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Employee Suggestion Scheme

1. Introduction

Employee suggestion scheme (ESS), also known as an idea programme, captures employees' ideas, with hopes to revolutionise the business. It is popular among many organisations striving for world-class business excellence and functions. While management often have strategic ideas, it is the employees who are running day to day operations and meeting or serving customers who have the lion's share of ideas that at minimum improve efficiency and thereby cut operational costs. Hence, it is important that organisations exploit this opportunity, and not miss out on the innovative ideas.

2. What is a Suggestion Scheme?

Suggestion scheme is part of innovation or idea management, which is used to pick up hints and ideas to improve processes. It can also be used as a risk management tool, where employees can communicate issues and risks that exist. A suggestion scheme is defined as "a formal channel, which encourages every employee to suggest ideas that may be helpful in solving or avoiding problems, or improving work process or the work environment".

3. The Objectives of Suggestion Schemes

A carefully constructed employee suggestion scheme that is launched with organisational commitment, clarity and ongoing communication can positively impact the organisation, its employees' motivation and enthusiasm.

The primary objective of a suggestion scheme is to inculcate a value and culture of looking for continuous improvement and promote the involvement of employees in assisting the organisation in achieving its goals, as well as contributing to increase productivity.

4. The Benefits of Suggestion Schemes

The predominant benefit of a suggestion scheme is often direct savings and cost reduction.

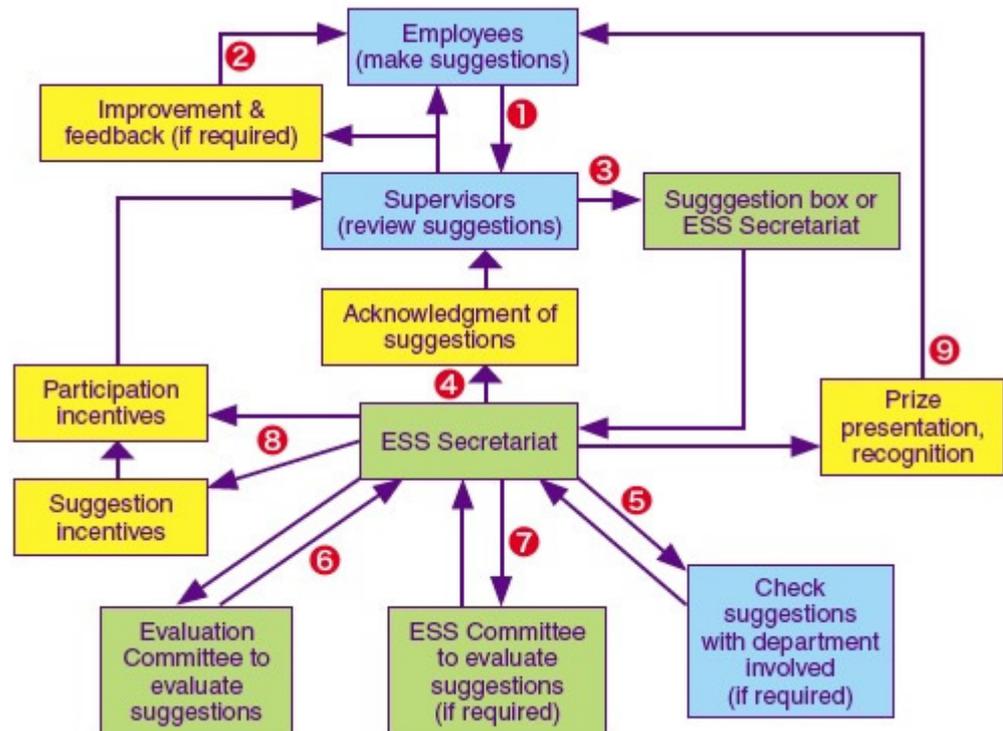
Other benefits include:

