The TAC Digital Playbook

Empowering the digital transformation journey for trade associations and chambers

Version 1.0

"

Technology is advancing rapidly, and our operating environment is ever changing. So we have to keep pace, stay abreast of the latest developments, and continually strive to do better.

"

PM Lawrence Wong, 2024

Foreword

Trade Associations and Chambers (TACs) play a pivotal role in championing the interests of their members, advocating for policies that foster growth and enabling businesses to thrive in an ever-evolving landscape. To fulfil this mission effectively, TACs must take the lead in embracing digital technologies, transforming advancements into actionable benefits, and guiding their members in adopting these innovations.

The path to digital transformation, however, is not without its challenges. Recognising these hurdles, focus group discussions with 28 TACs highlighted key obstacles, including limited resources, resistance to change, and the complexities of selecting and implementing the right technologies.

In response to these challenges, the Singapore Business Federation (SBF) and SGTech, in partnership with PwC, have developed the **TAC Digital Playbook**. This playbook, designed **by TACs for TACs**, offers a practical, comprehensive roadmap to support their digital transformation journeys while equipping them with tools to measure and report on their progress.

At the heart of the playbook lies the **3S Framework: Strategy, Solutions, and Skills**, which provides TACs with:

1. A step-by-step guide to evaluating their digital maturity.
2. Tools to plan and track their transformation efforts.
3. Practical insights to implement effective solutions.

This is more than just a guide, it is a resource designed to empower TACs to evaluate their current capabilities, set realistic goals, and track their progress with clarity and confidence. By addressing the challenges of digital transformation directly, TACs can enhance their capabilities and better support and empathise with the member companies they serve.

The TAC Digital Playbook aspires to be an indispensable companion on this journey, enabling TACs to embrace digitalisation with purpose and assurance. By leading the charge in this transformation, TACs will inspire their members to follow suit, creating a ripple effect that strengthens businesses across the ecosystem.

We hope no stakeholder is left behind in the transition to a digitally enabled future and that all can enjoy the rewards of being tech-ready in a dynamic world.

Kok Ping Soon
Chief Executive Officer, SBF

Yean Cheong,
Executive Director, SGTech

Navigating the Playbook

Part 1:
Introduction to
the TAC Digital Playbook

1.1 Context and background

Underpinned by the 3S Digital Transformation Framework ("3S Framework"), the TAC Digital Playbook ("Playbook") aims to help TACs navigate digital transformation in a practical manner.

The Playbook was jointly developed by SBF and SGTech, with input from TAC representatives, leaders, and industry experts in Singapore. It is organised into 3 parts, covering key concepts, trends, and suggestions for TACs to consider when embarking on their digital transformation journey. It aims to provide TACs with a structured approach to evaluate and implement their digital transformation initiatives, with considerations around tracking and reporting of results.

1.2 How to use this Playbook

You may look through this Playbook sequentially, or jump straight to a section of interest:

Part 1

Introduction to the TAC Digital Playbook

Part 2

Recommendations and Roadmaps for TACs

Part 3

Appendix: Project Summary and Details

Understand context and 3S Framework concepts

Actionable considerations for transformation

Explore details and project methodologies

1.3 Introducing the 3S Framework

The 3S Digital Transformation Framework (3S Framework) is a tool to empower TACs in their digital transformation journey towards becoming digital champions by examining key areas underpinned by three key pillars - 3S - Strategy, Solutions and Skills, which can be broken down into more specific levers and metrics.

STRATEGY
Business-led

SOLUTIONS
Tech-led

SKILLS
People-led

It is designed to guide businesses, including TACs, in considering digital transformation from internal and external aspects, as well as from an organisation-wide perspective down to an individual level.

Key design principles of the 3S Framework

Holistic

Offers TACs a comprehensive approach to transformation – covering strategy, solutions, and necessary skills. It guides decision-making and implementation by addressing three core pillars simultaneously.

Pragmatic

Focuses on feasible strategies, solutions, and skills to help TACs achieve tangible transformation targets by turning theoretical best practices into measurable transformation milestones.

Easy-to-use

The framework's usability is enhanced by clear pathways through the Strategy, Solutions, and Skills pillars, making it easier for TACs to navigate and understand. It includes detailed descriptions of each metric, organised from internal to external aspects.
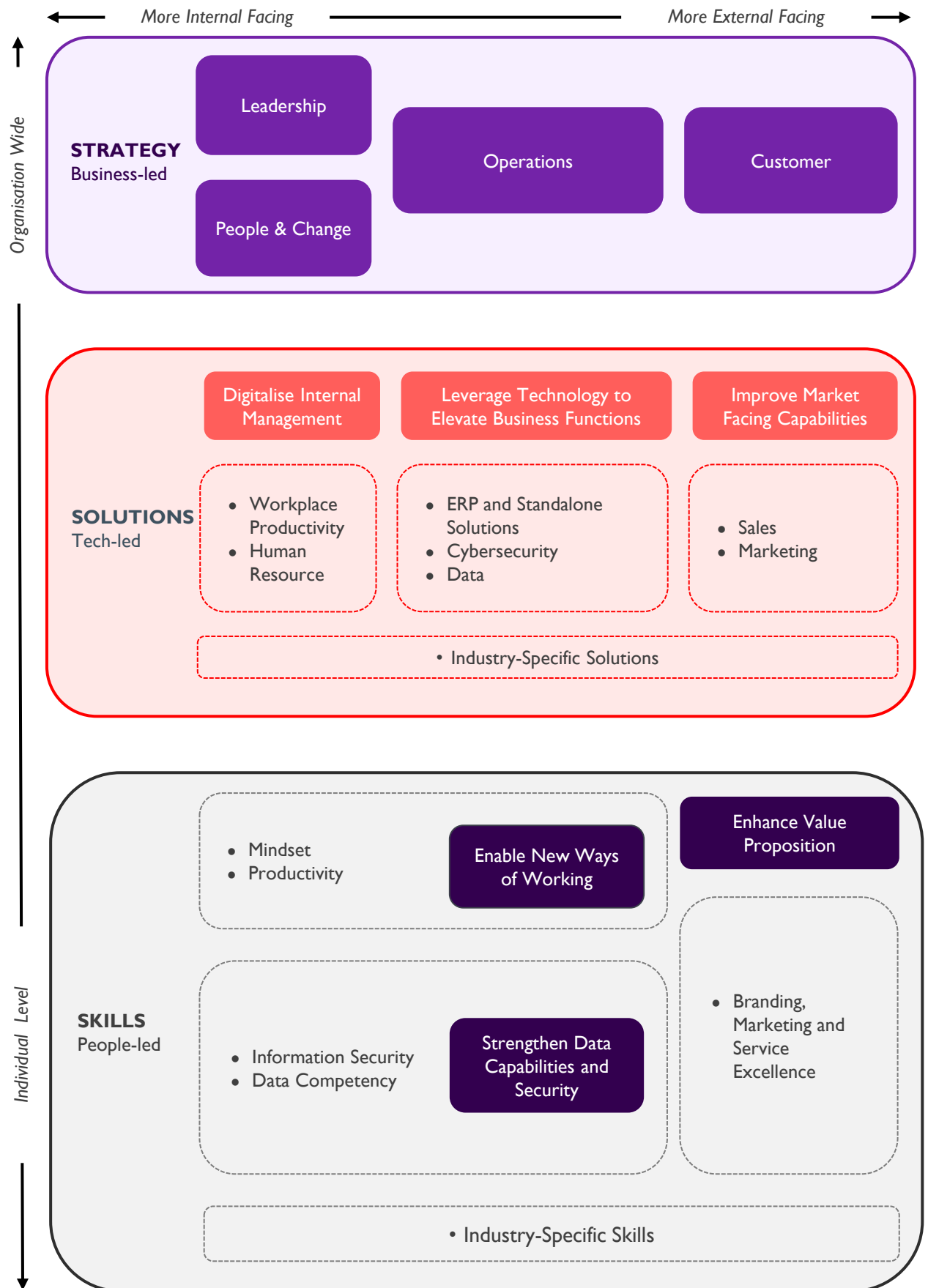
Designed for businesses (including TACs) in Singapore

Developed using primary and secondary insights from TACs, SMEs, and other sources in Singapore. The content of the Playbook contains recommendations that are relevant, implementable and supported with local resources.

Overview of the 3S Digital Transformation Framework

More Internal Facing ← → *More External Facing*

Organisation Wide

STRATEGY
Business-led

- Leadership
- People & Change
- Operations
- Customer

SOLUTIONS
Tech-led

Digitalise Internal Management	Leverage Technology to Elevate Business Functions	Improve Market Facing Capabilities
• Workplace Productivity • Human Resource	• ERP and Standalone Solutions • Cybersecurity • Data	• Sales • Marketing

• Industry-Specific Solutions

Individual Level

SKILLS
People-led

- Mindset
- Productivity

Enable New Ways of Working

Enhance Value Proposition

- Information Security
- Data Competency

Strengthen Data Capabilities and Security

- Branding, Marketing and Service Excellence

• Industry-Specific Skills

3S: Strategy – Levers and Metrics
More details under Strategy can be found in Annex A

Levers

Leadership	People & Change	Operations	Customer
Digital Vision	Digital Upskilling	Business Model Transformation	Customer Engagement
Digital Investment	Digital Culture	Process Optimisation	
Digital Partnerships	Digital Talent	Solutions and Systems Connectivity	Customer Insights
Sustainability	Workforce Inclusion	Operational Risk Management	
	Change Management	Cyber Risk Management	Customer Experience
		Data Value Creation	

Metrics

Example benefits of having the right strategy using the 3S Digital Transformation Framework

Leadership

- Help TACs to recognise the importance and value of digital transformation for the organisation

- Help TACs to channel their investments into digital transformation projects while seeking strategic partnerships to enhance and propel their digital transformation strategy

- Enable TACs to evaluate and innovate their efforts while aligning to the wider business and industry landscape (e.g. sustainability narratives etc.), ensuring TACs stay at the forefront of digital transformation needs

People and Change

- Enable TACs to foster a culture of digital innovation and mindset. Encourage employees to embrace emerging digital solutions, ensuring that the organisation is agile and prepared for future opportunities and challenges

- Help TACs to establish a team that can accelerate their digital transformation efforts through identifying the skills and roles required to establish and scale their digital solutions

- Assist TACs to manage changes caused by digital transformation initiatives through the development of clear communication plans and conduct of employee training and engagement
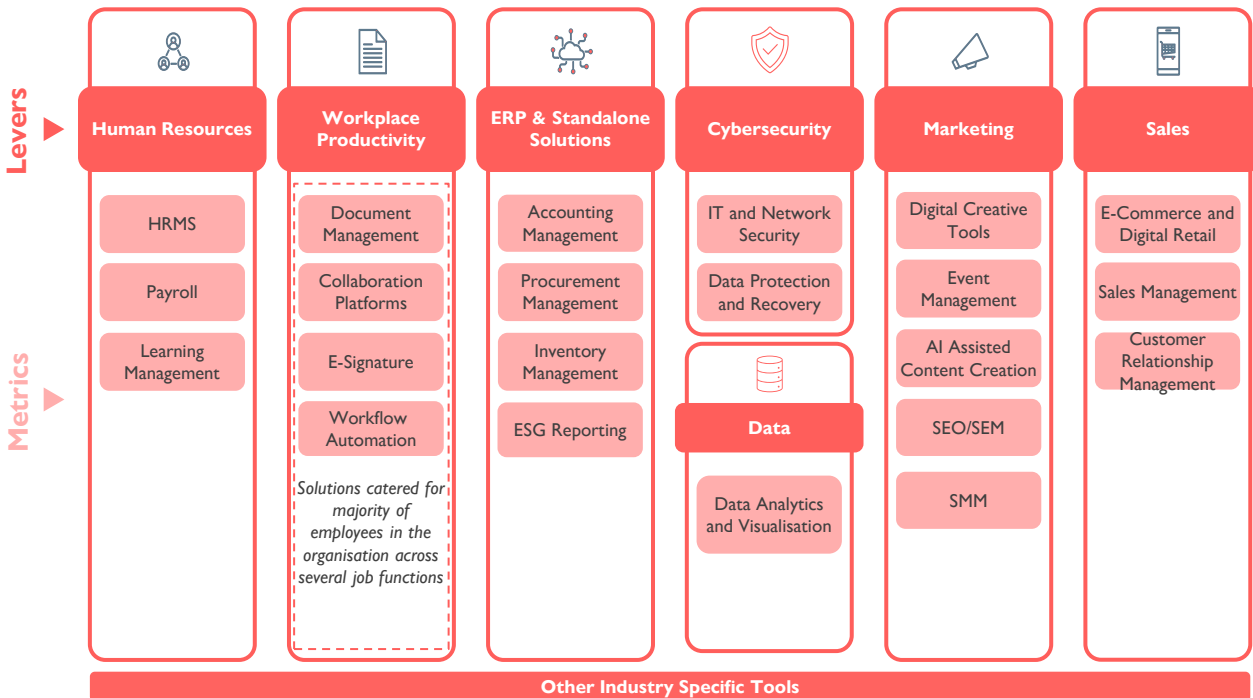
Operations

- Help TACs to prioritise digital solutions that offers the highest efficacy in streamlining workflows and enhancing productivity at a manageable cost

- Assist TACs to implement new solutions, and integrate different solutions and systems together to further enhance business operations

- Enable TACs to safeguard business operations by enhancing systems security and implementing robust data protection practices in the business

- Aid TACs to leverage existing or new data to gain relevant insights to optimise their operational efficiency

Customer

- Help TACs to leverage on the right channels and platforms to engage existing members and other external stakeholders in their industry ecosystem

- Enable TACs to leverage solutions and data to better understand customer needs and make informed decisions about product development, marketing strategies, customer service and experience design etc.

3S: Solutions – Levers and Metrics

More details under Strategy can be found in Annex A

Human Resources	Workplace Productivity	ERP & Standalone Solutions	Cybersecurity	Marketing	Sales
HRMS	Document Management	Accounting Management	IT and Network Security	Digital Creative Tools	E-Commerce and Digital Retail
Payroll	Collaboration Platforms	Procurement Management	Data Protection and Recovery	Event Management	Sales Management
Learning Management	E-Signature	Inventory Management		AI Assisted Content Creation	Customer Relationship Management
	Workflow Automation	ESG Reporting	**Data**	SEO/SEM	
	Solutions catered for majority of employees in the organisation across several job functions		Data Analytics and Visualisation	SMM	

Levers ▶

Metrics ▶

Other Industry Specific Tools

Different approaches to digital transformation in TACs

As the business and economic climate continues to be dynamic and everchanging, TACs need to ensure that they adopt solutions that enables them to be flexible and scalable to navigate future changes. There are multiple pathways for TACs to achieve a future-ready and digitally transformed state; tailored to their unique priorities in providing enhanced digital services, prioritising digital experience or a blend of both.

Prioritise digital service/product experience
This pathway prioritises improving digital experiences for TAC customers (e.g. member companies etc.) and external stakeholders. TACs who are more focused on providing services or products can prioritise digital strategies and solutions tailored to enhancing their unique offerings, such as research materials, events, training programs, publications or certifications etc..

Prioritise digital operations
This pathway prioritises enhancing internal operational efficiency and increasing productivity of TACs through digital transformation. TACs that are looking to prioritise the optimisation of their operations can focus on strengthening their internal work processes and target their resources on implementing solutions that result in productivity enhancements (e.g. shorter time for workflows, reduce manpower etc.).
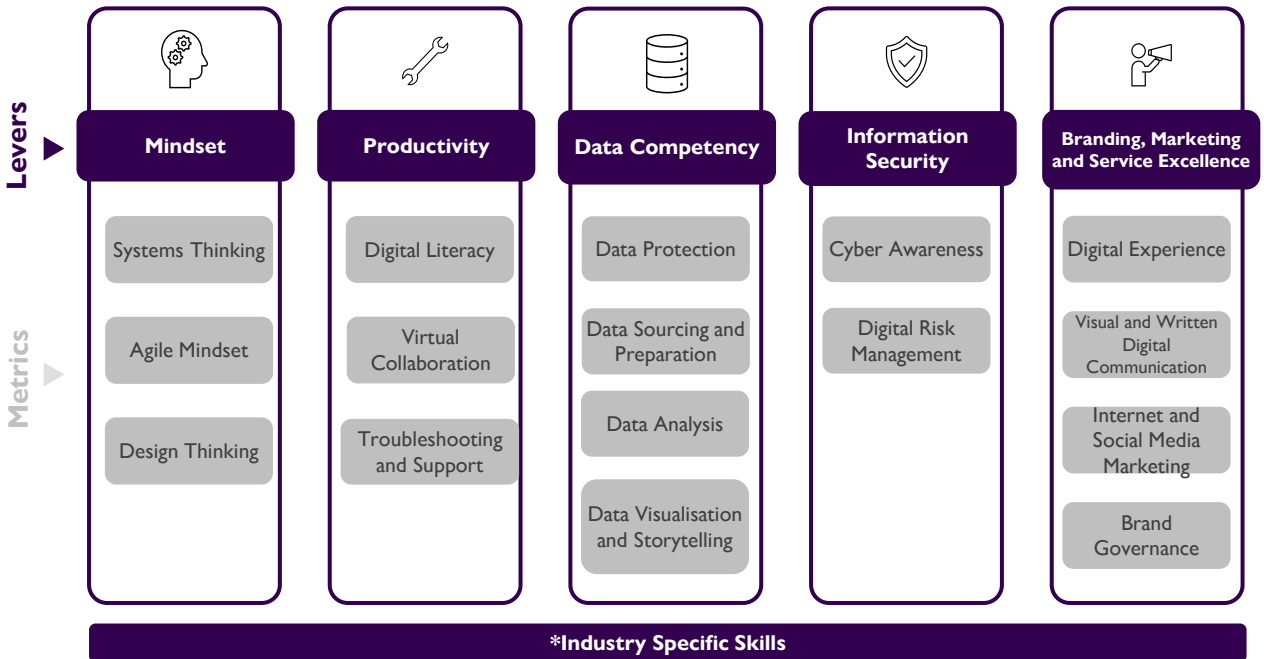
Blended approach
TACs can invest on transforming multiple focus areas (e.g. digital operations and service experience) based on specific industry and business needs, as well as availability of resources to sustain transformation efforts.

3S: Skills – Levers and Metrics

More details under Skills can be found in [Annex A](#)

Levers

Mindset	Productivity	Data Competency	Information Security	Branding, Marketing and Service Excellence

Metrics

Systems Thinking	Digital Literacy	Data Protection	Cyber Awareness	Digital Experience
Agile Mindset	Virtual Collaboration	Data Sourcing and Preparation	Digital Risk Management	Visual and Written Digital Communication
Design Thinking	Troubleshooting and Support	Data Analysis		Internet and Social Media Marketing
		Data Visualisation and Storytelling		Brand Governance

*Industry Specific Skills

Example Skills categorisation for employees

General skills for employees across the organisation

Employees across the organisation should be confident with these sets of generalised skills that will enable TACs to strengthen day to day processes through the upskilling of individual and team level problem solving capabilities.

Basic skills and knowledge for majority of employees, such as knowing how to organise and protect systems and data, are central to safeguarding business operations.

Domain skills for employees in specific job functions

Employees with specific job functions will need a more advanced understanding of data, security and customer-focused skills to enable them to perform their job roles more effectively. This includes having the knowledge and skills to operate relevant solutions implemented in a more proficient manner.

*Industry Specific Skills

Refers to a set of industry specific skills and knowledge relevant for TACs to better collaborate with member businesses and represent the industry when liaising with public agencies.

Categories

Enable new ways of working	Strengthen data capabilities and security	Strengthen data capabilities and security	Enhance value proposition

Metrics

Enable new ways of working	Strengthen data capabilities and security	Strengthen data capabilities and security	Enhance value proposition
Trouble-shooting and Support / Digital Literacy	Cyber Awareness	Digital Risk Management	Digital Experience
Systems Thinking / Virtual Collaboration	Data Protection	Data Analysis	Visual and Written Digital Communication
Agile Mindset	Data Sourcing and Preparation	Data Visualisation and Storytelling	Internet and Social Media Marketing and Branding
Design Thinking			Brand Governance

*Industry Specific Skills

Part 2:
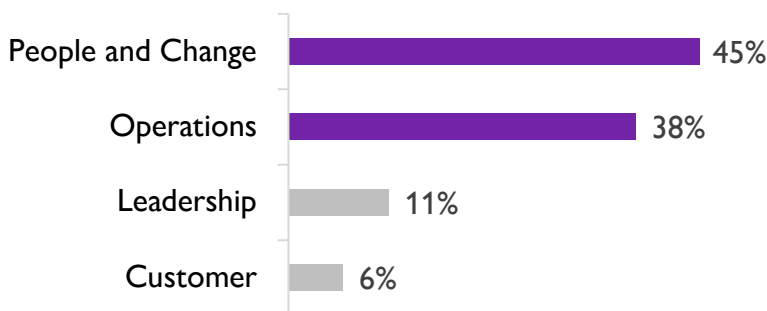Recommendations and
Roadmaps for TACs

2.1 Recommendations by 3S Framework

The recommendations and findings offered in this Playbook is a cumulative effort from surveys and interviews with 28 TACs (around 50 participants), as well as possible views on suitable steps for TACs to take to overcome their biggest challenges. Before diving into the recommendations, we explore how TACs perceive their areas of focus.
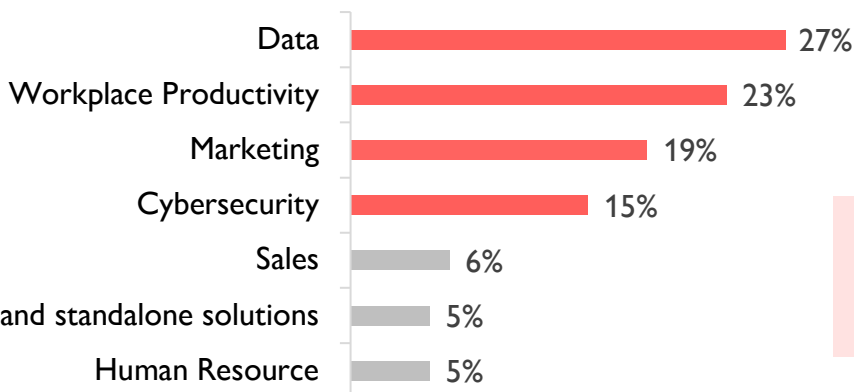
3S: Strategy – Areas of Focus for TACs

Levers ranked in order of importance

Lever	Percentage
People and Change	45%
Operations	38%
Leadership	11%
Customer	6%

See recommendations on each Area of Focus

3S: Solutions – Areas of Focus for TACs

Levers ranked in order of importance

Lever	Percentage
Data	27%
Workplace Productivity	23%
Marketing	19%
Cybersecurity	15%
Sales	6%
ERP and standalone solutions	5%
Human Resource	5%

See recommendations on each Area of Focus

3S: Skills – Areas of Focus for TACs

Levers ranked in order of importance

Lever	Percentage
Data Competency	25%
Branding, Marketing and…	23%
Productivity	21%
Information Security	16%
Mindset	15%
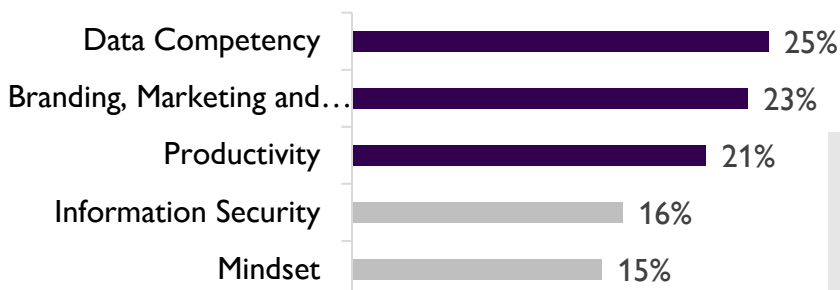
See recommendations on each Area of Focus

3S: Strategy – People and Change

TACs' key considerations

- **High turnover rates of employees** result in disruptions to TAC's resource planning, which in turns impacts the daily operations of the organisation.

- **Resource, effort and expenditures were required to retrain** new hires on existing work process and systems.

Recommendations

1. Leveraging technology and digital solutions to overcome manpower constraints

- TACs can identify opportunities across various workstreams that can be optimised and automated (i.e. manual or repetitive workflows) to help employees better focus on critical tasks.
- TACs can explore enhancing the overall ways of working within the TAC through tech-enablement to improve workplace collaboration (e.g. adopting collaboration platforms such as Slack, Microsoft Teams etc.).

2. Offer digital flexibility and autonomy for talent attraction and retention

- Employees are more motivated when trusted with work flexibility, supported by collaboration and knowledge management tools.
- Provide digital flexibility (e.g. opportunity for remote working etc.) and sensible levels of autonomy to confer employees greater control of their professional and personal lives while boosting morale.

3. Improve employee engagement

- Develop a robust employee engagement plan to increase the frequency and quality of interaction with employees (e.g. exploring new initiatives to facilitate communication with employees in both professional and interpersonal capacities).
- Empower TAC employees to ideate, initiate and advocate for change (e.g. structural changes, operational changes, requirements for new technologies, embracing new skills etc.).

4. Provide professional development growth opportunities to encourage employee retention

- Provide employees with access to upskilling opportunities (e.g. additional education and training) relevant to their fields can make them feel valued as professionals.
- TACs can consider providing flexible hours (e.g. time-offs for courses) to incentivise employees to continually learn and upskill.
- Develop a transparent career progression roadmap with clear metrics to motivate employees to grow alongside the association.

3S: Strategy – Operations

TACs' key considerations

- TACs need to **continually increase productivity** of their lean workforce to **complete daily and longer-term operational goals.**

- Having **good operational processes** enable better **provision of services to members**, which in turn increases **member satisfaction** levels.

- Potential to **save on cost and effort** by **streamlining** repetitive and manual tasks (e.g. generating reports).

Recommendations

1. Process mapping to identify and resolve inefficiencies
- Create process maps (e.g. in the form of a flowchart) to document operational processes, detailing steps, stakeholders, tools, and time required.
- Leverage process maps to identify any inefficiencies (e.g. duplicative efforts) and process pain points that can be optimised through digital transformation.
- For example, TACs can map the necessary member SME support requests from inquiry to resolution, identify the communication channels and improve response times at different stages of the process.

2. Standardising ways of working
- Establish standardised procedures to ensure consistency in operations, training procedures and external facing service level agreements.
- For example, drawing up SOPs (Standard Operating Procedures) and using visual work instructions can enable TACs HR and Procurement teams to outline common steps, expected outcomes, guidelines and protocols.
- TACs can consider formalising standard policies and processes (e.g. approvals and sign-offs, quality checks of content) to provide governance over existing work processes.

3. Identifying automation opportunities
- Identify tasks in a TAC (e.g. procurement, financial processing, sending of mass emails) that can be automated with technology to enhance efficiency and reduce instances of human error.

4. Optimising internal workflows and processes
- Review and explore synergies in work processes spanning across existing departments. Subsequently, TACs can consider reorganising different workflows and departments to optimise value streams, avoiding delays and operational bottlenecks.

5. Empowering employees
- Empower employees by providing avenues for them to share their observations on any inefficiencies and suggestions for resolution.
- Normalise employee feedback sessions as part of the TAC's business activity and establish a formalised feedback process for employees to continually suggest improvements to leadership.

3S: Strategy – Leadership

TACs' key considerations

- Difficulty **communicating pain points to justify transformation** initiatives to the board/committee.

