August 2014

Contents

Productivity: Changing the game

1. Introduction

Technological revolution and increasing globalisation present major challenges to companies' ability to maintain their competitiveness. Today, companies face unrelenting complexity – increased competition, pressure to cut costs, and escalating labour, energy and material costs. Hence, they need to navigate effectively in this competitive landscape, to build and maintain their competitive advantage. Companies need to exercise strategic leadership, build dynamic core competences, focus and develop human capital, effectively use new manufacturing and information technologies, employ valuable strategies, and implement new organisation structures and cultures. One key aspect that companies need to look into is pursuing productivity.

2. Why pursue productivity?

Productivity is the key to growth. It matters as it creates huge value. Productivity improvement is "an ongoing process of ensuring that business processes are efficient and effective". Being efficient means that human capital; people, processes, and technology are examined on a regular basis in order to remain current, relevant, and competitive. On the other hand, being effective means seeing to it that the entire business – the people, processes, activities, tasks, strategies, tools, and information – is focused on meeting the company's objectives, and that all parts are moving in the same direction. Being efficient and effective are closely inter-related and should be addressed together in planning and managing the business.

Productivity improvement is a long-term process and while there is no quick, easy fix, there are things which can be done in the short term to improve workforce productivity. Productivity growth can increase profitability; lower operational costs; optimise the use of company resources; reduce environmental impact; increase competitiveness and market share; and provide opportunities for expansion.

3. How to pursue productivity?

Drivers of productivity growth

Productivity can be influenced by many different and complex factors, which can vary according to the nature of the company. Below are some of the major drivers of productivity growth.

3.1. Strategic leadership

Often, the strategic leaders of the company are identified as the top management team. They are the key decision makers in the organisation and face a significant challenge in attempting to navigate the company in the new competitive landscape. Strategic leaders must be visionary leaders, as well as transformational leaders. They must be catalysts for change and represent an important resource for the company's attempts to develop a sustained competitive advantage.

The new competitive landscape requires knowledge of the business, ability to develop and communicate a vision for the company and to build effective relationships with key stakeholders such as the customers, suppliers, etc., leadership skills, transformational skills, a transnational perspective, capability to build a learning environment, an understanding of technology and its use in the organisation, along with general management skills and other special expertise. It is important for strategic leaders to foster and build the human capital of the company. Effective strategic leaders should maximise employee skills rather than minimise employee costs. Hence, leaders should not only recruit and select quality employees, but also invest in training and development to build their skills and develop a corporate culture that promotes loyalty, commitment and cohesion among the employees.

3.2. Using benchmarking and 'world class business' tools

Benchmarking is described as a diagnosis that provides an objective view of the company's operations. It is a very powerful tool, as it allows companies to compare their performance against both their competitors and the best in

the game. It also enables them to monitor improvements over time. Meanwhile, 'world class business' (WCB) techniques provide "the curative actions that can help companies to address these problems and improve their performance".

Five starter tools

The following are five WCB and benchmarking starter-tools that can be used:

- Operation flow analysis

  An operational flow analysis centres on the physical movement of people and materials within the operation, from initial administration right through to the finished product in manufacturing. While most operations are laid out efficiently when they are first installed, changes in equipment or people, over time, can introduce inefficiencies.

  The objective of an operational flow analysis is to identify and remove or reduce any unnecessary movements. This can be done by sketching out the actual physical flow through the operation, comparing this with the theoretical optimum and then brainstorming.

- Process flow analysis

  A process flow analysis focuses on the individual steps involved in a particular process, with the aim of eliminating wasteful, non-value adding items. Companies can get an accurate picture of process flow by asking each unit or department team to map out every step involved in their process area and use this to build a map of the entire operation.

  By comparing the actual processes with examples of industry best practices or what should be happening, and, again, brainstorming, they can then pinpoint possible areas of improvements.

- Check-sheets

  A check-sheet is a very simple tool designed to clarify what actually happens as a process runs – as opposed to what one might think is happening; for example, why a machine stops, how often this happens and how long interruptions last.

  This type of information can be captured quickly and easily by recording a simple mark on the check-sheet, showing the number and type of errors in a process or product.

