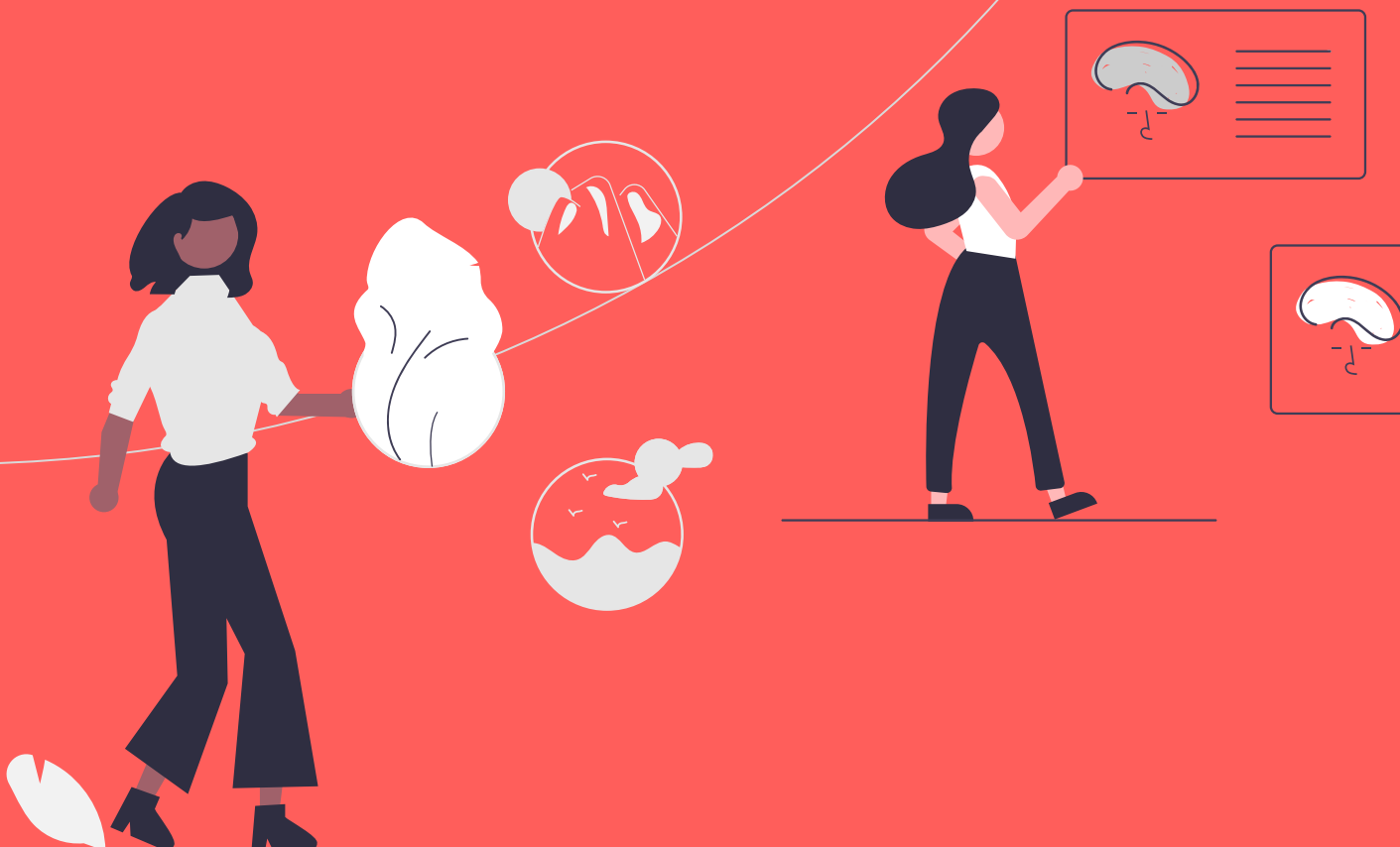


TAC Digital Playbook: The Essentials

Empowering the digital transformation journey for
trade associations and chambers

Version 1.0



Foreword

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

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

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

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

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

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

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

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

Kok Ping Soon
Chief Executive Officer, SBF

Yean Cheong
Executive Director, SGTech





1.1 Context and background

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

The TAC Playbook is jointly developed by SBF and SGTech, with inputs from TAC representatives, leaders, and industry experts in Singapore. The Playbook is organised into 2 sections, covering key concepts, trends, and suggestions for TACs to consider when embarking on their digital transformation journey. It aims to provide TACs with a structured approach to evaluate and implement their digital transformation initiatives with considerations around tracking and reporting of results.

This condensed edition of this TAC Playbook covers only the essential digital transformation components for TACs. More details, findings and insights can be found in the [full version](#) of the TAC digital playbook.



How to navigate this Playbook

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

Part 1

Introduction to the TAC Digital Playbook: The Essentials

Understand the context and concepts

Part 2

Roadmaps and best practices for TACs

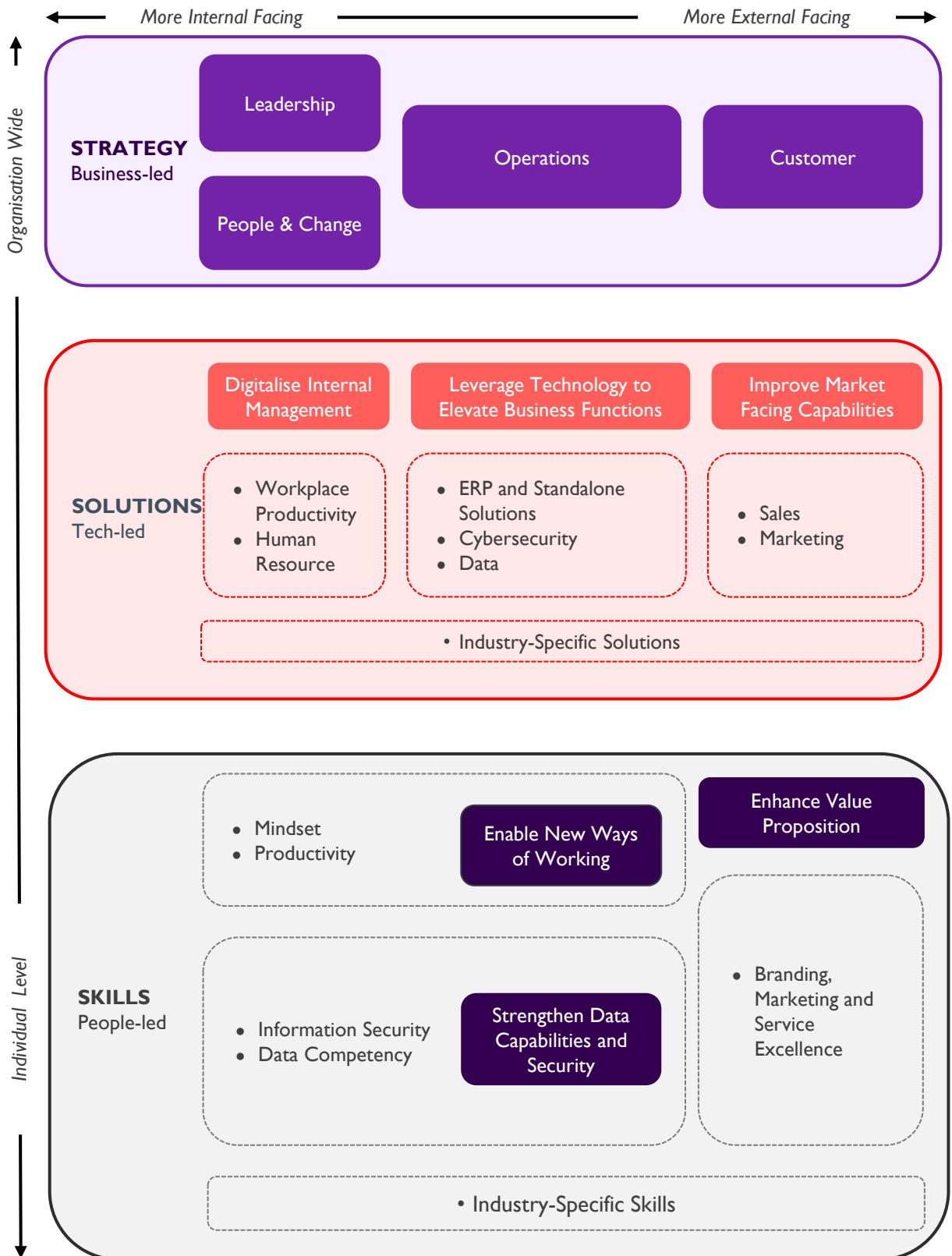
Considerations for transformation

1.1	Context and background	Page 03	2.1	Roadmap for TACs	Page 14
1.2	Introducing the 3S Digital Transformation Framework (3S Framework)	Page 04	2.2	Additional Tools	Page 21
1.3	How to use the TAC roadmaps	Page 06	2.3	Digital Transformation Best Practices	Page 22

