

Connect

JUL-AUG 2010



What is MobileCom?

Boosting Productivity at II-VI

Ignore what you are, ... start
looking at what could be!

MICA (P) 135/03/2010

Productivity and
Innovation is
Everybody's Business

{ Dear Members, }

Productivity and Innovation (P&I) represents the economic well-being of a nation. As the federation for local manufacturing that contributes to 25% of our GDP, we are concerned about the future of our manufacturing community. It is not only crucial to move up the value chain but to also grow in productivity so that we can stay competitive in the global business environment.

Following our successful P&I Conference last June, we engaged the interests of many working partners, government agencies, and members in this movement. I am pleased to share that your support towards our activities, conferences and workshops has allowed us to kick-start some good progress in this P&I journey.

Manufacturing companies especially the local SMEs need to recognise that this is the most opportune time to join in the P&I movement and improve business, along with the government's strong support. At SMa, we recognise that P&I will take centre stage in our activities, and we will continue to work closely with the government as well as other partners, to formulate holistic and effective plans for our members.

Innovation is an important ingredient for productivity achievement. In this issue, we take a look at this ingredient, its form and how it could be incorporated into business to achieve results. Topics covered include product and process innovation, thought leadership, angel investment, WSQ certified training courses to nurture P&I change agents, and last but not least, innovation for the packaging industry.

I invite you to join us for an exciting journey with us in Productivity & Innovation. Please contact our Chief Productivity and Innovation Officer (CPIO) at cpio@smafederation.org.sg.

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Membership

Singapore Manufacturers' Federation Elects New President

SMa recently concluded the term 2008-2010 at its Annual General Meeting, where Mr Renny Yeo stepped down from election as President.

Shortly after the AGM, Mr George Huang was elected as new SMa President at the first Council Meeting. He will succeed Mr Yeo to lead the federation for the new term 2010 – 2012. A total of 34 Council members will serve the federation in the new term.



SMa Launches New Website @ www.sma.sg

SMa launches new website @ www.sma.sg which reflects a new look and feel to better connect you with the federation and our offerings.



Some works may still be in progress and new pages will be launched progressively. We hope that you find our new website interesting, informative and inspiring. If you have comments or suggestions, please email us at hq@smafederation.org.sg.

Three-pronged Approach to Boost Singapore's Productivity Levels

The National Productivity and Continuing Education Council held its first inaugural meeting in April to map out strategies to boost Singapore's productivity levels.



Chaired by Deputy Prime Minister Teo Chee Hean, the 19-member council outlined a holistic approach to drive productivity at the worker, enterprise and sectoral levels.

The Council will focus on forming work groups to study strategies to raise productivity in 12 key sectors. They are construction; electronics; precision engineering; transport engineering; general manufacturing; retail; food and beverage; hotel; health care; infocommunication; logistics and storage; and administrative and support services.

Accounting for approximately 40% of Singapore's GDP and 50% of the workforce, the Council noted that these 12 key sectors have the greatest potential in productivity enhancements.

The Council will push for innovation, process improvements and training at the enterprise and worker's levels for an inclusive productivity growth. It will review the Continuing Education and Training (CET) framework and make proposals on how CET can be enhanced to support a culture of life-long learning and upgrading for employability.

To support the overall productivity drive, the council will also develop research and benchmarking capabilities for productivity and mount a public communications effort to drive home the productivity message.

19 SMa F&B Members Conferred AVA's Food Excellence Gold Awards 2010

19 out of 25 recipients of the Food Excellence Gold Awards 2010 are F&B manufacturers with SMa received the prestigious conferment by Agri-Food & Veterinary Authority of Singapore (AVA). The Award recognises food factories which have consistently maintained high standards of food safety. The Gold Award rewards companies that have received 15 consecutive years of 'A' Grades.

SMa congratulates the following SMa and GS1 members:

- ADM Cocoa Pte Ltd
- Asia Pacific Breweries Singapore Pte Ltd
- Cadbury Enterprises Pte Ltd
- Chinatown Food Corporation Pte Ltd
- Coca-Cola Singapore Beverages Pte Ltd
- Fuji Oil (Singapore) Pte Ltd
- Gardenia Foods (S) Pte Ltd
- International Flavors & Fragrances (Singapore) Pte Ltd
- Kikkoman (Singapore) Pte Ltd
- Nestle R&D Centre (Pte) Ltd
- Nestle Singapore)Pte) Ltd
- Pokka Corporation (Singapore) Pte. Ltd.
- Sarika Manufacturing Singapore Pte Ltd
- Super Coffee Corporation Pte Ltd
- Symrise Asia Pacific Pte. Ltd.
- Tai Hua Food Industries Pte Ltd
- Tee Yih Jia Food Manufacturing Pte Ltd
- Yakult (Singapore) Pte Ltd
- Yeo Hiap Seng Ltd

Global GS1 Healthcare Conference

9 – 11 November 2010 | Singapore



Come 9-11 November 2010, GS1 Singapore, GS1 Global Office, Brussels and Singapore Manufacturers' Federation will jointly host the Global GS1 Healthcare Conference 2010. The theme is "Patient Safety", similar to the past three Global GS1 Healthcare Conferences were held in Hong Kong, Brazil and Geneva as follows:-

{	6 – 8 October 2009		Hong Kong	}
	16 – 18 March 2010		Sao Paulo, Brazil	
	22 – 24 June 2010		Geneva, Switzerland	

Highlights include:

Regulatory Developments / Automatic Identification using Bar Codes, 2D Codes & RFID / Traceability / Electronic Product Catalogue

Patient Safety / Five Patient Rights / Prevention of Medical Errors / Combating Counterfeits / HER / eHealth

Improving Healthcare Supply Chain Efficiency / Standardisation & Global Harmonisation / Case Studies

There will also be a closed door meeting for representatives of National Healthcare Regulatory Bodies i.e. FDA USA, Ministry of Health Officers and more.

GS1 Healthcare is a voluntary global user group leading the healthcare sector to the successful development and implementation of global standards by bringing together experts in healthcare to enhance patient safety and supply chain efficiencies. The global user group meets two times per year in the various regions of the world. The gathering leverages on a unique neutral and international platform for peers, healthcare operators and supply chain stakeholders to network, benchmark, share and learn the latest on industry and regulatory developments.

Do mark your calendar for 9 to 11 November 2010 to ensure your availability to participate in this exciting, useful and info-packed Conference.

For more information, please contact Andy Seow at tel: **68263 081** or email: sanc1@gs1.org.sg.



Upcoming Trade Fairs



18 – 25 October 2010
Guangxi, China

Highlights

- Attend the 7th China-ASEAN Expo (CAEXPO) & Business/Investment Summit
- Establish contacts with leading companies from China and Asean countries at the Expo
- Explore the business opportunities in Liuzhou & Guilin Municipal
- Attend business matching sessions for members of the Singapore Business Mission

Contact

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28 – 30 October 2010
Jakarta Convention Center (JCC), Jakarta, Indonesia

Highlights

- Biggest and the only beauty trade event in Indonesia
- A platform for manufacturers and products representatives to showcase their latest beauty products, treatments, ideas and equipment to Indonesian beauty professionals

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17 – 19 November 2010
Hong Kong Convention & Exhibition Centre, Hong Kong

Highlights

- Be there and be rewarded with
- **New innovations for representation or application** - with latest technologies exhibited by some 320 AV manufacturers and suppliers from 27 countries;
 - **New knowledge** - from skills and techniques to industry and market trends from the comprehensive Summit program (free admission for most programs);
 - **New contacts** - with leading international brands as well as emerging brands including more than 60 companies exhibiting at InfoComm Asia 2010 for the first time

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At the reception banquet hosted by the Hangzhou Municipal Government, SMa Vice-President and Vice-Chairman of SBF China Business Group, Mr Poh Choon Ann presents token of appreciation to Ms Tong Guili, Vice Mayor of Hangzhou Municipal Government. On the right is Dr Robert Yap, SBF Council member and Chairman of ASEAN Business Group.



