

Connect



2/2011

Driving the Next Wave of Productivity

Off the Beaten Track
– Uzbekistan

Manufacturing Sector to Get
a Boost with New Institute

International Marketing
Activities Programme (iMAP)

MICA (P) 110/05/2011



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{ Dear Members, }

The spotlight in the news recently has been on manufacturing which has been seeing strong growth from all sectors, in particular electronics, for the last few months.

This is indeed good news. However, some economists are cautious in their forecasts, citing high oil prices, stronger Singapore dollar amongst other macro issues as factors that will slow growth.

Whatever the outcome in the coming months, we must take this opportunity to continuously up our productivity, be it through increased automation, stream lining of processes or training of your employees.

We, at SMA, understand that kick-starting this process is not easy. But we'd like to inspire you with a real example of how one company, Beyonics International (pg.19), made headway in this direction. Essentially, Beyonics achieved a quantum leap in productivity after their managers practised what they had taken away from the WSQ Certified Productivity & Innovation Manager (CPI Manager) programme.

Another two programmes to consider are the APICS Certified in Production and Inventory Management programme (CPIM) and the Certified Supply Chain Professional (CSCP). Catered specifically to professionals involved in supply chain activities, APICS CPIM and CSCP will be rolled out in December and July respectively this year. They will be aligned to the Workforce Skills Qualification (WSQ) framework and hence will be made affordable for companies to embark on this productivity journey (read pg.14 for more).

In tandem with these stories on training for improved productivity, we have invited KPMG to contribute an article (pg.10) on Budget 2011 – What are the carrots for manufacturers? It talks about the enhanced Productivity & Innovation Credit (PIC) scheme, through which you can harness for six activities, including the training of employees.

Beyond training, SMA is also spearheading missions that will take businesses to new frontiers. Having completed a successful mission to Argentina, we are now looking to venture into Uzbekistan, and are open for participants to join us (see pg.8 and pg.9).

We hope this issue of Connect will value-add to you and your business as you continue to journey on the road to greater productivity.

Gwee Seng Kwong
Secretary-General



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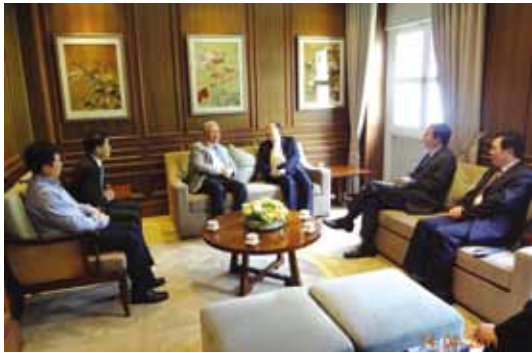
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Get on the Green Pasture

SMA receives Eco Office Label for outstanding green practices

In extending the organisation's continuous effort to advocate eco-friendly sustainable manufacturing processes, SMA took on the "Project Eco Office" challenge – co-jointly organised by Singapore Environment Council (SEC) and City Developments Limited.

The eco office project was launched in Oct 2010 and by Dec, electricity consumption was reduced by 20 per cent and copier print count went down by more than 40 per cent.

These efforts were recognised by SEC who awarded the Eco Office Label to SMA on Mar 29. SMA is also the first association for the manufacturing and service sector to obtain this award.

Manufacturing Sector To Get A Boost With New Institute

Research reinforces need for institute

To raise productivity and innovation, manufacturing firms will be able to turn to a new institute being set up by SMA. This proposal was mooted by SMA President Mr George Huang in Jun 2010 and encouraged by Deputy Prime Minister Teo Chee Hean as he exhorted SMA to work with government agencies to adopt an integrated approach to set up the institute.

A market research conducted by Frost & Sullivan involving 300 small and medium-sized enterprises (SME) showed that while specialised skills training is important to SMEs, more than 50 per cent of them have not engaged in any form of workforce training. This finding reinforced the need for such an institution to encourage skillset upgrade.

The institute is now in the final stages of refining its operating model and is targeted for launch in Q3 2011.

Learn to Protect Your Information

SMA Institute of Higher Learning introduces new Bachelor's Degree on computer security

The rise of new media has changed the way we communicate. Businesses are riding on this wave to build their customer base and brand loyalty. However, this has also resulted in the rise of cybercrimes which is a challenge for businesses. Companies need to identify information security risks and ensure they have skilled IT professionals who are capable of managing & protecting information, and ensure a robust IT infrastructure.

SMA Institute of Higher Learning has recently introduced a new bachelor's degree in Information Technology. The Bachelor of Information Technology (Double Major in Computer Security & Network Administration and Design), awarded by Edith Cowan University, is a part-time degree that can be completed in two years. This latest offering comes on top of the existing courses offered at the Institute such as Accounting, Marketing, Security Management, Engineering, Digital Forensics, etc.

SMA Members enjoy up to 10% discount on the programmes. Visit www.sma.edu.sg or call 6572 5600/ 6622 6622 for more information.

Mark your calendars!

2nd Singapore Productivity & Innovation Conference

Distinguished speakers and productivity experts from United States and Japan will be giving you insights to enterprise productivity, with fundamental focus on Management Practices, Innovation and Infocomm Technologies. Companies that have completed the WSQ Certified Productivity & Innovation Manager training will also be sharing their success stories.

Conference Fee: S\$80 NETT per pax

Date: Jul 21, 2011*

Time: 8.45am to 5.30pm

Venue: Grand Copthorne Waterfront Hotel

To register, please call Ms Sharon Liang at 6826 3052/3100 or email ccl@smafederation.org.sg.

**Visit www.smaccl.sg for updates.*

SMA Mid-Autumn Festival Celebration

Join in the annual SMA Mid-Autumn Festival Celebration and enjoy a sumptuous dinner set against the magnificent backdrop of Singapore's illuminated city skyline. This is a great opportunity to meet members across industries, as well as to foster stronger ties with SMA executives.

