

ENTERPRISE LEADERSHIP FOR TRANSFORMATION



DURATION

1 Year



FEES (BEFORE SUBSIDIES)

SGD 30,000* excluding GST
SGD 32,100 with GST+



LEADERSHIP LEVEL

SME Top Management



DEVELOPED by CEOs and ACADEMIA for HIGH GROWTH LEADERS in SMEs

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.

NUS Business School, supported by Enterprise Singapore and in collaboration with LinHart Group, has paired some of the best academics and educators with a deep bench of leader advisors, mentors, practitioners who come with a plethora of industry and domain experiences in growing companies across multiple geographies. 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.

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.

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
Associate Professor, Accounting
NUS ELT Programme Director

- 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



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



Sheila Wang
Professor, Analytics and Operations
Academic Director, NUS MBA

- Held leadership roles in Silicon Valley and in Asia Pacific, serving as the Worldwide Director of a US\$ 2 billion-dollar operation for Hewlett-Packard and Agilent Technologies. Advises Fortune 100 MNCs and serves on multiple Boards
- Was a reality TV judge on Angel's Gate – Asia's Shark Tank



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



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



Wong Poh Kam
Professor, NUS Business School
NUS Engineering School, and LKYSPP

- Various leadership roles at NUS Entrepreneurship Centre, NUS Overseas Colleges, Lean Launchpad Programme, StartUp@Singapore, Block71, PIER71 and many more
- Co-founded three companies. Active angel investor in Singapore, Silicon Valley and China. Founding chairman of Business Angel Network. Co-curator of the World Economic Forum's Transformation Map on Entrepreneurship



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

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
Regional Head,
TMRW Digital Bank of UOB

- Regional Head of TMRW Digital Group at United Overseas Bank (UOB), where he leads the strategy and oversees the roll-out of UOB's digital bank in Thailand and Indonesia
- Prior to joining UOB, Dennis spent 10 years with an international bank and held various senior roles within its retail banking division



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 Centillum, 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



Adheet Gogate
SVP and Head of Care Services at
IKS Health India, ex-McKinsey

- Senior Vice President and Head of CARE services at IKS Health in Mumbai
- Was a management consultant at McKinsey and also founded his own consulting company



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

- Contributed to Sea Group'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



Lillian Cheng
Seasoned Consultant in Pricing,
Marketing, and Strategy

- An independent consultant and researcher in pricing, marketing channels, marketing strategy and tacit knowledge, with broad experience in Asia, North America and Europe
- Consulted for various international businesses including Internet start-ups, luxury brand companies, fashion designers, entertainment companies, Fortune 500 companies and high-tech firms

BUSINESS BUILDERS INSPIRING THE PROGRAMME



Jai Arya

Advisor to Dean
(Corporate Outreach)
Head, Executive Education

- Board Member of the UK-based OMFIF, 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



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

*Price stated is correct at the time of printing and subject to change without notice.
+GST applies to individuals and Singapore registered companies.

ENQUIRIES

E: exec_edu@nus.edu.sg

T: +65 6516 7872