

CONNECT

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SMF Awards & 84th Anniversary Dinner

- SMF Receives NS Advocate Award for Organisations
- Appointment of SPMCC as Certification Body for Management Consultants
- Food Safety Forum 2016: Focusing on Traceability
- Opening the Gateway for Businesses in Africa and ASEAN



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Dear Fellow Members

As the manufacturing sector continues to evolve and transform, SMF will do its part to help members of the industry remain competitive and relevant to Singapore's economy. SMF helps the manufacturing industry to be better equipped to face existing and future challenges by creating opportunities for business collaborations, industry talks and seminars.

The SMF Awards is one such initiative through which we encourage the business community towards business excellence. It honours companies that have consistently demonstrated exceptional achievements in their transformational growth and promotes the best practices of the manufacturing sector. This year we have also introduced a new category of awards - Collaborative Partnership Award. We hope the new award will encourage more companies to collaborate and overcome their common challenges collectively.

In line with our efforts to form new partnerships globally, SMF together with Conference & Exhibition Management Services Pte Ltd, has undertaken an exciting new initiative to open a business gateway between Africa and ASEAN through an exciting exhibition series called the Africa-ASEAN Business Expo (AABE). Through this initiative, trade and economic growth between these two massive regions will be further promoted and economic ties will be strengthened.

In this issue of CONNECT, you will also be able to read about our new partnership with Singapore Business Advisors and Consultants Council (SBACC), in which the management and administration of the Practising Management Consultant (PMC) certification scheme has been licensed to Singapore PMC Certification Pte Ltd (SPMCC) – one of SMF's subsidiaries. This arrangement will continue to uphold the standards of PMC certification and help facilitate the matching of certified PMCs with SMF's wide business network.

It is upon the above highpoints which we mark SMF's 84th anniversary. The year ahead is indeed challenging. Amidst the challenges that arises, let us identify and grab the opportunities for growth that come our way. SMF stands ready to journey alongside with businesses and do its part. With that, I would like to take this opportunity to thank our members as well as SMF Council for their support which has enabled SMF to grow from strength to strength all these years.

Douglas Foo
President
Singapore Manufacturing Federation



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NB: In alphabetical order by industry group

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Mr. Neo Eng Chong

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Mr. John Kong

M Metal Pte Ltd

Mr. Tan Boon Chong

Mr. Paul Maguire
Senoko Energy Pte Ltd

Mr. Lim Meng Wee

SP Consulting (International) Pte Ltd

NB: In alphabetical order by company

SMF Secretariat

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Secretary-General

Dr. Michael Teng

Assistant Secretary-General

*Information is correct as of September 2016.

POINT OF Soul

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Basis for
Business



Mr Douglas Foo Re-elected as SMF President for the Second Term

20 September 2016 – During the first council meeting of the new term – held immediately after the Annual General Meeting at SMF – Mr Douglas Foo was re-elected as President for the next two-year term. The new term will be from 2016 to 2018. Mr Foo is the Founder and Chairman of Sakae Holdings Ltd.

“I’m honoured to be re-elected to lead the federation for the second term. Together with the newly elected Council of industry leaders, I’m confident we will be able to steer the manufacturing community in Singapore through the current challenging economic conditions, said Mr Foo, “With manufacturing contributing up to 20% of our nation’s GDP, SMF is committed to champion innovation and sustainable growth with our industry players in ensuring that the manufacturing sector remains relevant and competitive in today’s marketplace.

Mr Foo also reiterated his plans on how SMF would do so by partnering closely with the government in driving innovation-led productivity, building capabilities and encouraging internationalisation in the manufacturing sector. His vision is to position SMF as a world-recognised federation among the business community that creates value to its members and the manufacturing community.



Council members for Term 2016-2018



SMF also celebrated its 84th anniversary that day. Special thanks to PrimaDeli for the cake!

Besides Mr Douglas Foo, the other newly elected key office bearers are:

Deputy President, Mr Sunny Koh, Managing Director of Chinatown Food Corporation Pte Ltd.

Honorary Secretary, Mr Ryan Chioh, Managing Director of FarEastFlora.com Pte Ltd.

Honorary Treasurer, Mr Philip Lee, Partner of KPMG LLP.

Mr George Huang was re-appointed as SMF’s Emeritus President for the another term.

This was announced by Mr Renny Yeo, PBM, Chairman of the election committee, who was supported by Mr Ronnie Tan, from Central Chambers Law Corporation and Mr Poon Yew Wah from BDO LLP.

The newly elected Council will serve their two-year term with effect from 21 October 2016.

Council Members for Term 2016-2018

No	Name / PA	Company
1	Mr Douglas Foo, BBM President	Chairman Sakae Holdings Ltd
2	Mr Sunny Koh, PBM Deputy President Chairman, Food & Beverage Industry Group	Managing Director Chinatown Food Corporation Pte Ltd
3	Mr Ryan Chioh Honorary Secretary	Managing Director FarEastFlora.com Pte Ltd
4	Mr Philip Lee Honorary Treasurer	Partner KPMG LLP
5	Mr George Huang, PBM, DSM Emeritus President	Managing Director / CEO Amoy Canning Corporation (S) Ltd
6	Mr Brandon Lee Chairman, Automation Technology Industry Group	Country Manager ATS Applied Tech Systems Pte Ltd
7	Mr Jason Kurek Chairman, Building Products & Construction Materials Industry Group	General Manager SimonsVoss Security Technologies (Asia) Pte Ltd
8	Mr Simon Li Chairman, Energy & Chemicals Industry Group	CEO Feoso Oil (Singapore) Pte. Ltd
9	Mr Tay Jih-Hsin Chairman, Electrical, Electronics and Allied Industries Industry Group	Managing Director Swee Hin Power Systems Pte Ltd
10	Ms Zhang Jia Lin Chairman, Lifestyle Industry Group	Director Inflo Health Sciences Pte Ltd
11	Dr Stuart Koe Chairman, Life Sciences Industry Group	Managing Director ICM Pharma Pte Ltd
12	Mr Albert Lee Chairman, Medical Technology Industry Group	Managing Director, Singapore Johnson & Johnson Pte Ltd
13	Mr James Wong Chairman, Metal, Machinery & Engineering Industry Group	Managing Director O. E. Manufacturing Pte Ltd
14	Ms Betty Tan Chairman, Packaging Council of Singapore Industry Group	Executive Director Sin Cheong Containers Mfg Co Pte Ltd
15	Dr Ong Siew Hwa	CEO & Founder Acumen Research Laboratories Pte Ltd
16	Ms Angeline Suparto	Managing Director Angeline Suparto Law Corporation
17	Mr Samson Wong	Managing Director Asia Pacific Breweries (S) Pte Ltd
18	Mr Low Beng Tin, BBM	Managing Director Assimilated Technologies (S) Pte Ltd
19	Mr Birch Sio	Managing Consultant & Director Concord Associates Pte Ltd
20	Mr Saw Ken Wye	Chief Executive Officer CrimsonLogic Pte Ltd
21	Mr Melvin Tan	Managing Director Cyclect Holdings Pte Ltd
22	Mr Rowan Tan	Managing Director / Senior Vice President ASEAN, AS APAC DORMA Far East Pte Ltd
23	Mr Yeo Cheong Guan	Managing Director Eng Bee Paper Merchant Pte Ltd
24	Mr. Neo Eng Chong	CEO / President Makino Asia Pte Ltd
25	Mr John Kong	Managing Director M Metal Pte Ltd
26	Mr Billy Wong	Managing Director Metrohm Singapore Pte Ltd
27	Mr Adam Hamid	Managing Director Naina Mohamed & Sons Pte Ltd
28	Mr Patrick Chang	Managing Director Paclin Office Products Pte Ltd
29	Mr Paul Maguire	President & CEO Senoko Energy Supply Pte Ltd
30	Mr Lim Meng Wee	Managing Director SP Consulting (International) Pte Ltd

Unveiling the Winners of SMF Awards 2016

SMF Awards 2016 recognises companies that have consistently shown exceptional achievements in their transformational growth. Amidst the current manufacturing slowdown, the awards serve to acknowledge the commendable efforts of companies who have achieved business excellence during these challenging times. The winners of the awards also serve as shining examples to the rest of the manufacturing community.

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

The new SMF Collaborative Partnership Award recognises industry leaders that have undergone capability and capacity advancement through the close partnerships forged with their supply chain companies. Whether it is an overseas venture overseas or promotion of an innovation-based industrial cluster, the SMF Collaborative Partnership Award aims to encourage more of such collaborative efforts to strengthen the industry's value chain.

SMF Sustainable Growth Award acknowledges companies that have proven their ability to adapt to different economic situations and have thus demonstrated their 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 is the first award in Singapore to recognise companies that have achieved success in transforming their business models. The Award aims to inspire the business community to pursue transformational growth through business model innovation.

