

ANNUAL REPORT 2019/2020



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1. MESSAGE FROM THE PRESIDENT

In our last financial year, the Singapore Productivity Association (SGPA) started on a new journey to become an independent association after the successful dissolution of our affiliation with Enterprise Singapore on 29 April 2019.

SGPA subsequently held our first AGM in September 2019 and elected a Management Committee as the decision-making body for the association.

Some of SGPA's key programmes and activities over the past year include:

P-Max

SGPA successfully discharged its role and responsibilities as the programme partner for P-Max and a total of 261 placements were clocked at the end of the programme as of 31 March 2020.

Team Excellence

SGPA continues to conduct both public and in-house Team Excellence Symposiums and workshops.

During the year, 91 team projects were assessed through SGPA's public Team Excellence Assessments and in-house conventions with companies.

We have been monitoring the cumulative impact of team excellence since 2007. To-date, 4,263 team projects collectively reported S\$2.06 billion in value creation, non-productive cost avoidance and cost savings.

ICQCC 2019

Vice-President Lydia Goh led a 19-man delegation comprising 10 teams to take part in the International Convention on Quality Control Circles 2019 (ICQCC 2019). Held from 23–24 September in Tokyo, ICQCC 2019 saw a total turnout of 1,878 delegates across 347 teams from 13 countries.

SGPC appointment to APO

SGPA's subsidiary Singapore Productivity Centre (SGPC) was appointed as the National Productivity Organization to represent Singapore in the Asian Productivity Organization (APO). In the past year, SGPC hosted delegations from Bangladesh, Turkey, and China Productivity Centre.

Launch of SITP

SGPC launched the Service Industry Transformation Programme (SITP) in September 2019 to help enterprises in the lifestyle sector transform and be future-ready.

The COVID-19 pandemic has impacted lives and disrupted livelihoods in Singapore and around the globe.

As you might expect, FY2020/2021 is set to be a very challenging year for SGPA. To ensure the long-term viability and financial sustainability of SGPA, it is imperative that SGPA remains committed to its mission and vision, and continues to deliver value to our members.

To paraphrase Charles Dickens: This is the worst of times. This is the best of times. As organisations around the world adapt to the new normal, SGPA is also taking this time to reinvent itself and gear up for the rebound, when it happens.

First, SGPA will continue to strengthen our training and consultancy arm, the Singapore Productivity Centre (SGPC).

Over the last seven years, SGPC has grown to become a successful training institute for professionals and organisations in the food and retail services. We will continue to deepen our expertise in the retail and F&B sectors and offer new programmes to cater to the upgrading needs of trainees and members during these extraordinary times.

Second, to complement SGPC's capabilities in training and consultancy, SGPA shall be focusing on three key areas over the next one to two years.

The first area is community engagement.

As an association, we want to be a platform for members to stay up-to-date on the latest in productivity, innovation and digitalisation. Therefore, we have refreshed the SGPA website to make it easier for you to find the information you need.

We have also started periodic email broadcasts to members, to keep you posted on upcoming programmes organised by SGPA, SGPC or our partners.

The second area is partnerships.

To ride out this unprecedented economic storm, organisations and businesses must work together. We are reaching out to existing and new partners, to discuss collaborations and new ways of working together to create more value for everyone.

The third and final area is research.

To support SGPC's training and consultancy work, we will look into developing in-house research capabilities, with a focus on productivity, innovation and digitalisation in the food and retail sectors.

We seek the support of our members as we embark on this journey of transformation for SGPA in this challenging environment.

We would also like to appeal to our members to share your time and expertise with SGPA. Whether you are consultant, a business owner, or an employee, if you have an idea for a member event, a partnership, or a research project, please get in touch with us.

