

# MARCH TO THE TOP

BUILDING **INNOVATION** CULTURE WORKSHOP  
SINGAPORE INNOVATION AND PRODUCTIVITY INSTITUTE (SIPi)



## INDUSTRY



Education & Youth



Energy & Technology



Design & Fashion



Innovation



Consumer Trends



Nature & Wildlife



Food & Drinks



Finance & Investment



Policy & Government



Architecture

## GUEST SPEAKERS & FACILITATORS

David McQuillen  
Shiao-Yin Kuik  
Mette Kristine Oustrup  
Tara Hirebet  
Fung Mok Wing  
Jeffrey Ho  
Marieke van der Heijden

Senior Vice President and Head of Group Customer Experience, OCBC Bank  
Creative Director, The Thought Collective  
Founder, Qi GLOBAL  
Head of Asia Pacific, trendwatching.com  
Director of Technology Innovation, SPRING Singapore  
Executive Director, DesignSingapore Council  
Project Manager Building Innovation Culture, Qi GLOBAL

## SiPi BOARD OF ADVISORS

Valerio Nannini  
Michael Chin  
Douglas Foo  
Rowan Tan  
Saw Ken Wye  
George Wong  
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Dr. Tang Loon Ching  
Dr. Prem Shamdassani  
Dr. Woon Kin Chung  
Lim Kok Kiang

Managing Director, Nestlé Singapore  
General Manager, Asia Pacific Breweries (Singapore)  
Chairman and CEO, Sakae Holdings  
Managing Director, DORMA Far East  
Vice President, Public Sector (Asia), Microsoft  
Managing Director & Principal Consultant, Hoclink Systems & Services  
Managing Director, FarEastFlora.com  
Founder, Ninety Nine percent  
Professor and Head of Department, ISE/NUS  
Associate Professor of Marketing, National University of Singapore  
Executive Director, SPRING Singapore  
Executive Director, Transport Engineering, Singapore Economic Development Board

## SINGAPORE MANUFACTURERS' FEDERATION

George Huang  
Gwee Seng Kwong  
James See

President, Singapore Manufacturers' Federation  
Secretary-General, Singapore Manufacturers' Federation  
Assistant Secretary-General, Singapore Manufacturers' Federation







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# DAVID MCQUILLEN

'To me INNOVATION CULTURE is saying, "Yes, let's try that!"

**Title: Senior Vice President and Head of Group Customer Experience**

**Organisation: OCBC Bank**

**Contact: [davidmcquillen@ocbc.com](mailto:davidmcquillen@ocbc.com)**

David McQuillen leads OCBC Bank's initiatives on building a stronger customer focus within the bank, and improving the quality of customer experience across all customer touch points.

He has previously held senior customer experience positions in major organizations and prior to joining OCBC, he was Director of Client/Customer Experience at Credit Suisse in Switzerland since 2001.

David holds an MBA in IT Strategy from the Cass Business School in London and a Bachelor of Business Administration in Marketing from Mercyhurst College.



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# SHIAO-YIN KUIK

'To me an INNOVATION CULTURE is an engine for sustainable growth.'

**Title: Creative Director**

**Organisation: The Thought Collective**

**Contact: [yin@thethoughtcollective.com.sg](mailto:yin@thethoughtcollective.com.sg)**

Shiao-Yin is a co-founder and creative director of The Thought Collective - a group of social enterprises that shares the common purpose of building up Singapore's social and emotional capital. The group offers new possibilities in the way we think, live and serve as a community.

School of Thought drives innovation in civic learning to nurture generations of thought leaders. Think Tank curates content and designs information to make meaning in a complex world. Food for Thought transforms community spaces and brings people together to enjoy good food for a good cause. Thinkscape creates experiences that advocate new perspectives on industries, institutions and issues. Common Ground bridges the public and private sector to facilitate social innovation for pressing national concerns.



