

# ANNUAL REPORT

2022/2023



SINGAPORE  
PRODUCTIVITY  
ASSOCIATION

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# 1 MESSAGE FROM THE PRESIDENT

Singapore Productivity Association (SGPA) has come a long way since its establishment in 1973. As we celebrate SGPA's 50th year anniversary, I would like to congratulate all who has played a part in helping us get here.

Over the past 50 years, SGPA had to adapt to numerous external challenges such as the 2007-2008 Financial Crisis and more recently, the Covid-19 Pandemic.

SGPA also faced various internal challenges such as venturing on its journey to become an independent association after the successful dissolution of SGPA's affiliation with Enterprise Singapore in 2019.

Despite those periods of trials, we managed to overcome them. As such, I thank everyone who has contributed to SGPA's growth.

As we stand at our 50-year mark, my message to everyone is not to take what we have for granted but go back to the basics of developing a productivity mindset.

To do so, we need to adopt these 3 steps:

The first step is to see.

See what others are doing through best practices and benchmarking.

The second step is to learn.

Learn the concepts, tools and techniques of productivity which are working for others.

With ongoing geopolitical tensions such as the US-China relationships and Russia-Ukraine conflict, businesses need to be highly adaptable to respond to supply chain shocks. Hence, there is a need to keep observing and learning from the best practices.



The final step is to apply.

Apply those techniques and tools to uplift productivity in your organisations.

A caveat is that we need to have discernment in choosing which tools to

apply. Despite a myriad of technologies available, there is no one-size fits all solution. Rather, the key is to apply the right tools in the right situations.

Nonetheless, I encourage SGPA to continue our efforts to raise productivity. Some of the activities we have conducted over the past financial year include:

## **Team Excellence**

Team Excellence programmes continued to play a key role in the Association's drive to promote productivity. In this financial year, a total of 115 teams participated in the Team Excellence Public Assessments in September 2022 and March 2023. In addition, 67 teams participated in closed-door Team Excellence Assessments.

## **International Convention on Quality Control Circles 2022 (ICQCC 2022)**

ICQCC 2022 was held in Jakarta, Indonesia from 15 to 18 November 2022. In total, 708 teams across 13 countries participated in ICQCC 2022. Singapore's delegation comprised of 7 teams from the National Environment Agency (NEA), Institute of Technical Education (ITE) Global Indian International School and Global Schools Foundation. Among those teams, 5 teams won the gold award.

# 1 MESSAGE FROM THE PRESIDENT

## **SGPC's role as NPO to APO**

From April 2022 to March 2023, SGPA's subsidiary Singapore Productivity Centre (SGPC) continued to be the National Productivity Organisation (NPO) representing Singapore at the intergovernmental organisation, Asian Productivity Organisation (APO).

## **Service Industry Transformation Programme**

SGPC and Workforce Singapore (WSG) conducted the run of the Service Industry Transformation Programme (SITP) to support SMEs in their post-pandemic recovery efforts. The 2-part workshop which consisted of a 2-day workshop and a guided project implementation helped businesses to develop and deliver their projects to meet their business objectives.

## **Career Conversion Programme**

SGPC executed a run of the Career Conversion Program for Food Services Industry by working with companies to redesign jobs through a mixture of classroom training and on-the-job training. This improved productivity in businesses while their employees became more skilled.

## **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.

## **Pressing on for the next 50 years and beyond**

As we look towards the future, we must be prepared to weather unpredictable challenges.

To help businesses overcome those challenges, the Association, and its subsidiary, SGPC, will support businesses through conducting training programmes, consulting services, workshops and industry research.

Additionally, to keep up with the government's initiatives on Environment, Social and Governance (ESG), SGPA and SGPC will be embarking on sustainability initiatives such as SGPC's application to APO to be accredited as a Certification Body on Green Productivity.

Once again, we thank all your contributions to SGPA as we celebrate the 50th anniversary of the Association.

We look forward to working closely with our members, supporters, and partners, as SGPA presses on for the next 50 years and beyond.



