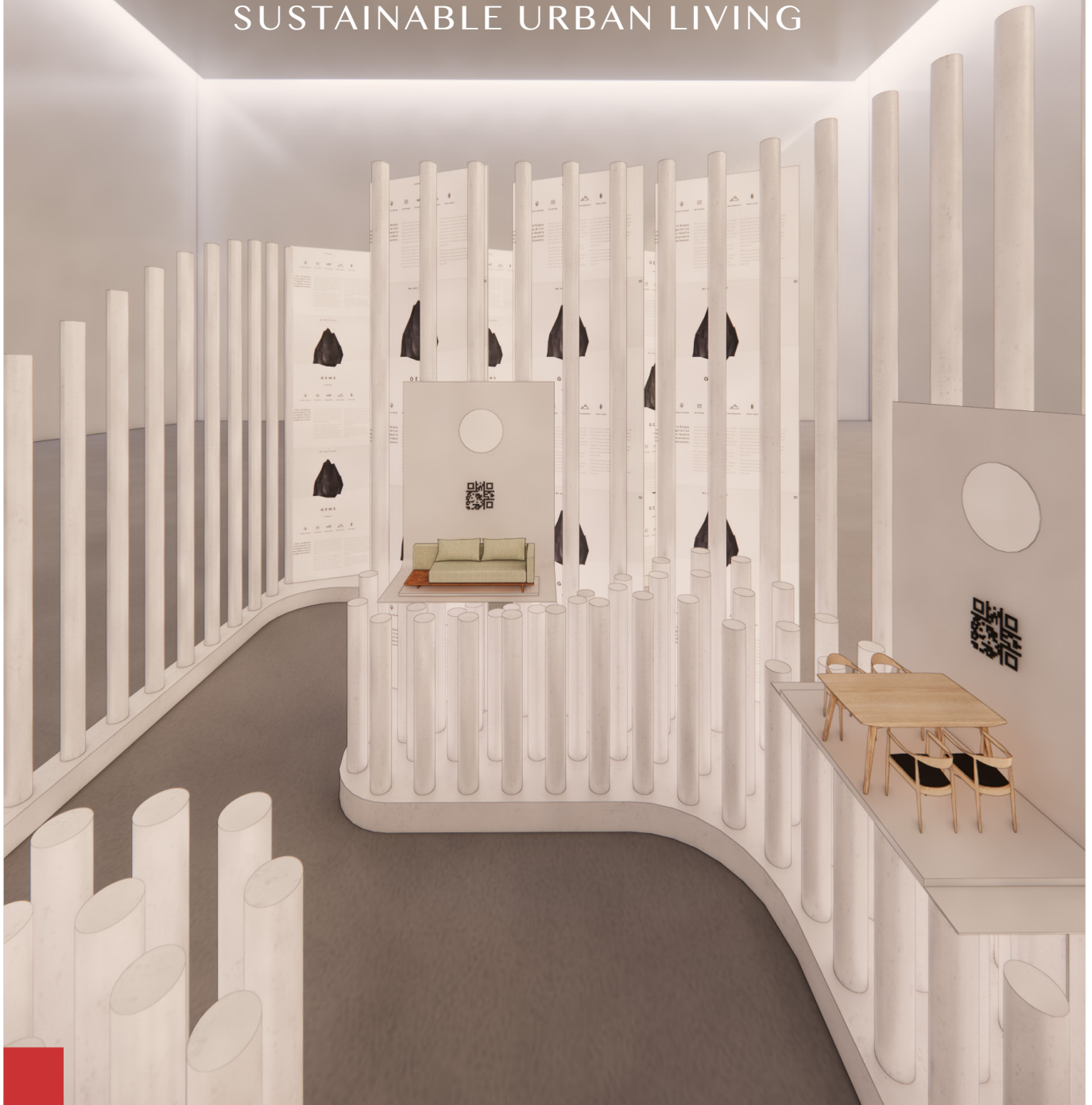


**SFIC'S VISION:**

BE THE NEXUS OF  
TOMORROW'S WORK-LIFE  
INTEGRATION FOR  
SUSTAINABLE URBAN LIVING



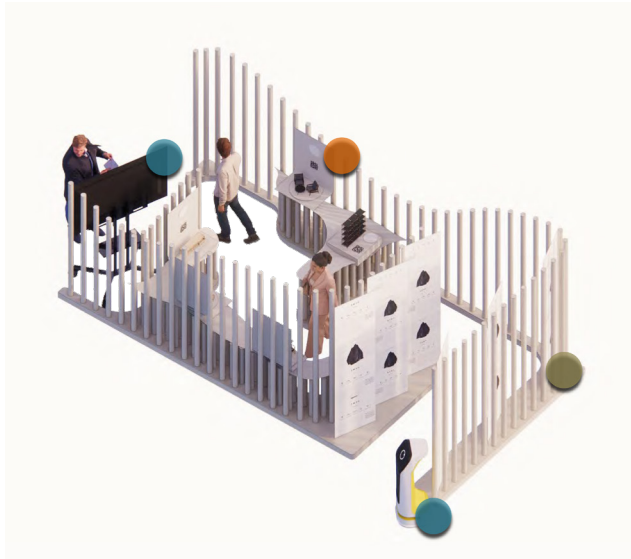
2021

Annual Report

**sfic**

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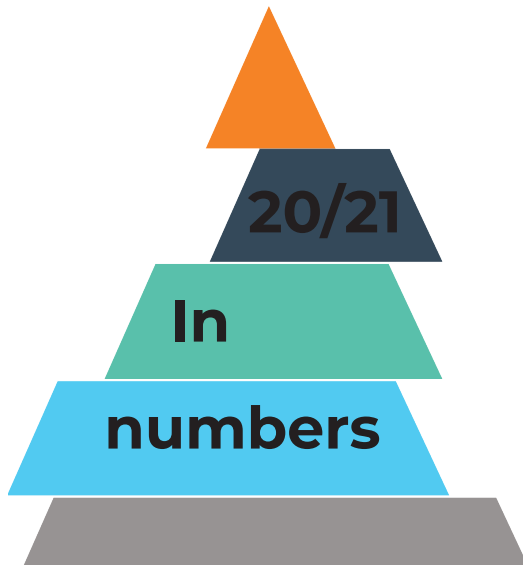


**Above:** Rendering of SFIC's Creativ-Space booth @ Design Asia 2021, designed by Fraction Design

## About SFIC

Singapore Furniture Industries Council was established in 1981 as the official representative body of Singapore's furniture and furnishings industry. Its membership comprises furniture manufacturers, interior fit-out specialists, retailers, designers, as well as materials/components/services providers. Currently, the council represents 95% of established furniture manufacturers in Singapore, of whom 65% have subsidiary manufacturing plants in various countries across the region, including China, Indonesia, Malaysia, Myanmar, Thailand, and Vietnam.

