

The Executive Summary of the Supply Chain Management (SCM)– Jobs Transformation Map (JTM) Study

THE FUTURE OF JOBS AND SKILLS FOR SUPPLY CHAIN MANAGEMENT IN SINGAPORE

PREPARING SUPPLY CHAIN MANAGEMENT (SCM) PROFESSIONALS FOR EMERGING RESPONSIBILITIES AND SKILLSET REQUIREMENTS

3 key trends reshaping SCM functions



Digitalisation

Digitalisation improves productivity by automating manual, repetitive tasks and enhances end-to-end supply chain transparency.

SCM professionals are expected to possess advanced digital acumen and to evolve taking on tasks that require higher level strategic thinking.



Resilient & Agile Supply Chain

The shift towards a more resilient and agile supply chain has led to a greater need for diversified sourcing, decentralisation and enhanced business continuity planning.

SCM professionals' ability to anticipate and manage risk will be of increasing importance.



Green Supply Chain

The growing significance of incorporating green practices in supply chain management has led to a greater need for ethical sourcing, sustainability KPIs and reverse logistics.

SCM professionals are expected to develop, manage and implement sustainability related frameworks.

Supply Chain Management in a company typically comprises 5 main functions

Referencing the SCOR framework



*Excludes 3PL players

By 2025, 12 out of 38 SCM job roles will experience a medium degree of change in job tasks



These job roles will need to be upskilled and reskilled to keep up with emerging requirements



Demand Planner



Supply Planner



Sourcing Manager



Procurement Specialist



Merchandising Executive



Production Manager



Materials Planner



Project Executive (Transportation)



Warehouse Operations Executive



Freight Officer







Order Management Executive



Customer Service Officer

Singapore's inaugural SCM jobs transformation study seeks to assist employers to upskill and reskill SCM professionals and to prepare them for new ways of working

SCM Function	Affected Job Roles	New Responsibilities	New Skills Required
 <p>PLANNING</p>	<ul style="list-style-type: none"> • Demand Planner • Supply Planner 	<ul style="list-style-type: none"> • Leverage advanced software to run predictive analytics using AI/ML technologies • Actively introduce new data variables into forecasts and consolidate data-backed forecast drivers into digital dashboard for continuous supervision and decision making 	<ul style="list-style-type: none"> • Big Data Analytics • Workflow Digitalisation • Business Continuity Planning
 <p>PROCUREMENT & SOURCING</p>	<ul style="list-style-type: none"> • Sourcing Manager • Procurement Specialist • Merchandising Executive 	<ul style="list-style-type: none"> • Leverage e-procurement systems to automate manual and routine processes such as invoicing • Apply predictive analytics and scenario planning to evaluate and recommend optimal procurement pathways • Analyse global data flows captured in ERP systems to strengthen market intelligence 	<ul style="list-style-type: none"> • Data Storytelling and Visualisation • Workflow Digitalisation • Market Risk Management
 <p>MANUFACTURING</p>	<ul style="list-style-type: none"> • Production Manager • Materials Planner 	<ul style="list-style-type: none"> • Integrate IoT and robotics technologies to streamline manufacturing processes • Leverage vendor management software for more efficient material procurement and adjust for demand spikes • Configure various manufacturing scenarios into digital dashboards for more accurate data collection and analysis 	<ul style="list-style-type: none"> • Big Data Analytics • Data Analytics System Design • Green Manufacturing Design and Implementation
 <p>DISTRIBUTION & LOGISTICS</p>	<ul style="list-style-type: none"> • Project Executive (Transportation) • Warehouse Operations Executive • Freight Officer • Order Management Executive • Customer Service Officer 	<ul style="list-style-type: none"> • Apply smart workflows and geolocation tracking technologies to enable self-reporting capabilities on transportation metrics such as usage and efficiency, and real-time end-to-end tracking of goods • Integrate intelligent and robotic sorting systems to digitalise inventory or storage management, and leverage digital solutions to auto-route customer orders • Use RPA and data analytics to draw sales drivers from large customer datasets and run behaviour analytics to predict sales outreach opportunities 	<ul style="list-style-type: none"> • Data Collection and Analysis • Workflow Digitalisation • Environmental Protection Management



Scan for SCM JTM study report







The SCM-JTM study can also be accessed [here](#).

