

# Connect

May-Jun 2009

## **SPECIAL NEWS**

SMa Appreciation Night

## **FOCUS**

The Need for Green in  
Manufacturing Sustainability

## **OPINIONS**

5 Must-Ask Questions for  
C-Level Executives In The  
Downturn



## What's Next for Manufacturing?

SMa Connect is published bi-monthly by the Singapore Manufacturers' Federation

Dear Members

**S**ingapore government has recently raised its economic forecast for 2009 following an improved second quarter performance. Its Gross Domestic Product will shrink between 4 per cent and 6 per cent this year, less than an earlier forecast for a contraction of as much as 9 per cent.

Manufacturing is estimated to have contracted by 1.5 per cent, compared to a 24.3 per cent contraction in the first quarter. A spike in output registered by the volatile biomedical manufacturing cluster, and an improvement in the electronics cluster due to inventory restocking contributed to the increase.

While economists are upbeat that the contraction in the first half of the year was less severe than predicted, most manufacturers remain concerned about the weak underlying economic conditions, especially since Singapore is a trading nation. Its recovery will largely depend on the recovery rate of its major trading partners such as US, Europe, China and Japan.

Notwithstanding that, SMa will continue to assist the manufacturing industry on capabilities improvement, skills upgrading, technology adoption and making overseas ventures.

At our SMa Appreciation Night, Mr Renny Yeo, SMa President, also shared insights on how the Singapore Manufacturing Sector can transform itself for future growth with the implementation of the Manufacturing Excellence Initiative – a 7-stage progression to assist members to upgrade and, if possible, move up the value chain. Please refer to pages 18 & 19 for our special report on SMa Appreciation Night and visit our website at <http://www.smafederation.org.sg/mediacentre/speeches> for more details on Mr Yeo's speech.

With the support from government partners and members, SMa is well-poised as a leading association to represent the manufacturing community and to drive its sustainable growth through serving industry-specific needs.

Yours sincerely

Evelyn Tan (Ms)

Membership, Research and Corporate Communications



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## The Gateway to Dubai Market

**H**ailed as Dubai's answer to Silicon Valley, the Dubai Silicon Oasis (DSO) was launched in 2004, with the national mission to facilitate and promote modern technology-based industries, as well as to support the region's demand for business expansion.

The government-owned integrated technology park has over the past one year, attracted major foreign investments from global markets, such as research and development and manufacturing facilities. With its world-class technology infrastructure, DSO has succeeded in positioning itself locally as well as globally as the region's premier integrated innovations hub for high-tech industries.

There are currently 211 companies based in the technology park, 53 per cent of which are technology companies. Electronics companies make up 15 per cent, and telecom firms 9 per cent. The majority, accounting for 68 per cent, are European companies.

## 'Just Enough is Good Enough'

**T**he recession has resulted in significant changes in spending habits and lifestyles and has given rise to the 'Just Enough is Good Enough' phenomenon.

It represents consumers' changing values for cautious spending and frugality as well as preference for products and services with the essential but simpler functionalities at lower and affordable prices. For instance, consumers are going for choices that "are more sustainable, require less upkeep and less maintenance". They are likely to go for value-for-money brands and products compared to premium brands, such as electronic and electrical products with basic functions and simpler designs.

Some consumers have also reported preferring to go straight to wholesale outlets and even manufacturers for cheaper bulk purchase. Such phenomenon has encouraged retailers and manufacturers to look into new product offerings that cater to consumers' basic requirements and priced at the lower price range.

It seems that even in times where consumers are tightening their belts on consumption, there are other ways that retailers and manufacturers can tap on the few dollars in consumers' pocket.

## Govt injects \$15m into R&D for waste management

**M**inistry of Environment and Water Resources (MEWR) has launched a \$15 million Environment Technology Research Programme (ETRP) to develop Singapore's capabilities in waste management.

The \$15 million research fund will be deployed over three years to provide funding support for local companies and institutes to develop, pilot and commercialise advanced technologies for waste management.

The programme awards grants to R&D projects on a competitive basis in the field of waste management and will help boost entities that are involved in waste management research, specifically in the areas of energy recovery, material recovery and special waste treatment. Promising areas of research could range from ways to increase thermal efficiency of incineration processes, technologies to increase recyclable yield of high-value waste streams and methods to remediate old landfills rapidly and safely.

The programme is administered by Environment and Water Industry Development Council (EWI) and National Environment Agency (NEA).

## Eight sub-committees formed under ESC

**T**he recently-formed Economic Strategies Committee (ESC) swung into prompt action to chart the way forward for Singapore's economic transformation with the setting up of eight sub-committees.

It aims to develop and recommend strategies to grow Singapore's future as a leading global city in the heart of Asia. Also it seeks to enable sustained economic growth through the nurturing local companies to venture into overseas markets and attracting more multi-national corporations to set up businesses in Singapore.

Each of the eight sub-committees will be co-chaired by a representative from the public sector with the other co-chair from the private sector or labour movement. The 25-member committee will present its main recommendations to the government by next January, while the full report will only be released by mid 2010.



**2** 2 - 24 April 2009 - The 6th Annual RFID World Asia 2009 incorporating EPC Global Singapore Summit ended on a high note after three days of sharing of ideas, latest innovations and solutions from world-class vendors of RFID products and services.

With the support of SMa and GS1 Singapore Council and other industry partners, the event held at Suntec Singapore drew around 5,600 attendees, surpassing expectations especially in the current economic slowdown. It hosted about 200 world-class exhibitors and saw attendees from over 40 countries. The participating industries included retail, healthcare, pharmaceutical, manufacturing, logistics, transportation as well as government and defence, amongst others. Despite a decline in exhibition space of 20% from previous year, the event saw an increase in qualified buyers and sales opportunities.

# RFID World Asia 2009



The RFID World Asia Conference 2009 recorded an increase in attendance.



Guest of Honour, Mr Lee Yi Shyan, Minister of State for Trade & Industry and Manpower was introduced to the latest RFID technologies.

Mr Tan Jin Soon, Chairman of GS1 Singapore Council and EPCglobal Singapore, was invited to give the keynote address on "Innovation as the key driver for adoption - Keeping ahead of the pack" and also spoke on the implementation excellence of RFID in key verticals, specifically on "Putting EPC into business context". - CONNECT ■



The Singapore Pavilion was one of the key attractions at the RFID World Asia Exhibition.

