

Contents

1. Introduction
2. What is marketing innovation?
3. The benefits and examples of marketing innovation?
4. Developing and implementing a successful marketing strategy
5. Eight keys to a strong marketing strategy
6. Brand and marketing trends for 2014
7. Social media marketing

Case Study

- *Coca-Cola*

Recommended Readings

References

Upcoming Programmes

Please note:

This Productivity Link is provided as part of our Productivity Information Services to Members. Members are reminded not to disclose, disseminate or distribute the information to any other party. No part of the information may be reproduced in any form or by any means whatsoever, including by information storage and retrieval systems.

Marketing innovation

1. Introduction

Organisations that do not innovate are at risks of being overtaken by their competitors. Marketing innovation is hard and getting harder. Traditional marketing tools, channels, strategies and tactics in today's context are becoming less effective. This is attributed to the "perpetually connected consumer, the shift from the funnel to the consumer life cycle, and the impact of digital disruption that dramatically changes the marketing landscape".

2. What is marketing innovation?

In the past, marketing centred on a company's efforts to fulfil the needs and wants of the customer as a mean to deliver profits and growth. Additionally, it also emphasised on "research to understand the customer and the marketing environment, which allowed for the effective targeting of customised 'mix' of marketing variables at specific segments of the market". Over the years, the "marketing thinking" has continued to evolved, reflecting the evolution of social, technical and cultural environments.

Marketing innovation comprises "a new concept or strategy of marketing, different from the existing marketing methods in the company, therefore not having been used previously, contemplating alterations in design or in the packing of the product, in the distribution and promotion of products, in the price policy, which make it possible to increase the introduction of goods and services of the company in the current or new markets". It is aimed at better addressing customer needs, opening up new markets, or newly positioning a company's product on the market with the objective of increasing the sales. A marketing innovation can either be developed by the innovating company or adopted from other organisations. New marketing methods can be implemented for both new and existing products.

3. The benefits and examples of marketing innovations

The ability to generate a variety of new products and services successfully and to find new forms of communicating and distributing them, is vital for many companies since the sustainability of marketing activities is an essential factor so they can adapt to the market and the immediate changes to new technologies and anticipate their competitor's moves. Marketing innovation is just as important to increase competitiveness of companies as technological innovation. In the past, it took decades for new technologies such as television and radio to gain critical mass, which means "everyone in the industry could focus on a single technology, and they had years to figure out how to use it". However today, new technologies are emerging every day, and reaching critical mass in unprecedented time.

Product design and packaging

Marketing innovations can refer to any marketing method (product design/packaging, placement, pricing, promotion) as long as it issued for the first time by the company. It includes significant changes in product design that are part of a new marketing concept. Product design changes here refer to changes in product form and physical appearance that do not change its functions or characteristics. They also comprise changes in the packaging of products such as food, beverages and detergents, among others, where packaging is the main determinant of the product's appearance.

An example of a marketing innovation in product design is the implementation of a significant change in the design of a furniture line to give it a new look and broaden its appeal. Innovations in product design can also include the introduction of significant changes in the form, appearance or taste of food or beverage products, such as the introduction of new flavours in order to target a new customer segment. Meanwhile, an example of marketing innovation in packaging is the use of fundamentally new bottle design for a body lotion that is intended to give the product a distinctive look and appeal to a new market segment.

Product placement

New marketing methods in product placement primarily involve the introduction of new sales channels. Sales channels here refer to the methods used to sell goods

and services to customers, and not logistics methods (transport, storing and handling of products) that deal mainly with efficiency.

Examples of marketing innovations in product placement are the introduction for the first time of a franchising system, of direct selling or exclusive retailing, and of product licensing. Innovations in product placement can also involve the use of new concepts for the presentation of products. An example is the introduction of salesrooms for furniture that are re-designed according to themes, allowing customers to view products in fully decorated rooms.

Product promotion

New marketing methods in product promotion involve the use of new concepts of promoting a company's products and services. For example, the first use of a significantly different media or technique – such as product placement in movies or television programmes, or the use of celebrity endorsements – is a marketing innovation. Another example is branding, such as the development and introduction of a fundamentally new brand symbol (as distinguished from a regular update of the brand's appearance), that is intended to position the company's product on a new market or give the product a new image. The introduction of a personalised information system to tailor the presentation of products to the specific needs of individual customers can also be considered a marketing innovation.

