Productivity Link

Contents

Please note:

Motivating Employees towards Productivity Activities

1. Introduction

Employee productivity is a particularly important issue to businesses. Every person has their own set of motivations and personal incentives to work hard or not as the case may be. Some are motivated by recognition whilst others are motivated by cash incentives. However, the use of factors like money, job security, a comfortable workspace to motivate employees are often over-estimated as they can sustain a current level of motivation, but rarely increase it.

2. Why is Motivating Employees Important?

Employees are one of the most important assets in the organisation. They have unlimited potential to contribute in the achievement of objectives. Their aggregate productivity propels the operations of the company. It dictates the overall performance, which creates an attractive corporate culture.

Hence, employee motivation is extremely critical for the growth of an organisation. Motivated employees are also more productive and lead to a lower turnover. Other benefits include: improved morale, lower absenteeism, higher retention rates, and improved bottom-line results. Thus, creating a work environment in which employees are productive is essential to increase profits for the organisation.

3. What is the Inter-relationship between Motivation and Productivity?

Motivation and productivity are twin concepts in organisational development. First, motivation works as the means toward attaining productivity as an end. Secondly, motivation is the best cause to reach productivity as a favourable effect, and motivation is also the stimulus to trigger productivity as a response. All these are concrete connections between the two factors.

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Employees need motivation just as pieces of equipment need fuel and operators. This is highly demanded to ensure that they are always at their optimum working condition. In turn, this will absolutely lead to optimum productivity.

4. Extrinsic vs Intrinsic Motivation

There are a couple of ways to motivate a person: through material satisfaction by providing tangible rewards; and through non-material satisfaction by providing intangible rewards. A balanced mix of motivational tools is significant to serve its purpose. That is to satisfy that motivation increases productivity.

Employee motivation develops in one of two ways. Intrinsic motivation comes from within, driving one to succeed based on inner goals and ambition. Extrinsic motivation comes from external sources, motivating one with incentives to push their performance. Both intrinsic and extrinsic motivation carry distinct advantages and different employees display different motivational characteristics.

Extrinsic Motivation

Extrinsic motivation is commonly practiced by many organisations to boost performance. It involves the provision of an attractive compensation and benefits package, which includes salary, health and personal insurance and bonuses. There are also performance credits given in the form of quarterly bonus, performance bonuses, paid vacation, etc.

Using extrinsic motivation in the workplace can allow for a greater degree of control over operational processes. Extrinsically motivated employees require closer supervision to keep their performance high, allowing managers to closely watch and guide employees while they work. While close supervision may be intolerable to some, other employees thrive in situations where they have constant guidance and encouragement from supervisors.

Extrinsic motivation can come in the form of financial incentives rather than encouragement. Using incentives can usually boost all employees' motivation, pushing them to break personal performance records and reach new levels of productivity. Incentives have an advantage in that they can be equally attractive to both extrinsically and intrinsically motivated employees.

Intrinsic Motivation

Intrinsic motivation is simple and practical, and it is an advisable practice to bring out the best in every employee. It can be done through providing effective systems for promotion, training and development, and recognition. The simple act of praising employees for a job well done is one way to do so. These are "priceless tools" to motivate them. Employees are more motivated if what they are doing interests them. It is much more beneficial if the task delegated to the employee coincides with his/her interests.

Intrinsically motivated employees are more likely to try to solve problems on their own rather than requiring managerial assistance for any issues that arise. They are also more likely to take on new projects on their own, rather than being guided by supervisors on what to do when work tasks are complete.

Intrinsically motivated employees can be more creative than those who require outside influence to get motivated. Employees who thrive on personal accomplishment and career development are more likely to make valuable, innovative contributions to strategic initiatives simply for the satisfaction of accomplishing something meaningful in the organisation.

5. Employee Incentive Programmes

Incentive programmes are adopted in organisations as a tool to motivate employees. It is a planned activity designed to motivate people to achieve pre-determined organisational objectives.

5.1. The Structure of an Incentive Programme

There are generally three basic ways to structure an incentive programme:

(i) Open-ended
This type of programme allows anyone who reaches a specific goal to earn a reward. The standard structure for an open-ended programme is to give each employee a specific goal, such as to conduct 10 business development activities a month. The open-ended approach generally gets better results since it gives a better chance of motivating the 60 percent of the employees in the organisation who generally function at average, but not exceptional levels.

