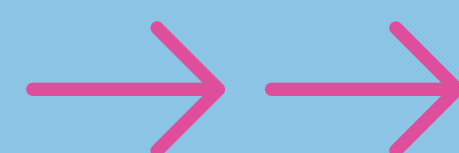
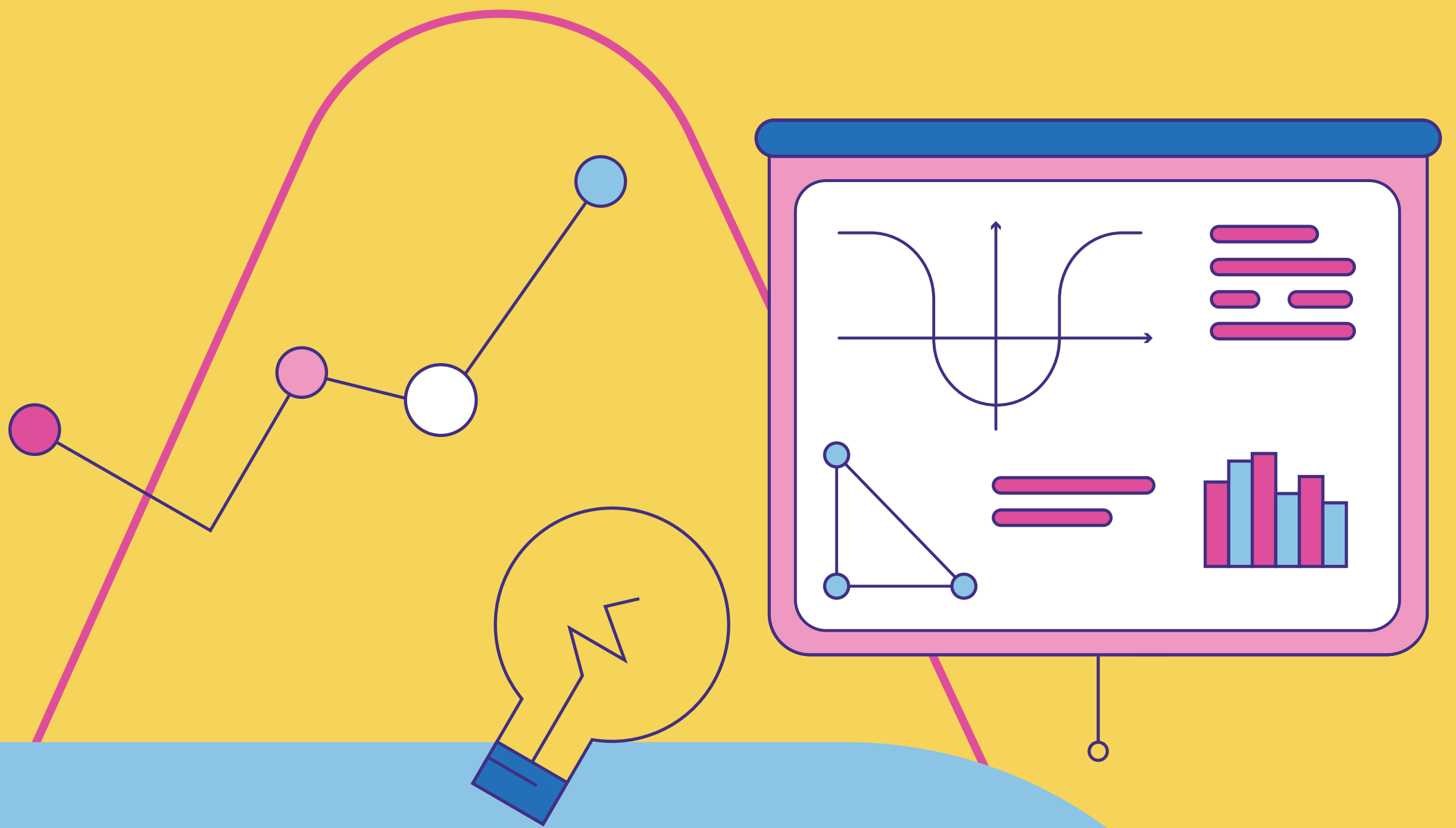


Strong business strategy drives successful SMEs in Singapore.

Singapore's SMEs are training more than ever. Yet many still **struggle to grow, innovate** and **retain talent**.





The training paradox.

Training \neq better outcomes

Skills do not automatically translate into better performance.

When **business strategy is unclear** and **jobs are not redesigned**, new skills often go unused — and their impact fades quickly.