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# METTE KRISTINE OUSTRUP

'To me INNOVATION CULTURE is the core foundation that all great companies are built upon. With a strong level of innovation, sustainability, courage and creative thinking, we will succeed in our march to the top'

**Title: Founder**

**Organisation: Qi GLOBAL**

**Contact: [kristine@bic.sg](mailto:kristine@bic.sg)**

Mette Kristine Oustrup is the founder of Qi GLOBAL, a global network of innovators and Garden of Qi, the first incubator for social entrepreneurs in Singapore. One of the successful projects growing in the Garden of Qi is Building Innovation Culture (BIC), a pioneering methodology to explain, measure and drive innovation within organisations.

A graduate in International Business & Marketing, Kristine originally joined the fashion group St Martins and later went to Hong Kong as Head of Special Projects for global lifestyle brand DIESEL. Her next adventure, as co-founder of the French trend agency Style-Vision in 2001, involved working with high-profile brands and the Style-Vision Round Table events supported by the Financial Times. With her innovative ideas gaining more and more recognition, she is appointed "Goodwill Ambassador of Copenhagen" to represent and promote her country of birth.



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# TARA HIREBET

'To me INNOVATION CULTURE is building from frugality and improving on failures.'

**Title: Head of Asia Pacific**

**Organisation: [trendwatching.com](http://trendwatching.com)**

**Contact: [tara@trendwatching.com](mailto:tara@trendwatching.com)**

Tara Hirebet, runs the trendwatching.com's Asia Pacific arm out of Singapore, which is focused on building Asia Pacific content and reports. Tara has spent the last 3 years living in China, doing market research, trends and insights and was the trends lead at her company for a portfolio of global brands.

Before that she spent 6 years as a copywriter working in multinational agencies like Ogilvy and TBWA on global, regional and local accounts including Nike and Unilever. Apart from work, Tara enjoys eating her way through Singapore and burying herself in a pile of good novels.



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# FUNG MOK WING

'To me an INNOVATION CULTURE is about being paranoid about the future. That a firm's current success is fleeting and it must have the strong desire to reinvent itself through new products and business models.'

**Title: Director of Technology Innovation**

**Organisation: SPRING Singapore**

**Contact: [fung\\_mok\\_wing@spring.gov.sg](mailto:fung_mok_wing@spring.gov.sg)**

Fung Mok Wing is Director of Technology Innovation at SPRING Singapore, and oversees the promotion of technology adoption and development amongst small and medium-sized enterprises. He has both private and public sector experience, having worked in the U.S. for MNCs such as Raychem and Hewlett-Packard. At HP, he was part of a team which patented an automated packaging machine. He has held positions at Singapore Airlines and Singapore Institute of Standards and Industrial Research, and then the Productivity and Standards Board, where he was responsible for industry development strategies in a variety of sectors from logistics, food manufacturing, to precision engineering.

He graduated with a Bachelor's Degree (1st class Honours) in Mechanical Engineering from the UK and has a Master's Degree in Manufacturing Systems Engineering from Stanford University.



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# JEFFREY HO

'To me an INNOVATION CULTURE is design-centric.'

**Title: Executive Director**

**Organisation: DesignSingapore Council**

**Contact: [Jeffrey\\_ho@mica.gov.sg](mailto:Jeffrey_ho@mica.gov.sg)**

Jeffrey joined the DesignSingapore Council on 1 December 2009. As the Executive Director, he spearheads the national agency for design in Singapore; charting national policies on design and leading the Council in developing design capabilities, enabling enterprises to leverage on design to be more competitive and better exploit design-driven innovations to make Singapore the global city for design creativity in Asia.

At the DesignSingapore Council, he founded the Design Thinking & Innovation Academy to infuse design thinking in Singapore, training participants from pre-school to CEOs, and to develop design-driven innovation capabilities in the private and public sectors. He also set up the Asian Insights & Design Innovation Lab to understand Asian users' lifestyles, needs, wants and desires to drive product, service and experience innovation in Singapore.