As an aggregator and multiplier in the furniture eco-system, the SFIC plays an active role to grow and transform companies and the industry. For 40 years, SFIC has helped its members to adapt to changes in the business environment by introducing trade, talent, design development and business innovation activities, upgrading business capabilities and a focus on sustainability. Collectively, these programmes aim at supporting the SFIC's vision for Singapore's furniture industry – "Be the nexus of tomorrow's work-life integration for sustainable urban living".



## SFIC Membership

The furniture and furnishings industry landscape has been evolving. With four decades of dedicated service to over 360 members and a strong network of partners from all over the globe, SFIC is well positioned to lead the industry to the next level.

Membership clusters include:

- **Contract Manufacturing**
- **Design**
- **Manufacturing**
- **Materials, Components & Services**
- **Retail**



## Business Leads

351 trade enquiries generated for the industry



## Digitalisation Programmes

114 companies  
x 5 industry and pre-scoped initiatives



## Market Insights Shareback Workshops/Knowledge Outreach Sessions:

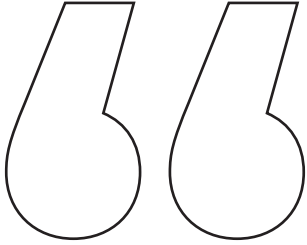
11 sessions x 232 participants  
from 192 companies



## Training programmes

6,713 participants





# Meet the President

**Mr Phua Boon Huat**  
SFIC President

# *President's* Message

Industries and organisations are often compelled to take a hard look at emerging variables that are continuously thrust upon them. An agile corporate strategy coupled with the drive to adapt sets one organisation from another.

Taking stock of the pace and direction of digitalisation, emerging business innovations, evolving consumer patterns, and the rising importance of embedding sustainability in the DNA of businesses will serve our members well in better securing them a place in the future. In addition, the continued impact that Covid-19 has on every aspect of business and society through 2021 is certainly another game-changing factor to consider.

SFIC remains aware of these dynamics, understands what needs to be done and continues to stand ready to capture emerging opportunities.

2020 saw the global and local economy in the throes of the Covid-19 pandemic. The backdrop of this reality has not changed since. In fact, one year on from our last address, we – as an industry – now accept that Covid-19 has caused continuous severe economic disruptions and impact on business activities across various sectors. With this in mind, we set our focus on pursuing the path of continuous transformation, with an even greater emphasis on knowledge, product and capability innovation.

## **New Alliance for Action**

Our furniture players have been relentless in pursuing the “Borderless” platform, a zero-boundary living lab solution. “Borderless” helps our industry to sprout new urban living solutions and reduce business risks when developing new products. Further, to spur our industry from a ground-up perspective, SFIC collaborated with Workforce Singapore to nurture a new generation of talents

for advanced manufacturing opportunities in the furniture and built environment sectors.

By retraining and upskilling our local talent with specific skillsets in interior fit-outs, this strategy enables our industry members to address the talent gap and build a pipeline of specialists who can support their growth aspirations.

More recently, SFIC became a core member of the new Alliance for Action to bring together stakeholders across different sectors to create and enhance sustainable spaces. This collaborative effort by SBF, SFIC and SGBC is supported by the Building and Construction Authority and the National Environment Agency and aims to help solution providers and adopters seize opportunities in the green economy.

In short, SFIC members are embracing sustainability at its core.

In 2021, SFIC remain focused on rolling out initiatives that leverage on technology and digitalisation, collaborating with government, institutions of higher learning and industry partnerships to sharpen our competitive edge, while upgrading capability from within the industry.

These are small milestones in our journey as much more ground needs to be covered.

## **2025 SFIC Roadmap**

SFIC turns 40 this year – still youthful and abundant with nous and stamina for the long haul. SFIC is an important thread of the Singapore furniture industry and we are where we are today because of the strategic plans we have pursued.

As we are now in a new crossroad, we are setting

**In 2021, SFIC remain focused on rolling out initiatives that leverage on technology and digitalisation, collaborating with government, institutions of higher learning and industry partnerships to sharpen our competitive edge, while upgrading capability from within the industry.**

in place a new five-year roadmap which will take us through to 2025. We'll build on the current 2021 industry blueprint that has helped set a foundation to focus on strengthening our presence in Asia, delivering customer-centric urban solutions and increasing the industry's agility.

The new 2025 roadmap will position our Singapore furniture industry as the key link for work-life integration for a more sustainable urban living environment for the future. These elements are core strands that we need to pursue in our on-going transformation with a multi-pronged strategy.

For the next leg of our journey, these elements are still core strands that we need to pursue. The next roadmap is being developed currently and will build on the previous pillars with a multi-pronged strategy.

First, the agility of our industry and our members remains our core thrust. Members will be encouraged to enter into new pockets of opportunities quickly with a view that they should open the door to other prospects. For new markets, industry members should move with greater speed. They should also deepen their presence in markets that have already been tapped and make this their priority.

Second, taking the urbanite-centricity theme further, the focus will be on developing solutions that meet the expectations of a post-Covid-19 work-life environment. To be able to do this better, industry players across the spectrum will need to better understand the new customer psyche better and bridge them by leveraging on technology, sustainability and innovation, among other factors.

Third, the upcoming roadmap will aim to foster greater enterprise adeptness, i.e. cultivating a

stronger agile business mindset and practice. To successfully deliver on this, companies need to have greater collaboration with non-conventional partners like those in the healthcare industry, urban planners and designers and those in the environment ecosystem.

Many of these initiatives and strategies are being updated and new ones are being developed in light of the dynamic and evolving marketplace. The goal of this new roadmap is to build a more enduring and competitive advantage by establishing clever market positioning, thus enabling our industry to thrive.

In short, the upcoming 2025 SFIC roadmap will focus on Market Agility, Urbanite-Centricity and Enterprise Adeptness. Through 2022, our trade association will be engaging members across our ecosystem to help them understand how we can move forward together and entrench business advantage for our industry.

Looking ahead, SFIC is ready to assume the two-year Chairmanship of the ASEAN Furniture Industries Council. We welcome and embrace this opportunity as we believe there are significant complementarities in our regional industry ecosystem that can be build further.

At SFIC, we have weathered many challenges over the decades. As we step into a new decade in our history, I am confident that as long as we remain focussed and stay the course, SFIC and the furniture industry will conquer new horizons.

