



# TAC SECTOR

TRANSFORMATION MAP

*By TACs, For TACs*

*Bridging Ambitions,  
Building Success*

The TAC Sector Transformation Map is built on the collective vision of 43 TACs, a testament to the collaboration and innovation of the TAC Sector working as one. The TAC Community is deeply grateful to Ministry of Trade and Industry Singapore for their strong support and endorsement towards this Sector Transformation Map.



- Action Community for Entrepreneurship
- The American Chamber of Commerce in Singapore
- Association of Aerospace Industries (Singapore)
- Association of Electronics Industries in Singapore
- Association of Process Industry
- Association of Small & Medium Enterprises
- AutomationSG
- Container Depot and Logistics Association (Singapore)
- Design Business Chamber Singapore
- Dormitory Association Singapore Limited
- Enterprise Singapore
- European Chamber of Commerce (Singapore)
- Franchising and Licensing Association (Singapore)
- General Insurance Association of Singapore
- Global Compact Network Singapore
- Hydrogen and Fuel Cell Association of Singapore
- Institute of Human Resource Professionals
- The Institute of Singapore Chartered Accountants
- Landscape Industry Association (Singapore)
- Ministry of Trade and Industry
- Pro Audio/Visual and Lighting Integration Association of Singapore
- Real Estate Developers' Association of Singapore
- Restaurant Association of Singapore

- Securities Association of Singapore
- Security Association (Singapore)
- SGTech
- Singapore Association for Private Education
- Singapore Association of Convention & Exhibition Organisers & Suppliers
- Singapore Business Federation
- Singapore Chinese Chamber of Commerce & Industry
- The Singapore Contractors Association Limited
- Singapore Fashion Council
- Singapore Fintech Association
- Singapore Furniture Industries Council
- Singapore Green Building Council
- Singapore Indian Chamber of Commerce & Industry
- Singapore International Chamber of Commerce
- Singapore Logistics Association
- The Singapore Malay Chamber of Commerce and Industry
- Singapore Manufacturing Federation
- Singapore Precision Engineering and Technology Association
- Singapore Productivity Association
- Singapore Retailers Association
- Singapore Semiconductor Industry Association
- Singapore Transport Association

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# Foreword

“TACs play an integral role in Singapore’s economic development. We act as Advocates for industries, Catalysts for growth, and Enablers of innovation.

Today, as we stand at the crossroads of economic challenges and opportunities, this sector transformation map represents a bold step forward in empowering TACs to rise above these challenges and pursue opportunities for collective growth.

Let us embrace this roadmap with a shared sense of purpose, determination, and drive. By bridging our ambitions and building collective success as a sector, we are well-placed to build a vibrant ecosystem of Singapore enterprises that are future-ready and possess deep capabilities to compete globally.”

**Lim Ming Yan**  
**Chairman, Singapore Business Federation**

“Congratulations on the successful launch of the TAC Sector Transformation Map!

TACs are pivotal partners of Enterprise Singapore. Together, we support Singapore enterprises as they strive to achieve their growth aspirations and capture new opportunities, amidst the evolving and challenging business landscape.

Helping enterprises is not a journey we can walk alone. By leveraging our collective strengths, networks, and resources, we can be more effective in supporting even more enterprises in their growth journeys. The Sector Transformation Map sets out a clear, collective path forward for TACs to develop deeper and new capabilities for enabling and empowering our enterprises to grow, in Singapore and beyond.

Enterprise Singapore looks forward to our continued partnership with TACs as the Sector Transformation Map brings the sector to greater heights.”

**Cindy Khoo**  
**Managing Director, Enterprise Singapore**



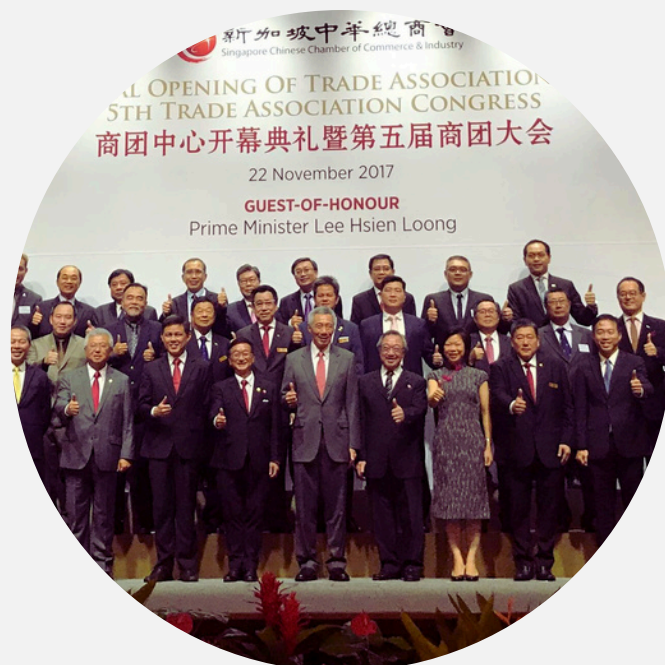
# ACKNOWLEDGING THE PAST, CHARTING THE FUTURE

