Manufacturing Solutions Expo 2015
SiPi Think Tank 2015
Helping Progressive SMEs to Leverage on LED Scheme
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Dear Fellow Members

To tackle the ongoing manpower issues, the government has launched the Lean Enterprise Development (LED) Scheme this August to provide temporary relief to labour woes of companies with clear plans to transform their operations. In response to this new scheme, SMF has put in place a comprehensive range of initiatives and programmes, which are anchored on our key strategic thrusts (Collaboration, Innovation, Productivity, and Talent development) to support the scheme and help companies become more manpower-lean, develop a strong Singaporean core, raise the quality of the workforce, as well as to be future-ready.

You will be able to read about some of our programmes and how they can support the LED Scheme in this issue of the CONNECT. For example, we have launched the Business Model Innovation MasterClass to assist SMEs identify gaps in their business models and develop new models that can operate in an increasingly manpower-lean environment. SMF is also the appointed programme manager for the national P-MAX initiative, a place-and-train programme that helps SMEs hire and retain PMEs to build a strong Singaporean core.

Not only are we awarded as the P-MAX programme manager, I am also pleased to announce that our Centre for Excellence, the Singapore Innovation & Productivity Institute (SiPi), has been approved for second round of funding under the government’s Capability Development Scheme. In addition, our new Lean Enterprise Accelerated Programme (LEAP) has also received funding from the Singapore Workforce Development Agency (WDA). We believe the LEAP can be a good programme to support the LED.

I would like to take the opportunity to thank our members as well as the SMF Council for their support that enables SMF to grow from strength to strength. Moving into the year 2016, SMF will continue to help the manufacturing industry remain relevant and competitive amidst the ever-changing business landscape.

Douglas Foo
President
Singapore Manufacturing Federation
Executive Committee

President
Mr. Douglas Foo, BBM
Sakae Holdings Ltd

Deputy President
Mr. Sunny Koh, PBM
Chinatown Food Corporation Pte Ltd

Honorary Secretary
Mr. Ryan Chioh
FarEastFlora.com Pte Ltd

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CrimsonLogic Pte Ltd

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Naina Mohamed & Sons Pte Ltd

Mr. Birch Sio
Concord Associates Pte Ltd

Mr. Billy Wong
Metrohm Singapore Pte Ltd

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Swee Hin Power Systems Pte Ltd

Mr. Samson Wong
Asia Pacific Breweries (S) Pte Ltd

Mr. George Huang, PBM, DSM
Amoy Canning Corporation (S) Ltd

Mr. Sunny Koh
Chinatown Food Corporation Pte Ltd

Ms. Zhang Jia Lin
Inflo Health Sciences Pte Ltd

Dr. Stuart Koe
ICM Pharma Pte Ltd

Mr. Albert Lee
Singapore Johnson & Johnson Pte Ltd

Mr. Paul Maguire
Senoko Energy Pte Ltd

Mr. Lim Meng Wee
SP Consulting (International) Pte Ltd

Mr. Philip Lee
KPMG LLP

Mr. John Kong
M Metal Pte Ltd

Mr. Tan Boon Chong

Mr. Paul Maguire

Senoko Energy Pte Ltd

Mr. Lim Meng Wee

SP Consulting (International) Pte Ltd

NB: In alphabetical order by industry group

SMF Secretariat
Mr. Lam Joon Khoi
Secretary-General

Dr. Michael Teng
Assistant Secretary-General

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Visitors to SMF

13 July 2015
Her Excellency Nonye Rajis-Okpara (third from right), Nigeria High Commissioner to Singapore, was received by Mr Adam Hamid (third from left), Co-Chairman of SMF India, Africa, Middle East & Central Asia Regional Business Group.

13 August 2015
SMF was honoured to receive the Indonesian Ambassador His Excellency Dr Andri Hadi (left).

29 July 2015
On behalf of SMF, President Mr Douglas Foo met the new China Ambassador His Excellency Chen Xiao Dong (centre) and hosted a dinner in his honour.

15 September 2015
Ms Margaret Hanson (fourth from right), Minister Counsellor, Commercial Service of the Embassy of the United States, was received by SMF President Mr Douglas Foo and SMF Vice President Dr Ahmad Magad.
SMF Annual General Meeting 2015

The SMF Annual General Meeting (AGM) was held on 18 September 2015 with more than 70 members in attendance. It had been a fruitful year for SMF, despite local and global economic uncertainties. Mr Douglas Foo, SMF President, recounted some of SMF’s key achievements and milestones in the past year. These included major events and various inaugural initiatives such as the Singapore Innovation and Productivity Conference, the SMF Awards and the Manufacturing Solutions Expo.

"In the past one year, the manufacturing industry has weathered tight labour markets, rising business costs, global economic slowdown and new disruptive technologies, as well as other macro factors that have influenced and changed the world. Against such a backdrop, SMF will continue to help our members and the wider manufacturing community to remain ever-ready and rise above the challenges,” promised Mr Foo.

He also elaborated on SMF’s four key strategic thrusts – Collaboration, Innovation, Productivity, and Talent Development (CIPT), which are at the core of every SMF activity and initiative.

This was Mr Foo’s first time chairing the AGM in the role of SMF President. In 2014, he had officially received presidency from Mr George Huang at SMF’s 82nd Anniversary Dinner.

"I have the utmost respect for George’s direction and vision, which has led SMF transformation over the years. It has been an honour and privilege to continue working together with the Council to sustain that transformation, including ensuring that SMF remains capable of swiftly responding to the needs of the manufacturing industry,” he said.

Following his speech, Mr Foo also led the members and SMF secretariat in observing a moment of silence, to commemorate the late Dr. Moh Chong Tau, who passed away on 18 August 2015. Dr Moh had been a dedicated SMF Council Member for many years and his contributions to SMF were valued by all.

The AGM concluded smoothly with unanimous voting from the members. A huge birthday cake was then brought into the Auditorium to celebrate SMF’s 83rd anniversary. Following the AGM, members and staff cheerily networked over a sumptuous buffet dinner.
SMF Leads Business Mission to India

India’s growing economy presents good opportunities for Singapore companies to capitalise. To help its members venture into the Indian market, SMF, together with the Confederation of Indian Industry (CII), jointly organised a business mission to Mumbai, Pune and Chennai from 3-10 September 2015. This business mission was supported by International Enterprise (IE) Singapore and the Singapore Business Federation.

The Singapore delegation consisted of ten companies from the automotive, electrical and electronics, food and beverage, plastic and packing sectors.

During the mission, SMF signed a Memorandum of Understanding (MOU) with Maharashtra Industrial Development Corporation (MIDC), a wholly owned corporation under the Government of Maharashtra, India. SMF Deputy President Mr Sunny Koh, who was also the leader of this mission, represented SMF and signed the MOU with Mr Bhushan Gagrani, Chief Executive of MIDC.

The objective of the MOU is to identify suitable manufacturing locations in Maharashtra for Singapore companies to invest; facilitate Singapore companies in their application of incentives offered by the Government of Maharashtra, as well as to render Singapore companies the necessary guidance in their ventures.

“This agreement will further strengthen business relations and encourage economic co-operation between Singapore and Indian enterprises. Through this partnership, both parties will be able to learn from each other and provide assistance to our members in areas of trade, investment, business events, and upskilling,” said Mr Koh.

The delegates enjoyed a fruitful trip packed with networking sessions and visits to local factories. Many have expressed their satisfaction with this business mission as it provided a good platform for them to gain first-hand information on India. Following the trip, several participating companies are now making plans to set up their factories in Prune and Chennai.

**Trip Highlights**

**Mumbai**
- Site visitation to the plant of Godrej & Boyce Manufacturing
- Networking sessions held at the CII Mumbai office and IE Singapore Mumbai office

**Prune**
- Site visitations to TATA Motors and SKF India
- Networking session with the Young Indians Entrepreneurs at CII Pune office
- Dinner hosted by Mr Lim Thuan Kuan, High Commissioner of Singapore to India for the Singapore delegation.

