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Please note:

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Embarking on productivity with limited resources

1. Introduction

Productivity is the life line of businesses. The more a business is able to earn relative to the resources it invests in materials and labour, the more profitable the business will be. However, productivity improvements take time and cost money. Additionally, every company must balance these short-term expenses against the long-term savings the improvements provide. Businesses are urged to budget carefully when implementing productivity improvements, and prioritise low-cost changes over more-expensive improvements, whenever feasible.

2. Increasing productivity with limited resources

Achieving high productivity, particularly in small businesses, often involves getting the most out of limited resources, such as manpower or equipment. A challenge to these businesses is to discover ways to increase productivity while maintaining high levels of quality. A variety of methods are available to accomplish this, including motivating and empowering the employees and streamlining production processes, or even changing them if necessary. Some innovations that improve productivity can also cost next to nothing. They simply evolve out of observations on better ways to organise tasks and schedule employees.

3. Employee productivity: Empowering employees

Today, businesses are looking for the “extra edge” to allow them to outperform their competitors and to gain market share. Hence, employee productivity is a major concern for employers. The philosophy that empowering employees will improve productivity and will provide other benefits is based on the theory that as employees are empowered to take control and make decisions, they feel more confident, capable and determined to work more effectively and efficiently. Thus, with these business practices, employees become more productive.

Properly implemented empowerment initiatives can lead to higher job satisfaction, lower turnover and reduced stress among employees. They will be more innovative and perform better at their jobs. Employees who are granted the power to take charge at work feel an increased sense of responsibility, accountability, and ownership for their work. They work diligently to meet project deadlines and organisational goals. They feel energised to do what it takes to get the job done and to do it right. All of these reasons fuel an empowered employee to be more productive, providing better performance results for the organisation.

Employees are the ones who are immersed in the production processes on a daily basis. Hence, they should be empowered to develop ideas for improvement. Let them detail their work activities and perform an analysis. Once they take a closer look at how they spend their time, they can recommend ways to perform a process faster and eliminate waste.

An effective empowerment initiative should include:

- High performance practices
Managers share information, de-centralise authority, involve workers in decision-making and provide training opportunities.
- Socio-political support
Manager make their employees feel like a valued part of the organisation and encourage employees to recognise each other's importance.
- Leadership
A manager who inspires, provides strong feedback and is a good role model enhances workers' feelings of competence and helps employees find meaning in their work.
- Work design characteristics
Managers encourage training and provide individual workers with challenging work assignments.

4. Process improvement: Eliminate valueless processes

Process improvement is the proactive task of identifying, analysing and improving upon existing business processes within an organisation for optimisation and to meet new quotas or standards of quality. It often involves

a systematic approach which follows a specific methodology but there are different approaches to be considered. Some examples are benchmarking or lean manufacturing, each of which each focuses on different areas of improvement and uses different methods to achieve the best results. Processes can either be modified or complemented with sub-processes or even eliminated for the ultimate goal of improvement. Process improvement is an ongoing practice and should always be followed up with the analysis of tangible areas of improvement. When implemented successfully, the results can be measured in the enhancement of product quality, customer satisfaction, customer loyalty, increased productivity, development of the skills of employees, efficiency and increased profit resulting in higher and faster return on investment (ROI).

In general, about a third to two-thirds of employee tasks may be unnecessary or add little or no value. Some workers may perform overlapping or repetitive tasks, which decreases overall productivity. Analyse the work processes to eliminate needless tasks like re-doing, re-entering or re-testing.

Below are the steps that businesses can undertake in their process improvement effort.