**Mr Phua Boon Huat,  
SFIC President**

# Group Executive Director's Message



**Ms Shermaine Ong**  
SFIC Group Executive Director

Despite a raging pandemic, our industry has been blessed with a can-do spirit and a business agile mindset that have proven crucial to overcome many obstacles including restricted travel, which means traditional trade shows are not an option to showcase new products and/or to prospect new customers.

We have remained resilient and some companies have even thrived in this challenging environment through innovative strategies and aided by a surge in demand for home furniture and furnishing products, thanks to the new 'work-from-home' trend. It is heartening to see a strong sense of camaraderie among our members to collaborate on projects which SFIC has played no small part in facilitating. Our mission remains to generate business leads for members and digitalisation has been the primary tool in this endeavour and will remain so in time to come.

The industry is a vibrant and promising one, with many new homes and spaces to fill, both locally and globally and we are well-positioned to fulfill this need. Our new roadmap will provide a blueprint to take us to greater heights and help the industry become a force to be reckoned with in this sector.

Last but not least, my heartfelt appreciation to a capable Executive Committee, supportive members, agencies and partners as well as my fellow SFIC secretariat team, that my recent Woman Leadership Award win is not a personal triumph but a collective one for what SFIC stands for in the eyes of our peers in the region. I look forward to more achievements as a council.

**Our industry has been blessed with a can-do spirit and a business agile mindset that have proven crucial to overcome many obstacles.**



**SFIC Group ED Ms Shermaine Ong was awarded Outstanding Woman Leader Award presented by International Furniture Leadership Awards in 2021.**



# *Industry* **Engagement**



## **Industry Dialogue with SFIC Patron SMS Sim Ann**

SFIC welcomed the year of the Ox by holding the first Industry Dialogue at the Shangri-La Hotel. An intimate session with more than 50 members and business associates, the dialogue session was graced by then Senior Minister of State, Ministry

of Communications and Information & Ministry of National Development, and SFIC Patron, Ms Sim Ann, who took every question and feedback posed by our SFIC members with her usual grace and poise.

# Engagement



Enterprise Singapore Director (Retail & Design) Mr Alan Yeo (centre) addresses the participants at SFIC x ESG Industry Dialogue session, flanked by SFIC President Mr Phua Boon Huat (left) and SFIC Immediate Past President Mr Mark Yong (right).

## Industry Dialogue with Enterprise Singapore

Together with Enterprise Singapore (ESG), SFIC organised an all important industry dialogue session for SFIC members which was met with an enthusiastic response. The industry turned out in full force for two physical sessions despite the ongoing pandemic. This resulted in engaged

sessions that not only share the industry's macro directions but also heard from our valued members, about the current landscape that the industry is operating in. Overall, fruitful sessions for the council in planning future initiatives.

## Sembcorp: Internationalisation & Sustainability Cluster Engagement

A special webinar presentation by Sembcorp Development Ltd and SFIC on manufacturing and sustainability trends in ASEAN.

Attendees gained first-hand insights on doing business in respective ASEAN countries, eg. in Vietnam and Indonesia and learn about how urban sustainability solutions that could ultimately allow companies to lower operational costs through the use of state-of-the-art technology provided by Sembcorp's Sustainable Solutions & New Business division.





# Engagement

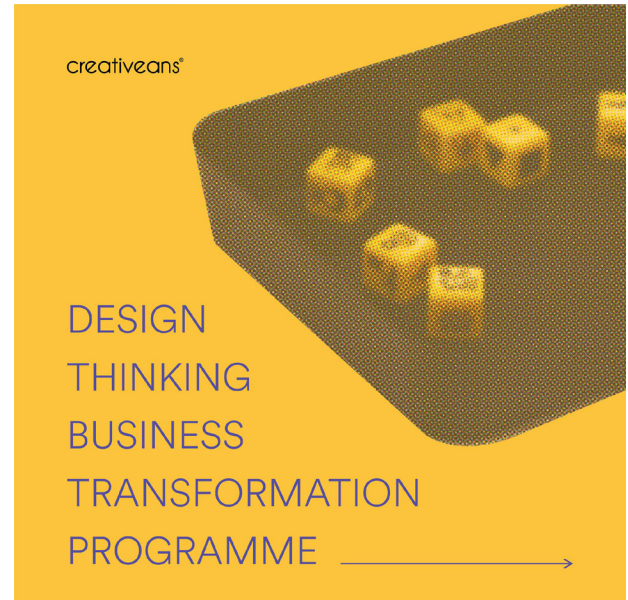


Image: Creativeans

## Putting on a Design Thinking cap for Business Transformation

Timing can't be more apt, with the industry emerging from the pandemic and there's an urgent need to respond with customer-centricity and business agility.

Supported by Workforce Singapore, the timely launch of the Design Thinking Business Transformation Programme by the SFIC serve as a catalyst for many companies to rethink and pivot with the needs of customers at the centre of their businesses.

Carefully curated by the SFIC and SFIC Institute, Industry experts such as Creativeans and Mr Roger Loo of BDO Consultants have successfully trained 67 C-suites and senior management personnel from 37 companies since January 2021. There is nothing better than like-minded industry leaders coming together through workshops and five subsequent 1:1 consultancy sessions with the subject matter expert to embrace their path forward in the new normal.



The SFIC x Creativ-Space Design Thinking Workshop led by Mr Kimming Yap from Creativeans sets participants thinking on how the platform could be shaped further to offer a curated experience that resonates with buyers.

# Engagement



## The Retail Connection

In preparation for the implementation of the Progressive Wage Model (PWM) for Retail Industry in September 2022, SFIC organised a series of dedicated retail cluster-related engagement sessions for in-depth discussions on the 4-ladders of PWM: job roles & career progression; training and upskilling; enhanced productivity and wage runs for retail workers.

As part of our efforts to help retailers respond to the shifts in consumer behaviour, training programmes in social media and marketing and eCommerce have been designed to help employers retrain and upskill staff. More can be expected to be launched during the year ahead.

# Engagement



SFIC President Mr Phua Boon Huat (second from right) and SFIC Immediate Past President Mr Mark Yong (right) speaking with the management team of Becheras Holdings Singapore during our recent visit

## Personalised member visits help create trust and strengthen bonds

Since assuming office last December, SFIC President Mr Phua Boon Huat, together with key Excos and Secretariat, has mounted 23 personalised visits to members, to outreach and better understand the challenges faced as well as how SFIC can support them.

These visits have served to strengthen bonds between the members and SFIC as well as offered insights on the inner workings and needs of the industry — certainly time well invested that will help SFIC develop relevant programmes for all.