**Chennai**
- Attending the inaugural Tamil Nadu Global Investors Summit 2015, with the aim of identifying investment opportunities in Chennai for Singapore companies.
- Site visitations to Jones Lang Lasalle and Ascendas One Hub which offer offices and warehousing facilities to potential investors.
Discovering Business Opportunities Beyond Singapore Shores

At the “Doing Business in Indonesia” seminar held by SMF on 13 August 2015, Mr Douglas Foo, SMF President, highlighted the importance for local businesses to capitalise on emerging economies: “As Singapore continues to progress and grow, our businesses must also transform in order to stay competitive in an ever-challenging global marketplace. To do so, companies must innovate and internationalise to seek out new growth opportunities.”

Helping local businesses explore business opportunities beyond the shores of Singapore has always been one of SMF’s key objectives. The “Doing Business in Indonesia” seminar was one of such activities aiming to assist companies in their overseas ventures. The Indonesian Ambassador to Singapore, His Excellency Dr Andri Hadi was the Guest-of-Honour at the event.

“I wish to commend SMF for its significant contribution it has made in enhancing business-to-business engagements between Indonesia and Singapore, as well as in promoting business opportunities in Indonesia through various activities such as today’s seminar and business missions to Indonesia,” said His Excellency in his opening remarks.

The seminar featured distinguished guest speakers who touched on several topics of interest, including legal aspects companies should take note of when doing business in Indonesia, as well as the various “Dos and Don’ts” business practices companies should practice. In addition, there were also presentations on the government incentives for Singapore firms to leverage on, and the investment opportunities in Indonesia’s business parks.

SMF was also the supporting organisation for the South Africa Trade and Business Seminar organised by the South African Trade and Business Seminar on 20 August. It was attended by Mr Sunny Koh, SMF Deputy President.

With South Africa positioned as a manufacturing centre of excellence, it was reiterated by many South African delegates that investment opportunities were very welcomed. Its open economy functions as a gateway to other African countries and other markets. Furthermore, companies can leverage on South Africa’s rapidly developing infrastructure and industrial base to expand their international footprint.

It was also conveyed that Singapore, as one of the busiest ports in Asia, is well placed as a stepping stone to the ASEAN market and beyond, something that the South African companies can take advantage of. Said Mr Sunny Koh, who was one of the speakers that morning: “We cannot offer you cheap labour, but we can offer you a good branding.”

Apart from riding on the good Singapore brand name, SMF can directly assist South African companies that are intending to set up their presence in Singapore. “Our premises can be used as an incubation centre by South African companies in the initial stages of starting up their office in Singapore,” shared Mr Koh.
Important to Diversify Revenue outside Singapore: Yang Kee Logistics

Singapore has a very small domestic market with a limited customer base. The reality is that we cannot grow our local business much more beyond what we already have now—we are limited by our physical size, so it is very important to diversify our revenue outside of Singapore,” says Mr Ken Koh, Managing Director of Yang Kee Logistics Pte Ltd (“Yang Kee Logistics”), on the necessity of internationalising his company.

This is precisely why Yang Kee Logistics has a network of offices around the world, from South East Asian countries like Vietnam and Cambodia to the United States of America. An end-to-end logistics solutions company that is celebrating its silver jubilee this year, Yang Kee Logistics boasts one of the largest SME logistics companies in Singapore, covering a spectrum of industries, from chemicals, to oil and gas, and industrial sectors. Through internationalisation, Yang Kee has managed to cast their business network far and wide. “No matter how big we are in Singapore that would not matter if we do not have a substantial size outside of Singapore. For logistics, it is important to have a network so that we can offer more services to our customers”, explains Mr Koh.

Moving into Iskandar, Malaysia

Perhaps planning ahead is one of the reasons for Yang Kee’s success today. Having a presence in Johor Bahru for more than 10 years already, they saw then that Malaysia was Singapore’s largest trading partner and it still remains as one of its largest trading partners today. Furthermore, they have started investing in Iskandar, Malaysia for the long term, by purchasing a sizable warehouse in Zone B of Iskandar last year.

“There are a lot of things moving from Malaysia into Singapore and vice versa, so naturally, as a logistics company, it is in our interest to set up operations there to capture a share of the business moving in and out of both countries”, Mr Koh shared. He further explained that their move into Iskandar is not due to factors that are pushing them out of Singapore, but rather, it is the opportunities present in Malaysia that draws them in such as bilateral trade between Malaysia and Singapore that requires logistics services – and these covers a large spectrum, ranging from food to raw materials and finished products.

On his experience in Malaysia

“There is a misconception that what we are doing here in Singapore can be duplicated in Malaysia,” said Mr Koh. He went on to explain that not only are the work processes different from Singapore, policies and infrastructure are all very dissimilar as well. It is therefore imperative that one adapts to the circumstances in every situation should a company be looking to internationalise its business.

Other tips Mr Koh had to share with others: “One thing we realised when going regional was that our neighbours have laws to protect their locals so there is a need to team with the locals to establish our office”. Also, “it is very useful to rely on the Singapore brand name because people in those countries (within ASEAN – Vietnam, Cambodia, Malaysia, Thailand etc) trust the Singapore brand name very much,” he added

Looking ahead

Yang Kee has plans to further strengthen their overseas engagement, looking particularly at Australia, Europe, and the United States. Said Mr Koh: “These countries are emerging from their recession and are huge trading partners. I think it is very important for Singapore companies to reach out to these huge counties even though they are very far away because these counties are very important in terms of world trade.”
Empowering Business Productivity with Innovative Solutions

The second edition of the Manufacturing Solutions Expo (MSE) 2015, jointly organised by Singapore Manufacturing Federation (SMF) and Sphere Exhibits, was held from 30 September – 2 October 2015 at the Suntec Convention & Exhibition Centre. Parliament Member Mr Lee Yi Shyan, who held the position of Senior Minister of State for Trade and Industry at that time, attended as the Guest-of-Honour and officially declared the event open.

In his opening address, Mr Lee identified three challenges that local businesses face: rapid changes in technology, globalisation of supply chains, and constraints in labour growth. To overcome these challenges, he urged the manufacturing sector to focus on innovation and productivity.

As the voice of the manufacturing industry, SMF took the challenges faced by its members to heart. The Manufacturing Solution Expo was launched for the exact purpose of helping companies to increase their productivity, sustainability, and competitiveness locally and regionally.

Said Mr Douglas Foo, SMF President, in his welcome speech: “The Manufacturing Solutions Expo is one of SMF’s offerings created to further support the Manufacturing community, such that relevant skills, innovation, and productivity will remain as the main drivers of growth for the industry. It is an ideal one-stop platform that offers a diverse suite of innovative technologies and solutions to address problems at various stages of the Manufacturing value chain. From the starting point of product development, to the ‘last mile’ solutions that involve warehousing and logistics, it will benefit not only the entire value chain, but will also help companies to rethink and redefine their business productivity and innovation.”

MSE 2015 drew in a crowd of close to 2,000 visitors and foreign delegations.
Well-supported by a myriad of government agencies and regional trade associations, MSE 2015 showcased the industry’s most innovative ideas, advanced technologies and cost-effective solutions that will meet the growing demands of a transforming manufacturing landscape. More than 75 companies took part in the trade exhibition, with over 40 local SMEs forming the inaugural Singapore Pavilion in MSE. Participating companies included regional and international brands such as Esker Document Solutions, SAGE, Tuas Power, e2i, Hiwin, and Mitsubishi.

A Government Pavilion consisting of supporting government agencies, such as A*STAR, SPRING Singapore, Singapore Workforce Development Agency (WDA), and InfoComm Development Authority of Singapore (IDA), also made its first appearance in this edition of MSE.

One of the highlights at the MSE 2015 was the Additive Manufacturing and Robotics Showcase, for visitors to learn about the latest market trends and how these advanced technologies could be adopted to increase business productivity.

In addition, the exhibition also hosted a series of informative knowledge seminars, product demonstrations, and networking sessions that provided an ideal platform for visitors to share ideas and explore business collaborations.

The trade show saw some 3,400 visitors from more than 20 countries, including visiting delegations from Latvia and SMF’s overseas trade partners – Malaysian International Chamber of Commerce & Industry (MICCI) (Johor Branch), Federation of Malaysian Manufacturers (FMM), Johor Bahru Chinese Chamber of Commerce & Industry (JBCCCI), and Federation of Thai Industries (FTI).
At the MSE 2015, the CONNECT editorial team took the opportunity to speak to some of the exhibitors who shared on their solutions and how they could benefit the manufacturing industry.