- Promoting creativity and innovation throughout the organisation
- Indirect cost savings
- Safety improvements
- Improved quality and service to external and internal customers
- Improved communication
- Empowerment of staff
- Opportunity to recognise and be recognised
- Promote continuous improvement
- Assist with the delivery of other quality initiatives
- Improve staff morale

5. Implementing Successful Suggestion Schemes

A suggestion scheme can not only harness the collective wisdom of all employees, it can also help to develop two-way communication between management and employees to synchronise improvement activities within the organisation. The scheme provides opportunities for the leadership development of supervisors and a platform for employees to develop creativity and innovation. Hence, it is important for the management to receive suggestions and solving positively. Negative attitudes often dampen employees' morale, causing them to refrain from making suggestions.

5.1. Process Flow of the Operation of a Typical Suggestion Scheme



Source: Chan, K. (n.d.). *Harnessing collective wisdom through employee suggestion schemes*. Retrieved November 1, 2011, from http://www.apo-tokyo.org/productivity/pmtt_004.htm

Implementing an employee suggestion scheme does not merely involve announcing the role of the staff and installing a few suggestion boxes. Very often, the boxes become rubbish bins and collect all sorts of items other than suggestions. A well-structured suggestion scheme, with every detail worked out before implementation, should have an organisational structure, policies, management system, evaluation procedure, award system, incentive and recognition system, and monitoring system.

In many organisations, suggestions are usually made on areas related to the improvement of work methods, tools, workplace environment, equipment, products or services, clerical work, and conservation of energy and resources. The initial implementation of a suggestion scheme is seldom smooth sailing. Few suggestions are

usually received initially. Organisations then typically launch a campaign to increase the number of suggestions submitted by employees. However, many organisations find it difficult to carry out the suggestions because those received are of poor quality. Such suggestions usually lack details concerning their implementation, would be costly and/or impractical, and lack analysis of the root cause of the problem. Ideas are valuable only when they can successfully be translated into practice.

A good suggestion should not only state clearly the idea or problem to be solved but also make a proposal to put the idea into practice or resolve the problem. Therefore, it would be worthwhile to provide training for supervisors so that they can coach workers to make quality suggestions. In some organisations, supervisors play a critical role in coaching and motivating workers to submit quality suggestions regularly, as they are the best person to judge whether a suggestion would be practical or benefit the organisation.

5.2. Basic Principles

Some of the basic principles of implementing a suggestion scheme are:

- Schemes need to be carefully designed to match the ethos of the company and the aspirations of the staff.
- It is often a good idea to give the scheme a name so it can be promoted and becomes instantly recognisable to everyone.
- Ideas must be processed promptly as employees lose faith in a scheme that takes months to assess an idea and much longer to implement it.
- Qualified ideas assessors are absolutely crucial to maintain the integrity of the scheme, as well as asking for ideas on a specific subject/area.

5.3. Elements in a Successful Suggestion Scheme

Some of the factors that can contribute to a successful suggestion scheme are:

- Visible commitment from the top management of the organisation.
- Business planning; setting aims, objectives, targets and measures.
- Sound administrative procedures should be in place before the scheme is launched.
- Equitable rewards structure or recognition programme. The reward and recognition structure should be established and communicated widely throughout the organisation.
- Continuous promotion and publicity.
- Effective evaluation and implementation of ideas.

Leadership and Management Support

The active commitment and involvement of senior management will impact greatly on the benefits realised by the suggestion scheme. Evidence shows that organisations where senior management is actively involved can achieve 50% to 90% participation rates with up to 75% of these ideas being implemented. Strong and active management commitment and support will result in a strong and active suggestion programme.

What are some of the ways leaders can demonstrate support?

- By setting goals and targets for the suggestion scheme and ensuring these are communicated within the organisation.
- By active involvement in recognition events.

- By encouraging a culture which fosters creativity and innovation, inspiring change and recognising and rewarding people for their efforts.

Detailed Planning is Essential

It is critical for organisations to establish aims, objectives and targets for the suggestion scheme. The overall objective of the programme should be to help optimise business results and encourage a proactive workforce.

