

CONNECT

an Sma publication \ www.sma.sg MICA (P) 110/05/2011 Issue 3 2011

BLOOMING ON THE INTERNET

From web to mobile app, FarEastFlora.com rides the Internet wave to raise productivity and profitability

Tips to doing
business in Uzbekistan

Train for growth
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| productivity growth in six months

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Dear Members

We have revamped Connect magazine to make it more relevant to you and your business. This is all thanks to those of you who completed the survey that we carried out early this year. Going forward, we will be producing each issue based on relevant themes, and feature successful entrepreneurs from whom we can glean ways in which to improve our businesses.

This issue we focus on IT and how it has helped Ryan Chioh (cover & pg 14) of FarEastFlora.com to push the limits of IT to boost sales. Having transformed his business processes via an integrated e-platform, he is now looking to innovate his physical flow on the shopfloor to improve productivity. To do this, he is looking at SME Qiang (强) (pg.3 & success story pg. 26).

SME Qiang is a training solution to enhance SMEs' productivity while ensuring minimum impact to their operations. This course is essentially an abridged version of the very successful Certified Productivity & Innovation (CPI) Manager programme for which the takers were mainly bigger companies. The success of CPI Manager has paved the way for the development of Qiang, specially tailored to meet the needs of SMEs.

We are aware that companies are jittery during this current uncertain economic time. But as we have learnt from previous downturn, one must leverage such times to get ready for the upturn. The next upswing could also mean greater market opportunities in the overseas market. As such, it may be good to also look into adopting Quality and Standards to foster greater trust in your brands or products to facilitate your expansion into the global market.

SMA is proud to announce that SPRING has appointed us as one of the first two Standards Development Organisation (SMA-SDO) to develop new standards for general engineering and safety, food standards and biomedical industries (pg.3). SMA-SDO is now able to assist the government to develop standards and help companies to adopt and implement these standards.

SMA continues to strive to bring value to our members, be it through relevant courses on productivity or through the set-up of yet another Centre of Excellence like the SMA-SDO. Our breadth of offerings will continue to increase as we seek to expand our footprints to developed markets like China (pg. 22), while exploring emerging markets such as Uzbekistan. Do join us on a mission to Uzbekistan (pg. 6) in the fourth quarter of this year.

We look forward to your participation in all of these offerings, and welcome any comments you have about this new Connect.

Gwee Seng Kwong
Secretary-General



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Singapore Manufacturers' Federation
新加坡制造商联合会

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FarEastFlora.com

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C ommunicate

- SMEs set to raise productivity by 10% through SME Qiang 03
- Adopt Quality and Standards to build brand equity
- Manufacturers honoured for safety excellence

O pportunities

- Integrating into Uzbekistan 06
- CommunicAsia 2011 – Cloud synergy!
- Cosmobeaute Asia 2011 – Make me beautiful
- Propak Asia 2011 – Back with a big bang
- Batam Mission – Upcoming exhibitions
- Factory close to home 08
- Upcoming Exhibitions 11

N et-working

- Expanding green horizons
- Closed-door dialogue with Presidential Candidate
- Coming up: Enhance your manufacturing capability 13

N -gaging U

- Cover story: Blooming on the Internet 14



E nterpri\$e

- Protecting your business against downtime 16
- Google helps you grow 18

C oncerning SMa

- SMa's CSR efforts benefit Temasek Polytechnic students
- Dedicated premise for forklift driver's training
- 80th Anniversary a key highlight at SMa 8th AGM 21
- Footprints in China
- Towards greater education collaboration
- Welcoming new director of Hong Kong ETO
- Hier kommt SMa! 22
- Partners for success
- First association to receive Total Defence Awards
- Launched! Tradelink 2011 23

T raining +

- Train for growth – Supervalu achieves 18% productivity growth in six months 26

Connect Extra

- Just for SMa CONNECT Readers! 28

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Sma President Mr George Huang (right) and WDA Chief Executive Mr Wong Hong Kuan (left) presents the Guest-of-Honour Mr Lee Yi Shyan with a Chinese calligraphy of 强 (strength).

SMEs set to raise productivity by 10% through SME QIANG

SMEs in manufacturing and manufacturing-related industries are poised to increase productivity by 10 per cent through the newly launched SME Qiang (强) programme.

SME Qiang or “SME Quality Initiative to Assist and Nurture Growth” programme, jointly developed by Sma and WDA,

is essentially an abridged version of the WSQ Certified Productivity and Innovation (CPI) Manager programme, which has helped over 10 companies achieve an average of 15 per cent productivity growth within six months.

Homegrown children’s apparel and footwear distributor Supervalu is one company that has not only increased productivity by 18 per cent through WSQ CPI Manager, but also cut its delivery costs by more than two-thirds.

“Based on these achievements of the companies, we are confident that SME Qiang can help SMEs raise their productivity by an average of 10 per cent over a year. This is about five times the national productivity target of 2-3 per cent per year,” said Sma Secretary-General Mr Gwee Seng Kwong. “Given that SMEs make up 99 per cent of the local enterprise population, Sma believes that this programme will have a far-reaching effect on the local productivity level.”

Minister of State for Trade & Industry and National Development, Mr Lee Yi Shyan unveiled the programme at the 2nd Singapore Productivity and Innovation Conference, which was attended by 300 people. Gold sponsors for this event were Tectura and MPDV; silver sponsor was MSC Consulting.

Success story of Supervalu, page 26.

Adopt Quality and Standards to build brand equity

If you are looking to build trust in your brands and products, Quality and Standards may be one key strategy you would like to adopt.

Local supermarkets like NTUC FairPrice, for instance, adopted the cold chain management standard developed by Sma member representatives and the Singapore Cold Chain Centre of Sma. This standard allows a better control of temperature to ensure quality of products, at the same time raising consumers’ confidence and reducing wastages. FairPrice made an annual cost savings of \$780,000 from this move.

Local enterprises can now tap on the newly-launched “Quality for Enterprises through Standards” (QUEST) funding programme by SPRING, to defray costs of implementing standards. These may include changing processes, engagement of consultants or investment in new equipment.

SPRING has also appointed Sma as one of the first Standards Development Organisations (SDOs), to develop new standards for general engineering and safety, food standards and biomedical industries.