Innogreen Solution Pte Ltd

Innogreen Solutions is part of a group of companies which collaborate and synergise under one mission to deliver highest value solutions to customers and benefit both the stakeholders and the environment. With its clientele spanning across the Southeast Asia region, Innogreen Solutions delivers a range of diversified products from automation to lighting industries.

Innogreen was a repeat exhibitor from last year’s Manufacturing Solutions Expo. In this edition of the MSE, the company proudly showcased its solutions catering specially for manufacturers. This included the various types of Automated Guided Vehicle (AGV) targeted at the heavy duty industry, which can be customised according to customer’s needs and specifications.

“As an exhibitor, our main objective is to gather leads from the visitors. We care more about the quality of the leads than the quantity. This year, we have a quite a few quality leads from overseas, such as Malaysia and Indonesia. We are glad that we can connect with them and we will be following up with them afterwards,” said Mr Ricky Lim, Director of Innogreen.

Synergix Technologies Pte Ltd

Founded in 1990, Synergix Technologies is a leading ERP software and turnkey software solutions company that helps the manufacturers in Singapore to automate their business workflow processes. This will essentially help the companies to achieve lean manufacturing, which is a big benefit for companies in the face of a tight labour market.

“A lot of the manufacturers in Singapore are still relying on manual planning. Many of them probably only have a simple accounting system. With our ERP programme, it can help them to automate their workflow all the way – from resource planning, to procurement, sales, and quality control aspects,” said Ms Zann Wong, Business Solution Manager of Synergix Technologies.

She also observed that many SMEs in Singapore does not adopt a fully integrated ERP system in their businesses, possibly due to the misconception that it is only for bigger firms with more complex operations. However, using a full ERP system can greatly smoothen out the workflow, and is hence suitable for all kinds of businesses.

CEI Contract Manufacturing Limited

CEI is a reputable listed company in Singapore, with a focus on contract manufacturing, especially in areas of Printed Circuit Board Assembly, Box Build, and Equipment Manufacturing. Aside from contract manufacturing, the company also does proprietary design and subsequent manufacturing of equipment for the semiconductor and electronics industries.

Speaking proudly about CEI’s proprietary equipment, Mr S Mohamed Ayub, the company’s Business Manager, showed the editorial team some of these machines displayed at the booth and at MSE’s Advanced Manufacturing and Robotics Showcase. These included the UV Wafer Eraser and the Wafer Sorting System. The latter of which can handle wafers as thin as 12 mils. With the automated wafer handling process, it will help the company to reduce wafer loss and increase productivity.

“As such, we participate in MSE 2015 to raise the awareness of our ERP solutions,” she concluded.

Want to be part of the Manufacturing Solutions Expo next year?
Tank Storage Asia 2015

As the leading event for the Asian tank storage industry, Tank Storage Asia 2015 has been a great success, bringing together the South East Asia bulk liquid storage industry at Sands Expo for two days of bustling activities. From 29 – 30 September 2015, the exhibition showcased the latest innovations and technologies from industry players the world over. It also presented an ideal networking platform for visitors and exhibitors alike to share their knowledge and explore business opportunities.

This year’s Tank Storage Asia showed a massive growth, with over 60 participating exhibitors – a 75 per cent increase compared to last year. The Singapore Pavilion, organised by SMF, also returned with an expanded show floor. A total of 11 local enterprises took part in the exhibition, which was a marked increase from the previous edition. With the support from International (IE) Singapore, all companies exhibiting under the Singapore Pavilion were covered by the International Marketing Activities Programme (iMAP) funding, enabling Singapore-based companies to receive up to 50 per cent subsidy when exhibiting at industry events such as Tank Storage Asia.

Not only did Tank Storage Asia 2015 become bigger, it was also set to become better, featuring more innovations than ever before. Many exhibitors used the event to launch new products and services to the bulk liquid storage market. For instance, Dynaglass Reinforced Plastic Pte Ltd introduced its new VAPOLOC™ Mk-3 Internal Floating Roof. This patented design incorporates a fully integrated bulkhead which isolates the individual panels in the event of product migration. An improvement from the Mk-2 generation, the Mk-3 Internal Floating Roof incorporates a firewall on individual panels, designed to further strengthen, enhance and protect the customers’ investments.

“A bigger and better Singapore Pavilion at the Tank Storage Asia 2015”

“Not only did Tank Storage Asia 2015 become bigger, it was also set to become better, featuring more innovations than ever before. Many exhibitors used the event to launch new products and services to the bulk liquid storage market. For instance, Dynaglass Reinforced Plastic Pte Ltd introduced its new VAPOLOC™ Mk-3 Internal Floating Roof. This patented design incorporates a fully integrated bulkhead which isolates the individual panels in the event of product migration. An improvement from the Mk-2 generation, the Mk-3 Internal Floating Roof incorporates a firewall on individual panels, designed to further strengthen, enhance and protect the customers’ investments.”

“Launch our new Mk-3 Internal Floating Roof. At the same time, it is also to promote awareness of our company, as we have just rebranded the corporation,” said Ms Nicole Chooi, Marketing Manager of Dynaglass Reinforced Plastic.

KM Kinley Marketing Pte Ltd is another exhibitor under the Singapore Pavilion. Headquartered in Singapore, the company is an oil refinery equipment supplier, with a variety of products under its belt, from surface preparation equipment to confined space ventilations.

At Tank Storage Asia 2015, KM Kinley Marketing showcased their newly acquired product from Thailand, of which they are Singapore’s exclusive distributor. This innovative liquid bio-formulation product contains enzymes and bacteria that can break down oil, and is used to control oil spills and to destroy waste oil. Another new product the company brought to the booth was LED lighting system for refinery use. The LED light contains the highest lumens in the global industry.

“We have been participating in this show for three years. Compared to last year, the Singapore Pavilion is better as its location is at the front section of the hall. Tank Storage Asia is a highly specialised industry show and we use the opportunity to reach out to our customers and industry partners,” said Mr Samuel Han, Sales/ Marketing Manager and Electrical Marine/Offshore Consultant of KM Kinley Marketing.
Humankind may not yet be able to stop natural disasters but we can arm ourselves with the knowledge of how to respond to them. Similarly, in the face of a manmade disaster, it would make a drastic difference in terms of casualties and property damage should there be enough disaster preparedness put in place.

Dedicated to the protection of life and property, Fire & Disaster Asia (FDA) 2015 was held from 29 September – 1 October 2015 at Marina Bay Sands, to promote the latest trends, products and knowledge on fire, emergency, and safety prevention and management on all levels. SMF was proud to organise the Singapore Pavilion with the support from International Enterprise (IE) Singapore in this trade show. The pavilion featured a total of 16 local companies offering specialised rescue and disaster management equipment and associated services. The Guest-of-Honour, Mr Baey Yam Keng, Parliament Secretary, Ministry of Culture, Community and Youth, visited the Singapore Pavilion on the first day of the show.

One of the companies under the Singapore Pavilion was HTM Medico Pte Ltd. It showcased its automated external defibrillators (AEDs), which are medical devices to jumpstart the heart. The unique characteristic of the HeartSine 500P is that it is able to provide additional coaching during CPR. Oftentimes, when a non-professional is doing CPR compressions, thinking that they are not doing CPR correctly. However, in actuality, it is normal for the ribcage to break during CPR, and lives could be lost due to the lack of this knowledge. This is where HM Medico’s AED can help: it can indicate whether the CPR is being done correctly, and whether the pressure applied is enough. As such, it gives the necessary support and confidence to layman rescues.

“This is our second time participating in Fire & Disaster Asia. In our last show, we managed to locate some customers, hence we wanted to take part again this year. We are still a relatively new company, so trade shows such as this is a good platform for us to have more exposure,” said Ms Sophia Wan from HTM Medico.

