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## Branding for Success

### 1. Introduction

Branding is the personality that identifies a product, service or company and how it relates to the customers, staff, partners and investors.

People engaged in branding seek to develop or align the expectations behind the brand experience, creating the impression that a brand associated with a product or service has certain qualities or characteristics that make it special or unique. A brand is therefore, one of the most valuable elements, as it demonstrates what the brand owner is able to offer in the marketplace.

### 2. What is Branding?

A brand is the idea or image of a specific product or service that consumers connect with, by identifying the name, logo, slogan, or design of the company who owns the idea or image. Branding is when that idea or image is marketed so that it is recognisable by more and more people, and identified with a certain service or product when there are many other companies offering the same service or product. Advertising professionals work on branding not only to build brand recognition, but also to build a good reputation and a set of standards to which the company should strive to maintain or surpass.

### 3. What Does Branding Encompass?

Branding is much more than just a logo. Brands are typically made up of the corporate identity, comprising various elements, such as:

- Name: the word or words used to identify a company, product, service or concept
- Logo: the visual trademark that identifies the brand
- Tagline or Catchphrase
- Graphics

- Shapes
- Colours

Other components include the marketing strategy, public relations, employee identification with the brand, and every customer interaction.

#### 4. Why is Successful Branding Important?

Branding is a way to build an important company asset, which is a good reputation. Whether a company has no reputation, or a less than stellar reputation, branding can help change that perception. Branding can build an expectation about the company services or products, and can encourage the company to maintain that expectation, or exceed them, bringing better products and services to the market place.

Branding is also an important part of Internet commerce, as branding allows companies to build their reputation as well as expand beyond the original product and service, and add to the revenue generated by the original brand. When working on branding, or building a brand, companies that are using web pages and search engine optimisation have a few details to work out before being able to build a successful brand. Coordinating domain names and brand names are an important part of finding and keeping visitors and clients, as well as branding a new company. Coordination of a domain name and brand names lends identification to the idea or image of a specific product or service, which in turn lets visitors easily discover the new brand.

The aim of branding is to convey brand message vividly, create customer loyalty, persuade the buyer for the product, and establish an emotional connectivity with the customers. Branding forms customer perceptions about the product. It should raise customer expectations about the product. The primary aim of branding is to create differentiation.

Strong brands reduce customers' perceived monetary, social and safety risks in buying goods/services. The customers can better imagine the intangible goods with the help of brand name. Strong brand organisations have a high market share. The brand should be given good support so that it can sustain itself in the long run. It is essential to manage all brands and build brand equity over a period of time. Hence, the importance and usefulness of brand management.

Brand management helps in building a corporate image. A brand manager has to oversee overall brand performance. A successful brand can only be created if the brand management system is competent.

## 5. Elements of a Successful Brand

### 4.1. Positioning

Every successful brand stands for something fundamental – an underlying bedrock idea or principle that at every turn supports a company or product. This foundational platform is called positioning, and without it a brand can have no traction.

Successful positioning rejects conformity. At its best, positioning elevates a brand above the fray so that people cannot help but take notice. The human brain instinctively looks for things that are different and unexpected. So a brand that stands in stark contrast to its competition will attract people's attention and have a distinct advantage in the marketplace.

To be noticed and interesting, however, a brand's positioning must accomplish three things:

- **Be different**  
You cannot attract a loyal following if nobody notices you. So if you are serious about developing a powerful brand, your first order of business is to make sure you stand out from your competition. Although there is more to a brand than being different, your business blends is lost from the start if it blends into the background noise.

People today are faced with a dizzying array of choices, particularly with the over-abundance of look-alike products and services. Hence differentiation provides needed contrast and helps people make choices.

- **Be focused**  
When we have a problem that we cannot fix ourselves, often, we reach out to specialists. Specialists cost a little more than generalists, but people are usually willing to pay a premium for their expertise.

A majority of service businesses today, however, take the opposite tack. Instead of narrowing their expertise, many companies expand their service offerings in hopes of attracting more customers. The problem with this approach is that lack of focus and broad competition lead to commoditisation. Once your services are considered a commodity, your prestige and margins will suffer. Hence, find a niche, and not only will qualified customers seek you out, but they will be willing to pay more.

- Be relevant

If you are not relevant, you are not in business. A company can be highly differentiated and specialised, but if nobody is interested in its product, the company would not make any money. Test the waters first and find out if there is sufficient interest in your specialty.

A company can survive without positioning. In fact, most businesses eke out a modest existence. But branding is not about survival, but "thrive-al" – creating a lasting emotional connection with customers that fuels reputation and growth. And positioning is where it all starts. Establish great positioning, and the business will have the stored energy it needs to grow and flourish.

