



# OMAG

The Operations Management  
Magazine Guide

**2021**

# Foreword

As once-freshmen who stepped foot into Singapore Management University (SMU), we were overwhelmed by the plethora of majors and tracks offered by the SMU Lee Kong Chian School of Business.

After speaking to juniors, seniors and attending multiple information sessions, we came to a realisation that students, ourselves included, had preconceived misconceptions about Operations Management (OM).

With that in mind, the main goal of this **Operations Management Magazine (OMAG)** is to debunk such myths and serve as an industry resource handbook for students who wish to learn more about this exciting and dynamic OM field outside their textbooks.

*Disclaimer: The views expressed in this magazine represent the personal view of each author, and do not necessarily reflect the official policy or position of the author's organisation (where applicable). This magazine does not guarantee the accuracy, completeness or timeliness of the information presented.*

Feel free to reach out to us:

- For OM academic-related questions - [SMU OM Coordinator](#)
- For OM mentor-related questions - [Poh Sze Hui, Jamie Yeo Jin Yih](#)



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BBM major in  
Operations Management



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# ROLES & RESPONSIBILITIES

The SMU Operations Management (OM) Faculty has kindly contributed a comprehensive (but non-exhaustive) list of various OM roles and responsibilities, categorised according to three main OM tracks: OM, OM Analytics and OM Maritime. They have also recommended useful OM elective modules to take and materials to read pertaining to each respective role.

