

ANNEX A: FOOD MANUFACTURING INDUSTRY TRANSFORMATION MAP

Supporting Food Companies in their Adoption of Advanced Technology through Resource Sharing

High Pressure Processing Resource Sharing Facility

1. The Food Innovation Cluster workgroup is in the midst of setting up a High Pressure Processing (HPP) resource sharing facility, which is expected to be launched in second half of 2017. HPP is an advanced technology that extends product shelf life without using heat, therefore preserving the nutritional value and sensorial quality of food products. This technology is suitable for juices, pastes, fruits, vegetables, ready-to-eat and ready-to-cook items. The facility will enable companies to tap the technology at a lower cost. Companies that are interested in utilising this facility can contact SPRING at food_division@spring.com.sg.

Supporting Food Companies in accelerating their Productivity Improvements through Tailored Programmes

Singapore Food Manufacturing Sector Field and Forum

2. Companies can embark on lean productivity transformation through the Singapore Food Manufacturing Sector Field and Forum, a new programme that will be starting in the first quarter of 2017. This programme will adopt a unique learning approach, which comprises both hands-on sessions (field) in the factories and interactive classroom/lab sessions (forum) for companies to discuss operation challenges and implement the desired state of operations. This programme is supported by both Workforce Singapore and SPRING.

Productivity Diagnostic and Walkthrough Programme

3. The programme consists of a diagnostic study and a factory walkthrough session by Japanese productivity experts. These experts will conduct a comprehensive appraisal of participating companies' productive efficiency based on factory layout, specifications of factory equipment and production schedules. At the end of the programme, customised feedback and area for improvements will be given to participating companies.

Companies will be able to identify and act upon productivity gaps, and learn Japanese productive methodologies.

4. For more information on the two programmes mentioned above, please contact SPRING at food_division@spring.com.sg.

Automation Support Package

5. To encourage companies to scale and internationalise, companies can tap on the Automation Support Package (ASP) for grant, tax and loan incentives to defray the cost of large-scale deployment of automation solutions across existing operations. The deployment of automation solutions should result in a significant productivity improvements and increase in scale through: (1) mechanisation of manual operational processes; (2) redesign of existing workflows and processes; and/or (3) adoption of technology above industry norm.
6. For more information on the Automation Support Package, please refer to <https://www.spring.gov.sg/ASP>.

Supporting Food Companies in Creating Quality Jobs and Reskilling Workers

7. In addition to the Food Manufacturing Skills Framework, SkillsFuture initiatives such as the Enhanced Internships (EI) and the SkillsFuture Earn and Learn Programme support young entrants by giving them a head-start in their careers, and equipping them with the knowledge and skills to meet the emerging needs of the sector. Companies can tap the SkillsFuture Mentors Programme to help develop the skills of their employees, deliver quality internships and participate in the SkillsFuture Earn and Learn Programme. As supervisors and managers play a key role in developing their people, the SkillsFuture Mentors will provide guidance and coaching to help them improve their training delivery to the trainees. Eligible companies will be matched with a SkillsFuture Mentor over a nine-month period to develop and implement the mentorship plan. The Mentors will help companies strengthen their learning and development capabilities and build up their branding as employers of choice with attractive career development and growth opportunities. For more information on the SkillsFuture Mentors Programme, visit www.spring.gov.sg/sfmentors.

8. The SkillsFuture Study Awards for Food Manufacturing supports the efforts of early to mid-career Singaporeans with relevant work experience as they deepen their skills and facilitate their career progression in the industry. Study Award recipients will be awarded \$5,000 to help them with their training fees.
9. The Adapt and Grow Initiative by Workforce Singapore helps local PMETS and rank-and-file workers adapt to changing job demands and grow industry relevant skills to increase their employability. These include Professional Conversion Programmes, Career Support Programme, P-Max, Re-skilling for Jobs Programme and Industry Catalyst Programme. Food manufacturers are encouraged to support such initiatives that better enable them to hire, train and retain a strong Singaporean core.
10. Workforce Singapore (WSG), Agilent Technologies and Singapore Polytechnic (SP) have also launched a new Lean Enterprise Development project to help six Small and Medium Enterprises (SMEs) improve their efficiency and productivity for product testing and development.
11. Employers can also leverage SPRING's HR Diagnostic Tool as a first step to strengthen their HR capabilities. The HR Diagnostic Tool, administered at no cost, aims to help companies understand their current state of HR maturity and identify gaps for improvement, across 11 functional areas such as recruitment, training and development, performance management, talent management and employee engagement. HR maturity describes the state of company's leadership and mindset towards human capital, including its practices and processes. Companies can also receive up to 70% in funding support for both smaller and large-scale HR capability projects to strengthen their core HR competencies, under SPRING's CDG and Innovation & Capability Voucher (ICV). More information on the HR Diagnostic Tool can be found at www.spring.gov.sg/hcd.

Supporting Food Companies to Gain Access to New Channels and Markets

Tasty Singapore Industry Branding

12. Tasty Singapore (TS) is an industry branding initiative by IE Singapore to promote the good qualities and excellence of Singapore food companies to overseas partners. In collaboration with the Restaurant Association of Singapore, the Singapore Food Manufacturers' Association, the Singapore Manufacturing Federation, various events and promotions designed to enhance market access are organised under the TS

branding. These include the clustering of Singapore companies' participation in tradeshows such as Gulfood 2017, Anuga 2017, and Food & Hotel Asia 2018, as well as Food Aisles in supermarkets that companies may not be able to access individually.

Singapore Pavilions at Tradeshows

13. IE Singapore, in collaboration with Trade Associations and Chambers such as Singapore Food Manufacturers' Association and Singapore Manufacturing Federation, has been supporting tradeshows such as the Anuga, Food & Hotel Asia, and Gulfood through the years. The support helps to give Singapore companies the opportunity to promote their products and services at these tradeshows as they form an important channel to reach out to overseas buyers, identify market trends, and better understand customers and competitors. In addition to funding support from International Marketing Activities Programme (iMAP) or the Local Enterprise and Association Development Programme (LEAD), IE Singapore also organises workshops on 'Maximising Tradeshows' to equip SMEs with the basics of tradeshow marketing.

Business Development Missions to Markets

14. To encourage overseas expansion of Singapore companies, IE Singapore, in collaboration with key partners, regularly organises business missions to emerging and developed markets of interest. These visits seek to either introduce business partners and opportunities for collaboration, or to verify in-market business trends and opportunities for the establishment of their overseas presence.

Market Readiness Assistance

15. Designed to accelerate the international expansion of Singapore SMEs, the Market Readiness Assistance (MRA) grant supports pre-determined activities focused on overseas set-ups, identification of business partners and overseas market promotion. Eligible companies can receive up to 70% support of the eligible cost.

Global Company Partnership

16. To prepare Singapore companies for their venture into new markets, the Global Company Partnership (GCP) grant serves a variety of needs, ranging from capability

building, market access, manpower development, and access to capitals and loans. Support for eligible third-party costs is capped at 70% for SMEs, and 50% for non-SMEs.

17. For more information on the Market Readiness Assistance and Global Company Partnership, visit www.iesingapore.gov.sg/Assistance/Overview.

Double Tax Deduction for Internationalisation

18. Supporting activities across key stages of Singapore companies' overseas growth, extending from market preparation, to exploration, promotion and presence. Under this scheme, Singapore companies can receive 200% tax deduction on eligible expenses for supported market expansion and investment development activities.

19. For more information on the support from IE Singapore, visit www.iesingapore.gov.sg.