

ENTERPRISE LEADERSHIP FOR TRANSFORMATION

**DURATION**

1 Year

**FEES (BEFORE SUBSIDIES)**SGD 32,100 including GST*
SGD 930 after MAX funding***LEADERSHIP LEVEL**

SME Top Management



DEVELOPED by CEOs and ACADEMIA for HIGH GROWTH LEADERS in SMEs

Enterprise Leadership for Transformation (ELT) programme by NUS Business School, in partnership with Enterprise Singapore, supported by HSBC and Linhart Group, helps leaders develop business growth plans that will take their enterprises to the next level.

Designed by CEOs and Academia for CEOs and Growth Leaders, the NUS Enterprise Leadership for Transformation (ELT) series combines classroom learning with 'doing', right from the start. The ELT comprises three integrated streams, weaving together learning that is relevant to SME's growth learning needs, guided mentoring at every juncture to support the development of viable business growth plans, and peer learning from community events and in-market immersion events in the region.

SME CEOs and Growth Leaders participating in these programmes will have the opportunity to learn from best practices, leverage their strengths, and build on growth ambitions. They can also leverage the international reach and scope of financial solutions from HSBC, our programme partner.

Participants who commit to NUS ELT journey will be applying the key concepts learnt to their businesses immediately in an iterative process with the guidance of expert advisors, constantly revisiting their business growth plans at calculated intervals – emerging with a viable business growth strategy to elevate their enterprise to the next level.

*Eligible business leaders from local SMEs can qualify for up to 90% funding of program fees and additional subsidies under the SkillsFuture Enterprise Credits scheme.

KEY BENEFITS

- A viable business growth plan that can be executed in the near term
- Practical learning, adopting a LEARN-APPLY-FEEDBACK approach
- Guided mentoring at group and individual levels by senior advisors
- Peer-learning and cross-collaboration between businesses
- Continuous networking, with up to 10 community and alumni events
- Up to 2 in-market events for exploring international growth opportunities

WHO SHOULD ATTEND

- SME Founders, CEOs, and Growth Leaders
 - With desire and ambition for growth
 - With track record of revenue and growth opportunity
- SMEs are encouraged to develop the SME growth team by enrolling its founder/CEO and 1 additional leader

TEACHING FACULTY



Kelvin Tan

- Investment Director at Makara Capital; Board member at IREIT Global, Sabana REIT, Global Investments Ltd, Unusual Limited, Viking Offshore and Marine Limited
- Previous roles include President AETOS Security, and MD at Temasek Holdings



David De Cremer

Provost's Chair and Professor in Management and Organisation

- Was named the most influential economist in the Netherlands (2009-2010), a Global Thought Leader by the Trust Across America (2016) and one of the World's top 30 Management Gurus and Speakers in 2020.
- Director and founder of the Centre on AI Technology for Humankind (AiTH) at NUS Business School



Andrew Delios

Vice Dean MSc Programmes
Professor and ex-Head of Dept,
Strategy and Policy

- Worked and lived for 25 years in Asia, including Singapore, Hong Kong, Japan, China, India, Myanmar, the Philippines, Thailand, and Vietnam
- Was an owner and director in Belgarath, a franchisee and franchisor of Chili's, Subway and Sarpino's Pizza. Currently engaged with a start-up in Vietnam



Hsieh Tsun-Yan

Provost's Chair Professor
NUS Business School and LKYSPP
Chairman and Lead Counselor, LinHart Group

- Independent Director of Bharti Airtel, Manulife Financial, Singapore Airlines, and Sony Corporation, following a 30 year career at McKinsey, including leadership roles as MD Canada and ASEAN
- Co-authored Heart, Smarts, Guts & Luck, a New York Times best seller on leadership in building businesses, published by Harvard Business Review



Kenneth G. Huang

Associate Professor of Innovation,
Entrepreneurship and Technology
Management; Academic Director, Master
of Science in Management of Technology

