<div align="center">**"FOOD FOR ELDERS" PROGRAMME**</div>

For Company – CDG Factsheet for "Food for Elders" Programme

Last updated: 22 Jun 2018

1. Background

The pool of elderly consumers is increasing in the Asia-Pacific region. In Singapore, the number of Singaporeans aged above 65 will increase from 500,000 (one in seven) in 2017 to 900,000 (one in four) in 2030. As the elderly have unique needs and preferences that differ from mainstream consumers, there is a need and market opportunity for food products to address elderly needs. Some areas that food products may be modified include nutrition, texture, taste, as well as packaging and ease of preparation.

"Food for Elders" is an initiative under FoodInnovate[1] to assist food companies in developing food products designed for elderly consumers in Singapore. Under the initiative, participating hospitals, nursing homes and day care centres ("Lead Entity") will provide problem statements relating to food for the elderly, and work with food companies to develop and validate food products that can meet these problem statements, with a view to possible procurement at the end of product development. Food companies will also work with organisations with food science expertise ("Innovation Partners") in the product development process.

The food products developed should have features that address unique needs and preferences of local elderly consumers, and should thus be more suitable for elderly consumption as compared to food for mainstream consumers. Companies can apply to Enterprise Singapore for grant support to develop these products under the Capability Development Grant (CDG).

2. Programme Outline

Programme / Event	Date
1) Company Briefing Companies will be briefed on the "Food for Elders" initiative and problem statements collated from Lead Entities. Information about the programme will also be available on the "Food for Elders" website. The event will also share about market opportunities and resources available, and include a networking session for industry to be introduced to innovation partners and lead demand entities.	**22 Jun (Fri)**
2) Product Conceptualisation Companies to conceptualise product and provide brief write-up on proposed product to be developed. (See Annex 2 for template.) Proposals will be routed to Lead Entities for matching and selection. Deadline for project proposal submission on "Food for Elders" website: 13 Jul (Fri).	**Jun to 13 Jul (Fri)**

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[1] FoodInnovate is a multi-agency initiative to equip Singapore-based companies with knowledge and resources to pursue food innovations.

3) Discussion with Partners and CDG application submission Companies with shortlisted proposals to link-up with Innovation Partners and Lead Entities to refine product concept and discuss the product development process. Companies requiring financial assistance can tap on the Capability Development Grant (CDG). Deadline for submitting CDG application with project proposal (see Annex 3), Letter of Interest (LOI) from Lead Entities (see Annex 4), and supporting documents on Business Grant Portal: 24 Aug (Fri) Note: The project and qualification of cost items will be subject to Enterprise Singapore's evaluation at the point of grant application. Companies are encouraged to discuss the project scope and supportability with ESG prior to submitting the application.	**Jul to 24 Aug (Fri)**
4) Product development and validation with innovation partner and Lead Entity Companies to embark on product development with innovation partner and Lead Entity. Companies should also arrange for validation of products with Lead Entity.	**Sep 2018 - 3Q 2019** *Devt timeline may vary depending on the project.*
5) Product exhibition Companies will be required to exhibit developed products at stipulated event(s). The event(s) will be confirmed at a later date.	**[TBC] 3Q/4Q 2019**

Under the "Food for Elders programme, companies can work with *Lead Entities* and *Innovation Partners* to co-develop and validate products to address elderly food needs. If financial assistance is required, companies can apply for grant support under the CDG.

Please refer to the "Food for Elders" website (https://foodinnovate.ipi-singapore.org/innovation-call/food-for-elders) for details and updates of the programme. For any queries, please email to Enterprise Singapore at food_division@enterprisesg.gov.sg.

3. Guidelines on grant support under "Food for Elders" initiative

A.   Qualifying companies

- Food manufacturing and services companies, and companies moving into food products
- *[For CDG]* Eligible companies must have at least 30% local shareholding[2]

B.   Qualifying products

The project must involve New Product Development (NPD), with companies developing new food products that can address the problem statements listed by the Lead Entities[3]. As a guide, the products developed should have unique features (not found in mainstream food) to meet the needs and preferences of elderly consumers.

