

CONNECT

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Building a Future-Ready Singapore



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- A Transformation-Focused Budget 2016
- SMF Awards 2016 Welcomes New Award Category
- Home-Grown Companies Showcase Ground-breaking Innovations at Food&HotelAsia 2016



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Dear Fellow Members

This March, Minister for Finance Mr Heng Swee Keat announced the Budget 2016, which aims to keep Singapore ahead of the challenges while preparing the nation to be future-ready. Singapore Manufacturing Federation (SMF) lauds the government for recognising a strong need for local industries and companies to transform and create new value. SMF has long been driving the transformation of our members through its four strategic thrusts: Collaboration, Innovation, Productivity, and Talent management. Hence, we are pleased to learn that Budget 2016 will offer both long-term and short-term measures in these aspects to help companies combat economic headwinds. Through the introduction of initiatives such as the Local Enterprise and Association Development (LEAD)-Plus, SMF is well-positioned to transform our members and the larger manufacturing community to be more innovation-driven.

In this issue of CONNECT, you will be able to read about SMF's new and ongoing programmes and events that answer to the government's push for industrial collaboration and innovation. These include our Lean Enterprises Accelerated Programme, P-MAX, and the launch of the second edition of SMF Awards, in which we have included a new category – SMF Collaborative Partnership Award, to encourage more collaborative efforts to strengthen the industry's value chain.

We are also proud to organise a bigger and better Singapore Pavilion at the biennial mega trade show Food&HotelAsia 2016, for the local food companies to seek internationalisation opportunities.

In addition, SMF also led a business mission to Indonesia, in which I had the honour of being the mission leader. It was a very fruitful trip for the Singapore delegation to learn about the business environment in Indonesia, and for them to explore collaboration opportunities. On the innovation front, the Singapore Innovation and Productivity Institute recently launched the SMF Business Model Innovation (BMI) Centre to promote the awareness of BMI in the industry.

In conclusion, I would like to reiterate what Minister Heng has said in his budget announcement – as we move past the celebration of SG50, Budget 2016 sets the beginning of the journey towards SG100. With the spirit of collaboration and innovation, as well as a focus on productivity and talent creation, we can and will be able to build a resilient and future-ready Singapore together.

Douglas Foo
President
Singapore Manufacturing Federation



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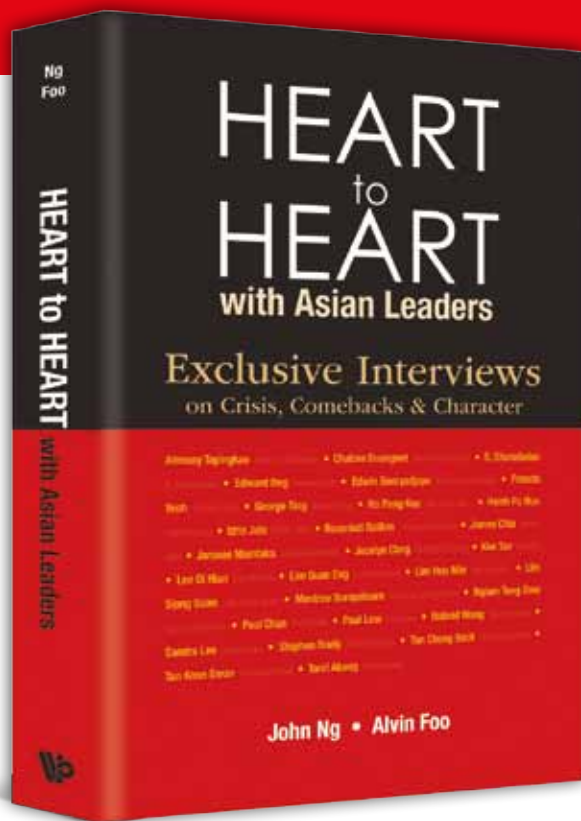
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*Information is correct as of April 2016.



Heart to Heart with Asian Leaders is an in-depth look at leadership issues first-hand with 28 prominent leaders in the Asia Pacific region. The next decade promises to be an eventful but also turbulent one for Planet Earth, with natural disasters, political and social unrest and economic turmoil becoming more prevalent. Thus, we hope the book will serve as an invaluable tool for leaders in these tough times, enabling them to soar high above these difficult circumstances, a resource which will come in handy both in the boardroom as well as the living room, in both office and university.

About the Editors

Dr John Ng is the Chief Passionary Officer of Meta Consulting. He leads radical transformational projects with top corporations. John obtained his PhD in Interpersonal Communication from Northwestern University. John is also the Honorary Chair of the Eagles Leadership Institute, committed to the development of value-based leaders.

Mr Alvin Foo was an award-winning journalist in a prominent Asian newspaper for nearly a decade, with extensive experience in business and sports writing and editing. He is currently a corporate communications professional at a Multi-National Corporation. Alvin obtained a Bachelor of Science in Economics from the London School of Economics and Political Science in 2004.

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Featuring interviews with these illustrious leaders

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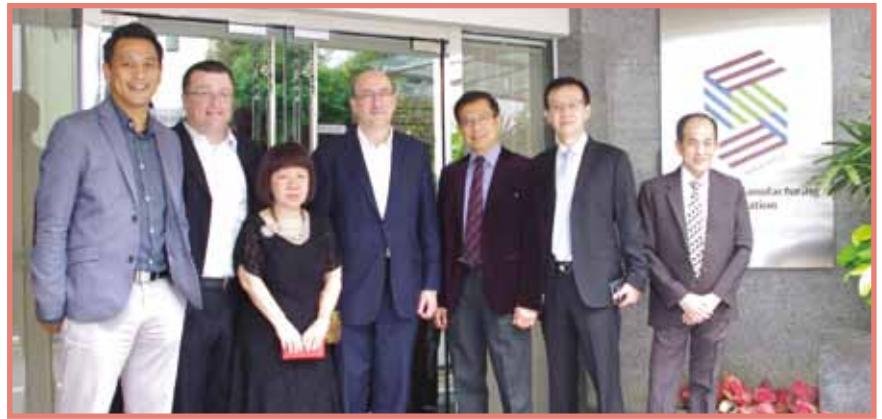
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Visitors to SMF

13 January 2016

Dr David Michaels (centre), Assistant Secretary of State for Labour, United States, and his entourage were welcomed by Dr Ahmad Magad (third from right), SMF Vice President & Co-Chairman of SMF Americas Regional Business Groups, and Council Members Mr Birch Sio (second from right) and Mr Tan Boon Chong (far right).



11 February 2016

On behalf of SMF, Ms Emmeline Lam (centre), Director of SMF Global Business Groups, welcomed the Costa Rican Ambassador, His Excellency Jairo Hernandez Milian (far right).

26 January 2016

The US Ambassador to Singapore, His Excellency Mr Kirk Wagar (centre), visited SMF and held a dialogue session with SMF members. (L-R): Mr Lam Joon Khoi, SMF Secretary-General; Mr Birch Sio; Dr Ahmad Magad; H.E. Kirk Wagar; Mr Patrick Chang, SMF Vice President & Chairman of SMF Global Business Groups; Ms Zhang Jia Lin, SMF Council Member; Mr Tan Boon Chong, SMF Council Member



12 February 2016

Douglas Foo (left), SMF President, welcomed a courtesy call from His Excellency Thongchai Chasawath (right), the newly appointed Ambassador of Thailand to Singapore



16 February 2016

Mr Douglas Foo greeted the recently accredited Ambassador of Democratic People's Republic of Korea to Singapore, His Excellency Kim Chol Nam (third from left). Joining in the welcome were: Mr Simon Li (second from right), SMF Vice President & Co-Chairman of SMF China and Northeast Asia Regional Business Group; Mr Lam Joon Khoi, and Ms Emmeline Lam



1 March 2016

SMF was pleased to receive the new Timor Leste Ambassador, Her Excellency Adaljiza Albertina Xavier Reis Magno (centre)



1 March 2016

Mr Douglas Foo warmly welcomed the new Ambassador Extraordinary and Plenipotentiary of the Republic of Indonesia to Singapore, His Excellency Ngurah Swajaya (sixth from right), and his accompanying delegates

SMF Welcomes New SPRING Singapore Chief



An insightful meeting with SPRING Singapore

On 28 January 2016, SMF hosted a meeting with Mr Poon Hong Yuen, who assumed the role of SPRING Singapore's Chief Executive on 1 November 2015. This was the first time Mr Poon met with SMF Council Members in an official setting. He and various SPRING representatives were warmly greeted by the assembly of SMF Council Members and Head-of-Departments.

The purpose of the meeting was to exchange views on how SMF and SPRING Singapore could forge new collaborative partnerships in the future.

During the meeting, Dr Michael Teng, SMF Assistant Secretary-General, shared SMF's four key strategic thrusts: Collaboration, Innovation, Productivity, and Talent Management. He also introduced the many programmes under SMF that are anchored on these four strategies, some of which – the Productivity DNA MasterClass, for instance – have already garnered support from SPRING.

Mr Poon shared his thoughts on the changing business landscape in Singapore, especially the recent growing start-up scene and the increasing focus on innovation. He said that with the business environment getting a lot more competitive these days, many SMEs that wish to change the way they do business will probably need some help, and this is where trade associations like SMF and government agencies like SPRING can come in – to work in tandem and “identify up companies that are willing and able”.

The meeting concluded with both sides affirming their resolve to work more closely together to help the local business community to be future-ready.

A Transformation-Focused Budget 2016

SMF welcomes the transformation-focused Budget 2016, announced by Minister for Finance Mr Heng Swee Keat on 24 March 2016.

Budget 2016 recognises the strong need for industries and enterprises to transform through innovation. In particular, SMF welcomes the following announcements:

- More support for Mergers & Acquisitions
- Enhancing corporate income tax rebate from 30% to 50%
- Better cash flow support for SMEs with SME Working Capital Loan
- Jurong Innovation District to further promote entrepreneurship and local startups.
- Industry Transformation Programme that will put a greater focus on innovation and deepening partnerships at industry and enterprise levels
- Local Enterprise and Association Development (LEAD)-Plus programme to enhance the capabilities and capacity of Trade Associations and Chambers (TACs)

With increasing competition from the region and disruptive technologies changing the way people do businesses, our local companies must transform and create value through innovation, internationalisation, and collaboration. SMF looks forward to developing transformation roadmaps for the manufacturing industry with the government, so as to take the industry to the next level.