Pricing

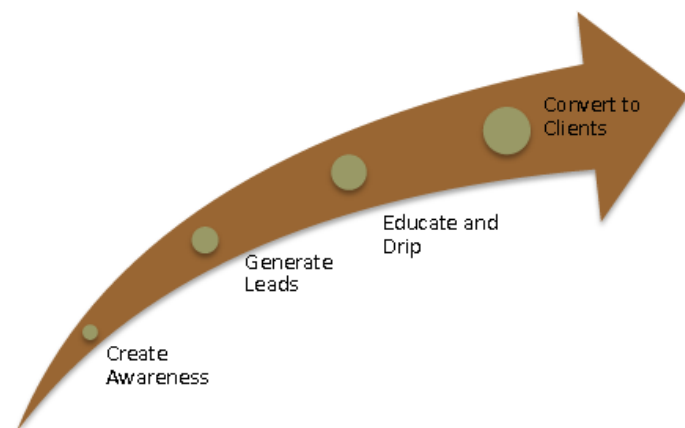
Innovations in pricing involve the use of new pricing strategies to market the company's goods or services. Some examples are the first use of a new method for varying the price of a good or service according to demand (e.g. when demand is low, the price is low) or the introduction of a new method which allows customers to choose desired product specifications on the company's web site and then see the price for the specified customised product. However, new pricing methods whose sole purpose is to differentiate prices by customer segments are not considered innovations.

4. Developing and implementing a successful marketing strategy

In today's landscape, competition has increased, clients have become more discerning and social media has had a dramatic impact on the types of marketing activities that are most effective. Hence, a marketing strategy needs to be multi-faceted to be successful, and implemented consistently over time. It is important that the focus should be on developing awareness of the brand and on building trust around the brand.

The marketing plan – the written description of the marketing strategy – should: detail specific activities that the company intend to undertake; identify the audience each activity is targeted to; specify how success will be measured; be flexible enough to allow adjustments as necessary; and stipulate who in them team is responsible for each activity.

Marketing 101



Source: Creating a successful marketing strategy. (2013). AKAdvisory Partners LLC. Retrieved January 10, 2014, from <http://www.akadvisorypartners.com/files/Creating-a-Successful-Marketing-Strategy.pdf>

The ultimate goal of any marketing strategy is to help grow the business and increase brand awareness; cementing trust with current clients is “a nice by-product” as well. As illustrated in the diagram above, the process begins by creating awareness of who you are and what you do. This should in turn help the company generate leads, which over time, should lead to more clients and customers.

Implementing a marketing strategy takes time and patience. Depending on the available resources, there are a number of ways in which companies can accomplish each of these steps. This is illustrated in the table below. It is also important that companies ensure they spend only what they can afford to, making sure that their employees have the requisite time to dedicate to marketing without negatively impacting the current business.

| Create Awareness | Generate Leads | Educate and Drip |
|--|---|---|
| Website, Blogs, Podcasts, Videos and Newsletters | Referrals – Clients, Centers of Influence | Seminars and Webinars |
| Public Relations - Advertising, Speaking Engagements, Writing Articles (Magazines, Newspapers, Trade journals) | Networking | White Papers, Article Reprints and Newsletter |
| Word of Mouth | Calls to Action | Appreciation Events |

Source: Creating a successful marketing strategy. (2013). *AKAdvisory Partners LLC*. Retrieved January 10, 2014, from <http://www.akadvisorypartners.com/files/Creating-a-Successful-Marketing-Strategy.pdf>

Increasing the company's visibility is a critical component throughout the process. In the process of developing the marketing strategy, it is important to keep the following in mind.

- Create and maintain a unique brand identity

A brand is more than the look and feel of the company's website and materials. It is a statement of who they are and how they add value to their clients and customers. The brand should compel someone to want to speak and do business with them. The brand begins with the creation of a mission statement and the definition of a set of operational values. This could turn into the creation of a tag line or definition of descriptive words that embody the company.