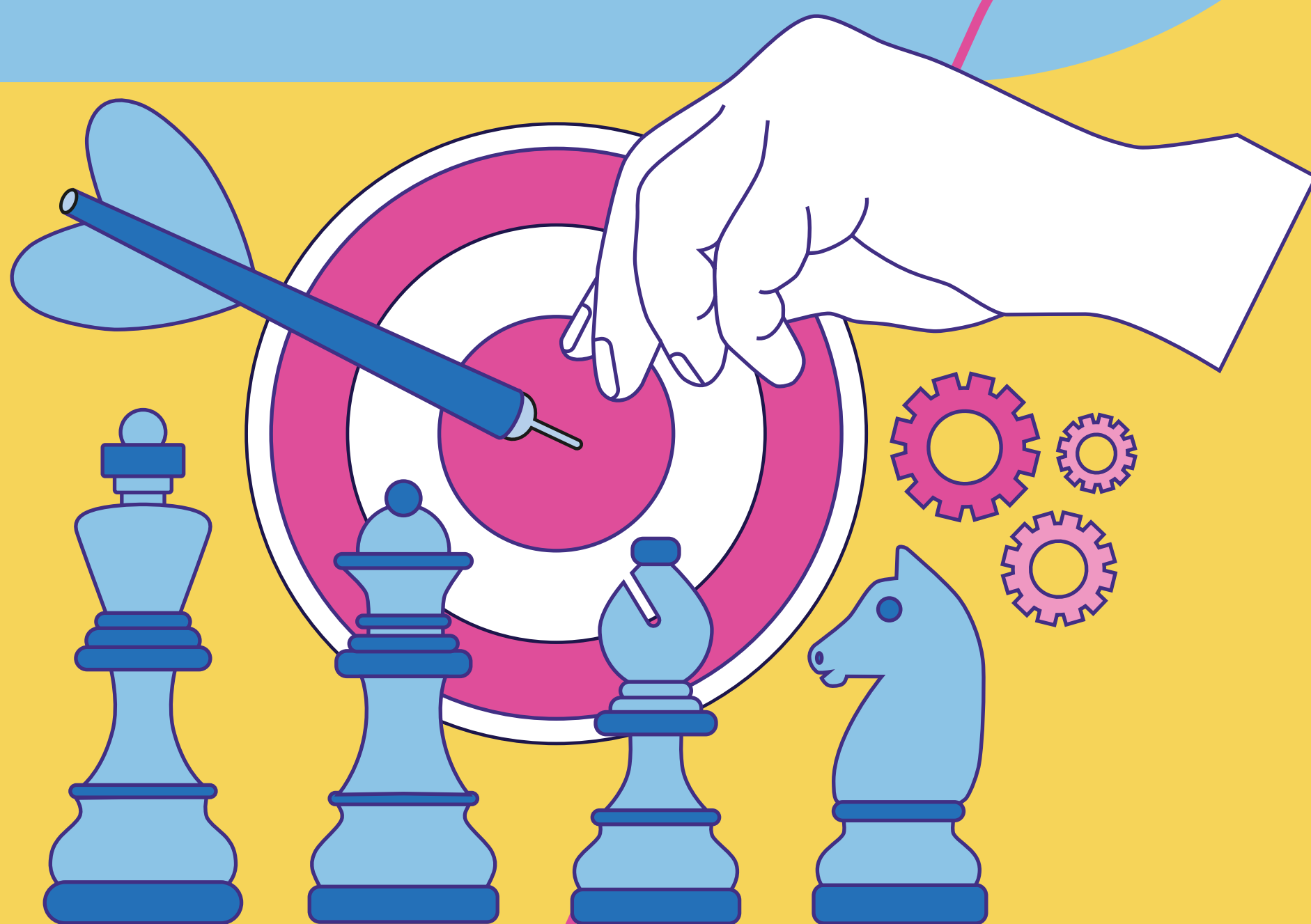
Training becomes an activity that does not build capability.