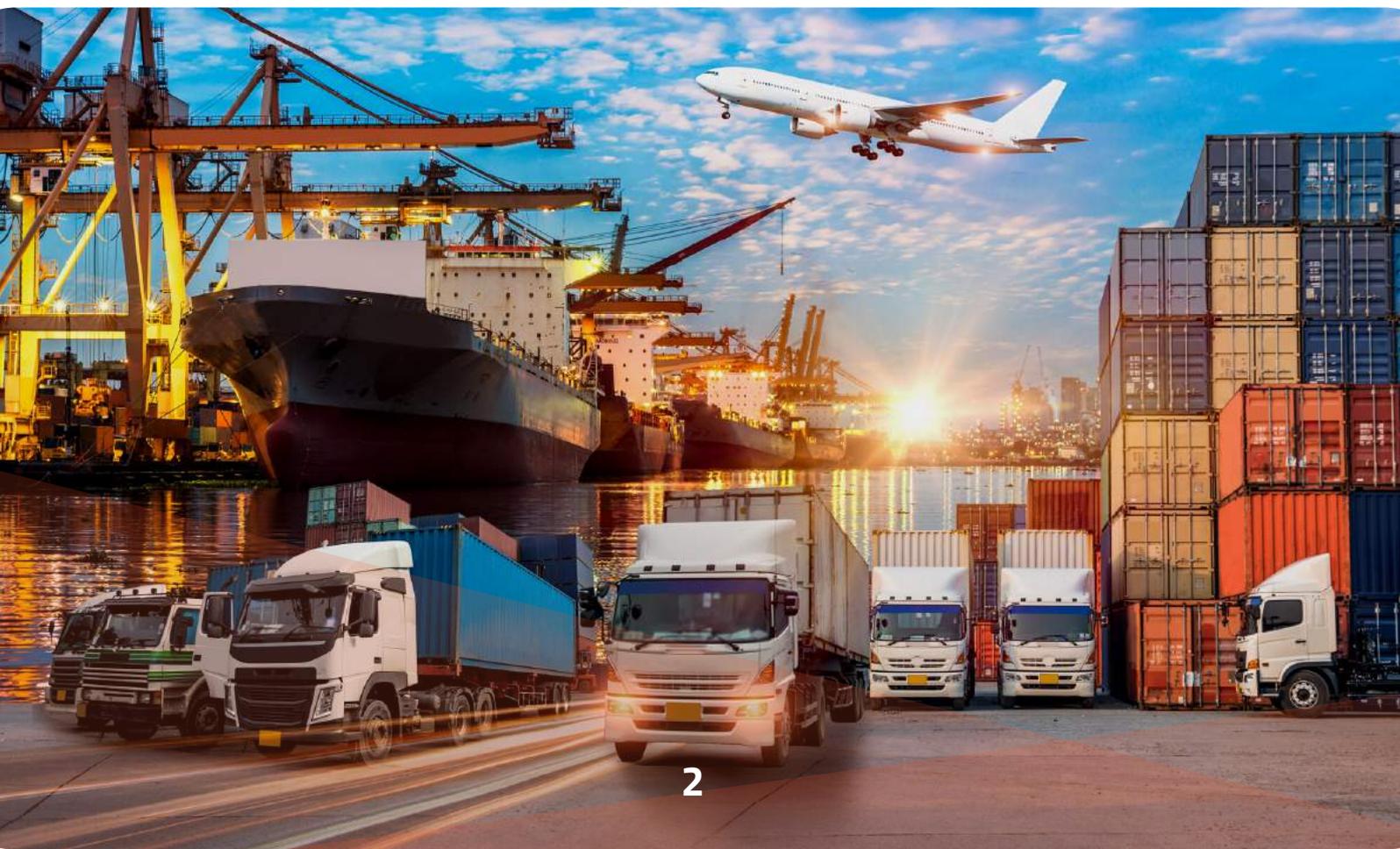
# INTRODUCTION TO OPERATIONS MANAGEMENT

Operations Management (OM) aims to help companies realize their full potential by **efficiently** utilizing their resources to create outstanding goods and services in a timely fashion. As such, a job in OM has a direct impact on the bottom line and requires quantitative and qualitative skills in equal measure.

**Quantitative** skills will serve you well when identifying, collecting, and analyzing data. **Qualitative** skills will equip you with the ability to transform data into actionable insights to implement reasoned change.

You may find out more about Operations Management and its different tracks by clicking [here](#).

- Associate Professor Marcus Ang, Assistant Professor Joyce Low, Assistant Professor Feng Guiyun



# E-Commerce & Warehousing

**E-commerce:** Customers not only shop through different retail channels-in-store, online websites and applications - but also expect a **consistent buying experience across these channels**. This creates a host of new business models, such as online marketplaces, platforms, and omnichannel retailing, that requires new sets of skills and concepts to manage. E-commerce topics related to OM include online retailing operations, online marketplaces, analytics and Artificial Intelligence, and logistics and technologies for online retailing.

**Warehousing:** As the world becomes more globalized, companies achieve competitive advantage by paying attention to **effective supply chain design and operations**. Warehouses are consolidation hubs of various products in a supply chain. Besides the traditional storage function, warehouses are increasingly forced to perform responsive and accurate **customer order fulfilment** and other value-added services. High performance in product warehousing and order fulfilment is crucial to the success of many companies in today's competitive business environment. A comprehensive understanding of Warehousing is especially useful for those who are interested in Supply Chain Consulting.

- Associate Professor Lim Yun Fong, Assistant Professor Fang Xin

## Recommended OM electives:

Computer Simulation  
Introduction to Business Analytics  
High Performance Warehousing and Fulfilment

## Recommended Materials:

E-commerce in the time of COVID-19 | OECD  
COVID-19 Boosts E-Commerce, Resizing U.S. Retail | Morgan Stanley



# Operations Management Consulting

While traditional Management Consulting only recommends changes for business improvement, **Operations Management Consulting** would actually help implement and assess the impact of recommended changes. In short, operations management consulting is about **recommendations** and **execution**.

Using management tools and concepts such as supply chain management, lean operations, and business analytics, Operations Consultants help organizations attain tangible results by aligning people, processes, and assets, so as to achieve higher operational efficiency, maintain operational excellence, and thus attain business success.

*- Assistant Professor Helen Zhou, Senior Lecturer Dr. Wee Kwan Eng*

## Recommended OM electives:

Service and Operations Analytics, Supply Chain Analytics,  
Sustainable Operations



PROCESS  
PLANNING

QUALITY  
IMPROVEMENT

STRATEGY

## Process/Quality Improvement

Organizational learning does not happen automatically, rather dedicated resources are utilized to facilitate the improvement of processes over time. This is not only true for manufacturing processes but also for service processes and other supporting business processes. That is why companies hire and employ process improvement specialists: they know how to organize and improve different types of processes.