- **Disconnect between Board and secretariat leadership of TACs on decision-making** authority for digital transformation activities.

Recommendations

Communicating change with clarity

- Leaders in TACs should communicate the rationale of new business decisions to the wider team, gaining their buy-in to support any changes (e.g. changing business processes to incorporate new service offering to members).
- Effective and timely communications will enable TAC leaders to increase buy-in from employees and the executive committee by allowing them to better understand the benefits of the vision and how bi-directional support is required to achieve the vision.
- Implement work-incentive schemes (e.g., Spot Awards for employees who have proven to drive digital change) to motivate the employees to align and work towards achieving digital transformation objectives with the support of the board and leadership team.
- Establish a clear understanding of individual employees' role in achieving the TAC's vision.
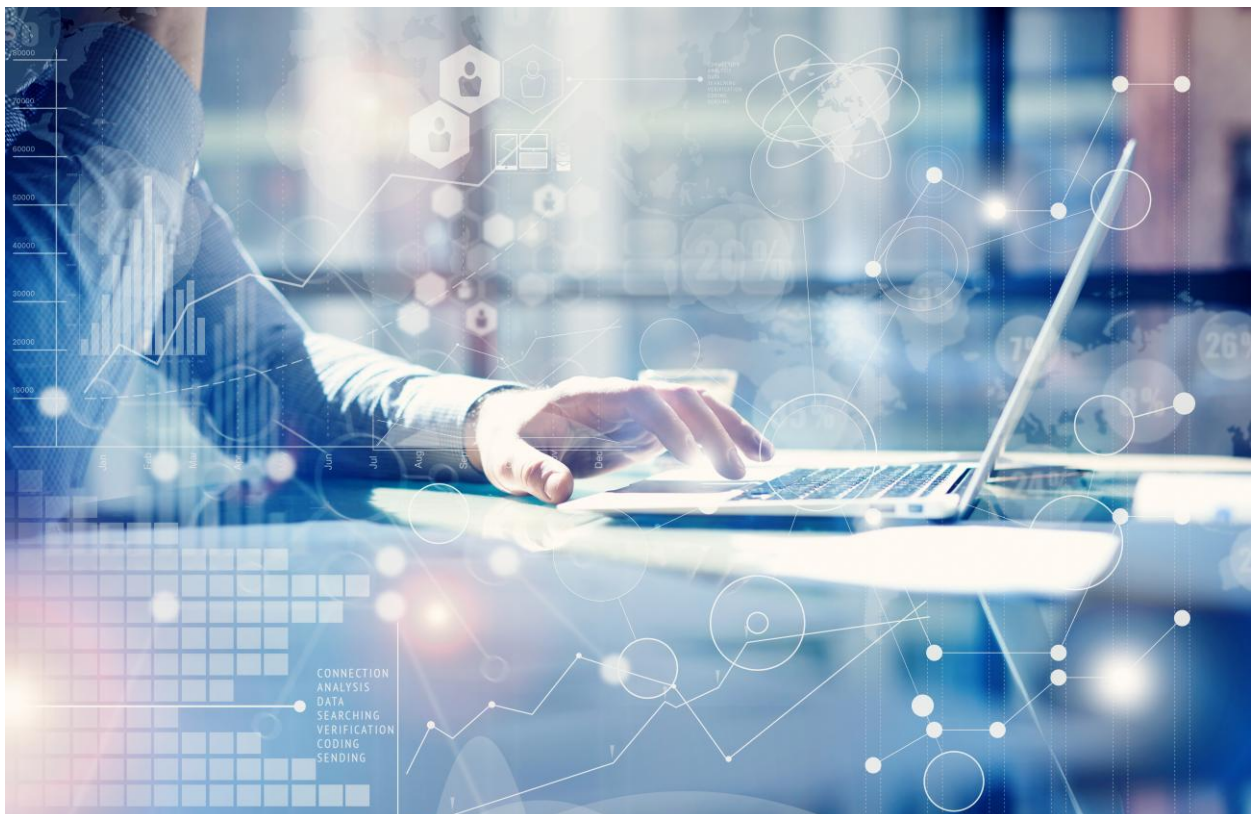
3S: Strategy – Customer

TACs' key considerations

- Enhancing or acquiring relevant **customer-focused systems** in a TAC to better manage and interface with new and existing member companies.

- **Ensure that current customer-centric strategies are continued** for future programmes and activities (customers may be broadly referred to member companies under a TAC).

Recommendations

Adopting a customer-centric approach to transformation

- TACs are encouraged to continue investing in new customer-facing digital solutions (e.g. explore new customer relationship management systems or features) to efficiently communicate and resolve requests from member businesses.
- TACs should ensure secretariat members possess the necessary skills to enhance interaction points with members. These skills can range from hard skills (e.g. being proficient in operating CRM systems) or soft skills (e.g. communication skills, service excellence etc.)
- By adopting a members-centric mindset, TACs can enhance interaction with members (e.g. administer networking sessions, focus groups, company visits etc.) to continually review and improve initiatives and services provided to its members. This can result in the overall increase of member satisfaction with the TAC.

Case example: Enhancing marketing tools to improve workplace productivity and membership engagement

Implementation of an email marketing technology for membership engagement and AI-enabled marketing collateral development tools for The Association of Catering Professionals Singapore (ACAPS)

Challenge: ACAPS wanted to increase membership engagement and explore ways to enhance the development of its marketing collaterals in a cost-effective manner.

Approach: ACAPS had to share with their leadership team on the benefits and the productivity gains, including the additional value add they can provide to members by adopting several digital tools. They also conducted a cost to productivity study before investment in the solutions.

Impact: Increased workplace productivity and membership engagement within budget.

Lessons learnt: More education of the functions of the specific tools would have been helpful during the entire technology selection and implementation process.

3S: Solutions – Data

TACs' key considerations

- TACs should invest in the **capability to collect and store** data in a consistent and secure manner; reducing risk of data loss and ensure data integrity.

- Having the right solution to **analyse and visualise data** is important for TAC leaders to gain important **insights for decision making.**

- TACs can leverage data to **understand and anticipate** the **interests and needs** of their members and the industry at large**.**

- Through data-driven insights, TACs can **tailor marketing initiatives** for membership programmes and events in a more targeted manner.

Recommendations

1. *Data analytics and visualisation solutions*
   Common examples: Tableau, PowerBI, Alteryx

- Data analysis features: TACs can leverage various data analysis methods to quickly draw insights, trends, and patterns to formulate accurate business strategies and risk mitigation plans.
- Data visualisation features: Visualising complex data helps TAC secretariats and leaders derive insights and communicate up-to-date information to stakeholders in a more efficient manner. (e.g. annual reports, compliance reports, management meeting materials etc.).

2. *Data management solutions*
   Common examples: Tableau, SAP, Alation, Collibra

- Data management features: A data management solution will enable TACs to store, organise, manage, and access data. This ensures that TACs can continually collect and manage data in a structured manner, assuring TACs that their data is standardised, accurate, and reliable (e.g., no errors, duplicates, inconsistent formatting, etc.).
- Data governance features: Data governance ensures the right people access relevant data and safeguard it from unauthorised access, reducing misappropriation and theft risks.

3S: Solutions – Workplace Productivity

TACs' key considerations

- TACs should **leverage digital solutions to increase operational outputs** within the organisation, especially so for smaller TACs with a **lean secretariat team**.

- TACs should invest in workplace productivity solutions to help **streamline decentralised teams and work processes**. This prevents misalignment and miscommunication on various operational matters within the organisation.

Recommendations

1. Low or no-code Robotic Process Automation (RPA) for process optimisation
  Common examples: Automation Anywhere, UiPath, Power Automate

- TACs can use RPA to improve the efficiency and accuracy of repetitive tasks, allowing HR and finance staff to focus on more valuable, human-centric work (e.g. focus on active interviews, collation of financial statements etc.)

2. Enhance project management and enable productivity through collaboration and virtual communication platforms
  Common examples (project management tools): Monday.com, Asana, ClickUp
  Common examples (virtual communication tools): Microsoft Teams, Google Meet, Zoom

- TACs can consider adopting collaboration platforms to communicate and better manage tasks internally and with external stakeholders.
- Collaboration platforms also give TACs a centralised space to exchange ideas, ensure accurate information transfer and reduce time and resources spent on correcting miscommunications.

3. Leveraging Digital Adoption Platform (DAP) for streamlined and effective training, handover and upskilling
  Common examples: Walkme, Whatfix

- TACs can adopt DAPs for new or existing employees to enable accelerated adoption of newly implemented technologies, applications and process changes in a clear and robust manner.
- DAPs support new employee onboarding, guide application use, and offer insights into system interactions, reducing IT support reliance while enhancing productivity, efficiency, and work experience for TAC staff.

3S: Strategy – Marketing

TACs' key considerations

- Marketing solutions serve as an important **driver of TACs' revenue stream** – through increasing membership outreach and driving registration of events and other initiatives.

- Marketing solutions are increasingly effective if TACs can gather **data on their target audience's** needs and interests. This enables a more **tailored marketing plan** that can be **enabled through technology**.

Recommendations

1. ***Digital creative tools for content creation***
   Common examples: Canva, Visme, Adobe CC

- TACs should leverage digital tools to stay competitive in the branding and marketing of their service offerings and initiatives.
- TACs could include leveraging readily-available templates on online design platforms to reduce time and effort required to design collaterals.
- Leveraging digital creative tools help TACs produce high quality and tailored content in an efficient and cost-effective manner.

2. ***Optimising planning through event management solutions***
   Common examples: Eventbrite, Trello, Monday.com

- Event management solutions encompass a comprehensive range of features that can support TAC's events – from planning to registration, marketing, logistics, communication with stakeholders and on-site management.
- TACs can have a centralised platform to systematically store, exchange and analyse information pertaining to the respective events (e.g. sign-up rates, cost and revenue, feedback ratings etc.).

3. ***Establishing online presence and outreach through social media and online marketing solutions***
   Common examples of social media management platforms: Buffer, Planable

- Social Media Platforms (e.g. Facebook, Instagram, X, TikTok) are an accessible way for TACs to engage and interact with their members amiably through features like polls and livestream etc.
- TACs can leverage platforms analytics tools to conduct a sentiment analysis from past campaigns to assist them in the development of the marketing tactics for the next cycle.
- Alternatively, TACs can consider adopting social media management platforms to plan, draft and schedule social media posts across multiple social media platforms.

3S: Solutions – Cybersecurity

TACs' key considerations

- Cyber security solutions are necessary to **protect data that TACs are collecting and storing** (e.g. membership data and business information etc.) and existing **IT infrastructure and software applications**.

- Having **strong cyber security measures can mitigate** potential operational disruptions and reputational **risks caused by cyber-attacks.**

Recommendations

1. Securing internal network by augmenting firewall capabilities

- TACs should explore uplifting their firewall capabilities to deter untrusted external networks while protecting their internal network against various cyber threats (e.g. hacking attempts, malware).
- Endpoint security features in antivirus software can protect TAC devices and networks from cyber threats by preventing data breaches and ensuring the security and privacy of sensitive information.

2. Guarding against malware by investing in antivirus solutions
Common examples: McAfee, Norton, Avast

- Keeping antivirus subscriptions up-to-date can help guard TACs against increasingly sophisticated viruses and malware that are developed by cybercriminals.

3. Protecting your applications, users and data in cloud systems:

- TACs should ensure that their applications and data that are stored in cloud are well protected against risks associated with cloud computing.
- Leverage existing in-built cloud security features in the applications or working with cloud security vendors (e.g. Microsoft, Google, Azure, AWS).
- Identify existing gaps and establish governance to regulate how the cloud environment is set-up, accessed and managed.

3S: Solutions – Sales

TACs' key considerations

- While sales channels (e.g. membership subscriptions, trainings) play an important role in sustaining the operations of the TAC, there is a **lack of use cases for TACs** to expend more resources in **adopting and maintaining a sales-focused solution.**

Recommendations

Leveraging existing capabilities to drive sales:

- TACs can leverage existing marketing solutions to drive their outreach efforts to new members and explore sales modules that may be available within their customer relationship management (CRM) systems.
- TACs can utilise customer profiling and lead scoring tools within their CRM or leverage the past customer data within their CRM to prioritise membership engagement initiatives. For example, these features enable TACs to better engage with their members on more effective channels for higher quality engagements.

3S: Solutions – ERP and Standalone Solutions

TACs' key considerations

- Implementing new ERPs or standalone solutions can be **expensive and resource intensive** (e.g. financial costs and manpower needed to drive implementation).

- TACs often find it **more practical to first explore capabilities and leverage connectivity of existing systems** that are already in place before considering new solutions.

Recommendations

Review existing systems to maximise benefits:

- TACs can work with existing vendors to review process gaps and explore possibilities of system enhancements to introduce new features instead of acquiring new solution.
- TACs can work with vendors to identify solution modules and features that are relevant to their business needs.
- TACs can adopt solutions that can be costed based on modules and functionalities used. This ensures that TACs adopt only features required that are fit-for-purpose and cost-effective.

3S: Solutions – Human Resource (HR)

TACs' key considerations

- HR processes and requirements that are unique to the respective TACs are usually not fully addressed by commercial off-the-shelf (COTS) HR systems.

- Lack of flexibility and scalability of COTS HR systems makes it challenging for TACs to do any iterations to the system, when there are changes in HR processes and policies.

- Ill-fitted COTS HR systems affects the adoption rate and limits the benefits reaped from the HR solution.

Recommendations

***Adopt HR systems through a user-centric approach
(consideration for larger TACs with higher FTEs):***

- TACs can consider working with vendors that are able to clearly map out HR processes and user requirements.
- TACs can custom build or upgrade existing HR solutions that are more tailored to their operational needs. This may include integrating payroll, staff performance software and more.
- Taking a user-centric approach can boost TAC's HR capabilities to also cater for voice of employee (VoE) features, which in turn helps in improving employee experience and retention.

Case example: Adoption of a CRM solution

Adoption of a CRM solution by The Singapore Contractors Association Limited (SCAL)

Challenge: A high cost was required to adopt a CRM solution even with funding. Due to customisation requirements, a long lead time was also required for the solution to be fully deployed.

Approach: A business case was presented to the executive committee, highlighting the benefits of this investment: around data quality, data reconciliation, data analysis and how the solution can better serve the needs of members. A good communications plan was also developed to obtain buy-in from relevant stakeholders, actively involving them in the evaluation of vendors across the entire transformation journey.

Impact: Membership engagement can now be tracked and will translate into better understanding of member needs. Moving forward, SCAL can improve member engagement levels. The solution also increased TAC staff productivity, and more time could be allocated to higher value work.

Lessons learnt: Support through technical experts or an IT project manager would be useful as TACs generally do not possess expertise to manage and execute IT projects.

3S: Skills – Data Competency

TACs' key considerations

- Having employees with strong data competency allows TACs to **collect, analyse, interpret and derive insights** from data that are stored in a **secure environment**.

- Crucial for employees to be able to **comply with legislative and regulatory requirements** surrounding data (e.g. PDPA) to prevent misuse of sensitive data.

Recommendations

1. *Securing data through upskilling on data protection skills and knowledge*

- Data protection skills are important for TACs to safeguard valuable and confidential data (e.g. membership information, personal data).
- TACs can provide fundamental training for employees with up-to-date knowledge of data regulations and good data management practices. This helps TACs mitigate against legal penalties while enhancing member's trust towards the association.
- TACs should train employees in data protection practices to safeguard published reports, industry insights and proprietary information from unauthorised access.

2. *Enhancing data sourcing and preparation practices*

- TACs should become acquainted with data management tools and relevant platforms that enable them to collect quality data on member or industry's interests, priorities and requirements.
- Strong data sourcing and preparation practices enable TAC employees to organise and categorise various forms of data (e.g. statistics, qualitative statements etc.) for analysis purposes.

3. *Gathering sharper insights through data analysis skills*

- Given the heavy dependence on digital platforms for member interaction, TACs should develop skills to readily interpret data from various digital sources and forms.
- Data analysis skills helps TACs understand member needs and identify trends by synthesising different data types, from diverse data sources.

4. *Leveraging data visualisation and storytelling to communicate and influence*

- Data visualisation and storytelling are crucial for TACs to clearly share business requirements and proposals to secure funding and better pinpoint and address business problems.
- TACs should hire or upskill employees with technical skills to use data visualisation tools for effective communication of operational data, financial performance, and market trends.

5. Appointing specialists and cost-effective training courses

- TACs should appoint a qualified staff member or hire external expertise as a Data Protection Officer (DPO). A DPO ensures IT process complies with data protection laws, minimises breaches, promotes data security, and addresses potential risks.

- TACs can opt to register employees up for cost-effective or free training courses for their employees that are available online, such as Udemy, LinkedIn, Coursera and more (refer to "Courses to enhance individual skillsets" under Chapter 11 of this Playbook).

- TACs can explore equipping employees with the skills required to use affordable or complimentary AI tools available for data analytics and visualisation (e.g. Google Colab, RapidMiner, Orange, Tableau Public, PowerBI etc.) to enhance visual communication of big or complex datasets.

3S: Skills – Branding, Marketing and Service Excellence

TACs' key considerations

- Having strong **service excellence** help TACs **attract new members** and **increase stickiness of existing members**.

- Strong **branding and marketing skills** can increase the success rate of TAC's initiatives **through enhancing the quality** of digital communication **collaterals and event publicity materials**.

Recommendations

1. Enhancing digital experience of members

- TAC employees should be trained in the necessary skills, knowledge and etiquette to create a positive digital experience for their members.
- This can include providing timely responses (e.g. based on service-level agreements etc.), providing members with a convenient communication channel for feedback, ensuring consistent service responses and providing customised support to members.

2. Visual and written digital communication

- Relevant TAC employees should be equipped with the required skills to use common design tools to communicate complex policies to member businesses in more digestible formats for information sharing (e.g. Using PowerPoint, Canva, Adobe CC etc.) to build effective presentation materials.
- Alternatively, TACs can also uplift their digital communication capabilities to better tailor the messaging and visual presentation of marketing collaterals to drive engagements and events organised for members.

3. Online and social media marketing

- Relevant TAC employees should be trained to confidently use the internet and social media platform features to promote TACs events to members and the wider market.

4. Delivering consistently through brand governance

- TAC employees should be sensitive to branding guidelines and knowledge (e.g. brand image, brand voice, unique offerings) of the organisation in order to maintain a consistent digital brand of the TAC in their online engagements.

5. Training and Upskilling

- TACs should provide regular training to equip and update employees with the skillsets required to effectively operate member engagement tools (e.g. CRM, EMS). This helps TACs to embed a digitally mature way of interfacing with members or the wider industry.

5. Training and Upskilling (continued)

- TACs can explore sending relevant employees for training on customer journey mapping and implementing voice of customer practices to better understand and improve the way members are engaged every interaction touchpoint.
- Relevant TAC employees should be familiarised with social media platforms as well as the relevant professional features that be used to enhance TACs external exposure (e.g. Google Display Network, LinkedIn Ads etc.).
- TACs should encourage relevant employees to explore creative tools and open-source platforms (e.g. Adobe Creative Cloud, PowerPoint Presentation, Canva etc.) to create clear, concise and impactful collaterals for outreach purposes using pre-built templates as a starting point.
- Relevant TAC employees can explore a variety of online courses available in brand management and strategy to create a compelling brand message and brand voice.

3S: Skills – Productivity

TACs' key considerations

- It is important to equip TAC employees with skills to increase their productivity for them to **work more effectively, manage time efficiently and optimise workflows**.

- Identifying ways to help TAC employees increase their productivity can help the organisation **handle increased demands** without compromising quality or incurring significant costs.

Recommendations

1. Digital literacy skills to optimise digital systems

- TAC employees should be provided training or guidance to utilise tools that are adopted by the organisation.
- Due to resource constraints, TAC employees should be trained to use digital platforms and tools to improve business efficiency and enhance productivity. TACs can build and enhance basic digital productivity skillsets with common digital productivity tools such as MS Word, MS Excel, Google Docs, Airtable etc.
- TACs can invest in sending employees to upskill in process automation development skills and knowledge, allowing them to explore the use of workflow automation solutions to reduce manual and repetitive tasks.

2. Removing time-space constraints through virtual collaboration

- To enable virtual collaboration within the TAC, employees require skillsets in using digital communication tools for virtual meeting, messaging and work purposes.
- Virtual collaboration enables real-time communication and project management, leading to faster decision-making and increased efficiency in executing tasks and meeting objectives.
- TACs can leverage digital communication tools for virtual meeting and messaging (e.g. Zoom, Slack, Teams, Google Meet) and collaboration tools and platforms (e.g. Dropbox, Google Drive, OneDrive) or team-building tools (e.g. Kahoot, Slido, Poll Everywhere) to enhance work efficiency.

Case example: Implementation of a digital platform to streamline program registration, meetings and surveys

Implementing digital platform for registration of training programmes, conducting of meetings and collating responses by Singapore Chemical Industry Council (SCIC)

Challenge: A substantial amount of time was required to train and transit to a new system. Resistance to change was also present.

Approach: To obtain leadership buy-in, SCIC had to share with the relevant decision makers on previous related success stories along with the long-term benefits of the new solution.

Impact: Implementation of the digital platform reduced administrative workload from the TAC employees and increased overall productivity.

Lessons learnt: In the next project, making more comparisons on the choices available on the market would be helpful in deciding on which technology solution to adopt. For other initiatives moving forward, SCIC felt that having more understanding on the benefits of digital transformations and access of information to digital solution options could help in the implementation process.

2.2 How to use the TAC road maps

While some differences exist in how smaller TACs and bigger TACs should approach the transformation journey, every TAC should start off with an evaluation of Strategy, before embarking on the general suggested roadmap of Solutions and Skills priorities as shown below.
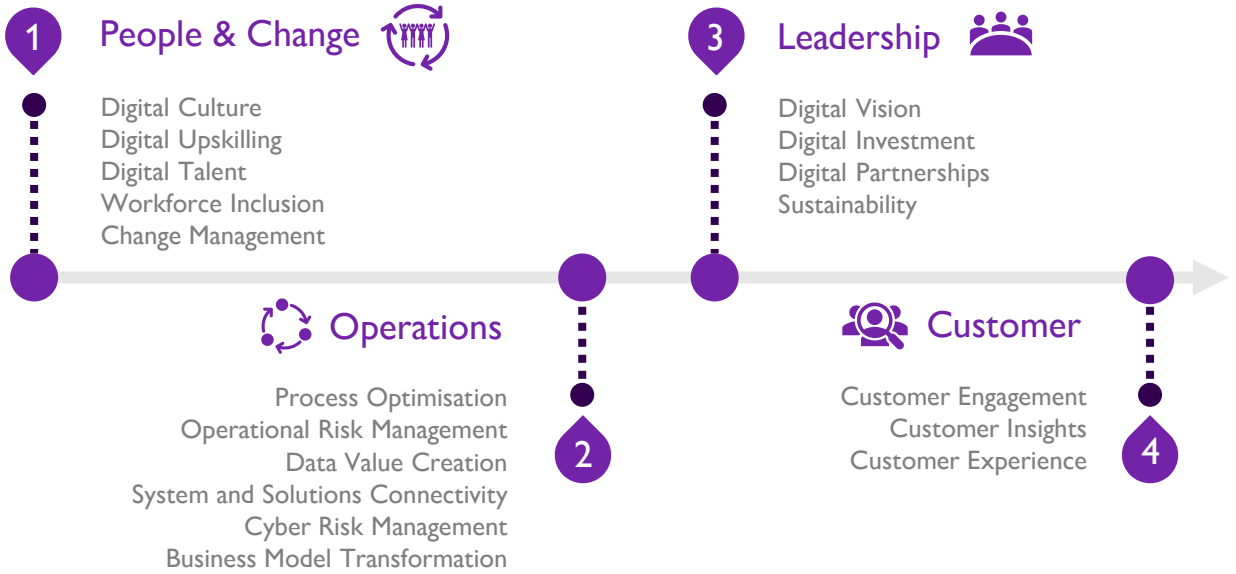
All TACs

Consider Strategy

Small: 1-9 FTEs

Large: >10 FTEs

TACs to complete digital readiness Solutions questionnaire in Section 1A

1A

Consider Solutions

2A

TACs to complete digital readiness Solutions questionnaire in Section 2A

TACs to complete digital readiness Skills questionnaire in Section 1B

1B

Consider Skills

2B

TACs to complete digital readiness Skills questionnaire in Section 2B

Suggested Skills roadmap for small TACs

Suggested Solutions roadmap for small TACs

Suggested Solutions roadmap for medium and large TACs

Suggested Skills roadmap for medium and large TACs

Tabulate grand total in **Section 1B**

Tabulate grand total in **Section 1A**

Tabulate grand total in **Section 2A**

Tabulate grand total in **Section 2B**

Refer to corresponding phase on the suggested Skills roadmap for small TACs

Refer to corresponding phase on the suggested Solutions roadmap for small TACs

Refer to corresponding phase on the suggested Solutions roadmap for medium and large TACs

Refer to corresponding phase on the suggested Skills roadmap for medium and large TACs

Strategic roadmap
for TACs

3S: Strategy – General roadmap of TAC priorities

Refer to Annex A for more details

Start with the Strategy pillar to get a full view of where your biggest challenges may be, and thus where your focus and efforts should be on:

1 People & Change

Digital Culture
Digital Upskilling
Digital Talent
Workforce Inclusion
Change Management

3 Leadership

Digital Vision
Digital Investment
Digital Partnerships
Sustainability

Operations

Process Optimisation
Operational Risk Management
Data Value Creation
System and Solutions Connectivity
Cyber Risk Management
Business Model Transformation

2

Customer

Customer Engagement
Customer Insights
Customer Experience

4

Build
Gear up for digital transformation

1 **People and Change**
Starting with a People and Change priority is important to ensure that TACs have the right talent, skills and organisational culture to scale and mature digitally.

Enhance
Build capabilities to strengthen and optimise

2 **Operations**
Focusing on a sound operations strategy can allow TACs to identify gaps in the organisation that can be enhanced or secured through technology-enablement and digital adoption etc.

3 **Leadership**
Revisiting a flexible and agile leadership strategy is valuable in steering the TAC's digital transformation journey at multiple critical junctures, navigating risks, and allocating the right investments to propel the digital transformation process.

Accelerate
Plan and build for the future

4 **Customer**
A robust customer strategy is crucial for TACs to enhance their value-add to member companies and the wider industry they are in, leveraging digital solutions and data to make informed decisions for future developments and initiatives, etc.

The above illustrated roadmap provides TACs with a recommended strategic pathway to drive digital transformation. However, TACs of varying sizes may often end up with unique strategic priorities depending on internal (e.g. work processes, services, initiatives) and external (e.g. industry trends, member requests) factors that shape the TAC's organisational needs and objectives.