Exploring China's New Frontiers

SMa and Singapore Business Federation (SBF) joined hands and led a successful trip to scout emerging opportunities in the Zhejiang province. The delegation comprised of 80 representatives from 61 companies across the electronics, food and beverage manufacturing, logistics, trading, engineering and building and construction and other industries. Most companies are SMEs that are visiting Zhejiang, China for the first time and have interest in developing trade relations with Zhejiang's enterprises.

The business mission leaders were Dr Robert Yap, SBF Council member and Chairman of ASEAN Business Group, SBF; and Mr Poh Choon Ann, Vice-President of SMa and Vice-Chairman of SBF China Business Group.

The delegation visited Zhejiang's sub-provincial cities – Hangzhou, Ningbo, Zhoushan, including the economic and technological development zones and industrial parks, such as the Hangzhou High Tech Zone, Hangzhou Economic & Technological Development Zone, Ningbo Economic & Technical Development Zone and Zhoushan Manufacturing Industrial Park.

Zhejiang is one of the most affluent provinces in China, with manufacturing centred on electro-mechanical industries, textiles, chemical industries, food and beverage and construction materials. In March this year, the Singapore-Zhejiang

Trade and Economic Council (SZTEC) agreed on the 2010/2011 work plan, which will focus on six key areas that are aligned to Zhejiang's long term plan to upgrade industries and promote services sector. These sectors are namely i) trade and economic; ii) environmental services; iii) transport and logistics; iv) infocomm technology; v) tourism; and vi) modern services.

Zhejiang is known for its 'Zhejiang Model' and the 'Zhejiang Spirit' where it focuses on encouraging entrepreneurship, and building a strong army of private owned enterprises (POEs) that were responsive to the market trends. Moreover, these POEs gradually reduced production costs, and improved product quality with incremental innovation to produce low cost goods in bulk for both domestic consumption and export. They also

invest in other parts of China, and are better known to produce famous Chinese brands such as Geely automobiles, Wahaha beverages, Youngor apparel and Alibaba internet marketsite by famous entrepreneur Jack Ma.

The mission to China's second and third-tier cities is described by Mr Poh Choon Ann, as 'timely' along with the economic recovery and the SZTEC meeting which highlighted areas of potential collaboration. He said, "This is the best time to encourage our local SMEs go overseas and benefit from the growth opportunities in the second, third and even fourth-tier cities, which will develop swiftly and secure future economic growth stages within China. Competitive advantages such as relatively low labour costs and yet stable flow of talents and workers, and the Chinese government's commitment to establish investor-friendly relations are certainly placing these provinces such as Zhejiang on the radar screen of local SMEs. I hope that with this mission, we will see increased engagement with the Zhejiang counterparts in future, be it trade of goods, investments or sharing of our local high-tech expertise."

One of the delegates, Mr Seah Seow Khiang, founder of homegrown pre-mixed spices business, said he would like to further explore opportunities in China for a ready consumer market for our local Nanyang flavours and products such as Ba Ku Teh, Curry Chicken, Emperor Herbs Chicken and others. He said the mission was an eye-opener and a great experience that gave him pockets of insights into the local cuisine, and the potential for consumer preference towards other foods. [Connect](#)



Seminar on investment merits of Ningbo Hangzhou Bay New Zone



Ningbo municipal government welcoming Singapore delegates

Packed with Innovation

The 3-seconds supermarket shopper's instinct

If you are an ardent fan of honey, what would you look out for when you shop down the supermarket aisles of bottles and bottles of honey?

Your favourite brand, BigTeddy's Honey would taste great as ever but the new bottle on the shelf beckons you with its unique shape, new type of opening nib and a refreshing stature. It costs two bucks more, but more than a pot of gold it must be.

As what Dr Gordon Stewart, Head of Education at the Institute of Materials, Minerals and Mining in UK, says, "What sells the product is the pack."

Indeed, the packaging gives almost any product a value, and these days, more product manufacturers are investing very large sums – almost half of the cost of a bottle of beverage, for instance, the Cola. As urban living becomes more common across regions, more companies invest heavily in packaging. It is however, very often the SMEs and their products that struggle to vie for consumers' nods during the 3 seconds shopper's instincts and judgment in the supermarket.

If manufacturers can look beyond the goodness of their products and concentrate more on the packaging, their products will certainly fly off shelves in no time. The key is how to facilitate the transition of focus from poor packaging to packaging innovation that adds to the bottomline.

Recognising the Bottomline

Consumers love innovative ideas but they don't recognise one till it is created into a product. So don't go asking around what consumers think of innovation, or if the trends these days are innovation or consumer-led.

Chances are successful manufacturers and product packagers adopt innovative packaging that gives both consumers as well as manufacturers a total, holistic view of the product, taking into consideration the contents.

Manufacturers and packagers must take a serious view towards packaging because today's customer-centric consumption needs seems to be accompanied with rising affluence. In other words, the role of packaging apart from preserving, protecting is to promote a product, and to create a beckoning difference among other products, as well as among rising consumer trends.

Local SMEs especially, could develop their niche in packaging, and enjoy the benefits of popularity and pick-up from shelves. UK's famous smoothie brand, Innocent, was a hit with supermarkets and shoppers, and turned almost into a million-dollar business overnight. The reason - a holistic, refreshing approach to package and represent its fruit smoothie beverage with a smiley avatar crowned with a halo. Clearly, it suggests 'harmless', 'feel-good' and healthy drink that has found itself into millions of households. The success factor lies in the holistic packaging that includes the product, brand name, packaging, label and other advertising and promotion considerations, all as one single entity.

Open Innovation

Not only is understanding the

importance of packaging critical to the success of a product, local manufacturers and packagers must learn to upgrade their packaging expertise to ensure a systematic and strong development and maintenance in packaging knowledge and standards. The most preferred approach to innovation is open innovation. This is a technique where companies look around outside, rather than R&D internally in the company. They also bring in consultants from outside and benchmark with other companies.

An advice to local SMEs, Dr Stewart said, "You have to be divergent rather than convergent. Your thoughts need to be outwards rather than tightly focused. Then innovation becomes much more difficult. Because you need to look outside for ideas and challenges. Only when you look outside, you will get a source of inspiration."

Apart from joining professional and trade associations such as the Packaging Council of Singapore, companies can also initiate schemes such as team building and mentoring as well as competition such as the Singapore Packaging Star. But what is most useful and effective is education - through training classes that not only nurture technical designers to look divergent, and seek outwards for inspirations and challenges.

Dr Stewart said, "Education training is one way to bridge you to the outside world. If you send people on courses,





they will get access to ideas and also, individuals from outside the company. If people from outside the company come in to do the courses, similarly, it is a match of bringing new ideas into the company."

He continued, "I see training as useful in enabling the flow of ideas to take place. Of course it is useful also in terms of bringing new skills and abilities as well. It also gives a feeling of belonging and commitment to the company. So if the company is willing to invest in the staff's training and development, they will build up loyalty."

He cited example of large companies that invest in education and training for their executives for three years with full pay. At the end of the three years, 30% left for better jobs. However the remaining 70% of the staff can be considered to be the future backbone of the company. Most companies, as advised, should not look at the negative issues and discourage investment in staff training, or they might miss out a great future in packaging innovation.

Singapore's packaging industry be have a distance from the pinnacle standards and popularity, however the good news is the gap can be closed easily. "Singapore does not have to learn from scratch. She can learn from other advanced countries, their successes, failures and lessons in packaging," Dr Stewart said.

Key industry trends

Indeed, sustainability and urbanisation are two key trends that are calling for packaging innovation. Innovative packaging key to keeping updated with developments in consumer market that is experiencing a shift in public opinions towards the environment, their personal buying experience and packaging innovation.