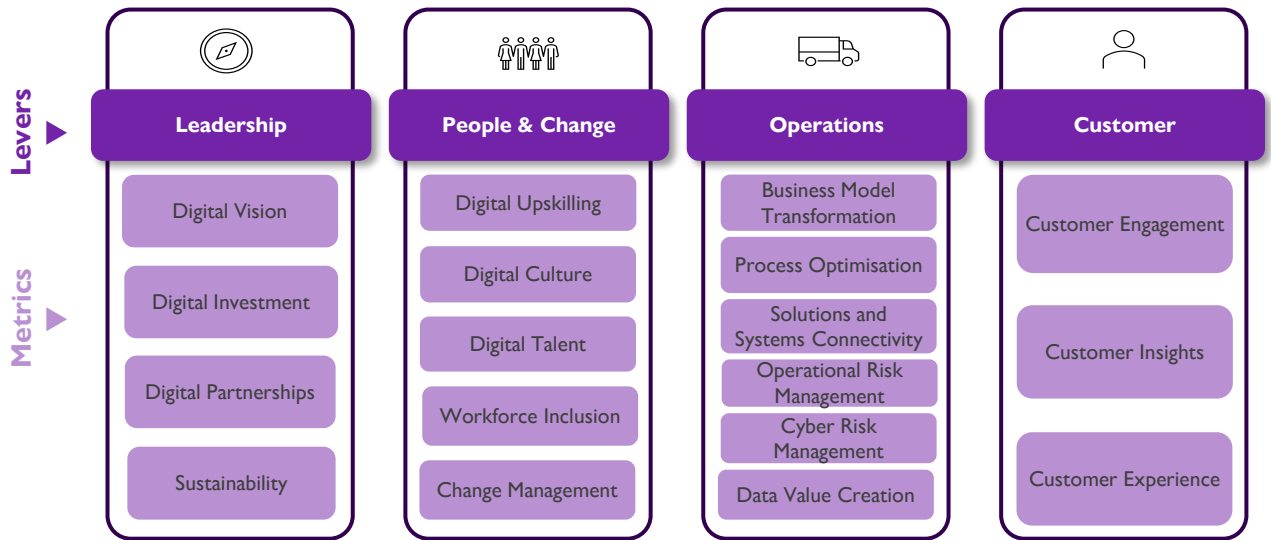


1.2 Introducing the 3S Digital Transformation Framework (3S Framework)

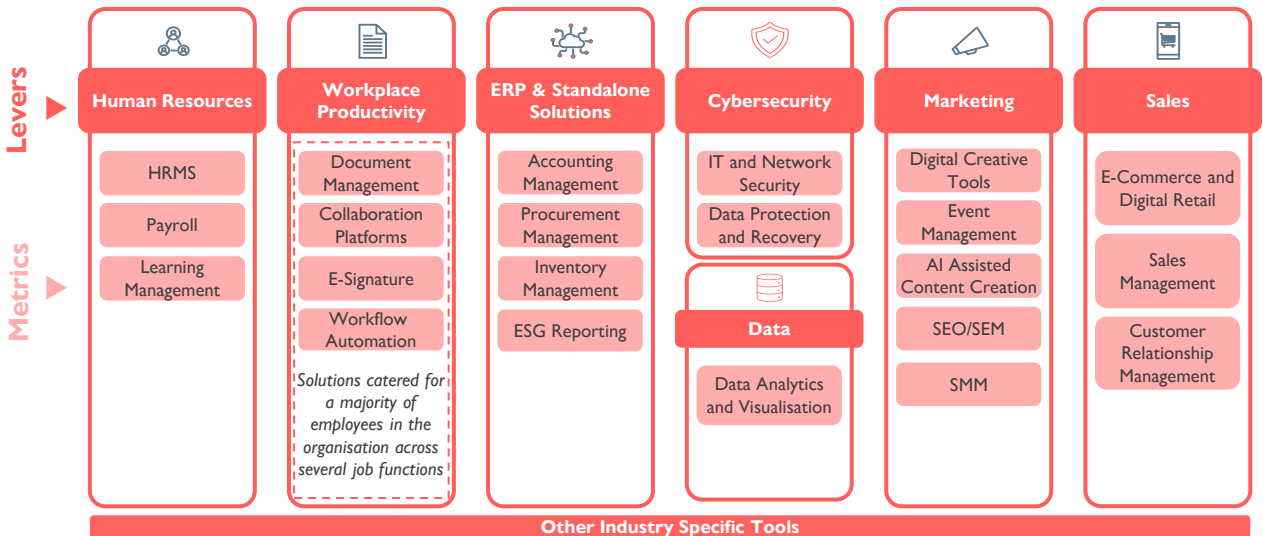
The 3S Digital Transformation Framework (3S Framework) is a tool to empower TACs in their digital transformation journey towards becoming digital champions by examining key areas underpinned by three key pillars - 3S - Strategy, Solutions and Skills, which can be broken down into more specific levers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



