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Case study

- *Seo Eng Joo*

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Upcoming Programmes

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Can Productivity Overcome Challenges Faced by SMEs?

1. Introduction

The small and medium enterprises (SMEs) will continue to be an important feature of the Singapore business landscape. Hence, SMEs need to improve their productivity to remain competitive in the future. It is also important for them to note that raising productivity and lowering costs go beyond the adoption of cutting edge technology. Achieving high productivity in small businesses typically involves being innovative and getting the most out of limited resources, such as manpower or equipment. A challenge to business owners is to discover ways to increase productivity while maintaining high levels of quality.

2. What are the Current Challenges Faced by SMEs?

As Singapore faces a shrinking and ageing population, the government has been advocating businesses to improve productivity. However SMEs are finding it increasingly challenging and difficult to maintain competitiveness and productivity of their businesses. The recurrent and typical challenges faced by the SMEs in today's capricious business environment includes rising business costs, tight domestic labour situation and insufficient cash flow.

A survey, commissioned by the Association of Small and Medium Enterprises (ASME) in 2012, reveals some of the challenges faced by local SMEs.

- **Costs and turnover**
Steady increases in labour, rental and operational costs are among the main concerns of many SMEs in Singapore. Almost 80 percent of those surveyed said that their current costs of operations have increased, with a majority of more than 40 percent revealing their current costs of operations have increased by over 10 percent, while 28.2 percent saying that their costs have risen by over 20 percent.

Meanwhile, 39.3 percent of SMEs' current turnover has increased whilst 35.3 percent

revealed that their current turnover has decreased.

- **Manpower shortages**
Despite the uncertain economic outlook, compressed economic cycles and a weakening job market, SMEs are still looking into hiring and increasing their staff strength. More than 48 percent says that they are looking at hiring more staff for the next six months. This trend also highlights the manpower shortage issues faced by the local SMEs.
- **Overseas expansion and relocation plans**
Sixty-two percent of the SME respondents indicated their intention to expand overseas, with a majority of them looking to expand to neighbouring countries in the Southeast Asian region.

The survey noted that rising costs has inevitably driven SMEs to relocate where labour, land and raw materials are cheaper. It also highlights that with the slew of new policies imposed, many SMEs are concerned with how these regulations will negatively affect their industries.

While there are many job vacancies for locals, many SMEs have difficulty recruiting local manpower in the market and hence, find it difficult to meet the foreign labour quota. The survey showed that SMEs felt that many locals are not committed and are unwilling to work especially in the lower tiered jobs, such as drivers, waitresses, etc.

3. Can Productivity Overcome these Challenges?

Productivity can overcome these challenges faced by the SMEs in Singapore to build strong and viable businesses. This is proven in the results of the 10th Annual SME Development Survey that was conducted by DP Information Group. Among the key findings of the survey which was published in November 2012 is: three out of four SMEs surveyed achieved tangible gains in productivity over the last couple of years. Forty-four percent of these respondents revealed that they achieved productivity gains by producing goods or delivering services quicker. Another 38 percent were able to

streamline their workflows, while 32 percent optimised their use of manpower resources.

The survey also highlights the growing SME enthusiasms on embracing technology and innovation to drive greater productivity improvements to gain a competitive edge. Sixty-five percent of survey respondents said that they strengthened their technology and innovation capabilities during the last 12 months.

4. How to Improve Productivity?

There are a variety of ways to increase productivity. Any activities that increase sales or reduce costs will raise productivity. A productive business is also the result of effective management. Business managers are responsible for training employees to work more productively using a variety of training techniques and incentives.

The key steps in increasing productivity involves:

- Figuring out how productive the business currently is
Before embarking on any productivity initiatives, find out whether the business is being productive.
- Identifying levers to increase productivity
Establish areas of the business that can be improved on through a productivity diagnosis. The diagnosis may reveal that sales can be increased by creating more innovative products. This may require training employees or redesigning jobs to make this happen.
- Planning and implementing productivity improvements
Once the areas are identified, draw up a plan and set goals. Take a holistic approach and assess how these improvements tie in with the long-term strategies and plans of the business.