#### Four Keys to a Powerful Position

1. Find your niche. Are your competitors generalists or specialists? Do they stand out in any way? What opportunities exist for your company to create contrast and specialise? What does your company do better than anyone else?
2. Talk to as many customers and prospects as possible to find out if your business focus is viable. Make sure there is demand for your services.
3. Develop a brief, one or two sentence(s) positioning statement that lays out what you do and what you stand for. Then ask yourself why a customer would care.
4. Think of ways you can create contrast in the marketplace. Can you use messaging, unique

services, or design to distinguish your business?

## 4.2. Brand Promise

Any time you buy a product or a service, you probably have a mental picture of what your purchase will do and how it will improve your business or life. Often, these expectations are based on presumptions, which can lead to real disappointment when you put an unfamiliar product or service into action. Sometimes these expectations are built on the recommendations of others. And sometimes, these expectations are communicated by the brand itself. Only this last scenario gives the seller any control over the buyer's experience. Called the brand promise, it is one of the most powerful aspects of branding.

The brand promise is an extension of a company's positioning, though it is not necessarily the same thing. If you think of positioning as the fertile ground that allows a brand to germinate, grow and thrive, the brand promise is the brand's fruit – it is the expected tangible benefit that creates desire for a product or service. To sustain that desire, however, the harvest must be appealing and bountiful year after year.

A brand promise can be explicitly articulated to the public, or it can be manifested more subtly in the expression and delivery of the brand experience. For example, some years ago, FedEx declared that it was the only choice “when it absolutely, positively has to get there overnight” – an overt promise that still resonates today.

A promise is good only if it is kept. If a company does not deliver on its promise the vast majority of the time, its reputation, and sales, will likely decline. So why would a business risk everything on a brand promise? It is always safer to make no promises at all to customers. But the opportunity cost of hiding in the shadows is enormous. If a business is confident in its abilities and has developed a compelling and consistent customer experience, it can more easily differentiate itself and assume a market leadership position. Customers will choose these businesses more often because they appear to offer more value.

Brands can be notoriously difficult to control. A brand promise, however, gives a company

substantial leverage over the brand experience. It allows a business to set up customer expectations and generate excitement.

### 3 Ways to Make (and Keep) Your Promise

To motivate customers, a brand promise must achieve the following three goals:

- It must convey a compelling benefit
- It must be authentic and credible
- The promise must be kept, every time

### **4.3. Brand Name**

More and more, companies are recognising that their names can help them stand out in a competitive environment and contribute to long-term customer loyalty. Over the past four decades, a whole industry has emerged to help entrepreneurs and corporations name their businesses and products. Larger naming firms employ linguists and proprietary computer programmes to develop hundreds or thousands of potential names and name fragments (called morphemes). Smaller firms rely on their experience, wit, and brainstorming techniques to build lists for their clients.

Names can be broken into several categories. A few years ago, names coined from Greek and Latin roots were all the rage, and they still pop up with some regularity today. From Accenture to Zonagen, coined names are imbued with latent meaning and are easy to trademark. Trouble is, these names have little meaning to ordinary people unfamiliar with classical languages, and their resultant blandness makes these names often difficult to remember.

Many names are descriptive of their services. Computer Associates, General Mills, Pre-Paid Legal Services are examples of business whose names reflect what they do. On the upside, people will understand what these businesses do. On the downside, these names can be very generic, making them difficult to trademark. Generic names tend to make poor long-term brand names because they have little traction in our minds.

Other names are pure abstractions, like Amazon, Blackberry, Google, and Yahoo. While many of these are real words, they have little obvious connection to their businesses. Their value comes from their quiriness, not their connotations. While these abstract names lack in seriousness, they more than make up for in the attention they command. They are difficult to forget.

Another popular choice is acronyms — IBM, CVS, and CBS are well-known examples. The problems with acronyms, however, are legion: they are usually impossible to trademark, they have no meaning or emotional appeal, and they are easily transposed and confused with similar-sounding company names.

Many companies, particularly in the professional services, are named after their founders or partners (and in larger firms, this can be a real mouthful). This tradition, which goes back for centuries, makes sense in an industry in which personal connections are all-important. The long-term implications, however, can be problematic. When a named principal dies or leaves the firm, those personal connections are lost. In many cases, as these companies evolve over time, so do their names. This can create confusion in the marketplace and makes it difficult to establish a widely-known brand name.

This tradition of naming firms for their principals, however, is unlikely to go away. But firms with an eye to the future, would be well advised to choose a name that makes sense from a marketing perspective — one that is short, fairly differentiated from competitors, and unlikely to metamorphose over time — select a single distinctive-sounding founder's name, for instance, and stick with it for the long haul.