To learn how your company can implement standards, please contact Mr Tan Jin Soon at 6826 3088 or email: tan_jinsoon@sma-sdo.org.sg.

Manufacturers honoured for safety excellence

Workers at NatSteel had to climb to the top of a trailer to unload 200 cages every day, until Mr Lim Kok Heng and his team designed a mechanical device to substitute the dangerous practice.



Senior Supervisor of Cameron (Singapore), Mr Richard Koh (right), receiving the WSH Supervisor Award from Mr Hawazi Daipi, Senior Parliamentary Secretary (Education and Manpower).

Their three-month hard work paid off when they clinched the “Workplace Safety and Health (WSH) Innovation Award for Manufacturers” given out by Sma and the WSH Council.

For Senior Supervisor of Cameron (Singapore), Mr Richard Koh, open communication channels are gateways to build trust and interest among his teammates. As such, part of the daily toolbox meeting includes a sharing session by workers on their thoughts and observations about safety.

“This allows me to have a better understanding of the environment and at the same time to more effectively broadcast safety messages to the team,” said Mr Koh, winner of the WSH Supervisor Award.

The NatSteel team and Mr Koh were presented the “WSH Awards for Manufacturers” and subsequently the national WSH Awards that recognises safety excellence for companies and individuals in the manufacturing, construction and marine industries.



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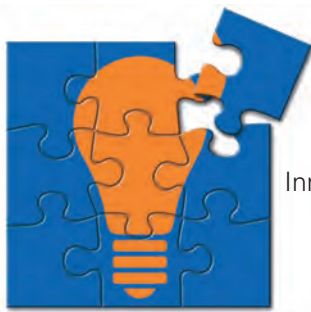


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Integrating into Uzbekistan

Expanding businesses beyond traditional markets can be a great challenge, especially when you are heading into unfamiliar but emerging economies like Uzbekistan. CONNECT speaks to Ms Janet Lim **(J)**, who recently set up a factory in Uzbekistan; and First Secretary of Uzbekistan Embassy, Mr Doniyor Matkuliev **(D)**, for their take on doing business in the country.

Why did you choose to set up a factory in Uzbekistan?

J Uzbekistan uses about 93 million lamps and 30 million pieces are required annually to replace the existing ones. This forms a sizable market for our energy-saving LED lights, especially now that incandescent bulbs are gradually phased out. We also took fancy with the strategic location of Uzbekistan. It is our gateway to the Commonwealth of Independent States and European markets.

Uzbekistan is a landlocked country, so what is the most common way to transport materials and products in and out of the country?

J It depends on the products. If it is small and expensive, like the chips we used in LED lights, I would recommend airfreight. Cheaper materials like the light casings can come by rail instead. Exports, again depending on the product and destination, can go by rail or truck. If you set up your factory in the Navoi Free Industrial Economic Zone, the airport is just within walking distance.

D Uzbekistan serves as a bridge between Central Asia countries and connects Europe and Asia. Other than marine freight, you can use all types of transport. Uzbekistan

Airways fly to more than 40 destinations in the East and West. Our highway linking China and Europe is about 1,000 km shorter than the route through China-Russian border.

What is the workforce calibre in Uzbekistan?

J Uzbekistan has a huge pool of workforce at tradesmen level, as well as many university graduates in their 20s with a positive learning attitude but do not have much hands-on experience. The monthly wages is a few hundred USD.

D The literacy level in Uzbekistan is almost 100%. We have 65 academic institutions with 300,000 students. You will not have difficulties finding specialists in all fields of business, and while their salaries will be lower than in Singapore – their qualifications will meet all necessary requirements.

The secret ingredient of success for business in Uzbekistan is...

J Partnership! Uzbekistan and Singapore have very different cultures and we do not speak Uzbek or Russian, the two dominant languages. For business operations to carry on smoothly, we need someone who knows the

culture to help in communication and marketing. For CFM Holdings, we are working in a joint venture with Uzbekistan State Joint-Stock Foreign Trade Company Uzprommashimpeks.

D Political and macroeconomic stability, rich raw materials, advantageous geographical location, developed transport infrastructure, hardworking people and many more! These are complimented by agreements on Most Favoured Nations treatment with 45 countries, including Singapore. A free trade area between 12 CIS countries also enhances competitive of Uzbekistan-produced goods in foreign markets.

FAST FACTS ON UZBEKISTAN

- Most populous country in Central Asia with **28.5 million** people
- Average annual GDP growth **8%**
- Ranked **7th** on World Economic Growth chart
- Singapore tax residents who derive income sourced in Uzbekistan have to pay **5%** withholding tax for dividends and interest; **8%** for royalty

UZBEKISTAN MISSION IN 4TH QUARTER OF 2011!

Find out what opportunities Uzbekistan has for you – join SMA on its business mission! Interested parties please contact Mr Dennis Toh at 6826 3036 or email dennistoh@smafederation.org.sg



Janet Lim
Chief Executive Officer
CFM Holdings Limited



Doniyor Matkuliev
First Secretary
Embassy of the Republic of Uzbekistan



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Cloud synergy!

Taking centre stage at the Singapore Pavilion of CommunicAsia 2011 is cloud computing, one of the key technologies that is expected to drive the growth of the local ICT market for the year.



Instead of fretting over intense competition, the eight service providers at the cloud computing cluster were pleased to find synergistic value at the cluster. They are among the 52 local ICT companies exhibiting under the Singapore Pavilion organised by SMA.



Dr Yaacob Ibrahim, Minister for Information, Communications and the Arts leads a delegation in the Cloud Computing Technologies Showcase tour on Jun 24, the first of the four-day exhibition.

Make me beautiful

Cosmobeaute Asia 2011, the largest beauty trade exhibition in Southeast Asia, attracted more than 10,000 visitors from the beauty industry despite the political unrest in Kuala Lumpur that arose just two days before the opening.



It was an advanced "Halloween night" for visitors at Cosmobeaute. Under the hands of skilful make-up artists, visitors watched how stage make-up can transform a young lady into an evil witch (right), and a woman with lustrous long hair made bald in minutes (centre)! Mr Tommy Yap (left), Group Managing Director of HD Makeup Asia, leads his team in showcasing their best stage make-up at the Singapore Pavilion.



