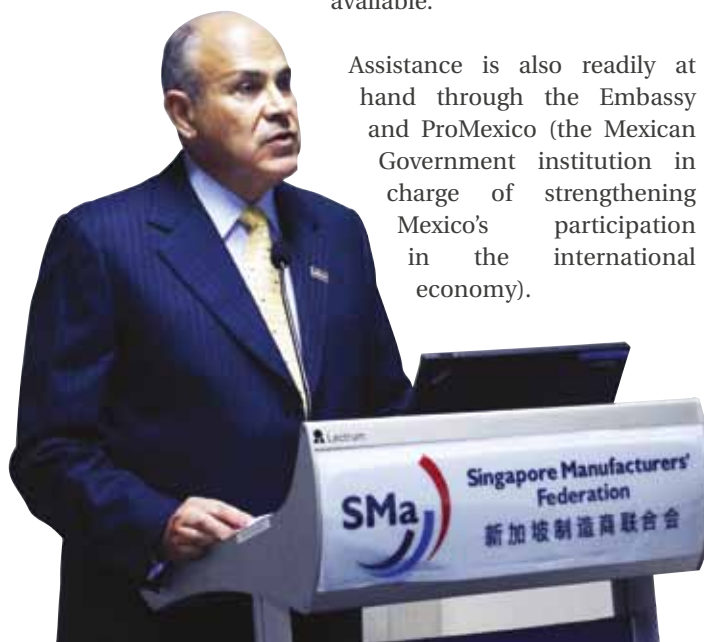
CONNECT speaks to the Ambassador of Mexico, His Excellency Antonio Villegas to find out why it makes sense to consider doing business in Mexico

### What are the investment incentives for Singapore companies to invest in Mexico?

Because of the many Free Trade Agreements Mexico has signed with other countries, Singapore companies that invest in Mexico have privileged access to those markets. The remarkable size of Mexico's economy and its strategic location offers many advantages for a Singapore company. Under the Mexico-Singapore Investment Guarantee Agreement (IGA), investors are accorded non-discriminatory treatment and compensation in the event of expropriation or nationalisation of their investments, free transfer of capital and returns from investment and access to international arbitration for settlement of investment related disputes.

For the past 20 years, Mexico follows business practices in line with most of the Organisation for Economic Co-operation and Development (OECD) countries, which makes it easy to learn how to do business there. Moreover, an updated bilateral agreement to prevent double taxation will take effect shortly, contributing to the existing opportunities available.

Assistance is also readily at hand through the Embassy and ProMexico (the Mexican Government institution in charge of strengthening Mexico's participation in the international economy).



Ambassador of Mexico, His Excellency Antonio Villegas



### What is the workforce calibre in Mexico?

Mexico is a young country with a population of an average age of 29 years old. The country also produces 90,000 engineers every year. Most of the engineers specialise in Mechanical Engineering; Computer Science Engineering, Electric and Electronic Engineering and Civil Engineering.

### For a Singapore company wanting to enter the Mexico market, what are the key ingredients for a successful business partnership there?

As in any country, to be successful in Mexico, a foreign businessman needs to invest some time in establishing a solid relationship with his business counterparts. Getting to know more about the local culture also helps a lot.

### What are some key developments in Mexico now?

At world level, Mexico is the most competitive economy in auto parts manufacturing. In 2010, Mexico exported 1,859,000 automobiles. Many car makers now manufacture some of their best selling vehicles like Volkswagen, Nissan, Ford, General Motors and Fiat in Mexico. In fact, Nissan has just announced recently, an investment of USD1,900 million dollars for a new plant in Mexico.

The aerospace industry of Mexico is also experiencing rapid growth, with the level of exports of aerospace equipment reaching USD3.5 billion dollars in 2010, putting Mexico in position number 12 worldwide.



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- Enhanced booth design and branding under the Singapore Pavilion.

Interested companies, please contact SMA exhibition project managers as stated below.

*\* Companies must meet the eligibility criteria set under iMAP guidelines to qualify.*