<p>Step 1: Understand the business process improvement method</p>	<p>The goal of a process improvement effort is twofold: to improve customer experience and to improve business practices and operations. There should be a clear beginning and end to specific projects within the process improvement effort.</p> <ul style="list-style-type: none"> ▪ Take an inventory of the current processes. ▪ Identify the different areas which could potentially improve the process or procedure. Prioritise what needs to happen first. ▪ Identify specific goals and objectives by listing steps that will need to be undertaken to improve in these areas. ▪ Create a plan for organisational change.
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	<ul style="list-style-type: none"> ▪ Ensure that everyone within the leadership team knows their role, how different departments are involved, and the expected time frame and cost of the process improvement effort. ▪ Review the plan. Make sure it is realistic and that others in the business are on-board with these changes. ▪ Lead the change effort. Communicate clearly to the employees involved about what is changing and why the change is warranted. ▪ Continue improving business processes. Organisations should always be trying to cut back on costs and improving the experience for their customers.
<p>Step 2: Prepare for change</p>	<p>Before implementing the process improvement process, get the workplace and team ready for the changes that are about to take place. To lead during this stage, one will need to have strong meeting management skills, and will also need to ask questions and start conversations.</p> <ul style="list-style-type: none"> ▪ Create a case for change. Make a direct correlation to how these changes will affect the customer. ▪ See the business from the customer's perspective and identify what can make it better. For example, look at how user-friendly the product or service is, determine if it is meeting customers' expectations, and whether the company is able to keep up with demand. ▪ Foster the right environment for change by appointing a

	<p>leadership team to oversee the whole effort. Have clearly defined goals for this team.</p> <ul style="list-style-type: none"> ▪ Develop methods to create this change, a communication plan for announcing it, and a schedule or time line for implementing it.
<p>Step 3: Lead the team</p>	<p>When it comes time to actually lead the change itself, practice good communication, project management, observation and awareness, as well as strategic thinking skills.</p> <ul style="list-style-type: none"> ▪ Collect additional information that will help in effectively design the process improvement effort. Be thorough in looking for potential obstacles. ▪ Implement the change by making sure that resources are available for the team to use. ▪ Address obstacles that continue to slow or stop the process. ▪ Identify and celebrate quick wins to keep employee morale high. ▪ Keep momentum going during this phase or risk losing a sense of urgency from the rest of your organisation.
<p>Step 4: Maintain the change made, while making sure people do not revert back to old practices</p>	<ul style="list-style-type: none"> ▪ Continue to collaborate with others in the organisation. ▪ Recognise and celebrate big wins. ▪ Monitor the changes recently implemented and observe how they are affecting both

the company and the customers.

- Address any problem areas and strive to keep the process improvement effort going.

5. Improve training and development

For many businesses, with increasingly tight budgets, one of the first things to be sacrificed is often employee training programmes. However, it is important to note that employee training programmes and development are “instrumental in terms of keeping a company strong and productive”.

Poor training may be the cause of substandard quality of the products and can also adversely affect production time. Investing in proper training for new hires can eliminate costly mistakes and ensure that the work is done right the first time. This can also reduce the need for quality control procedures and improve the overall speed of your production process.

Among the benefits of training programmes are trained employees exhibit higher levels of performance, hence saving time and money. Those that receive ongoing access to training opportunities are also more engaged and invested in the success of the company. Disengaged employees are indifferent to the success of their company, and often not motivated to meet the needs of the customers. When employees are trained, they are more satisfied. This leads to decreased turnover.

The components of a successful employee learning experience are:

- The goals of the employee training or development programme are clear.
- The employees are involved in determining the knowledge, skills and abilities to be learned.
- The employees are participating in activities during the learning process.
- The work experiences and knowledge that employees bring to each learning situation are used as a resource.

- A practical and problem-centred approach based on real examples is used.
- New material is connected to the employee's past learning and work experience.
- The employees are given an opportunity to reinforce what they learn by practicing.
- The learning environment is informal, safe and supportive.
- The individual employee is shown respect.
- The learning opportunity promotes positive self-esteem.

For employee training and development to be successful, management should:

- Provide a well-crafted job description - it is the foundation upon which employee training and development activities are built.
- Provide training required by employees to meet the basic competencies for the job. This is usually the supervisor's responsibility.
- Develop a good understanding of the knowledge, skills and abilities that the organisation will need in the future. What are the long-term goals of the organisation and what are the implications of these goals for employee development? Share this knowledge with staff.
- Look for learning opportunities in every-day activity. Was there an incident with a client that everyone could learn from? Is there a new government report with implications for the organisation?
- Explain the employee development process and encourage staff to develop individual development plans.
- Support staff when they identify learning activities that make them an asset to your organisation both now and in the future.