Date: Sep 1, 2011*

Time: 6pm to 9.30pm

Venue: Marina Barrage

**Date is subjected to change. Visit www.sma.sg for updates.*

Be Part of SMa Today!

The Singapore Manufacturers' Federation (SMa) is committed to helping members meet the challenges in today's competitive business environment.

Join us as our member today and enjoy the following privileges:

- Participation in your choice of the industry groups under the SMa ambit
- Networking platforms to facilitate intra and inter-group business across the industry groups
- Focused seminars to help members manage business costs effectively
- Updates on industry trends, issues and government related news
- Dialogue sessions with government, agencies and other trade associations to promote members and industry interests
- International trade and investment missions for market penetration and investment opportunities
- Training programmes to upgrade staff's skill sets at preferential rates
- Preferential rates on Certificate of Origins services
- Gala events such as appreciation night and annual dinner for members to network, forge closer ties and establish new contacts
- Subsidies under the International Marketing Activities Programme (iMAP) for approved trade fairs or missions organised by SMa

Email us at membership@smafederation.org.sg for enquiries or log on to www.sma.sg for more information and the application form.

SMa Annual Membership Fees Revision

With effect from 1 July 2010, SMa's new annual membership fees for Ordinary members are as follows:

Ordinary Members:

Category (No. of Employees)	Existing Fees (Prior to 1 Jul 10)	New Fees (With effect from 1 Jul 10)
1-10 (new Category)	\$720	\$200
11-50	\$720	\$360
51-100	\$900	\$450
101-200	\$1,200	\$600
201-400	\$1,560	\$780
> 400	\$1,800	\$1,260

*Note: Fees quoted are not inclusive of GST.
General Members: No Change*



EDC@SMA was established in May 2005 as a subsidiary of SMA and an EnterpriseOne initiative of SPRING Singapore. At EDC@SMA, we assist local enterprises in developing their business competencies and the adopting of best practices to enhance their competitiveness in domestic and global markets.

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To achieve this, EDC@SMA offers services through our five main thrusts:

- **Understanding Business Concerns:** Identify issues and advise through tapping on government assistance schemes.
- **Government Assistance Schemes Updates:** Provide regular updates on changes to the various government assistance schemes or new schemes.
- **Financing Schemes:** Diagnose, advise companies on their financial health and guide them on loan applications.
- **Informative Seminars:** Offer informative and useful information to help local enterprises increase their competitive advantage.
- **Facilitated Consultancy:** A pool of well-qualified and experienced professionals from multi-disciplines will be assisting the companies on the projects.

Some of the government assistance schemes* include areas in:

Branding – To enhance competitiveness in domestic and global markets through holistic branding programme for corporate and/or product/s. Also involve intellectual property protection.

Quality Management Systems – To gain international recognition on quality standards.

IT systems – To create or improve on existing Information Technology systems.

Strengthen Management Capabilities – To develop a clear road map using business excellence framework and to identify business gaps for improvement & growth.

Technology Innovation – To harness technology for work process/ product improvement.

Training – To provide advisory services on employees' skills upgrading and capability development training programmes.

Work Life Balance – To create work life harmony for employees so as to achieve better productivity and satisfaction at work.

Workplace Health & Sports – To initiate and sustain workplace health programmes to promote healthier lifestyles for employees and to improve bottom-line for companies.

Workplace Safety – To help enterprises develop good risk management capabilities and to identify, reduce/control hazards in compliance with the Workplace Safety & Health Act.

* Funding programmes are provided by government agencies like SPRING Singapore, IE Singapore, Ministry of Manpower, Singapore Workforce Development Agency and Health Promotion Board. Applications are subjected to approval of criterion from the relevant government agencies.

Please contact EDC@SMA to arrange for a meeting or for more information.

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- Series (Related Series)

International Standards

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Argentina - an overlooked country of opportunities

Running a business in food, logistics, info-communication technology (ICT) or environmental services? Argentina may just be the place for you to seek out more business opportunities.

Argentina is the second largest country in Latin America, with a highly literate population, an export-oriented agricultural sector and a diversified industrial base.

An 11-member delegation, led by Mr Poh Choon Ann, Vice President of Singapore Manufacturers' Federation (SMA) and CEO of NTUC Fairprice Group Mr Tan Kian Chev, visited the country in April this year, and was pleased to find major gaps and opportunities in sectors like food & beverage, ICT, logistics and environmental services to tap into.

Food & Beverage

Argentina is a leading producer in the world beef market, just behind Brazil and Australia. Unlike many US ranches that raise grain-fed cattle, Argentine cattle is largely free-range, grass-fed, and hence less likely to have hormone injections, gets more exercise, contains less saturated fats, and has healthy omega 3 fatty acids that reduces cholesterol. Such meat is generally said to be tastier and healthier compared with the grain-fed cattle in the US.

Its seafood industry also holds notable potential with exports amounting to 430,000 tonnes or US\$1.2 billion in 2010. Argentina's aquaculture or aquafarming industry has also seen tremendous growth, with record production of 2,700 tonnes in 2008.

ICT

Argentina has the second largest IT market in Latin America. The country's IT spending is forecasted to grow at a compound annual growth rate of 14 per cent from 2010 to 2014, while total value of spending on IT products and services is expected to approach US\$6.6 billion by 2014.

Capital city Buenos Aires accounts for 26 per cent of household appliance sales, including computer hardware, forming the largest market for IT products in Argentina.

Logistics

A \$10 billion agreement with China will see the construction and renovation of 10 railway projects in the next two to five years in Argentina. The Argentine

government's recent infrastructural projects also include plans for the construction of an international highway and an estimated US\$600 million investment for road construction projects.

