

**SINGAPORE SOCIAL  
ENTERPRISE CONFERENCE 2016  
POST CONFERENCE  
INSIGHTS**

25-26 October 2016

# ABOUT

## SINGAPORE SOCIAL ENTERPRISE CONFERENCE 2016



Focused on exploring how businesses can be agents of change and a force for social good, the Singapore Social Enterprise Conference 2016 brings together thought leaders, corporates and entrepreneurs, for a 2-day forum of expert lectures, insightful discussions, networking opportunities and more.

This Conference serves as the main convening platform to engage and share knowledge across raISE's diverse network of partners and members. It runs in line with a series of programmes and initiatives under the #partofthegood movement.



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# I. Keynote

## A Common Aspiration – Aligning sustainability goals with goals for the broader society



### *Speaker*

#### **Manoj Kumar**

Senior Advisor, Tata Trusts & CEO, Foundation for Innovation and Social Entrepreneurship

### **Tata Trusts' Role in Corporate Stewardship**

- Identifying social goals (i.e. health, water, energy, rural upliftment, education, urban poverty alleviation etc.) and organizing programmes to bring sustainable impact in each identified area.
- Using data to positively impact government policy and effectiveness therefore facilitating the development of the country.
- Focusing on innovative technologies and social entrepreneurship as tools to uplift lives of rural populations in India.
- Collaborating with Google India and launched the Internet Sathi programme to promote awareness of the internet and its uses in the rural geographies where the Trusts operate.

### **Aligning Sustainability Goals with Goals for the Broader Society**

#### **The UN Sustainable Development Goals: Partnerships for Goals**

- Focusing on collaboration rather than competition for a sustainable global ecosystem.
- Partnering with like-minded individuals and organizations on large-scale transnational research on the global eco-system to inspire innovation.

#### **Initiatives**

- Social Alpha is an initiative supported by Tata Trusts to promote social entrepreneurship and innovation to design solutions for India's intractable development sector challenges. Through its incubator and accelerator programmes, it has created an environment that engages social entrepreneurs and encourages collaboration.
- Avanti Finance an investee of Tata Trusts, is a microfinance company that enables affordable and timely credit access to "underserved and un-served" segments of India's population through innovative new age digital technologies. It works with local non-governmental organizations, farmer producer organizations and self-help groups to deliver affordable credit.

## II. Fireside Chat

### a. Business as a Force for Social Good



#### Speakers

##### Manoj Kumar

Senior Advisor, Tata Trusts & CEO, Foundation for Innovation and Social Entrepreneurship

##### Seah Kian Peng

CEO, NTUC Fairprice Co-operative

##### Melissa Kwee

CEO, National Volunteer and Philanthropy Centre

##### Sim Gim Guan

CEO, National Council of Social Service

#### Moderator

##### Nicholas Fang

Executive Director, Singapore Institute of International Affairs

### Accelerating Social Impact while achieving Business Goals

#### Role of Social Enterprises

- Social entrepreneurship and innovation is a tool to accelerate the creation of social impact. Through innovation, we see the greater business sophistication in social enterprises today. Social enterprises that are innovative and transformative usually result in more competitive, viable and sustainable businesses.
- Social enterprises should be in a permanent beta state to stay relevant in the market and deliver goods and services that have intrinsic value and quality, rather than relying on one's sympathy as a reason for his/her purchase.
- Charities are increasingly interested in the social enterprise business model as they consider long-term sustainability of their operations.
- Social enterprises and charities should take advantage of mutually beneficial opportunities – social enterprises can acquire knowledge and networks in social service sectors through charities and charities can benefit from social enterprises' products and services. Intermediaries such as Empact supports and facilitates such collaborations.

#### Role of Corporates

- Corporates are realising that people are increasingly socially conscious and monetary benefits alone may not be sufficient to retain their customers, employees and stakeholders.
- To remain sustainable, corporates recognise that doing good is a desirable business strategy and they should go beyond competing only on price and quality, and consider the social value of their organization's business.
- Mr. Seah from NTUC discussed this session's topic "Business as a Force for Social Good" and suggested the panel to consider "Social Good as a Force for Doing Business" instead. Social enterprises are the epitome of this phrase, as the key driver for their business is the creation of positive social impact.

### Working Towards a Shared Value System

- **Leadership** – Leaders in both the public and private sector should work together to create effective policies that accelerate not inhibit social development.
- **Education** – Education is key to challenge and change entrenched mindsets. The Singaporean education system perpetuates the relentless race for upward social mobility at the cost of social and personal fulfilment. Instead of focusing on being best in the world, we should think about being the best for the world.
- **Community inclusiveness** – We should strive to build an inclusive community and nurture one's talents rather than fixate on one's weakness.



## b. Beyond Alignment – Lessons from collaborations between corporations & social enterprises



### **Speakers**

#### **Chia Boon Chong**

Associate Director, Singtel Group Corporate Social Responsibility

#### **Siddharth Pisharody**

Associate Director, Temasek International

#### **Julian Koo**

Co-Founder, Jaga-Me Pte. Ltd

#### **Debra Lam**

Co-Founder, Society Staples Pte. Ltd

### **Collaboration Between Corporates and Social Enterprises**

#### **Innovation**

- Corporations may leverage the innovative and alternative market solutions that social enterprise create to meet challenges facing society.
- Debra Lam from Society Staples (a social enterprise) shared that through the organization's networks and involvement with persons with disabilities, they were able to draw on insights and develop innovative solutions for their clients. Their expertise has helped corporates to contribute to and interact meaningfully with marginalized individuals and communities.
- Julian from Jaga-Me (a social enterprise) tackled capacity and manpower issues in the healthcare sector by creating an online platform for patients and families to access professional home nursing and caregiving services at home on demand.

#### **Capacity Building**

- Corporations have resources and experience to build capabilities of a social enterprise through incubator/accelerator programmes and offer validation of the social enterprise's business model to prospective investors.
- Siddharth Pisharody from Temasek shared about "T-Touch" which is a volunteer initiative driven by Temasek staff. Under this initiative, corporate executives from Temasek take on a mentorship role and share their professional knowledge to strengthen social enterprises' capabilities. Areas of expertise T-Touch offer includes financial guidance, brand differentiation, innovation, leadership and management skills.
- Chia Boon Chong from Singtel shared about the organization's initiative, "Singtel Futuresmakers" which is a programme which provides participants to grow their organization, refine their business model and scale their social impact. The programme offers capacity building, with competency workshops, mentoring and 1-on-1 business coaching by seasoned entrepreneurs.

## Market Access

- Corporations can provide social enterprises with market access and extensive networks to widen their consumer base and scale up operations.
- For example, through the Singtel's Futuresmakers programme, Jaga-Me was able to tap into Singtel's consumer market base of about 600 million mobile subscribers.
- Another example of a successful collaboration is where Singtel leveraged its technology and the social enterprise's networks to penetrate virgin markets, thus achieving both social impact and financial returns.

## Key Strategies for Successful Collaboration

- Aligning parties' project mission, vision and objectives.
- Corporations should engage social enterprises as partners not only recipients of aid.
- Developing an indicative work plan and time-frame for each project to ensure parties' commitment in completing project tasks in a timely manner.
- Embracing and respecting each party's work philosophy and taking advantage of warm leads.

## Future of Cross-Sector Collaboration

- Corporations and social enterprises see each other as potential partners rather than competitors.
- Less distinction between corporations and social enterprises – higher expectations that social enterprises should be financially sustainable and corporations should create social value and impact.
- Collaborations between like-minded organizations would reduce duplication of efforts and scale social impact.





### III. Insights

#### a. Focusing on Results, not Reports – A Social Value Pilot



*Speaker*

**Sunil Chandrasekhar**

Manager - Bain & Company SE Asia, Inc

#### About the Social Value Framework

- Developed by raiSE, in consultation with Bain & Company.
- Guide to help social enterprises to determine and measure their social value.
- Social value are outcomes created via (i) direct means to the beneficiaries and (ii) indirect means to related parties including the beneficiaries' families and society.
- To measure social value, a matrix with an initial list of indicators is drawn out to enable social enterprises to monitor, assess and articulate their social value.

#### Indicators

- Indicators are measured by tracked data, surveys, interviews and feedback.
- Quantitative indicators measure outreach, outcomes as well as the dollar values of the goods or services created.
- Qualitative indicators look at the less tangible outcomes such as well-being, and are more subjective and relative, but are equally important.
- There are different tiers of priority tagged to the indicators. The tier tagging makes it easier for social enterprises to choose the indicators based on the resources available to them for data collection. Tier 1 indicators are basic indicators and should be preferably measured. Tier 2 and 3 indicators are more advanced indicators and should be measured if the social enterprise has the resources.

- List of indicators is not intended to be prescriptive or exhaustive. Social enterprises can pick and choose indicators in the applicable outcome areas that are relevant to them and yet not overly burdensome for measurement.

### Pilot Experiment

- To get feedback on the indicators, raiSE and Bain has piloted this framework with 9 social enterprises. Majority found the framework useful as a common language to measure social value. The framework seeks to be inclusive in recognizing the different kinds of social value created by the social enterprises and yet achieve some form of standardization.
- Social enterprises may start measuring its social value by downloading the framework guide available at <https://www.raise.sg/resource/>.



## b. Aligning Business Strategy with Social Impact



### **Social Intrapreneur or Social Entrepreneur?**

Before deciding on becoming a social entrepreneur, one should consider the following questions:

- What are the opportunity costs of leaving your current position, if any?
- What is your social mission?
- Do you have the skills, knowledge and passion to pursue your social mission?
- What unique value creation are you generating? (i.e. the difference between the outcomes generated and what would have happened anyway)

### **Why become a social intrapreneur?**

- Access to one's organizations' vast resources to make a substantial impact.
- Lead change within one's organizations, without formal authority, that aligns with core business objectives while also advancing a social or environmental outcome.

### **How to become a Successful Social Intrapreneur?**

#### **Building an initiative within your organization**

- Pursue an approach consistent with one's organizational context
  - Align one's approach with one's organization's strategy, structure and culture.
  - Align one's timing with one's organizational priorities and dynamics.
- Develop a convincing business case
  - Use diverse narratives (i.e. stories, imagery, numbers and examples).
- Test and refine one's ideas before implementation
  - Look for opportunities for quick and low-cost testing of one's value proposition.
  - Continuous refinement of one's business model and evaluation of social impact.

## Knocking Down barriers to innovation

- Mobilize a team
  - Set up an independent and multi-functional team to protect one's social initiative against the organization's "antibodies".
- Leverage networks
  - Garner support from senior colleagues to sponsor, protect or advocate for your social initiative.
  - Garner support from peers to take on different roles (i.e. the Mavens, connectors or salesperson) to expand knowledge, skill sets and networks.
  - Influence people around you and initiate a "social movement".



## c. **raiSE Public Perceptions Survey – Where are we today & where are we heading towards?**



### **Speaker**

#### **Zhang Weina**

Research Director – National University of Singapore, Asia Centre for Social Entrepreneurship and Philanthropy (ACSEP)

### **About the Public Perception Study 2016**

- The first Public Perception Survey was conducted in 2010 and the social enterprise landscape has changed significantly since then, given the establishment of raiSE.
- raiSE has commissioned the Asia Centre for Social Entrepreneurship and Philanthropy, National University of Singapore (ACSEP) this year to conduct another public perception survey to gain an updated understanding on the public's awareness, knowledge and action towards social enterprises in Singapore.
- The Public Perception Survey 2016 has collected 1,888 valid responses and achieved its objectives in ascertaining the level of public awareness of local social enterprises and understanding how to better support the social enterprise ecosystem.

### **Key Findings**

#### **Level of awareness**

- Level of public's awareness of the term "social enterprise" has increased significantly from 13% to 65%.
- Respondents in the 31-35 age group have the highest level of awareness, with 7 out of 10 having heard of "social enterprise".
- There is a strong correlation between awareness, understanding and purchase – a better understanding tends to be related with a greater purchase behaviour and intent.

#### **Reasons behind purchasing behavior**

- The top 3 reasons that influenced purchasing behaviour are (1) social mission (2) uniqueness of products/services and (3) quality of products/services.

- The findings further indicated that for existing non-buyers, they were more likely to purchase from social enterprises if there were strong intrinsic value (i.e. quality and price) of its product/services.

### **Perceived characteristics of social enterprises**

- The survey reflected that the public places a high emphasis on the social aspect of a social enterprise, medium emphasis on a social enterprise's hybridity (i.e. dual bottom lines), and low emphasis on the business aspect of a social enterprise.
- The top 2 strategies to differentiate a social enterprise from a traditional business is a social enterprise's hybridity and self-identification (how the social enterprise presents itself).

### **Key Recommendations**

- To retain buyers and convert non-buyers, social enterprises need to stay committed to their social mission as well as focus on the intrinsic value of their products and services (i.e. uniqueness and quality).
- To increase purchasing decisions, social enterprises need to raise public awareness and understanding of their business and social impact. Social enterprise may consider leveraging the media to portray its social mission better, or creating a unique branding to differentiate itself.
- The public may also support the social enterprise ecosystem by practicing socially conscious shopping, raising awareness of social issues and social enterprises through the internet or word of mouth.



## d. Emerging Markets in the Region and Support for Local Social Enterprises Seeking to Internationalize



### *Speaker*

**Wong Choo Sing**

Divisional Director, International Enterprise (IE) Singapore

### **Opportunities & Trends for Growth: Key Industries in South East Asia**

- **Infrastructure** – SEA Governments are pushing for infrastructure needs such as water and electricity. Opportunities in SEA lie in utilities, urban development and transport.
- **Manufacturing** – the SEA region is characterized by low wage economies. Social enterprises can take advantage of low production costs to reduce their operating costs.
- **Consumption** – the consumer base of ASEAN has grown 8% in the last 5 years with a growing middle class of 120 million. Social enterprises can leverage on SEA's sizeable consumer base to reap huge economies of scale.
- **Digital Economy** – the fragmented E-commerce industry in SEA presents market opportunities at different city tiers. Social enterprises can consider venturing into tech start-ups and digital infrastructure as there is a new focus on technology.

### **Venture into Non-Capital Cities in SEA**

- Social enterprises should look beyond traditional markets in capital cities and venture into non-capital cities. Non-capital cities in SEA have high market growth potential and the cost of doing business there is significantly lower as well. Examples:
  - Indonesia – Medan, Bandung, Surabaya, Makassar
  - Malaysia – Penang
  - Myanmar – Mandalay, Bagan
  - Philippines – Cebu, Clark Green City
  - Thailand – Eastern Seaboard region, Khon Kaen

## Country Analysis: Indonesia

### Country profile

- Population of 257.6 million in 2015, a GDP growth of 5.5% from 2011-15, FDI worth USD 20.0 billion in 2014 and is the largest market economy in ASEAN (40% of ASEAN's economy).

### Market opportunities

- **Infrastructure** – Budgeted 313.5 trillion on infrastructure. The Indonesian government aims for a 100% access to power and electricity by 2019. Municipal water projects are in the pipeline for investments.
- **Manufacturing** – A low-wage economy where costs of production is low.
- **Consumption** – Strong consumption base with a rising middle class population where 27 % are below 15 years of age – a sizeable young market.
- **Digital Economy** – Aims to be the largest digital economy by 2020 with a growth rate of 15% year on year and an emphasis on E-commerce. Its market focus is on technology and start-ups.

### Market challenges

- Political uncertainty
- Protectionist policies

### Social development opportunities

- **Poverty** – 11.2% of the population lives below the national poverty line.
- **Youth unemployment** – 36% of the population above 15 years old is unemployed.
- **Infant mortality rate** – 23 deaths of infants under one year old per 1,000 live births.
- **Utilities** – 69% of the population has access to clean water and 81% of the population has access to electricity. (Source: Statistical data on poverty and socioeconomic development in Indonesia based on research by the Asian Development Bank, 2016)

### Social development challenges

- Unequal access to quality education and healthcare
- Lack of infrastructure causes production bottlenecks for sustainable growth and poverty alleviation
- Shallow social safety net





## IV. Expert Series

### a. Successful Selling on Social Media for Social Enterprises



*Speaker*

**Claire Lim**  
Regional Director, Social@Ogilvy

Advertising, marketing and public relations expert, Ogilvy & Mather shares insights on how social media platforms can be used for marketing and branding to generate sales for social enterprises.

#### **Step 1: Growing Followers**

Strategies to grow social media followers:

**Complete your profile** – Provide detailed information about your social enterprise (i.e. about section, profile picture, types of products/services, mission, contact information, background story) to enhance brand awareness and engage your target audience.

**Run competitions** – Competitions are a creative and fun way to attract more followers, gather consumer data and feedback, and widen consumer outreach.

**Boost Offline Traffic Drivers** – Use offline traffic drivers such as flyers, events, product labels and word-of-mouth to increase conversion rates.

#### **Boost Online Traffic Drivers –**

- *Implement website integration:* Integrating social media into your website to promote your online brand (i.e. make your content shareable with social share buttons, social login, social video etc.)
- *Influence engagement:* Engage potential and existing influencers in your industry who are active on social media that can help you to attract new followers for your products/services (i.e. offering samples of your products/services to influencers).
- *Form industry partnerships:* Leverage user base of other brands to expand own networks and form collaborations.

## Step 2: Engaging Followers

### Build your Brand with a Social Media Style Guide – *Who you are, and who you are not?*

A social media style guide offers a clear and consistent guide for your business's social media strategy. To create your own Social Media Style Guide, consider the following components:

- *Mission statement:* Consider why your business exists and why you are on social media.
- *Audience persona:* Consider your core audience on social media.
- *Brand voice and tone:* Consider your brand voice (casual/serious/professional etc.) and tone (helpful/funny/authoritative etc.)
- *Branding elements:* Consider consistency in brand identity (i.e. brand logo, colour palette, materials, signage, messaging etc.)

### Generate Content Pillars

Content pillars anchor the way followers receive and engage in your brand content. Consider structuring your content in the following ways:

- *Upcoming events:* Updated information about events on Facebook/website.
- *Past events:* Summary and highlights with event photos.
- *Company news/announcements:* Awards and recognitions, milestones (i.e. IPO, new branch openings etc.), new partnerships, company policy changes, employee management changes.
- *Industry trends:* Industry insights and curated content on current trends related to your business.
- *New products and services:* Product/service description and reviews.

To capture your target audiences' attention, consider using effective social media content such as GIF, graphics, photographs, videos and infographics.

## Step 3: Getting Business Results

### Social Ad Buying – when and how to apply social ads?

- *Stage 1: Awareness and customer acquisition.* Focus on driving views of your content. Types of ad formats:
  - Facebook – Page post link ads, carousel ads, post engagement ads, canvas.
  - LinkedIn – Display/text/video ads, sponsored content, premium display, recommendation ads.
  - YouTube – Display ads, pre-rolls, overlay ads, skippable video ads.
- *Stage 2: Engagement, conversion and retention.* Focus on interacting with users by boosting ads when you have reached a larger user base (i.e. drive target audience to book appointments on your site, answer queries). Types of ad formats:
  - Facebook – Page post link ads, carousel ads.
  - LinkedIn – Sponsored content, sponsored InMail, follow Company Ad.
  - YouTube – Display ads, pre-rolls, overlay ads, skippable video ads (<20s), sponsored cards.

### Website Checklist

- Check your website's mobile friendliness
- Retrieve page speed insights
- Assess your website's searchability
- Install analytics
- Vertical and horizontal navigation

### Planning Checklist

- Set your Key Performance Indicators
- Develop an integrated editorial calendar: marketing plans, holidays, new products
- Plan the content development process
- Set up a tracker for Google Analytics/Facebook Insights data
- Organize database growth and maintenance



## b. Adapt & Grow Initiatives



### *Speaker*

Representatives from Workforce Singapore,  
(WSG)

Workforce Singapore shares its initiatives for Singaporeans to adapt to changing job demands and grow their skills.

### **Reskilling for Jobs- Work Trial**

- Aims to strengthen the employability of Singaporean locals, especially the rank-and-file.
- Eligible job seekers can gain experience through a short-term work stint and be offered employment to receive incentives of up to \$1,1000.
- Factsheet on the work trial can be downloaded from the following link: [http://www.wsg.gov.sg/content/dam/ssg-wsg/wsg/programmes/reskilling-for-jobs/employer/Work\\_Trial\\_Factsheet\\_20160923\\_1.3\\_V01Final.pdf](http://www.wsg.gov.sg/content/dam/ssg-wsg/wsg/programmes/reskilling-for-jobs/employer/Work_Trial_Factsheet_20160923_1.3_V01Final.pdf)

### **Career Support Programme**

- Encourage employers to offer suitable job opportunities to mature Singaporean Professionals, Managers and Executives (PMETs) who are long term unemployed and/or made redundant for 6 months or more.
- Companies can receive up to \$25,200 in salary support for up to one year when they hire PMETs who are retrenched or unemployed for six months or more, in jobs that pay at least \$4,000  
Factsheet on the work trial can be downloaded from the following link: [http://wsg.gov.sg/content/dam/ssg-wsg/wsg/programmes/csp/CSP\\_Factsheet\\_20161001\\_PED\\_V03\\_Final.pdf](http://wsg.gov.sg/content/dam/ssg-wsg/wsg/programmes/csp/CSP_Factsheet_20161001_PED_V03_Final.pdf)

### **WorkPro Programme**

- Encourage employers to implement age-friendly workplaces through job redesign and age management practices for older workers.
- Companies can receive a grant of up to \$480,000 to support the implementation of initiatives in the following areas:
  - Implement age management practices.
  - Redesign workplaces and processes to create easier, safer and smarter jobs for older workers.
  - Implement flexible work arrangements for all workers.

- Factsheet on the work trial can be downloaded from the following link:  
<http://www.mom.gov.sg/~media/mom/documents/employment-practices/workpro/factsheet-on-enhanced-workpro.pdf?la=en>

## c. Data Protection – What it means for a Social Enterprise?



*Speaker*

**Benjamin Cheong**  
Partner, Rajah & Tann

### Overview of the Personal Data Privacy Act (“PDPA”)

#### What is “Personal Data”?

- Personal refers to data, whether true or not, about an individual who can be identified from that data; or from that data and other information to which the organization has or is likely to have access.
  - *Note:* your residential address is not considered personal data unless you can prove that you are the only person living in that home.
- Personal data in Singapore is protected under the PDPA.

#### What is the PDPA?

- A data protection law that governs the collection, use, disclosure and care of personal data.

#### Application of the PDPA

- PDPA covers personal data stored in electronic and non-electronic forms.
- Applicable to all private sector organizations regardless of size and scale.
  - *Note:* PDPA applies as long as you are dealing with personal data within Singapore, regardless of where you are geographically.
- Generally not applicable to:
  - Any individual acting in a personal or domestic basis.
  - Any employee acting in the course of his or her employment with an organization.
  - Any public agency or an organization in the course of acting on behalf of a public agency in relation to the collection, use or disclosure of the personal data.

Business contact information. This refers to an individual’s name, position name or title, business telephone number, business address, business electronic mail address or business fax number and any other similar information about the individual, not provided by the individual solely for his or her personal purposes.

## Data Protection Obligations

9 obligations in the PDPA that an individual should comply with:

- **Consent** – Organizations may collect, use or disclose personal data only with the individual's knowledge and consent (with some exceptions).
  - Consent can be express or deemed (i.e. Declaration of consent; "I hereby consent to your company...").
  - Consent can be obtained in different ways (i.e. through consent forms, application forms, privacy policies for websites etc).
- **Purpose Limitation** – Organizations must inform individuals of the purposes for the collection, use or disclosure of personal data. The purpose of the use and collection or disclosure of personal data must be reasonable- of which a "reasonable person would consider appropriate".
- **Notification** – Organizations must notify the individual of purpose(s) before collection, use or disclosure of the personal data.
- **Access & Correction** – An individual has the right to obtain his/her personal data from the organization that has possession of it. He/she can ask what the organization has used the information for in the past one year upon the date of request.
  - Upon request of an individual, an organization is obliged to correct errors or omissions in the individual's personal data.
- **Accuracy** – Organizations must ensure personal data collected is accurate and complete.
- **Protection** – Organizations must ensure protection of personal data by making reasonable security arrangements.
- **Retention Limitation** – Discard the data immediately if it no longer serves a business or legal purpose.
- **Transfer Limitation** – Organizations must not transfer personal data out of Singapore unless there is a comparable standard of protection for personal data in the foreign country where the personal data is transferred to.
  - Recommend to sign a data transfer agreement with overseas party to make sure it lists out its obligations under PDPA.
- **Openness** – Organizations must implement necessary policies & procedures to meet obligations under the PDPA (i.e. develop a PDPA policy and making it available upon request, appoint a Data Protection Officer to respond to PDPA related complaints and make his/her business contact information publicly available.)

## Overview of the Do Not Call Registry (DNC)

- The aim of the DNC Registry is to reduce the number of unwanted telemarketing calls, marketing text messages and faxes.
- You may register in any of the 3 DNC Registers:
  - No Voice Call Register
  - No Text Message Register
  - No Fax Message Register

- Persons in breach of DNC rules are liable to penalties of up to \$10,000 per breach, and up to \$1,000 in composition fines.
- The DNC Registry focuses on calls and messages of commercial nature sent to consumers. Messages that promote charitable or religious causes; personal messages sent by individuals; public messages sent by government agencies; and political messages will not be covered under the DNC provisions.

### **Tips on complying with the DNC provisions**

- Obtain clear and unambiguous consent (i.e. do not bury consent information in T&C, do not pre-tick boxes/ allow clients to opt in consent checkboxes rather than opt out).
- Check DNC register before making the call and do not conceal the identity of the caller.

