



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

## ENTERPRISE **LEADERSHIP** FOR TRANSFORMATION

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**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
- Who have been operating for more than three years
- Who are seeking for extraordinary 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

### **SkillsFuture funding**

- Enjoy subsidies off the programme fee if applicable

# 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 such as travel restrictions, destination may vary.

# 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.

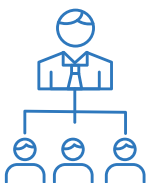
You can tap on the advisory services provided by your mentors whenever you need help for up to six months from the end of the

programme. You may also 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.

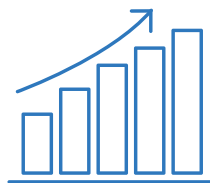
## HELP BEYOND THE PROGRAMME

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 SUST's diverse network and 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:



### SUST 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.

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**Associate Professor Guan Chong**  
Director, Centre for Continuing and Professional Education  
Singapore University of Social Sciences

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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.

Her research interest 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.

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.



**Associate Professor Tay Huay Ling**  
Head, International Trade Management Minor, School of Business  
Singapore University of Social Sciences

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Associate Professor Tay Huay Ling worked in areas relating to supply network analysis, healthcare and process improvements prior to becoming an academic. She serves as a pro-bono consultant to non-profit organisations, focused on operations and supply chain performance tracking and improvements through process streamlining and workflow redesign.

research interests include lean six sigma, sustainable business values, healthcare as well as humanitarian logistics.

She has published and presented journal articles on operations management and process improvements in logistics, healthcare, community care and higher education settings using lean six sigma and performance management in humanitarian logistics and supply chains. She teaches courses on operations and supply chain management as well as lean six sigma. Her

She holds a Ph.D. degree in Business and Economics (Operations Management) from the University of Melbourne, Australia, MSc in Industrial Engineering from Georgia Institute of Technology, MSc in Logistics and Supply Chain Management and a BEng (Hon) in Chemical Engineering from NUS.



**Dr Victor Kwan**  
Senior Lecturer, Centre for Continuing and Professional Education  
Singapore University of Social Sciences

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Victor was the Managing Director at Wearnes, an importer and retailer of luxury automotive brands such as Bentley, Aston Martin and Bugatti. He heads up business operations in several Southeast Asian markets including Singapore, Malaysia, Vietnam and is actively involved in sales, marketing, finance, strategic planning and other functions. Victor has been in management for over 20 years and has led brands that cut across all market segments – from mass to premium to ultra luxury. His

notable achievements include starting up successful new businesses, driving existing ones to achieve performance records as well as winning awards and accolades across the region.

Victor is also an investor in tech startups and an established business coach for SME founders.

He holds a Ph.D. in Business and stays active in academia. His research interests lie primarily in word of mouth on social media and luxury brand management

# Programme Instructors and Mentors



## 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.

## 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 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.

# Programme Instructors and Mentors



## Associate Professor Emily Ortega

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

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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, S R Nathan School of Human Development  
Singapore University of Social Sciences

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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, Master of Digital Marketing, Graduate Certificate & Diploma in Digital Marketing Programmes, School of Business  
Singapore University of Social Sciences

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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.



## Dr Josephine Tan

Associate Faculty  
Singapore University of Social Sciences

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Dr Josephine Tan has experience in the manufacturing and hospitality industry and is currently a consultant with the hotel industry.

Her experience as an industry practitioner and academic has shaped her belief in bridging academic theories with experience, bringing about a more

applicable approach in learning. She believes that learning is not just about being knowledgeable but also being able to open one's mind to different perspectives, and view issues through different lenses.

Her areas of interest and experience include Marketing, Services Marketing, Strategy and Entrepreneurship.

# Programme Instructors and Mentors



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

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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.



**Associate Professor Marcus Lee Teck Huat**  
Vice Dean, School of Business  
Singapore University of Social Sciences

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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.



**Dr Stenson Tan**  
Head of Financial Markets  
Taishin International Commercial Bank

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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 for 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.

# Programme Instructors and Mentors



**Tho Lye Sam**  
Head of People Business Partners  
Grab

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With over 20 years in Human Resources, spanning the technology, retail, and services sectors, Lye Sam has actively contributed to HR leadership that cultivates growth and positive workplace cultures. In 2021, she obtained her Masters in Counselling, further enriching her professional capabilities, with a current focus on enhancing her coaching skills.

In her current role as Head of People Business Partner at Grab, Lye Sam collaborates with a global team to shape strategic and operational People practices. Her responsibilities include talent development and change management during reorganisations transitions. Additionally, she has taken on an expanded role overseeing Talent Acquisition.



