

**OPENING ADDRESS BY SMa PRESIDENT, MR GEORGE HUANG AT THE  
SMa 8<sup>th</sup> ANNUAL GENERAL MEETING 2011**

**FRIDAY, 24 JUNE 2011, 4.30PM**

**SPRING SINGAPORE BUILDING, LEVEL 8, TRAINING ROOM 1 & 2**

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**Welcome Address by President:**

Good Afternoon,

Fellow Council Members, Fellow Members of SMa,

Secretariat Staff, Ladies And Gentlemen

1. Thank you for taking time off your busy schedule to attend this year's AGM. It is nice to see all of you here.
2. This is my first AGM as the new President for the term. It has been a fulfilling and rewarding 12 months for me and my team to be able to serve all of you.
3. When I was first appointed as President, together with the new Council Members, we formulated a two-year vision that will propel SMa forward in this new manufacturing landscape.
4. This vision is to make SMa a strong and resilient leader in the manufacturing industry. This was reflected in our Annual Report where we have specifically highlighted 3 areas of focus – Strength, Leadership and Resilience.
5. This vision is underpinned by our mission statement – to represent the Singapore manufacturing community and drive its competitiveness and sustainable growth through serving industry-specific needs.

6. Based on our vision and mission, we have brought many value-added initiatives to the fore, making them relevant and economically-viable to you, our members.
7. In a moment, I will ask Seng Kwong to elaborate on these initiatives and give you some updates of what we have achieved in the last 12 months.
8. All these events and initiatives would not have been possible if not for the strong foundation laid by our past President, Renny, and the previous Council Members. I'm grateful for all that they have done.
9. We must now forge ahead to bring SMA to scale new heights with the full support of the current Council Members and of course, the Secretariat. To them, I'd like to express my thanks as well.
10. Our efforts working as "one body" in the past 12 months has reaped rewards. This concept of "one body" may be alien to some of you. Allow me to explain.
11. You know, we always say that SMA is one big family and should work together. However, with big families, what happen - good or bad - to one part of the family does not affect the others, and so they may not care. As such, from my first town hall meetings with the secretariat staff and meetings with Council, I have always emphasised that we should not see ourselves as one family, but rather as one body. In a body, every part has a role to play for the overall growth and sustainability of the body. Whatever happens to one part affects the other parts.
12. So, let all of us - our valued members, Council Members and Secretariat - stay united and continue working as one body, so as to take SMA forward.
13. I'll now hand the mic over to Seng Kwong who will give you an update of all that we have done so far.

**Refer to Insert A for details of report card by SMA Secretary-General, Mr Gwee Seng Kwong**

**President to update the following:**

14. Thank you Seng Kwong.
15. Fellow Members, building a stronger ‘tomorrow’ is what we really need to do today. To ensure we can deliver the outcomes mentioned by Seng Kwong, I have restructured the secretariat to make them more ready to take up all these new challenges.
16. I had asked around as to the actual date that SMA was formed. And, to my surprise, no one really knew. After a long and hard search, Janice and her team finally found the answer. It lies in this certificate. This is the certificate of registration which states that SMA’s birthday is on 20 September 1932. Now we know when SMA was born. So, to mark the significance of the date, we have decided to hold the 80<sup>th</sup> Anniversary gala dinner in September next year.
17. Having weathered many ups and downs in SMA’s 79 years of history, and having grown to what we are now, we need to stamp our mark as a world-class manufacturing federation. And we intend to do so for our 80<sup>th</sup> Anniversary Celebrations next year.
18. In fact, we want this to be even more eventful than what we had some 20 years back when we celebrated our 60<sup>th</sup> Anniversary.
19. At that time, we had our then Senior Minister Mr Lee Kuan Yew gracing the 60<sup>th</sup> Anniversary Dinner. Two plaques were made. One was presented to him and one which we kept. And this was the plaque we kept. For our 80<sup>th</sup> Anniversary, we must do on an even grander scale.