## Championing Sustainable Manufacturing



(Front row, left to right) Dr Lim Ser Yong, Executive Director of SIMTech, Mr George Huang, Chairman of HSSE FC, SMa, Ms Isabella Loh, Chairman of Singapore Environment Council (Back row, left to right) Mr Renny Yeo, SMa President; Senior Minister of State for Trade and Industry and Education, Mr S. Iswaran; Mr Ted Tan, Deputy Chief Executive, SPRING Singapore.

Council (SEC) and Singapore Institute of Manufacturing Technology (SIMTech) to identify, develop and promote the adoption of sustainable manufacturing practices in the local manufacturing community. The MOU signing ceremony was witnessed by Senior Minister of State for Trade & Industry and Education, Mr S Iswaran, Deputy Chief Executive of SPRING Singapore, Mr Ted Tan, and President of SMa, Mr Renny Yeo.

The ceremony also marked the launch of the SMa's Sustainable Manufacturing Programme. Supported by SPRING Singapore,

the programme aims to improve local manufacturers' efficiency by reducing energy and water consumption, by-product waste and carbon footprint through eco-efficient improvements to their manufacturing systems and processes.

The pilot project of the Sustainable Manufacturing Programme involved a consortium of food manufacturers in Singapore. SMa, together with its partners and members, will explore similar executions with other sectors including electronics, precision engineering, chemicals and logistics.

For more information, please approach e-Supply Chain Management Council Secretariat via email: [kokkeen@smafederation.org.sg](mailto:kokkeen@smafederation.org.sg). - CONNECT ■

**3** 0 April 2009 - SMa signed two separate memoranda of understanding (MOU) with Singapore Environment

**1** 9 May 2009 - SMa and A\*STAR's marketing and R&D commercialisation arm, Exploit Technologies signed a Memorandum Of Understanding under the Angel Investment Management initiative (AIM) to lend local start-ups a helping hand. The signing ceremony was witnessed by Second Minister for Finance and Transport, Mrs Lim Hwee Hua.



(Left to right) Mr Walter Lee, Head, Technology Transfer Network (TTN) Secretariat; Mr Boon Swan Foo, Executive Chairman of Exploit Technologies and Chairman of TTN; Mrs Lim Hwee Hua, Second Minister for Finance and Transport; SMa President Mr Renny Yeo; Ms Yena Lim, Managing Director, A\*STAR and SMa Secretary-General, Mr Gwee Seng Kwong.

AIM initiative will drive innovation in the Singapore investment landscape and facilitate the adoption of new technology among manufacturers. Joint marketing activities and networking events will be organised to connect local start-ups with SMa members that are keen to Angel investors.

Mr Boon Swan Foo, Executive Chairman of Exploit Technologies and Chairman of TTN commented, "The recession is likely to have a severe impact on new and small businesses if help was not rendered in time. We are calling for more committed

individuals and organisations to step forward to join us in this quest to nurture homegrown start-ups."

SMa President, Mr Renny Yeo also noted that the initiative is an excellent platform for local manufacturers to share industry knowledge and expertise with these start-ups. - CONNECT ■

## Collaboration with Exploit Tech to help Start-ups

## WDA Affirmation Ceremony

**1** 4 May 2009 - Workforce Development Authority (WDA) applauded 34 manufacturers that have pledged their commitment to save jobs and retain skilled talent by leveraging on the training programmes under the Skills Programme for Upgrading and Resilience (SPUR).

The affirmation ceremony kicked off with a graduation ceremony, seeing some 36 graduates from eight companies in receipt of their certificates from Mr Lee Yi Shyan, Minister of State for Trade & Industry and Manpower. They have previously participated in the training programmes under the Certificate in Generic Manufacturing Skills (CGM), Certified Operations Specialist (COS) and Certified Operations Professional (COP).

Following that, Minister Lee witnessed the pledging of commitment from 34 manufacturers to save a total of 10,000 jobs.

The WSQ in Generic Manufacturing Skills, noted by Minister Lee, is a great demonstration of the collaboration and partnership between WDA and tripartite partners, such as industry, union and training partners to create opportunities for workers. Currently, manufacturing companies account for 30% of the 1,300 companies and 55% of the 56,000 company-sponsored workers participating in SPUR. - CONNECT ■



A total of 34 manufacturers pledged their commitment to save jobs and send their employees for SPUR training.



Guest of Honour, Minister of State for Trade & Industry and Manpower Lee Yi Shyan revealed the number of jobs saved.



# Uniquely Singapore Brands makes Triumphant Return

**1** 8-22 May 2009 – The “Uniquely Singapore Brands” entourage comprising 103 local enterprises and organisations made a triumphant return after a week long’s exhibition at the 6th Commodities Fair in Fujian, China.

Minister of State for Trade & Industry and Manpower, Mr Lee Yi Shyan also joined the largest-ever contingent of local brands in China and graced the pavilion’s opening ceremony. His support to the participating exhibitors earmarked the strong bilateral ties and trade relations between Singapore and China, following the signing of the China – Singapore Free Trade Agreement in late 2008.

The first-ever Uniquely Singapore Brands Pavilion, with a hall size of 5,000 sqm was one of the highlights of the Fair, and garnered encouraging visitation from Chinese business community and the Chinese media. Exhibitors were categorised into four main industries - F&B, Engineering, Electronics & Chemicals, Lifestyle and Services. Visitors not only gained insights on Singapore’s brands and products, but were also treated to first-hand experience of Singapore’s unique multi-racial identity with interesting cultural performances.

Both organisers and exhibitors found the Fair to be a rewarding experience which helped them pave a way to the China’s emerging consumer market. These participating companies include local brands that are keen to make foray into the Chinese market and others that had established market presence over there. They were very encouraged by the

great turnout and the plentiful business opportunities they were presented with. Some exhibitors bagged some confirmed sales orders at the exhibition while many others reported promising sales opportunities.

They also learned about their market position and competitiveness from the Chinese perspective. Singapore brands are well distinguished from global competition and Chinese market leaders are keen to attain distributorship of Singapore products in various parts of China. Many Chinese companies also expressed strong interest in collaboration with local brands for product development.

