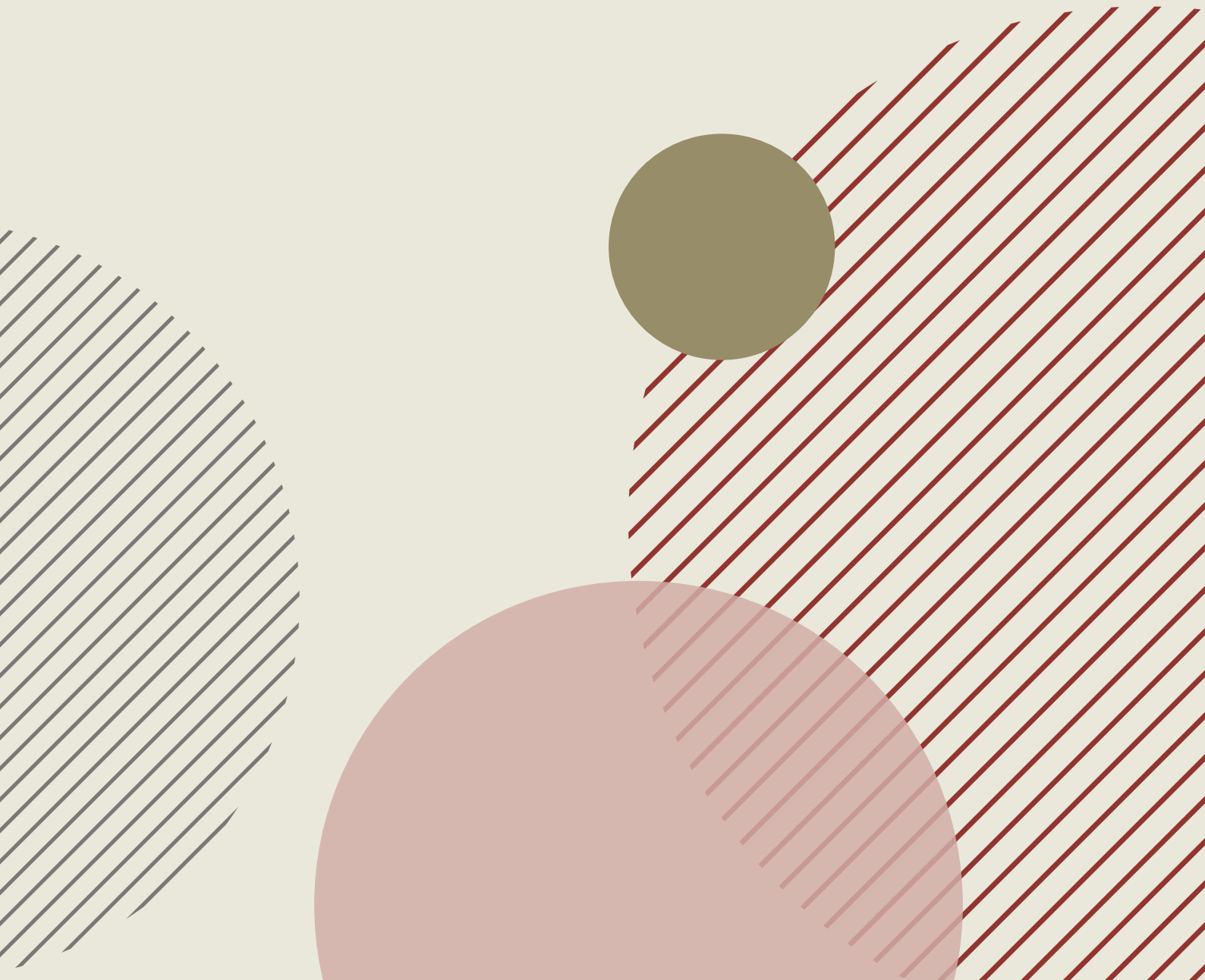


# ANNUAL REPORT 2020/2021



SINGAPORE  
PRODUCTIVITY  
ASSOCIATION



# CONTENTS

<b>1. MESSAGE FROM THE PRESIDENT</b>	<b>2-3</b>
<b>2. SGPA OPERATING STRUCTURE</b>	<b>4-5</b>
2.1 Management Committee	
2.2 SGPA Organisation Structure	
2.3 Secretariat Staff (As Of 31 March 2021)	
<b>3. PROPAGATING PRODUCTIVITY</b>	<b>6-13</b>
3.1 Community Engagement	
3.2 Productivity Programmes	
3.3 Team Excellence	
3.4 Partnerships	
<b>4. FINANCIAL HIGHLIGHTS</b>	<b>14</b>
<b>5. MOVING FORWARD</b>	<b>15</b>

# 1. MESSAGE FROM THE PRESIDENT

The financial year of 2020/2021 (April 2020 to March 2021) was one of the toughest periods in the history of the Singapore Productivity Association (SGPA).

In April 2020, the Singapore government declared a one-month nationwide partial lockdown or Circuit Breaker to contain the spread of the COVID-19 virus.

Non-essential businesses including many retail shops were closed, while F&B businesses were prohibited from offering dine-in services.

This marked the start of many more rounds of business disruptions to come, as Singapore's battle with COVID-19 extended beyond 2020 to 2021.

As visitor arrivals and tourism receipts in Singapore continued to decline due to global travel restrictions, some retail, and F&B businesses, including well-known brands, shuttered their doors for good.

Those who remained open saw significant drop in sales and had to restructure their operations and business models. No one was spared as the pandemic stormed through the nation.

“*Business unusual was now the new business as usual. To navigate through the rough economic seas, we had to adapt and innovate.*”

Mask-wearing became a part of our lives. Work-from-home became the new norm for office workers. Home-based learning replaced classroom lessons. Even dining out – something which food-loving Singaporeans had taken for granted – became a luxury.

Business unusual was now the new business as usual. To navigate through the rough economic seas, we had to adapt and innovate.