Catching up with our three inspiring female entrepreneurs from the industry: Emily from Panelogue (extreme left), Pamela from Scene Shang (front) and Sara from Synergraphic Design (extreme right). Each has its own technology and innovation strategies that will shape the new frontier.



Kingsmen Deputy Executive Chairman/Co-Founder Mr Simon Ong (from left) speaking with SFIC Immediate Past President Mr Mark Yong at the SFIC tour of Kingsmen's new experience centre.

*Expanding reach through*

# Internationalisation



With restricted travel options globally, the industry has explored various strategies to showcase their latest collections in lieu of traditional trade shows. Digital platforms help to keep the internationalisation drive momentum going.



# Internationalisation



The SFIC – ASEAN Industry Outreach Webinar Series include Malaysia, Vietnam, Myanmar & Philippines editions

## ASEAN Industry Outreach Webinar Series

Webinars have been the key vehicle for cross-border meetings especially with the emergence of COVID-19. SFIC conducted a special webinar series with our ASEAN partners to inspire and share business opportunities in ASEAN beyond the COVID-19 crisis. To keep the industry updated and aware of what is happening

in and around the region due to closure of global borders, experts in the form of captains of industry, consultancies and government agencies shared pertinent information. Attendees benefitted from crucial insights updates and business opportunities available in respective ASEAN countries.

*Expanding reach through*

# Internationalisation



## Opportunities abound in Sarawak

This Design and Investment Virtual Webinar was co-organised by Sarawak Trade and Tourism (STATOS) and Sarawak Timber Industry Development Corporation (STIDC) and SFIC. Topics covered during this webinar included collaborative

opportunities for mutual prosperity, investing in its abundance of national resources as well as sharing of young design talents in Sarawak, to strengthen the ASEAN-partnership for the furniture industries.



*Casting A Spotlight on Brands & Products through*



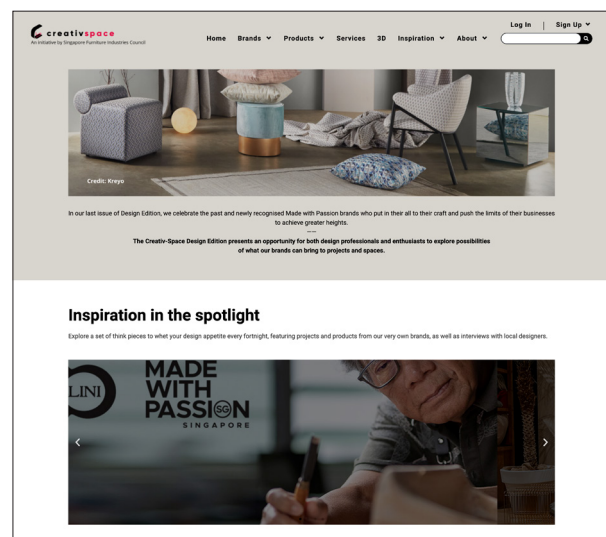
## Thematic Showcases



### Making Connections Virtually

With many key trade shows going virtual, SFIC has ride on the wave of digital shows, primarily through its B2B online sourcing platform, **Creativ-Space**, launched about a year ago.

Covering different regions, Creativ-Space had participated in shows by organisers in Europe, Vietnam & the Philippines. At the same time, **Creativ-Space** launched matching thematic showcases through dedicated webpages and e-newsletters to augment the content designed to inspire and promote what its participating brands have to offer. Besides commissioned articles from recent President Design Award winner Kelley Cheng, who contributed several monthly editions, product news and brand videos capture the interest from web visitors alike.



*Casting A Spotlight on Brands & Products through*



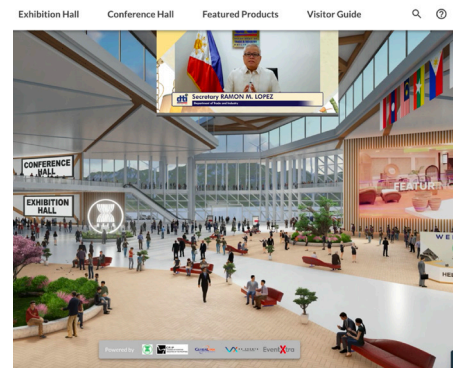
# Thematic Showcases



## EurAsia 2021

The EurAsia show co-organised by Racing Champs Exhibition (HK) & Russian-based Expo Business Solutions LLC was Creativ-Space's (and SFIC's) first foray into the digital trade show format in January this year.

Hosted on the Whova mobile and desktop apps, international visitors were able to browse through the curated product selections drawn from Creativ-Space's roster of brands and submit trade enquiries.



## AIFFSVX 2021

Organised by the ASEAN Furniture Industries Council (AFIC) and hosted by the Chamber of Furniture Industries of the Philippines (CFIP), the ASEAN International Furniture & Furnishings Show 2021 VX (AIFFS 2021 VX) held in March was presented in a now-popular digital exhibition format featuring avatars and simulating a traditional trade show. Besides the Creativ-Space booth, SFIC helped organised a Singapore Pavilion consisting of 12 companies.

*Design Stories*

# Made with Passion



Photo: Cellini



Photo: The Table Guy

**“Made With Passion”** is a national initiative showcasing local lifestyle brands and the passion behind them. Under the homeware category, over 70% are SFIC member brands.

**“Made with Passion”** brands include:

- Cellini
- Commune
- Danovel
- Doob Bean Bags
- Edupod
- Ipse Ipsa Ipsum
- Roger & Sons
- Scene Shang
- Scanteak
- The Table Guy



## *Design Stories*

# *Design Innovation Programme takes shape*

Supported by Enterprise Singapore, SFIC's Design Innovation Programme launched in 2019 is bearing fruit. The programme aims to pair companies keen to work with designers to develop new Urban Living collections that address the needs of urbanites' aspirations and lifestyles. 34 companies have successfully enrolled into the programme and launching new collections.



Jarrod Lim Studio developed eight new designs for the Living, Bedroom & Dining category that address the changing needs of modern urban living.

### **Jottergoods x Jarrod Lim**

For their collaboration, Jarrod Lim Studio developed 8 new designs under the Living, Bedroom & Dining category. Comprising Sofa / Coffee Table / Side Table / Bed / Bedside / Dining Table / Dining Chair, the studio explored several ideas that could be further investigated and implemented at the design stage to address the changing needs and challenges of modern urban living.



For their collection, A Balcony's key approach was to explore developing - New aesthetics, Visual and Function that seek to address and enhance the personal interest and lifestyle of the urban dwellers.