It is believed that going forward, these local brands are more confident of establishing presence, if not, greater foothold in the Chinese market. – CONNECT ■



The “Uniquely Singapore Brands” pavilion, occupied a total floor area of 5,000 sqm at the Fuzhou Jinshan Exhibition Centre.



Opening Ceremony of the ‘Uniquely Singapore Brands’ Pavilion.



(Left to right) Mr Lee Yi Shyan, Minister of State for Trade and Industry and Manpower; Mr Poh Choon Ann, Vice President, SMA and Chairman of SMA’s China Business Committee; Mr Yu Guangzhou, Deputy Secretary of Fujian Provincial CPC Committee.



(Left to right) Mr Yuan Rongxiang, Secretary of Fuzhou CPC Committee; Mr Lee Yi Shyan Minister of State for Trade and Industry and Manpower; Mr Poh Choon Ann, Vice President, SMA and Chairman of SMA’s China Business Committee.

# Building for the Long haul

Gerald Wee reports on the key findings at the recent inaugural Sustainable Manufacturing Conference 2009 jointly organised by SMa and Fairfax Leadership Conferences.



SMa President Renny Yeo giving his opening address



**M**anufacturing today faces a two-pronged challenge: reinventing itself in the face of a deepening economic recession, while continuing to address the industry's impact on ecology and climate change. Still, opportunity abounds in the midst of crisis, and savvy companies can seize this opportunity to reposition and strengthen themselves for the long run.

## Perfect Opportunity

While challenging, this perfect storm of economic turbulence and environmental change need not necessarily spell doom and gloom for manufacturing companies, and there is tremendous upside to be realized from building in the concept of business sustainability into an organisation's manufacturing processes.

"During the storm, there is opportunity," said Renny Yeo, president, Singapore Manufacturers' Federation, and guest-of-honour at the event. "Sustainable manufacturing is not just a green buzzword. They are must haves for doing business in some countries."

The U.S. and European markets, for example, are already requesting that their suppliers adopt sustainable practices before they will do business with them, Yeo added.

"Cost will not be a key consideration for deliberating the adoption of sustainable manufacturing business practices," he said. "Looking at the big picture, adopting green manufacturing improves top and bottom line."

In order to address the multiple facets of sustainability, companies must initiate efforts which encompass both economic and ecological viability.

"Process improvements, technology catalysts, energy efficiency, materials management, logistics, and cash management practices are some of the ways in which manufacturers can prepare for the way ahead," said Andrew Smart, director, Fairfax Business Media.

## Manufacturing evolution

Victor Tay, director, Transport, Logistics, Environment & Engineering Services, Biomedical & Chemicals, SPRING Singapore, points to a need to be less dependent on foreign investments, and have a product-led economy.

"This means that you must have Singapore's own intellectual property based here," he said. "The spinoff of a product led economy is significant as even a simple product with 100 bills of materials can sustain 20 to 30 subcontractors in terms of component manufacturing, and if each subcontractor needs another 20 or 30, we can sustain hundreds of subcontractors."

Another way to move away from traditional methods and help elevate the manufacturing sector is by incorporating services into the equation, he said.

With manufacturers facing changing demographics, supply chain needs, market opportunities, legislation, competition, and customer expectations, they need to have the agility to adapt to new market dynamics.

Technologies like enterprise resource planning, supply chain management, and enterprise automation can provide immediate help, and on the horizon, companies can also benefit from cloud computing, or software as a service, which brings additional benefits of lowered capital expenditure, staff costs, and infrastructure costs.

The Sustainable Manufacturing 2009 Conference & Showcase is part of Fairfax Leadership Conferences' series of events on sustainable business. For more information on the upcoming Sustainable Supply Chain 2009 and Sustainable by Design 2009 events, please visit [www.fairfax-conferences.com](http://www.fairfax-conferences.com). – CONNECT ■



# CommunicAsia 2009

1 6-19 June 2009 - SMA led 50 local info-communications technology companies at the Singapore Pavilion of CommunicAsia 2009. It was recorded that a total of 26,730 visitors attended at the four-day trade show, of which 45% of the visitors were from overseas.

The iRural Initiative featured at the Singapore Pavilion, was one of the highlights, where local ICT companies showcased their latest solutions and applications to bridge rural and urban communities via infrastructure hardware and connectivity solutions and softwares.

SMA member, SmartBridges Solutions LLP, was one of the participants of the iRural Initiative. Referring to the Singapore, Mr Joyanta Majumder, Manager of Technical Support Division said, "It is much easier to have customer's attraction together as a consortium. And one stop solution for customers is always appreciated."

He shared, "We managed to meet some of our existing business customers. We had the opportunity to talk about new business plans of them and learnt how we can be a part of their future expansion. Also, we came to meet new customers from different parts of the world and we can go ahead with the new project plans." - CONNECT ■



Foreign delegates learning more about the breakthrough infocomm technologies customised for home and domestic uses.



Guest of Honour RADM(NS) Lui Tuck Yew, Acting Minister For Information, Communications And The Arts (fifth from left), learning more on the iRural Initiative. He is accompanied by (from left) Mr Tan Jin Soon, Chairman of GS1 Singapore; Mr Jeffrey Liew, Director of International Trade Development; Mr Gwee Seng Kwong, Secretary-General and Mr Poh Choon Ann, Vice President, SMA and Chairman of SMA Chinese Business Committee.



Introduction of the 19-hectare media park comprising Mediapolis@One-North by Media Development Authority of Singapore (MDA).



Visitors were invited to an interactive and experiential treatment of 'The Future of TV'.

## Broadcast Asia 2009

1 6-19 June 2009 - The Singapore Pavilion, led by Media Development Authority of Singapore (MDA) and supported by SMA and IE Singapore, housed a total of 33 Singapore companies showcasing leading edge digital media technologies, application and services.

The pavilion highlights include the 19-hectare media park comprising Mediapolis@One-North by MDA and media solutions from 33 other local companies. Visitors were also treated to the live demonstration of the revolutionary digital media technology, where the "The future of TV", enables viewers to interact, experiment and experience with the TV programmes and to send instant feedback on content creation and management.