“SMF, as the voice of the manufacturing industry, has been doing our best to help local companies. We have been working with various government agencies to help companies in areas such as tapping on the right schemes and grants, and introducing productivity solutions to meet the varying needs of each business. We are heartened by the introduction of the LEAD-Plus Programme, which will allow TACs such as SMF to work closely with government agencies to transform the mindsets of Singapore companies to be more innovation-driven and thereby bringing forth new opportunities for growth. The LEAD-Plus will be a boost for us to do more, and to do better,” said Mr Lam Joon Khoi, SMF Secretary-General.

Huat Ah! SMF Celebrates Lunar New Year with Members



SMF's Council Members, including SMF President, Deputy President, and Emeritus President, attended the celebration. Together, they wished the members a joyous Year of the Monkey

Celebrating Lunar New Year is certainly no monkey business. SMF kicked start the Year of the Monkey with a Lo-Hei session on 16 February 2016, which drew the attendance of over 300 members, making this annual event one of the biggest Lunar New Year celebrations in recent SMF history.

The event began with a welcome speech made by Mr Douglas Foo, SMF President. He said: "Year 2016 is faced with a lot of challenges, such as volatile markets and limited manpower resources. At the same time, there will also be windows of opportunities, such as the ASEAN Economic Community. This calls for companies to relook at how they can harness the strength of the different economies around us. In this new year, SMF will continue to help our companies to expand and connect with overseas markets. I would like to call upon the SMF members to take advantage of this slowdown. The economy works in a cycle



An overwhelming participation of over 300

– when we encounter a downturn, we must prepare for the upturn – and that is what the government and SMF are helping companies to do, through new programmes and initiatives."

The halls of SMF were adorned in red, with flashes of pink and gold amongst the decorations. The mood was jubilant as members networked and wished one another Gong Xi Fa Cai. And with a long and loud shout of "Huat Ah", the members tossed up the Lo-Hei as high as they could, symbolizing the start of an auspicious year. This was followed by a sumptuous buffet lunch, which drew the celebration to a satisfying end.



Lo-Hei time!

Special thanks to the sponsors of the SMF Chinese New Year Lo-Hei Lunch Celebration 2016!

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SMF to Strengthen Ties between Singapore and US Companies



Signing of the Statement of Intent between SMF and ITA

SMF and the United States Department of Commerce International Trade Administration (ITA) reaffirmed their cooperative partnership through the renewal of the Statement of Intent on promoting increased commercial ties between Singapore and US companies. The signing ceremony took place on 15 February 2016 at Regent Hotel, where the renewed Statement of Intent was inked by Mr Douglas Foo, SMF President, and Mr Marcus Jadotte, Assistant Secretary of Commerce for Industry & Analysis, US Department of Commerce ITA.

The Statement of Intent identifies possible areas of cooperation between the two parties, such as organising outreach events to connect US companies with Singaporean enterprises, and to promote Singapore as a commercial hub for US companies that wish to expand their business in Asia.

SMF Awards 2016 Welcomes New Award Category



Launch of SMF Awards 2016

The second edition of SMF Awards 2016 was officially launched on 15 March 2016 by SMF Emeritus President, Mr George Huang. The launch ceremony was attended by 50 industry leaders from SMF's ten industry groups.

This year, the SMF Awards introduces a new category – the SMF Collaborative Partnership Award, in addition to the existing SMF Sustainable Growth Award and SMF Business Model Innovation Award.

SMF Awards was inaugurated in 2014 to recognise companies that have consistently shown exceptional achievements in their transformational growth. Given the current manufacturing slowdown, the awards come at an opportune time to acknowledge the commendable efforts of companies in striving towards business excellence in this trying time. The winners of the awards also serve as beacons to the rest of the manufacturing community and urge them towards business excellence.

The new SMF Collaborative Partnership Award recognises industry leaders that have fostered close partnerships with their supply chain companies. This award category was conceptualised to encourage more collaborative efforts to strengthen the industry's value chain and create a robust supply chain. Applicants of the SMF Collaborative Partnership Award will be judged on the following criteria:

- The initiative and positive outcomes derived from collaborative partnerships and be able to substantiate the claims with relevant documents and statistics
- How has the company taken the lead in collaboration with its partners to increase capability and capacity
- Able to provide examples of challenges faced and how they were overcome
- How has the collaboration benefited all the partnering organisations

"The manufacturing industry is facing issues like shortage of manpower and the rising costs of doing business in Singapore. Furthermore, with the intense regional competition, the need to band together to leverage on economies of scale is now more urgent than ever. SMF, as the voice of the manufacturing industry, is well positioned to encourage such collaborations. This is why we have conceptualised the SMF Collaborative Partnership Award," said Mr George Huang.

At the launch ceremony, two past SMF Award winners shared their thoughts on the SMF Awards, as well as their companies' journeys towards achieving the awards.

"The award has really brought us a lot of values – in terms of branding, exposure, and the acknowledgement that the efforts we put into our business model are something that is worth continuing," said Mr Sam Chee Wah, General Manager of Feinmetall Singapore. The company won the SMF Sustainable Growth Award 2014.

Representing Consistel, winner of the SMF Business Model Innovation Award 2014, was the company's Chief Executive Mr Masoud Bassiri. Sharing his company's success story, Mr Bassiri said: "As an inventive and innovative company, no matter how much you get pressed down, we can't quit – and this is the advice I offer to all SMEs out there."

Application for the awards is open till 15 July 2016! The winners will be receiving their awards on 13 October 2016, at SMF's anniversary gala dinner. This will be officiated by Mr S Iswaran, Minister for Trade and Industry (Industry), who will be attending the awards ceremony as Guest-of-Honour.

Interested applicants may visit <http://www.smfawards.sg/> for more information.

About SMF Awards

SMF SUSTAINABLE GROWTH AWARD 2016

The SMF Sustainable Growth Award aims to recognise companies that have demonstrated the ability to adapt to different economic situations and grow their businesses and profitability over the long term. The Award also encourages companies to plan and strive to grow through good and bad economic cycles.

SMF BUSINESS MODEL INNOVATION AWARD 2016

The SMF Business Model Innovation Award is the first award in Singapore to recognise companies that have achieved success in transforming their business models. The objective of this Award is also to inspire the business community to pursue transformational growth through business model innovation. This Award celebrates innovative growth strategies in today's fast-changing business landscape and honours companies that have achieved excellence in innovative thinking and implementation in business model change.

SMF COLLABORATIVE PARTNERSHIP AWARD 2016

The SMF Collaborative Partnership Award, a new award category, recognises industry leaders that have championed the development of and fostered close partnerships with their supply chain companies. The Award celebrates and encourages more of such collaborative effort to strengthen the industry's value chain and creating a robust supply chain.

Qualifying Criteria

SMF Sustainable Growth Award

- Singapore-incorporated Company **OR** has a regional headquarter in Singapore
- Company that has been incorporated for at least the last 5 years
- A Manufacturing Company **OR** Manufacturing Services & Support (*A Firm or Company directly carrying on the business of Manufacturing in Singapore or any other territory or provides a service to manufacturers.*)

SMF Business Model Innovation Award

- Singapore-incorporated Company **OR** has a regional headquarter in Singapore
- Company that has been incorporated for at least 1 year

SMF Collaborative Partnership Award

- Singapore-incorporated Company **OR** has a regional headquarter in Singapore
- Company that has been incorporated for at least the last 5 years
- Company has taken the lead in its Collaborative Partnership initiative

"Winning the award not only gives the team a big recognition, importantly it let us know that someone out there believe in our dream. They believe in our vision, our strategies, our technology, our commitment and our young team. When you believe in us, our goals naturally aligned."

– Mr Sam Chee Wah, General Manager of
Feinmetall Singapore Pte Ltd
SMF Sustainable Growth Award 2014, Winner

"Syspex is proud to be a believer of Business Model Innovation. Since our humble beginnings 22 years ago, innovation has been evident in our daily business operations. Throughout the years, continuous innovation has allowed us to become one of the leading packaging distribution companies in South East Asia. We strongly believe that continuous Business Model Innovation is essential in today's rapidly changing business environment. It is an exciting and rewarding journey that SMEs need to embark on to remain profitable and sustainable in the long run."

– Mr Roger See, Managing Director of Syspex Technologies Pte Ltd
SMF Business Model Innovation Award 2014, Winner



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Home-Grown Companies Showcase Ground-breaking Innovations at Food&HotelAsia 2016

Singapore's food and beverage (F&B) industry is shifting its focus away from productivity to spotlight on value creation. Spearheaded by SMF and International Enterprise Singapore (IE Singapore), the industry is transforming as manufacturers look towards innovation, growth, and internationalisation.

One good platform to do so is the Food&HotelAsia (FHA) 2016, Asia's premier and most comprehensive biennial trade event for the food and hospitality industry. From 12 – 15 April 2016, the trade fair features a range of innovative home-grown companies with novel, first-of-a-kind creations, as part of the Singapore Pavilion led by SMF.

This year, FHA expects to attract more than 65,000 trade attendees from more than 90 countries and regions. In collaboration with IE Singapore, SMF is also inviting more than 130 buyers from over 60 companies across 18 countries and regions to meet the Singapore exhibitors through scheduled business matching sessions.

“Innovative practices and technology as well as strategic alliances are important pillars for the Singapore F&B industry to create value, stay competitive in the global and local market, and contribute towards a diverse global food industry. The Singapore Pavilion at FoodAsia2016 allows exhibitors to

build networks and distribution channels. SMF helps to make the internationalisation process easier for our exhibitors through the Hosted Buyers Programme, whereby buyers from all parts of the world are brought in to meet the exhibitors directly. We are seeing some positive results of food companies' efforts to expand overseas, especially as the 'Made in Singapore' brand becomes increasingly recognised for food safety and high quality,” says Mr. Sunny Koh, SMF Deputy President and Chairman of SMF Food & Beverages Industry Group.

