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Please note:

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Productivity Initiatives

1. Introduction

Efficiency is an important part of being competitive and profitable in today's economy. Either at a business or industry level, productivity growth is deemed important. It means businesses can meet their obligations to their customers, workers, shareholders and governments, yet still remain competitive or even improve their competitiveness in the market place.

2. What is a productivity initiative?

A productivity initiative is an approach, programme or strategy intended to boost and improve the productivity of businesses. It outlines how the business can improve on efficiency and quality, while at the same time reducing costs of doing business.

3. Benefits

Productivity initiatives will need to be developed specifically to meet the needs of the business. Productivity improvement is applicable not only to core processes of both manufacturing and non-manufacturing (services), but also to the office, administration and support processes including: sales, administration, customer service, human resource, training, accounts, finance and purchasing.

Some of the benefits of productivity improvement are: operations cost reduction; streamlined processes; elimination of bottlenecks; reduction of waste or non value-add activities; reduced delays and idle times; inventory reduction; improved customer satisfaction; and improved profits.

4. Implementing a new initiative

Productivity is one of the crucial variables to perform well, to compete successfully and to survive. Businesses are capable of raising workplace productivity, and even

through making a few things right, such as training or investing in new technology, can contribute to greater gains.

The implementation and execution of a successful productivity improvement initiative requires more than a good team. It requires the oversight and guidance of a capable leader to ensure proper focus, steady progress, and careful navigation through the challenges ahead. Businesses also need to anticipate and overcome barriers, avoid mishaps, accelerate progress, and increase initiative success.

Implementing a strategy to improve productivity must be an organisation-wide initiative, involving managers from all departments – product development, production, finance, marketing, human resources and information technology. Productivity improvements occur on the heels of organisational development, which includes identifying and solving problems, initiating best practices, responding effectively to change, shortening the learning curve, improving processes and developing employee skills.

4.1 Leadership commitment

A productivity improvement initiative requires commitment from the top management. To successfully climb the maturity ladder, businesses must install and maintain impeccable improvement processes. Hence, businesses need a sustainable improvement mechanism that is adaptable to changing market circumstances. The business' strategic goals are the key drivers for achieving productivity improvement.

The key to success lies in the business implication, as this will bring improved employee morale and higher customer satisfaction. Productivity improvement without a business implication is unwarranted and is a waste of time.

An initial gap assessment must be performed to understand where the organisation stands with respect to the process' maturity. The top leadership needs to also closely monitor the effort and evaluate its findings, before reviewing the outcome of the analysis and drafting a strategy to address the findings of the gap in the analysis.

4.2 Manage change

Change management is a process designed to assist teams in telling the productivity improvement story from initial actions to the improved state. It describes the goals, the motivation for improving, the commitment required by various parties, the assumptions that are being made, the overall process to be applied in managing this initiative, and the infrastructure required to manage and support the initiative. Change management and communication are key components of the quality approach, encouraging businesses to continuously improve their methods and the products and services delivered to customers.

The following describes how change can be managed:

- Assess the organisation for process awareness, acceptance, and adoptability, and gauge the level of readiness of the people for the change. Identify organisational strengths and opportunities for improvement, including where the organisation stands in change implementation programmes and what is needed to be corrected to increase the acceptance of change by the people. This process also ensures that the entire organisation has the basic knowledge and is able to demonstrate the skills needed to participate in the proposed solution for change.
- Based on the readiness assessment result, create new communication channels using newsletters, training sessions, general meetings, and discussions so that employees could receive information quickly.

4.3 Organise and plan

Planning includes: setting a strategic direction; determining the monitoring mechanism; making estimations; people management; identifying tools and techniques; and building trust and leadership in the organisation. The [Deming cycle](#) of “plan,” “do,” “check,” “act,” when applied at every phase of the project life cycle, keeps the cycle oiled and running.

4.4 People are the assets

People are the key factors in bringing about any change. Generally, businesses that commit to productivity improvement for improving their processes rely heavily on its most valuable resources – people. Having a good process improvement framework in place probably will not solve all of the problems that an organisation has; it must have good people who are process oriented to execute the process framework that has been laid down.

Recognition and encouragement are the key factors in keeping motivated. People that feel empowered will be more willing to take risks and stretch beyond their comfort zones.

4.5 Organisational training

Create buy-in within the key leadership team for training. Develop a training plan in alignment with the organisation's vision and business objectives. Time, money, and resources need to be set aside for training.