Environmental Services

Poor sanitation and solid waste disposal practice have been a perennial problem. In 2006, 60 per cent of Argentina's solid wastes were still disposed in open dumps, affecting the quality of life and health of the poorest sectors of the population. Argentina is actively looking for ways to improve its water and waste management capabilities. The Argentina National Urban Solid Waste Management Project, which was started in 2006, is one that aims to improve overall health, environmental conditions, and quality of life of population by developing environmentally and financially sustainable systems for solid waste management. A new project is also currently under way to develop waste management strategies at the provincial and municipal levels.



Off the beaten track - Uzbekistan

It has been 20 years since Uzbekistan gained its independence. From a centrally-planned economy, its government has been actively transforming it into a more transparent, less regulated, more market-driven business environment.

Within the last four years, Uzbekistan's annual GDP growth has been over 7 per cent. Last year, it achieved the 10th position on the world's economic growth chart with 8.2 per cent growth.

Uzbekistan is a major producer of gold with the largest open-pit gold mine in the world, and also the world's fifth-largest cotton producer. In addition, it is well-endowed with substantial deposits of copper, minerals, gas, and oil, presenting excellent opportunities for apparel manufacturers, as well as high-level industries like petrochemical and gas recycling, chemical, energy, and automobile assembly.

Trade made easy

To facilitate trade, Singapore and the Uzbekistan government have signed the Agreement for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with respect to Taxes on Income ("DTA") in 2008, to offer lower tax barriers and more tax certainty for Singapore businesses.

This means that Singapore tax residents, who derive income sourced in Uzbekistan, can enjoy withholding tax of five per cent for dividends and interest and eight per cent for royalty – down from the 10 and 20 per cent stated in the Uzbekistan's domestic tax laws.

Navoi – FIEZ

The first Free Industrial Economic Zone (FIEZ) was established in 2008 in Navoi - a city southwest of Uzbekistan. This was done with the support of the United Nations Development Programme to attract foreign investment.

Located in the centre of Navoi's multimodal transport logistics hub, FIEZ enjoys proximity to the international airport, major international highways and railways, opening up possibilities of immediate transportation of raw materials or finished goods to Asia and Europe. With such infrastructure in place, transportation costs can be reduced, rendering maximum returns on manufactured goods.

On top of that, Navoi FIEZ operates under special legislation, offering incentives on customs duties and tax and other obligatory payments for registered foreign enterprises. These may include exemptions on taxes on land, property, corporate income and social infrastructure development for up to 15 years, followed by reduced tax rates of up to 50 per cent.



Join mission to Uzbekistan

SMA will be leading delegates to Uzbekistan in the 4th quarter of 2011. Besides Navoi, delegates will also visit:

Tashkent – capital city of Uzbekistan - one of the most economically developed regions in the country. The province boasts a highly developed agricultural industry with cotton as the most prevalent product. Outputs for wheat, melons, pumpkins, citrus crops are also steadily increasing.

Samarkand – the second largest city – is also a region that is flourishing economically. Its economic prowess lies in mechanical engineering, metal processing, manufacturing of building materials and porcelain products.

To find out more on opportunities in Uzbekistan market, join SMA on its business mission. Interested parties please contact Dennis Toh at 6826 3036 or email dennistoh@smafederation.org.sg.

Budget 2011

– What are the carrots for manufacturers?



The Minister for Finance, Tharman Shanmugaratnam, stated in his 2011 Budget speech that the Government aims to achieve economic growth of 3 to 5 percent for the next decade.

To achieve this, Singapore needs to compete globally on quality and innovation rather than cost. Productivity, being the key driver of growth, needs to contribute to two-thirds of our economic growth. To drive these, the Government has adopted a carrot-and-stick approach in this year's Budget. While foreign workers' levies have been increased to deter reliance on foreign labour, huge carrots are dangled to reward businesses that invest in productivity.

Instead of reducing corporate tax rate, the Government has generously enhanced the Productivity and Innovation Credit (PIC) scheme, which will lead to significant reduction in effective tax rates for businesses that invest in raising productivity.

Enhanced tax deductions under the PIC scheme

Under the PIC scheme, for Year of Assessment (YA) 2011 to YA 2015, businesses can enjoy deduction/allowances at 400 percent of their expenditure on each of the six qualifying activities instead of the 100/150 percent tax deduction/allowances under the existing tax rules.

The deduction/allowances are subject to an annual expenditure cap of S\$400,000 for each activity. However, the following combined expenditure caps are available for each specified YA for each of the six qualifying activities:

- YA 2011 and YA 2012 - S\$800,000
- YA 2013 to YA 2015 - S\$1,200,000

In computing the deduction/allowances, the qualifying expenditure is the amount net of grant or subsidy by the Government or any statutory board.

Cash payout option

Businesses can also elect to convert 30 percent, or up to S\$100,000 (subject to a minimum of S\$400) of qualifying PIC expenditure in all the six qualifying activities into a non-taxable cash payout, amounting to S\$30,000 for each YA from YA 2011 to YA 2013.

For YA 2011 and YA 2012, businesses can opt to convert up to a combined cap of S\$200,000 of qualifying expenditure for all six qualifying activities into cash payout (i.e. a maximum of S\$60,000 (S\$200,000 X 30 percent)).

To be eligible to opt for the cash payout, businesses must have:

- I. incurred qualifying expenditure and are entitled to PIC during the basis period for the qualifying YA
- II. active business operations in Singapore and
- III. at least three local employees (Singapore citizens or PRs with CPF contributions excluding sole-proprietors, partners under contract for service and shareholders who are directors of the company). A business is considered to have met this three local employees eligibility if it contributes CPF on the payrolls of at least three local employees in the last month of its basis period for the qualifying YA.

Businesses can apply for the cash payout after the end of the accounting year in which the qualifying expenditure is incurred.

Claw-back provisions

For acquisition of automated equipment/IPR and registration of IPR, to qualify for either the deduction/allowances or the option to convert qualifying expenditure into cash under PIC, businesses must have owned the equipment/IPR for at least one year from the date of purchase to the date of lease/disposal. Claw-back provisions shall apply if the minimum ownership requirement is not met.