The qualifying product categories[4] include:

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[2] Non-local companies can approach EDB and ESG for discussion on possible funding support.
[3] If you have a proposed product concept that does not fall within any of the problem statements, please contact Enterprise Singapore for discussion.
[4] Enterprise Singapore will consider other product categories on a case-by-case basis. Some examples include: (i) condiments used to supplement a meal occasion, e.g. sauces, oils; (ii) processed food

- Ready meals
- Desserts
- Snacks
- Beverages

Non-supportable products include:

- Supplements that do not constitute a meal occasion
- Food ingredients or plants with purported but unproven health benefits

C.   Criteria

- The project must involve New Product Development (NPD) to develop new food products that can address the problem statements listed by the Lead Entities[5]. As a guide, the products developed should have unique features (not found in mainstream food) to meet the needs and preferences of elderly consumers.
- NPD must be conducted in Singapore.
- Company must possess expertise in-house or engage an innovation partner to execute NPD.
- Company must secure interest in the form of a Letter of Interest (LOI) from a Lead Entity for the proposed product. (See Annex 4.)
- Company must exhibit developed products at stipulated event(s). The event(s) will be confirmed at a later date.

D.   Qualifying costs

- Manpower
- Consultancy cost for product development. This includes formulation to achieve desired nutrition (including cost of nutritional analysis), texture and taste; and shelf life extension
- Consultancy cost for product packaging / packaging innovation to improve functional properties
- Equipment (only specialised equipment required to produce elderly-friendly feature in product prototyping and validation phase)
- Testing and certification
- Manufacturing costs (e.g. consumables) incurred in product prototyping and validation phase
- Intellectual Property (IP) licensing / acquisition costs
- Others, e.g. training

Please note that the project and qualification of cost items will be subject to Enterprise Singapore's evaluation at the point of grant application.

E.   Grant mechanics

The CDG can support up to 70% of qualifying cost for eligible SMEs. Grant funding is disbursed to companies on a reimbursement basis. Companies need to meet the following deliverables for full grant disbursement:

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ingredients used in preparation of meals for the elderly, e.g. staples, processed food; and (iii) food packaging.

[5] Proposals that do not address the listed problem statement but obtained LOI from Lead Entities will be assessed on a case-by-case basis.

     (i)   Complete supported cost items
     (ii)   Successfully develop the product

Companies can request for cash advancement of up to 20% of the total approved grant amount after project commencement. If necessary, companies can request for additional cash advancement after developing the product prototype. The total cash advancement provided shall be capped at 50% of the total approved grant amount.

Terms and conditions for Capability Development Grant (CDG) will apply.

F.   <u>Rights of Awarding</u>

Enterprise Singapore reserves the right to select proposals to be supported under CDG, and determine the grant amount awarded. For the avoidance of doubt, Enterprise Singapore also reserves the right not to award funding to any proposal.

4. Annexes

- Annex 1: Frequently Asked Questions (FAQ)
- Annex 2: Product Concept Proposal template (for submission by 13 Jul 2018)
- Annex 3: Template for Project Proposal for CDG Application (for submission by 24 Aug 2018)
- Annex 4: Letter of Interest (to be completed by *Lead Entity*)
- Annex 5: List of *Lead Entities* and *Innovation Partners*
- Annex 6: Tips for discussion with *Lead Entities* and *Innovation Partners*

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ANNEX 1: FREQUENTLY ASKED QUESTIONS

1. <u>What are the deliverables?</u>

Companies are expected to meet the following deliverables:

 (i) Complete supported cost items
 (ii) Successfully develop the product

Companies will need to submit a final project report at the close of the project. Companies will also be required to exhibit developed products at stipulated event(s). The event(s) will be confirmed at a later date.

2. <u>What are the supportable products?</u>

The qualifying product categories include:

- Ready meals
- Desserts
- Snacks
- Beverages

Enterprise Singapore will consider other product categories on a case-by-case basis. Some examples include:

 (i) condiments used to supplement a meal occasion, e.g. sauces, oils
 (ii) processed food ingredients used in preparation of meals for the elderly, e.g. staples, processed food
 (iii) food packaging

3. <u>What are the non-supportable products?</u>

Non-supportable products include:

- Supplements that do not constitute a meal occasion
- Food ingredients or plants with purported but unproven health benefits

4. <u>What is the assistance available under the "Food for Elders" programme?</u>

Companies can work with *Lead Entities* and *Innovation Partners* to co-develop and validate products to address elderly food needs.