20. So, how will we be celebrating this time round? For the benefit of those who did not attend the Lunar New Year Lo-Hei, allow me to elaborate.
21. We will be officially launching the SMA orchid. Ryan Chioh, our Council Member from Far East Flora is taking care of this. As you can see, it is a bold, purple-speckled flower that shows strength. As the flower matures and grows, the colour becomes more vibrant and strong, which is symbolic of SMA.
22. In addition to this, we will have
- a. A revamped SMA logo to better reflect SMA in this changing business environment; Our Deputy President Dr Moh Chong Tau is in charge of this. I'm holding the fort for him now due to his health.
  - b. An SMA 80<sup>th</sup> Anniversary Commemorative book, with our Honorary Secretary, Patrick Chang fronting this project. Work is in progress now.
  - c. We will also be holding a Manufacturing Conference and a Productivity & Innovation Exhibition to help our members and the manufacturing community at large to be more productive and innovative, so as to sustain their growth. Our Vice President Simon Li is in charge of this project.
23. All these will culminate in a gala dinner, on the exact day that SMA was registered, which is 20 September. Our Vice President Poh Choon Ann is responsible for this grand event.
24. With all these activities, we need all the help from you. We sincerely look forward to your support and contribution to make the 80<sup>th</sup> Anniversary celebrations significant and successful. Please do step forward to offer your assistance in any way – big or small. At least, don't say no when we approach you for help. Or just support us by being part of this celebration.
25. I am also pleased to announce that we have secured a four-storey building from EDB just further down the road from here. This is another

exciting part of our 80<sup>th</sup> Anniversary. We can and will only be able to move in during November 2012. The lease is for 6 plus 6 years, and SMA has the first right of refusal should the government wish to sell. This is a cause for celebration as for the first time, we are moving from a condominium to a bungalow. We will be having an official opening of the new premise sometime end of next year. Mr Renny Yeo, our Honorary President is in charge of this project.

26. However, with all these events, we are faced with a dilemma.
27. The term for the council expires in June 2012.
28. Come June next year, all the Council Members who are working on the celebratory activities will be up for election. We do not know if they will sit in the next Council. And I may not be the next President. It would not be fair to expect the new President and new Council to jump straight in and execute the 80<sup>th</sup> anniversary celebrations, especially the big gala dinner and the move to our new premise.
29. After looking and deliberating on various options, the Council decided that the best solution will be for the term of current Council to be extended to December 2012.
30. This will also have the spin off benefit to allow us to have financial year-end closing in June next year to facilitate auditing. Furthermore, elections can be held in September and the gala dinner on our date of registration. The new council will then assume office on 1 January 2013. This will allow time for the newly-elected Council Members to settle in, to elect office bearers, and a period for the incumbent President and office bearers to hand over to the new President and office bearers.
31. All these will of course, require changes to the constitution. I'm not asking all of you to vote for it now. I will be calling an EGM (Extraordinary

General Meeting) within the next few months for the members to vote on this matter. I hope you will attend the EGM and support these changes.

32. Dear fellow members,

33. All the activities that Seng Kwong and I have mentioned, on top of our daily routines in organising various trade missions and exhibitions, serve to assist you, our members, to further build strength, foster leadership and ensure resilience.

34. With the issues raised at the recent General Elections, it is clear that control of foreign workers will be tightened. This gives further importance for us to further develop our strength and entrench resilience. We MUST ramp up our efforts to be more productive. And not just efficiently productive, but innovatively productive. I encourage all of you – fellow members – to utilise the relevant tools, training and services that SMA has developed for you.

35. As you may be aware, SMA is organising the **2<sup>nd</sup> Productivity & Innovation Conference** on 21 July this year at Grand Copthorne Waterfront Hotel. Many key industry leaders will share and give you a better insight into enterprise innovativeness and productivity.

36. We have deliberately kept the price low at \$80 so that you and all your staff can attend. Just like the “One Body” concept used in SMA, you can make use of this opportunity to educate everyone in your office on the same productivity methodology, utilise the same tools, talk the same lingo and share the same productivity mindset.

37. This will allow the entire organisation to make a real quantum leap in productivity. I strongly urge you and your staff to attend this conference.

38. Dear fellow members, as you can see, this Council has done a lot in the last 12 months, with yet a lot more to be done in the next 12 months.

39. We look forward to your continued support and to you working together with the Council Members and the Secretariat as one body, making SMA a stronger and more resilient industry leader. Thank you.
  
40. I shall now hand the microphone back to Janice to proceed with the next item on the agenda. Janice, please.

## **Insert A - Report Card by SMA Secretary-General, Mr Gwee Seng Kwong**

1. Thank you President. It has indeed been a busy but fulfilling 12 months for the Secretariat. Building strength, fostering leadership and resilience have been our fundamental goals in all the efforts we have put in.
2. Under the guidance of our Council Members, led by President, we have endeavoured to take SMA to make quantum improvement and scale new heights. This is on top of the usual on-going activities like organising events, training courses, overseas missions, trade fairs and exhibitions. As mentioned by President, our efforts are concentrated in 3 main areas – namely building strength, fostering leadership and the power of resilience. Let me elaborate these projects with reference to strength and leadership in particular.