- Designs and teaches courses such as Innovation and Entrepreneurial Strategy, Technology Management Strategy, Intellectual Property Management and Innovation Strategy, and Corporate Strategy in the EMBA program
- Serves on the advisory board of the Economist Intelligence Unit (EIU)



Lowe Joo Yong

Programme Director
NUS Strategic HR Management Programme
Programme Director
NUS General Management Programme

- Delivered executive programmes for companies such as AP Moeller-Maersk, Panasonic, Incheon International Airport, Sampath Bank of Sri Lanka, AES Corp, Guangzhou Tax Dept, PT Smart of Indonesia, Mitsui Corporation and many others
- Was awarded NUS Business School Outstanding Educator Award



Shivendu Nadkarni

Associate Professor, Strategy and Policy
Regional VP – Kellogg Asia-Pacific /
Middle East / Africa

- FMCG industry veteran with a 25-year successful track record of both business leadership & organizational development
- Consistently led & delivered sustainable transformations in a variety of categories, cultures, countries & business contexts across key markets in Asia-Pacific/Africa & Middle-East



Doris Yee

Associate Professor, Finance

- Worked with entrepreneurs and investors and served as a Director on the Boards of portfolio companies in US (Silicon Valley), New Zealand and China
- Involved in the formation and served on the Investment Committees of venture capital funds iGlobe Partners and iGlobe Treasury as a General Partner

SENIOR ADVISORS BROUGHT TOGETHER BY LINHART GROUP



Huijin Kong
CEO Counselor,
Principal of LinHart Group

- Works with CEOs, future CEOs, and business owners one-on-one on their most difficult professional and personal issues
- While at McKinsey, Huijin worked with both MNCs and local companies (some state-owned) in the U.S., China, and India



Dennis Khoo
Mentor, and experienced
Leader

- Most recently, a regional head at a large listed organization.
- Dennis brings a unique blend of skills and experience, running a “startup” within a large organisation, with international experiences in Thailand and Indonesia



Mathia Nalappan
Mentor, previously VP of
International Business, NCS

- Has led organisations through change while maintaining operational excellence and superior financial performance
- Previously, he managed various regional businesses for NCS, Nokia, Motorola and HP respectively



Nalin Advani
CEO-turned-Investor in
technology businesses

- An active participant in the technology business community in operational, entrepreneurial, and governance capacities
- As an entrepreneur and investor in companies such as Centillium, KPISOFT, and Clovia, he has had two successful IPOs from his portfolio so far



Robert Tan
Senior Advisor, Branding
and Communications

- Has been in the Branding & Communications business for over 30 years
- Wide coverage of client industries has enabled him to be experienced in an extensive spectrum of companies, including FMCG, Tele-communications, Finance, Government, Oil & Energy, Property & Retail, Automobile & Transport, Travel & Tourism Hospitality, Airlines & Defence, amongst others



Wee Leong How
Chairman and mentor, previously
head of Corp Functions including
HR for SPH and Fairprice

- In a 22-year career at SPH, he headed the group HR function and also took on at various times, operational and board appointments in the TV and magazine businesses
- At NTUC FairPrice Co-operative, he was head of Corporate Services, supervising the functions of HR, Marketing, Legal, Administration, Corporate Communications, IT and Food Safety



Philip Lim
Corporate Executive-
Turned-Entrepreneur

- More than 33 years of senior management experience in global MNCs across the energy, healthcare, and airline industries
- Held increasing responsibilities with Chevron Corporation from March 1998 to October 2020 based in Singapore, London, Hong Kong, and Shanghai



Lucas Jiang
Previously VP of People Team and
CEO of Singapore and Malaysia,
SEA Group (Garena)

- Contributed to Sea Groups's tremendous growth from a thirty member start-up into Southeast Asia's largest US publicly listed company, with a market cap of more than US\$35bn
- Prior to Sea, Lucas was a management consultant with Value Partners



