

SKILLfully

SkillFully is created to provide enterprises with useful information on SkillsFuture initiatives. Through SkillFully, we hope to stay connected with you as you power up your workplace “fully” with competitive skills.

Cutting Above The Rest Through Skills Training

Fly Entertainment

FLYing And Not Stopping The Show During COVID

JM VisTec System

Rising Up The Value Chain From Distribution To Development With Skills

SaladStop!

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Scaling Ambitions Through The Enterprise Leadership For Transformation Programme



Message from the **Editorial Team**



*Back Row (Standing): Atiqah Alias, Amanda Tay, Eric Chin, Samuel Chua, Joan Lee, Lee Kim Teng, Ng Shi Kai, Lydia Lim
Front Row (Seated): Hernizah Mohd Amin, Lee Yen Soon, Peggy Lim, Dinath, Cecilia Low*

Dear friends and partners,

Welcome to the eighth and final edition of SkillFully in 2022!

As we wrap up another meaningful year, we thought it is only apt that we end with four inspiring stories as we forge ahead and brave ourselves for another challenging year. In this edition, we partnered with Enterprise Singapore (EnterpriseSG) to feature four exclusive stories of enterprises that share one common thread: a steadfast decision to embrace change, innovate and to grow with skills.

Learn from the steady digitalisation journeys of JM VisTec System and Shing Leck Engineering, two enterprises that steered their way through fundamental organisational change. Fearless leadership features in the stories of Fly Entertainment and SaladStop!, where daring management decisions led to multi-faceted growth that opened up new paths and unique offerings for both the enterprises and their clients alike.

From technological innovations to digitalisation and even creating a sustainable organisation-wide culture, we hope that the opportunities these enterprises have carved for themselves motivates you in your business transformation journey.

As 2022 draws to a close, we would like to remind you that resources abound in the Enterprise Portal for Jobs and Skills to support you at any stage of your skills development journey. Do read up on the **Skills Demand for Future Economy 2022** report, or access it via the **"What's New"** link in the Enterprise Portal, to find out the growing and transferable skills in the care, digital, and green economies.

We wish you a Merry Christmas and a promising New Year in 2023!

Yours Sincerely,
Team @ The Enterprise Engagement Office

FLYing And Not Stopping The Show During COVID

Redefining casting and opening up borders during COVID-19.

When COVID-19 struck and the nation went into pandemic fighting mode, Irene Ang, founder and CEO of FLY Entertainment, knew she had to pivot the company to survive. As a result, the extreme business conditions did not deter FLY. Instead, it created the perfect hothouse for Irene to grow and develop an idea she had been brewing over the years; to digitise casting calls.

The industry can do better and COVID is not a show-stopper

Industry veteran Irene is most familiar with the pains involved in casting calls. "Casting calls involve many backend processes, paperwork and menial tasks that are time-consuming and costly. In addition, we have seen a rise in scam casting calls that may be potentially unsafe for real talents seeking casting opportunities," shared Irene.

COVID-19 exacerbated the problem. Travel restrictions prevented artist management companies from sending talents overseas for casting calls, and the lack of a centralised platform made it difficult to connect managers with agents and talents.

"It has always been at the back of my mind that there must be a better way to go about the casting process," shared Irene. Her idea was to develop an application to overcome the inefficiencies.

From idea to reality

Irene's idea was well received by her industry counterparts. However, she faced difficulties early on.

"I needed support for the idea. Then, Infocomm Media Development Authority (IMDA) told me I need to write a proposal. How do I write a proposal when I have never written one before?" she exclaimed in her trademark candid manner. Undaunted, Irene tackled one task at a time. The first step was to ask people in her network for help, which led her to EnterpriseSG's Enterprise Development Grant (EDG).



She shared her vision with a consultant who then pinpointed the problem she was trying to solve, and agreed that a technological solution in the form of an app would be ideal.

She then worked with a mobile development team including application designers and technical developers to bring her casting application to life.



After almost a year in development, FLY Entertainment finally launched TADAA! Casting, Singapore's first talent casting application offering a centralised platform for production houses, event companies and talents to connect and find business opportunities across Southeast Asia. Talents could now participate in casting calls anytime, anywhere, via their mobile phone. FLY Entertainment was also able to access a wider pool of jobs and talents beyond borders.

Now in 2022, TADAA! Casting is still standing strong and the next step is to expand it into a web portal. Irene is thankful to the EDG scheme for the capability support, which had sustained the company through its digitalisation journey.

"The EDG was a lifeline. Without it, we might not have survived the pandemic. I hope more people in the entertainment industry will use these capability schemes to innovate and level up the industry", she shared.

FLYing with continuous learning

Beyond steering the company through tough times, Irene is also committed to building an enduring learning culture in the company. "My goal as a boss is to equip my staff with a growth mindset and ensure that no one under my charge stays stagnant," Irene emphasised.