- Run charts

  Run charts record trends over time. They provide a really useful tool in determining the effectiveness of any productivity improvement project that is being undertaken. The inclusion of a target line will help to challenge and motivate the team to reach their target.

- Team-working

  Team-working can make a real difference in fostering a productive work environment. There are proven ways to bring a group of people together to work towards a common objective. In addition, it can be helpful to use a facilitator or a third party in teambuilding. An outsider or third party can sometimes raise issues and questions more easily than someone within the organisation/team.

3.4. Harnessing people power

Lowering labour costs

Some companies feel that competitiveness can only be achieved through lowering labour costs. However, from past experiences of many companies, lowering labour costs is a short-lived remedy and not necessarily the best competitive option. Instead, high performing and innovative

employees are the foundation of productivity, which in turn gives the company a competitive advantage.

Employee empowerment and engagement

The key to building a more productive work place lies with high levels of employee involvement and engagement. By adopting innovative HR management policies and practices, the company can make real gains in productivity and performance. For example, the workforce's productivity could be influenced by rewards. Variable pay schemes – such as incentives, on-the-spot bonuses, profit sharing and other pay-for-performance schemes can result in higher productivity than fixed pay schemes. There is also evidence to suggest that profit-sharing is associated with good productivity and can have a stronger impact on performance than employee shares. Additionally, goal-setting and feedback will also lead to improved work performance and greater efficiency.

High staff turnover has a negative impact on productivity. Examples of high-performance HR practices that promote staff retention and drive productivity include:

- Good internal communications;
- High levels of information and consultation with employees;
- Team-working;
- Training and development;
- Performance management;
- Flexible work arrangements; and
- A commitment to work-life balance issues.

Skills and training

Skills development is one set of factors that is necessary for productivity growth. Companies need to develop "dynamic strategic flexibility". They must have the knowledge and skills to

make the changes need to gain an advantage in the new competitive landscape. Hence, an investment in the development of human capital is critical. It is necessary to have dynamic core competences and contributes to organisational learning. Additionally, companies that emphasise on employee development make a lasting impression and earn lasting loyalty.

Companies should work with their employees to assess and provide feedback on their skills and interests; select training and development activities that match their career development objectives as well as the mission and vision of the organisation; and provide opportunities to integrate their new skills and knowledge into their responsibilities.

4. Sustaining the productivity growth

Productivity should be given high priority by the management at all times, and that means "facing some tough, inter-related short- and long-term challenges: converting innovation investments into better products and services; building operating models to improve top and bottom line performance and re-investing to create the next wave of growth". The pursuit of productivity is not new, however, in the complex global and digital economy, "ever-changing regulatory and competitive forces" make it difficult to drive productivity growth consistently.

In today's business environment which has more knowledge intensity, complexity, digitisation, co-dependent business networks and global integration, management mainstays to increase productivity such as "automation of routine work, controlled hierarchical decision making, reliance on lean methods, and optimising function performance" may not be as effective. It requires additional new approaches to drive productivity growth ranging from "creating flexible platforms that reduce the complexity of creating custom products for segments of customers, to empowering talent with the knowledge to anticipate and resolve customer problems".

The following are five "concrete steps" that companies can take to make the move toward more sustainable productivity growth.

(i) Determine how good one is at sustaining productivity growth. Companies need to measure productivity growth over time.

(ii) Specify productivity improvement in innovation and growth plans. How can the company's core assets create productivity growth inside and outside in the current business portfolio while pinpointing the capabilities that will create step-function productivity increases in critical business areas?

(iii) Simulate productivity growth scenarios and their impact on objectives and measures. Once innovation investments and targeted productivity impacts are identified, it is critical to conduct scenario analyses to test the impact of market forces and operating changes on the productivity growth.

(iv) Create a shared company business design with an operational path to short, medium, and long-term productivity growth. Set goals several years out to ensure that productivity growth is prioritised on the agenda, is implemented in phases in the business, and stays on track.

(v) Align along a more comprehensive, simplified set of productivity measures. Evaluate productivity growth within and across the most critical business areas.

