

ANNUAL REPORT 2021/2022



SINGAPORE
PRODUCTIVITY
ASSOCIATION

CONTENTS

1. MESSAGE FROM THE PRESIDENT	2-3
2. SGPA OPERATING STRUCTURE	4-5
2.1 Management Committee	
2.2 SGPA Organisation Chart	
2.3 Secretariat Staff (As Of 31 March 2022)	
3. DRIVING PRODUCTIVITY	6-14
3.1 Community Engagement	
3.2 Productivity Programmes	
3.3 Team Excellence	
3.4 Partnerships	
4. FINANCIAL HIGHLIGHTS	15
5. LOOKING AHEAD	16

1. MESSAGE FROM THE PRESIDENT

More than two years after the COVID-19 virus first hit our shores, Singapore finally reopened its borders in April 2022.

Here at Singapore Productivity Association (SGPA), we work closely with business owners and professionals in the food services and retail sectors, which were among the hardest-hit groups during the pandemic.

As we return to business as usual, let's not forget the valuable lessons gleaned from the pandemic.

Here are some of the best practices we have observed:

First, be prepared.

No one can predict when the next global epidemic, or Disease X - as termed by the World Health Organization - will hit us.

What we do know for sure, is that companies with an eye on business continuity and contingency planning, will be better prepared to deal with the next crisis.

Second, be agile and flexible.

The pandemic forced organisations to relook at the way they do business and greatly accelerated the pace of innovation.

Some businesses pivoted to new products and services to survive; others adopted new technology and platforms to stay ahead.

Third, invest in your team.

Working in the office used to be the norm but the pandemic showed that with the right infrastructure and system in place, employees can work productively anytime, anywhere.

Remote and hybrid work are here to stay. And organisations that devote time and resources to build trust and foster collaboration will be more likely to succeed.

Supporting Singapore enterprises and professionals

As we look back on the past financial year from 1 April 2021 to 31 March 2022 (FY2021/2022), we are heartened by the strong support from our members and partners for our programmes and services.

Some of our key activities over the past financial year included:

Team Excellence

Team Excellence programmes continue to play a key role in the Association's drive to promote productivity. SGPA conducted Team Excellence Public Assessments in September 2021 and March 2022. A total of 107 teams took part in the two rounds of assessments.

International Convention on Quality Control Circles 2021

Last year's International Convention on Quality Control Circles (ICQCC) was held in Hyderabad, India from 24 to 27 November 2021. Due to global travel restrictions, organisers held a hybrid event to allow participants to join the event in-person or virtually.

Three teams from Singapore took part in the virtual project presentation at the Convention and won a total of four awards – three Par Excellence awards, and one Excellent award.

SGPC's reappointment to APO

Since 2019, SGPA's subsidiary Singapore Productivity Centre (SGPC) has been the National Productivity Organization (NPO) representing Singapore at the intergovernmental organization, Asian Productivity Organization (APO).

After a successful three-year term, SGPC has been re-appointed as Singapore's NPO for another three-year term from 1 April 2022 to 31 March 2025.

Service Industry Transformation Programme

SGPC and Workforce Singapore (WSG) have simplified the Service Industry Transformation Programme (SITP) to support SMEs in their post-pandemic recovery efforts. Thanks to the simplified programme, businesses can now pinpoint their problem statements much faster and optimise resources to meet their business objectives.

Consultancy Services

For SMEs which require more targeted support, SGPC offers business advisory in areas such as digitalisation, process redesign, service design and more. In the past year, our consultancy team helped more than 50 companies to achieve productivity savings and business growth.

Charting a new course for the future

The Russia-Ukraine conflict at the start of FY2022/2023 further destabilised the global economy, which had been on the edge for more than two years due to the COVID-19 pandemic.

With rising energy prices and inflationary pressures dampening Singapore's economic recovery, local businesses would likely take a more cautious approach to expansion.