Ms Jenny Cheng (left), Marketing Manager of Cool Bean Pte Ltd giving her customer a go at her product.

Held from Jul 11-14, Cosmobeaute Asia 2011 had proven to be the best meeting point for manufacturers, exporters, sole distributors, agents and suppliers in the beauty industry. SMA successfully led 43 companies to the exhibition under the Singapore Pavilion.



Factory close to home

With low labour costs, free value-added tax and duty on import of raw materials and equipment, the Batamindo Industrial Park on Batam Island presents itself as a good production ground for manufacturers looking to lower operation costs.



Chief Marketing Officer of Sembcorp Parks Management, Lukman The, introduces the Batamindo Industrial Park facilities to 30 local delegates from 20 companies on the one-day mission trip organised by SMA. Just an-hour ferry ride away from Singapore, it is currently the fully-developed industrial park nearest to Singapore.

Back with a big bang

SMA returns to Propak Asia 2011 in Bangkok with a larger Pavilion!



The Singapore Pavilion organised by SMA this year doubled in size, with 16 exhibitors occupying a total of 258sqm!

First time exhibitor Tecsia Lubricants was pleased to come home with fruitful results. "Our greatest surprise is the quality of leads that were generated and the people we've met have been the most genuine!" said Mr Kenneth Sim from Tecsia Lubricants (right). In a discussion with him is Mr Albert Lim (left), Chairman, SMA Packaging Council of Singapore industry group.





PAOLO ROVERSI,
INSPIRED BY MARTELL CORDON BLEU



Roveri

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UPCOMING EXHIBITIONS

Vietnam Manufacturing Expo 2011

A 4-in-1 show that combines Interplas (for plastics and rubber), Intermold (for mold and die making), Automotive Manufacturing and Automation exhibitions.

Date : Sep 15-17
Venue : Hanoi International Centre for Exhibition, Vietnam
Email: vivienyen@smafederation.org.sg

Asia Medical 2011

With a nationwide plan to upgrade hospitals and clinics, Malaysia is a potential market for med tech suppliers to tap into. Exhibitors can expect 7,000 trade and professional visitors from the medical community at this biennial event.

Date : Oct 5-7
Venue : PWTC, Kuala Lumpur, Malaysia
Email: ceciliatham@smafederation.org.sg

METALEX Vietnam 2011

Expect to meet some 10,000 quality buyers at METALEX, the most comprehensive machine tools and metalworking technology trade exhibition and conference in Vietnam.

Date : Oct 6-10
Venue : Saigon Exhibition & Convention Centre, Vietnam
Email: vivienyen@smafederation.org.sg

Fire & Disaster Asia 2011

A well-established and reputable disaster and fire management and prevention exhibition. 6,000 trade professionals from over 35 countries are expected.

Date : Oct 12-14
Venue : Suntec Singapore
Email: katherineheng@smafederation.org.sg

Cosmobeaute Indonesia

Tap on the increasing demand for beauty and spa services in Indonesia, and build your clientele base from the 10,000 trade visitors expected at this premier trade show. Players from the hair industry can also expect a higher mileage from the exhibition with the inaugural COSMOHAIR show, where hair professionals will be demonstrating the latest styles and skills.

Date : Oct 28-30
Venue : Jakarta Convention Centre, Indonesia
Email: ceciliatham@smafederation.org.sg

Asia SmartGrid 2011

A first-of-its-kind event for global industry players to showcase capabilities in communication and digital technology, energy management system and wireless network.

Date : Nov 2-4
Venue : Suntec Singapore
Email: katherineheng@smafederation.org.sg

CIA/AnaLab Asia 2011

CIA 2011, featuring an Offshore Automation cluster, provides an opportunity to showcase latest process control and instrumentation technologies to buyers from the oil & gas industries.

Date : Nov 22-25
Venue : Suntec Singapore
Email: paulytan@smafederation.org.sg

ConBuild Vietnam

A pre-eminent and trusted platform for firms seeking opportunities in Vietnam's booming building and construction sectors. Local exhibitors can expect great business opportunities, as Vietnam embarks on its 10-year infrastructure development project.

Date : Dec 7 - 10
Venue : Saigon Exhibition & Convention Centre, Vietnam
Email: paulytan@smafederation.org.sg

Join Sma!

"The Singapore Pavilions that Sma facilitate at tradeshows have opened up many doors to new business opportunities for me. Through overseas tradeshows, Sma has also helped many SMEs like mine to internationalise, enabling us to take the local brands onto the global platform!"

Tina Wong, Chairman & CEO, Trussco Pte Ltd

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Expanding green horizons

SMA members and their families gathered at the Bukit Timah Nature Reserve for a morning of fresh crisp air and informal business networking.



The nature walk, supported by the Health Promotion Board, was organised to promote health and well-being amongst staff in manufacturing companies. Response was overwhelming with more than 130 enthusiastic participants.



All participants walked away with a \$25 worth of goodie bag sponsored by Auric Pacific Marketing, Chocoëlf, Eu Yan Sang, F&N Food, Gardenia Foods, Lifestyle Fashion, NTUC Fairprice Co-operative Limited and Pome Fresh.



Mr. Birch Sio (right), Chairman of the SMA Health, Safety, Security & Environment Function Committee being briefed by the guide before embarking on the one-hour guided walk.

Adopt a healthy lifestyle – join the next nature walk that's coming up end of this year! Visit www.sma.sg to find out more.

Closed-door dialogue with the then Presidential Candidate

Some 100 SMA members got a rare chance on Aug 12 to engage the then Presidential candidate Dr Tony Tan in a discussion on the challenges faced in the manufacturing business.

Dr Tan, who initiated the meeting, sat through the presentations by SMA Sec-Gen and main Function Committee chairmen where he learnt of its offerings and achievements.

At the dialogue session, members voiced out concerns about high operating costs, lack of local engineers and the difficulty of creating a brand to overcome cost problems. Dr Tan's responded by saying that these problems could be tackled and emphasised that manufacturing is a key pillar of the Singapore economy and should not be phased out.

SMA congratulates Dr Tony Tan on being elected the 7th President of Singapore.



COMING UP...