Identify and craft different training modules to suit the needs of various cross-sections of the organisation. Assign goals to employees to complete a certain number of training sessions per year. Collect and evaluate training feedback, incorporating changes, where necessary. Create and deploy appropriate job aids and learning tools to aid learning.

4.6 Process is the backbone

The framework for process adoption should be chosen in such a way that it best suits and meets the business' objectives. This will be "an acid test for the organisation's senior management's thought leadership". Half the battle for productivity improvement is already won if a right process framework is chosen by the performing organisation. The framework should address the business, technology, and people needs. The focus is to move away from crisis management and move towards process management.

4.7 Metrics based approach

It is a performance measurement system that improves the bottom line by reducing process cost and improving productivity. A performance measurement system allows aligning strategic activities to the strategic plan of an organisation. The measurement system permits real deployment of the strategy on a continuous basis; defines KPIs and metrics; captures status, progress, and alerts; and, finally, provides online real time data to enable decision making.

4.8 Assess and evaluate

This process is the requirement of any industry recognised model to evaluate and assess the current framework and the processes followed in the projects. Unless the processes are evaluated, it is uncertain in what direction the projects are headed in the organisation. Also, this process gives the leadership the trust and confidence in quality assurance practices built into the products and applications being developed.

4.9 Improved communication

Communication binds everything together. Starting from the foundation and ending with the roof of the process deployment, everything is bound by a “strong mortar of communication”, ensuring the right information reaches the right people on time. It influences thoughts, feelings, and actions in alignment to objectives, and enables sharing of knowledge and information. It acts as a vital link between all elements of organisational DNA. The success of process and productivity improvement demands communication with and among all the organisation’s members, suppliers, and customers.

4.10 Focus on benefits

Most often the organisation’s leadership team is interested in knowing what the outcome of the productivity improvement effort is and how the solutions can be implemented. The methodology and approach used in the projects are essential only to the extent of arriving at the right conclusions and capturing their attention in the beginning. The focus here is to translate project results into hard bottom-line savings and to

mandate savings in the improvement efforts across all business and technology platforms.

5. Government assistance

The intensifying global competition is driving countries and businesses to look at ways to improve productivity in order to stay competitive. Their key objective is to be able to produce products or services cheaper, better and faster. Thus, the Singapore Government has been actively rallying local businesses to boost their productivity, with the introduction of various initiatives.

Here are some of the government assistance schemes:

Wage Credit Scheme

This scheme aims to provide support in helping firms restructure and share their productivity gains with employees, thus rewarding them for good work and motivating them to improve further. Under this scheme, the government will co-fund 40 percent of wage increases for low income Singaporeans (those earning less than S\$4,000 per month) over the next three years.

More information can be obtained from the following website:

<http://www.iras.gov.sg/irasHome/wcs.aspx>

Productivity and Innovation Credit (PIC)

This bonus aims to encourage more companies to invest in productivity through the PIC scheme. Firms that invest a minimum of S\$5,000 in PIC qualifying activities will get a dollar-for-dollar matching cash bonus, up to a cap of S\$15,000 for three Years of Assessment (YA2013 to YA2015). Over and above the PIC bonus, eligible companies will still get other existing PIC benefits such as the 400 percent tax deduction or 60 percent cash payout.

More information can be obtained from the following website:

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

Collaborative Industry Projects (CIP)

This new incentive was introduced in Budget 2013. It is available to firms that participate in industry-wide collaborations to help solve productivity challenges in their sector. This initiative will be adopted in seven

priority industries, including food manufacturing, retail, textile and apparel and furniture manufacturing.

More information can be obtained from the following website:

<http://www.spring.gov.sg/Industry/Pages/Collaborative-Industry-Projects.aspx#.UdgdBth37Yw>

Innovation and Capability Voucher (ICV)

The Innovation & Capability Voucher (ICV) replaces the old Innovation Voucher Scheme (IVS), which supported only technology innovation services. The S\$5,000 voucher now allows SMEs to pay for services in three more areas: productivity, human resources and financial management. The aim is to encourage SMEs to start upgrading in these areas to enhance their capabilities.