As a **Process/Quality Improvement Specialist** you combine **process management** knowledge (e.g. to increase throughput, find and elevate the bottleneck), with **analytics** and **project management** skills to identify opportunities and then charter and manage specific improvement projects.

It is evidently clear that Big Data, Analytics, and Artificial Intelligence will have an impact on process improvement moving forward. Processes, learning and improvement will become more intelligent (with automatic adjustments) and automated.

*- Associate Professor Lieven Demeester*

### Recommended OM electives:

Managing Process Improvement, Project Management,  
Operations Strategy



# Procurement

**Procurement** is one of the core functions in Operations Management. For an individual's grocery shopping, a simple price comparison could be enough to support her/his purchasing decisions. However, for a company's large-scale procurement, selection and payment decisions have to be made in complex and systematic ways.

There are 3 main types of Procurement:

1. **Direct** - intended for manufacturing purpose
2. **Indirect** - internal usage
3. **Services** - contingent workforce / consulting services

During the Sourcing and Procurement process, a company is required to consider multiple factors: *Which supplier to contract with? How to **negotiate** the price and purchasing volume? Should dual-sourcing or backup-contractor be considered? How to incentivize **cooperation**?*

It might be useful to acquire knowledge on game theory and optimization to assist one in making the best Procurement decision.

- Assistant Professor Rowan Wang

## Recommended OM electives:

Procurement and Strategic Sourcing,  
Supply Chain Analytics

# Project Management

As a **Project Manager**, you make changes in your company happen. Each project will be unique, with its own set of goals, a dedicated team, budget and time constraints. Your clients could be both internal and external stakeholders invested in the execution and outcome of the project.

Good Project Managers combine strong **attention to details** with excellent **people management** skills. In addition, in all project management settings, problem-solving skills are a must, as few projects proceed smoothly as planned. The ability to understand the tradeoffs between multiple project goals and constraints and the interests of the stakeholders when identifying the best course of action will support successful project delivery.

- Associate Professor Pascale Crama

## Recommend OM electives:

Project Management, Managing Process Improvement,  
Supply Chain Analytics

## Useful Project Management Softwares:

Primavera, MS Project, ProjectLibre

## Useful Project Management Resources:

Project Management Book of Knowledge  
(published by Project Management Institute)

# Service Operations Management

**Service Operations Management** enables a company to provide service directly to its customers. Service Operations Managers have to make decisions regarding simultaneous production and consumption of an intangible product (i.e. service). These decisions involve the people, process, information, and the system that produces and delivers the service.

Some examples include: *How to design a **queueing system** at banks to reduce customer waiting time? How to **match** private hired drivers and riders to reduce waiting time? How to **schedule** patients such that doctors are not too busy or idling?*

By considering both quantitative (e.g. waiting time) and qualitative (e.g. customer satisfaction) factors, a company can excel in providing services to their customers by optimising system performance.

- Assistant Professor Rowan Wang



## Recommended OM electives:

Managing Process Improvement,  
Service and Operations Analytics,  
Operations and Supply Chain Management in Healthcare

# Supply Chain Management

The **Supply Chain Management** of companies has evolved from the traditional focus on distribution and warehousing to a **strategic** function, enabling a critical competitive advantage for companies in today's global market and production.

A supply chain must support a company's competitive strategy through management of the flows of products, information, and funds in order to **maximise the value of the entire chain**. Supply Chain Management involves a wide range of activities including **managing supply and demand**, enhancing the **transparency between partners**, and **coordinating** the incentives along the entire chain.

With the shock of Covid-19, supply chain management is in the limelight due to numerous countries imposing **lockdowns**, which have slowed down or even stopped the flow of raw materials and finished goods in the manufacturing segment. Companies are required to rethink their supply chain strategies and to build a **more resistant supply chain network**.

- Assistant Professor Fang Xin

## Recommended Materials:

[Supply chain disruption](#) | Accenture

[Global Supply Chains in a Post-Pandemic World](#) | Willy C. Shih

# Sustainability Operations

Environmental sustainability has emerged as an integral part of corporate strategy and decision-making in recent years, creating unprecedented opportunities and challenges for business managers.