Wu Zhi Min
Board and C-level Advisor,
Operating partner for NDE Capital

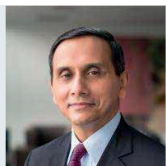
- More than 20 years of business and management experience in China and Southeast Asia
- Experienced in providing board and C-level leadership counsel in various areas including strategy & business model development



Mike Jackson
Strategy, Media & Marketing
Maestro

- A seasoned media and marketing practitioner with over 20 years of global experience
- Created several award-winning original content projects for the likes of Chevron, Scoot, Economic Development Board, Changi Airport, Sports SG, Singtel, DBS and Health Promotion Board

BUSINESS BUILDERS INSPIRING THE PROGRAMME



Jai Arya

Advisor to Dean
(Corporate Outreach)
Head, Executive Education

- Board Member of the UK-based OMFI, and at India-based Max Financial Services
- Previously EVP and Global Head for Sovereign Institutions at BNY Mellon



Ji Qi

Founder of Ctrip,
Founder of Huazhu Group

- Founder of Ctrip.com and Huazhu
- Forbes #916 Billionaire, #119 China Rich List



Hsieh Tsun-Yan

Provost's Chair Professor (Practice)
NUS Business School and Lee
Kuan Yew School of Public Policy

- Independent Director of Bharti Airtel, Manulife Financial, Singapore Airlines, and Sony Corporation
- Co-authored Heart, Smarts, Guts & Luck, a New York Times best seller published by Harvard Business Review



Saurabh Mittal

Co-founder of IndiaBulls,
Chairman of Incedo

- Major investor in One Championship, co-founder of IndiaBulls, chairman of Incedo
- Forbes #44 Singapore's 50 Richest

PROGRAMME GROWTH LEARNING JOURNEY

Pre-Programme

1. Readiness Assessment Workshop to initiate the Growth Learning Journey



Each themed module is structured as ~ 3x half days of practical learning, paired with mixed-flexi scheduling of guided mentoring sessions. Up to 10 Community events / Market immersion interspersed throughout the programme.

2. Business Strategy and Strategic Execution



- Developing / Clarifying our BIZ Strategy
- Different strategies for growth
- Aligning / Executing our Strategy at Speed

3. Digitalizing & Transforming the Business



- People and Processes over Technology
- Leapfrogging at speed
- Leading Change

4. Leadership



- Vision, Mission, and Values
- Aligning key stakeholders
- Personal leadership effectiveness
- Shared leadership
- Generational transitions

5. Financing for Growth



- Challenging the finances (building a financial dashboard)
- Financing the challenges (looking at organic growth)
- Paying for synergy (embarking on inorganic growth)

6. Growing Internationally



- Regional & Global mindset & ambition
- Finding & managing international talent
- Risk Assessment & Mitigation
- Build vs. buy vs. partner
- Leveraging Ecosystems

7. Innovation to Drive Growth



- Technological and Business Model Innovation
- Lean Innovation
- Building an Innovative Organization

8. People to Power Growth



- Attracting, Recruiting, Building a growth team
- Retaining, Developing & Training our own
- Motivating for performance and growth
- Building new capabilities
- Culture & organizational development

9. Up to 10 Community / Networking / Immersion events



- Within 12 months programme duration
- Up to 8 events in Singapore
- Up to 2 in-market immersion visits
- Cross-cohort (optional for alumni)
- Guest / Industry / Growth Ecosystem engagement

For cohorts in session, must attend at least 30% of the events, with at least one in-market event, in order to complete the programme

PROGRAMME PARTNER

In partnership with:



www.business.hsbc.com.sg/sme



www.enterprisesg.gov.sg



To register, please visit our website
executive-education.nus.edu.sg/elt or scan QR code.

+Prevailing GST applies to individuals and Singapore registered companies.

ENQUIRIES

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