5. Building a culture of innovation

Companies that develop and market new, unique goods and services can gain an advantage over their competitors. Innovation is broadly defined as "the implementation of a new or significantly improved product (that is, a physical good or service), process, a new marketing method, or a new organisational method in business practices, workplace organisation, or external relations".

The six building blocks

It is important for leaders to shape the culture of their company to drive innovation. An innovation culture rests on a foundation of six building blocks which are dynamically linked: resources, processes, values, behaviour, climate, and success. For example, the values of the enterprise have an impact on people's behaviours, on the climate of the workplace and on how success is defined and measured.

When it comes to fostering innovation, companies have generally given much attention to resources, processes and the measurement of success – the more easily measured, tools-oriented innovation building blocks. But companies have often given much less attention to the harder-to-measure, people-oriented determinants of innovative culture – values, behaviours and climate. As many have discovered, anything that involves peoples' values and behaviours and the climate of the workplace is more intangible and difficult to handle. Yet these difficult "people issues" have the greatest power to shape the culture of innovation and create a sustained competitive advantage.

(i) Values

Values drive priorities and decisions, which are reflected in how a company spends its time and money. Truly innovative enterprises spend generously on being entrepreneurial, promoting creativity and encouraging continuous learning. The values of a company are less what the leaders say or what they write in the annual reports than what they do and invest in. Values manifest themselves in how people behave and spend, more than in how they speak.

(ii) Behaviours

Behaviours describe how people act in the cause of innovation. For leaders, those acts include a willingness to replace existing products with new and better ones, to energise employees with a vivid description of the future and to cut through red tape. For employees, actions in support of innovation include "doggedness in overcoming technical roadblocks", "scrounging" resources when budgets are thin and listening to customers.

(iii) Climate

Climate is the tenor of workplace life. An innovative climate cultivates engagement and enthusiasm, challenges people to take risks within a safe environment, fosters learning and encourages independent thinking.

(iv) Resources

Resources comprise three main factors: people, systems and projects. Of these, people, particularly “innovation champions” – are the most critical, as they have a powerful impact on the organisation’s values and climate.

(v) Processes

Processes are the route that innovations follow as they are developed. These may include the familiar “innovation funnel” used to capture and sift through ideas or stage-gate systems for reviewing and prioritising projects and prototyping.

(vi) Success

The success of an innovation can be captured at three levels: external, enterprise and personal. In particular, external recognition shows how well a company is regarded as being innovative by its customers and competitors, and if an innovation has paid off financially. More generally, success reinforces the enterprise’s values, behaviours and processes, which in turn drive many subsequent actions and decisions: who will be rewarded, which people will be hired and which projects will get the green light.

Case Study

Furnware

Furnware is a furniture company which was established in 1935 in Hastings, New Zealand. Today, it is one of the oldest manufacturing companies in Hastings, and is a world leader in the design and manufacture of furniture for the education sector.

Prior to 1989, Furnware was the major supplier of school furniture to New Zealand's Ministry of Education. Then the education reforms "Tomorrow Schools" gave each school the purchasing power to buy their own furniture, which meant that Furnware had to compete and innovate to become schools' first choice for a high quality and affordable product.

The company knew it had to compete against cheap imported furniture, and wanted to develop a product range for both New Zealand and the international market. When Furnware owner, Hamish Whyte, took over the company in 1993 he wanted the company to "be the best in its field", which meant moving away from the 'Henry Ford' mode of one-size-fits all to becoming a niche provider.

In the year 2000, Furnware started to invest in "groundbreaking research to find out what New Zealand's multicultural students and teachers needed from classroom furniture". Research and development became crucial to their survival. This meant collaborating with schools and networking with ergonomic and research experts. Furnware started by using a study of three New Zealand secondary schools, which identified that 96 percent of students in the study were seated in furniture that was unsuitable for their body size. Information from New Zealand's Accident Compensation Corporation (ACC) and other research showed that this resulted in long-term back problems in teenagers. Furnware decided that as a school furniture provider, they had to address this issue.

Furnware incorporated the draft Australian and New Zealand Standard for Classroom Furniture, based on the European standard, into the production design of industrial designer Murray Pilcher. As this standard did not contain research on what size furniture was appropriate for the diverse range of New Zealander students, Furnware did their own. Working with Massey University's Centre for Ergonomics, Occupational Safety and Health and the Ministry of Education data, Furnware used a combination of school physicial education (PE) teachers and two Furnware staff to measure 19,000 students in five locations. This research in turn fed into the design of new furniture.