- Measuring and monitoring progress
To know if the improvements are effective in achieving the results/goals that were set, businesses should measure and monitor their progress regularly, as well as comparing their results against industry benchmarks.

4.1. Empowering Employees

Employees are the ones who are immersed in the production processes on a daily basis. Hence, empower them 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.

4.2. Eliminate Valueless Processes

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

4.3. Improve Training

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 the production process. Consider designating one person as a trainer, preferably someone with experience and expertise in the production process.

4.4. Establish Goals

Establish productivity and quality goals and tie them to incentives. Goals can help the employees 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 per cent quality standard. Incentives for reaching the goals could include money, time off or recognition.

4.5. Implement Gradual Changes

If there is a need to make changes 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 due to the effect of the "learning curve."

5. Productivity Methodologies

Productivity will lead to better business results in terms of new product development, customer service and innovation. Here are some methods and techniques that SMEs can adopt to manage, improve and measure productivity.

5.1. 5S/Industrial Housekeeping

5S is an abbreviation from the words seiri, seiton, seiketsu and shitsuke. It is a cyclical Japanese methodology that organises a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order.

- **Seiri (Sort)**
Eliminate all unnecessary tools, parts, and instructions. Go through all tools, materials, and so forth in the plant and work area. Keep only essential items and eliminate what is not required, prioritising things per requirements and keeping them in easily-accessible places. Everything else is stored or discarded.
- **Seiton (Set in order)**
Arranging tools, parts, and instructions in such a way that the most frequently used items are the easiest and quickest to locate. The purpose of this step is to eliminate time wasted in obtaining the necessary items for an operation.
- **Seiso (Shine)**
Clean the workspace and all equipment, and keep it clean, tidy and organised. At the

end of each shift, clean the work area and be sure everything is restored to its place. This makes it easy to know what goes where and ensures that everything is where it belongs.

- **Seiketsu (Standardise)**
All work stations for a particular job should be identical. All employees doing the same job should be able to work in any station with the same tools that are in the same location in every station.

- **Shitsuke (Sustain)**
Maintain and review standards. Once the previous four 4 S's have been established, they become the new way to operate. Maintain focus on this new way and do not allow a gradual decline back to the old ways. Always strive to think of a better and improved way on doing things. When an issue arises such as a suggested improvement, a new way of working, a new tool or a new output requirement, review the first 4 S's and make changes as appropriate. It should be made as a habit and be continually improved.

5.1.1 The Benefits of 5S

A key principle of 5S is to get rid of items that are not used, and make it more convenient to find those items that are needed. This gets rid of clutter, unnecessary tools, scrap materials and unused supplies. It organises, labels and places close at hand those tools and materials that are needed on a regular basis. The result is that more time is spent productively and less time is wasted finding needed tools and materials.

In 5S, needed materials, tools, machines and equipment are positioned in ergonomic locations. This helps reduce fatigue, makes them easier and faster to access and use, and results in a safer workplace. In addition, ergonomic positioning helps to address and eliminates the seven wastes.

Among the key benefits of the 5S methodology include: less waste, improved

efficiency, reduced space used for storage, improved maintenance, improved safety, better and more committed employees and improved quality of services or products.

5.2. Cost of Quality

Cost of quality (COQ) is often misunderstood as the price of a quality product or service. Whenever work is redone, the cost of quality increases. Some examples include:

- The reworking of a manufactured item
- The retesting of an assembly.
- The rebuilding of a tool
- The correction of a bank statement
- The reworking of a service, such as the reprocessing of a loan operation or the replacement of a food order in a restaurant

Thus, any cost that would not have been expended if quality were perfect contributes to the cost of quality. The COQ methodology improves the conversion process of input to output by focusing on and reducing the cost of non-conformance. It can be used to measure the performance of quality in term of costs, and can also be employed to identify areas for quality improvement and hence reduce costs.

There are generally 4 categories of quality costs:

- **Appraisal costs**
Costs associated with measuring or evaluating the achievement of quality (e.g. inspections, tests, calibration, audits, etc.)
- **Prevention costs**
Costs that investigate, prevent or reduce defects (e.g. product reviews, quality training, quality planning, process evaluations, supplier surveys, etc.)
- **Internal failure costs**
Costs that occur prior to product or service delivery (e.g. re-working, re-building, re-

testing, re-inspection, downgrading, scrap, downtime, overtime, etc.)