### **Jottergoods x A Balcony**

A Balcony's key approach was to explore developing - New aesthetics, Visual and Function that seek to address and enhance the personal interest and lifestyle of the urban dwellers. The collection has served to complement and not to totally differentiate from the current JotterGoods ranges of products. Focused on the Study Room category, 6 new designs were added to Jottergoods' catalogue, which includes a desk, chair, lounge chair, storage & display unit, shelving unit and Bench.

**Source: Jottergoods**

**Images courtesy of Jottergoods**

## *Design Stories*

# *Design Innovation Programme takes shape*



The “Biome Collection” incorporates flora into furniture using a unique biome, offering the therapeutic benefits and air-purifying effects of having greenery in the home without any of the fuss.



The Steward series is about curating and transforming the dining experience, decluttering, and unlocking spaces to bring back focus to the food and company. It pushes the notion of SPACE-SAVING into a topic of POWER OF SPACE



One of the pieces from the “Farewell to Reason” collection, a DIP project by MM Galleri x KSY (moniker of designer Nathan Yong).

### **Ipse Ipsa Ipsum x Orcadesign Consultants**

The “Biome Collection” is an attempt to blur the boundaries between interior spaces and our natural environment. This green collection incorporates flora into furniture using a unique biome, offering the therapeutic benefits and air-purifying effects of having greenery in the home without any of the fuss.

**Source: Ipse Ipsa Ipsum**

### **NextOfKin Creatives x Suite Interior Design**

The Steward series is about curating and transforming the dining experience, decluttering, and unlocking spaces to bring back focus to the food and company. It pushes the notion of SPACE-SAVING into a topic of POWER OF SPACE. Each collection consists of modular parts that can be swapped out to create different options and solutions. This allows to cater to different user needs and create a smart way to quickly create different product options. The collection has been selected by Design Anthology magazine as a finalist for its 2021 Awards.

**Source: NextOfKin Creatives**

### **MM Galleri x KSY**

MM Galleri (formerly known as Sharikat Stone), collaborated with award-winning local designer Nathan Yong who chose to use the moniker ‘KSY’ (an abbreviation of his dialect name), recently launched their “Farewell To Reason” collection at Industry+’s new Henderson showroom. The collection comprises of seven limited edition designs drawn in the typology of everyday furniture; barstool, bench, chair, table, shelf, low stool, and table object. These pieces, “built from precious onyx that has been bent using state-of-the-art technology, push the boundaries of what furniture can mean to us”.

**Source: Industry+**

*Capability boost for*

# Enterprise & Human Capital



## Training for the present & future

Upskilling and reskilling are buzzwords that will never go out of style, with business and social environments in constant flux especially pronounced in the face of a pandemic. “Work from Home” and other “new norms” have reinforced the idea of adaptability equals survival. Companies and employees have benefited from SFIC Institute’s training programmes and workshops to keep up.



# Enterprise & Human Capital



Screenshot of CCP for IFS  
Virtual Launch Event

## Launch of Interior Fit-Out Specialist (IFS) CCP

If anything, COVID-19 has reminded us of our over-reliance on a foreign workforce and the urgent need to build a Singapore core. The council has heard the industry's cries on the lack of skilled workers in the fit-out sector in the wake of closed borders between our neighbouring country, an important source of labour for renovation companies and the like. With support from Workforce Singapore, a new Interior Fit-Out Specialist Career Conversion Programme was created. The CCP for Interior Fit-Out Specialist aims to nurture a pool of highly skilled local specialists to provide project management and interior fit-out services such as customising and installing furniture on-site at commercial projects as well as residential projects. Launched in June via a virtual event graced by Senior Minister of State Ms Sim Ann, the CCP for IFS met with a positive response. A recruitment video, produced in-house offers a glimpse of what an Interior Fit-Out Specialist can experience on this chosen path.

### VIDEO:



Click above image to play video

*Capability Boost for*

# Enterprise & Human Capital



## South West CDC Job Fair

SFIC Institute was invited to take part in the South West Community Job Fair recently. SFIC President, Mr Phua Boon Huat (above right), Senior Minister Mr Tharman Shanmugaratnam (above centre) and Minister of State for Trade and Industry Ms Low Yen Ling (left) graced the booth and exchanged views on how SFIC Institute can assist the furniture and furnishings industry to attract and recruit talent where people are given opportunities to learn new skills and take on new challenges.



Above: SFIC Leadership & secretariat posing for group photo at the CCP for IFS training workshop.

Below: PYTHA Asia Managing Director Mr Aaron Boo (left) guiding a course participant at the workshop.



## CCP a hit with Industry

Over two months after the launch of our Career Conversion Programme (CCP) for Interior Fit-Out Specialists by our SFIC Institute, our first batch of trainings started this August. SFIC President, Mr Phua Boon Huat, and Chairman of the SFIC Institute/SFIC Vice President, Mr Steven Chew, visited the workshop to observe the Construction Technology training and meet with the inaugural batch of participants. Both leaders also had a go during the 'hands-on' training. Participants progress to learn deeper skills on edge banding and CNC machines subsequently.

# Enterprise & Human Capital

## Young & Restless

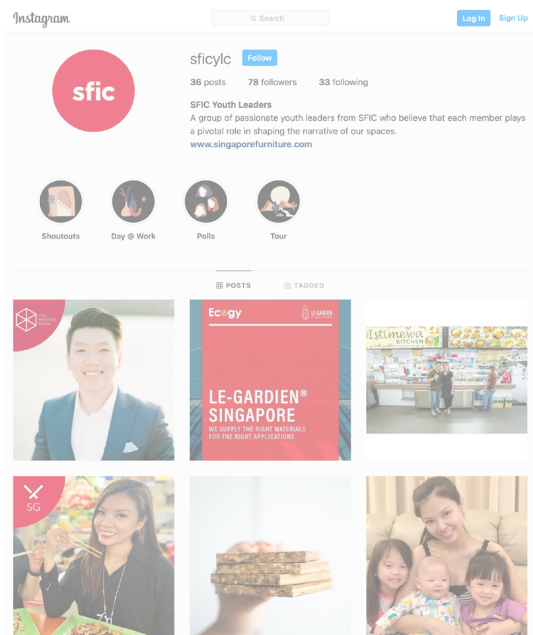
Youthful energy put into good use with YLC's proclivity for business networking and learning that even a pandemic cannot stop

Formed since 1999, SFIC's Young Leaders Chapter (YLC) comprises of the second echelon generation of industry leaders not more than the age of 40. YLC is borne out of a leadership succession plan put in place by SFIC to steer the future growth of the Council.