SMF already has in place several initiatives that aim to help local F&B manufacturers create value and internationalise. Amongst which is the Working-in-Partnership (WIP) Programme. It allows local food exporters to consolidate their efforts and directly ship their products to overseas supermarkets. This will help the food companies to reduce operational costs, while leveraging on the strength of collective branding.

In today's market, retailers are facing multiple challenges such as high operational costs, low margins and strong competition from e-commerce channels. WIP's one-stop shopping and shipping model is hence beneficial for the physical retailers to improve their retail selling price, thus narrowing the price gap between physical shops and e-shops.

FHA 2016 Singapore Pavilion at a Glance

- Singapore Expo, Hall 6
- **114** participating companies under Singapore Pavilion at FHA 2016
- **30%** are new exhibitors
- Total space of Singapore Pavilion: **1,857 sqm**
- **33%** increase in pavilion size from FHA 2014

FHA 2016 at a Glance

- About **3,300** exhibitors from **70** countries and regions
- **103,000** sqm of exhibition space, occupying then entire **10** halls of the Singapore Expo
- **60** group pavilions
- Co-located with the inaugural edition of ProWine Asia



Asia's Growing F&B Industry

- Expected turnover of **US\$3.23** trillion in 2016
- Asia Pacific has the **2nd** highest forecasted growth for packaged goods in the next 5 years
- Industry expansion is forecasted to outpace Western Europe and North America

Some Innovative Products Showcased at Singapore Pavilion

BHF Pte Ltd

By investing in blast freezing technology, BHF is able to freeze their products immediately after baking to keep moisture encapsulated and the extreme temperature dramatically slows down metabolic activity. This means bacteria growth is slowed and greatly reduces the risk of contamination. Their products are also fully Halal, ISO 2200 and Hazard Analysis Critical Control Points (HACCP) certified.



Prima Food Pte Ltd



Prima Taste Wholegrain LaMian is the first instant noodle in Singapore with a composition of 51% Superfine Wholegrain Flour, providing a silky smooth al dente and springy mouthfeel without the coarse, grainy texture associated with wholegrain products. Consuming one serving of Prima Taste Wholegrain LaMian (51% Superfine Wholegrain Flour)

fulfils an adult's recommended minimum daily wholegrain requirements.

All the products in the Wholegrain LaMian range have been awarded the Healthier Choice symbol by the Health Promotion Board, and contain at least 20% more wholegrains than similar products in the same product category.

Tee Yih Jia Food Manufacturing Pte Ltd

Leveraging on innovation and technology, Tee Yih Jia's frozen Hargow Crystal Skin retail pack is the first-of-its-kind in the world. The Hargow Crystal Skin was entirely conceptualised and developed in Singapore by TYJ's Research & Development team. Breaking into a product segment usually made by hand and with an inconsistent quality, Tee Yih Jia's ground-breaking product will greatly benefit restaurant owners and Dim Sum manufacturers, as they will be able to enjoy greater flexibility with significantly reduced food preparation time, chef costs, and increased storage options.



Thong Siek Food Industry Pte Ltd

Thong Siek's canned Fischeon Otah is made from sardine and tuna which is naturally rich in Omega-3 and protein. It uses modern state of the art technology to seal in the nutrients. Fischeon does not have any trans-fat, colouring or preservatives added.



Otah is traditionally served fresh, wrapped inside a banana leaf. Internationally, Otah is sold as frozen food in many Asian stores.

Chinatown Food Corporation Pte Ltd

Introduced in the recent news article on first food craze of the year, salted egg yolk croissants are all the rage in Singapore. Chinatown Food Corporation joins the trend and launched its new products with salted egg yolk flavour: Lava Glutinous Rice Ball (Salted Egg Yolk) and Lava Sesame Ball (Salted Egg Yolk).



Chinatown Food Corporation is the first manufacturer in Singapore to develop salted egg yolk flavoured glutinous rice balls and sesame balls. Manufactured frozen to the highest quality and standards, the products add a new twist to the traditional Chinese dessert. The frozen Sesame Ball (Salted Egg Yolk) is 100% developed fresh frozen (not pre-fried / pre-cook). After frying, the sesame balls are able to achieve a similar quality compared to freshly made sesame balls after frying.



Tan Seng Kee Foods Pte Ltd

The Kang Kang brand of pasteurized fresh noodles under Tan Seng Kee Foods is all natural and free from preservatives. The shelf life of the fresh noodles is prolonged to 1 month when stored in ambient temperature, and 6 months when stored in chilled conditions. This is achieved through their patented pasteurization technology, which enhances food safety by killing harmful bacteria to produce a safer and healthier food choice. The noodles are packaged in a low bacteria-permissible bag which also aids in extending its shelf life. With extended shelf life, TSK products are able to be exported to the United States of America, Europe, Hong Kong and Middle East markets.



The Factory Chocolat Pte Ltd



The Gulliver Gourmet Berry Selection comprises a variety of freeze-dried berries coated in a delicious layer of 72% Dark Chocolate or indulgent White Chocolate from Barry Callebaut.

Through the freeze-drying process, the berries have retained their natural vitamins, anti-oxidants and dietary fiber. Launched in August 2015, the product has since been distributed to Shanghai. The Factory Chocolat is currently looking to exporting it into the European market.

Fischeon Otah is therefore unique as it comes in a can, which it is ready to eat and consumers can bring it anywhere. The product has many local spices added to infuse an authentic flavour, and is hence is a good choice as a gift to overseas loved ones who are craving for the local food and spices.

Iskandar Case Study: FMC Wellhead Equipment

Moving into Malaysia

Our planet's vast oceans are often described by scientists as another universe. In this regard, FMC Technologies is perhaps not unlike NASA – differing only in that it provides the technologies and services relating to subsea, and not subspace, exploration and production.

FMC Technologies established its surface wellhead contact – FMC Wellhead Equipment Sdn Bhd – in Malaysia, in 1990, with the initial objective of complementing its then-15 year-old plant in Singapore to provide equipment for the booming Asia market. However, the Malaysian subsidiary developed its own competencies and became a force in its own right. In 2007, the company secured its first full deep water project in Malaysian waters. The milestone cemented FMC Technologies' position in Malaysia, and by 2010, the company had grown to occupy a total of twelve acres of land – a significant increase from the original three acres.

The move into Iskandar Malaysia, described by Mr Edward Ooi, Manager of Malaysia Subsea Business Services in FMC Wellhead Equipment, was inevitable. He explained: "We saw it coming, that competition for labour was becoming an issue in Singapore. We need capacity: machines, space, a technical workforce, skilled management, and the freedom to expand our business faster than we could in Singapore."

Talent-oriented approach

Moving to Malaysia did not resolve the talent issue overnight. Mr Ooi knows that at the end of the day, it boils down to the question of how to maintain a steady pipeline of talents with the right skillset. One of his forward-planning strategies to secure a steady pipeline of local talents includes taking an active involvement in the training of its workforce. The company signed agreements with various vocational institutes in Malaysia to develop industry-relevant curriculums. "There is always a gap in terms of skills, between what is taught and what is really needed in the industry. The industry is the best teacher for the talents," said Mr Ooi.

Within the company, its employees are provided with career advancement opportunities and continuous training and skills enhancement. "While we motivate employees to head their careers, we as employers must also be responsible to plan their careers. If you want good employees, take care of them." Mr Ooi said firmly.

Overcoming Challenges in its Expansion

When it comes to their business beyond the shores of Singapore, many SMEs are loath to do so over concerns of obtaining government incentives, recruitment processes, and issues of the ilk. Mr Ooi encourages these SMEs to approach local trade associations that can provide Singapore firms with the networking platform and first-hand industry knowledge to launch their business.

Another advice to SMEs is to leverage on the local talent. "It is been our experience that we can balance both Singaporean and Malaysian regional leadership and not let geographical lines define how we manage our business. It is vital to develop our managers to work in a diverse environment so they can be global leaders," Mr Ooi stressed that this comes with challenges, but it has been rewarding to both the company and the managers, citing several recent expatriate assignments for Malaysians in the US and Australia as well.

Lastly, Mr Ooi added that it is also important for the management to look out for cultural differences when moving to another country. For FMC Wellhead Equipment Sdn. Bhd., it has certainly excelled in this area. The company published a guide of dos and don'ts in Malaysia for expat workers, covering a broad range of topics from food and religion to the voltage used in Malaysia. In addition, there is an orientation for new staff to help them become familiarised in a foreign environment.

"A lot of SMEs, when coming to Malaysia, expect to operate as they do in Singapore. But that is not the way to do it. You must adapt to the country's culture," concluded Mr Ooi.



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First Singapore Pavilion in Last Mile Fulfilment Asia 2016

In the second edition of Last Mile Fulfilment Asia, held at Singapore Expo from 3-4 March 2016, SMF organised the inaugural Singapore Pavilion, which housed a total of 16 companies across the fulfilment ecosystem. The exhibitors were eager for this platform to showcase their innovative solutions and key technologies and services.

One of them was Mr Pang Choon Heng, Assistant General Manager of Factronics International Pte Ltd. As the first-time



Mr Lam Joon Khoi (third from left), SMF Secretary-General, accompanied the VIPs and Guest-of-Honour Mr Lee Ark Boon (fourth from left) on a tour of the Singapore Pavilion

participant, Mr Pang explained that the company jumped on the LMFA Asia bandwagon because of the good turnout last year. "E-commerce is picking up in the region. We feel that there is a lot of potential in this area," he said.

Another exhibitor was Mr John Paul, Managing Director of iCognitive Pte Ltd. The company is a supply chain specialist that offers a comprehensive range of service such as consulting, training, and in-depth analytics. Despite the company being a seasoned and well-known player in the industry, Mr John Paul was loath to miss out the action in LMFA Asia. "Things in the industry are changing fast; companies cannot simply sit on the status quo. We need to participate in trade shows like these to be close to our customers," he explained.

Echoing the sentiment was Mr Bjorn Moberg, Business Development Manager (APAC) of Direct Link



The very first Singapore Pavilion in Last Mile Fulfilment Asia

Worldwide Distribution P/L, who said that his company still remains one of the "best-kept secrets in the world", despite its long-standing name and many global offices.