Another company under the Singapore Pavilion was Advanced First Aid Research Pte Ltd. The company brought in AluminAid, which is a burn dressing that uses state-of-the-art and patented technology to provide instant pain relief. The product is designed to draw out the heat from the wound when applied, thereby cooling the wound and preventing deep damage to the skin. The AluminAid comes in a range of ergonomically-designed sizes to apply to various problem areas. Being the only one that offers such products in Singapore, Advanced First Aid Research is looking to further develop this innovation and to evolve the burn dressing into spray form.

On FDA 2015, Ms Mae Lau, Account Manager of Advanced First Aid Research said: “The visitorship is quite good and diversified, so we are able to obtain some quality leads. Such events can be good for our business.”
INDUSTRY FOCUS

Breaking the Manpower Bottleneck

SMF was honoured to receive Mr Lim Swee Say, Minister for Manpower (MOM), for a closed-door industry dialogue on the morning of 20 July 2015. More than 70 participants, including members and representatives from other associations, seized the opportunity to attend the event and take part in a lively Q&A session with the Minister.

Minister Lim gave an insightful and spirited presentation on the future directions of manpower development in Singapore. In view of the tight labour market, Minister reiterated the need for the companies to increase productivity for sustainable growth. He indicated that it is not viable to relax the foreign worker quota. Instead, he called upon businesses to focus on pursuing manpower-lean manufacturing, a strong Singaporean core, as well as quality foreign labour rather than quantity.

In his presentation, Minister Lim revealed the national growth formula “1+2=3”, in which 1 per cent of growth in the workforce plus 2 per cent of productivity improvement will give a 3 per cent growth in GDP. This is a change from the previous “3+1=4” formula that Singapore has been using.

Working Towards ‘Haze-Free’ Environment

The lingering haze problem, which has disrupted local businesses and outdoor events in recent weeks, has prompted various organisations and non-government groups to rally and advocate for sustainable palm oil sourcing. Some of them include the Haze Elimination Action Team (HEAT), and the People’s Movement to Stop Haze.

SMF joins the fight against the toxic haze by collaborating with the Singapore Environment Council (SEC) to encourage sustainable procurement among manufacturers. The haze that has shrouded Singapore and the wider region for weeks brings to the front the pressing need for responsible sourcing of resources. As such, SMF sent out letters to its 3,000 members asking for their commitment to purchase or trade palm oil that is certified sustainable palm oil (CSPO) by the Roundtable on Sustainable Palm Oil (RSPO).

At the end of the two-hour long session, SMF President Mr Douglas Foo presented a token of appreciation to Minister Lim. Mr Foo thanked the Minister for taking the time to share his views and interact with the participating companies and associations during this dialogue.

The joint initiative with SEC also looks to encourage the companies with wood and pulp products in their supply chain to purchase or trade forestry products that are certified by the Forest Stewardship Council (FSC).

“By getting our member companies onboard this initiative, their partners and suppliers will hopefully be influenced to do the same. SMF has always been committed to sustainable manufacturing. By working with SEC, we hope to reach out to the wider business community to promote responsible procurement of resources,” said Mr Lam Joon Khoi, SMF Secretary-General.

As an organisation, SMF itself is Eco-Office certified since 2011 and it procures paper products that are FSC certified.
Helping Progressive SMEs to Leverage on LED Scheme

With Singapore’s total workforce growth projected to slow going forward, SMEs, which form the majority source of employment, must learn to overcome the manpower challenges. To help progressive SMEs transform and grow in this new manpower-lean business environment, the Ministry of Manpower (MOM) recently announced the Lean Enterprise Development (LED) Scheme, which will give selected businesses short-term help in hiring and retaining foreign workers by increasing flexibility on their foreign worker quota and ratios.

In return, these SMEs must show that they are committed to become more manpower-lean, future-ready, and to build a strong Singaporean core while developing better quality workers, so that they can set examples for the rest of the SME sector and accelerate the transformation across the industry.

The LED Scheme will be piloted for two years, starting from 1 October 2015. Companies wishing to be part of the LED Scheme must apply and submit proposals detailing plans to improve productivity and innovation. According to MOM, proposals that are endorsed by relevant industry association or union will be given priority.

In view of this, SMF recognised the need for SMEs to be able to develop a feasible proposal that will be able to help jump-start their transformation journey. The Federation acted swiftly in the wake of the announcement on LED Scheme, and organised a CEO Dialogue session to discuss how companies can align their businesses towards MOM’s objectives, as well as how they can leverage on SMF’s services to develop a LED-suitable proposal.

The session was attended by more than 80 participants who are chief executives, directors and managers from SMEs across industries. Representatives from government agencies were also present to hear the voice of the industry.

Dr Michael Teng gave an interesting and informative presentation

Each group had a facilitator to moderate the flow of the discussion

SMF programmes to support the four pillars of national manpower development

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The dialogue featured a series of insightful presentations, each on a requirement of the LED Scheme: future ready, lean manpower, strong Singaporean core, quality foreign workers. The dialogue started with Dr Michael Teng, SMF Assistant Secretary-General, who introduced to the participants the various programmes SMF has in place to support companies in their application of the LED Scheme.

In the second half of the dialogue, there was an interactive discussion whereby participants were grouped into roundtable discussions to exchange their views on their current company situation with respect to the four key LED requirements.

It was a truly rewarding and insightful experience, participants reflected at the end of the dialogue session. Said one participant, Ms Verena Thomas from Cassiopea.com.sg Pte Ltd: “I have learned a lot from this dialogue, such as how LED Scheme can assist our company regarding staffing and grants. With SMF’s advice and business programmes, I hope we will be able to fulfill what we would like to achieve.”

“I came to this dialogue as I wanted to see what the current market situation is, and to get a better understanding on the government’s direction as well as the kind of help SMEs are getting. Our company is in the construction sector, which is heavily impacted by the foreign levies. When I heard about the LED Scheme, I would like to know how we can benefit from this. Some of the presentations today, such as how to find young talents, is very relevant to us,” said Mr Kuah Rulin from Hock Star Engineering.

How can SMF help in your LED Scheme Application?
With a comprehensive range of programmes, SMF can assist the company to develop the right proposal for LED Scheme:

- **Enquiries**
  - SME Centre @ SMF
  - SMF LED Committee
  - Business Model Innovation (BMI)

- **Phase 1**
  - Coaching
  - LEAP\(^1\) and P-Max/STP\(^2\)
  - CDG\(^3\) and P-Max/STP (BMI Phase 3 - Implementation)

- **Phase 2**
  - On-site Consultancy
  - Lean Manpower
  - Strong Singaporean Core
  - Foreign workforce is of good quality
  - Future Ready

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\(^{1}\) Lean Enterprise Accelerated Programme
\(^{2}\) SME Talent Programme
\(^{3}\) Capability Development Grant

*All LED proposals are subject to MOM’s approval*
Local Food Companies Meet China’s Top 500

The Working-in-Partnership (WIP) programme, one of SMF’s Food and Beverage Industry Group’s key initiatives, organised a Meet-the-Buyers networking session on 29 September 2015, for WIP partners to meet with China Resources Vanguard (华润万家).

The company group is identified as one of China’s Top 500 and the largest retail chain enterprise group in the country. It owns various popular brands and has a total of more than 4,000 hypermarkets, supermarkets and convenient stores. For this networking session, Mr Leon Liao, Head of Imported Food Division in China Resources Vanguard, came to SMF to personally meet and greet the local food companies that were keen to export their products to China.

A similar Meet-the-Buyers session was held in July this year, where more than 30 WIP partners met with the representatives from China’s Yonghui Superstores Co. Ltd (永辉超市).

Driven by the increasing competition from online shops that sell products at a much cheaper price, retailers such as supermarkets are looking for ways to close the price gap and retain their competitiveness. As such, retailers have been more receptive to direct importing rather than sourcing through middleman parties. It not only helps to lower retail prices, but also gives retailers greater control over the trade process as the result of direct engagement with the sellers.

The WIP Meet-the-Buyers sessions hence presented a good one-stop platform for the retailers to network and explore business opportunities with local food manufacturers and vice versa. Representatives from over 30 local brands including House of Seafood, Yeo Heap Seng, and Gulliver Chocolatiere, attended the meeting with China Resources Vanguard and exhibited their products for Mr Liao to select and list into the retail stores in China. At the same time, Mr Liao also provided valuable advice on the product packaging and the acceptable pricing.

