



## THE SMART INITIATIVE

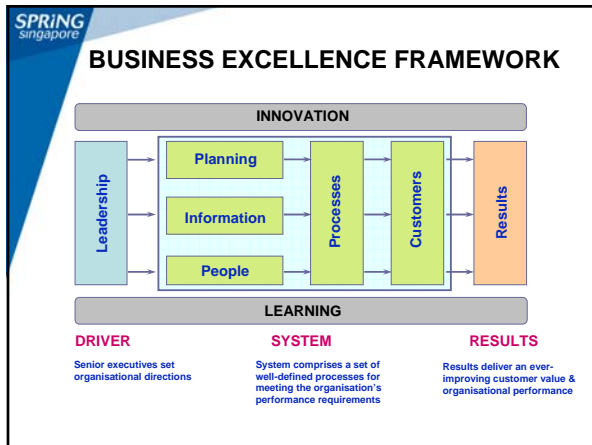
**OBJECTIVES OF SMART**

SMART stands for SME Management Action for Results

The SMART initiative was piloted in early 2006 with 12 SMEs over a period of 3 months. Currently more than 100 SMEs have benefited from SMART.

**Objectives of SMART**

- Help SMEs to develop their management capabilities systematically so that they can add value to their customers and stakeholders and enhance their competitiveness
- Focus on the SME's business management systems and processes
- Help SMEs on their journey to become excellent enterprises through certification to business excellence standards



**BENEFITS OF SMART**

The SMEs that have participated in SMART shared the following benefits

- Strengthened the core team's common understanding of managing and improving the business
- Helped SMEs identify and adopt practical solutions to address key gaps or areas for improvement
- Provided SMEs with a better appreciation of whether government incentive schemes could support them in the adoption of the solutions
- Enabled SMEs to understand how certification provides them with a trustmark to distinguish themselves in the marketplace.

**SMART APPROACH**

Development of Roadmap (5 days)

- Diagnosis
- Design

Process Improvement and Review

**SMART APPROACH**

Roadmapping

Consultants work with SMEs over a 2 – 3 month period to develop the business management roadmap by:

- Assessing their business management capabilities
- Identifying gaps using a simplified assessment tool based on the business excellence framework
- Prioritising gaps identified
- Drawing up a roadmap on solutions

**SPRING Singapore**

## SMART APPROACH - Assessment Tool

B	Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Adopt Strategic Planning Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Establish short-term and long-term strategies and goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Deploy and monitor achievement of plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What we do well		Areas for improvement				
_____		_____				
_____		_____				
_____		_____				
_____		_____				

**SPRING Singapore**

## SMART APPROACH

Roadmapping (5 days)

STEPS	DURATION
1. Introductory Meeting with Company	2 hrs
<b>DIAGNOSIS STAGE</b>	
2. Introduction of SMART	½ day
3. Facilitated Review	2 days for Steps 3-4
4. Verification of Key Gaps	
<b>DESIGN STAGE</b>	
5. Presentation of Findings	2 days for Steps 5-7
6. Define & Confirm Solutions	
7. Development of Roadmap Document	
8. Presentation by Company's SMART team on Roadmap	½ day

**SPRING Singapore**

## SMART APPROACH

### Process Improvement and Review

- Participating SMEs will implement roadmap
- SPRING will advise SMEs on relevant financial assistance schemes
- Provide best practice learning in specific areas

**SPRING Singapore**

## INCENTIVE SUPPORT

- Enhanced incentive support of 70% of the actual qualifying cost for consultancy incurred by the company on the project during the qualifying period, subject to a total maximum grant of S\$3,500
- For Process Improvement, participating SMES may implement projects in the areas of priority identified in the SMART Roadmap, under any of the incentive schemes offered by SPRING Singapore, depending on the applicant's capabilities, and the eligibility criteria of the schemes

**SPRING Singapore**

## HOW TO START ON SMART

- Identify a SMART consultant from the list of approved SMART consultants in the SPRING website ([www.spring.gov.sg](http://www.spring.gov.sg))
- SPRING can help you to identify a suitable consultant if you are unable to do so. Please contact us and we will arrange for a consultant to visit you to facilitate your SMART implementation
- Complete the SMART application form and return it to SPRING
- SPRING will process and confirm funding
- Form a core team of about 3 key employees and commence the SMART Roadmap, with the consultant

**SPRING Singapore**

## SMART APPLICATION

Please submit your application to:

Ms Radha Yogendran  
Principal Assessor  
Business & Service Excellence Division  
SPRING Singapore  
2 Bukit Merah Central  
Singapore 159835

Tel : 6279 3743  
E-Mail: [radha\\_yogendran@spring.gov.sg](mailto:radha_yogendran@spring.gov.sg)