## **Challenges of Complying with the PDPA**

### ***Tighter rules and stronger enforcement trends***

The PDPA is expected to come in full force as the legislation is growing in its maturity. Fines are only going to get heavier. The Government is also especially concerned about the DNC more so than other obligations. It is thus important for social enterprises to prepare legal proof and seek consent from all involved parties

### **Future Complaints Expected**

Social enterprises should be prepared for more and diverse complaints in future as people are increasingly aware and informed of their personal data rights under the PDPA

### **Tips on Creating a Successful PDPA Policy**

The PDPA took effect in phases since 2013 and as the regime matures, we expect to see tighter rules and stronger enforcement trends. Social enterprises should be aware of its obligations under the PDPA and constantly review its internal personal data protection policies and practices to ensure compliance with the PDPA and avoid incurring any legal liability.

It is recommended to adopt the following best practices on data practices:

- Be discerning of the personal data you retain.
- Be selective in the transfer of personal data.
- Opt in, Not Opt Out. Get clients to opt in their consent rather than opt out of it when broadcasting marketing messages.
- When in doubt, call the DNC and adhere to its obligations.
- Appoint a data protection officer.
- Train & educate staff on privacy issues.





## d. Growing Your Purpose Driven Talent Through Employee Engagement



*Speaker*

**Sarah Cerreta**

APAC Regional Manager for Employee Social Responsibility at Google

Google shared insights on how companies can use social impact and volunteer programs to build talent, cultivate new leaders and scale their social impact in society.

### **Understand and support your employees**

- Understand their motivations for work.
- Support employees who want to make a difference in the world and crave purpose in their work.
- Engage your employees by identifying how they are uniquely qualified to positively impact some of the world's most challenging issues.

### **Develop employees' leadership skills**

- Engage employees in social impact and volunteer programmes to develop their leadership skills so that they are better equipped to scale their social impact in society.
- Examples of Google's social impact initiatives for employees:
  - *GooglersGive* – Google workplace giving programme
  - *Google supports me* –Sponsoring employees to volunteer overseas.
  - *Google Ambassadors* – Providing volunteer opportunities for employees to work with non-profits/for-profits.
  - *Global Leadership Programme* –Providing overseas voluntary opportunities.

### **Create a culture that is socially-driven**

- Make giving and volunteering core to the company's culture and encourage greater citizenship both inside and outside of the office
- Be honest and transparent with each other. This will help to build a better culture overall.
- Take advantage of your networks and leverage on their skills to amplify social impact.
- Engage employees from all levels (i.e. company, team, personal).
- Create measurable goals that are aligned with the company's social mission.

## e. Don't Bury the Lead!



### *Speakers*

#### **James Brasher**

Director & Partner, Rice Communications

#### **Mansi Maheshwari**

Account Director, Rice Communications

#### **Agung Ongko**

Account Manager, Rice Communications

Rice Communications shared insights on effective ways to establish a positive image for your organization.

### **Knowing your target audience (WHO?)**

- Define your target audience – Be specific in targeting your audience (i.e. people who are critical to your business's success).
- Understand your target audience – Research and gather information about your target audience.
- Set your desired course of action – Is the piece of information relevant to your target audience?

### **Choosing your media platforms (WHERE?)**

- Identify media platforms where your target audience engage in – i.e. Bandwagon attracts music lovers/ TheEdge attracts business leaders.

### **Crafting your news content (WHAT?)**

- Define the newsworthiness/content of your news by adopting news values – i.e. timeliness, impact, prominence, proximity, novelty/human interest.
- Construct a key PR message
  - Establish product market fit by (i) establishing the relevance and importance of your company and (ii) defining your company's role and impact – i.e. show how your company fills market gaps.
  - Differentiate your company's products and services by highlighting your company's credentials, thought leadership and product uniqueness.
- Develop your story
  - The lead – Do not bury the lead. Provide the audience with the most interesting/attention grabbing news content at the beginning rather than at the end of the news story.

- The story – address the “meat” of the story and paint the full picture. Use 4-5 paragraphs to explain the “why” and the “how”.
- The background – put your story into perspective by contextualising your story with current trends, historical milestones and references.

### **Pitch for media interest (WHEN & HOW?)**

- Send out your pitch via press release or email pitch
  - Craft a catchy headline or email subject line.
  - Disseminate your pitch immediately to ensure timeliness and strategically to avoid peak periods (i.e. send them out on post Monday morning to avoid peak periods).
- Engage in follow-up phone conversation
  - Ideal times to speak to a journalist – between 10 am to 12pm and 2pm to 5pm.
  - No calls after 5 pm unless there is an emergency.
- Arrange an interview
  - Identify the parameters of your conversations.
  - Any red flags or off-the-record territories should be internally identified ahead of time.
  - Prepare a list of difficult questions and possible answers.
  - Put together briefing notes for yourself, not for the journalist.
  - Choose a conducive environment for the interview.
  - Photographers should brief interviewees on appropriate dressing.
  - When in doubt, do not answer.
- Follow up with the journalist
  - Catch up with your reporters after the interview to build good rapport.
  - Do a fact check with journalists for clarification purposes.
  - Copy the News desk to avoid getting lost in the mailbox.



## f. Design Thinking for Emerging Social Needs in Singapore



### *Speaker*

#### **Tan Yeok Nguan**

Senior Assistant Director (Design Innovation), Design Singapore Council, Ministry of Communications and Information

### **What is Design Thinking?**

Design thinking is about the language of the user. Grounded in empathy and understanding the needs of users before brainstorming and designing solutions, design thinking is an innovative tool for social enterprises to bridge gaps and address unmet social needs.

### **Ways to Approach Design Thinking**

#### **Taking a human centric approach in design**

- Put people at the center when developing solutions – incorporate a human perspective in all steps of problem solving, from ideation (observing problem within context) to implementation (creating user-friendly solutions).
- Focus on the users' perspective/experience by understanding their needs and requirements.

#### **Design thinking rooted in empathy**

- Understand users' needs and wants before designing care-giving solutions
- Engage in field work to immerse yourself in your clients' lives to understand them better.
- Be sensitive to your clients' emotions and consider them in your design process.
- Example – re-thinking design of family courts
  - Courtrooms are usually distressing for court-users, victims, families and children. To create a more calming and peaceful courtroom environment, a family court judge created a children's playroom near the courtrooms to facilitate easier childcare and better emotional management for court-users.

#### **Understanding the relationship between user and environment**

- Relationships are not just privy to people and studying the relations between the user and his/her environment is a crucial starting point to innovation and design thinking.

## Incorporating Design Thinking as a Culture and a Way of Life

### Create Natural Touch Points

- Creating natural touch points between vulnerable communities and the public.
- Example – A school hiring a wheelchair-bound librarian provides opportunities for children to meet and understand person with disabilities naturally, thus instilling empathy from an early age.

### Empathy-Driven Education

- Another suggestion is for sign language to be offered as a third language in schools. Not only does it facilitate easier communication, it fosters social inclusiveness, instills empathy in students and thereby strengthens the spirit of the community.

### Reframing Social Issues

- Reframing social issues to bring about a mindset change which fosters a culture of social inclusiveness.
  - i.e. Reframing disabilities through design in a way that reduces product stigma and product divide between disabled and public users – avoid persons with disabilities being stigmatized for the “special” products they use.
- Designing inclusive products that cater to the special needs of persons with disabilities while benefitting the masses
  - i.e. designing products for persons with an impaired arm may also be a solution to assist parents who have to carry their child whilst performing daily activities.



The background of the page is a complex, abstract geometric pattern composed of numerous overlapping triangles. The color palette is a gradient of purples and blues, ranging from deep, dark tones to lighter, more vibrant shades. The triangles vary in size and orientation, creating a dynamic and textured visual effect.

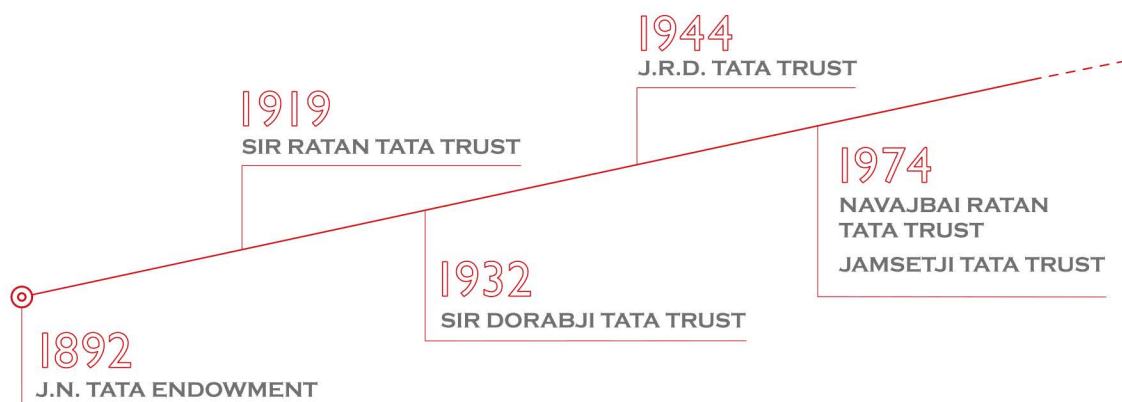
# APPENDIX: SPEAKER SLIDES

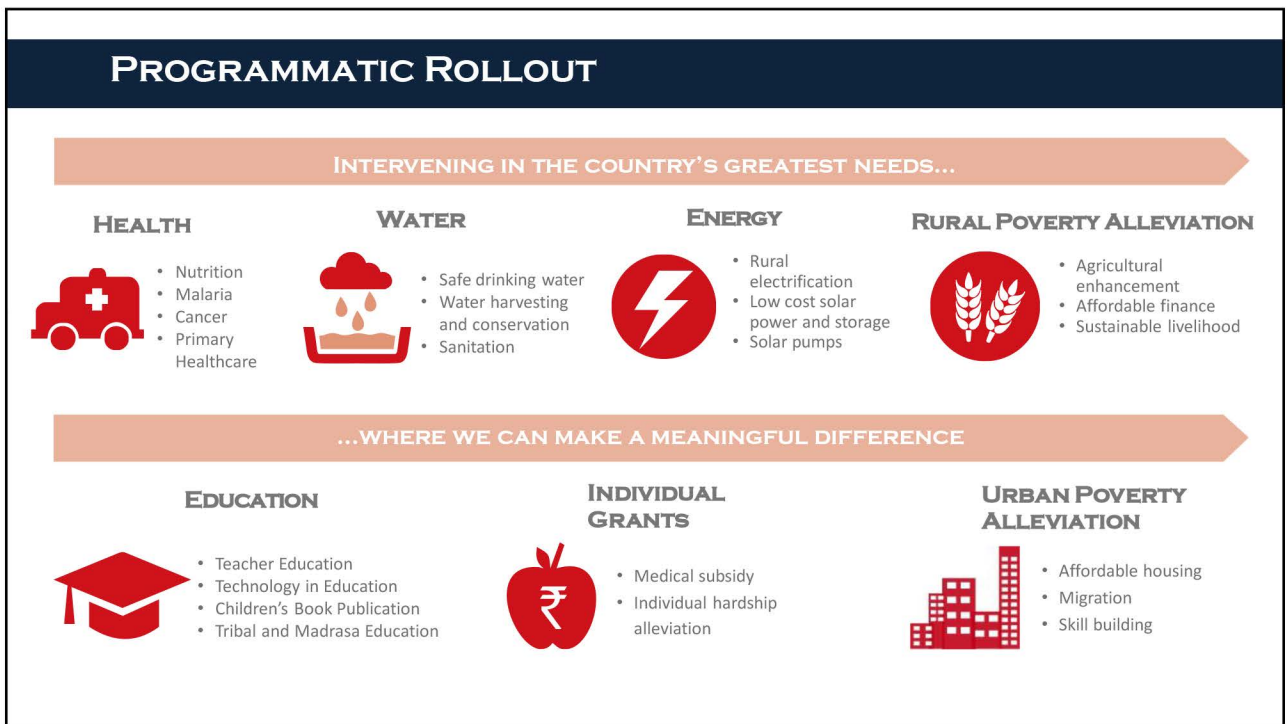
# TATA TRUSTS

SIR DORABJI TATA TRUST • SIR RATAN TATA TRUST • JAMSETJI TATA TRUST • N.R. TATA TRUST • J.R.D. TATA TRUST

Making a sustainable difference

## EVOLUTION OF THE TRUSTS







## PROGRAMMATIC ROLLOUT

CENTRAL INDIA INITIATIVE	SAKSHI SE VIKAS (RAJASTHAN INITIATIVE)	EASTERN UTTAR PRADESH	SUKHI BALIRAJA INITIATIVE (VIDARBHA)	NORTH EAST INITIATIVE	KHARAGH VIKASROTTHAN YOJANA
<ul style="list-style-type: none"> <li>Water Resources Development</li> <li>Water and Sanitation</li> <li>Enhancing Agriculture-based Livelihoods</li> <li>Institution Building</li> <li>Education, Health and Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>Agriculture and Livestock — based Livelihoods</li> <li>Nutrition</li> <li>Education</li> <li>Water and Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>Rural Livelihoods</li> <li>Natural resource management</li> <li>Education</li> <li>Health</li> <li>Digital governance - AePDS</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing Agricultural Productivity</li> <li>Market Development and Linkages</li> <li>Skill Building</li> <li>Education</li> <li>Social Counselling for Distressed Households</li> </ul>	<ul style="list-style-type: none"> <li>Piggery — based Livelihoods</li> <li>Education — Bringing improvement in the learning level</li> <li>Fisheries</li> <li>Skill Building</li> <li>Dairy</li> </ul>	<ul style="list-style-type: none"> <li>Water Resource Development</li> <li>Micro Irrigation System</li> <li>Promotion of Sustainable agriculture in saline conditions</li> <li>Community Based institutions</li> <li>Education</li> </ul>
300,000 HOUSEHOLDS ACROSS GUJARAT, MADHARASHTRA, JHARKHAND AND ODISHA	70,000 TRIBAL HOUSEHOLDS IN 4 BLOCKS OF SOUTH RAJASTHAN	300,000 HOUSEHOLDS ACROSS 5 PRINCIPAL DISTRICTS IN EASTERN UTTAR PRADESH	15,000 HOUSEHOLDS ACROSS 6 DISTRICTS IN B.L.C.	115,000 HOUSEHOLDS ACROSS ARUNACHAL PRADESH, ASSAM, NAGALAND, MANIPUR, MIZORAM AND TRIPURA	75,000 HOUSEHOLDS ACROSS 125 COASTAL VILLAGES IN COASTAL GUJARAT

850 Projects    450+ Partner NGOs    17 States    170 Districts    **15 million people**

## HARNESSING ENTREPRENEURSHIP

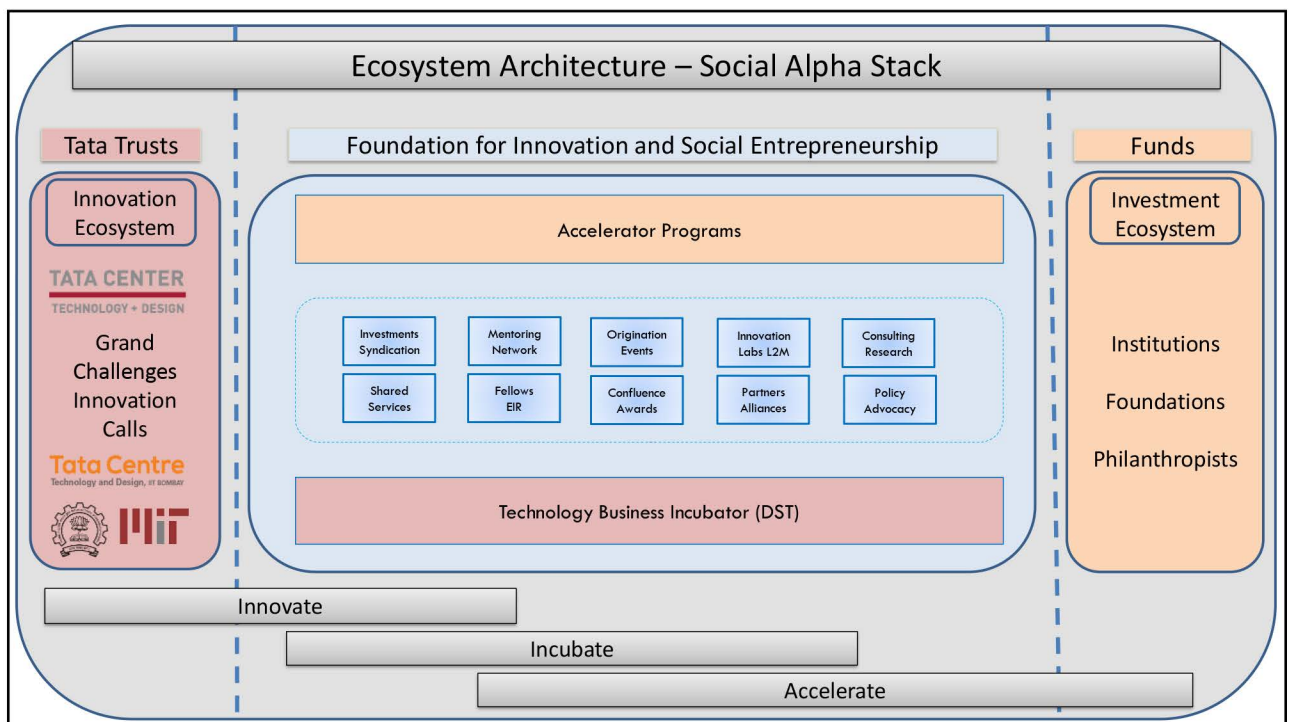
**Venture Philanthropy + Technology Innovation + Social Entrepreneurship = Impact**

- Social Alpha is the 'ecosystem architecture' created by the 'Foundation' for Innovation and Social Entrepreneurship' to nurture start-up teams through their lab to market journey.
- Social Alpha through its Accelerator and Incubator programs will allow a number of entrepreneurs to access institutional support, seed capital, leverage multiple academic and research institutions, academicians and their labs

- **Making credit accessible to Underserved and Un-served – Anytime-Anywhere-Affordable**
- Build a scalable and sustainable 'Trust based ecosystem' to usher in community level prosperity leveraging -
  - new age digital technologies
  - innovative products/ solutions designed around the end customer, and
  - social relationships (NGO's, FPO's, SHG's amongst others) to deliver affordable credit that will support livelihood generation and all credit needs

## HARNESSING ENTREPRENEURSHIP

<b>Vision</b>	Imagine an India, where entrepreneurs and innovators can access the resources they need to create a deep and irreversible social impact and improve the quality of life specially for the underprivileged and deprived.	
<b>Goals</b>	<b>Parameters</b>	<b>Goal - 2022</b>
	Gate 1 – Incubation Entry	500/Year
	Gate 2 – Accelerator Entry	100/Year
	Gate 3 – Seed Support	50/Year
	Gate 4 – Series A	10/Year
	Gate 5 - Unicorns	Minimum 2 by 2022
<b>Focus</b>	<b>Venture Philanthropy + Technology Innovation + Social Entrepreneurship = Impact</b>	
	<b>Social Alpha = f(Social Impact, Financial Sustainability, Operational Scalability)</b>	
	<b>Community Acceptance = Consumer ability = interface *access*affordability</b>	
	<b>Solution = PLM(Innovate, Incubate, Accelerate)</b>	



**TATA CENTER**  
TECHNOLOGY + DESIGN

About the Tata Center | **Projects** | Education | People | News | MIT Access

Innovation and high performance for low-resource environments


Tata Fellows develop, engineer, and research solutions to a broad spectrum of issues facing India and other developing countries. These include low-cost consumer products, systems and software, and case studies that benefit communities in underserved areas, taking into account economic, social and political factors as well as environmental constraints. The Tata Fellows travel in India for six weeks in the summer and at least two weeks between semesters, establishing relationships within communities and conducting extensive fieldwork.

Projects span six overlapping thematic areas, and range widely within each area, reflecting the diversity of opportunities for impact and the many strengths of Tata Center students and faculty.


Pipeline creation Example – Supporting “Lab to Market” opportunities

**SOCIAL alpha**


Incubation pipeline: Next 12-18 Months




**Agriculture**  
Improving food security and the livelihood of the agricultural workforce through technology, systems, and knowledge.




**Energy**  
Addressing the developing world's massive disparity in energy demand and availability, from sustainable energy production to isolated power grids.




**Environment**  
Confronting India's primary environmental challenges, including waste management, pollution control, and sanitation.



**Health**  
Developing cost-effective health solutions that can support quality care for large numbers of people with limited resources.



**Housing**  
Providing solutions for housing India's growing population while emphasizing safety and affordability.




**Water**  
Analyzing water issues and deploying technology to improve availability, delivery, and cleanliness of water throughout India and the developing world.

1. Khetworks: Solar-powered irrigation systems
2. uLink: Decentralized micro-grids through electricity sharing
3. RUTF for severe acute malnutrition treatment
4. Water filters using plant xylem
5. Prosthetic foot for persons with amputations
6. Low cost soil diagnostics


9


## SOCIAL ENTREPRENEURSHIP: SAMPLE PORTFOLIO



RangDe is a P2P lending platform committed to fighting poverty by providing access to affordable credit to underserved communities in India


Small Change is a “Crowd Funding” platform for NGOs to communicate their work and promote giving among the youth






Hasiru Dala creates predictable livelihoods for wastepickers by providing total waste management services in urban India


Habba is an online marketplace that focuses on significantly enhancing the incomes of artisan communities across India



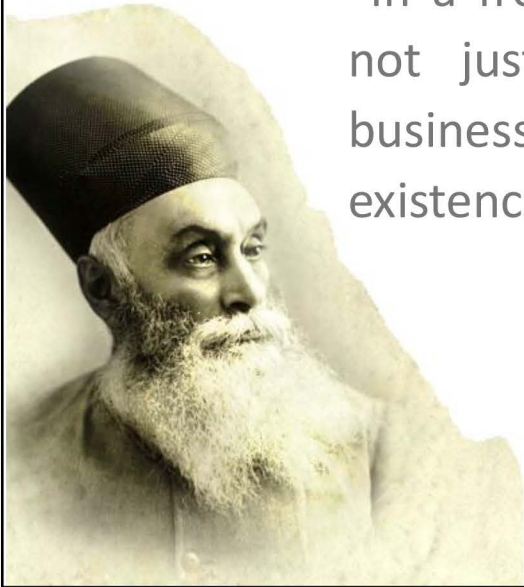


Meghshala improves the quality of education in government schools by empowering teachers with “teach kits” in local language

Khethworks builds efficient and low cost solar-powered irrigation systems that help small and marginal farmers to enhance their income



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“In a free enterprise, the community is not just another stakeholder in the business but the very purpose of its existence”

– JAMSETJI TATA

**THANK YOU**

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## Singapore Social Enterprise Conference 2016

25<sup>th</sup> October 2016



SINGAPORE  
SOCIAL  
ENTERPRISE  
CONFERENCE

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## Introduction to **Bain Social Impact**

### REDEFINING SOCIAL IMPACT

globally, locally and individually



#### HIGH IMPACT PARTNERSHIPS...

with the organizations best able to identify & scale 'what works'

- Local Partnerships
- Global Development
- Education
- Corp Sustainability
- Public Sector



#### SECTOR-SHAPING INNOVATION...

leveraging Bain's proprietary tools and practical insights

- The Bridgespan Group
- Leading edge IP
- NPS Social Impact Forum
- Carbon Neutrality



#### INDIVIDUAL PLATFORM FOR CHANGE...

with unique opportunities to personally make a difference

- Community Engagement
- Green Teams
- Externships
- Antarctica 2041
- Affinity networks

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## The What: How is social impact defined?



**“ The consequences to human populations of any public or private actions that alter the ways in which people live, work, play, relate to one another, organize to meet their needs, and generally cope as members of society. ”**

The Inter-Organizational Committee on Guidelines and Principles for Social Assessment (1994)

## The Why: Social enterprises have historically faced several conundrums in tracking social impact

LACK OF KNOW-HOW	LACK OF RESOURCES	LACK OF INCENTIVES
		
<i>What does social outcome mean?</i>	<i>When and where will I get real data from?</i>	<i>Why should I do this?</i>
<i>How should we go about this?</i>	<i>Who will measure these outcomes?</i>	<i>How will this help my day-to-day business?</i>

## The Why: We set out to develop an “easy-to-use metrics system” focused on select guiding principles

<b>Empower SEs to self monitor</b>	<b>Establish common language</b>	<b>Communicate with stakeholders</b>
		
Will these metrics enable SEs to easily track their ongoing progress and improve effectiveness?	How can we establish a standardized system across social enterprises?	To know the right timing to seek capital or capability support from stakeholders

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## The How: Our 6-month journey has culminated in a detailed dashboard, on the back of a successful pilot










### PROJECT TIMELINE

	APR	MAY	JUN	JUL	AUG	SEP	OCT
1 Mobilization	Team mobilized						
2 Metrics evaluation	Metrics prioritized for each outcome area						
3 Pilot roll-out			Pilot concluded w/ data collected				
4 Dashboard design					Dashboard designed		
5 Dashboard roll-out etc.							On-going support

Today

Legend: ▲ Key deliverable

### PILOT TEAMS

Employment	   
Healthcare	  
Education	 

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# 1 Mobilization: 3-stage process to align on problem statement and end state deliverable

Define issue at-hand
Finalize approach
Agree on output

**Recap:** Objective is to develop a standardized framework to track and measure impact of social enterprises in SG

- Currently, there is no standardized methodology or framework to track social enterprises in Singapore to measure the social value created
- Some SMEs developed their own methods, some are measuring international standards - little consistency in terms of resources and depth in quantifying and qualifying the impact created
- No common language across the sector

**NCS Develops Standardized Impact Framework**

- NCS is developing the framework by collecting input from the top social service sector, particularly on quality of the (QOL) domains for four target groups: children, youth and family, training, mental health and substance
- will be looking to align sector outcomes with NCS as a start and subsequently look at other QOL domains
- For SME: Ability to quantify, qualify and compare social returns generated (social business model) - enables them to scale their social impact
- For beneficiaries / customer: Ability to measure progress towards the desired quality of life
- For wider: Ability to track the outcomes and value created by social enterprises within our grant and investment portfolio

There are 6 steps to create a dashboard

**Step 1**

What is the vision and objective of the program?