Once the brand has been defined, "then the key, through the logo, colours and materials is to portray this brand as a constant reminder to the client of who they are". Each time a client or prospect receives something from the company, it should look the same so that the client instantly associates it with them. Lack of consistency may

not only confuse customers and prospects, but can also reduce the impact and effectiveness of the marketing efforts.

- Update and enhance the company's materials

If the company is going to actively market, it is critical that the quality of its deliverables is impeccable, particularly if it has freshened its look. All communications should be clear, compelling and timely, and more importantly, avoiding all jargons, if possible.

- Focus on niche marketing

Focussing efforts on a group or groups of individuals that the company can relate well to and providing service better than anyone else is key. As the company becomes known as an expert within this group, it should see a large increase not only in referrals, but also unsolicited inquiries from prospective clients. Niche marketing is also more cost effective, as the efforts are focussed on a proven area.

- Develop a client communication plan

An important component of any marketing strategy is defining how and when to communicate with customers. Client buy-in for their communications plan is an important and often overlooked aspect.

- Formalise a referral programme

The power of referrals, though maybe not be as strong as before, is still significant. Rather than tackling referrals on an ad-hoc basis, formalise the referral programme. Think about why clients would want to refer someone to you and make sure that this message is clear when broaching the subject with them.

Consider adding a line about referrals to the e-mail signature or other correspondence. In addition, be sure to make it easy for clients to invite friends to any client appreciation or educational events that you sponsor.

5. Eight keys to a strong marketing strategy

Developing a marketing strategy that forms a solid foundation is critical.

One can develop a strong marketing foundation by:

1. Defining their product or service
How is the product or service packaged? What is it that the customers are really buying? For example, a company may be selling web-based software tools, but the clients are buying increased productivity, improved efficiency and cost savings. Additionally, if several products or services are offered, which ones are the most viable to market?
2. Identifying the target market
Everyone or anybody may be potential clients for the product. However, one may not have the resources such as time or money to market to everyone or anybody. Who is the ideal customer? Who does it make sense to spend time and money marketing the product or service to?
3. Knowing the competitors
Even if there are no direct competitors for the product or service one is offering, there is always competition of some kind. Something besides the product is competing for the potential client's money. What is it and why should the potential customer spend his or her money with you instead? What is your competitive advantage or unique selling proposition?
4. Finding a niche
Is there a market segment that is not currently being served or is not being served well? A niche strategy allows to focus the marketing efforts and dominate the market, even if one is a small player.
5. Developing awareness
It is difficult for a potential client to buy a product or service if they do not even know or remember that it exists. Generally a potential customer will have to be exposed to the product five to 15 times before they are likely to think of the product when the need arises. Needs often arise unexpectedly. Thus, it is important to stay in front of the clients consistently if you want them to remember the product when that need arises.
6. Building credibility
Not only must clients be aware of the product or service, they also must have a positive disposition toward it. Potential customers must trust that the

company will deliver what they say they will. Often, especially with large or risky purchases, the customers need to be given the opportunity to “sample”, “touch”, or “taste” the product in some way. For example, a trainer might gain credibility and allow potential customers to “sample” their product by offering free, hour long presentations on topics related to their area of specialty.

7. **Being consistent**
Being consistent in every way and in everything that is done is important. This includes the look of the collateral materials, the message delivered, the level of customer service, and the quality of the product. Being consistent is more important than having the “best” product. This in part is the reason for the success of chains.
8. **Maintaining focus**
Focus allows for more effective utilisation of the scarce resources of time and money. The marketing budget will bring greater return if it is used to market a single product to a narrowly defined target market and if the same product is promoted to that same target market over a continuous period of time.

6. Brand and marketing trends for 2014

The table below lists 14 critical trends identified by Forbes for 2014.