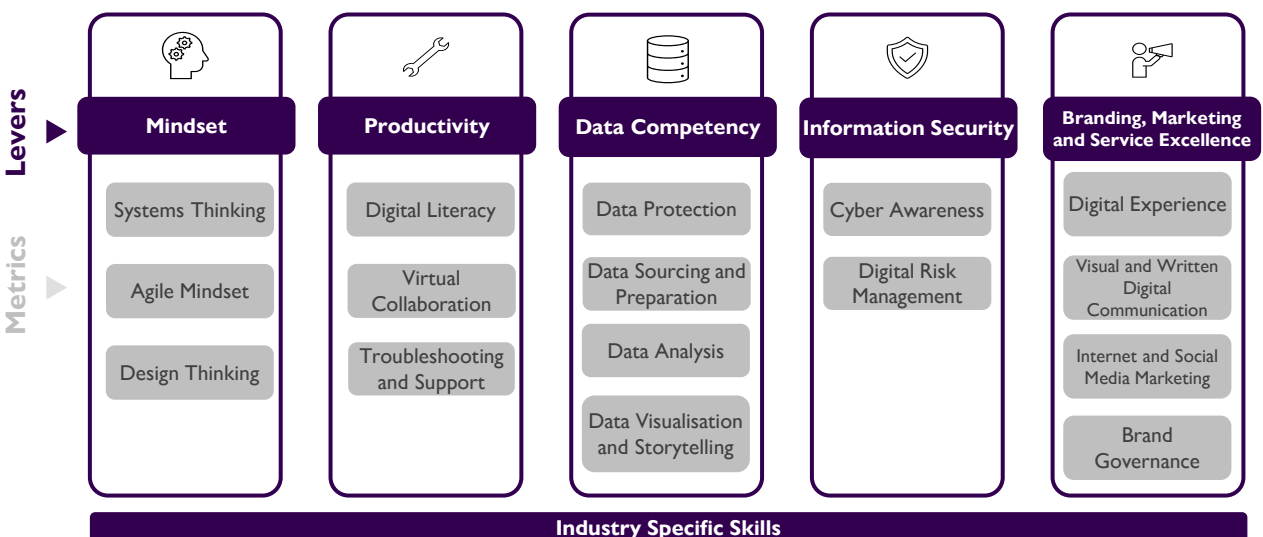
3S: Strategy – Levers and Metrics



3S: Solutions – Levers and Metrics



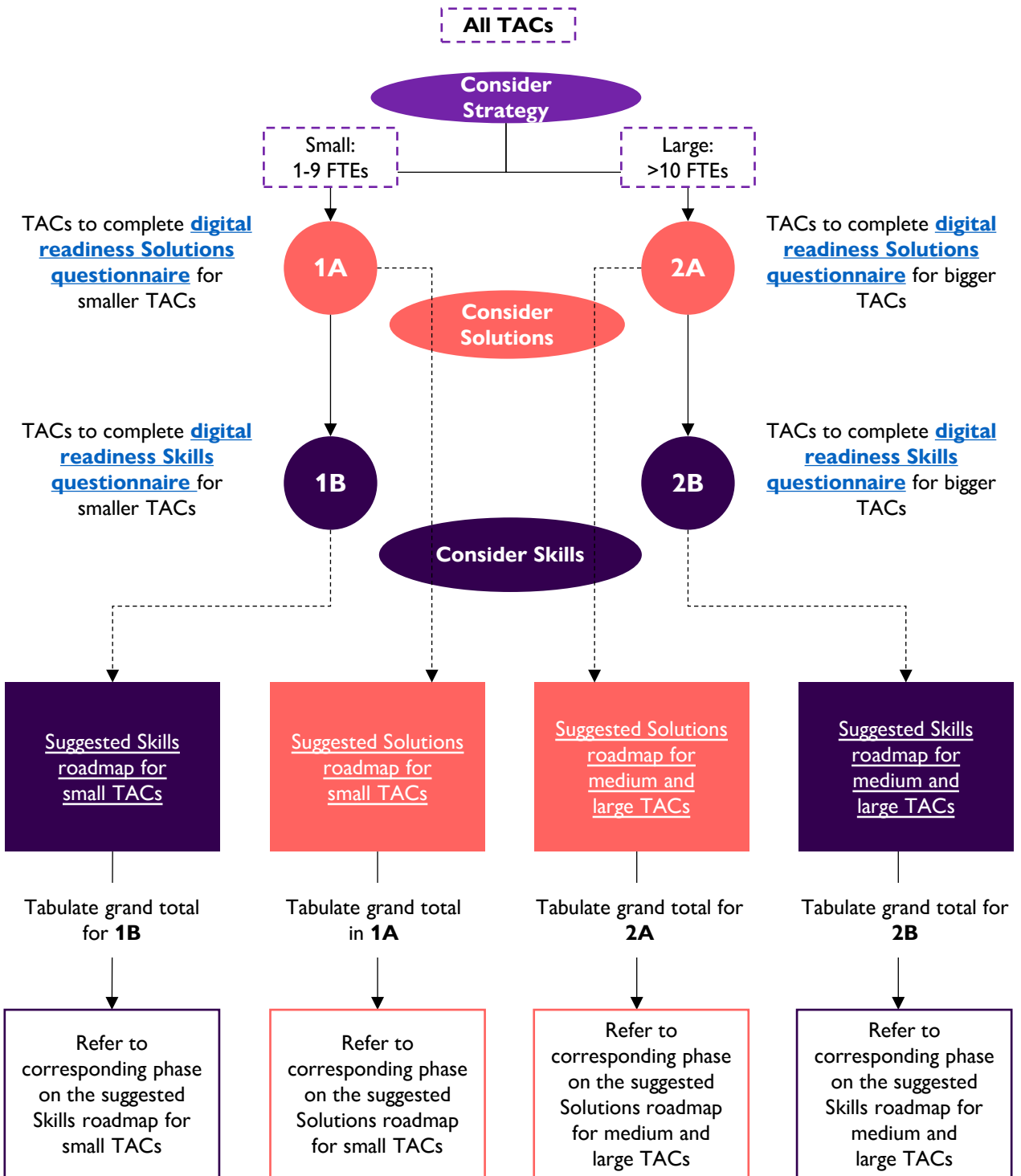
3S: Skills – Levers and Metrics





1.3 How to use the TAC roadmaps

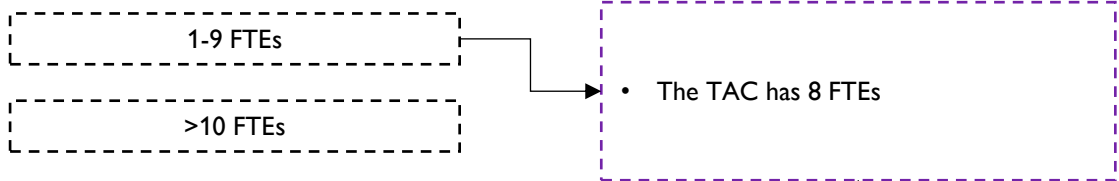
While some differences exist in how smaller and bigger TACs should approach the transformation journey, every TAC should start off with an evaluation of Strategy, before embarking on the general suggested roadmap of Solutions and Skills priorities as shown below.



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

Example scenario

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



Section 1A (Solutions)		
SN	Solution	Score
1	Our TAC has adopted digital creative tools that can produce ads and marketing collateral	
2	Our TAC leverages generative AI technology to create, brainstorm and research for content, ideas etc.	
3	Our TAC has a CRM system in place to record and document customer and external stakeholder feedback and interactions along various touchpoints	
4	Our TAC uses a document management platform to store and manage documents in our daily business operations for ease of access	
5	Our TAC uses a collaboration platform to facilitate cross communication internally and with third parties	
Phase 1 SUB-TOTAL		
Phase 2: Enhancing capabilities		
6	Our TAC uses a digital asset management tool to capture, plan, create and report on digital or physical content for our operations	
7	Our TAC uses a system in our operations to enable our company to legally and compliantly provide or receive digital signatures or e-signatures	
8	Our TAC uses workflow automation tools in our daily business processes to shorten the time spent on manual or repetitive tasks	
9	Our TAC uses data analysis and data visualization tools to draw insights from data, and uncover trends and patterns to make better business decisions	
10	Our TAC has a self-serve system in place to protect our internal commercial systems such as hardware, software and cloud from cyberattacks	
11	Our TAC has a payroll system to track employee working hours, calculate pay and ensure necessary financial transactions required at our payroll team	
Phase 2 SUB-TOTAL		
Phase 3: Automating and scaling		
12	Our TAC uses social media marketing (SMM) tools to manage, schedule, monitor and analyse data from our social media channels for strategic insights	
13	Our TAC leverages search engine optimization (SEO) to drive web traffic on our website	
14	Our TAC has a data protection system in place to protect sensitive data from theft, loss, or misuse including backup, restore and data retention	
15	Our TAC has a hiring management system or tool to track and record training for employees in our organization	
16	Our TAC has an effective human resource management system or tool to store and track employee information and support various human resource functions, such as absences, benefits, recruiting etc.	
Phase 3 SUB-TOTAL		
GRAND TOTAL		

Section 1B (Skills)		
SN	Skill	Score
1	Our TAC employees can manage employee relations, demonstrate adaptability with a collaborative mindset to achieve business objectives	
2	Our TAC employees adhere a user/customer-centric perspective to identify or problem solving	
3	Our TAC employees use online collaborative tools and applications to create a culture of real working environments within the organization	
4	Our TAC employees are trained and equipped with the skills to use multiple productivity tools and applications in our daily operations	
5	The relevant employees in our TAC have the right skills to use digital communication channels	
6	The relevant employees in our TAC understand how to use internal and external platforms to promote our initiatives, process and our core product or services	
Phase 1 SUB-TOTAL		
Phase 2: Enhancing capabilities		
7	My TAC employees can understand the interconnectedness between various systems implemented in our organization to help them work and their daily operations in a more efficient manner	
8	My TAC employees can perform basic troubleshooting measures and look for potential support independently when they encounter issues with digital tools, systems or platforms that they are using	
9	The relevant employees in our TAC understand that meeting customer and stakeholder needs and expectations with responsiveness and speed are a essential in an enhanced digital experience	
10	The relevant employees in our TAC are aware of this management tool and able to utilize them. They are familiar with appropriate data protection regulations and understand how data should be managed safely	
11	Our TAC employees are aware of the other roles and equipped with sufficient knowledge to better perform the business and its	
Phase 2 SUB-TOTAL		
Phase 3: Automating and scaling		
12	Our TAC employees understand the importance of maintaining our brand identity and are aware of the steps required to protect the brand identity of the organization within high brand image brand risks (influencers etc)	
13	The relevant employees in our TAC can draw insights from data insights from data, uncover trends and patterns and flourish key data to communicate with various audiences	
14	The relevant employees in our TAC can monitor and assess cyber risks as an essential part of business operations	
Phase 3 SUB-TOTAL		
GRAND TOTAL		

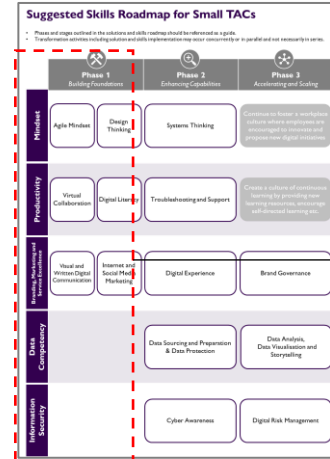
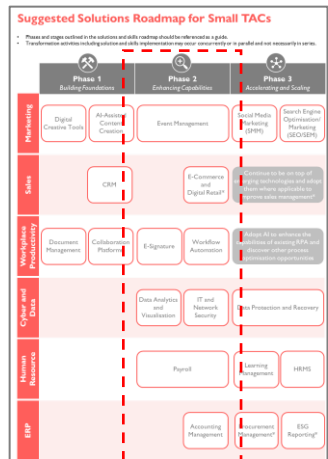
Grand total: 10

Grand total: 5

The TAC has 8 FTEs

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

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



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

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

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

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

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

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

Section 1A (Solutions)

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

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

Please refer to the [suggested Solutions roadmap for small TACs](#) after tabulating your grand total in this section.