**Step 2**

What are the 3-5 things that are required for the program to succeed?

**Step 3**

What vital metrics will help us make better decisions?

**Step 4**

How and by whom will the data get collected?

**Step 5**

What should the dashboard look like?

**Step 6**

How do I use the dashboard and with whom?

Two types of data collection templates

**ONLINE SURVEY**

Dashboard performance tracking

**EXCEL FILES VIA EMAILS**

Survey performance tracking

- Pros: Easy to consolidate with real-time collection (single and multiple user access); Low QC efforts
- Cons: Little flexibility to format
- Sample tools: Google Forms, Survey Monkey, etc.
- Pros: Higher level of flexibility to format (charts, tables, linking, etc.)
- Cons: Not able to ensure that all fields are completed before submission; extra efforts required for QC and consolidation
- Sample tool: Excel

Performance measurement for nonprofits

- Why should success be measured?
- How can success be measured?
- What should be measured in your organisation?

**Project plan:** 15-week of close collaboration to finalize the framework and roll-out plan

A dashboard should be visually meaningful to decision makers

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# 2 Metrics evaluation: Detailed list of 150+ metrics were bucketed into priority tiers based on defined criteria

## LONG LIST OF METRICS ACROSS 4 OUTCOME AREAS

Table with columns: Outcome Area, Metric Name, Definition, Data Source, Frequency, Impact, Feasibility, and Score. A red box highlights a section of the table with the text "152 metrics in the list".

## PRIORITIZATION BASED ON IMPACT AND FEASIBILITY

High

**Strategic metrics**

- High importance but with potential roadblocks
- Conscious decision to roll out if necessary (phase two)

**Quick-win metrics**

- Highly important and easy to execute
- High priority to roll out in phase one

Importance

- Fit with raISE's strategy
- Impact to the society

**Potential Distractions**

- Less aligned to mission or ability to execute
- Improve or discard the metrics

**Easy metrics**

- Easy to execute but low importance
- Pursue opportunistically if necessary

Low

**Feasibility**

- Adoptability and track-ability

Low
High

**Strong focus on identifying metrics of the highest value, and also easy to measure/track**

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## 2 Metrics evaluation: Prioritized set of metrics (example)

### 📁 Employment

- # and dollar amount of **positions created/ offered to** for beneficiaries
- # of beneficiaries provided w/ positions (in the last 12 months)

### 🎓 Education (access)

- # and hours of **education opp. provided** for beneficiaries
- # of beneficiaries provided with education opp.
- \$ value of education opp.
- % of beneficiaries **w/ better grades & advancement** to higher education opp.
- Magnitude improvement in grades

### 💰 Income security

- # and % of beneficiaries with a **higher disposable income level**
- \$ increase in disposable income
- % increase in disposable income

### ❤️ Health (affordability, access)


- # of **healthcare products provided**
- \$ value of healthcare products
- # and % of beneficiaries who have **gained access** to and/or use healthcare products
- \$ value and % **change of affordability** of healthcare products

**For further details, please visit the raISE booth**


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## 3 Pilot roll-out: We ran a successful 10-week pilot, aimed at testing metrics and soliciting feedback


### Employment



### Healthcare



### Education



**Data collection**

Focused on tier 1 metrics for simplicity

Outcome Metric	Categories	Jan 2016 - June 2016	July 2015 - Dec 2015	Jan 2015 - June 2015	July 2014 - Dec 2014	Jan 2014 - June 2014	July 2013 - Dec 2013
Number of beneficiaries provided with employment opportunities	(1) Full Timers	1	6	6	5	5	
	(2) Part Timers	30	23	16	11	11	11
Total dollar value of employment positions for beneficiaries (Income plus paid allowances to)	(1) Part Timers	\$25	\$335	\$940	\$425	\$305	\$1
	(2) Full Timers	\$119,850	\$3,700	\$101,500	\$1,000	\$9,870	\$6,800
Six Month Retention rate of beneficiaries (%)	(1) Part Timers	100	100	100	100	100	100
	(2) Full Timers	100.0	100.0	81.3	91.7	90.9	75.0

Outcome Metric: Improve Security of Income	As of 30 June 2016	As of 30 June 2015	As of 30 June 2014
Number of beneficiaries with higher income as reported to a 3rd party	20	13	10

Historic data collected for key metrics

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**3 Pilot roll-out: What the SEs think so far?**

*How do you think the new framework will help the social enterprises?*

**3 Pilot roll-out: What the SEs think so far?**



### 4 Dashboard design: Easy-to-use, customizable dashboards based on SEs' relevant needs

**ILLUSTRATIVE**

OUTCOME AREA	HEALTHCARE/SOCIAL CARE	
SOCIAL ENTERPRISE	xxxx	Add logo, period of involvement, business description, where available

**Number of beneficiaries** STATUS

**Usage of healthcare products** STATUS

**Total dollar value of product/services provided** STATUS

**Price differential** STATUS

**% of users with better health outcomes** STATUS

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### 4 Dashboard design: To be leveraged as an "on-going tracker of operational health"

Traffic light	What it means	Actions to be taken
G	<ul style="list-style-type: none"> <li>Indicator is performing on plan or above target</li> </ul>	<ul style="list-style-type: none"> <li>No further action needed</li> <li>Maintain current performance</li> </ul>
Y	<ul style="list-style-type: none"> <li>Indicator is performing on plan or within pre-established threshold</li> </ul>	<ul style="list-style-type: none"> <li>Need to monitor closely; potential to drill down to understand the reasons for underperformance</li> </ul>
R	<ul style="list-style-type: none"> <li>Indicator is performing below plan or below pre-established threshold</li> </ul>	<ul style="list-style-type: none"> <li>Need immediate action to analyze the root cause the improve the performance</li> </ul>

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**4 Dashboard design:** Going forward, these dashboards will drive effective stakeholder communication with SEs

- Allow shareholders to **track social impact created**
- Facilitate analysts to **form & communicate** a view on the **SEs to the investor community**
- Enable the media to **effectively publicize the work and impact of SEs** to a larger audience of stakeholders
- Help BoD track progress and **ensure continued commitment** to work with SEs to translate their vision into action
- Assist management to drive **development and implementation of their strategic plans**
- Empower employees to **stay focused on the results as well as motivated by the impact**

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**What next?**

- Set up data input and dashboard system; **Roll out to social enterprises nationwide**
- Continue to **raise and build awareness** in the social entrepreneurship ecosystem in Singapore
- Leverage **dashboards as a key tool to engage** on social impact
- In the long term, could explore **potential to use dashboards for membership or grant applications**

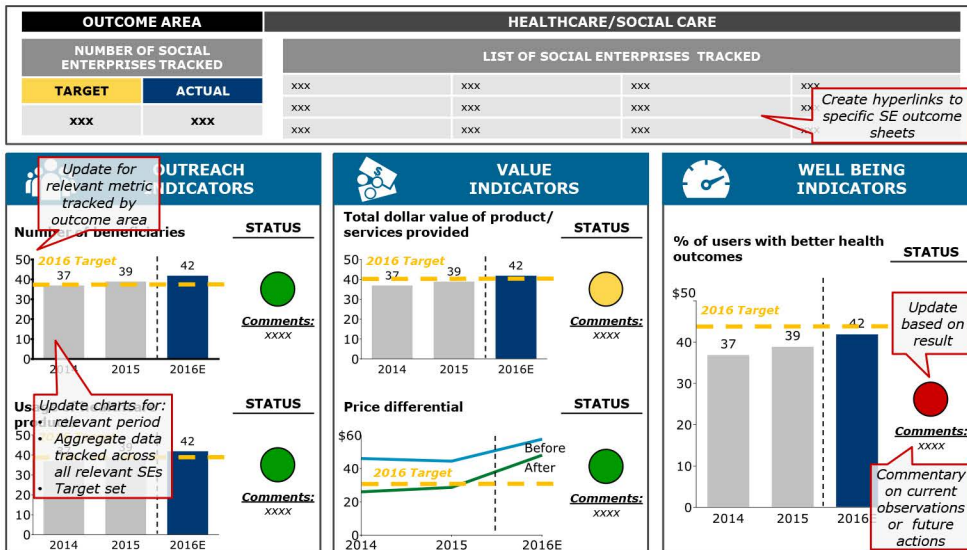
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## Backup: Outcome Area Dashboard

**ILLUSTRATIVE**



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# INSEAD

The Business School  
for the World

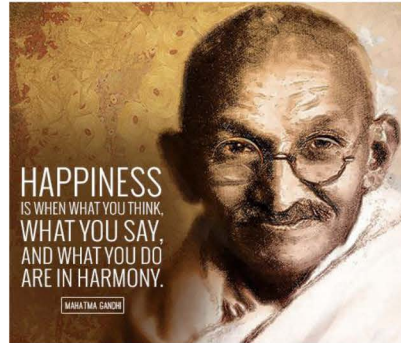
Singapore Social Enterprise Conference 2016

Prof. Jasjit Singh

jasjit.singh@insead.edu

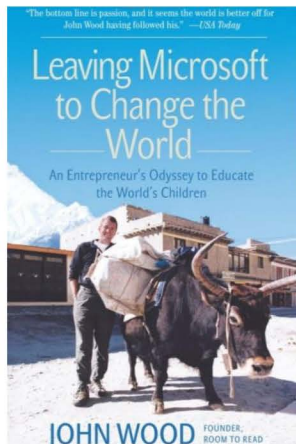
## Aligning Business Strategy with Social Impact

## Disillusionment with Business Careers?



Source: julianpenciliaahinspire.com

## The Quest for Meaning...



## The Quest for Meaning...



## But How Much Difference Do You Really Make?

*UNIQUE VALUE CREATION (a.k.a. "Added Value") =*

*The state of the world with your enterprise or project in it*

*MINUS*

*The state of the world if your enterprise or project did not exist*

Source: "Value-Based Strategy" by Brandenburger & Stuart, *Journal of Economics & Management Strategy*, 1996.



## Maximizing Impact as a Business School Academic?

<p><b>INSEAD</b> The Business School for the World®</p> <p>Executive MBA PROGRAMME 2015 Module 2 &amp; 3 – October-November 2015</p> <p><b>STRATEGY</b></p>	<p><b>INSEAD</b> The Business School for the World®</p> <p>MBA PROGRAMME Singapore: Jan-Feb 2016 (Mini-Elective, P3)</p> <p><b>STRATEGY AND IMPACT</b></p>
<p><b>INSEAD</b> The Business School for the World®</p> <p>Entrepreneurship and Family Business Programmes 2015</p> <p><b>INSEAD Social Entrepreneurship Programme</b></p>	<p><b>INSEAD</b> The Business School for the World®</p> <p>In partnership with </p> <p><b>Leading the Business of Sustainability</b></p>

## Trevor Field



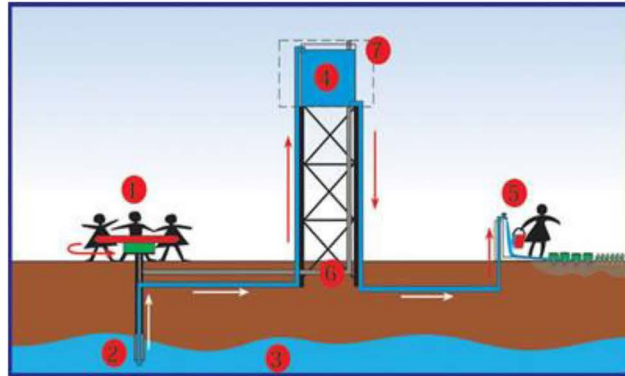
Source: [superforest.org/tag/superforest-hero/](http://superforest.org/tag/superforest-hero/)

- Had a successful career in advertising
- Wanted to “give back” to the society
- Noticed how access to clean drinking water was a challenge for rural families in South Africa
- Started a social enterprise based on an innovation called the “PlayPump”

## The "PlayPump"



Source: [www.playpumps.co.za/](http://www.playpumps.co.za/)



## PlayPump's Journey...

1994

Trevor Field sets up a company *Roundabout Outdoor* to produce and install PlayPumps

1999-2000

President Mandela inaugurates a school with a PlayPump in it  
A World Bank award and a Kaiser Foundation grant help set a target of 100 PlayPumps  
South African Govt fast tracks a an *NGO PlayPumps* to channel funding tax-free

2005-2006

Major international visibility after PBS Frontline runs a film on PlayPumps  
U.S. Govt and Case Foundation pledge \$16m funding  
*PlayPumps International (PPI)* set up for global fundraising















2007

PPI announces a 3-year effort to raise \$60m to reach 10m people in multiple African countries using 4,000 pumps  
Corporate commitments, celebrity support, media coverage and donations keep rising



Source: Adapted from [http://www.pbs.org/frontlinenews/3/stories/southernafrica904/timeline\\_tv.html](http://www.pbs.org/frontlinenews/3/stories/southernafrica904/timeline_tv.html)

## The Reality on the Ground...

Pump Number	Well Point	Stand Post	Water Tower
MOZ 0006			
MOZ 0015			
MOZ 0018			
MOZ 0057			

Source: Ralph Borland's PhD Dissertation; Obiols and Erpf, "Mission Report on the Evaluation of the PlayPumps Installed in Mozambique"

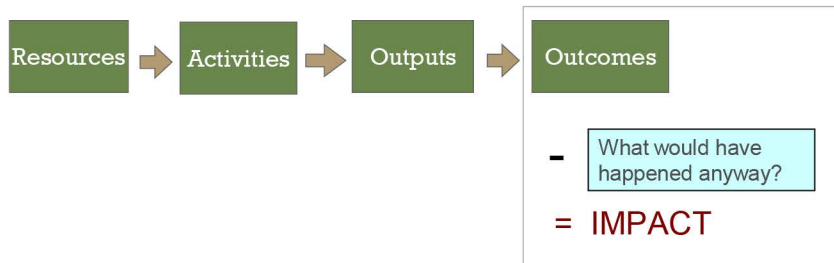
## Two Questions People Forgot to Ask...



Source: [dddxyz.org/fluid-or-frozen-zimbabwe-bush-pump-and-the-playpump/](http://dddxyz.org/fluid-or-frozen-zimbabwe-bush-pump-and-the-playpump/)

1. What specific need did Playpump fulfill for the target customers/beneficiaries?
2. How was it better than alternatives in value creation (i.e., benefits minus costs)?

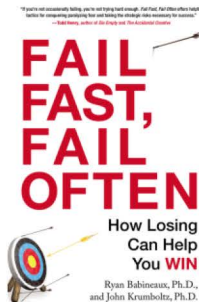
## What Really is Your “Impact”?



*Just having “good intentions” is not enough for making a difference!*

Adapted from: Clark, Rosenzweig, Long and Olsen. *Double Bottom Line Project Report*, 2003.

## Building a Corporate Social Initiative?



- Look for opportunities for quick and low-cost testing of your value proposition
- Nurture a mindset of learning from failure rather than incremental linear thinking
- Iteratively refine your “business model” as well as your “impact model”
- Protect the initiative from “corporate antibodies”
  - Independent multi-functional team
  - Sponsored and advised by senior leaders
  - Informal mechanisms for resource access and integration
  - Customized performance metrics

## Social Intrapreneurship?

Definition: “Social intrapreneurs are employees who lead change within their organizations, without formal authority, that aligns with core business objectives while also advancing a social or environmental outcome.”

Three observations about intrapreneurs:

- Not the ultimate decision makers in the organizational hierarchy
- Seek to align their agenda with the business objectives of the company
- Try to institutionalize their social innovation into how the company works

Adapted from: G.F. Davis and C.J. White. 2016. *Changing Your Company from the Inside Out*.

## Gib Bulloch (Accenture)



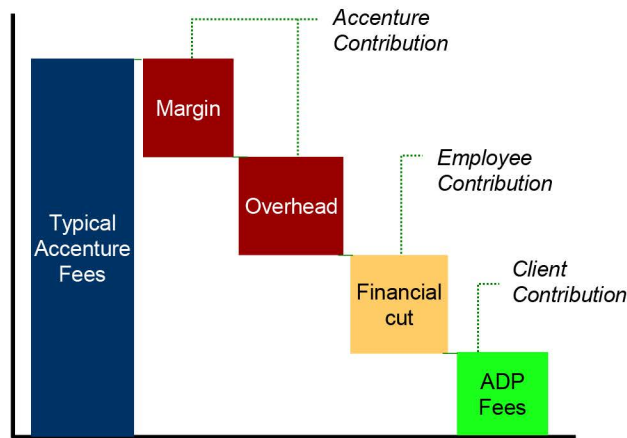
“You face a binary choice when leaving university: either you join a public or third sector organization and do good, or you join a business and do well.

If it's the latter, one makes money and then as retirement looms, the desire to give back kicks in. But what if you don't want to wait until you're 60 to do good?”

Accenture Development Partnerships

Source: Accenture Development Partnerships

## A Viable Business Model?



Source: Accenture Development Partnership

## Getting Support from All Internal Stakeholders?

- *Customize framing for common ground with each stakeholder*
- *Diverse narratives appealing to logic as well as emotions*

### Senior Leaders

- Talent-centered value proposition backed by data
- Mock article about Chairman getting knighthood
- Bringing potential sponsors to field visits
- Using an “everyone else is on board” tactic

### Commercial Managers

- Trading favors with peers
- Asking for only a little at a time
- Emphasizing learning benefits
- Leveraging informal networks

### Consultants

- Enlisting employees seeking impact
- Using passion to engage
- Personal sacrifice to lead by example
- Reducing risk of participation

Adapted from: “The necessary art of persuasion,” by Jay Conger, Harvard Business Review 1998.

## Accenture Development Partnerships (ADP)

640+ projects around the world\*



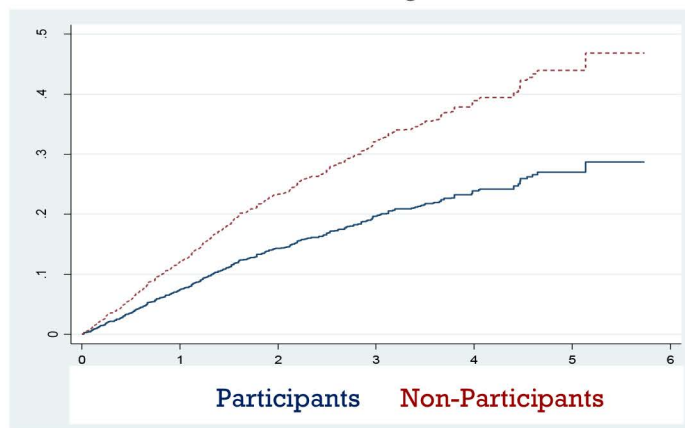
Our employees have collectively contributed in excess of

**\$28,000,000**

through salary reductions, as part of our unique business model, resulting in low-cost, high-quality services accessible to clients with the greatest need.

## Evidence of Employee Retention?

Cumulative Likelihood of Leaving Firm Post-ADP



Source: C. Bode, J. Singh and M. Rogan, "Corporate Social Initiatives and Employee Retention" *Organization Science* 2015

## Summary: Succeeding as a Social Intrapreneur

- Pursue an approach consistent with your organizational context
  - Align your approach with overall strategy, structure and culture
  - Align your timing with organizational priorities and dynamics
- Develop a convincing “business case”
  - Customize framing for the stakeholders: manage up, down and across
  - Use diverse narratives: stories, imagery, numbers, explains
- Leverage networks
  - Find some senior people to support you as “sponsors” or “protectors”
  - Find peers to play different roles: *Mavens*, *Connectors* & *Salespeople*
  - Use influence tactics to initiate a “social movement”

Adapted from: G.F. Davis and C.J. White. 2016. *Changing Your Company from the Inside Out*.

## WHERE ARE WE TODAY AND WHERE ARE WE HEADING TOWARDS?

- INSIGHTS FROM THE RAISE PUBLIC PERCEPTION SURVEY 2016


A/P Lam Swee Sum, Director  
Dr. Weina Zhang, Research Director

Asia Centre for Social Entrepreneurship and Philanthropy (ACSEP)  
NUS Business School, National University of Singapore

Singapore Social Enterprise Conference, 26 October 2016



## Agenda



Asia Centre for Social Entrepreneurship & Philanthropy  
NUS Business School

- Overview
- Four Key Findings
- Three Key Challenges
- Recommendations
- Conclusion

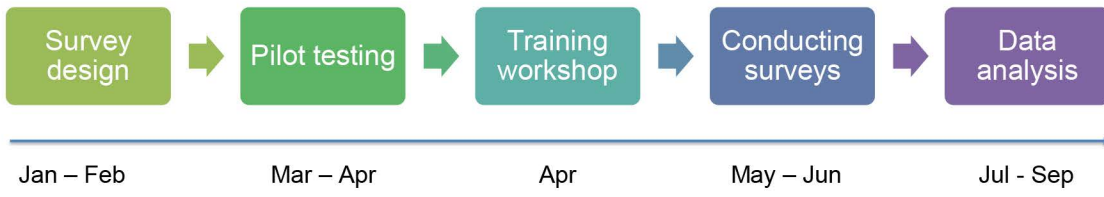
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## Overview



Asia Centre for Social Entrepreneurship & Philanthropy  
NUS Business School

- Sponsor: Singapore Centre for Social Enterprise (raiSE)
- Researchers: ACSEP and raiSE
- Surveyors: Singapore Republic Polytechnic students and lecturers
- Time Period: January to September 2016

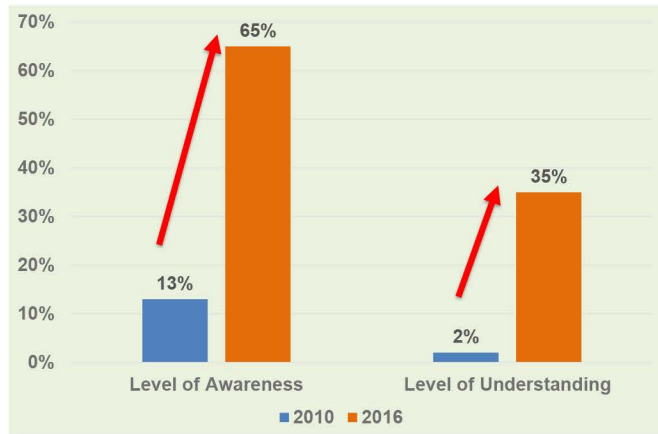


```
graph LR; A[Survey design] --> B[Pilot testing]; B --> C[Training workshop]; C --> D[Conducting surveys]; D --> E[Data analysis];
```

Jan – Feb      Mar – Apr      Apr      May – Jun      Jul - Sep

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## Finding 1: Increased Awareness and Understanding of SEs in 2016



From 2010 to 2016:

- Awareness: ↑ **fivefold**
- Understanding: ↑ **eighteen times**
- Channels: **Internet & word-of-mouth**

## Finding 2: Increased Buying from SEs



From 2010 to 2016:

- Ready Buyers → Buyers: **13%**
- Non-Buyers: **Stagnant at 23%**

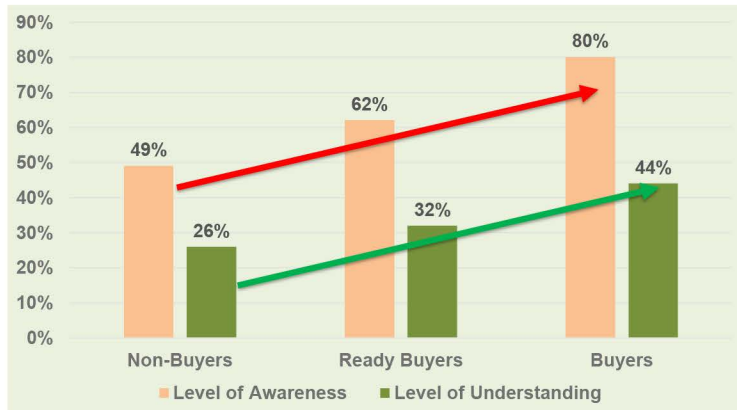
Definitions:

Buyers: have bought before

Ready Buyers: will buy in 6 months

Non-Buyers: didn't and won't buy

### Finding 3: Awareness, Understanding and Buying Behavior and Intention



- The level of awareness of SEs: Non-Buyers < Ready Buyers < Buyers
- The level of understanding of SEs: Non-Buyers < Ready Buyers < Buyers

### Finding 4: Shifted Motivations for Purchases

	Buyers	Ready Buyers	Non-Buyers
1st Reason	Social Mission	Social Mission	Quality
2nd Reason	Uniqueness	Uniqueness	Price
3rd Reason	Quality	Quality	Social Mission
4th Reason	Emotion	Price	Uniqueness
5th Reason	Price	Emotion	Doesn't matter

↑ Intrinsic Value

## Summary of Four Key Findings

**Awareness of SEs**

- Higher Awareness (13% → 65%)
  - Internet
  - Word-of-Mouth
  - Print Media

**Understanding of SEs**

- Increased Understanding (2% → 35%)
  - SEs themselves
  - Media & raiSE

**Purchases from SEs**

- More Purchases (22% → 35%)
  - Intrinsic Value
  - Social Mission

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## Three Key Challenges

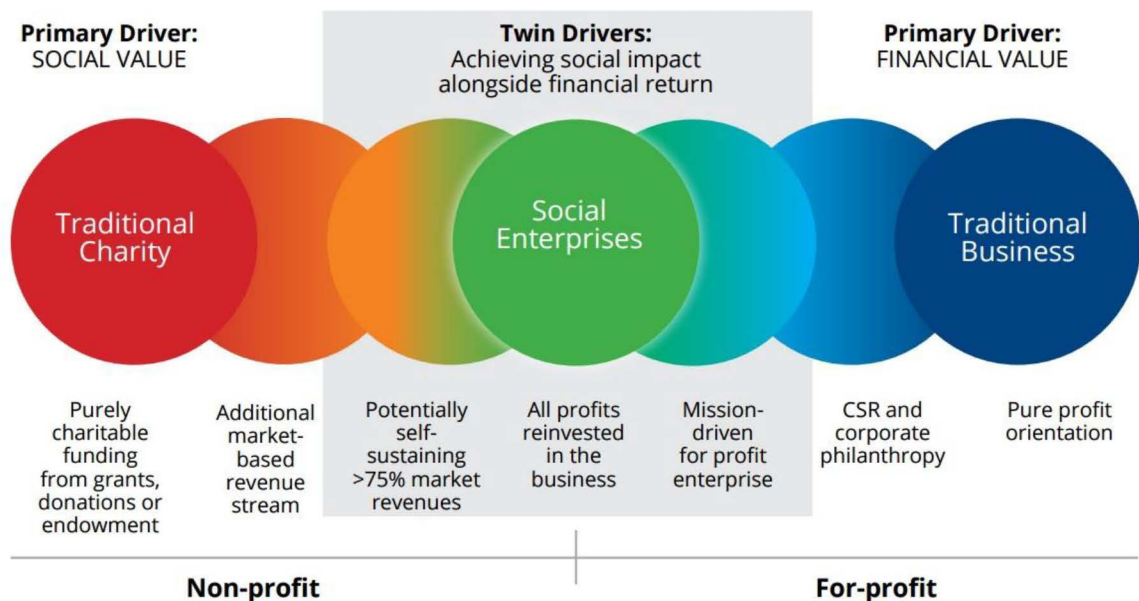
- **More discerning buyers** who are less moved by philanthropic motivations.
- **Social mission and uniqueness** of the products and/or services offered by SEs matter for Buyers and Ready Buyers.
- Non-buyers are a resilient group who are attracted by the **price and quality** of the products and/or services offered by SEs.