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

### 2nd Vice-President:

Mr Danny Lien  
Director  
Genesis Solutions Pte Ltd

### Honorary Treasurer:

Ms Lydia Ang  
Head, Business Development  
Flying Cape Pte Ltd

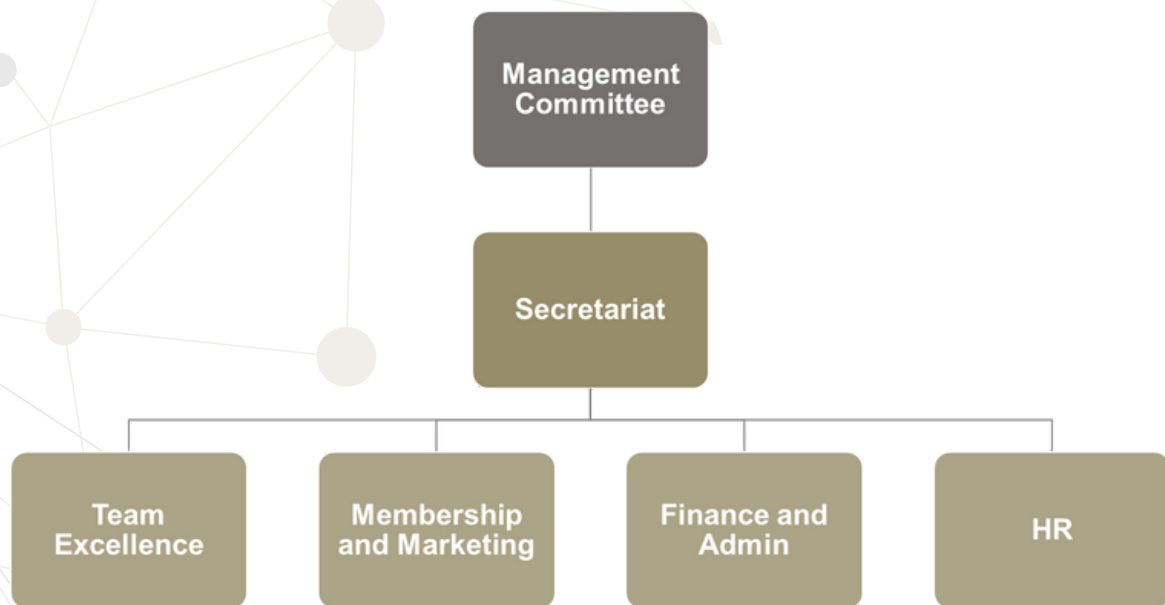
Mr Lui Chuian Feng  
Founder  
Halcyon Media Pte Ltd

Mr Michael Tan  
Executive Director  
Singapore Productivity Association (SGPA)

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

# 2 SGPA OPERATING STRUCTURE

## 2.2 SGPA Organisation Chart



## 2.3 Secretariat Staff (As Of 31 March 2023)

Executive Director:  
Mr Michael Tan

Finance and Admin Manager:  
Mr Edgar Xie

Senior Finance and Admin Executive:  
Ms Winnie Koh

# 3 DRIVING PRODUCTIVITY

Throughout FY2022/2023, 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 FY2022/2023 included:

### 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:

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.

