



AN INTENSIVE MENTORSHIP
PROGRAMME FOR
ENTREPRENEURS TO BUILD
A STRATEGIC GROWTH PLAN

ENTERPRISE **LEADERSHIP** FOR TRANSFORMATION

Contents

Helping You Build a Strategic Growth Plan	1
Putting Together Your Strategic Growth Plan	2
How is the Programme Delivered	3
What Does the Programme Deliver	3
Implementing Your Strategic Growth Plan	7
Your Borderless Network	8
Programme Instructors and Mentors	10
Programme Application	15
Useful Resources	16



SINGAPORE UNIVERSITY OF SOCIAL SCIENCES is dedicated to lifelong learning and helping Small and Medium-Sized Enterprises (SMEs) achieve success.



Helping You Build a Strategic Growth Plan

The Enterprise Leadership for Transformation (ELT) programme is designed to help entrepreneurs like you imagine and realise growth.

It is suitable for business owners:

- Earning an annual revenue of at least \$5 million
- That have been open for more than three years
- That are hungry for growth

Why our programme?

We are supported by Enterprise Singapore – the government agency dedicated to helping Singaporean businesses build

capabilities, innovate and internationalise.

This programme is a key part of the nation's Enterprise Leaders for Transformation strategy.

What will you gain?

- A strategic growth plan for long-term growth
- Stronger core competencies
- Extensive networks

Putting Together Your Strategic Growth Plan

Long-term success requires a growth mindset, real-world planning and a solid strategy. We provide mentorship support before, during and after the course, to help you develop a comprehensive Strategic Growth Plan.



How is the Programme **Delivered**

Spanning ten months, the programme's curriculum is built around the delivery of practical skills that you can implement immediately.



The ELT programme delivers real-world knowledge in a real-world environment.

Classes, discussions and assignments are structured to impart actionable knowledge. Development of your business' Strategic Growth Plan is a core part of the syllabus.

Academics and industry leaders will guide you in mapping out your business strategy. You'll learn to identify the resources you have, the capabilities you need, and the technological advances that can help you keep your brand relevant.



GO INTERNATIONAL! Learn how to take your business offshore with overseas immersions.

1 Boardroom Setting

Class sizes are kept small and simulate a real boardroom environment. Sessions are half-day.

2 Industry Mentorship

Skilled mentors guide you through face-to-face consultations, email and Zoom sessions.

3 Overseas Immersion*

You can join an overseas study expedition to learn how to bring your business to a global stage.

* In case of unforeseen circumstances like travel restrictions, we reserve the right to change the destination.

What Does the Programme **Deliver**

The ELT programme's wide-ranging curriculum consists of eleven topics, organised across various stages.

Stage 0 Pre-Selection

- SME business owners are interviewed by ELT programme mentors.
- Shortlisted candidates are matched with a mentor.
- Eligible candidates are invited to attend the programme .

What Does the Programme Deliver

Stage 1 Growth Aspiration

Preparing for Growth

- Advisors/Mentors visit the participants' businesses to understand their business models, propositions and core competencies. Challenges to growth are identified.
- Participants are inducted into the programme and meet the faculty, industry fellows and fellow participants.

Leadership and Growth Mindset

- Use the proven Growth Mindset Profiler to assess the way challenges are handled.
- Learn to be an effective leader that can engage employees and create a conducive work environment for growth.

Strategy and Business

- Reflect on your business journey and the challenges that you have overcome.
- Learn to use a structured approach while brainstorming for new growth strategies. Insights from Sun Zi Bingfa may be introduced at this stage.

Stage 2 Building Capability for Growth

Market, Customers and Analytics

- Use analytics to review markets.
- Profile customers based on purchasing motivation and habits.
- Learn to analyse customer touch points and use data to build relationships.
- Overall, gain skills to intensify market penetration and improve customer stickiness.

Finance and Metrics

- Interpret key figures and diagnose the financial health of your business.
- Gain tips to cash flow management, developing a cash budget and solving cash flow problems.