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## Recommendations for SEs

- Ensure to stay true to its committed **social mission** to continue to retain buyers and convert ready buyers.
- Increase competitiveness through **improving the intrinsic value** of the products and/or services to attract non-buyers.
- Differentiate from traditional business by increasing the **public awareness and understanding**, especially on its **dual goals**.

Figure 1: Spectrum of Organisations <sup>1</sup>



## Recommendations for Public

- Increase **public awareness and understanding of SEs**
  - raiSE organized the first ever “Festival for Good”. It will be good to have more of such outreach efforts to reach out to the unconverted.
- Be supportive of SEs through **internet and word-of-mouth**
  - raiSE “#part of the good” efforts, along with others like “Our Better World” and “Asia for Good” seek to achieve this.
  - Individuals can leverage on the power of social media, and sharing this to a wider audience on the web

raiSE SINGAPORE PRESENTS **FESTIVAL FOR GOOD** #PARTOFTHEGOOD 20-21 AUG 2016

JOIN US AND OVER 40 SOCIAL ENTERPRISES IN CELEBRATING BUSINESSES WITH A CORE OF DOING GOOD!

**LEAP FOR GOOD** 50 SOCIAL ENTREPRENEURS 19 IDEAS \$500K IMPACT FUNDING

DEMODO DAY DRIVING CHANGE IN MENTAL HEALTH AND ELDERCARE

Vote for your favourite team and double your impact with dollar-for-dollar live crowdfunding, matched by raiSE!

JOIN US TO BE #PARTOFTHEGOOD

12 NOV 2014 9AM-4PM THE TREE TOP \*SCAPE LEVEL 5

our better world POWERED BY SINGAPORE INTERNATIONAL FOUNDATION

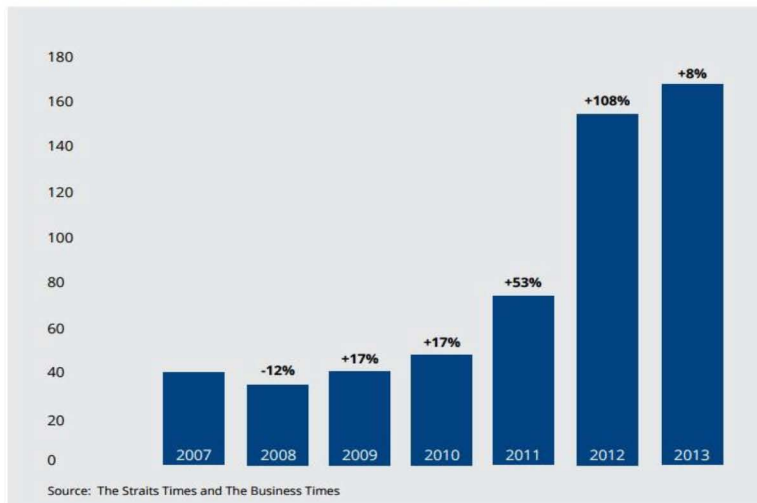
ASIA FOR GOOD.COM CHAMPIONS OF SOCIAL ENTERPRISE

## Recommendations for Media



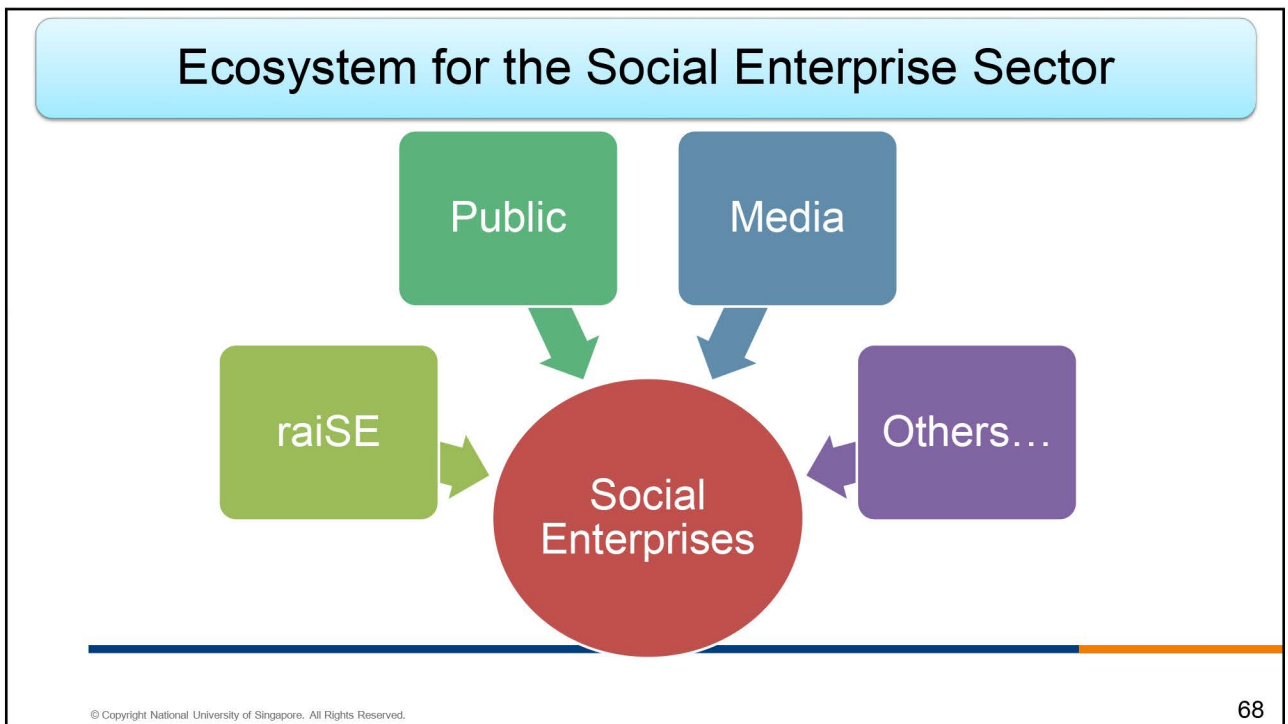
- Profile **social entrepreneurs** and **SEs**
  - Straits Times and Channel News Asia often feature articles or programs that cover SEs in Singapore and beyond.
  - raISE constantly seeks opportunities with the media to profile social entrepreneurs and social enterprises.
  - ACSEP runs an annual student event -- “Crossing the Chasm” that allows NUS students (or beyond) to work closely with social entrepreneurs for a few months before coming out with real solutions to real challenges.

**Figure 4: Number of Unique Articles Mentioning Social Enterprises**



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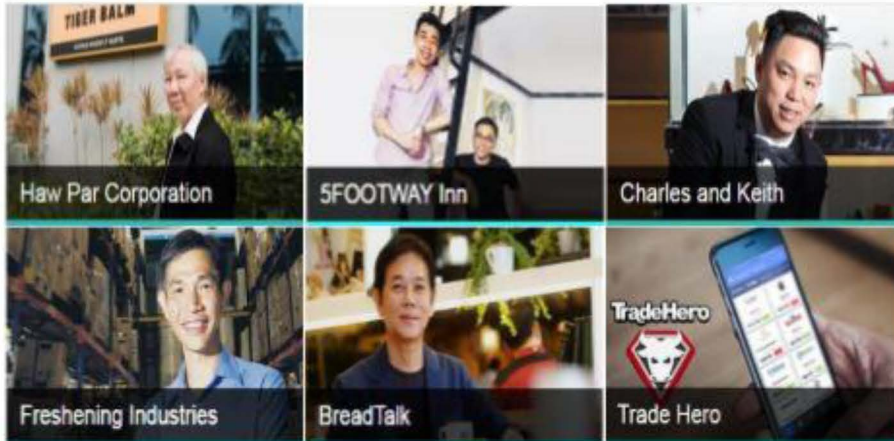
## Conclusion

- 2016 survey revealed a significantly **higher** level of awareness of SEs, a **better** understanding of SEs, and **increased** purchasing made by the respondents.
- SEs have to work harder on the **intrinsic value** offered by their products and/or services to attract more customers besides carrying on their social missions.
- **All stakeholders** need to work together to grow the SE sector.

## How IE Singapore can assist in your overseas expansion

Wong Choo Sin  
Customer Services Group

**IE has helped Singapore companies  
both big and small internationalise successfully...**



## Agenda

1. Overview of IE and its assistance
2. Market Readiness Assistance (MRA) Grant
3. Double Tax Deduction (DTD) for Internationalisation
4. Market insights: SEA and Indonesia



## 1. Information & Knowledge Resources



**IE Insights** written for Singapore companies

### IE Insights

**ASEAN Economic Community: Opportunities through Economic Integration in Southeast Asia**

The Singapore-ASEAN Economic Community (AEC) is a significant milestone in the region's economic integration. It provides a framework for the free movement of goods, services, investment, and skilled labor across the region. This integration offers Singaporean companies new opportunities for growth and expansion in the ASEAN market.

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### IE Insights

**India Fever 2.0: Gateways to the New India**

India's economic growth has attracted global attention, and Singaporean companies are increasingly looking to expand into the Indian market. This report provides insights into the Indian market, including its economic landscape, key industries, and opportunities for Singaporean companies. It also discusses the challenges and risks associated with doing business in India and offers strategies to overcome them.

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**Market 101 Guides** consolidated for easy access

### Market Access Resources

Check out our Market Access Resources for an overview of 101 countries in Singapore's external economy. Select a country to view the Market Access Guide, including the local business environment, culture and market access resources.

Select Country:

**Australia** **Doing Business in Australia**

**Doing Business in Australia** and **Market Access Guide**

Get the latest information on the Australian market, including the local business environment, culture and market access resources.

**Australian Government**

Visit the Australian Government website for more information on the Australian market.

**Guide to Doing Business in Australia**

Get the latest information on the Australian market, including the local business environment, culture and market access resources.



**Research Databases** for business contacts, industry and market reports



**Export Guide** to help you achieve sustainable export success in 7 key steps

### Export Guide

7 key steps to achieving sustainable export success

Research the market opportunity



Identify your target market



Identify and win new clients



Select your business partner



Logistics of doing your export



Importance of doing your export

## 2. Learning & Networking Opportunities



**iADVISORY SEMINAR** iAdvisory Seminars for Market Knowledge

**iADVISORY WORKSHOP** iAdvisory Workshops for Capability Building

**iADVISORY EXCHANGE** iAdvisory Exchange for Peer-to-Peer Learning



**iAdvisory Seminars** [View All iAdvisory Seminars](#)

It's one of a Singapore company looking to invest abroad needs to be a market and get guidance on doing business there, our iAdvisory events will help connect you with experts in their respective fields and share their experiences.



**iAdvisory Exchange: Africa's Technology Revolution - Opportunities and Developments**  
28 August  
Singapore

Africa is in the midst of a technological revolution as new ideas, technologies and solutions bring the continent closer from Africa for foreign entrepreneurs who will share their insights on the African market.



**iAdvisory Seminar: Understanding the Brexit**  
19 August  
Singapore


It is apparent that Britain's vote to leave the European Union is a major development to business plans. This seminar will provide insights on the possible scenarios that may unfold in Britain and the implications.

## Signup for IE Newsletter to receive updates



The screenshot shows the IE Singapore website header with the navigation menu: Home, Export Overseas, iAdvisory Overseas, Assistance for Local Companies, Trade from Singapore, Partner Singapore. The main banner features the headline "Doing Business in Vietnam" and a "SIGN UP FOR OUR NEWSLETTER" button, which is circled in red. Below the banner are four service tiles: SMEs, Explore New Markets, Assistance for Local Companies, and Global Traders.

## Signup for IE Newsletter to receive updates



Home / Newsletter / Sign Up For IE Newsletter

### Sign Up For IE Newsletter

All fields highlighted with \* are mandatory

Position\*

Name\*

Company Name\*

Job Title\*

Email Address\*

Confirm Email Address\*

Turnover

Type of Organisation\*

Current Industry\*

Subscribe to these mailing lists\*

- IE Highlights
- IE Insights
- Events
- Monthly Singapore Trade Statistics

Topic:  Exporting

You can choose your relevant Overseas Target Market(s) and Industry Sector(s)

## IE provides assistance to grow Singapore companies at various stages of internationalisation



**Market Readiness Assistance (MRA)**  
Broad-based help to SMEs taking their first steps overseas

**Global Company Partnership (GCP)**  
Customised help to all Singapore companies to deepen global footprint

**Double Tax Deduction for Internationalisation (DTDi)**  
Tax savings to help all Singapore companies across their overseas growth journey

# Market Readiness Assistance (MRA)



## MRA Grant



Overseas Market Set-Up



Overseas Business Partners



Overseas Market Promotion

### Features of MRA Grant

- Quick assistance through **pre-defined activities** under 3 main scopes
- Support period of **6 months**
- Companies can engage their preferred consultant or legal advisor
- Funding is provided on an **actual incurred and reimbursement** basis.

### Quantum of Support

- **70%** of eligible third-party costs
- Up to **two applications** per company per fiscal year
- Up to **\$20,000** cap per company per fiscal year
- One activity per application form

## Qualifying criteria for MRA Grant

- Global HQ anchored in Singapore
- An annual turnover of less than S\$100 million per annum based on the most recent audited report
- Must be a company registered under the Companies Act, Chapter 50. The following business entities are not eligible:
  - A public company limited by guarantee
  - Sole proprietor
  - Partnership

## MRA Grant



### Overseas Market Set-Up

- Setting up your business with:
- Market feasibility study
  - Advisory on tax, legal, import and export regulations
  - IP search, filing and registration
  - Drafting of franchising, distributorship and JV agreement



### Overseas Business Partners

- Identification of potential:
- Licensees and Franchisees
  - Agents and Distributors
  - Joint Venture (JV) Partners



### Overseas Market Promotion\*

- Overseas promotion through:
- Overseas Marketing and PR activities
  - Online Marketing Activities
  - Participation in overseas trade fairs

## Example 1: Company A wants to protect its trademark in Malaysia

### *What company A can do*

•Approach a professional business consultant to conduct market assessment to assess the feasibility of setting up an F&B outlet in Malaysia

### *MRA Grant Support*

•Up to 70% of the cost incurred in market studies and analysis, or cap at \$20,000 per company per fiscal year (whichever is lower)

### *Calculations*

•If the total consultancy costs in providing the service is \$8,000, MRA support up to \$5,600 (70% of \$8,000)

## Application Process

**Step 1:**  
Request a cost quotation from the third party consultant/vendor that you like to appoint

**Step 2:**  
Submit the application via Business Grant Portal ([www.businessgrants.gov.sg](http://www.businessgrants.gov.sg))

### *For enquiries on:*

*BGP – please call SME Infoline at +65 6898 1800*  
*CorpPass – please call +65 6643 0577 or email [support@corpPASS.gov.sg](mailto:support@corpPASS.gov.sg)*



# Double Tax Deduction (DTD) for Internationalisation



## Qualifying criteria for DTDi

- Singapore-registered company and firms; OR
  - Have a permanent establishment in Singapore with the primary purpose of promoting the trading of goods or provision of services; AND
  - Not be enjoying any other forms of tax incentives granted under the Singapore Income Tax Act or Economic Expansion Incentives (Relief from Income Tax) Act.
-

## DTDi offers a 200% tax deduction on eligible expenses for overseas market development and investment development activities



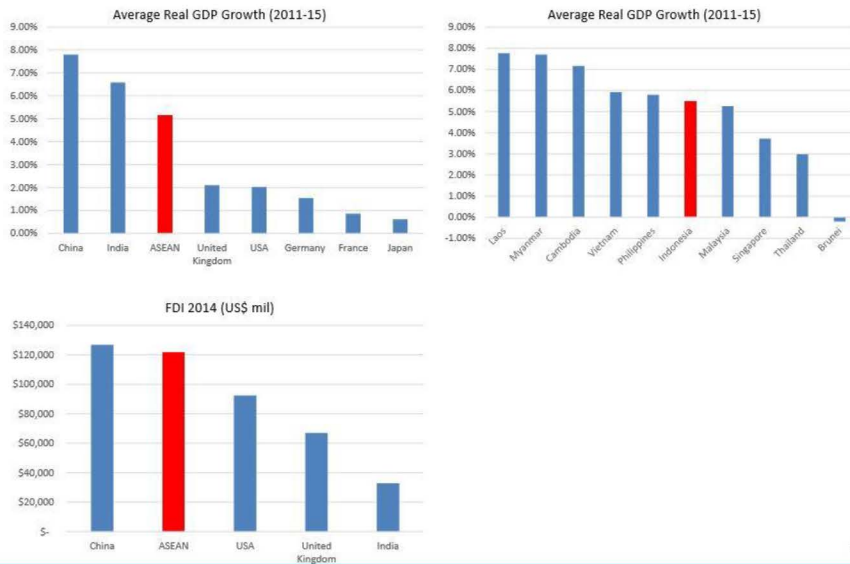
## How DTDi can benefit companies

	With DTD	Without DTD
Revenue	\$100,000	\$100,000
DTD eligible expenses	(\$20,000)	(\$10,000)
Other expenses	(\$30,000)	(\$30,000)
Taxable profit	\$50,000	\$60,000
Tax payable at 17%	\$8,500	\$10,200
<b>DTD tax savings</b>	<b>\$1,700</b>	-



## SEA Trends and Opportunities

## SEA Trends – GDP Growth



22

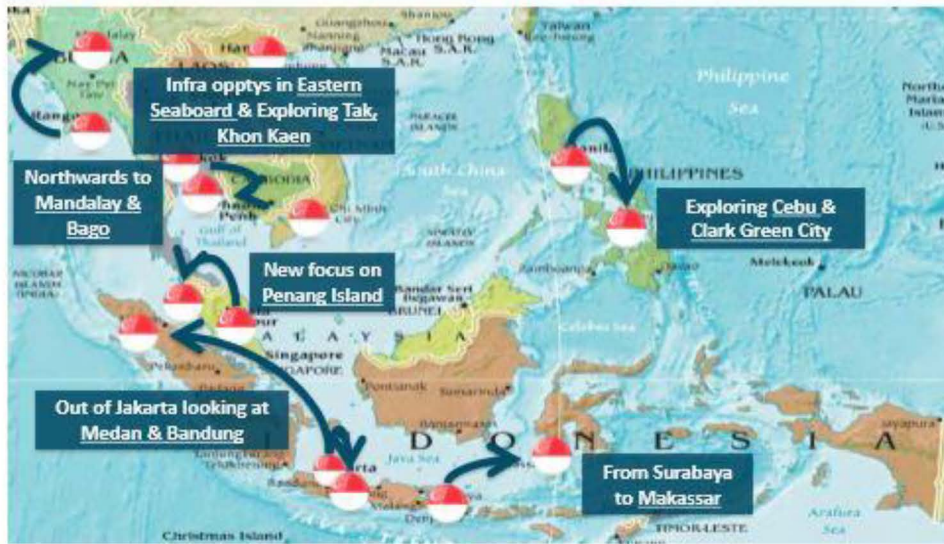
## Indonesia, Vietnam & Myanmar Spell Growth Opportunities

- **Indonesia – Largest Economy in SEA**
- **Myanmar – Asia's Frontier Economy**
- **Vietnam – Renewed Opportunities due to TPP**



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## Geographical Approach Going Beyond Traditional Markets in Capital Cities



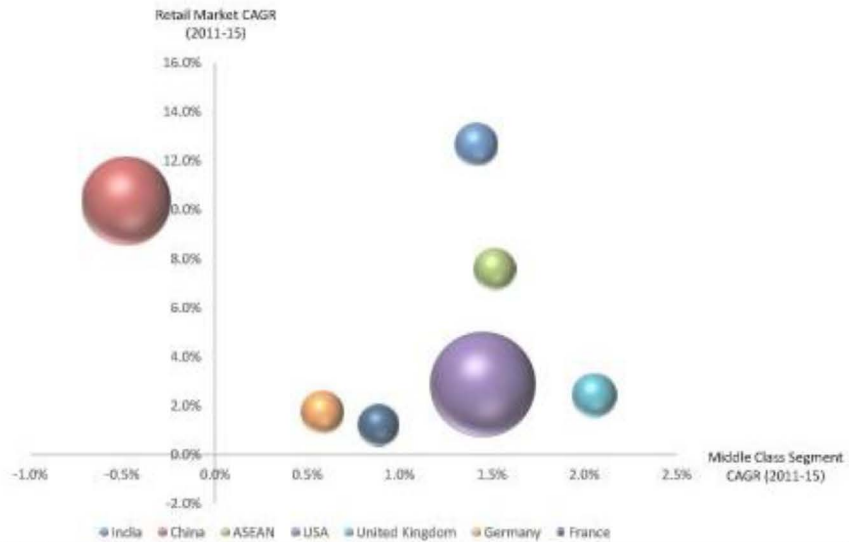
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## Four Key Sectors for SEA



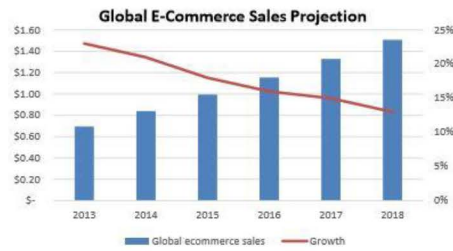
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## Growing Middle Class & Sizeable Retail Market Presents Opportunities in SEA's Consumer Sector

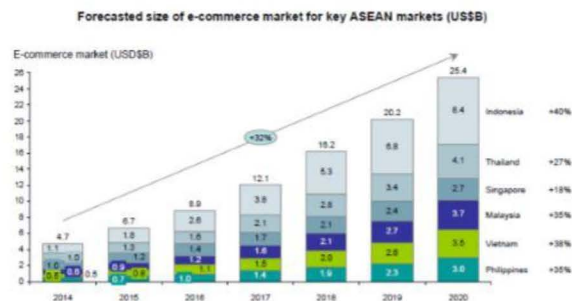


26

## Global E-Commerce Market Slowing but ASEAN Continues to Drive Growth



Source: AT Kearney



Source: BCG

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## SEA's Fragmented E-Commerce Market Spells Opportunities for SG Players



# Indonesia

### Indonesia



#### Market Outlook

- Despite weak macroeconomic conditions, **positive demographics and middle class will continue to propel Indonesia's growth**
- **Political uncertainty** due to Jokowi's weak support base & rumored second cabinet reshuffle in less than 2 years.
- **Protectionistic policies** despite proposed liberalization of certain sectors.



#### Approach & Opportunities

- **Consumer - Clustering SMEs** for impact and increasing emphasis on **ecommerce**
- New focus area- **start-ups and technology**
- Generating opportunities **beyond Jakarta**, e.g Surabaya, Bandung, Makassar.