But all is not gloom and doom for FY2022/2023, as the reopening of Singapore's borders and revival of the local tourism sector have brought respite to retailers and F&B establishments.

The Association and our subsidiary will continue to support the digital transformation and capability-building needs of businesses through our training programmes, consultancy services, business workshops, and industry research.

To ensure that SGPA stays ahead of the curve, we will also be looking into new business trends and growth opportunities, such as sustainability initiatives for enterprises.

The year 2023 marks the 50th anniversary of Singapore Productivity Association.

We look forward to working closely with our members, supporters and partners, as we chart a new course for the future together.



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.

The 25th Management Committee* was elected at the 47th Annual General Meeting (AGM) held on 21 September 2021.

As of 31 March 2022, the 25th Management Committee of SGPA comprised the following members:

President:

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

1st Vice-President:

Ms Lydia Goh
Managing Director
Excelsa Consulting Pte Ltd

Honorary Secretary:

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

Members:

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

Mr Kelvyn Chee
Managing Director
Decks Pte Ltd

Mr Kelvin Ong
CEO
Eurasia Global Food (S) Pte Ltd

Honorary President:

Dr Ahmad Mohd Magad

2nd Vice-President:

Mr Danny Lien
Director
Genesis Solutions Pte Ltd

Honorary Treasurer:

Ms Lydia Ang
Head, Business Development
Flying Cape Pte Ltd

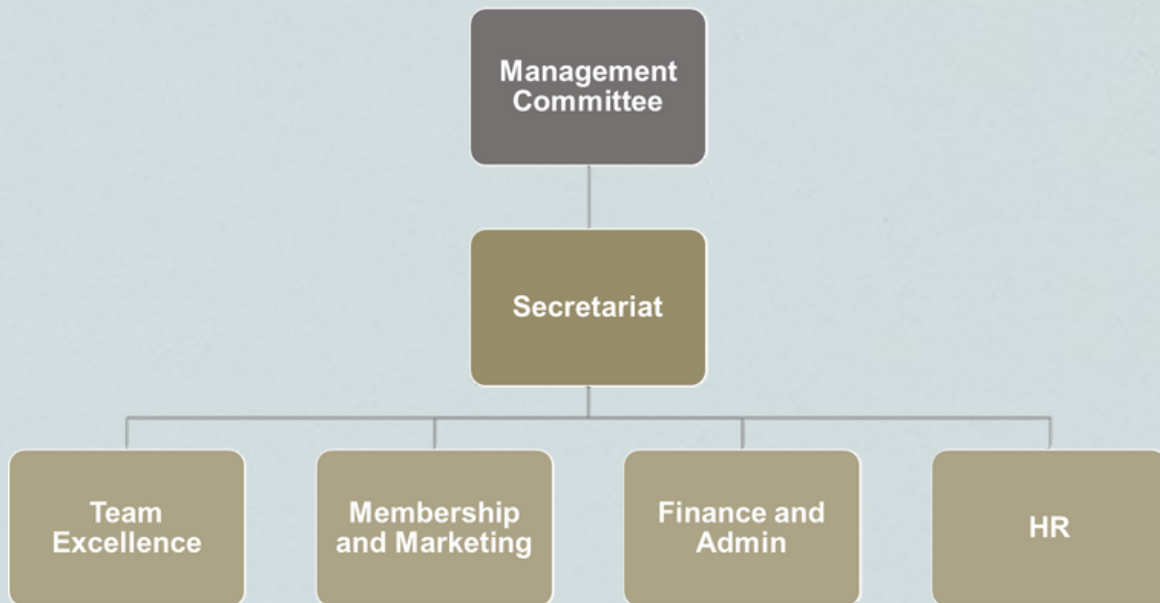
Mr Mervin Lee
VP, Corporate Development Group
Fei Siong Food Management Pte Ltd

Mr Lui Chuian Feng
Founder
Halcyon Media Pte Ltd

Mr Michael Tan
Executive Director
Singapore Productivity Association (SGPA)