The judges of the SMF Awards 2016 were pleased with the overall response



Prior to the interview session, the panel of judges came together on 19 August 2016

and the quality of nominees of this year's edition. The panel of judges comprises of Mr Saw Ken Wye, CEO, CrimsonLogic Pte Ltd, Mr Birch Sio, Managing Consultant & Director, Concord Associates Pte Ltd, Dr Prem Shamdasani, Assoc Professor, NUS Business School, Ms Chew Mok Lee, Assistant Chief Executive (Capabilities & Partnership), SPRING Singapore, Mr Lucas Tran, Head of Diversified Industrial Sector, KPMG LLP, Mr Alok Mishra, Vice President, Strategic Business Systems, Johnson & Johnson Pte Ltd, Dr Michael Teng, Assistant Secretary-General, Singapore Manufacturing Federation.

Congratulations to all our winners!

Sustainable Growth Award (SME category)	
Feinmetall Singapore Pte Ltd	Distinguished Winner
Anewtech Systems Pte Ltd	Winner
Blue Aqua International Pte Ltd	Winner
Onn Wah Tech Pte Ltd	Winner
Sun City Maintenance Pte Ltd	Winner
Tantex Pte Ltd	Winner
Sustainable Growth Award (Large Enterprise category)	
Makino Asia Pte Ltd	Distinguished Winner
Hirata FA Engineering (S) Pte Ltd	Winner
Business Model Innovation Award	
Onn Wah Tech Pte Ltd	Distinguished Winner
Central-Midori International Pte Ltd	Winner
Tantex Pte Ltd	Winner
Venvici Pte Ltd	Winner
Yeo Eng Koon (S) Pte Ltd	Winner
Collaborative Partnership Award	
Singapore Technologies Engineering Ltd	Distinguished Winner
Johnson & Johnson Pte Ltd	Winner
Lim Kee Food Manufacturing Pte Ltd	Winner
Singapore Telecommunications Limited	Winner
Waters Pacific Pte Ltd	Winner

SMF Annual Staff Dinner

On 31 August 2016, SMF held its Annual Staff Dinner at Mandarin Orchard Hotel. With the theme “Around the World”, SMF staff and council members were decked to the nines in costumes from various corners of the globe. Have a look at the visuals captured that night!



The well-executed event was put together by SMF recreational committee



Helping Companies Expand in the ASEAN Region

SMF Electrical, Electronics and Allied Industries industry group hosted a business seminar for companies looking to expand their business in the ASEAN region, on 25 July 2016. The session is part of SMF's efforts to guide and drive the country's manufacturing sector by ensuring growth and sustainability of Singapore's manufacturing businesses.



The seminar presented an opportunity for participants to network amongst one another

Said SMF's President, Mr Douglas Foo, "Manufacturing is, and will continue to remain a key contributor to Singapore's economy." He was referring to the dismal outlook of manufacturing sector and the reports of the shrinking industry. On

top of rising business costs and a tight labour pool, businesses still have the global and regional economic slowdown to contend with. One way businesses can counter this is through market expansion overseas – something SMF actively advocates by hosting various activities to encourage enterprises to look beyond the shores of Singapore and consider business opportunities beyond their existing markets.



The seminar was rounded up by a panel discussion

With that, SMF jointly organised a business seminar with International Finance Corporation (IFC) and Religare Capital Markets to explore the possibility of expanding into neighboring ASEAN countries, also touching upon whether those countries may be considered as a market or a base for manufacturing. These were brought up as key considerations for SMEs to order to continue to be competitive and grow. IFC, a part of the World Bank Group, provides funding for business expansion into developing countries as well as expertise on the business climate of the country a client is considering moving into. Religare followed by a presentation, touching on an overview of the manufacturing sector in Singapore and ASEAN, followed by an outline of Equity Capital Markets.

Chemical Safety in Products: Asia-Pacific 2017

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A practical 1-day forum to raise awareness and standards of Risk Assessment and Product Safety in the Asia Pacific region

15 February 2017, Singapore

Supported by the *Singapore Manufacturing Federation*, this conference offers a unique opportunity to stay in line with international chemicals regulation and expectations of chemicals risk management in products. The one-day event - which includes presentations, industry case studies, round table discussions and Q&As - brings together over 15 experts in global chemical risk assessment and regulation, with updates from Singapore, Malaysia, South Korea, Thailand, Australia and Japan.

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US \$750 non-SMF members

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- ✓ CIO listed Deskera as one of the twenty most promising CRM solution providers.
- ✓ Recognized as the 25 Most Promising HR Tech Solution Provider, 2016 by APAC CIO Outlook.
- ✓ Top 20 Finance Technology Solutions Provider, 2016 by CIO Advisor.
- ✓ Southeast Asia Market Leadership award, 2015 by Frost & Sullivan.

SUSHI TEI JOINS HANDS WITH DESKERA

Sushi Tei, a Singapore-based restaurant dining chain that boasts of more than 250 items on their menu, in 2013 realized the need of a software that would facilitate orders from their outlets to the new as well as from the warehouse to their suppliers. The need of the hour was Inventory Management. After extensive study, Deskera experts comprehended that the single answer to all of Sushi Tei's inventory concerns was – automation. A centralized inventory management system was implemented that monitored warehouse to outlet and warehouse to supplier inventory movement from a centralized web-based portal.

THE DESKERA EDGE



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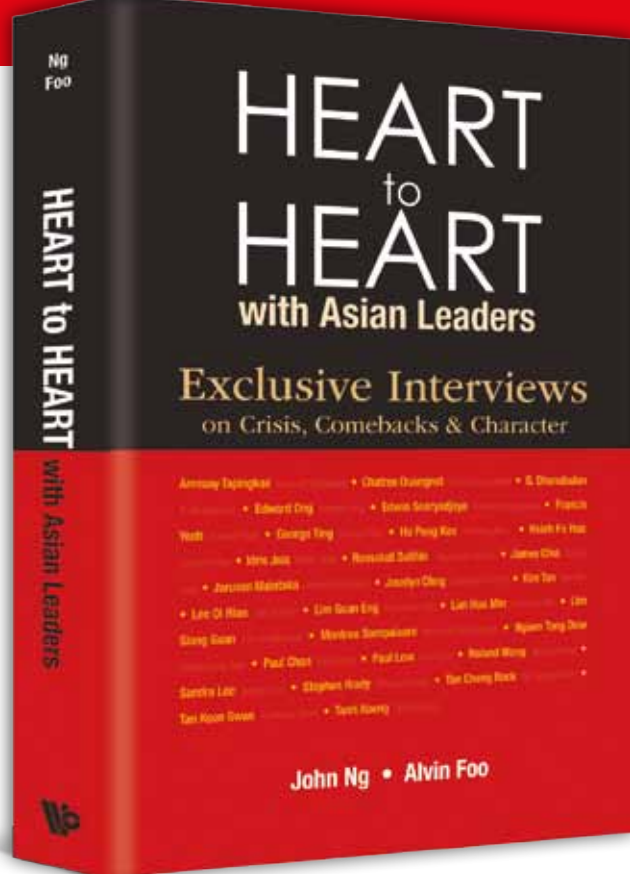
Janice Lee

Assistant Director (Finance and Admin), Sushi Tei

Like Sushi Tei, 3,000 companies worldwide have trusted Deskera with the responsibility of running their critical business processes in the cloud. Our clients include names such as



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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

Singapore

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Ho Peng Kee

Former Senior Minister of State in the Ministry of Law and the Ministry of Home Affairs

Hsieh Fu Hua

Chairman of UOB

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Group President of Pico Group

Jocelyn Chng

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Lim Hua Min

Chairman of Phillip Capital

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Ngiam Tong Dow

Independent Non-Executive Director of Yeo Hiap Seng and former Permanent Secretary in the Prime Minister's Office, the Ministry of Finance, the Ministry of Trade and Trade, the Ministry of Communications and the Ministry of National Development

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and others...

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SAF Day Combined Rededication Ceremony 2016



Mr Douglas Foo, SMF President, gave the welcome address



Mr Lawrence Wong, Minister for National Development, was received by SMF Council members and SAF personnel



SAF Day Combined Rededication Ceremony 2016 for the East Zone was held at Matrix @ Biopolis Auditorium

SMF had the honour of organising the annual SAF Day Combined Rededication Ceremony 2016 for the East Zone held on 1 July 2016 at Matrix @ Biopolis Auditorium. Some 450 participants, including National Servicemen, staff and management from more than 80 companies pledged their allegiance to Singapore's defence with Mr Lawrence Wong, Minister for National Development as Guest-of-Honour.

Donning his uniform for SAF Day, SMF President Mr Douglas Foo reminded participants on the importance of National Service during his welcome address saying, "As a small nation, we are economically and politically vulnerable to the happenings in the world. We must hence make it known that we are capable of defending ourselves and our national defence is not to be trifled with. This will in turn translate to greater

confidence from our investors and our people, in Singapore's business environment – a confidence that has borne much fruit in today's business climate."