(ii) Closed-ended
This type of programme structure allows a pre-determined number or a percentage of employees to qualify for rewards. For example, in a closed-ended programme, an organisation might establish that only the top ten participants would qualify for a reward or only the top 10 percent of achievers would qualify for a reward. Closed-ended programmes are not as effective as open-ended programmes as they tend to reward only the top performers.

(iii) Plateau programme
This type of programme offers rewards at different performance levels. For example, an employee may have three different goal levels, appropriate for his/her employee level, to work towards in a programme year. The benefit of this type of programme structure is that it motivates people to push themselves a little harder when they become close to achieving their next reward increment.

5.2. Understand the Lifestyles and Demographic Make-up of the Employees

Before developing an incentive programme, it is important to understand the organisation's culture so that the programme and rewards can be tailored accordingly. Conduct a survey to poll employees for their preferences. Find out what the employees value and what motivates them. Understanding the lifestyles and demographic make-up of the organisation's professionals is key to the success of any incentive programme. Each generation perceives the value of a gift or reward differently. Keep this in mind when selecting incentive pay, rewards and how people are recognised for their achievements. The reward choices should provide enough options so that something is appealing to everyone. They should also be quick and easy to administer.

5.3. Cash May Not Always be the Best Option

It may seem surprising to learn that cash is not always the best incentive. People feel less comfortable talking about a cash award, as compared to a nice plaque or non-monetary award. Often, non-cash awards are also more likely to be remembered. Employees also view monetary rewards as compensation and after a while, they feel

that they are entitled to them regardless of the effort put forth.

5.4. Recognition is an Important Component

Recognition, defined as acknowledgement and approval or gratitude, is an important component of any incentive programme. When employees realise that their contributions are an important part of a organisation's success, they are more likely to embrace the goals and objectives of the organisation and its incentive programme. Recognition can take many forms from announcing achievement as organisation-wide meetings, to handing out certificates for reaching certain milestones. The value of recognition cannot be overstated. Recognition drives everything and can foster goodwill, recognise goal achievement, boost morale, reinforce positive behaviours and promote teamwork among members of an organisation.

5.5. Obtaining Buy-in

When planning an incentive programme, the first step is to obtain buy-in from the managing partner, other partners and employees.

Incentive programmes are important part of the psychological gratification of the professional and therefore need to be associated with the top management group. At the very least, include comments from the managing partner in promotional materials to employees.

5.6. Forming a Taskforce

When planning a programme, form a taskforce of representatives from all levels of employees. As the programme progresses, the taskforce will be the internal sales team when pitching the programme to staff.

The task force's job should be to work on the goals and objectives of the programme, theme, promotional items, reward systems, and ROI measurements. Openly discuss everyone's concerns. Pay special attention to the obstacles that they see and their suggestions on what to do to overcome these obstacles. Vote on changes to the programme and make sure the changes reflect the opinion of the majority of the taskforce members and

not just a specific group, the managing partner, or marketing director.

Involve the taskforce in the programme design, introduction, implementation, maintenance, and promotion of the programme. They will take ownership and pride in the programme if they have an active role in creating and promoting it. A successful incentive programme requires teamwork – make your taskforce an integral part of the business development efforts.

5.7. Develop a Clear Set of Goals and Objectives

The most highly-motivated groups are those that have clearly defined goals. To motivate employees, set goals for every employee level that participates.

Design a programme that reinforces the "real" goals of the organisation. Goals should be realistic, achievable and sincere. This is the key to building credibility for the programme.

The incentive programme objectives should contain four critical elements:

(i)   The desired activity or "what you want them to do"

(ii)   The units of that activity that will be measured or "how they will do it"

(iii)   The expected performance level or "goals for individuals or teams"

(iv)   The time allotted to achieve the performance level or "how long they will have to work towards their goals"

Regardless on an employee's level, they should have an equal opportunity to achieve their goals.

5.8. Determine your Budget

A successful programme pays for itself. Determine the budget and criteria to tie it back to the expected return on investment. Budget for incentive costs, the number of participants, the promotional costs of educating and motivating employees and the administrative costs of tracking performance and distributing rewards.

5.9. Write the Programme Guidelines

Every incentive programme has guidelines to provide a blueprint for exactly what is expected from the participants in the programme. The guidelines should specify precisely what is expected of people and cover every loophole one can think of, while remaining simple and easy to follow.