## **Adjusting our sails**

As a non-profit organisation driving productivity, digitalisation and innovation in Singapore, SGPA had been supporting the capability upgrading needs of local F&B and retail businesses through our competency arm, Singapore Productivity Centre (SGPC).

One of the most significant outcomes of the pandemic was the acceleration in digital transformation. As more consumers stayed home to stay safe, demand for e-commerce and food delivery services grew exponentially.

To help retailers and F&B establishments move their business online, SGPC launched two new initiatives:

### ***Memorandum of Understanding (MOU) between SGPC & Singapore Polytechnic***

In December 2020, SGPC and Singapore Polytechnic (SP) entered a partnership to help enterprises in the lifestyle sector reinvent their business models and adapt to rapid changes in the global pandemic.

### ***SITP: Food Delivery Operations***

With demand for food delivery on the rise, SGPC enhanced the Service Industry Transformation Programme (SITP) in February 2021 to provide targeted support for F&B players.

Under the programme, F&B businesses would receive guidance in areas such as dine-in and delivery operations, and pricing strategies.

To ensure that our signature programmes and courses remained relevant, SGPC revamped the curriculum for the Retail Digital Productivity Specialist (RDPS) programme and the Food Productivity Specialist (FPS) course to address the business challenges amid the pandemic.

On the international front, SGPC has continued to represent Singapore at the Asian Productivity Organization (APO) – an intergovernmental entity consisting of 20 member economies.

Due to the curb on global travel, SGPC worked with APO to move some of the on-site events online. These included an APO Top Talk on Women's Empowerment for Inclusiveness, and an APO Workshop for Practitioners of Business Excellence (BE).

Similarly, SGPA's annual Team Excellence public event – the Team Excellence Assessment (TEA) – was also shifted online for the first time, due to the COVID-19 restrictions on in-person events.