Since Singapore's independence, the SAF has become a highly respected and professional military able to conduct a wide spectrum of operations on air, land and sea, both in peace time and during periods of tension. But nonetheless, the bedrock of the SAF's success has been made possible with the support and commitment from families, employers, volunteers, NSmen and Regulars. Therefore, it was heartening to witness an increase in the number of participating companies every year gathering together to pledge their loyalty and commitment to defend Singapore.

SMF Receives NS Advocate Award for Organisations



SMF council members and secretariat at the Total Defence Awards Dinner

SMF was honoured to be recognised as a supporter for National Service with the NS Advocate Award for Organisations. The award was presented by Dr Ng Eng Hen, Minister for Defence during the Total Defence Awards dinner held at Pan Pacific Hotel on 26 August 2016.

Speaking at the event during his welcome address, Dr Ng reiterated the importance of the wider community playing an integral role in supporting NS and strengthening Total Defence. He said, “Businesses, organisations and individuals make a difference too. When you support your NSmen in your company or provide civil resources during mobilisation, you directly contribute to Singapore’s security.”

Highlighting that Total Defence is vital in responding to security challenges such as the terrorism threat, Dr Ng said, “The battle against extremist terrorism is a long term challenge. This fight against extremism cannot be fought by the Singapore Armed Forces or the Home Team alone. We will need Total Defence to survive and keep Singapore safe, prosperous and harmonious.”

At SMF, a pro-NS culture has been cultivated which enables staff, who are NSmen to fulfill their NS obligations without needing to worry about their work responsibilities. For instance, staff who have their IPPT test are allowed time off to train.

During the TDA Dinner, the NS Mark accreditation scheme that recognizes firms that support national servicemen was also launched. The scheme, which has two tiers, was recommended in 2013 by the Committee to Strengthen National Service, and developed by the Advisory Council for Community Relations in Defence.

For the basic NS Mark tier, firms simply have to sign a Declaration of Support for NS and Total Defence. For the higher NS Mark (Gold) tier, firms must have NS-friendly policies. These include rewarding good in-camp training (ICT) performance and considering an NSman’s Certificate of Service and Testimonial when hiring staff.

Congratulations to our members who were awarded “NS Advocate Award”

1. Chin Yuan Metal Pte Ltd (SME)
2. Hong Lian Gim Kee (SME)
3. Lim Siang Huat Pte Ltd (SME)
4. CWT Limited (Large Companies)
5. KMG Ultra Pure Chemicals Pte Ltd (Large Companies)
6. Mediacorp Pte Ltd (Large Companies)
7. Senoko Energy Pte Ltd (Large Companies)
8. ST Electronics Limited (Large Companies)
9. UMW Equipment & Engineering Pte Ltd (Large Companies)

More information may be found online at www.NSmark.sg

New Electricity Retailer- iSwitch Helps to Lower Your Business Costs

Making the switch is Easy

iSwitch is an electricity retailer, licensed by the Energy Market Authority (EMA), and one of SMF Awards & 84th Anniversary Dinner 2016 sponsors. With more than 30 years of electricity retailing and energy trading experience across the Asia Pacific region, iSwitch is a member of the RCMA Group that operates in 15 locations worldwide with an annual turnover in excess of US\$1 billion.

Alternative Option to Energy Reduction

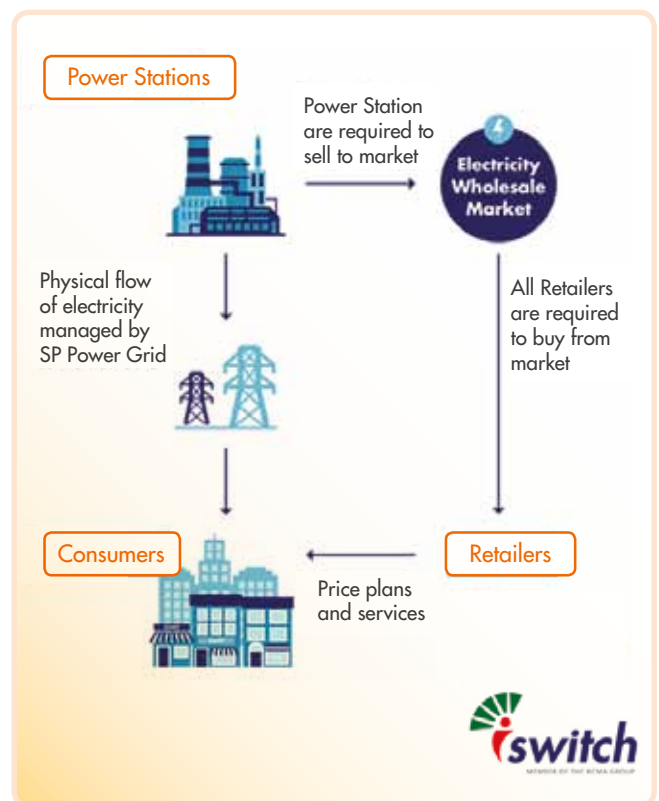
Electricity consumption is inevitable when operating a business; it is definitely an area that any management would be looking into towards cost reduction. And that is iSwitch's goal: **to help businesses reduce on their energy costs.**

With manufacturing being a heavy consumer of energy, iSwitch offers an alternate option with better competitive pricing available for manufacturers to consider as a cost reduction measure. Furthermore, switching to iSwitch is not that difficult than most would think.

Stacy Gan, Sales Manager at iSwitch said, "While a company can adopt energy-saving methods to reduce energy consumption, there are also alternative and more competitive pricing options available in the market to reduce cost more effectively. We are proud to be working with SMF to offer low cost electricity plans."

Reliable and Flexible Solution

Since entering the market, iSwitch has spent significant resources building a reputation of not only offering attractive



plans relative to incumbent players in Singapore, but also providing reliable, flexible and customised solutions to their consumers.

"For concerns about the reliability and quality of supply, the public should know that Singapore's energy transmission system is highly regulated and wholly operated by the Government. This means that when you switch electricity retailers, there will be no change or compromise to your security of supply at all," added **Ms Stacy Gan**.

Singapore businesses can email their latest monthly electricity bill to sales@iswitch.com.sg or call us at 1800 505 9900 to know more.

Accolades for Singapore Packaging Star Award Winners

Thirty-eight winners of the Singapore Packaging Star Award 2015 received accolades at a Gala Dinner organised by the Packaging Council of Singapore (PCS) at Singapore Marriott Tang Plaza Hotel on 5 July.

Mr Sam Tan, Minister of State, Prime Minister's Office & Ministry of Manpower & Deputy Government Whip, was the Guest-of-Honour of the event. More than 200 guests, including award winners, judges, and other stakeholders in the packaging industry, attended the event.

Award Recognizes Creative and Innovative Packaging

The Singapore Packaging Star Award is organised annually by the PCS, an industry group under the Singapore Manufacturing Federation (SMF). Since its inception in 1998, this Award not only acknowledges the companies with innovative and creative packaging designs for their products, but also recognises excellence in packaging, construction and materials usage, design, innovation technology and environmental consciousness. The Award categories cover different areas in the packaging industry, namely, Commercial Sales & Display, Environmentally Sustainable Packaging, Transportation & Protection, and Student Sales & Display.



Ms Betty Tan giving the opening address

Said Ms Betty Tan, Deputy Chairman, PCS, in her welcome address at the event, "It is heartening to note that the numbers of submissions and winning entries are higher than that in the preceding year. We are delighted with not only the growing interest in the Award,



(L-R) SMF President, Mr Douglas Foo, Minister Sam Tan, Ms Betty Tan



Minister Sam Tan took a tour around the exhibition featuring some of the winning entries, before the commencement of the awards dinner

but more importantly, the raising of the bar in terms of the remarkable results delivered. Having 11 student winners achieving the triple awards – Singapore Star Packaging Award, Asia Star Award and World Star Award -- is indeed a new record."

She added, "According to the Award judges, the winning entries reflect not

Collaboration within Packaging Industry

Compared to other industry sectors, the packaging industry's contribution to Singapore's GDP is very small. However, being small has its merits. Said Ms Tan, "Starting from our low base, we have certainly great potential for expansion. However, the industry members must collaborate and help each other if we were to achieve a quantum leap. In today's digital world, creativity and talent do not have any boundaries. Hence, I am confident that some of Singapore's best packaging designers will one day rise to the challenge and hold their own on the world stage."

Guest-of-Honour Mr Sam Tan also urged the packaging companies to look at collaboration going forward. He said, "Given the demands of the modern discerning consumer, as well as the stiff competition in this industry, Singapore's packaging companies should constantly innovate and transform themselves, so as to keep up with the emerging packaging trends and take the industry towards greater heights. If necessary, they should consider collaborating with other local players or overseas partners with a view to venturing into new markets."

Resolving Business Disputes Through Mediation

Looking for ways to make your business more flexible and resilient in a competitive economy? Becoming dispute-wise in your business could reap significant advantages. A growing number of businesses are turning to mediation to resolve disputes quickly and effectively, safeguard themselves from legal risk and take control of their B2B relationships. How can mediation be the solution to disputes that you may encounter?

What is mediation?

