

# Connect

Nov-Dec 2008

## FEATURE

MANUFACTURERS' SENTIMENTS  
SURVEY FINDINGS FOR Q4 2008

ECONOMIC RECESSION

## Ask EDC@SMA

LEARN HOW TO TAKE ADVANTAGE  
OF SPUR IN RETRAINING AND  
UPGRADING YOUR WORKERS SKILLS

## OPINION

"WITH ALL THE LAYING OFF..."  
A RE-THINKING ON RETRENCHMENT  
AS A COST-CUTTING MEASURE



Manufacturing with the  
**Singapore  
Advantage**

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*Roveri*

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## Foreword



Dear Members,

**W**ith our current global economic uncertainty, Singapore's government now expects to register an economic growth around 2.5 per cent for 2008.

It is also expected that our economic growth will be weak going into 2009 and could bottom out in the third quarter. This was further underscored by our latest Q4 manufacturers' sentiments survey conducted by SMa that has been included in this issue of CONNECT.

Most manufacturers surveyed revealed their pessimism in the outlook for Q4 2008 on the various key company performance indexes – Net Profit, Export Sales, Domestic Sales, Production Level and Total Operating Cost.

Main concerns for Q4 were cost of utilities (78 per cent), followed by freight and transport charges (47 per cent) and cost of raw materials (42 per cent). Hence, this recession has been an unwelcomed double-hit for many at a time of high cost.

In response, SMa has stepped up in partnering with our government in a concerted effort to outreach and support businesses in this crisis with events such as seminars to enable members in gaining a better grasp of the enhanced financial assistance schemes and the Skills Programme for Upgrading and Resilience (SPUR).

Earlier in December, our EDC@SMa organised two seminars on the enhanced financial assistance schemes which received an overwhelming participation of more than 200 companies.

Dialogue sessions with government bodies have also taken place to provide accurate feedback from the business community for our government to respond decisively and swiftly in supporting businesses in this downturn.

Amid the doom and gloom that is surrounding us, SMa accepts its strategic position and responsibilities it has and aspires to be a beacon of light for our members. With the festive season around the corner, let us continue to inspire faith, hope and love especially towards the people that matters to us.

On behalf of SMa, I take this opportunity to wish everyone a Merry Christmas and a Happy New Year!

Warmest wishes,

Dennis Ng  
Director  
Membership & Industry Development/  
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## Inside

### Features

News in Brief	06
Manufacturers' Sentiments Survey for Q4 2008i	16

### Focus

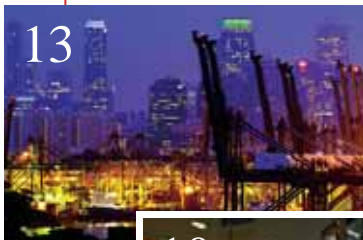
Manufacturing with the Singapore Advantage	13
--	----

### Opinions

With all the Laying Off...	20
----------------------------	----

### Regulars

Events	08
Ask EDC@SMA	18
CCL Calendar	22
Snapshots	24
Lifestyle	27
Updates	28



13



10



06

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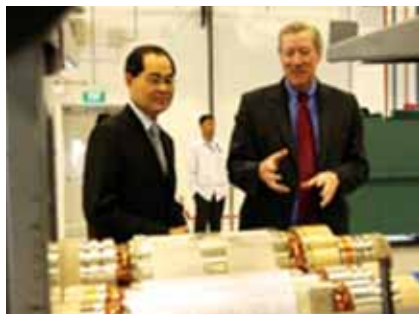
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## Halliburton's New Manufacturing & Technology Centre



Mr. Lim Hng Kiang, Minister for Trade and Industry, (left) and Dave Lesar, Halliburton's President and CEO touring the latest centre

Halliburton inaugurated its manufacturing and technology centre in Singapore on 30 October 2008. This marked the company's second expansion in the Asia Pacific region this year.

This pioneering centre produces sophisticated electronic sensors used in the company's signature logging-while-drilling tools, and open-hole wireline logging services. The facility also

serves as a repair and maintenance facility for drilling tools used throughout the region.

"The opening of Halliburton's facility affirms Singapore's attractiveness and competitiveness as a manufacturing location," said Mr Lim Hng Kiang, Minister for Trade and Industry and guest-of-honor at the ceremony.

## Singapore, China signs Free Trade Agreement

Singapore and China have signed a Free Trade Agreement (FTA) which will take effect from 1 January 2009.

This was inked in Beijing on 23 October 2008 in a ceremony witnessed by Chinese Premier Wen Jiabao and Prime Minister Lee Hsien Loong.

This is the first comprehensive bilateral FTA that China has signed with another Asian country.

China is currently Singapore's third largest trading partner and largest investment destination.

Bilateral trade reached a record high of S\$91.6 billion in 2007. Singapore's total investments in China reached US\$33.2 billion at the end of 2007.



Moving forward with the China-Singapore FTA

## S'pore to spend S\$25m over 5 years on R&D into new energy sources

The government has set up an Energy Research and Development Fund to provide money to parties looking to develop new energy strategies.

This will see spending of S\$25 million over five years on research and development into new energy sources for Singapore.

With energy demand expected to go up in coming years, the fund will provide financial support to any interested parties aimed at developing capabilities and knowledge, including the creation of suitable mechanisms and infrastructure to enable the implementation of new energy solutions

## Manufacturers' Wish-list for Next Year's Budget

In a recent quick poll survey conducted by SMa, majority of our manufacturers cited (1) the declination of their sales orders, (2) high property and utility cost, and (3) difficulty in loan liquidity as the key concerns for their businesses.

For this reason, manufacturers are feeling hopeful after Finance Minister, Mr Tharman Shanmugaratnam announced that next year's Budget would be focused on helping businesses cope with the economic downturn.

Here is our manufacturers' wish-list in level of priority:

1. Reduction of property and utility cost (includes transport cost)
2. Provide better Corporate Tax rebates or relief (includes reducing of GST)
3. More training grants and incentives for equipping staff
4. Moderate foreign workers' levy cost
5. Reduce CPF Contributions
6. More funding for R&D

Other special requests from our manufacturers were for our government to implement incentives for hiring new staff, re-looking into the hefty fee structure for medical device product registration and providing more financial support for SMEs in expanding overseas. ■



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# Thailand's Investment Year

By Katherine Heng

**1** 0 September 2008- In spite of the changes of power in Thailand, the land of smiles still remains an attractive business location with strong economic development and capable supporting industries.

It is for that reason that SMA organised the "Thailand's Investment Year" seminar with the Bangkok Bank of Singapore and the Thai Board of Investment (BOI). With Singapore in a recession, manufacturers are encouraged to look for overseas markets for opportunities.

