

Refreshed Industry Digital Plan to support over 1,500 food manufacturers in accelerating technology adoption

Businesses can now match digital solutions to specific operational challenges and needs

MR No.: 005/26

Singapore, Monday, 9 February 2026

1. Enterprise Singapore (EnterpriseSG) and the Infocomm Media Development Authority (IMDA) launched the refreshed Food Manufacturing Industry Digital Plan (IDP) today to guide over 1,500 food manufacturers on their digital transformation journey. The announcement was made by Ms Low Yen Ling, Senior Minister of State for the Ministry of Trade and Industry & Ministry of Culture, Community and Youth, at the opening of soya sauce and condiments manufacturer Kwong Cheong Thye's new factory.
2. Since the first Food Manufacturing IDP was launched in 2021, significant progress has been made in transforming Singapore's food manufacturing sector through digital adoption. As of 2025, more than 90% of food manufacturing businesses have adopted at least one sector specific digital solution, up from 75% in 2023. Meanwhile, advances in artificial intelligence (AI) have expanded the range of digital solutions available to food manufacturers, even as businesses face challenges such as rising operational costs, manpower constraints, and productivity pressures.
3. In response to these developments and to make it easier for companies to identify digital tools, EnterpriseSG and IMDA worked closely with industry stakeholders and solution providers to refresh the IDP with new, relevant solutions in a company-centric and user-friendly format. This approach allows businesses to determine suitable digital solutions based on their specific operational challenges and business needs. The refreshed plan organises solutions around three business outcomes through digitalisation:
 - a. **“Digitalising Tedious Processes”** - for businesses seeking to automate routine administrative tasks and focus on easy-to-adopt business solutions.

Solutions include Integrated Enterprise Resource Planning (ERP) systems and e-commerce software.

- b. **“Optimising Manufacturing”** - for businesses looking to gain deeper insights and improve their production processes. Solutions include basic Manufacturing Execution System (MES) and Manufacturing Analytics.
 - c. **“Scaling Up and Expansion”** - for businesses looking to scale up production and expand operations overseas. A newly added solution, the **Logistics Control Tower**, enables businesses to maintain real-time oversight of their global supply chain operations from their Singapore headquarters, reducing the complexity and risks associated with international expansion.

4. To help businesses achieve greater impact from digitalisation, the refreshed Food Manufacturing IDP incorporates **AI and Generative AI solutions** to elevate customer experience, improve operational efficiency, and accelerate business growth. For example:
 - a. **AI-enabled Automated Ordering Management** helps businesses reduce manual workload and improve order accuracy by automatically capturing orders from WhatsApp and syncing them to existing systems. Toh Thye San Farm, a poultry distributor, implemented this solution and achieved 20% higher order accuracy, saving up to eight hours of labour per mistake avoided while freeing staff for higher-value tasks.
 - b. **AI Chatbots** allow businesses to enhance customer satisfaction while reducing operational costs by providing 24/7 automated support for customer service and internal operations. Businesses can handle more enquiries with fewer resources while ensuring consistent, prompt responses to customers.
 - c. **Manufacturing Analytics** enable businesses to boost productivity and reduce downtime through AI-powered insights for production optimisation and predictive maintenance. Kwong Cheong Thye (KCT) implemented a MES to monitor critical fermentation variables such as temperature and humidity. The system helped to streamline scheduling and multi-batch planning, and is expected to increase soya sauce yields from 70% to 90%.

5. The adoption of digital and AI solutions can also create opportunities for workers in the food manufacturing industry. This includes the upskilling and reskilling of workers, allowing them to transition from routine manual tasks to higher-value roles, while also creating new positions. For example, following the implementation of the MES, 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.

6. To help businesses safely digitalise their operations, a Cybersecurity and Data Protection Roadmap has been included in the refreshed plan to provide practical guidance and measures that SMEs can adopt to protect systems and data as they grow digitally.
7. Beyond digital solutions, EnterpriseSG is working with industry partners to build a comprehensive support ecosystem for food manufacturers to help them address operational challenges, raise productivity, and scale sustainably. For example:
 - a. Food manufacturers can access **personalised advisory services on digitalisation at the SME Centre@SMF (Singapore Manufacturing Federation)**. Business advisors equipped with food manufacturing industry knowledge can help to assess businesses' digital readiness and provide guidance on suitable solutions tailored for food manufacturers.
 - b. Businesses will also be able to tap on a **talent development programme that will be launched in the second half of this year**. This programme will connect computing and IT students from Institutes of Higher Learning with food manufacturers through internships. These young talents will provide technical expertise to support food manufacturers with digital solution adoption and integration, allowing businesses to nurture a pipeline of skilled talent while addressing digital challenges.
8. Food manufacturers can visit <https://go.gov.sg/foodmanufacturing-idp> for more information on the refreshed Food Manufacturing IDP.

Annex A: Food Manufacturing Sector Overview and Quotes for Media Reporting

Annex B: Company Profiles

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About Enterprise Singapore

Enterprise Singapore is the government agency championing enterprise development.

We partner committed companies to build capabilities, innovate and go global. We drive growth – empowering local businesses and shaping industries, anchoring Singapore as a trade and startup hub, and establishing trust in our products through quality and standards.

We're here, for wherever you're growing. Visit www.enterprisesg.gov.sg for more information.

About Infocomm Media Development Authority

The Infocomm Media Development Authority (IMDA) leads Singapore's digital transformation by developing a vibrant digital economy and an inclusive digital society. As Architects of Singapore's Digital Future, we foster growth in Infocomm Technology and Media sectors in concert with progressive regulations, harnessing frontier technologies, and developing local talent and digital infrastructure ecosystems to establish Singapore as a digital metropolis.

For more news and information, visit www.imda.gov.sg or follow IMDA on LinkedIn (IMDAsg), Facebook (IMDAsg) and Instagram (@imdasg).

Food Manufacturing Sector Overview

- As of 2023, Singapore food manufacturing sector consists of over 1,500 food manufacturing companies employing over 60,000 workers.
- In 2023, sector sales reached S\$11.2 billion, with 65% exported to international markets including Australia, Japan, Philippines, Thailand, and the United States.

Quotes for Media Reporting

Ms Sharon Tay, Director of Food Manufacturing and Agritech, EnterpriseSG

“The refreshed Food Manufacturing IDP reflects our commitment to helping local food manufacturers stay ahead of the curve in an increasingly competitive and technology-driven landscape. Beyond digital solutions, we are also building comprehensive support ecosystem with industry partners to help businesses successfully implement these technologies and develop the necessary capabilities. This approach ensures the IDP provides practical solutions for businesses to enhance their operations and grow.”

Mr Isaac Tow, Director, SMEs Go Digital, IMDA

“The refreshed Food Manufacturing IDP is designed as a field guide to help SMEs in the sector tackle their business and operational challenges with ease. By adopting a problem-centric approach, the IDP simplifies the process of identifying digital solutions that directly address the unique challenges SMEs face. This streamlined approach ensures that companies can quickly and effectively adopt the right technologies, empowering them to enhance their operations and thrive in a competitive market.”

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 have positioned KCT to future-proof the company and remain competitive as technology and industry standards continue to evolve.</p>

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Company profile 2

Name	Toh Thye San Farm
Details of Business	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.
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</p>

	<p>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 TTFS 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-premises systems that restricted information flow and posed cybersecurity risks.</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.

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.

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.