
2005 SQA Winner's Citation – Embargoed till 4 Oct 2005

A manufacturer of advanced semiconductor wafers, Systems on Silicon Manufacturing Company Pte Ltd (SSMC) was incorporated in December 1998 as a joint venture between Royal Electronics (Philips), Taiwan Semiconductor Manufacturing Corporation (TSMC) and Economic Development Board of Singapore (EDBI). The organization's key technologies range from 0.25-micron to 0.14-micron that support logic, embedded flash memory, mixed signal and RF applications. These technologies cater to a wide range of customers for products in wireless, data communication, computer, consumer and automotive applications. SSMC's annual sales has grown from USD 20 million in 2001 to USD 479 million in 2004, at benchmark profitability performance. This excellent performance allows SSMC to gain market share from 0.3% in 2001 to 2.5% in 2004.

The company's quality mindset and strategic focus has propelled SSMC's pursuit to be the best in class foundry services provider. Its journey began in 2000 with the introduction of business-balanced-scorecard where the senior executives personally cascade and align the company's mission, vision and values to employees. Since then, the pervasive culture of innovation and excellence have been further strengthened, resulting in many achievements – ISO 9001 and ISO 14001 (2001), OHSMS/SMS 18001, ISO/TS16949 and BS 7799 (2002), Singapore People Developer Standard and Singapore Quality Class (2003), Singapore Service Class, Business Continuity Management Certification and Singapore H.E.A.L.T.H Gold Award (2004) and now, the nation's highest recognition for business excellence, the Singapore Quality Award (2005).

SSMC places great emphasis on developing people to the full potential of its diverse workforce of 1,300. In 2004, it invested 6% of its payroll on training compared to the national average of 4%, with each employee receiving 100 hours of training. About 70% of its employees are involved in Transform - a platform where employees participate and contribute in continuous improvement and innovation teams, develop patents and Best Known Methods (BKM), publish technical papers, implement cost reduction and improvement via suggestion and engineering change systems. The results of Transform are impressive. They include process improvement, customer satisfaction and cost savings/avoidance of US\$ 235 million and 21 patents filed in the last three years. Employee-management relationship is promoted through open communication, transparent appraisal and reward/bonus system as well as sponsored education for employees. Through all these HR approaches, SSMC has sustained an employee satisfaction/engagement level better than the Singapore and SEA High Tech Industry Norm.

SSMC has adopted strong process management approaches for its key processes in technology creation, production introduction, business fulfillment and business acquisition so as to support its strategic direction. These approaches include clear mapping of key processes and identification of process performance indicators and targets, close collaboration with parent companies Philips and TSMC in technology and best practices, partnership with key customers and suppliers, and regular process performance review and audits/assessments. The rigor in these practices has produced best in class in business results, particularly in cycle time and production yield performance.

SSMC has introduced multiple listening posts to gather feedback on customer and market requirements which is effectively translated into operational plans and new service offerings that pleasantly surprise its customers. These include Vfab (Virtual Fab), surveys, regular interactions and visits, customer support teams that renders dedicated support as well as account managers that serve key customers in policy formulation and Customer Development Plans (CDP). Systematic Think Customers! training series is provided to customer-facing and support employees to equip them with customer service skills and service touch-points. As a result, customers have rated SSMC as number one in customer satisfaction surveys amongst internal and external wafer fabrication plants. SSMC has also won outstanding supplier awards from its customers over the last 4 years (2002 to 2005).

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For its visible leadership, commitment to people development, excellent process management, strong emphasis on continuous improvement and innovation, customer focused-service and outstanding business results, Systems on Silicon Manufacturing Company Pte Ltd, SSMC is awarded the 2005 Singapore Quality Award for business excellence.

On winning the 2005 Singapore Quality Award, Mr. Fred Rausch, Chief Executive Officer of SSMC, said, "This is a very important milestone for SSMC and we are honored that, as a relatively young company, we have been given this award. For SSMC it is of utmost importance that we keep the momentum going. Standing still is not an option in this industry and we have to reach to even higher levels of performance in order to out run our competitors."