Some time ago, a World Bank report revealed that Thailand was the 15th easiest country in the world for doing business and 10th most attractive location in the world for FDI 2007 – 2009.

With Thailand's industrial production growing and diversifying rapidly, their economy is forecasted to end within the range of 4.5 – 5.5 per cent by the end of 2008.

- CONNECT ■

For more information, kindly visit [www.boi.go.th](http://www.boi.go.th)



Mr. Simon Li, Honorary Treasurer from SMA presenting a token of appreciation to Mr. Khun Torphong Charungchareonvejj, General Manager of Bangkok Bank Singapore.



Participants networking with the Thai BOI specialists.

# Enhancing Manufacturing Efficiency with CPCNET

By Andrew Ong

**2** 6 September 2008 – An informative event- "Efficient Communications & Network Security Solutions for Manufacturing" was held to present some of the latest IT business solutions for manufacturers.

CPCNet and partners; Juniper Networks and NETe2 Asia shared to an audience of close to 50 members, on how organisations could maximise their business benefits by adopting the right communications & IT security solutions.

With technology being an essential tool in enhancing the efficiency and competitiveness of businesses, members found the solutions relevant and useful.

Presently, CPCNet will be launching their Security-AcuView, a new suite of security solutions with special firewall replacement program and IDP solutions.

Watch out for their attractive promotional program that will be released in Feb/ Mar 2009 period. - CONNECT ■



The panel during the Q&A (from left): Mr Mick Teo, TANDBERG, Mr CK Lam - Juniper Networks, Mr Richard Ong - CPCNet and Mr Lauw Kok Keen - SMA

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## The 5 Senses Experience with UOB

By Lyn Soon

9 October 2008- In keeping up with our quality networking events, SMA partnered with UOB with this unique '5 senses' experience at the exquisite Restaurant 1827 Thai.

Understanding that our senses are finely tuned to the environment in which we live in, UOB likes our members to know that they are similarly tuned to our needs.

In the same way that our senses guide us through every decision in our daily lives, UOB aims to keep us in touch with the world of opportunities by leveraging on their products.

Besides being treated to a lovely spread of food and drink, members also discovered UOB's comprehensive suite of products and services for their business needs. - CONNECT ■

## A New Chapter for SMA with Opening Ceremony of New Premise

By Andrew Ong

10 October 2008- An opening ceremony for SMA's new office at SPRING Singapore Building was held with working partners from the government bodies and agencies, institutions and NGOs as invited guests.

Mr Renny Yeo, SMA President and Mr Png Cheong Boon, Chief Executive for SPRING Singapore commemorated the occasion with the cutting-of-the-ribbon ceremony to signify the beginning of a new chapter for SMA.

During his speech, Mr Yeo also took the opportunity to address the present economic uncertainty by rolling out a couple of strategic thrusts for the federation and members in the manufacturing for the next two years. One of them was to help the SMEs among SMA members.

"We want to help our SMEs members in manufacturing to move up the value chain in remaining competitive," said Mr Yeo, "Together with SPRING, our EDC@SMA will do more in reaching out to our SMEs to provide consultancy and assistance in accessing government's funding and schemes."

Recently, EDC@SMA had been tasked by SPRING to handle walk-in SME clients from EnterpriseOne help desk. Since taking over in August, the centre has consulted more than 50 SME clients. - CONNECT ■



Mr Yeo and Mr Png cutting the ribbon



Partners and friends of SMA at smiles on this significant occasion



Companies exporting to overseas markets are exposed to challenges and risks when dealing with overseas buyers. In October, SMA jointly with HSBC Commercial Banking hosted a breakfast seminar on "How to Support Your Business and Manage Risks and Mitigants".

Two invited HSBC's speakers shared their insights with SMA members. Mr Adesh Sarup, Head of Sales, Trade and Supply Chain discussed on identifying the next best markets for export products and ways to secure exporting market's information. Adesh also shared on identifying export risks, and how to leverage on appropriate trade tools to manage these risks in order to sustain and grow a business.

Mr Raymond Tan, Senior Vice President of Receivables Finance, then shared on types of receivables purchase and how to manage buyer's risk with interesting case studies. Raymond also discussed on how to leverage on receivables financing to unlock a company's fund usually tied up by receivables.

Mr John Avenell of BarterXchange (S) Pte Ltd garnering further insights with HSBC's speakers after the seminar.



SMA members listening attentively

Mr Raymond Tan, Senior Vice President of Receivables Finance



Mr Adesh Sarup, Head of Sales, Trade and Supply Chain



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# Innovative Packaging towards Eco-Friendliness

By Chan Ai Mun

**4** November 2008- In support of the Singapore Packaging Agreement (SPA), SMA invited Mr Keith Barnes who has been in the world of packaging for more than 40 years to speak to members and new signatories of the SPA.

Mr Barnes presented many aspects of packaging that includes innovations, sustainability, climate change and retail packaging. His knowledge and expertise on packaging extended to all packaging materials and all activities down the packaging supply chain.

Since the signing of the SPA in July 2007, more companies have join arms in this collaborative effort between the Government, industry and non-governmental organisations (NGOs) and recyclers to reduce packaging waste in Singapore.

At present, there are five industry groups (representing more than 500 companies), 19 individual companies, 2 non-governmental organisations, the Waste Management & Recycling Association of Singapore, and 4 public waste collectors that are participating in the SPA. - CONNECT ■



Speaker Mr Keith Barnes sharing with the participants a new product idea during his presentation



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# Healthy Living with Thomson Medical Centre

By Geraldine Mah

**5** November 2008- With health, beauty and wellness being the current trend for the Lifestyle of any Singaporean, the Lifestyle Industry Group organised a public forum on "Healthy Living Starts with Prevention".

Dr Loo Han Woen was invited to share with members on the 'secrets' of aging gracefully and preventive health. Many members were enlightened by some of the health tips provided.

"This event was really interesting and useful", said business owner of Bodysense Retreat Pte Ltd, Ms Nancy Mok, "it is great to see SMA organising such innovative events for members."

At the end of the seminar, everyone was treated to a complimentary health check and skin analysis by Thomson Lifestyle Centre. - CONNECT ■



Dr Loo Han Woen speaking at the forum

# Knowing the right people helps

Setting up office in India, SE Asia was a breeze for Ultra Industrial Automation

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In business, knowing the right people can make all the difference — especially when you are entering unfamiliar lands. This is something that Ultra Industrial Automation (UIA)'s engineering director Jacky Tan and his boss, Chris Chan, can attest to, having experienced both sides of the coin.

