

KEY HIGHLIGHTS

Defence Science and Technology Agency – 2017 Singapore Quality Award Winner

1. ***Journey towards organisational excellence.*** The Defence Science and Technology Agency (DSTA) implements technology plans, acquires equipment and supplies, and develops infrastructure for the Ministry of Defence (MINDEF) to meet the defence and national security needs of Singapore. DSTA also provides leading-edge technological solutions to the Singapore Armed Forces (SAF) by fostering an environment of creativity and innovation for defence applications. Besides winning the Singapore Quality Award this year, DSTA received the People Excellence Award in 2016 and the Innovation Excellence Award in 2014. It is one out of five organisations to win all three awards since its inception.
2. ***Harnessing technology innovatively to bolster Singapore's defence and security.*** Over the years, DSTA has built up strong competencies in diverse engineering and technical disciplines. In the global defence arena, DSTA has been cited as a "reference customer", known for its transparent and stringent evaluation of its defence procurement processes. Its staff are also invited to sit in various national and international level committees and share at international forums and conferences.

DSTA contributes to the technological edge of MINDEF and SAF where it delivers and maintains critical capabilities to boost Singapore's defence and security. Complex systems and platforms are integrated in a seamless and coherent manner, and customised to transform the way training and operations are conducted to overcome manpower constraints and meet the unique requirements of MINDEF and SAF.

To better exploit technologies arising from rapid technological advancements in frontier domains, DSTA Labs was established to provide a one-stop facility for engineers to collaborate and harness emerging technologies, including data analytics, artificial intelligence and Internet of Things (IoT).

DSTA continues to evolve and has expanded support to the wider Public Service. DSTA has been designated the Centre of Excellence for Public Sector Procurement and the Centre of Excellence for Command, Control and Communications to help level up the Public Service procurement competency and engineering expertise. It will also be working with the Singapore University of Social Sciences on a certificate programme in procurement for public servants.

3. ***People-centred, innovation-focused.*** DSTA's vision – *Inspired people, bringing innovation to all we connect*, reflects an emphasis on nurturing and motivating staff to embrace innovation in every facet of work. DSTA takes a total approach to integrate its people, processes and environment – encapsulated through two in-house frameworks.
 - (i) **DSTA Staff Development Framework** helps build deep competencies in staff and empowers them to chart their career development.
 - (ii) **iLEAP Framework (imagination, Leadership, Environment, Appreciation and Process)** weaves innovation as an integral component into DSTA's culture, encouraging staff to challenge norms and come up with

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new ideas. To spearhead breakthrough innovation and digital transformation, it set up a cross-disciplinary Digital Hub that provides support for its engineers to experiment, develop prototypes and bring their innovative ideas to fruition.

Recognising that having a motivated workforce is crucial to business success, it uses data collected and analysed from Staff Engagement Surveys to maintain a high level of staff engagement. Its efforts have resulted in a lower attrition rate as compared to Singapore's Statutory Board Average, and has been reducing steadily over the years.

Its staff achievements and innovations were recognised at various platforms.

- Two programme teams were recognised with the Institution of Engineers Singapore (IES) Prestigious Engineering Achievement Award in July 2017 for technology innovation and engineering.
- DSTA was honoured as the Building and Construction Authority Green Mark Champion in June 2017 for introducing green and sustainable features in defence facilities, including the Green Mark Platinum award – the highest award for an individual building.
- Six DSTA projects were named by IES in July 2016 as among the top 50 engineering feats in Singapore since its independence.