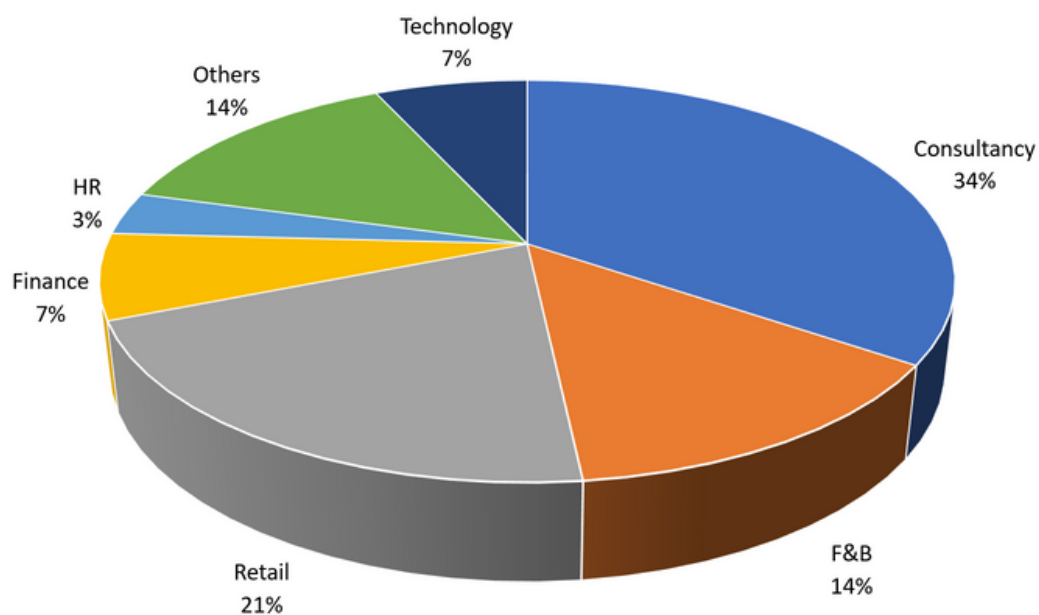
### SGPA members enjoy the following benefits:

- 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.

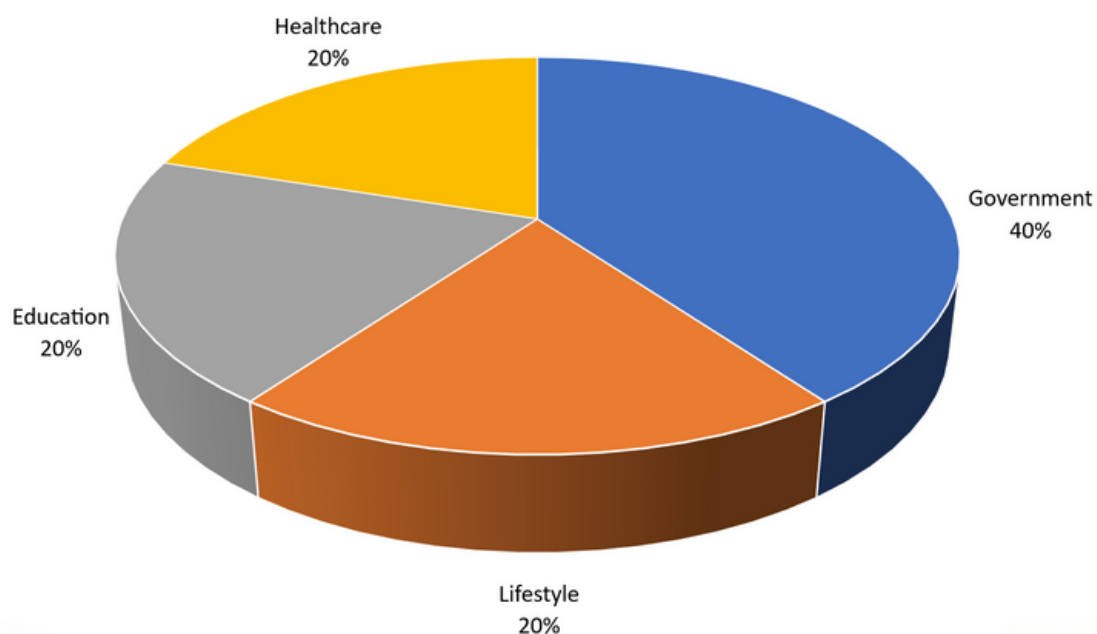
# 3 DRIVING PRODUCTIVITY

As of 31 March 2023, the SGPA membership profile was as follows:

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



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





# 3 DRIVING PRODUCTIVITY

## 3.2 Team Excellence

Team Excellence, formerly known as Innovation and Quality Circles (IQCs), 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 115 team projects were presented at the Team Excellence Public Assessments in September 2022 and March 2023.

In addition, 67 team projects were assessed via in-house conventions.