- External failure costs
Costs that occur after delivering the product or service (e.g. processing customer complaints and returns, warranty claims, product recalls, replacing a food order, etc.)

5.2.1 The Benefits of COQ

Cost of quality is associated with preventing, finding and correcting defective work.

Among the key benefits are: it builds awareness of the importance of quality; and it identifies improvement opportunities.

5.3. Customer Satisfaction Analysis

A simple analysis of the customer satisfaction survey allows businesses to prioritise customer expectations and work on improving those with the biggest impact first.

Customer satisfaction analysis is a methodology that can be adopted to analyse the results of a customer satisfaction survey and identify ways to improve customer satisfaction and retention. The insights from the analysis can be shared amongst staff to both raise awareness of customers' expectations and take corrective action. This may include workflows and systems within the organisation.

5.4. Hoshin Kanri

Hoshin Kanri is a systematic approach to define strategic goals based on the vision and annual targets of the company, and develop ways to meet those goals. The basic premise behind Hoshin Kanri is that all employees understand management's long-term objectives, goals and targets and are continually working to make the vision a reality.

Four key elements contribute to a successful implementation of Hoshin Kanri:

- Setting and focusing on strategic goals
- Aligning staff performance with goals

- Integrating business strategies and operations with goals
- Reviewing goals, objectives and strategies regularly

5.4.1 The Benefits of Hoshin Kanri

Among the key benefits of Hoshin Kanri are:

- Focuses the entire business on the important things necessary for success
- Strives to get every employee pulling in the same direction at the same time
- Brings forth organisational integration and boosts cross-functional cooperation to achieve the desired goals
- Creates organisational alignment and involvement of everyone towards targeted breakthrough objectives, hence each person in the organisation is valued as an expert in his field and encouraged as his contribution is recognised

5.5. IMPACT Framework

The Integrated Management of Productivity Activities (IMPACT) framework guides businesses to manage and improve productivity in a systematic manner. It is a way to systematically increase and maintain productivity. The framework comprises steps and tools that can be used to put in place systems and processes that ensure the productivity improvements are sustained.

A guide to implementing the IMPACT framework can be downloaded from the following website:

<http://productivity.business.gov.sg/en/download/Guide-to-IMPACT.pdf>

6. Tips to Improve Productivity

It is noted that SMEs do not always have the luxury of being able to hire business consultants to improve productivity. Hence, business owners need to find ways to increase the productivity of their current workforce by taking a closer look at their present operational and managerial procedures. This allows them to discover areas where waste can be eliminated and increase employee motivation.

- **Improve the work environment**
A happy office is a productive office. Hence, look for ways to lighten the work environment. Promote an open-door policy in which employees can feel free to express their concerns or offer ideas. Recognise employee birthdays, and hold occasional employee outings such as team buildings, etc.
- **Assigning proper roles**
In a small business, employees often wear a variety of hats. If an employee is constantly assigned to roles which they are not suited for, their confidence may suffer, leading to disgruntled feelings. Make an effort to match their skills and interests to roles that fit them best. They will be more satisfied with their jobs, as well as more productive.
- **Develop goals**
Let the employees know what is expected from them in terms of productivity by establishing goals, and holding them accountable for reaching them. For example, if the goal is to increase annual revenue by 10 percent, give each of the salespeople a personal goal for his own contribution. Schedule regular meetings with employees to gauge their progress, and to offer input.
- **Employee Significance**
If employees do not see the benefit of their work or how it contributes to the overall goal of the team, they will not put the maximum amount of effort into every project. Every employee should be familiar with company standards for productivity, how their role contributes to those standards and the objectives for every project. When an employee sees how his/her role directly

affects the overall project, he/she is more likely to put more effort into every assigned task. One way to further emphasise employee significance is to show employees the end result of every project so they can see their hard work in finished form.

- **Praise**
Regardless if you are a project manager or office supervisor, employee praise is a very effective motivation tool. Many words pertaining to business are exchanged in the workplace, and supervisors often fail to give proper encouragement to their employees. Praise can come in the form of acknowledging an employee's hard work on a task or thanking someone for sharing an idea. In addition, part of encouragement at work is always saying something positive before something negative.