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🥕 Tax deferral option

Businesses were concerned that the benefits of the PIC would only crystallise after expenditure is incurred on qualifying activities, hence causing a cash-flow challenge to smaller businesses. The Government promptly responded to that concern by introducing a tax deferral option on 2 March 2011, which allows businesses to enjoy their PIC benefits one year in advance. For every dollar of qualifying PIC expenditure incurred for the current financial year, businesses can defer a dollar of current YA tax, up to a cap of S\$100,000. The tax deferred is due for payment when the first assessment for the following YA is raised.

The election is available for tax payable for YA 2011 to YA 2014 based on qualifying PIC expenditure incurred in the corresponding financial years 2011 to 2014.

🥕 Take a bite of the carrot

Under the PIC scheme, up to 68 cents of tax savings are available for every dollar of qualifying costs incurred, resulting in a net investment cost of 32 cents for every dollar in outlay. The PIC scheme does not require pre-approval (except for approved design costs) as businesses make the necessary claims via their annual tax returns.

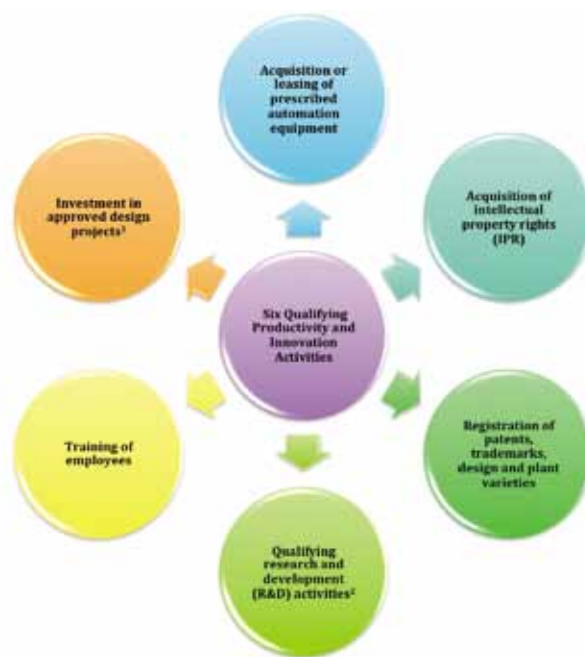
Some of the costs that qualify for PIC are in fact commonly incurred by businesses. For example,

- Acquisition of computers, office system software, automated equipment used for assembly and testing operations
- In-house training on Workforce Skills Qualification courses or Institute of Technical Education certified courses
- On-the-job training by a Certified On-the-Job Training Centre (COJTC)
- Training fees, registration/enrolment fees and examination fees for external training (overseas or local)

These are low-lying fruits which businesses should consider investing in to optimise the benefits of tax savings.

Businesses should also plan early to maximise PIC benefits under the combined cap, consider if tax deductions or a cash conversion is more appropriate and identify R&D projects to enjoy a further tax deduction of 150 percent on qualifying R&D costs that exceed the PIC cap.

Lastly, businesses should maintain robust documentation and records to substantiate the claims in the event of queries from the tax authority.



¹ Subject to prior approval by Design Singapore Council

² The scope of coverage has been expanded to include research and development performed outside Singapore if it relates to an existing trade

DO YOU KNOW?

- SMEs can approach our Productivity Managers to understand more on how to improve their company's productivity under the Productivity Management Program, which is funded by SPRING Singapore. They could also know their current productivity status through the diagnostics tool developed by SPRING Singapore. This is a complimentary service for SMEs.
- SMEs can also approach EDC@SMA for government assistance schemes enquiry. Please call 6826 3020 for more details.

This article is contributed by Anna Low, Partner, Tax at KPMG in Singapore. The views expressed are those of the author and do not necessarily represent the views of KPMG in Singapore.



APICS CERTIFIED IN PRODUCTION AND INVENTORY MANAGEMENT (CPIM)

About APICS CPIM

Since 1973, the APICS CPIM program has educated more than 90,000 manufacturing professionals on essential terminology, concepts and strategies related to demand management, procurement and supplier planning, sales and operations planning, master scheduling, performance measurements, supplier relationships, quality control, and continuous improvement.

How you benefit

- Increase your functional knowledge of production and inventory management while improving the efficiency across the processes of your organization's supply chain
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Course fee includes original APICS Course material comprising printed text book. Course fee excludes the cost of APICS CPIM module exams.

APICS CERTIFIED SUPPLY CHAIN PROFESSIONAL (CSCP)

About APICS CSCP

The APICS CSCP program brings your company's entire value chain into perspective. By giving you a truly end-to-end view of the supply chain, you become the expert, not just within your organization's walls – you become the global expert. From manufacturing to service, in business consumer markets, the increasingly important role of effective supply chain management affects all organizations.

How you benefit

- Possess the proven knowledge and organizational skills to strategically streamline operations
- Acquire the tools to effectively manage global supply chain activities that involve suppliers, plants, distributors, and customers located around the world
- Attain the skills to create consistency and foster collaboration through best practices, common terminology, and corporate-wide communication
- Have the understanding of how to utilize ERP systems and other technologies to improve the entire supply chain process

Enjoy the flexibility of individual modules

- Supply Chain Management Fundamentals
- Building Competitive Operations, Planning and Logistics
- Managing Customer and Supplier Relationships
- Using Information Technology to Enable Supply Chain Management

Who should attend

Professionals seeking in-depth knowledge and understanding of their entire supply chain. Employees hoping to boost productivity and collaboration. Innovators promoting global supply chain management. Managers working to improve lead time, inventory, productivity and bottom line.

Course Fee

SMa Members: S\$3,473 (inclusive of GST)

Non-Members: S\$3,725 (inclusive of GST)

Course fee includes APICS CSCP Learning Systems comprising printed course materials and online review and practice testing tools.