## 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 2022

ICQCC 2022 was held in Jakarta, Indonesia from 15 to 18 November 2022. Due to the COVID-19 pandemic and travel restrictions, participants had the option to attend the hybrid event in-person or virtually.

Singapore's delegation comprised of 7 teams from National Environment Agency (NEA), Institute of Technical Education (ITE), Global Indian International School Pte Ltd and Global Schools Foundation, in which 5 teams won the gold award.

# 3 DRIVING PRODUCTIVITY

## 3.3 Productivity Programmes

As the competency arm of SGPA, the Singapore Productivity Centre (SGPC) spearheaded productivity initiatives to support the lifestyle sector over the past financial year. Some of the key productivity initiatives 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 Centre.

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

Held in July 2022, the Food Productivity Specialist (FPS) Programme was a 5-day course which equipped trainees with the skills, knowledge and confidence they need to boost business productivity in the food services sector.

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

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

# 3 DRIVING PRODUCTIVITY

## **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.

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.

In the past financial year, SGPC conducted the last run of SITP. In all, SITP helped 72 companies develop and deliver solutions to meet their business objectives. From July 2023, SITP will be succeeded by the Service and Job Transformation Leadership (SJTL) Programme.

## **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 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.

In the past financial year, SGPC conducted the last run of CCP for Food Services Industry. In all, the programme impacted 360 trainees across 26 Food and Beverage companies. From July 2023, the scope of CCP for Food Services Industry will be expanded to include Food Manufacturers. As such, the programme will be renamed as CCP for Food Professionals and Associates.

# 3 DRIVING PRODUCTIVITY

## SkillsFuture Festival 2022 - Building Growth Opportunities for Enterprises

In support of the SkillsFuture Festival 2022, SGPC organised a sharing and networking event on 26 July 2022 titled “Building Growth Opportunities for Enterprises”.

Attended by 40 professionals from the lifestyle sector, guest speakers were invited to share about the impact of Environmental, Social and Governance (ESG) sustainability in business strategies, Service Design Learning Journey and Productivity Benchmarking Study for Food Services and Retail Sector.



Guest speakers from Blackbox Research, Katrina Holdings, Stone Forest IT, The Packaging People and Kitchen Haus shared about adopting digitalisation and sustainability practices in their businesses.



Participants actively listening to the sharing by Mr Kelvyn Chee, Managing Director of Decks Pte Ltd.

## Breakfast Talk and Networking Event 2022

The Breakfast Talk and Networking event is a series of sharing and networking session aimed at providing lifestyle businesses with opportunities to learn and connect with each other.

In one of the Breakfast Talk and Networking events in September 2022, participants learnt about maximising productivity gains with Enterprise Resource Planning (ERP) solutions from the invited guest speakers namely, Mr Xu Yao Dong of Enterprise Browser and Mr Kelvyn Chee, Managing Director of Decks Pte Ltd.

## Ready-to-eat (RTE) and Ready-to-cook (RTC) Workshop

The RTE and RTC workshop was a 3-day workshop from 11 to 13 November 2022 which imparted knowledge of the technology and techniques used in RTE and RTC industry to food services practitioners.

Facilitated by Chef Willment, the Founder Chairman of Thailand Culinary Academy and Chairman of World Chefs Without Borders, the 3-day workshop consisted of a day each of theoretical lessons, hands-on cooking lessons and open discussion.



Chef Willment facilitating the hands-on cooking session on day 2 of the workshop.