- **Goals**
With a series of checkpoints mapped out, employees always have a destination in sight when working on a project. Sitting down with them to map out concrete goals and specific ways to accomplish them turns a large task into a series of smaller tasks, not near as daunting of an obstacle. In addition, a project manager should also meet his/her staff to set team goals, whether weekly, monthly or yearly. Setting goals calls people to action, puts the end into perspective and promotes increased productivity.

- **Rewards and incentives**
Company rewards or incentives should not be relied upon for productivity. However, businesses should offer tangible rewards for hard work.

Small businesses often operate on tight budgets, hence giving regular pay raises may be difficult. As an alternative, offer incentive programmes tied to productivity. Whether based on sales, points or an upper management vote, employee rewards add a fun, competitive twist to any project. These rewards can be time off work, free lunch, money or a vacation.

Case Study

Seo Eng Joo

Seo Eng Joo (SEJ) is a family-run business which started out as a butcher stall in a wet market in 1957 in Singapore. Today, the business has expanded into a frozen food supply chain operation. In 2011, SEJ reported turning in S\$18 million in annual revenue, with a yearly growth rate of 12 per cent.

SEJ's ambitions for growth led it to roll out a slew of initiatives in recent years. SEJ believes that productivity is key for its business. As part of their drive to achieve higher productivity and growth, the company invested in technology for instant order-taking and invoicing, as well as upgrading their plant and diversifying into warehousing, processing and manufacturing food items.

The company worked with productivity advisors and used the Integrated Management of Productivity Activities (IMPACT) Assessment Tool to identify its strengths and weaknesses. SEJ performed well in the assessment, however the productivity advisor identified a need for a formal system to manage and integrate productivity efforts to be put in place in the company. The two key recommendations that were put forth were: to form a team to oversee the company's productivity activities; and to develop and track productivity measures in order to monitor results.

Thus, in response to the advisor's recommendations, SEJ's management initiated a productivity taskforce reporting to its Managing Director, Mr Billy Seo. The taskforce comprised members from the different departments, and a Business Excellence Officer, a newly-created position, was hired to join the taskforce.

The newly-formed taskforce identified two projects to improve the productivity of their operations – order-picking and loading and unloading processes. The taskforce chose productivity indicators such as accuracy and time taken for both processes, to monitor the outcomes of the projects. Thereafter, the taskforce determined suitable productivity benchmarks for employees.

In order to do this, the best workers in the company were selected and timed repeatedly for the duration they took to complete order-picking accurately, as well as loading and unloading. After analysing the timings, the taskforce set a specific duration as a benchmark that the operations crew should take to perform these tasks efficiently.

SEJ sees the projects as a first step towards a sustained productivity journey. Mr Charlie Seo, Deputy General



Productivity Link

Manager, shared, “Winning small battles like these is an important start. It helps us improve constantly, and builds our confidence for tackling bigger productivity challenges in future.”

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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For full 2012 Schedule or more information, please call **6375 0938**
(Angela) or **6375 0934** (Jeslyn). 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 Movement and to expedite the spread of productivity and its techniques.

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 SMEs:	Net Fee	Nett Fee with GST
SPA Member (S\$3,700)	S\$1,110	S\$1,187.70
Non-Member (S\$3,950)	S\$1,185	S\$1,267.95
For MNCs/LLEs/Statutory Boards	Net Fee	Nett Fee with GST
SPA Member (S\$3,700)	S\$1850	S\$1979.50
Non-Member (S\$3,950)	S\$1975	S\$2113.25

CPP Generic 2013:

January 2013		
Date	Module	Time
Wednesday, 9 January 2013	Module 1	9-5 pm
Friday, 11 January 2013	Module 2	9-5 pm
Wednesday, 16 January 2013		9-5 pm
Friday, 18 January 2013		9-5 pm
Wednesday, 23 January 2013		9-5 pm
Friday, 25 January 2013	Module 3	9-5 pm
Wednesday, 30 January 2013		9-5 pm
Friday, 1 February 2013		9-5 pm
	Module 4	9-5 pm