Singapore Manufacturers' Federation SMa Centre for Corporate Learning

2 Bukit Merah Central #08-00

SPRING Singapore Building, Singapore 159835

Tel: (65) 6826 3100 Fax: (65) 6826 3021

Email: ccl@smafederation.org.sg Website: www.smaccl.sg



Driving the Next Wave of Productivity

To help professionals drive productivity in supply chain activities and lead Singapore's economy to greater heights, Sma will be launching two specialised supply chain management courses in line with WSQ, thereby offering greater cost-benefits and relevance to the local workforce.

With an astounding 14.5 per cent growth in Singapore GDP last year, boosted by commendable performance in supply chain activities such as manufacturing and logistics, the supply chain sector has been identified as a key economic driver of Singapore.

As Senior Parliamentary Secretary for Trade and Industry Mr Sam Tan highlighted at the inaugural Asia Supply Chain and Operations 2011 conference, "efficiency and effectiveness of our logistics and supply chain management sector pushes up productivity levels across all other sectors and boosts our overall competitiveness". It is therefore imperative for the supply chain workforce to strengthen their capabilities and skill sets to keep pace with the changing business landscape.

About CPIM & CSCP

Against this backdrop, Singapore Manufacturers' Federation (SMA), Singapore Workforce Development Agency (WDA) and APICS The Association for Operations Management collaborated to offer two courses: APICS Certified in Production and Inventory Management (CPIM) and APICS Certified Supply Chain Professional (CSCP).

The two programmes devised by APICS, an international inventory and supply chain management educational organisation, are conducted worldwide by authorised providers and have received worldwide success and recognition.

APICS CPIM, with close to 40 years of history, has educated more than 90,000 professionals worldwide. It provides knowledge and understanding of essential terminology, concepts, and strategies on internal factory management such as optimising inventory investment, delivering Just-in-Time products and services, and streamlining operations through accurate forecasting, setting and achieving of goals.

Taiwanese delegate at the conference, Ms. Sophia Ho, Senior Manager of Cylinder Operations & Logistics Department, Air Liquide, a recent sign-up to the course, found the concepts she learnt so far beneficial especially when she has a crisis to manage on hand – supply outage that arose from the Japanese earthquake.

"We import our gas supply mainly from Japan and the earthquake did cause some hiccups but that was resolved very quickly with another source of supply. Inventory management is now our key focus," said Ms Ho. "Coincidentally, I've just completed one module of APICS CPIM, and that helped me in re-strategising my inventory scheduling, planning and sourcing."

APICS CSCP, which was introduced in 2006, provides an overview of material flow from internal and external suppliers to and from an organisation, and skills on stakeholder management.

Together, these programmes work towards raising productivity and professionalism of managers who have been identified by the government as main drivers of innovation and productivity within organisations.

APICS CPIM graduate and current student of APICS CSCP in Taiwan, Mr. J.J. Fu shared that “common terminologies” were the most essential takeaways from the programmes and have also brought about obvious benefits in terms of productivity.

“If everyone in a company speaks the same language, it is sure to create a tremendous power to drive the company in a prosperous way. The communication between people and departments, with upstream and downstream partners, and even between consultants or system vendors becomes easier.”

Aligned to WSQ

Now, the icing on the cake for Singaporeans is that the APICS CPIM and CSCP will be aligned to Singapore Workforce Skills Qualification (WSQ) framework. Typically, Singapore workers can expect 50 to 70 per cent

subsidy for programmes under WSQ. Funding details for the two programmes are still being reviewed by WDA.

Under WSQ, the programmes will also see an emphasis on competency-based training with more hands-on activities and best practices. Course content and material, however, will still be provided by APICS, in strict adherence to its international standards.

In addition to the substantial savings that businesses enjoy when they sign up their local workforce for the WSQ courses, companies are also allowed to deduct from their taxable income 400 per cent of their training expenditure under the Productivity and Innovation Credit scheme.

SMA Centre for Corporate Learning (CCL)* is the only authorised APICS programme provider in Singapore, and they are targeting to launch WSQ APICS CSCP and CPIM in July and December respectively this year.

For updates on programme fees and course schedule, please visit www.smaccl.sg.

“We import our gas supply mainly from Japan and the earthquake did cause some hiccups but that was resolved very quickly with another source of supply. Inventory management is now our key focus. Coincidentally, I’ve just completed one module of APICS CPIM, and that helped me in re-strategising my inventory scheduling, planning and sourcing.”

– Ms Sophia Ho, Senior Manager, Air Liquide



*SMA CCL is a wholly-owned subsidiary of Singapore Manufacturers' Federation.

International Marketing Activities Programme (iMAP)

Singapore Manufacturers' Federation (SMA) is a strategic partner of International Enterprise (IE) Singapore in helping Singapore-incorporated companies internationalise successfully. Under the International Marketing Activities Program (iMAP), SMA organises Singapore Pavilions in local and foreign International trade fairs to benefit the business communities at large.

Companies participating under the Singapore Pavilion benefit from the following* :

- Reimbursement up to 50% of exhibition space rental and Singapore Pavilion stand construction costs. (Note: Reimbursement for Middle East, Africa, Japan, Korea is up to 60% and Europe, Americas is up to 70%).
- Double Tax Deduction for expenses not covered by iMAP grant e.g. travel and accommodation for up to 2 representatives per company
- Enhanced booth design and branding under the Singapore Pavilion

** Companies must meet the eligibility criteria set under iMAP guidelines to qualify. Please consult our project managers for more details.*

Industry Grouping	Project Managers
Medical Technology Lifestyle Life Sciences	Ms Cecilia Tham Tel : 6826 3030 Email: ceciliatham@smafederation.org.sg
Energy & Chemicals Fire Protection, Safety & Security Packaging	Ms Katherine Heng Tel: 6826 3031 Email: katherineheng@smafederation.org.sg
Automation Technology Building Products & Construction Materials Food & Beverage	Ms Pauly Tan Tel: 6826 3079 Email: paulytan@smafederation.org.sg
Electrical, Electronics & Allied Industries Metal, Machinery & Engineering	Ms Vivien Yen Tel: 6826 3032 Email: vivienyen@smafederation.org.sg