He is an Executive Board Member of the 2011-2013 Icoграда (International Council of Graphic Design Associations) Executive Board and also sits on the International Strategic Advisory Council of IFI (International Federation of Interior Architects/Designers). He is the chairman of the Design Industry Development Panel and the founder of the National Design Centre in Singapore, which will open in 2013. Jeffrey is also a Design Strategy Consultant; he has been a consultant in Customer Experience Design for organisations and businesses. He is appointed the Adjunct Associate Professor for Design Thinking at the Faculty of Engineering, National University of Singapore.



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# MARIEKE VAN DER HEIJDEN

'To me an INNOVATION CULTURE is where people are inspired to connect and be constantly curious for finding new ways to solve challenges around them.'

**Title: Project Manager Building Innovation Culture (BIC)**  
**Organisation: Qi GLOBAL**  
**Contact: [marieke@bic.sg](mailto:marieke@bic.sg)**

Marieke started her career in 2007 as a management trainee at TNT Mail N.V. in the Netherlands where she worked in international logistics, corporate communication and change management. With her special interest in cross-cultural differences and her enthusiasm for CSR, Marieke jumped at the opportunity to be sent out as a project manager for the United Nations in 2010, undertaking the WFP school feeding programme in rural areas of Malawi. Upon her return to Amsterdam, she initiated successful fundraising and awareness programmes within TNT. Her expertise in project management, change management and her curiosity for innovation, as well as her energy and entrepreneurial drive, led her to Qi GLOBAL in spring 2012. Marieke holds a Master's degree in Business Communication Studies from the Radboud University Nijmegen (Netherlands) and studied additional courses in business management at Erasmus University Rotterdam and Manchester Metropolitan University (UK). She likes to play tennis, golf and travelling around the globe to explore other cultures.







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# VALERIO NANNINI

'To me an INNOVATION CULTURE is innovating for our consumers beyond their expectations.'

**Title: Managing Director**

**Organisation: Nestlé Singapore Pte Ltd**

**Contact: [valerio.nannini@sg.nestle.com](mailto:valerio.nannini@sg.nestle.com)**

Valerio joined Nestlé Singapore Pte Ltd as its Managing Director effective 1st September 2010. Prior to his appointment in Singapore, he had a dual role as Vice President R&D Coffee & Beverage SBU where he drove the innovation strategy for the relevant businesses and track its implementation and as Director of R&D of Product Technology Centre in Orbe (Switzerland) where he directed the implementation of innovation roadmaps and projects on agreed timelines while at the same time design and manage internal and external innovation networks. He holds a Masters in Business Administration, a Masters in General Chemistry and a Diploma from IMD, Programme on Executive Development.

Loving family time with his son and daughter, Valerio also enjoys a wide variety of active sports including football, tennis and running. He likes to watch musicals, plays and concerts and is often seen social networking with youths.



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# MICHAEL CHIN



**Title: General Manager**

**Organisation: Asia Pacific Breweries (Singapore) Pte Ltd**

**Contact: [michael.chin@apb.com.sg](mailto:michael.chin@apb.com.sg) (please cc [alice.cheong@apb.com.sg](mailto:alice.cheong@apb.com.sg))**

As the GM for Asia Pacific Breweries in Singapore (APBS), Michael is responsible for the overall management of strategic and operational matters, which include Sales, Marketing, Business Development, Manufacturing and Supply & Distribution for the operating company. Michael officially assumed this position in January 2010.

Prior to being appointed as the General Manager of APBS, Michael was Sales Director of Guinness Anchor Berhad (GAB) in Malaysia, where he led the GAB sales force through eight consecutive years of market share growth from 2002 to 2009. The winning of several awards such as the Tiger In-Market Quality Award 2008 and Giant Supplier of the Year Award 2009 are testaments to Michael's effective leadership. Michael started his career in the IT industry, and held various roles in channel management, product management and business development.