Exhibitors and visitors commented that both exhibitions were effective platforms for interaction and sales pitching. They also shared that the quality of turnout was encouraging despite the current economic conditions as well as H1N1 pandemic concerns. Many new participants have also said to return to the show the next year. - CONNECT ■

# The Need for **Green** in Manufacturing Sustainability

In today's context, it has well become a survival necessity for manufacturers to look beyond conventional ways of production. Reality is that manufacturers have to do it fast and collectively to meet the onset wave for sustainability and eco-innovation in manufacturing. Nonetheless, sustainable manufacturing is neither a trend nor a concept. Rather, it is an emerging growth driver that pushes the manufacturing sector to greater heights and horizons. From its gradual development, it is not difficult to see it as a potential eco-system in-the-making, generating aplenty opportunities for all players in the business of sustainable manufacturing.

However, many manufacturers today, still bear resistance towards sustainable manufacturing practices due to lack of understanding and awareness. Many thought it was merely preserving natural resources through care for the environment and recycling of materials, while others opinioned on the future security such as providing products that market wants or maintaining customer focus. In a UK study<sup>1</sup>, only 13% of the respondents mentioned that sustainability brought about commercial advantage. This reflects an alarming fundamental problem where manufacturers do not generally see a way to exploit sustainability in their products and marketing.

So, what is and how sustainable is sustainable manufacturing? These are the questions that many local SME manufacturers are raising, apart from the costs and investments that are usually seen as the biggest deterrents, especially in today's challenging business environment.

## What is Sustainable Manufacturing?

Sustainable manufacturing is the creation of manufactured products that use processes that are non-polluting, conserve

energy and natural resources, and are economically sound and safe for employees, communities, and consumers." It consists of three

structural pillars – society, environment and economy

- while involving operational aspects such as the consumption of resources, natural environment, economic performance, workers, products, social justice and community development.

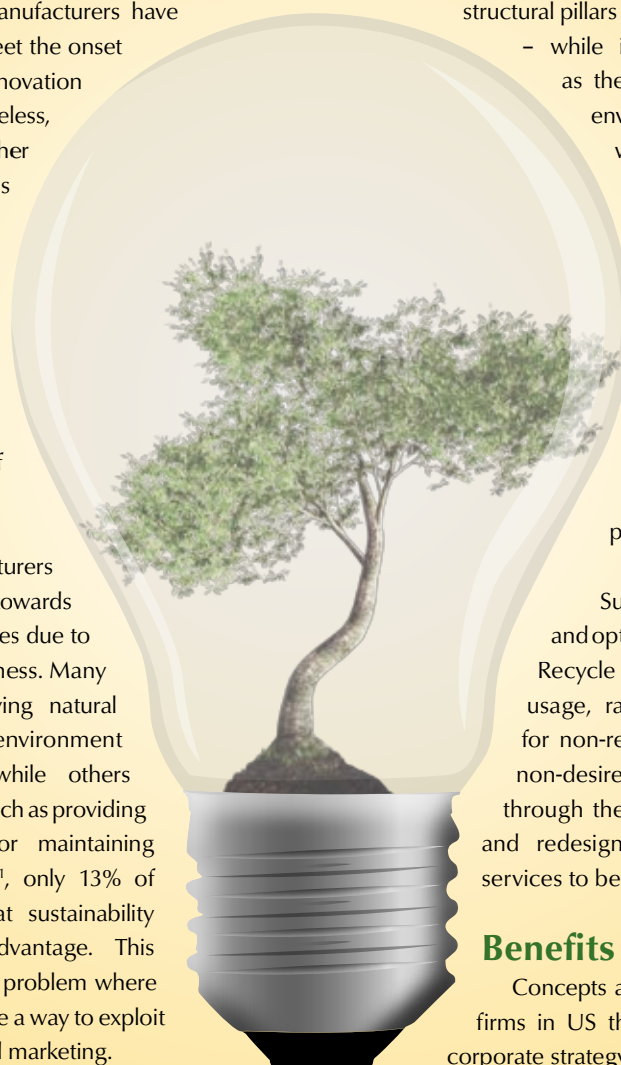
The concept of sustainable production was raised at a United Nations conference on environment and development back in early 1990s and the conclusion was clear – the major source for environmental degradation is unsustainable production and consumption patterns.

Sustainable manufacturing practices and options include the 3Rs – Reuse, Reduce, Recycle – in terms of materials and energy usage, raw materials substitution especially for non-renewable or toxic materials, reduce non-desired outputs such as green house gases through the evaluation of utilities consumption and redesigning of production, products and services to be environmentally friendly.

## Benefits

Concepts and definitions aside, top performing firms in US that integrate sustainability into their corporate strategy have achieved great improvements: 19 percent decline in energy costs, 17 percent decrease in waste and disposal costs, 13 per cent decrease in defects or non-conforming products over 12 months, 5 per cent decrease in year-on-year operational costs relative to volume change in business and a 15 percent improvement in customer acquisition rate.

In summary, manufacturers will be able to enjoy higher efficiency in process flow, reduction in energy usage and possibly higher top line from selling the higher value byproducts. Adopting sustainable practices also opens up new business





perspectives by influencing the marketing mix, namely product, price, place and promotion. Intangible merits also include a strong 'green' brand identity and unique market positioning that will ultimately weigh more than initial costs.

## Key Drivers

Regardless how the benefits of sustainable manufacturing are doled out, the 'green' responsibility is also shared in the same way by non-manufacturing parties. Apart from company's motivations, the key drivers of sustainable manufacturing are demand-pull led by end-consumers and legislation-push. In other words, the sustainability of sustainable manufacturing and development depends largely on the dynamic interplay of these three key forces.

According to a study<sup>2</sup> done primarily on Asia in 2008, 67% of companies expect legislation to increase over the next two years. China, India, Singapore and Taiwan are among all other Asian markets that believe so.

In Singapore, sustainable manufacturing is still in its formative stages as manufacturers and consumers are only starting to recognise the environmental issues and concepts of sustainable products, processes and practices.

However the local manufacturing community has had a good start with the collective support rendered by the government, non-profit organizations including Singapore Manufacturers' Federation (SMA), research and academia institutes, and industry leaders to organise and implement green initiatives.