When the company — which manufactures and designs industrial automation components and systems — first ventured into Shanghai in 1998, it did so on its own. With a wry smile, Mr Tan, who joined UIA in 1990, explained: “At that time, Shanghai was taking off and many foreign businesses were setting up offices there, so we followed the crowd.” It was soon apparent, however, that they were disadvantaged by their lack of know-how. Besides red tape, a murky taxation system and cultural differences in terms of business practices, the company also faced difficulties in staffing its Chinese office.

A year later, UIA downsized its Shanghai office to cut its losses. Mr Tan recalled: “Going overseas by ourselves was like hitting our head against the wall.” In contrast, it proved relatively painless establishing a representative office in Bangalore, India, in 2006 — with help from International Enterprise (IE) Singapore, the lead agency under the Ministry of Trade and Industry spearheading the development of Singapore’s external economic wing.

Explained Mr Tan: “India is the next big market after China. Our rep office markets our products not just in India, but in countries such as Sri Lanka and Pakistan, as well as the Middle East.” Right from the onset, IE Singapore helped UIA when they opened their representative office in India by providing them with a grant through the Overseas Marketing Office (OMO) scheme. Just as importantly, the agency connected UIA with Human Touch, a business consultancy with strong links in India. The consultancy also serves as one of the iadvisors on IE Singapore’s iadvisory online portal, a one-stop website where

local small and medium enterprises (SMEs) can seek assistance on taking their businesses overseas (see Expert Advice and Resources Available).

According to Mr Tan, Human Touch has provided in-depth information on the Indian business environment, as well as invaluable on-the-ground assistance in financial, bureaucratic and recruitment matters. He added: “They helped us look for housing for our relocated staff and they have the power of attorney to enter into certain contracts on our behalf.”

In addition to its representative office in Bangalore, UIA has a distributor based in New Delhi — a business contact which the former made at a trade show in Mumbai in 2006. UIA had joined the trade show under an umbrella association, whose participation had been subsidised by IE Singapore. Said Mr Tan: “It was a good stepping stone for us.”

Having established a presence in India, China — UIA revived its Chinese operations in 2001 — Malaysia, Thailand, and Indonesia, the company is looking to enter Vietnam next. Mr Tan said: “We went there on a trade mission with IE Singapore in 2003, but that was mainly an exploration trip. We are now ready to go to Vietnam, and we will certainly continue working with them. “After all, in business, it’s often not what you know, but who you know.”

## Expert Advice and Resources Available

The iadvisory programme, a key initiative by International Enterprise (IE) Singapore, takes a holistic approach to provide Singapore-based companies with a comprehensive range of know-how, important for overseas expansion via online and offline channels.

**iadvisory portal** is an online platform that companies can use to get free advice on a wide range of issues pertaining to overseas expansion from over 200 international experts (aka iadvisors). At the same time, companies can learn about relevant IE Singapore programmes that can support their international growth.

**iadvisory seminars** bring together industry and market experts to cover a range of topics on doing business in the various key markets. Unique to these seminars are one-to-one business clinics where participants are able to meet with speakers to seek their advice and expertise.

For more information, contact **1800- 4377673 (1800-IESPORE)** or log on to **www.iadvisory.com.sg**.

*This article first appeared on 24 September 2008. Copyright MediaCorp Press.*



# Manufacturing with the Singapore Advantage

With an expected slow recovery from the recession and the rise of business cost, is manufacturing in Singapore relevant and cost-effective? CONNECT speaks to some of our members to find out.

By Andrew Ong

As an export-dependent economy, Singapore had been the first country in Asia to slump in a recession. Now our manufacturers are feeling the heat especially with the high rising cost of running their businesses that have been eroding their competitiveness.

It is not wrong to say that manufacturers are looking into more viable means of sustaining their businesses such as moving to cheaper production hubs like Vietnam and China. However, the truth remains that Singapore has strong fundamentals that still makes her an attractive location for manufacturers.

## IP protected location

Besides Singapore's reputation as one of the best connected countries in the world, with all the sea, air and telecommunications links needed for business, she has also gained recognition for being an IP protective country.

For the past two years, Singapore has been voted the most-IP protective country in Asia by the Political & Economic Research Consultancy. Like Aalst, many manufacturers who have located their base in Singapore has found it easier to maximize the value of their corporate IP here.

CIBA VISION, with divisional HQ in the US and a Swiss parent company NOVARTIS, is a global leader in the research, development and manufacturing of contact lenses and lens care products. They chose Singapore to set up their manufacturing plant of their DAILIES disposable contact lens in 2005

"Despite having other plants in Malaysia and Batam with cheaper alternatives, we chose Singapore to manufacture this particular product because of our long-term strategy in taking advantage of Singapore's IP protection environment and technology base," said Mr Mark Chua, General Manager for CIBA VISION's DAILIES & Distribution Asian Supply Chain.

Their DAILIES are produced by high technology automated machines that dispenses what they call as "lightstream technology" that gives its lens precise accuracy. Because they are fully automated without using any manual labour, this provides thorough cleanliness for top quality products.

With manufacturing performances no longer solely dependent on physical assets alone, Singapore still gets a high vote of confidence from high-tech manufacturers in this new era where growing and managing intangible assets, such as brands, inventions and processes, are critical in achieving the equilibrium of long-term sustainability for their businesses.

## Talented and skilled workforce

Makino Asia, a leading manufacturer of advanced machine tools has its manufacturing headquarters in Singapore where its office is fully integrated with R&D and engineering production. It produces S- and E-series Milling Machines, which are sold worldwide, as well as the CNC Electrical Discharge Machines (EDM) and CNC Wirecut Machines.

As such, a skilled workforce is essential in meeting their clients' every need by providing high-quality engineering solutions, and reliable technical





support. This remains one of the main factors why Singapore has been an ideal location for Makino Asia.

"In Singapore, we are well-positioned to access a three billion population market from India to China in a short time, due to its excellent logistics infrastructure. Language and communication are not a problem with the multicultural workforce," said Dr Moh Chong Tau, CEO and President of Makino Asia, "There are no limitations to getting the right talent here, regardless of where they come from. This makes doing business here fast and easy"

Despite labour costs in Singapore being generally more costly than in China and India, but their logistics and administrative costs for such operations can add up to as much as three times more than Singapore. That is why Dr Moh is confident that Singapore will continue to play a pivotal role in Makino's operations.



### Moving ahead

Manufacturing in Singapore is moving rapidly up the value chain towards increasingly knowledge-intensive and innovation-driven activities. This transition has been made possible with Singapore's vibrant economic eco-system of complementary activities - from manufacturing, R&D and innovation, and supply chain management, to shared Services and intellectual property management.