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

More information can be obtained from the following website:

<http://www.spring.gov.sg/Enterprise/ICV/Pages/innovation-capability-voucher.aspx#.UdgeS9h37Yw>

Inclusive Growth Programme (IGP)

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

More information can be obtained from the following website:

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

iSPRINT

Launched in March 2010, iSPRINT aims to enable productivity and innovation for SMEs across all sectors, and to provide a one-stop integrated assistance scheme for infocomm implementation. The scheme supports first-time adoption of new infocomm capability and facilitates

the adoption of “quick-to-implement” packaged solutions and subscription to Software-as-a-Service; development of complex and integrated business solutions; and implementation of sector-wide transformational projects.

More information can be obtained from the following website:

<http://www.ida.gov.sg/Collaboration-and-Initiatives/Initiatives/Store/iSPRINT-Packaged-Solutions>

Capability Development Grant

The Capability Development Grant (CDG) is a financial assistance programme aimed at helping SMEs defray up to 70 percent of qualifying project costs, relating to consultancy, manpower, training, certification, upgrading productivity and developing business capabilities for process improvement, product development and market access.

The grant supports a wide range of capability upgrading initiatives that enable SMEs to successfully compete and grow their businesses locally and globally. There are 10 supportable areas tailored to meet an SME’s current needs and stages of development. They range from raising service standards, adopting technology innovation, grooming business leaders, to growing a global brand.

More information can be obtained from the following website:

<http://www.spring.gov.sg/Enterprise/CDG/Pages/Capability-Development-Grant.aspx#.Udgg8th37Yw>

Corporate income tax rebate

A rebate of 30 percent will be given to local firms for three years to help them cope with the business cost inflation. The rebate will be capped at S\$30,000 per year.

More information can be obtained from the following website:

<http://www.iras.gov.sg/irasHome/page04.aspx?id=14564>

Customer-centric Initiative (CCI)

The Customer-Centric Initiative (CCI) offers an assistance package to Singapore-based companies who seek to raise their service standards. It applies to companies who are introducing a new service standard or working to improve areas in service leadership, service agility and customer experience.

More information can be obtained from the following website:

<http://www.spring.gov.sg/Enterprise/CDG/Pages/SE/Customer-Centric-Initiative.aspx#.UdggjNh37Yw>

In addition, the Budget Statement 2013 also outlined a series of enhanced productivity incentives, which include, among others:

- (1) Collaborative industry projects to strengthen cooperation between growth sectors;
- (2) PACT scheme to bolster manufacturing activities;
- (3) Intellectual Property (IP) Financing Scheme to foster growth among knowledge-intensive, asset-light SMEs;
- (4) A land productivity grant spanning five years to help offset overseas or domestic relocation costs;
- (5) Promoting technology and innovation in the construction sector; and
- (6) Investing in the continued skills training and education of Singaporean workers.

Case Study

CIBA Vision

Numbers on a television screen placed at the entrance of its Tuas factory greets the workers of CIBA Vision, a contact lens and lens care-product maker. Those numbers reflect the monthly and yearly production-volume targets for contact lenses. If the production volume stays on track, the company's workers would receive an incentive payout for the year for meeting the target. Through the adoption of the National Trades Union Congress' (NTUC) productivity mantra – cheaper, better, faster (CBP), these productivity targets and other performance targets such as quality, safety and cost were set.

In June 2010, CIBA Vision's Singapore-based manufacturing and logistics plant reported an 82 percent rise in labour productivity, and 42 percent increase in machine productivity from 2005 to 2010. This increase in output was achieved after taking "bottle neck breaking" initiatives to identify and eliminate wasteful steps during manufacturing.

One bottleneck identified was a high dependency on overseas technical support, which resulted in a higher operating cost and a longer lead time in solving manufacturing problems. Thus, a "made in Singapore" line was set up in 2009. Compared to the other nine lines in the plant running on German technology, it produced 15 percent more output and was 20 percent more cost-effective.

Another bottleneck was low labour productivity, which was tackled by sending production workers for skills training to learn how to perform other tasks.

A third bottleneck was low machine productivity, which was addressed by having engineers speeding up the process time at slower stations, such as where lenses are dried.

In addition to production incentive payouts, CIBA Vision also has put in place a reward and recognition scheme, providing bonuses based on employees' performance and contribution.

McDonald's

In 2011, McDonald's Singapore embarked on initiatives to raise productivity, and shared the gains with their workers through a monthly pay increase of almost 20 percent. More than 110 McDonald's restaurants in the country rolled out new technologies and equipment to improve productivity and convenience. The company also expanded the training provided to staff, allowing them to take on enhanced job roles.

