

Transform, Grow and Glow with **SAPPHIRE** in the future economy



traditional approaches to raise productivity. We need to take steps to be "leaner" than what the Manpower Minister Lim Swee Say suggests. At the same time, employers must engage and communicate with workers about the challenges and processes; help workers to retrain, adapt and grow; and elevate the capabilities of the whole organisation at every level. We must also see the labour movement as a partner in the transformation journey.

together a menu of five basic programmes to focus on older workers, human resource, learning, lean management and technology.

What is the response?

Dr Yap: We hope to bring 100 enterprises onboard in 2017 and scale up based on our experience. It is encouraging that we have 20 early adopters or Star Blazers as we call them.

Some transformation stories

1. Transforming the business model at PestBusters Pte Ltd

Mr Thomas Fernandez (Chairman and CEO):

"PestBusters Pte Ltd is a pest management company which is constantly innovating to set a new quality standard in its industry. It leverages technology to transform its business and learning culture, especially on-the-job training. Efficiency, service quality and the productivity of training process and trainers have all improved. PestBusters has also reduced its own maintenance costs by 50%."

2. Towards a safer and leaner enterprise at CYC International Pte Ltd

Mr Dan Chua (Owner and Director):

"CYC International Pte Ltd (CYC) started as a tank cleaning company in 1969. It has invested in robotics, multi-skilling and redeployment to transform itself into a safer and leaner enterprise. The benefits are reduction in safety risks, a 60% productivity gain, higher business capacity, as well as better jobs and higher wages for workers."

Why SAPPHIRE?

Dr Yap: Sustainable gains and returns from business transformation depend very much on corresponding transformations in the workforce and workplace. This is corroborated by global research studies. The more transformative a technology, the longer it took for individuals and organisations to adapt and for companies to reap sustainable gains.

These findings led SNEF to conclude that to reap sustainable and significant productivity gains from any kind of investment, there is a need to integrate productivity efforts with progressive human resource and industrial relations practices.

SNEF, as a trade union of employers, has traditionally focused on industrial relations and tripartism as these provide the foundation for industrial peace for businesses. SAPPHIRE will leverage our core expertise and tripartite partners to help companies to adapt and transform their workplaces.

Learning from the experience of the SMEs which have started on their transformations and working with Workforce Singapore, we have put

This year, the theme was "**Bold and Responsible Leadership in Transforming Companies in the Future Economy**". This follows the release of the report of the Committee on the Future Economy (CFE). Dr Robert Yap, President, SNEF, explained the rationale for SAPPHIRE.

Why do companies need to transform?

Dr Yap: We want to help companies translate CFE's recommendations into reality. A key imperative has been

economic and industry transformation. This can only happen when companies take steps to transform their business, organisations, workforces and workplaces.

Why bold and responsible leadership?

Dr Yap: Transformation needs leaders to have the willingness to make radical changes even when things are going well, to sustain growth amidst the many challenges and disruptions they face. We need to innovate and challenge

SAPPHIRE, the acronym for SNEF Agency for Productivity Practices, Human Resource and Industrial Relations, was launched by the Minister for Manpower, Mr Lim Swee Say at the Second SNEF BeyondSG50 CEO and Employers Forum yesterday. SNEF had organised the first forum in January 2016 to commemorate the 50th anniversary of Singapore's independence. The theme then was "Reset Management Intuition, Be Future Ready" to address challenges over the next 50 years.



Mr Lim Swee Say,
Minister for Manpower

"I congratulate SNEF on the launch of SAPPHIRE. This initiative is timely as we transform faster with a workforce that is growing slower. SNEF, as the champion for progressive business and human resource practices, is in a strong position to help more SMEs to transform and grow.

Manpower will be our most precious human capital in the future economy. It will be the key driver and enabler of innovation and productivity, sustainability and growth. Employers who value and invest in the development of their employees, and create progressive workplaces to draw out the best in them, will succeed better and longer. I am confident that SAPPHIRE which integrates aspects of human resource, industrial relations, and productivity practices, will help companies based in Singapore to prepare better as we venture into the future economy, together as tripartite partners.

I urge companies, especially small and medium-sized enterprises, to make good use of the programmes offered under SAPPHIRE.

My best wishes to SNEF and participating companies on this journey of transformation and growth!"



Mr Chan Chun Sing,
Secretary-General,
National Trades Union
Congress

"My congratulations to SNEF on the establishment of SAPPHIRE.

Productivity growth will help keep our companies competitive and sustain wage increases for our working people. A shared belief and sustained efforts are required from all tripartite partners to transform workplaces to raise productivity. Our working people will also need to be continuously upskilled to be ready for evolving changes at the workplace.

Together with MOM and SNEF, the Labour Movement stands ready to work with and support companies in their transformation journey. We have to gear Singaporeans up for the future economy. Through these efforts, we are taking care of our workforce not just for today, but to prepare them for the jobs of tomorrow.

I wish SNEF and all companies success in their transformation efforts."



Dr Robert Yap,
President,
Singapore National
Employers Federation

"SNEF has been a key player in the tripartite partnership with the Government and the labour movement, effectively representing and advancing the interests of employers.

SNEF is proud to launch SAPPHIRE, an initiative to help employers to become progressive lean organisations through workplace transformation.

For a start, SNEF has worked with Workforce Singapore (WSG) and various knowledge partners to put together five Workplace Transformation Programmes to assist employers.

I congratulate the first 20 SAPPHIRE star blazers and encourage companies to select the programmes that best meet their needs and begin their own transformation journey from where they are.

I thank MOM, NTUC and WSG for their support to make SAPPHIRE possible and I wish all companies success in their transformation."



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Our heartiest congratulations to SNEF