During mediation, a process that both parties voluntarily agree to, a neutral person, the mediator, helps parties to negotiate a settlement of their dispute. The mediator is trained to guide the disputing parties to move beyond their positions in the dispute and prioritise their key interests. For example, in the case of a renovation dispute involving delays, a store owner may want to see their store renovations completed quickly and reopen their store in time for the launch of an important product, while the contractor may be hamstrung by cash flow issues. A skilled mediator can uncover these interests, and facilitate a possible settlement that provides the contractor an advance payment that incentivises him to resume work immediately.

This example also highlights the main difference between mediation and other forms of dispute resolution, which is that mediation is a co-operative, problem solving process. Unlike litigation, where the judge will make a decision in favour of one side, mediation allows the parties to craft practical and commercially driven solutions that are mutually beneficial. It can achieve win-win solutions for both parties.

How does mediation resolve disputes quickly?

Mediation is an informal process. There are no lengthy submissions and there is no need to wait for months to get a hearing date before a judge. Mediation can generally be arranged within 2 – 3 weeks, and if a case is urgent, mediation can even be arranged within 24 hours.

The mediator is also trained to get to the core issues of the case. If both sides can come to an agreement on the main points, they often find it in their mutual interest to set aside the minor issues. On the other hand, if disputing parties take the dispute to court, every claim would have to be examined, and they might find themselves bogged down for weeks or even months of proceedings.

At the Singapore Mediation Centre, about 72% of cases that are mediated are settled. Of those that settle, about 90% are settled within a day.

How does mediation protect your business?

Other than the time and cost savings companies stand to benefit by settling disputes through mediation, there are also important non-material benefits. By concluding your dispute, you can get back to focusing on your business. Mediation is also confidential and enables you to avoid the negative publicity often associated with a lawsuit.

By including a mediation clause in your contracts, it ensures that any disputes with your suppliers or clients will go through mediation first and possibly avoid an expensive lawsuit. This is an important safeguard, especially for small businesses that do not have a big budget for legal matters. The following is a model clause:

Any dispute arising out of or in connection with this agreement must be submitted for mediation at the Singapore Mediation Centre (SMC) in accordance with SMC's Mediation Procedure in force for the time being. Either/any party may submit a request to mediate to SMC upon which the other party will be bound to participate in the mediation within [45 days] thereof. Every party to the mediation must be represented by [senior executive personnel, of at least the seniority of a Head of Department] or its equivalent, with authority to negotiate and settle the dispute. Unless otherwise agreed by the parties, the Mediator(s) will be appointed by SMC. The mediation will take place in Singapore in the [English] language and the parties agree to be bound by any settlement agreement reached.

How does mediation put you in control of business relationships?

Unlike other adjudicatory forms of dispute resolution, where a third party makes a decision on your case, mediation puts you in the driver's seat. You will only sign the settlement agreement if you agree to the terms of settlement. Thus, you are empowered to decide exactly where to draw the line in a dispute, what to prioritise and what to concede in order to get the best outcome for your business.

Consider mediation as your preferred choice for dispute resolution.

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For more information on mediation, visit the Singapore Mediation Centre website at mediation.com.sg.

It's Your Business To Care

Mentally Healthy People = Happy People = Productive Workforce

Are you aware if any of your workers are dealing with issues of grief, trauma and crises, such as death, illness, family breakdown, violence, abuse, disaster, accident, loss of job or life changes? It can affect them emotionally and impact their performance at work.

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Forum on 21st Century Maritime Silk Road Initiative



The forum was held to highlight the diverse opportunities arising from the development of the 21st Century Maritime Silk Road initiative

Some 200 participants attended the Maritime Silk Road-Singapore Forum 2016, organised jointly by the Singapore Manufacturing Federation (SMF) and China-ASEAN Business Council (CABC).

Themed ‘How Singapore Companies Can Benefit From Development of Maritime Silk Road’, the forum was aimed at sharing invaluable knowledge and insights on how local companies can leverage on the myriad opportunities to enhance their growth and globalisation. Held on 5 July at the Shangri-la Hotel Singapore, the forum was graced by Guest-of-Honour, Mdm Low Yen Ling, Parliamentary Secretary, Ministry of Education and Ministry of Trade and Industry.

21st Century Maritime Silk Road initiative

The 21st Century Maritime Silk Road stretches extensively from eastern China to Southeast Asia, East Africa, right to the Middle East and Europe. The 21st Century Maritime Silk Road initiative, as part of China’s overall “One Belt, One Road” development strategy and framework, was proposed by Chinese President Xi Jinping during his historic visit to Indonesia in October 2013. Since then, it has become a keen area of interest for many governments, business communities, and think-tanks around the world.

The initiative is strategically aimed at fostering collaboration and investment in Southeast Asia, Oceania and North Africa, through the vast waters of the South China Sea, the South Pacific Ocean and the wider Indian Ocean. Undoubtedly a major boost for trade, tourism, shipping and the development of maritime infrastructure, the 21st Century Maritime Silk Road initiative eliminates trade barriers, elevates connectivity and actively fosters better understanding among people.

In March 2015, at the annual Boao Forum for Asia 2016 held in Hainan Province, China, to discuss new ways to fuel world economic development, China officially unveiled the Action Plan - “Vision and Actions on Jointly Building Silk Road Economic Belt and 21st Century Maritime Silk Road”, signalling a step closer to realising the concept. As revealed by Chinese President Xi Jinping in his speech then, around 60



countries along the routes are interested to join in this exciting development of the Belt and the Road.

Research revealed that together, these countries account for an immense 64.2% of the earth’s population, 37.3% of the world’s GDP and 31.4% of the world’s household consumption.

One Belt, One Road

The Silk Road Economic Belt and the 21st Century Maritime Silk Road, known as the ‘One Belt, One Road’, were respectively unveiled in September and October 2013. Besides facilitating investments, fostering trade growth and rapid expansion of economic cooperation, the “One Belt, One Road” initiative will also promote cultural exchanges as well as bilateral and multilateral cooperation.

Speaking at the forum, SMF President Mr Douglas Foo said, “We are sincerely excited about the advent of these new opportunities. The “One Belt, One Road” strategic concept can effectively dovetail with the development strategy for ASEAN and elevate the connectivity within the region and spur the creation of a common ASEAN economic system. As an important nexus of the Maritime Silk Road, ASEAN region will be a strategic maritime partner in helping to develop the 21st Century Maritime Silk Road. As the most developed nation within the ASEAN region, Singapore’s international position within the 21st Century Maritime Silk Road strategy will thus be elevated.”



Mr Douglas Foo, SMF President, gave the Welcome Address

SMF Hosts Networking Session for Austin Business Delegation

Business delegates from Austin, USA attended a networking session on “Business opportunities in the United States and SelectUSA” organised by Singapore Manufacturing Federation (SMF) on 15 July at the SMF House.

The Austin business delegation was led by Mr Steve Adler, The Honourable Mayor of Austin, Texas, and Mr Stephen Jacques, Senior Commercial Officer, US Commercial Service, Singapore.

In his welcome address to the U.S. delegates, SMF President Mr Douglas Foo said, “There are good synergies between the US and Singapore, with good platforms to generate synergy amongst different industries and to create collaboration with one another.”

Mr Foo said that the networking session “is an excellent starting point for business people from Singapore and Austin to get to know each other, and to start exploring the possibilities for collaboration. Geographically, Austin and Singapore may be far from each other, and separated by a time zone difference. But this geographical fact should not prevent both parties from reaching out to one another, and seeking common interests and synergies that can further develop into successful collaborative ventures.”

He added, “Singapore and Austin have quite a bit in common. We are both fairly small in size – our land area is very similar – and we are both economically vibrant. Also, our people are constantly finding new ways to stretch the frontiers of business and technology.”



(L-R): Mr Stephen Jacques, Senior Commercial Officer, US Commercial Service, Singapore; Mr Steve Adler, Mayor of Austin, Texas; Mr Douglas Foo, SMF President; Dr Ahmad Magad, SMF Vice President & Co-Chairman of SMF Americas Regional Business Group

Austin is the fastest growing of the 50 largest US cities and the second largest state capital after Phoenix, Arizona. It is home to many thriving businesses including enterprises in technology, digital media, clean energy and life sciences, advanced manufacturing and data centers. Renowned and successful companies including Dell, Whole Foods, Ebay, Facebook, 3M, General Motors, NXP Semiconductors, and Samsung have offices in Austin. In 2016, Forbes has ranked Austin as the city most likely to prosper over the next decade.



The panel of speakers took questions from participants

Opening the Gateway for Businesses in Africa and ASEAN

The Singapore Manufacturing Federation, together with Conference & Exhibition Management Services Pte Ltd, is undertaking a new initiative to open a business gateway between Africa and ASEAN through an exhibition series – Africa-ASEAN Business Expo (AABE).



A press briefing was held on 24 August 2016, to inform the public of the new initiative

The AABE series is designed to be the strategic platform linking businesses between ASEAN and the African Union (AU), via the commercial hubs of Singapore and South Africa respectively.