6. Establish goals, implement gradual changes

Establish productivity and quality goals and tie them to incentives. Goals can help the employees to stay focused, which can increase speed or eliminate errors. Goals should be specific and measurable, such as increasing worker production by five units per day while maintaining a 98-percent quality standard. Incentives for reaching the goals could include money, time off or recognition.

If changes are needed to be made in the production processes, implement them gradually, such as changing one aspect of the process at a time. Rapid wholesale changes may frustrate the employees or cause them to fear that they will not be able to adapt. An abrupt change can also significantly reduce productivity because of the effect of the "learning curve."

7. Seek government assistance

In Singapore, faced with a tight labour situation, rising business costs and a volatile and uncertain global economic climate, many businesses, particularly SMEs, find it challenging to sustain their operations. However, there are schemes that businesses can tap on to assist them in improving their productivity, innovating and upgrading their capabilities, ensuring they could stay competitive in the global market.

(i) Productivity and Innovation Credit (PIC)

Provides enhanced tax deductions/allowances and/or cash payouts to businesses investing in productivity and innovation. The Productivity and Innovation Credit scheme provides significant tax deductions for investments in a broad range of activities along the innovation value chain. This includes qualifying expenditure incurred on PIC automation equipment, training of employees, acquisition of IP rights, registration of certain IP rights, research and development, and approved design projects.

More information can be obtained here:

<http://www.iras.gov.sg/irashome/PIcredit.aspx>

(ii) Innovation and Capability Voucher (ICV)

The Innovation and Capability Voucher (ICV) replaces the old Innovation Voucher Scheme (IVS), which supported only technology innovation services. The S\$5,000 voucher now allows SMEs to pay for services in three more areas -- Productivity, Human Resources and Financial Management. The aim is to encourage SMEs to start upgrading in these areas to enhance their capabilities.

Technology innovation services under IVS are still supported under ICV. These include technical feasibility studies, technical support and knowledge development, which are categorised under the area of Innovation under ICV.

An SME may apply for two vouchers per area for supported services at service providers participating in the ICV scheme. SMEs who wish to further upgrade their capabilities in any of the areas may tap other assistance programmes.

Each ICV project must be completed before a new application will be considered. The duration for each project should not exceed six months.

More information can be obtained here:
<http://www.spring.gov.sg/Enterprise/ICV/Pages/innovation-capability-voucher.aspx>

(iii) iSPRINT

A one-stop integrated assistance scheme for infocomm implementation for SMEs. The iSPRINT scheme was launched in March 2010, to enable productivity and innovation for SMEs across all sectors, and to provide a one-stop integrated assistance scheme for infocomm implementation.

The scheme supports first-time adoption of new infocomm capability and facilitates the adoption of "quick-to-implement" packaged solutions and subscription to Software-as-a-Service; development of complex and integrated business solutions; and implementation of sector-wide transformational projects.

More information can be obtained here:
<http://www.ida.gov.sg/SME/iSPRINT>

(iv) Inclusive Growth Programme (IGP)

Supports businesses on productivity improvement projects that share gains with workers. The IGP is applicable to all business registered and operating in Singapore. It supports companies that embark on productivity improvement projects and share productivity gains with workers. It is also targeted at employers that employ Lower Wage Workers (LWWs) that constitute the bottom 30 per cent of the workforce, with monthly salaries of S\$1,700 or less.

More information can be obtained here:

http://www.enterpriseone.gov.sg/Government%20Assistance/Grants/Productivity/gp_wda_igp.aspx

(v) Workfare Training Support (WTS) Scheme

The WTS is introduced to complement the [Workfare Income Supplement \(WIS\)](#). While WIS encourages older low-wage workers to work by supplementing their income and retirement savings, WTS encourages them to upgrade their skills through training so that they can improve their employability, upgrade to better jobs and earn more. Together, they make up Workfare, a key pillar of Singapore's social security landscape to provide support for low-wage workers so they have the best chance to progress.