Enhance your manufacturing capability

Are you under constant pressure to deliver innovative products, respond to customers' demand quickly, and reduce costs? If so, your next step would be to fully connect manufacturing with the rest of your business. Join us in this workshop to discover how your business can be improved through enhanced coordination, visibility and execution.

Date: Sep 14
Time: 1.30-5pm
Venue: Level 8, Auditorium,
SPRING Singapore Building

To sign up, please email
michellefuan@smafederation.org.sg

BLOOMING ON THE INTERNET

Incorporated in 2000 as a subsidiary of Far East Flora Pte Ltd, FarEastFlora.com is one of the first few local pioneers in the floral industry to ride the Internet wave. This move has not only increased sales but also its productivity. CONNECT catches up with Ryan Chioh, Managing Director of FarEastFlora.com to find out how he leveraged IT, social media and even mobile app, to turn his brick-and-mortar business into one in cyberspace.

What were the challenges you faced in setting up the dot.com?

When we first started out, the online infrastructure was very basic and it was not fully integrated. The system for keying in invoices, delivery orders and message cards were different. This resulted in many issues such as mismatching of orders, and sending message cards to the wrong recipients!

To overcome this challenge, we customised a CRM and ERP system that integrate both our online orders and our call centre orders into one common platform. We have also streamlined the order process management. Message cards are now printed together with the right delivery orders to reduce human errors.

How has the use of IT raised the productivity of your business?

With an integrated IT system, we could now process orders faster and with lesser mistakes. For example,

previously with the manual system, when a customer called to change his delivery date, we would need to check the manual log book to trace his order details. What made the process more complicated was this customer who called could possibly have the same initials as a few customers who placed their orders on the same day as him. We would hence require more time and effort to trace the identity of this customer.

With IT, such issues can be easily resolved. Order confirmations that come in from the Internet can be completed within 3 minutes. This is half the time needed to take an order over the phone.

How do you maintain constant traffic flow to your website?

We use Google Adwords, Yahoo Search, and also market ourselves on print and online.



Leveraging IT now on the mobile phone, FarEastFlora.com just launched its "SG Florist" app for iPhones/iPads and Nokia handphones.

Any advice for businesses considering an online presence like yours?

Any business should go online, regardless of the business nature. The first thing that customers do these days is to search for your company or product information online. If you are not there, you would have lost the initial battle. Constantly improving your online services is also a must. If you can give them that first good experience, they will come back for more.

Facebook/Twitter/LinkedIn - Which is the most effective for your business?

Facebook and Twitter. Although we are also on Twitter, the fan base is smaller in comparison because the Twitter community here in Singapore is smaller.

Web is here and now. What's next?

Definitely mobile internet purchasing! The infrastructure is available now to make this possible. It is still in its infancy stage but will see major growth over the next three to five years. The number of smartphones and tablets sold are more than that of laptops and computers. People have access to their smartphones and tablets anywhere, anytime. These are exciting times!

Beyond IT, what is the next step in ramping up productivity?

SME Qiang, the newly launched WSQ Productivity and Innovation Programme for SMEs, is something that I'm looking to signing up for, together with my staff.

THE FLOWERING OF FAREASTFLORA.COM

- FarEastFlora.com had its origins in Far East Flora Holdings which was started in the 60s by Ryan's father and two uncles. Back then, they sold eggs and flowers behind a van, and decided to focus their business on flowers.
- More than 1.4 million unique online visitors since its incorporation in 2000; and a growing base of 11,940 fans on Facebook.
- The eCommerce arm has had more than 5 times turnover growth since 2001.
- FarEastFlora.com has expanded to Hong Kong and Malaysia with physical retail outlets and online presence.
- 1st florist in Singapore and Hong Kong to launch mobile app "SG Florist" and "HK Florist" respectively!
- Ryan, 40, is married with three children – two boys and a girl. The oldest child is six years old while the youngest child is fifteen months old.



Check out special deals just for Connect readers on the last page.

With a staff strength of more than 100 in Singapore, FarEastFlora.com looks set to soar as it embarks on its next step in its productivity journey with SME Qiang.

Protecting Your Business Against Downtime

IT lies at the heart of most, if not all businesses these days. Here are two simple steps to formulate a Business Continuity Management (BCM) procedure for IT systems to ensure sustained operations even after a system meltdown.

In this day and age, where a click of the mouse can yield answers in seconds, the flow of information and communication is also slowly, but surely, becoming highly dependent on the technology available.

This means that the lack of a proper IT infrastructure could potentially result in organisations coming to a standstill in times of unforeseen crisis, especially for manufacturers whose operations are chiefly reliant on IT and cutting-edge systems.

Starting from data entry to month-end posting, as well as communication and transactions along the supply chain, IT and information systems are considered critical support

elements. Each process is interdependent and a single layer of disturbance could result in a domino effect, which would subsequently affect other business operations.

This could mean a loss of vital electronic records such as customer orders and transactions, a dip in productivity and accountability, and subsequently a plunge in revenue and commerce.

For enterprises to continue running swiftly and effectively following an emergency such as technology failure, they need to compose a comprehensive BCM procedure. Here are some steps that you can consider taking:

Step 1: Prevention is better than cure

To keep productivity up and financial losses low following an emergency or a system disruption, firms need to be able to keep their technology infrastructure running at the very least.

Measures may include physical ones such as preparing uninterruptible power supplies to provide short-term backup power to the system; gasoline- or diesel-powered generators to provide long-term backup power; or plastic tarps that protect equipment from water damage.

For a more economical and yet fuss-free solution, organisations can opt for offsite storage of backup media, non-electronic records and system documentation instead.

Some popular offsite storage solutions:

1. SugarSync (www.sugarsync.com)

Provides flexibility to sync, access and share files instantly and securely anytime from any computer, tablet or smartphone. 30-days free trial includes 2GB online storage and excellent support centre with comprehensive tutorials, troubleshooter and discussion forum.

2. Mozy (www.mozy.com)

One of the simplest automatic secure backup utility services that businesses can adopt with \$6 or less a month. A 2GB online backup plan is also available for trial – at no cost.

3. Elephant Drive (www.elephantdrive.com)

With this service, you can customise plans based on the amount of storage and number of licensed users you need. A 15-days trial with 2GB online storage is available for free. Data can be accessed from any Internet-enabled device.