Human Capital: Talent Attraction and Development

- Discuss human resource challenges SMEs face.
- Understand why manpower is a human capital asset.
- Learn to recruit and retain manpower through internal branding, HR planning, job analysis, recruitment, career planning, and performance management, as well as by providing appropriate compensation and benefits.

Operation Review

- Understand the importance of different operational roles.
- Review business operations and supply chains in order to optimise processes.
- Understand the Lean Thinking approach and how to optimise the flow of products and services through the entire value chain.

What Does the Programme Deliver

Stage 3 Innovation and Digitalisation

Innovation and Digitalisation

- Reflect on the impact of digitalisation.
- Review data and identify opportunities for digitisation and innovation.
- Review trends in AI, Robotics, IOTs and Data Analytics.

Analytics for Business Decisions

- Reflect on key trends and how understand how data is key to making better business decisions.

Stage 4 New Markets

Cultural Intelligence and Negotiation

- Learn the importance of cross-cultural intelligence in the globalised world.
- Pick up tips to cultural sensitivity, which are indispensable in interactions and negotiations with people within and across cultures, whether in the local communities, at the workplace, or across national borders for business.

Market Internationalisation

- Understand methods of entering the international market and the financing options available.
- Gain insights about local market practices in different countries.

Digital Marketing

- Familiarise with digital technologies and market trends like e-commerce and aggregated market platforms.
- Use digital tools like Search Engine Optimisation and social media, mobile for marketing.

Stage 5 Strategic Review and Growth Plan

Business Growth Strategy

- Put together a Strategic Growth Plan based on lessons learned.
- Advisor/Mentor will help identify key priorities, and may enlist SUSS students to pitch for projects pertaining to your Strategic Growth Plan.

Overseas Immersion

As a participant, you'll join an overseas immersion trip that's been exclusively curated to deliver first-hand insights on how to regionalise your business. At the end of the overseas immersion trip, you will:

- Master the skills to identify regional opportunities for your business.
- Gain the ability to negotiate the legal and cultural landscape of your target region.
- Develop fruitful collaborations with other business owners.



UNIQUELY TUNED TO THE REAL WORLD

Not all solutions are found in books. That's why the ELT programme emphasises **practice over theory**, and crafts topics around practical issues.

Implementing Your Strategic Growth Plan

The programme's end-to-end approach means that we will help you with the development and implementation of your Strategic Growth Plan.

The growth journey can sometimes be an uphill battle. That's why the ELT programme extends mentorship to beyond the programme.

You can tap on the advisory services provided by your mentors whenever you need help for up to six months from the end of the

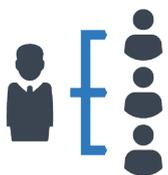
programme. You may also enlist student resources and leverage on the pool of talent from SUSS' diverse schools.

These intermediary resources will add value to the critical projects that you have identified from your Strategic Growth Plan.



HELP BEYOND THE PROGRAMME

The actions taken after the programme are critical to your success. Your mentors can assist for the following kinds of projects:



Management

Projects that delve into re-organising your business for sustainable growth.



Transformation

Projects that take advantage of digitisation and automation to improve processes.



Talent

Projects that attract and retain key competencies that your business needs.



Promotion

Projects that leverage digital marketing to make your product or service more visible.



ACCELERATE GROWTH WITH UNIVERSITY TALENT

Tap on the students from SUSS' **diverse talent base** to realise your projects.

Your Borderless Network

Be part of an active and a dynamic network of entrepreneurs who are passionate about collaboration and continuous learning.

Your network is a key driver of your success. The ELT Growth Network offers a strong network of peers, mentors and industry experts to help you sustain growth.

As a graduate of the ELT programme, you will gain access to the following resources:



SUSS Lifelong Learning

Exclusive access to specially-curated, bite-sized workshops. These courses are industry-relevant, and designed to build on and extend ELT's already strong foundations.