More information can be obtained here:

http://www.wda.gov.sg/content/wdawebiste/programmes_and_initiatives/WTS_TrainingGrant_Employer.html

(vi) Productivity Initiatives in Services and Manufacturing (PRISM)

The Productivity Initiatives in Services & Manufacturing (PRISM) represents a group of productivity-related programmes including seminars and training courses supported by WDA across both cross-sectoral and selected industry verticals. The various programmes under PRISM are targeted primarily at managerial and supervisory-level staff to acquire know-how to help their companies become more productive via different tools (e.g. 6 sigma, lean management, TQM) and techniques (e.g. process reengineering, innovation, service strategies).

More information can be obtained here:

http://www.wda.gov.sg/content/wdawebiste/programmes_and_initiatives/L223C-PRISM.html

Case Study

Gap Inc.

In 2011-12, several business units within Gap Inc. and at Gap brand adopted Results Only Work Environment (ROWE). ROWE is a corporate culture initiative designed to improve employee productivity, accountability, and engagement. It respects the value of our diverse employee base by empowering people to work in whatever way they are most productive. In a ROWE, the emphasis shifts from how work is done to the results delivered. Employees are held accountable for their specific piece of the business.

Several departments have made a successful transition to ROWE, empowering their teams and helping employees do their best work. Gap believes that ROWE will make teams more accountable for delivering results and empower employees to eliminate work that's not productive. As a positive by-product of a ROWE, employees have more flexibility in their schedule, as long as their work gets done. They have had remarkable early success with this programme and continuously evaluated evaluate how they can expand it to help their employees thrive.

The economic climate of the recent years has been challenging for industries across the board, and clothing retail has been no exception. Response strategies are varied, from aggressive traditional marketing to increased reliance on social media and real-time customer engagement. Gap Inc. chose to look within to find solutions, and in 2008 began a pilot implementation of Results-Only Work Environment (ROWE), utilising the proven CultureRx training process, in its Outlet Division corporate headquarters. The primary objectives of the pilot were to test solutions to work/life flexibility-related employee engagement and turnover issues, and to enable increased levels of "off hours" e-sourcing. Based on the success of the pilot, in 2011 ROWE was rolled out to other corporate divisions. Currently in place in corporate offices, Gap brand hopes to bring ROWE into the retail store environment within the next couple of years.

Gap Inc. has called ROWE a "cultural revolution," allowing employees to have complete autonomy over how they approach their work and focus on being accountable for results. Management and employees report an increase in the overall energy and engagement level, greater focus on quality rather than simply meeting deadlines, and an overall sense of trust among employees at all levels of the organisation.

The adoption of ROWE has represented a true cultural shift within Gap. Aside from all the other benefits, the environment

itself is attractive to current and potential employees. From all the quarterly surveys conducted, 75 percent of employee comments say that the most special aspect of Gap's work environment is ROWE.

ROWE has proven to be a significant factor in talent attraction and retention, as well as market differentiation – even among brands under the Gap umbrella. This was one of the reasons other divisions within Gap Inc. were anxious to go through next rounds of training once results from the pilot implementation were reported.

Category	Pre-Pilot	Post-Pilot	% Change
	Gap Specialty	Gap Specialty	
	% Favorable	% Favorable	
Productivity	52%	69%	↑17%
Engagement	N/A	72%	N/A
Communication/Balance	76%	84%	↑8%
Quality	73%	96%	↑23%
Service Levels	90%	92%	↑2%
Managers	85%	95%	↑10%
Total Score	74%	82%	↑8%

Note: Engagement Index Score from: Q3 2011 Pulse Survey (Post ROWE Survey) – Specialty HQ. There was not a pulse survey close to the time of the March Pre-ROWE administration for Specialty HQ.

Source: Gap Inc. case study: Quality and productivity through trust. (2012). *CultureRX*. Retrieved April 1, 2014, from http://info.gorowe.com/Portals/170696/docs/results_only_work_environment_gap_case_study.pdf

The belief that being happier and more balanced at work yields better business has been reflected in a new corporate motto, "Better You. Better Gap." Going beyond productivity in the workplace, Gap understands that employees cannot be productive at work without being happy and engaged at home. ROWE helps to enable a culture where employees partner with their leaders to focus on measurable results and ensure autonomy in their jobs, leading to an overall increase in satisfaction.