A Marketing and Management graduate of the University of Oregon, USA, Michael went on to attend various Executive Series studies at the Wharton School and Haas School of Business, in the course of his career. Michael enjoys reading and playing golf in his free time. He is also an avid traveller who enjoys globe-trotting with his wife and two children.



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# DOUGLAS FOO

**Title: Chairman & CEO**

**Organisation: Sakae Holdings Ltd**

**Contact: [douglas@sakaeholding.com](mailto:douglas@sakaeholding.com)**

As founder of the Group, Mr Douglas Foo undertakes overall management, strategic planning and business development functions. He was presented the prestigious ASEAN Youth Award in 2004, recognizing his contributions to youth and entrepreneurship in the region. He was also accorded the Singapore Youth Award (Medal of Commendation) in 2008 and the SYA in 2003 for his exceptional entrepreneurial achievements and notable service to the community.

He has received recognition through various awards including the Rotary-ASME Entrepreneur of the Year 2002, Top Outstanding Young Person Award 2002 by the Junior Chamber of Singapore and the Yazhou Zhoukan Chinese Entrepreneur Award 2002 (Merit Award). For his outstanding management action in the Food & Beverage industry, Mr Foo was presented the International Management Action Award by the Chartered Management Institute, Singapore in 2007, the WSQ Champion Award 2010 by the Singapore Workforce Development Agency (WDA) for his notable contributions in promoting the WSQ (Workforce Skills Qualifications) system and more recently Asean-China Young Entrepreneur Award 2011. Douglas holds a Bachelor's Degree in Business Administration (Finance) from the Royal Melbourne Institute of Technology.



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# ROWAN TAN

'To me an INNOVATION CULTURE is a shared value, be it in a country or an organization, which encourages and nurtures the constant creation and implementation of new creative ideas.'

**Title: Managing Director – Far East**  
**Organisation: DORMA Far East Pte Ltd**  
**Contact: [rowan.tan@dorma.com](mailto:rowan.tan@dorma.com)**

Rowan has been with DORMA for 14 years, and is currently responsible for the company's business in 12 different countries in the Far East, which comprises of Korea, Japan, Taiwan, Guam, and the ASEAN countries. Prior to joining DORMA, he worked for 3 other MNCs – Dunlop, Master Builders' Technologies, and Getz Brothers.

On a voluntary basis, he is currently a Council Member and FPSS IG Chairman in SMa, and am also the Deputy Chairman of the Secretariat Services Function Committee, and Safety Sub-committee Chairman of the HSSE Function Committee. He is also currently serving as a Board Member of the National Fire & Civil Emergency Preparedness Council, and Chairman of its Industrial Premises Committee.

Rowan is a Chemist by training, and possess an MBA from the University of Hull (UK). He is married with two adult children and his hobbies include watching movies, playing badminton, and listening to music. He is also a very keen audiophile.



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# SAW KEN WYE

'To me an INNOVATION CULTURE is one that encourages experimentation, pushes boundaries and seldom takes conventional wisdom for granted. Failures must be celebrated as 'learning' and 'success', the fuel for more innovation.'

**Title: Vice President, Public Sector (Asia)**

**Organisation: Microsoft**

**Contact: : [kenwyes@microsoft.com](mailto:kenwyes@microsoft.com)**

As Vice President, Public Sector (Asia), Ken is responsible for Microsoft's business with Government and Government organizations across Asia. Prior to this role, he was Vice President for Sales and Marketing, APAC. He joined Microsoft in 1997 as the General Manager for Singapore. Ken started his career in IT with the National Computer Board in 1983. In his role as the Assistant Chief Executive, Industry, he was responsible for driving deep industry engagement, local enterprise computerisation and manpower development. Ken currently serves as the Chairman of the Advisory Committee for the Nanyang Polytechnic, School of IT and the Institute of Technical Education, School of Electronics and ICT. He is also the Chairman of the Chartered Management Institute (Singapore Branch). Ken graduated from the University of Strathclyde (Scotland) with a BSc Hons in Mechanical Engineering and a MSC in Operational Research. Married with 4 children, he enjoys reading fiction novels and the occasional game of golf.