Examples of Supply Chain Management Activities in Singapore (Non-Exhaustive)

S/No	Company	Details
1.	Agilent Technologies	<p>Agilent Technologies Inc, a global leader in the life sciences, diagnostics, and applied chemical markets, has been investing in Singapore for more than 20 years. As a trusted life science and diagnostics industry partner with over 800 employees, Agilent Singapore designs, engineers, manufacturers and maintains life sciences and bio-analytical instruments across the Asia Pacific, and provides asset management and through-life support to customers and academia.</p> <p>Agilent Singapore’s Asia Pacific Regional Hub hosts a headquarter for global supply chain at Yishun and a 75,000 square feet Regional Logistics Centre (RLC-Asia) warehouse at Jurong West, serving a diverse customer base and shipping innovative technologies to more than 50 countries worldwide. Over the years, the company has doubled its capacity to support Agilent’s growing product portfolio and to better serve customers globally, while improving speed, quality and productivity.</p> <p>As part of Agilent Singapore’s commitment to developing local talent, its global supply chain is headed by two Singaporean executive leaders - Vice President of Global Logistics Lim Chee Beng, and Vice President of Global Procurement Annie Tham - delivering on a collective strategic vision to optimise logistics operation and enhance customer experience through a more robust and flexible supply-chain network.</p>

2.	Dyson	<p>From its humble beginnings in Chippenham, United Kingdom, where Dyson used to produce 100 machines a day, Dyson's manufacturing and supply chain operations is today an advanced and global operations spanning key markets such as Singapore, Malaysia, the Philippines, and Mexico. Dyson Chief Supply Chain Officer leads the company's global operations in advanced manufacturing and supply chain from the company's iconic global headquarters, St James Power Station, in Singapore. With a dedicated team overseeing large-scale production, Dyson has championed the diversification of its manufacturing base worldwide to exceed the needs of Dyson owners in over 80 markets.</p> <p>Singapore is key to Dyson's global ambitions and successes. Its patented Dyson Hyperdymium™ motors, which sit at the heart of many pioneering Dyson machines, including the cord-free vacuum, the Dyson Airblade™ hand dryer, and the Dyson Supersonic™ hair dryer, are made locally at the Singapore Advanced Manufacturing Facility since 2012. Dyson is also expanding its advanced manufacturing footprint in Singapore with its first ever proprietary new technology battery plant. Representing the most significant investment in advanced manufacturing in Dyson's history, the new state-of-the-art factory will bring Dyson's battery technology to market by 2025. Incorporating innovative materials and Industry 4.0 processes, the batteries will be assembled in a smart, digitally enabled environment, much like the rest of Dyson's global manufacturing facilities.</p>
3.	Henkel	<p>Henkel has operated in Singapore since 1983. In August 2016, Henkel set up its new global supply chain hub in Singapore, as part of its push to merge its supply chains around the world. The Singapore hub, together with Amsterdam, standardises and consolidates Henkel's purchasing, production and logistics processes across two business units – Adhesive Technologies and Consumer Brands.</p> <p>Henkel continues to build up, in Singapore, a digital ecosystem of established standards with large vendors. In 2021, Henkel was part of six founding members for the Together for Sustainability (TfS) team in Singapore, which aims to drive sustainable supply chains in the chemical industries in Singapore, Southeast Asia and beyond. In addition, its digital team here is tasked with identifying promising start-ups with digital and technological expertise, and partners universities on joint programmes to accelerate digitalisation within Henkel.</p>
4.	Jabil	<p>Jabil is a manufacturing solutions provider with over 250,000 employees across 100 locations in 30 countries. Headquartered in Florida, United States of America, the world's leading brands rely on Jabil's unmatched breadth and depth of end-market experience, technical and design capabilities, manufacturing know-how, supply chain insights, and global product management expertise.</p> <p>Jabil Singapore, established in 2002, employs more than 700+ employees and serves as Jabil's headquarters in Asia. Singapore is also home to Jabil's Supply Chain IHQ in Asia, which oversees the full spectrum of supply chain functions including commodity management, supplier development, advanced planning, logistics, project management and</p>

