

# Doing Business in Singapore

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# Asia Overview

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“To be part of the Asian dynamism, Westerners do not need to become Asians in culture, in values or in habits...but it is necessary for Westerners to understand Asians, to feel at ease with Asians and to make Asians feel at ease with them.”

Lee Kuan Yew  
Former Prime Minister, Singapore

# Map of Asia



# Asia Facts

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- Asia accounts for more than half of global population growth.
- Asians are young (NOT Japan, Singapore, HK)
  - Of the 4.1 billion Asians, 1.8 billion (55%) are under 25, compared with 36% of Americans.
- *Of 1.7 billion young Asians, two thirds are literate.*

# Key Asian Country Facts

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- China
  - World's largest population (1.3 billion)
  - World's 2<sup>nd</sup> largest GDP
- Japan
  - 3<sup>rd</sup> largest economy in the world
  - 20% of the population is 65 or older
- Korea
  - GDP over \$1 trillion – GDP per capita on par with smaller European economies like Italy and France
- India
  - World's 2<sup>nd</sup> most populated country (1.2 billion)
  - Purchasing power GDP of \$4 trillion
- Singapore
  - Highly developed market economy
  - Per capita GDP higher than U.S. and Europe

# Asia Economic Statistics

	<b>GDP (PPP)</b>	<b>Per capita GDP (PPP)</b>	<b>Real GDP Growth Rate</b>
<b>China</b>	\$10.1 trillion	\$7,500	8%
<b>Hong Kong</b>	\$327.2 billion	\$45,900	5%
<b>India</b>	\$4.1 trillion	\$3,400	9%
<b>Indonesia</b>	\$1.0 trillion	\$4,300	7%
<b>Japan</b>	\$4.3 trillion	\$33,900	2%
<b>Korea</b>	\$1.5 trillion	\$30,000	5%
<b>Malaysia</b>	\$416.5 billion	\$14,700	7%
<b>Philippines</b>	\$368.5 billion	\$3,900	6%
<b>Singapore</b>	\$292.8 billion	\$56,700	8%
<b>Taiwan</b>	\$824.7 billion	\$35,600	5%
<b>Thailand</b>	\$589.0 billion	\$9,200	7%
<b>Vietnam</b>	\$277.4 billion	\$3,140	7%