**Appointment term: 1 October 2021 to 30 September 2023*

2.2 SGPA Organisation Chart



2.3 Secretariat Staff (As Of 31 March 2022)

Executive Director:
Mr Michael Tan

Membership and Marketing Manager:
Ms Lee Shou Yin

Finance and Admin Manager:
Mr Edgar Xie

Senior Finance and Admin Executive:
Ms Winnie Koh

Senior Executive:
Mr Shum Jun Hui

3. DRIVING PRODUCTIVITY

Throughout FY2021/2022, the Association continued to drive productivity, digitalisation and innovation through our activities in four key areas: Community Engagement, Productivity Programmes, Team Excellence, and Partnerships.

3.1 Community Engagement

The Association and our competency arm, Singapore Productivity Centre (SGPC), continued to support the upgrading needs of local enterprises and professionals over the past financial year.

Some of the initiatives in FY2021/2022 included:

Productivity Digest:

Quarterly e-newsletter for SGPA members on the latest SGPA and SGPC programmes, courses, events, and industry news.

Events:

SGPA and SGPC webinars and in-person workshops on a wide range of topics such as cybersecurity, branding, service design, digital marketing, and job redesign.

Corporate Governance:

Introduction of SGPA Whistle Blower Policy and Ethos in compliance with industry best practices for good financial and corporate practices.

Member's Discount:

SGPA Institutional members enjoy 10% discount off Team Excellence courses (subject to a minimum of 10 participants).

SGPA Membership Overview

SGPA offers two types of memberships:

- SGPA Individual Membership is open to all business leaders, professionals, and practitioners.
- SGPA 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 the 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 2022, the SGPA membership profile was as follows:

Chart 1: SGPA Individual Members (By Industry)

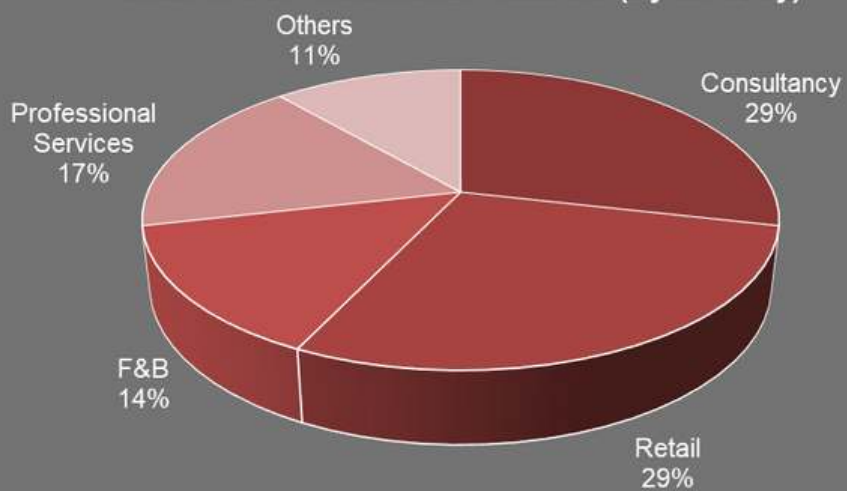
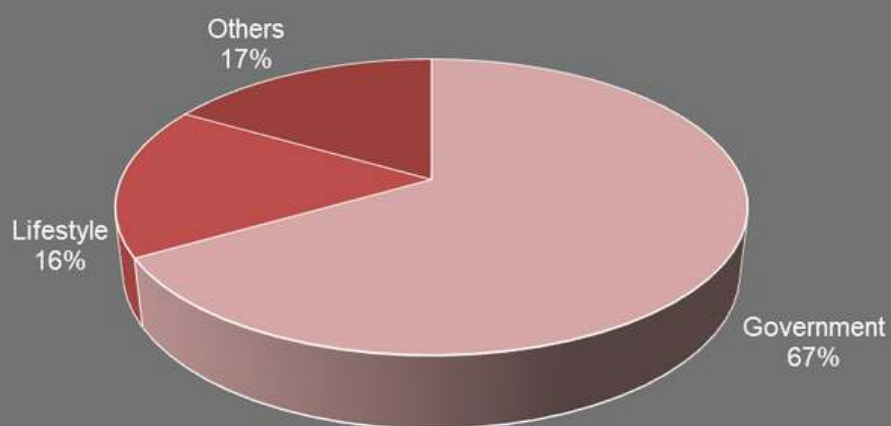