### Animation/Broadcasting/ Lifestyle

ceciliatham@smafederation.org.sg

#### Broadcast Asia

Jun 19-22, Singapore

### Automation

pauilytan@smafederation.org.sg

#### Metaltech Malaysia

May 15-19, Kuala Lumpur, Malaysia

#### ICA & MLAB

May 23-25, Kuala Lumpur, Malaysia

#### Manufacturing Surabaya

Jun 6-9, Surabaya, Indonesia

### Building & Construction

pauilytan@smafederation.org.sg

#### Conbuild Mining

May 2-5, Jakarta, Indonesia

#### Buildtech Asia

May 15-17, Singapore

#### Cambuild

Oct 10-12, Phnom Penh, Cambodia

#### ConBuild Mining

Dec 4-7, Hanoi, Vietnam

### Electrical, Electronics & Allied Industry

#### Semicon Singapore

Apr 24-26, Singapore  
katherineheng@smafederation.org.sg

#### Interplas, Intermold Automotive Manufacturing (Manufacturing Expo)

Jun 21-24, Bangkok, Thailand  
dennistoh@smafederation.org.sg

### CommunicAsia

Jun 19-22, Singapore  
ceciliatham@smafederation.org.sg

#### Canton Fair

Oct 15-19, Guangzhou, China  
liuqinghua@smafederation.org.sg

### Energy & Chemicals

katherineheng@smafederation.org.sg

#### Thai Water

Jun 6-9, Bangkok, Thailand

#### InaChem

Jul 11-13, Jakarta, Indonesia

#### IndoRenergy Surabaya

Jul 11-13, Surabaya, Indonesia

#### Asia Smart Grid

Oct 22-24, Singapore

#### Downstream Asia

Oct 24-25, Singapore

### Food & Beverage

pauilytan@smafederation.org.sg

#### Thaifex – World of Food Asia

May 23-27, Bangkok, Thailand

#### 13th Malaysia F&B Fair

Jul 12-14, Kuala Lumpur, Malaysia

#### WOFEX

Aug 1-4, Manila, Philippines

#### Vitafoods

Sep 5-7, Hong Kong

#### Camfood

Oct 10-12, Phnom Penh, Cambodia

#### Interfood

Nov 21-24, Jakarta, Indonesia

### Fire Protection, Safety, Security

#### ISF, Fire & Life Asia

Jun 26-28, Kuala Lumpur, Malaysia  
katherineheng@smafederation.org.sg

### Secutech

Aug 22-24, Ho Chi Minh, Vietnam  
ceciliatham@smafederation.org.sg

#### OS+ H Asia

Sep 12-14, Singapore  
ceciliatham@smafederation.org.sg

#### IndoDefence

Nov 7-10, Jakarta, Indonesia  
katherineheng@smafederation.org.sg

#### Fire & Disaster

Dec 5-7, Jakarta, Indonesia  
katherineheng@smafederation.org.sg

### Life Sciences

ceciliatham@smafederation.org.sg

#### Lab Indonesia

May 8-10, Jakarta, Indonesia

#### Interphex Asia

May 28-29, Singapore

### Lifestyle

ceciliatham@smafederation.org.sg

#### Cosmobeaute Asia

Jul 16-19, Kuala Lumpur, Malaysia

#### Cosmobeaute Indonesia

Oct 21-23, Jakarta, Indonesia

### Medical Technology

ceciliatham@smafederation.org.sg

#### Hospital Build & Infrastructure Asia 2012

Sep 5-7, Jakarta, Indonesia

#### Aesthetics Asia

Sep 13-15, Singapore

### Metal, Machinery, Engineering

#### JEC Asia

Jun 26-28, Singapore

#### Furnipro

Oct 17-19, Singapore

*Information provided is updated as of Mar 2012. SMA is not liable for any discrepancies in the information provided above.*





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Visit [www.sma.sg](http://www.sma.sg) for the full list of benefits and privileges or email us at [membership@smafederation.org.sg](mailto:membership@smafederation.org.sg) for enquiries.



"Amidst the national call for "green" solutions, green manufacturing is the key denominator in driving the sustainability of a company. SMa has helped us in this area by carrying out a myriad of activities and enhancing our competitive edge through serving industry-specific needs."

- David Tan, Assistant Marketing Manager, ReFlex Packaging (S) Pte Ltd



"SMa has provided us a good platform to network with officials from various government agencies and build good business connections with other industry players. As a member, we are always updated on the latest business trends and best practices. The networking sessions, trade missions and seminars organised by SMa have also benefited us tremendously."

- Serene Ler, General Manager, Starlite Printers (Far East) Pte Ltd



# Ramp up your productivity by 30%\*!

**Productivity Management Programme (PMP) managed by EDC@SMa can help your company to increase productivity by 30%\*!**

EDC@SMa, supported by SPRING Singapore, assists local enterprises to develop their business competencies and adopt best practices in order to enhance their competitiveness in our domestic and global markets. It provides advice on the various government assistance schemes, productivity management programme and offers facilitated consultancy to help SMEs streamline operations and develop their businesses.

Here's how PMP can benefit SMEs:

- ✓ An in-depth productivity measuring on company's key productivity levers will be conducted by EDC@SMa consultants
- ✓ A one-to-one productivity advisory session will be conducted by EDC@SMa consultants to identify area for improvement.

***"\*E-Steel participated in the Productivity Management Programme at EDC@SMa. From the advice given during the programme, the average time taken for a warehouse staff to locate a specific equipment was reduced from 30 minutes to just 1 minute."***

***- Nick Chong, GM, E-Steel Pte Ltd***

**Contact EDC@SMa for a free diagnosis today!**  
**Telephone: 6826 3020**  
**Email: [edc@edc-sma.sg](mailto:edc@edc-sma.sg)**



## Towards stronger partnership

Pacific Resource Exchange Center (PREX) made an official visit to SMa on Feb 10 to strengthen ties and discuss plans for future collaborations.

Established in 1990, PREX is a private organisation acting for public interests and a bridge between the Kansai community and the government. It also endeavours to promote international exchanges through human-resource development projects and their related activities in developing countries. They currently have 1,500 supporting organisations around the world, with the majority being SMEs.

“SMa has been very supportive of PREX and has helped to open up working opportunities between the SMEs in Singapore and the SMEs in Kansai,” said Mr Koji Murase, PREX Secretary-General.

SMa receiving a token of appreciation from PREX. (Left-Right) Ms Miyuki Nishizaka, PREX Course Planner; Mr Tay Jih Hsin, SMa Council Member; Mr James See, SMa Assistant Secretary-General; Mr Koji Murase, PREX Secretary-General and Mr Yoshihiro Arioka, Managing Director of Geems Associates Corporation, Osaka, Japan.



An alumni gathering was also held at Temasek Club where Mr George Wong, SMa Council Member (3rd from left), was officially appointed as the new Chairman of the PREX Singapore Alumni Association by PREX Secretary-General, Mr Koji Murase (4th from left). (Left-Right) Mr Tay Kay Han, participant of PREX Program in 2003 and Director of Presence Communications International Pte Ltd; Mr Tay Jih-Hsin; Mr George Wong; Mr Koji Murase; Datuk Robert Chua, Executive Chairman, EFL Group; Mr Yoshihiro Arioka; Mrs Robert Chua; Ms Annabelle Tan, SMa Council Member; Mr Christopher Chew, participant of PREX Program in 2005; Ms Miyuki Nishizaka and Mr James See.

## Scaling to the top!

At a young age of 26, founder of the famous Taokaenoi seaweed, Mr Top Ittipat is already one of the youngest billionaires in the world. Some 50 participants had the opportunity to meet him to learn about his entrepreneurial journey. They were inspired by his story of how he turned from an avid online gamer to the present seaweed king. His story was shared at a seminar which was co-organised by EDC@SMa and San SeSan Global Pte Ltd at SMa office on Feb 8.