# 01

# Milestones in Strengthening the TAC Sector

2005

**Start of Local Enterprise and Associate Development (LEAD) Programme by SPRING**



2016

**Introduction of LEAD+ Programme by SPRING**

Sep 2017

**Formation of TAC Alliance by Singapore Business Federation (SBF)**



Nov 2017

**Establishment of TA Hub & Formation of TA Committee by Singapore Chinese Chamber of Commerce & Industry (SCCCI)**

Jan 2022

**Launch of the TAC Growth Model & Competency Framework by SCCCI**





Mar 2022  
**TAC Symposium by SBF**



Jul 2022  
**First Cohort of Foundational Course for Trade Association (TA 101) by SCCC**



Jul 2022  
**Rollout of Capability Programmes to uplift TACs - Digitalisation of TACs (Digi-TAC), TAC Fellowship Programme (TFP), and TAC Leadership Acceleration Programme (TLAP) by SBF**



Jan & Mar 2024  
**TAC Strategy Day by SBF**



Oct 2024  
**Launch of TACOM Transformation Centre by SCCC**



Jan 2025  
**TAC Summit and Launch of TAC Sector Transformation Map by SBF**





***"Participating in the STM development journey has been a reminder of the power of collaboration and shared purpose especially given the diversity of the TAC community.***

***Although AmChamSG is a foreign chamber of commerce, we have always felt included and appreciated for our contribution. For our TAC, the value of the roadmap is its call to action – to **lead, innovate, and build stronger partnerships** within the sector and with the greater Singapore business community."***

Dr Hsien-Hsien Lei, Chief Executive Officer,  
The American Chamber of Commerce in Singapore (AmChamSG)

on **A Reflection of the STM Journey.**

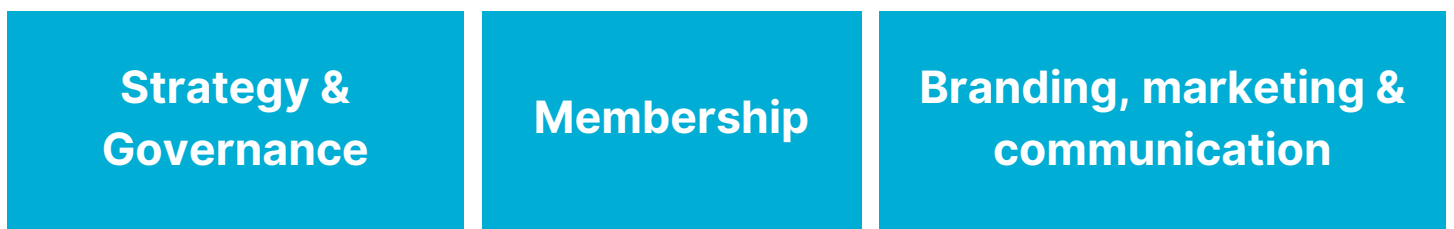


# We Came Together As A Collective

In 2024, SBF convened 68 TAC leaders and key secretariat staff from 42 TACs to discuss the state of the TAC sector.



## Key areas that surfaced



Internal



External

# Many Challenges Confront Us Today

Internal

	Issues that were discovered	...and how we might solve them
<b>Strategy &amp; Governance</b>	<ul style="list-style-type: none"> <li>• Lack of playbook</li> <li>• Contentious ownership between Board and Secretariat</li> <li>• Limited resources</li> </ul>	<ul style="list-style-type: none"> <li>• Clustering TACs to leverage on collective resources</li> <li>• Tightened regulations to establishing TACs</li> </ul>
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Difficulty communicating and providing value to members</li> <li>• Challenge in maintaining database</li> </ul>	<ul style="list-style-type: none"> <li>• Bundling of TAC memberships</li> <li>• Automate membership process</li> <li>• Identify new revenue streams</li> </ul>
<b>Branding, marketing &amp; communication</b>	<ul style="list-style-type: none"> <li>• Lack of strong brand story &amp; vision</li> <li>• Influx of MarComms content among TACs</li> </ul>	<ul style="list-style-type: none"> <li>• Raise awareness and sharpen brand and purpose of TACs</li> <li>• Targeted MarComms platforms</li> </ul>