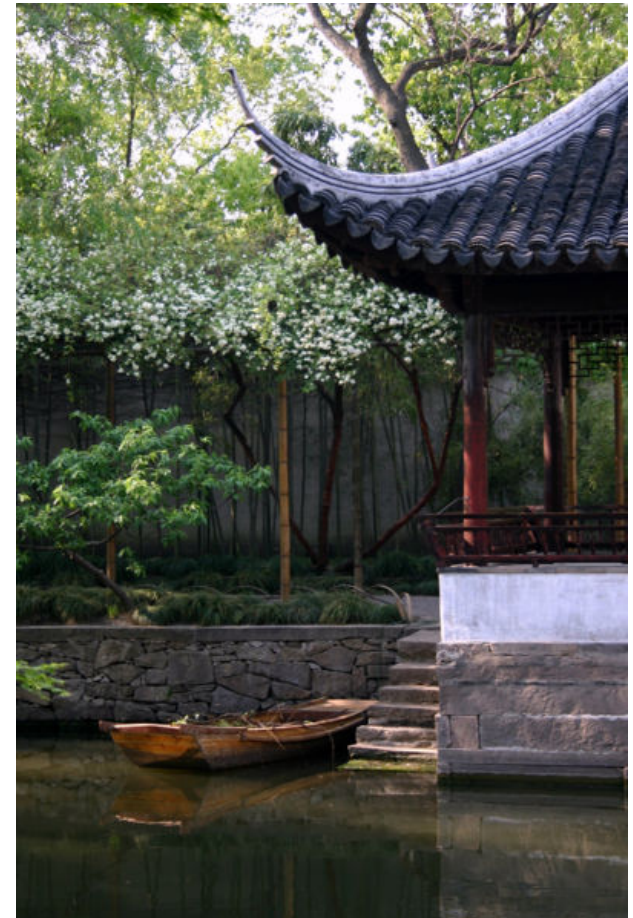
# Asia Demographic Statistics

	<b>Population</b>	<b>Population Growth Rate</b>	<b>Life Expectancy at Birth</b>
<b>China</b>	1,336,718,015	0.493%	74
<b>Hong Kong</b>	7,122,508	0.448%	82
<b>India</b>	1,189,172,906	1.344%	67
<b>Indonesia</b>	245,613,043	1.069%	71
<b>Japan</b>	126,475,664	-0.278%	82
<b>Korea</b>	48,754,657	0.230%	79
<b>Malaysia</b>	28,728,607	1.576%	73
<b>Philippines</b>	101,833,938	1.903%	71
<b>Singapore</b>	4,740,737	0.817%	82
<b>Taiwan</b>	23,071,779	0.193%	78
<b>Thailand</b>	66,720,153	0.566%	73
<b>Vietnam</b>	90,549,390	1.077%	72



# Diversity of Asian Cultures

- Countries and Regions
  - “Asia” is a broad geographical term; cultures differ vastly from India to Indonesia to Korea.
- Historical diversity
  - Asia was most “unified” under the Mongol Empire (13<sup>th</sup> century)
- Languages
- Religion
  - Many native religions and philosophies, including Buddhism, Hinduism, Taoism and Confucianism.
- Generational Differences
  - Globalization has begun to lead a trend away from collectivism and toward individualism in many Asian cultures.



# Asian Ethnic Diversity

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- ❑ Japan and Korea: very homogenous; small minority populations
- ❑ China: 92% Han, Over 50 national minority groups for other 8%
- ❑ **Singapore: 77% Chinese, 14% Malay, 7% Indian, 2% other**
- ❑ Malaysia: 50% Malay, 24% Chinese, 7% Indian
- ❑ Indonesia: 40% Javanese, over 300 ethnic groups for other 60%
- ❑ Thailand: Majority Thai, 14% Chinese
- ❑ Philippines: Very diverse population in terms of language, religion and ancestry
  - Tagalog 28%, Cebuano 13%, Ilocano 9%, Bisaya/Binisaya 8%, Hiligaynon Illonggo 8%
- ❑ Vietnam: over 50 ethnic groups
  - Almost 90% Vietnamese
  - Chinese (Hoa) around 1%
- ❑ India: 3 major groups
  - 72% Indo-Aryan, 25% Dravidian, 3% Mongoloid and other

# Religious Diversity of Asia

- ❑ China: Taoist, Buddhist (officially atheist)
- ❑ Korea: 30% Christian, 23% Buddhist
- ❑ Japan: 85% Shinto and Buddhist
- ❑ Malaysia: Muslim, Hindu, Buddhist
- ❑ **Singapore: 65% Buddhist or Taoist, 15% Muslim, 15% Christian, atheist, other**
- ❑ Indonesia: 89% Muslim, 7% Christian
- ❑ Philippines: 82% Catholic, some Muslims
- ❑ Vietnam: 81% atheist, 10% Buddhist, 7% Catholic
- ❑ Thailand: 95% Buddhist, some Muslims
- ❑ India: 80% Hindu, 13% Muslim

Source: CIA World Factbook



# Common Western Stereotypes of Asians

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- ❑ All Asians are smart
- ❑ All Asians are good at math
- ❑ Asian women are subservient
- ❑ Asians are quiet and submissive



# Latest Asian Megatrends

- “Bamboo Networks”
  - Extensive networks of Chinese people throughout Asia
- Traditional culture being replaced
  - Recent surveys show that many people in Asia are changing their views on marriage and home life.
- Individualism and individual rights
- New family values