Even though Yeo’s products can already be found in China, its Vice President, Ms Cheryl Tan, nevertheless found such sessions to be useful. She said: “China is a big market and we would like to explore other possible opportunities. This event is very helpful as we are able to engage the buyer directly. It really speeds things up on both ends.”

Gulliver Chocolatiere also expressed their satisfaction with the event. “Such sessions are very important for local SMEs that are trying to internationalise their business,” shared Mr Ronald Ng, General Manager. The chocolate brand’s attractive packaging and unique taste prompted Mr Liao’s interest and a one-on-one follow up meeting was arranged for both parties to discuss the next step forward.

Mr Sunny Koh, SMF Deputy President and Chairman of the Food and Beverage Industry Group, envisioned and launched the WIP programme in 2010 with the aim to help local food SMEs to penetrate the regional market and sell their products in overseas supermarkets in an easy and affordable manner. The WIP programme presents such a channel, in which participating food companies are able to band together to offer the supermarkets a “one stop, one contact, one purchase order” business model, thereby enjoying cost savings based on economies of scale.

Companies interested to find out more about WIP’s Meet-the-Buyers networking events, or about WIP in general, please contact Ms Chua Siew Lian at chuasiewlian@smfederation.org.sg
While an average consumer may be familiar with the different types of cleaning products in the market, such as hand soap and detergents, what he or she is not usually aware is that the chemicals in these common household items may cause harm to the environment and to the users if the products are not used in a safe and responsible manner. A few years ago in Korea, the unsafe use of biocides — one of the common chemicals found in household humidifiers — have resulted in fatalities and prompted the Korean authorities to impose regulatory actions on the companies.

Driven by the need to promote safe and quality cleaning products in Singapore, a new Cleaning Products and Material Protection (CAMP) Committee was formed earlier this year under SMF’s Energy and Chemicals Industry Group (E&C IG), to take pro-active steps to keep the environment and consumers safe from harmful chemicals. The committee aims to establish a network of local and international professionals including manufacturers, suppliers, government authorities, and other relevant external agencies, to address the quality and standards of the cleaning and material protection products (e.g. paint and varnish), while ensuring that there is no barriers to trade.

Members in the CAMP Committee include representatives from NTUC Fairprice, 3M, Lam Soon Group, Ecolab Inc. and Lonza. Consumers Association of Singapore (CASE) is also a committee member.

To start, the committee organised its first awareness workshop on 2 October 2015 at Suntec City Convention Centre. Some 40 participants attended the workshop to gain a deeper understanding on the risks, management, and regulatory landscape of the cleaning and material protection industry segment. The workshop featured various speakers who are experts in their respective fields: Dr Khoo Keng Meng, Chairman of CAMP Committee and the Head of Regulatory Assurance (Asia Pacific) for Lonza; Dr Park Sang-Hee, Chief Executive of Chemtopia Co. Ltd; Mr Rajnish Maharaj, Head of Regulatory Affairs (South and Southeast Asia) for Ecolab, and Mr Albert Khoo, Business Development and Regulatory Affairs Manager for 3M Technologies (S) Pte Ltd.

Dr Park's presentation, in particular, focused on the regulatory, quality and safety of cleaning products in Korea, where the legislation K-REACH was set up after the aforementioned fatal incidents involving humidifier biocides. After her insightful presentation, a panel discussion was held for the speakers to exchange views with the participants, as well as to address questions from the floor.

"The workshop is useful as it shares regulatory concepts with others within the industry. I learned about the regulations of other countries and their business operations, which may come in handy in the future. I hope for more conferences and workshops like this one in the future to figure out what kinds of regulations are appropriate for the industry," said Mr Nick Choi, one of the participants at the workshop.

The committee has indeed set plans for the future. “We are currently studying the feasibility of potential schemes to promote the quality, safety, and standards of cleaning products. Future workshops will focus on material protection products and specialty chemicals and biocides,” said Dr Khoo.

He added, “Cleaning products are everywhere and yet, there is no trade association or platform representing this segment of the industry. That was a key motivation for SMF [to set up CAMP].”

“CAMP is a good initiative that can benefit our environment and consumers. SMF can provide the necessary support for the committee by tapping into its base of 3,000 corporate members,” concluded Mr Simon Li, Chairman of SMF E&C IG.
It’s Your Business To Care
Mentally Healthy People = Happy People = **Productive Workforce**

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

Smart employers know this – that the company is only as strong as its people.

It’s your business to care.

Caring for the psycho-emotional needs of your staff doesn’t have to be difficult.

**EMCC (Eagles Mediation & Counselling Centre) can show you how…**

- sign up for our trauma/crisis counselling service where on-site counselling will be provided.
- direct your staff who need trauma/crisis counselling (workplace accidents, sudden death/loss or retrenchment cases) to call our centre for an appointment.
- report an incident and we will respond to your query within 30 minutes.

We are available during critical times to meet your organisation’s needs.

*For more information about our services, workshops or talks, please call: 6788 8220; email: reachus@emcc.org.sg*
MasterClass on Food Safety

A two-day MasterClass on Food Safety ISO 22000 was held from 20 August to 22 August 2015. Jointly organised by two of SMF’s Centres of Excellence – SMF Centre for Corporate Learning (SMF-CCL) and SMF Standards Development Organisation (SMF-SDO), this masterclass was part of SMF-SDO Standards Adoption Workshop Food Standards Industry Series.

The event was customised for food companies that are interested in implementing international standards to build up their capabilities, adopt best practices, and facilitate market access to move up the value chain. It was also supported by the Singapore Workforce Development Agency (WDA), Spring Singapore and the Singapore Standards Council.

Over the course of the two days, the participants gained deeper understanding of ISO 22000 and its clauses. ISO 22000 is an internationally recognised standard for controlling food safety hazards for the food supply chain, from farm to fork.

The first day of the MasterClass began with a knowledge seminar that introduced the participants the importance of standards and ISO 22000. Dr Allan Lim, who is the Chairman of SMF-SDO’s Food Standards Committee, kicked-start the seminar by highlighting how standards can help regulators to maintain safety in the food industry. “The challenge is how to educate consumers so that they recognise the value of standards,” said Dr Lim.

Adoption of standards will indeed help to raise companies to a higher playing field and allow consumers to be more confident of the safety of the products that they purchase. For example, the ISO 22000 is recognised globally and certification is a way to become a supplier of choice. By becoming ISO 22000 certified, the company is able to show their customers that they have a food safety management system in place, which will boost consumer trust in the company brand and in turn generate sales.

As many of today’s food products are either exported to or imported from other countries, international standards such as ISO 22000 are needed to ensure the safety of the global food supply chain. On the other hand, countries must also develop their own national standards in the context of the local industries, so as to protect the economic benefits of their domestic businesses. In his presentation, Dr Lim introduced some of the new food standards that are currently under development in Singapore to become a Singapore Standard (SS). These include:

- Verification of functional ingredients in food
- Standard on organic primary produce
- Cold chain management of frozen fish and seafood
- Waste reduction for manufacturers
- Waste reduction for retailers
- Adopt ISO 22000 to SS ISO 22000

Another highlight of the seminar was the presentation on the SkillsFuture Earn and Learn Programme for food manufacturing. Launched in April this year, the programme is part of the SkillsFuture initiatives. It aims to provide polytechnic graduates a head start in the industry through structured on-the-job training. Mr Lim Chee Kang, Principal Manager of WDA, introduced the participants, who are mostly from SMEs in the food and beverage industry, to the Earn and Learn programme.

After the seminar, the participants were then engaged in workshops featuring a wide range of topics, including food safety practices, managing food contamination, implementing food safety and the requirements for a food safety management system incorporating the elements of Good Manufacturing Practice (GMP) and Hazard Analysis Critical Control Points (HACCP). As part of the event objective, the participants were taught to draft emergency and Operational Prerequisite Program (OPRP).
The Building Products and Construction Materials (BPCM) Industry Group under SMF organised a seminar on 28 August 2015 for all players in the building and construction industry. Representatives from different agencies and organisations provided participants with updates on their latest initiatives and programmes. With the key industry players, experts, and senior officers from relevant government agencies targeting at each specific industry, participants were able to take away from the session useful information on how to better equip their businesses for the future.