# But There Are Opportunities That We Can Pursue

External

	Issues that were discovered	...and how we might solve them
<b>Industry development</b>	<ul style="list-style-type: none"> <li>Limited synergy between TACs</li> <li>Misalignment of goals between TACs and Govt</li> <li>Short-Term KPIs prioritised over Long-Term Planning</li> </ul>	<ul style="list-style-type: none"> <li>Regular engagement with govt agencies</li> <li>"Community" mindset instead of competitive mindset among TACs</li> </ul>
<b>Capability building</b>	<ul style="list-style-type: none"> <li>Lack of bandwidth and technical know-hows</li> <li>Hard to cope with ever changing industry needs</li> </ul>	<ul style="list-style-type: none"> <li>Empower TACs to provide apprenticeship</li> <li>Lower barriers for TACs to be training partners</li> <li>Form education advisory panel with IHLs</li> </ul>
<b>Internationalisation</b>	<ul style="list-style-type: none"> <li>Underutilising overseas SG Networks</li> <li>Oversaturation of TACs lead to engagement of same foreign delegates</li> </ul>	<ul style="list-style-type: none"> <li>Mentorship with TACs for new members</li> <li>Harness TACs with multiple networks</li> <li>Leverage TACs with common interests and goal</li> </ul>
<b>Research</b>	<ul style="list-style-type: none"> <li>General lack of research capability</li> <li>Access to data needs further contextualisation</li> </ul>	<ul style="list-style-type: none"> <li>Overarching governance of data by agency</li> <li>Centralised research facility amongst all TACs</li> <li>Partnering with experts &amp; leaders</li> </ul>





***"The STM marks a shift in how we see ourselves – not just as individual TACs but as part of a vibrant and collaborative ecosystem.***

***We're glad to have contributed to this unified framework that strengthens the sector's collective voice and fosters shared success as well as growth."***

Ms Shermaine Ong, Group Executive Director, Singapore Furniture Industries Council (SFIC)

on **The value TACs see in the STM for the TAC Sector.**

# Recognising Our Unique Strengths



*"Internationalisation has been and will continue to be a priority for Singapore enterprises. TACs play an increasingly important role supporting enterprises in their global aspirations. By aligning efforts across TACs and equipping TACs with the right tools and networks, we can strengthen our collective value and impact for enterprises."*

**Mr Patrick Lim, CEO**

Action Community for Entrepreneurship

*In today's rapidly changing world, TACs must evolve to address increasing dynamic competition and governance challenges. To better serve our business community in transforming potential threats into opportunities, we must begin by enhancing our own capabilities.*

**Mr Dennis Mark, CEO**

Singapore Manufacturing Federation

*TACs play a pivotal role in shaping industry standards, driving innovation, and fostering collaborations. The empowerment of TACs will create a multiplier effect, where each success fuels further progress and magnifies impact for the sector. Let us unite in our shared mission to build a resilient and future-ready TAC ecosystem that delivers lasting, transformative change for all.*

**Ms Fann Kor, CEO**

The Institute of Singapore Chartered Accountants

*Secretariats are the backbone of every TACs. At SGTech, we are committed to cultivating a culture of continuous learning and development, emphasising upskilling, reskilling and skills exchange.*

*By empowering and supporting our secretariat, we foster an environment where they feel valued and motivated to reach their full potential, ultimately delivering greater value to our members.*

**Ms Yean Cheong, Executive Director**

SGTech

*Our ability to tap into deep sector expertise and extensive networks empower TACs to serve as pillars of strength, guiding industries through challenges and opportunities alike.*

**Ms Louise Chua, Executive Director**

The Singapore Contractors Association Limited



# WE ARE SET TO RISE TOGETHER

The *TAC Sector Transformation Map* is underpinned by 4 key strategies.

1. Strengthen Sector Value Proposition
2. Boost Human Capital
3. Enhance Operational Excellence
4. Fortify Governance & Mitigate Risks

# 02

# Our Shared Picture of Success



TACs are well-placed to help businesses scale their impact through harnessing of collective efforts and resources from within the TAC sector.

TACs are steadfast, trusted partners for businesses, government agencies and overseas TACs to guide industry development, advocate industry needs, and champion business interests at the national and international levels.

The TAC sector works synergistically to mobilise our collective strengths and magnify our influence on Singapore's business ecosystem.



***“TACs play a crucial role in helping businesses navigate today’s challenges while preparing them for the future.***

***A key outcome of the Sector Transformation Map is a stronger partnership between the Government and TACs, **fostering a collaborative ecosystem that better serves the business community.**”***

Ms Elise Hong, Chairman, Singapore Precision Engineering and Technology Association (SPETA)

on **TACs’ Partnership with Government**



# Key Players

## Government Agencies

Provide regulatory guidance, funding support, and policy frameworks that facilitate the growth and transformation of TACs, ensuring they align with national objectives and contribute to broader economic goals.

## SBF and SCCCI as Stewards

Act as central coordinating bodies and advocate for TACs' interests at the sectoral level, drive capability building, and foster collaboration among TACs to strengthen the overall ecosystem.

## TACs as Industry Aggregators

Bring together industry players, foster collaboration and share best practices, ensuring the industry's voice is unified and its needs are met.