Solutions and Skills roadmap for small TACs

Solutions priorities for small TACs
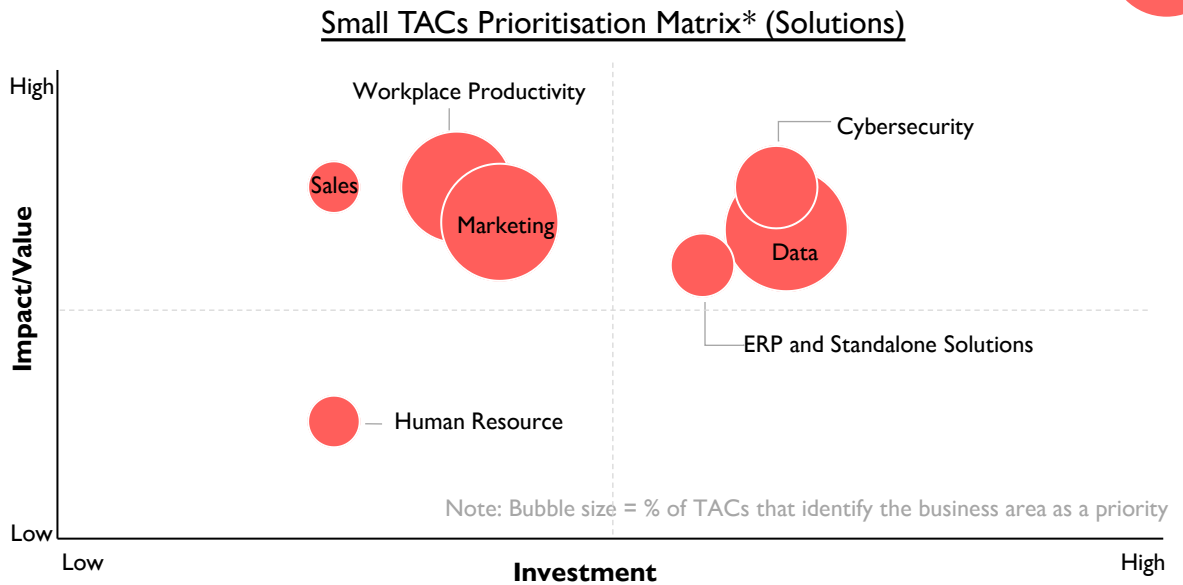
1A

Small TACs Prioritisation Matrix* (Solutions)

Note: Bubble size = % of TACs that identify the business area as a priority

* An aggregated result based on a prioritisation matrix exercise conducted during consultative workshop sessions with participants from small TACs.
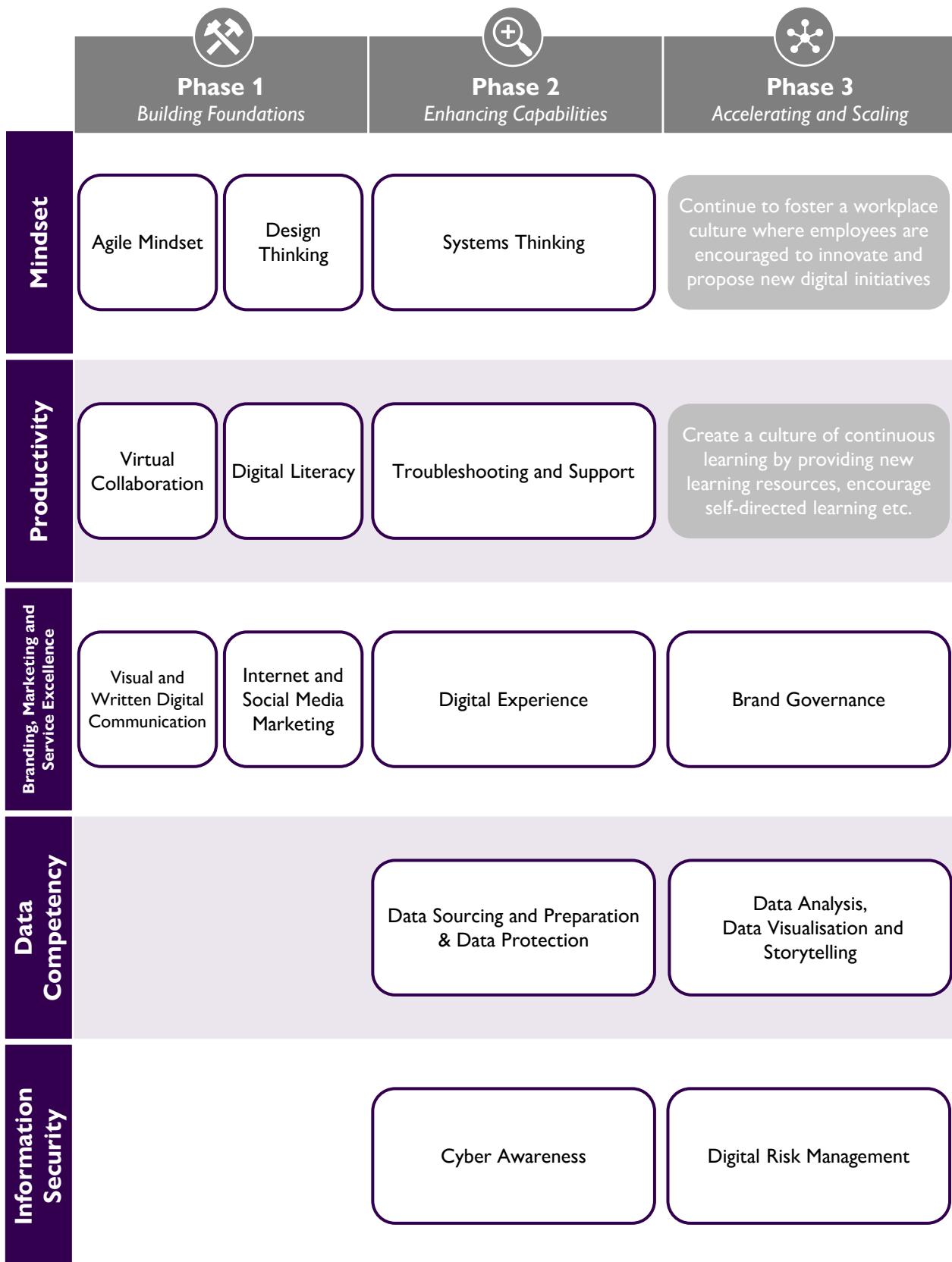
Low investment and high impact Solutions priorities

• *Workplace Productivity:* The adoption of Workplace Productivity tools can aid smaller TACs with fewer secretariat members capabilities by streamlining their operations. Workplace Productivity tools like digital adoption platforms and document management platforms can increase productivity, allowing TACs to achieve more with limited resources.

• *Marketing:* With membership growth and retention being a core focus for TACs, adopting the right marketing solution is an effective step to achieving this goal. TACs can increase reach and engagement between existing and potential members with the aid of digital content creation tools to create high impact and relevant collaterals to grow their digital presence.

  For smaller TACs with larger membership bases, implementing the right sales and marketing solutions can deepen engagements with their members, increasing touchpoints with fewer resources required. An enhanced engagement approach with members and industry stakeholders eventually adds value to the industry that the TAC serves.

High investment and high impact Solutions priorities

• *Data:* With an increased membership base, TACs will potentially collect more member and industry data through increased engagements and interactions. This will aid research and the generation of insights about the membership base, the industry, and their needs. The use of data analytics and visualisation tools will be valuable for TACs to understand, anticipate, and predict trends and behaviours of their members and their respective industries. With the right tools, TACs will be able to make better and faster business decisions, and even find new sources of revenue and cost savings through product or service enhancement and development.

• *Cybersecurity:* Concurrent with the growth of data capabilities, TACs should embed cybersecurity solutions such as data protection management, and IT and network security in the longer term to protect membership and proprietary data from breaches, theft, and cyber threats. At the same time, the adoption of cybersecurity measures ensures that TACs are compliant with the various security regulations imposed by regulators in Singapore, such as the Data Protection Act, Cybersecurity Act, and more.

Suggested Solutions roadmap for small TACs

1A

Phases and stages outlined in the Solutions and Skills roadmap should be referenced as a guide.
Transformation activities including Solutions and Skills implementation may occur concurrently or in parallel and not necessarily in series.

	Phase 1 *Building Foundations*	**Phase 2** *Enhancing Capabilities*	**Phase 3** *Accelerating and Scaling*
Marketing	Digital Creative Tools · AI-Assisted Content Creation	Event Management	Social Media Marketing (SMM) · Search Engine Optimisation/ Marketing (SEO/SEM)
Sales	CRM	E-Commerce and Digital Retail*	Continue to be on top of emerging technologies and adopt them where applicable to improve sales management*
Workplace Productivity	Document Management · Collaboration Platforms	E-Signature · Workflow Automation	Adopt AI to enhance the capabilities of existing RPA and discover other process optimisation opportunities
Cyber and Data		Data Analytics and Visualisation · IT and Network Security	Data Protection and Recovery
Human Resource		Payroll	Learning Management · HRMS
ERP		Accounting Management	Procurement Management* · ESG Reporting*

TACs can refer to a list of additional support resources here on how to access the Solutions on the suggested roadmap including relevant training courses and grants. TACs with a small secretariat size can focus on Workplace Productivity and Marketing in phase 1 as a start.
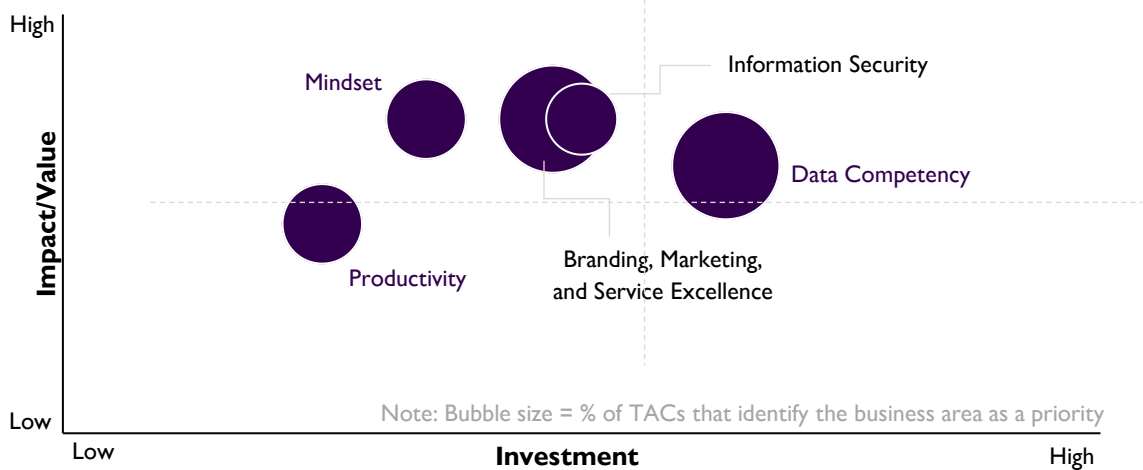
*For relevant TACs only

Skills priorities for small TACs
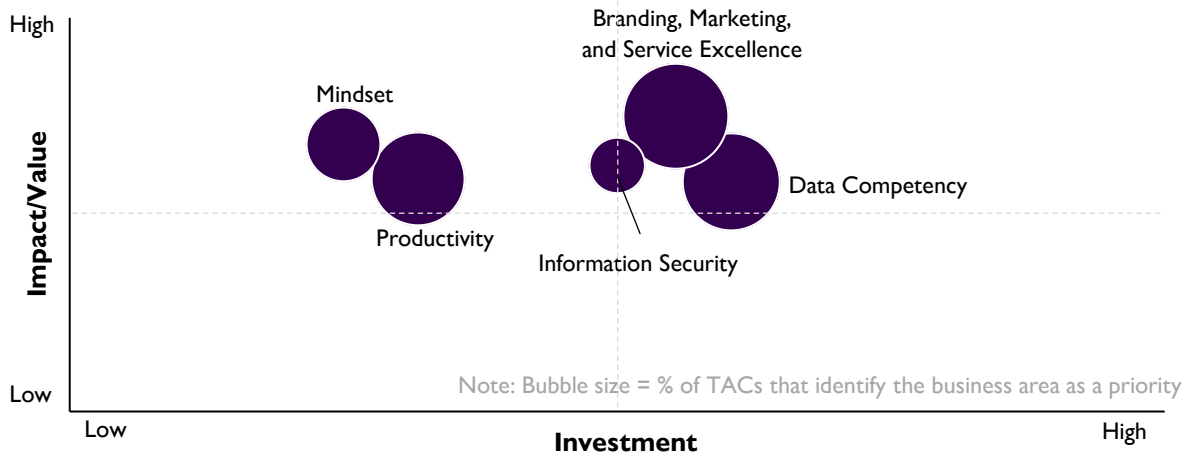
1B

Small TACs Prioritisation Matrix* (Skills)

* An aggregated result based on a prioritisation matrix exercise conducted during consultative workshop sessions with participants from Small TACs.

Low investment and high impact Skills priorities

- *Mindset:* For most TACs, cultivating the right mindset is a crucial first step in the digital transformation journey. By ensuring that secretariats are inculcated with the right mindset (e.g., Agile, Systems Thinking, etc.), TACs can advance their capabilities by working more efficiently and navigating ambiguous situations, which allows them to be more adaptable and accepting of iterative changes that may occur throughout the transformation process. Having the right mindset creates a supportive environment for continuous improvement and innovation, maximising TACs' capacity for growth and resilience.

- *Productivity:* TACs should ensure that secretariats are equipped with the necessary skill sets to maximise returns from adopted productivity solutions. By doing so, TACs will be able to enhance overall workplace productivity and scale holistically with a digitally competent secretariat workforce. Improved performance could translate to enhanced member satisfaction and better branding for the TAC.

High investment and high impact Skills priorities

- *Branding, Marketing, and Service Excellence:* Following the adoption of marketing tools, TAC employees should act as brand advocates and champion the TAC's branding and product offerings to its members to increase engagement. Small TACs can also benefit from forming more personal relationships with their members, allowing them to have a greater understanding of their business needs.

- *Data Competency:* TACs need to possess the capabilities to continually source and prepare data while ensuring that data is stored and handled securely. Subsequently, TACs should invest in equipping employees with the skills required to analyse and present data in a cohesive and digestible manner for internal (e.g., marketing insights, audit reporting) or external purposes (e.g., compliance reporting to public agencies). TACs will need to explore upskilling or sourcing individuals with the required data-related skill sets to maximise the value of data, assisting with research and reporting.

Suggested Skills roadmap for small TACs

1B

Phases and stages outlined in the Solutions and Skills roadmap should be referenced as a guide.
Transformation activities including Solutions and Skills implementation may occur concurrently or in parallel and not necessarily in series.

	Phase 1 *Building Foundations*	**Phase 2** *Enhancing Capabilities*	**Phase 3** *Accelerating and Scaling*
Mindset	Agile Mindset / Design Thinking	Systems Thinking	Continue to foster a workplace culture where employees are encouraged to innovate and propose new digital initiatives
Productivity	Virtual Collaboration / Digital Literacy	Troubleshooting and Support	Create a culture of continuous learning by providing new learning resources, encourage self-directed learning etc.
Branding, Marketing and Service Excellence	Visual and Written Digital Communication / Internet and Social Media Marketing	Digital Experience	Brand Governance
Data Competency		Data Sourcing and Preparation & Data Protection	Data Analysis, Data Visualisation and Storytelling
Information Security		Cyber Awareness	Digital Risk Management

Solutions and Skills roadmap for
medium and large TACs

Solutions priorities for medium and large TACs

2A

Medium-Large TACs Prioritisation Matrix* (Solutions)

Note: Bubble size = % of TACs that identify the business area as a priority
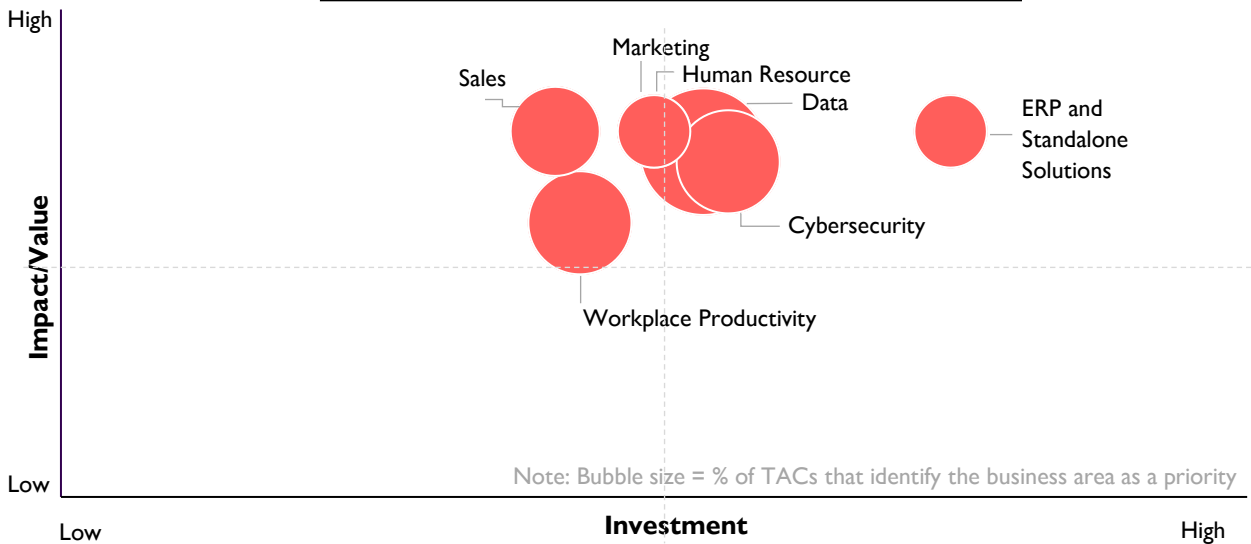
* An aggregated result based on a prioritisation matrix exercise conducted during consultative workshop sessions with participants from medium-large TACs.

Low investment and high impact Solutions priorities

• *Sales:* Larger TACs with a bigger membership base will have more opportunities to manage and leverage customer data to their advantage. Prioritising tools like Customer Relationship Management (CRM) platforms and sales management systems can allow larger TACs to make more informed decisions about their customers, thereby developing and tailoring services suited to their members' needs and enhancing customer service.

• *Workplace Productivity:* Workplace productivity tools can further streamline operations and improve cost efficiencies for larger TACs with more full-time employees and a large membership base. Investment in workplace productivity tools allows for the discovery of new ways of working and can enhance collaboration and communication between larger teams remotely. Implementing digital adoption platforms can also enable quicker onboarding of new hires and the efficient transfer of relevant knowledge between teams using digital solutions.

High investment and high impact Solutions priorities

• *Data:* With a larger membership base, larger TACs will likely have access to more member and industry data. To optimise the use of this data, larger TACs should invest in data analytics and visualisation tools early on to assist with research and the generation of insights about their members and their needs. This allows TACs to gain valuable industry and member insights that can inform their go-to-market and market/customer activation activities and strategies, make better and faster business decisions, and drive industry development.

• *Cybersecurity:* With more member data and possible proprietary research information, larger TACs should quickly consider implementing more robust cybersecurity solutions such as Data Protection Management, IT and Network Security, etc., in the short term to protect against breaches, theft, and cyber threats. At the same time, the adoption of cybersecurity measures ensures that TACs are compliant with the various security regulations imposed by regulators in Singapore, such as the Data Protection Act, Cybersecurity Act, etc.

Suggested Solutions roadmap for medium and large TACs

2A

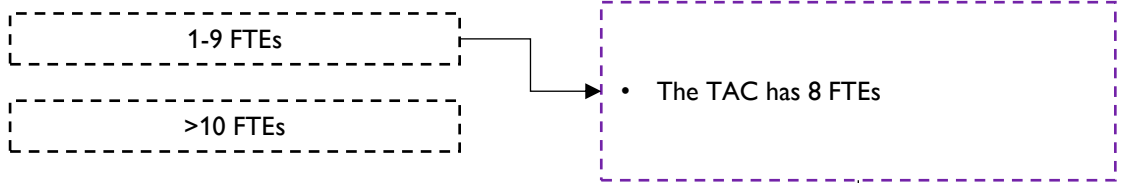Phases and stages outlined in the Solutions and Skills roadmap should be referenced as a guide.
Transformation activities including Solutions and Skills implementation may occur concurrently or in parallel and not necessarily in series.

	Phase 1 *Building Foundations*	**Phase 2** *Enhancing Capabilities*	**Phase 3** *Accelerating and Scaling*
Sales	CRM	Sales Management / E-commerce and Digital Retail*	Continue to be on top of emerging technologies and adopt them where applicable to improve sales management
Workplace Productivity	Document Management / Collaboration Platforms	E-Signature / Workflow Automation	Adopt AI to enhance the capabilities of existing RPA and discover other process optimisation opportunities
Data and Cyber		Data Analytics and Visualisation / IT and Network Security / Data Protection and Recovery	Continue to be on top of new cyber threats and cyber security tools and solutions to future-proof your TAC
Marketing	Digital Creative Tools / AI-Assisted Content Creation	Event Management	Social Media Marketing (SMM) / Search Engine Optimisation/ Marketing (SEO/SEM)
Human Resource		Payroll / HRMS / Learning Management	Continue to explore Learning Experience Platform integrations uses algorithms and machine learning to recommend relevant and engaging content for each learner.
ERP and Standalone Solutions			Accounting Management / Procurement Management* / ESG Reporting*

TACs can refer to a list of additional support resources here on how to access the Solutions on the suggested roadmap including relevant training courses and grants.

*For relevant TACs only

Skills priorities for medium and large TACs

2B

Medium-Large TACs Prioritisation Matrix* (Skills)

Bubble chart with axes. Y-axis labeled "Impact/Value" ranging from Low to High. X-axis labeled "Investment" ranging from Low to High. Bubbles positioned: Mindset (upper left), Information Security (upper middle), Data Competency (middle right), Productivity (lower left), Branding, Marketing, and Service Excellence (middle). Note: Bubble size = % of TACs that identify the business area as a priority

* An aggregated result based on a prioritisation matrix exercise conducted during consultative workshop sessions with participants from medium and large TACs.

Low investment and high impact Skills priorities

- *Mindset:* For most medium and large TACs, cultivating the right mindset across the organisation is important in their digital transformation journey, especially because not all employees have the same level of digital literacy. By ensuring that employees are inculcated with the right mindset (e.g., Agile, Systems Thinking, etc.), large TACs can be more adaptable and accepting of iterative changes that may occur throughout the transformation process, maximising the TACs' capacity for growth and resilience.

- *Productivity:* Larger TACs should create an environment where employees can focus on more high- value work by optimising day-to-day tasks and enabling larger working teams to collaborate remotely etc. Medium and large TACs will be able to enhance overall workplace productivity and scale holistically with a digitally competent secretariat workforce to take on more complex scopes of work while performing tasks efficiently.

High investment and high impact Skills priorities

- *Branding, Marketing, and Service Excellence:* Following the adoption of relevant marketing and customer-focused tools, TACs should enable their employees to act as brand advocates and stewards, delivering a powerful brand experience to their members and the public. Larger TACs developing skills in these areas can better create personalised services to meet members' demands and needs and enhance the TAC's brand value. This also helps to engage regional and potentially international stakeholders, scaling service offerings to the industry sector.

- *Data Competency:* For TACs with more members, there is an opportunity to invest in equipping employees with the skills required to analyse and present data in a more engaging manner for internal (e.g., marketing insights, audit reporting) or external purposes (e.g., compliance reporting to public agencies), as there is a greater need to understand and analyse data in daily operations. Larger TACs with more employees can benefit from upskilling or recruiting individuals with the required data-related skill sets to maximise the value of larger datasets, allowing TACs to understand more about their members, partners, and overall ecosystem to unlock more value. In addition, TACs need to train their employees to better manage and safeguard data, especially because there is a greater likelihood for medium and large TACs to collaborate with third parties and external data, imposing more risk.

Suggested Skills roadmap for medium and large TACs

2B

Phases and stages outlined in the Solutions and Skills roadmap should be referenced as a guide.
Transformation activities including Solutions and Skills implementation may occur concurrently or in parallel and not necessarily in series.

	Phase 1 *Building Foundations*	**Phase 2** *Enhancing Capabilities*	**Phase 3** *Accelerating and Scaling*
Mindset	Agile Mindset / Design Thinking	Systems Thinking	Continue to foster a workplace culture where employees are encouraged to innovate and develop new ideas, and iteratively review enhancements that can improve ways of working
Productivity	Virtual Collaboration / Digital Literacy	Troubleshooting and Support	Create a culture of continuous learning by providing new learning resources, encourage self-directed learning etc.
Branding, Marketing and Service Excellence	Visual and Written Digital Communication / Internet and Social Media Marketing	Digital Experience	Brand Governance

Beyond Phase 3: Continuously enhance customer-facing skill capabilities (e.g. enabling personalised customer experience, exploring new marketing collaborations, adopting new social media platforms and engagement features etc.).

Information Security	Cyber Awareness	Digital Risk Management	Continue to keep abreast of new cyber threats and upskill where necessary to safeguard business operations and beyond
Data Competency		Data Sourcing & Preparation, Data Protection	Data Analysis, Data Visualisation & Storytelling

Beyond Phase 3: Continuously invest in data analysis skills to derive fresh insights from data collected. Additionally, explore more advanced data analytic skills that can leverage AI-enabled technologies and beyond.

How-to: Illustrative scenario of how a TAC can reference the suggested Solutions and Skills roadmaps*

Example scenario

A TAC in the F&B sector with a headcount of 8 Full-time employees (FTEs) has implemented 9 technology solutions and completed the execution of 5 initiatives for its own employees over the past 18 months. Moving forward, this TAC wants to find out how they can leverage the Solutions and Skills roadmap in the TAC playbook to further their digital transformation journey.

1-9 FTEs

>10 FTEs

- The TAC has 8 FTEs

Section 1A (Solutions)

Section 1B (Skills)

Grand total: 10

Grand total: 5

- The TAC proceeds to fill up **Section 1A** and **Section 1B** in the digital readiness questionnaire for Solutions and Skills for small TACs

- In this example, the TAC scored a grand total of **10** in **Section 1A** and **5** in **Section 1B**

Suggested Solutions Roadmap for Small TACs

Suggested Skills Roadmap for Small TACs
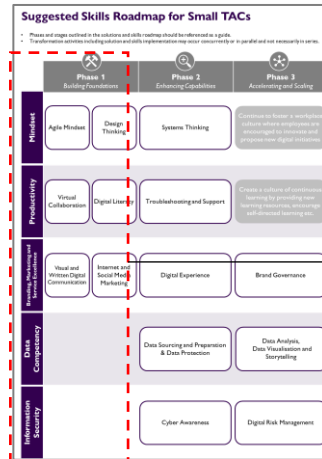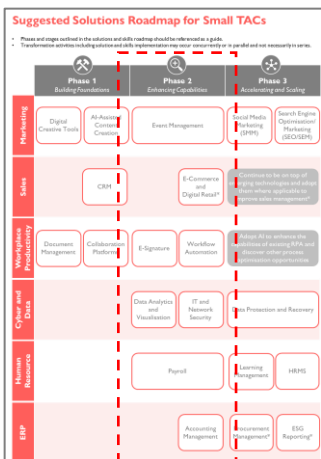
- The TAC is suggested to start from **phase 2** in the suggested Solutions roadmap for small TACs based on their grand total score of 10 in **Section 1A**

- The TAC is suggested to start from **phase 1** in the suggested Skills roadmap for small TACs based on their grand total score of 5 in **Section 1B**

- Here, the TAC may build on the recommended Skills initiatives in phase 1 before moving to phase 2

- The TAC can look to implement solutions in phase 2. However, the TAC can also adopt solutions in Phase 1 if not previously implemented and if required.

*TACs are not required to adopt Solutions or Skills initiatives in exact sequence. Roadmaps provided are suggestions only.

