

Curriculum Vitae



Associate Professor Tay Huay Ling

Deputy Director

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Education Qualifications

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| 2014 | Ph.D., Business and Economics (Operations Management), University of Melbourne, Australia |
| 2003 | M.Sc., Logistics and Supply Chain Management, National University of Singapore, Singapore |
| 2003 | M.Sc., Industrial Engineering, Georgia Institute of Technology, USA. |
| 2001 | B. Eng (Chemical) Honours, National University of Singapore, Singapore |

Academic and Professional Experience

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| 2021 – 2022 | School of Business Prison School Coordinator |
| 2018 – Current | Head, International Trade Management Minor, School of Business, Singapore University of Social Sciences |
| 2018 -2020 | Senior Lecturer, Logistics and Supply Chain Management Programme, School of Business, Singapore University of Social Sciences |
| 2014–2017 | Lecturer, Logistics and Supply Chain Management Programme, School of Business, Singapore University of Social Sciences |
| 2011 – 2014 | Teaching and Research Assistant, Department of Management and Marketing, University of Melbourne, Australia |
| 2010 – 2011 | Manager, Global Lead for Business Remodelling, APL Ltd, Neptune Orient Line Ltd |
| 2008 – 2010 | Academic Staff, Republic Polytechnic, Singapore |
| 2006 – 2008 | Regional Supply Chain Network Specialist, Dow Chemicals (Rohm and Haas Chemicals) |
| 2003 – 2006 | Business Development Analyst, Vopak Asia Pte Ltd |
| 2001 – 2002 | Industrial Hygiene Engineer, Occupational Health Department, Ministry of Manpower Singapore |

Professional Certifications

Train-The-Trainer Certificate for Business on The Move (BoTM) – The Humanitarian Edition Workshop
Experiential Learning Certificate by Institute of Experiential Learning
LEGO® SERIOUS PLAY® Method
Supply Chain Operations Reference (SCOR) Model Practitioner by Supply Chain Council
Lean Six Sigma Practitioner
SAP Enterprise Resource Planning (SAP ERP) Business Associate
Cold Chain Logistics Management Practitioner
HACCP (Hazard Analysis and Critical Control Points) Risk Management System and Audit Framework
International Air Transport Association Dangerous Cargo Regulation (IATA DGR)
International Maritime Organisation Dangerous Cargo Codes and Handling (IMO IMDG)
OSHA18000, ISO14000 and ISO28000 Supply Chain Security Audit Framework

Professional Activities and Invited Positions

- Telok Kurau Primary School, School Advisory Committee Member 2023.
- Nominated Executive Board Member for The International Federation of Logistics and SCM Systems (The IFLS), from November 2022.
- Associate Editor in Cogent Business and Management (Operations Research, Information, and Technology Section) - ABS indexed, Taylor & Francis.
- Co-chair for Focused Session on Capacity Building and Measurement in the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management Virtual Conference, 25 May 2021.
- Technical Co-chair for the 11th Annual International Conference on Industrial Engineering and Operations Management, IEOM Singapore 2021, Online Conference, 7-11 March 2021.
- Panel Chair for Women in Industry and Academia (WIIA) Panel for IEOM Singapore 2021, Online Conference, 7-11 March 2021.
- Organiser and Chairperson for Experiential Learning Workshop in the International Conference on Education, Psychology, and Social Sciences Conference 2019, Tokyo, Japan, 23 August 2019.
- Organising committee member and judging panel of WorldSkills Singapore (freight-forwarding and logistics track) competition 2020, Republic Polytechnic on 6 - 7 Oct 2020.
- External project supervisor for Republic Polytechnic (RP) Diploma in Industrial Operations Management Final-year Students' Group Projects, 2019 – 2020.
- Teaching and research fellow at Chongqing City Management College, Chongqing, China, 2019 – 2020.
- Independent panel reviewer for the SIM Global Education Diploma International Business (DIB) programme, 2018 - 2019.

- Keynote speaker for Forum on Healthcare Improvement and Innovation in South Asia/ South-East Asia, Monash University, Australia, 18-19 November 2018.
- Local Co-chair for the 8th International Conference on Logistics & Transport 2016, 6-8 September 2016, Singapore.
- Member of International Scientific Committee for ICBBB 2017 conference, Chulalongkorn University, Bangkok, Thailand.
- Journal reviewer for International Journal of Production Research, International Journal of Production Economics, International Journal of Production and Performance Management, and British Medical Journal Open Quality.
- Trainer for SUSS Enterprise Leadership for Transformation (ELT) Programme, covering the logistics operations and supply chain management session.
- Invited writer for Humanitarian Logistics Association (HLA) Online Newsletter (hla.org) – research findings on “Addressing Challenges in Humanitarian Logistics and Seeking Opportunities for Improving Relief Operation”, published online on 15 July 2019.
- Invited writer for Humanitarian Logistics Association (HLA) Online Newsletter #77, research findings on “Risk Management in Disaster Management Cycle”, published online on 20 March 2020.
- Invited speaker for the Virtual Postgraduate Research Summit 2022 Closing and Discussion Session on 01 March 2022, a joint program between the Department of Information Technology and Management, Daffodil International University and Graduate School of Business, Universiti Sains Malaysia.