# Latest Asian Megatrends

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- Balancing work and home life
  - Asians traditionally tend to be hard-working and work-oriented.
  - Many Asians now seeking quality of life.
- Cultural Waves
  - India
    - India leads the world in number of films produced annually.
  - China
    - Chinese, Taiwanese, and Hong Kong pop stars, movies and TV dramas are extremely popular throughout Asia and among overseas Asians around the world.
  - Korean Wave (known as *halryu*)
    - Korean popular culture (pop music and TV dramas) has spread throughout Asia.
- Local companies going hi-tech – beginning to compete on a global scale
- Consumer-oriented business
- Capitalism

# Positive Asian Perceptions of Americans

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- Systematic
- Data driven
- Free
- Creative
- Humorous
- Speak up
- Task-oriented
- Fair
- Individualistic
- Open-minded
- Follow the rules
- Kind
- Generous
- Confident
- Energetic
- Team players
- Egalitarian
- Independent

# Negative Asian Perceptions of Americans

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- Demanding
- Bullying
- Arrogant
- Aggressive
- No action, talk only
- World police
- Prejudiced
- Self-righteous
- Selfish
- Overly laid-back
- Legalistic
- Argumentative
- Domineering
- Culturally Ignorant
- Know it all
- Selective listening
- Overcharging
- Inflexible
- Insincere
- Overconfident



# U.S. vs. Asian Cultural Tendencies

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## U.S.

- ❑ Role is important
- ❑ Egalitarianism
- ❑ Individualistic
- ❑ Task completion is most important
- ❑ Tackle problems head-on
- ❑ Family oriented/time

## Asia

- ❑ Status is important
- ❑ Authoritarianism
- ❑ Focus on the group
- ❑ Relationship-building is most important
- ❑ Avoid Conflict
- ❑ Family-oriented/Money

# Shortage of great talent/leadership

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- ❑ Not easy to find talented local managers and senior executives in Asia.
- ❑ Many foreign companies complain of a shortage in leadership skills among local hires.
- ❑ Very talented managers and executives who are in high demand are already happily employed by another company at high compensation levels.
- ❑ Some of the most talented local hires are making salary and benefits demands approaching those of expatriate counterparts.
- ❑ Mismatch skills and multinational needs.

# Leadership in Asia

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- ❑ Rote Learning – prevalent in Asia.
- ❑ In Singapore, Korea and Taiwan, many students study past midnight.
- ❑ Answers are to be learned, not discovered.
- ❑ Limited innovation/originality/leadership.
- ❑ Indian universities churn out 2 million graduates per year, but no Bill Gates or Steve Jobs.

# Leadership in Asia

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- In the past, Asian leaders have excelled often times because their companies made Western goods that could be exported. They were task-oriented.
- In the future, as more of Asia develops, Asian leaders will need to create new products and services, and acquire traits like adaptability and an inquisitive nature to strive to do more.

# Singapore Overview

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# Map of Singapore



## Ministry of Manpower

18 Havelock Road #07-01 Singapore 059764

Website: [www.mom.gov.sg](http://www.mom.gov.sg)

# History

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- ❑ Singapore became one of the British Straits of Settlement in 1826 (crown colony through WWII).
- ❑ Occupied by the Japanese for several years during WWII.
- ❑ In 1963, broke off with Malaysia from British Empire.
- ❑ Independence from Malaysia in 1965, wanted equal and merit based society.
- ❑ World's 4<sup>th</sup> leading financial center, port one of the 5 busiest in the world.
- ❑ Hub for S.E. Asia.



# Background

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- Economy
- Population
  - Ethnic Diversity
  - Aging Population



# Economy

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- ❑ One of 4 tigers.
- ❑ Innovative, competitive and business friendly economy.
- ❑ Corruption-free, skilled work force, advanced infrastructure.
- ❑ More than 7,000 multinational corporations have offices there.
- ❑ About 35% of work force is made up of non-Singaporeans (permanent residents).