Guidelines should specify:

- The timing and length of qualifying periods

- Who can qualify and at what level

- How people can meet their goals

- How they will be measured

- What will be awarded and when

- What is not included

- What actions will not be awarded

- Disclaimers

5.10. Promote the Programme

There are a variety of ways to promote an incentive programme to employees. Some examples include:

- Teasers
  Teasers can be used at the beginning of an incentive programme to generate the interest of employees. If the programme has a theme, often times a promotional item or some type of communication piece related to the theme can be sent to employees or placed on their desks for them to learn more about the programme.

- Kick-off
  The kick-off programme is an important step. The goal should be to create excitement for the programme and for everyone to understand the objectives clearly.

- Guidelines booklet
  The guidelines of the programme should be presented in an information booklet or in a

section of the organisation's Intranet thateveryone has access to.

- ▪ Newsletters
  Internal organisation newsletters can also be used to announce programme guidelines and accomplishments of teams and members of the organisation.

- ▪ Meetings
  Organisation or department meetings can be used to provide recognition to participants for their achievements.

- ▪ Final mailer
  A final mailer can be used to thank participants for their efforts, and to announce the individual or team achievements.

5.11. Provide a Reporting System

Create a simple reporting system, such as a database, forms, or a spreadsheet, to capture results. Make it simple and avoid using something so complex that it becomes an administrative nightmare for everyone. Have the review board evaluate the results on a timely basis to ensure that the programme is fair.

5.12. Evaluate the Results

The end of a programme is only the beginning. A critical evaluation of the results can provide valuable information that can be used for creating a more effective programme in the future. Ask what concrete results have been achieved. Was the budget justified given the return on investment? Ask the participants for suggestions to improve the programme.

5.13. Tips on Structuring an Effective Incentive Programme

(i)   Align the programme with company objectives
      Keeping the incentive programme in line with the organisation's business goals ensures that employees are trying to achieve milestones that matter. They will be focussing on the organisation's priorities while striving to improve the business as a whole.

(ii) Communicate effectively
When structuring an incentive programme, it is important that the goals and details of the programme be communicated to participants. Have a clear plan that outlines communication frequency, along with vehicles – such as conversations with managers, an internal website, a company newsletter, etc. – for communication. Increased understanding within the organisation can ultimately lead to better results.

(iii) Engage all levels of business
It is critical to align the entire organisation around the goals of the incentive programmes. Providing incentives for just one level of business can ultimately have a negative impact on performance goals.

(iv) Choose effective rewards
An incentive programme is only as good as its rewards. When selecting rewards, remember to provide products that motivate employees and drive performance. Many incentive programmes are points-based, allowing employees to earn points that can be redeemed for a reward of their choosing, which in turn, can make it more meaningful.

6. **Cross Training**

Cross training involves teaching an employee who was hired to perform one job function the skills required to perform other job functions.

Cross training offers many benefits to the employer including:

- Ability of employee A to step up in the event of employee B calling in sick

- Ability of employee A to provide coverage during employee B's vacation days

- If a new employee is hired for a job opening, there will be an employee to offer training

- Employee A can assist employee B during especially busy times

- Production is not affected when one or two employees are absent

- Increased flexibility throughout the company

Cross training employees can also directly promote higher productivity. Certain positions in any organisation are strenuous or far more involved than others with stressors that undermine an employee's well being enough to decrease their proficiency over time. Whether looking at a daily or yearly schedule, cross training relief workers allows all employers to rotate fresh employees into these types of positions. Concurrently, all employees will learn to appreciate the roles others play in business operations, thus they should become more supportive of each others' responsibilities and be able to improve efficiency across the board.

Additionally, cross training helps supervisors recognise competitive talents. This translates into the best employees taking on the positions they are most proficient at. Meanwhile, company operations change, yet a cross trained workforce is far more dynamic, thus such employees possess the necessary skill sets to adapt.

Moreover, cross training employees promotes current and future productivity. Not only do cross trained employees learn to be far more dynamic with a broader base of skills, cross training promises healthier competition among co-workers. Instead of ensuring job security by locking others out of a position, employees must compete based on their proficiency in several different roles. Consequently, employees can identify and reward the best employees while guaranteeing productivity does not suffer from the absence of key employees.