Some examples of the overall objectives are;

- To promote creativity and innovation across the organisation to assist with the delivery of organisation's innovation strategy.
- To encourage all employees to submit suggestions relating to revised business practices and delivery of key performance results.
- To deliver on key performance indicators.
- To generate ideas that contributes to improved delivery and efficiency.

Strategic Planning

It is imperative that a clear planning process is undertaken. Stakeholders are identified and establish what their requirements and expectations are.

A business plan is also essential. This should identify aims and objectives of the suggestion programme with specific targets, measures and expected outcomes. Identify responsibilities and the resources needed to achieve the expected outcomes.

Additionally, a communications and marketing plan is also crucial. This suggestion scheme should assist with the delivery of the aims, objectives and innovation strategy of the

organisation and reflect the present and future needs and expectations of all stakeholders.

People

The involvement of all the people in the organisation is vital to the success of the programme.

A suggestion scheme enables all employees to have a voice and to be involved. Consider how the programme will be used as a driver to ensure the involvement of all employees within the organisation in continuous improvement activities.

Resource Planning

It is necessary to have a sufficient budget to ensure the efficient and effective running of the programme. Budget allocation will be dependent on what will be paid centrally from the programme. The budget planning and review should consider all actions and plans as set out in the business and marketing plans.

Some points to consider when planning are:

- Who will pay awards and fund recognition activities?
- Who will pay for staffing the programme?
- Will managers/administrators require training?
- Set targets and monitor these in line with business and marketing plan.
- Report to management on outcomes.
- Consider if the programme can be linked with other initiatives. This can result in a more effective use of resources within the organisation.

Processes

In developing a programme and drafting a business plan, consider what processes are necessary to deliver the expected outcomes. All key processes must be clearly mapped out and all stakeholders advised from the outset.

- How will suggestions/ideas be submitted, recorded and tracked?
- How will these be actioned and within what timescale?
- Who will evaluate the ideas and what is the process for this? Have these people been involved in the planning process?
- How and when will participants be recognised?
- How will you spread best practice across the organisation?
- Who will be responsible for the implementation of “adoptable ideas” and within what timescales?

Assessing the Outcomes of the Scheme

Return on investment – always record all tangible savings and intangible benefits resulting from implemented ideas. Compare the savings achieved with the running costs of the scheme and awards paid and this will give the return on investment of the programme.

All well run programmes will deliver substantial savings and benefits to the organisation.

- Participation rate.
- Implementation rate.
- Turnaround time.
- Business and marketing plans.
- Gaining outside recognition for the programme.

- Maintaining the momentum.

5.4. Acceptance Guidelines for Suggestions

An idea can be accepted as a suggestion if it helps to:

- Improve process efficiency
- Improve service/product quality
- Improve the use of resources, materials, space, etc.
- Reduce damage
- Cut down service time
- Improve service standards
- Improve the design of forms, equipment, etc.
- Reduce paperwork or simplify procedures
- Save costs
- Reduce wastage
- Achieve corporate, group or section goals or effectiveness better
- Improve practices/routines
- Make better use of aids/machines

An idea would normally not be accepted if it is:

- A grievance or a complaint relating to the terms and conditions of employment
- A criticism directed at other staff
- A solution to problems created by the employee himself, e.g. error rates, inefficiency

If an idea is not accepted, the co-ordinator should state the reasons for rejecting it, and return it to the originator of the idea.

6. Why Suggestions Schemes May Fail?

The suggestion scheme seems like a good means for capturing and reviewing ideas and it is often better than no idea management. However, it is a flawed method.

A suggestion scheme will not run itself; the management at all levels must actively support the programme. One of the main reasons for programmes failing is due to the lack of proper planning and reviewing to ensure that the momentum is maintained. Ideas that are not reviewed and actioned quickly upon submission have a detrimental effect on future participation and also on the benefits to the business.