Sustainable packaging is not just about using the least materials to do the job. The correct term is - optimised packaging, which includes the connotation of reducing excessive packaging materials and waste. Many

countries, according to Dr Stewart, think packaging is harmful to the environment, but Dr Stewart thinks otherwise. "In fact, packaging is beneficial for sustainability. Because you only have to ask the question - if we did not have packaging, how sustainable would our logistics - supply chain be, without tomatoes and eggs being packed in boxes. If we did not have those boxes, and we had a lorry along the country road and a bucket with those eggs, then we will pretty soon realise the value of packaging."

He continued, "Contribution of packaging to sustainability is key for all counties, no more so than Africa where problem of food waste is one of the greatest problem when so much produce goes to waste being reaching the consumers. So sustainable packaging is one of the major drivers that will drive the industry, including the local packaging industry."

The other driver is the way the population changes due to urbanisation, which represents changing demographics, also contribute to more complex parameters in packaging needs and changing consumption patterns. For instance, an urbanised country is likely to have smaller households, who are interested only in smaller portions, ready-made and conveniently packaged foods.

Meeting those challenges is a very innovative process. Where sustainability is concerned, least material is needed to do the job of the pack. If you use

too little material then it may not properly do the job. What is needed is the combination of latest knowledge on packaging, innovative thinking and technical expertise, to allow product manufacturers, brand owners and packaging designers to better develop functional, innovative and aesthetic packaging.

Today's manufacturers, packagers and supermarkets are pressured to take the evolving consumption needs into consideration as they develop innovative packaging and products. Be it concerns over the company's corporate social image or the bottomline, today's key trends are tests to a company's packaging innovation and adaptability, that must not be ignored.

Advice to Manufacturers

Dr Stewart advised product manufacturers, "The pack is more than just to protect and preserve your product though it is highly important. It is also there to promote your product. What is your investment in packaging? What is the importance of it? What ought you be doing in order to use the packaging most effectively to promote your products."

He continued, "How sure are you that the product can be delivered to the customer and get to the customer in the best quality possible. It is very important therefore, to invest in knowing about packaging and making sure that your staff also knows the importance of packaging." **Connect**



Innocent logo



Innocent pack

For information on training courses on packaging, contact the Secretariat at 6826 3000 or email your enquiries to hq@smafederation.org.sg



Dr Gordon Stewart,
Head of Education
at the Institute of
Materials, Minerals
and Mining

BOOSTING PRODUCTIVITY AT II-VI



CONNECT talks to Dr Ahmad Magad, Group MD of CO2 laser optics manufacturer, II-VI who is also Vice-President of SMa, and the industry representative in the recently-formed National Productivity and Continuing Education Council (NPCEC). Dr Magad shares his thoughts on the government's call on productivity and innovation and his experience on productivity crusade in his company.

Q. How do you think the government's P&I initiatives will impact on the manufacturing landscape? How significant will the change be?

Singapore's best hope to maintain economic growth and keep the wealth creation engine stoked is improved productivity – to produce more with fewer workers. The need is particularly compelling because a sizeable portion of our manufacturing workforce, particularly SMEs are still optimized for late 20th-century industries when the jobs being created now are for 21st century knowledge workers – no longer factory workers.

Therefore, the government's holistic approach to improve national productivity across all sectors of the economy and particularly, to encourage firms to upgrade and redesign jobs, will go a long way to create and add the much needed knowledge workers to propel industry growth. Manufacturing industries will particularly benefit from workers who can better analyse information, solve problems by themselves, render good judgment, think creatively and innovate. It will contribute towards enhanced process know-how, creation of more intellectual property and brand value, and thereby increase the overall market value of manufacturing industries.

Q. What do you think are the barriers to P&I implementation in a company?

Most companies recognise the importance of productivity improvement and promoting innovative initiatives to boost competitiveness. The primary obstacle however, lies in the lack of resources and knowledge in going about it. Many companies also underestimate the need for serious senior management commitment and involvement to make such initiatives a long term success.



Dr Ahmad Magad (fourth from right) and some members of his Management Team.

P&I implementation must be top management-led and requires many years of consistent preaching, honing and refining of initiatives until it becomes a culture and is ingrained in the minds of employees over time. It is an integral part of the business excellence journey which is long, arduous and never ending.

Q. How has your company, II-VI embraced P&I? What were the considerations?

II-VI began sowing the seeds of its Business Excellence journey in the late 90s when its management realised that it is operating on an increasingly global stage, which is fraught with uncertainty and challenges but yet rewarding, if it focused on the changing needs of its customers. Building on its well-established Quality Management System, the company built an integrated, robust and sustainable system of processes, practices, people and culture. Putting in place visible leadership and a concerted effort to build a high performance and engaging workforce are integral to sustain this journey.

The Business Excellence Framework in the SQA further provides II-VI with the necessary building blocks to focus on Customers, Systems, Processes, and its Stakeholders, including its

employees. The whole workforce was very encouraged when we attained our first SQC status in 2002. The programme's sustenance was further testified when the company was recently awarded the SQC Star status. Focus on Productivity and Innovation integrated in the company's lean management, balanced scorecard and performance management systems. Their integration enables II-VI to effectively tie these to its reward system which distinguishes individual, departmental and overall business unit performance.

An annual 3-day retreat and a rolling quarterly review ensure that its business and manufacturing strategy remain relevant to the changing business landscape. Changes are communicated to staff at all levels to ensure alignment.

The adoption of many best practices in Lean Management, HRM, IT and Systematic Problem Solving methodology enables us to constantly challenge our current processes and develop innovative and creative approaches to improve and create greater value in our manufacturing processes. The commitment of everyone within the organization is regularly renewed and secured to ensure everyone understands the rationale. The trust built over the years on the principle of 'shared responsibility

shared rewards' has enabled the team to remain resilient in effectively overcoming obstacles that come along the way.

Q. Any advice to CEOs who are keen to embrace P&I?

CEOs desirous of implementing and embracing P&I must first understand that it is not a one-time start-stop event but a long and arduous journey which requires serious commitment and buy-in for all under his charge to be on board the bus.

Its implementation requires systematic planning, setting of appropriate KPIs and consistently tracking performance. Clear dashboards with clear charts and information need to be set-up to enable employees to collectively track progress and improvements made. Wherever possible, benchmark performance against the best in the industry.

Keep abreast with the latest in scientific developments and technological innovations and be prepared to embrace those that are relevant to the company. Adopt Lean Management Concepts and Methodology, and develop an Innovation Strategy. Combine a culture of discipline with an ethic of entrepreneurship to achieve agility.

Connect

Celebrating the Best in WSH Practices



Celebrating The Best of WSH Awards 2010

@ SINGAPORE MANUFACTURERS' FEDERATION
WSH Innovation & Supervisors Awards

Organised by



Sponsored by



188 companies and individuals were honoured at the WSH Awards 2010 gala event hosted by WSH Council and supported by the Ministry of Manpower. The Annual WSH Awards celebrates the best in workplace safety and health, and recognises deserving winners on a national level for their commitment and exemplary standards in WSH.

Earlier, SMA received total of 28 entries for the Workplace Safety & Health (WSH) Innovation Awards 2010 (Manufacturing industry). 9 entries were selected by the panel judges for the WSH Innovation Awards Convention in April 2010. For Supervisor Awards, 3 nominees were also selected. The top three entries for Innovation and Supervisor awards were honoured at the WSH Awards 2010.