As a result of the fast-food company's relentless focus on productivity, efficiency and upgrading of skills, more than 6,000 of its crew received higher wages from 1 April 2011. A full-time crew could receive a monthly gross salary of at least S\$1,100, as compared to S\$900 previously.

Through close monitoring of efficiency indicators and productivity across its work processes, McDonald's Singapore enhanced its work processes with the introduction of frozen fries dispenser machines and cashless payment terminals.

French fries are one of McDonald's most popular items, and these are cooked to exacting standards of quality and freshness. The original manual workflow requires crew to obtain fries from a freezer, move them to a loading area, load the fryer baskets individually, and repeat the process once the baskets are used up. The new frozen fries dispensers now allow the fries to be stored and dispensed from one machine, cutting the average time required to load per basket of French fries from 2-3 minutes to around four seconds. The new system not only improves the quality and consistency of the fries, it also enhances crew productivity by reducing the number of crew required to operate the station from two to one, a significant improvement especially during peak periods.

With the new cashless payment module, the company has shortened payment time and offers more payment options. The new machines reduce the average payment time for customers by 28 percent, and allow customers to also pay by credit card, with no signature required for payments below S\$35. The company was also looking into allowing payments via NETS debit and Flash pay cards. This again improves turnaround time, which is especially important during peak periods.

McDonald's Singapore also enhanced the training of its crew leaders as well as introducing a new role called Customer Relations Managers (CRM), to enhance service as well as productivity in its restaurants. Crew leaders are trained to be better trainers for the crew, manage zones within the restaurants, and assist their shift managers in running the restaurants. Their salaries and their career development pathways were also enhanced.



McDonald's Singapore also upgraded its Store Activity Representative (STAR) jobs to new Customer Relations Manager (CRM) positions. From conducting birthday parties, greeting guests and managing queues, the CRM will be the overall customer service champion in the store. They will gain new skills in service recovery, feedback analysis and frontline service. They will drive the service excellence at the stores. The CRM also progressed from being hourly paid to monthly salaried staff.

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.

Better factory planning: Key to higher productivity and profitability: Guide for small and medium enterprises. (2000). Singapore: Singapore Productivity and Standards Board. [725.4 BET]

Kayser, T. A. (2011). *Building team power: How to unleash the collaborative genius of teams for increased engagement, productivity and results.* New York: McGraw-Hill. [658.4022 KAY]

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Singapore introduces productivity-enhancing measures in 2013 budget statement. (2013, February 27). *PRWeb*. Retrieved July 2, 2013, from <http://www.prweb.com/releases/singapore/budget-news/prweb10476028.htm>

Slywotzkly, A., & Wise, R. (2003, May/June). Six principles for making new growth initiatives work. *Ivey Business Journal*. Retrieved July 2, 2013, from

<http://www.iveybusinessjournal.com/topics/strategy/six-principles-for-making-new-growth-initiatives-work#.Udoa8KyOVfZ>

Srinivasan, S. (n.d.). Implementation of strategies to improve productivity. *eHow*. Retrieved July 2, 2013, from

http://www.ehow.com/way_5672622_implementation-strategies-improve-productivity.html

Tebbutt, D. (2008, December 5). How successful are business productivity initiatives. *The Register*. Retrieved July 2, 2013, from

http://www.theregister.co.uk/2008/12/05/business_productivity_initiatives/

What productivity improvements make the most positive impact in an organization?. (n.d.). Retrieved July 2, 2013, from

<http://mncconsultinggroup.com/free-resources/white-papers/what-productivity-improvements-make-the-most-positive-impact-in-an-organization/>

Yasmine Yahya. (2013, February 25). Budget 2013: \$3.6 billion wage credit scheme, more productivity incentives for smaller businesses. *The Straits Times*. Retrieved July 2, 2013, from

<http://www.straitstimes.com/breaking-news/singapore/story/budget-2013-36-billion-wage-credit-scheme-more-productivity-incentives>

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- **Diagnostic Approach**
Identify strengths and areas of improvement so that actions can be decided easily
- **Technique-based**
Teach productivity techniques, tools and methodologies applicable to the enterprise that can be adjusted to suit specific sectors through contextualisation

- **Project Guidance**

Participants undertake a productivity improvement project for their own enterprise for which project guidance is provided. This ensures that enterprises benefit from sending staff for the course

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

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- 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 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\$185.00	S\$197.50
Non-Member (S\$3,950)	S\$197.50	S\$211.25

Here are the schedules for CPP:

(Retail)