Critical to the success of the project was the commitment from Furnware staff combined with having schools involved throughout the development process. Furnware ran focus groups with students, teachers and those responsible for property purchases and maintenance to get input into issues about the existing furniture. The results were incorporated into Murray's furniture design, which was then matched to students, tested in a year-long classroom pilot and the results documented. This close working with its customer group meant that Furnware needed a few modifications to the tested furniture. From this research they developed a large database, software and a formula for supplying schools with correctly sized furniture for 98 percent of their students. The result was the Bodyfurn® furniture range of innovative and ergonomic classroom desks and chairs, launched in October 2004.

Productivity at Furnware has increased tenfold. Hamish puts this down to “having a smaller niche product range”. Making thousands of the same products also brings about huge savings in manufacturing costs. Additionally, the company is also a member of Furnz - a collective of six New Zealand furniture businesses - which is helping Furnware to take Bodyfurn® to an international market. The company is currently negotiating with its American associates to secure distribution in that market.

Furnware's vision is to be the world leader in innovative education furniture designs and systems. To achieve this, they focused on "building relationships, to be the first and make a difference". They also ensure that everything they design and manufacture is "researched, tested and proven" in real school environments with real input from those its products impact. Furnware says that becoming a research-based organisation does not have to involve years of one’s own R&D investment. Thinking creatively about drawing on existing research to influence your product design can be just as effective, especially when it is supplemented by collaborative market evidence.

Key learning points:

- Be prepared to invest time in knowing what your market is and what your customers want.
- Involve customers in the development of products.
- Innovative, high quality products that meet customer needs can compete with cheap products
- Getting staff buy-in and providing training is vital for developing a successful new product/service.

- Be open to by-products of innovation, such as new software and technology.
- Involving yourself with a collective can maximise business opportunities in New Zealand and overseas.
- After developing the product, review the process to see how things could be improved further.

Return on investment

Target group	Benefit	Value to the company
EMPLOYEES	Learning and training opportunities	Up-skilled staff and higher quality product
	Review end product and provide feedback	Identify areas of improvement
MANAGEMENT	Hands-on feedback from customers	Improved product research and credibility
	Increased emphasis on innovation as a competitive edge	Develop products with a difference
	Staff input into product development	increased knowledge of work processes and knowledge of product
	Networking with other business in similar fields	Enables businesses to work collectively and succeed in the market place

Source: Innovation through collaboration and research. (n.d.). *Ministry of Business, Innovation & Employment.* Retrieved August 7, 2014, from http://www.dol.govt.nz/er/bestpractice/productivity/casestudies/furnware-full.pdf

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

Books are available at the National Library.

Recommended Readings

Bianca, C., Steele M. (2014). *Coaching for innovation: Tools and techniques for encouraging new ideas in the workplace.* New York: Palgrave Macmillan.
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Teng, M. (2011). *Corporate transformation to improve productivity and innovation toolkit.* Singapore: Corporate Turnaround Centre Pte Ltd.
[RSING 658.4063 TEN]

Xu, Q. (2012). *Leverage innovation capability: Application of total innovation management in China's SME's study.* Singapore: World Scientific Pub.
[RBUS 658.4063 LEV]

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Rao, J., & Weintraub, J. (2013, Spring). How innovative is your company's culture?. *MIT Sloan Management Review.* 54(3). Retrieved August 7, 2014, from http://sloanreview.mit.edu/article/how-innovative-is-your-companys-culture/

Skills for improved productivity, employment growth and development. (n.d.). *International Labour Office Geneva*. Retrieved August 7, 2014, from http://www.ilo.org/wcmsp5/groups/public/@ed_norm/@relconf/documents/meetingdocument/wcms_092054.pdf

Smith, G. P. (n.d.). Training and development leads to higher productivity and retention. *Business Know-How.* Retrieved August 7, 2014, from http://www.businessknowhow.com/manage/higherprod.htm

Customer complaints increasing?

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Losing your edge over competitors?