Opening the session was Mr Rowan Tan, Chairman of SMF BPCM Industry Group. Although the projection of the building sector looks good for the next few years – with some major infrastructure plans in the works such as Changi Airport Terminal 5, new hospitals and new MRT lines, Mr Tan reminded the participants not to rest on their laurels. “As members of the building sector community, I am sure we are well aware that our sector is facing a labour and productivity crunch. In the face of rising labour costs and limited manpower, we still have to contend with finding better skilled workers to improve on productivity,” he said. This is why SMF frequently puts together session like this, to ensure the industry is well informed on matters pertaining to the sector.

As part of the Building and Construction Authority (BCA)’s drive to improve productivity in the building sector, it has introduced a second Construction Productivity Roadmap. Mr Darren Lim, Director of the Industry Development & Innovation Department at BCA, shared how this involves the adoption of Design for Manufacturing and Assembly (DfMA) – a push for the industry to move less productive on-site activities off site. “To do this, it requires that the building design is done properly upstream so that the building may be manufactured as much as possible off site and then finally assembled easily on site,” said Mr Lim.

Mr Lim then shared how BCA has been building up the ecosystem for DfMA to drive its adoption in the industry through a three pronged approach – generating demand, building supply and building capability. This initiative may be aided with technologies such as Cross Laminated Timbre (CLT), which brings about significant manpower and time savings, not to mention less noise, less dust, and safer workplaces.

Building Information Modelling (BIM) and its implementation in the workplace was also addressed. The topic on BIM, involving making use of technology in building projects was delivered by Mr Ben Thum, Director of SIACAD Pte Ltd. He highlighted how BIM technology increases productivity and reduces construction costs and errors, pointing out that BIM is the way ahead for the building and construction sector. Mr Thum then gave examples of construction projects that have used BIM, and how participants may learn from these case studies and implement similar components in their current and future projects.

Other topics covered included a presentation on the ‘Deal Hunter’ programme, whereby International Enterprise (IE) Singapore collaborates with trade associations and chambers and supports business matching overseas.
Addressing the Concerns of SMEs

SME Centre@SMF arranged a SME public briefing on 9 July 2015. Held at SMF House, the session introduced local SMEs to various programmes SMEs could leverage on, as well as the different schemes in place to help them in building and sustaining their businesses.

Kick starting the session was Dr Michael Teng, SMF Assistant Secretary-General, who emphasised the need for productivity in today's increasingly challenging business environment. With the industry moving into a more knowledge-based and innovation-driven one, it is essential that they constantly transform in order to keep up with such changes. Dr Teng went on to introduce a number of SMF's initiatives such as the Business Model Innovation MasterClass and the Productivity DNA MasterClass programmes.

“Rising costs, the increasing tight labour market, globalisation, disruptive technology and innovations are causing SMEs to lose their market share as their margins get eroded. They must now turn to other ways to increase productivity by transforming their business models,” stated Dr Teng.

Another highlight of the SME public briefing was the session on the SME Talent Programme (STP). Funded by SPRING Singapore, this programme helps SMEs attract young talent via internships and sponsored training programmes. An overview of the programme was given, including programme eligibility and the different funding support schemes in place for STP internship and sponsorship.

What followed was a sharing session by Keystone Cable Pte Ltd, a cable manufacturing firm that has managed to recruit four candidates from different schools, filling various positions in separate departments in the company. Ms Pearl Yu, Keystone Cable's Marketing Director, shared with the audience her favorable experience with STP. She stated that the nature of her business is very traditional and niche, hence not many young people want to work in such a field. However, looking at foreign sources was not a viable option either due to the tightening of labour laws.

“SMF has done a great job [in helping us with talent recruitment]. We don't have to go to the schools ourselves; SMF is the one that recruits for us. They have dedicated a lot of time and energy to help us,” said Ms Yu.

Now, the company is looking at methods of retaining these talents. They have assigned a mentor to each talent to ensure a continuous engagement with them. The company has also invested in training these talents despite the risk that they may leave the company afterwards. To the participants who were loath to invest in training the new employees, Ms Yu imparted a clever quote, saying: "If you invest in training, they may leave you, yes. But what if you don't, and they stay?"

Said participant Ms Helen Cheong, Business Director of a local SME: “We are currently facing a manpower shortage as we are having a problem finding people. Today’s session was quite enlightening, particularly as the SME (Keystone Cable Pte Ltd) shared how they have benefited from the quality recruitment from the STP. There is a real benefit of these programmes and I will look further into it as I believe in improving and training my staff as well.”
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MAKING ART SHINE.

With smarter designs that drive response and make an impact, Media Mechanics is capable of fulfilling all of your businesses’ creative needs. From emailers, brochures, website development, videos to complex and engaging interactive multimedia for exhibitions, we’ve crafted marketing strategies for companies to showcase their products and services. Contact us now for your next marketing campaign.
14 August 2015 was a milestone for the one-year old Manufacturing Standards Committee (MSC) under SMF-Standards Development Organisation (SMF-SDO), with its first standard launched in front of an audience of 140 at M Hotel Singapore.

The Standard, TR 39:2015 (Technical Reference for Freight Container Interchange Receipt), aims to address a commonplace problem faced by the stakeholders in the container supply chain, where a lack of industry-wide documentation of the containers’ conditions during interchange has often caused disputes amongst the parties involved. The disputes arise because it is difficult to account for the damage on the containers when they are returned to the container depot.

Being the managing director of his own family business in manufacturing, Mr. Tay Jih-Hsin, Chairman of MSC, has certainly experienced his fair share of this problem. Drawing from his personal experience, he said: “My staff will from time to time tell me that after unloading the containers, they have found the containers to be damaged and we would have to pay a fine. There seemed to be little we could do about it.”

TR 39:2015 is developed precisely to resolve such issues. It provides a set of consensus guidelines to properly document and report the conditions of the containers at each interchange point. Implementation of the standard across the logistics industry will hence minimize disputes over damage accountability and reduce supply chain downtime, which will in turn increase the productivity and traceability of the industry.

Singapore is one of the leading container ports in the world and efficient handing over freight containers plays a key role in ensuring the smooth operation of the entire supply chain. TR 39:2015 is the first standard of its kind in the world to address the issue of container damage accountability. As such, pointed out by SMF-SDO Chairman Mr. Tan Boon Chong, TR 39:2015 also has great potential to “act as a good benchmark for other countries and maybe even become an international standard moving forward.”.

The speakers at the launch provided valuable insights on the standard through different perspectives including the point-of-view from container operators and haulier and deport operators.
WHAT IS BUSINESS MODEL INNOVATION?
Business Model Innovation, or BMI, is defined as an innovative way to capture, create, develop and deliver value to the customer and market. Many SMEs in Singapore need to transform their business models which are becoming irrelevant. What we are witnessing today is an explosion of business model innovation that is not only changing the rules of the game but the entire game itself.

WHY IS BMI IMPORTANT FOR YOUR BUSINESS?
Rising business costs, a tight labour market, globalisation and disruptive technologies are causing SMEs to lose market share and have their margins eroded. It is no longer “business as usual” and companies need to go beyond just cost-cutting measures. To survive and succeed, companies need to re-look at their business model to bring their business to the next level.