If companies require financial assistance, companies can apply for Enterprise Singapore grant support. The items that can qualify for Enterprise Singapore grant support are:

- Manpower
- Consultancy cost for product development. This includes formulation to achieve desired nutrition (including cost of nutritional analysis), texture and taste; and shelf life extension
- Consultancy cost for product packaging / packaging innovation to improve functional properties

- Equipment (only specialised equipment required to produce elderly-friendly feature in product prototyping and validation phase)
- Testing and certification
- Manufacturing costs (e.g. consumables) incurred in product prototyping and validation phase
- Intellectual Property (IP) licensing / acquisition costs
- Others, e.g. training

Please note that the project and qualification of cost items will be subject to Enterprise Singapore's evaluation at the point of grant application.

5. <u>My company is a non-SME. Will my company be eligible for grant support?</u>

As per CDG guidelines, eligible companies must have at least 30% local (Singaporean or Singapore Permanent Resident) shareholding. The SME criteria comprise the following:

- Company group annual sales turnover of not more than S$100 mil; OR Company group employment size of not more than 200 workers

The CDG can support <u>up to</u> 30% of qualifying costs for eligible non-SMEs.

Non-local companies can approach EDB and ESG for discussion on possible funding.

6. <u>I am not eligible for/do not intend to obtain grant support. Can I still participate in the programme?</u>

Yes. Without grant support, companies can still engage and work with *lead entities* and *innovation partners* for product development and product validation as part of the programme.

7. <u>How to apply</u>

Interested participants can attend the industry briefing and workshop on <u>22 Jun 2018 (Fri)</u>. Information about the programme will also be available on the "Food for Elders" website (https://foodinnovate.ipi-singapore.org/innovation-call/food-for-elders).

Companies that would like to take part will need to:

- Submit brief write-up on proposed product concept on the "Food for Elders" website by <u>13 Jul, Fri</u>
- Submit CDG application with project proposal, LOF from Lead Entities (see <u>Annex 4</u>) and other supporting documents on the Business Grant Portal (https://www.businessgrants.gov.sg/) by <u>24 Aug, Fri</u>

8. <u>What do I need to prepare for my product concept write-up?</u>

Companies are required to fill in a brief write-up on the proposed product concept. The write-up (inclusive of company background) should not exceed one page. See template for Product Concept Proposal in <u>Annex 2</u> below.

Companies may submit more than one proposal if it wishes to develop more than one product.

9. <u>What do I need to prepare for my CDG application?</u>

You will need to prepare the following before your application:

Letter of Interest (LOI)
- Scanned copy of signed LOI, indicating interest in your product from minimally one of the *lead entities*

Company information
- Past 3 years of audited financial statements for your company
- [If applicable] ACRA statement for parent company (retrieved not more than 6 months from application date) showing shareholding details

Project information
- Project proposal (see project proposal template for CDG application in <u>Annex 3</u> below)
- Quotations for cost items which you will be incurring for the project

Please also note that:

- Companies should not commence the project before the date of application. Project commence is defined as:
  - Acceptance of quotation or entering into legally-binding contract with supplier(s)/service provider(s); or
  - Payment made to supplier/ service provider for product(s) and/or service(s) involved in the project; or
  - Execution of project scope and related works.

- You will need to set up a CorpPass account to submit a CDG application on the Business Grant Portal. If your company has not set up a CorpPass account, you may do so at <u>CorpPass Portal</u>. Please ensure that you have been assigned the appropriate user access rights when submitting the CDG application on the Business Grant Portal.

10. <u>Why is there a need for a Letter of Interest (LOI)?</u>

The LOI indicates the Lead Entity's interest in your product, and willingness to work with your company to develop and/or validate the product. The LOI should be signed by the *Lead Entity* that you are working with after you have confirmed their interest in your product. The signed LOI should be submitted as part of the supporting document for your CDG application.