## Indonesia is an Attractive Market

- **Strong Consumption Base**
- **Growing Digital Economy**
- **Significant Infrastructure Needs**

### Sound Economic Fundamentals

**Population**

250

million

Credit Rating

BBB-

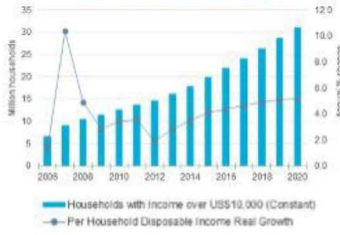
Fitch Rating

**GDP Growth Forecast**

5.5%

Average 2016-20

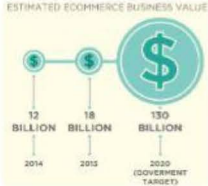
### Rising Middle Class



— Households with income over US\$10,000 (Constant)  
— Per Household Disposable Income Real Growth


### Growing Digital Economy

ESTIMATED ECOMMERCE BUSINESS VALUE



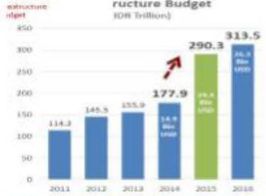
Source: Technasia

Growth in Number of Online Shoppers in Indonesia



Source: Indonesia's eCommerce Landscape 2014, SP eCommerce.

### Government Push On Infrastructure Needs



Source: BKPM, 2015



## Leveraging Growth Opportunities in Indonesia's Top Three Cities

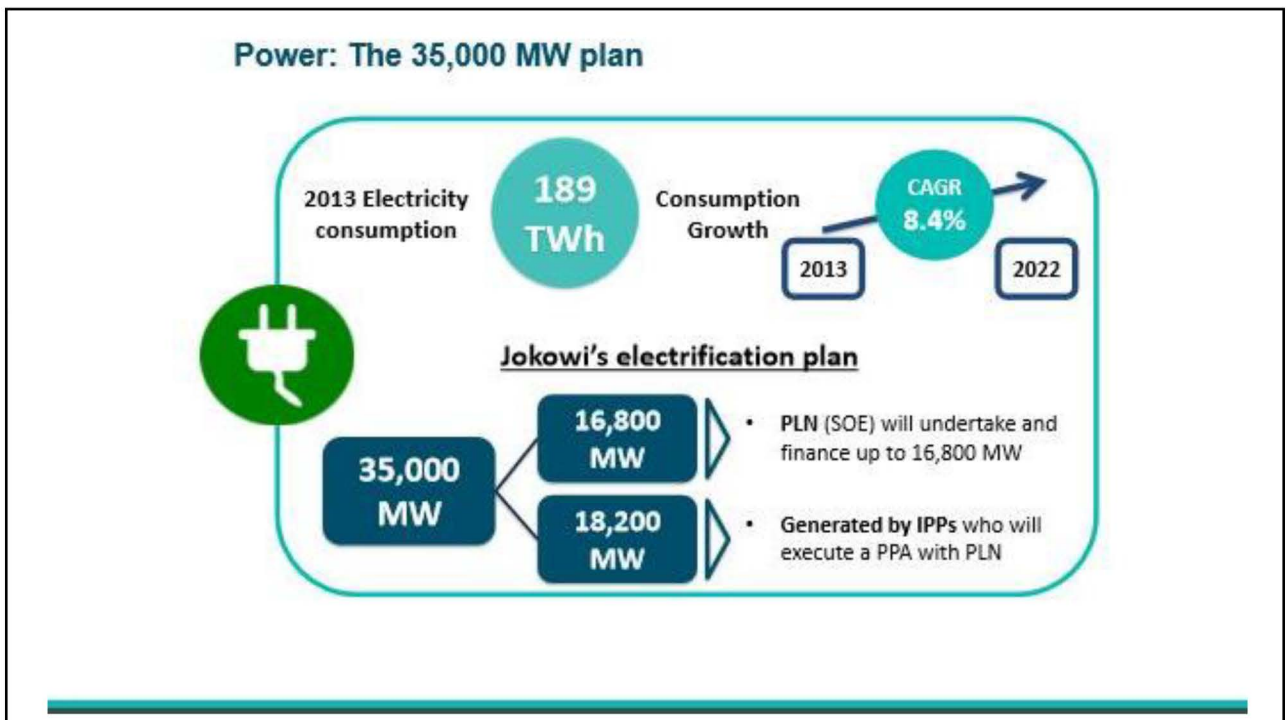
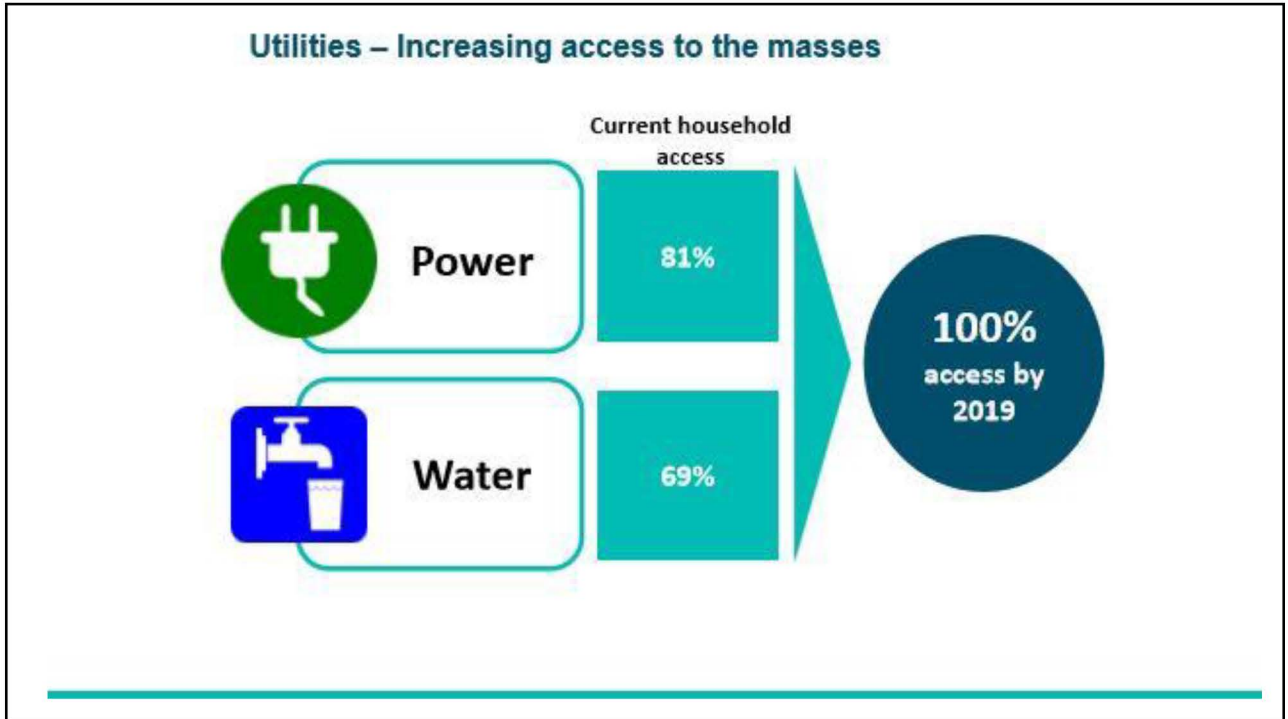
Jakarta	Surabaya	Bandung
 Population: 10.2mil (28.0mil) Density: 15,340/km <sup>2</sup> Ave. per Capita GDP: SGD12,560	 Population: 3.1mil (5.6mil) Density: 8,300/km <sup>2</sup> Ave. per Capita GDP: SGD3,070	 Population: 2.4mil (7.4mil) Density: 14,000/km <sup>2</sup> Ave. per Capita GDP: SGD3,150
<ul style="list-style-type: none"> <li>▪ Top City in Indonesia</li> <li>▪ Centre of commerce</li> <li>▪ Highest purchasing power</li> <li>▪ Fastest technology adoption</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2<sup>nd</sup> largest City</li> <li>▪ Spring board to East/Central Java</li> <li>▪ Infrastructure Deficit</li> <li>▪ Lower Land/ Labour Costs</li> </ul>	<ul style="list-style-type: none"> <li>▪ 3<sup>rd</sup> largest City</li> <li>▪ Extension of Jakarta (Jkt-Bandung HSR)</li> <li>▪ "Silicon Valley" of Indonesia</li> </ul>
<b>Key Sectors</b>		
<ul style="list-style-type: none"> <li>Infrastructure</li> <li>Consumer</li> <li>Digital</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure</li> <li>Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure</li> <li>Digital</li> </ul>

19

## Key Growth Trends in Indonesia

Infrastructure	Consumer	Manufacturing	Digital
			
<b>Fundamentals</b>			
<ul style="list-style-type: none"> <li>▪ Government Push On Infrastructure Needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ 250 Million Population</li> <li>▪ Rising Middle Class</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lower Cost Production</li> <li>▪ Overcome Non-Tariff Barriers to Access Large Market</li> </ul>	<ul style="list-style-type: none"> <li>▪ Growing Digital Economy</li> <li>▪ Rapid Technology Adoption</li> </ul>
<b>Focus Areas</b>			
<ul style="list-style-type: none"> <li>• Utilities</li> <li>• Urban Development</li> <li>• Transport</li> </ul>	<ul style="list-style-type: none"> <li>• Offline</li> <li>• Online</li> </ul>	<ul style="list-style-type: none"> <li>• SG Industrial Parks</li> <li>• SG Manufacturers</li> </ul>	<ul style="list-style-type: none"> <li>• Start-ups</li> <li>• Regional Tech Champions</li> <li>• Digital Infrastructure</li> </ul>

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## Better access and infrastructure in the water space for all households



- Municipal water supply generally managed by PDAMs and efforts by the government to increase clean water access typically involve municipal water projects.
- Projects can be complicated as the application of permits can span many levels of government.
- Projects pending announcement in PPP Book 2015

### Household access to clean water



## IE is Actively Assisting SG Companies Across These Sectors



### Infrastructure

#### Utilities



#### Urban Development



#### Transport



### Consumer

#### Online



#### Offline



### Manufacturing

#### Singapore Industrial Park



#### In-Market Manufacturing



### Digital

#### Start-Ups



#### Regional Tech Champions



#### Digital Infrastructure



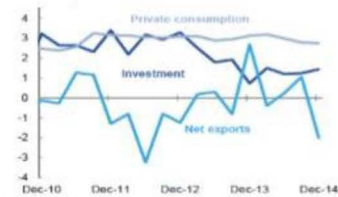


## Consumer

- **Offline: Cluster SMEs for Branding Impact**
- **Online: Capture Value Across E-commerce Ecosystem**

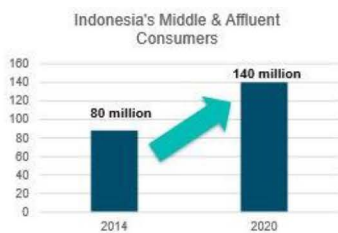
### Opportunity

**Private Consumption Remains Stable Despite Slowing Economic Growth**



Source: World Bank 2015

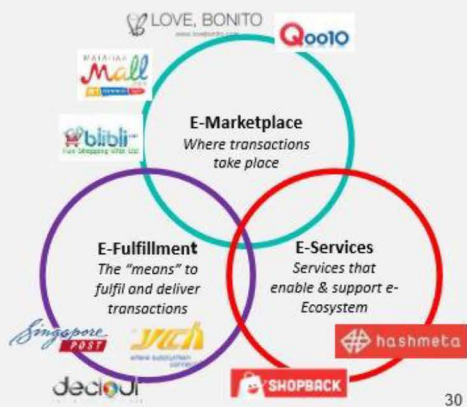
### Rising Middle Class



Source: BCG 2015

### Mode of Entry

1. **Offline: Clustering SMEs for Branding Impact**
2. **Online: Capturing Value Across the E-Commerce Ecosystem**



## Offline: Clustering SMEs for Branding Impact

Successful launch of  
"Tasty Singapore" Food Aisle

**THE FOODHALL**  
INDONESIA'S SUPERMARKET CHAIN  
INDONESIAN SUPERMARKET  
CHAIN

**TASTY Singapore**  
SINGAPORE FOOD INDUSTRY BRAND



### Background

IE created the first IE Singapore Food Aisle, in partnership with 14 SMEs, and a leading Indonesian supermarket chain.

"Tasty Singapore" was launched, with 30 Indonesian/ SG media mentions and over 5,000 responses on Indonesian blogger sites.

### Significance

- The participating companies could collectively leverage the "Tasty Singapore" branding, to create increased awareness of their brands in Indonesia.
- Numerous food companies achieved **permanent listings** in the leading supermarket chain.

## Online: Capturing Value Across the E-Commerce Ecosystem

### E-Fulfilment

1. Accelerate SG logistics players extend their fulfilment network in Indonesia through strategic partnerships.
2. Assist SG companies' penetrate e-payment network via securing licenses.



### E-Marketplace


1. Grow SG e-marketplaces in Indonesia by on-boarding merchants, etc.
2. Facilitate SG companies' penetration into market, via leading Indonesian e-commerce marketplaces.

### E-Services


1. E-services support the e-commerce chain eg by providing social media marketing, etc.
2. Facilitate market entry of e-services companies via client and VC connections.

## Social Entrepreneurship: Opportunities for Social Development


### Social Issues



11.2% of the population lives below the national poverty line, and half the population lives on less than \$2 a day



36% of the population aged 15 years and above is unemployed.



For every 1,000 babies born, 23 die before their 1<sup>st</sup> birthday

### Causes

Limited formal sector employment opportunities


Unequal access to quality education

Shallow social safety net

Unequal access to quality healthcare

*Source: Statistical data on poverty and socioeconomic development in Indonesia based on research by the Asian Development Bank (2016)*

# Thank You

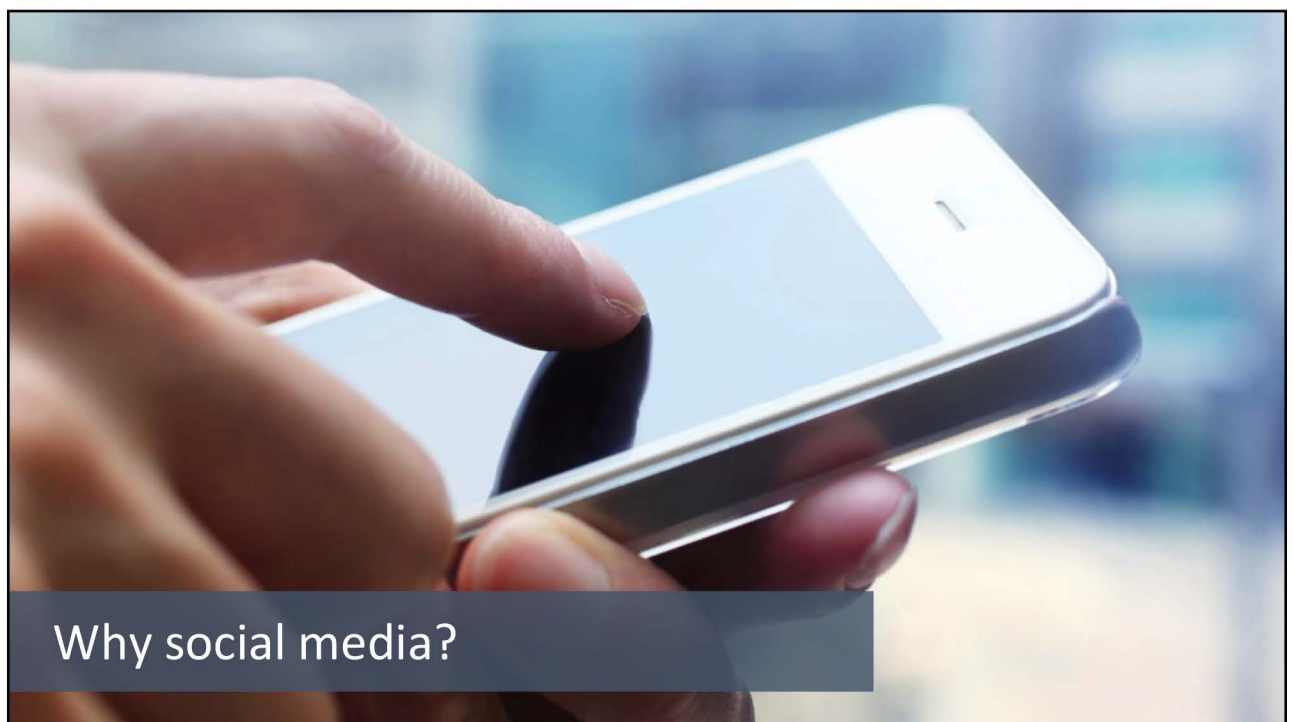
Creating Singapore's  
Economic  
Community

43



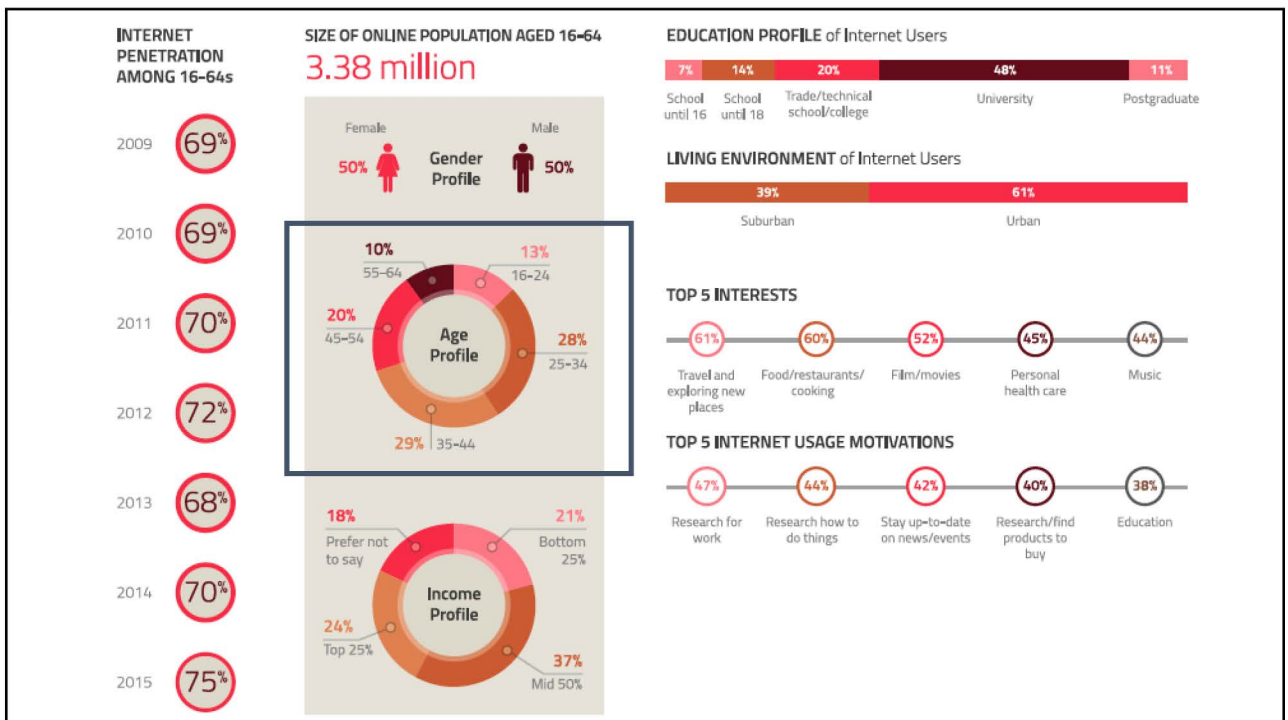
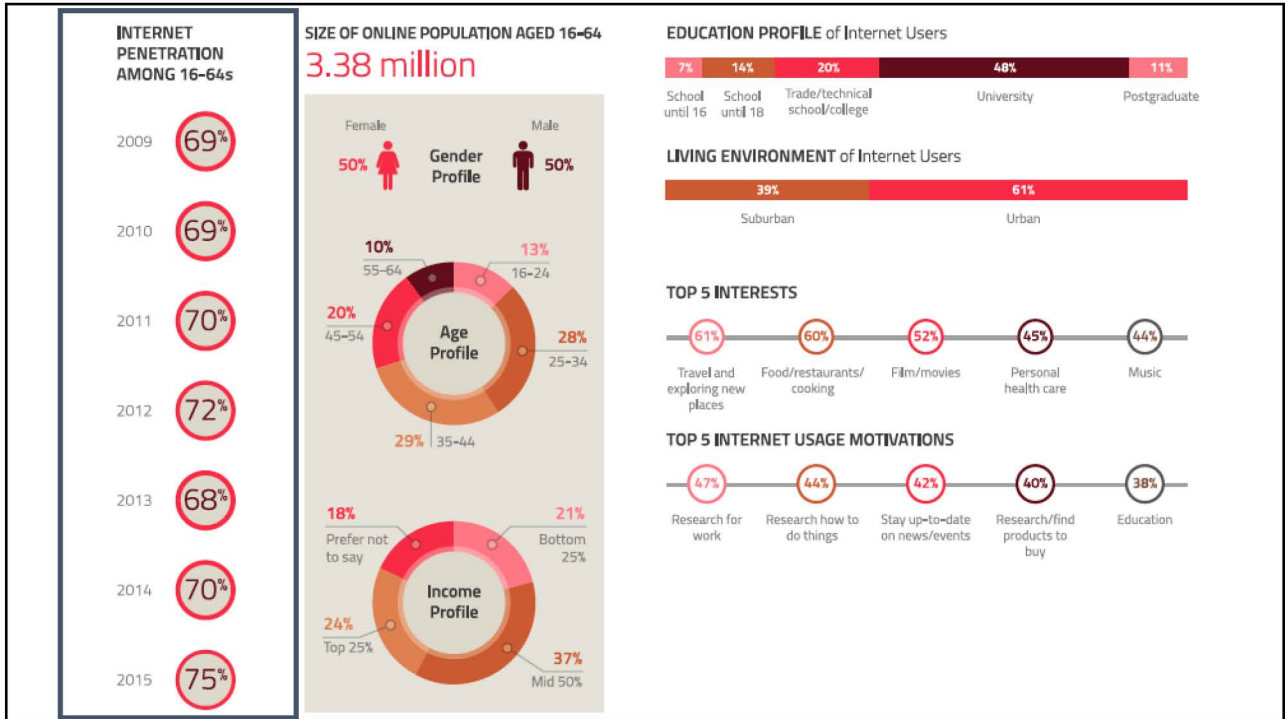
## BRANDING AND MARKETING FOR SOCIAL ENTERPRISES

*October 26, 2016*



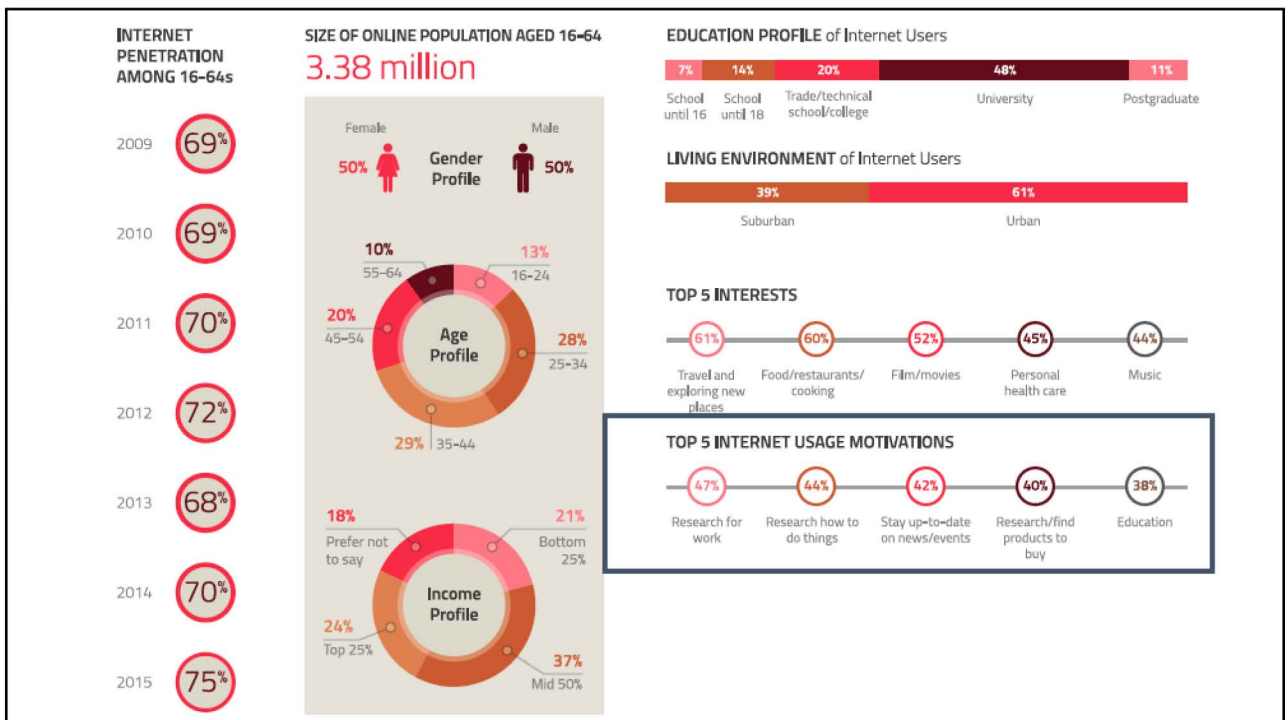
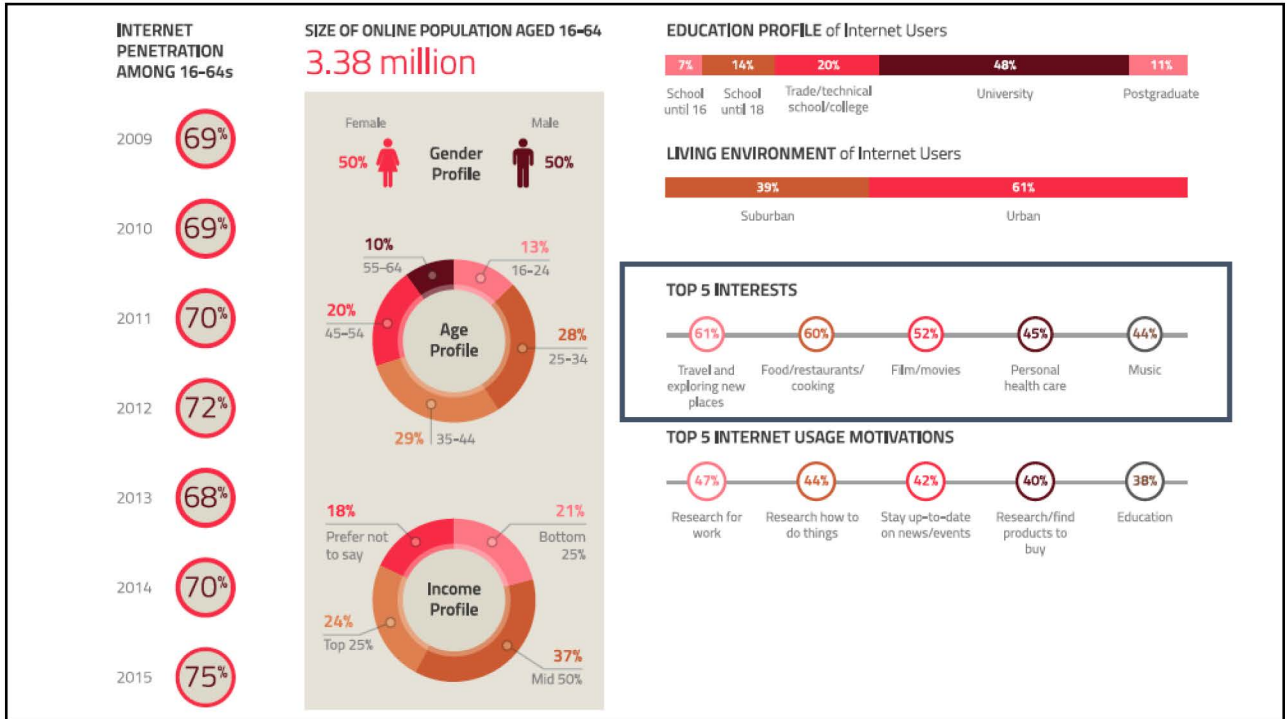
Why social media?