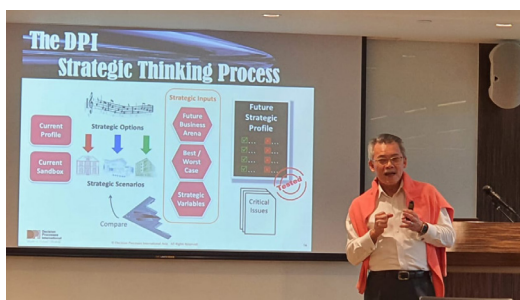
To mitigate the challenging landscape being faced by these young generation, these young leaders stepped up, during this difficult period, to provide much needed momentum to help each other carry on. Outreach initiatives through virtual engagement as well as physical catch ups allowed these business owners to learn and extract important knowledge and experience from industry experts, gurus and like-minded practitioners from other related industries.

A snapshot of notable events in the past year:

- **Launched Instagram page: @sficylc**
- **YLC Huddle with SFIC President**
- **YLC fireside chat with experienced consultant Andrew Sng**
- **SFIC YLC x SIA YAL committee meet**
- **AYFE Founders' Huddle with SFIC President**



The official YLC Instagram Page @sficylc



DPI Asia Managing Director Mr Andrew Sng giving a presentation at the YLC Firechat session.



# Special *Projects*

Business agility is in SFIC's  
DNA and collaborations  
with key partners are  
forged to capitalise on  
synergies that further  
advance the interests of  
the industry.



## *STEER*ing the wheel with *SFICAssist*

Having unveiled its fifth Member Assistance Scheme (“SFICAssist”) to give members a shot in the arm to deal with current tough economic challenges, SFICAssist has been extended till 30 September 2022. Supported by Enterprise Singapore (ESG), the scheme is also aimed at strengthening members' business growth and capabilities upgrading programmes. Under the SG Together Enhancing Enterprise Resilience (STEER) Programme, ESG will match S\$1 for every S\$2 raised by SFIC. SFICAssist is the first fund to be supported under STEER. This extension will allow member companies to draw on this allocated credit quantum to offset the cost of participation in approved SFIC and SFIC Institute programmes.





## ***Project:*** **SkillsFuture Queen Bee (SFQB)**

Homegrown furniture brand Commune has been appointed by SkillsFuture Singapore as a SFQB for the furniture industry. Through this programme, SFQB Commune will draw on its expertise and experience to help participating SMEs uplift their workforce skills and capabilities. The SFIC strongly supports the SFQB Programme as it complements its industry capability development objective.



BDO Consultants Pte Ltd Executive Director Mr Roger Loo (standing, in black) facilitating the SFIC roadmap design thinking workshop.

## ***Project:*** **SFIC 2025 Furniture Industry Roadmap**

With the fast changing industry landscape, SFIC has begun to chart the next phase of resilient and sustainable growth. Work has already commenced on a new 2025 Industry Roadmap to guide our Council's work and carve our niche in the future economy. Key pillars like market agility, urbanite centricity, enterprise adeptness and sustainability will be amongst SFIC's key directions to drive transformation in the furniture industry.

## ***Project:*** **Sustainability Blueprint**

As sustainability is becoming more prevalent across the globe, along with our own country's very own Green Plan 2030 to attain a sustainable economy, SFIC is also advocating sustainable development for the industry. Engaging government agencies, trade associations and other major stakeholders into a dedicated blueprint that aims to extract, distill and roll out actionable programmes that will enable industry players to leverage on sustainability to keep their business at the forefront and stay competitive.

SFIC will continue to work closely with government agencies to develop sustainability initiatives and programmes to strengthen the sustainability ecosystem. This will also allow SFIC to reach out and assist companies to build capabilities and capture new opportunities regardless how far along they are in their sustainable journey.





**SFIC Patron**



**Ms Sim Ann**

Senior Minister of State  
Ministry of Foreign Affairs and  
Ministry of National  
Development

