

Contents

1. Introduction
2. What is service re-design?
3. Why should organisations re-design their services?
4. How to re-design services?
4.1. Model for Improvement

Case Study

- *Dubai Department of Economic Development*

Recommended Readings

References

Upcoming Programmes

Transforming organisations through service re-design

1. Introduction

In the competitive world of business, what separates an industry's players is often the service that comes with the product offering – the customer experience. Quality of service determines whether a customer will be loyal, or leave.

2. What is service re-design?

Organisations should provide services that are relevant and responsive to their customers and anyone who uses their services. Re-designing services may be undertaken due to various reasons – to cut costs, to improve coordination with other services, or to meet emerging social, environmental and economic needs.

Service re-design is an approach largely used in the healthcare sector to improve quality and productivity. It involves simplifying processes, overhauling systems and embracing innovation to meet increasingly challenging cost, quality and productivity outcomes.

3. Why should organisations re-design their services?

The objective of re-designing services is to ensure that they meet better customer needs and expectations, as well as deliver good outcomes for the customers. Organisations that re-designed their services to meet their customer needs and to improve their service experience and service outcomes for customers, deliver customer satisfaction with the way the service is provided. It contributes to better outcomes for customers; greater employee satisfaction; more effective services; reductions in costs, delays, waste, re-work; and congestion; and better economic, social and environmental outcomes.

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4. How to re-design services?

Re-designing services requires the organisation to look at services from the perspective of customers, and develop innovative solutions to meet their needs. It may require an organisational change to support new forms of service delivery.

With any service re-design, organisations must note that there will always be “vested interests, resistance to change, and genuine concerns about whether the new service will deliver better outcomes than the existing services”. Nevertheless, a change process that has been done well will ensure that the re-designed services will deliver better services, better outcomes, greater satisfaction for customers and employees, and a reduction in costs, delays, waste, re-work and congestion.

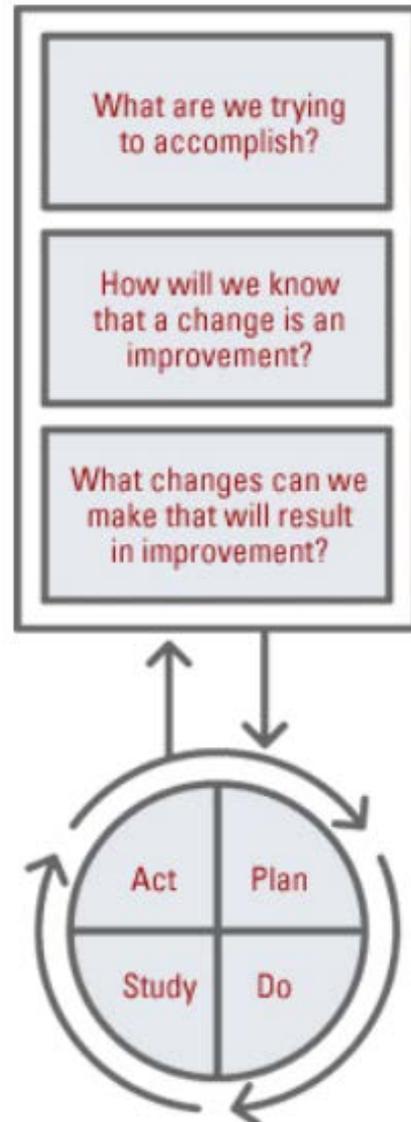
4.1. Model for Improvement

The Model for Improvement is designed to provide a framework for developing, testing and implementing changes that lead to improvement. The model has been developed and refined for use in healthcare systems, and widely used to deliver service improvements in Scotland, England, Wales, throughout Europe and the United States. The model can be used to support service improvement and service re-design, to analyse existing services and to help to understand how services are performing.

The model offers the following benefits:

- It is a simple approach that can be applied by anyone, in any industry
- It reduces risk by starting small
- It can be used to help plan, develop and implement change
- It supports rapid cycles of improvement
- It supports a bottom up approach to change consistent with systems of continuous improvement
- It can also be used to facilitate large scale strategic plans

The Model for Improvement comprises two parts: three fundamental questions, which can be addressed in any order; and the [Plan-Do-Study-Act \(PDSA\) cycle](#) to test changes in real work settings and determine if the change is an improvement.