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# GEORGE WONG

'To me an INNOVATION CULTURE is shared patterns of behaviors, practices and interactions among the various people, at all levels, to enhance the value of the products and services in line with the company's mission and vision to delight its customers.'

**Title: Managing Director & Principal Consultant**  
**Organisation: Hocklink Systems & Services Pte Ltd**  
**Contact: [george@hocklink.com.sg](mailto:george@hocklink.com.sg)**

George began his career at Philips Singapore and Singapore Technologies from 1976 to 1995. Thereafter, he founded his own consultancy company, Hocklink Systems & Services focusing on Productivity, Total Quality and Business Excellence. He has been appointed as the Resource Person and Facilitator for Asian Productivity Organisation (APO) and other Regional Associations in the areas of Productivity, Quality and Team Excellence since 1997 providing training and consultancy services to companies in the Productivity, Innovation Quality and Business Excellence.

George's voluntary services are as National Assessor in Business Excellence (SQA), School Excellence (SEM), Team Excellence and Innovation & Quality Circles (IQCs) Lead Judge and as Management Committee and Council Members in several organisations. He hold a MBA from Oklahoma City University (USA). He is married with a daughter and enjoys golf, brisk walking, travelling and eating.



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# RYAN CHIOH

'To me an INNOVATION CULTURE is a constant process of developing competencies to do the same things differently and perceiving innovation as a competitive weapon to set the company apart from many others.'

**Title: Managing Director**

**Organisation: FarEastFlora.com Pte Ltd**

**Contact: [ryan.p.chioh@fareastflora.com](mailto:ryan.p.chioh@fareastflora.com)**

Ryan first joined FEF.com in 1998 as the Executive Director of Far East Flora Holdings Pte Ltd. Since his joining, Ryan has been the catalyst for technological change in the family business, Far East Flora Holdings Pte Ltd, which is a diversified horticultural company.

Always a firm advocator for technology, Ryan identified the direction for an e-commerce development and sees a business opportunity to offer FEF.com's extensive range of flowers and gifts online in 2001. Seeing the need for an e-commerce website that would give customers the convenience of ordering online, Ryan blended his IT saviness and prudent business sense to steer the company's website to become the leading portal for flowers and gifts. Ryan also brought the company onto another level by spearheading the development of a CRM and ERP business solution, integrating the front-end and back-end operations so that there would be easier identification of customer base. The two key technology developments have since brought an approximate 30%-60% of growth in total sales between 2001 and 2005. Ryan is also the key innovator for new product lines like Flower Memo, Box of Blooms™, Aqua Bouquets and Water Impressions.



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# CALVIN SOH

'To me an INNOVATION CULTURE is the ability to accept, embrace and learn from failure, to know that risk is proportionate to rewards, exponential growth comes from innovation, not cost cutting and that these are exponential times.'

**Title: Founder**

**Organisation: Ninety Nine percent**

**Contact: [yerrowmen@gmail.com](mailto:yerrowmen@gmail.com)**

Worked my way up from traffic to accounts executive to copywriter to creative director. Ranked No.1 in Asia. Won all the global awards, gold lion Cannes, One Show golds, Silver nomination D&AD, Spikes, and local Gongs. Worked in NY and Minneapolis for Fallon. Started Fallon in Asia. Got sucked into the main Publicis agency. Left as Vice Chairman, Chief Creative Officer Publicis Asia because it was time to reinvent and relaunch. Founded Ninety Nine percent to figure how to harness the 21st century consumer's energy.



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# DR. TANG LOON CHING

'To me an INNOVATION CULTURE is incessant generation, implementation and validation of ideas.'