**Dr Kevin Cheong**  
Managing Partner  
Syntegrate

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Dr Kevin Cheong has 20 years of experience in strategising, developing and managing visitor attractions, resort destinations and tourism businesses across Asia. He has served as the elected Chairman of the Association of Singapore Attractions for 3 consecutive terms from 2010 to 2016, and, has recently been re-elected the Association's Chairman for the current term commencing July 2020.

Kevin currently serves on the (COVID-19) Tourism Recovery Action Task Force, Singapore Tourism Board.

His research interests include tourism policy and strategy; and, the impact of COVID-19 on location-based experience businesses.



# 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.



## 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.



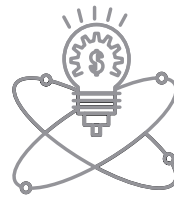
## 5. STRATEGIC GROWTH PLAN

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



## 2. INTERVIEW

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



## 4. INDUCTION

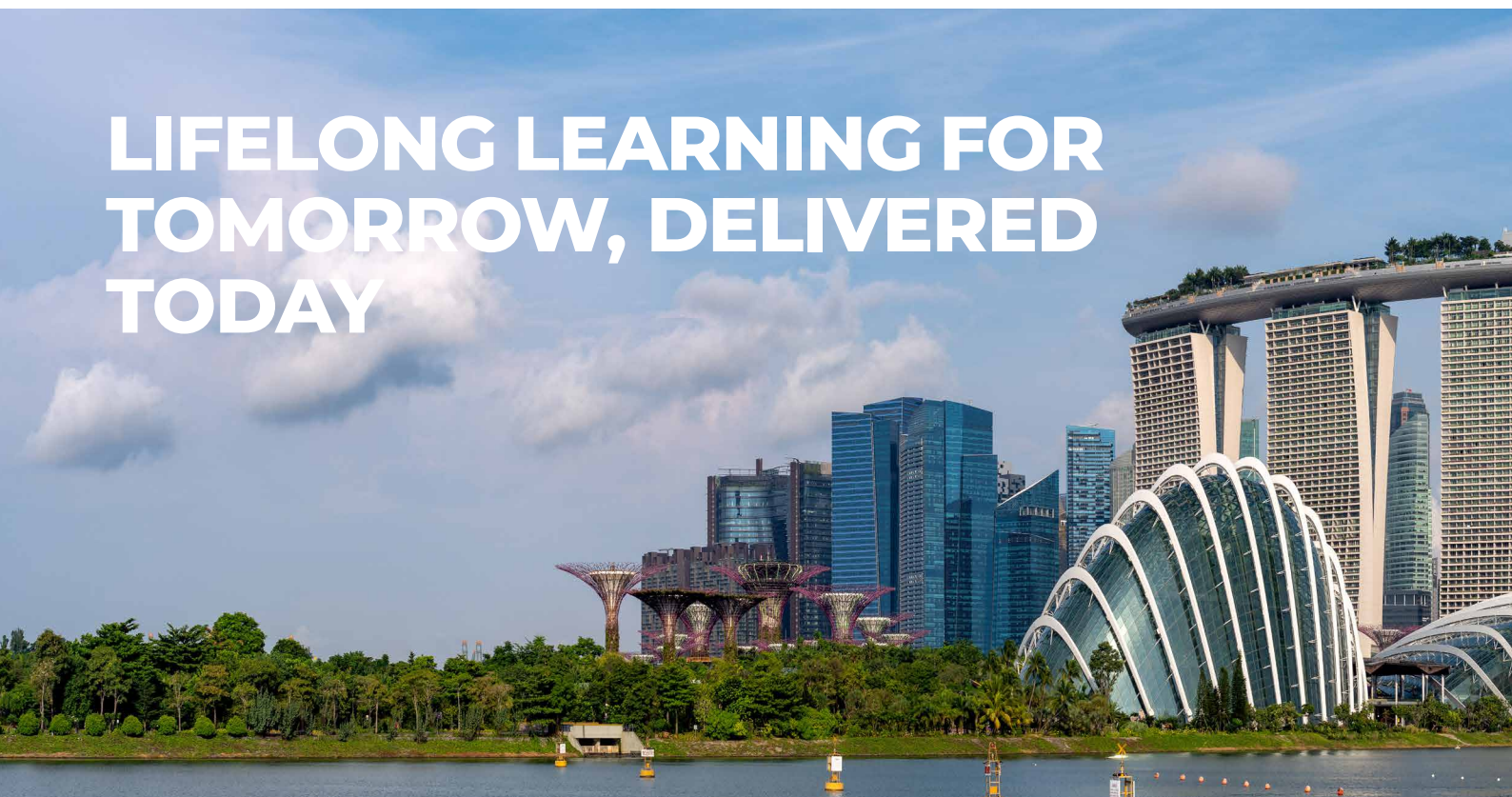
Come for a networking event where you will be officially inducted into the programme, and can kickstart your networking.