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

Digital readiness Skills questionnaire for TACs with 1-9 FTEs

Section 1B (Skills)

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

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

Please refer to the [suggested Skills roadmap for small TACs](#) after tabulating your grand total in this section.

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

Digital readiness Solutions questionnaire for TACs with >10 FTEs

Section 2A (Solutions)

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

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

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

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

Digital readiness Skills questionnaire for TACs with >10 FTEs

Section 2B (Skills)

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

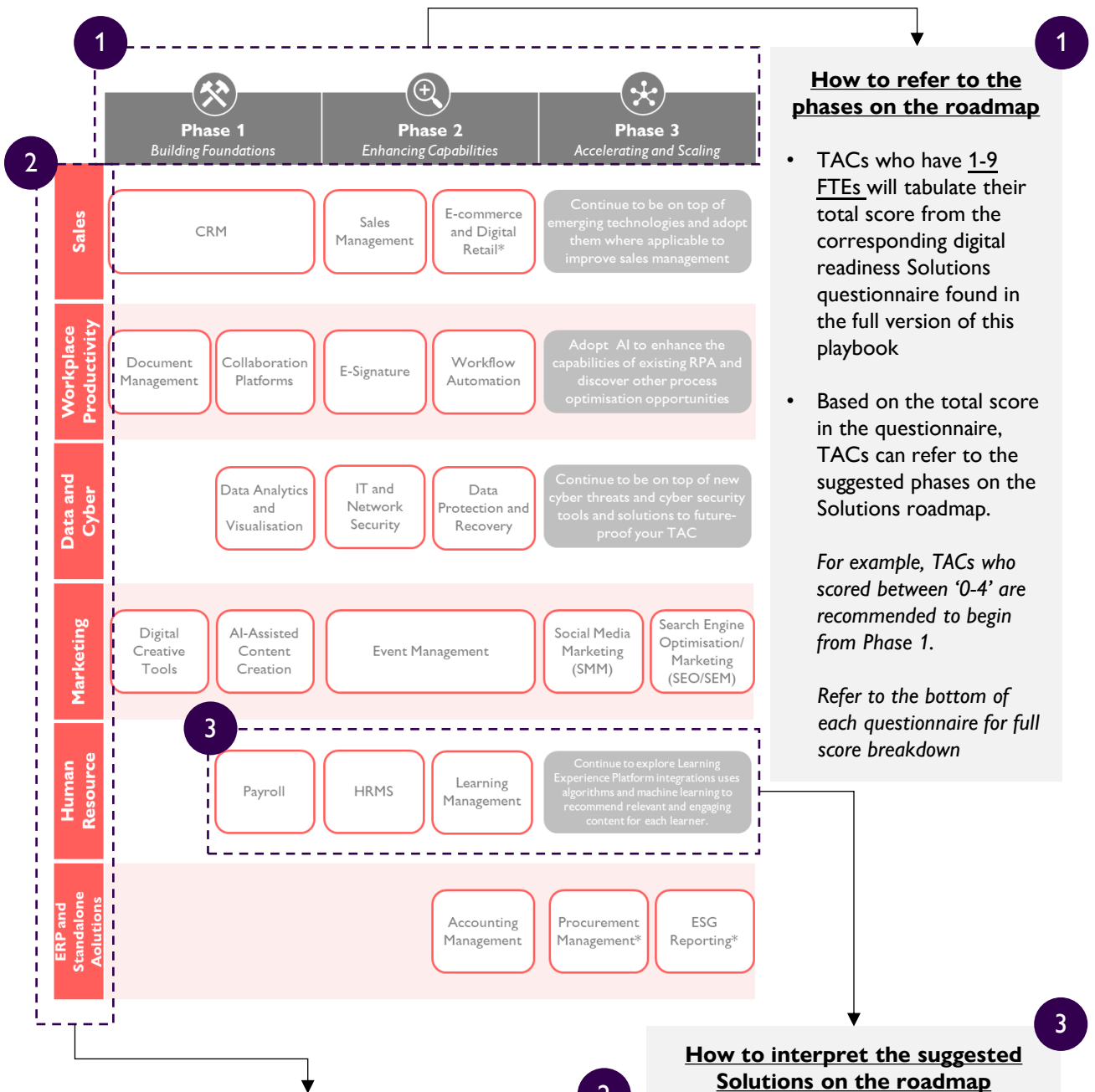
Phase 1 – Building foundations		
S/N	Skills	Score
1.	Our TAC employees can navigate ambiguous situations, demonstrate adaptability with a collaborative mindset to achieve business objectives.	
2.	Our TAC employees adopt a user/customer-centric perspective to ideate, or problem solve.	
3.	Our TAC employees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

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

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

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

Illustrative example: Solutions roadmap for small TACs



How to refer to the phases on the roadmap

- TACs who have 1-9 FTEs will tabulate their total score from the corresponding digital readiness Solutions questionnaire found in the full version of this playbook

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

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

Refer to the bottom of each questionnaire for full score breakdown

How to interpret the categories on the Solutions roadmap

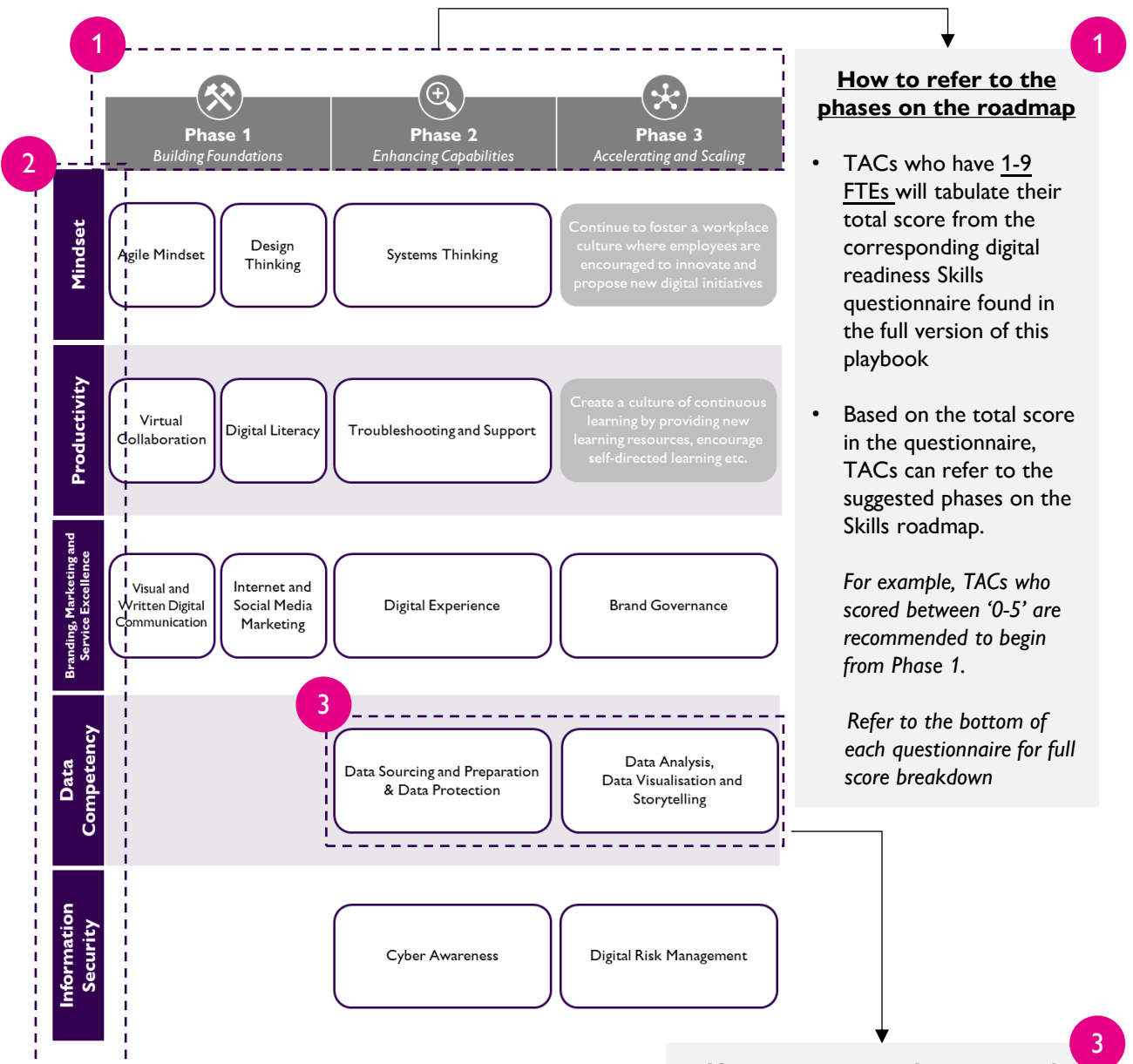
- Solutions on this roadmap are organised into categories that a small TAC can adopt to their various business functions.
- In each category, relevant digital solutions are laid out according to phases.
- TACs may consider these recommendations when digitalising their respective business functions.