HOW CAN THIS MASTERCLASS HELP YOUR COMPANY?
- Network and learn from industry peers
- Meet and learn from local / global successful business model transformers
- Nurture in-house BMI Champions to support implementation of business model change
- Learn the comprehensive and unique assessment tools to identify cultural fit, bottlenecks and possible challenges during implementation
- Benchmark against the industry on business model change readiness from SiPi's national research study findings
- Understand the gaps between top management and employees’ perception of their organisations’ readiness to change
- Gain SiPi's guidance to develop an implementation roadmap for business model change. A separate funding can be applied from SPRING for project implementation

PHASE 1
Duration: 4 days of coaching over 3 weeks
Outcomes:
- Understand different components of business models using visual tools
- Map out current business model using Business Model Canvas (BMC)
- Identify potential growth strategies
- Gain exposure to different business model patterns
- Prioritise business model innovations
- Apply tools for charting out growth plans
- Complete the implementation-readiness checklists
- Identify current stand within 3 phases of turnaround (Plan, Manage Strategies and Tactics)
- Learn from success stories of companies who have innovated their business models

PHASE 2
Duration: 3 days of engagement with SiPi's consultants over 3 weeks
Outcomes:
- Trigger employees’ thinking about current business model and growth; and rectify future business model
- Assess the employees’ readiness to change
- Compare gaps between CEO’s and employees’ assessment scoring to identify gaps and implementation risks.
- Align future plans on business models
- Draw out roadmap with milestones, investments, areas for development and risks involved

To enquire please contact: www.businessmodelinnovation.org.sg • Email: enquiry@sipi.org.sg • Tel: (65) 6826 3111

Singapore Innovation & Productivity Institute
A centre of Excellence under Singapore Manufacturing Federation (SMF) 2985 Jalan Bukit Merah, Singapore 159457
SiPi Think Tank 2015

Singapore Innovation and Productivity Institute (SiPi), one of the Centres of Excellence under SMF, organised a think tank dialogue on 25 September 2015 at SMF Auditorium. The key highlight of the dialogue session was the release of findings from SiPi’s two inaugural studies: one of them a research on the impact of human resources factors on Business Model Innovation (BMI) in Singapore; the other, a benchmarking study on innovation and productivity in Singapore’s manufacturing sector. These two studies were commissioned to Frost & Sullivan and Murdoch University respectively in 2014.

The research on BMI is particularly significant given the current situation where many local manufacturing firms are struggling because their businesses are being outpaced by disruptive technologies and business models. For example, Singapore companies in the past were able to build their businesses on acting the roles of middlemen, agents, distributors, and traders. However, such roles are being marginalised today, as it has become very easy for the buyers to find the sellers and vice versa due to the increasing accessibility of the Internet. These manufacturers that have not responded to the challenges will find that their competitive positions are being eroded.

This is where BMI can play the central role in helping Singapore companies to add value to their services and products, thereby allowing manufacturers to differentiate themselves from their competitors.

The research surveyed a sample of 300 manufacturing companies in Singapore from a variety of industry clusters to find out how human resource practices – leadership, corporate culture, organisation mindset, learning and development, and talent management – can impact a company's business model innovation practices. The results showed that leadership and the organisational mind-set are the most critical factors to successful BMI implementation. This shows that BMI requires the management to take the lead in making the change, which will then empower the employees to follow suit, before the implementation can take off.

The research also discovered that a staggering 71 per cent of the companies are not familiar with BMI. It also identified several reservations companies have towards BMI, such as thinking that BMI is less than practical. In actuality however, companies should take BMI as a priority because it will provide solutions to the other challenges. When companies are relooking into the business models, they are actually re-examining the fundamentals of the business for example, customer value proposition, profit formula, key resources and key processes. Hence, setting the business model in the right track should be the basic step a firm should take, before everything else.

The national benchmarking study on the other hand aimed to identify innovation and productivity indicators or drivers for local SME manufacturers and make subsequent recommendations to drive enterprise adoption of activities that enhance innovation and productivity. Through interviews and surveys, the study identified six drivers: technology and capital utilisation; pay and performance management; innovation culture; training and development; government policy, markets and regulation; leadership and management quality.

Many participants found the findings to be insightful and relevant

After sharing the results of these two studies, a panel discussion followed suit. Interesting questions were raised by the participants, who were eager to learn further insights pertaining to BMI and productivity issues.

Many participants felt they had walked out of the session more informed. One of them, Mr Ng, who is a marketing manager at a semi-conductor SME, said: “It is a very interesting session. The government has been encouraging companies to become more innovative in recent years. Hence, the study on Business Model Innovation is quite timely. I have learned a lot from this event.”

Another participant, Ms Susanna Wong, commended on the productivity benchmarking study, saying that “the study is quite reflective of the issues that local companies have.”

SiPi would like to thank the event sponsor, United Overseas Bank (UOB), for its generous support and contribution
A Successful Asia Pacific Forum by GS1 Singapore

It was a gratifying experience for GS1 Singapore to host the Asia Pacific Forum. The two-day conference, started on 7 October 2015, saw over 100 delegates from across the Asia Pacific region convening at Movenpick Heritage Hotel, Sentosa, for insightful seminars and technical training workshops on the implementation of GS1 Standards in various sectors.

The forum was a good opportunity to underscore the value of GS1 Standards. Exactly how standards may aid businesses in increasing operational efficiencies and visibility of supply chains, in areas of healthcare, retail, e-commerce, and logistics were addressed. Speaking at the forum, Minister of State for Manpower Teo Ser Luck said: “For trade to flow efficiently and effectively you need technology and standards, you need global standards to make sure that things happen in a seamless way. This is exactly why I think what GS1 is doing is important. It is an integral part of our supply chain and the flow of processes”.

One of the highlights of the conference was a session on the Asia Pacific Economic Cooperation (APEC) Global Data Standards Initiative wherein delegates from Australia, New Zealand, Hong Kong, and Malaysia came together to keep each other abreast of the latest development of the scheme. The Global Data Standards Initiative allows country officials to explore avenues to facilitate mutual compatibility amongst data standards frameworks, and compatibility of economies’ frameworks using global data standards. Pilot projects were developed according to each domestic circumstances and the forum provided an excellent platform for country delegates to share their learning points.

Addressing factors of success in the future of retail was guest speaker Mr Seah Kian Peng, Chief Executive of NTUC Fairprice Co-operative Ltd. Acknowledging how consumers are progressively playing a vital role in shaping the retail industry, he urged participants to recognise the fact that consumers will continue to exert their views and the options they covert from retailers are extremely diverse. Heeding their voice and customising to their needs is thus critical and he suggested innovative technology as a means to engage consumers.

“Whichever business or industry we are in, we have to contend with the fact that we are catering to a diverse group. We have to continue being prepared and embrace changes, and be adaptable to the circumstances in order to survive,” said Mr Seah.

This corresponded to what Mr Patrick Chang, Chairman of GS1 Singapore said in his opening address: “The use of GS1 Standards must continue to transform so as to meet the changing needs of our members and consumers alike. As such, the forum’s theme of ‘Transform to Perform’ is not just applicable to GS1 helping businesses transform their supply chains. It is also about GS1 undergoing its own transformation to stay relevant to the industries”.

The two-day forum also addressed matters pertaining to the culture of food safety, the changing landscape of e-Commerce, the use of GS1 Standards to address counterfeiting in the healthcare industry, and more. In this regard, GS1 Singapore also announced its collaboration with Authenticateit Pty Ltd, an Australian tech firm to launch an app that authenticates products. This authentication and traceability solution for GS1 members and businesses in Singapore allows consumers to access product information and verify the product’s authenticity prior to purchase – an answer to the increasing demand for higher safety and quality checks.
SMF-CCL Appointed as P-MAX Programme Manager

P-MAX is a new national-level initiative launched by the Singapore Workforce Development Agency (WDA) this year. It aims to bridge two majority groups in Singapore together: the small and medium-sized enterprises, which account for 99% of all enterprises, and the Professionals, Managers and Executives (PMEs), who are expected to form majority of Singapore's local workforce in the years ahead.

As of 1 October 2015, SMF-CCL is officially appointed as one of the Programme Managers for P-MAX.

About P-MAX @ SMF

P-MAX @ SMF is a place-and-train programme administered by SMF-CCL and supported by WDA, to assist SMEs to better recruit, train, manage and retain their newly-hired PMEs.

It will help newly-hired PMEs to better acclimatise to the new SME work environment and to encourage better PME retention in SMEs. P-MAX @ SMF will also enable SMEs to establish better communication channels between supervisors and staff, and to adopt progressive HR practices for their newly hired PMEs.