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WHY CPP?

- **Enterprise Focused**
  Targeted at the enterprise with focus on productivity issues and challenges at the enterprise level
- **Diagnostic Approach**
  Identify strengths and areas of improvement so that actions can be decided easily
- **Technique-based**
  Teach productivity techniques, tools and methodologies applicable to the enterprise that can be adjusted to suit specific sectors through contextualisation
- **Project Guidance**
  Participants undertake a productivity improvement project for their own enterprise for which project guidance is provided. This ensures that enterprises benefit from sending staff for the course

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2. Attend information session dates
3. Arrange for us to visit you

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You will learn to:
1) Analyse productivity issues
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**.

SINGAPORE PRODUCTIVITY ASSOCIATION

The Singapore Productivity Association (SPA) was set up in 1973 as an affiliated body of the then National Productivity Board, now SPRING Singapore. Its objective is to promote the active involvement of organisations and individuals in the Productivity.

<table>
<tr><th>CPP Course Syllabus</th><th></th></tr>
<tr><th>CPP</th><th>CPP (Retail)</th></tr>
<tr><td colspan="2">Module 1: Understanding Productivity
(Duration: 1 day)
• Introduction to Productivity and Quality Concepts
• Factors Affecting Enterprise Productivity
• Productivity Movement in Singapore
• Productivity Promotion in Businesses
• Productivity Challenges</td></tr>
<tr><td>Module 2: Productivity Tools, Techniques &
Management Systems
(Duration: 3 days)
• Business Excellence
• Productivity Measurement & Analysis
• Process management:
▪ Cost of Quality
▪ Lean Six Sigma
▪ Process Mapping & Analysis
• Integrated Management Systems</td><td>Module 2: Productivity Tools, Techniques &
Management Systems
(Duration: 3 days)
• Delivering Service Excellence
• Productivity Measurement & Analysis
• Process management:
▪ Cost of Quality
▪ Lean Six Sigma
▪ Process Mapping & Analysis</td></tr>
<tr><td>Module 3: Innovation & Service Excellence
(Duration: 3 days)
• Knowledge Economy & Innovation
• Service Excellence
• Team Excellence</td><td>Module 3: Innovation & Service Excellence
(Duration: 3 days)
• 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</td></tr>
<tr><td colspan="2">Module 4: Critical Success Factors
(Duration: 1 day)
• 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</td></tr>
</table>

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)

Aug-14		
Date	**Module**	**Time**
Monday, 18 August 2014	Module 1	9-5 pm
Wednesday, 20 August 2014	Module 1 & 2	9-5 pm
Wednesday, 25 August 2014	Module 2	9-5 pm
Friday, 27 August 2014		9-5 pm
Monday, 1 September 2014	Module 2 & 3	9-5 pm
Wednesday,3 September 2014	Module 3	9-5 pm
Monday, 8 September 2014		9-5 pm
Wednesday, 10 September 2014	Module 4	9-5 pm

CPP (Retail)

Aug-14		
Date	**Module**	**Time**
Monday, 18 August 2014	Module 1	9-5 pm
Wednesday, 20 August 2014	Module 1 & 2	9-5 pm
Wednesday, 25 August 2014	Module 2	9-5 pm
Friday, 27 August 2014		9-5 pm
Tuesday, 2 September 2014	Module 3	9-5 pm
Thursday, 4 September 2014		9-5 pm
Tuesday, 9 September 2014		9-5 pm
Wednesday, 10 September 2014	Module 4	9-5 pm

CPP (Food)

Aug-14		
Date	**Module**	**Time**
Monday, 18 August 2014	Module 1	9-5 pm
Wednesday, 20 August 2014	Module 1 & 2	9-5 pm
Wednesday, 25 August 2014	Module 2	9-5 pm
Thursday, 28 August 2014		9-5 pm
Tuesday, 2 September 2014	Module 3	9-5 pm
Friday, 5 September 2014		9-5 pm
Tuesday, 9 September 2014		9-5 pm
Wednesday, 10 September 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 ADMINSITRATION (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.

For registration or more information, write to us at CPP@spa.org.sg.
Alternatively, you could also contact our secretariat:
Ms. Angela Poh
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