Leveraging on ideal market conditions, the inaugural AABE 2017 will kick off in Johannesburg, South Africa, from 6 – 8 November 2017, while the following edition will be held in Singapore, in August 2018.

The exhibitions will target ASEAN manufacturers from several interest sectors such as environment, water, housing & building construction, infrastructure, healthcare, transportation, food & beverage, IT & telecommunication, franchises, education and other industries.

In addition to the myriad of exhibiting sectors, the AABE series will also feature onsite business matching services as well as a hosted buyers programme, specially tailored to bring in quality buyers from the AU and ASEAN to the event.

Why Singapore and South Africa?

Singapore, as the hub of ASEAN, has one of the highest international flight connections in the world, making the country extremely accessible to the rest of ASEAN and the

region beyond. Furthermore, Singapore's investments in Africa has been rising with a steady compound annual growth rate of 10% since 2008 and is also Africa's largest investor among the Southeast Asian countries – testimony of the growing ties between these two regions.

Said SMF Emeritus President, Mr George Huang, "We know that Singapore is an expensive manufacturing base. So Africa is, as I've said, and I showed, it's green pastures. So we can go there, and the manufacturers can go there with relatively lower costs. With a very big population and strongly emerging business class, Africa provides another avenue and platform to increase the sales."

In Africa, Johannesburg is the largest city of South Africa, and one of the leading financial centres in the world. It is also a city that is highly accessible via numerous international flight connections, as well as a port of call, making it the ideal city to kick-start this venture.

SMF Welcomes New High Commissioner of Malaysia to Singapore

His Excellency Dato' Ilango Karuppannan who has recently been accredited as the High Commissioner of Malaysia to Singapore, paid a visit to Singapore Manufacturing Federation (SMF) on 29 June 2016. He along with the delegation from Malaysia was warmly greeted by Mr Douglas Foo, SMF President upon visiting, and was given a tour of the SMF House. A meeting was subsequently conducted between the two sides. During the meeting, it was highlighted by His Excellency on the need to continue to strengthen the bilateral relations between the neighbouring countries as the economies of both nations were strongly intertwined. He also expressed his gratitude to SMF for the warm welcome extended to him.



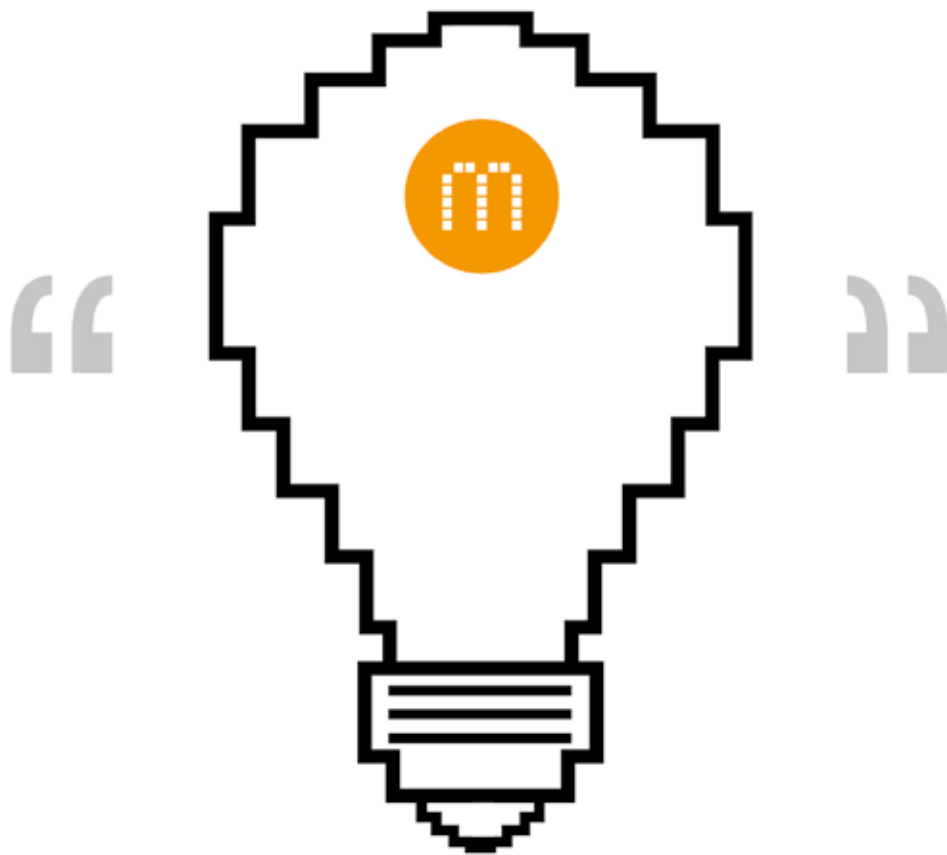
L-R: Mr Syed Mohd Faizal Syed Mohd Dardin, Counsellor, Economy, Mr Nur Azman Abdul Rahim, Deputy High Commissioner, His Excellency Dato' Ilango Karuppannan, High Commissioner, Mr Douglas Foo, SMF President, Mr Sikh Shamsul Ibrahim Sikh Abdul Majid, First Secretary – MIDA

Memorandum of Understanding Between SMF and CABC

An MOU was signed between the China-ASEAN Business Council (CABC) and SMF on 18 May 2016, to strengthen business relations and promote co-operations between the enterprises in the two countries. Singapore and China are linked by international trade, industrial and cultural ties. Furthermore, both SMF and CABC are leading associations, representing industrial and business sectors in their respective countries.

The signing of the MOU will achieve the following objectives:

- *Promote –ongoing exchange of information about their respective countries*
- *Render assistance to teach other in events such as trade exhibitions, missions and conference*
- *Encourage companies in China and Singapore to do business with one another and from business partnerships to expand their business in China, Singapore and other ASEAN countries*
- *Facilitate other programmes that may encourage investment and business partnership of mutual benefit to members of both organisations*



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Secure Your Career in the Logistics and Supply Chain Industry



Dr Michael Teng, CEO of SMF-CCL (far-left) with staff and seminar attendees at SMF House

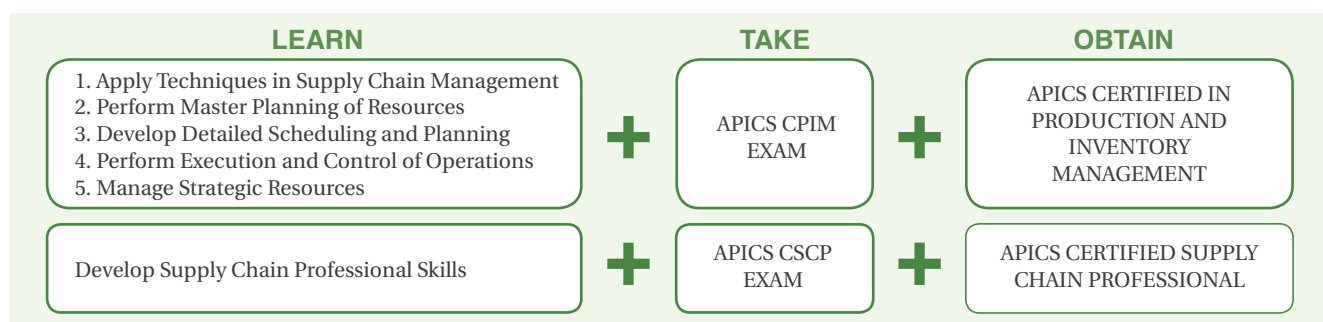
On 22 July 2016, SMF Centre for Corporate Learning (SMF-CCL) conducted a seminar titled 'Be a Recognized & Certified Operations & Supply Chain Industry Leader and Out-perform Competitors!'. The attendees learnt about useful tools to increase business competencies in Production & Inventory Management as well as topics such as Lean Supply Chain Management, value of Certification and Talent Empowerment.

The APICS Certified in Production and Inventory Management (CPIM) and APICS Certified Supply Chain Professional (CSCP) programmes are offered through joint collaboration between Singapore Manufacturing Federation (SMF), Singapore Workforce Development Agency (WDA) and APICS - The Association for Operations Management. APICS is the premier professional association for supply chain and operations management and the leading provider of research, education and certification programs that elevate supply chain excellence, innovation and resilience.

In the seminar, Mr Christopher Ang, Centre Head of SMF-CCL, emphasized the importance of the Logistics and Supply Chain Industry in Singapore. He also provided insights on how SMF and its various centres of excellence, have been playing a pivotal role in providing networking opportunities and also upgrading the employees' skillset to meet the challenges in today's workplace.

Mr Joseph Lee, a trainer with SMF-CCL since 2009, has more than 10 year of experience in APICS Certification. He was present at this event to share how being an APICS Trainer has made a difference in his life.

The alignment of two APICS programmes, CPIM and CSCP, to the Singapore Workforce Skills Qualification (WSQ) framework, has set a significant milestone for logistics and supply chain training in Singapore, signifying the recognition of supply chain industry as a critical economy driver to overcome the ever-increasing growth demand.