Thumbs up to EDC@SMa for organising the seminar where Mr Top shared his rags-to-riches story that has been made into a Thai movie entitled “The Billionaire”.

## Fruitful business exchange with GS1 Hong Kong



The Asia Food Safety and Product Quality Forum, organised by GS1 Hong Kong, was attended by SMa Honorary Secretary, Mr Patrick Chang (6th from right in picture). This forum was a platform for the exchange of knowledge and best practices on managing food safety and product quality in Asia. GS1 Hong Kong Chief Executive, Ms Anna Lin (5th from left) gave a welcome speech while World Health Organisation Chief Food Safety Scientist, Dr Peter Karim Ben Embarek (8th from right) and GS1 Senior Advisor Mr John Keogh (9th from right) delivered the keynote address and a topic on food safety respectively. The event, which saw some 200 participants, including GS1 representatives from China, Japan, Korea, Malaysia and Philippines, was held on Mar 6 at Holiday Inn Golden Mile Hotel, Hong Kong.

# Makino Asia's 5Cs



The “5Cs”, as we all know it, is a familiar term describing our aspirations of cash, car, condominium and more. However, for Makino Asia – a machining manufacturing company - the 5Cs take on new intrinsic meanings that propel the company towards greater productivity. Dr Moh Chong Tau, President and CEO of Makino Asia shares with CONNECT about their unique 5Cs of Choices, Clarity, Change, Courage and Compassionate which underpin their drive to innovate and automate.

## How did Makino Asia come up with its 5Cs values?

It is the responsibility of managers at every level of the organisation to establish strategies to achieve organisational goals. To ensure a strategic cohesion is maintained within the company, we decided to come up with a framework in which our managers can uniformly apply in translating the strategies to achieve our common vision.

to perform better. Don't underestimate the power of empowerment as it can indirectly encourage employees to strive to excel and ramp up productivity. The strength of the company lies in the diversity of people from US, Europe and Asia working under one roof that allows cross fertilisation of ideas and cultures.

## Clarity

**The top management's clarity in charting its vision and mission has helped Makino to be more effective in aligning its objectives. How can that improve productivity holistically?**

In a fast changing, confusing and turbulent global economy, we must be able to create and simplify ideas so that the employees can appreciate and act in a seamless manner. Likewise, clarity in our vision and mission provides meaning to our everyday tasks. When we talk about improving productivity holistically, we must always go back to the drawing board. What are our vision and mission? What are our goals? What are our daily deliverable actions? And what is the end result we want to achieve? All these factors are linked and they are the denominators in achieving our fundamental objectives. We must be aware that complexity can impede productivity and may also paralyse the company.

## Choices

**How does giving employees choices help in improving Makino's productivity?**

When employees are given choices and a chance to make decisions, they will feel a sense of empowerment. By trusting employees, they will feel more engaged and motivated





**Embracing changes is necessary for an organisation to remain productive in this economy. How can SMEs prepare themselves for this?**

The world is in a constant state of change. It is therefore important that our employees embrace change as a culture in our everyday business. It first begins with the adoption of a change in mindset. As long as we allow ourselves to think differently, we will be more ready to accept cultural changes within an organisation. At Makino for example, we take pride in employing mature workers. Our oldest employee is 66 years old working as mentor to our younger employees. Workers at Makino Asia used to climb tall racks to collect engineering parts, which was dangerous and unproductive. We started using an automated vertical storage system to cater to these mature workers and improve overall productivity. This job redesign has helped reduce the number of workers required for the job and increase efficiency by 40 per cent. More workers are hence encouraged to work on the factory floor. To encourage a culture of change in the company, learning is of the essence, and the use of technology and innovation to simplify and improve productivity are the ways to grow the company.



**What is the link between courage and productivity?**

In a very competitive and fast changing world, the courage to confront reality and make unpleasant choices is encouraged in the company. When employees pick up the courage to point out problems in an organisation, the management can immediately zoom into these areas and find ways to improve. At Makino, we encourage employees to speak up and voice good suggestions. We encourage participation through daily shopfloor meetings, suggestion scheme and recommend changes to systems and processes as well as participation in various working committees. Employees are thus motivated to identify areas for improvement.



**A compassionate employer instils a positive culture in an organisation. How does that translate to improved productivity?**

Makino adopts a family-oriented culture. We truly understand that the key stakeholder in our business is our people! This is why we introduce 4-day workweek, a flexi overtime on Friday so that shopfloor employees can earn additional income of 37.5% and a better work-life balance. We also introduce health promotion programmes and provide a fully equipped

clubhouse for staff recreation needs. Children of employees are given yearly bursary from secondary to tertiary education. Such enlightened HR policies beget a positive environment in an organisation. Besides the several welfare programmes provided, our managers are required to possess empathy and sensitivity to the aspirations, needs, expectations and concerns of our employees. Intrinsic satisfaction felt by the employees will naturally motivate them to strive for more ways to improve productivity. Every little way of improving productivity, big or small, will add up to an overall aggregated productivity improvement.



#### About Makino Asia

With close to 500 employees in the Singapore headquarter, Makino Asia is a fully integrated manufacturing Machine Tool company established in Singapore in 1973. It is involved in the designing, manufacturing and marketing of Computer Numerical Controlled machines for the metal cutting industry. The headquarter houses research and development, manufacturing, sales and marketing; and business administration all under one roof. Advanced processing, manufacturing and assembly of machinery parts are the key integral functions of its business.