# 3 DRIVING PRODUCTIVITY

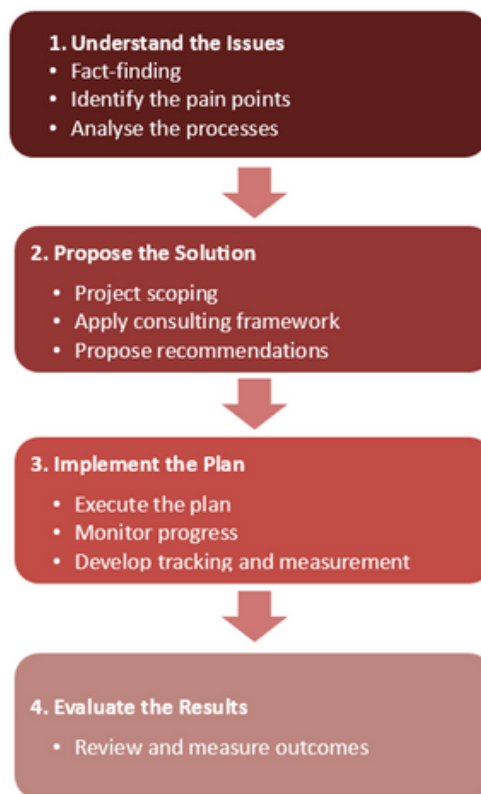
## SGPC Consultancy Services

SGPC also offered consultancy services for retailers and food establishments which required more targeted solutions and expertise.

An SGPC consultant would first 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.

# 3 DRIVING PRODUCTIVITY

## 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.

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.





# 3 DRIVING PRODUCTIVITY

## SGPC and Association of Catering Professionals (ACAPS)

ACAPS members joined an Overseas Study Mission organised by SGPC to Bangkok, Thailand from 23 to 27 May 2022 which aimed to help Singapore Food and Beverage operators obtain knowledge and insight into ready-to-eat/ ready-to-cook (RTE/RTC) food innovation.

A total of 14 delegates from 11 food companies participated in this study mission and some of the companies these participants visited included CP Kitchen, Yum Yum and Dairy Home.

The participants also visited Thaifex – Anuga Asia 2022, which is an annual Food and Beverage Trade show.



*Participants taking a group photo after visiting Yum Yum, one of the several companies the participants visited during the trip.*

## SGPC and Singapore Tenants United for Fairness (SGTUFF)



*Participants actively listening and learning from their instructor in the workshop.*

SGPC conducted two runs of the 'Optimising Lease Negotiations with FITC Framework Workshop' in April and May 2022 with a total of 37 participants.

The workshop taught retail businesses about the Code of Conduct (CoC) for Leasing of Retail Premises.

The chairman of SGTUFF, Mr Terence Yow, alongside industry speakers, Mr Logan Wong from Pure Senses Pte Ltd and Mr Kelvyn Chee from Decks Pte Ltd were invited to speak during the workshop.

# 3 DRIVING PRODUCTIVITY

## SGPC and Nanyang Technological University (NTU)

On 22 August 2022, SGPC conducted a sharing at NTU Enterprise Leadership for Transformation Programme on Food Services trends and Food Services Industry Transformation Map 2025.



*CEO of SGPC, Mr Michael Tan, shared about the Transformation Programme on Food Services trends and Food Services Industry Transformation Map 2025.*

## SGPC and Restaurant Association of Singapore (RAS)



*Participants attended a welcome lunch hosted by then Singapore Ambassador to Japan, Mr Peter Tan, on 11 November 2022.*

SGPC also co-organized an Overseas Study Mission to Japan with the Restaurant Association of Singapore (RAS) titled "Food Services Japan" from 10 to 15 November 2022.

There was a total of 25 participants in this study mission and some of the companies these participants visited included SATS, TFK and TechMagic.

The Overseas Study Mission equipped the 25 participants with knowledge on the Food Services operating landscape in Japan, best-in-class adoption of productivity tools and techniques to achieve manpower lean operations and innovative labour-saving practices.