Most striking has been the responses of managers to questions regarding productivity. When asked if "My team works in the most productive way possible," managers across all divisions gave positive responses at a 40 percent improvement rate over the previous year, prior to the implementation of ROWE. One manager said, "I love ROWE and I have never seen my employees happier, while at the same time having a rise in productivity." According to Eric Severson, SVP of HR, within one year of implementing ROWE the Gap brand reached its best performance in 10 years.

Recommended Readings

Articles can be retrieved from
NLB's e-Resources –
<http://eresources.nlb.gov.sg>

Books are available at the Lee
Kong Chian Reference Library.

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- 2) Develop solutions
- 3) Implement improvements

For full schedules or more information, please call **6375 0938** or **6375 0934**.
Alternatively, email to: cpp@spa.org.sg.

CPP Course Syllabus	
CPP	CPP (Retail)
<p>Module 1: Understanding Productivity (Duration: 1 day)</p> <ul style="list-style-type: none"> • Introduction to Productivity and Quality Concepts • Factors Affecting Enterprise Productivity • Productivity Movement in Singapore • Productivity Promotion in Businesses • Productivity Challenges 	
<p>Module 2: Productivity Tools, Techniques & Management Systems (Duration: 3 days)</p> <ul style="list-style-type: none"> • Business Excellence • Productivity Measurement & Analysis • Process management: <ul style="list-style-type: none"> ▪ Cost of Quality ▪ Lean Six Sigma ▪ Process Mapping & Analysis • Integrated Management Systems 	<p>Module 2: Productivity Tools, Techniques & Management Systems (Duration: 3 days)</p> <ul style="list-style-type: none"> • Delivering Service Excellence • Productivity Measurement & Analysis • Process management: <ul style="list-style-type: none"> ▪ Cost of Quality ▪ Lean Six Sigma ▪ Process Mapping & Analysis
<p>Module 3: Innovation & Service Excellence (Duration: 3 days)</p> <ul style="list-style-type: none"> • Knowledge Economy & Innovation • Service Excellence • Team Excellence 	<p>Module 3: Innovation & Service Excellence (Duration: 3 days)</p> <ul style="list-style-type: none"> • Introduction to Service Excellence & Sales Productivity • Store Management & the Roles of a Store Manager • Minimising Operational Constraints & Focusing on Sales • Setting Goals & Analysing Statistics • Coaching & Motivating Sales Staff • Service Behaviours that Encourage Business
<p>Module 4: Critical Success Factors (Duration: 1 day)</p> <ul style="list-style-type: none"> • Management Commitment • Managing & Sustaining Change • Overcoming Resistance to Change • Training and Education • Planning for Implementation and Control of Productivity Improvement Programme • Briefing on project assignment & Role of Productivity Practitioner 	

As part of the CPP curriculum, participants are required to start a productivity improvement project upon completion of the in-class component. Project guidance will be provided by a professional consultant assigned for this purpose and is for a total of 2 man-days.

Funding & Payment

The course is supported by the Singapore Workforce Development Agency (WDA). Funding is available at 70% and 50% of the course fees respectively for SMEs and MNCs/LLEs/Statutory Boards. Please find the prices payable in the net fee table below:

For All Entities:	Nett Fee:	Nett Fee (with GST):
All Entities (\$3950)	\$1,185	\$1,267.95

Here are the schedules for CPP:

CPP (Generic)

April 2014		
Date	Module	Time
Tuesday, 8 April 2014	Module 1	9-5 pm
Thursday, 10 April 2014	Module 1 & 2	9-5 pm
Tuesday, 15 April 2014	Module 2	9-5 pm
Thursday, 17 April 2014		9-5 pm
Monday, 21 April 2014	Module 2 & 3	9-5 pm
Wednesday, 23 April 2014	Module 3	9-5 pm
Monday, 28 April 2014		9-5 pm
Friday, 2 May 2014	Module 4	9-5 pm