*Disclaimer: The service providers available locally are not limited to the aforementioned companies.



Step 2: Recover quickly and effectively

As always, preventive measures are not all-encompassing.

A proper framework of interim measures will assist the swift recovery of information and information systems in a crisis. Such measures include the recovery of IT functions using alternate equipment; the manual performance of IT functions; and most complicated of all – the offsite storage and relocation of IT operations to an alternate site.

Depending on the outage time an enterprise allows, as well as its cost-benefit strategy, there are several different temporary sites they can consider:

- **Hot sites:** A duplicate of the original site of the enterprise, with full IT systems and near-complete backups of data, including office space and proper IT infrastructure.
 - o **Recovery time:** Within a few hours
- **Warm sites:** With hardware and connectivity established, including incomplete backups that may be around a week old
- **Cold sites:** Only supply office space, but enterprises are to provide and install the equipment necessary for continued operations. It is the least expensive, but requires a longer time to get a firm fully operational
 - o **Recovery time:** At least a week.

Business continuity does not end at IT

IT infrastructure is just one critical business function listed under a broader BCM framework. Through the adoption of the preventive and recovery measures above, businesses are an enormous step closer to ensuring business continuity – even in the event of a system meltdown.

Nevertheless, before diving straight into implementing disaster recovery plans, always conduct a proper risk assessment analysis of your enterprise to ensure a good Return-on-Investment.

This article is contributed by Josephine Tam, Consultant; and Winnie Lim and Daphne Chuah, analysts of the management consulting division of BDO Consultants Pte Ltd.

Key Takeaways

A Business Continuity Management plan keeps enterprises running swiftly and effectively following an emergency like a technology failure.

Step 1: Prevention

- Prevention helps maintain productivity and keep financial losses low during crisis
- Safeguard vital digital records such as customer order forms and electronic data like transactions
- Offsite storage of digital documents is one of the measures recommended

Step 2: Recovery

- Employing services of offsite storage providers, in the form of hot sites, warm sites and cold sites
 - o **Hot sites** – data recovery in hours
 - o **Cold sites** – data recovery takes at least a week

The most critical step in ensuring successful BCM is to, first and foremost, conduct a full risk-assessment analysis to assess the degree of threat your enterprise is susceptible to.





helps you grow



The era of skyrocketing advertising rates are over. With the right bag of online tools, you get to improve your web presence without the need of a fat advertising budget.

More than one billion people are online – including 5 million Singaporeans. Smartphone penetration rate in Singapore is also one of the highest in the world. This means that it is now more important than ever for your business to be online.

On the web, businesses can now customise their “store sign” in infinite ways – and then get instant feedback from their customers about the most effective promotions.

They can also reach the millions of people searching for their products and services. Just by simply putting their sign online, business owners can reach into a whole new customer base.

This may sound complicated, but it's actually easier (and cheaper) than you think.

Step 1: Make sure your customers can find you

Most small businesses assume that having a web presence means spending huge amount of money to hire a design firm and build a website from scratch – but it doesn't have to.

With online directories, you can get your business information in just a few clicks. For example, claiming your Google Business Listing means your store information will start to appear in Google search results and on Google Maps. You can update your Google listing with information like trading hours, store photos, and even special offers and coupons – all for free.

To start creating your free listing, go to Google Places at www.google.com/local/add. Do note that your business should have a mailing address.

Step 2: Learn what your customers want

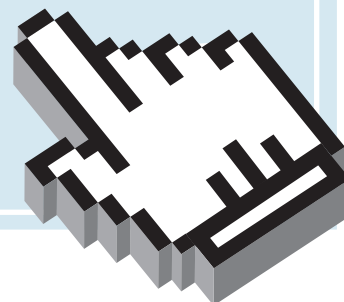
In the offline world, the manager would have to ask each customer coming through the door how they found their shop. Online, once you claim your Google business

listing, you can tap into a wealth of information about your customers, such as the search terms they used to find your shop. With insights like that, you can understand your customers and make informed decisions about how to attract more.

Or, you can use free tools like Insights for Search to compare search trends across time, region, and category to understand things like seasonality and how people search for your business.

Online is an incredibly powerful medium for tracking the impact of your marketing. Free tools like Google Analytics allow you to track visitor patterns so you can better understand and serve your customers, telling you how they arrived, where they clicked, and how they departed. You can make sure you're paying for results and improve your site and check-out processes until you're getting the results you want.

“Tools like Display Ad Builder let you create professional-looking display ads that mirror your street sign without needing to hire a designer or start from scratch. You can customise dozens of templates with your own text, images, and logo as well as change the colours and background.”





Step 3: Find your customers wherever they are

Your offline sign reaches people as they walk down the street and pass by your business. But how do you reach people who don't pass your store, but live nearby and would visit your shop if only they knew about it?

Tools like Display Ad Builder let you create professional-looking display ads that mirror your street sign without needing to hire a designer or start from scratch. You can customise dozens of templates with your own text, images, and logo as well as change the colours and background. Once you have a display ad you like, you can place this ad on relevant sites across the Web, such as popular lifestyle blogs or YouTube videos.

Online display ads help you find your customers - without waiting for them to walk past your store.