Consultation and Executive Experience

2023	Appointed Working Group (WG) Member on SS 644 Guidelines for the supply and delivery of medication, Enterprise Singapore (EnterpriseSG).
2021	Regular Pro-Bono Speaker for Humanitarian Organisation and NGOs.
2021	External Consultant for United Nations World Food Programme and HELP Logistics.
2020 – 2021	Pro-bono consultant for Food Bank Singapore on replenishment of the food vending machines at Food Pantry 2.0.
2019 - 2020	LEGO® Serious Play® Method facilitator for I.T.E. Mentor Summit
2019	Independent reviewer and feedback contributor for Singapore Standard 644, Edition 2019 - Guidelines for the supply and delivery of medication. Edition 2019 (SS644: 2019), by the Ministry of Health and Singapore Pharmacy Association.
2018	Pro-bono consultant for St Luke ElderCare.

Awards and Scholarships Recognitions

2022	SUSS Award for Teaching Excellence 2022 – Honourable Mention Certificate
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2021	IEOM Outstanding Service Award for service to Industrial Engineering and Operations Management Society Technical Committee.
2021	Lean Six Sigma Competition Paper, second place award, presented in 11th Industrial Engineering and Operations Management Virtual Conference, 7-11 March, 2021, Singapore
2019	Outstanding Service Award for service to International Conference of Education, Psychology and Social Sciences (ICEPS) Executive Committee.
2018	Best Paper with Strong Managerial Implications award, presented in 9th Annual EDSI Conference, 3-6 June 2018, Udine & Venice, Italy
2013	DSI Best Doctoral Paper, Decision Science Institute Annual Meeting, Baltimore, Maryland, U.S.A.
2010-2014	Recipient of the PhD scholarship - Melbourne International Research Scholarship.
2002-2003	Recipient of the Scholarship for the Dual Masters of Science programme in Logistics and Supply Chain Management at The Logistics Institute – Asia Pacific (TLI-AP) Jointly administered by the National University of Singapore, Singapore and the Georgia Institute of Technology, USA.

Media, Interviews and Press Articles

- EuroCham Singapore, Panel Moderator for Supply Chain Efficiency Breakfast Talk - Movement of Goods – Supply Chain Efficiency. 25 May 2023. <https://eurocham.org.sg/event/supply-chain-efficiency-breakfast-talk/>
- Channel News Asia, CNA Singapore Tonight News. Media Interview on the lessons learnt about supply chain resilience during the pandemic, and challenges going forward in fortifying our supply chains. 08 March 2023.
- Channel News Asia, Media Interview for press article, “The Big Read: Post-pandemic, life isn't as different as predicted but some changes — big and small — have stuck.” 21 November 2022.
- The Edge Singapore, Media Interview on B2B and B2C supply chains: To be or not to be? Article in print on 10 Nov 2022. <https://www.theedgesingapore.com/news/commerce/b2b-and-b2c-supply-chains-be-or-not-be>
- The Edge Singapore, Media Interview on Mind the 'last-mile gap' in the logistics sector. Article in print on 10 Nov 2022. <https://www.theedgesingapore.com/news/commerce/mind-last-mile-gap-logistics-sector>
- Tay Huay Ling, Sugoutam Ghosh and Hsieh Cheng-Hsien (2022) CNA Commentary: “Reduction in waiting time: how will it impact Grab and the raid-hailing market?” Channel News Asia. 18 August 2022. <https://www.channelnewsasia.com/commentary/private-hire-cars-fares-waiting-time-grace-period-grab-gojek-public-transport-2883846>
- Today Online News, Media Interview on China-Taiwan Tensions and the impacts on Global Trade, Logistics and Supply Chains. Article in print on 05 Aug 2022. <https://www.todayonline.com/singapore/spore-not-impacted-taiwan-shipping-routes-experts-1962961>

- Interview featuring Women in Health Supply Chain Leadership 2022 by HELP Logistics Ltd, on “The future of health supply chain resilience, sustainability, and human development. 30 September 2022.