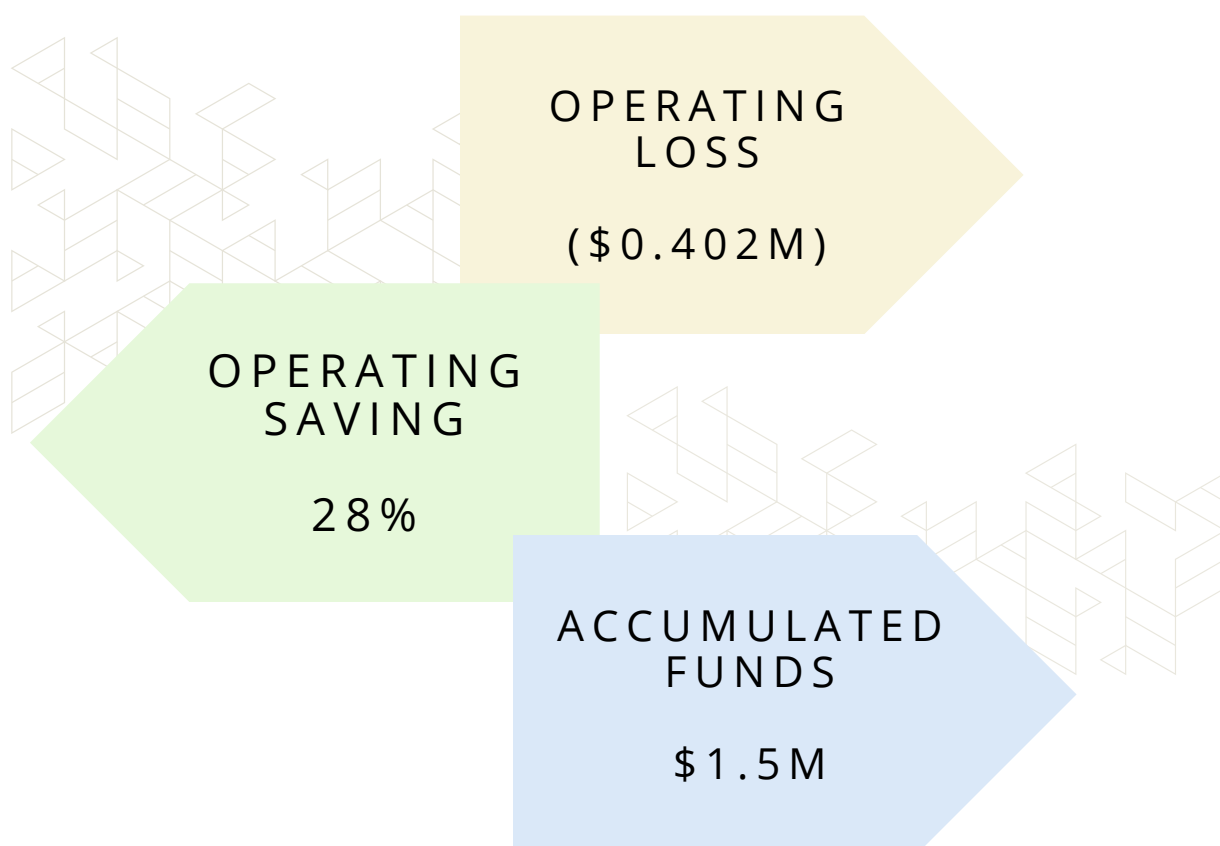
# 4 FINANCIAL HIGHLIGHTS

As the Association and her subsidiary completed the final phase of the tranche 2 support from the Enterprise Singapore's Capability Development Grant which commenced in September 2016, the Group incurred 34% more cost of services as compared to FY2021/2022 to meet its deliverables.

In addition, challenges from the COVID-19 restrictions continued to depress income streams. The management had to spend substantial effort to rebuild connections and resume activities as and when the restrictions were gradually lifted. As a result the Group reported an operating loss of \$0.402m.

The Group also adopted effective and prudent cost control on other operating costs which brought a saving of 28% during FY2022/2023 as compared to FY2021/2022.

The Group completed the year with the Group's Accumulated Funds at \$1.5M at the end of FY2022/2023.



# 5 LOOKING AHEAD

As economies around the world are recovering from the pandemic, the economic outlook for the remainder of 2023 is cautiously optimistic.

With the S\$4 billion top up to Singapore's National Productivity Fund as announced in Budget 2023, firms will have greater incentive to raise productivity. This will likely increase the take-up rate of our programmes.

Furthermore, with the Green Plan 2030 looming, the Association and our subsidiary will broaden the scope of productivity initiatives to include sustainability goals.





SINGAPORE  
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