## **The journey ahead**

As countries around the world (including Singapore) move towards a new phase of living with the COVID-19 virus amid rising vaccination rates, FY2021/2022 may mark the beginning of a global economic recovery.

Nonetheless, we are mindful of the pandemic's volatility and the need to stay vigilant and agile, as we continue serve the local business community.

As we look into diversifying the sources of income for the Association, we welcome ideas and suggestions from our members and friends on partnerships and collaborations.

Until we meet again (in person), stay safe and keep in touch.



Tan Peng Yong  
President  
Singapore Productivity Association

# 2. SGPA OPERATING STRUCTURE

The Association is governed by a Management Committee and supported by a Secretariat team.

## 2.1 MANAGEMENT COMMITTEE

The Management Committee is responsible for laying down the policies, directions, and activities of the Association in line with our objectives. As of 31 March 2021, the 24th Management Committee of the SGPA comprised the following members:

**President:**

Mr Tan Peng Yong  
Former Managing Director  
Baldor Electric (Asia)

**1st Vice-President:**

Ms Lydia Goh  
President  
Institute of Management Consultants  
(Singapore) (IMCS)

**2nd Vice-President:\***

Mr Danny Lien  
Director  
Genesis Solutions Pte Ltd

**Honorary Secretary:**

Ms Janice Lua  
Co-Founder & Chief Operating Officer  
Facilitators Network Singapore Pte Ltd

**Honorary Treasurer:**

Mr Christopher Tan  
Executive Director, Cash Management  
Operations  
UOB Bank

**Members:**

Mr Harnek Singh  
Chair, Academic and Exams Board  
Nanyang Institute of Management

Ms Pearl Yu  
Director of Marketing and HR  
Keystone Cable (S) Pte Ltd

Mr Kerwin Teng  
Director  
KPMG Services Pte Ltd

Mr Lau Shih Hor  
Chief Executive Officer  
Elixir Technology Pte Ltd

Mr Malcolm Chua  
Deputy GM of Digital Transformation  
Center (Asia & Oceania)  
Sumitomo Corporation

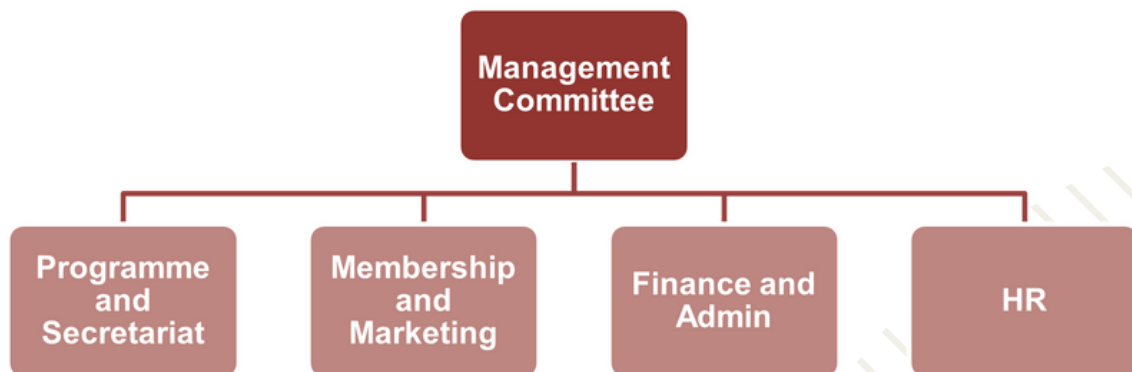
Mr Michael Tan  
Executive Director  
Singapore Productivity Association (SGPA)

**Honorary President:**

Dr Ahmad Mohd Magad

*\*Mr Devadas Krishnadas, Chief Executive Officer, Future-Moves Group Pte Ltd, stepped down as 2nd Vice-President on 22 July 2020. Mr Danny Lien was appointed by the Management Committee as the 2nd Vice-President on 16 December 2020.*