Most experts agree that choosing a good name can be critical to a brand's prospects. A name encapsulates all of the content — intellectual and emotional — that people associate with a product or service. Some names make this process of association easier than others. With all of the challenges business owners face, it makes sense to use every advantage at their disposal.

## 4.4. The Logo

As part of an overall brand approach, a logo serves three primary functions:

- **Identification**  
A logo exists to represent and identify a company or product. The brand name tells us what it is called. The mark, if there is one, offers a visual cue that aids identification.
  
- **Differentiation**  
One of the best ways a logo can help a business is by creating visual separation from the rest of the field. Perceptions are built incrementally, and a logo that takes a different tack from the competition will contribute to the distinctiveness of a firm's brand image. In addition, a logo design sometimes can convey aspects of a company's personality or attitude (for instance, fun, warmth, or energy).
  
- **Aiding recall**  
A distinctive logo is a memorable logo. Being noticed and remembered is the first step a business must take en route to eventual selection and brand preference. The logo's mark, if any, provides a shortcut that helps us identify a company or product in a hurry. We are all in a rush these days, and a well-conceived mark makes recognition easier.

### Logo Anatomy

Most logos can be broken into two parts: the mark (or symbol or icon) and the name. The name is obvious enough: it's the company or product name rendered in type. Skillful logo designers will spend a great deal of time choosing a typeface, often customizing its letter forms to make the name more personalised and proprietary.

The mark, usually (though not always) separated slightly from the name, supports the brand name and offers a visual dimension to the brand identity experience. Some marks have become so well-known that they have practically replaced the brand name itself. The danger here is that eventually the connection to the brand name may become disengaged.

Not all logos have marks — many successful businesses do just fine without one: Sony, IBM, and Oracle, for instance. This type of identifier, in which the name is the logo, is called a logotype. Logotypes do have a couple of drawbacks. Because they have to be read, legibility is critical, whether they appear on the web or in the distance on the side of a building. Logotypes also have a generic quality to them, and if a competitor were to adopt a similar-looking typeface it could create confusion in the marketplace. Nevertheless, many great brands have dispensed with marks and gone on to do great things.

#### 4.5. Brand Personality

Brand personality can be defined as a brand's human component. It is that aspect of a company's outward expression that says "there are real people behind this business – people with whom I can connect." It is the hook that draws you in and emits an emotional vibe. Brand personality pierces the dull gray corporate wall and lets prospective customers see what they are really getting.

Fear, particularly the fear of being perceived as different, has made building an emotional connection with prospective customers an almost foreign concept in the professional business. But if you are serious about achieving the goals professed in your mission statement, you will have to break free of the corporate herd and build a brand that speaks in individual, honest, human terms.

#### How Do You Build a Brand that Keeps on Keeping On?

Firstly, a brand is much more than a tagline or elevator pitch. A strong, successful brand will permeate every aspect of the company.

The brand messaging must be consistent throughout all communication – PR, advertising, internal communications – and should be incorporated into every element of employee relations. Training, corporate communications and all business development should focus on this promise. Not only does this drive home the message, but an appropriate promise is inspiring and motivating for the entire company.

The key is to keep the brand alive for the long run. This requires a delicate balance of remaining true to the sacred

promise while reinventing the product and messaging to address customers' ever-evolving needs.

An epic example of brand longevity is Coca-Cola. The company has fulfilled its promise of light-hearted fun for 124 years – with its bottle shape, logo and flavour remaining recognizable for nearly all of that time. Yet this branding powerhouse is constantly inventing new products, such as Coke Zero, with new types of artificial sweeteners, and Diet Coke Plus with vitamin additives.

Innovation is not relegated to product alone, but target markets as well. In 1935 Coca-Cola went *Kosher* to attract Jewish customers, and today the beverage is being peddled in developing countries that have booming populations with growing disposable incomes, like India and China. Such moves are expected to position the corporation to gross an astonishing US\$200 billion by 2020.

The brand is so successful, so ubiquitous, that few realise that the logo and graphics are in fact gently tweaked every three or four years to help retain a significant market edge over competitor Pepsi Co., which has had some of the most innovative advertising and product advancements in consumer products.

## Case Study

### Nike

The name Nike, which originates from the Greeks, means goddess of victory and symbolises “honoured conquest” on the battlefield. The brand’s logo represents the wing of the Greek Goddess. When Phil Knight and Bill Bowerman founded Nike in 1972, they aspired to instil this myth in each of their products. The name Nike made its debut in the 1972 Olympic Trials. In the beginning, Nike focussed on high quality running shoes, but quickly branched to all types of sportswear. Their aim was not only to help the world’s greatest athletes find new levels of achievement, but to also “morph the average individual into a new realm of Nike athleticism”. Knight and Bowerman wanted individual consumers to believe that by buying Nike, they would achieve happiness, success and power.