Collaboration

Meet participants both past and present. Brainstorm with people who understand the unique challenges SMEs face, and collaborate to extend business opportunities.



Overseas Learning Expeditions

Join study missions to different countries and industries to learn best practices and discover opportunities for your business to grow beyond Singapore.



MENTORED BY PASSIONATE ENTREPRENEURS

Mentors from the ELT programme are leaders in their respective industries with years of experience and connections crucial to your success.

Programme Instructors and Mentors

Our mentors are passionate about creating challenging, collaborative and supportive learning environments.



Dr Brian Heng

**Acting Director, Centre for Continuing and Professional Education
Singapore University of Social Sciences**

With more than 15 years experience in marketing, business development, corporate strategy and development, as well as human resources, Brian has also been deeply involved in greenfield projects across retail, insurance, education, oil and gas industries. His research interests include the digital economy, marketing and communications, entrepreneurship, Overseas Chinese capitalism, future skills, future work and the knowledge economy.

He is the Acting Director of SUSS' Centre for Professional and Continuing Education

(CCPE). Since its inception in 2017, CCPE has continued to deliver the best industry-relevant continuing education and training (CET) on social sciences, business management and technology.

Besides the ELT programme, CCPE also facilitates up to 300 courses, events and workshops annually that aims to support the needs of individual professional development, organisational learning and development, and national preparedness for the future economy.



Professor Patrick Loh

**Professor, Centre for Continuing and Professional Education
Singapore University of Social Sciences**

Professor Patrick H.M. Loh is Co-founder-Chairman of Singapore Link Sciences Pte Ltd; Chairman of Premium Herb International Pte Ltd and Co-founder-Chairman of Dongman Agro Pte Ltd. He is appointed an Advisory Board Member at the Centre for Governance, Institutions & Organisations of the NUS Business School, National University of Singapore.

As a practicing plant scientist, he is one of the early pioneering bio-entrepreneurs in Singapore who has successfully established the commercial application of biological and molecular techniques to plant and crop improvements in the agro-based industries in the ASEAN region.

He is currently a Professor at the College of Lifelong and Experiential Learning; and the School of Science & Technology of the Singapore University of Social Sciences (SUSS). He is also a Professor of Western Australian State Agricultural & Biotechnology Centre (SABC) and the Centre for Crop & Food Innovation (CCFI), School of Veterinary & Life Sciences, College of Science, Health, Engineering & Education. He is an Advisory Board Member of Murdoch Business School, College of Arts, Business, Law & Social Sciences, Murdoch University, Western Australia. He is also a Board Director of the Murdoch Singapore Pte Ltd in Singapore.



Professor Wee Chow Hou

**Adjunct Professor
Nanyang Technological University, Singapore University of Social Sciences**

Since 1978, Professor Wee Chow Hou has consulted and conducted executive training for over 350 major organisations in 30 countries/economies, including Fortune 500 companies and some of the largest companies in Asia and Europe. He was/is on the boards of numerous companies in Singapore, including the Civil Aviation Authority of Singapore and chairs its Audit and Risk Committee. Professor Wee is best known globally for his works on applying Sun Zi Bingfa to business and marketing. In

China, he is acknowledged as a 'grand guru' in his domain expertise. He has over 330 publications, including books, journals and proceedings. His research focuses mainly on applying Chinese classics to business and marketing.

A former Dean of the Business School at NUS and Head of Divisions at NTU, he is currently an adjunct professor at NTU and SUSS.

Programme Instructors and Mentors



Associate Professor Guan Chong
Deputy Director, Office of Graduate Studies
Singapore University of Social Sciences

With more than a decade of experience, Associate Professor Guan Chong has taught various digital marketing courses at undergraduate, graduate and executive levels. She has provided consultation on business practices and conducted corporate trainings on social media analytics and other emerging areas.

She is currently a member of Think 20 (T20) Task Force 6 – “Economy, Employment, and Education in the Digital Age” - the research

and policy advice network for the G20 Presidency.