**MR TAN PENG YONG
PRESIDENT**

2. SGPA OPERATING STRUCTURE

2.1 MANAGEMENT COMMITTEE

The Association is governed by a Management Committee which is responsible for laying down the policies, directions, and activities of the Association in line with its objectives. The 24th Management Committee of the SGPA comprises 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 Devadas Krishnadas, Chief Executive Officer, Future-Moves Group 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

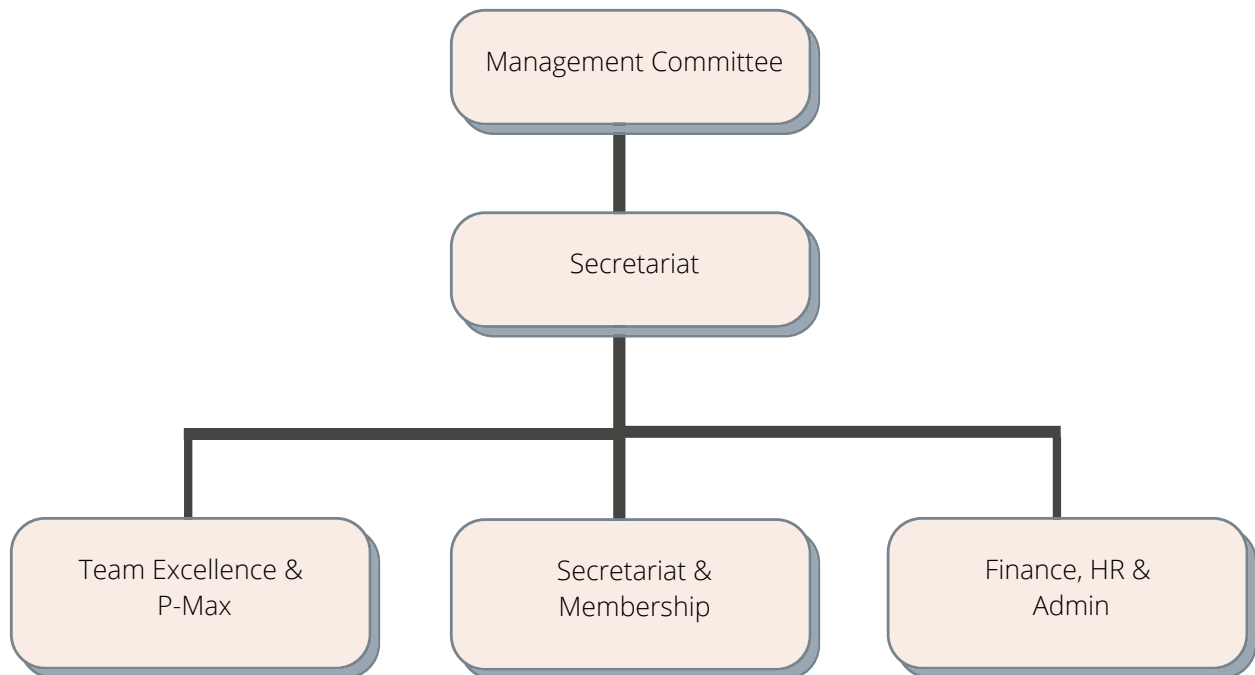
Members:

Mr Danny Lien, Non-Executive Director, AMOS International (S) Pte Ltd
Mr Harnek Singh, Chair, Academic and Exams Board, Nanyang Institute of Management
Mr Kerwin Teng, Director, KPMG Services Pte Ltd
Mr Malcolm Chua, Deputy GM of Digital Transformation Center (Asia & Oceania), Sumitomo Corporation
Ms Pearl Yu, Director, Marketing & HR, Keystone Cable (S) Pte Ltd
Mr Lau Shih Hor, Chief Executive Officer, Elixir Technology Pte Ltd
Mr Michael Tan, Executive Director, SGPA

Honorary President:

Dr Ahmad Mohd Magad, Advisor, Singapore Manufacturing Federation

2.2 SGPA FUNCTIONAL CHART



2.3 SECRETARIAT STAFF (AS OF 31 MARCH 2020)

Executive Director

Mr Michael Tan

Assistant Executive Director

Mr William Lim

Assistant Manager

Mr Ashley Chen

Senior Finance Executive

Ms Nancy Lim

3. PROPAGATING PRODUCTIVITY

3.1 OVERVIEW

The Association continued to provide support and skills training in FY2019/20 to help companies improve their systems and processes, tools and techniques, and workforce competencies.

The Association's activities for the last financial year can be broadly categorised into Membership, Team Excellence and Agency Partnerships.