Heartiest congratulations to the winners! [Connect](#)

WSH Innovation Awards

Gold Winners

Company	Project Title
Infineum Singapore Pte Ltd	Emergency Chlorine Shut-Off Device
ST Aerospace Engineering Pte Ltd	Super Puma Tail Boom's Stand cum Trolley
GE Oil & Gas	Magnetic Metal Chips Remover

Silver Winners

Company	Project Title
Cameron (Singapore) Pte Ltd	Safety, Quality & Productivity by Burnishing Process
OM Group Ultra Pure Chemicals Pte Ltd	Safe Operation during Chemical transfer in the Laboratory
Systems On Silicon Manufacturing Company Pte Ltd	Reticle Pod Retrieving Tool

Bronze Winners

Company	Project Title
Eastman Chemical Singapore Pte Ltd	Improve Reliability of Plant Emergency Light to Reduce Frequency of Working at Heights
Singapore Oxygen Airliquide Pte Ltd	Top Safe Platform
The Polyolefin Company (Singapore) Pte. Ltd.	Controlling and Safely Removing Electrostatic Charges in the Plant

WSH Supervisors Awards

	Supervisor	Company
Gold	Mr Sim Mong Kheng	MultiHeight Scaffolding Pte Ltd
Silver	Mr Lam Siew Toh	Pfizer Asia Pacific Pte Ltd
Bronze	Mr Mooi Fook Wah	CSR South East Asia Pte Ltd



Gold recipient: Infineum Singapore for project 'Emergency Chlorine Shut-Off Device'



Gold recipient: GE Oil & Gas for project 'Magnetic Metal Chips Remover'



Gold recipient: ST Aerospace Engineering for project 'Super Puma Tail Boom's Stand cum Trolley'



Manufacturing's Next Stance: MobileCom



Manufacturers are seeing the word 'service-innovation' more frequent these days. It means to innovate their business offerings with the element of service. The crux is how do you unlock the treasure chest full of consumer insights into needs and preferences of today's consumers, something that researchers and advertisers are investing millions of dollars in? Or more importantly, where do you find the channel to provide service to your customers and engage them in loyalty with your products and brands?

Mobile phones are revolutionary devices that are changing communication, connectivity, transactions and market intelligence. These four traits are exactly what make it functional to a whole range of business applications allowing consumers and both businesses to interact on a massive scale.

One example is mobile marketing which targets to build a relationship with customers through the four key factors: permission-based, targeted, "live" and two-way. The winning formula that mobile marketing differs from other channels is that they are capable of sending the right message to the right person at the right time, and hence trigger a better response rate. Though marketing remains as one highly persuasive aspect in a consumer's purchase cycle, the bigger picture is mobile commerce or m-commerce. It brings businesses into the various stages within a consumer's purchase cycle anytime and anywhere. Manufacturers, for once, are able to share, gather insights and information directly from consumers' behaviour.

MobileCom

MobileCom which stands for both m-commerce and mobile communication, is an emerging market that present first movers huge advantages to help them capture value. Six business applications have been identified as particularly relevant in the supply and demand chain, some of which have been up and running in highly tech-savvy countries such as Japan and in many other countries, highly anticipated.

6 business applications

- » **Extended packaging:** consumers access additional information about products through their mobile phones.
- » **Content purchase and delivery:** digital products such as videos, games and music can be trialed and sold via mobile phones.
- » **Mobile coupons:** mobile phones are used both to capture and redeem coupons and discounts.
- » **Authentication:** mobile phones are used to check whether or not a product is genuine.
- » **Re-ordering:** Mobile phones are used to reorder products with orders sent to the supplier in a standard format.
- » **Mobile self-scanning:** consumers in supermarkets use their mobile phone (rather than a device supplied by the supermarket) to scan products as they do their shopping.

With these applications, we imagine how it can shape business models.

Value proposition

Today's customer-centric business landscape leads the market with new innovative products and services that not only addresses problems, but creates extra value from the product from the customers' perspective. For instance, an mp3 music player manufacturer may like to provide discounted purchase of musical content that can be easily blue-toothed to the player. Housewife consumers may also scan a '2d' code printed on a \$7.95 pack of pasta and get access to a library full of noodles recipes, on-demand. Essentially, businesses now no longer only provide products, but a total solution with its product and complementing service that creates extra value for the customers.

Market segment

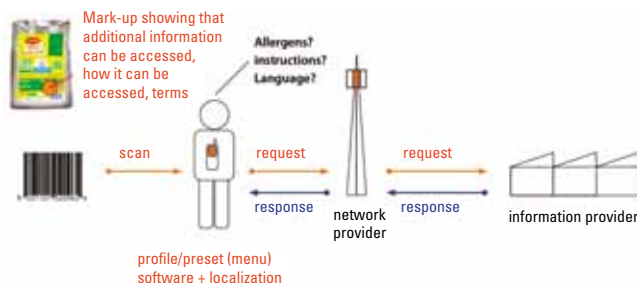
Very often, the product is more than what meets the eye. As much as the manufacturer or brand owner wants to communicate the goodness of the product, it can only be conveyed by extended packaging and information captured from the barcode, rather than mere glossy and loud advertising and promotion tactics. Extended packaging offers virtual packaging information. For instance, a customer walks into the pharmaceutical store and checks on the country of origin of the product.

Before purchase or even before shopping, the consumer can define the information required or interested in, and retrieves the information instantly. This is particularly useful to identify the origin or authenticity of a product. The requested information is feedback and interaction with the manufacturers that now know about consumers' concerns.

This may also lead to developing and capturing new markets. For instance, organic food lovers can be certain of their purchases that are free of generically modified ingredients. Eco and nature lovers may now be able to identify the brands and products that were produced and processed in a socially responsible way or incurring a lower carbon footprint. When these groups of consumers are identified and targeted, manufacturers can easily engage these market segments as they learn about their needs and unlock their potential to further innovate products.

Value chain structure

MobileCom enables not only efficient B2C interaction but also enables close collaboration between business partners in a B2B context. Both the product lifecycle and consumers' purchase cycle, are equally important in the ultimate value system where manufacturers must learn to manage, in order to develop and sustain a competitive edge for their businesses. MobileCom benefits companies that previously lack in strong vertical integration with its upstream



suppliers and downstream distributors, retailers and consumers. Within the product lifecycle, businesses can use technology in the quick checking of stock, re-ordering of products at any time or location, monitoring movement of goods, traceability, and confirming the authentication and preventing counterfeits. In short, it allows the practice of Collaborative Planning Forecasting and Replenishment (CPFR) and Just In Time (JIT) manufacturing techniques. Ordering process for smaller businesses is now made easier, boosting the productivity, and enhancing a leaner and quicker supply chain.

On the other hand, businesses can enter the purchase cycle anytime and throughout, i.e. before and during purchase as well as after sales. With advertising and promotional information sent directly to shoppers in a supermarket, a consumer may snap a picture of a barcode advertisement and retrieve a mobile coupon for products discount in the shop today. Use the code again and it turns into a win-win loyalty programme for both consumers and businesses. This redemption is fast, streamlined and effectively reaches the right group of consumers, which in future generates more insights for businesses to understand their consumption habits. Payment is

the barcode on the bill and process payment with his mobile phone.

Revenue generation and margins

Apart from coupons and loyalty schemes or programmes, MobileCom also opens up another revenue stream – catalogue shopping. Without heading for the mall, a consumer can scan the bar codes on a product catalogue mailer and purchase from the company directly. Businesses that have web-based catalogue in the 'virtual' shopping mall, can also allow customers to order products promptly. This convenient way of marketing and selling products not only shortens the purchase cycle but also saves costs on advertising and promotion and captures better margins.

Position in value network

As consumers use their mobile phones to access information about price, product quality and characteristics in a store, they are likely to pick up other similar products to scan and compare the price. They may even access test results from consumer organizations or customer reviews that may influence consumer behaviour and decision. This comparison shopping is where manufacturers can easily identify and analyse their product strengths or weaknesses as well as their competitors or complementors.