Our manufacturers also benefit much from Singapore's network of trade agreements and linkages, such as Free Trade Agreements (FTAs). The most significant agreement recently signed was with China. This FTA would allow more growth and integration between both countries, and provide freer movement and more economic benefits for our manufacturers.

Moving forward, Singapore is positioning herself for the future. Apart from her strategic location, IP protected environment and availability of skilled and talented workforce from a well-educated population, Singapore's political stability and security in comparison to our neighbouring countries are conditions that favour business sustainability and profitability.

With such attributes, it only stands to reason that Singapore is in an advantageous position in spite of the harsh external conditions. Manufacturing in Singapore though costly, might pay off greater dividends in the long run by tapping on her strong and tested fundamentals. - CONNECT ■

"There are no limitations to getting the right talent here, regardless of where they come from. This makes doing business here fast and easy"

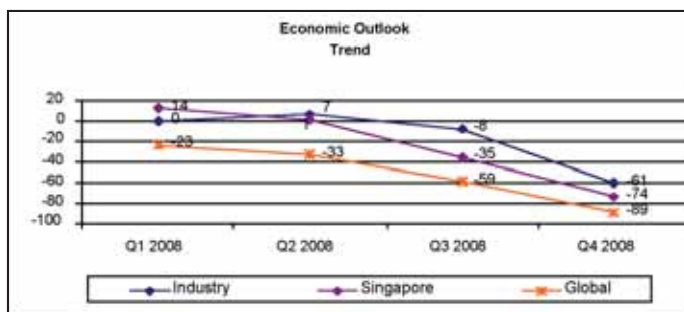
- Dr Moh Chong Tau



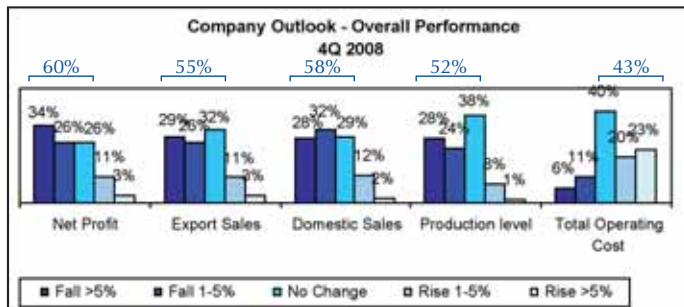
# Manufacturers' Sentiments Survey Findings for Q4 2008

By Serene On

The SMA seeks to gather domestic manufacturers' sentiments on the outlook on key areas that will impact the overall performance of their manufacturing companies.



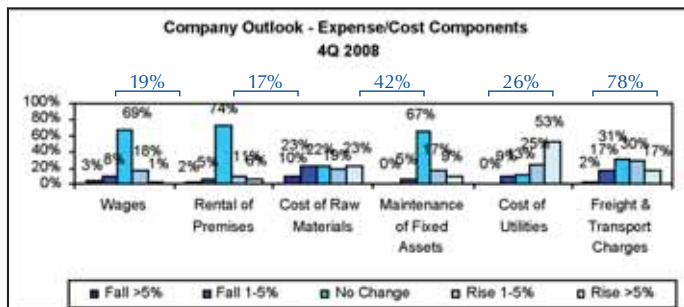
General economic outlook had been on a downward trend since Q1 2008 with Q4 2008 registering the most negative outlook.



Most of the manufacturers surveyed felt negative about the outlook for Q4 on the various key company performance indexes.



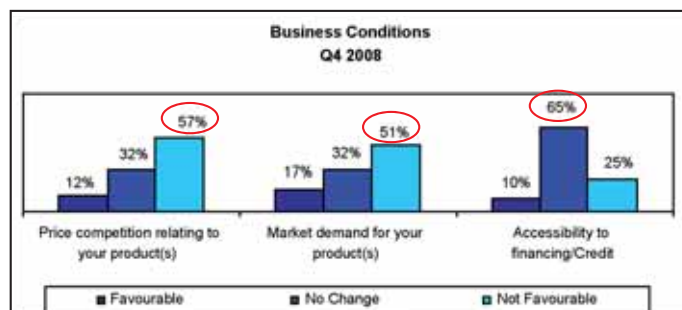
Majority of those surveyed expressed they will maintain both their employment level (permanent staff) and investment in fixed assets in Q4.



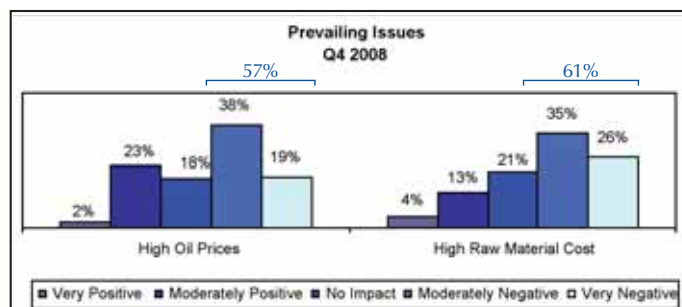
Main concern for Q4 was cost of utilities (78%), followed by freight and transport charges (47%) and cost of raw materials (42%).



Majority of manufacturers felt that the Q4 outlook on price competition relating to their product(s) and market demand for their product(s) are unfavourable. Majority felt that the Q4 outlook on accessibility to financing/credit will remain the same in Q4 2008.



Most manufacturers surveyed felt that high oil prices (57%) and high raw material cost (61%) will continue to persist in Q4 although sentiments has improved over the previous quarter.



### Summary of key findings:

1. General economic outlook had been on a downward trend since Q1 2008 with Q4 2008 registering the most negative outlook.
2. Most of the manufacturers surveyed felt negative about the outlook for Q4 2008 on the various key company performance indexes – Net Profit, Export Sales, Domestic Sales, Production Level and Total Operating Cost.
3. Majority expressed that they will maintain both their employment level (permanent staff) and investment in fixed assets in Q4 2008.
4. The general outlook on expenses/cost components in Q4 2008 has improved.
5. Main concern for Q4 was cost of utilities (78%), followed by freight and transport charges (47%) and cost of raw materials (42%).
6. Majority of manufacturers felt that the Q4 outlook on price competition relating to their product(s) and market demand for their product(s) are unfavourable. Majority felt that the Q4 outlook on accessibility to financing/credit will remain the same in Q4 2008.
7. Most manufacturers surveyed felt that high oil prices (57%) and high raw material cost (61%) will continue to persist in Q4 although sentiments has improved over the previous quarter.