How-to: Understanding how the suggested Solutions roadmaps are organised

<u>Illustrative example:</u> Solutions roadmap for small TACs

(1)

	Phase 1 *Building Foundations*	Phase 2 *Enhancing Capabilities*	Phase 3 *Accelerating and Scaling*	
Sales	CRM	Sales Management	E-commerce and Digital Retail*	Continue to be on top of emerging technologies and adopt them where applicable to improve sales management
Workplace Productivity	Document Management / Collaboration Platforms	E-Signature	Workflow Automation	Adopt AI to enhance the capabilities of existing RPA and discover other process optimisation opportunities
Data and Cyber	Data Analytics and Visualisation	IT and Network Security	Data Protection and Recovery	Continue to be on top of new cyber threats and cyber security tools and solutions to future-proof your TAC
Marketing	Digital Creative Tools / AI-Assisted Content Creation	Event Management	Social Media Marketing (SMM)	Search Engine Optimisation/ Marketing (SEO/SEM)
Human Resource	Payroll	HRMS	Learning Management	Continue to explore Learning Experience Platform integrations uses algorithms and machine learning to recommend relevant and engaging content for each learner.
ERP and Standalone Solutions		Accounting Management	Procurement Management*	ESG Reporting*

(2) **(3)**

(1)

How to refer to the phases on the roadmap

- TACs who have <u>1-9 FTEs</u> will tabulate their total score from the corresponding <u>digital readiness Solutions questionnaire in section 1A.</u>

- Based on the total score in the questionnaire, TACs can refer to the suggested phases on the Solutions roadmap.

  For example, TACs who scored between '0-4' are recommended to begin from Phase 1.

  Refer to the bottom of each questionnaire for full score breakdown

How to interpret the categories on the Solutions roadmap

- Solutions on this roadmap are organised into categories that a small TAC can adopt to their various business functions.

- In each category, relevant digital solutions are laid out according to phases.

- TACs may consider these recommendations when digitalising their respective business functions.

(2)

(3)

How to interpret the suggested Solutions on the roadmap

- Solutions for each row are segmented under the 3 phases.

- In this example, the TAC is suggested to consider payroll solutions (if not already implemented) under phase 1 in the Human Resources category.

- HRMS and Learning Management are the next set of Solutions TACs can consider in the Human Resources category under phase 2.

How-to: Understanding how the addressable suggested Skills roadmaps are organised

Illustrative example: Skills roadmap for small TACs

1

	Phase 1 *Building Foundations*	Phase 2 *Enhancing Capabilities*	Phase 3 *Accelerating and Scaling*
Mindset	Agile Mindset / Design Thinking	Systems Thinking	Continue to foster a workplace culture where employees are encouraged to innovate and propose new digital initiatives
Productivity	Virtual Collaboration / Digital Literacy	Troubleshooting and Support	Create a culture of continuous learning by providing new learning resources, encourage self-directed learning etc.
Branding, Marketing and Service Excellence	Visual and Written Digital Communication / Internet and Social Media Marketing	Digital Experience	Brand Governance
Data Competency		Data Sourcing and Preparation & Data Protection	Data Analysis, Data Visualisation and Storytelling
Information Security		Cyber Awareness	Digital Risk Management

2

3

1

How to refer to the phases on the roadmap

- TACs who have <u>1-9 FTEs</u> will tabulate their total score from the corresponding <u>digital readiness Skills questionnaire in section 1B.</u>

- Based on the total score in the questionnaire, TACs can refer to the suggested phases on the Skills roadmap.

  For example, TACs who scored between '0-5' are recommended to begin from Phase 1.

  Refer to the bottom of each questionnaire for full score breakdown

3

How to interpret the suggested Skills on the roadmap

- The Skills for each row are segmented under the 3 phases.

- In this example, the TAC is suggested to consider data sourcing, preparation and data protection skills (if not introduced already) under phase 2 in the data competency category.

- Data analysis, data visualisation and storytelling are the next set of Skills TACs can consider in the data competency category under phase 3.

2

How to interpret the categories on the Skills roadmap

- Skills on this roadmap are organised into categories that a small TAC can undertake to digitally transform.

- In each category, relevant Skills are laid out according to phases.

- TACs may consider these Skills recommendations when upskilling their employees.

1A

Toolkit: Digital readiness Solutions questionnaire for TACs with 1-9 FTEs

Section 1A (Solutions)

Under 'Score', please indicate '1' if you agree with the statements below or '0' if you do not agree.

S/N	Solution	Score
Phase 1 – Building foundations		
1.	Our TAC has adopted digital creative tools that can produce sales and marketing collaterals.	
2.	Our TAC leverages generative AI technology to ideate, brainstorm and research for content, ideas etc..	
3.	Our TAC has a CRM system in place to record and document member and external stakeholder feedback and interactions data along various touchpoints.	
4.	Our TAC uses a document management platform(s) to store and manage documents in our daily business operations for ease of access.	
5.	Our TAC uses a collaboration platform(s) to facilitate remote communication internally and with third parties.	
	Phase 1 SUB-TOTAL	
Phase 2 – Enhancing capabilities		
6.	Our TAC uses a digital event management tool or system to plan, execute and report on digital or physical events run by our association.	
7.	Our TAC uses e-signatures in our operations to enable our company to legally and compliantly provide or receive a binding signature in a secure manner online.	
8.	Our TAC uses workflow automation tools in our daily business processes to shorten the time spent on manual or repetitive tasks.	
9.	Our TAC uses data analytics and data visualisation tools to draw insights from data, and uncover trends and patterns to make better business decisions.	
10.	Our TAC has a cyber security system in place to protect our internet-connected systems such as hardware, software and data from cyberthreats.	
11.	Our TAC has a payroll system to track employees' working hours, calculate pay and execute necessary financial transactions required of our payroll team.	
	Phase 2 SUB-TOTAL	
Phase 3 – Accelerating and scaling		
12.	Our TAC uses social media marketing (SMM) tools to manage, schedule, monitor and analyse data from our social media posts/ads for meaningful insights.	
13.	Our TAC leverages search engine optimisation/search engine marketing (SEO/SEM) to drive web traffic to our business.	
14.	Our TAC has a data protection system or tool to protect sensitive data from theft, loss, or misuse including backup, recovery and data restoration.	
15.	Our TAC has a learning management system or tool to track and record training for employees in my organisation.	
16.	Our TAC has an effective human resource management system or tool to store and track employee information and support various human resource functions, such as absences, benefits, recruiting etc..	
	Phase 3 SUB-TOTAL	
	GRAND TOTAL	

Please refer to the suggested Solutions roadmap for small TACs after tabulating your grand total in this section.

- TACs who scored between '0-4' are recommended to begin from Phase 1
- TACs who scored between '5-11' are recommended to begin from Phase 2
- TACs who scored between '12-16' are recommended to begin from Phase 2 or 3

1B

Digital readiness Skills questionnaire for TACs with 1-9 FTEs

Section 1B (Skills)

Under 'Score', please indicate '1' if you agree with the statements below or '0' if you do not agree.

S/N	Skills	Score
Phase 1 – Building foundations		
1.	Our TAC employees can navigate ambiguous situations, demonstrate adaptability with a collaborative mindset to achieve business objectives.	
2.	Our TAC employees adopt a user/customer-centric perspective to ideate, or problem solve.	
3.	Our TAC employees use online collaborative tools and applications to create a cohesive virtual working environment within the organisation.	
4.	Our TAC employees are trained and equipped with the skills to use workplace productivity tools and applications in our daily operations.	
5.	The relevant employees in our TAC have the right skills to craft digital communication collateral.	
6.	The relevant employees in our TAC understand how to use internet and social media platforms to promote our industry presence and sell our products or services.	
	Phase 1 SUB-TOTAL	
Phase 2 – Enhancing capabilities		
7.	My TAC employees can understand the interconnectivity between various systems implemented in our organisation to help them carry out their daily operations in a more efficient manner.	
8.	My TAC employees can perform basic troubleshooting measures and look for pointed support independently when they encounter issues with digital tools, systems or platforms that they are using.	
9.	The relevant employees in our TAC understand that meeting member and stakeholder needs and expectations with responsiveness and speed etc., is essential to an enhanced digital experience.	
10.	The relevant employees in our TAC are aware of data management tools and able to utilise them. They are compliant with appropriate data protection regulations and understand how data should be managed safely.	
11.	Our TAC employees are aware of the cyber threats and equipped with sufficient knowledge to better protect the business and data.	
	Phase 2 SUB-TOTAL	
Phase 3 – Accelerating and scaling		
12.	Our TAC employees understand the importance of maintaining our brand identity and are aware of the steps required to protect the brand identity of the organisation online (e.g. brand image, brand voice, differentiators etc.).	
13.	The relevant employees in our TAC use data analytics tools to draw insights from data, uncover trends and patterns and illustrate key data to communicate with various audiences.	
14.	The relevant employees in our TAC can monitor and assess cyber-threats as an essential part of business operations.	
	Phase 3 SUB-TOTAL	
	GRAND TOTAL	

Please refer to the suggested Skills roadmap for small TACs after tabulating your grand total in this section.
- TACs who scored between '0-5' are recommended to begin from Phase 1
- TACs who scored between '6-10' are recommended to begin from Phase 2
- TACs who scored between '11-14' are recommended to begin from Phase 2 or 3

2A

Digital readiness Solutions questionnaire for TACs with >10 FTEs

Section 2A (Solutions)

Under 'Score', please indicate '1' if you agree with the statements below or '0' if you do not agree.

S/N	Solutions	Score
Phase 1 – Building foundations		
1.	Our TAC has a CRM system in place to record and document member and external stakeholder feedback and interactions data along various touchpoints.	
2.	Our TAC uses a document management platform(s) to store and manage documents in our daily business operations for ease of access.	
3.	Our TAC uses a collaboration platform(s) to facilitate remote communication internally and with third parties.	
4.	Our TAC uses data analytics and data visualisation tools to draw insights from data, and uncover trends and patterns to make better business decisions.	
5.	Our TAC has adopted digital creative tools that can produce sales and marketing collaterals.	
6.	Our TAC leverages generative AI technology to ideate, brainstorm and research for content, ideas etc..	
7.	Our TAC has a payroll system to track employees' working hours, calculate pay and distribute payments etc..	
	Phase 1 SUB-TOTAL	
Phase 2 – Enhancing capabilities		
8.	Our TAC has a sales management system in place to store member information, manage contacts, track sales deals.	
9.	Our TAC uses E-signatures in our operations to enable our company to legally and compliantly give or receive a binding signature in a secure manner.	
10.	Our TAC uses workflow automation tools in our daily business processes to shorten the time spent on manual or repetitive tasks.	
11.	Our TAC has a cyber security system in place to protect our internet-connected systems such as hardware, software and data from cyber threats.	
12.	Our TAC has a data protection system or tool to protect sensitive data from theft, loss, or misuse including backup, recovery and data restoration.	
13.	Our TAC uses a digital event management tool or system to plan, execute and report on digital or physical events run by our business.	
14.	Our TAC has an effective human resource management system or tool to store and track employee information and support various human resource functions, such as absences, benefits, recruiting etc..	
15.	Our TAC has a learning management system or tool to track and record training for employees in my organisation.	
16.	Our TAC has an effective accounting management system or module in place to track and monitor financial transactions in the business.	
	Phase 2 SUB-TOTAL	
Phase 3 – Accelerating and scaling		
17.	Our TAC uses social media marketing (SMM) tools to manage, schedule, monitor and analyse data from our social media posts/ads for meaningful insights.	
18.	Our TAC leverages search engine optimisation/search engine marketing (SEO/SEM) to drive web traffic to our business.	
	Phase 3 SUB-TOTAL	
	GRAND TOTAL	

Please refer to the suggested Solutions roadmap for medium/large TACs after tabulating your grand total in this section.

TACs who scored between '0-6' are recommended to begin from Phase 1
TACs who scored between '7-13' are recommended to begin from Phase 2
TACs who scored between '14-18' are recommended to begin from Phase 2 or 3

2B

Digital readiness Skills questionnaire for TACs with >10 FTEs

Section 2B (Skills)

Under 'Score', please indicate '1' if you agree with the statements below or '0' if you do not agree.

S/N	Skills	Score
Phase 1 – Building foundations		
1.	Our TAC employees can navigate ambiguous situations, demonstrate adaptability with a collaborative mindset to achieve business objectives.	
2.	Our TAC employees adopt a user/customer-centric perspective to ideate, or problem solve.	
3.	Our TAC employees use online collaborative tools and applications to create a cohesive virtual working environment in our TAC.	
4.	Our TAC employees use workplace productivity tools and applications in our daily operations.	
5.	The relevant employees in our TAC have the right skills to develop digital communication collateral.	
6.	The relevant employees in our TAC understand how to use the internet and social media platforms to promote our brand and sell our product or service.	
7.	Our TAC employees are aware of the cyber threats to better protect the business and data.	
	Phase 1 SUB-TOTAL	
Phase 2 – Enhancing capabilities		
8	Our TAC employees can understand the interconnectivity between various systems implemented in our company to make more informed decisions.	
9	Our TAC employees can perform basic troubleshooting measures and look for pointed support independently when they encounter issues with digital tools, systems or platforms they are using.	
10	The relevant employees in our TAC understand that meeting member and stakeholder needs and expectations with responsiveness and speed etc., is essential to an enhanced digital experience.	
11	The relevant employees in our TAC can monitor and assess cyber-threats as an essential part of business operations.	
12	The relevant employees in our TAC are aware of data management tools and able to utilise them. My TAC employees are also compliant with appropriate data protection regulations and understand how data should be managed safely.	
	Phase 2 SUB-TOTAL	
Phase 3 – Accelerating and scaling		
13	Our TAC employees understand and can protect the brand identity of the organisation online (e.g. brand image, brand voice, differentiators etc.).	
14	The relevant employees in our TAC use data analytics tools to draw insights from data, uncover trends and patterns and illustrate key data to communicate with various audiences.	
	Phase 3 SUB-TOTAL	
	GRAND TOTAL	

Please refer to the suggested Skills roadmap for medium/large TACs after tabulating your grand total in this section.

- TACs who scored between '0-5' are recommended to begin from Phase 1
- TACs who scored between '6-10' are recommended to begin from Phase 2
- TACs who scored between '11-14' are recommended to begin from Phase 2 or 3

2.3 Additional Tools

For more advanced TACs, consider doing more in-depth reviews and seek bolder transformation, using these tools:

Strategic Business Model Canvas (SBMC)

TACs may leverage the Strategic Business Model Canvas to understand their existing business model and realise new business models by asking key questions on their current and future state aspirations.
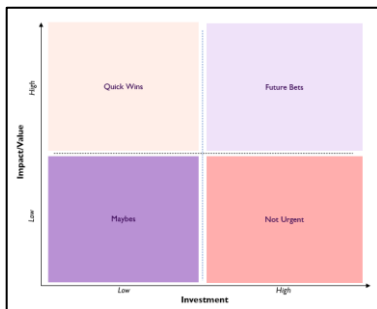
Prioritisation Matrix

The Solutions/Skills Prioritisation Matrix is a tool for TACs to review and prioritise their Solutions/Skills based on value/impact against level of investment.

Cost Benefit Analysis (CBA)

The Cost Benefit Analysis tool enables TACs to better understand the viability and benefits of implementing a solution(s) to an identified area of priority for a particular technology or skill initiative.
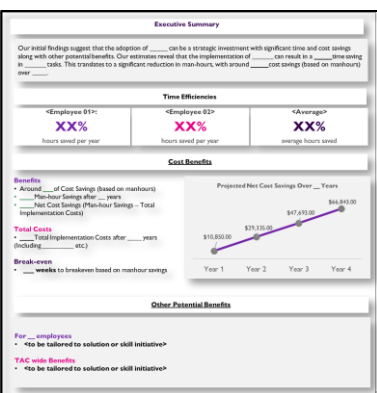
Return of Digital Initiative (RODI) Reporting

RODI reporting template allows TACs to summarise the financial/non-financial benefits, costs etc. to more clearly communicate to their board or committee on their business case for implementing new technology solutions or skill initiatives.

Refer to Appendix B for more details

TAC playbook additional tools
Strategic Business Model Canvas (SBMC)

Strategic Business Model Canvas (Illustrative Example)

Leadership	Operations	People & Change	Customers
Value Proposition *Current State:* E.g. What problems are we helping our clients to solve at the moment? *Future State:* E.g. What problems do we want to help our clients to solve in the future? *Pain Points:* E.g. What are our existing pain points that are preventing us to solve newer challenges?	**Key Activities** *Current State:* E.g. What are the key activities my business undertakes to fulfil our current value proposition? i.e. key business processes, use of data, current cyber security measures etc. *Future State:* E.g. What are the new business activities we want to embark in the future based on new business challenges and solutions? *Pain Points:* E.g. What are potential business, technological and human resource challenges that prevent us from undergoing new business activities?	**Employees** *Current State:* E.g. How involved/engaged are our employees towards our digital transformation goals? (if any) *Future State:* E.g. How should we ensure that our employees continue to be involved in the longer term? *Pain Points:* E.g. What are some challenges that employees may potentially face when your business undergo digital transformation?	**Channels** *Current State:* E.g. What current channels are we using to reach out to customers for our business? i.e. how do we raise awareness, where do our customers purchase etc. *Future State:* E.g. What are the new channels that we would like to tap on to reach out to wider group of customers in the future? *Pain Points:* E.g. What are the potential technological or business challenges that will prevent us from adopting/exploring new customer channels?
Leadership *Current State:* E.g. How aligned is the leadership with our current value proposition? *Future State:* E.g. How should leadership look like in the longer term? *Pain Points:* E.g. What are our existing pain points that leadership may potentially face in the future?	**Key Resources** *Current State:* E.g. What are the key resources required to create value for our business? i.e. upskilling of employees, adopting new solutions to improve business processes etc. *Future State:* E.g. What are the new resources (e.g. people, solutions etc.) that we want to adopt in the future based on new business activities., business models etc *Pain Points:* E.g. What are the potential technological or business challenges that prevent us from adopting new key resources?		**Customer Relationship** *Current State:* E.g. How do we manage relationships with our current customers? i.e. receiving continuous feedbacks from customers *Future State:* E.g. How can we continue to enhance and create new relationship with our existing and new customers in the future? *Pain Points:* E.g. What are some challenges will we face in forming new customer relationships in the future?
Key Partners *Current State:* E.g. Who are our current strategic partners? *Future State:* E.g. Who are new strategic partners we want to work with in the future? *Pain points:* E.g. What obstacles will we face in forming new partnerships in the future?			**Customer Segments** *Current State:* E.g. Who are our current segments of customers? *Future State?* E.g. What are the new segments of customers we want to reach out to based on new business activities in the future? *Pain Points:* E.g. What challenges will we potentially face in reaching out to new profiles of customers in the future?

Financial Considerations / Implications

Cost Structure	Revenue Stream
Cost Structure *Current State:* E.g. What are the most important costs inherent in our current business model? Which key activities and resources are contributing to the most costs? i.e. considerations to include Fixed cost, Variable cost or Operating Expenses *Future State:* E.g. What costs can be further optimised? What are the new potential costs in the future based on new business activities? *Pain Points:* E.g. What challenges will we face when optimising our cost structure in long term?	**Revenue Stream** *Current State:* E.g. What are our key revenue streams? i.e. considerations to include how much does each revenue stream contribute to overall revenue *Future State:* E.g. What are the new revenue streams we can attain in the future based on new business solutions? *Pain Points:* E.g. What obstacles will we face in getting new revenue streams in the future?

What is the Strategic Business Model Canvas?
The Strategic Business Model Canvas helps TACs understand their existing business model and realise new business models in accordance with the strategy levers in the 3S Digital Transformation Framework.

Through guided prompts on the SBMC, TACs can better understand their current state in relation to the expressed future state of their business in several key areas.

How to use the Strategic Business Model Canvas?
In each section and segment of the tool, TACs are encouraged to think about each business dimension based on the following prompts:

- Current State: Questions that can help TACs to understand the initial fundamental starting point for relevant areas in their organisation.
- Future State: Questions that can help TACs to identify what they would like to achieve in the key business area(s) when they embark on their digital transformation journey.
- Pain Points: Questions that can help TACs to understand the potential challenges that could hinder them to achieve their objective(s) in the respective key business areas(s).

Refer to [Annex B](#) for more details

TAC playbook additional tools
Prioritisation Matrix

Prioritisation Matrix (Illustrative Example)
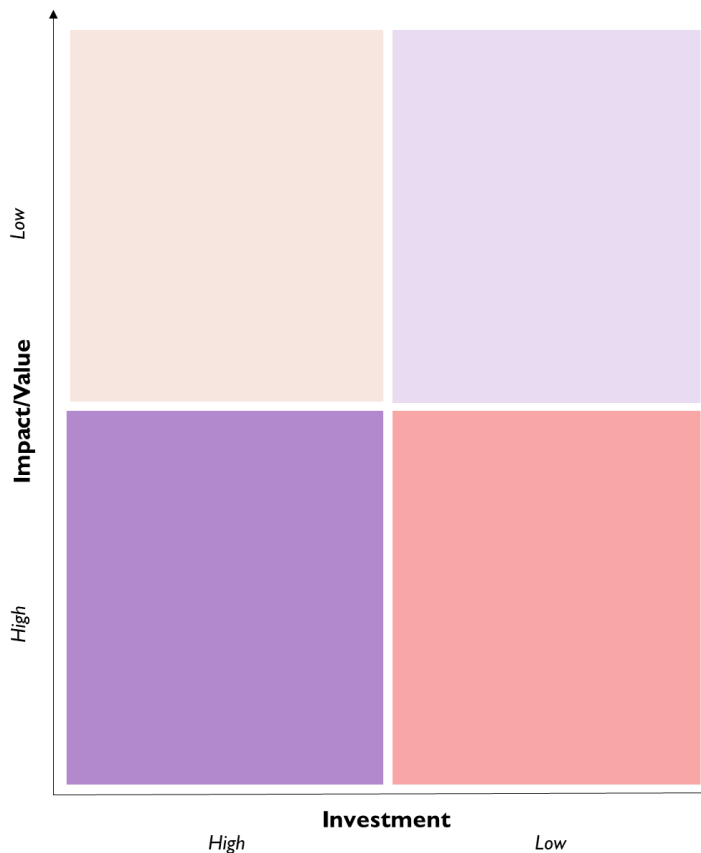
What is a Prioritisation Matrix?
The Solutions/Skills Prioritisation Matrix is a tool for TACs to review and prioritise the technology solutions and/or skills initiatives based on the level of investment required over its impact or value.

The general rule of thumb: Solutions or Skills initiatives that require the least effort and have the highest impact/importance should be prioritised for TACs.

When to use the Prioritisation Matrix?
After identifying several key areas of desired improvement, TACs can proceed to map several Solutions or Skills initiatives against several criteria and have further discussions internally to validate them. While solutions or skills initiatives that fall under 'Quick Wins' should be prioritised, TACs are also encouraged to think about the other 3 quadrants for longer term planning and evolving business environments.

Refer to Annex B for more details

TAC playbook additional tools
Cost-Benefit Analysis

Cost-Benefit Analysis (Illustrative Example)

Case Example: *Thai Papa* (Hypothetical)

Example Scenario: *Thai Papa* is a company working in the food and beverage service sector. As its workforce is expanding, *Thai Papa* has identified that deploying a Human Resource Management System (HRMS) can streamline its HR processes, enhance employee management and increase operational efficiency. They would like to apply for a PSG grant to fund the implementation of a new HRMS

Exhibit A: Cost-Benefit Analysis for one solution ①

Values used in the worked example is for illustrative purposes only

HappyHR	Year 1	Year 2	Year 3	Year 4	Total
Projected Implementation Costs (SGD)					
Initial starting-out fees	2,000	-	-	-	2,000
HRMS subscription fee	8,000	8,800	9,660	10,648	37,108
Software upgrade and support fee[1]	2,400	2,640	2,904	3,194	11,138
Training costs[2]	500	-	500	-	1,000
Total Costs ($)	12,900	11,440	13,064	13,842	**51,246**
Projected Cost Savings (Based on Manhours)					
HR Manager: 2 Man-hours Saved per day[3,4]	12,500	15,750	16,538	17,364	62,152
HR admin: 3 Man-hours saved per day[3,4]	11,250	14,175	14,884	15,628	55,937
Total Benefits ($)	23,750	29,925	31,422	32,992	**118,089**
Benefit-cost Ratio (Total Benefits/Total Cost)	~2.3				

Cost Assumptions:
- Software Upgrade and maintenance costs is estimated to be 10% of subscription costs and will increase by 10% every year [1]
- Two training courses provided by vendor once every 2 years, quoted as a lumpsum cost [2]
- The implementation of the solution takes 2 months to complete[3]

Benefits Assumptions:
- Cost savings are calculated based on per hour salary of employees (e.g. In Year 1, HR Manager $5000/month; HR Administrator $3000/month) [4]
- Assuming 5% salary increase per financial year for HR manager and HR Admin

What is Cost-Benefit Analysis?
Cost-Benefit Analysis is a useful tool to help TACs evaluate and prioritise digital transformation initiatives through identifying potential revenue and costs generated from each potential adoption of a new technology or skill program.

TACs may select the solution that offers the highest benefit-cost ratio, after considering the positive and negative financial implications on their business. Generally, it is recommended that projects with a benefit-cost ratio of at least 1 is worth undertaking.

When to use Cost-Benefit Analysis?
Cost-Benefit Analysis can be used when decision-makers are required to evaluate digital solutions for the business. This is especially helpful when the business is required to prioritise projects while being restricted by limited resources.

By quantifying the costs and benefits involved, decision-makers can systematically assess and compare the economic viability and overall impact of the projects.

Example: Types of costs
- **Direct Costs**: Raw materials, inventory, subscription fees, training materials etc.
- **Indirect Costs**: Rent, utilities, electricity etc.
- **Intangible costs:** Time put aside for training, negative brand reputation, customer dissatisfaction etc.
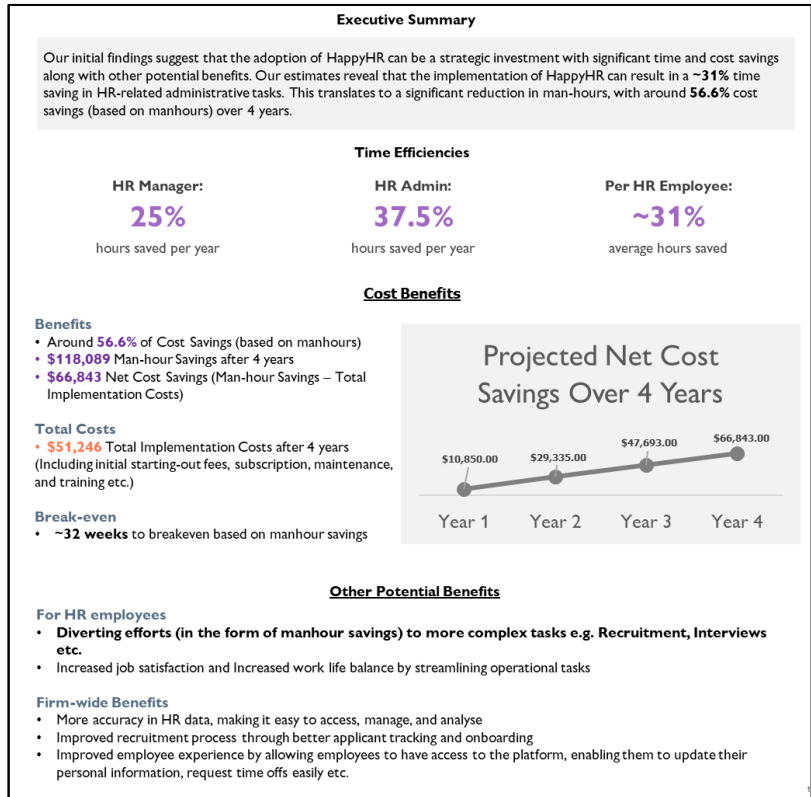
Example: Types of benefits
- **Direct Benefits:** Manhours saved, revenues and sales
- **Indirect Benefits:** Customer satisfaction, employee safety and morale etc.

