**Management Trends in Singapore**

### Economic Outlook

<table>
<thead>
<tr>
<th></th>
<th>Global Economy</th>
<th>Singapore Economy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2014</td>
</tr>
<tr>
<td>Positive</td>
<td>16%</td>
<td>45%</td>
</tr>
<tr>
<td>Negative</td>
<td>53%</td>
<td>15%</td>
</tr>
<tr>
<td>% Increase</td>
<td>+23%</td>
<td>+3%</td>
</tr>
</tbody>
</table>

### Career Sentiment

<table>
<thead>
<tr>
<th></th>
<th>Career Prospects &amp; Opportunities</th>
<th>Opportunities in the SG Job Market</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2012</td>
</tr>
<tr>
<td>Positive</td>
<td>48%</td>
<td>42%</td>
</tr>
<tr>
<td>Negative</td>
<td>12%</td>
<td>23%</td>
</tr>
<tr>
<td>% Change</td>
<td>+6%</td>
<td>+1%</td>
</tr>
</tbody>
</table>

### Today’s Biggest Business Challenges

#### Increasing Levels of Competition
- 16% Government/NGOs
- 14% Large Local Companies (LLCs)
- 15% SMEs
- 20% MNCs

#### Rising Business Costs
- 16% MNCs
- 19% LLCs
- 20% SMEs

#### Finding New Markets/Customers
- 15% LLCs
- 16% MNCs
- 20% SMEs

#### Expanding the Business
- 12% LLCs
- 13% MNCs
- 13% SMEs

### Key Factors Shaping Management Strategies

**Highest Impact on How Organisations are Managed**

<table>
<thead>
<tr>
<th>Factor</th>
<th>2012</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>The pace of technological change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hyper competition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees demanding greater say</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance of creativity and innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increasing focus on immediate business goals and targets</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **2014**
- **2012**
Manager Challenges in the 21st Century

Key Issues Facing Managers Today

38% Retaining Good Staff
37% Managing Staff
35% Reducing Costs
35% Meeting Expectations of Superiors

MNCs
- Reduce costs: 37%
- Manage staff/personnel: 37%
- Meet expectations of superiors: 34%

LLCs
- Manage staff/personnel: 41%
- Reduce costs: 35%
- Retain good staff/personnel: 35%

SMEs
- Reduce costs: 41%
- Retain good staff/personnel: 40%
- Grow our business: 38%

Government/NGOs
- Retain good staff/personnel: 47%
- Manage staff/personnel: 43%
- Meet expectations of superiors: 34%

Being an Effective Manager Today

Top 5 Critical Qualities

C-Suite
- Flexibility/Versatility: 30%
- Keeping up with technological change: 24%
- Openness to new ideas that may not reflect standard practices: 22%
- Valuing idea contributions and commitment regardless of job title/status: 21%
- Ensuring that employees are given the opportunity for training and skills upgrading: 18%

Senior Managers
- Flexibility/Versatility: 27%
- Keeping up with technological change: 29%
- Openness to new ideas that may not reflect standard practices: 19%
- Valuing idea contributions and commitment regardless of job title/status: 25%
- Ensuring that employees are given the opportunity for training and skills upgrading: 20%

Mid-Level Managers
- Flexibility/Versatility: 32%
- Keeping up with technological change: 26%
- Openness to new ideas that may not reflect standard practices: 24%
- Valuing idea contributions and commitment regardless of job title/status: 18%
- Ensuring that employees are given the opportunity for training and skills upgrading: 20%
Managers’ Tools and Approaches

- Building Company Strengths: 53%
- Business Planning: 46%
- Consumer Understanding & Engagement: 39%
- Digital Marketing & Emerging Tools: 39%
- Business Workflow or Process: 38%
- Building External Partnerships: 38%
- Performance Management: 26%

Effectiveness in Managing Millennials

- Least Effective
  - Leaving the company within two years of starting: 21%
  - Expressing dissatisfaction with the organisation's management style: 24%
  - Demanding pay rises/promotion after a short period of time: 26%
  - Clashing with older employees over working practices: 26%
  - Challenging established ways of doing things in the organisation: 28%
  - Managing older employees: 32%

- Most Effective

Multigenerational Workforce

- Managing Teams Comprised of Different Ages
  - Quite well: 60%
  - Coping well: 25%
  - Not very well/Not well at all: 15%

Multicultural Workforce

- Managing Teams Comprised of Different Ethnicity and Cultural Backgrounds
  - Quite well: 57%
  - Coping well: 26%
  - Not very well/Not well at all: 17%
Learning and Development

Training as a tool

<table>
<thead>
<tr>
<th>Importance Level</th>
<th>SMEs</th>
<th>MNCs</th>
<th>LLCs</th>
<th>Government/ NGOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Important/ Very Important</td>
<td>65%</td>
<td>31%</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>A little important</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not very important/ Not important at all</td>
<td>46%</td>
<td>25%</td>
<td>16%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Priorities for grooming managers into more senior positions

<table>
<thead>
<tr>
<th>Training Area</th>
<th>SMEs</th>
<th>MNCs</th>
<th>LLCs</th>
<th>Government/ NGOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership &amp; Organisational Development Training</td>
<td>46%</td>
<td>25%</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>Business Functions &amp; Skills Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Development Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People Management Training</td>
<td></td>
<td></td>
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</tbody>
</table>

SME Perspectives & Challenges

Key Issues and Challenges Today

- Rising labour costs: 54%
- Rising property/rental costs: 39%
- Attracting local talent: 34%
- Unable to find & retain talent: 30%
- Effective cost management: 74%
- Willingness to innovate: 71%
- Improving productivity: 71%

Key Factors for Growth and Vitality

- Business Continuity Plans
  - Done/Currently Doing: 58%
  - Will Consider Doing: 49%
  - Will Not Do: 18%
- Succession Planning
  - Done/Currently Doing: 58%
  - Will Consider Doing: 22%
  - Will Not Do: 20%
- Leadership Development
  - Done/Currently Doing: 58%
  - Will Consider Doing: 23%
  - Will Not Do: 19%
- Planning an Exit Strategy
  - Done/Currently Doing: 33%
  - Will Consider Doing: 18%
  - Will Not Do: 49%

Adoption and Successful Implementation of Best Practices

- Introducing new software tools to increase productivity: 35%
- Using technological alternatives in place of manpower: 32%
- Digital Marketing: 29%
- Outsourcing teams to cheaper locations overseas: 19%
- E-commerce: 23%

Most Successful

- Initiatives adopted
- Implemented successfully
The Singapore Institute of Management (SIM) Management Monitor was developed with the aim of providing a deeper understanding of prevailing management sentiments and outlook in Singapore. The 2014 study is the third edition following previous editions conducted in 2009 and 2012 comprising three components:

- **Gathering managers’ sentiments and attitudes**
  - Macro-economy and the impact on business
  - Career progression and development

- **Understanding management issues**
  - Existing and emerging challenges
  - Preferred practices and tools

- **Insights on small- and medium-enterprises**

The online survey was conducted from 2 to 20 June 2014. To attain a good representation of managers across Singapore organisations, a total of 1,018 managers (middle-management and above) were surveyed from various industries representing a wide coverage of business sectors.

Please visit [http://m360.sim.edu.sg/research](http://m360.sim.edu.sg/research) for more information.

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