When the Personal Data Protection Act (PDPA) law was passed, Irene promptly arranged for key personnel to attend the PDPA course to learn how to handle sensitive operational data.

During COVID-19, she sponsored her employees to attend SkillsFuture Singapore (SSG)-supported courses to stay positive and productive.

Her passion in learning has certainly rubbed off on Harry Yew, whose role at FLY Entertainment had been redesigned several times as he expanded his skill sets over the past 16 years. Initially hired as Irene's Personal Assistant, Harry is now proficient in producing and hosting live webinars and event management, and also helps to support the operational function for corporate office administration.

"I think it's important to learn new skills, keep up with technology and adapt to changes. It's all about the willingness to learn and grow," affirmed Harry.

FLY Entertainment is certainly FLYing and soaring to greater heights with skills!



Rising Up The Value Chain From Distribution To Development With Skills

Strong conviction to beat the business blues.

JM VisTec System, a specialist in robotics vision and industrial image processing technology, distributing and maintaining industrial cameras, sensors and related software, had been in business for 10 years when it faced a critical turning point.

“When the world’s biggest video surveillance company in China started to venture into the machine vision technology business in 2014, we knew it would disrupt the cost competitiveness of our local industry,” said Eugene Goh, managing director of JM VisTec System. “We had no choice but to rethink our business strategy.”

It could either cut costs to keep up with the competition, or invest in product development to transform the company into a one-stop solution provider to solve higher-value problems.

Eugene chose the latter and shifted JM VisTec System’s focus from distribution to development. The company spent the next eight years developing an image processing system to help clients automate quality control inspections using cameras, sensors and the latest 3D point cloud technology. In 2021, EnterpriseSG and A*Star supported JM VisTec System to further boost its Research & Development (R&D) efforts.

Upskilling to support its change in business model

One of the biggest challenges faced in the beginning was building its expertise in R&D. The majority of JM VisTec System’s workforce was skilled in sales and service maintenance and there was a huge gap in software engineering.

“Our approach was to hire fresh talents and upskill the existing workforce,” reflected Eugene. JM VisTec System opportunistically utilised the SkillsFuture Enterprise Credit (SFEC) to sponsor their engineers for skill training courses in dimensional measurements, engineering optics and basics on machine vision technology.

“There is a risk that our employees might leave after we invest in their training,” acknowledged Eugene. However, he felt that this was a risk that all SME bosses must take as well-trained staff are the backbone of an efficient, profitable business.

Skills training is a serious business in the company

“Whatever you learn, you bring the knowledge with you. As workers, you should not shy away from training,” shared Eugene. He encourages his employees to regularly upskill and recognises their efforts with increments and bonuses.

Heeding her boss’s advice, JM VisTec System’s Finance Manager Agnes Tan recently completed a SkillsFuture Singapore

(SSG)-supported course to learn Microsoft Power BI. The new data analytics skill set has helped her to improve her budget forecasting and cash flow management work for JM VisTec System and its foreign subsidiaries.

“If I want to help the company succeed, I need to be more strategic and sharper in my financial analyses. Learning how to extract insights from data has helped to improve my work performance,” said Agnes.

Middle management at JM VisTec System was also trained in lean management to digitalise and optimise business processes. Acting like a Chief Learning Officer, Eugene eventually chose a course in OmniMethodology™ to train his employees in the lean framework. The course was, of course, supported under the SFEC scheme.

Looking good on the inside and outside digitally

The learning momentum in JM VisTec System was further bolstered by a human resource and lean management system, supported under the Productivity Solutions Grant (PSG). The company also took care of its digital identity and revamped its website to better connect to their clients, potential suppliers, investors, and partners with reliable information about the organisation.

JM VisTec System’s R&D efforts will soon come to fruition as the company expects measurable growth with a 10% increase in year-on-year revenue upon completion of the joint lab. As it progresses in its digitalisation journey, management looks forward to transforming not just in its profits, but also in the quality of its offerings.



Accomplishing Its Net Zero Carbon Goal

Building environmental and social capital as it grows.

Founded in 2009 by the father-son duo, SaladStop! was birthed from the Desbaillets family's dream of delivering a healthy and sustainable way of life through conscious consumption.

"SaladStop! was built and aligned very much to the values we hold as a family. I guess you can say sustainability was an integral part of our upbringing. It's almost a part of our DNA," Adrien Desbaillets, CEO of SaladStop!, shared.

SaladStop!'s vision and philosophy resonated greatly with consumers, and the chain expanded rapidly. Today, Saladstop! has over 70 outlets in seven countries. Their investment in sustainability looks to be paying off as the company is experiencing healthy returns in both its environmental impact and its bottom line. The fast-growing salad chain championed sustainability long before it became a buzzword, and has spent much time and effort to enlighten customers on what it means to consume consciously.