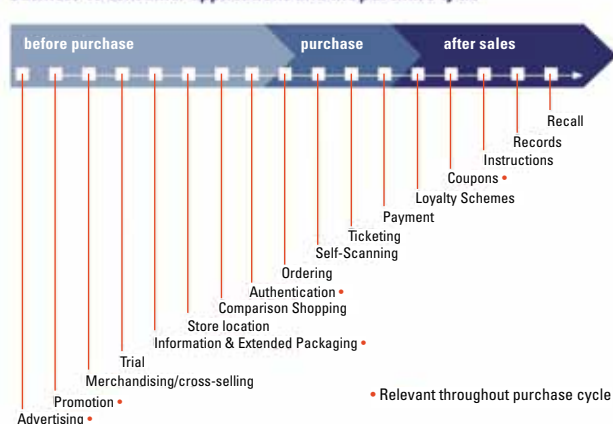
it is expected that there will be 5 billion mobile phones worldwide. In many developed countries, mobile phone penetration is well above 90%. According to Infocomm Development Authority of Singapore, Singapore's mobile penetration rate will reach 137% by end 2009 and a total of 3.42 million 3G subscribers by the end of March 2010. Such significant numbers present businesses and consumers new and exciting experience in commerce. Brand owners are especially thrilled at the technologies that now bridge consumers closer to their products. However are our consumers really ready to embrace m-commerce?

Consumers today are indeed savvy and reliant on internet access. The convenience and quick access to information very often puts consumers in an "alpha" mode for shopping. However, confidence is key obstacle to this mass adoption. Confidence about costs of services, source and reliability of information delivered to third party, respect of privacy and personal information and last not least, about the security measures protecting their devices are effective. For m-commerce to be adopted and widely leveraged on, there must be an open and neutral infrastructure trusted by both businesses and consumers to enable fast and easy adoption of m-commerce. Other concerns include technology availability due to high-speed mobile networks, interoperable systems with unique identification keys, difference in data carriers, and communication layers may be restricted to specific geographic zone or mobile operator and more.

GS1 Mobile Com group realises the importance of a favourable environment for the proliferation of m-commerce, and brings about partners in the supply chain to build on existing standards. GS1 invites businesses to share perspectives and discuss how a common infrastructure can be built.

For more information, contact GS1 Singapore (www.gs1.org.sg) or visit www.gs1.org/mobile to find our more about MobileCom. [Connect](#)

Business-to consumer applications and the purchase cycle



Challenges and Risks

The usage of mobile phones has increased rapidly due to the evolution of Internet and other mobile technologies. By the end of 2010,

Reference

- GS1 Mobile Com White Paper
- <http://www.quickmba.com/entre/business-model/>

Ignore what you are, start looking at what could be!

Embracing innovation to invent new market space and to accelerate growth.

By Ronald Dalderup

What does it take to become more innovative and how does design thinking fit in?

This article explores how SMEs can spark innovation, invent new market space and accelerate growth. It all starts with the need for an innovative mindset which challenges the current business strategy. Secondly, design thinking tools need to be adopted and used by the organisation. Thirdly, the organisation needs to MAKE time to bring ideas into action and to make change happen.

Local SMEs contribute more than 50% of GDP and seeing them succeed in both local and the international arena is of vital importance to Singapore. Being successful however is becoming more and more difficult.

Good marketing and branding efforts alone do not bring sufficient differentiation anymore. With customers spoiled for choice, more fickle and less brand-loyal, companies will only succeed in growing the business successfully when they bring dramatic increases in customer value to market. This requires new thinking and new actions.

Innovation the new frontier

Innovation can help the company deliver more relevant products and services, 'surprise' customers, and open up new markets. Innovation differentiates the company and makes competition less relevant. Innovation focuses on top line growth, brings in money and improves overall profitability. SMEs know all these and the question frequently asked is not why innovation - but how to really do it.

"We know innovation is important, however we are too small!" While it is true that SMEs do have limited resources, this does not mean it is impossible to make a start to spark innovation in the enterprise. A start can be made by embracing 3 elements:

- 1) Adopt and spread an innovative mindset
- 2) Embrace design thinking tools and innovation processes
- 3) Making the time for innovation to really work

1 Start with a new mindset: "For innovation to work a strategic innovative mindset is fundamental."

This essentially starts with the notion that it is good to spend time thinking about the future, to ignore for a moment what you are now, and to start looking at what could be possible.

It requires a shift from short to long term, and from competition and suppliers to future customers. It requires curiosity in "what is next" and "what else could be", challenging everything in the process. This was what Apple did when they revolutionised the portable player market with the I-pod and in the process leapfrogged a computer company into a Multimedia giant.

Nintendo challenged all perceived mental models around gaming. Before the Wii, games had high graphics, were played predominantly by youngsters on a PC device and were played away from the family. Wii brought family games into the living room. In Singapore, Eu Yan San reinvented itself over the years and revolutionised the way Chinese herbal medicine was packaged, displayed and sold.

Strategic innovation thinking	Instead of:
Take nothing for granted and challenge everything	Established mental models and tacit industry rules
Long term focus	Short term focus
All stakeholders (including customers)	Shareholders
Invent new market space	Fighting for market share in existing markets
Create radical new value to make competition irrelevant	Trying to outperform competition
Actively shape markets and external trends	Adapting to external trends
The customer and future customers are at the centre	Competition and suppliers are at the centre

2 Embrace design thinking tools and innovation processes "Innovation requires a "new pair of eyes" to look at the business."



The most powerful approach to bring innovation to life is a more user centric, future customer focused approach. This new mindset and set of tools is often referred to as Design Thinking.

It comes about when the innovation process applies tools and techniques which help the organisation to develop a better and deeper understanding of customer needs and wants, the context in which people will use your product or experience your service. Simultaneously, design thinking tools assist the organisation to anticipate trends and bring in the customer voice. It facilitates customer engagement and involvement in the product and service development stage. It helps the organisation to formulate a future product concept and fine tune it before it becomes reality. Examples of such tools include:

Design thinking tool	Purpose	Application example
Persona tool	A tool which describes the target group customer as individual customers by personalising examples of that target group, explaining their lives, attitudes and beliefs and their aspirations.	Typically supports SMEs to focus more on the real intended target group and to align the design and sourcing process around this.
"a day in the life tool"	A tool which forces the team to think from a customer experience point of view, describing "a day in the life of.."	Helps hugely to define the required features of a new service delivery.
Touch point tool	Maps all the relevant touch points where the customer "touches" on your brand / your company"	Is successful in spotting missed opportunities and miss alignments between company vision and mission and reality.
Observations	A combination of tools and techniques to observe people and how they interact with your products.	Successfully supports brands to design future upgrades of an existing product.
Rapid prototyping	A way to build rapid prototypes using inexpensive techniques and have potential users interact / use these "mock up products" and give feedback. These can be made using post it notes, Lego blocks, card board etc.	Has helped companies to define the right product concept and to spot opportunities to make the product more easy to use. Also assists the team to better understand each other in terms of product requirements, look & feel.

3 Making the time for innovation to really work: "SMEs can implement innovation successfully if they make the time for it"

Thomas Edison once said, "Success is 10% inspiration and 90% perspiration."

Even today, there is still a universal truth in this as long as one recognises the need for the "inspiration part" to happen. SMEs should be mindful of the way the business is run and to spend sufficient time on all domains of the business.

Innovation can only happen if at least 10% of available time of the management team is spent on long term external aspects such as business innovation, trend research, customer and future customer interactions, defining future product and services development strategies.

30% of time should be spent on implementing the strategy effectively and efficiently e.g. by having rigid innovation processes in place which need to be followed by every new product creation team.

The remaining 60% of time should be split over short term driven activities such as sales promotions, campaigns and improvement projects to make the organisation more efficient.