Chart 2: SGPA Institutional Members (By Industry)



3.2 Productivity Programmes

Our competency arm, Singapore Productivity Centre (SGPC) offers a wide range of productivity courses and workshops to support the capability development needs of productivity practitioners and industry professionals.

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

Retail Digital Productivity Specialist (RDPS) Programme

The Retail Digital Productivity Specialist (RDPS) Programme was adapted from the Certified Productivity Consultant (CPC) course, which was jointly developed by SGPC and Japan Productivity Center.

Since then, the curriculum has been updated 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.

Over the past financial year, current and aspiring retail consultants, as well as retail employees and executives, have benefitted under the RDPS programme.

Food Productivity Specialist (FPS) Programme

The Food Productivity Specialist (FPS) Programme equips trainees with the skills, knowledge and confidence they need to boost business productivity in the food services sector.

The programme is designed for food services practitioners and professionals who manage productivity improvement projects in their organisations, or who wish to pursue a productivity consultancy career in the food services sector.

Participants learn how to analyse productivity gaps through a data-driven approach, and systematically review, diagnose and improve business through the application of skills and solutions.

SGPC Consultancy Services

SGPC offers consultancy services for retailers and food establishments which require more targeted solutions and expertise.

An SGPC consultant would meet the company to identify areas for improvement and propose possible solutions for the company's consideration.

After the project has been approved by the company, the consultant would oversee the implementation and measure the results.

The diagram below illustrates the SGPC Consultancy Customer Journey:



Over the past financial year, SGPC consultants have helped more than 50 companies in the food services and retail sectors in areas such as digitalisation, user experience and process redesign.

SGPC Industry Initiatives

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

Service Industry Transformation Programme (SITP)

Since September 2019, SGPC has helped lifestyle enterprises to train their workforce through the Service Industry Transformation Programme (SITP). The programme dives into operational and productivity challenges and uses service design approaches and technologies to identify issues and uncover areas for improvement.

Over the past financial year, SGPC, and Workforce Singapore (WSG) have simplified and improved the SITP to support SMEs in their post-pandemic recovery efforts.

The programme covers pre-scoped business priorities such as improving sales through new sales channels or new products, increasing customer satisfaction, and process optimisation. Participating companies can choose a defined problem to work on and adopt corresponding solutions to address their business challenges.

Thanks to the simplified programme, businesses can now pinpoint their problem statements much faster, take steps to minimise process redundancies, and optimise resources to better meet their business objectives.

Launch of Career Conversion Programme for Food Services Industry (Previously known as Career Conversion Programme for Food Services Assistants)

The Career Conversion Programme (CCP) for Food Services Industry was newly launched in July 2022 and is part of the part of the holistic support provided to food services companies to train and upskill existing workers, as well as attract new entrants and facilitate mid-career switchers into the sector. The revised CCP now includes new hires and existing employees of both PMET and non-PMET roles.

As the appointed programme partner, SGPC works with companies to identify the areas for improvement and guide the development of structured training plans for new hires and Job Redesign plans to upskill the current employees.

The desired outcome is for companies to review, optimise and value-add to their PMET and non-PMET jobs such as Restaurant Managers, Supervisors, Cooks/Chefs, Service Crew and Kitchen Assistants, and create higher quality jobs to sustain business growth and retain current local employees.