"We need to be [in LMFA Asia] and tell our customers that we want to be their e-commerce partner. It is a great meeting point for us to find potential customers and connect with existing ones. The response so far has been great. We have good networking opportunities and we are able to talk to the industry players to exchange ideas and learn from one another," he said.

The 20th Edition Of Beauty Asia

Singapore's only beauty trade exhibition, Beauty Asia, was back again this year from 24 to 26 February 2016. Aimed at trade professionals, the exhibition allowed buyers and sellers to congregate to share the latest trends and technologies of the beauty industry. It also offered an educational and networking platform for both exhibitors and visitors alike.

Under the SMF-led Singapore Pavilion, a total of 55 companies came on board to showcase their products and services. Participating for the first time in Beauty Asia, Meitoto Pte Ltd, a company specializing in beauty and skin care, wanted to put their brand out there and network with the rest in the beauty industry.

Focusing on products and treatments pertaining to skin rejuvenating, antiaging and regeneration, Meitoto Pte



The trade show has generated good leads for Meitoto

Ltd featured their wide range during the trade show. They were promoting their mask sheets range in particular. Ms Mindy Choo, Accountant Secretary from Meitoto, shared that the masks are good for traveling – "It is very refreshing. Just leave the mask on for 20 minutes and it will brighten up your skin tone."

"Response has been very good, from Singapore as well as overseas companies from Japan and Hong Kong. Many beauty salons (that trade skincare) are

considering taking up our products," she said.

Meitoto was not the only satisfied exhibitor at Beauty Asia. Jyunka, a company offering both skincare products and services shared how this trade share has benefitted them. "As a trading company, it is good to participate in the local trade fair. We can send people down to go knocking on doors and get people to do cold calls, but here, people are brought to us. While people here may not give you thousand dollar sales, but when they buy one product, business can be developed from there," said Ms Zhou Wenjing from Jyunka.

"Reception to our products has been very good so far. We have enquires from distributors that trade in Indonesia and Malaysia," said Ms Zhou.

Visit our website today to find out SMF-organised pavilions in other trade shows!

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Exploring Business Opportunities in Timor Leste

Just how viable is doing business in Timor Leste? That was the question on the minds of 70 business representatives on the afternoon of 14 March 2016. They were attending the Timor Leste Roundtable discussion, which saw His Excellency Estanislau da Silva of the Democratic Republic of Timor-Leste, Minister of State, Coordinator of Economic Affairs and Minister of Agriculture and Fisheries, speaking on investment opportunities for Singapore businesses in the country.

Mr Alexandra Koczian, Director of Luther Corporate Services Pvt Ltd, an international law firm with corporate service entities that help clients Incorporate companies, and help them with accounting and tax compliance, as well as corporate filings was one of the participants. "We like to go to different events like these to get business ideas for the future. For instance, the main point I learnt today is that currently there is an investment threshold of 1.5 million dollars, which is rather unusual even for an early stage foreign investment country. This tells me that this is not the right time to move in as most of our clients are service providers, and no service provider will make an initial investment of that amount."

Kromax South Asia Pte Ltd, with its main business in semi-conductors also sent a representative to the seminar with the intention of finding out more about the market in Timor



SMF Vice President and co-Chairman of SMF China & Northeast Asia Regional Business Group

Leste. "We have branches in Jakarta, and the culture between Indonesia and Timor Leste is rather similar. We are thus here to see what kind of business opportunities there are in Timor Leste. Besides today's information on Timor Leste, we will also have to explore further the availability of industrial space before committing to a decision," said Mr Tan Tee Hau, Kromax's sales and marketing representative.

SMF Leads Business Mission to Indonesia

SMF led a four-day business mission to Surabaya and Jakarta, for local companies to explore business opportunities in Indonesia. Departing on 28 March 2016, the delegation consisted of 27 representatives from 23 organisations across industries, including food & beverage manufacturer, biomedical incubator, semiconductor solution provider, and real-estate developer.

The mission was supported by International Enterprise (IE) Singapore and the Embassy of the Republic of Indonesia in Singapore. Mr Douglas Foo, SMF President, was the mission leader. His Excellency Mr Ngurah Swajaya, Ambassador Extraordinary & Plenipotentiary of Indonesia, also accompanied the delegation as mission advisor.

During the mission, participants met local government authorities and conglomerates to explore the Indonesian market for expansion. Amongst the government officials were: Indonesia Minister of Trade, Governor of Jakarta, Vice Chairman of BKPM, Leaders of KADIN, Governor of East Java, Mayor of Surabaya, as well as key personnel in other

strategic organisations. In addition, business matching and networking sessions were held for participants to engage with relevant companies operating in Indonesia to establish collaborative partnerships.

As Southeast Asia's largest economy, Indonesia has a population of some 250 million and a rapidly growing middle class market, which is an alluring attribute for foreign investors. In addition, its growing young labour force and booming infrastructure needs present many opportunities for Singapore companies to tap into.

Besides Jakarta, participating companies were encouraged to look beyond Indonesia's capital city for opportunities. Surabaya, in particular, is an attractive investment platform. It is the capital of East Java Province and the second largest city of Indonesia. With its rich human resource and good connectivity to domestic cities, Surabaya could act as the main trading gate into the eastern region of Indonesia.

"Internationalisation remains an important aspect for our local companies to continue their growth. There is significant interest in Indonesia from our members. Hence, the objective of this business mission is to spur Singapore companies to explore and gain a better understanding of the potential in Indonesian markets. This will help the companies to better form their internationalisation strategies. The business mission will also present a platform for our companies to form collaborative partnerships with overseas firms. Against a backdrop of tight labour policies and high business costs, collaboration will play a key role in helping local SMEs look abroad for new markets, as it allows companies to leverage on economies of scale and stay competitive," said Mr Douglas Foo.



Group photo of the Singapore delegation upon arriving Surabaya

A Conversation with U.S. Ambassador

SMF hosted a dialogue session with the United States Ambassador to Singapore, His Excellency Kirk Wagar, on 26 January 2016, for him to share insights on the business implications and opportunities of the U.S. economy. He also gave his views on how the two countries could work together to further benefit Singapore and U.S. companies.

More than 120 business leaders and representatives from the private and public sectors came together to engage the Ambassador and to hear his perspective. During the dialogue, Mr Wagar shared his views on the Singapore-U.S. relationship, which has remained robust and amicable since Singapore's independence. On the economic and trade aspect, he commented: "There are many ties already between Singapore and America businesses. We want to make sure that it's not just the multinational corporations. The real drivers behind the economies are the SMEs – that's where the jobs come from. My hope is to offer any assistance we can do at the U.S. Embassy for these small businesses, such as introducing the right partners."



The Ambassador sharing his views on various topics

Mr Wagar further highlighted that due to Singapore's diversity, it has the competitive business advantage over other countries in the region, which is the reason why "there is no better partner than Singapore and Singaporean companies as a platform in this region."

Despite the falling manufacturing activities reported recently, with the annual factory output seeing its sharpest fall since 2001, Mr Wagar expressed confidence in Singapore's manufacturing industry. He said: "There is no such thing as a straight line in business. There will be ebbs and flows as [the sector] grows and evolves. I think you need to have confidence in the long-term. Manufacturing will remain crucial – it is just a matter of figuring out where Singapore fits on the manufacturing value chain."

Indeed, the manufacturing industry is in the midst of a transformation, moving away from the labour-intensive phase to knowledge-based, high value activities. Manufacturing SMEs are encouraged to seek other avenues of growth, be it through revamping their business models, or through mergers and



Dr Ahmad Magad (left), SMF Vice President and Co-Chairman of SMF Americas Regional Business Group, with His Excellency Kirk Wagar (right), U.S. Ambassador to Singapore

acquisitions. One of these avenues could also be expanding their businesses overseas.

"To sustain our economic growth against a backdrop of tight labour market, sluggish productivity growth, and rising business costs, our companies must look beyond our domestic market, and expand overseas to find new regional and global markets," said Dr Ahmad Magad, SMF Vice President and Co-Chairman of SMF Americas Regional Business Group, in his welcome remarks at the dialogue session.

Dr Magad also announced that SMF, with the support of the U.S. Embassy, is planning a business mission in June this year to Washington and other U.S. states this year, for the participating companies to gain a better understanding of the business environment there. This is part of SMF's continuing efforts to help Singapore companies internationalise.

The two-hour long dialogue ended after an interactive Q&A segment with the Ambassador. Participants were then treated to a wine tasting and networking session to further engage one another and explore business opportunities.



Dr Ahmad Magad presented a token of appreciation to His Excellency Kirk Wagar and the U.S. Embassy for their support

For more information on the business mission to U.S. in June, please contact Mr Gabriel Tan (gabriel.tan@smfederation.org.sg)

SMF Appointed as “LED Multiplier”

SMF, along with eight other trade associations and chamber (TACs) and industry partners, was tasked with raising awareness and driving adoption of manpower-lean solutions amongst SMEs under Ministry of Manpower's Lean Enterprise Development (LED) Scheme.

Known as the “LED Multipliers”, the TACs will reach out to SMEs and guide them in developing quality proposals for LED projects. Collectively, the LED Multipliers will also help to develop a pipeline of skilled talent so that the local workforce can retain a strong Singaporean core.

SMF was formally appointed on 15 January 2016 at the “Developing Lean & Future-Ready SMEs Forum”, organised by the Singapore National Employers Federation in partnership with Singapore Workforce Development Agency (WDA). Mr Sunny Koh, SMF Deputy President, received the token from the Guest-of-Honour, Mr Teo Ser Luck, Minister of State for Manpower.

Unveiled in October 2015, the LED Scheme is intended to help progressive SMEs transform and grow in the new manpower-lean landscape. This



Mr Sunny Koh (left), SMF Deputy President, and Minister Teo Ser Luck (third from right)

programme provides support to SMEs that want to be pioneers and early adopters of change by becoming more manpower-lean, building a stronger Singaporean core and enhancing workforce capabilities.

The SME Centre@SMF, one of the Centres of Excellence of SMF, will be tasked to facilitate the LED-related projects.