## 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. Enterprise Singapore's Overview of the Enterprise Leadership for Transformation programme:  
<https://www.enterprisesg.gov.sg/grow-your-business/boost-capabilities/growth-and-transformation/enterprise-leadership-for-transformation>
2. SkillsFuture Enterprise Credit:  
<https://www.enterprisesg.gov.sg/financial-support/skillsfuture-enterprise-credit>
3. Check out our success stories  
<https://bit.ly/elt-success>

## NUMBERS

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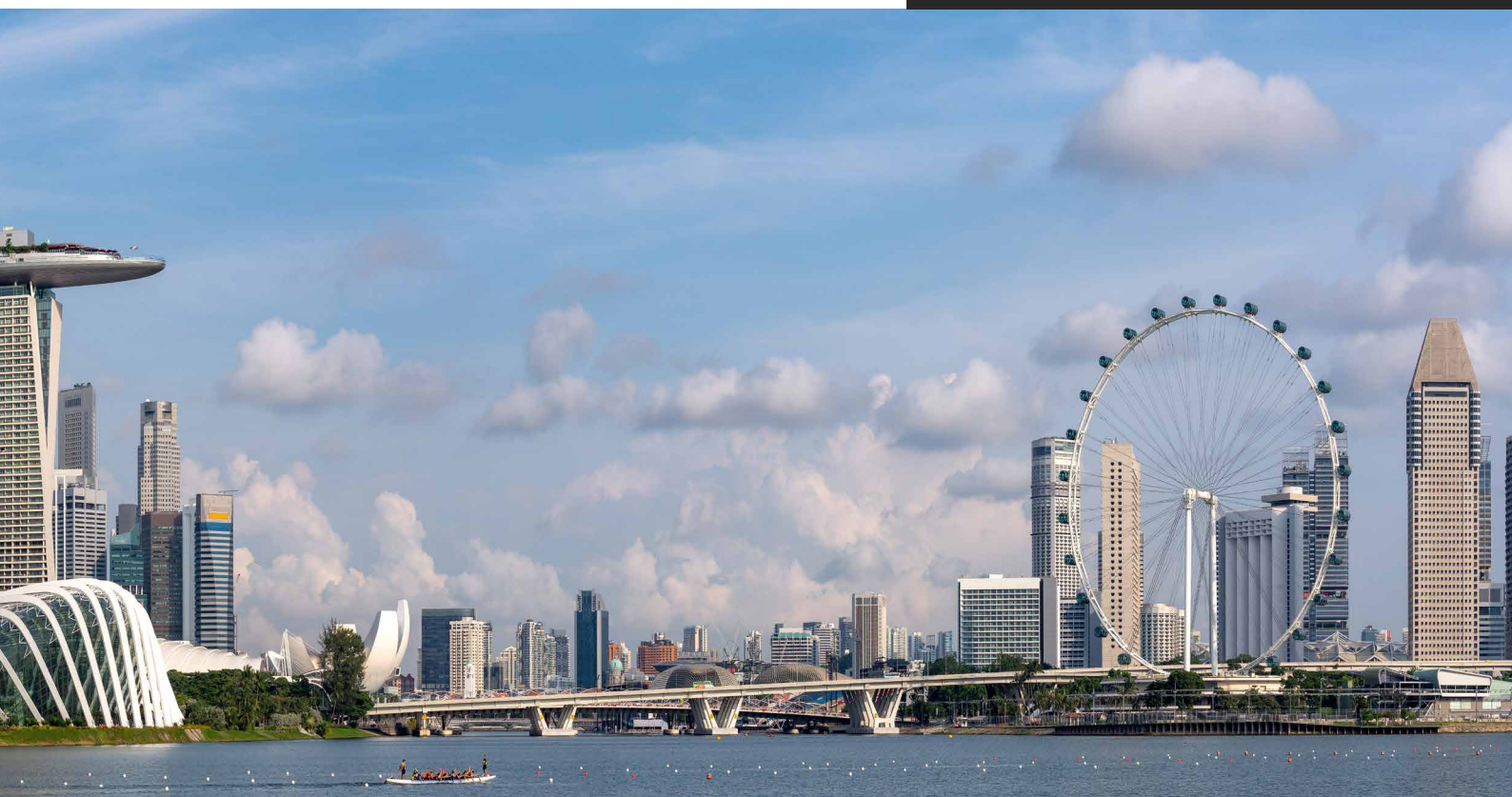
We've kept the duration of the ELT programme short but rigorous at 10 months.

# 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.





For more information, reach out to  
Centre for Continuing and Professional Education at


 +65 6248 0263

 CET@suss.edu.sg


or visit



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- 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.