This could include defining and implementing new processes which save time and costs. [Connect](#)

Figure 1: Typical short-term focus on tactics only

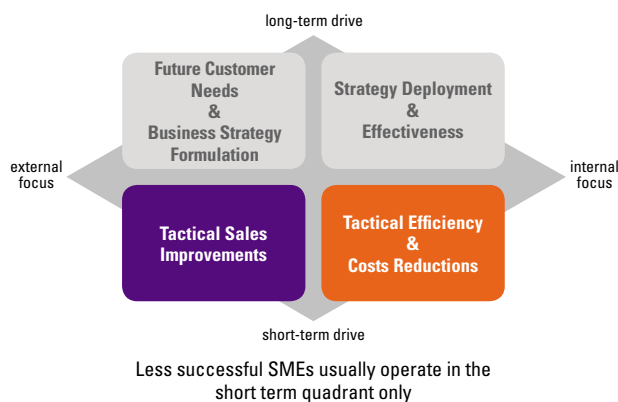


Figure 2: Balanced tactical and strategic activities



About the Author Ronald Dalderup Innovation catalyst and co-founder of NBDA Asia

Ronald is the co-founder of NBDA Asia, a specialised innovation and business growth accelerator consultancy firm, with offices in Singapore, the Netherlands and Germany. Typical projects involve new product & service creation

for manufacturing, trading companies and for the medical industry as well as for hospitality and retail.

Ronald challenges organisations to think out of the box, think big and to innovate from a true customer perspective. He is passionate about helping organisations to create more WOW for their customers and to integrate human-centred innovation processes in their organisations.

Currently he is supporting several organisations in Singapore to adopt and apply best design thinking practices. Ronald holds a Dutch degree in Marketing and Mechanical Engineering and is a founding member of the Fellowship of Inventors, the Netherlands Waterhouse in Singapore as well as the Asian Experience Economy Centre, a think tank and resource centre in experience creation.

SMa Centre for Corporate Learning Programme Calendar Upcoming Programmes

PROGRAMMES	OCT 2010
Fundamentals of Leadership	1
Effective Anger Management	4
Workshop on Understanding Letter of Credit Best Practices and International Trade	4 - 5
Thinking On Your Feet	4 - 5
Statistical Process Control and Process Capability for Manufacturing	4 - 5
Successful Sales Management	6
Selling It Right!	6
Enhancing Communication and Interpersonal Skills	6 - 7
7 QCC Tools & QCC	7 - 8
Poka-Yoke (Mistake-Proofing at the Workplace)	7 - 8
Tips & Traps In Negotiating Business Contracts	7 - 8
Understanding Key Performance Indicators (KPI)	8
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Creative Ideas That Work	25
Effective Uses and Applications of INCOTERMS in International Trade	25
Effective Cash Flow Management	26
The Art of Delegation	29
APICS CSCP Certified Supply Chain Professional	Please call 68263071 / 68263063 for the latest schedule
APICS CPIM Basics of Supply Chain Management	
APICS CPIM Master Planning of Resources	
APICS CPIM Detailed Scheduling and Planning	
APICS CPIM Execution and Control of Operations	
APICS CPIM Strategic Management of Resources	
APICS Global Sourcing Workshop Series	
APICS LEAN Enterprise Workshop Series	
Forklift (1 day Theory & 2 days Practical)	Please call 68263044 for the latest schedule
Forklift (1 day Theory & 4 days Practical)	
Basic Industrial Safety & Health Course (BISH)	7, 14, 21, 28

Safety Orientation Course for Workers (Metalworking) - MSOC. Training available in Mandarin / English. Please call 6826 3056 for the latest schedule.

For Seminar enquiries:

Call: 6826 3071/ 6826 3056/ 6826 3086
Email: ccl@smafederation.org.sg
Website: www.sma.sg

PROGRAMMES	NOV 2010
How to Handle Conflict & Confrontation	1
Understanding Financial Statements	2
Developing High Performance Teams	2 - 3
Failure Mode and Effect Analysis (FMEA)	3 - 4
Shaping Up Your Company's Financials and Create Wealth	4
Strategic Production Planning, Scheduling and Controlling	4 - 5
Conducting Successful Recruitment Exercises	4 - 5
Get Organised for Peak Performance	8
New Ideas for More Sales	8
Import/Export Documentation and Shipping Procedures	8 - 9
5 Whys Root Cause Analysis (Quick and Effective Way to Solve Problems)	8 - 9
Production Annua Plan: How To Develop and Manage It	8 - 9
Winning With People at Work	8 - 9
Understanding The Retail Industry	8 - 9
Conversational Workplace English for Non-English Speaking Employees	8 - 12
Mind Mapping & Thinking	10
Process Engineering: Soldering in Electronics	10 - 11
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SPUR-Certificate in Generic Manufacturing Skills (Logistics)	Please call 68263041
SPUR-Certificate in Generic Manufacturing Skills (Precision)	for the latest schedule
SPUR-Certified Operations Specialist (COS)	Please call 68263086 for the latest schedule
SPUR-Certified Operations Professional (COP)	Please call 68263044 for the latest schedule
Basic Industrial Safety & Health Course (BISH)	4, 11, 18, 25

CONNECT talks to champion for SMa Innovation Network (IN) interest group, Mr Peter Tan for his views on why manufacturers should look at investment opportunities to drive innovation.

The P&I 'bailout'

In Budget 2010, the government took a bold step - \$5.5 billion initiatives over next five years that clearly demonstrated the resolution to stay away from the downwards productivity charts and painful toll on local companies as a result of the crash of world markets.

To achieve sustained progress in P&I, we need to focus on technology investments which can contribute to a regenerative and self-sustaining market for continuous improvement in business, technology and operations. This explains why SPRING Singapore subsequently announced a tax deduction scheme to help seed and nurture innovative start-ups, just like kernels waiting eagerly on the stove.

Resources are becoming more expensive in Singapore, and it is important for local companies to pursue what the government has been pushing for - CBF - cheaper, better, faster economy.

Champion for SMa Innovation Network Initiative, Mr Peter Tan, who is also general partner at JP Asia Capital Partners, echoes, "We need new markets, new processes, and in short, new ways of doing things. The clean technology, for example, everyone is trying to pursue a clean tech approach but what does that mean, and how do you produce to become eco-friendly - is key." What can local manufacturers invest in, amid today's knowledge-based economy that is seeing rising costs in operations, labour and energy? Therein comes technology.

The need for new technology

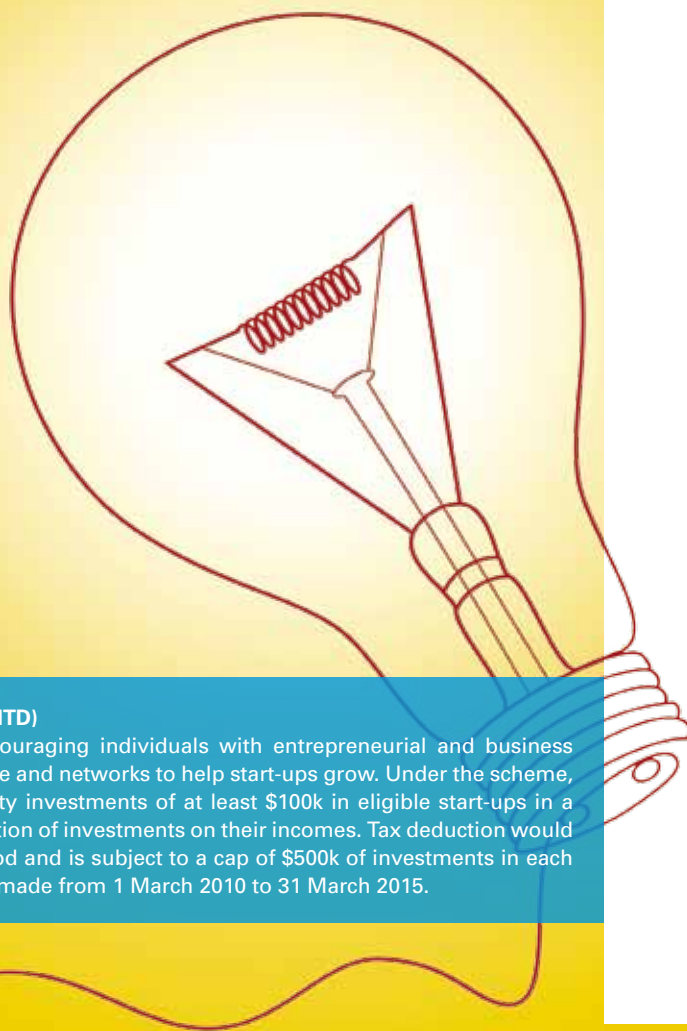
Turning to new start-ups for ideas and capabilities could be the trump card for local manufacturers and start-ups. Mr Tan believes the government's move may be a winning move for the local manufacturers. "Essentially, what SPRING is doing is to stimulate the interests of young entrepreneurs to be forthcoming in investing in new ideas, and if these new ideas do take off, it is going to change the manufacturing landscape," he said.