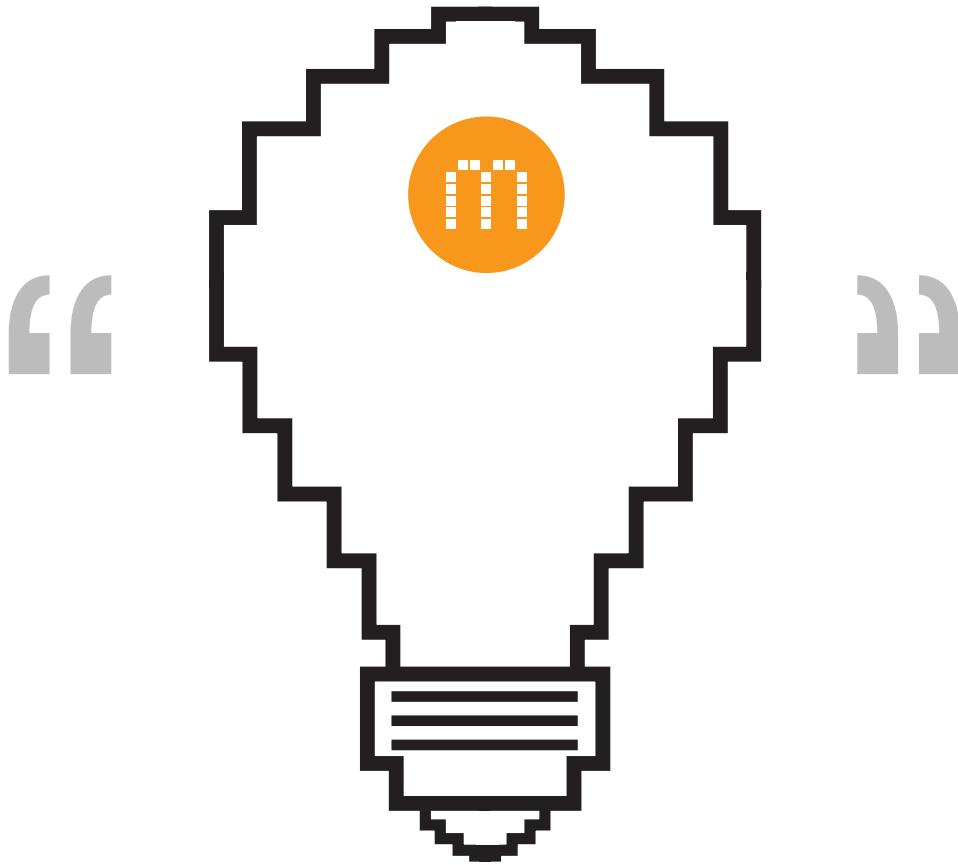
Step 4: Managing your site

Now that your site is up, Google will find, index and rank your site following Google's Webmaster guidelines.

These tips would make your site more relevant when it shows up in search results.

1. Think about the words users would type to find your pages, and make sure that your site actually includes those words within it.
2. Try to use text instead of images to display important names, content, or links.
3. Make pages primarily for users, not for search engines. Don't deceive your users or present content to search engines that is different from what you display to users. This is commonly referred to as "cloaking".
4. Avoid tricks intended to improve search engine rankings. A good rule of thumb is to think whether you'd feel comfortable explaining your tricks to a competitor. Another useful test is to ask, "Does this help my users? Would I do this if search engines didn't exist?"
5. Create a useful, information-rich site and write pages that clearly and accurately describe your content.

This article is a contribution by Google.



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SMA's CSR efforts benefit Temasek Polytechnic students

SMA did its part in Corporate Social Responsibility (CSR) when it handed out scholarships to four students from Temasek Polytechnic's School of Engineering.

These scholarships, worth \$2,000 each, were part of the \$50,000 SMA Education and Training Fund (ETF), to support these budding engineers in their efforts to value-add to the industry.

Every year, over the next three years, one student from each of the four disciplines – Microelectronics, Clean Energy, Mechatronics and Electronics – will be awarded the prestigious SMA scholarship.

The remaining fund will be disbursed in the form of project prizes, graduation prizes, as well as funding for fuel cell research, benefiting more than 30 students from now till 2013.



Receiving the prestigious SMA scholarships from SMA Secretary-General, Mr Gwee Seng Kwong are students Seet Wen Loong, Diploma in Microelectronics (left); Gan Guang Hua, Diploma in Clean Energy (centre); and Tian Jinfu, Diploma in Mechatronics (right). Absent from the ceremony is Poon Wai Chung, Diploma in Electronics.

Dedicated centre for forklift driver's training



Did you know that SMA has a training centre just to train forklift drivers? Situated in Benoi Road, SMA's Forklift Driver's Training Centre has trained more than 11,800 forklift drivers since 2000. The centre offers two forklift courses – Forklift Refresher Course and WSQ Operate Forklift – for workers from the manufacturing and manufacturing-related industries.

If you are new to forklift or wish to renew your forklift certification, please visit www.smaccl.sg for more information.

80th Anniversary a key highlight at SMa 8th AGM

2012 will mark a milestone for SMA as it celebrates its 80th Anniversary with pomp!

Members and secretariats can expect excitement ahead with yearlong celebratory activities like the Manufacturing

Conference and Productivity & Innovation Exhibition; the official opening of SMA's new premise at the EDB building, and a gala dinner to be held on Sep 20, 2012 – the exact day that SMA was registered 80 years ago.

All these and more were unveiled by Mr George Huang, SMA President, at the 8th Annual General Meeting (AGM) on Jun 24.

To find out more on the SMA 8th AGM, visit www.sma.sg to download Mr Huang's speech.



SMA President Mr George Huang (second from left) referring to the 60th Anniversary plate given to the then Senior Minister Mr Lee Kuan Yew, as he shares how the 80th Anniversary Celebration will be more eventful than the 60th Anniversary.



Footprints in China

Sma CCL, our accredited Continuing Education and Training Centre, has extended its training offerings to Chengdu, China. In collaboration with NTUC LearningHub, CCL is now providing training to the Chinese workers to equip them with the necessary skills for future employment in Singapore companies based in China.

Both Sma CCL and NTUC LearningHub will be working together in the curriculum development, certification and training of the workers in the areas of manufacturing technical skills. This move – a first for CCL – is a result of an MOU signed in May this year. This is also in line with Sma's aim to establish training centres overseas.



Prof Arshad Omari, Deputy Vice-Chancellor (Academic) and Vice President of Edith Cowan University (left) presenting a token to Mr George Huang



(Left-Right) Mr Richard Soh, Mr Patrick Chang, Mr George Huang and Senior Deputy Vice Chancellor of Murdoch University Prof Gary Martin

Towards greater educational collaboration

Sma President and Chairman of Sma Institute of Higher Learning, Mr George Huang, made his first official visit to two Australian university partners to strengthen ties and discuss plans for further collaborations.

Mr Huang's visit in June to Murdoch University and Edith Cowan University was joined by Board Member of Sma Institute, also Sma Honorary Secretary, Mr Patrick Chang, as well as CEO of Sma Institute, Mr Richard Soh.

It was a fruitful discussion on the continuing collaboration, with both sides reiterating their strong commitment to the partnerships.