Refer to Annex B for more details

TAC playbook additional tools
Return of Digital Initiative (RODI) for Management Reporting

RODI Reporting (Illustrative Example)

Executive Summary

Our initial findings suggest that the adoption of HappyHR can be a strategic investment with significant time and cost savings along with other potential benefits. Our estimates reveal that the implementation of HappyHR can result in a **~31%** time saving in HR-related administrative tasks. This translates to a significant reduction in man-hours, with around **56.6%** cost savings (based on manhours) over 4 years.

Time Efficiencies

HR Manager:	HR Admin:	Per HR Employee:
25%	**37.5%**	**~31%**
hours saved per year	hours saved per year	average hours saved

Cost Benefits

Benefits
- Around **56.6%** of Cost Savings (based on manhours)
- **$118,089** Man-hour Savings after 4 years
- **$66,843** Net Cost Savings (Man-hour Savings – Total Implementation Costs)

Total Costs
- **$51,246** Total Implementation Costs after 4 years (Including initial starting-out fees, subscription, maintenance, and training etc.)

Break-even
- **~32 weeks** to breakeven based on manhour savings

Projected Net Cost Savings Over 4 Years

	Year 1	Year 2	Year 3	Year 4
	$10,850.00	$29,335.00	$47,693.00	$66,843.00

Other Potential Benefits

For HR employees
- **Diverting efforts (in the form of manhour savings) to more complex tasks e.g. Recruitment, Interviews etc.**
- Increased job satisfaction and Increased work life balance by streamlining operational tasks

Firm-wide Benefits
- More accuracy in HR data, making it easy to access, manage, and analyse
- Improved recruitment process through better applicant tracking and onboarding
- Improved employee experience by allowing employees to have access to the platform, enabling them to update their personal information, request time offs easily etc.

What is RODI Reporting?
RODI reporting is important when translating a CBA into a valid business case to apprise the senior management or TAC leadership committee.

For many TACs, this tool may be helpful to present the most relevant information in a concise one-page format to gain management buy-in for the adoption of new tools, technology or skills-based initiatives.

How to use the RODI Reporting tool effectively?

- The RODI report can start with an executive summary, highlighting the most important quantitative benefits (Time/Cost savings and benefits) and qualitative benefits of the chosen digital initiative after CBA analysis.

- Report the key time efficiency gains of the digital initiative for relevant employees (or teams) based on time savings for example.

- Summarise the financial benefits, costs, and percentage of cost savings or return. Consider using simple data visualisation (e.g., line chart to create additional impact).

- Outline the other potential qualitative benefits based on consultation with relevant teams or vendors, if relevant.

Refer to for more details

Additional support resources mapped to your TAC digital transformation needs

Questions	List of other available resources
Where do I find suitable grants for my TAC needs	• **Singapore Business Federation SBF Digi-TAC Programme** – Understand more about the Digitalisation of TACs (Digi-TAC) Programme and get matched with a list of pre-approved solutions and training courses. • **Local Enterprise and Association Development (LEAD) Programme** - For trade associations and chambers that aim to drive capability development and internationalisation projects. Support developmental areas to transform industries, upgrade capabilities, and facilitate internationalisation or regionalisation.
Where do I find suitable workforce training programs for my TAC employees?	• **The TAC Leadership Accelerator Programme TLAP** – TACs can attract, recruit, and develop outstanding mid-career professionals with relevant working experience for TAC leadership • **TAC Fellowship Programme (TFP)** – Upskill TAC secretariat leaders and groom promising senior secretariat staff to build up the pipeline of next generation of leaders for TACs • **Enterprise Credit (SFEC)** – Explore funding of Workforce Transformation, including job redesign initiatives, and curated training programmes by SkillsFuture Singapore and Workforce Singapore • **Career Conversion Programs by WSG** – Explore training programmes under WSG which help businesses to reskill workers and develop new capabilities to take on jobs in growth areas or redesigned job roles • **SGTech Star Fund (Approved Programs)** – Explore training and reskilling programmes under SGTech to harness new digital capabilities and/or deepen current skills • **TechTalent.sg** – Explore a diverse range of available programmes from skill development initiatives to specialised training, discover opportunities tailored to enhance your professional growth • **PSG-JR** – Explore job redesign and workforce productivity solutions with WSG
Where can I find other plans or guides relevant to my industry members?	• **Ministry of Trade and Industry Transformation Maps (ITM)** – Access to strategic guidance and roadmaps developed for 23 industries to address issues within each industry's ecosystem • **IMDA Industry Digital Plans (IDP)** – Access to step-by-step guide for sector-specific digital solutions and training programmes based on the ITM strategic recommendations • **(Jobs Transformation Maps) JTM** – TACs can tap on the JTMs to identify opportunities to transform jobs and skills to bolster growth and value creation

Courses to enhance individual skillsets*

1. Digi-TAC pre-approved training courses

Pre-approved training courses	Examples types of courses
Digi-TAC pre-approved courses	Accounting Management
	Customer Relationship Management
	Cybersecurity
	Data Analytics
	Data Protection
	Digital Marketing
	Enterprise Resource Planning (ERP)
	Environment, Social and Governance
	Event Management
	Human Resource
	Knowledge and Document Management
	Payroll Management
	Training Management
	Digital Transformation

2. Non-exhaustive examples of other external course providers

Other external course providers	Examples types of courses
NTUC LearningHub	Data Analysis, Digital Marketing, Social Media Management, etc.
Coursera	Business Analytics, Data Foundations, Growth Mindset, etc.
Udemy	Data Literacy, Customer Service, Brand Management, etc.
LinkedIn	Productivity with AI Tools, Data Skills, Brand Leadership, etc.

Singapore Citizens who take courses offered by Udemy Business, Coursera or NTUC LearningHub may use their SkillsFuture Credit for certain courses and submit their claims directly to SSG for reimbursement upon completion.

*Disclaimer: The information provided in this document is accurate and valid as of February 2024. For the most recent updates or changes, users are encouraged to visit individual course websites.

2.4 Digital Transformation best practices

Many of the identified internal and external factors closely interact with each other; forming a complex web of challenges that inhibits organisational growth. Some best practices, tips and ideas to share in your organisations are contained in this section.

STRATEGY

Define clear goals, objectives and outcomes for your digital transformation strategy

Evaluate current capabilities within and identify existing gaps between the current and desired state of digital transformation

Identify any existing gaps between the current state and desired digital maturity of your TAC

Buy-in needed for Digital Transformation

Identify and set key milestones for timely review of initiatives to ensure that it aligns with the wider mission and goals of your TAC

Translate identified gaps into digital transformation initiatives that your TAC can undertake to improve digital maturity

Project management required

SOLUTIONS

Identify digital solutions that can enable your TAC to achieve strategic milestones (e.g., increase overall work productivity, enhance service excellence to member businesses)

Develop a robust project management plan to monitor and drive the implementation process. This ensures that stakeholders are aligned and project outcomes are achieved

Post implementation, TACs should develop a maintenance plan to ensure that the implemented solutions remain functional, updated and optimised to the business functions.

Change management required

SKILLS

Provide upskilling opportunities for general skills, knowledge and functional skills required to support the overall digital transformation of your TAC

Identify relevant secretariat members to upskill and champion for digital growth within the organisation

Foster a digital culture within the TAC by promoting innovation, enabling collaborations and encouraging iterative learning (e.g., gamifying upskilling initiatives to motivate learning)

Digital transformation for TACs

Before diving into the details of digital transformation, it is important to understand the differences in degrees of digital adoption.
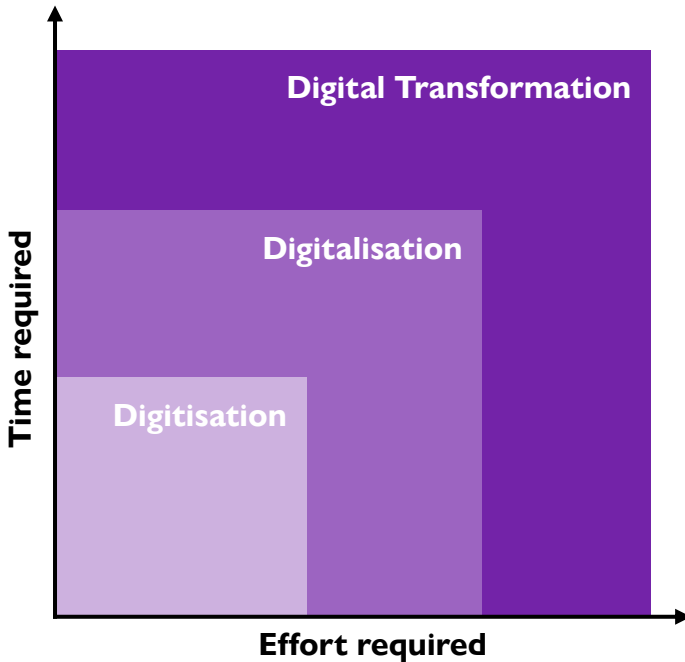
Digitisation
Converting non-digital data (e.g. text, images) into digital format
e.g. Archiving records in Microsoft Excel, using OCR to convert text in scanned documents and images to save on a hard drive

Digitalisation
Leveraging on digital technologies to enhance specific business operations and functions
e.g. Implementing digital payment methods and POS system

Digital Transformation

What is digital transformation?
A holistic transformation process that leverages technology enablement (digitisation and digitalisation) to help organisations unearth new ways of solving problems, enhance employees and customer experiences, and enhance overall business performance.

Beyond technological considerations, digital transformation requires TACs to simultaneously consider the following aspects below:

STRATEGY

A detailed digital transformation strategy is necessary to help TACs frame their initiatives. This ensures that a TAC's digital transformation needs align with their vision, mission, industry goals and expectations.

SOLUTIONS

With alignment to the formulated digital transformation strategy, TACs can identify and invest in digital solutions that can help them achieve their strategic goals. This may include adopting solutions to digitalise internal work processes, elevate business functions and enhance their industry-capabilities.

SKILLS

The successful use of digital solutions relies on the skills and capabilities of the workforce in the TAC. Hence, it is crucial for TACs to understand the skills, knowledge and functional skills required to support the operationalisation of the digital transformation strategy.

Importance of digital transformation for TACs

The pace of digital adoption, transformation and delivery in recent years has accelerated and progressed exponentially. Globally, business leaders are investing in technology to better weather business risks and are innovating to stay ahead of competitors[1]. In the Asia Pacific region, 79% of organisations are committing their investment focus over the next three years to further digitalise their processes to create differentiated value proposition to their customers and other business stakeholders[2].

Why is digital transformation important for TACs?

1. Increase revenue and operational outputs

Adopting the right digital solution enables businesses to offer differentiated value proposition and service offerings to customers, suppliers and employees. For example, one in three companies across the APAC region have been predicted to generate more than 30% of their revenues from digital products and services by 2023[2].

In Singapore, digital adoption has also observed a statistically significant impact on organisations' value-creation and overall productivity, by 25% and 16% respectively[7]. Organisations who adopted digital solutions see a significant increase in their profit, work productivity across their employee workforce. Similarly, in TACs where workforce and resources are likely to be leaner, technology-enablement serves as a reliable aid to help TACs achieve their respective goals and operational work (e.g. membership management, events management, internal workflows etc.) in the most efficient manner.

2. Enhance engagement and outreach to members and stakeholders

Adopting digital solutions can allow TACs to enhance their engagement with member businesses. This is a crucial benefit in the context of Singapore, where survey has shown that 76% of customers value consistent interactions through digital channels[5]. Research has shown that 66% of consumers claim that they will stop supporting brands that do not personalise their digital experience, while revealing that consumers are willing to spend an average of 21% more when brands do personalise their digital experiences[6].

Through leveraging digital customer engagement tools, TACs can tailor engagement materials (e.g. emails, social media, messaging etc.) to various member profiles, increasing member satisfaction across various interaction touchpoints. This ultimately helps TACs increase membership retention rates while simultaneously creating more value to members and the wider industry. Additionally, TACs can also leverage digital solutions to enhance their marketing approach by implementing referral or early bird incentives (e.g. for events, workshops etc.) This can increase market outreach through word-of-mouth marketing.

3. Enable informed decision-making

More fundamentally, TACs can leverage digital solutions to create more centralised platforms for the gathering of a diverse range of data across all business functions and processes. This enables TACs to accurately perform necessary analyses to identify gaps and areas of improvement in operations.

Digitally-mature organisations globally are more likely to leverage technology and data to manage risk and improve decision making; using on average a greater number of technologies – 4.6 versus 2.5 overall[1]. When exploring new opportunities and considering new digital transformation initiatives, it is important for TACs to have the right digital solutions in place to store, secure and analyse data. This allows TAC leaders to make data-driven decisions, reducing any costly implementation risks.

Conclusion

It is evident that adopting the right digital solutions and technologies drive great value to TACs in Singapore. As TACs mature digitally, it is also important to continually review and identify ways to uplift the digital capabilities of the organisation to better connect and work with member businesses and the wider industry ecosystem.

Sources: [1]*PwC Global Risk Survey, 2023;* [2]*PwC Asia Pacific Time, 2022;* [3]*IMDA's Digital Economy Report, 2023;* [4]*Economic Survey of Singapore First Quarter, 2019;* [5]*Salesforce Asia Blog, 2020;* [6]*Twilio – The State of Customer Engagement Report, 2023,* [7]*MTI, 2019*

Digital transformation for key TAC organisational capabilities

Participating TACs identified a similar set of organisational capabilities that they would prioritise transforming over the next 2 to 3 years. The identified capabilities are **events management, membership engagement** and **back-end finance automation.**

1. Events management

- **Increase operational productivity by leveraging digital platforms** to streamline the event planning process. This reduces TAC's reliance on physical or disparate documentation processes, which in turn enhances the accuracy and quality of information captured.

- **Enables ease of payment for attendees through e-payment** features that are in-built or integrated with events management solutions.

- **Enhances communication** with event attendees, sponsors and partners through automating the drafting and sending of personalised email reminders, notifications and other engagements materials.

- By adopting the right digital platforms, TACs can **gather valuable data to track event performance and make informed decisions** to improve future events.

2. Membership engagement

For a TAC case study example on Membership Engagement, please refer to page 17 and 30 in the full version of the TAC playbook

- **Increase operational efficiency by automating** outreach campaigns (e.g. sending of emails, EDMs etc.) via multi-channel outreach capabilities.

- **Enhance TAC's insights of members' interests and needs** based on historical data, and leveraging predictive analytics capabilities of digital membership engagement platforms.

- **Increases member satisfaction and retention through tailoring outreach and engagements with members** based on their specific needs and interests.

- **Enables value-added service to members** by enabling sharing of interactive content, webinars, forums etc. based on members' interests and needs. This **fosters a strong sense of community and collaboration**, increasing overall member satisfaction.

- **Drive membership growth** by enabling mass outreach to potential members, providing ease of access to registration links and other relevant information.

3. Back-end finance automation

- **Improves data quality and integrity** by reducing human errors in manual data entry, increasing productivity in finance workflows.

- Provides trackable audit trails that **enables transparent workflows,** real-time error monitoring and efficient rectification.

- **Streamlines finance-related operational processes** and reporting, reducing effort for manual data gathering and visualisation.

Project management considerations and practices to drive successful digital transformation in TACs

What is project management?

Project management is the process of coordinating a team and its resources to successfully execute a specific task from start to finish.

Why is project management essential for digital transformation?

- Project management principles and methodologies can help TACs operationalise their digital transformation initiatives and navigate the complexities of the wider digital transformation journey.
- Good project management skills will allow TACs' digital transformation managers to manage multiple moving pieces in their projects in an accurate and efficient manner.
- Project management will allow TACs to execute transformation projects efficiently from scoping, scheduling, resourcing, budgeting, skills management, development, testing and down to change management.

Benefits of strong project management to achieve digital transformation objectives

- Ensure goals, milestones, timelines are met
- Ensure that project risks are well managed
- Ensure that project is delivered in an efficient manner
- Better communication and collaboration among multiple teams and departments through consistent ways of working and communication tools
- Optimise resource control and allocation (e.g. better task allocation - matching people with the right skills and expertise to the right tasks, controlling project budget etc.)

5 typical stages in project management

Initiation
Understanding project's scope

Planning
Laying down structured plans to manage resources, cost, time, risk, and communication

Monitoring and controlling
Attending to change requests come from both customers and stakeholders

Execution
Task allocation to team members

Project closing
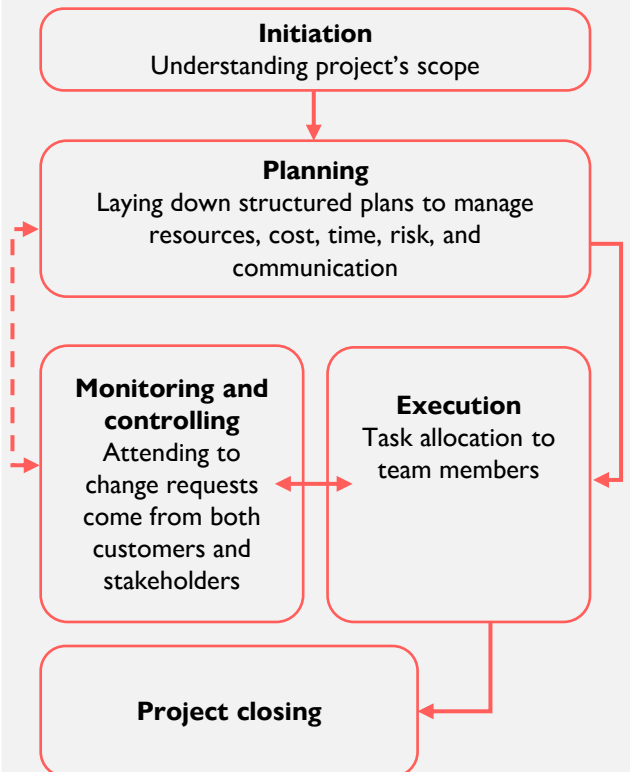
Example project management principles and methodologies

Waterfall

- The Waterfall methodology is a linear process in which project tasks are organised in a sequential order. In Waterfall, the project is divided into distinct phases, and each phase must be completed before moving onto the next one.

- Here is an illustration of the typical Waterfall implementation process:

Plan → Requirements gathering → Design → Build → Test → Deploy
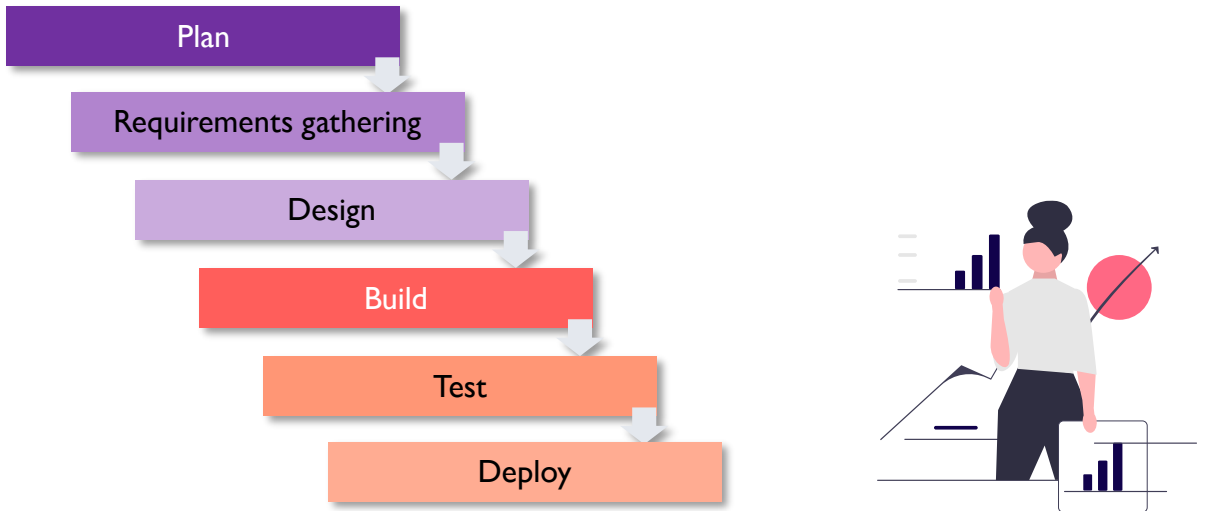
Agile

- Agile methodology is a project management methodology that works on small sprints (a time period, usually 2 weeks). By having demonstrations of the prototype or developed features at the end of each sprint, Agile promotes quick results through the incorporation of short feedback loops.

- Here is an illustration of the typical Agile implementation process:

Plan → Analyse → Design → Build → Test → Deploy
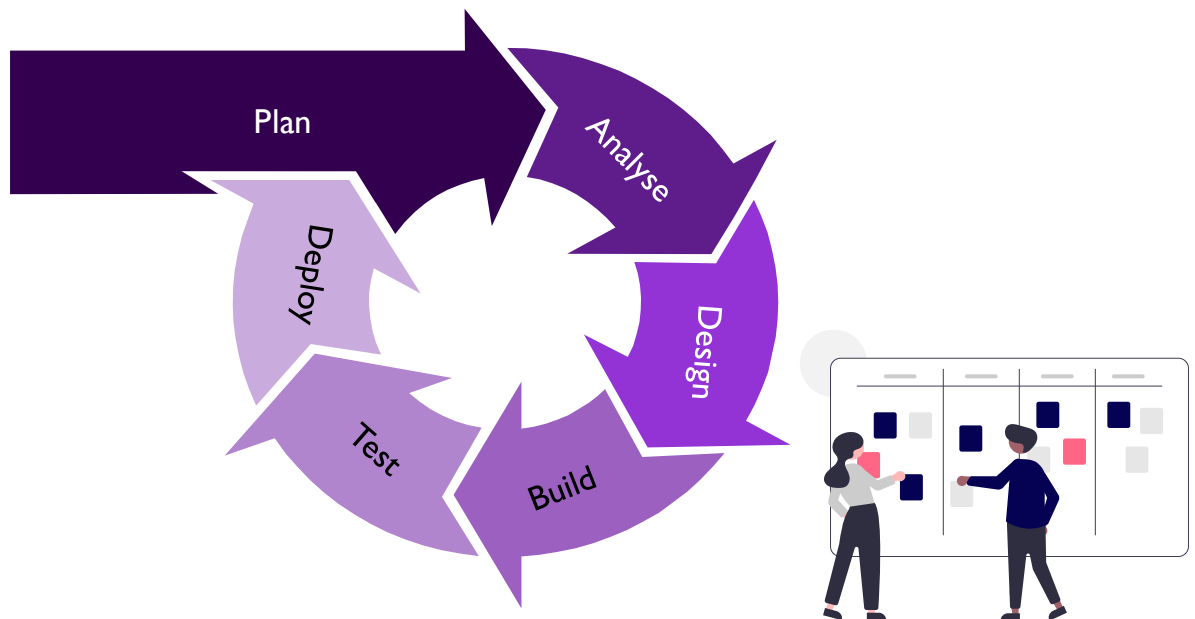
Typical requirements and activities in project management

Before selecting any project management methodology, it is important for TACs to understand phases of a project and its general details. In a typical scenario, TACs will usually work with a vendor to implement technology solutions.

Phase	Typical requirements and activities
Plan	• Determine the area(s) that the TAC has identified for digital transformation, such as HR or Finance. • Define project scope, including specific aspects of digital transformation such as software upgrades, infrastructure changes, and employee training etc. • Identify potential risks and develop a risk management plan.
Requirements gathering	• Allocate a project manager. • Project manager to define and gather requirements from internal TAC stakeholders and external solution or training vendors • Interviews and workshops can be conducted with internal stakeholders to understand their needs and expectations. • Document requirements for the project including functionality, user experience, and integration needs (e.g. in a Product Requirements Document etc.). This serves as a guide for subsequent developments of the project.
Design	• Begin by brainstorming possible solutions. • Develop a high-level architecture and design that outlines the systems and components involved in the digital transformation project. • Identify the necessary hardware, software, and infrastructure requirements. • Work with external vendor to develop or refine wireframes, prototypes, or mock-ups to create the user interface and user experience. • Review, refine and request for approval from stakeholders including upper management.
Build	• Develop and integrate the required software applications and systems. • Conduct functional tests to ensure the functionality and performance of the digital transformation solution. • Collaborate with stakeholders to gather prompt feedback and make necessary adjustments along the development process. • Work closely with solution vendor, project manager and stakeholders to ensure the project remains on track (e.g. product is developed in accordance with requirements)

Phase	Typical requirements and activities
Test	• Perform comprehensive testing to validate the functionality, usability, and security of the digital transformation solution. • Conduct User Acceptance Testing (UAT) to ensure that the solution meets the requirements and expectations of the targeted end users. • Address any identified issues or bugs and retest the solution with the solution provider. • Obtain sign-off from stakeholders to proceed to deployment.
Deploy	• Develop a deployment plan that includes data migration, system integration, and user training. • Coordinate with stakeholders to ensure a smooth transition from the existing systems to the new digital solution. • Monitor the deployment process and address any issues that arise. For Agile: Once the first sprint* is completed, the stages (planning to deployment) are repeated for subsequent sprints. This allows for an iterative approach to the adoption of the digital solution, allowing for greater flexibility, ability, and continuous improvement. This is especially important for projects with changing requirements. ***Sprint** – In Agile project management methodology, a sprint is a time-boxed iteration of work, where teams collaborate to complete a series of prioritised tasks in the backlog.*

Case example: Implementation of membership management software and the need for strong project management

Implementation of a Glue Up – Membership management software by Association of Process Industry (ASPRI)

Challenge: Choosing the appropriate CRM platform that aligns with ASPRI's unique needs posed a significant challenge due to the lack of ability to customise the system features. Another challenge identified was the lack of receptiveness to the platform and the lack of digital knowledge by staff members.

Approach: During the implementation process, ASPRI worked closely with the implementation team and developed a staff training program for the platform. ASPRI also constantly engaged members on their migration to Glue Up, conducted training sessions for companies and made event signups mandatory on the platform.

Impact: ASPRI managed memberships, contracts, events and circulars on a centralised platform. The new platform also improved data capture, knowledge retention and information sharing within ASPRI and streamlined on-site event registration.

Lessons learnt: As ASPRI has a lean secretariat team, more financial support to hire a IT lead or consultant would have been helpful for ASPRI to see through the project more effectively.

Change management practices to garner stakeholder support

What is Change management?

Change management is a systematic approach to managing and implementing changes within an organisation. It involves planning, communicating, and supporting individuals and teams through the transformation process. Change management is necessary when transformational changes are larger in scale and involve major shifts in an organisation's mission, strategy, structure performance, and processes.[1]

Why do we need to learn about Change management?

- Change management is essential because it helps TACs effectively navigate and adapt to the constant changes in the business environment.
- Learning about change management enables TACs to understand the impact of change, anticipate challenges, and develop strategies to mitigate resistance and ensure successful implementation of transformation initiatives.
- By learning about change management, TAC employees can acquire the skills and knowledge needed to lead and support change initiatives, fostering a culture of continuous improvement and innovation within the organisation.

Hence, it is important for digital leaders and transformation project teams in TACs to learn how to gain stakeholder support and approval from members, secretariat and executive committee to drive successful adoption.

Suggestions on building a psychologically resilient workforce that embraces digital change

1. Forge a growth mindset to set the right foundations for upskilling

- Instilling a strong growth mindset is vital for both the TAC secretariat and leadership teams to continue their professional development.