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Ministry of Manpower – 2017 Singapore Quality Award Winner

1. ***Succeeding through tripartism.*** Tripartism is a key competitive advantage for Singapore, underpinning its economic competitiveness, harmonious industrial relations and strong employment outcomes. The Ministry of Manpower (MOM) is the key architect in forging strong tripartite cooperation amongst the government, labour movement and employers. Over the years, MOM has strengthened tripartism through closer collaboration with its partners. For example, the formation of Tripartite Alliance to promote progressive workplace practices and resolve employment disputes is a unique approach recognised by the International Labour Organisation (ILO). It served as a model for global reference, leading to several partnerships and programmes with ILO. This includes the MOM-ILO partnership agreement to enhance labour and workplace practices, and the organisation of the International Forum on Tripartism and 21st World Congress on Safety & Health in Singapore.
2. ***People-centric service delivery.*** MOM is a pioneer in adopting Behavioural Insights, Design Thinking and Business Analytics to improve service design and delivery. MOM deploys these multi-disciplinary methodologies to re-design its touch points to enhance customer experience and improve programme outcomes. For example, by simplifying the letter to CPF members, personalising information and adding commitment nudges, a MOM-Central Provident Fund Board project to get soon-to-be retirees to attend the CPF retirement planning service saw an increased attendance rate of more than two-folds. MOM is also the first government agency to adopt the Agile Project Management Framework which anticipates change and allows for flexibility for large-scale IT projects. Its Work Pass Integrated Systems for Foreign Domestic Workers won the GovInsider Innovation Awards 2016 for its human-centred design to improve user experience. MOM's re-designed corporate website was also lauded by the Web Marketing Association for outstanding achievement in website design.
3. ***A productive, engaged and energised workforce.*** MOM achieved strong alignment in goals, strategies and plans among staff through the development of future scenarios that are cascaded through gamification and experiential learning. This is further supported by a culture of active sharing of knowledge at the workplace, where 'Every MOMer is a Learner, Every MOMer is a Teacher'. A competency framework that guides the development of learning and development programmes underpins this philosophy. With a focus on people, MOM ensures the total well-being of its staff are taken care of via strong employee communication and engagement activities, and a range of corporate wellness programmes and initiatives - which includes the Flexi@MOM scheme that supports work-life balance. These efforts have resulted in MOM being among one of the top public agencies in employee engagement¹.

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¹ Based on Public Service Division's Employee Engagement Survey (2016).

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Neo Group Limited (Catering) – 2017 Singapore Quality Award Winner

1. **Largest¹ and top event caterer in Singapore.** Neo Group Limited (Catering) operates four brands under its food catering business – Neo Garden, Deli Hub, Orange Clove and Best Catering – for a variety of clients ranging from households to corporate clients.
2. **Automating process to improve productivity and quality.** Led by a senior management team with extensive experience and expertise in food catering, Neo Group harnessed technological advancements to develop innovative solutions to meet evolving consumer and business needs. It introduced several automation initiatives over the last five years which allowed them to mitigate manpower challenges faced in the food services industry and improve productivity while ensuring consistent food quality. Its manpower turnover rate is kept at 19.1%, below the industry average of 31.2%² and its average order per hour increased by 29.6% from 2015 to 2016.

2013	2014	2015	2016	2017
<ul style="list-style-type: none">• Vegetable cutting machine• Infra-red gas burner roasting machine	<ul style="list-style-type: none">• Multi-drop bakery machine• Rotary oven machine	<ul style="list-style-type: none">• Automatic griller machine• Potato peeling machine	<ul style="list-style-type: none">• Egg breaking machine	<ul style="list-style-type: none">• Drink syrup machine

3. **Leveraging IT to create added value.** Neo Group (Catering) developed in-house IT systems to capture, analyse and disseminate information.

(i) Buffet Catering Management System

- Integrates information across the organisation seamlessly, from sales and procurement to kitchen and logistics. This reduces human errors and allows staff to deliver high quality products/services consistently, and/or to resolve and recover swiftly from any service failures. The technology also allows them to deliver more than 1,700 orders a day, catering to more than 45,000 guests, and achieve significant feats such as holding the Singapore record of having the most number of buffet catering held in a single day for five years³.

(ii) DriverPAL

- A mobile application that monitors drivers' speed and provides a navigation system to pinpoint delivery locations and highlight traffic conditions, ensuring that drivers perform their duties safely and efficiently. With its implementation, it achieved a 50.6% decrease in late deliveries from 2015 to 2016.