Tough to find investors? Mr Tan disagrees. "I don't think there is a shortage of funds in Singapore where

Ideas with a Price Tag

resources are concerned. I think the most important thing is the availability of good, new ideas to invest in," he said.

Mr Tan highlighted that urbanisation is adding on to the woes of labour costs. He said, "Today you have more companies having problems in China - labour go on strikes. Over the near and medium term, labour costs (in China) are going to be a lot more expensive. And suddenly there is an increased demand



Angel Investors Tax Deduction Scheme (AITD)

The tax deduction scheme aimed at encouraging individuals with entrepreneurial and business expertise, to bring in investments, expertise and networks to help start-ups grow. Under the scheme, approved angel investors who make equity investments of at least \$100k in eligible start-ups in a given year, will qualify for a 50% tax deduction of investments on their incomes. Tax deduction would be given at the end of 2-year holding period and is subject to a cap of \$500k of investments in each year of assessment. Valid for investments made from 1 March 2010 to 31 March 2015.

for automated equipment, machines. FANUC, one of the largest makers of industrial robots in the world, is enjoying a lot more interest in automation now. And this is going to be a trend."

Indeed, where technology meets application, investment driven by innovation sums it all. Singapore's manufacturing industries need not only more, new and applicable ideas and technologies but also needs to quickly embrace these new inventions and discoveries to the industrial applications – fast.

Even compared to other Asian countries, Singapore's tech-investment scene is neither progressing fast nor is it heading anywhere. This indicates how much more effort our local angel investors, entrepreneurs and scientists need to put in. Not only catching-up but to swiftly learn from other companies and countries. Singapore's size is no excuse in competition in a knowledge-based era, but the lack of a strong and consistent flow of talents and ideas inevitably slows down local developments in P&I.

Factory culture is no barrier to innovation. What seems common among Chinese manufacturers – imitation, can also prove to be otherwise, when leading telecoms solutions provider, Huawei spotted its tremendous business growth in the last five years. The company was also ranked 5th most innovative company in the world, behind Facebook, Amazon, Apple and Google. Factory culture aside, the real innovative companies are not only committed to immersing in innovation but also open to ideas and challenges from other companies or countries.

SMa Innovation Network (IN) Interest Group

Recognising the lack of a 'matching' element in nurturing local start-ups, Singapore Manufacturers' Federation plans to form an Innovation Network (IN) interest group, to bridge local start-ups and their inventions with experienced businessmen especially manufacturers to develop new and innovative technologies, capabilities

and products in amid the competitive business landscape.

SMa will organise educational and networking activities, deal screening and matching sessions for the IN interest group participants and introduce them to new technologies, and facilitate industrial collaboration, or in short, deal flow.

Mr Tan said, "Our charter is to improve capabilities of our manufacturers. We are well positioned with the manufacturers and the investment resources but we need to look for new ideas, and sometimes even reach out beyond Singapore for the new ideas."

He continued, "The Germans are exporting a lot more today. Costs in Asia continue to rise and the Euros being lower today, makes European companies a lot more competitive. And they have a lot more technology to offer us and we should seize this chance to collaborate with them."

The next step? Mr Tan thinks business missions to countries that generate a lot of ideas such as Israel or Europe, would very much do the work.

Culture of Change

It is important that young start-ups as well as manufacturing SMEs especially, start to recognise that this trend is going to change the manufacturing landscape and change the market domain. They have to pursue new areas of investment in technology and processes.

What is then advised, is that manufacturers must start engaging in the pursuit of ideas. Networking is important to get close to the deal flow, which explains SMa's role as a facilitator to reach out to young start-ups, investors and serious entrepreneurs.

What makes a serious investor? Mr Tan said, "Patience, the ability to provide mentorship besides capital, provide other resources such as

space, equipment and connectivity to the supply chain. I am talking about ideas that lead into commercialisation."

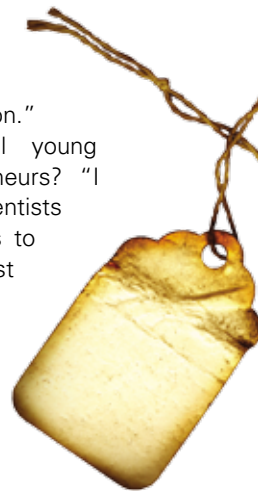
His advice to local young scientists and entrepreneurs? "I think lots of young scientists tend to hone their ideas to perfection. They must learn when to let go of their inventions and ideas into commercialisation." He said.

It may be fuelled by strong passion for R&D, or purely reluctance to lose ownership of their inventions. But it certainly means missing the window of opportunity. Tagging to industrial collaboration is the solution and the key to shortening the time to market (TTM), which is a win-win situation for investors and start-ups.

Which is the crucial stage of start-up development, Mr Tan said, "Idea generation is relatively easier than ramp up, where the latter is very critical. For scientists and engineers, the 'exit' is also very critical."

One critical success factor in nurturing a start-up is getting in the game. Mr Tan said, "These are venture ideas. If an idea is not working or moving fast enough, investors must be able and willing to cut losses. If they are serious in new ventures, they need to be engaged. They must set aside time to engage and network with the investment community. Commitment is what I am talking about."

But what kind of culture do we need in Singapore to support this angel investment landscape? Mr Tan responds, "A culture of change, and believing that change is necessary. Whether in product or process, we should always pursue change." [Connect](#)



SMa is calling for angel investors to join the SMa Innovation Network (IN) Interest Group. For more information, contact the Secretariat at hq@smafederation.org.sg or 6826 3000. To learn more about Angel Investors Tax Deduction Scheme (AITD), visit www.spring.gov.sg/aitd

Celebrating Excellence in Corporate Environmental Leadership

A total of 10 merit and top achiever award company recipients were honoured at the Singapore Environmental Achievement Awards (SEAA) 2010 organised by Singapore Environment Council (SEC) and Singapore Manufacturers' Federation (SMA).

This year marks the first in the Award's 14 years of history, an important focus on the manufacturing sector that makes up 25% of Singapore's economy. The collaboration highlights the imminent and rising awareness and commitment from the manufacturing sector and both organisers' commitment to encourage the local manufacturers in pursuing corporate environmental leadership in sustainable practices. This is attributed to the fact that sustainable manufacturing is key to gearing for an imminent shift towards a green global supply chain.

Minister for the Environment and Water Resources, Dr. Yaacob Ibrahim, graced the event as Guest-of-Honour.

Commenting at the SEAA, Mr Howard Shaw, Executive Director of SEC said, "Driving sustainability within industry is a key factor in reforming our economy such that it remains competitive in the global arena. I am happy to report that the SEAA has fielded out increasing numbers of success stories annually, which is indicative of how excellence in environmental management has grown to become an integral part of business."