For greater synergy and focus, the Association has transferred ownership of its productivity programmes to its subsidiary, the Singapore Productivity Centre (SGPC), which will serve as the capability arm for the Association.

3.2 SGPA MEMBERSHIP

The Association offers two types of membership: Individual and Institutional Memberships.

Members pay an annual membership fee and enjoy the following benefits:

- Access to information, data and knowledge
- Complimentary membership and industry talks
- Access to skills training that help to improve systems and processes; tools and techniques; and workforce competencies, with appropriate members' discounts;
- Learning from the best - participate in best practice study missions, both locally and overseas;
- Networking opportunities with individuals of similar interests in quality and productivity matters.





Individual and Institutional Members

As of 31 March 2020, the number of Individual and Institutional Members total 59 and 5 respectively.

Of these, 85% of individual members are business owners, quality practitioners, engineers, senior management, and professionals.

Membership Developments

The Membership Subcommittee held its first hybrid meeting on 19 February 2020.

The committee deliberated on the key concerns in driving membership, and concluded that the Association needed to provide greater clarity on how it can value-add to Individuals and Organisations.

This resulted in the Secretariat undertaking an exercise to reposition SGPA and its value to members which are presented in the new refreshed SGPA website at www.sgpa.org.sg.



Covid-19 Survival Guide for Singapore Enterprises

SGPA published and shared a COVID-19 Survival Guide for Singapore Enterprises in March 2020.

The survival guide, consisting of a “5C” framework (i.e. Compliance, Cashflow, Culture, Communication, Capability), aimed to help enterprises deal with impact of COVID-19 and enable the willing and able ones to better prepare themselves for the eventual economic upturn once the crisis had abated.

The contents of the guide were contributed by Vice President Devadas Krishnadas.

3.3 TEAM EXCELLENCE

Team Excellence Assessments

A total of 91 team projects were presented at the Team Excellence Public Assessments from September 2019 to March 2020.

In addition, 81 team projects were assessed via in-house conventions.

(Right: Team Presentations during the Team Excellence Assessment)



Teams' Contribution to Innovation and Value Creation

Team projects presented at the Team Excellence Assessments from March 2007 to March 2020 generated cost savings / created value of \$2.06 billion.

No. of Teams	S\$ Savings / Value Created
4,263	2.06 billion

International Convention on Quality Control Circles (ICQCC) 2019

The proposal to initiate an International Convention on Quality Control Circles (ICQCC) was first made at the Korean Quality Control Conference 1975 in Seoul.

The Chairman of the Organizing Committee of the Conference proposed that the opportunity of exchanging ideas and experiences on QC Circle activities should be held periodically among the participating countries of the Conference for the further development of such activities. For this reason, the first International Convention on Quality Control Circles took place in Seoul in 1976.

To encourage balanced development of QC techniques in each nation, elevate the level of QCCs, and offer opportunities for mutual communication, the Japanese QCC Headquarters (Japanese of Scientists and Engineers), the Korean QCC Headquarters (Korean Standards Agency) and the Taiwan QCC Headquarters (PQCRA) came to an agreement in 1976 to take turns hosting the ICQCC. Excellent QC circles in other nations are also invited to join in to broaden the international scope of QC activities.

As the International Convention progressed, the number of attending countries/regions increased, with requests by participating countries to be able to host ICQCC in their turn. At ICQCC 1986 held in Seoul, it was agreed that participating countries would be divided into two groups geographically, and countries from each Group would host the Convention alternately.

Currently, there are thirteen members from the core group of organisers for the annual ICQCC: Bangladesh, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Philippines, Singapore, Sri Lanka, Taiwan and Thailand.

Singapore delegation for ICQCC 2019

Vice-President Lydia Goh led a 19-person delegation comprising 10 teams to participate in the International Convention on Quality Control Circles 2019 (ICQCC 2019) in Tokyo from 23–24 September 2019.

Singapore's delegation comprised Singapore Police Force, Singapore General Hospital, National Environment Agency and the Republic of Singapore Air Force.

ICQCC 2019 saw a total turnout of 1,878 delegates across 347 teams from 13 countries.