Brand and marketing trends for 2014

1. **Consumers Expect More:** Over the past 5 years consumer expectations have increased on average 20%. Brands have kept up by only 5%, a big gap between what is desired and what is delivered. The ability to accurately measure real, unarticulated expectations, will provide significant advantages.
2. **Attention Must Be Paid to Brands:** Increased expectations come with a greater sense of product and service commoditisation. You may be known, but you need to be known for something meaningful and important to consumers.
3. **Category is King:** Brands will stop trading away category-specificity for cross-category generalities in how they target, strategise, and execute content. To engage smarter, high-expectation consumers, brand will need to be smarter about specific category values they can leverage.
4. **Brands Will Get Emotional:** Values that drive the brand

- decision process to have become more emotionally-driven. In most categories the rational aspects are price-of-entry. Successful brands will identify what emotional values exist in their category, and utilise them as a foundation for meaningful differentiation.
5. **Real Brand “Engagement” Defined:** For too long engagement has been associated with attention levels. Successful marketers will link “engagement” to how efforts increase how well the brand is perceived versus the Category Ideal, and a metric that correlates highly with loyalty, sales, and profitability.
 6. **Targeting Becomes Personal:** With consumers craving – and expecting – more, and more customised and personalised products, services and experiences, brands that better respond to real consumer expectations, will find consumers engaging with brands that are able to personalise messaging and outreach.
 7. **Digital Done Right:** With digital diversification getting bigger, and with more channels, brands need to shift their question from “should I be here?” to “what should I do now that I am here?” Success will be linked not to outreach, but brand differentiation and emotional engagement.
 8. **Content is King, Too:** Content marketing will become a specialty unto itself. Tools like the Digital Platform GPS will optimise placement and help brands distinguish the difference between paid, owned, and earned media, more important when it comes to dealing with contextual relevance and strategically navigating brands in digital space.
 9. **Mobile Optimised:** In 2011 Brand Keys trends identified that mobile would move mainstream. It has. For 2014 brands need to adapt strategies and delivery mechanisms, content and flow of communications to match increased consumer multi-tasking and multi-screen behaviour.
 10. **Fewer Tedious Texts:** More visually literate consumers will move from text outreach to more image-based connections. Visual content will become more important in creating viral marketing campaigns, with brands becoming more attentive to image-sharing initiatives and platforms.
 11. **Micro Becomes Mainstream:** Micro videos will continue to rise in popularity and use. Metrics will move away from number of views and toward real brand engagement (see Trend #5). Watch for more videos to accommodate digital delivery platforms and increasingly shorter consumer attention spans.
 12. **Integration Intensification:** Brand marketing and digital budgets will fuse as teams work jointly and cross-silo. Multi-platform traditional and digital models will require social media

integration into all marketing efforts, including customer experience, design, sales, and product development.

13. **Data Deceleration:** Data aggregations for traditional and digital will become more integrated and streamlined, allowing brands to better separate the “wheat from the chaff.” Big Data will actually get smaller and more compact. And more useful.
14. **The Funnel Flattens:** What used to be a “purchase funnel,” that became a “path-to-purchase,” will become an extraordinarily category specific “multi-path-to-purchase.” Content and value communication with the right platforms in the right way will become the only way to create emotional engagement – and profitability.

Source: Passikoff, R. (2013, December 4). Brand and marketing trends for 2014. *Forbes*. Retrieved January 10, 2014, from <http://www.forbes.com/sites/robertpassikoff/2013/12/04/brand-and-marketing-trends-for-2014/>

7. Social media marketing

Social media has become an important component of any marketing efforts today. Many have embraced it and are marketing their products or services and brands on websites such as Facebook, Twitter, LinkedIn and Google+. Social media has become an important part of the marketing strategy among businesses because of its “cost-effectiveness, ability to reach targeted audiences quickly, and generate more leads/sales”. Branding can be done effectively, and with more than half of the world’s population registered with different social media platforms, the chances of acquiring customers are fairly high on social media websites. Additionally, social media also enables businesses to interact with their customers directly.

The amount of social media to be utilised is up to individuals, but it is important to note that customers now expect to get what they want, when they want it and delivered to their specifications.

Case Study

Coca-Cola



Source: Coca-Cola 'share-can' shares success. (2013, September 23). *Packaging Europe*. Retrieved January 10, 2014, from <http://www.packagingeurope.com/Packaging-Europe-News/55173/CocaCola-sharecan-shares-success.html>

Coca-Cola has been encouraging people to share happiness for years, and has even provided surprising ways to share a Coke. However, one thing that could not be shared is an actual can of Coca-Cola, until recently. Ogilvy & Mather Singapore and Ogilvy & Mather France "pooled resources and thinking to take the Coca-Cola can and design it to be twisted, turned and shared".