## 2.2 SGPA ORGANISATION STRUCTURE



## 2.3 SECRETARIAT STAFF (AS OF 31 MARCH 2021)

Executive Director:  
Mr Michael Tan

Senior Manager:  
Mr Thomas Chia

Membership and Marketing Manager:  
Ms Lee Shou Yin

Assistant Manager:  
Mr Ashley Chen

Senior Executive:  
Ms Serene Ho

Senior Finance and Admin Executive:  
Mr Edgar Xie

# 3. PROPAGATING PRODUCTIVITY

Amidst the COVID-19 pandemic, the Association continued to work closely with companies and professionals to drive productivity, digitalisation and innovation in Singapore.

The Association's activities for the last financial year can be broadly categorised into Community Engagement, Productivity Programmes, Team Excellence, and Partnerships.

## 3.1 COMMUNITY ENGAGEMENT

Together with the Association's competency arm – Singapore Productivity Centre (SGPC) – we rolled out a series of new initiatives for our members and the business community over the past financial year:

- SGPA Website: Revamped the Association's website and migrated to a new domain ([www.sgpa.org.sg](http://www.sgpa.org.sg)) for better brand identity.
- SGPA eDM (electronic direct mail / e-mail): Periodic e-mail broadcasts to SGPA members and SGPC supporters to share organisation news, and updates on programmes and activities.
- SGPA Webinars: Complimentary webinars for SGPA members and SGPC supporters
- SGPA Social Media: Regular posts on SGPA Facebook and SGPA LinkedIn pages.
- SGPA Membership: Introduced online membership application and renewal forms to replace hard copy forms.

### SGPA MEMBERSHIP

SGPA offers both Individual and Institutional Memberships:

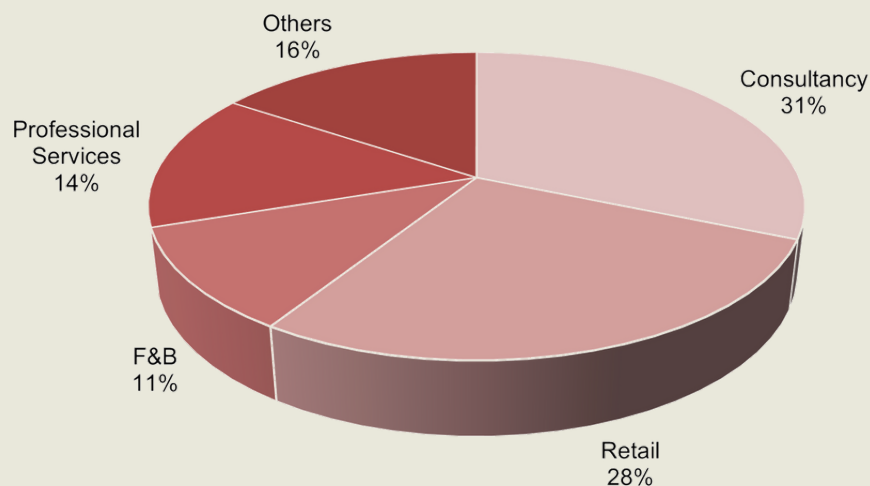
- Individual Membership is open to all business leaders, professionals, and practitioners.
- Institutional Membership is open to all organisations and enterprises regardless of employment size.

SGPA members enjoy the following benefits:

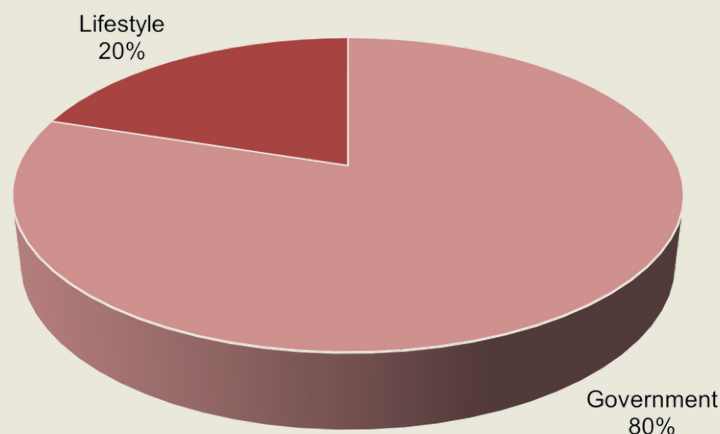
- Enjoy member's rate for SGPA and SGPC programmes and services.
- Priority registration for SGPA and SGPC events and workshops.
- Network with individuals and organisations with similar interests in productivity, innovation, and digitalisation.
- Stay on top of latest research, trends and best practices on productivity, digitalisation, and innovation through our regular engagements with members.
- Opportunities to participate in local and overseas study missions, as well as programmes organised by Asian Productivity Organization (APO) and our international partners.

As of 31 March 2021, the SGPA had a total of 83 Individual Members and 5 Institutional Members. The Association's membership profile was as follows:

**Chart 1: SGPA Individual Members (By Industry)**



**Chart 2: SGPA Institutional Members (By Industry)**





## 3.2 PRODUCTIVITY PROGRAMMES

Productivity programmes are a key focus of the Association. Through our competency arm, Singapore Productivity Centre (SGPC), we offer productivity courses and workshops to support the capability development needs of productivity practitioners and industry professionals.

Due to the COVID-19 pandemic, most of our productivity programmes in 2020 had to be moved online in compliance with the government's Safe Management Measures (SMM).

Some of the key productivity programmes conducted over the past financial year included:

### ***Retail Digital Productivity Specialist (RDPS) Programme***

The Retail Digital Productivity Specialist (RDPS) programme is an adaptation of the Certified Productivity Consultant (CPC) course, which was jointly developed by SGPC and Japan Productivity Center.

Since then, the curriculum has been updated and contextualised to include digitalisation and other trends in the retail sector.

The programme consists of 36 hours of classroom engagement with in-depth discussions and sharing of tools and techniques.

Trainees are also encouraged to participate in retail consultancy projects to gain hands-on experience in consultancy work.

Over the past financial year, trainees comprising current and aspiring retail consultants, as well as retail employees and executives, had been trained under the RDPS programme.

### ***Food Productivity Specialist (FPS) Course***

The Food Productivity Specialist (FPS) course consists of a localised and up-to-date curriculum to equip trainees with the skills, knowledge and confidence to drive business productivity in the food services sector.

The course is designed for food services practitioners and professionals who lead and manage productivity improvements in their organisations, or who wish to pursue a productivity consultancy career specialising in the food services sector.

# SGPC INDUSTRY INITIATIVES

As the competency arm of SGPA, the Singapore Productivity Centre (SGPC) spearheaded new industry initiatives to support the lifestyle sector over the past financial year such as:

## ***Service Industry Transformation Programme (SITP)***

The pandemic has changed consumer behaviours and accelerated the need for businesses to stay agile, innovate and optimise processes.

Since the launch of the Service Industry Transformation Programme (SITP) in September 2019, SGPC had conducted a total of 16 successful classroom sessions for the lifestyle sector amidst the challenging environment. Now conducted virtually, the programme has helped organisations build transformation capabilities to curb manpower challenges, and improve productivity by leveraging service design methodologies with professional guidance.

Recognising that online food delivery has become the norm for consumers, SGPC also launched a customised programme, SITP: Food Delivery Operations, in February 2021. The programme has supported food service players in areas such as managing dine-in and delivery operational demands, and pricing strategies to achieve better margins. SITP: Food Delivery Operations had a successful first run, and SGPC will continue to cater to the evolving business needs of players in the lifestyle sector.



*SITP participants exchanging ideas during a classroom session.*

## ***Memorandum of Understanding (MoU) Signing Ceremony between SGPC & Singapore Polytechnic***

On 4 December 2020, SGPC and Singapore Polytechnic (SP) entered a partnership to help enterprises in the lifestyle sector reinvent their business models and adapt to rapid changes in the global pandemic. The collaboration demonstrated the joint commitment by the two organisations towards helping local enterprises transform and innovate.