For avoidance of doubt, the LOI is **not a legal document and does not represent an agreement with you or Enterprise Singapore.** The LOI also does not constitute a guarantee of procurement from your company after the product is successfully developed.

11. <u>Am I able to work with a *lead entity* or *innovation partner* who is not on the list provided?</u>

Yes, we only need to ensure that companies have obtained the necessary expertise to conduct New Product Development. If you would like to engage a *lead entity* or *innovation partner* not currently stated, please contact Enterprise Singapore for discussion.

12. <u>Am I able to develop the product without an *innovation partner* if I have strong in-house expertise?</u>

We strongly recommend for companies to engage an *innovation partner* to ensure that companies have sufficient expertise to conduct New Product Development successfully. However, if you have significant in-house expertise and would not benefit from engaging an *innovation partner*, please contact Enterprise Singapore for discussion.

13. <u>My proposed product concept does not fall within any of the problem statements. Am I still eligible to take part in the initiative?</u>

We strongly recommend for companies to develop products that will address the problem statements listed, as there is greater assurance of demand for these products from *lead entities*. However, we note that there could be ideas that do not fall within the purview of the problem statements, such as food thickeners. If you have a proposed product concept that does not fall within any of the problem statements, please contact Enterprise Singapore for discussion.

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ANNEX 2

PRODUCT CONCEPT PROPOSAL

Please provide a brief write-up on the product to be developed. This will be sent to *Lead Entities* for assessment. The completed concept proposal form should be submitted on the "Food for Elders" website (https://foodinnovate.ipi-singapore.org/innovation-call/food-for-elders) by 13 Jul (Fri).

Organisation:	
Contact Person:	
Designation:	
Email:	
Contact Number:	

Company Background
Indicate your company's main business activities, products/services produced, and key capabilities.

Description of Product Concept
Indicate the problem statement that you intend to address and the product to be developed. Description of the product should include: (i) type of food product, (ii) method of consumption/use, (iii) features that will address the problem statement, (iv) other elderly-friendly features, and (iv) projected product price.

Preferences for Collaboration and Information Sharing (if any)
Indicate any preferences for collaboration with Lead Entities and Innovation Partners, and any restrictions on how the information here will be shared.

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ANNEX 3

PROJECT PROPOSAL TEMPLATE FOR CAPABILITY DEVELOPMENT GRANT (CDG) APPLICATION

> Companies are required to provide a project proposal as part of CDG application. The project proposal should be provided in Word or PDF format.
>
> This template provides a guide for the project proposal. Companies are free to vary the layout or formatting of the project proposal, as well as to include additional sections or information where necessary.

1. Project Title

Provide a specific project title. E.g. "*Development of Modified Texture Elderly Ready-Meals with Local Flavours*" or "*Elderly-Friendly Desserts with Fortified Nutrients – 5 SKUs*".

2. Company Background

Give a brief description of the company:

- Background/ Profile of company: Year founded, employment size, organisational chart
- Nature of business, Products/services produced, Key customers
- Key markets & overseas businesses (proportion of sales turnover)
- Sales turnover and profitability
- Future development and growth plans

3. Project Description

Provide details of the product that you aim to develop:

- Indicate the type and number of products to be developed
- Indicate the problem statements that the product will address
- Provide details of the product, in particular elderly-friendly features that the product will have, and how the product will address the problem statement

Provide details of how you intend to develop product:

- Provide key project phases and timeline for your project (including plans for product validation with Lead Entity)
- Provide details of technical capabilities/expertise and equipment required to develop and manufacture the product and its key features
- Describe capabilities that you have in the product category, as well as New Product Development / Food Science expertise
    - If you are engaging any Innovation Partner(s), provide details on their capabilities and scope of involvement in the project
- Indicate Project Lead and members of the project team, as well as roles and duration of involvement for each member
- Indicate cost items that your company will incur for the project, which includes:
    - Consultancy for product development
    - Consultancy for product packaging / packaging innovation
    - Equipment (only specialised equipment required to produce elderly-friendly feature in product prototyping and validation phase)
    - Testing and certification

- Manufacturing costs (e.g. consumables) incurred in product prototyping and validation phase
- Intellectual Property (IP) licensing / acquisition costs
- Others, e.g. training