# Economy

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- Highly developed, successful free-market economy
- Relatively low tax rates
- Combines Singapore government support with innovations
- Regional hub for wealth management (20% of economy)
- Export driven, re-export through port
- Singapore Economic Development Board (EDB) favors high growth industries (like medical)

# Languages

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- ❑ English, Chinese, Malay and Tamil
- ❑ Mostly English and Chinese (English native tongue only for 1/3 of Singaporeans)
- ❑ 20% of Singaporeans are unable to read and write in English
- ❑ Constitution and all laws in English

# Education

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- Education for primary (6 years), secondary (4-5 years) and tertiary levels supported by state
- All public high schools instruct in English
- Major subjects: math, science, English and mother tongue
- National exams standardized across all schools with a test taken to determine future schooling
- Secondary school is divided between Special Express, Normal (academic) and Normal (technical) depending on student's ability level.
- Major universities – Singapore University, Nanyang University

# International Rankings

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- Ranked 4<sup>th</sup> by Economist as world's most livable cities (Economist)
- Most “network ready” country
- #1 worldwide for the ease of doing business (World Bank 2011)
- #3 as most competitive country in the world
- Foreign exchange reserves 8<sup>th</sup> of 156 countries
- Unemployment rate about 1%
- Ranked 7<sup>th</sup> in world for having the most motivated work force
- #1 least corrupt government and great IPR protection

# Healthcare in Singapore

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- Singapore received around 1 million foreign patients in 2012 – including India lady raped.
- The healthcare infrastructure in Singapore currently comprises:
  - Over 2,000 general practice clinics
  - 17 polyclinics providing primary care
  - 16 hospitals and six specialty centers providing secondary and tertiary care
  - Six community hospitals, 36 care-homes, eight hospices and 64 nursing homes offering long term care

# Healthcare

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- Generally efficient healthcare system (2<sup>nd</sup> to Japan in Asia)
- WHO ranks Singapore healthcare system as 6<sup>th</sup> overall in the world
- Lowest infant mortality rate in the world
- Adult obesity is less than 10%
- Government healthcare scheme
  - Medifund (safety net for those not able to afford healthcare)
  - MEDISAVE (Compulsory health savings scheme covering 85% of population)
  - Medishield (a government-funded health insurance scheme)

# Healthcare

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- ❑ Two major government hospitals – Singapore General, Tan Tock Seng
- ❑ Private Hospitals: Raffles, Mount Elisabeth, Mount Alvernia
- ❑ Permanent residents and expatriates do NOT have any subsidized or preferential access to healthcare.
- ❑ Good private healthcare insurance easily purchased.
- ❑ Many MNCs provide healthcare from global plan.
- ❑ General doctors, polyclinics pay at cost (sometimes can walk in).
- ❑ Emergency healthcare dial 995 or go directly to National University, Singapore General; for Children, NUH or KKH hospitals best.



# Singaporean Culture

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# Singaporean people

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- ❑ Chinese, Malays, Indians, Caucasians, Eurasians, others
- ❑ 30% of population foreigners
- ❑ Third most densely populated place in world
- ❑ Singaporeans give up certain personal freedoms that people in Western societies take for granted
- ❑ Restrictions on driving cars, jaywalking, gum: fine city
- ❑ Not really a melting pot where people adopt habits from a variety of cultures

# Singapore's Ethnicities – Chinese (77%)

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- ❑ From Confucianism – Not so much religion but a code of social conduct
- ❑ Obedience, respect elders, family, humility, honor, conformist
- ❑ Conservatism, group consciousness, acceptance of the status quo
- ❑ Gaining face, losing face, guanxi
- ❑ Chinese tend to shake hands very lightly, West strong grip/pumping
- ❑ Handshake can go on for 10 seconds with Singaporeans

# Singapore's Ethnicities - Chinese

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- *Guanxi* = Personal Connections key
  
- *Guanxi* in the Management Context
  - Having *guanxi* with a manager may lead a Chinese employee to ask for personal favors such as helping a friend find an internship or obtaining a personal loan for a relative. Although there are limits, in the Chinese context, this sort of interaction should not be considered bribery or cronyism.
  