Besides SMF, the eight other TACs appointed as LED Multipliers are: Workforce Advancement Federation; Restaurant Association of Singapore; Association of Small and Medium Enterprises; Singapore Precision Engineering and Technology Association; U SME; Singapore Business Federation; Singapore National Employers Federation; Singapore Chinese Chamber of Commerce and Industry

To find out how your company can benefit from the LED Scheme, please contact
query@smecentre-smf.sg
 or 6826 3020.

A Dialogue with JTC

SMF was invited to a dialogue session with JTC for the objective of sharing and updating policies and future development plans. On 23 February 2016, SMF Council gathered at JTC Summit for an insightful exchange of information on Singapore's business infrastructure and provided some feedback on how it can be improved upon in the current challenging economic landscape.

JTC shared that they will continue to ensure the affordability of industrial land and space, and develop more options for businesses. With the falling rentals and prices of industrial space, there will be an increase in vacancies. Furthermore,



The dialogue was led by Mr Png Cheong Boon, Chief Executive of JTC

with the upcoming supply for industrial space, the availability of stock and stability of price will help businesses.

JTC also provided an update on the next generation facilities. This includes facilities for various industries, from Food and Beverage to Technology, Logistics, Chemicals and more. JTC policies on lease renewal and subletting were also brought up, including their ongoing enhancement initiatives. This comprised improving the accessibility of industrial areas and streamlining and simplifying application forms.

On the part of SMF, it was shared that as the representative of the manufacturing

industry, SMF is determined to help manufacturing companies stay ahead in the current demanding business landscape.

Said Mr Douglas Foo, SMF President, “The old mindset of having a brick and mortar business is a thing of the past. [The notion] that we need the whole big sizeable manufacturing space is outdated. Now, we have to use space more efficiently and monetise businesses through IPs (Intellectual Property). This is the future of the economy we are talking about. There are a lot of business opportunities in various areas.”

It was then said that to counter the issue of the high cost and limited availability of industrial space, SMF regularly conducts business mission trips out of Singapore. “We are trying to create that platform whereby we work with larger conglomerate that have the space and facilities,” said Mr Foo.

Other issues brought forth during the dialogue included manufacturing licenses in the food and beverage industry, and facility lease renewals.



Both SMF and JTC benefited from the engaging session

Walking for Good Health

Physical activity does not have to be vigorous or done for long periods of time. Walking is a great example of a simple exercise that can significantly benefit one's health. Just 30 minutes of brisk walking every day can increase cardiovascular fitness, strengthen bones, reduce excess body fat, and boost muscle power and endurance.

About 300 participants from SMF member companies joined Guest-of-Honour Dr Amy Khor, Senior Minister of State for Health, and Mr Douglas Foo, SMF President, on a 6-kilometre health walk in the morning of 12 March 2016. Other participating VIPs included various SMF Council Members and Mr Zee Yoong Kang, Chief Executive of Health Promotion Board (HPB).

Organised by SMF's Health, Safety, Security and Environment (HSSE) Function Committee, the health walk is part of the committee's continuing efforts to promote a healthy workplace amongst SMF member companies.



Mr Douglas Foo (right) presenting a token of appreciation to Dr Amy Khor, for attending the SMF Health 2016

The walk took participants from SMF House to the scenic routes of the Southern Ridges and Henderson Waves, before making a full round back to SMF. Following the walk, there were also various fun health activities for the participants to engage in, including a musical CPR workout led by officers from the Singapore Civil Defence Force. In addition, participants also took the opportunity to visit the health-related exhibits set up by HPB. After the fun-packed morning, each participant received an event-exclusive T-shirt as well as a goodie-bag.

Dr Amy Khor, who flagged off the health walk, said: "Employers play a crucial role in empowering workers to stay healthy by encouraging, influencing and supporting them to incorporate healthy activities in their lives. The Ministry of Health and the Health Promotion Board have been stepping up efforts to create a healthy living environment, so that everyone can make healthier choices every day. We are working closely with stakeholders such as other government agencies, Voluntary Welfare Organisations and industry partners, such as SMF, to increase accessibility and affordability of healthy lifestyle options. With good health, we can lead engaged, fulfilling lives with our loved ones, contribute positively to the community and we can live long and live well."



Dr Amy Khor officiating the walk



A beautiful morning for the health walk

With the majority of Singapore's workforce holding desk-bound jobs, many are leading sedentary lives. The 2010 National Health Survey showed that 39% of adult Singaporeans between 18 to 69 years old do not have sufficient physical activity, with one in four of these inactive adults only achieving less than 30 minutes of physical activity a week. A sedentary lifestyle has long been associated with many health conditions. SMF, with a strong membership base, is therefore well poised to encourage its members – hailing from varied industry groups of the manufacturing industry – towards a healthier lifestyle and habits.

"SMF places a strong emphasis on workplace health and safety. This is why the HSSE Function Committee was established, wherein programmes and seminars are conducted regularly throughout the year for our members. I'm very encouraged to see the strong participation here this morning," said Mr Douglas Foo, SMF President.



At Henderson Waves

SMF would like to thank the main event sponsor, Coca-Cola Far East Limited (Singapore), for helping to make this event a success!

Leaping To Success

Over a hundred participants from local SMEs gathered in SMF on 29 January 2016 to ascertain how they may improve their businesses in the coming year through programmes such as Business Model Innovation (BMI) and the Lean Enterprise Development (LED) Scheme.

Taking participants through the LED scheme was Mr Christopher Ang, Centre Manager of SMF's Centre of Corporate Learning (SMF-CCL). This scheme, initiated by the Ministry of Manpower (MOM), will give selected SMEs short-term help in retaining foreign workers. However, businesses must show that they have taken steps to transform and become more manpower-lean.

Mr Ang shared that SMF-CCL has developed a Lean Enterprise Accelerated Programme (LEAP) to improve companies' daily operations. Designed to support the four manpower priorities – becoming more manpower lean, building a strong Singapore core, ensuring quality workforce, and developing future readiness – the programme is modified from SMF-CCL's highly successful SME QIANG programme and



Dr Michael Teng, Chief Executive of SMF-CCL, gave the opening address

is specially intended for the service and manufacturing businesses in Singapore. Furthermore, this can be included in the LED scheme proposal.

"We are in the process of looking into some programmes to help us on our productivity journey. When we take up a programme, we must ensure that there is continuity even after the programme has ended. A main concern of ours is that what we implement may not be sustainable. We have come here today to learn from other people's experience in the programme. I think that is very useful," said Mr Tan Boon Siong, a participant and General Manager of Tan Chong Industrial Machinery Pte Ltd.

Due to the good response to the event on 29 January, SMF-CCL has organised a similar session on 4 March 2016. Titled "CEO Breakfast Forum – Creating Value through LEAP", this morning event

focused specifically on SMF-CCL's Lean Enterprises Accelerated Programme. There was also a sharing segment by Ms Ivonne Lim, General Manager of Faszination Elektrotechnik Co (FE) Pte Ltd, who had participated in the SME QIANG programme previously.

"We have really seen the improvements in terms of operational efficiency after participating in SME QIANG. Amidst the tight labour force, it is necessary for SMEs to embark on productivity programmes like SME QIANG or LEAP. We have certainly seen how useful [these programmes] have been," said Ms Lim.



Participants enquiring after LEAP

For more information on the Lean Enterprise Accelerated Programme (LEAP), please contact SMF-CCL at 6826 3020 or email Ms Elsa Chi at: elsa.chi@smfederation.org.sg.

SMF Concluded First Batch of P-MAX Classes

Following its appointment by the Singapore Workforce Development Agency (WDA) as the P-MAX Programme Manager, SMF-CCL conducted two P-MAX courses in December 2015.

The classes ended with good responses coming in from the participating SMEs and PMEs. This is what they have to say:

"The instructor is very good and has done well in sharing his knowledge. I have learned a lot. As an SME, we don't usually emphasize so much on the area of HR policies such as setting personal KPIs and assessing staff performance. It is hence a very good course that allows us to learn the insights and hear from different experienced bosses. I will definitely recommend other SMEs to attend. At the same time, I hope that the participating SMEs could also find out what are being taught to the PMEs in the other course, so that it could facilitate the communication and expectations of both sides."

- Mr Derrick Khoo from Fixics Solutions (S) Pte Ltd

"The P-MAX workshop was a good session and I have learned a lot from it. For my company, a challenge lies in setting the right KPIs for our PMEs. It is difficult finding a balance as there are some grey areas. Setting the KPI too high would be demoralizing while insufficient KPI would mean low productivity. This P-MAX session has helped to enlighten us in the relevant areas. I will definitely share what I have learned today with all my colleagues."

- Mr Liang Hui Hiang from Hyper 21 Enterprises Pte Ltd

"The P-MAX training has been useful for PMEs like me. It is good because it teaches you how to communicate better with your colleagues and how to work together to achieve the best out of each individual."

- Ms Radia from Cragar Industries Pte Ltd

About P-MAX @ SMF

P-MAX @ SMF is a place-and-train programme administered by SMF-CCL and supported by WDA, to assist SMEs to better recruit, train, manage and retain their newly hired PMEs. At the same time, it will help the PMEs to better acclimatise to the new SME working environment, which will encourage better PME retention. The programme also enables SMEs to establish effective communication channels between supervisors and staff, and to adopt progressive HR practices for their newly hires.

For further P-MAX enquiries, contact us at: 6826 3051/3076 or p-max@smfederation.org.sg



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It is safe to say that 2016 will be another massively challenging year for the retail industry. The forum tackles hard issues that retailers are dealing with: from building a strong and agile organisation that can transform at an ever-increasing rate to successful strategies for business growth in new and existing markets.

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It has become a widely acknowledged fact that if a company is not investing in asset tracking, it may end up losing both money and time in the long run. Properly implemented asset tracking systems will help a company in lowering its costs, streamlining business processes, and even improving customer experiences.

In view of this, GS1 Singapore, a Centre of Excellence under Singapore Manufacturing Federation (SMF), organised a seminar for its members on the topic of establishing an accurate asset tracking with GS1 Standards. Held on 17 February, the seminar proved to be an informative session for the participants, who gathered at SATO Asia Pacific for an interesting afternoon of knowledge-sharing, site visit, and networking.