#### Bio data

**Age:** 61  
**Family:** Married to Mdm Tan Lay Kuan;  
 2 children aged 33 and 29  
**Education:**  
 + Doctor of Business Administration  
 + Master in Accounting  
 + Master of Arts in Marketing Management  
 + Fellow of Australian Certified Public Accountants  
 + Fellow of Association of International Accountants (UK)  
 + Associate of Chartered Institute of Management Accountants (UK)  
**Hobbies:** Reading, travelling & fine dining



## SMA welcomes you!

SMA is pleased to welcome the following new members\* as part of our family.

- |  |  |   |
|--|--|---|
| 1. ABRAM TECHNOLOGY SG PTE LTD                       | 12. FRT MANUFACTURING & TRADING CO PTE LTD | 23. PACTUMAX INTERNATIONAL PTE LTD        |
| 2. ATT ELECTRIC & MACHINERY PTE LTD                  | 13. FUTURISTIC TECHNIC ELECTRONICS PTE LTD | 24. TEAMPOWER CIRCUITS BOARDS (S) PTE LTD |
| 3. BAUSCH & LOMB (SINGAPORE) PTE LTD                 | 14. GROWCO INTERNATIONAL PTE LTD           | 25. VEE-MAN BEAUTY PTE LTD                |
| 4. BIOSENSORS INTERNATIONAL TECHNOLOGIES PTE LTD     | 15. HEXA INT PTE LTD                       | 26. VERISTA SINGAPORE PTE LTD             |
| 5. CITI TELCOM INTERNATIONAL CPC (SINGAPORE) PTE LTD | 16. IGT TESTING SYSTEMS PTE LTD            |   |
| 6. COMPLETION PRODUCTS PTE LTD                       | 17. LNE HOLDINGS PTE LTD                   |   |
| 7. CONTROSYS ENGINEERING PTE LTD                     | 18. MERLIN EQUIPMENT PTE LTD               |   |
| 8. EILUMINA RESOURCES PTE LTD                        | 19. NALCO PACIFIC PTE LTD                  |   |
| 9. EMZ CHEMICAL PTE LTD                              | 20. NEW QUANTUM HOLDINGS PTE LTD           |   |
| 10. ENVIRO GAS PTE LTD                               | 21. NEXUS QUEST PTE LTD                    |   |
| 11. FIRE DISASTER MANAGEMENT                         | 22. ORCHID LAUNDRY                         |   |

Be part of SMA today. Email us at [membership@smafederation.org.sg](mailto:membership@smafederation.org.sg) for enquiries or log on to [www.sma.sg](http://www.sma.sg) for more information and the application form.



"In our bid to internationalise, we are pleased to leverage SMA's link with the government to voice out our concerns on policies that would affect Eilumina, an aspiring global supply chain company."

-Henry Cheng,  
General Manager, Eilumina Resources Pte Ltd

\*Listed in alphabetical order and accurate as of Feb 2012.

## ✓ Mark your calendar

For happenings in/about these countries:

### Jun

Democratic People's Republic of Korea -  
Business Mission to Pyongyang  
Email: [mayfang@smafederation.org.sg](mailto:mayfang@smafederation.org.sg)

Thailand - Business Mission to Bangkok  
Email: [dennistoh@smafederation.org.sg](mailto:dennistoh@smafederation.org.sg)

China - Business Mission to Shandong  
Email: [liuqinghua@smafederation.org.sg](mailto:liuqinghua@smafederation.org.sg)

### Jul

Vietnam - Business Mission to  
Danang & Hanoi  
Email: [dennistoh@smafederation.org.sg](mailto:dennistoh@smafederation.org.sg)

Peru/Chile - Business Mission to Lima  
& Santiago  
Email: [mayfang@smafederation.org.sg](mailto:mayfang@smafederation.org.sg)

### Aug

Myanmar - Business Mission to  
Yangon / Naypyidaw  
Email: [dennistoh@smafederation.org.sg](mailto:dennistoh@smafederation.org.sg)

### Sep

Russia - Business Mission to  
Moscow / St Peterburg  
Email: [dennistoh@smafederation.org.sg](mailto:dennistoh@smafederation.org.sg)

### Oct

Indonesia - Business Mission to  
Kalimantan  
Email: [dennistoh@smafederation.org.sg](mailto:dennistoh@smafederation.org.sg)

China - Business Mission to Guizhou  
Email: [liuqinghua@smafederation.org.sg](mailto:liuqinghua@smafederation.org.sg)

### Nov

Malaysia - Business Mission to Sabah /  
Sarawak  
Email: [dennistoh@smafederation.org.sg](mailto:dennistoh@smafederation.org.sg)

### Dec

Indonesia - Business Mission to Central  
Java / East Java  
Email: [dennistoh@smafederation.org.sg](mailto:dennistoh@smafederation.org.sg)

# TOSHIBA

Leading Innovation >>>



**Managed  
Document  
Services**

## Toshiba automates your modern office

Toshiba and Redmap have enjoyed a long-term relationship. In 2005 they combined forces to bring Re-Rite to market. Re-Rite is an extension of the Toshiba device's scanning functionality and went on to sell 45,000 units world wide, and counting.

In an effort to add further efficiency to the office environment Toshiba established their Managed Document Services (MDS) department. The department seeks to leverage leading automation technologies for Singaporean businesses.

Toshiba's MDS program is more than the basic printing and imaging needs. The full operating costs for printing and document infrastructure will be tracked across the organization. In addition you will enjoy dedicated and pro-active account management, solutions for output management and enhanced security, consolidated billing, green office advice and the convenience of a single point of contact.

The MDS department has a full quotient of automation technologies from their industry leading e-STUDIO line up of hardware to countless software solutions. One of the flagship software solutions is another of Redmap's, smartPayables.

smartPayables allows customers to automate the processing and approval of vendor invoices within the business. It is ideally suited for businesses that process 1,000+ vendor invoices per month, have inventory control requirements, multiple office locations or complex approval processes.