### Nike’s Success

By the mid-1970s, Nike had developed some capabilities that would serve it well. It had mastered low-cost outsourced production, using factories in Asia that could produce the innovative shoes created by Knight’s designers. These designers had learned how to build relationships with elite athletes to identify their footwear needs and design shoes that would not only contribute to better performance but also protect them from injury. Knight and his team realised that these capabilities could now be applied in other athletic shoe segments to develop high-performance shoes tailored specifically to the needs of each sport.

In 1978, tennis great John McEnroe signed with Nike, and tennis became another growth business. That same year, the Boston Celtics and the Los Angeles Lakers began wearing Nike’s new basketball shoes. By 1983, Nike had expanded its offerings to include apparel as well as shoes. In 1985, a promising rookie basketball player, Michael Jordan, signed a deal with Nike for a new line of basketball shoes based on the air-cushioned technology developed by Nike for its running shoes. Air Jordan shoes became the envy of every American teenager, as Jordan became the best player ever in basketball.

By 1985, after 20 years in business, Knight’s and Bowerman’s little company reached the billion-dollar mark in worldwide sales, and Nike was acknowledged as the technological leader in the athletic footwear industry. Though it stumbled for a time in the late 1980s, as Reebok won the aerobics market with sleek, stylish shoes that consumers preferred to Nike’s clunky, more functional designs, Nike regained its touch by

renewing its focus on the customer and understanding both the psychological and functional benefits that its brand offered.

In order to be a truly global company, however, Nike recognised that most of the rest of the world was in love with football, a sport which was not particularly popular in the United States. Nike's early football products lacked a real advantage, but as they steadily improved, supported by great athletes and good advertising, Nike became a dynamic major brand in football. In the United Kingdom the company's profile was boosted by its association with football stars such as Ian Wright and Eric Cantona. During the 1990s, sales in the UK grew by 600% and in 1999 London got its own Niketown -- a superstore dedicated exclusively to Nike products.

Another important development, reflecting the fact that Nike is an athletic brand rather than a youth brand, was the company's expansion into golf. Nike began to work with Tiger Woods in 1996. By 2000, with worldwide revenues having passed the US\$10 billion mark, with 22,000 employees doing business in 120 countries, and with more than a one-third share of the world's athletic footwear market, Nike was named the number-one consumer goods and services company to work for in Forbes magazine's annual ranking.

### Brand Values

For a company which has such a strongly defined personality, it may be surprising that there is no single list of brand values that is given to new employees and used to judge all marketing activity. Things do get written down, but fundamentally the Nike values are passed on through an oral tradition. And they are company values as much as brand values. The Nike brand comes over as risk-taking, competitive, irreverent and overwhelmingly consumed by sport. This is reflected in the people who work for the company.

## The Soup Spoon

The Soup Spoon has been successfully serving up delicious soup all over Singapore since 2001. The company has worked hard to create a culture in which the humble dish becomes the main focus of the meal. This is done through innovating soup recipes, ranging from traditional favourites to more modern concoctions.

Not one to rest on its laurels, the company embarked on a branding project to strengthen its market presence and discover if there was more it could offer its customers. Through focus groups with its customers and mystery visits to the outlets, The Soup Spoon assembled a picture of the brand experience they were providing and how the brand was perceived. Managing Director, Mr Andrew Chan said that while there were not any irreconcilable differences between how they say themselves and what their customers thought of them, they discovered many ways in which they could show their unique brand personality more clearly.

The surveys revealed that while customers appreciated the variety on offer at The Soup Spoon outlets, they found the rambling options confusing. As a result, the company designed better menus and trained its staff to instinctively offer assistance and recommendations when needed, such as providing information to help them select a balanced meal to suit their preferred lifestyles and diets.

Organisational changes were also made that better empowered store managers to create a personalised service culture unique to The Soup Spoon. Foremost amongst these was having store managers lead by example as role models. Added to that was the daily sharing of ideas and experiences among staff and many other little ways to make their learning points unforgettable.

In all, the sharing and remembering of successful customer encounters have injected life into the brand personality and given the staff greater confidence to interact with their customers. The company found that the branding process was key in helping them to emphasise many of the positive aspects of their brand. It allowed them to be clearer and more confident of the food and service they offer. Mr Chan also opined that the branding journey was not about trying to find things that are wrong and fixing them, but about finding the positive things about the company and emphasising them.

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

Books are available at the Lee  
Kong Chian Reference Library.

## Recommended Readings

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#### 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.



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

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:

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

## 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](mailto:CPP@spa.org.sg).***

***Alternatively, you could also contact our secretariat:***

***Ms. Leanne Hwee***

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