Survey was conducted in September 2008 via email and telephone. A total of 104 respondents were interviewed. - CONNECT ■



# 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 Skills Programme for Upgrading and Resilience (SPUR) Grant?  
**A**nswer: SPUR is a new 2-year programme by the tripartite partners, to help companies and workers manage the economic downturn and invest in skills for the recovery. It will be funded by the Government at a cost of \$600 million over 2 years.

The objectives of SPUR are:

- (i) Cut Costs and Save Jobs - Help companies to manage excess manpower and reduce retrenchment;
- (ii) Reskill and Upskill - Help local workers including those retrenched, upgrade skills and convert to new jobs; and
- (iii) Build Capabilities for Recovery - Strengthen our manpower capabilities to better position our workforce for the upturn

**Q**uestion: How will SPUR benefit me as an employer?  
**A**nswer: SPUR will help employers to manage their manpower costs and save jobs with enhanced support for course fee subsidies and higher absentee payroll for their local workers sent for training at CET Centres.

This will enable employers to better manage their excess manpower during the downturn and upgrade their workers and capabilities to strengthen business competitiveness when the economy recovers.

Employers can benefit in the following ways:

- a. **Higher Course Fee Support-** Employers who send their employees to any CET Centre to attend WSQ/nationally certifiable courses will enjoy fee support of 90 per cent for courses at rank-and-file level, and 80 per cent for courses at PMET-level
- b. **Higher Absentee Payroll-** Employers who send their employees to any CET Centre to attend WSQ/nationally certifiable courses will enjoy an increase in the absentee payroll cap of 50 per cent, to \$6/hour and \$6.80/hour for workers aged below 40 and those aged 40 and above with "A" level and below qualifications respectively
- c. **More Skills Upgrading Pathways-** More training pathways for a wider range of industries and sectors are now available. Each pathway would help workers upgrade existing skills or attain new skill sets
- d. **Industry Upgrading-** SPUR will support customised industry-wide upgrading plans such as through NTUC's Customer Centric Initiative with SPRING, to encourage service companies to use this period to upgrade their service levels, by enhancing their workers' service skills through WSQ training. ■

## Enquiries

For the full details of the benefits, you may contact our EDC@SMa team at Tel: +65 6826 3000 or Email: [edc@edc.org.sg](mailto:edc@edc.org.sg)





**EDC@SMa**  
Enterprise Development Centre @  
Singapore Manufacturers' Federation  
[www.edc.org.sg](http://www.edc.org.sg)

## ENTERPRISE DEVELOPMENT CENTRE @SINGAPORE MANUFACTURERS' FEDERATION

EDC@SMa was formed from a government grant through SPRING Singapore and SMa. The primary role of the Enterprise Development Centre is to assist Singapore enterprises to develop essential business competencies and adopt best practices throughout their operations so that they become competitive and successful both domestically and in the global markets.

To achieve this, EDC@SMa offers services in five main thrusts as illustrated:



### We achieve these through the following programs:

- Diagnostics: to identify issues; business clinics and diagnostic consultancies.
- Group Consultancies: To share ideas and interact with consultants creating a fertile platform for better ideas for high growth.
- Provision of information.
- Business clinics and individual meeting sessions.
- In-house consultancies: to provide in depth and customized solutions.

### Our business consultancy programs are:

- HR work life balance programs through WOW (an MOM initiative).
- Build Capability development: strategic planning, integration of IT into the business, quality management systems and HR management.
- Technology and Innovation - to use technology plus innovation to create spin off in production or improve your processes.
- Overseas Expansion - to expand to overseas markets with strategic business planning and market research.

- Business Excellence - identify business gaps and address with solutions.
- Job Redesign - to redesign jobs for mature workers to help them stay employable, with automation of equipment / machinery.
- Branding (domestically or internationally) - to create a good and well known brand.
- Workplace Safety Health (WSH) - to help build up your in-house capability in WSH and to comply with the WSH Act.
- Workplace Health & Sports - to help you start up and sustain a workplace health programme.

Funding for these programs are provided by government agencies like SPRING, IE Singapore, Ministry of Manpower, WDA, HPB. Funding is subjected to relevant government agencies terms & conditions. Please contact EDC@SMa for more information and a meeting to discuss these programs.

As the decision on asking for outside help through our consultancy program is an important decision, we have introduced starter programs to aid you in this decision, they are:

- Business clinics: drop by for a free chat or preferably call us for an appointment.
- Client visits to chat with EDC so that we can develop the issues further.

With our wide range of business consultancy and offerings and the above initiatives, we are looking forward to serving enterprise needs in a practical and comprehensive manner. We are contactable at:

The Enterprise  
No. 1, Science Centre Road, #02-02  
Phone (65) 6826-3020 Fax (65) 6826-3021 Email [edc@edc.org.sg](mailto:edc@edc.org.sg)



## SMa CENTRE FOR CORPORATE LEARNING



## SMa Centre for Corporate Learning

The SMa Centre for Corporate Learning was established to provide quality core skills and knowledge training for workers to excel in their trade. At the Training Institute, we believe in training. We believe that training can help generate creative thinking, positive work ethics, teamwork and process-oriented capabilities, as well as high productivity and quality in work.

We want to maintain the competitive edge of Singapore's workforce through current training and skills upgrading. Our aim is to provide on-time and on-demand training programmes, so as to enable our members' companies to stay on top of the intense competition, in the local as well as in the international arena.

Other than the on-time and on-demand training programmes, the Training Institute also provides public seminars, talks and conferences, as well as customised training programmes to address your company's specific training needs. Our aim is to provide integrated training solutions to help companies develop their human capital to the fullest.

*SMa CCL conducts Seminars, Workshops, Conferences and provides Corporate Training for white collar executives to blue collar employees*

For enquiries:  
[ccl@smafederation.org.sg](mailto:ccl@smafederation.org.sg) / (65) 6826 3000

Also, the Centre for Corporate Learning is proud to be an Accredited Training Provider for the Forklift Driver's Training Course (below 5 tonnes), which is an SRP-approved programme. Since its inception, we have trained a total of 2,000 forklift operators.

Apart from the Forklift Driver's Training Course, the Centre for Corporate Learning is also an Approved Training Centre (ATC) for the Safety Orientation Courses (Metalworking). We are the only other ATC, apart from Ministry of Manpower, to offer the Safety Orientation Course (Metalworking) in Singapore.



Singapore Manufacturers' Federation

[www.smafederation.org.sg](http://www.smafederation.org.sg)



# With All the Laying Off...

With Singapore in a recession, companies are prepared to retrench their staff to reduce cost. This article offers an added perspective before we wield the axe.