How to interpret the suggested Solutions on the roadmap

- Solutions for each row are segmented under the 3 phases.
- In this example, the TAC is suggested to consider payroll solutions (if not implemented already) under phase 1 in the Human Resources category.
- HRMS and Learning Management are the next set of Solutions TACs can consider in the Human Resources category under phase 2.

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

Illustrative example: Skills roadmap for small TACs



How to refer to the phases on the roadmap

- TACs who have 1-9 FTEs will tabulate their total score from the corresponding digital readiness Skills questionnaire found in the full version of this playbook
- Based on the total score in the questionnaire, TACs can refer to the suggested phases on the Skills roadmap.

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

Refer to the bottom of each questionnaire for full score breakdown

How to interpret the categories on the Skills roadmap

- Skills on this roadmap are organised into categories that a small TAC can undertake to digitally transform.
- In each category, relevant Skills are laid out according to phases.
- TACs may consider these Skills recommendations when upskilling their employees.

How to interpret the suggested Skills on the roadmap

- The Skills for each row are segmented under the 3 phases.
- In this example, the TAC is suggested to consider data sourcing, preparation and data protection skills (if not introduced already) under phase 2 in the data competency category.
- Data analysis, data visualisation and storytelling are the next set of Skills TACs can consider in the data competency category under phase 3.

Strategic roadmap for TACs

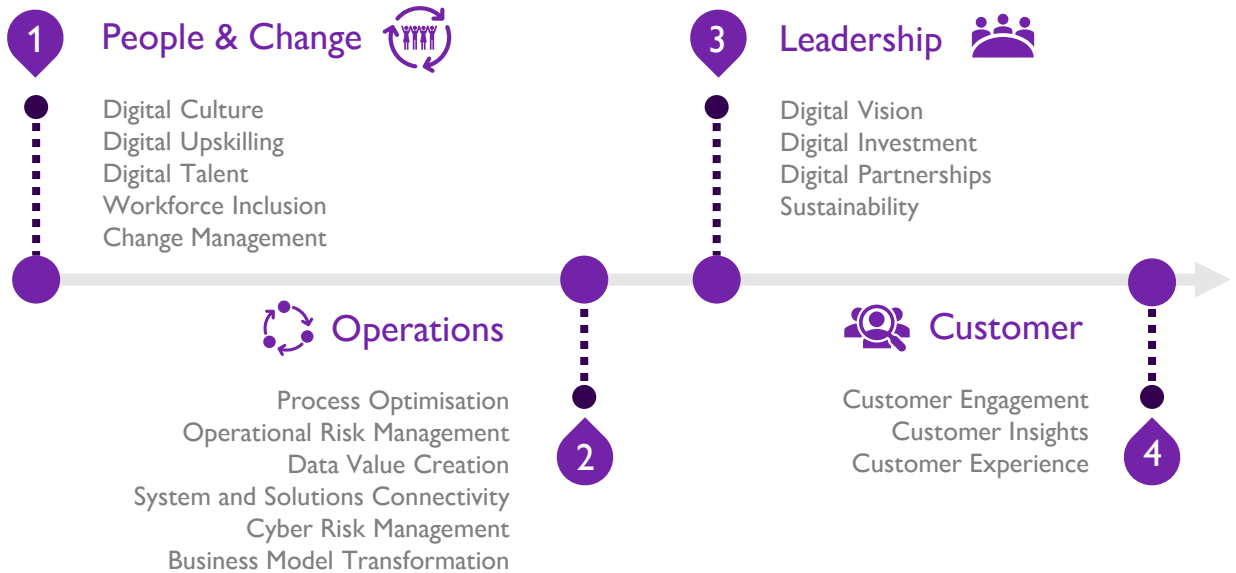




2.1 Roadmap for TACs

3S: Strategy – General roadmap of TAC priorities

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



Build
Gear up for digital transformation

1

People and Change

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

Enhance
Build capabilities to strengthen and optimise

2

Operations

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

Accelerate
Plan and build for the future

3

Leadership

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

4

Customer

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

The above illustrated roadmap provides TACs with a suggested strategic pathway to drive digital transformation. However, TACs of varying sizes may often end up with unique strategic priorities depending on internal and external factors that shape the TAC's organisational needs and objectives.

Solutions and Skill roadmaps for TACs

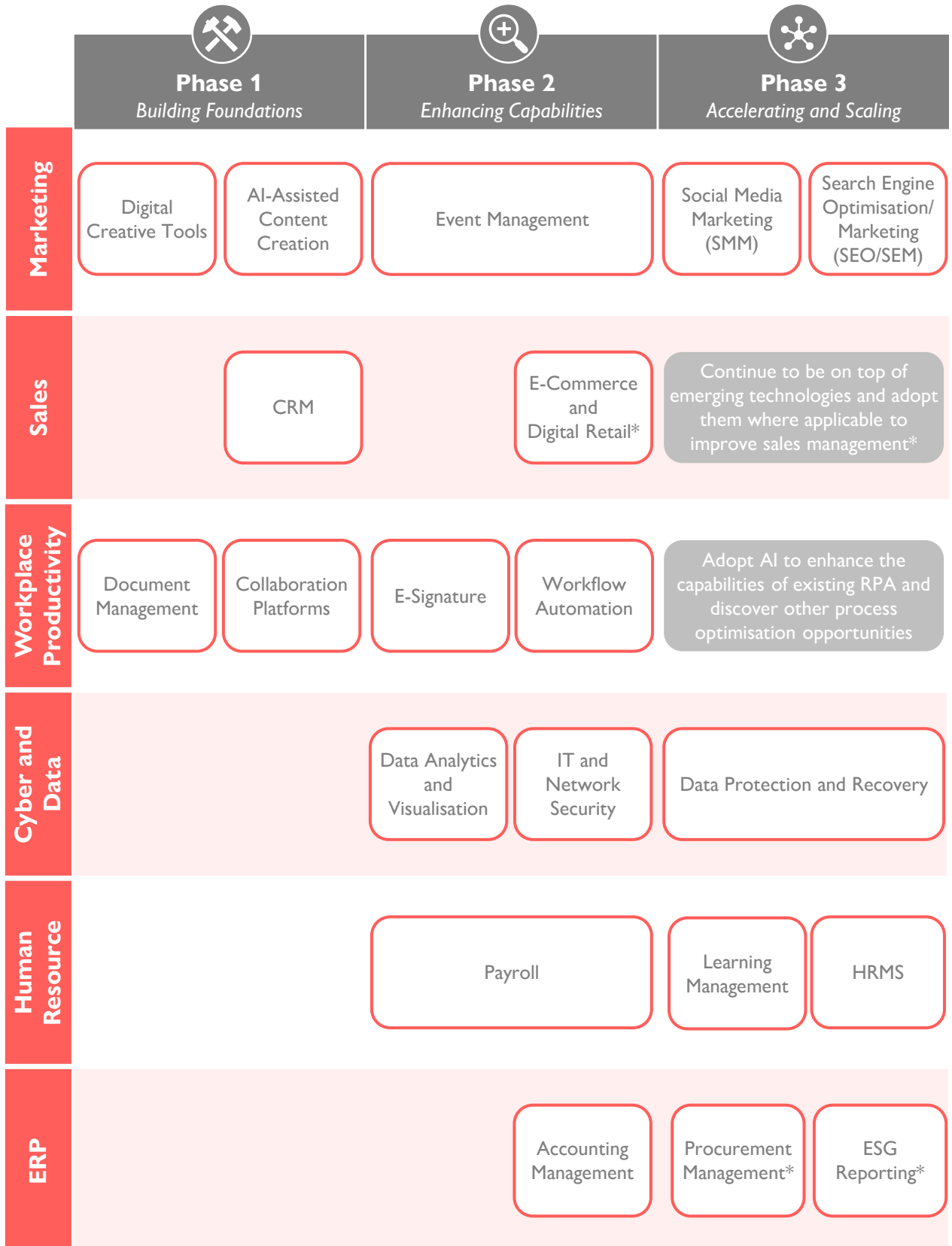


Suggested Solutions roadmap for small TACs

1A

Phases and stages outlined in the Solutions and Skills roadmap should be referenced as a guide.