Some of the other benefits offered by cross training to employees include:

- More skills and experience in the organisation

- Job flexibility

- Recognition in talents, skills, or interests that had not been considered before

- Better appreciation of their co-workers' responsibilities and job tasks

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7. Other Practices

Here are some other practices that can assist in creating a work culture that enhances employee motivation:

- Create a work environment that is open, trusting and fun

- Encourage new ideas, initiative and creativity

- Involve staff in decisions that affect them, and provide opportunities for feedback

- Give employees reasonable control of their work processes and environment

- Deal with low or marginal performers individually, so they either improve or leave

- Help individual employees link personal goals with organisational goals

- Provide new and interesting work assignments when possible

- Hold sessions with employees to find out their views and ideas

- Accommodate personal needs and problems when possible

- Create a flexible work schedule that meets the business needs of the unit

- Ensure a safe work environment

Productivity Link

Case Study

James Cook Hotel

James Cook Hotel Grand Chancellor is a four-star, full-services hotel comprising 260 rooms and suites. It caters for the business, leisure and tourism markets. The hotel was opened in 1972 and has undergone a major refurbishment in recent years.

Productivity Challenge

In an industry that often suffers from high staff turnover, the core challenge for the James Cook Hotel is staff retention. The cost of recruiting and employing a new staff member is estimated at NZ$10,000, and it takes approximately six months to recruit, induct and train one. Staff turnover at the hotel has reduced considerably, from 70-80 percent in 2002 to 40 percent currently. However, this still costs the hotel hundreds of thousands of dollars each year. Staff turnover affects the standard of service provided to guests. It also impacts on staff job satisfaction, as constantly training new staff adds to the work of more experienced staff, which can be frustrating, especially during busy periods.

Meeting the Productivity Challenge

While the reduced staff turnover rate is encouraging, especially as several large hotels have a 100%+ turnover, James Cook Hotel is striving to lower it further and optimise productivity through a number of initiatives.

Functions Coordination Manager, Dot Collis, says that working smarter is about being able to recognise priorities. The sharing of information helps staff to understand the hotel priorities and their roles. A healthy culture of working together to achieve common objectives underpins the hotel's business success and low staff turnover rate. Many staff have been retained for considerable periods: there are 50 with at least five years' service; at least 10 have worked at the hotel for over 20 years; and three have been there for over 30 years.

Staff are viewed as integral to business success, so they are given the knowledge to understand the importance of the role they play in lifting business performance. Every two months, all-staff briefings are held. General Manager, John Primmer, presents information such as income, occupancy rates, sales, staff turnover, comparisons with competitors, as well as the major challenges to focus on for the next couple of months. Staff also receive detailed information about performance so they can appreciate the big picture of the hotel and how they

contribute. Everyone understands the income for the hotel and the shareholders' overall objectives for the business.

A steering committee made up of 10 managers meets every fortnight to share information and discuss matters in each department and across the hotel as a whole. This is to ensure that they work as a "solid unit" and as one team right across the board.

At their daily meeting, managers discuss guest feedback cards. Mostly things are rated at about 94 percent 'excellent'. John responds to every customer who completes a card, whether it is a standard letter saying thanks for their feedback, or that he has taken note of their suggestion and his action in response.

In a traditionally low-paying industry, benefits such as subsidised car parking, meals, discounted accommodation and a uniform laundry service are ways of further rewarding staff and recognising a job done well. The James Cook Hotel also runs a reward card scheme, a simple but very effective way to reflect the hotel's appreciation of its staff. These cards are worth one, three or five points, which can be cashed in for petrol vouchers or grocery vouchers when they have saved up eight points.

Other measures for tracking performance include payroll as a percentage of sales, the number of guest rooms per attendant and the number of customers one staff member can serve in the restaurant.

There are many up-selling incentives at the front desk, mainly around the up-selling of rooms, which generates over NZ$15,000 a month additional income. Staff earn points as a reward for their efforts when they sign customers up for the Grand Chancellor Rewards Programme. Once they hit various tier levels with their points they get NZ$20, NZ$50 or NZ$100 vouchers of their choice, or they may choose a bathrobe.

Staff awards are also profiled in monthly newsletters. Management can also be seen celebrating with staff for meeting budgets by hiring a suite and putting on drinks and nibbles. Rooms Division Manager, Caureen McAtee says that "incentives are a really good way of getting the best out of people.

Cross-training staff has also improved the hotel's productivity and efficiency. For example, concierge staff can also work behind the bar, make coffee and clear tables. Everyone in the front office department can check guests in, park a car, and organise luggage. The ability of staff to do different roles during quieter times keeps payroll costs at a reasonable level.