**SFIC Advisor**



**Ms Chew Mok Lee**

Enterprise Fellow  
Enterprise Singapore

**President**



**Mr Phua Boon Huat**

Director  
AlphaLeap Consulting Pte Ltd

**Immediate  
Past President**



**Mr Mark Yong**

Executive Director  
Ewins Pte Ltd

**Vice Presidents**



**Mr Steven Chew**

Executive Director  
Sitra Global Pte Ltd



**Mr Kenny Koh**

Group Managing Director  
Star Furniture Pte Ltd



**Mr Jake Tan**

Executive Director  
Admira Pte Ltd



**Mr Joshua Koh**

CEO  
Commune Lifestyle Pte Ltd

**Honorary  
Secretary**



**Mr Gan Shee Wen**

Group VP, Sales & Marketing  
Koda Ltd

**Assistant  
Honorary  
Secretary**



**Ms Jamie Lim**

Regional Marketing Director  
Hawaii Furnishing Pte Ltd

**Honorary  
Treasurer**



**Mr Marcus Wong**

Director  
Danovel Pte Ltd

**Assistant  
Honorary  
Treasurer**



**Ms Emily Sim**

Business Development Leader  
NS Trading Pte Ltd

## PAST PRESIDENTS



**Mr Wong Liang Han**

1981/1984



**Mr Kesavan Choo**

1985/1986



**Mr Tony Lin**

1987/1990



**Mr James Koh**

1991/1994 & 2003/2006



**Mr Choo Yong Fee**

1995/1998



**Mr Bert Choong**

1999/2002



**Mr Andrew Ng**

2007/2010



**Mr James Goh**

2011/2012



**Mr Ernie Koh**

2013/2016



**Mr Mark Yong**

2017/2020



**Ms Avelyn Teo**  
Director  
Benel Singapore Pte Ltd



**Ms Alison Kwok**  
Executive Director  
Cathay Interiors 1974 Pte Ltd



**Mr Kaden Choa**  
Marketing Director  
Excel Hardware Pte Ltd



**Ms. Celine Ng**  
Founder  
Fraction Design Studio



**Ms Fion Ng**  
General Manager  
Grandwork Interior Pte Ltd



**Mr Don Lim**  
Director  
RH Design & Build Pte Ltd



**Mr Kelvin Kwek**  
Director  
Sungei Emas Pte Ltd

**Co-Opt Members:**



**Mr Jason Hong**  
Design and Development  
Director  
Cellini Design Center Pte Ltd



**Mr Zak Lo**  
CEO  
First Sight International  
Pte Ltd



**Mr Jerry Tan**  
Managing Director  
Jaco Singapore Pte Ltd



**Mr Ernie Koh**  
Executive Director  
Koda Ltd



**Mr Melvin Chong**  
Business Development Director  
Koncept Kreation Pte Ltd



**Mr Aaron Boo**  
Managing Director  
Pytha Asia Pte Ltd



**Mr Saurabh Mangla**  
Managing Director  
Sam & Sara Holdings Pte Ltd



**Ms Xu Xue Ting**  
Group Corporate & Retail  
Director  
Star Furniture Pte Ltd



**Mr Jonathan Lim**  
Deputy Managing Director  
Zenterra Lighting Pte Ltd

**Contract Manufacturing Cluster****Advisor:****Ms Alison Kwok**, Executive Director, Cathay Interiors 1974 Pte Ltd**Chairman:****Ms Fion Ng**, General Manager, Grandwork Interior Pte Ltd**Vice Chairman:****Mr Don Lim**, Director, RH Design & Build Pte Ltd**Mr Zak Lo**, CEO, First Sight International Pte Ltd**Design Cluster****Advisor:****Mr Mark Yong**, Executive Director, Ewins Pte Ltd**Chairman:****Ms Emily Sim**, Business Development Leader, NS Trading Pte Ltd**Vice Chairman:****Ms Celine Ng**, Founder, Fraction Design Studio**Manufacturing Cluster****Advisor:****Mr Kenny Koh**, Group Managing Director, Star Furniture Pte Ltd**Chairman:****Mr Marcus Wong**, Director, Danovel Pte Ltd**Vice Chairman:****Ms Avelyn Teo**, Director, Benel Singapore Pte Ltd**Mr Jason Hong**, Design and Development Director, Cellini Design Center Pte Ltd**Mr Saurabh Mangla**, Managing Director, Sam & Sara Holdings Pte Ltd**Materials, Components & Services Cluster****Chairman:****Mr Kaden Choa**, Marketing Director, Excel Hardware Pte Ltd**Vice Chairman:****Mr Aaron Boo**, Managing Director, Pytha Asia Pte Ltd**Retail Cluster****Chairman:****Mr Gan Shee Wen**, Group VP, Sales & Marketing, Koda Ltd**Vice Chairman:****Ms Jamie Lim**, Regional Marketing Director, Hawaii Furnishing Pte Ltd**Ms Xu Xue Ting**, Group Corporate & Retail Director, Star Furniture Pte Ltd



**Finance Advisory Committee****Chairman:****Mr Phua Boon Huat**, Director, AlphaLeap Consulting Pte Ltd**Members:****Mr Mark Yong**, Executive Director, Ewins Pte Ltd**Mr Marcus Wong**, Director, Danovel Pte Ltd**Mr Ernie Koh**, Executive Director, Koda Ltd**Mr Andrew Ng****Finance Committee****Chairman:****Mr Marcus Wong**, Director, Danovel Pte Ltd**Members:****Mr Gan Shee Wen**, Group VP, Sales & Marketing, Koda Ltd**Ms Emily Sim**, Business Development Leader, NS Trading Pte Ltd**Ex-officio Members:****Mr Phua Boon Huat**, Director, AlphaLeap Consulting Pte Ltd**Mr Mark Yong**, Executive Director, Ewins Pte Ltd**Mr Steven Chew**, Executive Director, Sitra Global Pte Ltd**Mr Kenny Koh**, Group Managing Director, Star Furniture Pte Ltd**Mr Jake Tan**, Executive Director, Admira Pte Ltd**Mr Joshua Koh**, CEO, Commune Lifestyle Pte Ltd**Membership Review Task Force****Chairman:****Mr Steven Chew**, Executive Director, Sitra Global Pte Ltd**Members:****Mr Phua Boon Huat**, Director, AlphaLeap Consulting Pte Ltd**Mr Mark Yong**, Executive Director, Ewins Pte Ltd**Mr Kenny Koh**, Group Managing Director, Star Furniture Pte Ltd**Mr Jake Tan**, Executive Director, Admira Pte Ltd**Mr Joshua Koh**, CEO, Commune Lifestyle Pte Ltd**Mr Gan Shee Wen**, Group VP, Sales & Marketing, Koda Ltd**Ms Jamie Lim**, Regional Marketing Director, Hawaii Furnishing Pte Ltd**Mr Marcus Wong**, Director, Danovel Pte Ltd**Ms Emily Sim**, Business Development Leader, NS Trading Pte Ltd**Ms Fion Ng**, General Manager, Grandwork Interior Pte Ltd**Mr Kaden Choa**, Marketing Director, Excel Hardware Pte Ltd**Mr Ernie Koh**, Executive Director, Koda Ltd**Mr Andrew Ng**

