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WELCOME REMARKS BY DR TAN CHIN NAM, CHAIRMAN, PS 21 EXCEL COMMITTEE AT THE 2000 PS21 EXCEL CONVENTION 21 NOVEMBER 2000, 9.30 AT NANYANG POLYTECHNIC AUDITORIUM

Date Published: 21 Nov 2000

Mr Lim Siong Guan, Head Civil Service

Mr Eddie Teo, Permanent Secretary (Prime Minister's Office)

Distinguished Guests Ladies and Gentlemen

Introduction

1. Welcome to this inaugural PS21 ExCEL Convention. This is the first time that the WITS Convention is transformed to become the ExCEL Convention by adopting a holistic approach, reflecting the spirit of ExCEL and not just WITS. The Convention is part of the reinvented ExCEL to support the new PS21 Movement which was launched in July this year. I would like to thank Head Civil Service, Mr Lim Siong Guan, for being here this morning as our Guest-of-Honour.

Reinvention for the New Economy

2. The new millennium has ushered in the New Economy. Countries and companies will have to rethink their competitive advantages because what worked in the past, may not work in the future.

3. All of us are trying to uncover what is really "new" about this New Economy. I believe that there are several themes that have emerged over the past year that are still valid. The New Economy is not just about dot.coms or stock options. It is really about transformation, new business models, innovation and customerisation on an unprecedented scale. It is about reinventing our companies to create new value and to compete for the future. Let me cite two examples of successful corporate reinvention that had taken place in the midst of the New Economy - Hewlett Packard and Apple Computers. Although the stock prices of the two companies, Hewlett Packard and Apple, may not have an excellent showing at the moment, these two companies are good examples of reinvention, survival, and success. I would also like to comment on the reinvention of Singapore, our very own nation.

Hewlett Packard - Rules of the Garage

4. The reinvention of Hewlett Packard began about one and a half years ago with its first CEO who is not an engineer! She is Carly Fiorina with her first degree in medieval history and she is leading the reinvention of Hewlett Packard.

5. I visited HP when I was in Palo Alto three weeks ago. This is a very different company now since Carly's arrival. First of all, HP has changed its logo and a new word has been attached to it - "invent".

6. While the famous "HP Way" continues to be relevant, Carly has also brought about a new culture which builds on HP's heritage to penetrate every fabric of its global operations. This new culture is called "Rules of the Garage" and allow me to just quote a few lines from this new HP Manifesto: "Believe you can change the world Radical ideas are not bad ideas Make a contribution everyday. If it does not contribute, it does not leave the garage."

Apple - Cool to be Hot

7. The story of Apple is a little different. Ever since Steve Jobs came back to Apple in 1997, this original computer giant has been revitalised. He has also transformed the way we look at computers! PCs no longer have to be the ugliest piece of furniture in your house. You

can order an iMac in tangerine orange if you like, whatever suits your taste!

8. But what is perhaps similar to HP is that Apple also has its own cultural Manifesto to spur innovation and radical ideas. This Apple Creed is called "Here's to the Crazy Ones" and allow me to just quote a few lines from there: "Here's to the crazy ones. The misfits. The rebels, The ones who see things differently They invent. They imagine. They explore. They create. They inspire. They push the human race forward.

Because the people who are crazy enough to think that they can change the world, are the ones who often do."

The Reinvention of Singapore

9. Singapore too is undergoing a reinvention in order to compete successfully in this New Economy. Several organisations have crafted their 21 Plans, Technopreuship 21, Tourism 21, Manpower 21, Thinking Schools Learning Nation, ProAct 21, Construction 21 just to name a few. In January 1999, the EDB Society and Partners organised a Millennium Conference and integrated all the 21 Plans. These 21 Plans are collectively the blueprint for Singapore's new strategy for the New Economy. Next year, as a follow-up, the EDB Society and Partners will be organising another conference called the New Economy Conference@Singapore to discuss the new challenges Singapore is facing as it transits to the New Economy.

Reinventing the EXCEL Movement

10. Our Public Sector has been continuously improving our organisation through the Staff Suggestion Schemes (SSS) and Work Improvement Teams (WITs). FY98 was a good year and we managed to save \$160 million, with \$73 million contributed by SSS, and \$87 million contributed by WITS. For FY99, we had cost savings of more than \$263 million, with \$130 million from SSS and \$133 million from WITS. That is an increase of about 65% worth of cost savings from the previous FY. I am happy to say that we have established within ourselves a mindset of continuous improvement and openness to change within the service. Together, we shall strive for better service standards through continuous improvements.

11. In the same way that we talk about the reinvention of HP, Apple and Singapore, we must reinvent our ExCEL Movement for the New Economy. The transformation of the WITS Convention to the PS21 ExCEL Convention is an important first step. We must also formulate our own Innovation Manifesto to spur officers to new heights and contribution. This is why the eXCELERATE 21 movement is building on the well-established spirit of continuous improvement in order to create a new culture of innovation and enterprise.

12. The eXCELERATE 21 movement is a critical step to the realisation of innovation and enterprise in the Public Service. This movement cannot be the effort of only the top management. It requires the involvement of all officers at all levels. This eXCELERATE 21 movement is a call for action to all public officers to try to make a meaningful difference to the well being of all Singaporeans and our nation.

13. It is our Innovation Manifesto to bring about a more dynamic, innovative and responsive Public Service. Let us eXCELERATE through Innovation! Thank you.

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