- *Guanxi and Retention*
  - Inside connections can strengthen the bond between new employees and the company.

# Singapore's Ethnicities - Chinese

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- Concept of Face
  - The Chinese are particularly sensitive to preserving trust and authority. In business relationships, it is essential to do nothing to openly offend or unnecessarily criticize a Chinese business partner, especially in front of his colleagues. I'm too busy to help you, instead of saying "No."
  
- Face and Management in China – how to avoid internal tension:
  - Don't pit employees against one another.
  - Simultaneous promotions.

# Singapore's Ethnicities - Malay

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- ❑ Malays (14%) very different culture than Chinese
- ❑ Muslims mostly, pray 5 times a day to Allah and observe teachings of Koran
- ❑ Sunni Muslims, not more fundamentalist Shiite who predominate Iran
- ❑ Normally less educated and poorer than Singapore Chinese

# Singapore's Ethnicities - Malay

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- ❑ Some women may have definite societal roles that differentiate them from men.
- ❑ Younger women more cosmopolitan and career-oriented.
- ❑ Forbidden to eat pork, drink alcohol or eat meat not slaughtered correctly.
- ❑ Pointing impolite, do NOT touch the head of Malays – home of soul to sacred to touch.

# Singapore's Ethnicities - Indian

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- About 7% of population but oftentimes play a key role in society; may be “higher” than Malays in some situations.
- Indians in Singapore diverse: 10 native languages, different religions including Muslim, Hindu, Sikh, etc.
- About 50% speak Tamil (an official language in Singapore).
- Hinduism cultural lifestyle – Castes, Karma (sum total of good/bad deeds in previous lifetimes).
- Cows are sacred and not eaten, alcohol and tobacco frowned upon.
- Sikhs wear turbans, beards, never cut hair.



# Holidays

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- ❑ 11 public holidays
- ❑ New Year's Day (January 1)
- ❑ Chinese New Year (January/February); 2 days
- ❑ Hari Raya Puasa (March – April); Muslims celebrate end of Ramadan
- ❑ National Day (August 9) Singapore Independence Day
- ❑ Christmas (December 25)
- ❑ And others

# Central Provident Fund (CPF)

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- Began as a pension plan in 1955
- Expanded into a more general social welfare scheme
  - Retirement
  - Health Care
  - Housing Benefits – Public Housing Scheme (PHS)
  - Education
  - Investment
- Total employer contribution rates for CPF range from **6.5%** to **16%** of salary. Employees must contribute an additional 5% to 20%.
- Exemptions

# Medical Benefits

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- Medisave
  - Savings plan for medical expenses
  - Similar to Flex Spending plans in the U.S., except:
    - Medisave is mandatory
    - Medisave does not have an annual “use it or lose it” policy
  - Can be used to pay for hospitalization, surgery and outpatient services.
- Medishield
  - Optional additional medical insurance that covers long-term or especially severe illness.

# Doing Business in Singapore

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# Business cards: Preparation

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- Business cards are a key business ritual; use both hands, with words facing the receiver.
- Bring ten times as many as you normally would.
- What do you do with business cards?
  - If in a conference room, leave on table during discussion.
  - Use wallet or dedicated card holder, rather than keeping them loose.

# Business cards: Exchange

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- Hold out with both hands, holding the card so the receiver can read it.
- If they hold out their card at the same time, let go of the card with your left hand to accept theirs.
- Take time to carefully read the card.
  - Ask questions if you have any.
- Treat the card with respect: don't bend or tear it, don't write on it. It represents the givers "face."

# Greetings and introductions

## Order of introductions

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- Generally most senior person first, then down the hierarchical ladder. But not always!
- Make sure you know in advance what your order will be – especially if your company has a flattened organizational chart!

# Getting to a meeting

## Making contact

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- Best to make contact through an introducer.
  - Introducer must be compensated in some way
- Do not initiate cold contacts.
- After contact is made, the introducer can play the key role of intermediary.