Source: Science of improvement: How to improve. (2011, April 24). *Institute for Healthcare Improvement*. Retrieved October 1, 2013, from <http://www.ihl.org/knowledge/Pages/HowtoImprove/ScienceofImprovementHowtoImprove.aspx>

4.1.1. Forming the team

Including the right people on a process improvement team is critical to a successful improvement effort. Teams vary in size and composition. Each organisation builds teams to suit its own needs.

Firstly, review the aim before considering the system that relates to that aim – what system will be affected by the improvement efforts? Secondly, ensure that the team includes members that are familiar with all the different parts of the process – managers and administrators, as well as those who work in the process. Finally, the team needs an “executive sponsor who takes responsibility for the success of the project”.

Examples of effective teams

Effective teams include members representing three different kinds of expertise within the organisation: system leadership, technical expertise, and day-to-day leadership. There may be one or more individuals on the team with each kind of expertise, or one individual may have expertise in more than one area, but all three areas should be represented in order to drive improvement successfully.

- **Clinical leader**
Teams need someone with enough authority in the organisation to test and implement a change that has been suggested and to deal with issues that arise. The team's leader understands both the implications of proposed changes and the consequences such a change might trigger in other parts of the system.

- **Technical expertise**

A technical expert is someone who knows the subject intimately and who understands the processes of care. An expert on improvement methods can provide additional

technical support by helping the team determine what to measure, assisting in design of simple, effective measurement tools, and providing guidance on collection, interpretation, and display of data.

- Day-to-day leadership

A day-to-day leader is the driver of the project, assuring that tests are implemented and overseeing data collection. It is important that this person understands not only the details of the system, but also the various effects of making change(s) in the system. This person also needs to be able to work effectively with the physician champion(s).

- Project sponsor

In addition to the working members listed above, a successful improvement team needs a sponsor, someone with executive authority who can provide liaison with other areas of the organisation, serve as a link to senior management and the strategic aims of the organisation, provide resources and overcome barriers on behalf of the team, and provide accountability for the team members. The sponsor is not a day-to-day participant in team meetings and testing, but should review the team's progress on a regular basis.

4.1.2. Setting aims

Improvement requires setting aims. The aim should be time-specific and measurable; it should also define the specific population of patients or other system that will be affected. Agreeing on the aim is crucial; so is allocating the people and resources necessary to accomplish the aim.

4.1.3. Establishing measures

Teams use quantitative measures to determine if a specific change actually leads to an improvement. Measurement is a critical part of testing and implementing changes; measures tell a team whether the changes they are making actually lead to improvement. Measurement for improvement should not be confused with measurement for research. This difference is outlined in the table below.

	Measurement for Research	Measurement for Learning and Process Improvement
Purpose	To discover new knowledge	To bring new knowledge into daily practice
Tests	One large "blind" test	Many sequential, observable tests
Biases	Control for as many biases as possible	Stabilise the biases from test to test
Data	Gather as much data as possible, "just in case"	Gather "just enough" data to learn and complete another cycle
Duration	Can take long periods of time to obtain results	"Small tests of significant changes" accelerates the rate of improvement

Source: Science of improvement: Establishing measures. (2011, April 24). *Institute for Healthcare Improvement*. Retrieved October 1, 2013, from <http://www.ihl.org/knowledge/Pages/HowtoImprove/ScienceofImprovementEstablishingMeasures.aspx>

Use a balanced set of measures for all improvement efforts:

- **Outcome measures**
How does the system impact the values of customers? What are impacts on other stakeholders?
- **Process measures**
Are the parts/steps in the system performing as planned? Are we on track in our efforts to improve the system?
- **Balancing measures**
Are changes designed to improve one part of the system causing new problems in other parts of the system?

4.1.4. Selecting changes

Ideas for change may come from the insights of those who work in the system, from change concepts or other creative thinking techniques, or by borrowing from the experience of others who have successfully improved.