May 2014		
Date	Module	Time
Wednesday, 7 May 2014	Module 1	9-5 pm
Friday, 9 May 2014	Module 1 & 2	9-5 pm
Wednesday, 14 May 2014	Module 2	9-5 pm
Friday, 16 May 2014		9-5 pm
Monday, 19 May 2014	Module 2 & 3	9-5 pm
Wednesday, 21 May 2014	Module 3	9-5 pm
Monday, 26 May 2014		9-5 pm
Wednesday, 28 May 2014	Module 4	9-5 pm

CPP (Retail)

April 2014		
Date	Module	Time
Tuesday, 8 April 2014	Module 1	9-5 pm
Thursday, 10 April 2014	Module 1 & 2	9-5 pm
Tuesday, 15 April 2014	Module 2	9-5 pm
Thursday, 17 April 2014		9-5 pm
Tuesday, 22 April 2014	Module 3	9-5 pm
Thursday, 24 April 2014		9-5 pm
Tuesday, 29 April 2014		9-5 pm
Friday, 2 May 2014	Module 4	9-5 pm

May 2014		
Date	Module	Time
Wednesday, 7 May 2014	Module 1	9-5 pm
Friday, 9 May 2014	Module 1 & 2	9-5 pm
Wednesday, 14 May 2014	Module 2	9-5 pm
Friday, 16 May 2014		9-5 pm
Tuesday, 20 May 2014	Module 3	9-5 pm
Thursday, 22 May 2014		9-5 pm
Tuesday, 27 May 2014		9-5 pm
Wednesday, 28 May 2014	Module 4	9-5 pm

CPP (Food)

April 2014		
Date	Module	Time
Tuesday, 8 April 2014	Module 1	9-5 pm
Thursday, 10 April 2014	Module 1 & 2	9-5 pm
Tuesday, 15 April 2014	Module 2	9-5 pm
Wednesday, 16 April 2014		9-5 pm
Tuesday, 22 April 2014	Module 3	9-5 pm
Friday, 25 April 2014		9-5 pm
Tuesday, 29 April 2014		9-5 pm
Friday, 2 May 2014	Module 4	9-5 pm

May 2014		
Date	Module	Time
Wednesday, 7 May 2014	Module 1	9-5 pm
Friday, 9 May 2014	Module 1 & 2	9-5 pm
Wednesday, 14 May 2014	Module 2	9-5 pm
Thursday, 15 May 2014		9-5 pm
Tuesday, 20 May 2014	Module 3	9-5 pm
Friday, 23 May 2014		9-5 pm
Tuesday, 27 May 2014		9-5 pm
Wednesday, 28 May 2014	Module 4	9-5 pm

Core Faculty Members

MR. LAM CHUN SEE

B. ENG IN INDUSTRIAL & SYSTEMS ENGINEERING (UNIVERSITY OF SINGAPORE)

Chun see manages his own consultancy practice, Hoshin Consulting and is also an associate consultant/trainer to the PSB Corporation and Singapore Productivity Association. Prior to running his own practice, he has had years of experience as an industrial engineer with Philips, and trainer and consultant with the then National Productivity Board, APG Consulting and Teian Consulting, He was conferred the Triple-A Award in 1989 for helping to transfer Japanese know-how, particularly in the area of 5S, into local programmes and packages. Throughout his years of consultancy experience, Chun See has assisted many businesses in analyzing their productivity and quality objectives and performance; primarily through the application of the PDCA technique and basic QC tools.