Virtually every day we read of companies downsizing and restructuring. Some of the most successful companies are laying off thousands of individuals at a time. Talented people from brokerage firms, banking, and manufacturing companies for example find themselves pounding the pavement, receiving termination payouts which will soon run out. This leaves capable people on the streets, and their numbers look to be increasing.

This situation, however, provides organisations with a brilliant opportunity. Many of these individuals who are laid off, while they may have done their former jobs adequately, might not have been fully suited to the jobs they were in. Frankly speaking, that is likely why some of these people were targeted in the downsizing or restructuring in the first place.

Yet, these workers, some of whom have long working histories, are likely to possess the various attributes that we might be looking for when we're hiring. Attributes such as an inner need to persuade and gain agreement as a means of personal satisfaction, or the inner motivation to establish social rapport and affiliation with others, or the intrinsic orientation towards detail and the so-called 'fine print'. And the list goes on.

These personality attributes are often the very underlying personal motivators that predict success in today's job roles. For instance, the aforementioned attributes are broadly considered critical in sales, customer service and technical roles respectively. And the fact is everyone has a unique mix of personality attributes. Thus, for many of these people who are currently 'out there' between jobs, if only we can forget about what they have or have not done, and focus on what they are as people, we can then recognise and tap on this rich pool of potential talent.

Despite all the displacement that is currently occurring, there are still many jobs in need of talented people. With an effective selection system in place, one that accurately determines the underlying personal motivators of candidates, these job positions can be competently filled by tapping the source of productive talent that is now available.

Even so, if companies were to look within and assess their own personnel, they have the opportunity to indeed restructure by filling their openings not just with strangers, but with people they know and who can be hired without advertising, without paying search fees; people who needn't be asked to go when times are bad and who can truly perform when rightly matched to their jobs. - CONNECT ■

## CALIPER

*Real People. Real Challenges. Real Solutions.*

This article is contributed by Alan Tea, Managing Consultant of Caliper Singapore, a member of SMa. Caliper has, since 1961, assessed and developed more than 2.5 million job applicants and employees for more than 29,000 companies in 30 countries.

## SMA Centre for Corporate Learning (CCL) Upcoming Programmes 2008

WDA Workforce Skills Qualifications (WSQ) Courses	Days	*Singaporean & PR	Non Singaporean	Date
Apply Teamwork in the Workplace	DAY SESSION (Day 1&2: 9am-6pm; Day 3: Assessment 90 mins/pax)			
	2 days	\$42	\$420	6,7,(8) Jan / 3,4,(5) Feb
Perform Warehouse Operations	DAY SESSION (Day 1&2: 9am-6pm; Day 3: Assessment 90 mins/pax)			
	2 days	\$46	\$420	13,14,(15) Jan / 17,18,(19) Feb
	NIGHT SESSION (7pm-10:15pm); (Assessment)			
Perform Delivery Operations	5 days	\$46	\$460	3,5,10,12,17,(21) Feb
	DAY SESSION (Day 1&2: 9am-6pm; Day 3: Assessment 90 mins/pax)			
	2 days	\$46	\$460	6,7,(8) Jan
Perform Stock Control and Housekeeping Operations	NIGHT SESSION (7pm-10:15pm); (Assessment)			
	5 days	\$46	\$460	11,13,18,20,25,(28) Feb
	DAY SESSION (Day 1: 9am-6pm; Day2: 9am-1pm; Day 3: Assessment 90 mins/pax)			
	1.5 days	\$40	\$400	3,4,(5) Feb
	NIGHT SESSION (7pm-10pm); (Assessment)			
	4 days	\$40	\$400	8,12,14,16,(17) Jan

\* Terms and Conditions Apply  
In-House Training Available (min:12 pax/class; max:20 pax/class)  
For Mandarin sessions, please call 6826 3049 (Sharon Liang)

Occupational Safety & Health	Days	Member	Non-Member	Date
Basic Industrial Safety & Health Course (BISH)	4	\$235.24	\$247.62	9,16,23,30 Jan / 6,13,20,27 Feb
BizSAFE - Workshop for Company CEO / Top Management	1.5	\$95.00	\$120.00	Please Call 6826 3044 or email weijjin@smafederation.org.sg for the schedule
Forklift (1 day Theory & 2 days Practical)	3	\$320.00	\$320.00	
Forklift (1 day Theory & 4 days Practical)	5	\$535.00	\$535.00	
Forklift Basic Preventive Maintenance Course	2	\$320.00	\$400.00	
Forklift Refresher Course	1	\$150.00	\$180.00	
Occupational First Aid Course	3	\$200.00	\$200.00	
Risk Management Course	2	\$320.00	\$420.00	14-15 Jan
Safety Orientation Course for Workers (Metalworking)	1	\$41 (Inclusive of GST)	\$45 (Inclusive of GST)	Please Call 6826 3056 or email munyin@smafederation.org.sg for the schedule
Workplace Safety & Health Management Course	4	\$480.00	\$530.00	19-22 Jan

Certification Programmes	Days	Member	Non-Member	Date
Skills Certificate in Purchasing Skills (Every Mon & Wed)	15	\$688.57	\$688.57	03 Feb - 31 Mar
Skills Certificate in Warehousing & Distribution (Every Mon & Wed)	15	\$688.57	\$688.57	03 Feb - 02 Apr

Logistics & Supply Chain Management	Days	Member	Non-Member	Date
Effective Sourcing Management in Supply Chains	2	\$530	\$570	19-20 Feb
Fundamentals of Purchasing Skills for New Buyers and Purchasers	2	\$560	\$620	12-13 Jan
Import/Export Documentation and Shipping Procedures	2	\$500	\$560	23-24 Feb
Supplier Evaluation and Performance Management	2	\$520	\$570	15-16 Jan
World-class Supply Chain Management and its Planning	2	\$530	\$570	26-27 Feb
Manufacturing, Technical & Quality Management	Days	Member	Non-Member	Date
Be More Competitive-Distribute Your Manufacturing	1	\$350	\$400	20 Feb
Lean Manufacturing Principles and Implementation	2	\$540	\$590	19-20 Feb
Strategic Production Planning, Scheduling and Control	2	\$560	\$620	19-20 Jan
General Management & Supervisory	Days	Member	Non-Member	Date
Time & Stress Management	1	\$420	\$480	19 Jan
How to Excel as a First Time Supervisor	2	\$480	\$540	20 & 21 Jan
Practical Skills for Event Planning & Execution	1	\$420	\$480	11 Feb
Supervisory Management Skills-Leading, Coaching, Managing	2	\$540	\$600	16 & 17 Feb
The Art of Delegation	1	\$340	\$400	09 Feb