## TAC Member Companies

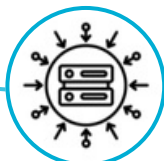
Actively participate in TAC activities, providing insights, feedback, and support that help shape the direction of the TAC, while benefiting from the collective resources, networking, and advocacy provided by the TAC and the TAC sector.

## TAC Board/Council

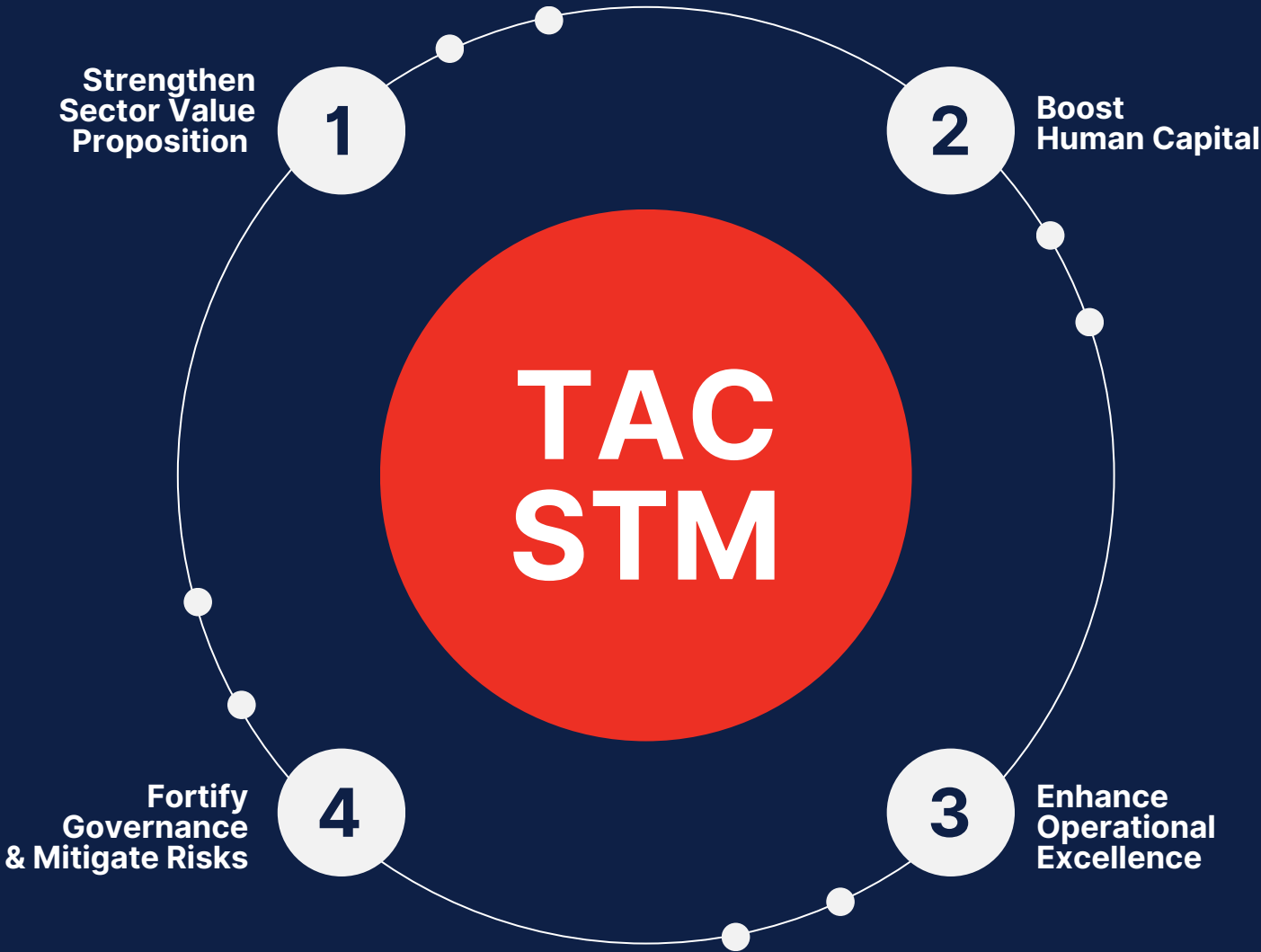
Provide strategic guidance ensuring that TACs operate with integrity, accountability, and in alignment with their mission to demonstrate value and drive better outcomes for the industry.

## TAC Secretariat Staff

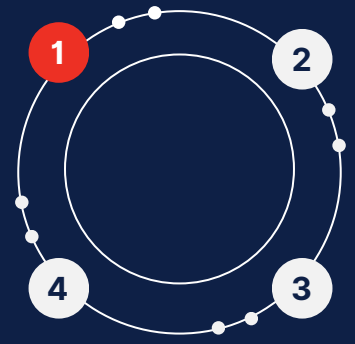
Manage the day-to-day operations of TACs, implement strategic initiatives, and serve as the primary point of contact for members, ensuring that the TAC's services and activities are delivered efficiently.