- Having a robust change management and communication plan helps TAC secretariat and leaders understand the purpose of digital transformation, which in turn increases helps them embrace change and adapt to new ways of working.

- TACs may provide employees more support to steadily embrace new solutions through planning learning milestones and acknowledging active learners within the association.

2. Instil design thinking with the end user in mind

- Adopting design thinking equips TACs with the skills required to take on a user-centric mindset. This ensures that work processes and initiatives are optimised based on the needs of internal users or members.

- TAC secretariat can apply design thinking principles to iteratively review operational processes to identify roadblocks, consider members' needs and feedback, and develop new ideas to efficiently deliver incremental value to member companies.

- For TAC leaders, design thinking principles can help them scope and prioritise investment opportunities. This can include development of products and services offerings for the TAC members, as well as investments into enhancements of this these offerings.

3. Promote an agile mindset for resilience and adaptiveness

- For the TAC secretariat team, an agile mindset is important to cultivate resilience and resourcefulness in the association. An agile secretariat team will be adaptable to change and equipped with the ability to navigate through uncertainty, overcome obstacles, and find creative solutions in challenging situations.

- For TAC leaders, agile thinking encourages leaders to adapt to emergent ideas and concepts that can be beneficial for the entire organisation. It also increases their openness to new and everchanging investment priorities in different technologies and unique skillsets.

4. Cultivate systems thinking for holistic decision making

- For TAC employees, systems thinking can support them in understanding the connections and interdependencies between different functions in the TAC. This helps employees identify downstream impact of problems originating from one area of the business, assess its implications and solve problems in a more proactive manner.

- For TAC leaders, systems thinking will allow them to have a more holistic view of the association, its organisational components, and understand how they interact and influence each other. TAC leaders will also be able to focus on the big picture needs of the secretariat, members and relevant stakeholders when strategising for new initiatives and events.

- TACs can better identify areas of improvement across all organisational functions and make informed decisions that consider the wider ecosystem (including partners, players and stakeholders).

Do's and don'ts of managing types of changes in your TAC

When undergoing the adoption of a new digital solution, there may be changes to the process, ways of working, and operating models. Below we look at some examples of the dos and don'ts of managing types of changes in your TAC.

Implementing a new IT system or tool	Changing or implementing a process
• Project teams may get caught up in the system or tool they are implementing that they fail to focus on the end user and what problems the tool is solving to demonstrate its intended benefits. • Sometimes, employees are not involved in the change process which may lead to resistance after implementation.	• When implementing a new digital solution, processes may change. Process change is never just about the process itself, but also, the people involved in the delivery of the process. • Successful implementation of a new or revised process requires an understanding of **how** people work and **what** it takes to change it.

Do
- Engage end users to understand their needs before implementing the change
- Pilot the tool by testing it with a smaller focus group to refine it before launching it to the larger group
- Communicate the benefits of the tool in a way that is simple to understand and relatable to a majority of the end users

Do
- Standardise and document processes before and after transitioning
- Engage the TAC secretariat who are involved in the implementation by seeking their inputs on the design and refinement process.
- Use simple and clear visuals for communication and training of end users

Don't
- Do not adopt a tool based on an individuals needs or assumptions
- Do not try to solve everything in one tool
- Do not rely on one-off communication and training activities – changing behaviour takes time and requires a collective and focused change management effort

Don't
- Do not assume that all the secretariats involved in the project are already set up to work efficiently
- Do not underestimate the value of also communicating what is **not** changing

Changing ways of working

- Changing how people work requires changing how they **think** and **act** – it also means getting people to align on a common way of working across organisational and functional boundaries.

Do

- Create a clear change vision and story – linking it to the overall strategy of the TAC
- Engage with TAC secretariat and stakeholders from the start to accurately identify challenges and opportunities
- Develop a change network of key Executive Committee members and secretariat – involve and engage them extensively in the process

Don't

- Do not engage too much in negative feedback – listen, take note, then move quickly to what the project team can do about it
- Do not allow for local adjustments – unless it is critical to the success of the implementation
- Do not rely on one-off communication and training activities – changing behaviour takes time and requires a collective effort

New services of operating model

- Quality of service delivery, secretariat/member experience/ skills and timeliness are common success criteria that needs to be tracked and continuously refined.

Do

- Project team should engage consistently with Executive Committee and secretariat throughout to establish common understanding of new services
- Define and measure short and long-term success criteria objectively
- Identify key issues and underlying root causes, and adjust
- Identify quick wins that can be leveraged to drive the project cycle

Don't

- Do not focus on short term fixes – address root causes to ensure long-term stability
- Do not assume everyone is motivated in the same way – listen actively and adapt accordingly
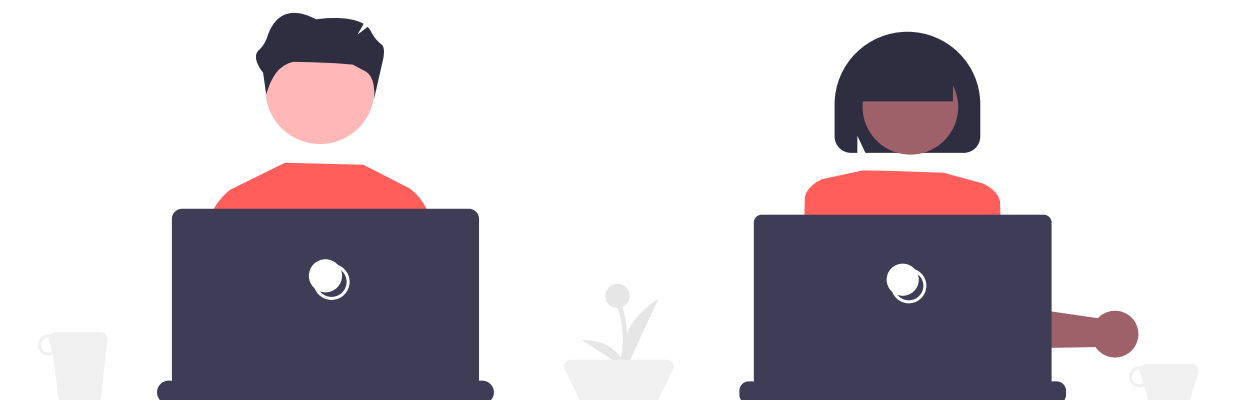
Key considerations of engagement in change management

There are several activities that needs to be undertaken for project teams to plan for their engagement with key stakeholder groups. Having these considerations in mind can impact or influence the success of the TACs' digital transformation project.

Stakeholder engagement

Objective: Leverage your stakeholder and observed areas of changes within your TAC to create a high-level plan. The plan should involve key stakeholders and aim to gain buy-in throughout different phases of the project.

Key considerations

- Who is the most effective person to engage with and manage the key stakeholders?
- What frequency will the various stakeholder groups be engaged?
- Are there key stakeholders that the project team should pay close attention to?
- At what point does it make sense to begin engaging each key group?
- How do we determine whether we've gained support of the key stakeholders?
- What feedback mechanisms are we putting in place?

Communications and marketing

Objective: Develop an overarching approach to consider how best to communicate and market the change initiative internally to TAC leaders and secretariat, and externally to members.

Key considerations

- What are the channels available to communicate effectively?
- How targeted do I need to get, to clearly articulate asks and key messages?
- What will the branding look like for this project? What guidelines do the project team need to follow?
- How do we know whether we've adequately messaged pains and gains?
- How do we create an approach or channel for two-way dialogue?

Change agent network/ On-the-ground support network

Objective: TACs can appoint change champion(s) to help set the groundwork for long term sustainability of changes and embed change within the TAC.

Key considerations

- Who can the TAC appoint to help drive the change?
- How extensive is the support required by the appointed change agent?
- How will the project team on-board change agents to the programme/ project?
- What feedback mechanisms needs to be put in place?
- What knowledge and background might the change agents need to be fully effective?
- How do we continue to actively engage the change agents?

Business process alignment

Objective: Solicit real examples of what the change will look like in day-to-day activities for the Executive Committee and secretariat. Highlight key changes in ways of working.

Key considerations

- What is your TAC trying to achieve with the new process?
- How willing is your TAC executive committee o to implement changes in work processes?
- Does your TAC have existing activities or efforts in place to change your ways of working?
- How do you measure if business processes/ways of working have in fact changed?

Sustainability

Objective: Identify a plan to maintain and realise the business value from the change. Outline ongoing support channels to Executive Committee and secretariat post-deployment.

Key considerations

- What progress indicators will the project team build into deployment and post-deployment to demonstrate to executive committee that the change is effective?
- What ongoing activities in TACs can be built into deployment?
- Who will take on and ensure the success of sustainability activities after deployment?
- For how long will the change resources/ organisation be engaged in sustainability activities?

Part 3: Appendix
Project Summary and Details

3.1 Project Summary and Learnings

28 TACs

3 consultative workshops

>6 hours of discussions

Participating TACs

abs — The Association of Banks in Singapore

AEIS — Association of Electronic Industries in Singapore

AIPRO — Association of Independent Producers Singapore

ASPRI — Connect · Engage · Grow — towards A Sustainable PRocess Industry

CSIS — Chartered Secretaries Institute of Singapore

UN Global Compact — Global Compact Network Singapore

GIA — General Insurance Association

LIAS — Landscape Industry Association (Singapore)

PRAS

Restaurant Association of Singapore

Singapore Actuarial Society

Singapore Business Federation — Apex Business Chamber

The Singapore Contractors Association Ltd — Building Our Nation Together

SCIC — Singapore Chemical Industry Council

SCTP — Singapore Chartered Tax Professionals

SFA — Singapore Fintech Association

Singapore Fashion Council

sfic

Singapore Green Building Council

SGTECH — Where Tech Meets

Singapore Indian Chamber of Commerce & Industry — Established 1924

Singapore Logistics Association

SPETA

SPMA — Singapore Pest Management Association

SRA — Singapore Retailers Association — Empower Business | Build Connections | Transform Retail

SSIA — Singapore Semiconductor Industry Association

SWAS — Specialists in Wellness Association Singapore

Project overview: TACs and digital transformation

Background and context

Trade Associations and Chambers (TACs) in Singapore play important roles as multipliers and conduits to help their member companies in their respective sectors with their business transformation and growth.

To accelerate their mission of empowering their member companies, TACs face the need to undergo a similar holistic digital transformation that will, in turn, enhance many dimensions of their strategy, operations, and culture and improve relationships with their members and stakeholders to remain competitive in the growing digital economy in Singapore.

How do we address this

SBF and SGTech have jointly developed The TAC Digital Playbook ("Playbook") to guide TACs on their holistic digital transformation journey. The Playbook was developed with TAC representatives, leaders and industry experts in Singapore through a series of consultative workshops.

The Playbook will leverage the <u>3S Digital Transformation Framework</u> and other tools to empower TACs in their digital transformation journey towards becoming digital champions by examining key areas underpinned by Strategy, Solutions and Skills.

Furthermore, the Playbook aims to help TACs succeed in their digital transformation journey, by providing TACs with a structured approach to evaluate and implement their digital transformation initiatives with considerations around tracking and reporting of results.

How our results and insights were collected for the Playbook

① Pre-workshop survey

Leaders of TAC secretariat teams were approached to fill up a questionnaire relating to their respective TACs experiences and perspectives during their digital transformation journey. The questions explored different elements of the TAC's digital transformation journey, including their maturity level, their goals, pain points, and types of support that they provide to their members.

② Consultative workshops

A Focus Group Discussion (FGD) approach was adopted for a total of three consultative workshops involving 28 participating TACs and approximately 50 members.

The workshop enabled TAC participants to openly share and provide constructive feedback to one another's inputs. The open-ended nature of the FGD also provided an opportunity for participants and facilitators to collaboratively identify similar issues, explore unanticipated responses or areas of discussion that generated deeper conversations discussions and nuanced outputs.

	Learning aids	For whiteboarding and categorisation of participants' inputs during the relevant workshop activities. This also enabled the participants and facilitators to openly discuss and elaborate on the inputs as written on the post-its.
	Digital tools	Interactive digital enablers for participants to swiftly indicate their choices, while also providing them with a visual chart to facilitate a more tailored and collaborative discussion between participants and facilitators.
	Activity booklet	For participants to note down their responses to activities during the workshop. The booklet also contained a matrix to help TACs understand the requirements and considerations to prioritise technology solutions along with skills initiatives.
	Live sharing	Verbally sharing opinions to the wider group to elicit more robust outputs; enabling participants to share both similar and differing perspectives with a greater amount of detail. This also provides a platform for TACs to exchange views on pain points and learn from each other's digital transformation journey.
	Small group sharing	To draw deeper insights through each individual attendees, we split the larger group into smaller breakout groups to facilitate an in-depth discussion on their inputs, enabled through a more intimate setting where participants may be more comfortable or inclined to share more nuances and context on their perspectives.

Learnings: Internal challenges
for digital transformation within the TAC sector

Lack of time — 14%
Organisational resistance — 7%
Lack of digital literacy — 21%
Resource & budget — 38%
Lack of manpower — 20%
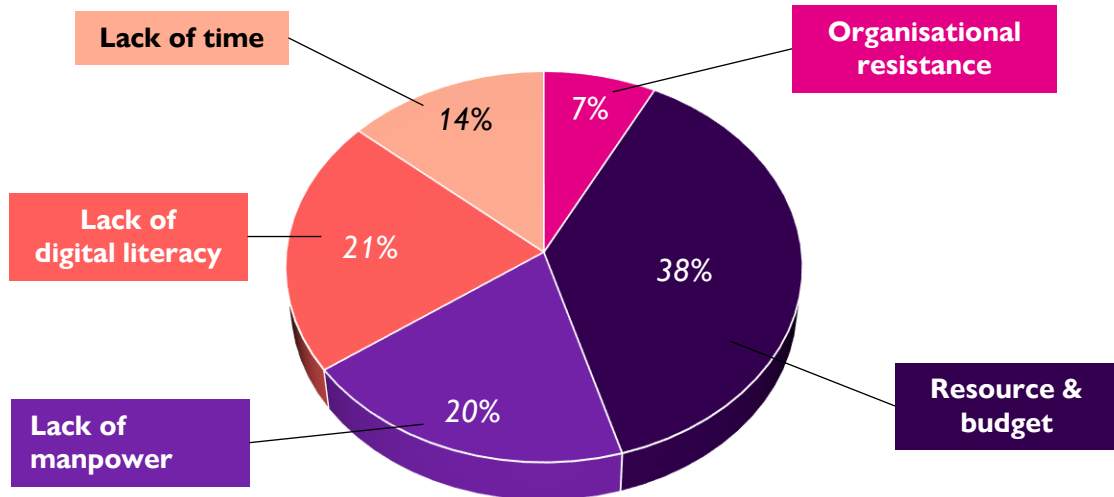
Qn: Which of the following internal factors are the greatest pain points faced by your TAC to transform digitally?

General observations

TACs face a multitude of challenges within their organisations when undergoing digital transformation. Based on survey and findings from the consultative workshop, resource and budget (38%), lack of digital literacy (19%) and lack of manpower (18%) were observed to be the top three internal factors inhibiting digital transformation.

Resource and budget

TACs perceive digital transformation initiatives as costly endeavours that involve extra financial and manpower resources to implement.

With large volume of daily operational work coupled with a lean workforce, it becomes increasingly difficult for TACs to allocate resources and prioritise digital transformation.

Lack of digital literacy

TACs perceive digital literacy to be an important enabler when undergoing digital transformation.

Equipping secretariat members with the right digital skills and knowledge, as well as data

competency skills can enable TACs to effectively identify, assess and resolve business problems; reducing time and resources required for digital transformation initiatives.

Lack of manpower

As TACs often have a lean workforce, it is challenging for the secretariat leadership and team members to take on additional responsibilities and scope related to digital transformation.

The lack of manpower also limits the TAC's ability to review and optimise existing processes; stifling potential innovation opportunities. This can hinder the TAC's ability to fully leverage the benefits of digital technologies.

Other internal challenges

• *Lack of time*

Closely related to points mentioned before, TACs often find themselves having to invest copious amounts of time to identify and research on digital solutions available in the market before being able to embark on the actual implementation process.

Due to the struggle to allocate sufficient resources and manpower to drive digital transformation initiatives, TACs often face inertia in driving the end-to-end process of digital transformation (from research to implementation and deployment).

• *Organisational resistance*

Unfamiliarity with new technologies and comfort with existing work processes act as a barrier for TACs to adopt new solutions to digitally transform.

To gain the buy-in of the leadership and workforce, there is a need to clearly communicate the objectives, quantitative benefits and anticipated effort required to implement digital transformation initiatives.

Summary of findings

The internal challenges that TACs faced when undergoing digital transformation are composed of varying elements across resourcing, knowledge and skills, and workplace culture. Though being distinct elements, these factors are often intertwined, challenging TAC leaders to identify holistic strategies to optimise internal ways of working.

Learnings: External challenges
for digital transformation within the TAC sector

Lack of pressure to transform

Scarcity of external resources

Lack of tailored solutions

19%

29%

14%

9%

12%

17%

Insufficient vendor support

Ecosystem not transformed

Vendor and solution paralysis
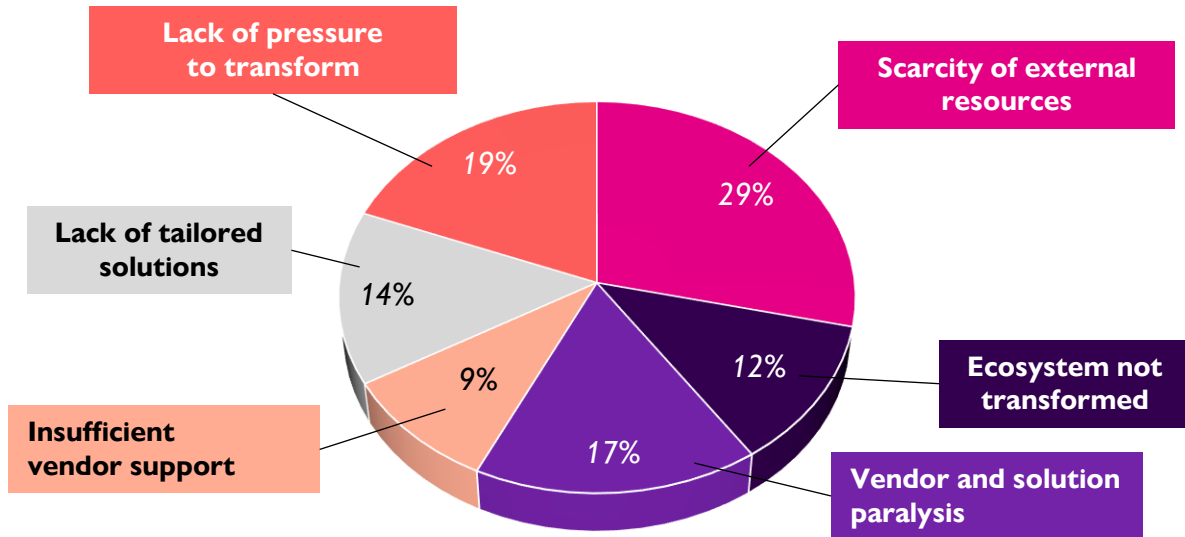
Qn: Which of the following external factors are the greatest pain points faced by your TAC to transform digitally?

General observations

Other than internal challenges, TACs are often required to navigate the external business or industry landscape when undergoing digital transformation. Based on survey and consultative workshop findings, scarcity of external resources (29%), lack of pressure to transform (19%) and vendor and solution paralysis (14%) were observed to be the top 3 external factors impeding digital transformation.

Scarcity of external resources

Due to limited internal resources (i.e. manpower and resources), external support is crucial in supporting TACs through their digital transformation efforts.

Despite available grants and programmes provided to TACs for digital transformation initiatives, the co-sharing arrangements under such support schemes still place financial burden on TACs.

Furthermore, information of available resources are decentralised and not readily accessible for TACs. This causes TACs to invest more time and effort in researching and identifying the relevant funding avenues and best fit-for-purpose solutions for their respective needs.

Lack of pressure to transform

External pressure plays an integral part in shaping the internal attitudes and mindset of TACs towards investing in digital transformation initiatives.

With most TACs already having legacy systems and processes in place, the lack of external pressure (e.g. regulations from public agencies, member feedback, market instability etc.) reduces the perceived urgency for TACs to continually transform and uplift existing ways of working.

Understanding the benefits of digital transformation (e.g. increase members satisfaction and retention rate etc.) can better motivate TACs to prioritise investing in digital transformation.

Vendor and solution paralysis

When embarking on a digital transformation journey, it is important for TACs to first find the right solutions and vendors that can help them realise their transformation ambitions. However, TACs are often overwhelmed by the multitude of solutions and vendors available in the market – without knowing which is the best fit for their digital transformation needs.

While existing programmes and grants provide TACs with financial support and a list of pre-approved vendors and solutions, TACs opined that additional guidance can be provided to clearly identify and recommend relevant vendors and solutions based on their respective needs. This reduces the strain on TACs to cater extra time and effort on research, enabling a smoother start to digital transformation.

Other external challenges

- ### Lack of tailored solutions

The perceived lack of suitable commercial off-the-shelf solutions for TACs' unique operational needs can result in the adoption of digital solutions that are ill-fitted. This can potentially hinder TACs from fully leveraging the benefits of digital transformation.

More support can be provided to TACs in the scoping of business needs, along with the shortlisting of suitable solution vendors that provides digital solutions that are fit for TACs' purposes. This ensures that solutions implemented are flexible and scalable to adapt to future business changes.

- ### Ecosystem not transformed

Efforts undertaken by TACs to optimise their digital solutions can often be hindered by the lack of transformation by other stakeholders within the business or the industry ecosystem. TACs may need to onboard external stakeholders and members to attain relevant information and set up the right system integrations to fully reap the benefits of the desired digital solutions (e.g. Events Management Systems).

- ### Insufficient vendor support

Compounding to the lack of internal manpower and resources, lack of vendor support can discourage TACs from adopting new digital solutions as they perceive implementation to be infeasible without adequate expertise and guidance from the vendors.

Summary of findings

The external challenges faced by TACs generally indicates the need for enhanced support by public agencies and the industry to smoothen the digital transformation process. Further advocacy and networking initiatives may improve TACs' perception and attitudes towards digital transformation, potentially inspiring TACs to continually invest in uplifting their digital maturity.

Annex A

- Detailed Strategy levers and metrics
- Detailed Solutions levers and metrics
- Detailed Skills levers and metrics

The 3S Digital Transformation Framework

More Internal Facing ←——————————→ More External Facing

Organisation Wide

STRATEGY
Business-led

- Leadership
- People & Change
- Operations
- Customer

SOLUTIONS
Tech-led

Digitalise Internal Management
- Workplace Productivity
- Human Resource

Leverage Technology to Elevate Business Functions
- ERP and Standalone Solutions
- Cyber security
- Data

Improve Market Facing Capabilities
- Sales
- Marketing

- Industry-Specific Solutions

Individual Level

SKILLS
People-led

- Mindset
- Productivity

Enable New Ways of Working

Enhance Value Proposition

- Information Security
- Data Competency

Strengthen Data Capabilities and Security

- Branding, Marketing and Service Excellence

- Industry-Specific Skills

Suggested strategic roadmap and priorities for TACs

Building the Fundamentals: Gearing up for Digital Transformation

People & Change

Strategic metric	Description	Key benefits to TACs
Digital Culture	• Refers to the openness and agility of the employees' mindset to accept and drive digital transformation initiatives in the organisation.	• Strategically creating a strong digital culture from the onset fosters acceptance and adaptability of all employees towards the TAC's digital transformation efforts. • This reduces the need and cost for TACs to undergo extensive change management processes whenever a digital transformation initiative happens.
Digital Upskilling	• Refers to the organisation's investment of time and resources to provide structured training programs and curriculums. This can be achieved either through self-developed programs or funding of professional certification courses for digital skills.	• By investing in digital upskilling, TACs will be able to increase digital competency of employees. • This in turn increases workplace productivity, while ensuring the TAC stays competitive in a digital business landscape.
Digital Talent	• Refers to the organisation's strategy to hire or train employees in specific digital skills that support their digital transformation goals. This guides a holistic and integrated approach to manage the lifecycle of talent management.	• TACs should have a plan in place to recruit or source for individuals with the relevant skills to support the use of digital solutions. • This equips TACs with the right talent to expedite digital implementation processes, while positioning the TAC to effectively attract digital talent to maintain digital capabilities in place.
Workforce Inclusion	• Refers to the adoption of an inclusive hiring practice by the business to create a diverse workforce that is able generate innovative ideas to contribute to the organisation's growth.	• With a growing and/or increasingly dynamic workforce, TACs should establish fair hiring policies to foster workplace diversity and inclusion to build a more cohesive team. • This helps TACs create a more innovative work culture, while ensuring a stable workforce by increasing hiring and retention rates of the TAC.
Change Management	• Change management is an approach that encompasses a communication and engagement plan to raise awareness amongst employees on changes in the organisation, helping them embrace and advocate for the vision of change.	• A robust change management plan increases the satisfaction of TAC employees, by empowering them with a stake in driving changes in the organisation. • Strong change management also increases efficiency of digital transformation efforts by ensuring TAC employees are well equipped and adapted to new ways of working.

Suggested strategic roadmap and priorities for TACs

Enhance: Build capabilities to strengthen and optimise

Operations

Strategic metric	Description	Key benefits to TACs
Process Optimisation	• Refers to the proactivity of an organisation to continuously identify business problems and source for digital solutions to improve business operations.	• TACs should actively seek new digital solutions to streamline and improve business operations. • This enables TACs to digitalise manual processes, reduce errors in repetitive tasks, enables continuous monitoring and optimisation of work processes.
Operational Risk Management	• Refers to the implementation of digital tools and platforms to monitor and manage risks. This involves the digitalisation of work processes and performance of data back-ups on digital platforms to mitigate disruptions to business operations.	• As TACs transition to an increasingly digital workplace, business continuity plans should be iteratively reviewed and enforced to mitigate operational risks (e.g. secure system backups, hybrid work arrangements etc.) and disruptions caused by critical failures (e.g. pandemics, natural disasters etc.).
Data Value Creation	• Refers to the use of data and digital tools to identify and formulate strategies throughout the operation's operating model.	• TACs should formalise the use of data-driven approach to improve day-to-day operations and processes. • This helps TACs identify pain points, operational bottlenecks and potential areas of improvements by monitoring and analysing key data points.
Systems and Solutions Connectivity	• Refers to the prioritisation of upgrading and maintenance of software applications and hardware devices to ensure a smooth and efficient business operation.	• By interconnecting new and existing digital solutions, TACs can create an effective digital ecosystem where data is interoperable; increasing workplace productivity and collaboration by enabling easier access to information or data across the organisation.
Cyber Risk Management	• Encompasses the practices, measures and technologies implemented to safeguard the organisation's systems, data and networks from breaches or any form of cyber threats.	• With the increasing reliance and interactions with digital data, TACs should prioritise training or investing in technological capabilities to mitigate cyber threats and implement system backups. • This will help TACs mitigate risk of data loss, minimise operational disruptions and defray potential financial costs from the recovery process.
Business Model Transformation	• Refers to the fundamental changes made to the organisation's operating model to leverage on digital technologies to stay competitive or explore new value-producing opportunities.	• TACs should embrace the possibility of new business models harnessing new digital solutions and entering new digital ecosystems. • This can help TACs optimise existing cost structures and operational efficiency by streamlining and automating legacy processes.