Here are 10 reasons why suggestion schemes may fail.

i. Lack of training

Suggestion schemes assume that employees know how to generate innovation ideas on their own. In most companies, employees are not provided with the proper training, both tools and methods, to understand how to generate valuable ideas.

ii. Incremental innovation

Without proper training, employees tend to only generate ideas related to their immediate sphere of influence, and mostly related to process improvement. While these ideas should not be ignored, they would not lead to breakthrough innovation.

iii. Irrelevant to customer needs

Most suggestion schemes do not provide a model to understand customer outcomes and expectations related to the ideas.

iv. Irrelevant to organisational needs

Suggestion schemes do not ensure the alignment between ideas and business strategy.

Some ideas submitted are important to the company, while others may not.

v. **Too many ideas and poor processes**

The suggestion box collects ideas. Although some are processed, some are not. Over time, the suggestion box would have more ideas than can be managed by an innovation manager.

vi. **Wrong motivation**

In many cases, suggestion schemes are made for disgruntled employees who need a way to vent. The result is a very narrow set of ideas from only a small percentage of the population.

vii. **Overwhelmed managers**

As suggestion schemes are not transparent, many ideas are submitted by several employees at the same time. An unpopular policy or faulty process can lead to a deluge of almost identical ideas, leaving the innovation manager overwhelmed.

viii. **Lack of transparency**

A suggestion box is not transparent. Employees cannot see their ideas once they are in the box and do not know what is happening to their ideas, which could lead to de-motivation.

ix. **Lack of oversight**

In many cases, all the suggestions are processed by the same person. This person may not always recognise the potential of a powerful idea, particularly if it is outside of his/her area of expertise.

x. **Wrong message**

Idea boxes and suggestion schemes send the wrong message to employees. They encourage limited, anonymous ideation in isolation and without any feedback, as opposed to open and collaborative ideation that leads to breakthrough innovation and adds real value.

Case Study

British Gas

British Gas has run a staff suggestion scheme for more than 10 years. According to its CEO, during a presentation to acknowledge the winners of the best employee suggestion in 1996, the suggestion scheme can create a “climate of trust and confidence in the company” and the scheme is “an excellent way of providing reward and recognition, and this will be encouraged at every level throughout the organisation”.

The staff suggestion scheme was first introduced in 1995. Geoffrey C. Lloyd, the Suggestion Scheme Manager at British Gas then, was tasked with constructing the scheme. According to Lloyd, a critical success factor is needed to implement, support and operate a successful suggestion scheme, and that is the total commitment from the top.

He also noted that there are also a number of other equally important factors:

- Sound administrative procedures
- Commitment from middle and junior managers
- Enthusiastic scheme manager
- Equitable awards structure
- Appropriate reward and recognition
- Promotion and publicity
- Sound evaluation strategies

In response to changes in technology, the scheme was revamped in 2004 so that employees could use it online. According to Alan Firmin, HR business partner at British Gas, the change has made a huge difference and makes the whole process much more transparent. Employees are able to track their ideas from the point they suggest them right through to evaluation and implementation. Firmin says that tapping on technology has “definitely increased the number of ideas they received”.

A recognition scheme is also in place to reward employees for their ideas. Depending on the nature of their suggestion or idea, the employees will receive a certificate and a small gift

such as a bottle of wine or a pen set. For bigger ideas, employees "may receive their award from the managing director and receive an invitation to the company's annual gala, according to Firmin. There is also a commendation award for good ideas that could not be taken up.

The suggestion scheme adds huge value to the business for British Gas. Over the last few years, more than £2 million worth of ideas have been put forward by employees and, in 2005 alone, the value of employee suggestions was around £800,000. "Many of the ideas are for internal changes that make a difference to the way we run the business although some will be more visible outside the company," says Firmin. An example of this is a ladder safety device that was suggested in 2005. This device, which locks ladders together making it much safer to work at height, is being used in British Gas and was made available to the public later that year.