GS1 Singapore seminar on asset tracking

The seminar started with a presentation on GS1 Standards and how they can play an important role in asset tracking. Ms Joy Lee, GS1 Singapore Manager, Membership Services, Training and Support, introduced to the participants the types of GS1 Standards, such as GTIN Keys, and their comprehensive applications in the logistics sector.

Besides the presentations and a case study sharing by Mr Hang How Meng, Business Development Manager from SATO Asia Pacific, the highlight of the seminar featured an enlightening

tour of the SATO Innovation Centre, where participants were treated to live demonstrations on how the company utilises RFID technology to achieve asset tracking goals.

"We are here to find out about the different solutions and how to properly track our assets. For my company, we need to track product quantity and stock balance, so asset management is important. We are trying to fully implement a proper system but due to the high staff turnover, it has always been a problem for us. With what we have learned about RFID today, hopefully the process can be faster and less labour-reliant. Today's session has been inspiring. After seeing and hearing the presentations, we feel motivated to give it a try again," said Mr Lim Wei Seng, Director of Kidforte Pte Ltd.

Global Traceability Standard

With growing concerns from consumers about product and food safety and increasing regulations, manufacturers and retailers today need to be able to know the origin of the products they produce and sell. In the event of a recall or withdrawal, they need to respond in a timely and effective manner. In this context, it is critical that traceability systems can identify the source of all raw materials and the destination of all finished products. But traceability can only be achieved successfully if it is built upon global standards that can act as the foundation for clear, understandable exchanges for everyone involved.

Continue to Page 23 to read about how GS1 Standard can enable traceability in the food supply chain.

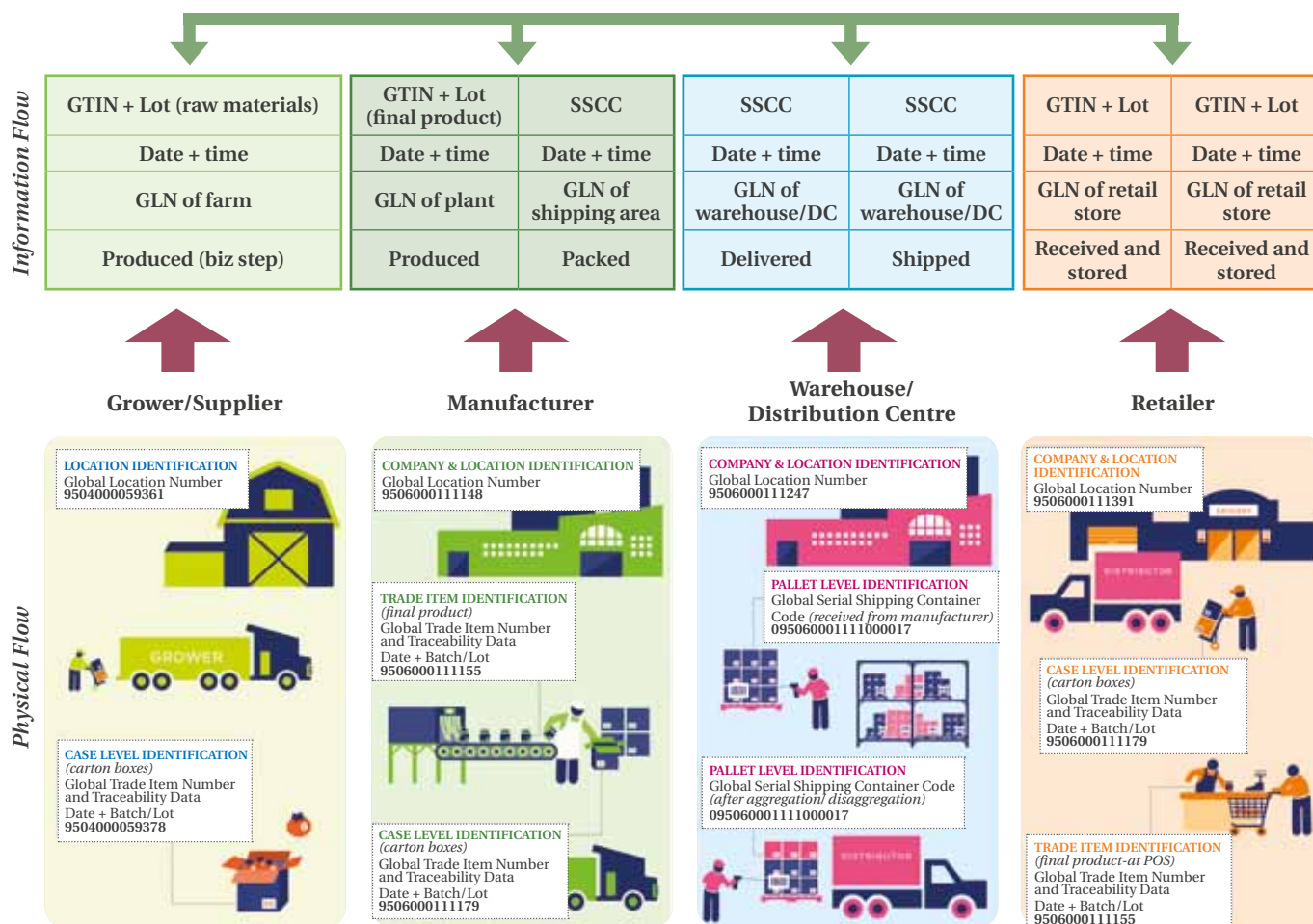
For more information on Solutions and Services, please contact us at 6826 3077 or email us at contact@gs1.org.sg.

GS1 Standard Enabling Traceability in the Food Supply Chain



Foundational: Collection of master data such as product information and location identification of trading partners in the supply chain.

Other transactional and events-based traceability data



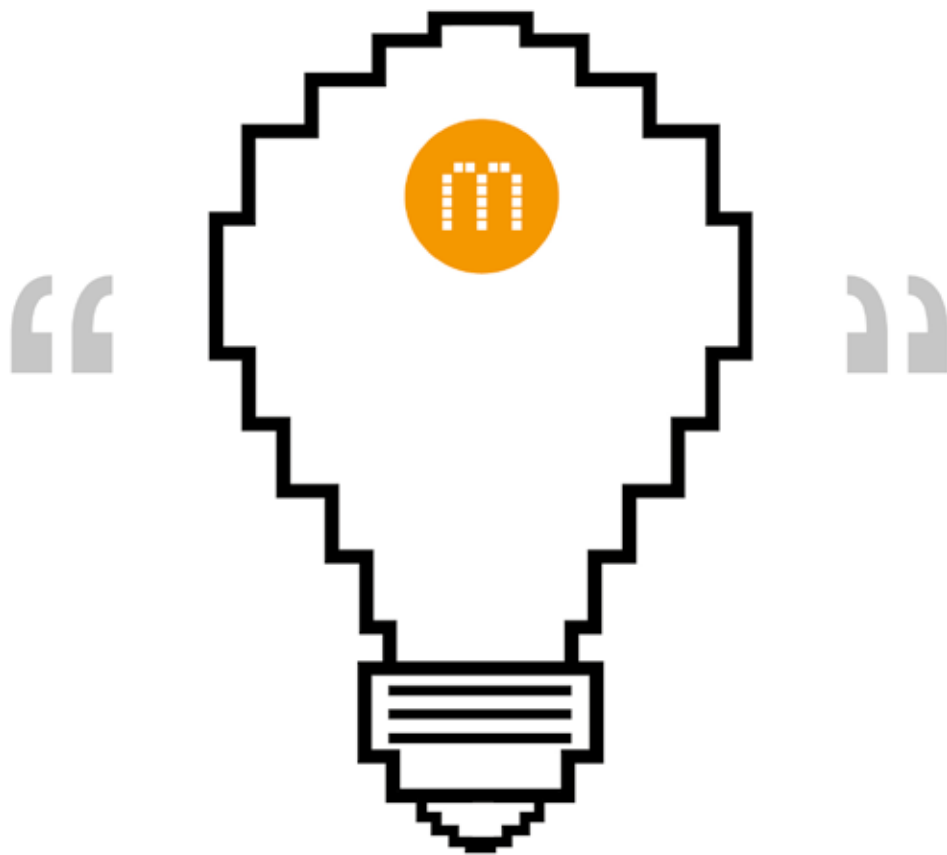
- GTINs + batch/lot are used to identify produce in cases/bulk.
- SSCCs are used for products distributed from the farms with batch/lot information.
- Each physical location is identified with a GLN.

- Internal traceability is maintained in the key processes: receiving, transformation of raw materials to semi-finished or finished goods, storage and distribution.
- GTINs and production data (batch/lot & expiry date) are printed on products to be despatched.
- Links between goods received and despatch of final product are always maintained through the GTINs and batch/lot numbers.

- Internal traceability is maintained in the key processes: receiving, cross-docking, storage and distribution.
- GTINs + batch/lot or expiry date is used to assure accuracy of picked products when aggregated and disaggregated. These cases are linked and tracked with pallet using the SSCC.
- Despatch Advice containing GTINs, SSCC and GLNs is sent to customers.

- Retailers provide product information to their customers at POS.
- Master data and event data (for traceability purposes) can be provided to consumers on product labels or through scanning of barcodes.

Note: All GS1 keys are available in a barcode format. All GS1 key numbers highlighted above are for illustration purposes only and should not be used within an actual operation.



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Plant Visit to Senoko Energy

Back by popular demand, SiPi brought back its Plant Visit series and organised a trip to Senoko Energy Pte Ltd on 22 March 2016. The plant visit proved to be a valuable learning opportunity for the group of delegations consisting of SME chief executives and senior management personnel, as they were able to gain first-hand knowledge of Senoko's productivity best practices and its business philosophy to constantly innovate to stay ahead of the competition. For instance, participants were able to witness Senoko's three phases of productivity drive during the tour of the factory plant. With these productivity drives, the factory is able to double its output efficiencies.