Benefits of APICS Certification Programmes to Organisations

1. Create a common understanding, vocabulary, processes, and frameworks within their entity to address their supply chain challenges and opportunities
2. The proven knowledge and organisational skills to strategically streamline operations
3. The tools to effectively manage global supply chain activities where suppliers, plants, distributors and customers are located around the world
4. The ability to interact with existing resources and your ERP system to increase the efficiency of the workplace environment
5. Boost productivity, collaboration and innovation
6. The skills to create consistency and foster collaboration through best practices, common terminology, and corporate-wide communication

For more information on the APICS CPIM and APICS CSCP programmes,
Please contact SMF-CCL at 6826 3100 or email us at enquiry.ccl@smfederation.org.sg

Strengthening Processes for the Container Logistics Industry



Mr Tan Boon Chong (2nd from left), Chairman of SMF Standards Development Organisation, handed out the token of appreciation to the panel speakers

A technical reference on container depot operations, TR53:2016, was launched on 23 August 2016 by SMF-SDO and supported by SPRING Singapore. The launch was held at the biennial Logistics and Transportation Conference to elevate the logistics sector, and was graced by Minister for Trade and Industry (Industry), Mr S Iswaran. developed

Developed by SMF-SDO and the working group under the Logistics Technical Committee, TR53:2016 provides a set of guidelines for container depot operators who manage empty container storage in over 20 locations in Singapore such as Tanjong Penjuru and Tuas Avenue. Such guidelines will increase operational efficiencies and safety within container depots.

The technical reference standardises process flows and delivery information, which helps to increase efficiency in managing the return and collection of empty containers to and from the container depots. This translates to faster turnaround time and more trips for the container trucking operators. In addition, enhanced safety guidelines within the technical reference will further improve workplace safety in the container depot industry for all stakeholders, including cars and pedestrians at the gates of container depots.

For effective implementation of TR53, SMF-SDO will be scheduling workshops to provide in-depth information to the industry. The workshops will also cover information on the implementation process of TR53.

Said Mr Ricky Loo, Deputy Convener of the Working Group under the Logistics Technical Committee, and Honourary Secretary

of CDAS: "TR53:2016 was developed to serve as a guideline for container depot operations based in Singapore. With the best practices for the management of the depot facilities, and standardised process flows in managing the return and collection of empty containers to and from the depots, industry players will ultimately achieve time and manpower savings."

Mr Poon Hong Yuen, Chief Executive of SPRING, said, "The container logistics industry provides critical support for many sectors here. We are glad that industry players have taken the lead to transform the industry so that it will stay resilient and competitive. New technologies and standards introduced in recent years have benefitted our industries significantly, and the two initiatives launched for the container logistics industry today are good examples. SPRING will continue working closely with industry partners and companies to adopt such systems and technical references."



There was active participation by the audience during the Question & Answer segment

Standards Adoption Workshop for International Standards for Cosmetics



This Standards Adoption Workshop conducted on 22 July 2016 focuses on International Standards for sun protection test methods as well as the definition & criteria for natural and organic ingredients in cosmetics products. A total of 36 participants from 22 organisations attended the workshop.

Exposure to ultraviolet radiation is the leading cause of skin cancer and chronic skin damage. Hence, it is always important to apply sunscreen even on a cloudy day. The first session of this workshop, Mr Gary Yao, member of the national mirror working group (NMWG) for ISO/TC 217 focuses on the three International Standards (ISO 24442:2011, ISO 24443:2012 and ISO 24444:2010) for sun protection test methods for cosmetics products, which encompass in vivo assessment for ultraviolet A radiation protection factor of topical sunscreen products and in vitro characterisation of UVA protection in sunscreen products.

The second session of this workshop was focused on ISO 16128, a two part series International Standard that defines the criteria for natural and organic ingredients in cosmetic products. Our



A participant engaging Dr Alain Khaiat during the question and answer session at the Standards Adoption Workshop

speaker, Dr Alain Khaiat, convenor of the NMWG for ISO/TC 217, shared on the development of ISO 16128 and also insights on how to leverage on this International Standards to assist their organisations to gain market access as well as competitive edge in the cosmetic industry.

Singapore Standard for Good Distribution Practice for Medical Device

The SMF-SDO, together with SMF-MTIG, jointly organised an Industry Dialogue on 15 July 2016 at SMF House to collect industry feedback on the Singapore Standard for Good Distribution Practice for Medical Devices (SS GDPMDS) draft. The dialogue was attended by 166 participants from more than 120 organisations.

The core elements of SS GDPMDS focus on the medical device import and distribution-related activities. This Singapore Standard will serve to ensure the quality and integrity of the medical devices throughout the distribution process and will enhance the confidence level as well as to safeguard the welfare of consumers. This standard is expected to be used extensively by importers, distributors and other service providers such as warehousing, logistics and freight forwarders who are involved in the distribution of medical devices in Singapore.



The dialogue panel: (From left) Mr James Wong, Ms Jacqueline Monteiro, Ms Priscilla Koh, Mr Terry Song and Dr Sethuraman Rama

The SS GDPMDS draft document is currently undergoing the final public consultation and will be published in the fourth quarter of 2016. Recognising the importance and impact of the SS GDPMDS, industry stakeholders took the opportunity to seek clarification on the latest updates.

Said Ms Priscilla Koh, a member of the SS GDPMDS Working Group, "The Industry Dialogue has provided a two-way discussion between the drafting team and the medical devices industry stakeholders. From the session, industry came to understand the updates to expect and prepare in advance for this new Singapore Standard."

Creating Value through Global Best Practices

On 17 August 2016, SME Centre@SMF organised a seminar – Creating Value through Global Best Practices – to address the challenges of the current business landscape. In the face of disruptive technologies and the prevalence of the internet, many local manufacturing SMEs are finding themselves becoming obsolete. Participants were therefore urged to transform their business models so as to stay ahead of the curve. The session, opened by Dr Teo Ho Pin, Mayor of the North West District, attracted almost 100 attendees.

“We must consider whether or not we can counter the coming recession which is going to be a protracted one. We must quickly transform our business models and not wait till the crisis hits us – it will be too late then,” was Dr Michael Teng’s, Assistant Secretary General of SMF, advice to the participants.

While globalisation, technology, innovation, has provided many opportunities to businesses, it has posed many challenges for businesses today. Dr Teo assured the attendees that the Singapore government is aware of the challenges local businesses,



Participants were there to learn about global best practices and how value may be created



Dr Teo Ho Pin (Middle), Mayor of the North West District, was received by SMF secretariat and SMF council members

especially SMEs, are facing, which is why the government has been coming up with many assistance schemes to support SMEs to expand and grow their businesses. An overview of the existing government grants and schemes Singapore companies could tap on was shared that afternoon.

“We must know how to maintain or build our business competitiveness – the key driver of this is all of you present here. As business entrepreneurs you must know how to innovate and create new solutions to drive your businesses. This is the core of competitiveness and this is one area we hope to provide support. With your creativity and entrepreneurship, you’ll be able to find a niche and correct market and grow your business,” said Dr Teo.

One way to sustain a business through business model transformation is learning global best practices. A number of case studies from around the world on successful business models were shared. For example, the strong history of family businesses in Germany, China’s accelerated economy growth, and the business models from USA were shared.



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KEYNOTE SPEAKERS

Mr Lim Swee Say
Minister for Manpower

Mr Jagadish
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Dr. Pao-Cheng Chang
General Manager, China Productivity Center
(CPC)

For further enquiries, please contact: Ms Jasmine Ng, 6826 3011, jasmine@smecentre-smf.sg

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Appointment of SPMCC as Certification Body for Management Consultants



Singapore PMC Certification Pte Ltd (SPMCC), a subsidiary of SMF, has been appointed as one of the certification bodies for SPRING-recognised Certification for Management Consultants with effect from 1 July 2016. As an appointed certification body, our PMC certification scheme is aligned with the Technical Reference for Management Consultants (TR 43:2015).

SPRING Singapore conducted a workshop on 20th and 21st July 2016 to brief management consultants about the Technical Reference and the changes in the requirement of the consultants for the grant. SPMCC participated in the roadshow event to showcase our certification scheme.

During the roadshow, SPRING Singapore announced that SPRING-recognised Certification for Management Consultants, such as the PMC certification, is a mandatory requirement for consultancy work in Innovation and Capability Voucher (ICV) and Capability Development Grant (CDG). This will take effect from 1 January 2017.



The town hall meeting was held at SMF's auditorium

PMC town hall meeting

SPMCC also organised a town hall meeting on 25 July 2016 for our certified Practising Management Consultants (PMCs). The purpose of the event is to inform PMCs on the collaboration between SPMCC and SBACC. The PMCs who attended the event were awarded two hours for Core Unstructured Learning for their Continuous Professional Development (CPD) hours.

During the town hall meeting, SPMCC also shared some developments and responded to queries from our certified consultants. The PMCs learnt also that they would be allowed access to the numerous events and job opportunities offered by SMF since SPMCC is part of SMF.