Her research interests lie in the area of consumer decision making on digital platforms. Her publications appear in leading journals such as European Journal of Marketing, Journal of Interactive Marketing & Journal of Business Research. She is an editorial board member of Internet Research

MULTI-INDUSTRY EXPERTISE & EXPERIENCE

ELT instructors and mentors have a wealth of experience in industries like Logistics, Healthcare, Banking & Finance, Retail Management, Facilities Management, Hospitality, Marketing & Communications, Infocomms & Technology, and F&B.



Associate Professor Tan Yan Weng
Head, Logistics & Supply Chain Management Programme, School of Business
Singapore University of Social Sciences

Associate Professor Tan Yan Weng heads the Logistics and Supply Chain Management programme at the School of Business, SUSS. He has worked in partnership with the Singapore Logistics Association (SLA) to develop degree programmes for fresh school leavers and working adults as well as co-organise the annual pre-university case competition known as Supply Chain Challenge.

He serves as International Scientific Committee Member of the International Conference on Logistics and Transport as well as Chairman of SLA's Training Advisory Committee. Prior to joining SUSS, he taught transport planning and traffic engineering at Nanyang Technological University for 20 years, and worked as a civil/transport engineer for five years in a private consulting firm.

Programme Instructors and Mentors



Associate Professor James Tan
Head, Business Analytics Programme, School of Business
Singapore University of Social Sciences

Associate Professor James Tan has experience working with overseas partners in providing AI-related (scheduling) turnkey solutions, technology transfer, system maintenance services, etc.

He has also worked with the US Airforce Office of Scientific Research to develop a novel technology in anomaly detection. Recently, he completed an analytics project that makes it easier for students to plan their study in the Singapore

University of Social Sciences. The system will help a range of students (from at-risk to high-performing) to make the best possible decisions based on their own circumstances so that they can achieve meaningful academic goals.

His research interests include discovering new ways of applying data analytics to real-world problems, and developing novel approaches to visualise and interact with complex data, formulae and patterns.



Dr Ameen Talib
Head, Applied Projects
Singapore University of Social Sciences

Dr Ameen Talib is a Chartered Accountant, Academic, Consultant, CEO, Entrepreneur and social activist. He has over 15 years' experience in business consulting specialising in strategic restructuring, performance management and operating processes. He has consulted for clients in Europe, Africa and China, as well as various countries in Southeast Asia and the Middle-East.

When serving as strategy director and CEO of a manufacturing firm in Thailand, he helped to restructure the business from a trading to a manufacturing company that was involved in the construction of factory

and process design.

He served as a board member of the Association of Muslim professionals (AMP)- a role he returned to on multiple occasions. He is currently active with the Arab Association (AlWehdah), serving as Co-Chairman of the AlWehdah Bursary Fund, and continues to serve as Chairman of the Singapore Muslim Education Fund (SMEF).

His current research interests are in entrepreneurship (particularly challenges faced by small owner-managed enterprises) and diaspora issues.



Dr Marcus Lee Teck Huat
Senior Lecturer, Business Analytics, School of Business
Singapore University of Social Sciences

Dr Marcus Lee was Director, Customer Engagement and Strategy, at the Land Transport Authority of Singapore (LTA) where he led a team in conceptualising, designing and implementing customer strategies to enhance LTA's ability to be citizen-centric and pro-enterprise, as well as to create collaborative partnerships for greater affinity towards public transport as a way of life.

He specialises in the areas of customer satisfaction measurement, service experience design, data visualisation, and data-intensive analytics, and helps senior leaders interpret quantitative findings to identify and solve core issues with the

service experience in their organisations.

He received the Ministry of Transport "Minister's Innovation Award – Distinguished Award 2019" for leading a team of over a hundred directors and managers to design, plan, and run the largest scale engagement exercise by LTA to generate deliberate and honest conversations with Singaporeans about the future of our land transport system.

He is also a member of the SingHealth Service Excellence Committee and the Ministry of Education Autonomous Universities Digital Readiness Workgroup.