May 2013		
Date	Module	Time
Friday, 3 May 2013	Module 1	9-5 pm
Tuesday, 7 May 2013	Module 1 & 2	9-5 pm
Thursday, 9 May 2013	Module 2	9-5 pm
Monday, 13 May 2013		9-5 pm
Wednesday, 15 May 2013	Module 3	9-5 pm
Monday, 20 May 2013		9-5 pm
Tuesday, 28 May 2013		9-5 pm
Wednesday, 29 May 2013	Module 4	9-5 pm

June 2013		
Date	Module	Time
Wednesday, 5 June 2013	Module 1	9-5 pm
Friday, 7 June 2013	Module 1& 2	9-5 pm
Wednesday, 12 June 2013	Module 2	9-5 pm
Friday, 14 June 2013		9-5 pm
Tuesday, 18 June 2013	Module 3	9-5 pm
Thursday, 20 June 2013		9-5 pm
Tuesday, 25 June 2013		9-5 pm
Friday, 28 June 2013	Module 4	9-5 pm

(Food)

May 2013		
Date	Module	Time
Friday, 3 May 2013	Module 1	9-5 pm
Tuesday, 7 May 2013	Module 1& 2	9-5 pm
Thursday, 9 May 2013	Module 2	9-5 pm
Monday, 13 May 2013		9-5 pm
Wednesday, 15 May 2013	Module 3	9-5 pm
Friday, 17 May 2013		9-5 pm
Tuesday, 28 May 2013		9-5 pm
Wednesday, 29 May 2013	Module 4	9-5 pm

June 2013		
Date	Module	Time
Wednesday, 5 June 2013	Module 1	9-5 pm
Friday, 7 June 2013	Module 1& 2	9-5 pm
Wednesday, 12 June 2013	Module 2	9-5 pm
Monday, 17 June 2013		9-5 pm
Wednesday, 19 June 2013	Module 3	9-5 pm
Monday, 24 June 2013		9-5 pm
Wednesday, 26 June 2013		9-5 pm
Friday, 28 June 2013	Module 4	9-5 pm

(Generic)

June 2013		
Date	Module	Time
Wednesday, 5 June 2013	Module 1	9-5 pm
Friday, 7 June 2013	Module 1 & 2	9-5 pm
Wednesday, 12 June 2013	Module 2	9-5 pm
Friday, 14 June 2013		9-5 pm
Wednesday, 19 June 2013	Module 2 & 3	9-5 pm
Friday, 21 June 2013	Module 3	9-5 pm
Wednesday, 26 June 2013		9-5 pm
Friday, 28 June 2013	Module 4	9-5 pm

July 2013		
Date	Module	Time
Monday, 15 July 2013	Module 1	9-5 pm
Wednesday, 17 July 2013	Module 1 & 2	9-5 pm
Monday, 22 July 2013	Module 2	9-5 pm
Wednesday, 24 July 2013		9-5 pm
Monday, 29 July 2013	Module 2 & 3	9-5 pm
Wednesday, 31 July 2013	Module 3	9-5 pm
Friday, 2 August 2013		9-5 pm
Tuesday, 6 August 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

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SQA Senior Assessor, as well as a resource person for Basic and Advanced Training Courses for Productivity Practitioners, a position he has taken on since 2007.

MR. LOW CHOO TUCK

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

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

MR. QUEK AIK TENG

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

Aik Teng currently manages his own consultancy, AT Consulting Services. One of his most recent projects includes being the LEAD Project Manager for the Singapore Logistics Association. Prior to running his own consultancy, he has been with SPRING Singapore for 20 years, and was the Head of the Organisation Excellence Department from 2004-05. He was also SQA Lead Assessor and Team Leader up till 2008 and has been involved in the SQA initiative since its inception in 1993. tasked to start up the consultancy unit within the then Productivity & Standards Board (PSB) to provide training and consultancy services to organisations, his consulting team assisted close to 30 organisations during that period. He was also involved in a project coordinated by the Singapore Cooperation Enterprise (SCE) to assist the Bahrain Labour Fund in their Labour Reform strategy, which included helping the Bahrain government to initiate a Productivity Movement as well as develop the productivity of the local enterprises. In addition, he was appointed as Project Manager to assist the Government of

Botswana to implement a national Productivity Movement, from 1994 to 2003. Botswana is currently held as a model of Productivity in the Pan-Africa region.

MR. WONG KAI HONG
MBA IN STRATEGIC MARKETING (HULL), BSC (NUS)

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

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