Transformation activities including Solutions and Skills implementation may occur concurrently or in parallel and not necessarily in series.



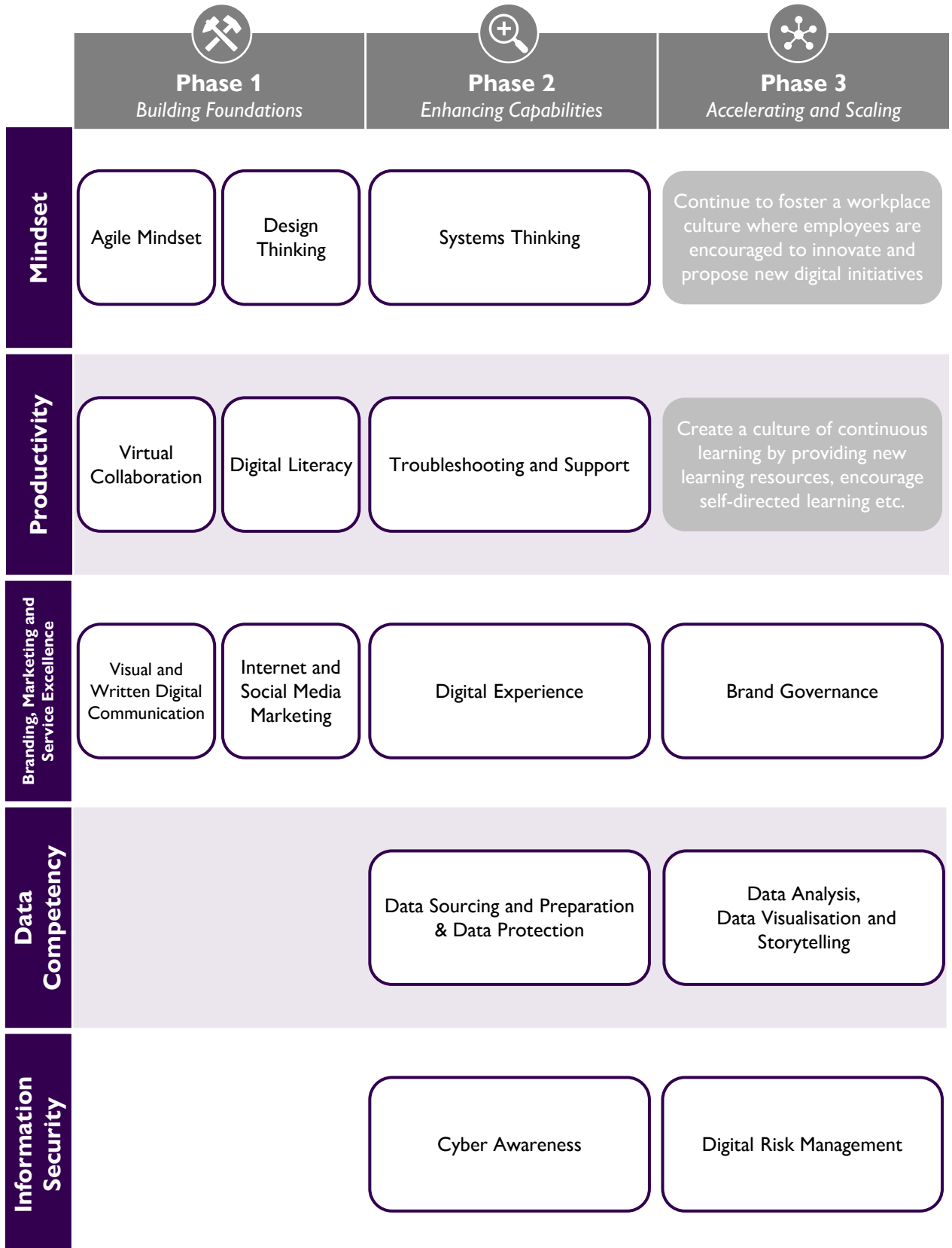
*For relevant TACs only

Suggested Skills roadmap for small TACs

1B

Phases and stages outlined in the Solutions and Skills roadmap should be referenced as a guide.

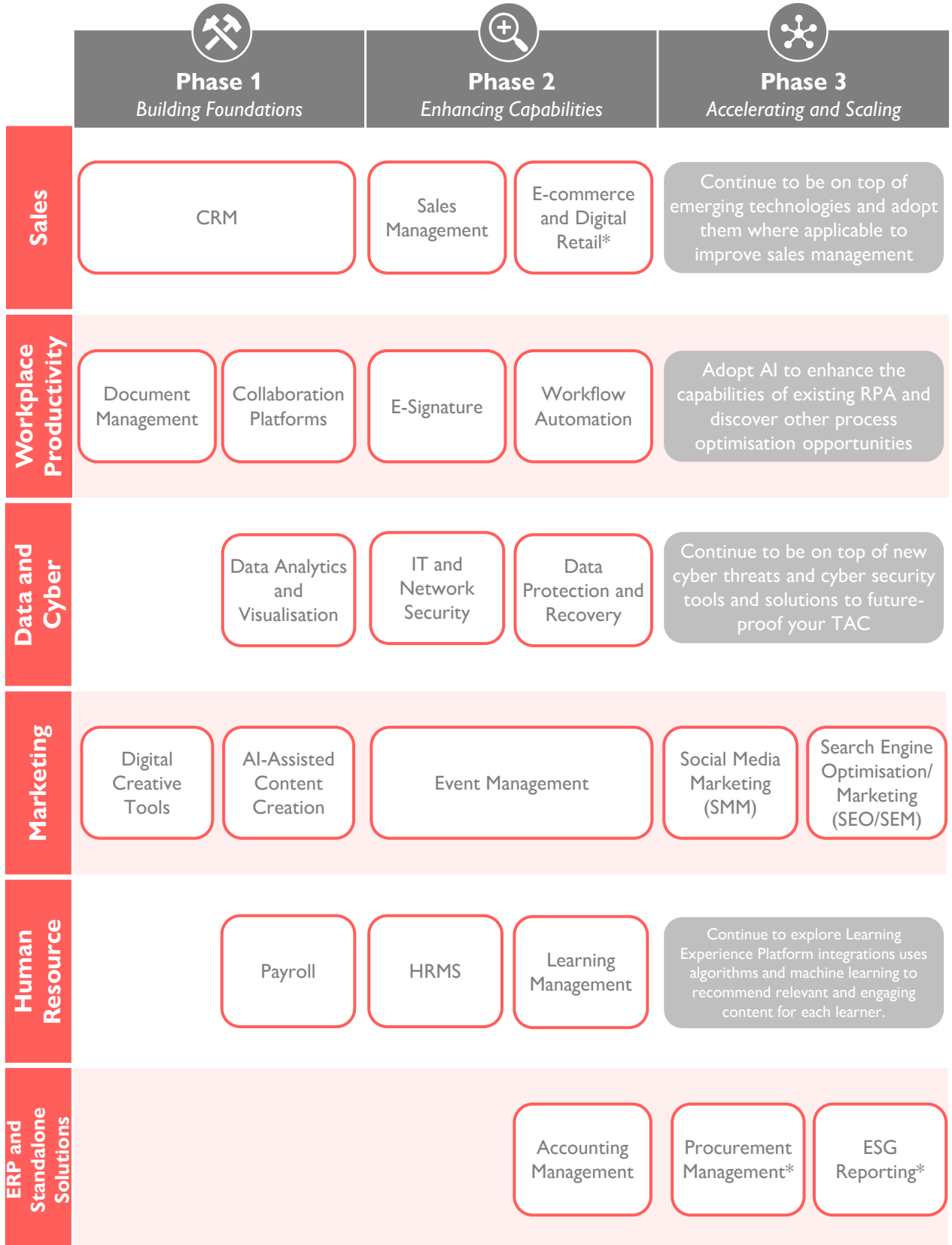
Transformation activities including Solutions and Skills implementation may occur concurrently or in parallel and not necessarily in series.



Suggested Solutions roadmap for medium and large TACs

Phases and stages outlined in the Solutions and Skills roadmap should be referenced as a guide.