# TAC Sector Transformation Map



# 1. Strengthen Sector Value Proposition



Magnify TACs' value proposition externally, nurture active and engaged members and drive inter-TAC synergy (local and international) to scale impact of TACs and catalyse transformation and growth of businesses

## Initiatives to Prioritise

### Key Initiative #1

#### TAC Leaders Connect

**Elevating Sector and Business Ecosystem Excellence**

Forge a strong and diverse network of local, regional and global TAC leaders to exchange knowledge, resources, strategies and solutions and mobilise collective strengths for Singapore businesses to strengthen capabilities, develop competitive advantages and scale internationally.

### Key Initiative #2

#### TAC Induction Programme

**Fostering Sector Cohesion**

Support new secretariats to integrate with the sector, build a network of peer relationships and connect their work to the sector's priorities and their sense of purpose.

### Key Initiative #3

#### OneTAC Feedback Channel to Government Agencies

**Streamlining Communication for Action**

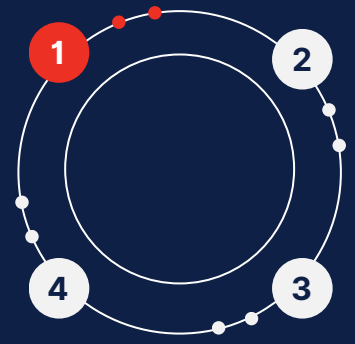
A sector-unified channel that communicates challenges, suggestions, and feedback to government agencies. The goal is to streamline the flow of information to strengthen alignment between TACs and the Government and address TACs' concerns more effectively.

## Other Initiatives to Consider

- **TAC Directory**
- **Cross-Sector Committees**
- **Grouped Overseas Missions**
- **TAC Day**

Refer to the annex to learn more about these future initiatives

# 1. Strengthen Sector Value Proposition



*Future-proofing your TAC is an ongoing, never-ending journey. Equipping ourselves with the tools to navigate the ever-changing business leaders need not be a lonely journey. By standing on the shoulders of giants and working synergistically, we can raise our capabilities and scale the impact of our services.*

## Case Study #1

### Sustainability Alliance

***A Unifying Force to Bring Together TACs to Collectively Address Sustainability Challenges***

Founded by the Singapore Chinese Chamber of Commerce and Industry, Sustainable Energy Association of Singapore, and SGTech, the Alliance synergises sustainability efforts by TACs and facilitates resource and information sharing.

With 15 more associations joining the Alliance in 2024, the Alliance's collective, knowledge, resources and reach was strengthened, further enhancing the Alliance's role as a catalyst to multiply adoption of sustainable practices and technology by SMEs.

## Case Study #2

### TAC4LIFE

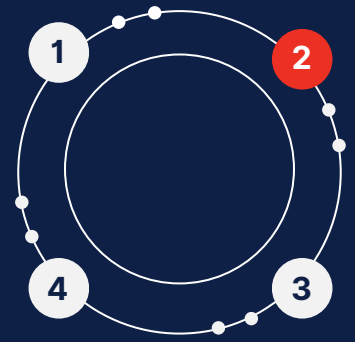
***An Alliance by TACs for the Lifestyle Sector***

- Singapore Retailers Association
- Singapore Fashion Council
- Singapore Furniture Industries Council
- Restaurant Association of Singapore

TAC4LIFE was formed to address shared challenges and opportunities within the lifestyle sector, including leveraging AI-driven solutions to enhance operations and exploring collective strategies to tackle manpower challenges and rising costs.

This collaboration exemplifies the importance of a unified sector approach to creating value for members. By addressing common challenges and leveraging shared resources, TAC4LIFE enhances the lifestyle sector's ability to innovate, remain competitive, and meet evolving member expectations.

# 2. Boost Human Capital



*Attract and retain talent, provide professional development opportunities, and facilitate mentoring and knowledge building to build a skilled, resilient and future-ready workforce within TACs.*

## Initiatives to Prioritise

### Key Initiative #1

#### TACPro Career Track

##### *Credentialling Excellence and Advancing Careers*

*A structured accreditation programme designed to improve and recognise competencies of TAC professionals at both the individual and organisational levels, thereby enhancing their skills and capabilities, as well as position them as trusted partners of businesses and the Government.*

### Key Initiative #3

#### TAC Advance Programme for Exceptional (APEX) Leaders

##### *Advancing Talent Development*

*Building on the success of the TAC Fellowship Programme, the initiative will continue nurturing visionary leaders within TACs, empowering them with strategic insights and skills to drive innovation, inspiring excellence and leading with agility and resilience.*

### Key Initiative #2

#### TAC Aspiring Leaders Programme

##### *Empowering Emerging Leaders*

Help rising TAC leaders be equipped with the skills, knowledge, and opportunities needed to navigate challenges, drive collaboration, and shape the future of their organisations.