#### **Membership Services & Corporate Events Committee**

##### **Advisor:**

**Mr Kaden Choa**, Marketing Director, Excel Hardware Pte Ltd

##### **Chairman:**

**Mr Kelvin Kwek**, Director, Sungei Emas Pte Ltd

##### **Vice Chairman:**

**Mr Melvin Chong**, Business Development Director, Koncept Kreation Pte Ltd

**Mr Jonathan Lim**, Deputy Managing Director, Zenterra Lighting Pte Ltd

#### **40th Anniversary Commemoration Committee**

##### **Advisor:**

**Mr Kaden Choa**, Marketing Director, Excel Hardware Pte Ltd

##### **Chairman:**

**Mr Kelvin Kwek**, Director, Sungei Emas Pte Ltd

##### **Vice Chairman:**

**Mr Melvin Chong**, Business Development Director, Koncept Kreation Pte Ltd

**Mr Jonathan Lim**, Deputy Managing Director, Zenterra Lighting Pte Ltd

##### **Ex-officio Members:**

**Mr Phua Boon Huat**, Director, AlphaLeap Consulting Pte Ltd

**Mr Mark Yong**, Executive Director, Ewins Pte Ltd

**Mr Steven Chew**, Executive Director, Sitra Global Pte Ltd

**Mr Kenny Koh**, Group Managing Director, Star Furniture Pte Ltd

**Mr Jake Tan**, Executive Director, Admira Pte Ltd

**Mr Joshua Koh**, CEO, Commune Lifestyle Pte Ltd

**Mr Gan Shee Wen**, Group VP, Sales & Marketing, Koda Ltd

**Ms Jamie Lim**, Regional Marketing Director, Hawaii Furnishing Pte Ltd

**Mr Marcus Wong**, Director, Danovel Pte Ltd

**Ms Emily Sim**, Business Development Leader, NS Trading Pte Ltd

#### **SFIC Young Leaders Chapter**

##### **Chairman:**

**Mr Jake Tan**, Executive Director, Admira Pte Ltd

##### **Vice Chairman:**

**Ms Celine Ng**, Founder, Fraction Design Studio

**Mr Kaden Choa**, Marketing Director, Excel Hardware Pte Ltd

**Mr Aaron Boo**, Managing Director, Pytha Asia Pte Ltd

**Creativ-Space**

**Chairman:**

**Mr Joshua Koh**, CEO, Commune Lifestyle Pte Ltd

**Vice Chairman:**

**Mr Gan Shee Wen**, Group VP, Sales & Marketing, Koda Ltd

**SFIC Fellowship Programme Review Panel**

**Chairman:**

**Mr Mark Yong**, Executive Director, Ewins Pte Ltd

**Members:**

**Mr Phua Boon Huat**, Director, AlphaLeap Consulting Pte Ltd

**Ms Jamie Lim**, Regional Marketing Director, Hawaii Furnishing Pte Ltd

**Mr Gan Shee Wen**, Group VP, Sales & Marketing, Koda Ltd

**Mr Kelvin Kwek**, Director, Sungei Emas Pte Ltd

## REPRESENTATION IN SFIC SUBSIDIARY COMPANIES

### SFIC Institute Board of Directors

#### Chairman:

**Mr Steven Chew**, Executive Director, Sitra Global Pte Ltd

#### Members:

**Mr Mark Yong**, Executive Director, Ewins Pte Ltd

**Mr Phua Boon Huat**, Director, AlphaLeap Consulting Pte Ltd

**Ms Jamie Lim**, Regional Marketing Director, Hawaii Furnishing Pte Ltd

**Ms Shermaine Ong**, Group Executive Director, SFIC

### SFIC Institute Advisory Panel

#### Chairman:

**Mr Steven Chew**, Executive Director, Sitra Global Pte Ltd

#### Members:

**Mr Mark Yong**, Executive Director, Ewins Pte Ltd

**Mr Phua Boon Huat**, Director, AlphaLeap Consulting Pte Ltd

**Mr Jake Tan**, Executive Director, Admira Pte Ltd

**Ms Jamie Lim**, Regional Marketing Director, Hawaii Furnishing Pte Ltd

**Mr Ernie Koh**, Executive Director, Koda Ltd

**Ms Shermaine Ong**, Group Executive Director, SFIC

**Mr Don Lim**, Director, RH Design & Build Pte Ltd

**Mr Kelvin Kwek**, Director, Sungei Emas Pte Ltd

**Mr Zak Lo**, CEO, First Sight International Pte Ltd

**Mr Andrew Sng**, Managing Director, Decision Processes International Pte Ltd

**Mr Roger Loo**, Executive Director, BDO Consultants Pte Ltd

**Mr Neo Sia Meng**, Executive Director (Strategy), SFIC Institute Pte Ltd

### IFFS Pte Ltd Board of Directors

#### Chairman:

**Mr Ernie Koh**, Executive Director, Koda Ltd

#### Member:

**Mr Bert Choong**



## REPRESENTATION TO OTHER ORGANISATIONS

### ASEAN Furniture Industries Council

#### **Vice Chairman:**

**Mr Jerry Tan**, Managing Director, Jaco Singapore Pte Ltd

#### **Members:**

**Mr Mark Yong**, Executive Director, Ewins Pte Ltd

**Mr Phua Boon Huat**, Director, AlphaLeap Consulting Pte Ltd

**Mr Ernie Koh**, Executive Director, Koda Ltd

**Mr Jake Tan**, Executive Director, Admira Pte Ltd

### Specialists Trade Alliance Singapore (STAS)

#### **Members:**

**Ms Alison Kwok**, Executive Director, Cathay Interiors 1974 Pte Ltd

**Mr Don Lim**, Director, RH Design & Build Pte Ltd

### Workplace Safety & Health Council (WHSC)

#### **Members:**

**Ms Alison Kwok**, Executive Director, Cathay Interiors 1974 Pte Ltd

**Mr Don Lim**, Director, RH Design & Build Pte Ltd

### SBF Council

#### **Member:**

**Mr Ernie Koh**, Executive Director, Koda Ltd

### SCCCI Council

#### **Member:**

**Mr Ernie Koh**, Executive Director, Koda Ltd

### SCCCI Trade Association Committee

#### **Member:**

**Mr Ernie Koh**, Executive Director, Koda Ltd

**REPRESENTATION TO OTHER ORGANISATIONS****ITE Design & Media Academic Advisory Committee****Member:**

**Ms Alison Kwok**, Executive Director, Cathay Interiors 1974 Pte Ltd

**Singapore Interior Design Accreditation Advisory Council****Member:**

**Mr Mark Yong**, Executive Director, Ewins Pte Ltd

**Made with Passion Strategic Council****Member:**

**Mr Mark Yong**, Executive Director, Ewins Pte Ltd

**Enterprise Singapore Technical Committee on Retail Services****Member:**

**Mr Gan Shee Wen**, Group VP, Sales & Marketing, Koda Ltd

**SFIC Trustees****Trustees:**

**Mr Andrew Ng**

**Mr James Koh**, Executive Chairman & CEO, Koda Ltd

**Mr Bert Choong**

**Mr Choo Yong Fee**, President, Cheng Meng Furniture Group (Pte) Ltd

## SFIC

**Ms Shermaine Ong**  
Group Executive Director

**Mr Christopher Soh**  
Assistant Executive Director

## INDUSTRY DEVELOPMENT

**Ms Cheng Wan Ling**  
Senior Executive

**Ms Claire Tan**  
Senior Executive

**Ms Kimberlin Cheng**  
Business Development Executive

## GROUP FINANCE, HR & IT

**Ms Annie Toh**  
Group Finance, HR & IT Director

**Ms Eilis Yong**  
Assistant Manager

## DIGITAL & MARCOM

**Mr Philip Pang**  
Head

**Ms Pearly Tan**  
Executive

## SFIC Institute

**Ms Shermaine Ong**  
Executive Director

**Mr Neo Sia Meng**  
Executive Director (Strategy)

## BUSINESS DEVELOPMENT

**Ms Lee May Ling**  
Head

**Ms Sylvia Lim**  
Executive

## TALENT DEVELOPMENT

**Mr Alvin Tan**  
Head

## LEARNING & DEVELOPMENT

**Ms Novell Tang**  
Head

**Ms Karen Yap**  
Executive

## FINANCE

**Ms Wendy Yee**  
Executive

**Ms Serene Yong**  
Executive

## DIGITAL & MARCOM

**Ms Cheryl Foo**  
Assistant Manager



2021

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**Annual Report**

9 Jurong Town Hall Road #03-01, Trade Association Hub,  
Singapore 609431

[www.singaporefurniture.com](http://www.singaporefurniture.com)  
[sfic@singaporefurniture.com](mailto:sfic@singaporefurniture.com)