Welcoming new director of Hong Kong ETO

Sma Council Members Dr Tan Kok Kheng, Mr Lim Meng Wee, Mr Patrick Chang and Mr James See were recently introduced to Mr Fong Ngai (centre), the new director of the Hong Kong Economic and Trade Office (HK ETO) in Singapore at a Welcome Reception.

Mr Fong succeeds Ms Subrina Chow, who has been the director for the HK ETO in Singapore for the past three years.

Hier kommt Sma! (Here comes Sma!)

Our leadership in productivity initiatives has grown beyond local shores. Mr David Toh, Sma's Chief Productivity & Innovation Officer (CPIO), travelled all the way to Munich, Germany to provide customised training on Quality Management and Control for global medtech company Dornier Medtech. A group of 22 trainees comprising management, mid-management and master craftsmen from regional plants convene at this rare training opportunity.

The two-and-a-half day training covered topics such as Quality concepts, Acceptance Sampling, Design of Experiment, Root Cause Analysis, with a simulation game using the Six Sigma Catapult to enhance learning.



Partners for Success

Together with Polar Puffs & Cakes, SMa received the Model Partnership Awards (Institutional Category) from the National Trades Union Congress (NTUC) for their exemplary partnership in raising productivity and enhancing skills of workers.

This year, 50 institutions and 138 partners of these winners were conferred the award under the Institutional Category.



Polar Puffs & Cakes' Senior Operations Manager Ms Jean Chan (extreme right), production staff Mr Yap Pau Ming (centre) and Secretary-General of SMa Mr Gwee Seng Kwong (extreme left), received trophies from Manpower Minister Mr Gan Kim Yong, NTUC Secretary-General Mr Lim Swee Say and President of Singapore National Employers Federation Mr Stephen Lee respectively at the award ceremony on May 21.



Launched! Tradelink 2011 - Your Guide to Doing Business in Singapore

Your guide to made-by-Singapore products and services offered by Singapore's manufacturing, trade, services and manufacturing-related sectors is out now.

This directory is specifically catered to local and foreign businessmen sourcing for requirements from Singapore-based producers.

Produced by SMa, both the hard copy and soft copy of Tradelink are up for grabs at SMa receptionist counters at S\$65 and S\$50 respectively. Log onto www.tradelink.sg for more details.



Secretary-General of SMa, Mr Gwee Seng Kwong, received the award at the 2011 TDA Presentation Ceremony and Luncheon on Jul 20 from Minister of State for Defence and Education, Mr Lawrence Wong.

First association to receive Total Defence Awards

A strong defence is necessary for a stable business environment. As a manufacturing federation with 2,800 members, SMa takes the lead in showing support for Singapore's Total Defence, by implementing human resource policies that assist employees fulfill their National Service commitments with peace of mind.

Its efforts received commendation from MINDEF Singapore and was recently conferred the Meritorious Defence Partner Award (MDPA). SMa also became the first association to be presented with the Total Defence Awards (TDA).

Secretary-General of SMa, Mr Gwee Seng Kwong, received the award at the 2011 TDA Presentation Ceremony and Luncheon on Jul 20.

Join SMa

"SMa is an active and diverse federation with manufacturers from various industry groupings. As a member, I get to attend networking sessions, seminars and members events, where I can expand my network and establish connections with new business partners!"

Andy Neo, Director,
APEX Expo Logistics
Pte Ltd

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

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

Bachelor of Business

- Accounting (Accredited by CPA Australia)
- Marketing
- Hospitality Management**
- Tourism Management**

**Double major

Bachelor of Arts / Science (Psychology)

Accredited by Australian Psychology Accreditation Council (APAC)

Bachelor of Science (Exercise and Sports Science)

Bachelor of Information Technology

- Computer Security & Network Administration and Design**

**Double major



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

Bachelor of Arts (Hons) Retail Management NEW!

- Buying
- E-Commerce
- Marketing



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

Over 150 double major degree combinations available.

Greater choice and flexibility in timetable and units per term.

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

Bachelor of Communication

- Communication and Media Studies
- Journalism
- Public Relations

Bachelor of Marketing and the Media

Bachelor of Science

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

Master of Business Administration



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- Hospitality & Tourism Management
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Train for growth – Supervalu achieves 18% productivity growth in six months

If you're still wondering why you should send your staff for training, look to Supervalu for the answer.



Director of Supervalu, Gwynn Wong, receives the "WDA-SMa Productivity and Innovation Award" from the Minister of State for Trade & Industry and National Development Mr Lee Yi Shyan (centre) and Managing Director of A*STAR, also Chairman for the Awards, Prof Low Teck Seng (left).

When the children's apparel and footwear business started seven years ago, Supervalu directors, Edmund Koh and Gwynn Wong had no clue about running a business efficiently. Seven years on, the business had grown, but the same could not be said of productivity.

"We did not do any office or warehouse planning when we first moved in nor when we expanded. As a result, the layout was messy, our warehouse was not fully utilised and labour time was wasted on unnecessary movement and search for products," Edmund recalled. "But we only felt the need to really look into these problems when the lease for our premise was expiring."

Training as the solution

Last October, Supervalu came to learn about the WSQ Certified Productivity and Innovations (CPI) Manager programme conducted by the Singapore Manufacturers' Federation. With real achievements of MNCs as testimony for the programme, Supervalu did not hesitate to sign up.

"Like all SMEs, we have limited manpower. There are only 35 of us in the company. The programme required us to spend 18 full days on classroom training at SMa, and that was a major challenge. On top of that, the classes also clashed with our year-end peak period," said Gwynn.

"Despite that, we still signed up seven HODs for the programme. Attending the course together has helped us establish a common understanding that facilitates smoother communication and quicker change implementation," she added.

Productivity growth and more!

Before they knew it, Supervalu was already reaping the fruits of success.

Typically, their in-house deliveryman makes 55 trips to departmental stores, hypermarkets and retail outlets island-wide every week. An additional 10 trips would be scheduled in peak periods like school holidays, always with the help of an external deliveryman.

But this June, Supervalu realised there was no such need anymore.

"Using productivity concepts learnt in the WSQ CPI Manager programme, we re-planned the delivery schedule and routes. For the first time, our deliveryman managed to make all 65 trips alone! With this improvement in labour productivity, we also saved 68% of our delivery costs – all thanks to SMa!"