MR. LEE KOK SEONG

M.SC. IN CHEMICAL ENGINEERING (IMPERIAL COLLEGE, LONDON UNIVERSITY), B.SC. IN CHEMICAL ENGINEERING (NATIONAL TAIWAN UNIVERSITY)

Kok Seong has accumulated vast experience in the areas of productivity training and management consultancy throughout his 30 years of experience with the Standards, Productivity and Innovation Board (SPRING). He has provided consultancy assistance and training for numerous organisations both within and outside of Singapore in the areas of Productivity Management, Operation and Production Management, total Quality Management, Total Productive Maintenance, Shopfloor Management, Occupational Safety Management, Industrial Engineering Applications and Supervisory Management. He has also been greatly involved in the pinnacle Singapore Quality Award (SQA) initiative since its inception in 1993. his track records include the assessments and site visits of award recipients like Micron Semiconductor (formerly Texas Instruments), Motorola, Baxter Healthcare, Philips Tuner Factory and Teck Wah Industrial Corporation Ltd. Mr. Lee is currently a certified SQA Senior Assessor, as well as a resource person for Basic and

Advanced Training Courses for Productivity Practitioners, a position he has taken on since 2007.

MR. LOW CHOO TUCK

M.SC. IN INDUSTRIAL ADMINISTRATION (UNIVERSITY OF ASTON, UK); B.SC. IN PHYSICS (NUS); DIP IN QUALITY CONTROL INSTRUCTORS (INTERNATIONAL QUALITY CENTRE, NETHERLANDS); CERTIFICATE IN PRODUCTIVITY DEVELOPMENT (JAPAN PRODUCTIVITY CENTRE); CERTIFICATE IN ADVANCED MANAGEMENT DEVELOPMENT (INSEASD)

Choo Tuck currently provides training and advisory services in productivity and quality management to businesses and government in the Asean region and Middle East. He was previously the Executive Director of the Restaurant Association of Singapore as well as the Singapore Productivity Association, and was also the Director for Strategic Planning in SPRING Singapore. During his many years of service with SPRING Singapore, he gained wide experience in productivity training, management consultancy and productivity promotion, and has helped more than a 100 businesses in improving productivity, quality control and business excellence, including organisations such as Cycle & Carriage, Motorola, PUB and DBS. On top of that, he has also served as an Asian Productivity Organisation (APO) expert on Productivity for several APO member countries, and was part of a team of experts engaged by the Singapore cooperation Enterprise to provide productivity expertise to the Government of Bahrain in 2007 and 2008.

MR. QUEK AIK TENG

B.ENG (HON.) IN MECHANICAL ENGINEERING (UNIVERSITY OF SHEFFIELD); DIP. IN BUSINESS EFFICIENCY (INDUSTRIAL ENGINEERING_ (PSB-ACADEMY); CERTIFIED MANAGEMENT CONSULTANT (CMC); PRACTISING MANAGEMENT CONSULTANT (PMC); MEMBER, INSTITUTE OF MANAGEMENT CONSULTANTS (IMC) SINGAPORE

Aik Teng currently manages his own consultancy, AT Consulting Services. One of his most recent projects includes being the LEAD Project Manager for the Singapore Logistics Association. Prior to running his own consultancy, he has been with SPRING Singapore for 20 years, and was the Head of the Organisation Excellence Department from 2004-05. He was also

SQA Lead Assessor and Team Leader up till 2008 and has been involved in the SQA initiative since its inception in 1993. tasked to start up the consultancy unit within the then Productivity & Standards Board (PSB) to provide training and consultancy services to organisations, his consulting team assisted close to 30 organisations during that period. He was also involved in a project coordinated by the Singapore Cooperation Enterprise (SCE) to assist the Bahrain Labour Fund in their Labour Reform strategy, which included helping the Bahrain government to initiate a Productivity Movement as well as develop the productivity of the local enterprises. In addition, he was appointed as Project Manager to assist the Government of Botswana to implement a national Productivity Movement, from 1994 to 2003. Botswana is currently held as a model of Productivity in the Pan-Africa region.

MR. WONG KAI HONG

MBA IN STRATEGIC MARKETING (HULL), BSC (NUS)

Kai Hong is a business consultant, management trainer and company director. He has spent almost 2 decades in the consumer products industry, having worked with retailers like Isetan, Metro, Royal Sporting House, The Athlete's Foot and Sunglass Hut; brands like Reebok and Doc Martens; and technology group Wearnes Technology. He has been involved with various functions including operations, business development, project management, human resource, training, marketing, logistics, budgeting and general management. He has developed businesses in Singapore and many Asian cities such as Seoul and Beijing.

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