February 2013		
Date	Module	Time
Wednesday, 13 February 2013	Module 1	9-5 pm
Friday, 15 February 2013	Module 2	9-5 pm
Wednesday, 20 February 2013		9-5 pm
Friday, 22 February 2013		9-5 pm
Wednesday, 27 February 2013		9-5 pm
Friday, 1 March 2013	Module 3	9-5 pm
Wednesday, 6 March 2013		9-5 pm
Friday, 8 March 2013	Module 4	9-5 pm

March - April 2013		
Date	Module	Time
Wednesday, 20 March 2013	Module 1	9-5 pm
Friday, 22 March 2013	Module 2	9-5 pm
Wednesday, 27 March 2013		9-5 pm
Friday, 3 April 2013		9-5 pm
Wednesday, 5 April 2013	Module 3	9-5 pm
Friday, 10 April 2013		9-5 pm
Wednesday, 12 April 2013		9-5 pm
Friday, 19 April 2013	Module 4	9-5 pm

CPP Retail 2013:

January 2013		
Date	Module	Time
Wednesday, 9 January 2013	Module 1	9-5 pm
Friday, 11 January 2013	Module 2	9-5 pm
Wednesday, 16 January 2013		9-5 pm
Friday, 18 January 2013		9-5 pm
Monday, 21 January 2013		9-5 pm
Thursday, 24 January 2013	Module 3	9-5 pm
Tuesday, 29 January 2013		9-5 pm
Friday, 1 February 2013	Module 4	9-5 pm

February 2013		
Date	Module	Time
Wednesday, 13 February 2013	Module 1	9-5 pm
Friday, 15 February 2013	Module 2	9-5 pm
Wednesday, 20 February 2013		9-5 pm
Friday, 22 February 2013		9-5 pm
Monday, 25 February 2013	Module 3	9-5 pm
Thursday, 28 February 2013		9-5 pm
Tuesday, 5 March 2013		9-5 pm
Friday, 8 March 2013	Module 4	9-5 pm

March - April 2013		
Date	Module	Time
Wednesday, 20 March 2013	Module 1	9-5 pm
Friday, 22 March 2013	Module 2	9-5 pm
Wednesday, 27 March 2013		9-5 pm
Friday, 3 April 2013		9-5 pm
Monday, 8 April 2013	Module 3	9-5 pm
Thursday, 11 April 2013		9-5 pm
Tuesday, 16 April 2013		9-5 pm
Friday, 19 April 2013	Module 4	9-5 pm

CPP Food Services 2013:

January 2013		
Date	Module	Time
Wednesday, 9 January 2013	Module 1	9-5 pm
Friday, 11 January 2013	Module 2	9-5 pm
Wednesday, 16 January 2013		9-5 pm
Friday, 18 January 2013		9-5 pm
Monday, 21 January 2013	Module 3	9-5 pm
Tuesday, 22 January 2013		9-5 pm
Tuesday, 29 January 2013		9-5 pm
Friday, 1 February 2013	Module 4	9-5 pm

February 2013		
Date	Module	Time
Wednesday, 13 February 2013	Module 1	9-5 pm
Friday, 15 February 2013	Module 2	9-5 pm
Wednesday, 20 February 2013		9-5 pm
Friday, 22 February 2013		9-5 pm
Monday, 25 February 2013	Module 3	9-5 pm
Tuesday, 26 February 2013		9-5 pm
Tuesday, 5 March 2013		9-5 pm
Friday, 8 March 2013	Module 4	9-5 pm

March - April 2013		
Date	Module	Time
Wednesday, 20 March 2013	Module 1	9-5 pm
Friday, 22 March 2013	Module 2	9-5 pm
Wednesday, 27 March 2013		9-5 pm
Friday, 3 April 2013		9-5 pm
Monday, 8 April 2013	Module 3	9-5 pm
Tuesday, 9 April 2013		9-5 pm
Tuesday, 16 April 2013		9-5 pm
Friday, 19 April 2013	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.

For registration or more information, write to us at CPP@spa.org.sg.

Alternatively, you could also contact our secretariat:

Ms. Angela Poh

DID: 6375 0938