The real challenge

While pleasantly surprised with the results, the duo concurred that sustainability is the real challenge. This success is just the beginning of their productivity journey and Supervalu is ready for greater growth.

"We will be relocating the office and warehouse to create a smoother work flow and reduce all unnecessary movement," said Gwynn. "Off-peak delivery trips will also be increased to reduce zero-stock situations. This is expected to bring an increase in sales revenue as well as customers' satisfaction."

"The WSQ CPI Manager programme has trained us to take a structured approach in implementing changes and this can be widely applied. We also came to realise that raising productivity does not mean just more output; it also brings many interrelated benefits such as cost-savings and increase in revenue," said Edmund.

SME QIANG

Quality Initiatives to Assist, Nurture and Grow



*The ultimate lean solution for
SME productivity*

SME QIANG (Quality Initiatives to Assist, Nurture and Grow) is a jointly developed training programme by Singapore Manufacturers' Federation (SMa) and Singapore Workforce Development Agency (WDA). SME QIANG is an effective training solution to enhance productivity in SMEs because it is structured to cushion impact to SMEs' daily operations.

Key Concerns of SMEs in Training and Development

- **Timeout for Training**
Limited time for training is a real issue.
- **ROI for Knowledge Transfer**
Measuring the ROI of training is a common issue for many companies.
- **Sustaining an Initiative**
An investment in consultation to set up the infrastructure required for productivity improvements is often viewed as additional costs.

SME QIANG as the Solution

Course Structure

Unit 1: WSQ Manage Productivity Improvement to Achieve Business Objectives
Duration: 1 Day Classroom Training

Unit 2: WSQ Implement Lean Six Sigma (MF-PIM-401E-1) + Productivity Improvement Project
Duration: 4 Days Classroom Training + 2 Months Productivity Improvement Project

Training Class Day 1 (week 1)
Introduction to Lean & Lean Culture



Project Workshop 1 (week 1)
Project Scooping

Training Class Day 2 (week 2)
Value Stream Mapping & Stability
Process Improvement



Project Workshop 2 (week 2)
Value Stream Mapping &
Genba Analysis

Training Class Day 3 (week 3)
Just-in-Time & Measuring



Project Workshop 3 (week 3)
Root Cause Analysis (RCA) &
Improvement Plan

Training Class Day 4 (week 4)
Sustaining & Assessment



Project Workshop 4 (week 4)
Review Improvement Results &
Control Plans

Unit 3: WSQ Plan & Implement Productivity Framework
Duration: 1 Day Classroom Training + ½ Day Workshop

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Visit www.smaccl.sg for more information on **SME QIANG** and download our **Training Calendar 2011** now.

Tel: 6826 3100 | Fax: 6826 3021 | Email: ccl@smafederation.org.sg



HIGHLIGHTS

- 6½ days training
- Champion training for Senior Management
- Heavy on project coaching

PROGRAMME FEES

- **Unit 1: WSQ Manage Productivity Improvement to Achieve Business Objectives (1-Day)**
S\$288.90 per pax
- **Unit 2: WSQ Implement Lean Six Sigma (MF-PIM-401E-1)**
 - a) 4-Day Classroom Training
S\$674.10 per pax
 - b) Productivity Improvement Project (4 x 1-Day Workshops over 2 Months)
S\$2,568 per company
- **Unit 3: WSQ Plan and Implement Productivity Framework (1-Day Classroom Training + ½ Day Assessment/Coaching)**
S\$433.35 per pax

SCENARIO

A company signs up 1 Senior Management and 2 Productivity Managers for this programme.

The projected cost will be:
S\$288.90 + (S\$674.10 x 2) + S\$2,568 +
(S\$433.35 x 2) = S\$5,071.80

*The listed prices are inclusive of 7% GST and after 70% Government funding. Funding is only applicable to Singapore Citizens and Singapore Permanent Residents.

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- Valid through till 30 Dec 2011 and for dine-in only, unless otherwise stated.
- Not valid on eve of and on Public Holidays and special occasions. (eg. Christmas Eve, Christmas Day, New Year's Eve)
- Discounts not valid with other ongoing promotions, offers, vouchers, promotional set menus, privilege card(s), or in-house offers, unless otherwise stated.
- Not valid for functions, banquets or catering functions.
- Prior reservations highly recommended and subject to availability.
- Prevailing restaurant terms and conditions apply.

Bon Appétit

Grand Copthorne Waterfront Hotel

Singapore is undeniably a place to satisfy your taste buds after your shopping retreat. Indulge in authentic exquisite Italian cuisine at its award-winning, fine-dining Italian restaurant, *Pontini*. Savour creations by head chef Domenico Piras and let your taste buds go for a spin as you tantalise Italian cuisine with authentic provincial flavours. Smart casual dress code applies. If you are up for a hearty meal, head to *Café Brio's* to tuck into local dishes and International Buffet. This is where you will get to enjoy the famed Super Laksa and international dishes like the popular Grand Copthorne Burger, fresh shellfish, sashimi, sushi, salads, assorted appetisers, hot Asian and Western dishes as well as an amazing selection of desserts that will bound to whet your appetite.

FarEastFlora.com gives you more!

Enjoy a 10% discount on Table Flowers from Catalog 2012

Ways to enjoy the discount!

- Log on to <http://www.FarEastFlora.com> and quote "SMaCONNECT" in the Promo Code field in your shopping cart, press "recalculate" to reflect the discount.
- Call the customer service hotline at 6251-2323, quote "SMaCONNECT".
- Fax in your order at 6355-0620, quote "SMaCONNECT" at the top of fax and the respective product codes.

Terms and Conditions

- This promotion is valid till 31 December 2011 and for readers of SMa CONNECT magazine only.
- Promotion is not valid at Far East Flora garden retail centers, Goodwood Florist garden retail center and wholesale fresh cut flowers at Far East Orchard.
- Promotion cannot be used in conjunction with other promotions, discounts, coupons or other privileges.
- Orders are not allowed to be edited or cancelled within forty-eight (48) hours of the requested delivery date because of the extremely high volume of orders. Order cancellations will not be accepted after confirmation.
- Delivery Terms and Conditions apply.
- FarEastFlora.com Pte Ltd reserves the right to amend the promotions and its terms and conditions without prior notice.



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