# Appendix: Speaker Slides

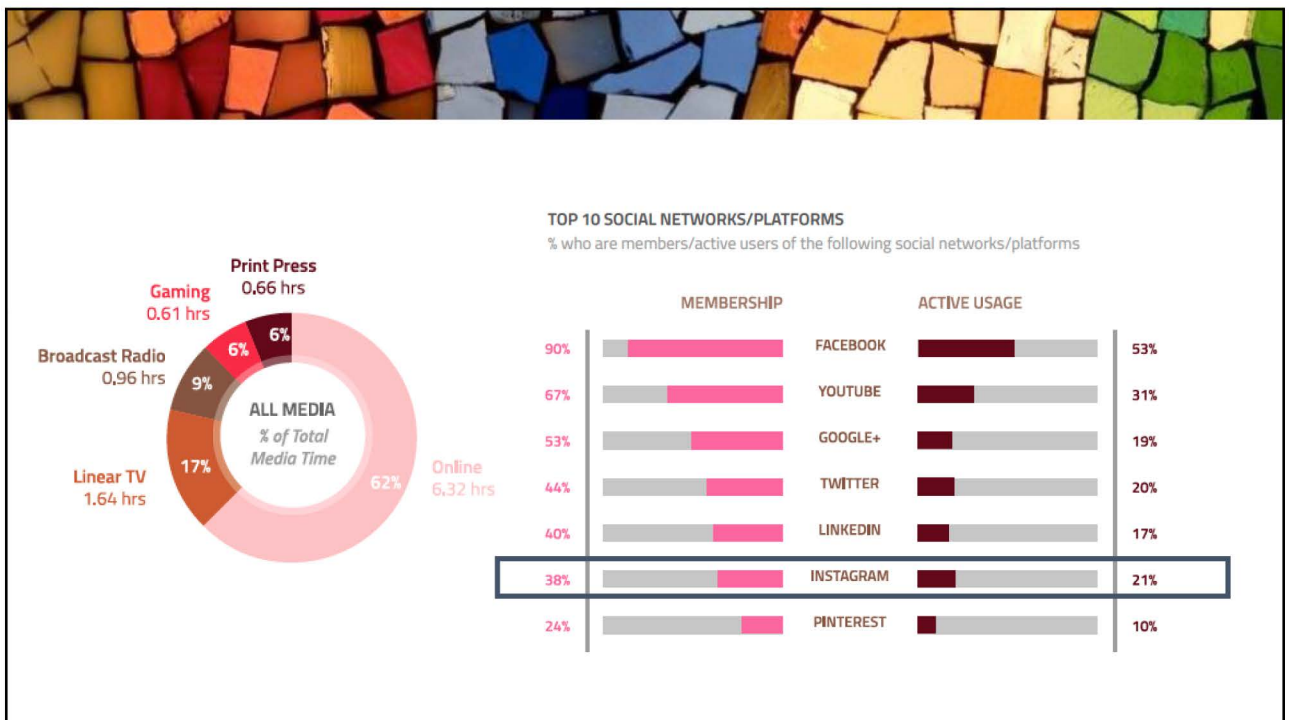
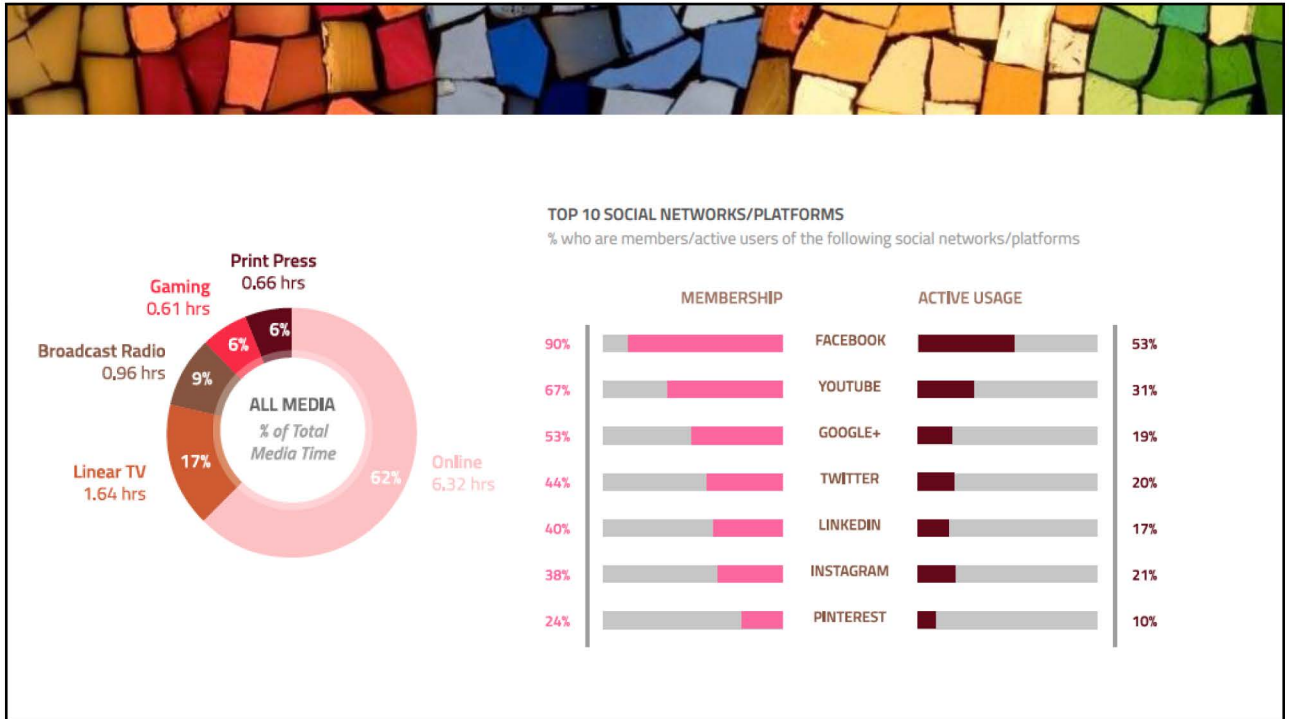





# Appendix: Speaker Slides



# Appendix: Speaker Slides





**"FOLLOWING" BEHAVIORS ON SOCIAL MEDIA**  
% who say they "follow" these types of people/organizations

Category	Percentage
Brands you like	38%
News / media organizations	29%
Brands you are thinking of buying something from	26%
Contacts relevant to your work	21%
Actors	20%
Bloggers	17%
Entrepreneurs / business people	17%
Sports stars	12%
Politicians	12%
Journalists	9%
Vloggers	8%
TV presenters	7%

- Users find it **beneficial** to follow brands on social
- Singaporeans spend an average of **6 hours** online everyday
- Top online interests include **travel** and **food**
- **Education** and the **discovery** of new information are the main usage drivers for Internet users in Singapore
- **Facebook** and **Instagram** are key social platforms for engagement



## What we'll tackle today



```
graph LR; A[GROWING FOLLOWERS] --> B[ENGAGING FOLLOWERS]; B --> C[GETTING BUSINESS RESULTS];
```

The diagram illustrates a three-step process for social media success. It begins with 'GROWING FOLLOWERS' in an orange box, followed by 'ENGAGING FOLLOWERS' in a grey box, and finally 'GETTING BUSINESS RESULTS' in a yellow box. The steps are connected by a large, light pink arrow pointing to the right.



# Complete your profile

**E-nitiate Pte Ltd**  
Engage • Include • Enhance

E-nitiate Pte Ltd  
@enitiate

Home  
About  
Photos  
Likes  
Videos  
Posts  
[Create a Page](#)

## Engage • Include • Enhance

Like Message Save More Call Now

### About

**Products**  
Local Courier Services - Social Innovation Business

**Mission**  
The Mission is to secure the success of Singapore's Youths through structured skills enabling and employability.

**CONTACT INFO**

- @enitiate Message Now
- enquiries@eenitiate.com
- http://www.eenitiate.com/

**STORY**

E-nitiate is a social innovation biz which employs marginalized youths in our local courier service.

A brief background of our initiative:

**The Challenges**  
17,500 youths between the ages of 17 and 25 are considered marginalised and at risk of being involved in crime, substance abuse, and/or other anti-social behaviours

An estimated S\$160m is spent by the government per year to support their families.

However, these youths are usually not able to escape their circumstances despite such efforts.

## Run competitions

- Sweepstakes

- Random: *"LIKE" and "SHARE" for a chance to win*
- Fill-in-the-blanks: *For my next vacation, I want to go to \_\_\_\_\_*
- Crowdsourcing: *What should we do next?*

- Quizzes

- *How well do you know the brand/product/industry?*

- Photo competitions

- *Share a photo of yourself at our location/with our product/how you use our product*



## Run competitions

- Sweepstakes

- Random: *"LIKE" and "SHARE" for a chance to win*
- Fill-in-the-blanks: *For my next vacation, I want to go to \_\_\_\_\_*
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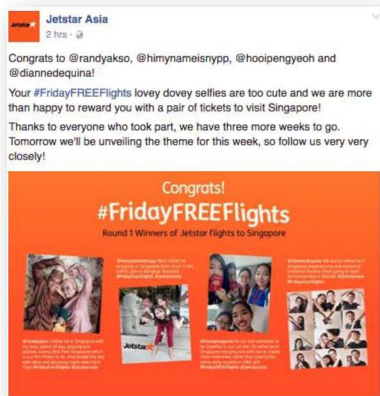


## Run competitions

- Sweepstakes
  - Random: *"LIKE" and "SHARE" for a chance to win*
  - Fill-in-the-blanks: *For my next vacation, I want to go to \_\_\_\_\_*
  - Crowdsourcing: *What should we do next?*
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  - *How well do you know the brand/product/industry?*
- Photo competitions
  - *Share a photo of yourself at our location/with our product/how you use our product*

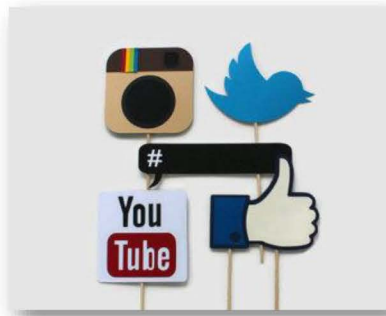


## Run competitions



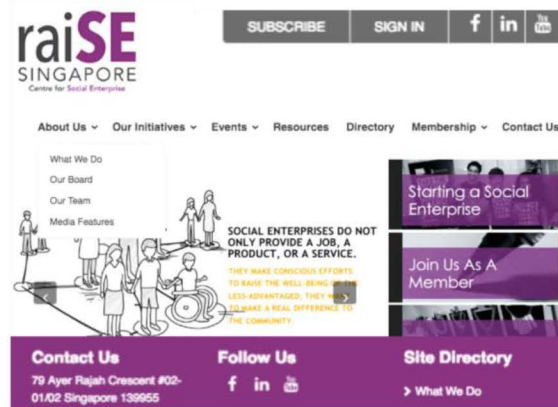
## Boost offline traffic drivers

- Flyers
- Events
- Product labels
- Word of mouth



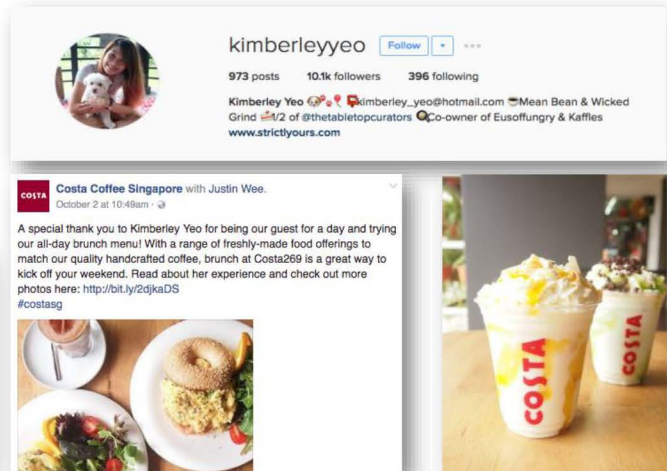
## Boost online traffic drivers

- Website integration
- Influencer engagement
- Industry partnerships



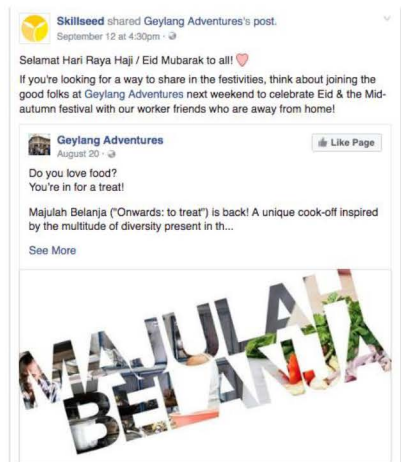
## Boost online traffic drivers

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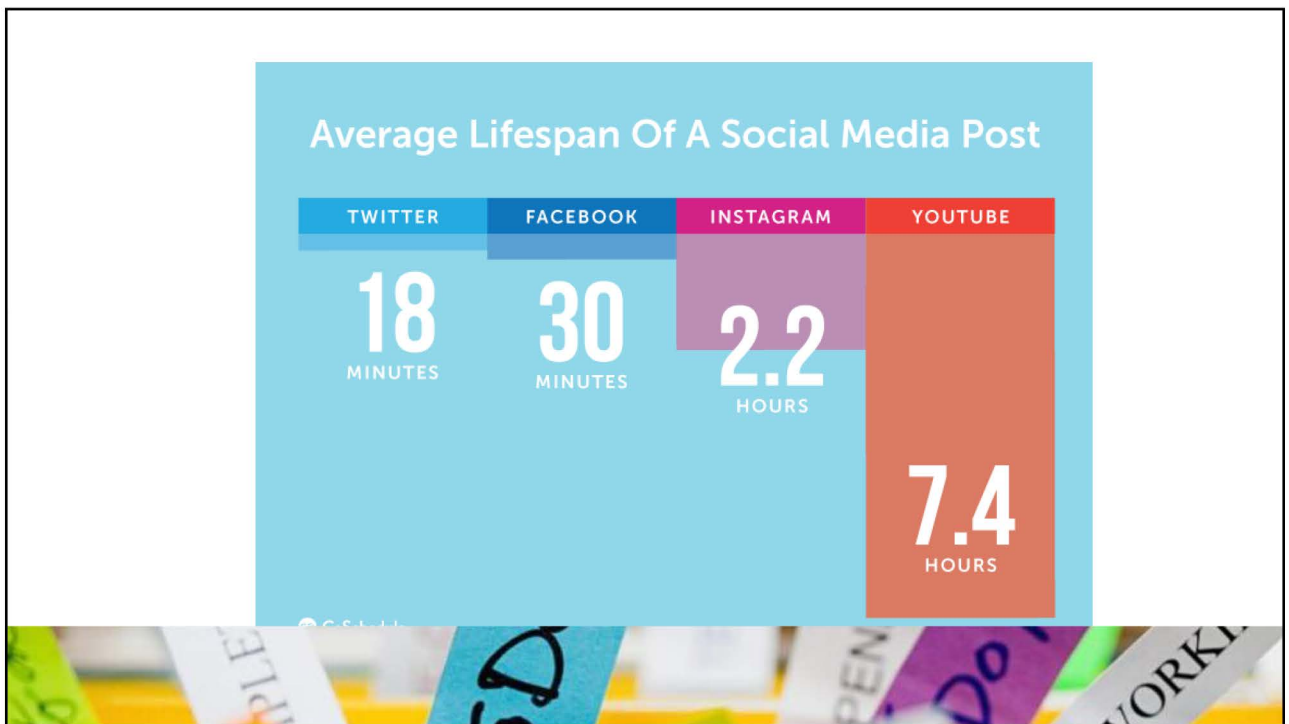


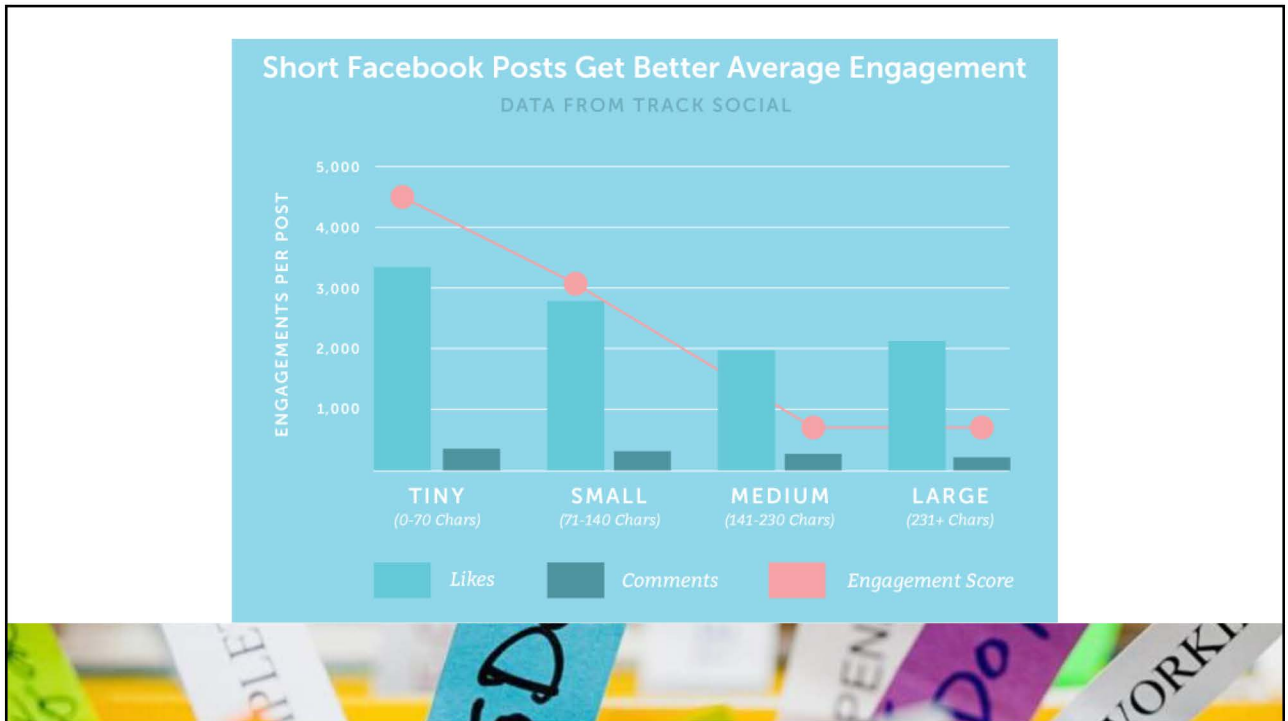
## Boost online traffic drivers

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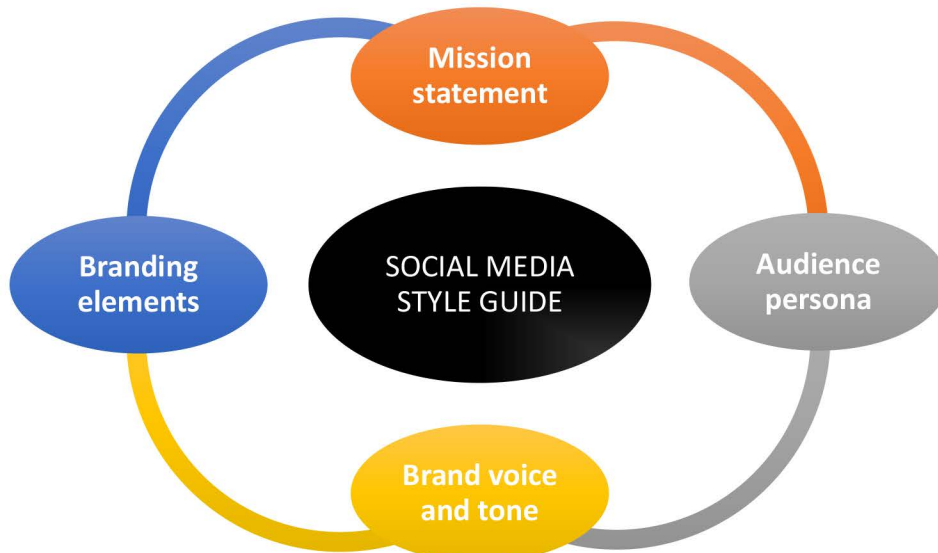
### Social Media Character Count Cheat Sheet

TWITTER	FACEBOOK	LINKEDIN
<p><b>IDEAL POST LENGTH</b> 71-100 CHARACTERS</p> <p><b>ADDITIONAL INFO</b></p> <ol style="list-style-type: none"> <li>140 characters max tweet length</li> <li>Retweeting takes out 24 characters.</li> <li>Links of any length will take away 24 characters from your 140.</li> <li>The ideal length for tweets is between 71 and 100 characters.</li> <li>Use 1-2 hashtags per tweet.</li> </ol>	<p><b>IDEAL POST LENGTH</b> 40 CHARACTERS</p> <p><b>ADDITIONAL INFO</b></p> <ol style="list-style-type: none"> <li>Facebook status update maximum length is 63,206 characters.</li> <li>Before your post is truncated (which means a "Read More" appears) it is 400 characters.</li> </ol>	<p><b>IDEAL POST LENGTH</b> 25 WORDS</p> <p><b>ADDITIONAL INFO</b></p> <ol style="list-style-type: none"> <li>Status Updates are 600 characters.</li> <li>Pulse title length is 40 and 49 characters.</li> <li>Pulse post length is around 1,900 words.</li> </ol>

## Building your Social Media Style Guide

Start by asking these questions:

- What is my/our mission or purpose?
- What are our values?
- What kind of language and tone does our audience use?
- Then, try filling in the blanks here a few different ways:
  - “We are \_\_\_\_\_, but we’re not \_\_\_\_\_.”
  - Example: “We are funny, but we’re not offensive.” Or, “We are professional, but we’re not stuffy.”
  - The idea is to narrow down *who you are*, and *who you’re not*.

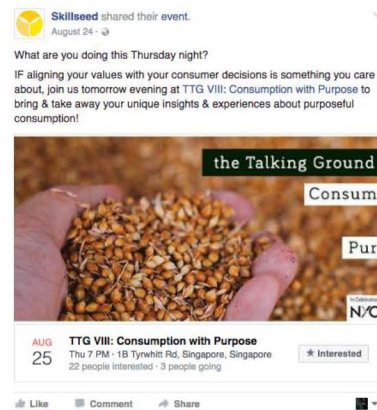


## Content Pillars

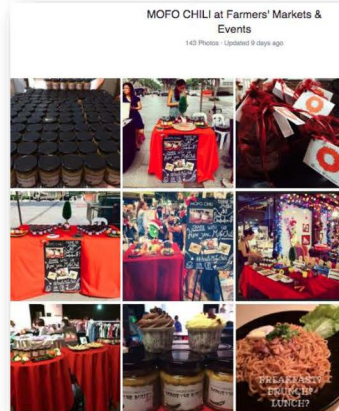
- Upcoming events
- Past events
- Company news/announcements
- Industry trends
- New products and services



## Content Pillars – Upcoming events



## Content Pillars – Past events



## Content Pillars – Company news & announcements



## Content Pillars – Industry insights

**Changi Airport**  
September 28 at 8:30pm · 🌐

Have you tried any of these uniquely Singaporean experiences?