Suggested strategic roadmap and priorities for TACs

Accelerate: Plan and build for the future

Leadership and Customer

Strategic metric	Description	Key benefits to TACs
Digital Vision	• A digital vision articulates an organisation's digital aspirations and provides the strategic direction for digital transformation efforts. This includes setting goals and purpose for the employees and bring added value for their members and stakeholders.	• By defining the digital vision of the organisation, TAC leaders can align business priorities and goals for digital transformation. This provides the TAC with a guide to identify the right Solutions and Skills required to achieve business goals and objectives.
Digital Investment	• A clear resource allocation strategy for digital investments enables organisations to carefully and successfully integrate technology-enabled products and services including new digital skills into the organisation.	• By having a strong digital investment strategy in place, TAC leaders can carry out cost-benefit analysis and team huddles to effectively identify and prioritise digital investments, ensuring there is good return of their digital investments
Digital Partnerships	• A clear partnership strategy refers to how an organisation works or collaborates with other partners, members and vendors to co-create a digitally transformed ecosystem.	• Leaning into an ecosystem with other member companies, vendors or fellow TACs enables access to a wider range of expertise and digital capabilities. TACs can also leverage partnerships to scale or co-innovate to enhance their service offerings.
Sustainability	• Having sustainability goals and plans in place help organisations innovate on operational processes and reduce environmental impact. Additionally, having a sustainability strategy in place also helps organisations navigate Environmental, Social and Governance (ESG) regulations set by regulators.	• By having Sustainability as part of the business strategy, TACs can commit to ethical business conduct, and support member businesses in navigating ESG regulations; providing value-added service offering to member businesses.
Customer Engagement	• A data-centred strategy where data collected from customers are instrumental in designing tailored initiatives or practices (e.g. social media marketing, personalisation, loyalty programs etc.).	• By enhancing engagement through multiple channels to increase discoverability and identify avenues for data collection, TACs can optimise their service offerings to member companies; strengthening their relationships.
Customer Insights	• Refers to the organisation's strategy to leverage digital tools to gain an informed understanding customer insights, which then allows organisations to make data-driven decisions for the marketing of products and services and engagement with customers.	• TACs can leverage digital tools to draw insights on member companies' and industry's needs and expectations. This helps TACs make data-driven decisions to uplift services and engagements with members etc.
Customer Experience	• Refers to an organisation's strategy to create a seamless end-to-end path of touch points with their customers by using digital tools.	• TACs can leverage customer insights to effectively prioritise the needs identified and implement relevant digital solutions and skills to improve their interactions with member companies and the wider industry.

Detailed Solutions levers and metrics

Human Resources

Solutions metric	Description	Key benefits to TACs
Payroll	• A payroll system is a software application that manages payroll functions within an organisation. An effective payroll system streamlines the payroll process, ensures accurate and timely payments, and provides important financial and tax-related documentation for both employers and employees.	• Saves time through the automation of payroll related tasks such as generating payslips etc. • Improves record keeping of payslips, employee bank accounts, compliance documents, tax filings etc. • Eases audit feasibility and documentation.
Learning Management	• A learning management system is a software application used to facilitate delivering of educational courses, training programs, materials and learning and development programs. It can be used to upskill or re-skill employees by providing courses on the Learning Management Platform.	• Provides a centralised learning platform to manage and deliver courses etc. • Ability to curate learning modules and contents. • Improves learner engagement through better interactions as it often comes with features such as discussion forums and gamification elements. • Ability to monitor learner's progress, badging, certifications etc.
Human Resource Management System	• A human resource management system (HRMS) is a software application used to store employee information and support various human resource functions, such as benefits, payroll, recruiting etc. A robust HRMS can also help organisation to streamline human resources management processes, improve productivity, and enhance overall organisation's efficiency.	• Centralised platform to manage and access all HR data. • Simplifies and integrates employee management processes such as payroll, benefits and leave management etc. • Improves recruitment process through better applicant tracking and onboarding. • Improves employee experience by allowing employees to have access to the platform, enabling them to update their own personal information, request time-off etc.

Detailed Solutions levers and metrics

Workplace Productivity

Solutions metric	Description	Key benefits to TACs
Document Management	• A document management platform is a software that stores, organise, manage and tracks digital documents within a centralised repository.	• Stores documents digitally and allow easy document search and retrieval. • Ensures document security by authorising TAC users with access rights for editing and deleting documents. • Enables ease of collaboration between different business functions.
Collaboration Platform	• A collaboration platform is a digital platform for team members to communicate efficiently and effectively. Some collaboration platforms support real-time communication instant messaging, video conferencing, elements of document sharing, basic task management etc.	• Facilitates real-time communication and discussions through instant messaging and video conferencing features, enabling easier communication between internal, external teams and stakeholders. • Simplifies coordination of work, allowing users to share files and documents with their team members, enabling multiple people to work on the same document, etc.
E-Signature	• An e-signature is a digital means to sign and validate a document. It offers a fast, convenient, safe and secure alternative to traditional paper-based documents. E-signature solutions should not be confused with having an image of a signature or company stamp pasted on a document or contract.	• Streamlines document signing process, allowing more efficient workflow. • Faster document processing and reducing time needed to wait for physical signatures. • Gain a level of security in the form of advanced encryption, decryption, and audit trail etc. including quality and reliability.
Workflow Automation	• Workflow automation solutions reduces the time spent on manual and repetitive tasks by employees in the business. This helps businesses redirect their employee's time to focus on work that drives the development and growth of the business.	• Increases workplace productivity by automating manual and repetitive tasks, with more tasks being completed in shorter time. • Mitigates complications in business processes caused by human error (e.g. inaccurate keying of information etc.). • Helps to boost company development and growth as employees can focus on more strategic or customer engagement roles.

Detailed Solutions levers and metrics

ERP

Solutions metric	Description	Key benefits to TACs
Accounting Management	• An accounting management software is designed to help businesses manage their financial transactions, records and processes accurately. It helps organisations to maintain compliance with regulations, streamline accounting workflows and make data-driven financial decisions.	• Ensures accurate bookkeeping of financial records. • Provides real time financial reports and analysis, enabling accurate financial decisions. • Tracks and forecasts cash flows. • Facilitates team collaboration as multiple people are allowed to work on the same financial data.
Procurement Management	• A procurement management system is designed to help streamline procurement processes to enhance efficiency and ensure compliance with procurement policies and regulations. It helps organisations to have better control over and enhance their procurement processes.	• Enhanced visibility and reporting as employees can track procurement activities real time. • Streamlines procurement process as certain processes will be automated, reducing manual work and saving time. • Facilitates supplier evaluation as it stores all the supplier information.
ESG Reporting*	• The adoption of ESG software and tools to measure and disclose the business's ESG activities while improving investor and customer transparency and future proofing against potential regulatory requirements.	• Enables accurate ESG reporting by automating the compilation of large volume of relevant ESG data from disparate locations. • Increases compliance of the business with industrial standards and guidelines by benchmarking and validating data to the relevant requirements. • Increases brand reputation by increasing investor and customer trust in ESG compliance.

*For relevant TACs only

Detailed Solutions levers and metrics

Cyber security

Solutions metric	Description	Key benefits to TACs
IT and Network Security	• An IT and Network Security system addresses the various threats and vulnerabilities in the organisation. It helps businesses to ensure that they are well-protected from emerging threats and technologies.	• Safeguards TACs against cyber threats and data loss. • Ensures confidentiality and integrity of business-critical information such as customer and employee data. • Contributes to business continuity by minimising disruptions caused by cyber incidents of technical failures.
Data Protection Management	• A data protection management assists to protect data from unauthorised access, loss or corruption. It safeguards sensitive information, ensuring safety and privacy or businesses data.	• Having regular and automated backups in place protects the TACs against accidental deletion or cyber-attacks, ensuring business continuity and minimising data losses. • Data encryption prevents unauthorised personnel to access critical TAC data. • Security monitoring systems enable businesses to detect any suspicious activities and respond to any security incidents efficiently.
Data Analytics and Visualisation	• A data analytics and visualisation software or platform can assist to analyse, visualise and present data effectively. It helps businesses discover underlying trends, gain meaningful insights, and make data-driven decisions.	• Increases the business' efficiency to integrate and analyse data from various sources, producing key trends and insights in a shorter amount of time. • Improves decision making and crafting of data-driven strategies to make better business decisions. • Increases effectiveness of reports and communicative materials by visualising the right data to convey key messages.

Detailed Solutions levers and metrics

Marketing

Solutions metric	Description	Key benefits to TACs
Digital Creative Tools	• Digital creative tools can be used to create materials for customer engagement or marketing etc., enabling organisations to craft materials that are tailored to their target customer base.	• Reduce time and effort required by secretariat members to produce customised collaterals with pre-designed templates etc. • Enables easier communication and real-time collaboration with outsourced creative vendors (if appointed) with cloud-based tools.
Event Management	• Event management tools and software's that can be used to manage the end-to-end process and activities within the event life cycle. The implementation of an event management system can help organisations monitor the progress, budget, logistics and surface any risks or blind spots in the event management lifecycle.	• Real time tracking of expenditures, allowing TACs to ensure better budget and resource management. • Provides a centralised platform for communication and collaboration with internal stakeholders and external vendors etc. • Enhances the engagement process with members throughout the event by automating emails, polls or surveys to interact and gather feedback data.
AI Assisted Content Creation	• The use of generative AI technology to ideate for business ideas or create materials used to enhance customer/member experience and engagement initiatives.	• Reduces time and effort required to produce high quality content. • Reduces costs borne by TACs to be reliant on third-party vendors. • Allows TAC teams to focus on tasks that have more impact on the business operations and growth (e.g. business development, attending events, networking etc.)
SEO/SEM	• SEO/SEM are methods used to improve visibility and drive more traffic from search engines. It enables organisations to maximise their online presence and have a better outreach to their members and other relevant target segments like industry partners etc.	• Increased website traffic and online visibility, allowing TACs to gain more credibility and exposure to wider target segments. • Targeted outreach based on factors such as demographics, interests, and search behaviour etc. • Provides robust analytics for performance tracking and measurement of effectiveness, allowing TACs to optimise future marketing campaigns with data-driven decisions.
Social Media Marketing (SMM)	• Refers to tools that TACs can adopt to promote and manage posts, ads and engagement materials on social media platforms. TACs can leverage this solution to monitor online engagements and analyse data collected to form insights for strategies and development.	• Increases the efficiency of social media posts and ads by enabling targeted advertising features, allowing TACs to target ads to users based on their search queries, demographics and geographical location. • Provides quantifiable results by enabling tracking of performance of social media ad campaigns in real time. This allows TACs to easily optimise advertising strategies moving forward.

Detailed Solutions levers and metrics

Sales

Solutions metric	Description	Key benefits to TACs
Sales Management	A sales management system helps organisations to manage their sales activities, track and analyse sales performance. It assists in streamlining various aspects of sales processes such as sales tracking, sales forecasting, sales performance and storing of member data.	• Make informed decisions through better prediction and estimation of sales based on historical sales behaviour. • Real-time tracking of revenue and expenses, maintaining financial transparency. • Efficient handling of customer's orders, managing order and shipping fulfilment, if any.
Customer Relationship Management	A CRM system helps organisations to streamline, optimise organisational processes and drive growth. It drives customer satisfaction and overall business growth through enhancing customer relationships and optimising sales and marketing processes.	• Centralised platform to store and manage TAC members' data for better visibility. • Capture leads and prioritising sales opportunities for tracking and planning. • Facilitating member support and engagement by managing interactions. • Automate simple marketing activities and coming up with personalised marketing communications.
E-Commerce and Digital Retail	An E-commerce platform is a digital application that enables organisations to sell their products online. It encompasses a range of services and streamlines various aspects of the online shopping experience.	• Expanded outreach to a regional, global market by increasing sales potential and partnerships beyond a local audience. • Creates convenient and streamlined process for membership sign-ups and renewals, leading to increased retention. • Enhanced member insights through data and analytics derived from the e-commerce platform, allowing TACs to recommend more relevant solutions to their varying member needs. • Generate more marketing opportunities through sales campaigns driven through the platforms.

Detailed Skills levers and metrics

Mindset

Skills metric	Description	Key benefits to TACs
Agile Mindset	• Agile mindset requires approaching work with flexibility, collaboration, continuous learning, and responsiveness. This also encourages the discovery of new ideas and application of technology to business operations.	• Embeds Agile practices in the day-to-day processes and solve challenges to enable more collaborative and productive ways of working. • Identification of new solutions to evolving and newly emerging business challenges, which in turn increases overall operational productivity.
Design Thinking	• To embrace design thinking, employees are required to always adopt a user or customer centric perspective when redefining problems and creating solutions to improve work and business processes.	• Enhances the TAC's service excellence towards member companies and external stakeholders, by ensuring employees consider customer's perspectives in their respective tasks and interactions. • Increases members satisfaction by enhancing their interactions and value derived from the TACs. • Help TACs maintain a competitive edge in the market by encouraging continuous creativity and innovation in products and service offerings.
Systems Thinking	• System thinking requires employees to understand the connection between different systems (e.g. Payroll and human resource management system, inventory management system and purchasing systems etc.). • This allows organisations to understand the impact and measures to take if there's a change in information or issue raised in one system.	• Enables employees to gain a wider and more comprehensive view of the organisation's operations, allowing employees to make better informed decisions (i.e. considering downstream implications etc.) • Employees can gain better understanding of digital solutions and their impacts on business operations, allowing them to better resolve system or business challenges.

Detailed Skill levers and metrics

Productivity

Skills metric	Description	Key benefits to TACs
Digital Literacy	• Digital literacy is a combination of knowledge, skills, behaviours that enable the confident, critical and responsible use of digital technologies. Good digital literacy skills can involve solving problems and performing tasks through tech-enablement by leveraging available tools and systems.	• Improves TAC efficiency by enabling employees to leverage advanced functionalities of platforms and tools. • Drives the TAC's strategic planning and adoption of digital tools and platforms to enhance the organisation's digital capabilities. • Provides employees with the competency required to develop and enhance the TAC's overall digital maturity.
Virtual Collaboration	• Knowledge and proficiency in leveraging online collaborative tools and applications that facilitates a cohesive and productive virtual working environment.	• Increases workplace collaboration efficiency and reduces the risk of time-bound emergencies. • Enables TACs to better collaborate with external stakeholders (i.e. local agencies, foreign business entities etc.), increasing business opportunities, which in turn increases potential service offerings to members and the wider industry. • Improves productivity and employee satisfaction by enabling flexible and remote working.
Troubleshooting and Support	• Ability of employees to proactively and independently source for credible information online or from relevant experts to perform basic troubleshooting measures when encountering issues with digital tools and applications.	• Resolves common technical issues efficiently without taking up much resources. • Mitigates bottlenecks in business processes by reducing employee reliance on external support whenever minor system errors occur. • Creates a culture that encourages proactive problem-solving.

Detailed Skills levers and metrics

Data Competency

| Skills metric	Description	Key benefits to TACs
Data Protection	• Data protection involves collecting data with transparency, storing data with security, sharing data with prudence (sharing data to relevant persons in a secure manner) and managing data properly. • Data protection also requires knowledge of data regulations due to policy or legal changes related to the industry sector or system/data handled by specific business functions.	• Ensures confidentiality, integrity, and compliance of the TAC's digital assets. • Ensures safety of member and business information, operation and employee data, which in turn builds trust with members and protects the TAC's reputation.
Data Sourcing and Preparation	• Data sourcing and preparation involves deriving internal data and external data from credible/reliable sources. • Employees are required to understand the existing data that an organisation possesses, prepare the data for extraction and analysis (e.g. unify the units of data in different systems), as well as source data from credible platforms (e.g. government databases) for subsequent data analysis.	• Knowledge and proficiency to source and handle data that are collected by the TAC, as well as other external sources. • Ensures employees possess sufficient knowledge to identify potential data storage and access issues and can resolve them. • Ensure employees are proficient in data gathering, extraction and cleaning techniques (e.g. convert data types, clear formatting, etc.) through the utilisation various tools.
Data Analysis	• Organisations can make better decisions by equipping its employees with the proficiency to leverage data from various sources and forms (e.g. qualitative and quantitative) to draw useful insights.	• Data analytic techniques enable TACs to uncover patterns and extract valuable business or industry insights from raw data. • Enable TACs to make informed decisions and craft effective strategies across business functions such as marketing, members experience, operations etc.
Data Visualisation and Storytelling	• Data visualisation involves visual communication of data (e.g. financial performance, market trends, etc.) in a manner that is easily understood by various stakeholders. • Data storytelling is a useful skill for organising, communicating and making sense of multiple sets of data for both internal and external audiences.	• Improves a TACs presentation of data in a visual manner by leveraging interactive dashboards and visual graphics etc. • Enables TACs to clearly present and articulate the relationship between data sets and data points to improve communication and persuasion.

Detailed Skills levers and metrics

Information Security

Skills metric	Description	Key benefits to TACs
Cyber Awareness	• Cyber awareness skills requires employees to understand the nature of potential cyber risks and attacks that can threaten the TAC's information system, networks and digital assets. • Cyber awareness requires employees to understand reputational, financial risks associated with cyber threats.	• Reduces the TAC's exposure to cyber threats by ensuring employees are alert and aware of prominent cyber risks and system vulnerabilities. • Enhances the TAC's compliance efforts by ensuring employees are familiar with relevant cyber security policies and regulations.
Digital Risk Management	• Digital risk management involves continuous monitoring, identifying, assessing, and mitigating digital risks. • Relevant employees can be trained on cyber security operations to ensure that digital risk management measures are updated.	• Enables TAC employees to develop and enhance digital risk management protocols, SOPs and solutions. • Reduces potential risks of digital threats and vulnerabilities to facilitate the activation of prompt recovery plans, minimising the impact on business functions.

Detailed Skills levers and metrics

Branding, Marketing & Service excellence

Skills metric	Description	Key benefits to TACs
Digital Experience Management	• Enhance digital customer experience by prioritising convenience, consistency, friendliness and human touch throughout the customer journey.	• Improves TAC member relationship by providing enhanced member experience. • Increases brand and member loyalty.
Visual and Written Digital Communication	• Visual and written digital communication skills can impact the presentation of internal/external engagements, initiatives, event posters and marketing materials etc.	• Enables TACs to improve their marketing and communication capabilities. • Can enable TACs marketing teams to communicate and collaborate more effectively with third-party vendors for the development of collaterals.
Internet and Social Media Marketing and Branding	• Internet and social media marketing includes leveraging Internet and social media platforms (e.g. Google Display Network, LinkedIn Ads etc.) to purchase paid ads, build up and maintain official brand accounts and websites across various channels. • Maintaining a digital brand includes identifying and using consistent brand logo, colours, fonts, tone of voice, product images and representation of the brand across different digital touchpoints to member companies and the wider industry.	• Enables TACs to reach to a wider audience beyond their regular member companies. • Builds up digital brand assets and differentiates the TAC from other similar entities in the same sector or industry. • Enables more effective communication and results when engaging third-party agencies for their online digital marketing and branding services.
Brand Governance	• Brand governance requires employees to have a strong understanding of an organisation's brand strategy, values, messaging and target audience. • This includes measures taken to uphold the business' brand integrity.	• Increases trust in the industry by maintaining a consistent brand reputation and image. • Consistent service delivery standards by providing employees a comprehensive guideline on service level agreements, language and member engagement protocols. • Provides TACs with a competitive edge over similar entities by enabling a unique brand experience and image.
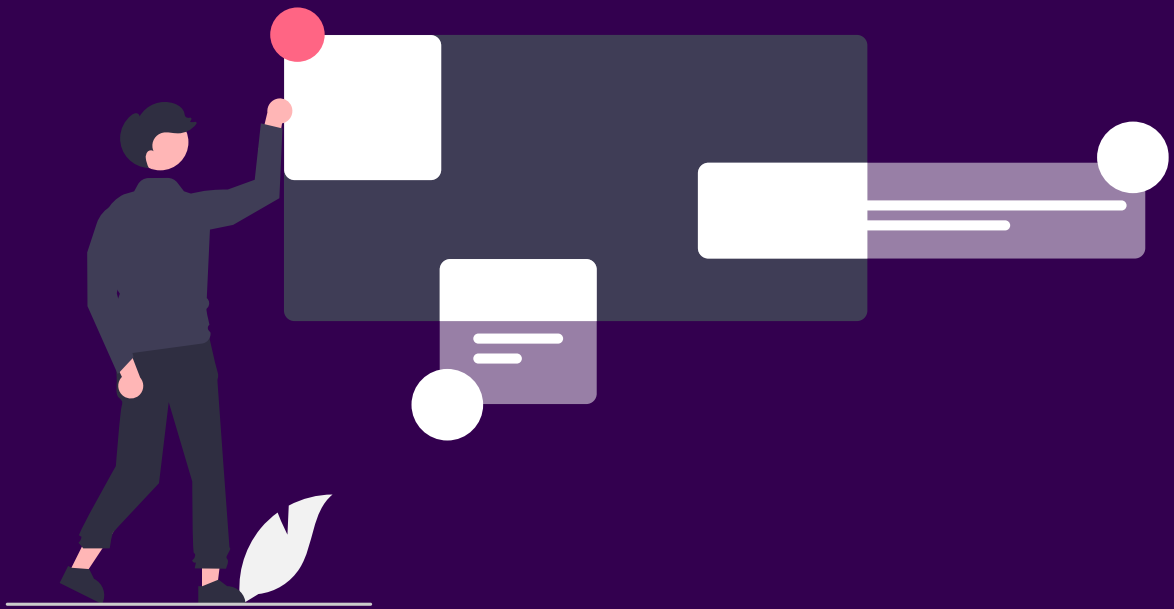
Annex B
Additional Toolkit Details

1. Strategic Business Model Canvas (SBMC)
2. Solutions/Skills Prioritisation Matrix
3. Solutions/Vendors Evaluation Using CBA Template
4. Return of Digital Initiatives (RODI)
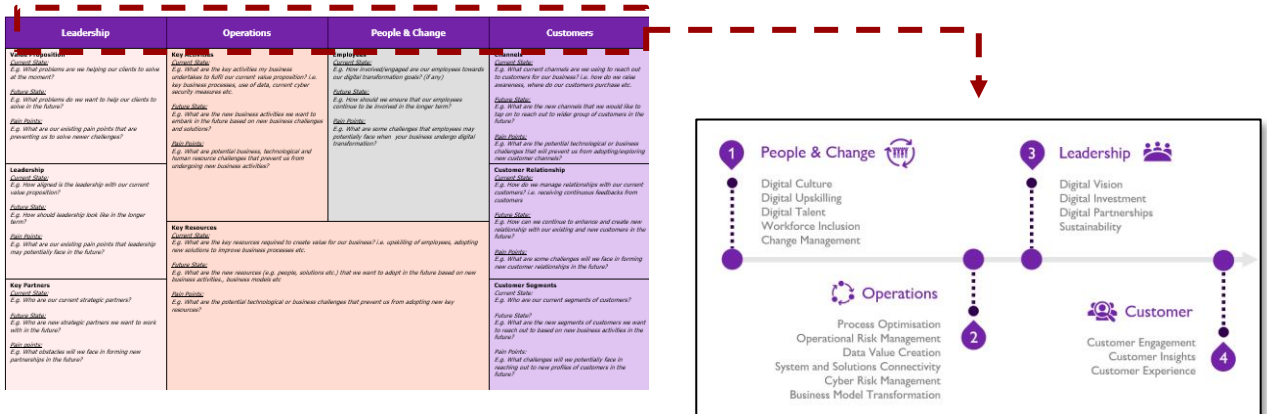
Strategic Business Model Canvas

Strategic Business Model Canvas
Guided example

	Leadership	Operations	People & Change	Customers

Leadership

Value Proposition
Current State:
E.g. What problems are we helping our clients to solve at the moment?
Future State:
E.g. What problems do we want to help our clients to solve in the future?
Pain Points:
E.g. What are our existing pain points that are preventing us to solve newer challenges?

Leadership
Current State:
E.g. How aligned is the leadership with our current value proposition?
Future State:
E.g. How should leadership look like in the longer term?
Pain Points:
E.g. What are our existing pain points that leadership may potentially face in the future?

Key Partners
Current State:
E.g. Who are our current strategic partners?
Future State:
E.g. Who are new strategic partners we want to work with in the future?
Pain points:
E.g. What obstacles will we face in forming new partnerships in the future?

Operations

Key Activities
Current State:
E.g. What are the key activities my business undertakes to fulfil our current value proposition? i.e. key business processes, use of data, current Cyber security measures etc.
Future State:
E.g. What are the new business activities we want to embark in the future based on new business challenges and solutions?
Pain Points:
E.g. What are potential business, technological and human resource challenges that prevent us from undergoing new business activities?

Key Resources
Current State:
E.g. What are the key resources required to create value for our business? i.e. upskilling of employees, adopting new solutions to improve business processes etc.
Future State:
E.g. What are the new resources (e.g. people, solutions etc.) that we want to adopt in the future based on new business activities, business models etc.
Pain Points:
E.g. What are the potential technological or business challenges that prevent us from adopting new key resources?

People & Change

Employees
Current State:
E.g. How involved/engaged are our employees towards our digital transformation goals? (if any)
Future State:
E.g. How should we ensure that our employees continue to be involved in the longer term?
Pain Points:
E.g. What are some challenges that employees may potentially face when your business undergo digital transformation?

Customers

Channels
Current State:
E.g. What current channels are we using to reach out to customers for our business? i.e. how do we raise awareness, where do our customers purchase etc.
Future State:
E.g. What are the new channels that we would like to tap on to reach out to wider group of customers in the future?
Pain Points:
E.g. What are the potential technological or business challenges that will prevent us from adopting/exploring new customer channels?

Customer Relationship
Current State:
E.g. How do we manage relationships with our current customers? i.e. receiving continuous feedbacks from customers
Future State:
E.g. How can we continue to enhance and create new relationship with our existing and new customers in the future?
Pain Points:
E.g. What are some challenges will we face in forming new customer relationships in the future?

Customer Segments
Current State:
E.g. Who are our current segments of customers?
Future State:
E.g. What are the new segments of customers we want to reach out to based on new business activities in the future?
Pain Points:
E.g. What challenges will we potentially face in reaching out to new profiles of customers in the future?

Financial Considerations/Implications

Cost Structure
Current State:
E.g. What are the most important costs inherent in our current business model? Which key activities and resources are contributing to the most costs? i.e. considerations to include Fixed cost, Variable cost or Operating Expenses
Future State:
E.g. What costs can be further optimised? What are the new potential costs in the future based on new business activities?
Pain Points:
E.g. What challenges will we face when optimising our cost structure in long term?

Revenue Stream
Current State:
E.g. What are our key revenue streams? i.e. considerations to include how much does each revenue stream contribute to overall revenue
Future State:
E.g. What are the new revenue streams we can attain in the future based on new business solutions?
Pain Points:
E.g. What obstacles will we face in getting new revenue streams in the future?

Strategic Business Model Canvas and its linkage with Strategic Roadmap and Cost Benefit Analysis

How the Strategic Business Model Canvas (SBMC) connect with the Strategic Roadmap

- The SBMC (Strategic Business Model Canvas) is aligned with the Strategy Roadmap. Under each Strategy lever, the specific metrics and their descriptions are displayed.

- The SBMC allows businesses to map out an initial insight of their current state, ideate on their future state and identify pain points they may face along the way. TACs may reference the metrics of the respective Strategy Levers in the 3S Digital Transformation Framework to help them refine their SBMC.