¹ Euromonitor International Report, 'Events Catering Services in Singapore', April 2017. Events catering refers to food catering services provided for social or corporate events only and is based upon customer value sales.

² Based on Manpower Research & Statistics Department, Ministry of Manpower - Food & Beverage Manufacturing Industry: <http://stats.mom.gov.sg/Pages/Labour-Turnover-Summary-Table.aspx>

³ Given out by the Singapore Book of Records.

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(iii) Customer Feedback Consolidation

- Customer feedback across the Group's brands is reviewed and analysed to enhance the customer experience. Compliment to complaint ratio shows an improving trend from 4.61 to 6.49 from 2015 to 2016 for household customers and 6.63 to 9.29 for corporate customers.

4. ***Empowering staff to drive excellence.*** An organisation-wide campaign called Zero Error Transformation was introduced to promote learning and innovation, and to inculcate the importance of delivering excellent service. Through the campaign, staff were nurtured to do their best and take ownership of their duties.

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Select Group Pte Ltd – 2017 Singapore Quality Award Winner

- 1. *Capturing market with diverse food services.*** Select Group reaches a broad spectrum of customers with its diverse food offerings. It has more than 160 outlets across Singapore, Malaysia and Indonesia. With a clear market segmentation strategy, Select Group is able to target and provide personalised experiences to its customers. For example, Peach Garden is its brand for high net worth clients due to its ability to accord bespoke services and excellent customer service, driven by innovation in cuisine repertoire and service delivery. Select Group's diversity provides a wide knowledge bank to create opportunities and lower business risks.
- 2. *Invest, train and care for people.*** Select Group has been an appointed Workforce Skills Qualification (WSQ) Approved Training Organisation (ATO) since 2006. It contextualises training to address strategic business challenges and needs by offering more than 20 WSQ F&B modules in Certificate and Advance levels to its staff. With strong emphasis placed on developing its staff, Select Group has achieved 30% more training hours per staff than the national average in the past three years. It received the Most Supportive Employer Award by Workforce Singapore (WSG), formerly known as Workforce Development Agency (WDA), in 2013 and 2014.
- 3. *Embracing a culture of innovation.*** Innovation is a corner-stone of Select Group's core values and acts as a key driver to support the continuous growth of the company. It focuses its innovation efforts in three key areas:
 - (i) Product: The creation of the 50 Cents Fest @ Chinatown Food Street event held in conjunction with Singapore Tourism Board allowed it to achieve seven awards (two in 2016 and five in 2017) at the Marketing Events Awards, which recognises excellence in event marketing across the Asia Pacific region.
 - (ii) Processes and Systems: Its Straits Food Village food court located in Changi Airport Terminal 2 – a forward-thinking dining concept which features self-ordering kiosks and a centralised kitchen – gained international recognition and won the Airport Food Court of The Year at the Airport Food and Beverage Conference and Award 2016.
 - (iii) Business model: It is one of the first company in Singapore to penetrate supermarkets with chilled ready meals under the brand of Taste Asia.
- 4. *Adopting productivity initiatives to improve organisational performance.*** Select Group constantly identifies gaps to address and improve operational efficiency through investments in state-of-the-art automation equipment. For example, its L-shaped conveyor belt for Stamford Catering's central kitchen and e-Procurement systems allowed it to achieve more than 10% in productivity improvement. Receiving the inaugural Singapore Productivity Award in 2014 by the Singapore Business Federation is an affirmation of its efforts to improve productivity within the organisation.
- 5. *Family-oriented culture with a never-give-up attitude.*** Select Group seeks to bind and lead its diverse workforce of 2,200 staff to achieve a common goal through

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a strong culture that it has built and developed over the years. Together, its staff strive to overcome challenges and seize opportunities as one big family.