**Title: Professor and Head of Department**

**Organisation: ISE/NUS**

**Contact: [isetlc@nus.edu.sg](mailto:isetlc@nus.edu.sg)**

LC Tang obtained a PhD degree in 1992 from Cornell University in the field of Operations Research. He returned to Singapore upon graduation and started his career as a lecturer in the Department of Industrial and Systems Engineering at NUS. Before becoming the head of department in 2008, he has served as the deputy head (research) for 10 years, as assistant dean in 1999/2000, and also in more than 30 task force/committees. He has won several international research awards including the 2010 Best Application Paper Award in IIE Transactions (Quality & Reliability) and 2012 RA Evans/PK McElroy Award. He is the main author of the book, "Six Sigma: Advanced Tools for Black Belts and Master Black Belts" (John Wiley).

He enjoys working on projects which demand innovative applications of operations research tools; and when time permits, he enjoys reading over a glass of wine or a mug of cold beer.



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# DR. PREM SHAMDASANI

'To me INNOVATION CULTURE should be an integral part of the organizational DNA.'

**Title: Associate Professor of Marketing; Associate Dean, Executive Education; Academic Director, Asia-Pacific Executive (APEX) MBA Program; Co-Director, Stanford-NUS International Management Program at the NUS Business School, National University of Singapore.**  
**Organisation: NUS Business School, National University of Singapore**  
**Contact: [bizps@nus.edu.sg](mailto:bizps@nus.edu.sg)**

Dr Prem Shamdasani was the former Vice-Dean, Academic Director of the Master of Science (Marketing) Program, Director of the Office of Executive Education. He was also Program Director of the Commonwealth-Singapore Advanced Seminar for CEOs and Samsung-NUS Customized Executive Programs. He holds a BBA degree with first class honors from the National University of Singapore, and received his PhD from the University of Southern California, Los Angeles. His research and teaching interests include Brand Management, New Product Marketing, Retail Strategy, Relationship Marketing, and Cross-Cultural Consumer Behavior. He has taught in the USA and internationally, and has received numerous commendations and awards for teaching excellence.

Aside from teaching graduate and executive MBA courses, Dr Shamdasani is very active in executive development and training and has worked with more than 60 companies globally. He has co-authored two books including one of the leading books on focus group research entitled, Focus Groups: Theory and Practice, for Sage Publications (USA). He is also actively involved in focus group research for consumer products companies and social marketing programs. His research publications have appeared in the leading regional and international journals.



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# DR. WOON KIN CHUNG

'To me an INNOVATION CULTURE is one in which thinking of new ideas and implementing them is second nature to everyone working in the organisation.'

**Title: Executive Director (Productivity Programme Office & Corporate Services)**  
**Organisation: SPRING Singapore**  
**Contact: [woon\\_kin\\_chung@spring.gov.sg](mailto:woon_kin_chung@spring.gov.sg)**

Dr. Woon leads a team that oversees SPRING's productivity activities in relation to the directions set by the National Productivity and Continuing Education Council. The team works with the various Divisions in SPRING to drive major productivity initiatives. Dr Woon also oversees the Finance & Administration Division and the Information Technology Division.

Over the years, Dr. Woon has overseen the Planning & Corporate Development, Corporate Relations, and Enterprise Capabilities & Enterprise Promotion portfolios in SPRING. His responsibilities include planning strategies for the national Productivity Movement; leading several organisational restructuring exercises; and spearheading projects such as Singapore Quality Award for Business Excellence.

Dr. Woon is married and has two daughters. When he is not working, Dr Woon enjoys reading and taking a stroll in parks.