Documents are scanned at the Toshiba e-STUDIO device, routed for central processing and based on the information on the page and integration into the finance system the invoices are routed appropriately. Where an invoice matches the Purchase Order the finance system will be automatically updated. Where it does not, or there was no Purchase Order raised, it will be forwarded to the appropriate manager for approval.

smartPayables allows customers to stop mailing invoices in to HQ for processing, increases AP clerk invoice throughput by at least 100% and all but eliminates the invoice approval time.

There has never been a better time to invest in automation technology than right now! The Productivity and Innovation Credit provides significant tax breaks to businesses investing in automation.

*Take the opportunity and contact us for your obligation free office automation audit.*

Contact Toshiba MDS on [mds@toshibadata.com.sg](mailto:mds@toshibadata.com.sg) or (65) 6741 8181.



**e-STUDIO**

## Fast-track your IT adoption with **iSPRINT**

Findings from the 2011 SME Development Survey showed that 77 percent of companies that adopted technology experienced positive, measurable benefits such as increased productivity, better cost efficiency and wider market reach. To help SMEs get started with their IT transition, CONNECT gives you an update on the iSPRINT grant by Infocomm Development Authority of Singapore (IDA).

With the aim of boosting SMEs' productivity and growth through infocomm, IDA took on a "multi-agency, one-stop" approach and launched the iSPRINT scheme in partnership with SPRING Singapore and the Inland Revenue Authority of Singapore. Since March 2010, companies that wish to apply for government funding for IT projects can now do so through iSPRINT's integrated grant process.

In 2011, IDA received an injection of S\$85.5 million from the National Productivity & Continuing Education Council to further accelerate SMEs' infocomm adoption. iSPRINT scheme was thus enhanced with an increase in support level for first-time IT adopters – from the previous 50% of qualifying costs to a higher quantum of 70%. Today, the scope of iSPRINT funding comprehensively caters for:

- Simple business improvement solutions to large-scale, complex sector-wide IT projects;
- Specialised hardware and software that reap significant productivity gains, such as biometric identification systems, 3D rapid prototyping software; and
- Different modes of IT usage, be it off-the-shelf software packages or cloud computing solutions like Software-as-a-Service.

### Comprehensive Support for SMEs' Infocomm Needs

In addition to the wider coverage, the process to apply for the iSPRINT Packaged Solutions is now hassle-free.

Mr Edwin Low, IDA's Director for SME Infocomm Enabler Division, elaborates, "At IDA, we have gone to great lengths to simplify the grant application and claims process. SMEs can choose from over 100 IT packages for accounting, payroll, customer relationship management, point-of-sales and more. These operate under a "green lane" concept allowing SMEs to buy first and claim later."

SMEs can now purchase listed software off-the-shelf, or subscribe directly from the vendor without having to wait for grant application approval prior to implementation.

Along with a shortened grant process for these pre-qualified software, companies have the peace of mind that all the IT solutions accepted under iSPRINT are eligible for a government subsidy of up to S\$1,500-S\$10,000 per purchase, capped at S\$10,000 per company for multiple claims.



**\*\*Application process for IDA's Pre-Qualified Solutions for SMEs.**

For full list of packaged solutions, please visit [www.ida.gov.sg/sme/ITpackages](http://www.ida.gov.sg/sme/ITpackages).



### Customised solutions

On top of these “plug-and-play” solutions for companies to choose from, IDA also assists SMEs who want sophisticated solutions tailored to their operational needs. Enterprise Resource Planning (ERP) Systems and Inventory Management Systems are examples of solutions that require customising. For customised solutions, iSPRINT’s support level is determined on a case-by-case basis. To apply, SMEs need to submit a project proposal and application form to IDA for evaluation and approval before implementing. For preliminary assessment if the project is supported under iSPRINT, companies can email their project proposals to [ida\\_isprint@ida.gov.sg](mailto:ida_isprint@ida.gov.sg).

### Sectoral Projects

IDA also supports sectoral projects that address sector-level business needs while aggregating common IT demand to reap economies of scale.

An example of a sectoral project supported by iSPRINT is PSA’s Vehicle Tracking System For Trucking Companies. This Vehicle Tracking System was developed for trucking

companies entering PSA. The shared platform enabled real-time track-and-trace by providing data communication between truck drivers, port operations and traffic controllers. As a result, each trucking company saved more than 500 hours of downtime per truck. This ICT implementation also improved productivity for PSA, which saw faster port clearance, shorter turnaround time and reduced documentation.

*Please visit [www.ida.gov.sg/sme](http://www.ida.gov.sg/sme) or call the iSPRINT Hotline at 6211 1212 for details.*



**More than 2,800 SMEs have tapped on IDA’s iSPRINT grant to accelerate their ICT adoption.**

### iSPRINT At-A-Glance

The iSPRINT scheme led by IDA Singapore, in collaboration with SPRING Singapore and Inland Revenue Authority of Singapore, supports IT adoption by SMEs with up to 50%-70% funding. Project costs that can be supported, subject to terms and conditions and different project scope, include:

- Manpower cost
- IT consultancy cost
- Hardware/Software cost

### Consult EDC@SMA

Enterprise Development Centre (EDC@SMA), supported by SPRING Singapore, assists local enterprises to develop their business competencies and provides advice on various government assistance schemes. Companies interested to understand if iSPRINT is suitable for them can contact EDC@SMA at tel: 6826 3020 or email: [edc@edc-sma.sg](mailto:edc@edc-sma.sg).

UP TO  
**FUNDING**  
AVAILABLE\* **70%**

Photo Credits: Mr Ryan Chiah, Managing Director of FarEastFlora.com Pte Ltd

# SILVER PRODUCTIVITY

## *Nurturing & Enriching the Singapore Mature Workforce*

**Silver Productivity** is the FIRST of its kind training programme to raise productivity and enhance the well-being of older workers at the workplace. Targeted at HR Professional and Line/Operations Managers, this strategic business improvement course will enable them to identify challenges of a mature worker, redesign policies, processes and improve the working environment. Sma's Productivity Managers who specialise in ergonomics and lean enterprise will also be attached to companies to coach in project implementation.

