

POSITIONED FOR GROWTH

Fagerdala's focus on human capital development keeps it on the path to continued expansion.



“With a multinational and multicultural workforce, our shared HR handbook and toolkits have become our common language across countries.”

Mr Paul Yeo (left), Group Managing Director and CEO, and Ms Diane Yeo, Director of Corporate and Legal Affairs

Fagerdala is a company on the rise. Since 1998 it has opened an average of one new factory per year, and now operates 13 factories in six countries – Singapore, Malaysia, Thailand, China, the United States and Mexico.

This rapid growth has brought both successes and challenges to the provider of total packaging solutions, which specialises in cushion packaging for equipment highly sensitive to shock and vibration in the IT, biomedical and telecoms industries.

“In the past, our focus was on growing the business. We managed each problem as it surfaced, and policies were decentralised and customised. Now that the company has grown, it’s time to look into important issues like standardisation, business excellence, risk governance and business continuity planning,” says Ms Diane Yeo, Fagerdala’s Director of Corporate and Legal Affairs.

As a company that has always believed in the importance of investing in its workforce, one of Fagerdala’s first initiatives was to change the way it operates by enhancing its human resource (HR) capabilities.

Overhauling HR Processes

To support its efforts to improve HR processes, Fagerdala turned to SPRING Singapore’s **Capability Development Grant (CDG)**. The CDG offers companies funding support to engage external consultants who will assess the company’s current HR processes, draw up plans to

address shortcomings, and assist in the implementation of the changes.

“The CDG provided funding to help us restructure our entire HR framework – from recruitment, selection and induction to professional development, performance management and evaluation, talent management, career progression and compensation,” says Mr Paul Yeo, Group Managing Director and CEO of Fagerdala.

The result is a much more structured and systematic approach to HR that has helped the company to attract and develop new talent to drive the company’s continued growth. Standardising company policies and documentation has been an important part of aligning its 1,200 staff worldwide to the company’s vision and mission.

“With a multinational and multicultural workforce, our shared HR handbook and toolkits have become our common language across countries,” says Mr Yeo.

Grooming future leaders

In addition to overhauling its HR processes, Fagerdala is getting additional support under the CDG to develop an in-house management training programme with the aim of developing the company’s future leaders.

Promising candidates will be put on an accelerated career track, exposing them to a wide range of work environments and challenges, which is part of a more structured and systematic approach



to succession planning, says Mr Yeo, although he is not about to hand over the reins just yet.

“It’s a long-term plan. We hope to groom these young talents to take over key leadership positions in 10 to 15 years’ time.” ■

KEY TAKEAWAYS

- Well-structured HR processes and policies play an important role in rapidly growing companies, helping to ensure they have the right talent for growth and the means to manage them effectively.
- To find out how SPRING’s Capability Development Grant (CDG) can support your human capital development efforts, visit www.spring.gov.sg/cdg.