**Sustainability Operations** Specialists assist firms in the development and implementation of their **corporate sustainability initiatives**, including greenhouse gas accounting and carbon footprint management, green supply chain management and procurement, product stewardship and design for the environment, management of waste stream through recycling, remanufacturing, and industrial symbiosis, and green building certifications. They are required to **evaluate suppliers' sustainability** in an objective way and using this information to assign purchasing contracts, and how to **translate MNC's global sustainability targets into regional programs**.

- Associate Professor Onur Boyabatli, Assistant Professor Buket Avci

## Recommended OM electives:

Sustainable Operations, Operations Strategy, Managing Process Improvement

## Recommended Materials:

Thinking Outside 'the Box': Designing a Packaging Take-Back System | Matthews

The Biosphere Rules | Gregory C.

# INTRODUCTION TO OPERATIONS ANALYTICS TRACK (OAT)

The **Operations Analytics Track** equips you with **statistical**, optimisation, simulation, and machine learning tools and skill sets to give you a competitive edge in the marketplace. Coupled with the training in Operations Management (OM), students will be equipped to use **data analytics** to handle a wide range of OM applications such as project management, global supply chain, logistics and transport management, retail operations, and high-performance warehousing and fulfilment.

Data analytics has revolutionised many industries across the globe. Almost every function and department within a company (not limited to Operations) begins to integrate data analytics tools in their decision-making. OAT will equip students with technical assets that are highly valued and demanded by companies.

- Associate Professor Marcus Ang, Associate Professor Daniel Zheng, Assistant Professor Gao Yini





# Bank Operations

In general, a **Bank Operations** Analyst ensures that the operation is efficient in the bank. The specific job scope varies depending on the position.

For example, in the area of investment banking, a Bank Operations Analyst is responsible for monitoring the financial operations such as **reviewing** governmental policies and **spotting erroneous banking functions**.

A Bank Operations Analyst who is more involved with front operations will be responsible for **collaborating** with business users and vendors/partners for solution planning and engage in a **consultative** approach to ensure the needs of the customers and internal stakeholders.

*- Associate Professor Marcus Ang, Associate Professor Daniel Zheng, Assistant Professor Gao Yini*

## Suggested OM electives:

Introduction to Business Analytics, Service and Operations Analytics, and finance-related courses.



## Supply/Demand Planner

The **Supply/Demand Planner** role cuts across both supply and demand or directly **matches supply with demand**. This function takes demand forecasts as inputs and determines how to match them with the supply in the most profitable or cost-effective way by considering the risk and service level, among other criteria.

As a case example, a company wants to decide on how much inventory to order from a supplier to satisfy customer demand which is realised only after ordering. This quickly becomes a challenge as the number of SKUs a company holds increases, as there exists a correlation between multiple products, and different products have different lead times to fulfil. This function is crucial for the success of many e-commerce companies, such as Amazon and Zappos, whose core competencies depend heavily on the success of their supply demand planning. *Zappos initially paid a hefty sum to outsource this function to a third-party logistics firm, and eventually developed the capability in-house in order to keep their core competency.*

- Assistant Professor Helen Zhou, Senior Lecturer Dr. Wee Kwan Eng

### Suggested OM electives:

High Performance Warehousing and Fulfillment, Supply Chain Analytics, Logistics and Transportation Management,



# Transport & Logistics

Transportation takes up the biggest proportion of the Logistics pie. In fact, last-mile delivery to consumers such as trucking can take up to 80% of a company's logistics budget. Retailers and producers are required to have a macro-level view as they are required to evaluate variables such as warehouse locations, logistics technologies, tariffs, regulations, supply routes, inventory levels, and more.

Hence, **Transportation Logistics** Specialists are required to optimise the transportation of goods by identifying the most efficient route to deliver goods and services. This role requires **analysing logistics data** to determine **transportation bottlenecks** and adopt **optimisation techniques for route selection**. They have to keep themselves up-to-date with the ever-changing landscape caused by increasing economic connectivity and technological advancements.