Educating, engaging and empowering consumers

The company believes in empowering consumers in their consumption choices. In 2020, SaladStop! developed and launched the SaladStop! mobile application, which gives customers the option to offset the greenhouse gas emissions from their meals by adding a small token of \$0.20 to their total bill. This contribution directly supports SaladStop!'s commitment towards funding the restoration of the Yagasu mangrove in Indonesia.

To help educate and encourage consumers to join in their efforts, LED screens were installed across all outlets to convey bite-sized messages of sustainability. Likewise, the chain updated its website with key information on its ongoing net zero carbon action plan.

Taking small, sustainable steps

SaladStop! took baby steps and proceeded carefully, focusing on small improvements first. "We started with small steps such as sourcing locally to reduce our carbon footprint, serving only ingredients that are hormone-free with minimal antibiotics, and implementing bring-your-own-bowls (BYOB) initiatives," recounted Adrien.

The decision to reinvest its profits into more sustainable business practices was a no-brainer.

"In our early days, we had to serve our salads in plastic bowls as cost was an issue. As the business grew, we were able to refine our packaging and have since shifted to using bagasse (dried fibrous materials from sugarcane pulp) bowls," shared Adrien.



Though these initial initiatives saw good consumer response, the passion-driven founders craved an even bigger impact. In 2020, SaladStop! embarked on a full carbon assessment exercise to trace the carbon footprint of its entire value chain for their new CapitaSpring outlet. This intensive process proved to be a turning point in their journey towards a fully sustainable business.

Opening of the first net zero F&B outlet in Singapore

Most recently, the chain pledged its commitment to transform itself into a net zero (carbon) business with the opening of their first net zero store in CapitaSpring in June 2022. This was supported by EnterpriseSG's Enterprise Sustainability Programme (ESP), which aims to help companies build capabilities and capture new opportunities in sustainability.

SaladStop! engaged consultants to develop their net zero emission plan. As part of the recommendations, a customised net zero guideline was also developed for SaladStop! to guide in the revamp of their existing outlets and construction of new outlets. EnterpriseSG also connected SaladStop! to partners such as the Singapore Furniture Industries Council (SFIC) for sustainable furniture, and recycled plastic for their wall tiles.

Moving forward, SaladStop!'s goal is to transform all new and existing outlets under their direct management and operational control to achieve net zero by 2030.

Sustainable investment includes hiring

Beyond making an environmental impact, SaladStop! aims to set an example as a socially sustainable business. "Our next area of focus is to refine our company's hiring practices and continue promoting our inclusive workplace culture," shared Adrien.

Sustainability Manager Goh Hwee Leng, a 58-year-old mid-career new hire who switched from a journalism background to join SaladStop! under the Workforce Singapore Career Conversion Programme, attests to the company's commitment.

"SaladStop! provides a dynamic and exciting environment to learn and grow. I joined the company with no prior experience in the industry and was surprised at how quickly my bosses entrusted me with projects. It also helps that they are not judgemental when I make mistakes and are very patient with my endless questions," she shared.

As a business leader, Adrien strongly encourages his peers to invest in sustainability. "Sustainability is a journey. All we need is to take small steps to start somewhere, and a commitment to learn and refine as we go along."



Scaling Ambitions Through The Enterprise Leadership For Transformation Programme

Digitalisation is essential, especially in tough times.

“We don’t want to go digital simply because it is trendy to do so. Any digitalisation initiative we embark on must serve its core purpose; and that is to help the company scale better and enhance profitability,” affirmed Lawrence Nah, the second-generation owner and General Manager at Shing Leck Engineering.

Set up in 1984, the one-stop shop engineering company primarily serves the oil and gas, pharmaceutical and energy sectors. “We’ve noticed a need to reinvent ourselves due to geopolitical issues, climate change and the growing focus on sustainability,” shared Lawrence. When he and his brother took over the family business, they started to digitalise the business to reinvent and position it for the future.

Using data to drive decision making

Running an engineering and construction business requires Shing Leck to have the highest safety standards. To support this goal, Shing Leck embarked on an ambitious digitalisation initiative to deploy an asset management system using RFID and QR code technology to enable real-time tracking of critical asset equipment servicing, preventive maintenance and re-certification requirements.

This system also empowers Shing Leck to make prudent purchasing decisions, reduce equipment downtime and improve cost management by eliminating wastage.

In 2021, Shing Leck’s digitalisation efforts paid off handsomely as it helped achieve the company’s most profitable year in its 37-year history.

Their next digitalisation project is to build a Business Intelligence system to integrate the company’s critical human resource, payments, and financial information systems into one single platform. Doing so will enable Shing Leck to better assess project profit and loss margins, derive business insights and enable real time updates on procurement and payment operations.