SkillsFuture Month 2021 Webinar – Staying Competitive: Thriving in Trying Times

SkillsFuture Month 2021, organised by SkillsFuture Singapore, was held from 8 July to 22 August 2021 and featured over 300 learning activities such as webinars, virtual workshops and forums. SGPC was a partner of the annual learning event and conducted a two-hour virtual webinar on 5 August 2021.

The webinar touched on the challenge of how SMEs could grow and thrive beyond survival mode in times of change. Some of the topics included benchmarking data, industry trends, service design thinking as an integral part of business planning, and business transformation.



Behind-the-scenes of the live-streamed webinar organised by SGPC on 5 August 2021.

Retail Virtual Panel Discussion: Retail Pains & Gains



(From top left in clockwise direction) Mr Ryan Chioh (FarEastFlora.com Pte Ltd), Mr Daryl Ong (Lion Stationery Co Pte Ltd), and Ms Jeanie Kwan (H2O Life Source (SEA) Pte Ltd) shared their insights at the Retail Gains & Pains webinar, which was moderated by Mr Michael Tan (CEO, SGPC).

SGPC organised a webinar on the retail industry on 23 March 2022. Titled *Retail Pains & Gains*, the virtual panel discussion saw panellists sharing their personal perspectives on the latest retail trends.

They also highlighted how the retail business was evolving as well as the costs, viability and innovation challenges that retailers faced.

The panellists pointed out that the retail industry was undergoing a transformational shift and that retailers needed to be agile and adaptable to stay ahead of the curve. They also emphasised the importance of investing in technology and data to drive decision-making, as well as the need for collaboration across departments to drive innovation.

3.3 Team Excellence

Formerly known as Innovation and Quality Circles (IQCs), Team Excellence (TE) comprises individuals working together in teams to enhance innovation and quality within their organisations.

SGPA is the leading organisation in Singapore for Team Excellence initiatives.

Team Excellence Assessments

A total of 107 team projects were presented at the Team Excellence Public Assessments in September 2021 and March 2022.

Due to the COVID-19 pandemic, the assessments were held virtually.

In addition, 56 team projects were assessed via four 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 2022 have generated cost savings / created value totalling S\$2.12 billion.

No. Of Teams	S\$ Savings / Value Created
4,505	2.12 billion

International Convention on Quality Control Circles (ICQCC)

The International Convention on Quality Control Circles (ICQCC) is an international event held yearly to facilitate the exchange of ideas and experiences on Quality Control Circle (QC Circle) activities.

The first International Convention on Quality Control Circles took place in Seoul in 1976.

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, and members take turns to host the Convention.

Singapore Delegation For ICQCC 2021

ICQCC 2021 was held in Hyderabad, India from 24 to 27 November 2021. Due to the COVID-19 pandemic and travel restrictions, participants had the option to attend the hybrid event in person or virtually.

Three teams from the National Environment Agency of Singapore (NEA) and one team from Institute of Technological Education (ITE) participated in the convention and presented their projects virtually.

The Singapore representatives won a total of four awards – three Par Excellence awards, and one Excellent award.

The annual ICQCC Coordination Committee Meeting (CCM) was held on 25 November 2021 via Zoom and was attended by all 13 members. During the CCM, SGPA presented a country paper on Singapore's team excellence initiatives in 2021.

3.4 Partnerships

SGPC and Asian Productivity Organization (APO)

Singapore has been a member of the Asian Productivity Organization (APO) since 1969.

As an intergovernmental organisation established in 1961 with 21 member regions, the APO contributes to the socioeconomic development of Asia and the Pacific through productivity enhancement.

The Singapore Productivity Centre (SGPC) has been the National Productivity Organization (NPO) representing Singapore at the APO since 1 April 2019, when SGPC took over the role from Enterprise Singapore (EnterpriseSG).

As the appointed NPO, SGPC is the planning and implementing agency for coordinating productivity and innovation projects for, and hosted by Singapore.

SGPC also facilitates requests from local institutions and individuals to access APO's resources and networks.