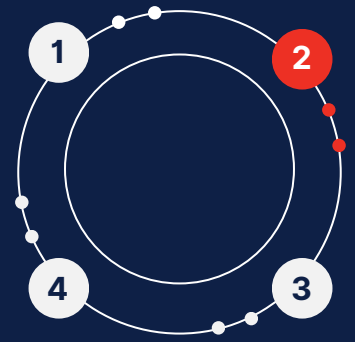
## Other Initiatives to Consider

- **TAC-to-TAC Mentoring**
- **TAC Management Associate Programme**

Refer to the annex to learn more about these future initiatives

# 2.

## Boost Human Capital



*Without talent, there can be no transformation. Talent development and lifelong learning must therefore play a pivotal role in TAC transformation. TACs need to identify emerging and future skills, as well as competencies needed by the TAC sector. We also need to upskill and reskill our existing workforce, and re-design jobs to thrive in the new operating environment.*

### Case Study #1

#### American Society for Association Executives

*The Centre for Association Leadership*

ASAE is dedicated to advancing the profession of association management by providing comprehensive professional development programmes, certifications, and leadership training. These initiatives aim to professionalise, groom, and nurture talent within the association sector, ensuring a continuous influx of skilled professionals.

ASAE's efforts in offering a range of educational opportunities, including certificate programmes and leadership development courses, exemplify a commitment to human capital development. By equipping individuals with the necessary skills and knowledge, ASAE fosters a robust talent pool that contributes to the growth and effectiveness of associations.

### Case Study #2

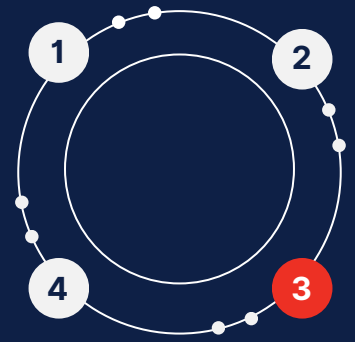
#### NCSS Salary Guidelines

*A standardised reference for remuneration within Singapore's social service sector*

The NCSS Salary Guidelines aims to ensure competitive and equitable compensation, thereby attracting and retaining qualified professionals in the field.

By establishing clear salary benchmarks, NCSS enhances the sector's ability to attract and retain talent, promoting professionalism and sustainability within social services. Regular reviews and adjustments to these guidelines reflect NCSS's commitment to aligning with market trends and supporting the career development of social service professionals.

# 3. Enhance Operational Excellence



*Optimise operational systems, provide shared services and integrate technology, and measure TACs' performance through metrics to scale up TACs through a structured and stepped approach.*

## Initiatives to Prioritise

### Key Initiative #1

#### Shared Professional Expertise

##### *Leveraging Shared Resources to Drive Growth*

*Curate certified cybersecurity, sustainability, and PDPA professionals to share expertise across TACs and address skills gaps.*

### Key Initiative #2

#### Digitalisation of TACs Programme 2.0

##### *Bootstrapping TACs Capabilities and Capacities for Digital Transformation*

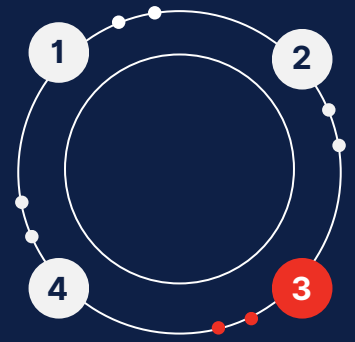
Help TACs scale efficiently, strategically and sustainably through access to knowledge and skills required in non-differentiating products.

## Other Initiatives to Consider

- [TAC Advisory \(Digital, HR, Finance, Legal\)](#)
- [TAC Excellence Manual](#)

Refer to the annex to learn more about these future initiatives

# 3. Enhance Operational Excellence



To achieve operational excellence, TACs must take a programmatic approach in our events and activities, embrace technology as an enabler, and leverage shared services to better focus on service excellence and core activities.

## Case Study #1

### Shared Services for Charities Limited (SSC)

#### *A Charity for Charities*

SSC was established to enhance governance and organisational excellence of charities through provision of professional services.

Through structured and formal external support, charities and TACs alike can elevate organisational standards and focus on their core work while maintaining trust and credibility with stakeholders.

## Case Study #2

### iShine Cloud

#### **Collaborative Solutions for Shared Services**

iShine Cloud, a pioneering shared services initiative by Singapore Pools, was designed to centralise and optimise operational support for charities and non-profit organisations. iShrine is a prime example of how pooling resources and leveraging economies of scale can drive impactful results, empowering charities to achieve greater efficiency, financial sustainability, and strategic focus.