Participants taking a tour of the Senoko plant

In addition, participants were also treated to a preview of SiPi's Productivity DNA MasterClass, which is conducted in conjunction with Japan Productivity Centre. The masterclass offers customised coaching for organisations to incorporate 'productivity culture' into their corporate DNA so as to sustain the productivity growth. What sets the masterclass apart from the other productivity programmes is its unique three-stepped "Learn, See, Apply" approach to help participants properly implement their productivity roadmap. The masterclass also includes an experiential mission trip to Japan for the participants to learn and observe productivity best practices in Japan companies.

The visit to Senoko concluded successfully with positive reactions from the participants. Mr Eric Ng from Kraus & Naimer Pte Ltd said: "From this trip, I gained a better understanding on Senoko's business model and how the company increases productivity. For example, they have managed to operate two generators with the same amount of electricity it takes to work one generator – this is something quite impressive."

"What I enjoyed very much from this trip is that I have discovered many aspects that are applicable to my industry. Hence, the trip was an interesting and useful experience for me," said Ms June Leong from TEC Innovative Pte Ltd.

Driving Business Growth and Productivity

How does one innovatively capture, create and deliver value to customers to retain one's business competitiveness? This was the overarching theme at the SME Capabilities Series – Business Model Innovation for Success seminar, which saw 300 participants Organised by SPRING Singapore and DBS, the event was held on 16 March 2016. Dr Michael Teng, Chief Executive of SiPi, and Mr Chang Phuan Heng, SiPi's Lead Consultant, were the guest speakers at the seminar.

Dr Teng brought forth a compelling skit that played out the story of David and Goliath, much to delight of the audience. The skit illustrated how small companies – the "Davids" – could beat the "Goliaths" of the business world through disruptive innovations.



Dr Teng urged the participants to transform their business models

To dethrone the established giants in the industry, SMEs must re-examine and innovate their business models. Drawing from the business model examples of Airbnb, Uber, and Amazon, Dr Teng emphasized the importance of Business Model Innovation (BMI).

Mr Chang further drove this point by sharing several case studies of businesses that have benefitted from BMI. Many participants felt motivated by this session, one of them being Mr Tim Nolan, a business partner of LORW Pte Ltd.

"I came this afternoon to learn more about Business Model Innovation. I do see the need for companies to keep changing and evolving. This is a very fast moving world, and particularly so for Singapore, where it has a very dynamic economy so you have to move with the times. This is a very good event to remind people of the fact," he said. Mr Nolan further shared that his company is a young startup and what he will bear in mind what has been said in the day's session.



The audience consisted of DBS SME Customers & DBS BusinessClass members

Business Model Innovation, the Next Step in Creating Value



Value creation is emphasised as one of the key strategies to Singapore's economy, and the possible answer to the challenges faced by local businesses. How can companies embark upon the value creation journey? One of the effective ways is through business model innovation.

The economic slowdown has negatively impacted many local enterprises especially Small Medium Enterprises (SMEs). Notwithstanding a lot of resources expended to improve productivity to help these companies to weather the economic slowdown, the productivity growth has not been satisfactory. One of the reasons is because SMEs need to address a more fundamental problem: their business models. Many of our SMEs are playing the middleman role, namely distributors, agents, stockists, etc. This role has served the Singapore businesses well in the past. However, today, this middleman role is being marginalised, as it has become increasingly easy for the buyers to find the sellers and vice versa through the internet. Competition has also become global. It is no longer "business as usual" and companies need to go beyond just cost-cutting measures. To survive and succeed, companies need to transform their business model to compete in the new business landscape.

Companies often invest substantial efforts to innovate their processes or products, which can yield only incremental improvements in their productivity. Whereas studies have shown that with business model innovation, productivity growth will be exponential. For example, according to a global study conducted by IBM, in which over 750 corporate and public sector leaders were interviewed on the subject of innovation, it is found that Business Model Innovation can generate 25 times the returns of the investments spent on it, compared to product or process innovation.

Business Model Innovation can help companies stay ahead in the race. Competitors will find it difficult to replicate an entire business than an innovative product or process. For example, Apple's iPod and iTunes make a formidable match of a good product embedded in an innovative business model. Someone may be able to come up with a better music player than iPod tomorrow, but without iTunes, few of the Apple users will be susceptible to switching brands.

Business model innovation is defined as an innovative way to capture, create, develop, and deliver value to the customers and market. What we are witnessing today is an explosion of business model innovation around the world that disrupts the traditional industries. Some familiar examples include Uber shaking up the taxi marketplace, AirBnB rocking the hotel industry and e-commerce changing the retail landscape. With such disruptive innovation of business models, companies in Singapore must constantly transform their business models or risk becoming obsolete.

However, business owners need not think Business Model Innovation as a complicated process. Even under conditions whereby funds or manpower is lacking, Business Model Innovation should not be forgone or deemed as a lower priority. Companies can change their business models in small steps, with the ultimate goal of implementing the new business model throughout the company. Companies undertaking the process of transforming their business models can also look at the business models from other industries. For example, manufacturers can learn from the services of the retail and customer services and adopt or repackage these business models in a manufacturing context. In fact, the trend of "manufacturing servitization" is evidence that such cross-fertilisation of business models is taking place in the manufacturing industry.

The Singapore Government has helped a lot in terms of driving productivity amongst SMEs. It is now the time for these companies to also focus on Business Model Innovation. The Singapore Innovation and Productivity Institute (SiPi), the Centre of Excellence under SMF and the national productivity centre, aims to help local companies, especially the manufacturing companies amid the declining industry performance, to achieve innovation-led productivity through Business Model Innovation. SMF has also set up a Business Model Innovation Centre to help companies head in the right direction in creating value.

Read in the next page to find out about the new SMF Business Model Innovation Centre!

Launch of Business Model Innovation Centre



Unveiling the SMF BMI Centre

SMF is proud to launch a centre on Business Model Innovation (BMI) to promote the awareness of BMI amongst local companies and to help them create value through novel, innovative business models.

The virtual centre (<http://businessmodelinnovation.org.sg/>) was officiated on 17 March 2016 by Mr Saw Ken Wye, SMF Honorary Treasurer and Chairman of SiPi. The launch was part of SiPi's CEO Think Tank event, which was attended by 50 participants from various SMEs.



Mr Saw Ken Wye declaring the launch of SMF BMI Centre

The SMF BMI Centre was conceived to address problem of a lack of awareness of BMI in the industry. According to SMF' study on BMI, 71 per cent of the 251 companies surveyed are not familiar with the concept, and as little as 5.5 per cent of the companies surveyed have implemented BMI in their companies. In addition, many SMEs lack the resources or do not know how to begin the BMI process even though they may have plans to re-look their business models.

Hence, the centre will act as a platform where local SMEs can locate necessary information on BMI, and learn BMI best practices from case studies and research papers shared on the website. In addition, companies can also obtain updates on SMF's events and initiatives on BMI, which include the SMF BMI Award and the BMI MasterClass.

"The BMI Centre is an ongoing project, with much potential to develop into something bigger. For instance, as part of the BMI Centre, we will be looking into collaboration opportunities to engage overseas BMI experts to share their knowledge and expertise," said Mr Saw in his opening address.

Following the launch, Dr Michael Teng, SMF Assistant Secretary-General and Chief Executive of SiPi, elaborated on the concept of BMI to the participants. In his presentation, Dr Teng urged local enterprises to embark on Business Model Innovation.

"We can see in the news reports that productivity is not forthcoming. One of the root causes that we need to address very urgently is the issue of business model," he said.

Dr Teng likened the challenges that local SMEs are facing to a chaotic cyclone: "From the slowdown of China's economy to the disruptive technologies, the manufacturing industry is certainly declining. However, even in the midst of a cyclone, there is hope. At the eye of this 'cyclone', where the things are calm, is Business Model Innovation. If you can transform your business model, you need not be worried about crisis. In fact, there is opportunity in every crisis," he said.

Besides the introduction on BMI, the CEO Think Tank also featured a talk on how SMF's BMI MasterClass programme can help companies create value. This was followed by a session by Professor Hang Chang Chieh, Executive Director from the



Professor Hang Chang Chieh

Institute for Engineering Leadership, National University of Singapore. In his presentation, Prof Hang cited examples of disruptive innovations and business models, and their implications for the senior management of SMEs.

Wrapping up the successful event was a panel discussion involving the participants, who shared their views on innovation and value creation.

Ms Angie Lee from the company Keith & Kin said after the event: "It has been quite an enlightening session. I was able to see things in a bigger perspective, after hearing from the different experts. When you focus on operations of the company, you tend to focus on the micro-side of things. Hence, I'm glad for this session to open my eyes for the macro things as well."



Interactive panel discussion

"This session was a good platform for us to interact with the SMEs. BMI is a very interesting concept and the session was very interactive and useful, as I was able to hear from the CEOs and other executives speak about the industry. [What they spoke] made a lot of sense because they have the experience and as a manager, I got to learn a lot from this session," said Mr Puneet Kale, who works as a Marketing Manager in SC Soft Pte Ltd.

Medical Device Standards Seminar



The seminar was highly successful, with full-house attendance by medical and healthcare industry professionals

SMF-SDO together with the Health Sciences Authority (HSA) and Japan's Pharmaceutical and Medical Device Agency (PMDA), jointly organised a seminar on The Use Of Standards In Medical Device Industry on 24 February 2016. The event was attended by 186 participants from over 100 local and international organisations.

The seminar underlines the importance of standards in the global medical device industry. Participants were able to gain a better understanding on the need for a conformity assessment system in facilitating the conduct of international trade, through the implementation of relevant standards to bring forth both increased market opportunities as well as improved risk management.

"In order to stand out amongst the rest in today's highly competitive medical device industry, organisations will need to



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comply with the relevant standards - from product development, to manufacturing and finally, putting the finished product into the market." Ms Jacqueline Monteiro, advisor to SMF-SDO's Biomedical Standards Committee.

The highlights of the seminar included a series of presentations by ten speakers, who touched upon a wide range of topics. Dr Madoka Murakami, Unit Chief of PMDA's Division of Regulatory Cooperation, invoked an in-depth discussion on the Japanese medical device regulatory framework. On the local front, Dr Sethuraman Rama, HSA Deputy Director, Medical Devices Branch, provided updates on Singapore's medical device regulatory. There were also crucial updates on the recent developments from the first ASEAN Medical Device Committee Meeting by Ms Low Lai Peng, HSA Senior Regulatory Specialist, Medical Device Branch.