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# LIM KOK KIANG

**Title:** Executive Director, Transport Engineering and Asia Pacific  
**Organisation:** Singapore Economic Development Board  
**Contact:** [kokkiang@edb.gov.sg](mailto:kokkiang@edb.gov.sg)

Lim Kok Kiang is presently holding the posts of Executive Director, Transport Engineering and Asia Pacific. As Executive Director, Transport Engineering, he oversees EDB's operations in facilitating the development and growth of Singapore's Aerospace, Marine, Land Transport and Oil & Gas industries. As Executive Director of Asia Pacific, he oversees EDB's Asia Pacific operations which encompass facilitating investments from China, Taiwan, Japan and Korea.

He previously held positions as Director of Logistics, and Regional Director, Japan Operations. He joined EDB in 1996. He received a Bachelor of Economics from Tokyo University in 1993.







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# GEORGE HUANG

**Title:** President

**Organisation:** Singapore Manufacturers' Federation

**Contact:** [president@smafederation.org.sg](mailto:president@smafederation.org.sg)

Profile of President George Huang:

- President, Singapore Manufacturers Federation
- Managing Director, Amoy Canning Corporation (S) Ltd
- Member, Singapore National Committee for Pacific Economic Co-operation
- President, Chartered Management Institute (Singapore Branch)
- Vice Chairman, Business Practices Committee, Consumers Association of Singapore
- Member, Singapore-Liaoning Economic & Trade Council
- Member, Board of Governors, Institute of Management Consultants, Singapore
- Chairman, Advisory Committee, Singapore Environment Council
- Member, National Tripartite Committee on Workplace Health, MOH
- Chairman, Practising Management Consultants – Certification Board (PMC-CB)
- Honorary Consul-General, Consulate General of the Federal Democratic Republic of Ethiopia

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# GWEE SENG KWONG

**Title: Secretary-General**

**Organisation: Singapore Manufacturers' Federation**

**Contact: [sengkwong@smafederation.org.sg](mailto:sengkwong@smafederation.org.sg)**

With more than 18 years of government service under his belt with SPRING Singapore as Director for Enterprise Services, iDA (formerly known as the National Computer Board) in 1995 and the Productivity and Standards Board (PSB) in 2000. He has also served as Council Member for GS1 Singapore (a subsidiary of SMA) since 1997 and a Committee Member for SMA's Information Technology (IT) Function Committee.



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# JAMES SEE

'To me an INNOVATION CULTURE is where people within organisations actively engage, lead and champion ideas and creativity.'

**Title: Assistant Secretary-General**

**Organisation: Singapore Manufacturers' Federation**

**Contract: [jamessee@smafederation.org.sg](mailto:jamessee@smafederation.org.sg)**

James Lee has over 20 years of experience in the manufacturing business as the Executive Director for Singco (Private) Limited and Marketing.

Manager in Merlin Gerin (Far East) Ptd Ltd and having been an active SMA member for many years as a Council and an EXCO Member; Chairman of the 80th Anniversary Planning & Coordination Committee; and the Metal, Machinery & Engineering Industry Group.





# ABOUT SiPi

The Singapore Innovation & Productivity Institute (SiPi) is the latest centre of excellence in Singapore Manufacturers' Federation (SMa), chartered to champion manufacturing excellence through innovation & productivity for Singapore's manufacturing.

## TEAM

Colin Lim

David Toh

Chang Phuan Heng

Siew Ying Choy

Gillian Lim

As an industry-led, government supported knowledge enterprise, SiPi targets to re-align and enhance the current productivity ecosystem by collaborating with various key stakeholders to provide an integrated one-stop solution to the manufacturing industry and companies, particularly the SMEs, seeking business improvement through innovation and productivity.

SiPi's key functions include providing productivity resources & customized road mapping/ coaching support to help enterprises implement their specific productivity roadmaps. SiPi also undertakes research & benchmarking to steer industry development, and collaborates closely with the Singapore government agencies, industry experts, academia & overseas institutes to develop tools, case studies & localize best practices. SiPi also leverages highly on SMA's several centres of excellence to provide a one-stop solution for productivity & innovation.

**Contact:** [sipi@smafederation.org.sg](mailto:sipi@smafederation.org.sg)