While all changes do not lead to improvement, all improvement requires change. The ability to develop, test, and implement changes is essential for any individual, group, or organisation that wants to continuously improve. There are many kinds of changes that will lead to improvement, but these specific changes are developed from a limited number of change concepts.

A change concept is a general notion or approach to change that has been found to be useful in developing specific ideas for changes that lead to improvement. Creatively combining these change concepts with knowledge about specific subjects can help generate ideas for tests of change. After generating ideas, run Plan-Do-Study-Act (PDSA) cycles to test a change or group of changes on a small scale to see if they result in improvement. If they do, expand the tests and gradually incorporate larger and larger samples until you are confident that the changes should be adopted more widely.

Examples of change concepts

- **Eliminate waste**
Look for ways of eliminating any activity or resource in the organisation that does not add value to an external customer.

- **Improve work flow**
Improving the flow of work in processes is an important way to improve the quality of the goods and services produced by those processes.

- **Optimise inventory**
Inventory of all types is a possible source of waste in organisations; understanding where inventory is stored in a system is the first step in finding opportunities for improvement.

- **Change the work environment**
Changing the work environment itself can be a high-leverage opportunity for making all other process changes more effective.

- **Producer/customer interface**
To benefit from improvements in quality of products and services, the customer must recognise and appreciate the improvements.

- **Manage time**
An organisation can gain a competitive advantage by reducing the time to develop new products, waiting times for services, lead times for orders and deliveries, and cycle times for all functions in the organisation.

- **Focus on variation**
Reducing variation improves the predictability of outcomes and helps reduce the frequency of poor results.

- **Error proofing**
Organisations can reduce errors by re-designing the system to make it less likely for people in the system to make errors. One way to error proof a system is to make the information necessary to perform a task available in the external world, and not just in one's memory, by writing it down or by actually making it inherent in the product or process.

- Focus on the product or service
Although many organisations focus on ways to improve processes, it is also important to address improvement of products and services.

4.1.5. Testing changes

Once a team has set an aim, established its membership, and developed measures to determine whether a change leads to an improvement, the next step is to test a change in the real work setting. The Plan-Do-Study-Act (PDSA) cycle is shorthand for testing a change in the real work setting – by planning it, trying it, observing the results, and acting on what is learned. This is the scientific method adapted for action-oriented learning.

Reasons to test changes

- To increase your belief that the change will result in improvement.
- To decide which of several proposed changes will lead to the desired improvement.
- To evaluate how much improvement can be expected from the change.
- To decide whether the proposed change will work in the actual environment of interest.
- To decide which combinations of changes will have the desired effects on the important measures of quality.
- To evaluate costs, social impact, and side effects from a proposed change.
- To minimise resistance upon implementation.

Steps in the PDSA Cycle

Step 1: Plan

- Plan the test or observation, including a plan for collecting data.
- State the objective of the test.
- Make predictions about what will happen and why.
- Develop a plan to test the change. (Who? What? When? Where? What data need to be collected?)

Step 2: Do

- Try out the test on a small scale.
- Carry out the test.
- Document problems and unexpected observations.
- Begin analysis of the data.

Step 3: Study

- Set aside time to analyse the data and study the results.
- Complete the analysis of the data.
- Compare the data to your predictions.
- Summarise and reflect on what was learned.

Step 4: Act

- Refine the change, based on what was learned from the test.
- Determine what modifications should be made.
- Prepare a plan for the next test.

4.1.6. Implementing changes

After testing a change on a small scale, learning from each test, and refining the change through several PDSA cycles, the team may implement the change on a broader scale, for example, for an entire pilot population or on an entire unit.

Implementation is a permanent change to the way work is done and, as such, involves building the change into the organisation. It may affect documentation, written policies, hiring, training, compensation, and aspects of the organisation's infrastructure that are not

heavily engaged in the testing phase. Implementation also requires the use of the PDSA cycle.

4.1.7. Spreading changes

After successful implementation of a change or package of changes for a pilot population or an entire unit, the team can spread the changes or replicate them to other parts of the organisation or in other organisations. During implementation, teams learn valuable lessons necessary for successful spread, including key infrastructure issues, optimal sequencing of tasks, and working with people to help them adopt and adapt a change.