Toyota

Toyota's innovations are generally small and are often about improving the efficiency of their just-in-time logistics (that is getting parts delivered to factories just before they are needed, thus reducing storage costs). But the results have been very big: Toyota is consistently one of the most, if not the most, profitable car companies year after year.

Toyota also boasts one the longest established and most effective idea management systems around. Every year, since the 1970s, the company has received over a million ideas from its employees. Over 80% of those ideas have been implemented. Toyota has not only created a culture which actively encourages everyone in the organisation to contribute ideas, but also has got people thinking about the right kind of ideas for the company.

Toyota got the idea for its suggestion system directly from Ford. In 1950, Eiji Toyoda spent six weeks learning from Ford at the River Rouge Plant. It was there that he saw Ford's suggestion system and returned to Toyota with a pamphlet that explained it. A suggestion system employed by Ford placed emphasis on supporting its improvement activities through opinions not only from the factory, but also from the management side. Eiji knew that deep engagement in kaizen by his workforce in Toyota was going to be the key to achieving major improvements which he knew his company required. Upon his return to Japan, Eiji instituted Toyota's Creative Ideas and Suggestion System, but he did not simply copy Ford's. He improved the system in line with the Toyota

Way, and established TCISS in May 1951. When Eiji visited Ford again later, they told him that they had stopped using the suggestion system and that that it did not work for them. On the contrary, after more than 50 years, Toyota's suggestion scheme is still going strong.

Although the TCISS offered incentives to employees, the real value of the system was that it provided motivation to employees by focusing on their skills and creativity. The TCISS systemised the practices that had been customary since the time of Toyota Motor Corporation founder Kiichiro Toyoda – respecting opinions from production and sales team, as well as conducting spontaneous on-site inspections while simultaneously inviting suggestions for improvements. With this development in mind and to inspire employee participation, a company slogan, "good thinking, good products" was picked at an in-house contest in 1953 and is still used to this day.

As the years passed, the TCISS became steadily more productive. Teams were formed to create ideas for improvements, and the suggestions themselves became more substantial as all employees were encouraged to review their jobs constantly and implement improvements.

Today, the "spirit of being studious and creative" has been deeply embedded in the Toyota Way in all areas of operations, while the "good thinking, good products" slogan adorns Toyota factories around the globe. TCISS encourages employees to suggest improvements at work, and this kaizen (continuous improvement) spirit has continued to develop over the years and is deeply embedded in Toyota's culture, not only in production but also in sales operations around the globe.

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

As part of the CPP curriculum, participants are required to start a productivity improvement project upon completion of the in-class component. Project guidance will be provided by a professional consultant assigned for this purpose and is for a total of 2 man-days.

Funding & Payment

The course is supported by the Singapore Workforce Development Agency (WDA). Funding is available at 70% and 50% of the course fees respectively for SMEs and MNCs/LLEs/Statutory Boards. Please find the prices payable in the net fee table below:

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

The schedule of our next runs is as follows:

CPP Schedule:

September - October 2011		
Date	Module	Time
Wednesday, 28 September 2011	Module 1	9-5 pm
Friday, 29 September 2011	Module 2	9-5 pm
Wednesday, 5 October 2011		9-5 pm
Friday, 7 October 2011		9-5 pm
Wednesday, 12 October 2011		Module 3
Friday, 14 October 2011	9-5 pm	
Wednesday, 19 October 2011	9-5 pm	
Thursday 20 October 2011	Module 4	9-5 pm

January - February 2012		
Date	Module	Time
Wednesday, 11 January 2012	Module 1	9-5 pm
Friday, 13 January 2012	Module 2	9-5 pm
Wednesday, 18 January 2012		9-5 pm
Friday, 20 January 2012		9-5 pm
Wednesday, 25 January 2012	Module 3	9-5 pm
Friday, 27 January 2012		9-5 pm
Wednesday, 1 February 2012		9-5 pm
Friday, 3 February 2012	Module 4	9-5 pm