- Assistant Professor Gao Yini

## Suggested OM electives:

Introduction to Business Analytics, Service and Operations Analytics, Global Supply Chains, Logistics and Transportation Management

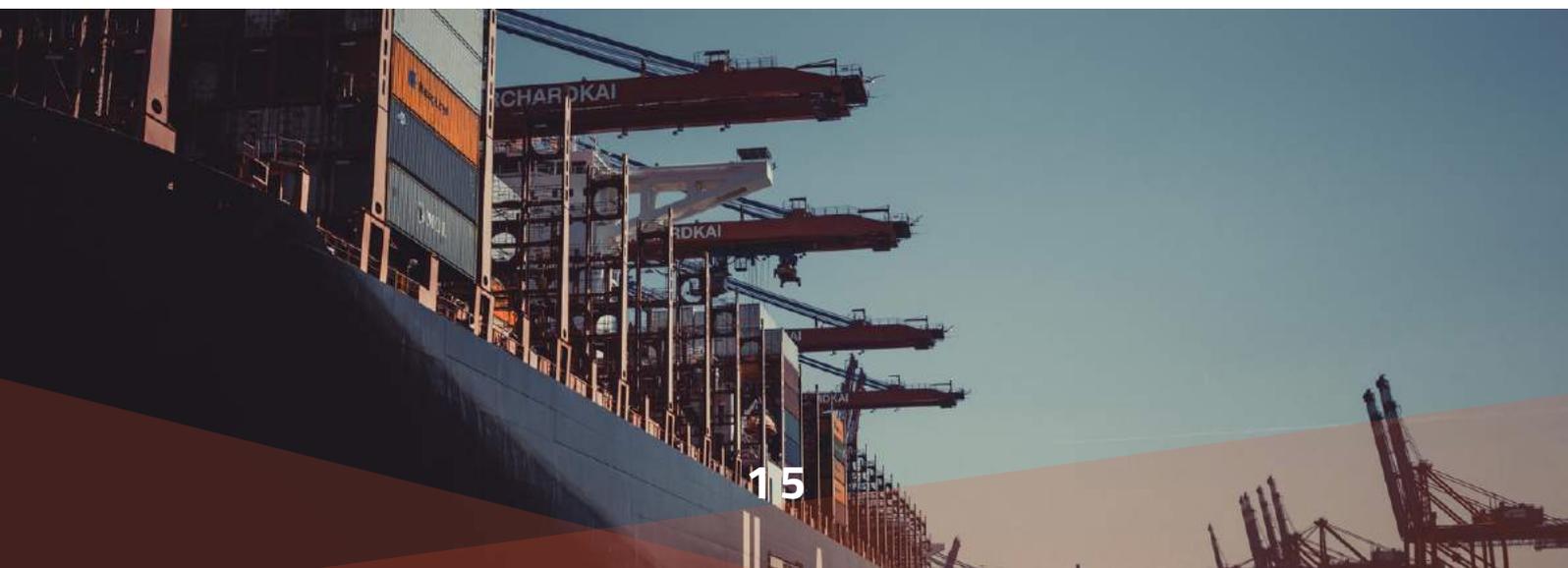


# INTRODUCTION TO MARITIME BUSINESS OPERATIONS TRACK (MBOT)

Owing to globalization and the economic development of nations, maritime trade has been experiencing significant growth over the past recent decades. **Maritime Transport**, being the most cost-efficient means of transporting a large number of goods, facilitates trade and contributes to the sustainability of the world trade system. It was once said that as much as 90 percent of the world trade is carried by maritime transport.

**Ports** and **shipping** are important parties in maritime transport. Corresponding to the growth in maritime trade, the port industry encountered a tremendous increase in demand in terms of both physical infrastructure investment and cargo handling. With the birth of **containerization**, the port industry and methods became more standardized and efficient. At the same time, shipping companies expand their service networks reaching out to more markets with speedy and affordable transport of cargo. These developments accelerated the expansion of containerized trade, which has significant impacts on the economic, social, and environmental well-being of nations.