## How the Strategic Business Model Canvas connects with the Cost Benefit Analysis Evaluation Tool
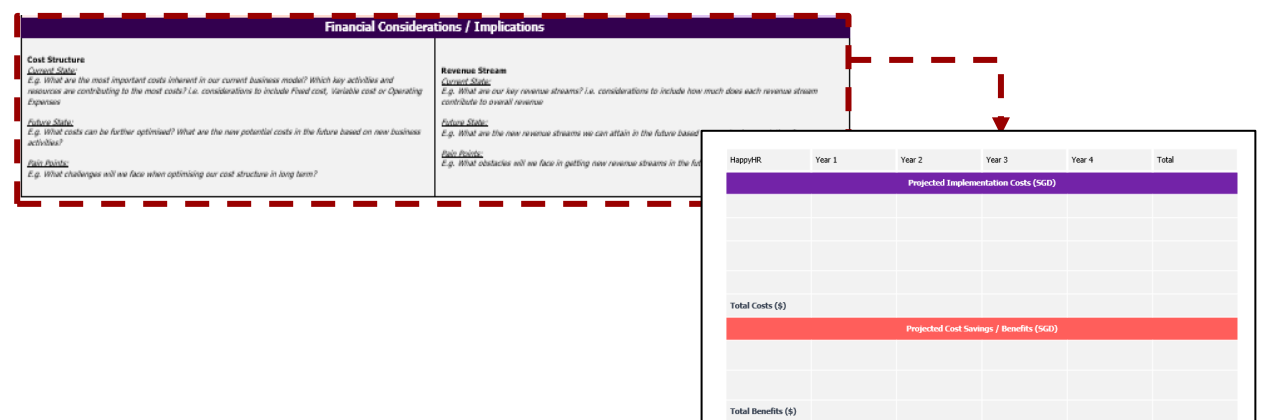
- Through doing the Cost Benefit Analysis, TACs can accurately understand the impact on their cost structure and revenue stream when planning to implement/adopt new digital solutions or taking up a new digital skill initiatives.

- While businesses comprise of multiple costs and profits centres *(i.e. non-current assets, depreciation of physical assets, write-offs etc.)* which cannot be fully captured inside the Cost Benefit Analysis, understanding their business' financial considerations/implications when implementing or adopting new digital solutions/skills can help TACs more accurately understand the impact of their cost structure and revenue streams.

|	Leadership	Operations	People & Change	Customers
	Value Proposition	**Key Activities**	**Employees**	**Channels**
	Leadership	**Key Resources**		**Customer Relationship**
	Key Partners			**Customer Segments**
	Cost Structure	**Financial Considerations/Implications**	**Revenue Stream**	

Solutions/Skills prioritisation matrix

Solutions/Skills prioritisation matrix
Illustrative Example
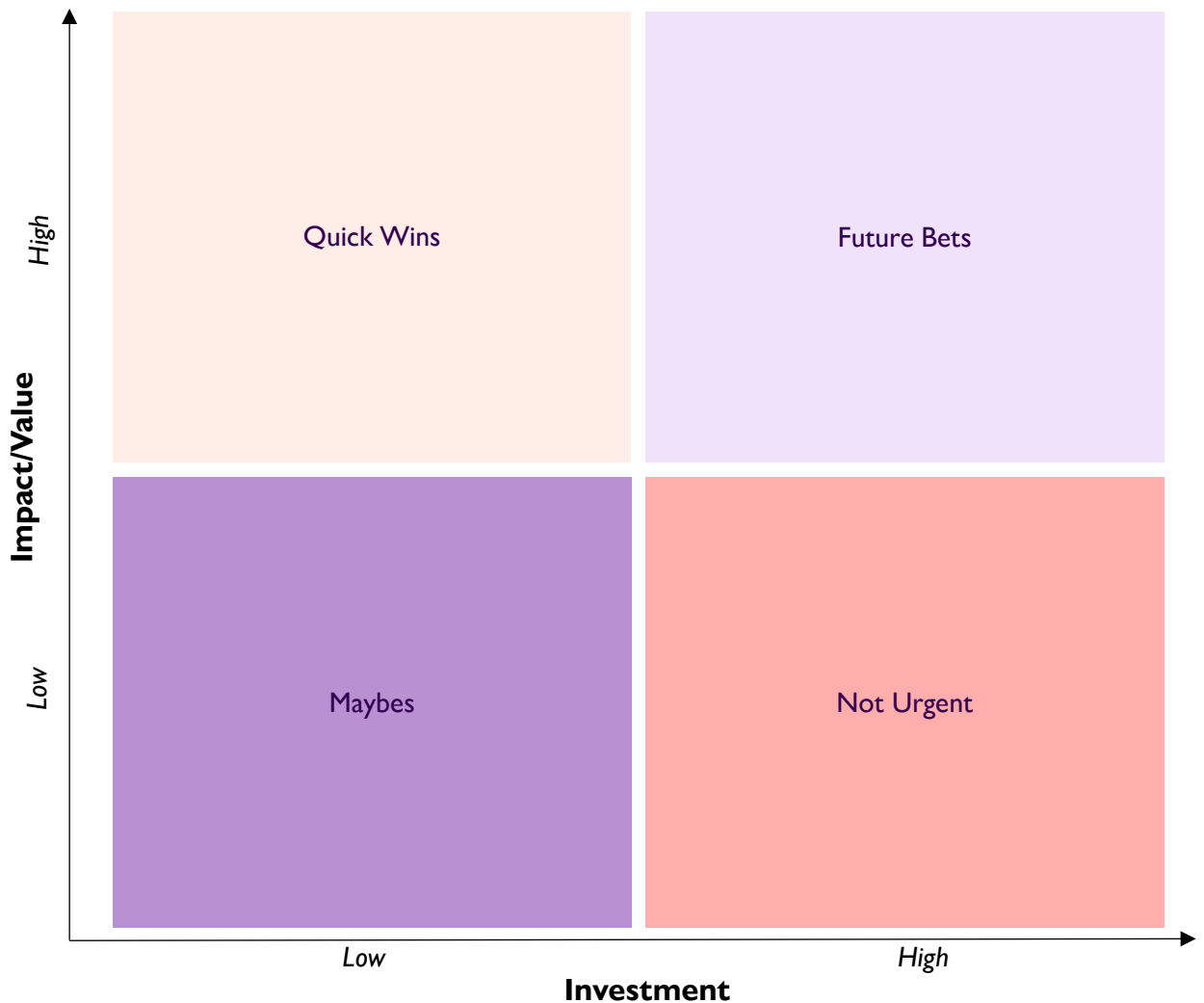
Legend

Quick Wins: Solutions that can be implemented quickly with little effort while providing substantial benefits. Such solutions should be prioritised.

Future Bets: Solutions that require longer runways and more effort to implement while providing high value. These solutions can be considered in the future when the organisation has more capacity.

Maybes: Solutions that are easy to implement but also provide little value. Such solutions can be considered if the organisation has sufficient resources.

Not Urgent: Solutions that require high effort despite adding little to no value. These solutions should not be prioritised.
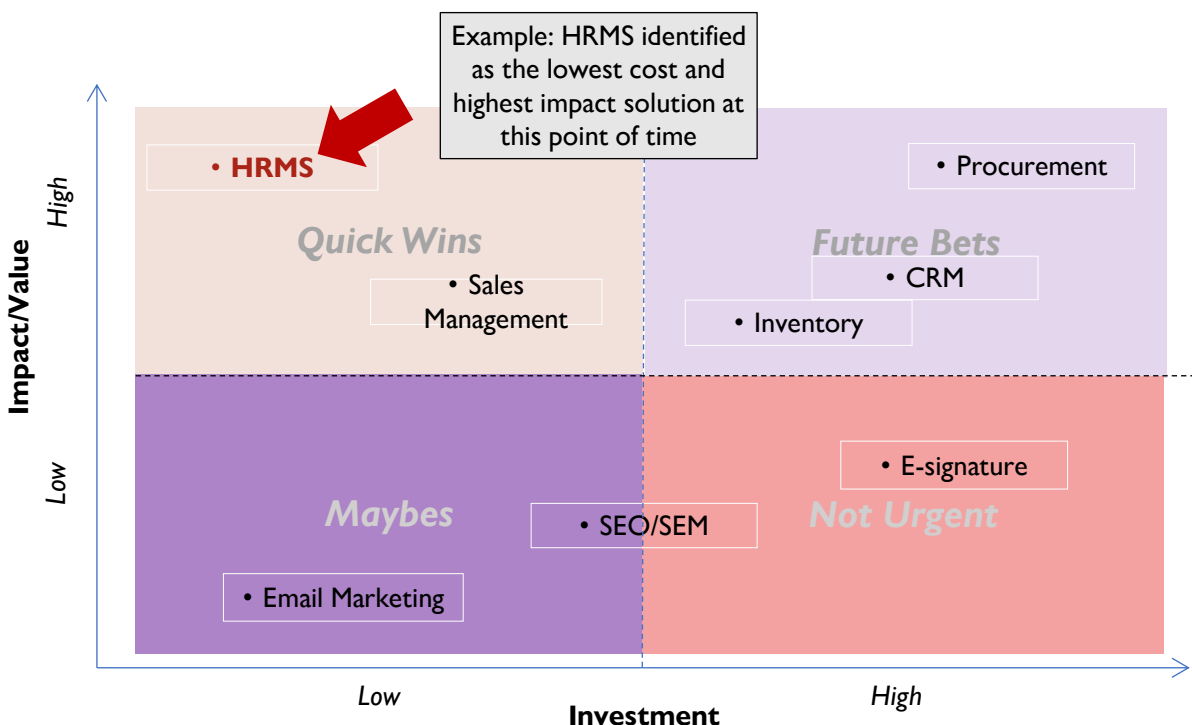
How to prioritise your Solutions/Skills?

Answer the example following questions below to determine which solutions may be classified as "Quick Wins, Future Bets, Maybes and Not Urgent":

- Impact: What are benefits for my company? How many people will be impacted?
- Investment: How much does it cost to implement the solutions?
- Strategic alignment/importance: How does this solution align with my strategy and vision?
- Scalability: Is the solution scalable? Can it adapt to the growing size of my organisation?
- Duplicative efforts: Has the solution(s) been implemented somewhere else in my business?

Prioritisation Matrix Example (Impact-Investment Matrix)

Example scenario: *Thai Papa* is a company working in the F&B service sector. *Thai Papa* has completed the phase 1 of digital transformation for F&B Service sector and is looking to proceed to **phase 2**. In phase 2, there are 11 Solutions and Skills Thai Papa can consider implementing, they can use the Impact-Investment matrix to prioritise the Solutions and Skills.

Example: HRMS identified as the lowest cost and highest impact solution at this point of time

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Template: Solutions/Skills prioritisation matrix

Impact/Value

Low

High

Investment

High

Low
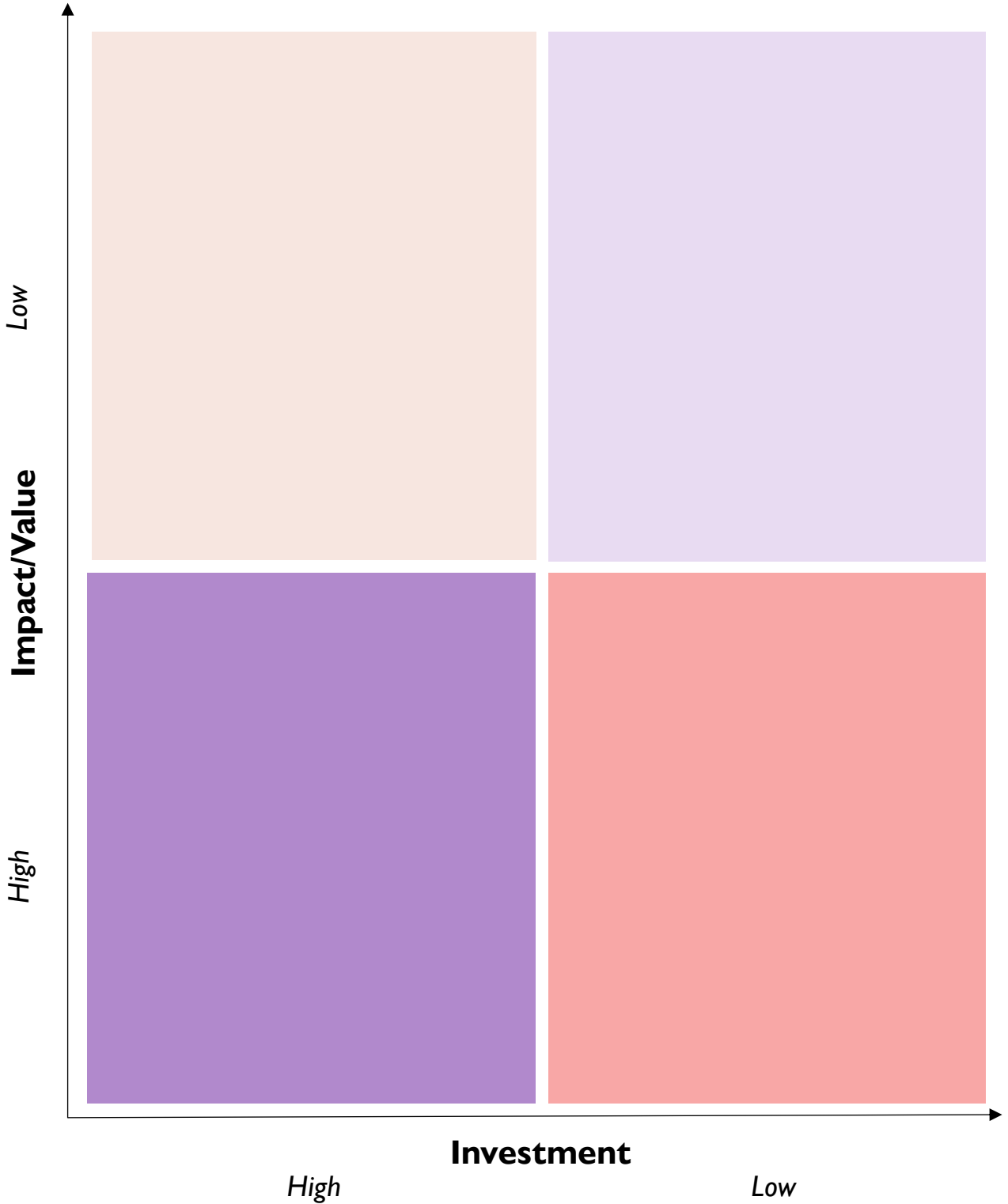
Solutions/Vendors evaluation using Cost-benefit analysis (CBA) template

Post-assessment tools: Cost-benefit analysis (Worked example)

Case example: *Thai Papa* (hypothetical)

Example Scenario: *Thai Papa* is a company working in the food and beverage service sector. As its workforce is expanding, *Thai Papa* has identified that deploying a Human Resource Management System (HRMS) can streamline its HR processes, enhance employee management and increase operational efficiency. They would like to apply for a PSG grant to fund the implementation of a new HRMS.

Cost-Benefit Analysis for one solution

Values used in the worked example are for illustrative purposes only

HappyHR	Year 1	Year 2	Year 3	Year 4	Total
Projected Implementation Costs (SGD)					
Initial starting-out fees	2,000	-	-	-	2,000
HRMS subscription fee	8,000	8,800	9,660	10,648	37,108
Software upgrade and support fee[1]	2,400	2,640	2,904	3,194	11,138
Training costs[2]	500	-	500	-	1,000
Total Costs ($)	12,900	11,440	13,064	13,842	**51,246**
Projected Cost Savings (Based on Manhours)					
HR Manager: 2 Man-hours Saved per day[3, 4]	12,500	15,750	16,538	17,364	62,152
HR admin: 3 Man-hours saved per day[3,4]	11,250	14,175	14,884	15,628	55,937
Total Benefits ($)	23,750	29,925	31,422	32,992	**118,089**
Benefit-cost Ratio (Total Benefits/Total Cost)	~2.3				

Example cost assumptions:
- Software Upgrade and maintenance costs is estimated to be **10% of subscription costs and will increase by 10% every year** [1]
- Two training courses provided by vendor once every 2 years, quoted as a lumpsum cost [2]
- The implementation of the solution takes 2 months to complete[3]

Example benefits assumptions:
- Cost savings are calculated based on per hour salary of employees (e.g. In Year 1, HR Manager $5000/month; HR Administrator $3000/month) [4]
- Assuming 5% salary increase per financial year for HR manager and HR Admin

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Template: Cost-benefit analysis for a single solution

	Year 1	Year 2	Year 3	Year 4	Total
Projected Implementation Costs (SGD)					
Total Costs ($)					
Projected Cost Savings (Based on Manhours)					
Total Benefits ($)					
Benefit-cost Ratio (Total Benefits/Total Cost**)**					

Cost assumptions:

Benefits assumptions:

Cost-benefit analysis for multiple solutions

HappyHR	Year 1	Year 2	Year 3	Year 4	Total
Projected Implementation Costs (SGD)					
Initial starting-out fees	2,000	-	-	-	2,000
HRMS subscription fee	8,000	8,800	9,660	10,648	37,108
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Total Benefits ($)	23,750	29,925	31,422	32,992	**118,089**
Benefit-cost Ratio (Total Benefits/Total Cost)	~2.3				

1

2 TACs may conduct CBA analysis for multiple technology vendors and compare the results on another table.

HRMS Solution	Benefits (SGD)	Costs (SGD)	Benefit-Cost Ratio
HappyHR	118,089	51,246	**2.3**
Open HRMS	225,000	110,500	2
EasyHR	95,015	44,560	2.13

1

Key Elements of a Cost-Benefit Analysis:
a) Cost associated to the project
b) Benefits associated to the project
c) Benefit-cost ratio shows the relationship between the benefits and cost in financial or quantitative terms.

**Benefit-Cost Ratio =
Total benefit ($)/ Total cost ($)**

1 **2**

Recommended steps when deciding on a solution:
a) Carry out cost-benefit analysis for each identified solution: Fill in relevant costs and benefits (in terms of $) and calculate benefit-cost ratio

b) Compare the benefit-cost ratio for the different solution providers and identify the one with the highest benefit-cost ratio

2

Cost-Benefit Analysis for multiple solutions after deriving cost-benefit ratios for multiple solutions (illustrative example shown below)

HRMS Solution	Benefits (SGD)	Costs (SGD)	Benefit-Cost Ratio
HappyHR	118,089	51,246	**2.3**
Open HRMS	225,000	110,500	2
EasyHR	95,015	44,560	2.13

HappyHR offers the most benefit per unit cost. Hence, HappyHR should be prioritised over other HRMS solutions.

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Template: Cost-Benefit Analysis for multiple solutions

HRMS Solution	Benefits (SGD)	Costs (SGD)	Benefit-Cost Ratio

Reporting of digital initiatives

Sample: Reporting cost/time saving digital initiative with senior management (1/2)

<u>Illustrative example:</u> how to translate CBA into a Business Case for Senior Management

Example Breakdown: Time & Cost Savings adopting HappyHR

HappyHR	Year 1	Year 2	Year 3	Year 4	Total
Projected Implementation Costs (SGD)					
Initial starting-out fees	2,000	-	-	-	2,000
HRMS subscription fee	8,000	8,800	9,660	10,648	37,108
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Total Benefits ($)	23,750	29,925	31,422	32,992	**118,089**
Benefit-cost Ratio (Total Benefits/Total Cost)	**~2.3**				

Projected Net Cost Savings After 4 Years

Projected Net Cost Savings (SGD)
= Projected Manhour Cost Savings – Projected Implementation Costs
=118,089 – 51,246
=**66,843**

Percentage Cost Savings (based on Manhours) After 4 Years (Average)

Percentage Cost Savings (based on Manhours) After 4 Years
= Projected Net Cost Savings / Projected Manhour Cost Savings *100%
= 66,843 / 118,089 * 100%
= **~56.6%**

Break-even Point after Adoption (Months)
= Implementation Time + Time to cover the Cost in Year 1
= 2 + 12,900 / (23,750 / 10)
= 2 + 5.43
= **7.43 (Approximately 32 weeks)**

Illustrative Example: Estimated Time Savings

Estimated Time Savings (SGD)[1]				
Role / Designation	Est. Hours Saved Per Day (Hour)	Est. Hours Saved Per Week (Hour)	Est. Hours Saved Per Year (Hour)	Est. % Hours Saved
HR Manager	2	10	520	25%
HR admin	3	15	780	37.5%
Total Time (H)	5	25	1300	31.25%

HR Manager

Total Hours Saved Per Year for HR Manager = 520

Percentage Hours Saved Per Year
= Hours Saved Per Year/Total Working Hours Per Year
= 520 / 2080
= **25%**

HR Admin

Hours Saved Per year for HR Admin = 780

Percentage Hours Saved Per Year
= Hours Saved Per Year/Total Working Hours Per Year
= 780 / 2080
= **37.5%**

Average Percentage Hours Saved

Total Average Hours Saved Per Year = 650

Percentage Hours Saved Per Year
= Total Average Hours Saved Per Year /Total Working Hours Per Year
= 1300 / 4160
= **31.25%**

---

[1]**Assumptions for Time Savings Calculations:**
• Calculation of time saved for HR Manager and HR Admin are based on a 8H work day, 5 working days per week, 52 weeks per year
• Calculation does not factor any leave arrangements that HR Manager or HR Admin may have
• Calculation is based on the assumption that the TAC has one HR Manager and one HR Admin

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Template: Time and cost savings for single solution for reporting to senior management

HappyHR	Year 1	Year 2	Year 3	Year 4	Total
Projected Implementation Costs (SGD)					
Total Costs ($)					
Projected Cost Savings / Benefits (SGD)					
Total Benefits ($)					

Projected Net Cost Savings After X Years	Percentage Cost Savings / Benefits After X Years (Average)	Break-even Point after Adoption (Months)
Projected Net Cost Savings (SGD) =	**Percentage Cost Savings / Benefits After X Years** =	=

Estimated Time Savings (SGD)				
Role / Designation	**Est. Hours Saved Per Day (Hour)**	**Est. Hours Saved Per Week (Hour)**	**Est. Hours Saved Per Year (Hour)**	**Est. % Hours Saved**
Total Time (H)				

Role A	Role B	Average Percentage Hours Saved
Total Hours Saved Per Year for A =	**Hours Saved Per year for B** =	**Total Average Hours Saved Per Year** =
Percentage Hours Saved Per Year =	**Percentage Hours Saved Per Year** =	**Percentage Hours Saved Per Year** =

Sample post-assessment considerations: reporting time and cost savings to senior management (2/2)

<u>Illustrative example:</u> Report for RODI (Return of Digital Initiative) Communication with Senior Management/Translating CBA into a Business Case for Senior Management

Example Report: Time & Cost Savings for HappyHR

Executive Summary

Our initial findings suggest that the adoption of HappyHR can be a strategic investment with significant time and cost savings along with other potential benefits. Our estimates reveal that the implementation of HappyHR can result in a **~31%** time saving in HR-related administrative tasks. This translates to a significant reduction in man-hours, with around **56.6%** cost savings (based on manhours) over 4 years.

Time Efficiencies

HR Manager:	**HR Admin:**	**Per HR Employee:**
25%	**37.5%**	**~31%**
hours saved per year	hours saved per year	average hours saved

Cost Benefits

Benefits
- Around **56.6%** of Cost Savings (based on manhours)
- **$118,089** Man-hour Savings after 4 years
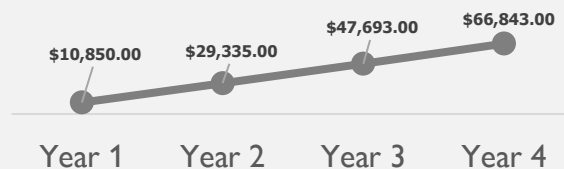- **$66,843** Net Cost Savings (Man-hour Savings – Total Implementation Costs)

Total Costs
- **$51,246** Total Implementation Costs after 4 years (Including initial starting-out fees, subscription, maintenance, and training etc.)

Break-even
- **~32 weeks** to breakeven based on manhour savings

Projected Net Cost Savings Over 4 Years

|	Year 1	Year 2	Year 3	Year 4
	$10,850.00	$29,335.00	$47,693.00	$66,843.00

Other Potential Benefits

For HR employees
- Diverting efforts (in the form of manhour savings) to more complex tasks e.g. recruitment, interviews etc.
- Increased job satisfaction and Increased work life balance by streamlining operational tasks

Firm-wide Benefits
- More accuracy in HR data, making it easy to access, manage, and analyse
- Improved recruitment process through better applicant tracking and onboarding
- Improved employee experience by allowing employees to have access to the platform, enabling them to update their personal information, request time offs easily etc.

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Template: Reporting of time & cost savings to senior management

Executive Summary
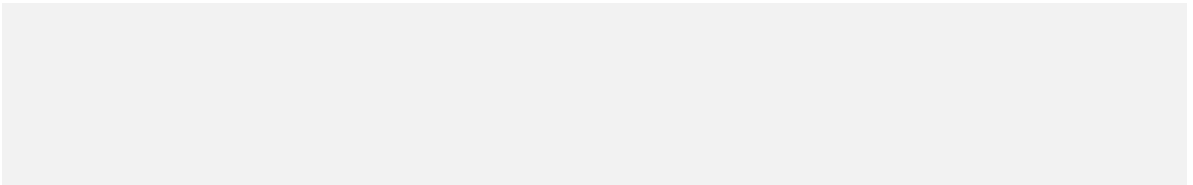
Time Efficiencies

Position 1:	Position 2:	Per Staff:
XX%	**XX%**	**~XX%**
hours saved per year	hours saved per year	average hours saved

Cost Benefits

Benefits
- Around **XX%** of Cost Savings (based on manhours)
- **$XX** Man-hour Savings after 4 years
- **$XX** Net Cost Savings (Man-hour Savings – Total Implementation Costs)

Total Costs
- **$XX** Total Implementation Costs after 4 years (Including initial starting-out fees, subscription, maintenance, and training etc.)

Break-even
- **~XX weeks** to breakeven based on manhour savings

Projected Net Cost Savings Over 4 Years

Year 1   Year 2   Year 3   Year 4

Other Potential Benefits

For employees
- XX

Firm-wide Benefits
- XX

We would like to thank the following Trade Associations and Chambers for their kind support and participation

Association of Electronic Industries in Singapore (AEIS)

Association of Independent Producers (AIPRO)

Chartered Secretaries Institute of Singapore (CSIS)

General Insurance Association of Singapore (GIA)

Global Compact Network Singapore (GCNS)

Landscape Industry Association (Singapore) (LIAS)

Plastics Recycling Association Singapore (PRAS)

Restaurant Association Singapore (RAS)

SGTech

Singapore Actuarial Society (SAS)

Singapore Business Federation (SBF)

Singapore Chemical Industry Council (SCIC)

Singapore Fashion Council (SFC)

Singapore Green Building Council (SGBC)

Singapore Indian Chamber of Commerce and Industry (SICCI)

Singapore Institute of Accredited Tax Professionals (SCTP)

Singapore Logistics Association (SLA)

Singapore Malay Chamber of Commerce and Industry (SMCCI)

Singapore Pest Management Association (SPMA)

Singapore Precision Engineering And Technology Association (SPETA)

Singapore Retailers Association (SRA)

Singapore Semiconductor Industry Association (SSIA)

Specialists in Wellness Association Singapore (SWAS)

The Association of Banks in Singapore (ABS)

The Association of Process Industry (ASPRI)

The Singapore Contractors Association Ltd (SCAL)

The Singapore Furniture Industries Council (SFIC)

Singapore Green Building Council (SGBC)

Thank you

Empowering your digital transformation journey