In recent months, for instance, the Inter-Ministerial Committee for Sustainable Development (IMCSD) launched the Sustainable Development Blueprint, detailing concrete targets for 2020 and 2030 to guide the whole-of-nation efforts

towards environmental sustainability. The government has announced an allocation of \$1 billion over the next five years for 10 key initiatives.

Another good example is the recent Sustainable Manufacturing Programme launched by SMA, Singapore Environment Council (SEC) and Singapore Institute of Manufacturing Technology (SIMTech), to increase manufacturers' efficiency by reducing energy and water consumption, by-product waste and carbon footprint. Apart from benefits such as operational costs savings, companies with their environmental technologies developed will also be a showcase and reference site for export to global markets. The programme can help reduce energy intensity and carbon emissions for Singapore and through SMA, companies will be deemed as carbon credits aggregator.

Moreover, SIMTech announced a two-year collaboration with Golisano Institute of Sustainability (GIS) of Rochester Institute of Technology (RTI), US, to help advance development of sustainable manufacturing technologies in Singapore.

Companies that are keen to adopt sustainable practices but are concerned with the short-run costs can now turn to funding programmes, to improve the supply chain capabilities and quality management system. One such programme is the Supply Chain Improvement Project that uses the supply-chain operations reference model to consolidate and streamline internal supply chains, systemize and standardise processes and information.

On the other hand, the government is also encouraging and supporting 'prescription' companies that help manufacturers with the green solutions – technology tools, methodologies and consultancy. In 2007, a total of 280 environmental technology companies contributed a value-add of \$980 million.

SPRING Singapore has also established the EnviroTech Capability Development Programme to help companies in the 'green' business grow. It is believed that the boost in environmental technology companies will help spur the demand for sustainable manufacturing solutions.

Alongside with the growing awareness of sustainability and green products, end-consumers are also experiencing a change in attitudes and behaviour towards green products or products made from green processes. It seems that this is another key influencer of their consumption choice. In regions where legislation is not in place, customer requirement is the next important driver. As such, this gives rise to a growing concept - 'green marketing' and this, in turn, is believed to generate new consumer trends that impact on manufacturers and producers.

Hence the sustainable manufacturing business is not a fad that just starts and ends at the production line. It requires commitment and pro-activeness at both industry and enterprises levels to re-explore the needs and possibilities of today's consumerism and manufacturing. Indeed, the local manufacturing community has a big role to play in building a sustainable future for Singapore's future generations to come.

Companies interested to be part of the Sustainable Manufacturing Programme may contact **Mr Lauw Kok Keen at 6826 3013 or [kokkeen@smafederation.org.sg](mailto:kokkeen@smafederation.org.sg)** – CONNECT ■

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<sup>1</sup> Source: 'Sustainable Manufacturing' – Ove Arup & Partners Ltd and Warwick Manufacturing Group

<sup>2</sup> Source: Compliance-Driven Supply Chain: Attitudes and Trends toward the Greening of the Supply Chain in the Asia/ Pacific (Excluding Japan) Region" – Christopher Holmes



# Ask EDC@SMa

Our EDC@SMa team provides tips and advice to frequently asked queries on various government schemes and funding.



**Q**uestion: What is the Environmental Technology Capability Development Programme (EnviroTech CDP)?

**A**nswer: EnviroTech CDP is a platform that allows local environmental technology SMEs to upgrade capabilities for greater competitiveness in the global market.

**Key areas of capabilities include:**

- Water and wastewater treatment
- Clean or alternative energy
- Solid waste management and recycling
- Air pollution treatment and filtration
- Certification projects such as ISO 14000, REACH, RoHS
- Enhancement of engineering services and systems i.e. developing efficient process and control instrumentation (PCI) devices and systems.

**Q**uestion: How does the programme work?

**A**nswer: According to programme, SMEs may apply under any of the three models outlined below.

**Model 1** – SMEs may collaborate with leading environmental companies to work on areas of process improvement, product development, strategic project partnership, capability enhancement and certification.

**Model 2** – SMEs can collaborate as a group to establish strategic project partnership, joint product development and certification.

**Model 3** – SMEs may individually apply for the programme to achieve process improvement, product development or certification.

**Q**uestion: Who can qualify for the programme and what are the benefits?

**A**nswer: The EnviroTech CDP is for all local environmental technology SMEs that are keen to enhance their enterprise competitiveness and industry innovation.

**The projects initiated by the SMEs should aim to:**

- Build new enterprise capabilities that add new service offerings or significantly improve productivity
- Lead to commercialisation of innovative technology, environmental products and new intellectual properties

The EnviroTech CDP covers the whole value chain from applied research, product development and commercialisation. Companies embarking on eligible projects will receive funding support. The grant will defray some of project qualifying costs which include manpower, equipment, materials, and professional services. ■

**Enquiries**

Interested applicants may contact our EDC@SMa team at Tel: +65 6826 3020 or Email: [edc@smafederation.org.sg](mailto:edc@smafederation.org.sg)

# SMA Appreciation Night 2009

2 5 June 2009 – Held at the Sheraton Towers, SMA played host to Guest-of-Honour, Mr Lim Hng Kiang, Minister for Trade and Industry, and over 300 guests, including government officials, foreign delegates and SMA's members at the SMA Appreciation Night.



**VIP table - Front row (left to right):** Ms Tan Poh Hong, CEO, Agri-Veterinary Authority of Singapore; Dr Moh Chong Tau, Deputy President, SMA; Mr Lim Hng Kiang, Minister for Trade & Industry; Mr Renny Yeo, President, SMA; Mr Manohar Khatani, Deputy Managing Director of Economic Development Board. **Standing - back row (left to right):** Mr Seah Kee Pok, Assistant CEO, JTC Corporation; Mr Poh Choon Ann, Vice President, SMA; Mr John Kong, Honorary Secretary, SMA; Ms Choy Sauw Kook, Assistant CE, SPRING Singapore; Dr Lim Ser Yong, Executive Director of SIMTECH

Aside from food galore and serenading Chinese orchestra music, SMA President Mr Renny Yeo also shared insights on SMA's strategic directions and new programmes to nurture a new breed of manufacturers. The long term objectives, he said, was to endorse the creation of "Made in Singapore" branding that represents good quality, reliability and value.

The Manufacturing Excellence Initiative (MEI), for instance, was conceptualised to enhance manufacturers' capabilities in meeting future challenges. Consisting of a 7-stage progression, MEI will help to reposition, strengthen, congregate the local manufacturing community and abridge them with the many new opportunities abroad.