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SP Services Ltd – 2017 Singapore Quality Award Winner

1. ***Transforming to serve customers better.*** SP Services serves close to 1.5 million customers in Singapore, reads about 3.8 million electricity, gas and water meters bi-monthly and processes about \$6 billion in utility payments annually. In the face of technological disruption mobile app, SP Utilities, is centered on customers' growing needs and changing lifestyle. Customers can make transactions on the go, get timely reminders on bill payment, track their utilities consumption and compare it with their past usage as well as that of their neighbours. It also has a "live" chat function for customers to have their queries addressed promptly. New features are progressively being added to provide greater value to customers.

The app is supported by a one-stop digital contact centre, where staff attend to customers through phone calls and e-chat. To improve the service experience, customer service centres have also been enhanced with features such as the self-service SP Kiosk, which allows customers to open, close and manage their utilities account more seamlessly.

2. ***Using technology to empower staff and improve customer experience.*** SP Services' is committed to providing a smooth and seamless service for its customers. All staff are given a tablet to receive and carry out assignments on the go. Not only does this allow meter readers and customer service agents to be able to serve customers after hours from home, it also improves efficiency and productivity.
3. ***One-stop service for customers and partners.*** SP Services aims to deliver a "One Call, One Click, One Stop, in One Day" promise to customers – i.e. providing supply turn-on services by the next business day. To extend greater convenience to customers, SP Services launched a pioneer initiative that brings utilities services application and immediate turn-on of utilities supply on-site for residents at new condominium developments. It also works with partners, such as Public Utilities Board, National Environment Agency and City Gas to provide one-stop utilities billing and supply activation/transfer/deactivation for electricity, gas, water and refuse removal services.
4. ***Meeting customers' future needs.*** SP Services is rolling out the Advanced Metering Infrastructure or SMART meters across Singapore in preparation for Full Retail Contestability i.e. liberalisation of the electricity market. These meters enable 99.5%-reliable remote meter reads to provide near real-time data to customers, helping them make informed decisions about their utilities consumption and billing.

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Greenpac (S) Pte Ltd – 2017 Innovation Excellence Award Winner

- 1. Innovative and environmentally-friendly solutions.** Established in 2002, Greenpac conceptualises, designs and re-engineers packaging solutions to provide customers with innovative and environmentally-friendly packaging. With the CEO's vision and business acumen, the company was able to establish an innovative business model that allowed it to deliver value and make its product offerings more cost-efficient for customers. Its focus on partners/suppliers, design, storage and distribution distinguishes it from competitors in the traditional packaging industry.
- 2. Exceeding customer expectations.** Greenpac segments its customers based on industries, key characteristics, as well as current and future requirements. This has allowed Greenpac to constantly keep up-to-date with customers' needs and requirements, and facilitate the development of innovative solutions in anticipation of its customers looking for such products/services. Greenpac also seeks feedback from its customers which has allowed it to understand future requirements and build loyalty to strengthen its competitive edge. As a result, Greenpac has been able to retain 100% of its customer base, most of which are multinational companies, since its inception.
- 3. Co-creating innovation.** Greenpac drives innovation within the company through the use of an innovative management framework. The framework helps the company leverage its partnerships with customers and suppliers in co-creating innovative solutions. For example, when a packaging assignment is received from a customer, Greenpac's sales managers and engineers will meet with the customer multiple times to gain deeper understanding of the requirements and subsequently work closely with them to find a feasible solution. At the same time, Greenpac will also work with various suppliers to propose what is the most value-added and/or innovative solution to best address the customer's needs.
- 4. Protecting intellectual property (IP).** As Greenpac's competitive edge lies in its ability to deliver innovative solutions, protecting IP is crucial for it to maintain this advantage. With two patented technologies in customised packaging solutions, Greenpac was able to safeguard its innovations and bring them to commercialisation. To date, the revenue collected from the patents have exceeded the cost incurred during the patent process.
- 5. Adopting a future-ready strategy.** Greenpac has developed three strategic thrusts that will address external challenges and enable it to be future-ready. It strives to continue to develop innovative solutions, establish a highly innovative workforce and solidify its position as an environmental leader. With initiatives planned towards 2020, the company will continue to diversify and deepen its capabilities.

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