## Case Study #3

### Construction, Marine and Process (CMP) Sector – SCAL, ASMI, ASPRI

#### **CMP Sector Collaboration on Foreign Workforce Management**

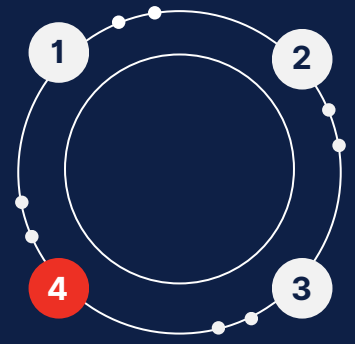
- Association of Singapore Marine and Offshore Energy Industries
- Association of Process Industry
- The Singapore Contractors Association Ltd

During the COVID-19 pandemic, the CMP sector united to manage manpower shortages and mitigate public health risks. The collaboration resulted in shared health screening protocols and centralised quarantine facilities for foreign workers, ensuring safe operations and reducing infection risks.

This initiative demonstrates operational excellence by pooling resources, standardising practices, and leveraging joint efforts to maintain operational continuity amidst a crisis. It highlights the critical role of TAC-led collaborations in addressing systemic challenges and fostering robust, efficient frameworks for cross-sector workforce management.



# 4. Fortify Governance & Mitigate Risks



*Establish robust governance principles, enabling the meeting of regulatory requirements / industry best practices and implementing effective risk management to enhance professionalism and accountability.*

## Key Initiative #1

### TAC Governance Advisory

*Guiding TACs  
Towards Excellence*

*Tailored advisory services to help TACs implement best practices in governance thereby enhancing accountability, operational transparency, and long-term sustainability.*

## Key Initiative #2

### TAC Administration Guide

*Developing an Effective  
Constitutional Framework*

*A practical reference for TACs to learn, adapt and implement frameworks and processes in their organisations which guide their overall direction, effectiveness, supervision, and accountability.*

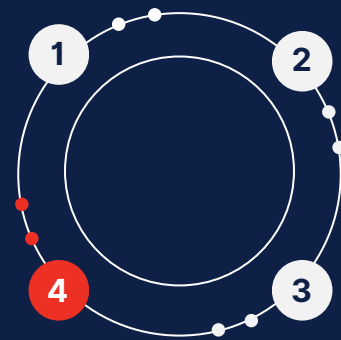
## Key Initiative #3

### SBF-SID Leadership Programme for TAC Councils

*Acquiring Knowledge, Building Competency, Attaining Readiness*

*Equip board members and Heads of Secretariat with the knowledge and skills to enhance governance and decision-making.*

# 4. Fortify Governance & Mitigate Risks



*Governance matters - At its heart, it is the system of people, practices, and processes by which a TAC is directed and controlled. It is also about how a TAC manages its network of relationships with its employees and other stakeholders. Uplifting corporate governance is a whole-of-organisation effort. Individual Council Members must also possess the right competencies and skills, so that Councils are effective.*

## Case Study #1

### The Singapore Governance for Outstanding Organisation Directors (SGOOD) Programme 2.0

To effectively execute their duties, board members of non-profit organisations (NPOs) need to have the knowledge, skills and understanding of good governance practices.

Singapore Institute of Directors and the National Council of Social Service developed the SGOOD Programme 2.0 to help board members conform, perform and transform.

## Case Study #2

### SGTech - Creating a Robust Governance Framework

Good governance is imperative to change as an organisation grows, constantly kept at the top of mind as the cornerstone that ensures accountability and compliance.

In 2022, SGTech embarked on a five-year transformation plan to reposition itself for growth, including launching multiple new programmes and initiatives. The Secretariat expanded exponentially, alongside enhancements in the systems, tools, practices, and processes.

With the rollout of Enterprise Singapore's TAC Governance Framework (TGF), SGTech continues to seek improvements in its processes and controls using the TGF as a guide.

# Recommendations Beyond TAC STM



## 1.

### Unifying the Sector

As a sector, we can formalise a structure that places TACs with strong sectoral expertise, industry standing and ability to influence smaller-sized TACs, at the forefront of sector leadership and help propel growth and business transformation.

There are different structures that can be explored. For example, overseas TACs like The Association of German Chambers of Industry and Commerce and Industry and Technology Industries of Finland adopt membership models. In Singapore, we have The Federation of Merchants' Association, Singapore, as the umbrella association of all merchant associations.

## 2.

### Branding as a Tool for Growth

TACs are important players in Singapore's journey to upgrade our economy, grow our companies and create better jobs for Singaporeans. However, how and what TACs contribute to Singapore businesses remain largely "invisible" to the public. Likewise, the purposeful careers that the sector offers.

Together, we can elevate the sector's standing and mobilise partners to bring greater value to our members and the business ecosystem.