- Assistant Professor Joyce Low





# Fleet Management

**Fleet Management** strives to achieve **safe and efficient ship operation**, has evolved in the way it is conducted and the means it uses to achieve its purpose. This is primarily a response to environmental forces which impact it through various avenues, like economic, institutional, commercial, and social ones. For example, when transport capacity exceeds trade needs, the freight rate will decline and shipping companies must respond quickly to reduce losses, and they may reduce the number of fleets in operation by laying up vessels, reducing new orders, or scrapping old ships.

In addition to ordering or demolishing vessels, shipping companies can also **control fleet capacity** by various supply-side flexibility tactics, such as laying off vessels, slow steaming, and rescheduling routes. However, these tactics are effective in the short run for individual participants. In the long run, investment and disinvestment are more strategically important.

*- Assistant Professor Joyce Low*

## Suggested OM electives:

Port-focal Logistics and Transportation Management,  
Shipping Businesses

# Network Planning

Decision-making on Transportation **Network Planning** has an impact on society, economy, environment, travel patterns, reliability, and performance of transport networks. Transport corridors provide for all modes of transport and also contribute towards economic growth and community prosperity.

An extensive service network represents a key competitive tool in the maritime industry just like any other transport sector. The role of a network planner is important as many facets such as **frequencies and routes of itineraries, pricing, inter-connectivity of routes** should be considered.

- Assistant Professor Joyce Low

## Suggested OM electives:

Decision Analysis, Logistics and Transportation Management, Port-focal Logistics and Transportation Management,

# Traffic Controller

Declaring the MBOT concentration does not limit your career in the maritime industry. With air transport becoming increasingly more affordable, companies also start to use air transport in their distributions. Hence, similar to maritime transportation, the aviation industry has a big role to play in trade and in the contemporary logistics arrangement.

Along with the prevalence of use, air spaces are getting more crowded, leading to greater flight delays. Flight delays cost the airline industry billions of dollars each year. They cause travellers untold aggravation and inconvenience every day. Air **Traffic Control Officer (ATCO)**, you will be aided by state-of-the-art technology to handle aircraft movements safely and efficiently. The CAAS offers specialized courses in Air Traffic Control Courses such as (a) Aerodrome Control, (b) Approach Control, or (c) Area Control Streams for career advancement.

- Assistant Professor Joyce Low

**Suggested OM electives:**  
Logistics and Transportation Management





# SENIORS SHARING

On hindsight, one of our biggest wish was to have had a SMU senior as a mentor - someone relatable that could offer candid advice on everything OM related: academic modules, internships, or why they even chose Operations Management (OM) as their major.

We have pooled together a diverse group of SMU seniors majoring in OM to share snippets of their experiences - moving forward you may reach out to them if you are keen to learn more!

# Why Operations Management?

I enjoy the **intuitive logic flow** that goes behind ops management and it is a very useful skillset that is applicable across a diverse range of fields and industries. I relish the **sense of responsibility** as Operations Management typically forms the **backbone of companies** that allow day-to-day responsibilities to be carried out

Having a Psychology background also gives me a degree of understanding towards human behaviour which would come in useful when collaborating within the team or negotiating to bring your ideas across.



**Daryl Ong**

BSc Social Science  
major in Psychology &  
Operations Management

Let's Connect 



## Internship Experiences

### Internship Leap Program (Supply Chain) | Nestle

- Generate and analyse trend graphs based on sales and stock volume data to propel action plans from the planners
- Involved in the merging of the stock-on-hand and demand planning systems in order to reduce the time spent on the daily periodic updates and maximize efficiency in the process

### Leadership Internship Program (Supply Chain) | Unilever

- Creation of system to track and notify users about the readiness of projects for launch in their respective markets
- Establish a sample-ordering platform which helps the samples coordinator register requests in a more systematic manner while allowing requestors to be updated on the status of their order requests

### Recommended Modules:

Spreadsheet Modelling and Analytics  
Management Communication  
Critical Thinking in the Real World

# Why Operations Management?

I decided to venture into the field of OM after taking a **gap year** to work as a Planning Assistant in HP before starting university. Through my course of work, I found that operations is the backbone of any organization, and it is a function that will **not be rendered obsolete** as long as one has the desire to learn and stay relevant.