**5 unique ways to see Singapore like a local**  
The city-state of Singapore may be small in size, but it's big in unique cultural and foodie experiences.  
NOWBOARDING.CHANGIAIRPORT.COM


Like Comment Share

👍👍👍 472

Top Comments\*

**Skilleded**  
September 19 at 2:17pm · 🌐

"One of the most robust predictors of stress, depression and burnout is a lack of belongingness and social support. And we know that when disadvantaged students are motivated to seek help their grades improve... I wonder whether campus mental health would improve if more classes were designed to encourage participants to support one another. Would students be better off if they saw classmates as people who had their back, rather than as people who might stab them in the back?"  
Important food for thought for all educators & really, anyone who works with people! It's about time we had this conversation. 🗨️



**Why We Should Stop Grading Students on a Curve**  
Turning college into a zero-sum game hurts their chances of succeeding after graduation.  
NYTIMES.COM | BY ADAM GRANT

**ArtsForLife**  
September 23 at 12:00pm · 🌐

Written by Swedish author and behavioral scientist, Carl-Johan Forssén Ehrlin, "The Rabbit Who Wants to Fall Asleep" was created with a deeper purpose than your average children's book: to help your kid go to sleep ... with science.



**New children's book that helps kids fall asleep is now a #1 best-seller.**  
Sweet dreams are made of this.



## Content Pillars – New products/services

**McDonald's**  
8 hrs · 🌐

Good news to our Facebook fans! Honeydew McFlurry® is now available at \$2. Indulge in the sweet aroma and creamy taste of this heavenly dessert. So yummy, this is totally sassy! Simply flash this post to our McDonald's® counter crew from 13 - 16 Oct 2018 to enjoy this promotion. While stocks last!

Valid at all McDonald's® outlets, except Self-order Kiosks, Drive-thru, McDelivery® and McCafé®.



**HONEY, DEW YOU LOVE ME?**  
Facebook exclusive promotion!  
Honeydew McFlurry \$2

**RedMart**  
3 hrs · 🌐

When your curious baby starts exploring their world, there is no holding them back. Huggies Platinum Pants are like underwear, making diaper changes quicker and easier.



**Save 25% on Huggies® Platinum Products**  
Terms and Conditions apply.

**Hot Savings - 25% OFF Huggies Platinum**  
Don't miss this amazing offer!

[HTTPS://REDMART.COM/](https://redmart.com/) **Shop Now**

**Singtel**  
October 12 at 5:30pm · 🌐

Planning a movie marathon at your friend's place? Cast your favourite shows onto the big screen with Chromecast or AirPlay on Singtel TV GO. For more information, visit [www.singtelv.com.sg/singtelvgo](http://www.singtelv.com.sg/singtelvgo)



**Singtel TV GO**  
SQUINT NO MORE. CAST ONTO THE BIG SCREEN



## Content Types

The most effective social media content:

- GIF
- Graphics
- Photograph
- Video
- Infographic



## Content Types – GIF



## Content Types – Graphics



## Content Types – Photograph

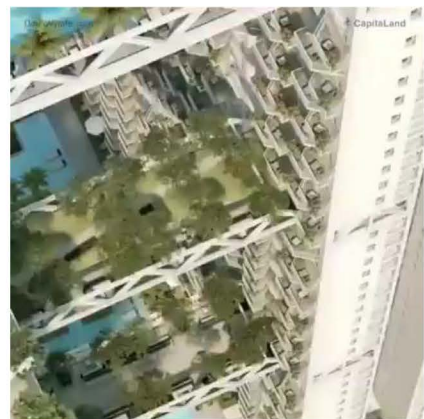
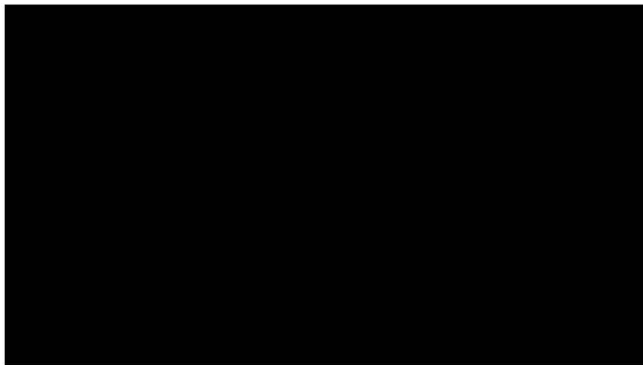




## Content Types – Photograph



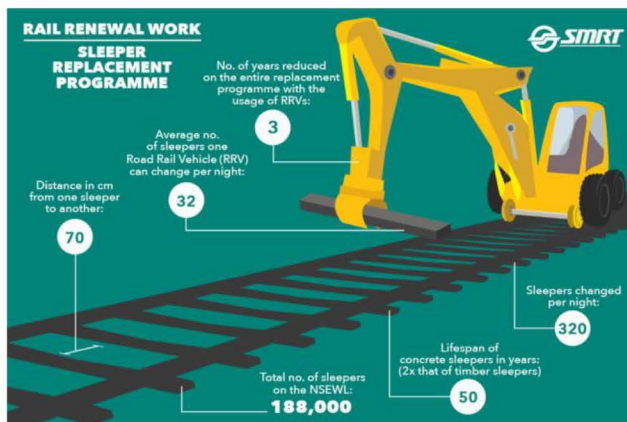
## Content Types – Video



## Content Types – Video



## Content Types – Infographic



## Content Tips

- Put your audience first
- Aim for shareable article headlines and content overall
- Have a clear message-match between posts and destination pages
- Make sure your copy matches your visual content
- Don't be overly pushy or promotional
- Keep posts “short and sweet”



Getting Business Results

## Do you...

- get **confused** when you logon to Facebook ad manager?
- run away from the **Facebook Power Editor** because it gives you bad dreams?
- feel you have wasted far too much money on Facebook Advertising with little to **zero return**?
- not know where to start when it comes to **paid media, earned media** and everything in between?
- not know the difference between a Facebook **boosted post** or any other type of Facebook advertisement?



## Social ad buying

### OBJECTIVES

- App Engagement
- App Installs
- Brand Awareness
- Clicks to Website
- Event Responses
- Lead Generation
- Local Awareness
- Offer Claims
- Page Likes
- Page Post Engagement
- Video Views
- Website Conversions

- Ad buys are highly customisable depending on
  - What objectives you are trying to drive
  - What content your format is in
  - What message you are trying to bring across
  - What expected outcome you desire
- For starters in awareness and acquisition, target your desired age group with a specific ad that drives views of your content, rather than engagement
- It is possible to buy ads for page likes, but it is not recommended. You want audiences to discover your brand through the content that you have sponsored, rather than merely seeing a "Like Page" ad that says nothing about the brand

## Social ad buying

**OBJECTIVES**

- App Engagement
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- Local Awareness
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- Page Likes
- Page Post Engagement
- Video Views
- Website Conversions**

- When you have reached a larger base, target for engagement: drive them to book appointments on your site, answer queries
- Drive action
  - Apply Now
  - Download
  - Get Quote
  - Learn More
  - Sign up
  - Subscribe

**Website Conversions**

- Facebook Links
- Instagram Links
- Facebook Carousel
- Instagram Carousel
- Facebook Canvas

✓ **No Button**

- Shop Now
- Book Now
- Learn More
- Sign Up
- Download
- Watch More
- Apply Now
- Contact Us
- Request Time

## Applying Facebook Ads

**Promote Facebook page**

**Boost posts**

**Send people to website**

**Raise attendance at event**

**Awareness**

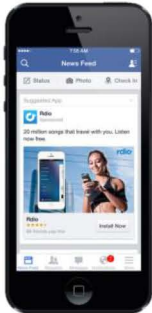
**Acquisition**

**Engagement**

**Conversion**

**Retention**

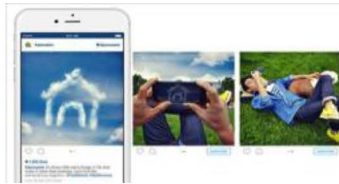
Ad formats allow your creative content to reach audiences on a larger scale (paid media) and can be bought for both desktop and/or mobile newsfeeds



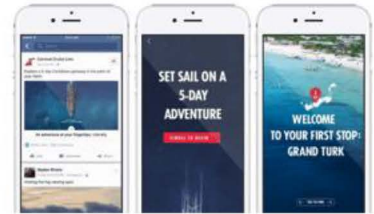
Mobile newsfeed



Video ads for views / engagement



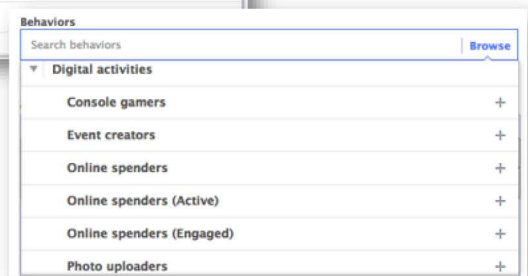
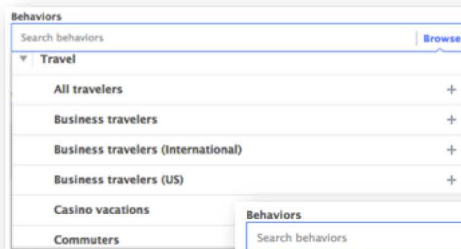
Carousel Visual / Video Ads



Canvas ads  
*Immersive experiential ad format that allows a mix of visuals, video and carousel, all of which can drive to website*

How are your customers currently segmented? You can run ad buys on Facebook that target the same attributes

- Interest-based targeting
- Customer Database Targeting\*
- Lookalike of Customer Database\*
- Lookalike audience of your fans
- Website visitors audience
- Demographic profiling
- Timings ( Listening / Digital Data)
- Behaviors : Micro Moments
  - ( Digital / Purchase / Travel / Mobile Device)



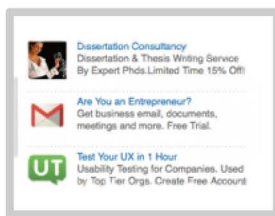
*\*These options require a database of user emails to be uploaded to Facebook which will not be a viable option for Fullerton for privacy security reasons*

With Facebook pixel tracking implemented on your site, we can measure exactly how many interactions were driven through social media ads\*



*\*recommended for 2017. Currently, Facebook Ad insights allows you to measure click-through rates and potential landing points can be tracked via Google Analytics*

## LinkedIn Ad types



Display / text ads



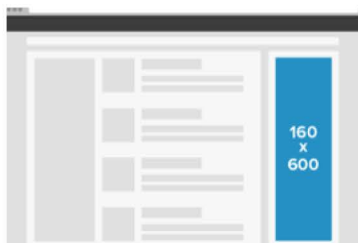
Follow Co. Ads



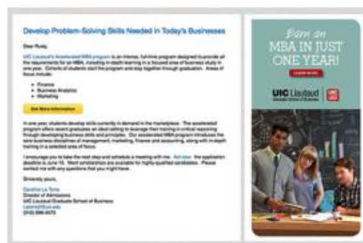
Recommendation ads



Sponsored content



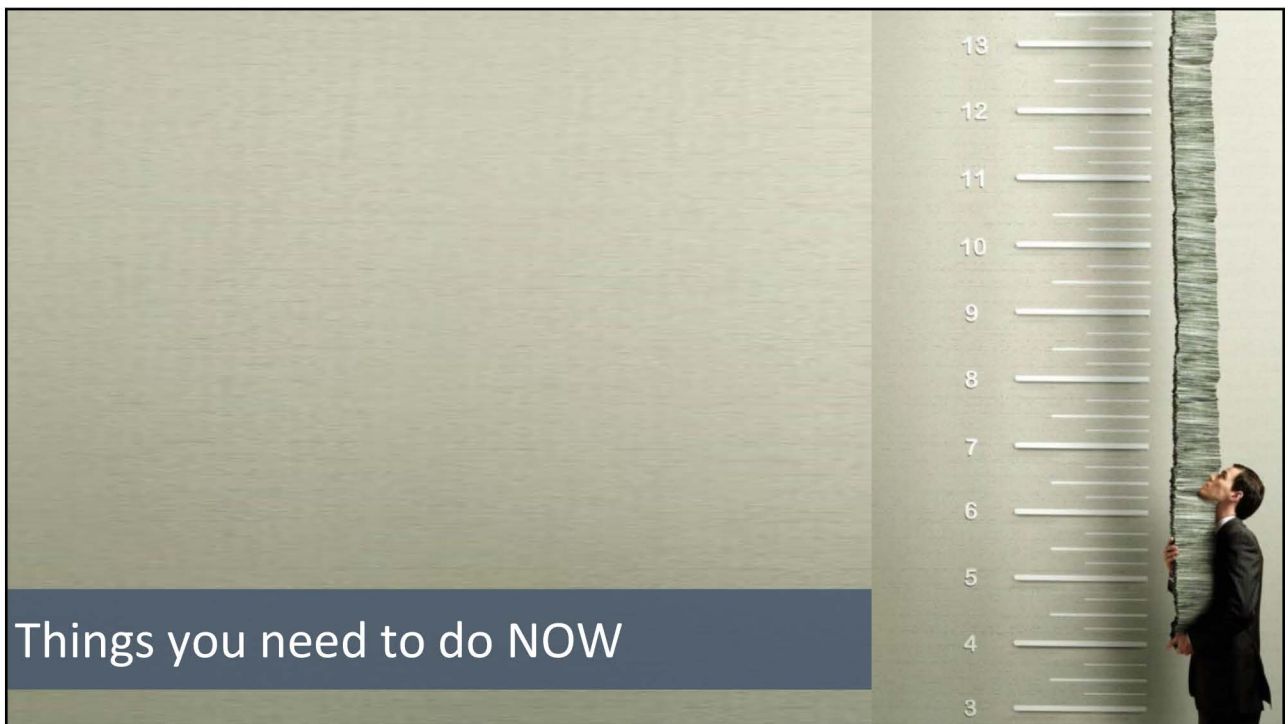
Premium display



Sponsored InMail

# Mix and match formats against objectives for platforms

	FACEBOOK	LINKEDIN	YOUTUBE
<b>AWARENESS / ACQUISITION</b>	Page Post Link Ads Carousel ads Post Engagement Ads Canvas	Display, text or video ads Sponsored content Premium Display Recommendation Ads	Display ads Pre-rolls Overlay ads Skippable video ads
<b>Targeting Options:</b> Demographics, Interest, Geographic, Website Visitors, Competitor pages Behaviours, Interests, Occasions			
<b>CONVERSION</b>	Page Post Link Ads Carousel ads	Sponsored content Sponsored InMail Follow Company Ad	Display ads Pre-rolls Overlay ads Non-Skippable video ads (<20s) Sponsored cards
<b>Targeting Options:</b> Demographics, Interest, Geographic, Website Visitors, Competitor pages Behaviours, Interests, Occasions, <b>Re-Targeting</b> of people who have watched your video, visited your website, etc			





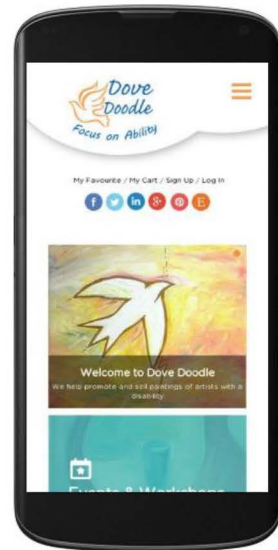
## Website checklist

- Check your site's mobile friendliness
- Retrieve page speed insights
- Assess your searchability
- Install Analytics
- Vertical + horizontal navigation



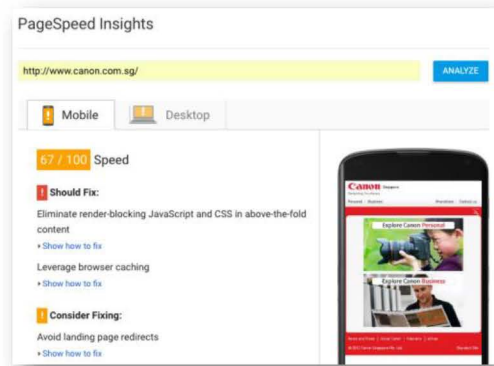
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- **Check your site's mobile friendliness**
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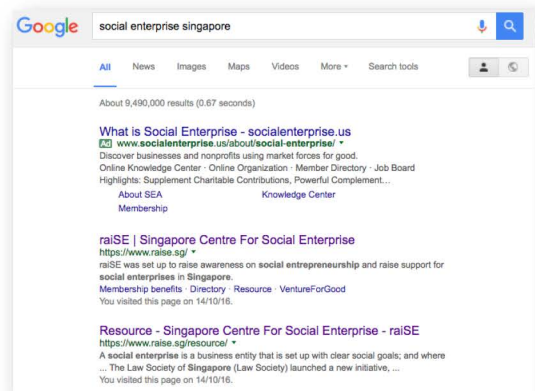
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## Website checklist

- Check your site's mobile friendliness
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- Install Analytics
- Vertical + horizontal navigation



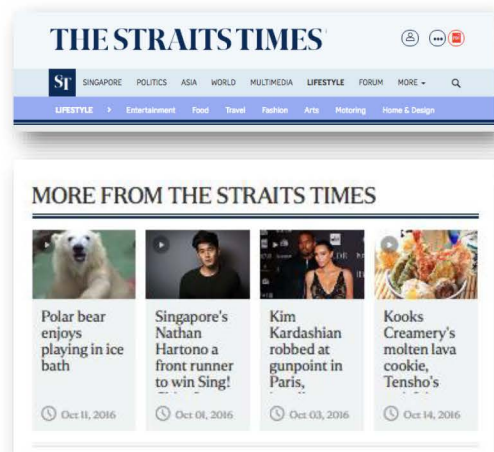
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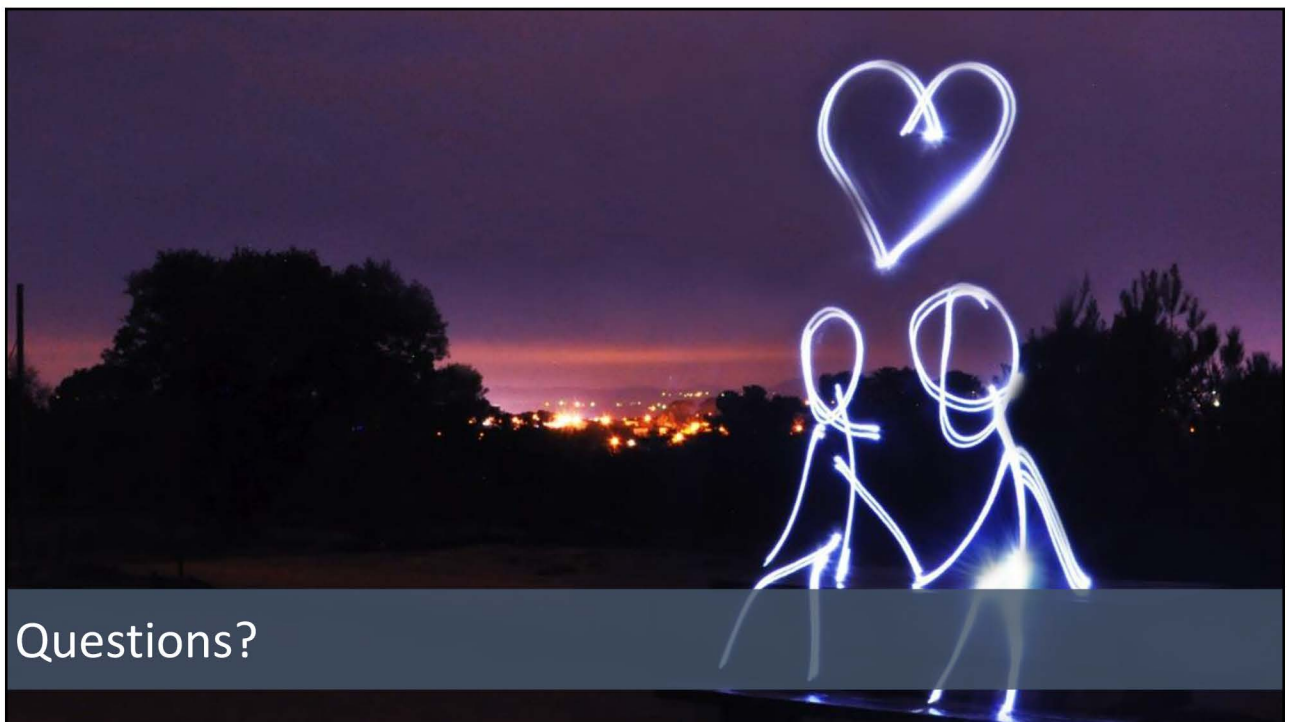
## Website checklist

- Check your site's mobile friendliness
- Retrieve page speed insights
- Assess your searchability
- Install Analytics
- **Vertical + horizontal navigation**



## Planning checklist

- Set your KPI's
- Develop an integrated editorial calendar: marketing plans, holidays, new products
- Plan the content development process
- Set up a tracker for Google Analytics/Facebook Insights data
- Organise database growth and maintenance



Questions?

# Introduction to WorkPro

Singapore Social  
Enterprise Conference

26 Oct 2016

Presented by:  
Li Shuling, Programmes and Engagement Division



## Overview of WorkPro



From **1 Jul 2016**, WorkPro has been enhanced to encourage employers to implement age-friendly workplaces through job redesign and age management practices for older workers.