## 3.

### Strong Relationship of Mutual Trust

Today, we are in a position of strength where there is a high level of trust between the Government and TACs, between TACs and within the TAC. This cannot be taken for granted.

Working closely together, with mutual trust, respect and understanding, it is imperative to continue delivering results.



***“SCCCI welcomes the launch of the TAC Sector Transformation Map (TAC STM) and we are glad to have contributed towards this endeavour. Trade Associations are an important constituent of SCCCI’s membership base. Over the years, we have spearheaded many initiatives to work alongside them to transform their capabilities and enhance their capacities.*”**

***These include the recently established TACOM Transformation Centre, Sustainability Alliance and the ongoing TAC Secretariat Training courses. To this end, we are committed to complementing the TAC STM efforts to continuously enable our TACs in their respective transformation journeys to become effective agents of change for their sectors of industry and SME members.”***

Mr Thomas Pek, Core Council Member, Singapore Chinese Chamber of Commerce & Industry (SCCCI) and Chairman, TA Committee

on **SCCCI’s role in pioneering TAC transformation and their commitment to supporting the TAC STM initiatives.**



***“Being one of the key partners in the development of the TAC Sector Transformation Map (TAC STM), SFMA envisions that the STM will serve as **a strategic compass for the TAC sector, guiding our collective journey towards continuous innovation and resilience.*****

***Through collaboration, expanded resources and shared insights, we foresee SFMA not only leveraging STM initiatives to drive strong growth but also actively shaping a transformative landscape for future success.”***

Mr Raymond Tan, President, Singapore Food Manufacturers' Association (SFMA)

on **How SFMA envisions contributing to or benefiting from the STM initiatives.**

# TIME TO RISE

## ***From Ambition to Success***

Success begins with a shared vision and the determination to see it through. The TAC STM is our collective commitment to turn ambitions into actionable outcomes.

We call for TACs to take part in these programmes and contribute by resolving issues and challenges, together. We also seek a tighter handshake between the Government and TACs to support TACs in their pursuits and ambitions.

## ***Let's Build Success, Together.***

The TAC Sector Transformation Map is a multi-year journey to empower TACs to take individual and collective actions and contribute to our shared success together. This will be done through existing platforms and new programmes such as the SBF-SID Leadership Programme for TAC Councils and TAC Measurement Framework.

To make this happen, TACs have a key role to play. But everyone else in the TAC ecosystem — from government agencies, to TAC board/council members, secretariat staff and TAC member companies — can, and should also contribute towards this collective effort.

**We have made good progress and achieved tangible outcomes in the last few years, and have what it takes to continue delivering for the future. Together, we can seize the opportunities ahead with confidence.**

Contact us at [xiaole.koh@sbf.org.sg](mailto:xiaole.koh@sbf.org.sg) and [alanson.kohlow@sbf.org.sg](mailto:alanson.kohlow@sbf.org.sg) today to discuss how we can help you rise to success.

# 03



***ASPRI is genuinely encouraged by SBF's STM initiative and views it as a valuable enabler that empowers us to continuously evaluate and enhance our offerings, ensuring our relevance to both our members and the industry at large. In particular, the workstream focus group session was highly impactful.***

***The substantive conversations underscored the importance of a collaborative, shared resources approach, fostering stronger cooperation among TACs to work together as a unified collective.***

Mr Bryan Lowe, Manager, Association of Process Industry (ASPRI)

on **How ASPRI envisions contributing to or benefiting from the STM initiatives.**



***"The STM Journey has provided SID with an invaluable opportunity to learn from others, enhancing our understanding of the needs of various TACs. It has helped us identify the shared challenges faced by fellow TACs and the practical strategies to address them.***

***Everyone, from the board leadership team to the secretariat staff, plays an important role tackling these issues. **We are energised by our collective commitment** and look forward to working together to turn these ideas into action."***

Mr Keith Qian, Vice President, Accreditation and Professional Development, Singapore Institute of Directors (SID)

on **SID's experience of being part of the STM development journey.**





***“As President of SMF, I’m proud to have played a role in developing the TAC Sector Transformation Map. This collaborative effort brought together diverse TACs, facilitating idea exchange and sharing expertise in common processes and capabilities.***

***TACs should leverage best practices and shared services for growth. As SMF transforms, we look forward to supporting other TACs on their transformation journeys especially in areas of operational excellence.”***

Mr Lennon Tan, President, Singapore Manufacturing Federation (SMF)

on **SMF’s** commitment to translate their own transformation to the wider TAC sector.

# Acknowledgements

## Workstream Focus Group Discussion Leads

### Workstream 1: Bundling of TACs



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&



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### Workstream 2: TAC Operating Systems



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### Workstream 3: TAC Product & Service Offerings



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### Workstream 4: Stakeholder Management



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# Acknowledgements

Supporting Government Organisations:



Special Mention:





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