(Below: The Singapore delegation for ICQCC 2019 led by Vice-President Lydia Goh [first row, 3rd from the left])



3.4 AGENCY PARTNERSHIPS

P-Max Programme Manager

The Association was appointed as a P-Max Programme Manager from 1 January 2017 to 31 March 2020. The Association's role is to:

- Assist SMEs to better recruit train, manage and retain their newly-hired PMETs.
- Enable SMEs to establish better communication channels between supervisors and staff, and to adopt progressive HR practices (e.g. goals setting, performance management etc) for their newly-hired PMETs and within their SMEs .
- Help newly-hired PMETs to better acclimatise to the new SME work environment, and to encourage better PMETs retention in SMEs.

As of 31 March 2020, a total of 261 placements have been made.

While the programme has ended, the Secretariat is seeing through the applications that have yet to complete their grant disbursements.

Appointment of SGPC as the National Productivity Organisation (NPO) for Singapore

Established in 1961, the Asian Productivity Organization (APO) is an intergovernmental entity comprising a network of 20 member economies, with the aim to contribute to socioeconomic development in the Asia-Pacific through productivity enhancement.

Singapore has been a member onboard the APO since 1969, with then National Productivity Board and its successors, including Enterprise Singapore (ESG), representing the country as the designated National Productivity Organization (NPO).

Following consultations with Enterprise Singapore (ESG), the Association appointed its wholly owned subsidiary, the Singapore Productivity Centre (SGPC), to succeed ESG as NPO for Singapore. The initial appointment term will be for a 3-year period, from 1 April 2019 to 31 March 2022.

As NPO, the SGPC is designated as the planning and implementing agency to coordinate productivity-related projects for and hosted by Singapore while simultaneously charged with the responsibility of ensuring:

- Maximal capability and knowledge transfer from various APO programmes to domestic stakeholders, particularly those in the service sectors that the SGPC operates in, and that;
- The APO's programmes remain dynamic and relevant to Singapore's needs during the current period of economic restructuring.



(Above: Visit by Bangladesh Ministry of Industries with Nanyang Polytechnic International)

SGPC as NPO

- Hosted Inbound Visits:
 - Bangladesh Ministry of Industries with Nanyang Polytechnic International (8 January & 11 February 2020)
 - China Productivity Centre (9-13 March 2020)
- Benchmarking Research Project:
 - APO-STB Intercity Hotel Productivity Benchmarking Study
- Outbound Overseas Study Mission:
 - Study Mission to Tokyo on Capability Building in Service Engineering and Service Design (1-5 March 2020)



(Above: Study Mission to Tokyo on Capability Building in Service Engineering and Service Design)



(Above: Visit by China Productivity Centre)

SGPC's Service Industry Transformation Programme (SITP)

SGPC was appointed as a programme partner by Workforce Singapore (WSG) to implement a Service Industry Transformation Programme (SITP) for the lifestyle services sector.

The SITP was launched on 11 September 2019 by Manpower Minister Josephine Teo and supported by 10 key industry associations.



(Above: President Tan Peng Yong speaking at the launch of the SITP)



(Above: Manpower Minister Josephine Teo [first row, 4th from the right] officially launched the SITP on 11 Sept 2019)

4. FINANCIAL HIGHLIGHTS

The Association and her subsidiary maintained its positive momentum of financial recovery in FY2019/2020, with an operating surplus of \$221,526 being generated, and therefore taking the Group's Accumulated Funds to \$1,298,442 at the end of FY2019/2020.

Towards end of FY2019/2020 financial year, Management faced challenges in view of the pandemic. Through efficient cost supervision and service procurement processes, we achieved a growth of 8% in Profit Margin compared to FY2018/2019.



5. GOING FORWARD

Amid the COVID-19 pandemic, FY2020/2021 will be a very challenging year ahead for the Association. However, there are also opportunities that the Association can leverage.

The Association will be rebranded with its new focus, to serve and create value for its members.

SGPA will work on its 3 new focus areas:

1. Community Engagement

Focus on membership activities, with the objective of increasing membership base and providing more value to members.

2. Partnership

Update partners on our new focus and secure collaborations.

3. Research

Build in-house capabilities by tapping external experts, and promote research services.



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