Coca-Cola introduced an innovative two piece 'share can' in the Singapore market in 2013. The Coke Sharing can twists into two self-contained cans, and is equivalent to the traditional 330ml product in terms of size, but the two composite parts only deliver 115ml of product each. A sampling campaign, for this truly ground-breaking innovation, was instigated as part of a touring 'Happiness Truck' and the response has been very positive. This initiative follows a host of activities by Coca-Cola to support their sharing communication platform. Within a couple of days of a promotional video of the activity going live, Twitter and Facebook were buzzing with various favourable pictures, video shares, comments and blogs.

Meanwhile, Coke has also upped their game with how they get people to not only emotionally engage with their brand, but also with each other. They created a vending machine that enabled people in India and Pakistan to communicate. And in Europe, Coke is offering customers a chance to customise their own Coke bottles with their names.

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.

McDonald, M. (2013). *The couple marketer: 60 essential concepts for marketing excellence*. London: Kogan Page Limited.
[658.8 MAC]

Sheth, J.N., & Sisodia, R. (2012). *The 4A's of marketing: Creating value for customers, companies and society*. New York: Routledge.
[658.8 SHE]

Vollmer, C., & Precourt, G. (2008). *Always on: Advertising, marketing, and media in an era of consumer control*. New York: McGraw-Hill.
[658.800285 VOL]

References

Chance, J. (n.d.). 8 keys to a strong marketing strategy. Retrieved January 10, 2014, from <http://www.businessknowhow.com/marketing/blocks.htm>

Coca-Cola for two: Sharing can doubles the happiness. (2013, June 4). *Coca-Cola Company*. Retrieved January 10, 2014, from <http://www.coca-colacompany.com/stories/coke-for-2-sharing-can-doubles-the-happiness>

Coca-Cola 'share-can' shares success. (2013, September 23). *Packaging Europe*. Retrieved January 10, 2014, from <http://www.packagingeurope.com/Packaging-Europe-News/55173/CocaCola-sharecan-shares-success.html>

Creating a successful marketing strategy. (2013). *AKA Advisory Partners LLC*. Retrieved January 10, 2014, from <http://www.akadvisorypartners.com/files/Creating-a-Successful-Marketing-Strategy.pdf>

Everett, C. (2011). Brands failing to innovatively target customers in multichannel market. *My Customer*. Retrieved January 10, 2014, from <http://www.mycustomer.com/topic/marketing/marketers-failing-innovatively-target-customers-multichannel-market/126320>

Gaskin, E. (2013). Marketing innovation defined. *C-Suite Insider*. Retrieved January 10, 2014, from <http://www.csuiteinsider.com/marketing-innovation/>

Gaskin, E. (2013). Why your company needs a marketing innovation strategy. *C-Suite Insider*. Retrieved January 10, 2014, from <http://www.csuiteinsider.com/marketing-innovation-strategy/>

Gayle, D. (2013, May 31). Can you believe it? The revolutionary Coca-Cola tin that splits in two so you can share it with a friend. *Daily Mail*. Retrieved January 10, 2014, from <http://www.dailymail.co.uk/news/article-2334007/Can-believe-The-revolutionary-Coca-Cola-tin-splits-share-friend.html>

Grimes, T. (2013, July 24). What the Share a Coke campaign can teach other brands. *The Guardian*. Retrieved January 10, 2014, from <http://www.theguardian.com/media-network/media-network-blog/2013/jul/24/share-coke-teach-brands>

Hylbak, L. (2013, October 17). Importance of social media marketing among small businesses. Retrieved January 10, 2014, from <http://www.bizible.com/blog/bid/343058/Importance-of-Social-Media-Marketing-Among-Small-Businesses>

Medrano-Sáez, N., & Olarte-Pascual, M. C. (2012). Marketing innovation as an opportunity in a situation of uncertainty: The Spanish. *Soft Computing in Management and Business Economics Studies in Fuzziness and Soft Computing*. 286: 327-341. Retrieved January 8, 2014, from Springer Link database.