		<p>technical sourcing. Over a 10-year period, the number of Jabil's supply chain management professionals in Singapore has grown 200%.</p> <p>Jabil Singapore is well-positioned to drive supply chain intelligence, visibility and accelerate time-to-market to enable the best strategies, innovation and design for a superior financial performance and customer experience. Jabil Singapore is also connected to the world through a strong network of international trade agreements, having achieved Secured Trade Partnership (STP) and Customs Trade Partnership Against Terrorism (C-TPAT) status, moving and doing business seamlessly with well-developed digital, transport and trade networks that connect all corners of the world. The team has also worked with and qualified a few local SMEs as its partners in key commodities.</p>
5.	Samsonite	<p>Samsonite, a leader in the global lifestyle bag industry and the world's best-known and largest travel luggage company, established a brand development and sourcing hub in Singapore as part of a global restructuring initiative to enhance alignment of the Company's product development, brand management and supply chain operations across Asia in 2021. The establishment of the brand development and sourcing hub builds on Samsonite's 25-year history in Singapore.</p> <p>The establishment of this hub will enable the Company to design products closer to market while continuing to lead the industry in product development, innovation, and sustainability for several key brands, including Samsonite and American Tourister. Samsonite will also leverage this hub to manage sourcing for Asia and the Middle East, while supporting and administering sourcing for North America and Latin America. It brings with it the opportunity to transfer knowledge and information transfers, resource development. The team in the hub and its retail operations has growth rapidly from 15 staff to 85 staff. The hub continues to grow its headcount as it takes on new opportunities in Asia, America, and Latin America.</p> <p>The SCM operations cover demand and supply planning, logistics planning, sourcing and product development, global supply chain coordination and global social compliance. These operations have grown from four, to a team of 11 in the Singapore office. These operations account for more than 60% of Samsonite's global supply.</p>
6.	Schneider Electric	<p>Schneider Electric is a global leader in digital energy management and automation. In 2011, the organization set up a global distribution centre in Singapore, along with its global logistics and network design functions. As one of Schneider's three global supply chain hubs, Singapore also houses several global capabilities for the company, including logistics and planning, and end-to-end control towers.</p> <p>In 2016, Schneider began their multi-year digital transformation journey to achieve end-to-end supply chain visibility, with the establishment of its first control tower in Singapore as a pilot programme.</p>

		<p>Most recently in 2022, Schneider has invested S\$110 million in its carbon-neutral Hub Asia distribution centre which serves as an anchor point in the development of the wider Tuas South industrial area. Spanning 21,000 square meters, the new warehouse will see a 30% increase in operation capacity compared to its previous site, and support operations for an annual revenue totally €2 billion for Schneider.</p> <p>Most recently in 2022, Schneider has invested S\$110 million in its carbon-neutral Hub Asia distribution centre which serves as an anchor point in the development of the wider Tuas South industrial area. Spanning 21,000 square meters, the new warehouse will see a 30% increase in operation capacity compared to its previous site, and support operations for an annual revenue totally €2 billion for Schneider.</p>
7.	VF Corporation	<p>VF Corporation is one of the world’s largest apparel, footwear and accessories companies connecting people to the lifestyles, activities, and experiences they cherish through a family of iconic outdoor, active and workwear brands including Vans, The North Face, Timberland and Dickies. The VF Product Supply Hub, located in Singapore, oversees some 70 per cent of VF’s global production efforts.</p> <p>With a complex supply chain spanning some 40 countries, VF seeks to enable innovation and enhance the agility of this network through investing in automation and leveraging technology.</p> <p>As part of transformation plans for the region, VF saw opportunities to create a hyper-digital supply chain based out of Singapore, relocating its Asia supply hub here between 2021 and 2022.</p> <p>This strategic move taps into Singapore’s world-class capabilities in data and analytics to increase VF’s speed and agility in how they make, source and move products around the world. It also enhances integration across VF’s global supply chain network, which includes key hubs in Europe and the Americas.</p> <p>To ensure a pipeline of talent for its regional businesses, the company has also set up a VF Academy for Supply Chain in Singapore to provide structured in-house training for its associates.</p>