To commemorate the partnership, a Memorandum of Understanding (MoU) was signed by SP and SGPC in the presence of Guest-of-Honour, Minister of State for Education, Ms Gan Siow Huang, during a live webinar on Reinventing Business Models. Members of the Association of Catering Professionals Singapore (ACAPS), Restaurant Association of Singapore (RAS), and SP Food Innovation Research Centre (FIRC)'s industry partners were invited to attend the virtual webinar and witness the signing ceremony.

The webinar highlighted how enterprises could identify opportunities for service and product innovation to bring them closer to their customers. It touched on how businesses could create new market opportunities by leveraging the Design Thinking framework.

The event also shared how financial analysis could help guide enterprises in making decisions during the pandemic, and provided participants with actionable ideas and toolkits that could be brought back to their organisations for further consideration.



*Memorandum of Understanding (MoU) Signing Ceremony between SGPC & Singapore Polytechnic. (From left to right: Mr Soh Wai Wah, Principal & CEO, Singapore Polytechnic; Ms Georgina Phua, Deputy Principal for Development, Singapore Polytechnic; Ms Gan Siow Huang, Minister of State for Education; Mr Michael Tan, CEO, SGPC; and Mr Tan Peng Yong, Chairman, SGPC)*

## 3.3 TEAM EXCELLENCE

### *Team Excellence Assessments*

A total of 47 team projects were presented at the Team Excellence Assessment held from 29 to 31 March 2021. Due to the COVID-19 pandemic, this was the first time the assessments were held virtually. In addition, 32 team projects were assessed via in-house conventions.

### *Teams' Contribution to Innovation and Value Creation*

To-date, team projects presented at the Team Excellence Assessments from March 2007 to March 2021 have generated cost savings / created value totalling \$2.11 billion.

No. of Teams	S\$ Savings / Value Created
4,342	2.11 billion

### *International Convention on Quality Control Circles (ICQCC) 2020*

The proposal to initiate an International Convention on Quality Control Circles (ICQCC) was first raised at the Korean Quality Control Conference 1975 in Seoul. The first International Convention on Quality Control Circles took place in Seoul in 1976 to facilitate the exchange of ideas and experiences on QCC activities.

At the ICQCC 1986 held in Seoul, it was agreed that participating countries/regions would be divided into two groups geographically, and countries/regions from each Group would host the Convention alternately.

Currently, 13 member regions form the Coordination Committee for the annual ICQCC. The Committee consists of Bangladesh, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Philippines, Singapore, Sri Lanka, Taiwan and Thailand.

### *Singapore Delegation for ICQCC 2020*

ICQCC 2020 was held in Dhaka from 1 to 3 December 2020. Due to the COVID-19 pandemic and travel restrictions, the event was held virtually. Two teams from the National Environment Agency of Singapore participated in the convention and presented their projects. The Singapore representatives won a total of two awards – one Platinum award, and one Gold award.

The annual ICQCC Coordination Committee Meeting (CCM) was held on 4 December 2020 via Zoom and was attended by all 13 members. During the CCM, SGPA presented a report on Singapore's team excellence initiatives in 2020.

## 3.4 PARTNERSHIPS

### ***SGPC and Asian Productivity Organization (APO)***

Established in 1961, the Asian Productivity Organization (APO) is an intergovernmental entity comprising 20 member economies, that supports the socioeconomic development of the Asia-Pacific region through productivity enhancement.

Singapore had been a member of APO since 1969. In April 2019, Singapore Productivity Centre (SGPC) was appointed as the National Productivity Office (NPO) for Singapore for a 3-year period.

As NPO, SGPC represents Singapore at the APO and is responsible for the planning and implementation of APO productivity projects for and hosted by Singapore.