Reappointment of SGPC as the National Productivity Organization (1 April 2022 – 31 March 2025)

Over the last three years from 2019 to 2022, SGPC had established and advanced bilateral ties with the APO secretariat and peer NPOs (e.g. Japan Productivity Center, Thailand Productivity Institute, China Productivity Center, Hong Kong Productivity Centre, and National Productivity Council India).

SGPC's regional network of partners, both within the APO umbrella of NPOs and beyond, have proved to be invaluable to both the Centre and stakeholders in the local ecosystem.

For example, SGPC's link with fellow NPO, India's National Productivity Council (NPC), enabled SGPC to organise a study mission to Hyderabad for VITAL, the corporate shared services agency of the Singapore government. NPC helped to host VITAL, and arranged visits to local organisations to help the agency learn about the best practices in IT and outsourcing.

Similarly, SGPC's role as NPO was pivotal in helping the Singapore Tourism Board (STB) secure APO's resources and regional network for STB's research project in 2020. The project aimed to benchmark intercity hotel productivity performance across key economies in the Asia-Pacific.

In addition, SGPC expanded its network and explored collaborations with institutional partners within the network of APO member regions, such as the Korea Standards Association (KSA), and the National Institute of Advanced Industrial Science and Technology in Japan (AIST).

As a result of SGPC's contribution, the Centre has been reappointed as the NPO representing Singapore for another three years, from 1 April 2022 to 31 March 2025.

To support APO, SGPC will continue to deepen its existing capabilities to drive transformation for the retail, food and hotel sectors under its care to ensure:

- (i) maximal capability and knowledge transfer from the various APO programmes to domestic stakeholders, particularly those in the service sectors and,
- (ii) that the APO's programmes remain dynamic and relevant to Singapore's needs.

Both SGPA and SGPC will also continue to work closely with Enterprise Singapore (EnterpriseSG) and its parent ministry, Ministry of Trade and Industry (MTI), to ensure that other partners in the local productivity ecosystem, such as the Centres of Innovation and SME Centres, benefit from the transfer of knowledge and capability from the APO's programmes.

Branding Workshop

At the APO 62nd Governing Body Meeting 2020, the Governing Body approved the launch of a fund to help NPOs strengthen the resilience and recovery of each member region's economy and businesses.

SGPC leveraged the funding and curated a Branding Workshop for Singapore's retail and food and beverage (F&B) businesses.



Participants actively sharing and discussing in the workshop.

The branding workshop focused on what branding was, and how retailers or F&B players could communicate their brand's purpose and customer experience to shoppers, across different touch points and consumer stages.

The first run of the workshop, titled *Branding: More Than a Logo*, was tailored for the retail industry.

On March 29 and 31, 2021, a total of 15 retailers from various sub-sectors attended SGPC's first face-to-face workshop since COVID-19.

4. FINANCIAL HIGHLIGHTS

The Association and our subsidiary ("the Group") registered an operating loss of \$160,627 in FY2021/2022, which reduced the Group's Accumulated Funds to \$1,902,329 at the end of the financial year. This was triggered by the COVID-19 pandemic that adversely affected SMEs, resulting in them not being able to take up productivity projects and programmes with the Group.

The Group practised prudence in cost management during this challenging period and attained 24.03% cost efficiency despite a 42.8% drop in revenue as compared to FY2020/2021.

**OPERATING
LOSS**

(\$0.16M)

**ACCUMULATED
FUNDS**

\$1.90M

5. LOOKING AHEAD

Even though most countries have reopened their borders and lifted pandemic restrictions, the global economic outlook remains uncertain.

The COVID-19 situation is still evolving as the virus continues to mutate. Supply chain bottlenecks, rising energy prices, interest rates hikes, and inflation have dampened business optimism.

To help Singapore enterprises and professionals stay ahead in the volatile business environment, the Association and our subsidiary will continue to work on new programmes and initiatives to keep up with evolving market trends.

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