Upcoming iMAP trade shows as follows:

	Trade Fairs	Date	City, Country	Industry Grouping
1	Screen Singapore	5 - 12 June	Singapore, Singapore	Electrical, Electronics & Allied Industries
2	Manufacturing Surabaya	8 - 11 June	Surabaya, Indonesia	Automation Technology
3	Propak Asia	15 - 18 June	Bangkok, Thailand	Packaging
4	Broadcast Asia	21 - 24 June	Singapore , Singapore	Media/ Lifestyle
5	Communic Asia	21 - 24 June	Singapore, Singapore	Electrical, Electronics & Allied Industries
6	Manufacturing Expo 2011	23 - 26 June	Bangkok, Thailand	Metal, Machinery, Engineering
7	Industrial Components & Subcontracting	23 - 26 June	Bangkok, Thailand	Metal, Machinery, Engineering
8	CosmoBeaute Asia	11 - 14 July	Kuala Lumpur, Malaysia	Lifestyle
9	IndoRenergy	14 - 16 July	Jakarta, Indonesia	Energy & Chemicals
10	Industrial Automation Malaysia	20 - 23 July	Kuala Lumpur, Malaysia	Automation Technology
11	Infocomm Vietnam	9 - 13 Aug	Ho Chi Minh, Vietnam	Electrical, Electronics & Allied Industries
12	Vietnam Medipharma Expo 2011	24 - 27 Aug	Ho Chi Minh, Vietnam	Medical Technology
13	Pack Print International	31 Aug - 3 Sept	Bangkok, Thailand	Packaging
14	Semicon Taiwan	7 - 9 Sept	Taipei, Taiwan	Metal, Machinery, Engineering
15	IGEM Renewable Energy	7 - 10 Sept	Kuala Lumpur, Malaysia	Energy & Chemicals
16	Aesthetics Asia	9 - 11 Sept	Singapore, Singapore	Lifestyle/ Medical Technology
17	Wiretube SEA	13 - 15 Sept	Bangkok, Thailand	Automation Technology
18	Medical Fair Thailand	14 - 16 Sept	Bangkok, Thailand	Medical Technology
19	Vietnam Manufacturing Expo 2011	15 - 17 Sept	Hanoi, Vietnam	Metal, Machinery, Engineering
20	Food & Hotel Vietnam 2011	28 - 30 Sept	Ho Chi Minh, Vietnam	Food & Beverage
21	Interfood Indonesia & Allpack 2011	29 Sept - 2 Oct	Jakarta, Indonesia	Food & Beverage
22	Asia Medical	5 - 7 October	Kuala Lumpur, Malaysia	Medical Technology
23	Metalex Vietnam	6 - 8 October	Ho Chi Minh, Vietnam	Metal, Machinery, Engineering
24	Fire & Disaster Asia	12 - 14 October	Singapore, Singapore	Fire Protection, Safety, Security
25	Canton Fair (Autumn) 2011	15 Oct - 5 Nov	Guangzhou, China	Multi-Sectoral/ Electrical, Electronics & Allied Industries
26	Hanoi Oil & Gas 2011	27 - 29 Oct	Hanoi, Vietnam	Energy & Chemicals
27	Cosmobeaute Indonesia	28 - 30 Oct	Jakarta, Indonesia	Lifestyle
28	Asia Smart Grid	2 - 4 Nov	Singapore, Singapore	Energy & Chemicals
29	Defense & Security	2 - 5 Nov	Bangkok, Thailand	Fire Protection, Safety, Security
30	Digital Signage World Asia	16 - 17 Nov	Singapore, Singapore	Automation
31	ConBuild Vietnam	7 - 10 Dec	Ho Chi Minh, Vietnam	Building & Construction
32	Security Philippines	8 - 10 Dec	Manila, Philippines	Fire Protection, Safety, Security
33	20th Chinese Food Expo & Trade Fair 2011	12 - 16 Dec	Wuhan, China	Food & Beverage

* Information provided is updated as of 12 May 2011. SMA is not liable for any discrepancies in the information provided above. For more information, please contact respective project managers.

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Beyonics: Redesigning for efficiency

Keen to improve productivity, Beyonics International signed up for the WSQ Certified Productivity & Innovation (CPI) Manager programme in June last year. Read on to find out how they achieved a whopping 35% revenue increase for a particular product line with SMA's assistance.

Beyonics is a local electronics manufacturing services (EMS) provider for computer storage and medical devices and electronics communication products.

The company anticipated an increase in orders in 2011, and was hoping to reduce its manufacturing lead time in order to meet the demand surge. This later proved to be a wiser decision than to work the staff over time in order to deliver the product on time, which would lead to cost escalations and further delays in completing other orders.

After learning about the WSQ CPI Manager training programme, Beyonics sent a team of seven staff for training which featured a key component of project implementation and coaching. During the project, the staff focused on cycle time reduction and higher efficiency on one of their production lines.

Over four months, SMA consultants coached the project team to investigate the current situation in detail before zooming into the individual processes

to highlight the problematic areas. Cycle time and labour efficiency were two indicators that the team measured and analysed. Tools used included cycle time analysis table, work sampling and productivity structure analysis.

Mr David Toh, SMA Chief Productivity & Innovation Officer, explained the issue: "Beyonics used a single long assembly layout, which was creating bottlenecks and impeding flow. Our consultants helped them make changes by splitting the layout into two smaller lines and repositioning the work stations for faster material flow and reduced movement."

In addition, process changes such as improving in-process packaging methods and combining duplicate inspections to raise productivity, were also introduced.

The results were superb. Manufacturing lead time was reduced by 18 per cent. Overtime hours were also reduced and delivery of orders increased. All in, they achieved a 35 per cent revenue increase for that product line.