Below were two of the APO projects led by SGPC over the past financial year:

### ***APO Top Talk on Women's Empowerment for Inclusiveness***

The COVID-19 pandemic had created wide-ranging, unprecedented challenges across the globe. This directly impacted the implementation of all APO projects.

With prolonged global travel restrictions in place, the APO worked with the NPOs to move on-site events online.

For instance, the APO Secretariat organised a series of APO Productivity Talks as part of its outreach and information dissemination programme.

This included the APO Top Talk on Women's Empowerment for Inclusiveness which was coordinated by SGPC:

- Speaker:  
Mrs Mereseini Wakolo Rakuita Vuniwaqa  
(then Minister for Women, Children & Poverty Alleviation of Fiji)
- Moderated by Ms Chew Mok Lee (then Assistance Chief Executive Officer of Enterprise Singapore, then APO Director for Singapore).
- Facilitated by APO Secretariat, Singapore Productivity Centre (SGPC)



During the talk, then Fijian Minister for Women, Children and Poverty Alleviation Vuniwaqa spoke about Fiji's experience in enhancing the empowerment and social inclusion of women.

She noted that women still lacked access to the same socioeconomic opportunities as men despite their obvious potential to contribute to socioeconomic progress. Thus, it was essential to empower women in every aspect of a country's development policy, to ensure a well-functioning market economy, sustainable growth, and broad-based productivity gains.



### ***APO Workshop for Practitioners of Business Excellence (BE)***

The Business Excellence (BE) framework is a dynamic tool to help organisations improve their competitiveness and productivity. Using the framework, organisations can identify strengths and opportunities, and align management systems and processes to create an environment for sustainable and continuous improvement.

Since 2009, Enterprise Singapore (formerly SPRING Singapore) had been designated by the APO as its Center of Excellence (COE) on BE, to assist other APO member countries in developing and strengthening their BE initiatives.

Over the past 11 years, the COE on BE had conducted a series of BE activities. These include research, sharing of best practices, building competencies of BE experts, and knowledge transfer to other member countries.

As the NPO of Singapore, SGPC helped to successfully organise the final BE workshop before the sunsetting of the local BE initiative by Enterprise Singapore in September 2020.

## 4. FINANCIAL HIGHLIGHTS

The Association and her subsidiary generated an operating surplus of \$764,514 in FY2020/2021, mostly from consultancy and special project services, therefore taking the Group's Accumulated Funds to \$2,062,956 at the end of the financial year.

Despite the challenges in FY2020/2021 due to the economic impact caused by the COVID-19 pandemic, the Association managed to achieve a growth of 19.6% in Profit Margin compared to FY2019/2020.

**\$0.76**  
MILLION

**OPERATING  
SURPLUS**

**\$2.06**  
MILLION

**ACCUMULATED  
FUNDS**

**19.6**  
PERCENT

**GROSS  
PROFIT GROWTH**

# 5. MOVING FORWARD

As uncertainties in the global and domestic economic environment persist amid the COVID-19 pandemic, FY2021/2022 looks set to be another challenging year for the Association and her subsidiary.

Despite the external challenges, the Group shall continue to support the needs of the local business community.

We will continue to offer programmes and initiatives for the lifestyle sector through our competency arm, SGPC, and provide research and consultancy services to help our F&B and retail businesses compete effectively during these difficult times.

At the same time, to ensure the long-term sustainability of the Association in a post-pandemic world, we will be exploring new opportunities to diversify our sources of income.



**SINGAPORE PRODUCTIVITY ASSOCIATION (SGPA)**

**11 EUNOS ROAD 8**

**#08-01 LIFELONG LEARNING INSTITUTE**

**SINGAPORE 408601**

**T: 6745 5833**

**E: [ENQUIRY@SGPA.ORG.SG](mailto:ENQUIRY@SGPA.ORG.SG)**

**W: [WWW.SGPA.ORG.SG](http://WWW.SGPA.ORG.SG)**