### **Strength**

3. In the area of building strength, one of the key things that we have been doing is to assist in strengthening our members' organisations so as to be better prepared for future challenges. And of course, strengthening SMA itself in the process.
4. You may ask, how are we doing this? Through EDC@SMA, we have been holding regular seminars and productivity clinics. These are complemented by the wide range of courses designed by our SMA Institute of Higher Learning and SMA CCL. We have also held many Council meetings and discussions with different Industry Group chairmen and their committees to discuss issues that concern you. Your concerns are our concerns. And we have highlighted them to the ministers whom we have met for their consideration and solicited their support for our new initiatives.
5. In the first 3 months after the election, President and the relevant EXCO members made courtesy calls to 10 ministers. They include DPM Teo Chee Hean, DPM Tharman, Ministers Lim Swee Say and Gan Khim

Yong, Senior Minister of State Iswaran, MOS Lee Yi Shyan and many more. The purpose was to share with them our 2-year work plan and seek their guidance on executing these initiatives. This effort has paid off handsomely as many of our initiatives are now being endorsed by various government agencies, which are now partnering SMA to better serve the manufacturing community. I shall now elaborate some of these key projects in more details.

6. For example, in the area of productivity, after speaking to Tharman, Swee Say and Gan Khim Yong, SMA is now partnering with WDA to exclusively offer the WSQ Certified Productivity & Innovation Manager (CPIM) Programme. This programme trains productivity champions in the organisations to implement productivity and business innovation at the enterprise level. We have achieved great success with this programme and in fact exceeded WDA's expectations. So far, we have brought in 35 companies for the programme and trained 150 productivity champions. Based on results from this programme, we highlighted to WDA the benefits and concerns faced by companies which are majority bigger companies, and not the smaller SMEs. Therefore, to address this concern, WDA has requested to work with SMA again to roll out a scaled down version of CPIM, known as SME Qiang. This will be launched next month.
7. Another example is working with the polytechnics – not one but five of them. After meeting with Senior Minister of State Iswaran, he requested SMA to present our productivity roadmap and initiatives to the inter-poly committee chaired by him. I am happy to report that we are now exploring with TP on Green productivity, working closely with RP to introduce Grey productivity, SP on robotic and NYP on supply chain management.
8. On another note, we have also signed 2 separate MOUs with NTUC Learning Hub and SCORE. The first is to train a pool of workers with the necessary skillsets to meet the requirement of our members. While the second one is to provide training opportunity to the inmates. This training

will also reach out to police officers and provide them with a 2<sup>nd</sup> career opportunity on their retirement.

9. There are more and more collaborations in the pipeline.

### Leadership

10. In terms of leadership, being the champion for manufacturing sector, our efforts have been recognised by various government agencies and we are now tasked to lead in two key areas:
  - a. Productivity and Innovation
  - b. Standards development
11. For Productivity and Innovation, from the success we had in our productivity programme with WDA in driving productivity for both MNCs and SMEs, this has given SMA a head start to position ourselves as the leader in this area. EDB recognised that and is now working with SMA to establish the Singapore Institute of Productivity & Innovation (SIPI). EDB will also be passing the Manufacturing Excellence Award (MAXA) over to SMA to manage starting next year. With MAXA on board, SMA will have a strong platform to grow the event and at the same time, recruit more innovative and forward looking companies to be our members. SIPI is already in the works and will be officially launched soon. We will keep you posted.
12. Standards development is another area that has reinforced our position as an industry leader. Currently, SPRING Singapore is the national standards and accreditation body of our country. Moving forward, it will be outsourcing 3 of its 8 standards development and promotion functions to SMA. This would not have been possible if not for our good standings with the government. This is indeed an honour to be recognised as an institution that has the capabilities to take on such work at the national level.

13. On a lighter note, SMA is the first association to be given the Total Defence Awards by Ministry of Defence. Another feather in our cap is our attainment of the Eco Office Label by Singapore Environment Council for our outstanding green practices.
14. As manufacturers, we have not forgotten about our Corporate Social Responsibility to the community at large. Regarding the MOU with SCORE, you will be pleased to know that we are not just training the inmates but also assisting these ex-offenders to re-join the workforce. Separately, I am also pleased to announce that we have contributed S\$50,000 to Temasek Polytechnic as part of our Education and Training Fund to research in Clean Tech and Green Energy development.
15. Our strength, our leadership, all our efforts and our achievement so far, have stemmed from the guidance of the President and the Council Members. Without the support of you - our members, SMA will not be able to achieve so much. I hope my updates have given you a snapshot of where we are now, and where we are heading in the future. On behalf of the secretariats, I would like to thank everyone for their continued support.
16. With this, I'd hand over the mic to President. Thank you.