Moreira, J., Silva, M. J. (2010, September). Marketing innovation and innovative capability of marketing: Study of Portuguese firms. *European Conference on Innovation and Entrepreneurship*. Retrieved January 8, 2014, from ProQuest database.

O'Dwyer, M., Gilmore, A. & Carson, D. (2009). Innovative marketing in SMEs. *European Journal of Marketing*. 43(1/2): 46-61. Retrieved January 8, 2014, from ProQuest database.

Oslo manual: Guidelines for collecting and interpreting innovation data, 3rd edition. (2005). *OECD*. Retrieved January 10, 2014, from http://www.keepeek.com/Digital-Asset-Management/oecl/science-and-technology/oslo-manual_9789264013100-en#page1

Passikoff, R. (2013, December 4). Brand and marketing trends for 2014. *Forbes*. Retrieved January 10, 2014, from <http://www.forbes.com/sites/robertpassikoff/2013/12/04/brand-and-marketing-trends-for-2014/>

Peattie, K., Belz, F. (2010, October). Sustainability marketing: An innovative conception of marketing. *Marketing Review St. Gallen*. 27(5): 8-15. Retrieved January 8, 2014, from ProQuest database.

5 of the most innovative and unique marketing campaigns so far in 2013. (2013). Retrieved January 10, 2014, from <http://blog.marketo.com/2013/05/5-of-the-most-innovative-and-unique-marketing-campaigns-so-far-in-2013.html>

Customer complaints increasing?

Rising costs affecting your profitability?



Losing your edge over competitors?

Need to expand your output while facing cost constraints?

WE CAN HELP.

CERTIFIED PRODUCTIVITY PRACTITIONER COURSE

Learn · Innovate · Apply

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

3 Quick Steps To Register:

1. Register for next intake
2. Attend information session dates
3. Arrange for us to visit you

Call us today at
6375 0938 / 6375 0934

WDA FUNDING AVAILABLE!*

For All Entities:
70% off the Course Fees
UP TO 400% OF COURSE FEES TO BE CLAIMED UNDER PRODUCTIVITY INNOVATION TAX CREDIT!*

*Terms & conditions apply

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.

| 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:

Food:

| January 2014 | | |
|----------------------------|--------------|--------|
| Date | Module | Time |
| Wednesday, 8 January 2014 | Module 1 | 9-5 pm |
| Friday, 10 January 2014 | Module 1 & 2 | 9-5 pm |
| Monday, 13 January 2014 | Module 2 | 9-5 pm |
| Thursday, 16 January 2014 | | 9-5 pm |
| Tuesday, 21 January 2014 | Module 3 | 9-5 pm |
| Friday, 24 January 2014 | | 9-5 pm |
| Tuesday, 28 January 2014 | | 9-5 pm |
| Wednesday, 29 January 2014 | Module 4 | 9-5 pm |

| February 2014 | | |
|-----------------------------|--------------|--------|
| Date | Module | Time |
| Wednesday, 5 February 2014 | Module 1 | 9-5 pm |
| Friday, 7 February 2014 | Module 1 & 2 | 9-5 pm |
| Monday, 10 February 2014 | Module 2 | 9-5 pm |
| Thursday, 13 February 2014 | | 9-5 pm |
| Tuesday, 18 February 2014 | Module 3 | 9-5 pm |
| Wednesday, 19 February 2014 | | 9-5 pm |
| Tuesday, 25 February 2014 | | 9-5 pm |
| Wednesday, 26 February 2014 | Module 4 | 9-5 pm |

| March 2014 | | |
|--------------------------|--------------|--------|
| Date | Module | Time |
| Wednesday, 5 March 2014 | Module 1 | 9-5 pm |
| Friday, 7 March 2014 | Module 1 & 2 | 9-5 pm |
| Monday, 10 March 2014 | Module 2 | 9-5 pm |
| Thursday, 14 March 2014 | | 9-5 pm |
| Tuesday, 18 March 2014 | Module 3 | 9-5 pm |
| Wednesday, 19 March 2014 | | 9-5 pm |
| Tuesday, 25 March 2014 | | 9-5 pm |
| Wednesday, 26 March 2014 | Module 4 | 9-5 pm |