Representing the interest of local manufacturers, Mr Gwee Seng Kwong, Secretary-General of SMA said, "More consumers are making eco-conscious decisions today. This is gaining momentum and presenting manufacturers the opportunities to use sustainability as a competitive advantage to grow market share. But more importantly, manufacturers must do their part for the environment, as part



Merit Award winners and presenters:

From left: Mr Vincent Loh, Assistant Manager, EnGro Corporation Limited; Ms Esther An, Head of CSR, CDL; Mr Gwee Seng Kwong, Secretary-General of SMA; Mr Choo Chin Teck, Director of Corporate Services, Keppel Land; Mr Howard Shaw, Executive Director of SEC; Mr Tan Mong Nguang, VP of ESHD, Natsteel; Mr Tan Yeow Kiat, Director of Panasonic; Mr Ng Sing Cham, President of ST Marine.



Winner of SEC-Senoko Energy Green Innovation Award, Mr Teri Teo, Operation Director of Winrigo (centre).



Top Achievers Award winners and presenters:

From left: Mr Jon Button, Executive Director of Gammon Construction; Mr George Huang, President of SMA; Ms Isabella Loh, Chairman of SEC; Dr Yaacob Ibrahim, Minister for the Environment and Water Resources; Mr Kelvin Ng, Executive Director of Siloso Beach Resort; Mr Elvin Koh, Managing Director of Samwoh Corporation Pte Ltd

Singapore Environmental Achievement Awards Top Achievers

- Gammon Construction Limited
- Samwoh Corporation Pte Ltd
- Siloso Beach Resort

Merit

- City Developments Limited
- EnGro Corporation Limited
- Keppel Land Limited
- NatSteel Holdings Singapore Pte Ltd
- Panasonic Refrigeration Devices Singapore Pte. Ltd. (PRDS)
- Singapore Technologies (ST) Marine Ltd.

SEC-Senoko Energy Green Innovation Award

- Winrigo (S) Pte Ltd

of their Corporate Social Responsibility much or even more than what they have gained and benefited from the environment for the businesses."

He added, "SMA is committed towards assisting manufacturers to develop their green capabilities and foster industry collaboration. We facilitated in a pilot project to develop by-products by Winrigo, using homegrown brand Prima's bran waste. We are looking to develop such success cases,

and start the momentum to bring in more manufacturers in the green movement."

Noteworthy, top achievers award go to Gammon, Samwoh and Siloso Beach Resort that demonstrated outstanding leadership and commitment towards environmental sustainability in their business. These companies pioneered projects that challenge the benchmark of environmental excellence in their respective industries. **Connect**

Keeping a keen eye on Productivity & Innovation

// Productivity & Innovation is Everybody's Business" was the common theme threading SMA's two milestone events in the first half of 2010. The SMA's 78th Anniversary Dinner and the Singapore Productivity & Innovation Conference 2010 sent a strong message to local manufacturing community, working partners and government agencies that it is important to work in unison towards a productivity-based economy.

One key message from the Conference was on the use of robotics innovation to help SMEs boost their productivity and bottom line. Mr Toyohiko Ito, Executive MD of Denso Wave, Inc., said that Singapore manufacturing is facing same set of bottleneck challenges that Japan faced 20 years ago, amid global financial crisis and rising of the labour costs. He said the long term solution is to replace manual efforts with robotics automation, and in addition, leverage on the application of human intelligence and experience to further improve these robots. Advantages of robotics application include elimination of human error in production, consistent quality, 24/7 operations, costs savings and more. Workers' skills training must also be focused on, as human intelligence and experience will serve as a catalyst

to the success of robotics automation.

SMA also collaborated with Singapore Workforce Development Agency (WDA) to develop a five-month competency-based training programme, WSQ Certified Productivity and Innovation Manager to help professionals, managers and executives of companies, especially SMEs develop change agents to apply business innovation tools. The programme comes with WDA's 90% subsidies in course fees, and will cover modules such as 5S, Quality Systems, Lean Six Sigma and Business Process Re-engineering, as well as project implementation.

This programme includes a mentorship component critical in ensuring success of productivity implementation. Overseas experts will be brought in to provide an international perspective to the course contents and syllabus. The programme is benchmarked with content developer, Association for Operations Management (APICS), and will also engage the collaboration with the Japanese Management Association Consultants (JMAC) to bring in experts to mentor the pioneer batch of companies enrolled for the course.

Two companies have even signed up even before the launch of the programme – Beyonics Technology and

Goldbell Leasing.

Chief Executive Officer of Beyonics Technology, Mr Goh Chan Peng commented, "The manufacturing sector has always been very challenging and competitive with rapid advancement in technology. Singapore manufacturing companies need to constantly improve on productivity and innovate in order to remain relevant, stay competitive and grow. However, we are still lagging behind a number of countries like the US, Sweden and Japan. The WSQ CPIM programme is designed to enhance productivity and business innovation, thereby helping Singapore companies like Beyonics to achieve higher productivity growth."

Managing Director of Goldbell Leasing, Mr Cheng Yew Eng, commented, "Goldbell Leasing is confident that the CPIM programme by WDA and SMA will strengthen our fleet management capabilities and enhance our skills and potential to effectively improve efficiency in customer service and after-sales support. We also hope to foster entrepreneurship, encourage proactiveness and volunteer champions of new and creative ideas which in turn would re-engineer our internal processes. We are strongly supportive of the programme and look forward to actively participating in it." [Connect](#)



SMA Chief Productivity and Innovation Officer (CPIO), Mr David Toh (extreme left) moderates the Conference's Q&A session with the speakers from the morning session namely, Mr Toyohiko Ito, Executive MD, Denso Wave Inc., Japan; Mdm Ho Geok Choo, CEO, Human Capital Singapore; Mr Samuel Tang, Regional Sales Manager – Manufacturing, Autodesk Asia.

WSQ Certified Productivity & Innovation Manager

- Unit 1: Certified Operations Professionals
- Unit 2: Implement Business Process Reengineering
- Unit 3: Implement Lean Six Sigma
- Unit 4: Implement Enterprise Productivity Improvement Project

Interested companies can email to:
cpio@smafederation.org.sg

SMA 78th Anniversary Dinner: Productivity & Innovation is Everybody's Business

Date:

18 May 2010

Venue:

Shangri-La Hotel



Recipients of the 75 and 50 years membership awards; F&N COCA-COLA (SINGAPORE) PTE LTD, YHS (SINGAPORE) PTE LTD and AMOY CANNING CORPORATION (S) LTD



Guests taking the opportunity to network before the commencement of the Dinner.



1000 guests, including top-level executives from SMA member companies, government officials and foreign diplomats turned up for the SMA 78th Anniversary Dinner.



Deputy Prime Minister Mr Teo Chee Hean graced the Dinner as the Guest-of-Honour.



Government officials and SMA Council members at the VIP table.

Singapore Productivity & Innovation Conference 2010

Date:
22 July 2010

Venue:
Shangri-La Hotel



Representatives from LHT Holdings Limited showcasing some of their products at their booth outside the conference room



Mr Renny Yeo, then-president of SMA, presenting a token of appreciation to Mr S Iswaran, Senior Minister of State for Trade & Industry and Education at the Productivity and Innovation Conference



Mr S Iswaran, Senior Minister of State for Trade & Industry and Education was warmly welcomed by the welcome party when he arrived at Shangri-La Hotel



Conference speakers getting ready to answer queries from the floor with regards to the topics shared on productivity and innovation. Newly-appointed SMA Chief Productivity and Innovation Officer Mr David Toh (extreme left) was the moderator for the Q&A session.



Invited speakers for the productivity conference with Mr Renny Yeo, then-president of SMA.