SMF-SDO staff with the speakers at the end of the seminar

Educating Tertiary Students on the Importance of Standards

Imagine going to a hardware store to buy a replacement light bulb for your lamp, only to find out that there are several different socket sizes, some of which fit into the lamp while others don't – it would certainly cause a lot of confusion and inconvenience. The fact that all ordinary light bulbs and sockets fit together, regardless of manufacturer, is a testament of standards at work.



SMF-SDO and its industry partners believes in nurturing the next generation the importance of standards

Most people may not even be aware how important standards are to their everyday lives. Nearly everything we touch on a daily basis is impacted by the application of standards – from the food we consume to the mattresses we sleep on, they were all shaped by standards.

Hence, SMF-SDO strongly believes that awareness of industry standards should be integrated in one's education. With this aim in mind, SMF-SDO initiated its first Standards Outreach Programme of the year on 13 January 2016, whereby it collaborated with Singapore Polytechnic to engage students who are pursuing a diploma for Perfumery and Cosmetic Science.

Ms Tan Shiuh Ming, SMF-SDO General Manager and two experts from the cosmetic industry were invited to share the importance of standards in the cosmetic industry. The session started with an introduction on the different types of standards, their development processes, and the National Standardisation Programme. Following the presentation, Dr Khoo Keng Meng, Head of Regulatory Assurance (Asia Pacific) for Lonza Specialty Ingredients, shared with the students on the application of standards as a tool to address risks in cosmetics. Ms Stephanie Chan, secretariat for the Cosmetic Toiletry Fragrance Association of Singapore, concluded the session with an insightful presentation on the cosmetic regulations in Singapore. Tapping on her rich experience from leading projects that have pioneered the growth of the local cosmetic industry, Ms Chan included multiple interesting case studies in her discussion.



Riding on the success of the first session, SMF-SDO soon organised a second Standards Outreach Programme – this time with Singapore Polytechnic School of Life Sciences, on 20 January 2016. This session focused on introducing the biomedical standards to the polytechnic students. The audience had the opportunity to hear from Dr Margam Chandrasekaran, Chief Scientist and Chief Executive Officer of Bio Scaffold International, who presented the different type of standards that are critical for medical devices industry. There was also a case study presentation by Ms Heidi Goh, Senior Quality Director at Edwards Lifesciences (Singapore) Private Limited, who shared useful knowledge of complying with the dynamic international regulatory landscape of medical product manufacturing.



Paving the Way for Tomorrow

Infracomms Pte Ltd is a home-grown start-up specialising in communications infrastructure solutions, technology advisory, and technical maintenance and support. Despite its small company size of around ten employees, Infracomms has already made a name for itself in the telecommunications industry with a slew of top-notch projects and achievements, including coming in as the top 14 finalists in the Emerging Enterprise 2013 award. During the company's early years, it received help from SME Centre@SMF to expand its capabilities and get its business onto the fast track. This relationship remained solid till present-day, whereby SME Centre@SMF continues to help the company gear up to face the challenges ahead. Mr Gary Kwang, Managing Director of Infracomms, shared his company's journey with CONNECT.

"We have benefitted from SME Centre@SMF's services in three main ways. Firstly, we are able to recalibrate our know-how in the area of administration. This is important because without good administration, a company cannot scale up. Secondly, SME Centre@SMF helps us to perform due diligence and understand whom to work with. Thirdly, it helps us to identify the necessary information to meet the company's objectives," he said.

Mr Kwang illustrated by saying that the company was able to obtain ISO 9000 accreditation facilitated by SME Centre@SMF. The ISO 9000 family of standards is recognised across the world as the representation of having quality management. For Infracomms, the accreditation shows that the company is professional and capable of committing to its customers' requirements seriously.

"As a small company, we have limited resources and hence may not have the time or knowledge to evaluate the consultancy companies for ISO 9000 accreditation. SME Centre@SMF helped us to get the right consultants at the right budget to implement our ISO programme. The centre's business advisor, Mr Davin Tan, was also able to summarise the ocean of data into key points, allowing us to make good decisions in a short time. For SMEs, we spend most of our time dealing with the

bread-and-butter issues. We have very little bandwidth to evaluate our corporate development decisions. Davin is very experienced and able to prioritise for us the next steps to take. This is extremely valuable for us," said Mr Kwang.

He also pointed out that going to a reliable organisation such as SME Centre@SMF helps to remove the fear factor in implementing new processes. Due to their limited resources, many SMEs may become hesitant or even resistant to initiatives that are not directly related to revenue-making; even though these initiatives, once carried out, could give the SMEs a business advantage in the long term. In this regard, the business advisors in SME Centre@SMF are able to provide the right guidance for the SMEs to follow.

"I think a lot of SMEs need this kind of reassurance and clear explanations," said Mr Kwang.

Moving forward, Mr Kwang plans to enhance the company's brand and marketing capabilities, as well as to focus on strengthening the understanding in intellectual property harvesting. When asked if he would continue to seek assistance from SME Centre@SMF in these areas, the answer is an irrevocable "Yes."

"It would be silly not to go to the SME centres. They are the ones that can help our local SMEs to be ready to face the competition and to expand overseas," he concluded.

Give your business a boost! Tap on services available at the SME Centre@SMF:

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How to Be the Employer of Choice

Defining “Best Employer”

Being a “best employer” requires a holistic approach to build a working environment where employees are committed and engaged towards business success. The traits of best employers are consistent across culture, economic conditions and political situations.

In today business environment, besides monetary rewards and benefits; employees are also looking for intangibles such as advancement and learning opportunities, work life balance, recognition and being treated with respect.

In general, a best employer possesses five common characteristics:

1. **Inspired leadership**
2. **Unique company culture**
3. **Focus on talent management**
4. **Sense of accountability**
5. **Good HR Practises**

Inspired leadership

Great leaders are brave enough to face challenges and deal with them accordingly. In addition, they will communicate with their employees regularly and maintained high visibility as it can built trust among employee. Inspired leaders also encourage openness and involvement. They will instil a company culture with openness and accept feedback or suggestions. By doing this, the employees have a clear direction of the company path and what roles to play towards the success.

Unique company culture

An office culture creates a unique brand for a company which helps them stand out amongst the rest of their competitors. It also defines standards and set procedures that give the company and furthermore the employees direction as they conduct their daily business. Culture unifies people and allows them to learn from one another and strive to be the best they can be. Best employers create a unique employment experience and emphasizes promotion from within and attracts people who see the benefit.

Focus on talent management

Best employers are focused on engaging their employees, expanding training curricula, and growing the impact of skilling partners to equip individuals with the skills and experiences they need to get career-track jobs. Best employers view talent

management as critical investment and willing to spend more time and money on staff training.

Sense of accountability

Best employers instil a strong sense of accountability in the company. They will demonstrate respect for their employees by holding them accountable for the result and recognising the efforts and achievement they have made. Employees will have a clear understanding of their expectations from the management for the company goals and objectives.

Good HR practises

Best practices include holding recruiters accountable for engaging in fair employment practices that treat applicants equally within regard to non-job-related factors such as age, sex, race, national origin and religions, and instead focusing solely on experience, expertise and qualifications in decisions about narrowing the field of viable candidates.

Best practices in your organisation's compensation and benefits structure improves job satisfaction, morale and employee retention, which is crucial for an SME.

Under the administration of SME, the SME Talent Programme aims to help SMEs to become the employer of choice for young talents through various approaches. The programme helps SMEs to attract and recruit local talents from institute of higher learning, including Institutes of Technical Education (ITEs), polytechnics and universities. These talents will get to experience industry exposure and secure career opportunities with local SMEs through internships, study sponsorships and fresh hire training, while the SMEs will be provided with a training grant, thus benefitting all parties.



SME Talent Programme

To find out more details on the STP, please contact the STP team at: stp@smecentre-smf.sg or 6826 3148

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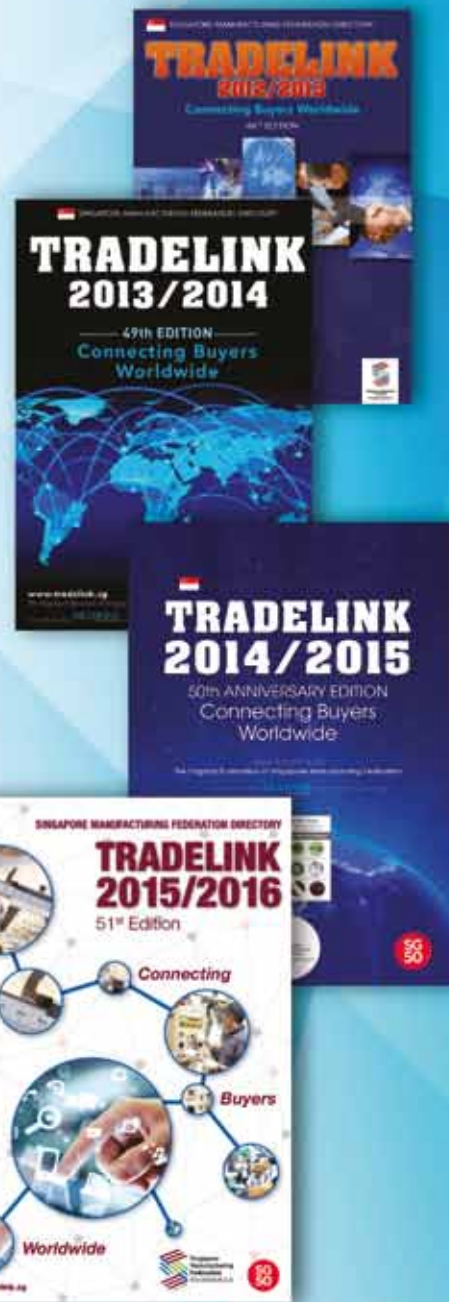
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9. PI (Physik Instrumente) Singapore LLP
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13. Takatack Technologies Pte Ltd
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16. Yong Fah International Pte Ltd

**Listed in alphabetical order and information accurate as of 31 March 2016*

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