The rigorous and robust process of the PMC certification scheme remains intact. The PMCs will continue to enjoy international Professional Liability Insurance coverage. In line with the newly introduced Technical Reference TR:43, the period for new PMC certification and re-certification will be valid for three years instead of the current two years.

In addition, SME Centre@SMF shared more information on government grants including SPRING Singapore's Capability Voucher (ICV) and Capability Development Grant (CDG) with the PMCs.

Management Consultants



SBACC And SMF Collaborate on Certifying Practising Management Consultants

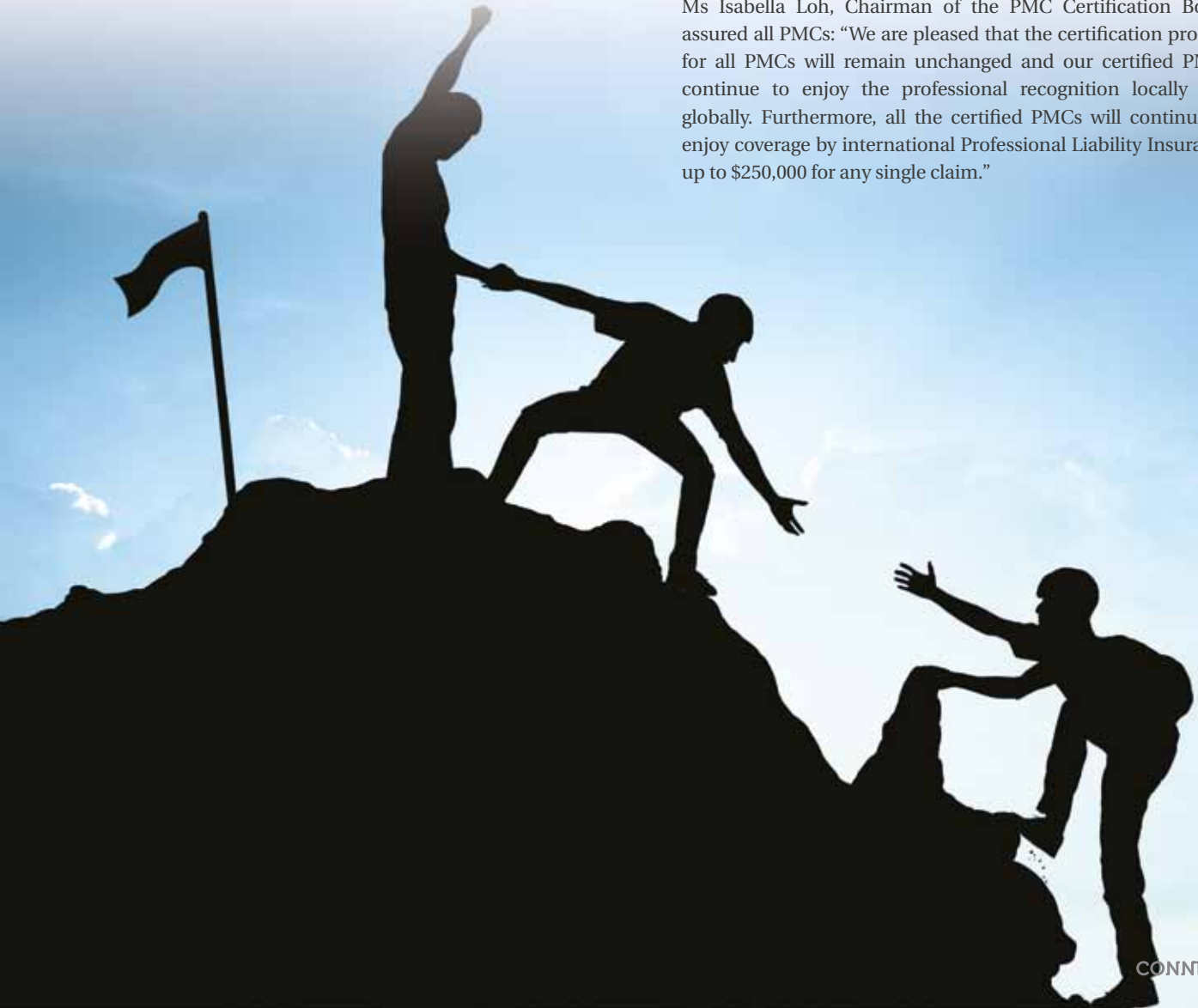
With effect from 1 June 2016, Singapore Manufacturing Federation (SMF)'s fully owned subsidiary, Singapore PMC Certification Pte Ltd (SPMCC), has been given the licence by Singapore Business Advisors and Consultants Council (SBACC) to manage and administer its Practising Management Consultant (PMC) Certification Scheme.

This partnership between SMF and SBACC came about after SBACC's review of its operations and structure. SPMCC will concentrate on the certification of practising management consultants and continue to uphold the standards developed over the years by SBACC.

Mr Saw Ken Wye, Chairman of SPMCC, said: "The quality of management consultants continues to be an important selection criterion for new business initiatives and projects. The establishment of SPMCC will not only uphold the standards of PMC certification, but will also facilitate the matching of certified PMCs with the business demands from SMF's wide network."

Mr Brett Hall, Chairman of SBACC added: "This collaborative partnership with SMF provides greater value add to the management consultants certified under SBACC's PMC Scheme as they are now able to be more closely connected to the large membership base of SMF."

Ms Isabella Loh, Chairman of the PMC Certification Board assured all PMCs: "We are pleased that the certification process for all PMCs will remain unchanged and our certified PMCs continue to enjoy the professional recognition locally and globally. Furthermore, all the certified PMCs will continue to enjoy coverage by international Professional Liability Insurance up to \$250,000 for any single claim."



SIPC Urges SMEs to Create New Value through Innovation-led Productivity



Ms. Low Yen Ling, Parliamentary Secretary, Ministry of Education & Ministry of Trade and Industry, was the Guest-of-Honour that morning

At the Singapore Innovation & Productivity conference on 22 September, some 240 business leaders and executives learnt from a panel of experts and an overseas guest speaker on how business model innovation (BMI) can help address their productivity issues, transform the way they do business, and enhance their competitiveness.

Singapore Innovation & Productivity Institute (SiPi), the organiser of the conference and a subsidiary of Singapore Manufacturing Federation (SMF), has been advocating innovation-led productivity as well as value creation through business model innovation for the last six years. Besides conducting the BMI Masterclass Programme which was launched last November, it has been organising annual events such as the Singapore Innovation & Productivity Conference (SIPC) with the aim of raising the awareness of SMEs on this subject.

Supported by SPRING Singapore, this year's annual SIPC - now into its 6th edition -- focused on Innovation-led Productivity as the theme for the event held at the auditorium of the HDB Hub Convention Centre. Ms. Low Yen Ling, Parliamentary Secretary, Ministry of Education & Ministry of Trade and Industry, and Mayor of South West CDC, was the Guest-of-Honour.

The conference included panel sessions highlighting the successful case studies for MNCs and SMEs, as well as a plenary session by Dr Michaela Csik, co-author of the book "The Business Model Navigator" which has become an international bestseller. Currently the Global Project Manager for New Business Models at LafargeHolcim, a leading company in the



Mr Douglas Foo, SMF President, giving the opening address

construction material industry, Dr Csik also led a workshop on 23 September for SME executives keen to grasp the ins and outs of business modelling.

Besides presenting case studies of their own companies' innovation journey, these speakers also took part in panel discussions moderated by Dr Michael Teng, CEO of SiPi.

Speaking at the SIPC, SMF President Mr Douglas Foo said, "Companies often invest in substantial efforts to innovate their processes or products, which can lead to incremental improvements in productivity. But that is not a holistic approach. The pressing and pertinent first step is to examine your business model."

BMI is defined as an innovative way to create, develop, capture and deliver value to the customers' market. Studies have shown that BMI can lead to exponential productivity growth. 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 return on investments compared to product or process innovation.

In her opening speech, Guest-of-Honour Ms. Low Yen Ling stressed the importance of innovation in maintaining a company's competitive edge, especially for Singapore which is a small, export-driven economy. She cited Ka Shin Technologies as an example of how a home-grown precision engineering company has automated their supply chain processes by deploying software using advanced algorithms. Their approach towards innovation has resulted in a reduction in time taken to cut precision mould inserts by more than a third – from 180 to 114 hours per piece. Robots were also introduced to load and unload pieces. As a result of these improvements, Ka Shin Technologies was able to re-deploy two-thirds of its staff from milling operations to other functions such as mould design to grow the business.

Ms Low added, "Productivity and innovation are crucial responses to this new 'normal'. Both do not happen by chance, but through deliberate planning and investments in technology and innovative business models. Neither should we let change be forced upon us. Instead, we should take the initiative to transform and grow. We can all learn from Ka Shin Technologies' initiative and resourcefulness in technology adoption. These need not be high-brow, esoteric technologies."