Programme Instructors and Mentors



Dr Emily Ortega

Head, Psychology Programme, School of Humanities and Behavioural Sciences
Singapore University of Social Sciences

Dr Emily Ortega is a highly-experienced Sport Psychologist who has worked with some of Singapore's best athletes, helping them to achieve their sporting aspirations under high stress situations.

She is a biofeedback specialist and has been involved in an applied research project focused on empowering national shooters with psychophysiological monitoring skills

to consistently perform at their very best in high level competitions such as the SEA Games, Asian Games, Commonwealth Games, Olympics, and World Cups.

Her main area of research is in performance psychophysiology and well-being, focusing on heart rate variability and its links with performance and well-being.



Dr Wang Jiunwen

Senior Lecturer, Human Resource Management Programme
Singapore University of Social Sciences

Dr Wang Jiunwen has more than 7 years of experience in leadership development and organisation development, and made significant inroads in teaching and researching on the topic of negotiations.

Her research interests include arts-based pedagogy, leadership development and

cross-cultural negotiations and she has published extensively in those areas.

Recently, she investigated the use of improvisational theatre in developing leadership. She is also exploring the use of arts and improvisational theatre in helping negotiators develop win-win mindsets.



Dr Jiang Zhiying

Head, Programme of Graduate Diploma/Certificate in Digital Marketing
Singapore University of Social Sciences

Dr Jiang Zhiying is currently the Head of Programme of Graduate Diploma/Certificate in Digital Marketing at SUSS School of Business. Her area of expertise lies in using marketing analytics to generate consumer insights.

She has been actively working with industrial partners. In the past, she had consultancy work with Philips (Amsterdam

and IMS Health (Rotterdam Office).

Besides working with the Housing Development Board to redesign their customers' journey, she is also collaborating with the Singapore Retail Association to produce the Singapore Annual Retail Insights and with Shuga to produce Singapore Consumer Expenditure Insights.



Patrick Tan Teck Keong

Specialist (Office of Career Development), Centre for Experiential Learning
Singapore University of Social Sciences

Mr Patrick Tan possesses more than 30 years' experience as Chief Financial Officer, Group Chief Investment Officer, Investment Director and Head of Corporate Finance/Management Accounting.

Besides being actively involved in developing and conducting industry-based training for professionals and undergraduates, he has reviewed the translated Chinese version of *Introduction*

to *Japanese Accounting and Finance Practices*, in collaboration with Japan Association of Chief Financial Officers. His recent accreditations are MBTI®, Strong® and ACCDF.

He is currently an Associate Faculty at Singapore University of Social Sciences and a Corporate Trainer at Institute of Singapore Chartered Accountants.

Programme Instructors and Mentors



Dr Stenson Tan
Managing Director, Head of Global Markets Division
Credit Agricole Corporate Investment Bank

Dr Stenson Tan has more than 20 years experience in the field of banking- especially in capital markets like foreign exchange, rates, credit, money market and fixed income products. He has also been deeply involved in the academic and business communities, serving as President and other key positions of Shanghai Singapore Business Association for almost a decade, and continues to be business mentor for Australia China Alumni Association and University of South

Australia (UniSA).

Recently, he was a speaker and panelist at several financial seminars organised by Asia Securities Industry & Financial Markets Association (ASFIMA).

His research interests include studies into the field of cultural dimensions, as well as the impact of social psychology on business management.



Toh Hong Giep
Vice-President, End-user Services
Singapore Press Holdings

Mr Toh Hong Giep is a seasoned professional with more than 20 years of international experience in technology management, leadership, change management, digital transformation, data analytics, and IT outsourcing. He has held various global and regional management roles, in different parts of the world. He is also passionate about coaching and helping younger professionals grow in their life journeys.

Currently, he is with Singapore Press Holdings and is their VP of End-user Services. His mission is to enable a digital workplace that leverages an engaging and

intuitive digital work environment to boost employees' digital dexterity - the ability to apply technology to improve business outcomes.