### Who Should Attend

- HR Professionals
- Line/Operations Manager
- A person who leads a team comprises of mature workers

### COURSE OUTLINE:

Module 1: Effective Management of Mature Workforce (1 Day)

Module 2: WSQ Implement Lean Six Sigma (4 Days)

Module 3: Human Factors for Mature Workers (2 Days)

Module 4: Implement A Work Process Redesign Project (4 Coaching Days)

Enquire now for more information on Silver Productivity Programme!  
Call 6826 3100 or email [ccl@smafederation.org.sg](mailto:ccl@smafederation.org.sg)

This programme is proudly brought to you by:

Zap here for course details



SMA Centre for Corporate Learning Pte Ltd | 2 Bukit Merah Central | SPRING Singapore Building, #03-00 | Singapore 159835 | Tel: 6826 3100 |  
Fax: 6826 3021 | Email: [ccl@smafederation.org.sg](mailto:ccl@smafederation.org.sg) | Web: [www.smaccl.sg](http://www.smaccl.sg) | Company Registration No.: 201014268Z | GST Registration No.: 201014268Z |  
CPE Registration No.: 201014268Z | Period: 12 April 2011 - 11 April 2012

\*Funding is applicable to Singapore Citizens or Singapore Permanent Residents only.



## Leading Manufacturing, not just manufacturers

The Singapore Manufacturers' Federation (SMa) has announced the change of its name from Singapore Manufacturers' Federation to Singapore Manufacturing Federation (SMF). Its acronym will also change from SMa to SMF. This name change is in line with the Federation's increasing roles and responsibilities in leading the manufacturing sector.

The new name will only formally take effect in September when SMa launches the new logo and adoption of name during its 80th Anniversary Gala Dinner – the climax of SMa's year-long celebrations.

This name change was announced at the SMa's 80th Anniversary Launch & Lunar New Year Celebrations where His Excellency, President Tony Tan Keng Yam was the guest-of-honour.

President Tony Tan also unveiled the Federation's orchid named Ascocenda SMF 80th Anniversary and participated in the Lo-hei.

SMa also presented a cheque of \$31,000 to the Community Chest. This amount

raised by SMa Council and Secretariat was initially meant for a congratulatory advertisement on Mr George Huang's conferment of the Public Service Medal (PBM) last year. This donation to the Community Chest is to show SMa's appreciation to our Singapore President as Patron-in-Chief of the Community Chest.

Held on Jan 27, the event was attended by more than 500 guests, including dignitaries from the Embassies, government officials and SMa members, at the SPRING Building.



His Excellency, Dr Tony Tan Keng Yam (right) launching the Federation's orchid named Ascocenda SMF 80th Anniversary with Mr George Huang, SMa President. The launch of the orchid is one of the commemorative events of SMa 80th Anniversary Celebrations.



His Excellency, Dr Tony Tan Keng Yam (middle) celebrated the Lunar New Year with Singapore Manufacturers' Federation (SMa). (From left) Mr Poh Choon Ann, SMa Vice President, Mr Tony Chew, Singapore Business Federation Chairman, BG (NS) Tan Chuan-Jin, Minister of State, Ministry of National Development & Ministry of Manpower, Mr George Huang, SMa President, His Excellency, Dr Tony Tan Keng Yam, Dr Moh Chong Tau, SMa Deputy President, His Excellency Wei Wei, China Ambassador, Mr Patrick Chang, SMa Honorary Secretary and Mr Simon Li, SMa Vice President.

## Partners for Success

SMa President, Mr George Huang (1st from left) led the SMa Institute Board of Directors, including Dr Moh Chong Tau (1st from right), Mr Patrick Chang (photographer) and Mr Richard Soh (2nd from right) on an official visit to Murdoch University, Perth, Western Australia on Mar 12. Mr Huang presented the gold-plated Ascocenda SMF 80th Anniversary to Professor Richard Higgott (2nd from left), to reinforce the partnership

between SMa and Murdoch University, and at the same time congratulate him on his new appointment as Vice Chancellor.