Research and Professional Interest

- Supply Chain Management and Sustainable Business Values
- Lean Six Sigma, Process Improvements & Workflow Redesign
- Humanitarian Logistics, Healthcare Operations and Community Care Services
- Scholarship of Teaching and Learning

Selected Publications

Refereed International Journal Papers

- Tay, H.L. (2023) An Integrative Framework for Action Research, Experiential Learning, and AI Advancements, Research & Education, an Open Access Journal, forthcoming, 2023.
- The Effects of Digital Platforms on Customers’ Satisfaction in International Shipping Business, Review of International Business and Strategy, forthcoming, 2023.
- Tay, H.L., Banomyong, R., Varadejsatitwong, P., & Julagasigorn, P. (2022). Mitigating Risks in the Disaster Management Cycle. Advances in Civil Engineering, vol. 2022, Article ID 7454760, 14 pages, 2022. <https://doi.org/10.1155/2022/7454760>
- Zhang, A., Tay, H. L., Alvi, M. F., Wang, J. X., & Gong, Y. (2022). Carbon neutrality drivers and implications for firm performance and supply chain management. Business Strategy and the Environment, 1– 15. <https://doi.org/10.1002/bse.3230>
- Tay, H., & See, J. (2022). Using Lean and Voice of Customers to Fulfil Needs in the Charity Sector – A Reflective Case Study. Operations and Supply Chain Management: An International Journal, 15(3), 303-312.
- Tay HL. (2022) Adapting Lean for process redesign in senior day care services. Journal of Hospital Management and Health Policy 2022; 6:2. <https://doi.org/10.21037/jhmhp-21-2>
- Tay, H. L. (2021), Designing Executive Management Training Programmes to Mitigate COVID-19 Challenges, International Journal of Management and Applied Research, Vol. 8, No. 4, pp. 200-214. <https://doi.org/10.18646/2056.84.21-013>
- Tay, H.L. and Loh, H.S. (2021), Digital transformations and supply chain management: a Lean Six Sigma perspective, Journal of Asia Business Studies, Vol. 16 No. 2, pp. 340-353. <https://doi.org/10.1108/JABS-10-2020-0415>
- Tay, H.L. and Aw, HS (2021), Improving logistics supplier selection process using lean six sigma – an action research case study, Journal of Global Operations and Strategic Sourcing, Vol. 14 No. 2, pp. 336-359. <https://doi.org/10.1108/JGOSS-05-2020-0025>
- Tay, H. L. (2021), Using Integrated Course Design for Flipped Classroom to Promote Active Learning of Lean Six Sigma for Supply Chains, International Journal of Management and Applied Research, Vol. 8, No. 1, pp. 36-50. <https://doi.org/10.18646/2056.81.21-003>

- Tay, H. L., & Singh, P. J. (2019). Revisiting redundancy in hospitals — A case-based research study. *Health Care Management Review*. Wolters Kluwer publishing <https://doi.org/10.1097/HMR.0000000000000257>
- Chan, C. O., Tay, H. L. (2017). Combining lean tools application in kaizen: a field study on the printing industry. *International Journal of Productivity and Performance Management*, 67(01), 45-65. <https://doi.org/10.1108/IJPPM-09-2016-0197>
- Tay, H. L., Singh, P. J., Bhakoo, V., et al. (2017). Contextual factors: assessing their influence on flow or resource efficiency orientations in healthcare lean projects. *Operations Management Research*, 1-19. <https://doi.org/10.1007/s12063-017-0126-3>
- Tay, H. L., & Low, S. W. K. (2017). Digitalisation of learning resources in a HEI—a lean management perspective. *International Journal of Productivity and Performance Management*, 66(5), 680-694. <https://doi.org/10.1108/IJPPM-09-2016-0193>
- Tay, H. L. (2016). Examining Trade-Offs in Hospital Operations Using a Systems Approach in an Acute Care Setting. *International Journal of Business and Information*, 11(2), 264. <https://doi.org/10.6702/ijbi.2016.11.2.6>
- Tay, H. L. (2016). Lean Improvement Practices: Lessons from Healthcare Service Delivery Chains. *IFAC-PapersOnLine*, 49(12), 1158-1163. <https://doi.org/10.1016/j.ifacol.2016.07.660>
- Tay, H. L., Karimi, I. A., Peck, C. K., et al. (2005). Contract selection and tank allocation in a terminaling and storage facility. *Industrial & engineering chemistry research*, 44(19), 7435-7450. <https://doi.org/10.1021/ie0501632>