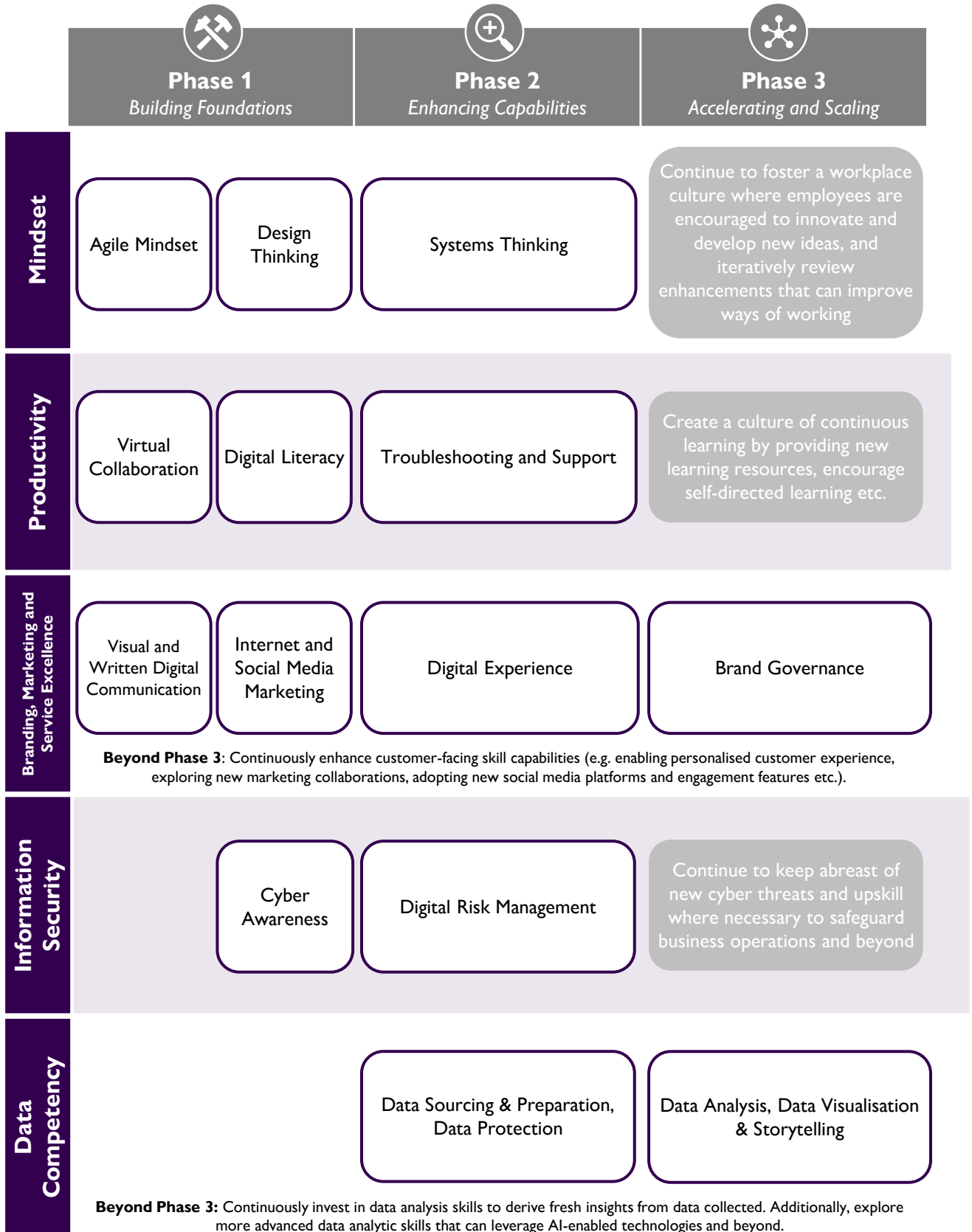
Transformation activities including Solutions and Skills implementation may occur concurrently or in parallel and not necessarily in series.



*For relevant TACs only

Suggested Skills roadmap for medium and large TACs

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





2.2 Additional Tools*

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

Leadership	Operations	People & Change	Comms
<p>Key Objectives</p> <ul style="list-style-type: none"> Establish a clear vision and mission statement for the organization. Identify key strategic initiatives and define measurable goals. Ensure alignment of all departments with the overall strategy. Develop a robust governance structure with clear roles and responsibilities. Implement a strong risk management framework. Establish a culture of transparency and accountability. 	<p>Key Objectives</p> <ul style="list-style-type: none"> Optimize operational efficiency and reduce costs. Improve process flow and eliminate bottlenecks. Implement robust quality control measures. Enhance supply chain management and logistics. Invest in technology to streamline operations. Ensure compliance with industry regulations. Optimize resource allocation and utilization. 	<p>Key Objectives</p> <ul style="list-style-type: none"> Attract and retain top talent. Invest in employee development and training. Implement a fair and competitive compensation structure. Establish a positive work environment and culture. Enhance employee engagement and productivity. Implement a robust performance management system. Ensure diversity, equity, and inclusion. 	<p>Key Objectives</p> <ul style="list-style-type: none"> Develop a clear communication strategy. Engage all stakeholders and build strong relationships. Implement a robust crisis communication plan. Enhance brand reputation and visibility. Ensure transparency and accountability in all communications. Implement a robust feedback mechanism. Establish a culture of open communication.
<p>Financial Considerations / Expectations</p> <p>Key Objectives</p> <ul style="list-style-type: none"> Ensure long-term financial sustainability. Optimize capital structure and manage debt. Invest in research and development for future growth. Implement a robust budgeting and forecasting process. Ensure compliance with financial regulations. Establish a strong credit rating. Optimize tax efficiency. 			

Strategic Business Model Canvas (SBMC)

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



Prioritisation Matrix

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

Case Example: Thai Pope (Hypothetical)

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

Exhibit A: Cost-Benefit Analysis for one solution

Month	Year 1	Year 2	Year 3	Year 4	Total
Initial starting cost	2,000	-	-	-	2,000
HRMS subscription fee	8,800	8,800	9,680	10,648	37,928
Software upgrade and support fee	2,400	2,440	2,904	3,194	11,938
Training cost ¹	300	-	300	-	600
Total Costs (€)	13,900	11,440	13,264	13,842	52,446
Financial Cost Savings² over 4-year period					
HR Manager 2 FTEs	13,350	13,750	14,338	17,364	42,152
HR Admin 3 FTEs	11,280	14,175	14,884	15,638	36,077
Total Benefits (€)	24,750	27,925	31,422	33,992	118,089
Benefit-cost Ratio (Benefit/Cost)	-2.3				

Cost Assumptions:

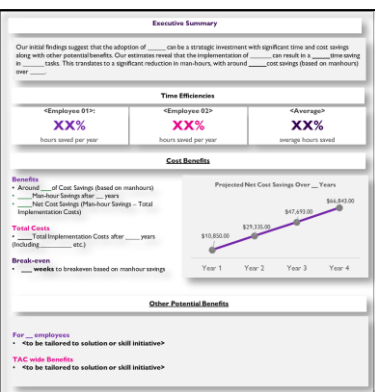
- ¹ Software upgrade and maintenance costs is estimated to be 10% of subscription costs and will increase by 10% every year.
- ² Two training courses provided by vendor once every 2 years, spread as a lumpsum cost.
- ³ The implementation of the solution takes 2 months to complete.

Benefit Assumptions:

- ¹ Cost savings are calculated based on per hour salary of employees (e.g. In Year 1, HR Manager: \$500/month, HR Administrator: \$300/month).
- ² Assuming 2% salary increase per financial year for HR manager and HR Admin.

Cost Benefit Analysis (CBA)