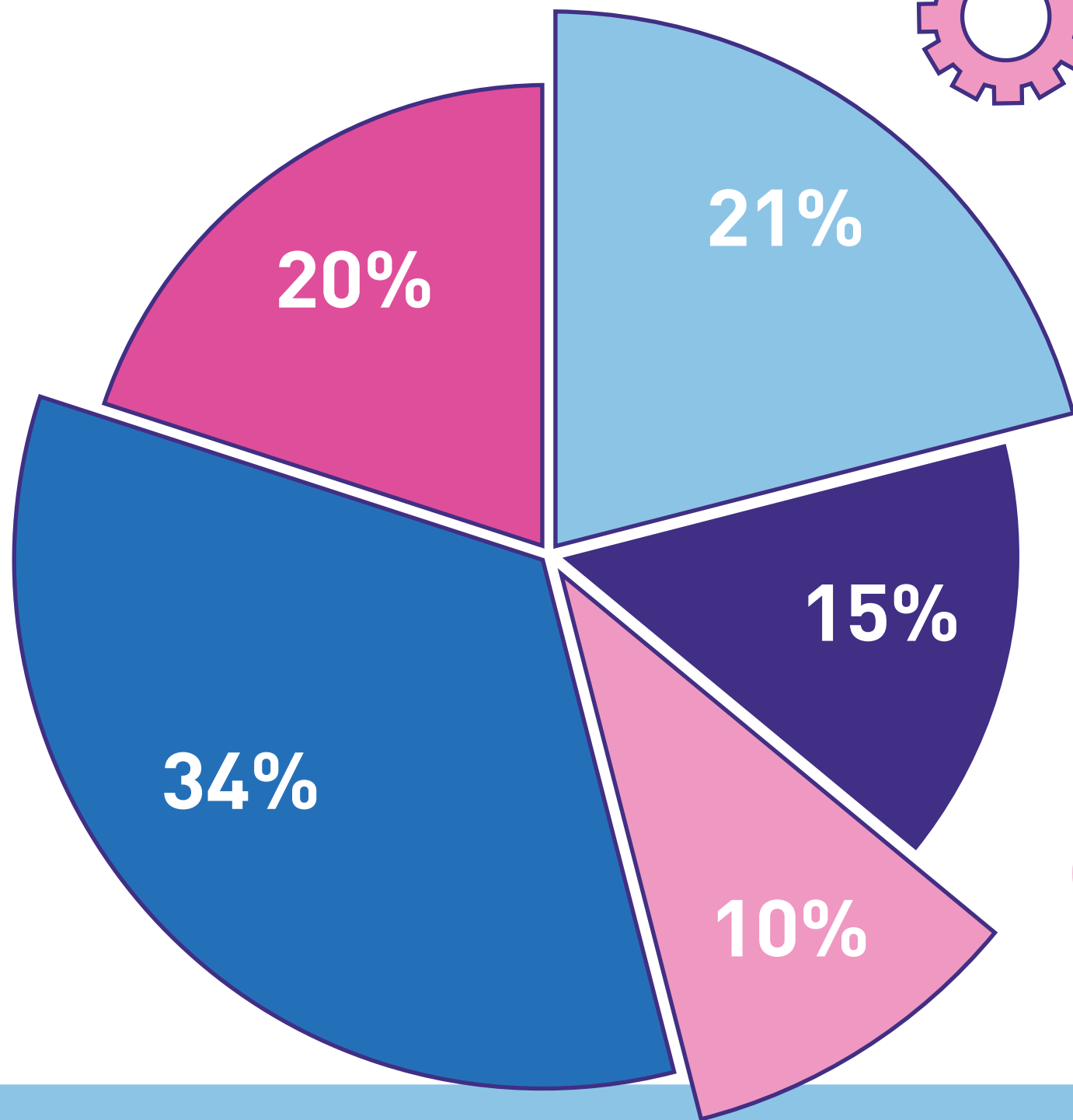
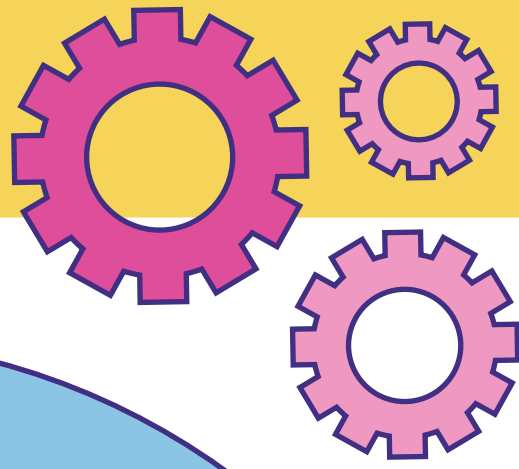


What really makes the difference.

A national study of 2,889 SMEs shows that it is **business strategy** and not employee qualifications that drives job complexity and skills utilisation.

High-performing SMEs design work that demands and rewards skills.