Programme Outline

Programme Eligibility

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<th>For Individual (PME)</th>
<th>For Company (SME)</th>
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<td>ii. Holds at least a Diploma or have prior work experience in a PME position</td>
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<td>iii. Has at least one year of full-time work experience</td>
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<td>i. Registered and incorporated in Singapore, with minimum 30% local shareholding by Singapore Citizens or PRs</td>
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<td>ii. Has an annual sales turnover (at group level) of not more than S$100 million or employment size not exceeding 200 employees</td>
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<td>iii. Has not participated previously in the Max Talent Programme and any P-Max programme</td>
<td></td>
</tr>
<tr>
<td>iv. Has PME Job vacancies which offer a gross monthly salary of at least S$2,500, or has hired a PME within the last three months offering a gross monthly salary of at least S$2,500</td>
<td></td>
</tr>
</tbody>
</table>

Programme Benefits

Under P-MAX @ SMF, participating SMEs and PMEs will benefit in the following ways:

1. Job-seeking PMEs will be matched into suitable positions in SMEs
2. PMEs and SME supervisors who oversee newly-hired PMEs will attend respective PME & SME workshops (Up to 90% course fee subsidised by WDA)
3. Post-training support by SMF to SME supervisors and their newly-trained PME personnel for a period of six months, and
4. Upon completion of both workshops, SMF will follow up with the newly-trained PME personnel and the SME supervisor for a period of six months. SMEs who successfully complete the six-month follow-up and retain their newly-hired PME employee, will be eligible for a one-off S$5,000 Assistance Grant.

For further P-Max enquires, contact us at:
Telephone: 6826 3051/3076 • Fax: 6826 3113 • Email: p-max@smfederation.org.sg
Recruitment Planning for Companies

Recruitment planning serves as a very important foundation of every company HR strategy. How you plan your recruiting is important not only to ensure you find the right person for a job opening, but also because the costs of bad recruitment decisions can be very high in terms of both time and money.

Here are three simple guidelines on ensuring your business has an effective recruitment plan:

**IDENTIFY YOUR RECRUITMENT GOALS**
A recruitment plan should be based on your business goals. For example, are you planning to expand or change your business? What skills are required to accomplish this objective? From there, you should establish specific recruitment goals.

Some other recruitment goals may be:
- To improve customer service
- To develop more production leaders in the company.
- To train and attracting a candidate who has skills you currently do not have in your organization

You need to have well established business goals in order to determine the company’s overall recruitment needs.

**REVIEW JOB DESCRIPTIONS**
Review the existing job description which may need to be changed since the last person was hired.

If it is a new position, a new job description will be needed. You may want to talk to the previous person in the position and get their input on how the job description could be improved, and what the highlights of the job were. It is important to ensure that the description includes all of the critical job related components.

**HOW TO FIND THE PEOPLE**
You can find the staff for your business using two types of techniques: Short term and Long term techniques.

1. **Short-term techniques** are designed to generate an immediate selection of candidates. For example, offering internships or making temporary internal transfer to fulfill current short-term HR needs.

2. **Long-term techniques** involve developing relationships with key people and the community, and promoting your company as a rewarding place to work. It is important to focus on keeping long-term relationships with people who have the potential to work for your organisation. Developing long-term relationships can include strategies like offering scholarships to university students like the SME Talent Programme.

The SME Talent Programme (STP) is managed by SMF and other SPRING Singapore-appointed trade associations. Annually, the STP team reaches out to more than 3,000 students and graduates in the local universities, Polytechnic and the Institute of Technical Education and assist to recruit and match interested candidates to suitable SMEs.

The attractive salary, sign-on bonus, and perhaps most importantly: a clear career progression pathway and a personalised one year training and development plan are most attractive to the candidates.

Upon a successful match, the company will discuss the proposed training and development plan to the candidate and communicates the desired goals. A training grant of up to $15,000 is made available for companies to defray the development and/or operating cost.

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**SME Talent Programme**
To find out more details on the STP, please contact the STP team at: stp@smecentre-smf.sg or 6826 3148
SMF Membership Benefits

To thank you for your support, we have sourced the following exclusive deals specially for you!

<table>
<thead>
<tr>
<th>Services</th>
<th>Discount/Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminars, Conferences, Workshops, Networking and Business Matching Events</td>
<td>Up to 50% discount</td>
</tr>
<tr>
<td>Insurance Package</td>
<td>Exclusive rates for SMF-AIA welfare benefits packages for member companies and their employees</td>
</tr>
<tr>
<td>Trade Exhibitions &amp; Business Missions</td>
<td>Savings of up to 77.5% on trade exhibition administration fees and reimbursements of up to 50%* for participation by eligible members under the International Marketing Assistance Programme (iMAP) from IE Singapore</td>
</tr>
<tr>
<td>Certificate of Origin</td>
<td>Up to 25% discount on endorsement fees of manual CO and 37.5% discount on electronic CO, with GST fully absorbed</td>
</tr>
<tr>
<td>Seminar Marketing Services</td>
<td>Up to 50% discount</td>
</tr>
<tr>
<td>Advertising through SMF marketing channels</td>
<td>Up to 10% discount on advertisements in CONNECT magazine</td>
</tr>
<tr>
<td>Preferential rental rate for training rooms at SMF House</td>
<td>Up to 20% off rental rate</td>
</tr>
<tr>
<td>SMF Centre for Corporate Learning</td>
<td>Up to 15% discount for selected workshops and training courses</td>
</tr>
<tr>
<td>SMF Institute of Higher Learning</td>
<td>Up to 10% rebates on academic programmes</td>
</tr>
<tr>
<td>SME Centre@SMF</td>
<td>Receive complimentary business advisory service on understanding of the various Government Assistance Schemes and Productivity Programme for your business needs</td>
</tr>
<tr>
<td>Publications</td>
<td>Receive an annual Tradelink Directory with Free Company Listing on Tradelink! And a quarterly CONNECT magazine</td>
</tr>
</tbody>
</table>

*Subject to approval by IE Singapore

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Singapore Manufacturing Federation
Certificate of Origin

We are committed to delivering fast and quality services at a competitive rate to our customers

**About Us**

Singapore Manufacturing Federation is authorized by Singapore Customs, pursuant to Regulation 23 of Imports and Exports Regulations (Cap.272A, R1, 1999 ed.) to issue the following:

- Certificate of Origin (CO)
- Electronic Certificate of Origin (ECO)

**On-Site Express Services**

- Endorsement of CO within 20 minutes
- Photocopying Services
- Typing Services for CO Form

**Operating Hours**

- Monday to Friday
- 9:00am to 5:00pm
- Open during lunch hours

**Contact Us**

Ms. Christie Chua 6826 3067
cristiechua@smfederation.org.sg

Ms. Surina Chua 6826 3091
surina.chua@smfederation.org.sg

Fax: 6826 3022 Website: www.smfederation.org.sg

**Online Certification**

The Electronic Certificate of Origin (ECO) is also available at: www.certoforigin.com

**COLLECTION POINT**

SMF CO’s Office
2985 Jalan Bukit Merah
Singapore 159457

Scan the QR Code for more information
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Looking for a place to host your events? Singapore Manufacturing Federation (SMF) caters to your business needs by offering the perfect facilities for seminars, conferences, and workshops.

SMF members enjoy a 20% discount!

For more information, please contact conference@smfederation.org.sg

SMF Welcomes You!

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

1. APT Showfreight(S) Pte Ltd
2. BYD(Singapore Pte Ltd)
3. Calpeda Asia Pacific Pte Ltd
4. CSA Group Test & Certification Singapore Pte Ltd
5. CSR TEG Heavy Industry(SEA) Pte Ltd
6. Four Seasons Durians Pte Ltd
7. Freshen Group Pte Ltd
8. Hai’s Pte Ltd
9. HTM Medico Pte Ltd
10. In Mind Cloud Pte Ltd
11. Jabil Circuit(Singapore) Pte Ltd
12. Jing King Tech Holdings Pte Ltd
13. Mobile Community Tech Pte Ltd
14. Nextofkin Creatives Pte Ltd
15. Nutanix Singapore Pte Ltd
16. Puriwell (Global) Pte Ltd
17. Straits WholeFoods Company Pte Ltd
18. Strategic Marine (S) Pte Ltd
19. TEVA Pharmaceutical Investments Singapore Pte Ltd
20. Voss(EE) Pte Ltd

*Listed in alphabetical order and information accurate as of 31 October 2015

Be part of SMF today. Email us at membership@smfederation.org.sg for enquiries or log on to www.smfederation.org.sg for more information or to download the application form.

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