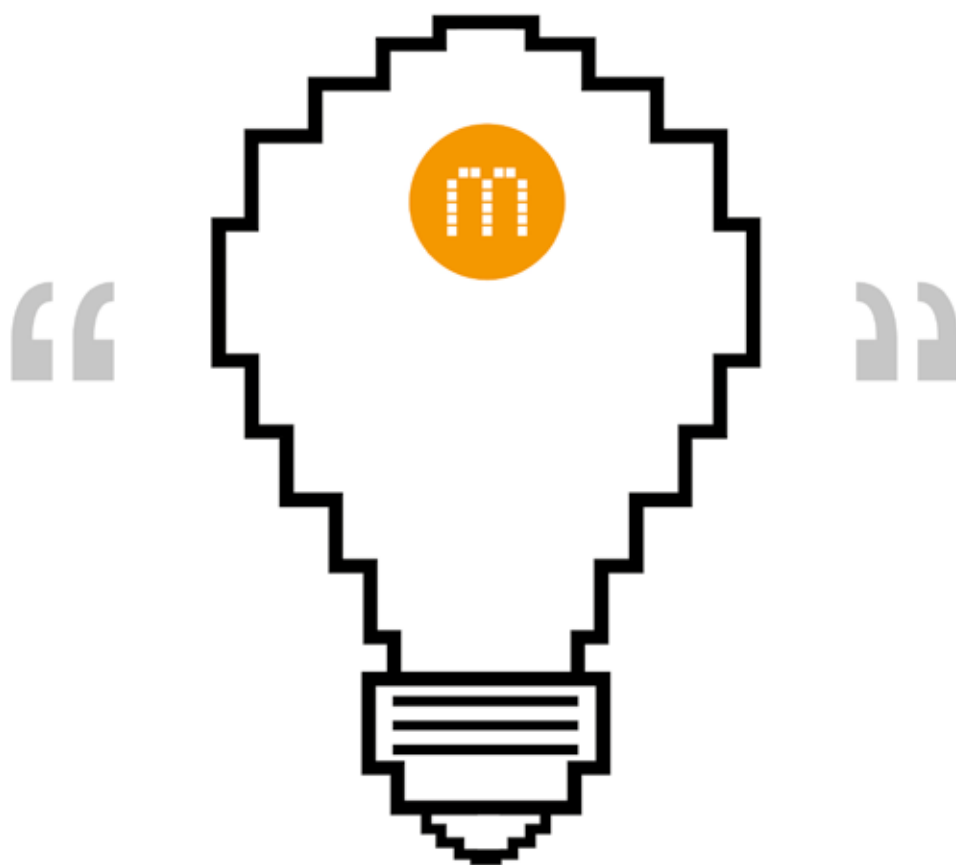
## A "WICKED" night with SMa

In partnership with Canon Singapore Pte Ltd, some 200 SMa members were invited to an exclusive viewing of The Broadway Musical, Wicked. Held on Feb 3 at Marina Bay Sands, The Grand Theater, it was a night of good music, dance, food and wine.



A networking session was held prior to the musical at Ode To Art. L-R: Mr Von Chan, Director & General Manager, Business Imaging Solutions & Business Solutions Division, Canon Singapore Pte Ltd; Mr George Huang, SMa President; Her Excellency Sin Serey, Ambassador of Royal Embassy of Cambodia and her son.





## Full Service Digital Media Solutions

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With smarter designs that drive response and make an impact, Media Mechanics is capable of fulfilling all of your businesses' creative needs. From emailers, brochures, website development, videos to complex and engaging interactive multimedia for exhibitions, we've crafted marketing strategies for companies to showcase their products and services. **Contact us now for your next marketing campaign.**

## In recognition of SMa's green pursuit

After being Eco-Office Label certified by Singapore Environment Council (SEC) and City Developments Limited in March last year, SMa was cordially invited to receive the Eco-Office Label certificate at the Project: Eco Office 10th Anniversary Celebration & Presentation Ceremony 2012.

SMa would like to extend its appreciation to Mr Ryan Chioh, SMa Council Member and Chairman for SMa Environment Sub-Council and his team for spearheading this project under SMa Health, Safety, Security & Environment Function Committee's initiative. SMa also thanks Mr Edward Whistler Goh and his team from Edward Whistler International (EWI) Pte Ltd for his invaluable advice in SMa's green movement.



Ms Xora Ho, Director for SMa Human Resource & Administration Division (right) receiving the certificate from Dr Vivian Balakrishnan, Minister for the Environment and Water Resources. The ceremony was held on Feb 23 at City Square Mall.

## SMa appoints new GS1 Singapore Business Director

SMa welcomes Mr Nick Lee as Business Director of GS1 Singapore with effect from Jan 30, 2012.

Nick has more than 15 years of experience in the Smart Card and RFID Industries. He was one of the key founders and CEO of Wavex Technologies Pte Ltd, where he led the company to achieve the Enterprise 50 and SME 500 Awards. Nick was also awarded The Entrepreneur of the Year in 2006. He also received the Certificate of Merit in RFID Innovation Award, RFID Champion Award and Best RFID Implementation Award in recognition for his contributions in the RFID industries.

He brings along many years of top management experience and will continue to grow GS1 Singapore and propel GS1 Standards adoption to new heights.



## Tee off with SMa

Stand a chance to win a brand new BMW 7 series car when you score a hole-in-one at SMa's 80th Anniversary Fundraising Golf Tournament.

Gracing this event will be Mr Lim Swee Say, Minister, Prime Minister's Office, who will be teeing off with some 140 SMa members and invited guests.

Through this event, SMa hopes to raise funds to provide members and/or members' staff and immediate family a scholarship to pursue higher education.

Opportunities to network abound at this event during both lunch and dinner. Details are as follows:

Date: Jul 6, 2012

Time: 12 noon onwards\*

Venue: Raffles Country Club

\*Registration starts at 12 noon. Lunch will be served before tee off; and dinner will be served at 7.00pm.

Contact Ms Joaquim Tan at

[joaquimtan@smafederation.org.sg](mailto:joaquimtan@smafederation.org.sg)

/ 6826 3035 for more information.



## SMa Institute of Higher Learning wins readers' hearts

Following its win at the AsiaOne People's Choice Awards 2009 in the Undergraduate and Postgraduate category, SMa Institute of Higher Learning (SMa Institute) has once again captured the hearts of readers of online news portal AsiaOne. SMa Institute emerged Top 3 in the Best Private School category at AsiaOne People's Choice Awards 2011/2012.

SMa Institute's win affirms its commitment in providing high quality and broad-based education that is recognised by the industry and the business communities.



## START YOUR CAREER HERE AND SUCCEED WITH US TODAY.



SMa Institute of  
Higher Learning (SMA-DIP)<sup>^^</sup>

Wholly owned by Singapore Manufacturers' Federation (SMA), a non-profit leading business federation since 1932.

Industry Connections and Networking Opportunities with more than 2,800 SMA Corporate Members.

### Diploma in Business Administration

- Accounting & Finance
- Banking & Finance
- Hospitality & Tourism Management
- Human Resource Management
- Management
- Marketing

### Diploma in Business Management

### Diploma in Mass Communication

Offered in collaboration with Singapore Media Academy

### Diploma in Information Technology NEW!

### Specialist Diploma in Psychology

- Business Psychology
- Counselling Psychology
- Early Childhood Psychology

### Professional Diploma in Security Management

Offered in collaboration with ASIS International Singapore Chapter

### Professional Qualifications (SMA-EE)<sup>^^</sup>

ACCA – Association of Chartered  
Certified Accountants

CIMA – Chartered Institute of  
Management Accountants <sup>\*\*</sup>



Murdoch  
University,  
Australia (SMA-MU)<sup>^^</sup>

Murdoch University has consistently been awarded high ratings in the Good Universities Guide in Australia.