Retail:

| January 2014 | | |
|----------------------------|--------------|--------|
| Date | Module | Time |
| Wednesday, 8 January 2014 | Module 1 | 9-5 pm |
| Friday, 10 January 2014 | Module 1 & 2 | 9-5 pm |
| Monday, 13 January 2014 | Module 2 | 9-5 pm |
| Wednesday, 15 January 2014 | | 9-5 pm |
| Tuesday, 21 January 2014 | Module 3 | 9-5 pm |
| Thursday, 23 January 2014 | | 9-5 pm |
| Tuesday, 28 January 2014 | | 9-5 pm |
| Wednesday, 29 January 2014 | Module 4 | 9-5 pm |

| February 2014 | | |
|-----------------------------|--------------|--------|
| Date | Module | Time |
| Wednesday, 5 February 2014 | Module 1 | 9-5 pm |
| Friday, 7 February 2014 | Module 1 & 2 | 9-5 pm |
| Monday, 10 February 2014 | Module 2 | 9-5 pm |
| Wednesday, 12 February 2014 | | 9-5 pm |
| Tuesday, 18 February 2014 | Module 3 | 9-5 pm |
| Thursday, 20 February 2014 | | 9-5 pm |
| Tuesday, 25 February 2014 | | 9-5 pm |
| Wednesday, 26 February 2014 | Module 4 | 9-5 pm |

| March 2014 | | |
|--------------------------|--------------|--------|
| Date | Module | Time |
| Wednesday, 5 March 2014 | Module 1 | 9-5 pm |
| Friday, 7 March 2014 | Module 1 & 2 | 9-5 pm |
| Monday, 10 March 2014 | Module 2 | 9-5 pm |
| Wednesday, 12 March 2014 | | 9-5 pm |
| Tuesday, 18 March 2014 | Module 3 | 9-5 pm |
| Thursday, 20 March 2014 | | 9-5 pm |
| Tuesday, 25 March 2014 | | 9-5 pm |
| Wednesday, 26 March 2014 | Module 4 | 9-5 pm |

Generic:

| January 2014 | | |
|----------------------------|--------------|--------|
| Date | Module | Time |
| Wednesday, 8 January 2014 | Module 1 | 9-5 pm |
| Friday, 10 January 2014 | Module 1 & 2 | 9-5 pm |
| Monday, 13 January 2014 | Module 2 | 9-5 pm |
| Wednesday, 15 January 2014 | | 9-5 pm |
| Monday, 20 January 2014 | Module 2 & 3 | 9-5 pm |
| Wednesday, 22 January 2014 | Module 3 | 9-5 pm |
| Monday, 27 January 2014 | | 9-5 pm |
| Wednesday, 29 January 2014 | Module 4 | 9-5 pm |

| February 2014 | | |
|-----------------------------|--------------|--------|
| Date | Module | Time |
| Wednesday, 5 February 2014 | Module 1 | 9-5 pm |
| Friday, 7 February 2014 | Module 1 & 2 | 9-5 pm |
| Monday, 10 February 2014 | Module 2 | 9-5 pm |
| Wednesday, 12 February 2014 | | 9-5 pm |
| Monday, 17 February 2014 | Module 2 & 3 | 9-5 pm |
| Wednesday, 19 February 2014 | Module 3 | 9-5 pm |
| Monday, 24 February 2014 | | 9-5 pm |
| Wednesday, 26 February 2014 | Module 4 | 9-5 pm |

| March 2014 | | |
|--------------------------|--------------|--------|
| Date | Module | Time |
| Wednesday, 5 March 2014 | Module 1 | 9-5 pm |
| Friday, 7 March 2014 | Module 1 & 2 | 9-5 pm |
| Monday, 10 March 2014 | Module 2 | 9-5 pm |
| Wednesday, 12 March 2014 | | 9-5 pm |
| Monday, 17 March 2014 | Module 2 & 3 | 9-5 pm |
| Wednesday, 19 March 2014 | Module 3 | 9-5 pm |
| Monday, 24 March 2014 | | 9-5 pm |
| Wednesday, 26 March 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.

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