Spread efforts will benefit from the use of the PDSA cycle. Units adopting the change need to plan how best to adapt the change to their unit and to determine if the change resulted in the predicted improvement.

Case Study

Dubai Department of Economic Development

It is known that establishing a new business anywhere in the world can be a daunting task, particularly where it involves the laws, processes, and fees, and can discourage “even the most enthusiastic entrepreneurs”. Hence, the Business Registration and Licensing division within Dubai’s Department of Economic Development (DED) had decided to overhaul its customer service, in their bid to attract start-ups to Dubai and support existing businesses.

Firstly, the collaborative design team explored the business landscape in Dubai to “better understand the desires and unmet needs of the professionals who are responsible for registering their organisations and interacting with the DED”. In-depth interviews with “the point people” from local and international start-ups, small businesses, and medium-sized enterprises were conducted. The conversations revealed some common concerns, such as:

- Although ample information about business licensing and registration was available, customers found it difficult to find specifically what they needed.
- Business people saw their situations as unique; and sought support and understanding for their particular circumstances and challenges.
- Both local and foreign professionals took great pride in being part of Dubai’s economic success story. Businesses wanted an opportunity to share knowledge and advice at all levels, from supporting entrepreneurs to maintaining an open dialog with the government.

Based on these findings, the opportunities quickly became clear. The design team would work to migrate the current process from a transactions-based approach to a great service experience, from merely licensing businesses to supporting existing ones, and from permitting business to enabling businesses. Simple strategies that focused on re-designing the four components of the existing experience: the office space, IT, human resources, and communications, were developed.

Armed with an implementation toolkit, the DED successfully implemented all designs to specifications. The Business Registration and Licensing office space now guides customers through the registration process in a clear and intuitive

manner and in a welcoming atmosphere. Automated solutions are also available on-site and online, and IT solutions introduce customers to the full range of DED services. Staff members act as hosts, helping customers migrate to the online tools and recommending other resources. Communication tools, both analogue and digital, provide a clear explanation of the BRL processes and all DED offerings.

Mohammed Shael, CEO of the DED's Business Registration and Licensing division, commented that the new online tools "will simplify several licensing procedures and further ease the process of setting up businesses with the minimum of procedures and paperwork". Additionally, it is also in line with their "strategic objective of creating an investor-friendly environment and encouraging investors to regard Dubai as their investment destination of choice".

The DED's ultimate goal is for all registration and licensing activities to happen online, so that the DED can redirect its staff resources to higher-value activities, such as business advisory services, that support existing businesses and attract new ventures to Dubai. By raising the bar in customer service, the DED also hopes to inspire other government departments to do the same.

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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<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
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Monday, 2 September 2013	Module 1	9-5 pm
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Wednesday, 11 September 2013		9-5 pm
Monday, 16 September 2013	Module 3	9-5 pm
Wednesday, 18 September 2013		9-5 pm
Monday, 23 September 2013		9-5 pm
Wednesday, 25 September 2013	Module 4	9-5 pm

November 2013		
Date	Module	Time
Tuesday, 5 November 2013	Module 1	9-5 pm
Thursrday, 7 November 2013	Module 1 & 2	9-5 pm
Tuesday, 12 November 2013	Module 2	9-5 pm
Thursday, 14 November 2013		9-5 pm
Tuesday, 19 November 2013	Module 3	9-5 pm
Thursday, 21 November 2013		9-5 pm
Tuesday, 26 November 2013		9-5 pm
Thursday, 28 November 2013	Module 4	9-5 pm

Generic:

October 2013		
Date	Module	Time
Tuesday, 1 October 2013	Module 1	9-5 pm
Thursday, 3 October 2013	Module 1 & 2	9-5 pm
Tuesday, 8 October 2013	Module 2	9-5 pm
Thursday, 10 October 2013		9-5 pm
Wednesday, 16 October 2013	Module 2 & 3	9-5 pm
Friday, 18 October 2013	Module 3	9-5 pm
Monday, 21 October 2013		9-5 pm
Wednesday, 23 October 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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