Over 150 double major degree combinations available.

Greater choice and flexibility in timetable and units per term.

### Bachelor of Commerce

- Accounting (Accredited by CPA Australia)
- Banking
- Finance
- Hospitality and Tourism Management
- Human Resource Management
- Management
- Marketing

### Bachelor of Communication

- Communication and Media Studies
- Journalism
- Public Relations

### Bachelor of Marketing and the Media<sup>#</sup>

### Bachelor of Science

- Business Information Systems
- Cyber Forensics, Information Security and Management

### Master of Business Administration



Edith Cowan  
University,  
Australia (SMA-ECU)<sup>^^</sup>

A leading institution that has achieved a 5-star rating for teaching quality, generic skills and overall satisfaction in the 2011 Good Universities Guide.

Awarded the prestigious Ashley Goldsworthy Award for Sustained Collaboration between Business & Higher Education - 2010 Business Higher Education Round Table (B-HERT).

### Bachelor of Business

- Accounting (Accredited by CPA Australia)
- Marketing
- Hospitality Management<sup>\*\*</sup>
- Tourism Management<sup>\*\*</sup>

<sup>\*\*</sup>Double major

### Bachelor of Arts / Science (Psychology)

Accredited by Australian Psychology Accreditation Council (APAC)

### Bachelor of Science (Exercise and Sports Science)

### Bachelor of Information Technology

- Computer Security & Network  
Administration and Design<sup>\*\*</sup>

<sup>\*\*</sup>Double major

### Master of Digital Forensics

### Master of Security Management



University Of  
Central Lancashire,  
United Kingdom  
(SMA-UCLAN)<sup>^^</sup>

Ranked as the Top Modern University for Student Experience 2010 by The Times Higher Education

### Bachelor of Arts (Hons) Retail Management NEW!

- Buying
- E-Commerce
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# The Human Side of Innovation



More than a decade ago, the productivity movement in the form of WITS and QC Circle was prevalent in many organisations. Back then, thinking of new improvement suggestions was part and parcel of work. Now, there seems to be a revival as more companies embrace the concept of Kaizen - a Japanese business philosophy of continuous improvement of working practices and personal efficiency – amongst other concepts. CONNECT shares with you what Mr Norman Bodek, the productivity guru, taught to the MAXA Manufacturing Excellence Community (MAXA MEC). Here's a summary of the “The Human Side of Innovation” workshop, reproduced with permission from Mr Bodek.

“Productivity (making more with less inputs) is the real success, not profits!” – this was the emphatic statement that Mr Bodek proclaimed as he started his presentation to some 30 management staff from the manufacturing industry.

According to him, the root of innovation and productivity lies in the respect and empowerment of staff.

Herein lies three key methods that would help promote these values:

- a. Jidoka (the principle of stopping work immediately when a problem occurs. This entails the empowerment of staff to stop the entire manufacturing line when needed)
- b. Quick & Easy Kaizen (a mode of engaging staff by getting them to make innovative suggestions, which in turn improve productivity)
- c. The Harada Method (a way to promote self-reliance whilst developing people to their fullest potential)

## Jidoka

In a Toyota plant, workers on the line are empowered to ‘pull the cord’ should there be errors made or spotted along the production line. This system of empowering all staff along the line to stop the entire Production line stems from their philosophy of having a ‘Thinking Production System’ that marries both Just-In-Time delivery and respect for people, as opposed to just a “mechanical” production line.

## Quick & Easy Kaizen

Giving staff the space and time to innovate essentially equates to engaged employees, plus cost savings from productivity gains – this basically sums up the thinking behind Quick & Easy Kaizen.

“We want everyone: things, processes to improve each day by 0.1%. In three years, we can double productivity!” exclaims Mr Bodek. The nine steps below details the way to improving productivity.

### Improving productivity:

1. Look around the work area to find at least two problems a month, or one per week – write it up on a form
2. Make an improvement suggestion
3. Check with your supervisor
4. Write up the solution
5. Take a picture before and after
6. Implement the solution
7. Display the idea on a wall
8. Supervisor to keep the score, note the cost savings
9. Praise the associates for their idea

## The Harada Method

The principles of this method include self-reliance, goal-oriented and the belief that everyone can be successful. This will help the individual and the organization as a whole attain its own innovation and productivity goals.

## Harada Method

1. Decide your goal with dates and measures
2. Write down the purpose and value of the goal to others and yourself
3. Analyze your self: successes, failures, problems and solutions
4. Create a 64 Chart of specific tasks to attain goal
5. Indicate the dates when tasks are to be done
6. Write out new routines to create habits for success
7. Select 10 tasks from the 64 Chart in order of occurrence
8. Use positive affirmations and self-talk to strengthen mind
9. Determine type of support needed to attain goal
10. Find someone to support efforts
11. Keep a routine check sheet to watch self
12. Keep a daily diary and write
13. Meet mentor / coach as often as possible

## Conclusion

The asset of an organisation lies in its people. It is thus very important for the employer to unlock the creative potential of every employee through simple tools and empowerment. By giving employees the ability to make decisions, they would be more inclined to innovate and an innovative culture can be instilled within the organisation. This eventually lays the foundation for an organisation to improve its innovation capability holistically.



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Submit an article or photographs of your SMa memories to [connect@smafederation.org.sg](mailto:connect@smafederation.org.sg). Two best submissions\* will win a NESCAFÉ® DOLCE GUSTO® coffee machine each, and be featured in the book.

#### \*Terms and Conditions

- All submissions are to reach SMa by May 2, 2012. Photos must be of at least file size 1MB, and must be accompanied with a short write-up of 200 words. Please include your name, company, designation and mobile number.
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