# Preparation

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- Singaporeans like to have lots of written materials to review in advance.
  - Detailed company and product information.
  - Press clippings / third party endorsements.
  - Samples.
  - Distribute packets to everyone in the meeting (even if they are not key players).
- Do copious research on the company so you can understand their situation and intelligently comment on it.
- If possible, become familiar with the background of the Singaporean managers / officials you will meet.
- When you're done with these issues, you will be ready for a substantial meeting...

# Body language and communication

## Physical don'ts

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- ❑ Don't finger-point, even at objects like charts.
- ❑ Don't slouch, sit very straight.
- ❑ Don't sneeze or blow your nose in front of others: leave the room or at least turn away.
- ❑ Don't make physical contact except for handshake - No pats on the back!
- ❑ Avoid excessive eye contact, as Singaporeans and Asians do it less.



# Hierarchy and Seniority

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- Authority strongly respected.
- Authority comes with age.
- Even a year or two of seniority makes a difference in friendships, families, workplaces.



# Consistency

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- ❑ Make sure all documents are completely in order and consistent with one another.
- ❑ Tiny inconsistencies will put officials on alert.
- ❑ Make sure everything you say is backed up.

# Seeking perfection

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- “Zero defect” policy at many manufacturers.
- Many other modern quality concepts, e.g., continuous improvement (*kaizen*) and just-in-time (*kanban*), are taken from Japan (technically they didn't originate in Japan, but Japanese industry adopted them when America didn't).
- High quality is expected.

# Mediation over lawsuits

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- Asian culture values harmony over public airing of disputes.
- Court system effective but can take time.
- Therefore, Asian companies try to avoid lawsuits in favor of informal resolution.
- Trust important in business relationships.

# Ways Singaporeans say “no”

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- Singaporeans can be indirect.
- Some phrases almost always mean “no”:
  - “That’s difficult.”
  - “We are not certain about this.”
- Some phrases may often mean “no” depending on context:
  - “We’ll need to study the issue further.”
  - “That is very interesting.”
- “Yes” as not always full assent.

# Defusing difficult situations

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- If something embarrassing is said, or you have reached an impasse, consider the following techniques:
  - Asking for a drink.
  - Changing the subject.
  - Breaking for the day.
- If there is a problem that seems intractable:
  - Get help from an intermediary.



# Singaporean Negotiating Tactics

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- ❑ Pad the price.
- ❑ Under Confucian morality, the display of anger is NOT acceptable. However, Singapore negotiators may show calculated anger.
- ❑ Attrition – Singapore negotiators can try and wear you down.
- ❑ If the contract is vague, make sure almost all details are covered before signing.
- ❑ Singaporeans think Westerners are impatient, so be patient.

# Keeping up the Relationship

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- Takes lots of work but only way to be successful in business.
- Since concluding a deal means starting a relationship, Singaporeans expect your company to keep in touch.
  - Letters, holiday cards, etc.
  - If you took photos during the deal making process, you can make and send a photo album as a souvenir.
  - Meetings.
    - Both technical-level and high-level.
- How do you write your emails.

# Building friendships

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- ❑ Building friendships helps cement the relationship.
- ❑ Birthday and anniversary cards or gifts.
- ❑ Chinese New Year's cards.
- ❑ These friendships will later become an excellent conduit for informal communication.

# Singapore Business

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- ❑ Little difference: Business and personal relationship.
- ❑ Do favors for each other; is anyone counting “chits.”
- ❑ Chinese are big gift givers – keep gifts small and inexpensive unless it’s somebody of very high stature and you have known them a long time.
- ❑ If invited to a Singaporean's home, a small gift is courteous, but **NOT** much socializing at people’s house.
- ❑ Last names sometimes first.