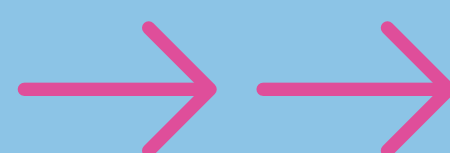
- C1 Value Destroyers**
Weak strategy, low skills utilisation
- C2 Traditionalists**
High training activity, weak business direction
- C3 Technical Plateauers**
Skilled staff, risk-averse strategy
- C4 Value Extractors**
Strong business strategy, weak people practices
- C5 Value Creators**
Strong business and people strategies

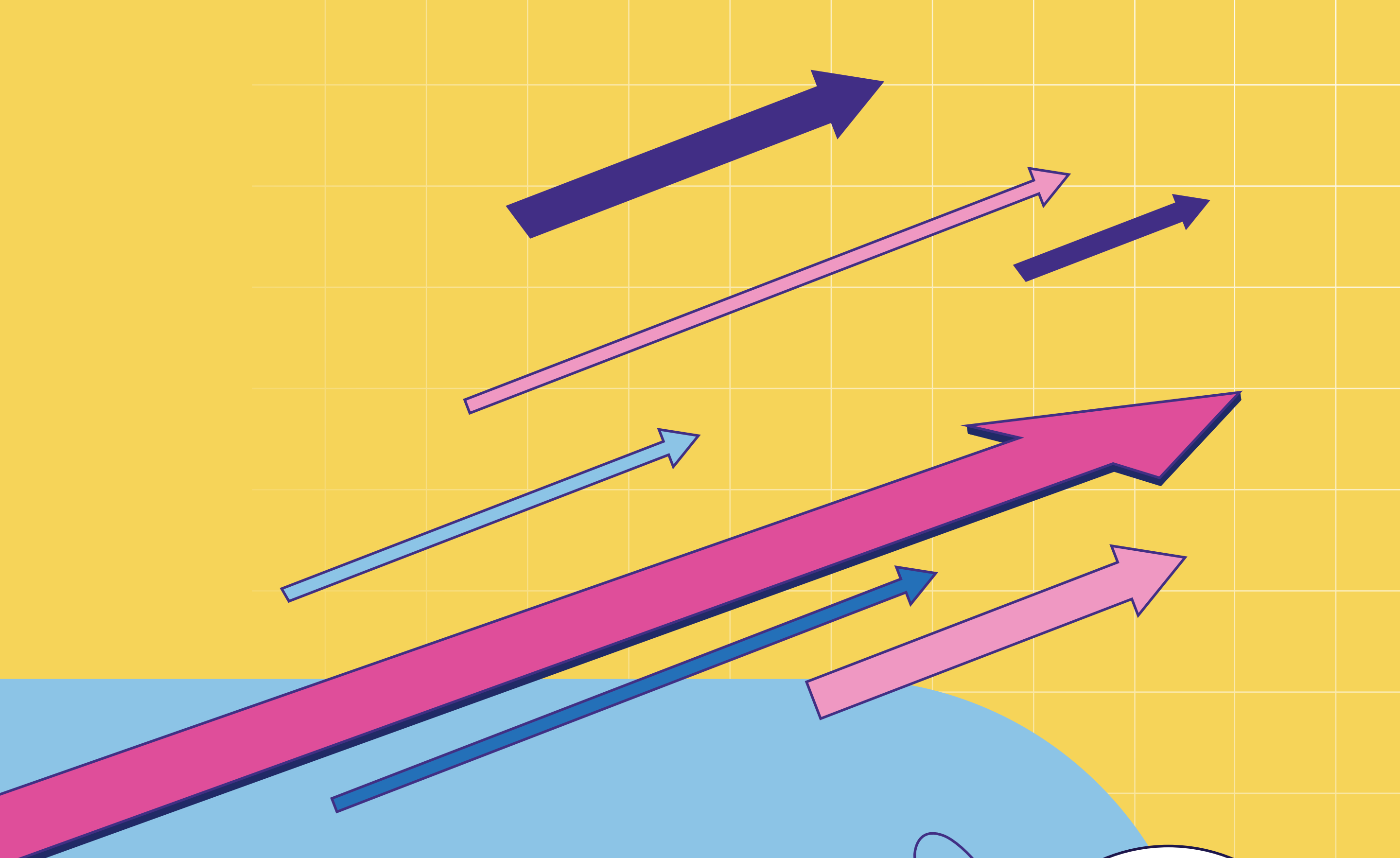
Best outcomes!

Not all SMEs are the same.

SMEs fall into five archetypes.

Performance reflects organisational choices and not sector limits.





What this means for Singapore.

To strengthen SME competitiveness:

Training must align with business strategy

Jobs must be redesigned to use skills effectively

Leadership and workplace learning matter

Strong SMEs are built by **aligning strategy, jobs and skills** and not by training volume alone.