Recently, he led a team to set up an offshore technology innovation center in Chongqing. His other accomplishments include merging Microsoft and Nokia service center networks in China in 3 months, rescaling Nokia China's service center network by 40%, and spearheading a digital mobility initiative in GSK to enable sales reps to work solely from iPads.



Joseph Sundram
Director
SimpleMindWorks / Synique Works

With more than 20 years experience as an organisational psychologist and corporate practitioner, Mr Joseph Sundram has primarily focused on Organisational Behaviour and Human Capital Development interventions.

Recently, he led projects including Culture and Values Alignment, 'Executive' coaching, Assessment and Development, Performance Management, Succession Management, Leadership Team Dynamics, Mergers and Acquisitions, Workforce Restructuring, and Employee Engagement.

He specialises in Asian-based Businesses including high growth start-ups, family businesses, and regional MNCs. His current clients are TE Asia Healthcare (PE firm) where he provides support to the Board/ Exco of portfolio companies; as well as Grab (new tech) where he designs and advises on culture, collaboration and growth strategies.

His work interests with clients focused in the domain of Collective Leadership, Change Transformation, Culture and Talent Management.

Programme Application

Applications are open for SUSS' ELT programme. Learn about the various stages of the sign-up process.



1. SIGN UP

Apply online at <https://suss.edu.sg/elt>.

You will need a recent copy of your annual financial returns to the Accounting and Corporate Regulatory Authority.



2. INTERVIEW

We'll interview you and if you're shortlisted; we'll pair you with a mentor.



3. FUNDING

Once you are shortlisted, you can make payment. We'll also help assess your eligibility for any subsidy to offset a part of the programme fee.



4. INDUCTION

Come for a networking event where you will be officially inducted into the programme, and can kickstart your networking.



5. STRATEGIC GROWTH PLAN

Join the programme and start building a plan that will transform the way you manage your business.



6. ELT GROWTH NETWORK

Complete the programme and join the exclusive ELT Growth Network. As alumni, you may be invited to mentor new programme participants.



**LIFELONG LEARNING
FOR TOMORROW,
DELIVERED TODAY**

Useful Resources

1. SUSS Enterprise Leadership for Transformation homepage:
<https://suss.edu.sg/elt>
2. Enterprise Singapore's Overview of the Enterprise Leadership for Transformation programme:
<https://www.enterprisesg.gov.sg/non-financial-assistance/for-singapore-companies/growth-partnership-programme/enterprise-leadership-for-transformation>
3. SkillsFuture Enterprise Credit:
<https://www.skillsfuture.sg/sfec>

NUMBERS

10

We've kept the duration of the ELT programme short but rigorous at 10 months.

15+

Instructors and mentors to guide SME owners like you in building a sound Strategic Growth Plan.

20

With between 15 -20 participants, classes are small and focused.



Get in Touch With Us

Centre for Continuing & Professional Education

463 Clementi Rd,
Singapore 599494

Phone : +65 6248 0263
Fax : +65 6462 4377

Email : cet@suss.edu.sg



facebook.com/sussccpe



linkedin.com/showcase/suss-centre-for-continuing-and-professional-education

Disclaimer:

SUSS makes all reasonable efforts to deliver the programme in the way described in this promotional material. However, the information contained in this promotional material is for informational and illustrative purposes only and is subject to change, if SUSS reasonably considers it necessary to:

- not provide the programme;
- reasonably alter the timetable, location, content, syllabus and method of delivery of the programme;
- suspend or discontinue the programme; or
- combine it with other programmes.

In the event that SUSS cancels the programme or changes it significantly before the programme commences, SUSS will promptly inform programme applicants, who are entitled to withdraw his/her application by informing SUSS in writing within a reasonable time of being informed of the change. SUSS will make the appropriate refund of programme deposits and/or fees.

Upon commencement of the programme, any change to the programme (including right of refund) shall be governed by the programme registration terms and conditions.