Members were pleased to learn about the initiatives and looked forward to the implementation of the MEI framework. Mr Ronald Lum, Strategic and Business Development Director of Chocz – a local brand for gourmet chocolates, said, "The (MEI) framework would augur well for the manufacturing sector to meet future demands." He hoped to gain from the sharing of knowledge and experience of successful participating companies. Smaller SMEs, he said, had little support and stringent funding criteria from financial institutions and government agencies, and that he looked forward to the continuous support from the government to co-fund potential overseas ventures.



(Left to right) Mr Huang Dong Sheng, Director, China Council for the Promotion of International Trade Tai'an Branch (CCPIT Tai'an); Mr Jeffrey Liew, Director for International Trade Development Division, SMA; Mr Simon Li, Honorary Treasurer, SMA and Chairman, Finance Management Committee and Chairman, Oil & Gas IG, Mr Pei Liming, Vice President, CCPIT Tai'an, Mr Zhang Bin, Deputy Division Chief, CCPIT Tai'an.



Mr Lim Hng Kiang, Minister for Trade & Industry, acknowledged the challenge to grow local companies amid strong global competition. However, he was supportive and pleased to see the pro-activeness in SMa to help the local manufacturing fraternity. He said, "It is heartening to note that SMa is working very closely with the government and manufacturers to explore ways to improve their members' capabilities." – CONNECT ■



Guest-of-honour, Trade and Industry Minister Mr Lim Hng Kiang (6th from right), with SMa President Mr Renny Yeo (on Mr Lim's right) and SMa Council Members at the SMa Appreciation Night held on 25 June 2009 at the Sheraton Towers Hotel.



SMa Council Members: Mr James See, Mr Goh Seow Ping, Mr Jerry Tan and Mr Rowan Tan.



Top performing students from School of Management met and greeted (far left) Mr Renny Yeo, President, SMa, (third from right) Trade & Industry Minister, Mr Lim Hng Kiang and (far right) Dr Moh Chong Tau, Deputy President, SMa.

## Annual General Meeting (AGM)

**2** 5 June 2009 – The 6th SMa Annual General Meeting, held at Sheraton Towers Singapore, saw over 100 members in attendance. The afternoon meeting which lasted for about one-and-a-half hours, saw great support from its members with two special resolutions passed during the meeting.

At the AGM, SMa President, Mr Renny Yeo reported on the achievements in the past year and shared on its future strategic directions. He also addressed the challenges that both manufacturers and SMa faced in the current economic downturn and urged all to continue to render support to the local manufacturing community and the Secretariat. The SMa Annual Report and Audited accounts ending 31st December 2009 were also presented and SMa Honorary Secretary, Mr John Kong, and SMa Honorary Treasurer, Mr Simon Li, were present to respond to queries.

The meeting carried out two special resolutions – First, to expand on existing Affiliate Membership to include GS1 Singapore members; and Second, to allow part-time students of SMa Educational Facility to apply as Affiliate Members - Students. – CONNECT ■



Two special resolutions were raised at the Annual General Meeting.



SMa garnered great support from members at the Annual General Meeting.



# Helping SMEs use



The Government offers a series of initiatives to encourage SMEs to adopt infocomm for business growth.

With about 160,000\* Small and Medium Enterprises (SMEs) in Singapore making up 99 per cent of all enterprises and contributing to 60 per cent of the country's total employment, SMEs play a crucial role in job creation and Singapore's economic development.

"The use of infocomm can help SMEs to increase efficiency, expand new market channels, enhance customer services and create a competitive edge for their business," said Ms Samantha Fok, Director, SME Infocomm Enabler Division, IDA.

One success story is Seng Hua Hng Foodstuffs Pte Ltd, more well-known as the producer of Camel Nuts. Their sales staff are equipped with a Personal Digital Assistant (PDA), which allows them to do real-time inventory check while at their clients' offices. Overall, the turnaround time from sales order processing to deliveries has cut down from three days to just one day. Because they no longer have to rush back to office to process the orders, they can visit about 30% more customers per day, which has resulted in at least 20% increase in sales. Another benefit that came about with this change was that sales staff can now

# Infocomm to *Grow*

access the latest customers' information, customer visit schedule, and other important information while on-the-go. This enables them to interact with the customers more effectively and address customers' queries quickly.

To help SMEs see value in infocomm and harness infocomm to sharpen their competitiveness, Infocomm Development Authority of Singapore (IDA) launched the Infocomm@SME Programme in June 2007.

## Make IT Hassle-Free

Making it hassle-free for SMEs is essential to encourage the adoption of infocomm initiatives. Under the Infocomm@SME Programme, SME Infocomm Package (SIP), launched in June 2008, facilitates the adoption of infocomm by providing SMEs with attractively-priced infocomm packages bundled with one-stop technical and consultancy support from three infocomm consortiums led by DP Bureau, iCELL Network and SingTel respectively.

As at end June 2009, over 2,000 SMEs have benefited from the package. However, to further encourage the adoption of infocomm especially in this economic downturn, the SIP subsidy has been increased from \$1,000 to \$2,000 per SME.

## Make Help Available

To help SMEs to find information on infocomm products and services offered by locally-based companies, IDA introduced the Online Infocomm Directory for SMEs (i-Directory) at [infocommsingapore.sg/irectory](http://infocommsingapore.sg/irectory). Under

i-Directory, SMEs are able to locate suitable infocomm solutions for their businesses through user-friendly search features.

In addition, SMEs can access information such as technical resources and advice, as well as piloting innovative solutions at the two SME Infocomm Resource Centres (SIRC), located at the Singapore Polytechnic and Singapore Chinese Chamber of Commerce & Industry.

IDA is also partnering the various business chambers and trade associations, such as the Singapore Manufacturers' Federation (SMA), to raise awareness among SMEs on the possibilities of infocomm through events, seminars and periodicals.

## Make IT Affordable

IDA and SPRING Singapore have set aside a grant of \$5 million from the Technology Innovation Programme (TIP) to help SMEs grow their business through the innovative use of infocomm technologies.

"In today's highly competitive environment, the use of infocomm is an important enabler for business growth," said Ms Fok. "TIP can support businesses as they implement innovative ideas to transform their business through infocomm."

