

Company profile 1	
Name	Kwong Cheong Thye
Details of Business	Kwong Cheong Thye (KCT) is a 133-year-old soya sauce and condiments maker serving hotels, restaurants, and consumers in over thirty countries. As a heritage brand built on craft and consistency, meticulous quality control and reliable inventory management is central to its reputation.
Write-up	<p>KCT successfully transformed its operations through digitalisation, demonstrating how heritage food manufacturers can modernise while preserving its craft. Previously, KCT relied heavily on operator judgement and handwritten logs for production planning, which became increasingly challenging as demand grew.</p> <p>Key challenges faced included inaccurate demand forecasting leading raw material shortages or overordering, time-consuming manual invoicing that delayed cashflow, and production inconsistency from handwritten records.</p> <p><u>Accounting, Inventory and Sales Management System</u></p> <p>To address these challenges, KCT implemented an Accounting, Inventory and Sales Management System that consolidates orders, stock, and financial data on one centralised platform. The system enables instant generation of quotations, invoices, and reports with real-time tracking of stock levels and consolidated sales insights for better business decision-making.</p> <p>As a result, KCT successfully doubled its sauces production output from three tonnes to six tonnes while maintaining the same staffing levels, achieved through improved batch planning and more efficient utilisation of machinery. Month-end reporting, which previously required two days of manual work, can now be generated instantly, improving cashflow decision-making. Enhanced sales insights have enabled more efficient stock allocation, contributing to a 20% increase in year-on-year sales in the past four years.</p> <p><u>Manufacturing Execution System</u></p> <p>KCT is implementing a Manufacturing Execution System (MES) to monitor critical fermentation variables such as temperature and humidity, automatically triggering alerts when deviations occur. This system streamlined scheduling processes and supported multi-batch planning, resulting in more consistent production outcomes.</p> <p>The MES will boost operations significantly. Enhanced fermentation monitoring with automated deviation alerts is expected to increase soya sauce yields from 70% to 90%. The continuous monitoring and data insights</p>

	<p>have positioned KCT to future-proof the company and remain competitive as technology and industry standards continue to evolve.</p> <p>KCT is in the midst of upskilling two of their soya sauce production staff to take on the role of Data Control Specialists, where they will be trained to monitor production data using the system to ensure smooth, optimal manufacturing processes.</p>
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Company profile 2

Name	Toh Thye San Farm
Details of Business	<p>Incorporated in 1979, Toh Thye San Farm (TTSF) is a fourth-generation farming business focusing on poultry. TTSF provides antibiotics and hormone free chickens, and is known for producing the GG French Poulet. Brands under TTSF include Mr Farmer and FarmFresh.</p>
Write-up	<p>TTSF has successfully transformed from a traditional poultry business to a comprehensive protein distributor serving restaurants, hotels, and distributors. Previously, TTSF relied heavily on manual processes to manage daily operations, creating significant operational bottlenecks.</p> <p>Key challenges included inaccurate stock and pricing decisions due to manual calculations, overstocking or duplicate orders from relying on staff's intuition or approximation. The company experienced up to 10 daily customer order mistakes, spending more time fixing errors than serving customers. Up to eight hours monthly was spent reconciling payments due to poor financial visibility.</p> <p><u>Accounting, Inventory and Sales Management System</u></p> <p>TTSF adopted an integrated Accounting, Inventory and Sales Management System to automate invoicing, track stock levels in real time, and provide comprehensive financial visibility.</p> <p>The system delivered remarkable operational improvements. Month-end reporting time was reduced from 10 days to four days despite processing 2,000 daily invoices, with faster and more accurate results. Sales doubled while maintaining the same workload for staff. Real-time visibility of outstanding payments improved cashflow with 20% faster time-to-payment while better inventory tracking minimised losses from expiry and overstocking.</p> <p><u>AI-enabled Automated Ordering Management</u></p> <p>To further reduce errors, TTSF implemented an AI-enabled Automated Ordering system that captures customer orders directly from WhatsApp and syncs them into the platform, ensuring seamless data flow, accurate allocation, and faster fulfilment of orders.</p>

	<p>The AI system significantly boosted accuracy and responsiveness. Order accuracy increased by 20%, saving up to eight hours of labour per mistake avoided. This allowed one staff's role to be expanded from managing account payables to account payables and receivables, with plans to further expand the role to oversee company collections in general. Auto-generated summaries enabled faster customer confirmations and communication. This digital transformation positioned TTST to scale confidently while maintaining operational excellence.</p>
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Company profile 3

Name	KH Roberts
Details of Business	<p>Established in 1968, KH Roberts is a leading producer of aromas and tastes in Asia and beyond. Employing original and differentiated approaches, KHR is at the forefront of demand trends and pushes the boundaries of creativity and innovation to help customers successfully deliver consumer products that stand out on shelves around the world.</p>
Write-up	<p>KH Roberts has strategically positioned its Singapore headquarters as a digital testbed and innovation hub, demonstrating how food manufacturers can use digital integration to maintain centralised control over expanding global operations.</p> <p><u>Manufacturing Execution System</u></p> <p>The company first implemented a Manufacturing Execution System (MES) and automation solutions at its Singapore facility to address critical operational challenges in high-value flavour production. Accuracy was important as any production deviation from the formulation could result in product wastage and disposal of costly ingredients.</p> <p>The MES delivered significant productivity gains by streamlining operations, allowing leaner teams with reduced manpower to produce markedly higher output. The system eliminated paper-based processes, introduced tablet-based digital systems, and integrated automated guided vehicles for material handling.</p> <p>Complete traceability was ensured through sequential labelling and scanning that tracks each bottle from raw materials to finished products, enabling quality issues to be traced to the specific bottle and exact production moment.</p> <p><u>Enterprise Resource Planning</u></p> <p>In 2024, KH Roberts embarked on a journey to replace its old Enterprise Resource Planning (ERP) system which consisted of independent, on-</p>

	<p>premises systems that restricted information flow and posed cybersecurity risks.</p> <p>The new integrated ERP system covered financial management, procurement, sales, inventory management, and customer relationship management, enabling group-wide procurement, standardised pricing, and consolidated reporting across all entities. The ERP system will be first implemented in Singapore and Malaysia, before being rolled out to Thailand, Indonesia and China. The integrated ERP system effectively supported the company's export-oriented business model where over 90% of revenue comes from international markets.</p> <p>This digital integration enabled KH Roberts to access real-time data across different manufacturing locations, allowing for timely decision-making from its Singapore headquarters while maintaining operational oversight and control across multiple countries. It also helped to ensure consistency in processes and standards throughout its global network.</p> <p>The company has also established a new Digitalisation Lead role to drive digital innovation and coordinate digital integration across its international operations, demonstrating how digitalisation can create new job opportunities.</p>
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