Describe the business/commercialisation model for your product:

- Describe your key customers (short-term and long-term)
- Indicate your targeted price range
- Provide Letter of Interest (LOI) secured from Lead Entity

4. Projected Business Impact

Describe product benefits and how product will fit with your business plan

- Provide details on how the project will benefit your company in terms of:
  - capabilities developed
  - projected returns arising from the project in terms of: (a) sales, (b) profit, (c) remuneration, and (d) new jobs (if any)
- Describe any long-term plans for elderly-friendly products in your company's growth

ANNEX 4

LETTER OF INTEREST

To be completed by Lead Entity

To: Officer-in-charge, Enterprise Singapore

This letter indicates my interest in the product proposed by _____ (the Company), and my willingness to work with the Company to develop and/or validate its proposed product under the "Food for Elders" programme.

This letter fulfils one of the criteria for companies applying for the Capability Development Grant (CDG) under the "Food for Elders" programme. The letter will be submitted by the Company as part of supporting documents for its CDG application.

For avoidance of doubt, this letter is <u>not</u> a legal document and does <u>not</u> represent an agreement with the Company or Enterprise Singapore. This letter also does <u>not</u> constitute a guarantee of procurement from the Company after successful product development.

Signed:

_____

Name:

Designation:

Organisation:

ANNEX 5: LIST OF LEAD ENTITIES AND INNOVATION PARTNERS

Enterprise Singapore "Food for Elders" contact:

- food_division@enterprisesg.gov.sg

Lead Entities		
No.	**Organisation**	**Contact Point**
1	Changi General Hospital, Office of Innovation	Shelin Chee, Executive Shelin_Chee@cgh.com.sg 6426 7335
2	Khoo Teck Puat Hospital, Nutrition & Dietetics	Chow Pek Yee, Principal Dietitian chow.pek.yee@ktph.com.sg 6602 2420
3	Tan Tock Seng Hospital, Clinical Research & Innovation Office	Hannah Chong, Senior Executive Hannah_My_CHONG@ttsh.com.sg
4	ECON Healthcare	Xander Ong, Head, Strategic Business xd@econhealthcare.com 6447 8788
5	NTUC Health Nursing Home	Raymond Lim, Centre Director raymond.lim@ntuchealth.sg 6812 8988 James Lim, Manager, Operations James.lim@ntuchealth.sg 6708 8427
6	Orange Valley Nursing Homes	Chinnayan Jayanthi, Dietician jayanthi@orangevalley.sg 6499 4699

Innovation Partners		
No.	**Organisation**	**Contact Point**
1	Food Innovation and Resource Centre (FIRC) @ Singapore Polytechnic	Loong Mann Na, Centre Director NGAN-LOONG_Mann_Na@sp.edu.sg 6879 0634
2	Nanyang Polytechnic, Food Product Development & Food Safety Centre	Gan Heng Hui, Senior Specialist, Food Chemistry & Safety gan_heng_hui@nyp.edu.sg 65501528
3	Republic Polytechnic, School of Applied Science	Serene Choo, Assistant Programme Chair serene_choo@rp.edu.sg 6697 1739
4	Temasek Polytechnic, Centre for Applied Nutrition Services (CANS)	Petrina Lim, Head petrinal@tp.edu.sg 6780 6204

5	National University of Singapore, Food Science & Technology	Leong Lai Peng, Senior Lecturer laipeng@nus.edu.sg 6516 2917
6	Singapore Institute of Technology, Chemical Engineering and Food Technology	Wang Mei Yin, Associate Professor MeiYin.Wang@SingaporeTech.edu.sg

Others		
No.	**Organisation**	**Contact Point**
1	IPI Singapore - Technology scanning	Website: https://www.ipi-singapore.org For queries: Sim Kung Kiat, Deputy Director SIM_Kung_Kiat@ipi-singapore.org 6653 4926
2	Health Promotion Board - Healthier Choice Symbol	Website: https://www.hpb.gov.sg/food-beverage/healthier-choice-symbol For queries: HPB_HCSadmin@hpb.gov.sg 6435 3905
3	Agri-Food & Veterinary Authority (AVA) - Food labelling and claims	Website: https://www.ava.gov.sg/explore-by-sections/food/labelling-packaging-information/labelling-guidelines-for-food-importers-manufacturers For queries: AVA_LabelsAndClaims@ava.gov.sg 6805 2914 / 6805 2915
4	Clinical Nutrition Research Centre, A*STAR - Basic and translational human nutrition research	Website: https://www.a-star.edu.sg/cnrc For queries: cnrc_sics@sics.a-star.edu.sg 6407 0778

If you would like to engage a *lead entity* or *innovation partner* not stated, please contact Enterprise Singapore for assessment.