<b>Leadership &amp; Team Building</b>	<b>Days</b>	<b>Member</b>	<b>Non-Member</b>	<b>Date</b>
Fundamentals of Leadership	1	\$340	\$400	19 Feb
Mastering Managerial's Skills	2	\$540	\$600	16 & 17 Feb
R.O.A.D. to Effective Teamwork	1	\$340	\$400	20 Feb
Team Playing for Results	1	\$420	\$480	20 Jan
<b>Sales and Marketing</b>	<b>Days</b>	<b>Member</b>	<b>Non-Member</b>	<b>Date</b>
Analyzing Your Organisational Strengths	1	\$340	\$400	16 Jan
Marketing for Success	1	\$340	\$400	25 Feb
New Ideas for More Sales	1	\$340	\$400	23 Feb
Getting the Best from Advertising & Promotions	1	\$340	\$400	27 Feb
<b>Customer Service</b>	<b>Days</b>	<b>Member</b>	<b>Non-Member</b>	<b>Date</b>
Building & Managing Great Customer Experiences	2	\$480	\$540	23 & 24 Jan
Managing Difficult Customers Effectively	1	\$340	\$400	15 Jan
Service Leadership	1	\$340	\$400	18 Feb
<b>Communication</b>	<b>Days</b>	<b>Member</b>	<b>Non-Member</b>	<b>Date</b>
Effective Business Writing Skills	2	\$480	\$540	26 & 27 Feb
Effective Networking & Business Etiquette Skills	1	\$340	\$400	21 Jan
Enhancing Communication and Interpersonal Skills	2	\$480	\$540	18 & 19 Feb
Essentials of Email Writing and Etiquette	1	\$340	\$400	26 Feb
Presenting with Confidence & Impact	1	\$340	\$400	25 Feb
The Art of Writing Good Minutes	1	\$340	\$400	27 Feb
<b>Creativity &amp; Innovation</b>	<b>Days</b>	<b>Member</b>	<b>Non-Member</b>	<b>Date</b>
Creative Ideas That Work	1	\$340	\$400	16 Feb
Innovate or Cease	2	\$480	\$540	26 & 27 Feb
Tony Buzan Mind Mapping & Thinking	1	\$420	\$480	17 Feb
<b>Personal Effectiveness</b>	<b>Days</b>	<b>Member</b>	<b>Non-Member</b>	<b>Date</b>
Overcoming Adversity	1	\$340	\$400	11 Feb
Succeed In Tough Times	1	\$340	\$400	18 Feb
Stress & Wellness Management	1	\$340	\$400	26 Feb
<b>Business &amp; Risk Management</b>	<b>Days</b>	<b>Member</b>	<b>Non-Member</b>	<b>Date</b>
Business Planning For Expansion	1	\$420	\$480	23 Jan
Managing Risks & Maximising Profits	1	\$420	\$480	20 Feb
<b>Finance</b>	<b>Days</b>	<b>Member</b>	<b>Non-Member</b>	<b>Date</b>
Budgeting for Small Businesses	1	\$420	\$480	16 Jan
Business Analytics and Reporting Using Excel	2	\$580	\$640	05 & 06 Jan
Shaping Up Your Company's Financials and Create Wealth	1	\$420	\$480	24 Feb
<b>Human Resource Management</b>	<b>Days</b>	<b>Member</b>	<b>Non-Member</b>	<b>Date</b>
Coaching Skills for Managers	2	\$480	\$540	23 & 24 Feb
Conducting Training Needs Analysis, Evaluation & Post-Training Plans	1	\$420	\$480	23 Feb

\*Above fees are subjected to prevailing GST. Kindly contact us for the latest updates on new programmes and dates.  
The programme information in this calendar is accurate at the time of printing. SMa-CCL reserves the right to alter any of the information provided in this calendar at any time without prior notice.

SMa Centre for Corporate Learning			
General Email:	ccl@smafederation.org.sg		
General Fax:	6826 3021		
Seminars :	Ms Leong Mun Yin	DID: 6826 3056	munyin@smafederation.org.sg
	Mr Dave Or	DID: 6826 3071	daveor@smafederation.org.sg
Forklift, OSH, Certification:	Ms Teo Wei Jiin	DID: 6826 3044	weijiin@smafederation.org.sg
SOC (Metalworking):	Ms Leong Mun Yin	DID: 6826 3056	munyin@smafederation.org.sg
WDA Workforce Skills Qualifications (WSQ) Courses :	Ms Sharon Liang	DID: 6826 3049	sharonliang@smafederation.org.sg
In-House Training :	Please email your queries to ccl@smafederation.org.sg		

## Snapshots



**Event:** CEO Breakfast- Do your emotions affect your investment decisions?

**Date:** 14 October 2008

**Venue:** UBS Wealth Management Campus

**By:** SMa and UBS



1. Members catching up while waiting for the programme to begin
2. Giving a presentation was Mr Paul Stefansson, Executive Director & Head of Products and Services Consulting, Singapore and Malaysia of UBS Wealth Management
3. Council Member, Annabelle Tan with Laurent Rossier, Director for UBS AG

**Event:** 104th Canton Fair  
(China Import & Export Fair)

**Date:** 14-20 October 2008

**Venue:** Guangzhou, China

**By:** Ministry of Commerce of  
People's Republic of China



1. Sma member, Dynatech Pumps Pte Ltd and their representatives at their exhibition booth
2. Streams of people visiting the Singapore pavilion
3. From left: Mr Christopher Tay of Altec Chemical Pte Ltd, Ms Vivien Yen of Sma and Mr Kek Chee Hoong of Altec Chemical Pte Ltd at Pazhou Complex



**Event:** CEOs Networking Luncheon: Packaging for a Better Tomorrow  
**Date:** 16 October 2008  
**Venue:** Corpthorne King's Hotel  
**By:** Singapore Packaging Agreement Governing Board and SMA



1. Ending Speech by NEA CEO Mr. Lee Yuen Hee
2. Opening speech by Mr Sunny Koh the Dy Chairman of the Singapore Packaging Agreement Governing Board and Chairman of SMA F&B IG
3. Presentation by Sponsor, Dacon Pao, VP Sales and Marketing from Acendas Pte Ltd
4. Presentation by Mr Suresh Narayanan from Nestle Singapore (Pte) Ltd shared their success in reducing the overall packaging of the Milo tin.