Enterprises interested to find out more about Technology Innovation Programme (TIP) can approach EDC@SMA at tel: **6826 3020** via email: [edc@smafederation.org.sg](mailto:edc@smafederation.org.sg) for advisory and consultancy services. – CONNECT ■

Source: Singapore Department of Statistics. Information is accurate at the point of publication. This article is contributed by the Infocomm Development Authority of Singapore (IDA). IDA works in close collaboration with SMA ITFC to promote infocomm technology to the SMA members. For more information on the Infocomm@SME programme, visit [www.ida.gov.sg/sme](http://www.ida.gov.sg/sme).

# 5 Must-ask Questions for C-Level Executives In The Downturn

David Hope poses  
five essential  
questions to C-level  
executives in this  
big 'C' period

**A**s much as we dislike the C-word (crisis that is), top management of companies need to understand the nature and implications of crisis.

All crises have two things in common. First, they will all end. Second, they tend to change the prevailing order. The weak becomes strong and the strong becomes weak. The metaphorical deck gets reshuffled and those at the bottom have a chance to rise to the top.

Nonetheless, the last thing on many C-level executives' minds today, is investment in new technology. The focus is on survival, and IT budgets are a prime target for cuts. However, they may well be making a career blunder and missing out on major opportunities to increase margins, drive bottom-line profit and leapfrog the competition.

Especially in tough times like these, C-level executives need to ask themselves five essential questions.

## 1. Can you afford to invest?

Manufacturers should think about the opportunities the current economic slowdown offers. This may be the first time in the past five years that your normally resource-constrained organisation has had any slack to cope with a major improvement or technology project.

Smart companies will use this crisis to get leaner and stronger. Manufacturers that will emerge as the strong ones will have simplified their systems so that they can react quickly to information.

## 2. What do you need to do?

You need to focus on improving efficiency and ways to grow your business as the market recovers. One fundamental step is to automate your processes to lower operational costs. This involves deploying best practice processes and supporting these with the right business application.



### 3. What happens when the economy picks up?

Think how much more effective and efficient you might be if you had a single view of your customers; better visibility of orders and inventory across your supply chain; up-to-date financial information; and staff that focus on managing exceptions as opposed to fire-fighting.

A few small percentage improvements in operational costs can quickly add up to a major difference in bottom-line performance.

### 4. What is the cost of doing nothing?

Doing nothing under the pretence of saving money is dangerous. Your competitors may well be investing and gearing up for the next growth spurt, and re-positioning to exploit and grow their market share. In fact, your competitors may already be deploying IT to improve processes and shave costs. How high is the cost of doing nothing?

### 5. What is your responsibility to your shareholders?

Companies are increasingly under pressure to deliver quarterly positive results to their shareholders. Company directors have a moral responsibility to do their utmost to protect their shareholders' investments. And sometimes this may mean sacrificing some of the short-term returns to protect and grow their shareholders stake over the medium to longer term.

### Conclusion

Focusing on short term survival may not be enough. C-level executives need to start identifying those pain points and non value-adding tasks that simply add time, cost and complexity. Evaluate and quantify the potential returns by improving your processes, and compare it with the costs. You may well find you cannot afford to not invest in new technology. Perhaps the most important question is "Are you prepared for the worst or the best?"

– CONNECT ■

The writer is Vice President and Managing Director of Lawson Asia-Pacific, a solutions and services provider for the various sectors including manufacturing.

## Event: CPCNet TrustCSI Security Seminar

Date: 27 March 2009

Venue: Gateway Conference Centre

01. Mr Richard Ong, Country Manager of CPCNet Singapore, at the opening address of the event.
02. Mr Wilfred Wong, CPCNet's VP of Security Solutions, sharing on how organizations can achieve optimal info security results while remaining cost-efficient at the service launch of TrustCSI™ Security-AcuView.
03. Mr Eu Ween Kang, CPCNet's Security Solutions Partner - Juniper Networks' Director of Enterprise Marketing.



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## Event: 2nd Edible Book Fest (Community project co-organised by Sma, Eduplus Language Centre and Ulu Pandan Community Centre)

Date: 19 - 20 April 2009

Venue: Ulu Pandan Community Centre

01. Top 30 contestants and their designs were selected from a total of 280 entries.
02. Panellists (left to right): Mr Sunny Koh, Chairman, F&B IG, Sma and Chairman of Ulu Pandan CCMC, Ms Chang Mei Hsiang, Principal of Eduplus Language Centre and Executive Member of Ulu Pandan CCMC, Mr Christopher De Souza, MP for Holland-Bukit Timah GRC and Advisor to Holland-Bukit Timah GROs and Ms Angie Ng, Chairman, Ulu Pandan WEC and Auditor, Ulu Pandan CCMC.
03. Participants presenting their works to the panellists.

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## Event: Interactive Forum: Do I Really Need Branding For My Business?

Date: 27 May 2009

Venue: Sma @ SPRING Singapore Building

01. Participants doing self-diagnosis of their brands.
02. Participant get hands-on opportunities and participated in a brand pitch.
03. Speakers: (left to right) Ms Kellin Chan, OIG International, Mr Tan Swee Wan, Managing Director, Tecbiz FrisMan Pte Ltd, Ms Tan Wei Chin, Senior Executive, IPOs.

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**Event: CEO Luncheon– Sustainability on the Retail Sector**

**Date: 5 June 2009**

**Venue: The Regent Singapore**

01. Mr Alberto Tureikis, Supply Chain Director, Tetra Pak, sharing with participants Tetra Pak's Excellence in Innovation, Operations and Sustainability.

02. (Left to right) Mr Albert Lim, Chairman, SPA and CEO of NEA, Mr Andrew Tan, and Chairman of SMA PCS IG, Mr Sunny Koh, Deputy Chairman of the SPA and Chairman of F&B IG, Mr Ong Seng Eng, Director of Resource Conservation, NEA.

03. Closing address by Mr Albert Lim, Chairman of the SPA and Chairman of SMA Packaging Council of Singapore IG, and he thanked all the participants who signed the SPA that day.