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ANNEX 6: TIPS FOR DISCUSSION WITH LEAD ENTITIES AND INNOVATION PARTNERS

External partners can bring new expertise and strengths to an innovation project. Under the "Food for Elders" programme, companies will need to meet with *Lead Entities* and *Innovation Partners* to understand how they will be involved in the project, the preferred collaboration model, and post-project arrangements.

Here are some areas which you should note when choosing partners for your project:

<u>In choosing partners</u>
- **What capabilities can your partner can provide?**
  What expertise can the *Lead Entity* or *innovation partner* bring to the project? For product validation, what is the scale of trial and type of validation that the *Lead Entity* can provide?

- **What is the level of involvement that your partner is comfortable with for the project?**
  Is *Lead Entity* keen to be involved in product development (on top of product validation)? Is *innovation partner* keen to be involved in product validation (on top of product development)?

- **What is the collaboration model?**
  Is the *Lead Entity* or *innovation partner* requesting any returns for working with them? This can include a consultancy/fee-for-service arrangement, taking part ownership of IP created, or other business arrangements, e.g. exclusive distribution, cheaper price sold, etc.

  [Note: Parties should propose fair and reasonable terms in exchange for their contributions. Proposing unfair or unreasonable terms may turn away valuable partners for your project!]

- **What will be the ownership of Intellectual Property (IP) if any?**
  Will any IP be created from the project?

  [Note: companies should first determine if a patent is necessary, given the costs of obtaining a patent. Companies should also consider if they are able to enforce the patent effectively.]

  Is the *Lead Entity* or *innovation partner* requesting any ownership of IP created from the collaboration?

  [Note: Companies are recommended to decide the ownership of IP that will be created (i.e. Foreground IP) before the collaboration commences. Both parties should discuss and establish an agreement about the cost to be borne by each party for IP ownership, as well as who has the rights to commercialise jointly owned IPs. Do note that joint IP ownership can be a contentious issue and may require legal advice. Parties are encouraged to explore other arrangements.

  If existing IP (i.e. Background IP) is involved, both parties should identify these IPs and ensure that necessary IP rights have been procured. This can be effected through an IP licensing agreement or IP assignment agreement, where the owner of the IP assigns the IP to the procuring party.]

- **[For *Lead Entities*] What will be follow-ups for possible procurement after the project?**
  What are the procurement/sales opportunities that the *Lead Entity* can offer after the product is successfully completed? What will be the expected price range for the project? How will the *Lead Entity* work with me to achieve procurement/sales of my product after project is completed?

  [Note: New Product Development is ultimately a commercial decision. Do your sums on the projected returns before proceeding with the project!]

In discussing collaboration details
- **Project scope and deliverables**
  What is the project scope and product to be developed? What are the key project phases, milestones and deliverables? Are these steps sufficient to develop the product?

- **Contributions and roles of personnel**
  Who is involved in the project team? What are their roles and responsibilities? Which party will be responsible for the resources required for the project? I.e. funding, manpower, consumables, equipment, facilities, etc.

- **Project management**
  How will parties coordinate for the various project phases and keep track of project progress?

- **Collaboration model**
  What is the collaboration model with the *Lead Entity* or *innovation partner*? E.g. consultancy/fee-for-service arrangement or other business arrangements, e.g. exclusive distribution, cheaper price sold, etc.

- **Post-project follow-ups**
  What will be the follow-ups (if any) from *Lead Entity* to secure procurement, or involvement in sales and marketing efforts? Will partners be involved in subsequent product commercialisation (e.g. manufacturing)? How will the business arrangements that are agreed be carried out?