**Event:** Entrepreneur of the Year Award 2008  
**Date:** 22 October 2008  
**Venue:** The Ritz-Carlton Hotel  
**By:** ASME and Rotary Club of Singapore



Mr Koe Khoon Poh of Integrated Contract Manufacturing Pte Ltd receiving the Entrepreneur of the Year Award from Mr Teo Chee Hean, Minister for Defence

**Event:** Watch Appreciation & Networking Nite  
**Date:** 31 October 2008  
**Venue:** Sincere Watch Academy @Suntec Tower 3  
**By:** SMA and Sincere Watch Limited



1. Mr Patrick Tan, Executive Vice President, Head of Sincere Watch Academy and Mr David Cheong, Founder & Chairman of Win Sin Pte Ltd
2. Dr Melvyn Teillio-Foo sharing the art of appreciating fine watches
3. Members looking at the exquisite pieces of hand-crafted watches





## Snapshots



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**Event:** Opening Ceremony ISWA/WMRAS Congress 2008  
**Date:** 3 November 2008  
**Venue:** Suntec Singapore International Convention and Exhibition Centre  
**By:** ISWA, WMRAS and National Environment Agency (NEA)

1. Ms Joanna Wong from Eu Yan Sang International Ltd receiving the certificate as a new signatory of the S'pore Packaging Agreement (SPA)
2. Another new signatory, Ms May Yap from LHT Holdings Ltd receiving her certificate
3. Mr Chee Eng Kiam from Wyeth Nutritionals (Singapore) Pte Ltd also receiving the new signatory certificate
4. Receiving the Merit Award from Dr Yaacob is, Mr Sunny Koh of Chinatown Food Corporation Pte Ltd
5. Mr Bennet Neo from the Asia Pacific Breweries (S) Pte Ltd receiving the SPA Distinction Award
6. All the award recipients of the SPA with Dr Yaacob Ibrahim, Minister for the Environment and Water Resources

**Event:** Scale the Swiss Alps Screening  
**Date:** 7 November 2008  
**Venue:** Singapore Science Centre  
**By:** Singapore Science Centre



2



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1. SMA President, Mr Renny Yeo chatting up with the event GOH, Minister Mah Bow Tan for Ministry of National Development
2. SMA's Council and Secretariat- From left: Mr Lim Meng Wee, Council Member, Ms Sylvia Teo, Director for HR & Administration, Ms Zoey Ngo, Director for Finance, Ms Janice Kwok, Director & Executive Secretary, Mr Wong Choon Kin, Council Member and Mr Albert Lim, Council Member and Chairman of Plastics & Packaging Industry Group



# Pampering Spa Treatment

**S**ymphonie, a spa located in Chinatown, aims to bring out the healthy glow and radiance in the faces of their clients—both men and women alike—through their wide range of signature massages, body treatments and facials. All treatments cater to your needs and specific skin regime and are performed by experienced and trained therapists.

One of the must-try signature treatment is the Integrative Traditional Chinese Treatment (ITCT), which is a fusion of East and West massage treatment that works on energy channels and points with prescribed herbal treatment oil. The massage is then followed with InfraRed Thermal Therapy, a treatment that will improve metabolism, as well as relieve pain and muscle tension.

Going for a spa is indeed an enjoyable treat. It is pampering as well as relaxing and a luxury well worth the money. Positive results are seen if one follows a regular regiment of treatments.

Overall, a spa experience is not merely about improving your overall skin and body condition. It is in fact a wonderful way to spend some quality time pampering yourself and escaping from reality. What you get is a refreshed and rejuvenated you! ■



**ITCT Body Treatment @ S\$68 (usual \$236) 90mins**

**PLUS**

FREE Vitamin C Collagen Mask worth \$68

**Terms & Conditions**

- Valid for first time customers aged 18 years and above.
- Valid for Singaporeans and PRs only.
- Valid till 31 March 2009
- Proof of identification for verification.
- Not valid with other offers.
- Free treatment not exchangeable for cash or other services.
- Advance appointment required.

*Symphonie*

235A, New Bridge Road, Level 2  
Website: [www.symphonie.com.sg](http://www.symphonie.com.sg)  
Tel: 62222018

# 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

For more queries on enjoying this benefits, please contact Ms Marilyn Tan, Assistant Manager of Membership & Industry Development at DID: +65 6826 3054 or Email: [marilyntan@smafederation.org.sg](mailto:marilyntan@smafederation.org.sg) ■

# Welcome New SMa Members!

## September 2008

OCULUS LIMITED  
ECICS LIMITED  
CARBOLOY PRECISION TOOLING PTE LTD  
ALILA HOTELS & RESSORTS PTE LTD  
ALCON PTE LTD

## October 2008

SARTORIUS MECHATRONICS SINGAPORE PTE LTD  
KYODO-ALLIED INDUSTRIES LTD  
LINES EXPOSITION & MANAGEMENT SERVICES PTE LTD  
CONCEPT BOX (S) PTE LTD  
SYS-MAC AUTOMATION ENGINEERING PTE LTD  
THE SUKHA HOUSE PTE LTD  
SHOPPING BAG (S) PTE LTD  
OLYMPUS SINGAPORE PTE LTD  
AVNET TECHNOLOGY SOLUTIONS PTE LTD

# Special Promotions!

New members enjoy special advertising rates at \$250 (U.P. \$540) with free insertion of your corporate logo in our upcoming 45th edition of the TRADELINK.

TRADELINK is a SMa's annual trade directory that features Made-in-Singapore products and services of our local manufacturers. More than 9,000 copies will be distributed locally and globally to our networks.

For advertisement booking and enquiries, please contact our sales department at Tel: +65 6425 0875 / 6425 0526 or Email: [britekon@singnet.com.sg](mailto:britekon@singnet.com.sg) ■

# Member Spotlight: Essilor Singapore

By Andrew Ong



One of our newest members of the new Vision Care Group, Essilor Singapore is part of the Essilor International group. Founded more than 150 years ago, this group is the world leader in

ophthalmic optics, or spectacle lens as its commonly known.

"It was a natural move for Essilor Singapore to join SMa," said Mr Sim Peng Tak, Essilor's General Manager, "with patient care our main priority, it was the right thing to do in working with our fellow counterparts in ensuring the best practises were carried out together in our industry."

Essilor covers the manufacture and sale of ophthalmic lenses including optical instruments (mainly machines used to edge



finished lenses and diagnose visual disorders) which accounts for 5% of the group's turnover.

From research & development to manufacture, Essilor creates lenses for all types of visual disorders such as myopia, hypermetropia, presbyopia and astigmatism.

To know more about Essilor Singapore, visit their website- [www.essilor.com](http://www.essilor.com). - CONNECT ■

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- The Asian Banker, 2008

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