

PROFILES OF COMPANIES THAT HAVE TRANSFORMED**Profile of Teambuild Engineering & Construction Pte Ltd**

Teambuild Engineering & Construction Pte Ltd (Teambuild) was incorporated in 1992 by a few like-minded professionals with a strong desire and vision to create an industry-leading organisation that would push the boundaries of the local construction scene. The name “Teambuild” was chosen to emphasise the importance of teamwork in the company and this culture persists till this day. Its business operations cover the construction of public and private residential, industrial, institutional and commercial projects.

Teambuild has grown into a multi-disciplinary organisation with its related companies providing a full suite of in-house capabilities which include architectural, structural, precast concrete works, electrical, sanitary and plumbing, aluminium and steel fabrication work.

Teambuild sought continuous improvements in their productivity journey through the following 5 key thrusts: 1) Design & Technical Capability, 2) Offering Alternate Solutions, 3) Technology Adoption, 4) Innovation Exploration, and 5) Manpower Capability Development.

In its efforts to enhance competitiveness and efficiencies, Teambuild has invested and adopted various technologies, which include Primavera P6, Building Information Modelling (BIM), Virtual Design & Construction (VDC), Virtual Reality (VR), Augmented Reality (AR) and 3-D printing. The utilisation of these technologies has resulted in early design finalisation, better project scheduling and co-ordination, reduced reworks, which in turn translated to better quality products, shorter construction time and increased cost savings.

Teambuild has demonstrated leadership and innovation in introducing concrete modular construction in an otherwise conventional, labour intensive in-situ method of construction. Teambuild is recognised as the pioneer of the concrete Prefabricated, Pre-finished Volumetric Construction (PPVC) by being the first to construct and complete both public and private housing projects using concrete PPVC in Singapore.

Profile of Aalst Chocolate Pte Ltd

Aalst Chocolate Pte Ltd is the first Singapore-owned and managed chocolate factory that produces both chocolate couvertures and compounds. With five brands under its wing, Aalst Chocolate achieved sales of approximately US\$40 million a year by exporting to over 50 countries. Its productivity drive is aligned to its vision to be “Asia’s top chocolate player with an internationally recognised Singapore brand”. Aalst Chocolate thrives to maintain the European standard of chocolate which has not been achieved among its Asian competitors.

Aalst Chocolates’ productivity projects are mainly in the application of technology and automation in its R&D labs and production lines to improve laboratory and manufacturing operations. There are five R&D related productivity projects which led to a 90% improvement in productivity, namely: 1) Fourier Transform Near Infrared Spectroscopy measuring device, 2) Inline Laser Particle Analyser, 3) Vertical Packaging Machine, 4) Block Wrapping Machine, 5) Toyo Jidoki Packing Machine, etc and a Micro Factory that enables more diverse operations. The investment in such innovative machinery enables Aalst Chocolate to improve delivery lead time, increase significant savings, reduce customer complaints and enable more flexible operations.

The top management is constantly scanning the external landscape for productivity devices, particularly via automation. It is also very committed to innovative product development and has recently set up a fully equipped chocolate academy to better facilitate research and development.

Aalst Chocolate's attrition rate for production staff is low and the management believes the productivity measures has not only enabled the organisation to maintain a stable staff strength of 90, but also continued to produce more chocolate and enjoy higher revenues without sacrificing on product quality.

Profile of Onn Wah Tech Pte Ltd

Onn Wah Tech Pte Ltd (OWT) is a lead supplier for Ball-Attached Array (BGA) Precision Tooling, and handles the design of conversion kits for handlers, the design and building of test sockets for various types of automated test equipment.

Incorporated in 2008, OWT focuses on design proficiency, manufacturing efficiency, as well as constant R&D reviews to offer distinctive and innovative solutions to customers across Singapore, Taiwan, Malaysia, Indonesia, Thailand, China and the Philippines. It aims to be the one-stop solution provider for both the assembly and test semiconductor industry.

The leadership team is committed in driving productivity and innovation programmes, such as using the Osterwalder Business Model Canvas which focuses on maximising key resources and integrating partners to provide specific customer value proposition on quality and speed of delivery. OWT's productivity and innovation programmes enable it to be the first in the industry to offer a tooling delivery lead time of 2.5 weeks. This set a benchmark for the industry and a high entry barrier for new players keen to enter this highly specialised space.

OWT's other key productivity projects include pin insertion automation and upgrading of its Computer Numerical Control (CNC) machinery. The pin insertion machine, developed with SPRING Singapore's Capability Development Grant, taps on the highly technical competency of both its in-house team and the machine supplier development team. This resulted in an improvement in delivery time from five days to less than 1.5 days, and throughput increased by four times. The automation eliminates the tedious nature of the operations and enables the company to reduce its staff turnover.

OWT's management also focuses on investing in human capital by encouraging its employees to continue learning and upgrade their skills. Staff are sent for MBA courses, leadership training and programmes on technical competency. In addition, effort is taken to communicate clearly to staff that productivity growth will not rob them of their jobs.