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



Return of Digital Initiative (RODI) Reporting

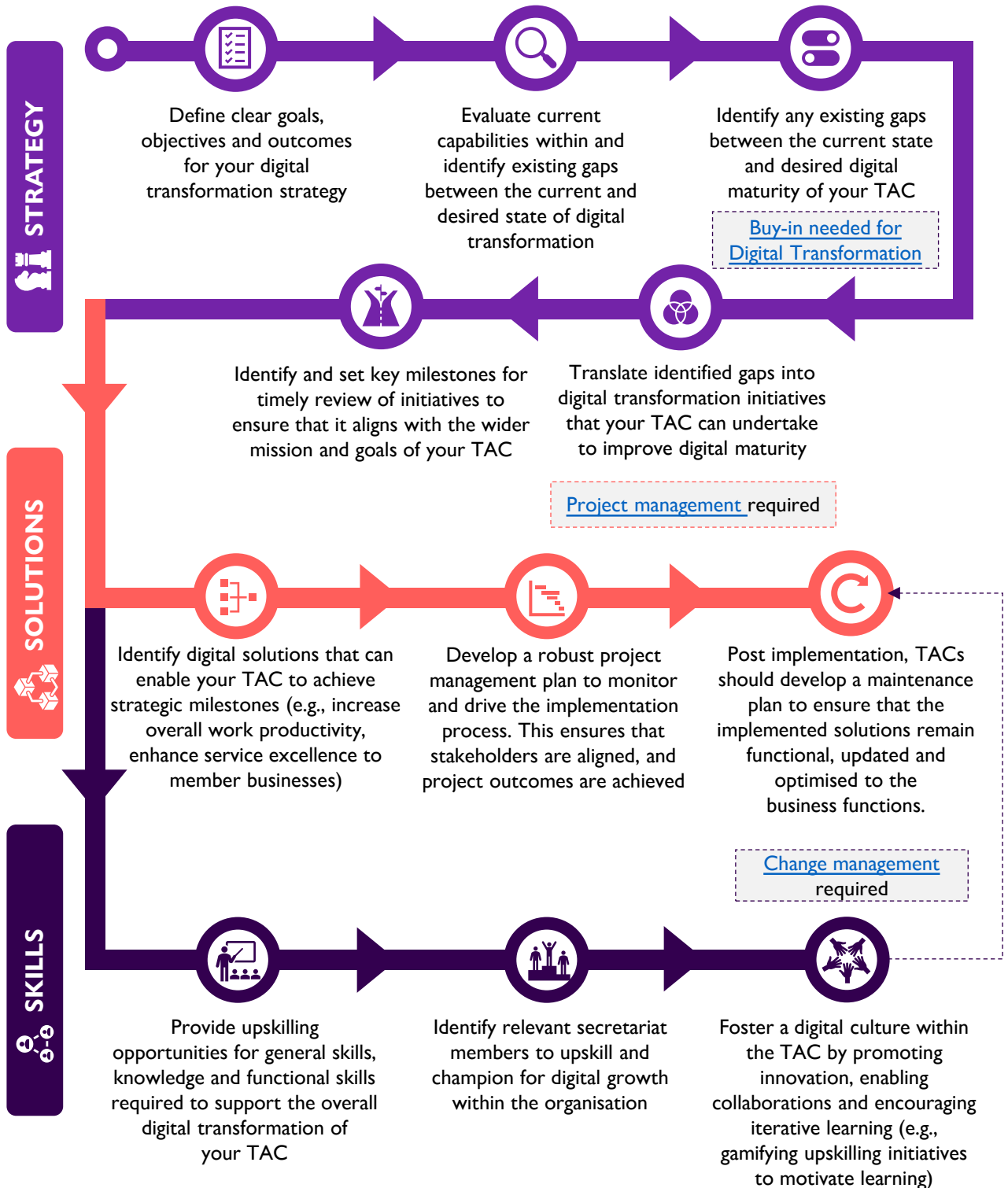
RODI reporting template allows TACs to summarise the financial/non-financial benefits, costs etc. to more clearly communicate to their board or committee on their business case for implementing new technology solutions or skill initiatives.

*Detailed elaboration and guides on these tools are available in the full version of the TAC Digital Playbook from pages 51 - 53



2.4 Digital Transformation best practices

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



Digital transformation for key TAC organisational capabilities

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



1. Events management

- **Increase operational productivity by leveraging digital platforms** to streamline the event planning process. This reduces TAC's reliance on physical or disparate documentation processes, which in turn enhances the accuracy and quality of information captured.
- **Enables ease of payment for attendees through e-payment** features that are in-built or integrated with events management solutions.
- **Enhances communication** with event attendees, sponsors and partners through automating the drafting and sending of personalised email reminders, notifications and other engagements materials.
- By adopting the right digital platforms, TACs can **gather valuable data to track event performance and make informed decisions** to improve future events.



2. Membership engagement

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

- **Increase operational efficiency by automating** outreach campaigns (e.g. sending of emails, EDMs etc.) via multi-channel outreach capabilities.
- **Enhance TAC's insights of members' interests and needs** based on historical data, and leveraging predictive analytics capabilities of digital membership engagement platforms.
- **Increases member satisfaction and retention through tailoring outreach and engagements with members** based on their specific needs and interests.
- **Enables value-added service to members** by enabling sharing of interactive content, webinars, forums etc. based on members' interests and needs. This **fosters a strong sense of community and collaboration**, increasing overall member satisfaction.
- **Drive membership growth** by enabling mass outreach to potential members, providing ease of access to registration links and other relevant information.



3. Back-end finance automation

- **Improves data quality and integrity** by reducing human errors in manual data entry, increasing productivity in finance workflows.
- Provides trackable audit trails that **enables transparent workflows**, real-time error monitoring and efficient rectification.
- **Streamlines finance-related operational processes** and reporting, reducing effort for manual data gathering and visualisation.

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

What is project management?

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

Why is project management essential for digital transformation?

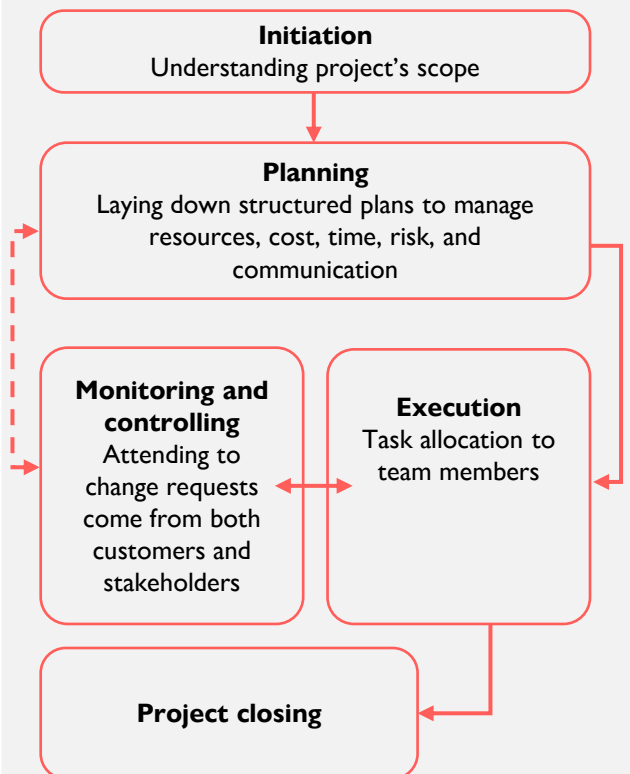
- Project management principles and methodologies can help TACs operationalise their digital transformation initiatives and navigate the complexities of the wider digital transformation journey.
- Good project management skills will allow TACs' digital transformation managers to manage multiple moving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

Benefits of strong project management to achieve digital transformation objectives

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



5 typical stages in project management



Change management practices to garner stakeholder support



What is Change management?

Change management is the systematic approach to managing and implementing changes within an organisation. It involves planning, communicating, and supporting individuals and teams through the transformation process. Transformational changes are larger in scale and involve major shifts in mission, strategy, structure performance, and processes.

Why is Change management important for digital transformation?

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

Key considerations in change management*

**Additional details on change management will be available in the full version of the TAC Digital Playbook from pages 67 - 71*

Stakeholder engagement

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

Communications and marketing

Develop an overarching approach to consider how best to communicate and market the change initiative internally and externally to members.

Change agent network/ On-the-ground support network

TACs can appoint a change champion to help set the groundwork for long term sustainability of changes and embed change within the TAC.

Business process alignment

Solicit real examples of what the change will look in day-to-day activities for the executive committee and secretariat. Highlight key changes in ways of working.

Sustainability

Identify a plan to maintain and realise the business value from the change. Outline ongoing support channels to executive committee and secretariat post-deployment.

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

Association of Electronic Industries in Singapore (AEIS)

Association of Independent Producers (AIPRO)

Chartered Secretaries Institute of Singapore (CSIS)

General Insurance Association of Singapore (GIA)

Global Compact Network Singapore (GCNS)

Landscape Industry Association (Singapore) (LIAS)

Plastics Recycling Association Singapore (PRAS)

Restaurant Association Singapore (RAS)

SGTech

Singapore Actuarial Society (SAS)

Singapore Business Federation (SBF)

Singapore Chemical Industry Council (SCIC)

Singapore Fashion Council (SFC)

Singapore Green Building Council (SGBC)

Singapore Indian Chamber of Commerce and Industry (SICCI)

Singapore Institute of Accredited Tax Professionals (SCTP)

Singapore Logistics Association (SLA)

Singapore Malay Chamber of Commerce and Industry (SMCCI)

Singapore Pest Management Association (SPMA)

Singapore Precision Engineering And Technology Association (SPETA)

Singapore Retailers Association (SRA)

Singapore Semiconductor Industry Association (SSIA)

Specialists in Wellness Association Singapore (SWAS)

The Association of Banks in Singapore (ABS)

The Association of Process Industry (ASPRI)

The Singapore Contractors Association Ltd (SCAL)

The Singapore Furniture Industries Council (SFIC)

Singapore Green Building Council (SGBC)

Thank you

Empowering your digital transformation journey