Productivity Link

Recommended Readings

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

Books are available at the Lee Kong Chian Reference Library.

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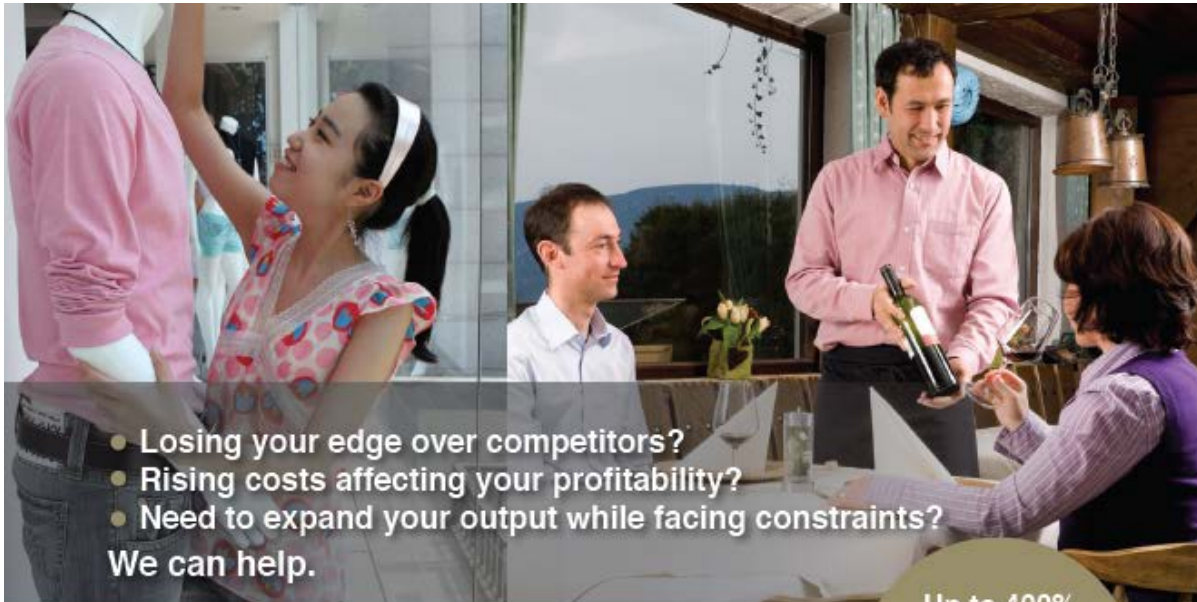
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For full 2012 Schedule or more information, please call **6375 0938 (Angela)** or **6375 0934 (Jeslyn)**. Alternatively, email to: **cpp@spa.org.sg**

SINGAPORE PRODUCTIVITY ASSOCIATION

The Singapore Productivity Association (SPA) was set up in 1973 as an affiliated body of the then National Productivity Board, now SPRING Singapore. Its objective is to promote the active involvement of organisations and individuals in the Productivity Movement and to expedite the spread of productivity and its techniques.

CPP Course Syllabus	
CPP	**CPP (Retail)**
Module 1: Understanding Productivity **(Duration: 1 day)** • Introduction to Productivity and Quality Concepts • Factors Affecting Enterprise Productivity • Productivity Movement in Singapore • Productivity Promotion in Businesses • Productivity Challenges	

Module 2: Productivity Tools, Techniques &
Management Systems
(Duration: 3 days)
• Business Excellence
• Productivity Measurement & Analysis
• Process management:
  ▪ Cost of Quality
  ▪ Lean Six Sigma
  ▪ Process Mapping & Analysis
• Integrated Management Systems
	Module 2: Productivity Tools, Techniques &
	Management Systems
	(Duration: 3 days)
	• Delivering Service Excellence
	• Productivity Measurement & Analysis
	• Process management:
	  ▪ Cost of Quality
	  ▪ Lean Six Sigma
	  ▪ Process Mapping & Analysis

Module 3: Innovation & Service Excellence **(Duration: 3 days)** • Knowledge Economy & Innovation • Service Excellence • Team Excellence	**Module 3: Innovation & Service Excellence** **(Duration: 3 days)** • 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
Module 4: Critical Success Factors **(Duration: 1 day)** • 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	

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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

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 ADMINSITRATION (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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