Refereed International Conference Proceedings

- Heng, L.Y. & Tay, H.L. (2023). Envisioning P4.0 In Organisation X With Lean Six Sigma and The Shingo Model. *Proceedings of the Second Australian International Conference on Industrial Engineering and Operations Management*, Melbourne, Australia, November 14-16, 2023. ***Awarded Lean Six Sigma Competition Paper, First Place.***
- Tay, H.L. & Teo, Kieven (2022). Developing a Supplier Evaluation Conceptual Framework for Humanitarian Supply Chains. Paper Accepted in the 12th International Conference on Logistics and Transport (ICLT) 2022, Krabim, Thailand, November 17-19, 2022.
- See, Julian & Tay, H. L. (2021). Application of Lean Six Sigma to Improve the Food Bank Singapore's Vending Machine Replenishment Process – A Case Study. *Proceeding in IEOM 2021 Singapore*, 7-11 March 2021, Online Conference. ***Awarded Lean Six Sigma Competition Paper, Second Place.***
- Bhusiri, N. & Tay, H. L. (2021). Developing Performance Measurement Tool for Slow-Onset Humanitarian Supply Chain Operation. *Proceeding in IEOM 2021 Singapore*, 7-11 March 2021, Online Conference.
- Tay, H. L and Aw HS (2020). Supplier Selection Process of Outsourced Logistics Services - A Lean Six Sigma Approach. Paper presented in 10th International Conference on Operations and Supply Chain Management (OSCM), 14 – 16 December 2020, Online Conference.
- Tay, H. L (2020). Digital Transformations and Supply Chain Management: A Case Study. Paper presented in ICTO2020 Smart Technologies for an inclusive world, November 5th and 6th, 2020, Online Conference.

- Lai, J.Y. & Tay, H.L (2019). Humanitarian Supply Chains: Managing Risks in Disaster Management Cycle. Paper Presented in the 11th International Conference on Logistics and Transport (ICLT) 2019, Hanoi, Vietnam November 14-15, 2019.
- Tay, H. L. (2019). A Case Study On Active Learning in Teaching “Lean Six-Sigma for Supply Chain Management”. Paper Presented in International Conference on Education, Psychology, and Social Sciences 2019, Tokyo, Japan.
- Tay, H.L and Liang, W.L. (2019). Humanitarian Logistics: Addressing Challenge and Improving Relief Operations. Presented in 10th Annual EDSI Conference, 2-4 June 2019, Nottingham, United Kingdom. (Based on student’s final year project)
- Tan, H.M. Henry and Tay, H.L (2018). Improving Order Fulfilment Rate of a Third-Party Logistics Service Provider. **Best Paper with Strong Managerial Implications award**, presented in 9TH Annual EDSI Conference, 3-6 June 2018, Udine & Venice, Italy. (Based on student’s final year project)
- Tay, H. L., & C. Morimoto (2017). Teaching Design Thinking: A Case Study of a Students’ Overseas Study Mission in a Business School. Paper Presented in International Conference on Education, Psychology, and Social Sciences 2017, Bangkok, Thailand.
- Lo, C. K, Bernard, Chan, Tay, H. L., and Chan, C.O. (2017) Improving inventory accuracy in a tentage warehouse. Paper presented in The Production and Operations Management Society (POMS) 2017 International Conference in Sydney, Australia. (Based on student’s final year project)
- Tan, H.M. Henry and Tay, H.L (2017) Challenges and Opportunities of Industry 4.0 for logistics and Supply Chain Management. Paper Presented in International Conference on Logistics and Transport Conference, Bangkok, Thailand. (Based on student’s final year project)
- Liu, H.T., Chan, D., Tay, H.L., and Tan, Y.W. (2016). Reducing excess inventory in a high-mix low-volume manufacturing setting. Paper presented in the 8th International Conference on Logistics and Transport (ICLT), Singapore. (Based on student’s final year project)
- Tay, H. L., and Bhakoo, V. (2015). Advancing Lean Healthcare: understanding efficiency paradox through a constraints management view. Paper presented at the Academy of Management Proceedings, Vancouver, British Columbia, Canada.
- Tay, H.L, Bhakoo V. and Singh PJ. (2014). The Role and Value of Redundancy in Lean Improvement Projects: Lessons from Multiple Case Studies from Hospital. Paper presented in 2014 POMS International Conference, Singapore.
- Tay, H. L., & Bhakoo, V. (2014). The implications of redundancy on complex operations: An investigation of hospital operations. Paper presented at the Academy of Management Proceedings, Philadelphia, Pennsylvania.
- Tay, H.L. (2013). Conceptualising Redundancy in Hospital Operations--The Key to Dynamic Balance. **Best Student Paper Award**. Paper presented at the Decision Science Institute Annual Meeting, Baltimore, Maryland, U.S.A.
- Tay, H. L. (2013). Conceptualisation of Redundancy in Hospital Operations. Paper presented at the Academy of Management Proceedings, Orlando, Florida, U.S.A.

Tay, H. L., Bhakoo, V., & Singh, P. J. (2013). Myriad conceptualisations of redundancy in hospital operations.
Paper presented at the 20th International Annual EurOMA Conference, Dublin, Ireland.

Research Grant

- 2022 - 2025 MOE Academic Research Grant

Updated on 06 December 2023