Pleased with SMA's flagship productivity training programme, Mr Goh Chan Peng, CEO of Beyonics, said: "The WSQ CPI Manager Programme enabled us to provide a more enhanced systematic approach to problem-solving skills, leadership development and resource management for overall improvement in manufacturing activities and business performance."

“The WSQ CPI Manager Programme enabled us to provide a more enhanced systematic approach to problem-solving skills, leadership development and resource management for overall improvement in manufacturing activities and business performance.”

– Mr Goh Chan Peng,
CEO of Beyonics

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International CES 2011 electrifies Las Vegas, USA, 7 - 10 January 2011

More than 2,700 technology companies across global industries dazzled attendees at the International CES 2011 (CES), one of the largest consumer electronics trade fair in the world.

CES set several new records, including 30,000 international attendees and 22 top CEOs participating in keynote sessions.

For the first time in show history, major technology trends were unveiled, including the launch of more than 80 tablets, wireless 4G LTE, connected TV technologies, electronic vehicles and smart appliances. Ford's Alan Mulally unveiled the company's first electric car at the event with its Ford Focus Electric.

SMA organised the Singapore Pavilion with six exhibitors. Generally, the exhibitors were pleased with the quality target audience who visited the booth.

For more information about International CES 2012, please contact Ms Vivien Yen, International Business Division via email: vivienyen@smafederation.org.sg or tel: 6826 3032.



The enthusiastic team from XMI Pte Ltd at CES 2011 in Las Vegas, USA.



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Industry Group Luncheons

To reinforce the “one-body” concept put forth by SMA President Mr George Huang, Industry Group luncheons were held as an informal platform for committee members of industry groups, executive committee and the secretariat to meet and share.

The sessions saw active participation of the committee members, who took the opportunity to highlight and discuss various issues that their respective industry groups were facing. SMA President Mr George Huang and SMA Secretary-General Mr Gwee Seng Kwong also shared SMA’s achievements over the past six months and plans that are in the pipeline, such as celebrations for the 80th anniversary next year.



Propak Vietnam packs a punch

From chocolate-making mixers to high-tech pneumatic machines, these and more were showcased at the Singapore pavilion at the ProPak Vietnam 2011.

Twelve companies that were keen to expand their network in Vietnam - one of the world’s fastest growing economies of more than 85 million people - took part in this exhibition.

Mr Richard Ng of Transicom Engineering - a manufacturer of machines for packaging and processing machine, said: “I’m happy to be able to target the right industry people at this exhibition, and show them the machine here.”

For Mr Remus Ang of GPac Technology, a manufacturer of green pallet in its first foray into Vietnam, finding distributors for his product was one of his main aims of the exhibition.

Whatever their objectives, one thing was for sure - they managed to reach out to the right target audience.

Ms Corrine Beh of Sweco Asia – a manufacturer of sifting machines – said: “There were so many more quality visitors like process engineers and production staff just in the first day of the show! It helped me generate awareness of my company.”

This event, organised by SMA, was held from 23-25 Mar 11 at Ho Chi Minh City, and it is the 6th International Processing, Filling and Packaging Exhibition and Conference for Vietnam.



Visitors taking a closer look at the green pallet at GPac Technology’s booth.

RFID World Asia Incorporating EPCglobal Singapore Summit 2011

More than 250 senior-level business leaders from leading organisations in the Asian region, Europe and USA attended the 8th annual RFID World Asia Incorporating EPCglobal/RFID Singapore Summit 2011 from 13 to 15 April 2011. The event was held at SUNTEC Singapore with a post conference workshop on the last day of the event. It is also the largest gathering of the Asia region elite circle of RFID practitioners.

The conference was co-organised by GS1 Singapore Limited and Terrapinn Pte Ltd with the support of SMA and other industry partners. The event hosted about 200 world class exhibitors and saw more than 2,000 attendees from more than 40 countries at the exhibition. The participating companies included retail, healthcare, pharmaceutical, manufacturing, logistics, transportation and government agencies, amongst others.

Mr Gwee Seng Kwong, Secretary-General of SMA, delivered the opening address. He said the increase in the take-up of RFID over the years in the local and global markets was positive in the RFID adoption. In his speech, he noted that a listed multi-national company, Goodpack Ltd, has chosen to use standards-based approach through the use of GS1 EPCglobal Information Services (EPCIS).

One of the presentations was delivered by Mr Wong Tack Wai, Executive Director of GS1 Singapore Limited. He shared with participants the proven success of EPCglobal's network in reducing costs and increasing scalability, development of EPCglobal over the last year and how it has impacted the industry; the future challenges of RFID and how EPCglobal can play a part.

The conference ended on a high note after three-days of sharing of ideas, latest innovations and solutions from world-class vendors of RFID products and activities. Many participants at the conference were inspired by the success stories shared by companies who have adopted RFID.

In conjunction with the conference, the RFID World Asia Awards 2011 ceremony for three categories - "RFID Champion Award", "Best RFID Implementation" and "Most Innovative RFID Solution" was held for the second time on 13 April 2011. These awards gave recognition to companies that have achieved success with RFID adoption and at the same time serve as inspiration for aspiring RFID users.

TCM RFiD Pte Ltd was the biggest winner that night, bagging 2 out of 3 awards given – the RFID Champion Award and Most Innovative RFID Solution Award. The latter award recognised the collaboration effort between TCM RFiD and SMRT on a RFID enabled warehouse project to increase productivity and improve stock level accuracy.

Mr Michael Oh, Founder & Director of TCM RFiD Pte Ltd, said, "I want to thank Terrapinn and GS1 Singapore for recognising the efforts that TCM RFiD had made in the last 6 years. The RFID World Asia Awards is a good platform to acknowledge RFID solution providers in Asia."

The winner of the Best RFID Implementation Award was given to Dongfang Electronics. Dongfang Electronics collaborated with Alien Technology Corporation, China, to implement 11 million Alien passive EPC RFID tags onto wine bottles for Changyu Wines. This implementation would improve warehouse and logistics management, security and authentication of wine, and prevent shipping fraud.