# American negotiating tactics to avoid

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- The “hard sell”
  - Be low-key and let the facts speak for themselves.
  - BAD: “We have the top product on the market.”
  - GOOD: “As you can see, our product has sales of \$20 million, whereas its closest competitor has sales of \$10 million.”
  - GOOD: “Our product is the only one on the market with features A, B and C.”
- Reminder of competition
  - BAD: “There are plenty of other companies in Singapore willing to work with us on better terms.”
  - GOOD: “We think a long-term relationship between our two companies would have great benefits for us both, but we need to start out on a mutually acceptable basis.”
- Direct accusation
  - BAD: “We expect better from you.”
  - GOOD: “We have accommodated your requests on previous issues (A, B, C) and expect some flexibility on your part as well.”

# Ways to express disagreement

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- Disagreements should be cushioned and not disparage the other side's position.
  - BAD: "We're interested in X, not Y."
  - GOOD: "What you have said on Y is certainly true, but X is also important from our point of view."
- Complaints or criticisms should be indirect.
  - BAD: "Some shipments are coming in damaged!"
  - GOOD: "We understand that it can be difficult to pack things so that there's no damage."
  - Openly voicing a serious complaint can lead to loss of face and cripple the business relationship.

# Understanding the Chinese

## *Conducting Effective Business*

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- Appropriate Attire
- Americans value straightforward dialogue; Chinese are masters of the oblique.
- Be willing to cut your losses and go home.
- In China, negotiations start once the contract has been signed, NOT like this in Singapore

# Understanding the Singaporeans

## *Boss-Employee Relationships*

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- ❑ Boss-employee relationships go deeper in Singapore.
- ❑ Family: an important value in Singapore
- ❑ The company as “family”
- ❑ Family responsibility in the corporate setting



# Dealing with Government Officials

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- ❑ Singapore has a legal system based on the British Westminster System; Executive, Judicial and Legislative branches
- ❑ Authoritarian regime that keeps a close watch over daily lives
- ❑ Government officials normally the cream of the crop
- ❑ Respect and humility are warranted
- ❑ Zero corruption
- ❑ Their word is normally bankable

# Intellectual property

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## □ Copyright

- The legal framework for copyright in Singapore is found in the Copyright Act (Cap. 63).
- There is no requirement of formal registration – copyright is automatic and, subject to certain requirements, begins at the point of creation.

## □ Trade Marks

- Registered trade marks are protected via the Trade Marks Act.

## □ Patents

- Patent protection is governed by the Patent Act (Cap.221).

# Socializing Eating

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- Singaporeans might not be sure what you'll like to eat.
  - It helps to give hints
- Eat everything put in front of you.
- Slurping noodles is normal.

# Socializing at meals

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- ❑ Chinese Banquets – toasting is mandatory.
- ❑ Seating arrangement usually based on ranks.
- ❑ You do NOT need to use chopsticks.
- ❑ Drinking is within reason.
- ❑ Manners-NOT as many prohibitions as West:  
can put elbows on table, reach across the table  
for food, loud talking.

# HR Recruiting Issues in Singapore

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# HR Overview

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- Well-developed employment laws.
  - Employment Act
  - Employment of Foreign Workers Act
  - Central Provident Fund Act
  - Industrial Relations Act
  - Re-employment Act
- Carefully regulated work visa program for foreigners
- Stable labor relations
  - Over 70 trade unions
    - NTUC (National Trade Union Congress)
  - Cooperation between unions, government and corporate management has generally been strong.
  - Labor strikes are extremely rare

# Labor Contracts

- Basic legislation: Singapore Employment Act, Revised in 2009
  - Previously, Employment Act protections did not apply to people in managerial or executive positions. Now junior managers and executives earning a basic monthly salary of S\$2,500 (\$2,075 USD) are covered by the Employment Act for salary claims.
- Written contracts are not required in Singapore.
- Singapore distinguishes between two types of contracts:
  - Contract for Service
  - Contract of Service
    - Contracts of Service often contain:
      - Date of commencement of employment
      - Job title and description
      - Work hours
      - Probation period
      - Compensation
      - Termination provisions, including notice period
      - Benefits and leave
      - Code of conduct