To sustain their digitalisation efforts, the company’s management regularly consults its employees to understand their skills needs and encourages them to upskill accordingly. Janice Shia, the Accounts and HR Manager, recently completed a SkillsFuture Singapore (SSG)-supported training course on coding. She intends to use her new skillset to convert paper forms into e-forms to increase efficiency and data quality within her department.

Driving success with leadership training

SME leaders who are transforming their business would know that it is an uphill task. To help circumvent this, Lawrence took up the EnterpriseSG’s Enterprise Leadership for Transformation (ELT) programme to further strengthen his business and leadership acumen.

The year-long ELT programme helps SME founders, CEOs and growth leaders deepen their business skills, learn from best practices, expand their network, and build on their growth ambitions.

Lawrence especially enjoyed networking with like-minded business leaders during his time in the ELT programme. At the time, Lawrence was matched with participants from related industries, which offered him the valuable opportunity to discuss complementary ideas and bond over similar business experiences and struggles. He was also mentored by an industry veteran who coached him on the company’s growth plans and digitalisation strategies while helping to hone his leadership skills.

“It’s not easy to embark on business transformation and one must be ready for a lot of pain,” shared Lawrence. “That’s why having a support network is very important, and you can certainly get it from the ELT programme.”



Optimise Your Business Transformation using the SkillsFuture Enterprise Credit!

Eligible employers can use their **\$10,000 SkillsFuture Enterprise Credit (SFEC)** to cover **90% funding** for out-of-pocket expenses on supportable initiatives.

Here are some SFEC-supportable programmes to build your business capabilities:

Enterprise Transformation

Up to
\$7,000
credit

Enterprise Singapore

- Enterprise Development Grant (EDG)
- Enterprise Leadership for Transformation (ELT)

Multiple agencies:

- Productivity Solutions Grant

Workforce Transformation

Up to
\$10,000
credit

SkillsFuture Singapore

- Skills Framework-aligned courses

You have heard how businesses benefitted from critical core skills, digitalisation, and leadership. Interested to upskill but don't know where to start? Check out these important skills and learn from partner institutions that can take your business development abilities to the next level!



Critical Core Skills

Thinking Critically

Skills needed to think broadly and creatively, and to see connections and opportunities in the midst of change.

Interacting with Others

Skills needed to think about others' needs, exchange ideas, and build a shared understanding of a problem or situation.

Staying Relevant

Skills to manage oneself, pay close attention to trends and its impact on work, and chart direction for developing technical skills.



Digitalisation

Radio Frequency Engineering

Skills to design, deploy and maintain radio frequency infrastructure for IT systems and wireless networks.

Customer Experience Management

Skills to analyse information and manage communications across different touchpoints.

Software Design

Create and refine the overall plan for software design, including the design of functional specifications.



Enterprise Leadership for Transformation

Kickstart your Enterprise Leadership Transformation journey with our partner institutions.

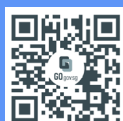


Check your eligibility in two simple steps!



Kickstart your enterprise and workforce transformation today!

Visit the SFEC Microsite for the full list of supportable programmes.



ENTERPRISE SUSTAINABILITY PROGRAMME (ESP)

A GUIDE TO KICKSTART YOUR SUSTAINABILITY JOURNEY

Find out how the ESP can support you across the key stages of your company's sustainability journey.



01

Build awareness through the ESP-Sustainability Courses

Attend subsidised foundational courses to gain knowledge on sustainability and assess your company's sustainability readiness through assessment tools.

Foundations in Corporate Sustainability by Global Compact Network Singapore

Environment, Social, and Governance Essentials for SMEs – Kickstart your ESG Journey by PwC Singapore

Putting Sustainability into Practice for Business by Singapore Environment Council



02

Build business capabilities through programmes offered by industry leaders

Participate in sustainability initiatives to build your capabilities in key topics such as Energy Management and Carbon Management.

LowCarbonSG programme by Global Compact Network Singapore

SME Decarbonisation Journey programme by Schneider Electric

Sustainability-as-a-Service (SaaS) programme by TÜV SÜD



03

Give your business a competitive edge by implementing sustainability projects

Use the Enterprise Development Grant (EDG) to implement sustainability projects to develop sustainability strategy, optimise resources, adopt sustainability standards and develop sustainable products and services.



The ESP supports Singapore businesses to build capabilities and capture new opportunities in the green economy.

Scan this code to find out more.

For more information and enquiries

Visit the Enterprise Jobs and Skills Portal at **enterprisejobsskills.gov.sg**

Email us at **enterprise_engage@sg.gov.sg** or
scan the QR code to discover upcoming events, receive
latest news and get in touch with us for opportunities to
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