To keep updated on RFID developments in Asia, do keep a date with the 9th Annual RFID World Asia Incorporating EPCglobal/RFID Singapore Summit and the third RFID World Asia Awards, happening next year from 25 to 27 April 2012.



Mr Wong Tack Wai, Executive Director of GS1 Singapore sharing with the delegates the successful EPCglobal project developments in Asia.

Farewell Banquet for Shandong Vice Governor and the Delegation

Date:

15 April 2011

Venue:

Orchard Parade Hotel,
Singapore



Mr Poh Choon Ann, Vice President and Chairman of China Business Committee (2nd from right), Mr Simon Li, Vice President and Chairman of Global Business Groups Function Committee (1st from left), Mr Cai Limin, Shandong Vice Governor (3rd from right) and delegates toasting to success.



A special dish was prepared for Mr Cai Limin, Shandong Vice Governor (4th from right).

Meeting with Mayor of China Zhoushan Municipal

Date:

14 April 2011

Venue:

Lei Garden Restaurant,
Chijmes



Mr Zhou Guohui, Mayor of China Zhoushan Municipal (middle), presented a token of appreciation to Mr Poh Choon Ann, Vice President and Chairman of China Business Committee (right) and Mr Simon Li, Vice President and Chairman of Global Business Groups Function Committee (left).



Mr Zhou Guohui, Mayor of China Zhoushan Municipal (3rd from right), introduced the Zhoushan Islands New Area to Mr Poh Choon Ann, Vice President and Chairman of China Business Committee (3rd from left) and Mr Simon Li, Vice President and Chairman of Global Business Groups Function Committee (2nd from right).

Meeting with the Chinese Manufacturing Association of Hong Kong Delegation

Date:

6 April 2011

Venue:

SMA



Dr David Wong, President of the Chinese Manufacturers' Association of Hong Kong (middle), presented a token of appreciation to Mr Simon Li, Vice President and Chairman of Global Business Groups Function Committee (3rd from right).



Mr Simon Li, Vice President and Chairman of Global Business Groups Function Committee (left), gave an introduction of SMA and an overview of Singapore's manufacturing industry to the delegation.



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CosmoBeaute Vietnam 2011

Date:

21-23 April 2011

Venue:

Saigon Exhibition & Convention Centre, Ho Chi Minh City, Vietnam



Yena Trading Company received good response and visitorship at their booth during the three days exhibition.



Aesthetics Marketing Asia Pte Ltd is a regular exhibitor at this trade fair and they received good response during the three days exhibition.

BuildTech Asia 2011

Date:

27-29 April 2011

Venue:

Singapore Expo



Mr Sim Siong Huat, Product and Technology Manager from Konecranes demonstrating the user-friendliness of the Konecranes ATB AirBalancer to a potential customer.



Best way to test out the product is to have a go at it! RotoAccess featuring the Aerial Working Platform, designed with advanced technical input and with a special focus on quality, operator safety and ergonomic requirements.



Showcasing Singapore's position as an important centre for construction innovation, SMA has organised a Singapore Pavilion with 20 exhibitors covering sectors such as LED lighting, finishing and adhesives, construction IT solutions, bathroom and kitchen equipment, mechanised parking, outsourcing, heavy-duty equipment, survey instruments, heaters and smart home technologies.

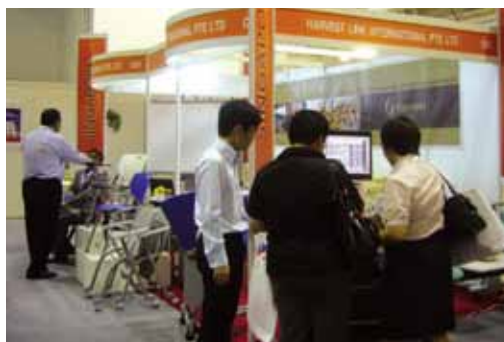
Hospital Build Asia 2011

Date:

10-12 May 2011

Venue:

Marina Bay Sands Convention Centre



The team from Harvest Link International Pte Ltd demonstrated the use of their products to potential customers.



Singapore pavilion saw good visitorship at the trade fair.

Asia Supply Chain and Operations 2011

Date:
7-8 April 2011

Venue:
Suntec Convention Centre



Guest-of-Honour Mr Sam Tan, Senior Parliamentary Secretary for Trade and Industry (left) was warmly welcomed at the Suntec Convention and Exhibition Centre Singapore by SMA President, Mr George Huang (centre) and Chairman for APICS The Association for Operations Management, Mr Eric Schaudt (right).



Mr Sam Tan (back) witnessing the signing of an MOU by WDA's Deputy Chief Executive Mr Winston Toh (left), SMA President Mr George Huang (centre) and APICS Chairman Mr Eric Schaudt (right). This MOU was inked to collaborate in uplifting productivity of the local manufacturing workforce through capability building, training and upgrading efforts.



Mr Tan stopping by the SingTel exhibition booth to check out the ICT solution that the Telco provides in enhancing productivity of companies.



Secretary-General of SMA, Mr Gwee Seng Kwong (left) takes interview of Channel 8 and U news and Lianhe Zaobao, where he shares details on the collaboration between SMA, APICS and WDA.



The conference offered a total of 14 seminars, which featured speakers from leading companies in the United States and across Asia, who shared on various topics on Productivity, Innovation and Competitive Success.



Participants breaking up into groups at the World Café – an interactive discussion session – where they shared views on corporate social responsibility and sustainability in supply chain management.



The two-day conference came to an end with plant tours to Asia Pacific Brewery and Port of Singapore Authority. While some of the delegates enjoyed the magnificent view at the world-leading port, others unwound with beer at the brewery.



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Date	Activities	Venue
22 Jun 2011	iadvisory Seminar Series: Doing business in Central China	Mandarin Orchard Singapore

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