February - March 2012		
Date	Module	Time
Wednesday, 22 February 2012	Module 1	9-5 pm
Friday, 24 February 2012	Module 2	9-5 pm
Wednesday, 29 February 2012		9-5 pm
Friday, 2 March 2012		9-5 pm
Wednesday, 7 March 2012	Module 3	9-5 pm
Friday, 9 March 2012		9-5 pm
Wednesday, 14 March 2012		9-5 pm
Friday, 16 March 2012	Module 4	9-5 pm

April - May 2012		
Date	Module	Time
Wednesday, 11 April 2012	Module 1	9-5 pm
Friday, 13 April 2012	Module 2	9-5 pm
Wednesday, 18 April 2012		9-5 pm
Friday, 20 April 2012		9-5 pm
Wednesday, 25 April 2012	Module 3	9-5 pm
Friday, 27 April 2012		9-5 pm
Wednesday, 2 May 2012		9-5 pm
Friday, 4 May 2012	Module 4	9-5 pm

May - June 2012		
Date	Module	Time
Wednesday, 30 May 2012	Module 1	9-5 pm
Friday, 1 June 2012	Module 2	9-5 pm
Wednesday, 6 June 2012		9-5 pm
Friday, 8 June 2012		9-5 pm
Wednesday, 13 June 2012	Module 3	9-5 pm
Friday, 15 June 2012		9-5 pm
Wednesday, 20 June 2012		9-5 pm
Friday, 22 June 2012	Module 4	9-5 pm

CPP (Retail) Schedule:

September - October 2011		
Date	Module	Time
Wednesday, 28 September 2011	Module 1	9-5 pm
Thursday, 29 September 2011	Module 2	9-5 pm
Tuesday, 4 October 2011		9-5 pm
Thursday, 6 October 2011		9-5 pm
Tuesday, 11 October 2011	Module 3	9-5 pm
Thursday, 13 October 2011		9-5 pm
Tuesday, 18 October 2011		9-5 pm
Thursday, 20 October 2011	Module 4	9-5 pm

January - February 2012		
Date	Module	Time
Wednesday, 11 January 2012	Module 1	9-5 pm
Friday, 13 January 2012	Module 2	9-5 pm
Wednesday, 18 January 2012		9-5 pm
Friday, 20 January 2012		9-5 pm
Thursday, 26 January 2012	Module 3	9-5 pm
Tuesday, 31 January 2012		9-5 pm
Thursday, 2 February 2012		9-5 pm
Friday, 3 February 2012	Module 4	9-5 pm

February - March 2012		
Date	Module	Time
Wednesday, 22 February 2012	Module 1	9-5 pm
Friday, 24 February 2012	Module 2	9-5 pm
Wednesday, 29 February 2012		9-5 pm
Friday, 2 March 2012		9-5 pm
Tuesday, 6 March 2012	Module 3	9-5 pm
Thursday, 8 March 2012		9-5 pm
Tuesday, 13 March 2012		9-5 pm
Friday, 16 March 2012	Module 4	9-5 pm

April - May 2012		
Date	Module	Time
Wednesday, 11 April 2012	Module 1	9-5 pm
Friday, 13 April 2012	Module 2	9-5 pm
Wednesday, 18 April 2012		9-5 pm
Friday, 20 April 2012		9-5 pm
Tuesday, 24 April 2012	Module 3	9-5 pm
Thursday, 26 April 2012		9-5 pm
Thursday, 3 May 2012		9-5 pm
Friday, 4 May 2012	Module 4	9-5 pm

May - June 2012		
Date	Module	Time
Wednesday, 30 May 2012	Module 1	9-5 pm
Friday, 1 June 2012	Module 2	9-5 pm
Wednesday, 6 June 2012		9-5 pm
Friday, 8 June 2012		9-5 pm
Tuesday, 12 June 2012	Module 3	9-5 pm
Thursday, 14 June 2012		9-5 pm
Tuesday, 19 June 2012		9-5 pm
Friday, 22 June 2012	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. Leanne Hwee

Mr. Ashton Chionh

DID: 6375 0938

DID: 6375 0940