### Objectives

Support the employment and employability of older workers **aged 50 and above**



Develop a strong **Singaporean core** by encouraging sustainable flexible work arrangements for all workers



## WorkPro Grant Components

### Age Management Grant

Up to

\$20,000



Adopt progressive age management practices

### Job Redesign Grant

Up to

\$300,000



Positive impact on older workers by providing easier, safer and smarter jobs

### Work-Life Grant

Up to

\$160,000



Implement and sustain Flexible Work Arrangements

Age Management Grant

Job Redesign Grant

Work-Life Grant

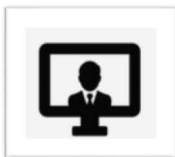
## Age Management Grant

To help employers build age friendly workplaces to better manage and sustain a multi-generational workforce

### Deliverables:

1. Put in place sail-through or re-employment policy
2. Communicate policy to all employees
3. Attend courses on 'Job Redesign', 'Age Management' and Employee Health and Well Being in the Workplace'
4. Sign the TAFEP Fair Employment pledge
5. Adopt any 4 out of 6 recommended age management practices
6. Implement a standardised Health and Wellness Programme comprising:
  - I. Knowledge of Personal Health
  - II. Behavioral Change for Health Living
7. Submit an impact evaluation report
8. Submit a name list of at least 5 older workers

## Examples of Age Management Practices



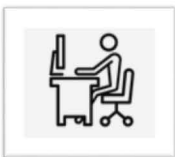
Fair appraisal system



Formalise fair employment policy



Multi-generational buddy system



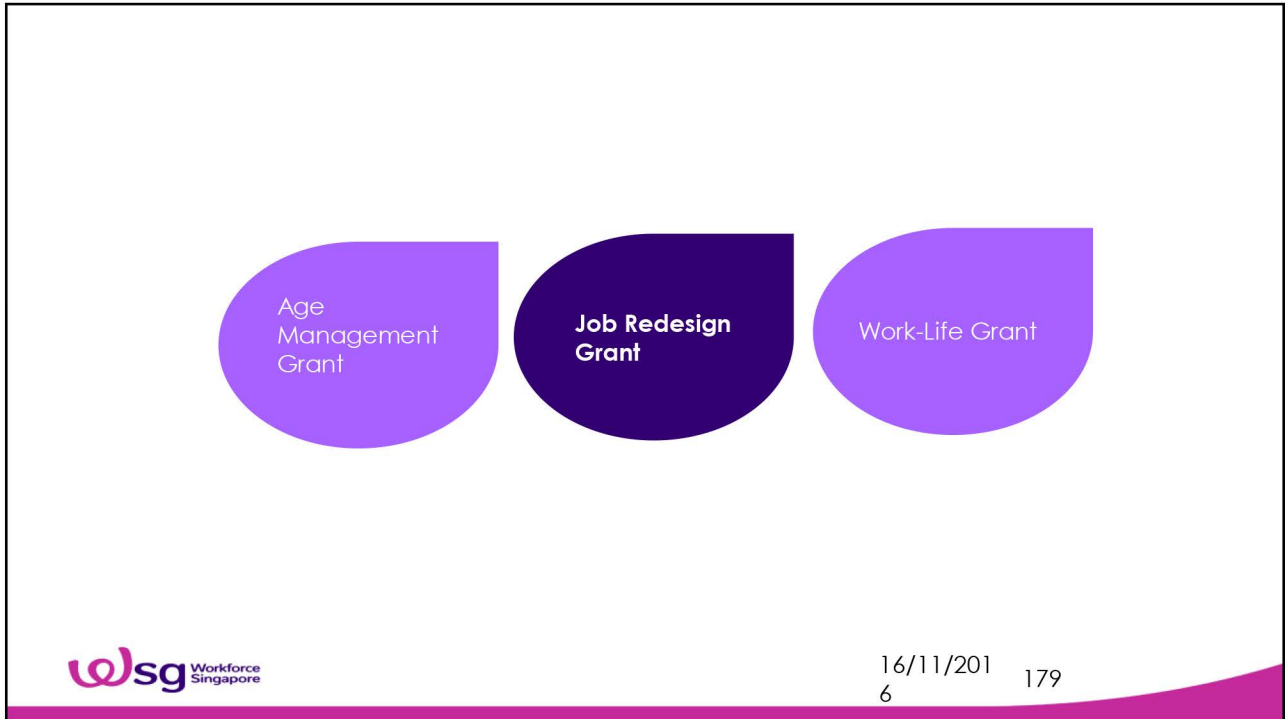
Improve workplace ergonomics



Training plans for older workers



Facilitate re-employment



## Job Redesign Grant

To implement job redesign projects to create physically easier, safer and smarter jobs for older workers

### Deliverables

1. Relevant invoices, receipts and supporting documents for costs incurred in the job redesign project
2. Impact evaluation report using the template provided
3. List of older worker(s) who is/are benefitting from the JR project

### Grant Computation

- 80% of project cost or up to \$20K per older worker\*, whichever is lower
- \* Tiered quantum for older workers:
  - \$10,000 per older worker aged 50 to 59 years old
  - \$20,000 per older worker aged 60 and above



## An Illustration: JR Grant



JR Qualifying Project Cost: \$500,000  
Workers to Benefit: 10 older workers aged 50 – 59 years  
8 older workers aged above 60 years



Grant Computation

JR Grant

**\$260,000 (52%)**

$80\% \times \$500K = \$400K$   
(capped at \$300K)

Or

$(\$10K \times 10) + (\$20K \times 8) = \$260K$

whichever is lower

## Job Redesign (Rider)

Companies on Inclusive Growth Programme (IGP) or Capability Development Grant (CDG) may apply if project leads to positive impacts to older workers

### Documentation/ Deliverables

1. Job redesign proposal submitted to Grant agency
2. Proof of project completion and quantum of grant received from Grant agency
3. Impact evaluation report using the template provided
4. List of older worker(s) who is/are benefitting from the JR project

### Grant Computation

- 80% of project cost nett other government grants or up to \$20K per older worker\*, whichever is lower
- \* Tiered quantum for older workers:
  - \$10,000 per older worker aged 50 to 59 years old
  - \$20,000 per older worker aged 60 and above

## An Illustration: JR Grant vis-à-vis JR (Rider)



JR Qualifying Project Cost: \$500,000  
Workers to Benefit: 10 older workers aged 50 – 59 years



Grant Computation

**JR Grant**  
(Did not take up other schemes)

**\$100,000 (20%)**

$80\% \times \$500K = \$400K$   
(capped at \$300K)

Or

$\$10K \times 10 = \$100K$ ,

whichever is lower

**JR (Rider) Grant**  
(Took up other schemes)

**\$400,000 (80%)**

CDG:  $70\% \times \$500K = \$350K$

JR (Rider):  $10\% \times \$500K =$   
 $\$50K$

or

$\$10K \times 10 = \$100K$ ,

whichever is lower

## Examples of impact (easier, safer, smarter) to older workers



Electric scooters to patrol easily



Enlarge font size



Robotic Vacuum Cleaner and Scrubber




Conveyor belt to carry heavy goods



Kitchen Equipment that Facilitates Mass Cooking



RFID for inventory management



Age Management Grant

Job Redesign Grant

Work-Life Grant

wsg Workforce Singapore

16/11/2016 185

## Work-Life Grant: Development Grant

To help companies enhance work-life harmony through flexible work arrangements (FWAs) and other work-life strategies

### Up to \$20,000

1. Appoint a work-life ambassador from the senior management
2. 1<sup>st</sup> \$10,000 - Pilot at least 2 new FWAs and/or substantially enhance existing FWAs for at least 10% of total workforce, or minimum of 5 employees (whichever is higher) for at least 3 months
3. Next \$10,000\* - Formalise FWAs in the HR policy

### Up to \$20,000

Reimbursement components

1. 80% of:
  - Work-life training
  - Work-life consultancy
2. 50% of:
  - IT infrastructure for FWAs
  - Lactation facilities and family care room

*\*It is compulsory to complete the FWA pilot before formalising the FWAs*

## Work-Life Grant: FWA Incentives

To encourage employers to sustain work-life friendly workplaces

Up to \$40,000/year over 3 years

1. Appoint a work-life ambassador from the senior management
2. Formalised 2 or more FWAs in HR policy
3. Ensure at least 20% or 30% of total workforce, subject to a minimum of 5 employees, are using the FWAs regularly
4. Ensure half of the employees using the FWAs are Singaporeans
5. Ensure no more than 6 in 10 employees are using the same FWA type
6. Sustain FWA utilisation rates to receive subsequent tranches of payouts



## An Illustration of FWA Incentive

FWA Incentive is disbursed in 3 tranches over 3 years



### Calculation of FWA incentive

Capped at \$25,000 or \$40,000 per year

- \$10,000 for the first 5 SC employees (i.e. \$2,000 per SC)
- \$1,500 per additional SC employee (from the 6<sup>th</sup> SC employee onwards)

E.g. 7 SC employees are on FWAs in a company with a total workforce of 20, i.e. 35% FWA utilisation:

$$\$10,000 + \$1,500 + \$1,500 = \$13,000 \text{ per year}$$



## Examples of Flexible Work Arrangements



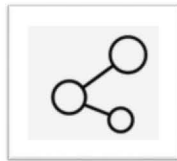
Telecommuting



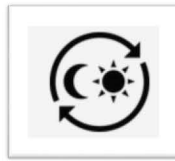
Staggered hours



Compressed work week



Time Banking



Rotating Shifts



Part-time work

## Official Programme Partners: NTUC and SNEF

Companies can apply for WorkPro directly through NTUC/SNEF who provides advice at **NO COST**



Hotline: 6213 8383  
Email: [workpro@ntuc.org.sg](mailto:workpro@ntuc.org.sg)



Hotline: 6290 7694  
Email: [workpro@snef.org.sg](mailto:workpro@snef.org.sg)

For more information, visit <http://www.wsg.gov.sg>



## Reskilling for Jobs – Work Trial (Employers)

Singapore Social Enterprise  
Conference

26 Oct 2016

Presented by:  
Serene Yew, Programmes and Engagement Division



## Reskilling for Jobs – Work Trial

As part of the “Adapt and Grow” initiative, the Work Trial aims to **strengthen the employability of locals, particularly rank-and-file** from 1 May 2016 over three years.



SINGAPORE REGISTERED

### WHAT

- A short term on-the-job training (40 to 80 hours) to assess jobseekers' job fit prior to hiring
- Cost free for employers to participate

More than 50 employers offering more than 500 vacancies...

Early Childhood



ITLC



Retail



Security



1  
2

## Funding Support to Trainee at \$1,100 per SC, and up to \$600 per SPR



**\$7.50/hr**

Training Allowance  
capped at 80 hours



**\$500**

Retention Incentive  
after 3 months



**\$4.50/hr**

Training Allowance  
capped at 80 hours



**\$300**

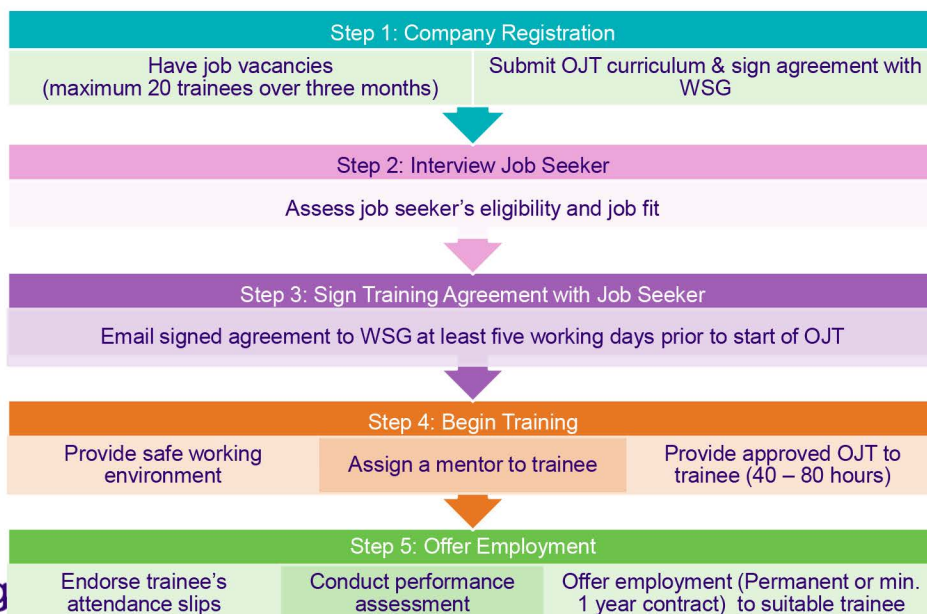
Retention Incentive  
after 3 months



\*Open for employers to top-up the TA to trainees. Employers are encouraged to top-up the TA to trainees, whenever possible.

5

## Step-by-Step Guide to Participate in Work Trial

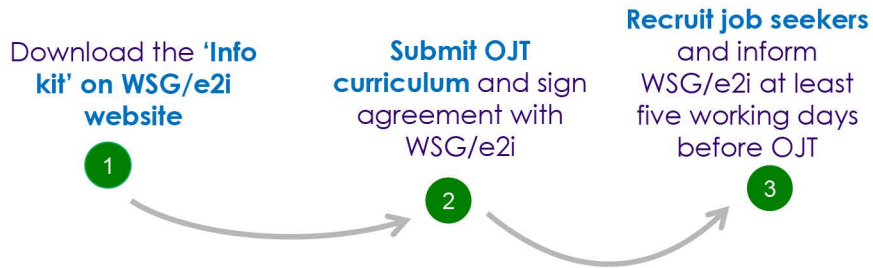


Sample of OJT curriculum (ILTC sector)

Company Name	Xx Pte Ltd	
Training Address	Xx	
Type of Industry/sector	Intermediate Long Term Care	
Training Position (Job Title)	Healthcare Assistant	
No. of Job Vacancies	1 to 20	
Total Training Hours	40 hours	
Availability of Training Period	DDMMYY	
Expected Salary (if offered employment)	\$XX	
Training Curriculum	Details	
Outline of Training Objectives	Able to perform basic support care duties.	
Training Activities*	Day 1	<ul style="list-style-type: none"> <li>• Orientation</li> <li>• Infection Control</li> <li>• Fall Prevention</li> <li>• Safety awareness &amp; Emergency preparedness</li> </ul>
	Day 2	<ul style="list-style-type: none"> <li>• Assist in Measurements of vital signs</li> <li>• Assist in Nutrition</li> <li>• Grief and Loss, Breaking Bad news</li> </ul>
	Day 3	<ul style="list-style-type: none"> <li>• Hygiene &amp; Grooming</li> <li>• Elimination Care</li> <li>• Understanding the residents</li> </ul>
	Day 4	<ul style="list-style-type: none"> <li>• Maintain comfort</li> <li>• Mobility / Transfer</li> <li>• Caregiver Support</li> </ul>
	Day 5	<ul style="list-style-type: none"> <li>• Assist and participate in Recreational Activities</li> <li>• Nursing Documentation</li> <li>• Debrief &amp; Self evaluation</li> </ul>
Assessment Criteria/Training Outcomes	- Ability to work and communicate with the clients comfortably -Able to perform most of the tasks assigned by the supervisor. -Accept feedback from mentor/supervisor	



## How to Sign up?



[www.wsg.gov.sg/worktrial\\_employers](http://www.wsg.gov.sg/worktrial_employers)

	e2i	WSG
Tel	6474 0606	6883 5883
Email	<a href="mailto:followup@e2i.com.sg">followup@e2i.com.sg</a>	<a href="https://portal.wsg.gov.sg/feedback">https://portal.wsg.gov.sg/feedback</a>

## Question & Answer



# *Career Support Programme (CSP)*

Briefing to Employers

Version  
2.2  
As at



## Career Support Programme (CSP)



Maximum of \$25,200

### WHAT

- Encourage employers to offer job opportunities to eligible Singaporean PMETs who are Long Term Unemployed (LTU) and/or made redundant
- Tap on work experience and build Singaporean core

### WHO

- Companies who employ eligible PMETs with minimum \$4,000 gross salary and send for SSG/WSG-approved course or provide on-the-job training

### HOW

- Tiered wage support for up to one year for newly-hired PMETs who are LTU and/or made redundant
  - Up to **40%** wage support, totalling **\$25,200**

## Eligibility Criteria



### Singapore Citizens

**≥ 40 years old**

- **Made redundant** OR
- Actively searching for employment opportunities over a considerable period (i.e. **≥ 6 months unemployed**)

**< 40 years old**

- **Made redundant** AND
- Actively searching for employment opportunities over a considerable period (i.e. **≥ 6 months unemployed**)

**NOTE:** Employers are to submit application for CSP **within 90 calendar days** after date of work commencement. Jobseeker will be registered and assessed together with employer's submission of CSP application.

## Eligibility Criteria



### Singapore Registered Companies

1

Employs eligible PMET

2

Not applied for other wage support\*

- At mid-level job position with **>= \$4000 gross salary**
- **Permanent** or **>=12 months** employment contract
- Send for **SSG/WSG-approved training or structured OJT#**
- i.e. **absentee payroll\***

# The structured OJT is to be submitted through Skills Connect Portal and is accorded Non WSQ Broad based funding by SSG/WSG, to be considered as approved and meeting CSP criteria

\*Employers can continue to benefit from Course Fee support, based on prevailing SSG/WSG funding rates

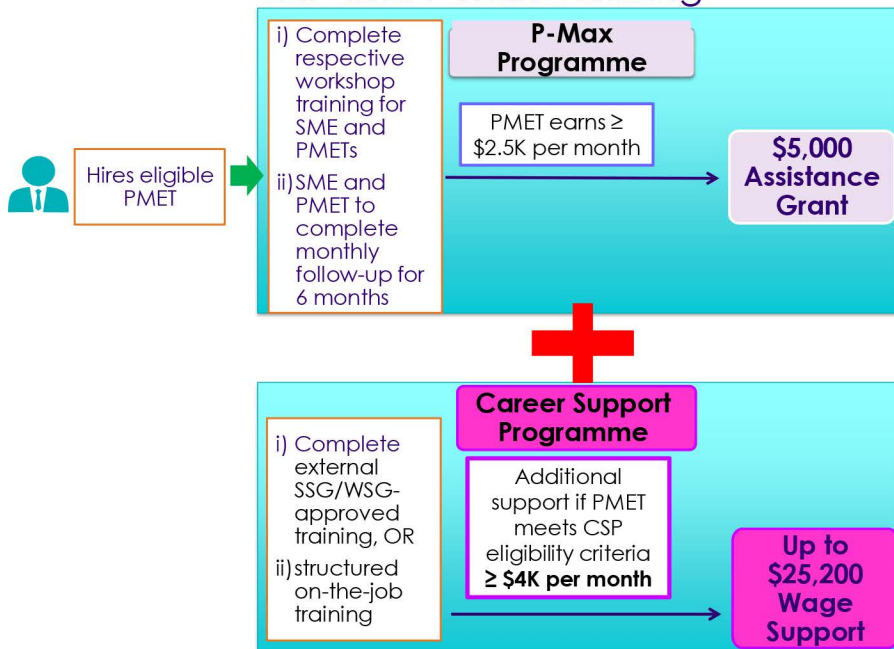
## CSP's Funding Support

WAGE SUPPORT	First six months of employment	Next six months of employment
<b>Aged <math>\geq 50</math> (LTU or made redundant)</b>	<b>40%</b> of gross monthly salary, capped at \$2,800 a month	<b>20%</b> of gross monthly salary, capped at \$1,400 a month
<b>A. Aged 40-49 (LTU or made redundant)</b> <b>B. Aged below 40 (LTU and made redundant)</b>	20% of gross monthly salary, capped at \$1,400 a month	10% of gross monthly salary, capped at \$700 a month

## Step-by-Step Guide to Participate in CSP



## CSP and P-Max Bundling



## Scenario (1) CSP and P-Max Bundling

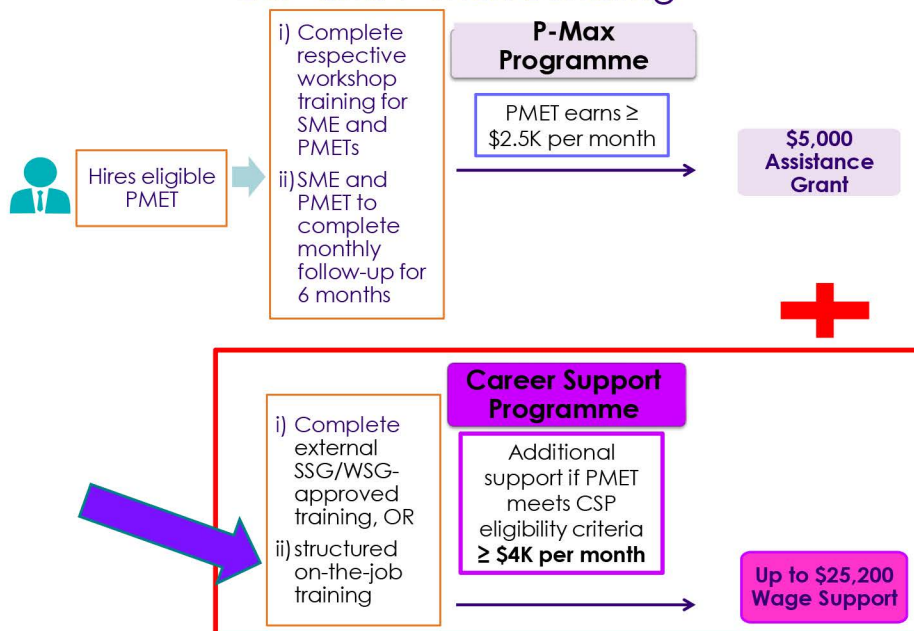
Beta company is hiring Anton (50yo) for a Senior Engineer position that pays \$4,000/mth under the P-Max Programme. Beta company would also like to tap on CSP as Anton meets the criteria (i.e made redundant).

- (i) Would he be able to tap on both programmes?
- (ii) Would the PMET workshop under P-Max be counted as the CSP training programme as well?

**Ans:**

- (i) **Yes**, Beta company could tap on both. **IF...**

## CSP and P-Max Bundling



## Scenario (1) CSP and P-Max Bundling

Beta company is hiring Anton (50yo) for a Senior Engineer position that pays \$4,000/mth under the P-Max Programme. Beta company would also like to tap on CSP as Anton meets the criteria (i.e. made redundant).

- (i) Would he be able to tap on both programmes?
- (ii) Would the PMET workshop under P-Max be counted as the CSP training programme as well?

**Ans:**

(ii) **No.** The respective programme criteria has to be fulfilled in order to be eligible

## How do I sign up?



For more information on CSP, please contact us at:

Tel	6883 5885
Email	<a href="https://portal.ssg-wsg.gov.sg/feedback">https://portal.ssg-wsg.gov.sg/feedback</a>
CSP Website	<a href="http://www.wsg.gov.sg/csp_employers">www.wsg.gov.sg/csp_employers</a>

# Question & Answer







# Don't bury the lead!

## Establishing a positive image through effective PR

Presented by Rice Communications | Wednesday, 26 October 2016

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AGENDA

<p><b>1</b></p> <p><b>WHO</b></p> <p>Defining your target audience</p>	<p><b>2</b></p> <p><b>WHERE</b></p> <p>Identifying the appropriate media avenues and platforms</p>	<p><b>3</b></p> <p><b>WHAT</b></p> <p>Determining what makes news</p>	<p><b>4</b></p> <p><b>HOW &amp; WHEN</b></p> <p>Media pitching in action</p>	<p><b>5</b></p> <p><b>WHY</b></p> <p>Sustaining media relationships and why they matter</p>
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WHO

## Many facets of the target audience



Music-loving millennials

Young parents & children



Business leaders

Retirees & the elderly



*Who is the target audience?*

*What is the desired course of action, e.g. buy/invest/find out more?*



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AGENDA

1

WHO

Defining your target audience

2

WHERE

Identifying the appropriate media avenues and platforms

3

WHAT

Determining what makes news

4

HOW & WHEN

Media pitching in action

5

WHY

Sustaining media relationships and why they matter



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WHERE

## Engaging the audience where they are

Music-loving millennials

Young parents & children

Business leaders

Retirees & the elderly

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WHERE

## Engaging the audience where they are

Music-loving millennials

Young parents & children

481,700  
*Circulation*

60,871  
*Digital Subscribers*

Business leaders

Retirees & the elderly


AUDIT BUREAU OF CIRCULATIONS SINGAPORE PTE. LTD.

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WHERE

## Engaging the audience where they are




**bandwagon**  
112,900\*  
Unique Monthly Visits


Music-loving millennials

\* 

Young parents & children




**theAsianparent**  
382,200\*  
Unique Monthly Visits



**THE EDGE**  
17,000+  
Circulation – targeted at decision-makers



Business leaders

Retirees & the elderly



**晚报**  
91,600  
Circulation

*It's not just about the size of reach, but also the quality of engagement.*

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AGENDA

<p><b>1</b></p> <p><b>WHO</b></p> <p>Defining your target audience</p>	<p><b>2</b></p> <p><b>WHERE</b></p> <p>Identifying the appropriate media avenues and platforms</p>	<p><b>3</b></p> <p><b>WHAT</b></p> <p>Determining what makes news</p>	<p><b>4</b></p> <p><b>HOW &amp; WHEN</b></p> <p>Media pitching in action</p>	<p><b>5</b></p> <p><b>WHY</b></p> <p>Sustaining media relationships and why they matter</p>
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WHAT

## Defining what makes news



# THE STRAITS TIMES

SINCE 1845

SATURDAY, SEPTEMBER 28, 2013

## Iran wants quick end to nuclear



rice communications

raiSE

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WHAT

## Defining what makes news

Timeliness – “Breaking News”

Impact – “12,000 households to be...”

Prominence – “President Obama and PM Lee...”

Proximity – “Ang Mo Kio residents” vs. “Sudanese rebels”

Novelty or human interest – “Rags to riches”

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raiSE

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WHAT

## Defining what makes news

### Key Message #1

What is happening in the market that has created a need for your organisation/product/service?

*(Relevance/Importance/Proximity)*

- What are the latest trends in your industry?
- How has the industry changed?
- What is the competition saying?
- What is your target audience in the look-out for?



### Key Message #2

How is your organisation/product/service riding on the wave / responding to this change in the market?

*(Role/Impact)*

- Introduction and benefits

### Key Message #3

How is your organisation/product/service different from past initiatives or other organisations out there?

*(Differentiation/Prominence)*

- Credentials
- Thought leadership

WHAT

## Defining what makes news

### THE LEAD – Grab attention with that critical detail

Unlike most stories, a news story does not necessarily start at the beginning. It starts with the most important, current message.

*What is new and most important for the readers to know?*

### STORY – Paint the full story


4-5 paragraphs that explain the why's and how's, add colours through quotes from the key voices. *What's the full picture?*

### BACKGROUND

Any other historical or reference info to put things in context. *How does this fit in the bigger picture?*

AGENDA


<p><b>1</b></p> <p><b>WHO</b></p> <p>Defining your target audience</p>	<p><b>2</b></p> <p><b>WHERE</b></p> <p>Identifying the appropriate media avenues and platforms</p>	<p><b>3</b></p> <p><b>WHAT</b></p> <p>Determining what makes news</p>	<p><b>4</b></p> <p><b>HOW &amp; WHEN</b></p> <p>Media pitching in action</p>	<p><b>5</b></p> <p><b>WHY</b></p> <p>Sustaining media relationships and why they matter</p>
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HOW & WHEN

## Pitching for media interest



<p><b>Press Release or Email Pitch</b></p> <ul style="list-style-type: none"> <li>Disseminate as soon as announcement is made to ensure timeliness</li> <li>Avoid Friday afternoons, weekends, and Monday mornings unless strategically intended to avoid attention</li> </ul>	<p><b>Phone Conversation</b></p> <ul style="list-style-type: none"> <li>Would be better after some initial contact has already been established through other means like written correspondence</li> <li>Begin with network of known journalists, who may then be able to refer to relevant colleagues</li> </ul>	<p><b>Agreed Interview/Interaction</b></p> <ul style="list-style-type: none"> <li>Apart from logistics like time and place, the scope and focus of interview should be clearly explained to media in advance to manage expectations</li> <li>Any red flags or off-the-record territories should be internally identified ahead of time</li> </ul>	<p><b>Follow-up</b></p> <ul style="list-style-type: none"> <li>Follow up right after interview with a note on any additional questions or materials</li> <li>Closely check on story development, fact-checking, and timing of publication</li> </ul>
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# Pitch Time!

## ACTIVITY

### What's the story?

Company X is launching a new product in Singapore – a watch for the elderly with a built-in alarm system that reminds them to keep track of their medication schedule and tasks for the day. The watch also has motion sensors, which can trigger a call to a designated contact number should there be any issues.

- Who are you trying to reach out to via the media?
- Which media will you pitch your story to?
- What is the pitch?



AGENDA

<b>1</b> <b>WHO</b> Defining your target audience	<b>2</b> <b>WHERE</b> Identifying the appropriate media avenues and platforms	<b>3</b> <b>WHAT</b> Determining what makes news	<b>4</b> <b>HOW &amp; WHEN</b> Media pitching in action	<b>5</b> <b>WHY</b> Sustaining media relationships and why they matter
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**Thank you!**

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Fax: +65 6221 8169

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