Participants of the SIPC have found the event useful. One participant, Ms Sally Chen, a project executive of Wee Meng Construction Energy Pte Ltd, said, "We're already half-way through the transformation phase as we are now installing industrial robots for our manufacturing. Attending the conference enables us to hear first-hand the success stories of the MNCs and the local companies, and it gives us a clearer vision of what we are doing, while reaffirming our belief that our transformation journey is on the right track."

Another participant, Mr Stephen Lee, Operations Manager of i-Spray Pte Ltd, also commented, "The conference content was relevant and applicable to my work. After attending the conference, I am able to conceptualise the gaps in my business operations. Overall, the conference met my expectations and I would recommend to other SMEs to attend such an event in the future."



(L-R) Dr Michaela Csik, Dr Alok Bharadwaj, Dr Michael Teng, Mr Arthur Fong

GS1 Food Safety Forum 2016: Focusing on Traceability

Today's global food supply chain has evolved into a complex and tangled maze. Increasing difficulty to ascertain the products' origin, ingredients and their attributes has made it hard to ensure safety along the farm-to-fork supply chain.

While this dynamic 'food supply web' appears daunting, having a traceability standard will help track and monitor the multiple threads of this enormous web, hence improving public safety and boosting consumer trust.



Mr Sunny Koh, SMF Deputy President and Chairman of SMF Food & Beverage Industry Group, gave the opening speech

This was the key takeaway for more than 80 participants who attended the GS1 Food Safety Forum 2016 held on 28 July at the SMF House. Themed **"Gaining Consumer Trust through Traceability in the Food Supply Chain"**, this forum was organised by GS1 Singapore and aimed to provide a platform for food industry professionals to learn insights from industry experts on traceability and food safety.

Importance of Traceability

In his opening address at the forum, Mr Sunny Koh, Deputy President, SMF and Chairman of SMF Food & Beverage Industry Group, stressed the importance of traceability in the food supply chain and that, "as the value chain becomes more complicated with business-to-business interfaces, the threats to food quality and safety also increase."

He said there is an urgent need for an effective traceability system in the food supply chain to reduce the number of recalls, combat fraudulent activities and counterfeit products, monitor products coming from countries with lower health and safety standards, assess risk of contamination or spoilage, and avoid food-borne illnesses due to contaminants.

"I believe we do have the basic tools or infrastructure to create a much more effective traceability system in our food supply chain. As a sophisticated metropolis and trading



A panel discussion at the end of the session addressed some concerns from the participants



hub within the region, it would put Singapore on the world map if we could spearhead the development of such a system," he added.

Food Safety: A Shared Responsibility

That food safety should be a shared responsibility was a point highlighted by most of the forum speakers. The keynote speaker, Dr Ch'ng Ai Lee, Senior Specialist of the Veterinary Public Health Laboratory Chemistry Division, Agri-Food and Veterinary Authority of Singapore (AVA), spoke on the topic **'Ensuring Food Safety in Partnership with the Industry'**.

Dr Ch'ng's view was that food safety should be a shared responsibility amongst the government, the industry (producers, manufacturers and distributors) and the consumers. Her speech addressed areas such as AVA's responsibilities for food safety, food legislation and standards, food safety challenges, an integrated food safety system and food safety testing.

Mr Wong Seng Yew, Verification and Audit Manager Asia of Oceania & Africa Nestlé Quality Assurance Centre, gave a perspective on **'Food Safety Management at Nestlé'**. Mr Wong said Nestlé has established an early warning system to identify potential issues well in advance to avoid issues and crises. While synergies between all business operators in the food chain are pivotal to ensure end-to-end safety, Nestlé also employs increasingly sensitive, simple and affordable analytical methodologies enhanced by advances in data analysis to ensure food safety.

Forum participant, Ms Hoong Yu Qin, Assistant Manager of Quality Assurance Department at ShengSiong Group, commented, "Given the focus on this interesting subject, the forum is beneficial with so many experts sharing their knowledge with us."

Exploring Opportunities on the Premium Products and Halal e-Marketplace Platform

On 9 September 2016, Aladdin Street, a B2B and B2C e-marketplace which prides itself on offering premium quality and Halal products, together with GS1 Singapore held a seminar for business owners interested in venturing into the premium products and Halal commerce sphere.

In her welcome address, Dato Dr Grace Kong, Co-founder and President of Aladdin Street Singapore, reminded the audience that the world and the economy is changing at an exponential rate. "With disruptive technologies driving the pace of this change, we must keep up and stay ahead of the curve in order to remain competitive. And Aladdin Street, the world's first and only Halal and premium quality e-market place, aims to be at the frontier of this transformation."

"Aladdin Street Singapore is just one partner in this global consortium and we have our own unique and advantageous characteristic – the Singapore brand. Our efficiency and authenticity are world renowned. Together with our merchant partners, we are able to transform business models and spring board local SMEs into the global arena," said Dr Kong. She added that the Aladdin Group has expanded globally, reaching out to 4 billion people, with an estimated market share of USD 2.6 trillion, sharing that this is currently on the rise.

Mr Liew Wai Leong, CEO of GS1 Singapore, addressed the benefits of partnering with Aladdin Street. "There are plenty of e-marketplaces coming up, but what makes Aladdin stand out from the rest is their clear business focus on premium quality and halal products. The Halal market has tremendous potential globally. We are not just talking about countries in South East Asia, but beyond that – think Middle East."

It was also shared during the session that the Halal market has been the target of many business organisations as



Mr Liew urged the audience to take opportunity to understand the workings of Aladdin Street



(from left) Mr Shahlan Hairalah, CEO, Shal International Pte Ltd; Mr Omer Latif, Senior Sales Executive, Aladdin Street Pte Ltd; and Ms Nurul Huda, ASEAN Business Development Manager, Authenticateit Singapore Pte Ltd



Mr Liew, with Dr Kong

consumers and customers are no longer just Muslims. Rather, it has become a lifestyle for many non-Muslims. Furthermore, there are many positive connotations that come with being Halal-certified – hygienic and safe, to name a few.

The pull of such a platform was enough to convince Ms Tina Tan, Managing Director of Tatgu Pte Ltd, to sign as a merchant with Aladdin Street after the session. She shared with the editorial team that she has been looking at the Halal market for a while as it is one of the markets with a huge potential to be on par with e-commerce sites like Amazon. "Aladdin has the market, the customers, and economies of scale. Putting our business on this platform will allow us to focus on our core business as they will be able to help manage the logistics matters for us," said Ms Tan.

Another participant, Mr Dean Chan, CEO of Hot Soup Diet, a Food & Beverage business that specialises in soups, was present to find out how he could leverage on Aladdin Street to expand his business on the e-commerce platform. "All my soups are already Halal-certified and I realise that I have not taken advantage of that. Right now, only a minority of my customers are Muslim so I should figure out how to tap further into the Halal market. I am open to the idea of working with Aladdin Street in future," he said.

Let's show our LOVE on this special day!



Club Rainbow, an independent charity, provides comprehensive help to children who suffer from a range of chronic and life-threatening illnesses.

SMF is organising a Children's Day Celebration specially for Club Rainbow's beneficiaries. Part of "SMF Cares", this staff volunteer programme initiative offers you a chance to contribute back to the community through voluntary social activities.

Participate in our SMF Cares initiative as a SMF Member. Just contribute towards this meaningful cause with your donations. Your kind support would be well appreciated.

Show your LOVE and CARE via the website at:

[https://www.giving.sg/campaigns/let s show our love on this special day](https://www.giving.sg/campaigns/let-s-show-our-love-on-this-special-day)

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SMF Welcomes You!

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

- | | |
|---|---|
| 1. 3 Kay's Pte Ltd | 18. MSE Pte Ltd |
| 2. 3M Technologies (S) Pte Ltd | 19. Nishen Tropical Fruits Pte Ltd |
| 3. Abrasive Engineering Pte Ltd | 20. Onshape Technologies Pte Ltd |
| 4. AEB Asia Pacific Pte Ltd | 21. Provenance Distributions Pte Ltd |
| 5. Angliss Singapore Pte Ltd | 22. Rui Ying Medical Technology Pte Ltd |
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| 7. Cyclect Holdings Pte Ltd | 24. Shinyuu Cold Chain Solutions Pte Ltd |
| 8. Eye-2-Eye Communications Pte Ltd | 25. Supersteam Asia Pacific Pte Ltd |
| 9. Hilltechs Packaging Industry Pte Ltd | 26. System Automation Pte Ltd |
| 10. Hock Seng Hoe Metal Co Pte Ltd | 27. Toyo Adtec Pte Ltd |
| 11. IDI Laser Services Pte Ltd | 28. Weebo Pte Ltd |
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| 13. ISA Technology Pte Ltd | |
| 14. i-Sprint Innovations Pte Ltd | |
| 15. L'earth (S) Pte Ltd | |
| 16. Louisiana Seafood Manufacturing Pte Ltd | |
| 17. LSH Industrial Solutions Pte Ltd | |

*Listed in alphabetical order and information accurate as of 30 September 2016

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