# Compensation Standards

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- No minimum wage law
  - Most companies follow the guidelines of the National Wages Council (NWC).
  - Bonuses
  - Annual Wage Supplements (AWS)
  - Performance-based bonuses



# Hiring Trends

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- Singaporeans are traditionally hard workers
- Continued demand for HR professionals
- As a result of this executive hiring competition, companies will need to focus on acquisition and retention strategies
- Skills Redevelopment Program
  - National Trade Union Congress (NTUC).
  - CDAC (Chinese Development Assistance Council),  
Mendaki, Sinda

# Recruiting Strategies

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- Newspapers:
  - Language requirements
  - Residency status
  - The Straits Times
  - *Lianhe Zaobao*
  
- Websites
  - [www.st701.com](http://www.st701.com)
  - [www.singaporejobsonline.com](http://www.singaporejobsonline.com)
  - [www.jobcyclone.com](http://www.jobcyclone.com)
  
- Universities
  - National University of Singapore
  - Nanyang Technological University

# Termination without Notice

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- The employee is continuously absent for more than two working days without approval or legitimate excuse and has not informed the employer of the absence.
- The employee has committed misconduct inconsistent with fulfilling the conditions of employment.
  - “Due inquiry” must be conducted
  - Employee may be suspended from work for one week during the inquiry.
- The employee has willfully breached a condition in the employment contract.

# Termination with Notice

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Notice periods required by law:

<b>Time Served by Employee</b>	<b>Required Notice Period</b>
Less than 26 weeks	1 day
26 weeks to less than 2 years	1 week
2 years to less than 5 years	2 weeks
5 years and up	1 month

Severance pay not required under most circumstances.

Retrenchment Benefits.

# Summary of Cultural Issues in Asia

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- ❑ For each Asian country, you must know the local traditions and unique cultural factors.
- ❑ Not all Asian countries share the same Asian attitudes, values and mindset.
- ❑ Try and get to know about these countries' histories, culture, religion, the types of people there, etc.
- ❑ Our government has alienated many governments and people overseas over the last 10 years; don't be an ugly American. Treat Asians like you want to be treated – mutual respect.
- ❑ How do you write your emails to Asians?
- ❑ Phone calls plus visits (face time).

# In Summary...

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“If rule number one in international negotiation is to know the culture of the other side, rule number two is to avoid over-reliance on that knowledge.”



Jeswald Salacuse,  
*Making Global Deals*

# Useful Websites

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- ❑ U.S. Commercial Service Singapore ([www.export.gov](http://www.export.gov))
- ❑ Singapore's Customs ([www.customs.gov.sg](http://www.customs.gov.sg))
- ❑ The World Bank: 'Doing Business in Singapore' ([www.doingbusiness.org](http://www.doingbusiness.org))
- ❑ Deloitte: 'Taxation and Investment: Singapore' ([www.deloitte.com](http://www.deloitte.com))
- ❑ Monetary Authority of Singapore ([www.mas.gov.sg](http://www.mas.gov.sg))
- ❑ Ministry of Foreign Affairs ([www.mfa.gov.sg](http://www.mfa.gov.sg))
- ❑ Singapore Tourism Board ([www.stb.gov.sg](http://www.stb.gov.sg))
- ❑ Statistics Singapore ([www.singstat.gov.sg](http://www.singstat.gov.sg))
- ❑ Singapore International Chamber of Commerce ([www.sicc.com.sg](http://www.sicc.com.sg))
- ❑ Ministry of Trade and Industry Singapore ([www.mti.gov.sg](http://www.mti.gov.sg))
- ❑ Singapore Economic Development Board ([www.edb.gov.sg](http://www.edb.gov.sg))
- ❑ Deloitte International Tax and Business Guide: Singapore ([www.deloitte.com](http://www.deloitte.com))
- ❑ High commission of the Republic of Singapore (VISA requirements) ([www.mfa.gov.sg/wellington](http://www.mfa.gov.sg/wellington))



# Thank you for your consideration!

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