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**Event: Interphex Asia 2009**

**Date: 1 - 2 June 2009**

**Venue: Suntec Singapore**

01. Product enquiries at TSI Instruments.

02. Singapore Pavilion at Interphex Asia 2009.

03. Product enquiries at Transicom Engineering Pte Ltd.



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**Event: Achieve Quality by Design in the Medical Device Industry Seminar**

**Date: 10 June 2009**

**Venue: Marina Mandarin Hotel**

01. Keynote address speaker, Mr Goh Seow Ping, Chairman of SMA Medical Technology IG.

02. Mr Gilles Cruanes, Vice President, Dassault Systemes South Asia.

03. Mr Clive Ford, Manager, Advanced Analysis, WorleyParsons, Mr Goh Seow Ping and Mr Bhupesh Lal, Head of Marketing, Asia, ENOVIA.

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# Captain's Table

**F**ancy waterfront dining when entertaining your clients? The Captain's Table, a Chinese Specialties Restaurant featuring the more prominent cuisines of some of China's provinces, namely Shanghai, Yunnan, Guangzhou, Chaozhou and Szechuan, is the place to go. Located on the second level of Raffles Marina and overlooking the pool below and boat lagoon beyond, the restaurant offers a great view for diners. For the month of July and August, the Captain's Table runs a Eat-All-You-Can A La Carte Buffet. While you are there, you should also try the Chef's signature Steamed Live Prawns in a Basket.

## Eat-All-You-Can A La Carte Buffet

We continue our value-for-money buffets with more varieties to suit discerning tastebuds. From the sea, we serve up Baked Sea Perch topped with crispy chicken floss. This cooking technique ensures that the juices of our freshly caught fish are sealed and yet dispensing a tantalising aroma heightened by the unique texture of feathery light chicken floss, adding a savoury dimension to the dish. Meat lovers will enjoy Stewed Beef with white radish in claypot. What you can expect is succulent flesh made tender by the thermal heat of the claypot. To counter the heavier flavours, white radish offers a refreshing, healthy contrast.

**Adult \$22.80++ Child \$12.80++**

**Minimum of two people to dine-in.**

**Dinner only; Daily and on Public Holidays.**

**1 July to 31 August 2009.**



## Steamed Live Prawns in a Basket

Ask any food lover and they will tell you that the best way to savour the exquisite sweetness of fresh live prawns is to have them steamed plain and simple. They taste great without any seasoning so it's best to eat them as they are. However, for those of you who want to up the taste (and heat) quotient, try the local way of dipping the prawns in dark soy sauce with minced garlic and sliced chillies.

**100 grams at \$3.50++**

**Lunch and Dinner; Daily and on Public Holidays.**

**1 July to 31 August 2009.**

## Captain's Table

Raffles Marina

10 Tuas West Drive, Singapore 638404.

Tel: 6869 2288

# Upcoming Events

30 - 31 Jul 2009	APEC Conference on Secure Trade
4 Aug 2009	Connecting with SMEs – StarHub
6 Aug 2009	Ease Your Work and Increase Your Productivity
18 Aug 2009	Fair Employment Practices during the Downturn
18 Aug 2009	Business & Investment Opportunities in Malaysia
19 Aug 2009	SMA-FMM Golf Friendly Tournament
30 Aug - 4 Sep 2009	Singapore Business Mission to Tamil Nadu, India
1 Sep 2009	Food Export Conference 2009
4 - 6 Sep 2009	Aesthetics Asia 2009
16 - 18 Sep 2009	Medical Fair Thailand 2009
16 - 18 Sep 2009	Industrial Automation Vietnam / PIA Vietnam 2009
17 - 19 Sep 2009	Expo Comm India 2009

For more information on events, please visit our homepage  
[www.smafederation.org.sg](http://www.smafederation.org.sg)

# Welcome New Sma Members!

## March 2009

Temperature Sensors Services Pte Ltd  
 Ciba Vision Asian Manufacturing and Logistics P/L

## April 2009

Dassault Systemes Singapore Pte Ltd  
 Tavica Logistics Pte Ltd  
 Sanitron Industries Pte Ltd  
 Royal Bank of Canada (Asia) Limited  
 Tashi Deleg Insulation & Engineering Pte Ltd  
 Tastyfood Industries (S) Ltd  
 TR Formac Pte Ltd  
 Eastern Iron-Bed & Furniture Factory  
 Edwards Lifesciences (Singapore) Pte Ltd  
 Polar Puffs & Cakes Pte Ltd  
 Matsukaya Pte Ltd

# Latest Exclusive Benefits for Members

## 1. Caliper Singapore:

- Complimentary in-house talks (approx. 60mins per topic) conducted by Caliper Singapore on the following topics:
  - How to Hire and Retain the Right People?
  - How to Build High Performance Teams?
- Entitlement to two trial Caliper Profile assessments (for the purposes of recruitment and/or employee development) at S\$500 per assessment. Valid through 2009.

To access the above membership benefits, please contact **Gladys Han** at 6779 5333 or [gladys-han@caliper.com.sg](mailto:gladys-han@caliper.com.sg). For more information on Caliper services, please visit [www.caliper.com.sg](http://www.caliper.com.sg).

## 2. Thomson Medical Centre:

- 10% discount off Health Screening Packages at Thomson Lifestyle Centre
- 15% discount off additional Diagnostic Imaging Screening / Blood Test when taken with health screening package
- 15% discount off Aesthetic Services / Treatments at Thomson Aesthetics Centre

## 3. Greendot Media :

- Be involved in National Day Parade by advertising in Coupon Booklet, special rates online.

Please contact **Ms See Shir Li** at 6222 1961 or [shirli@greendotmedia.com.sg](mailto:shirli@greendotmedia.com.sg) for more information.

## 4. Manulife Financial Singapore

- Exclusive offering of products and services to Sma members at preferential rates. Visit [www.manulife.com.sg](http://www.manulife.com.sg) for more information.

## 5. Alila Hotels:

- Special privilege rates for Sma members. Visit [www.alilahotels.com](http://www.alilahotels.com).

Visit [www.smafederation.org.sg](http://www.smafederation.org.sg) for the full range of benefits. For more queries, please contact **Ms Marilyn Tan**, Assistant Manager of Membership at DID: +65 6826 3054 or Email: [marilyntan@smafederation.org.sg](mailto:marilyntan@smafederation.org.sg)