I find operations interesting as it challenges me to **analyse processes** and come up with **ways to improve** them. The time and resources saved from the improvement can be used for other projects or enjoyed simply as cost reduction. Operations has taught me how to manage and execute a project, and to handle the expectation of different stakeholders.



**Joey Low**

BBM major in  
Operations Analytics  
& Finance

**Let's Connect** 



## Internship Experiences

### Cross Border Ecommerce Intern | Shopee

- Utilised SQL queries for data collection and data processing
- Constructed automated Excel macro workbook that increased data analysis efficiency up to 20%

### Planning Assistant | HP

- Consolidated and coordinated sea shipments booking for all products in a cost-efficient manner related to demand uncertainty
- Daily interaction with cross-departmental teams to ensure timely production and shipment deliveries are scheduled utilising SAP IJ1 System

### Recommended Modules:

Spreadsheet Modelling and Analytic  
Business Data Management  
Decision Analysis



# Why Operations Management?

**Operations Management (OM)** interested me a lot as I found OM problems very unique. I saw the cost of these problems as critical to address, especially in areas where they create social detriment. I recognised that the content learnt in the major would have provided me good tools and frameworks to tangibly help build more **efficiency** or to **mitigate the costs** of such problems.

I was also interested in Finance as I looked at how finance surrounds us daily. I wanted to understand more about how financial products could be utilised to its full capabilities, helping a wide range of parties, from individuals to corporations, gain an advantage in various economic states.



**Carl Wong**

BBM major in  
Operations Management  
& Finance

**Let's Connect** 



## Internship Experiences

### Summer Analyst | Goldman Sachs

- Assisted in providing clients timely after-sales service reports.
- Undertake improvement projects on operations processes using data.

### Intern | SingHealth

- Engaged in a consultancy project which dealt with process and queue time management in the Accident & Emergency (A&E) for a government Hospital in Singapore
- Created a service blueprint that helped identify fail points in the service flow and provided recommendations for the hospital to implement to help manage queue times in the A&E

### Recommended Modules:

Service and Operations Analytics  
Managing Process Improvement  
Finance: Analysis of Fixed  
Income/Equity/Derivatives

# Why Operations Analytics Track?

As a business student, I was looking out for a major that open doors to multiple career opportunities. I was particularly attracted to the newly launched **Operations Management (Analytics)**. This major not only exposes me to key traditional concepts behind logistics, service optimization, and supply chain but at the same time, equips me with the **analytical expertise** required to stay relevant and competitive in the present-day job market.

Compared to the traditional Operation Management major, I am not required to take additional modules apart from the compulsory analytics modules that serve as my Operations Management electives.



**Derek Lim**

BBM major in  
Operations Analytics Track

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## Internship Experiences

### Business Intelligence (Regional), Data Analytics Intern | Shopee

- Performed shopping basket analysis, voucher utilisation and user demographic clustering.
- Derived actionable insights to drive campaign conversions.

### Business Analyst Intern | Razer

- Designed automated Tableau Dashboards for daily KPI reporting, showing real-time traffic, sales revenue, and conversion funnel retention rates.
- Conducted a 6-sigma analysis on current customer's refund performance.
- Identified bottlenecks in current operations to improve days to refund and WoW attainment targets.

### Recommended Modules:

Managing Process Improvement  
Data Science with R  
Statistical Learning with R

# Why Operations Analytics Track?

As an Information Systems (IS) student, I wanted to broaden my career options with a second major in Business. I loved how logical the concepts and calculations that I learned in **Operations Management (Analytics)** were, and how applicable it was across a diverse range of fields and industries.

I was fascinated by how so many functions within a supply chain worked together in order to transport products from source to destination in an efficient manner. It was an additional benefit that my main degree in IS served to be an excellent complementation to the emergence of **digitalized supply chains**.



**Jamie Yeo Jin Yih**

BSc Information Systems  
major in  
Operations Analytics Track

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## Internship Experiences

### Sort Operations Intern | Ninja Van

- Analyzed Singapore's urban masterplan to identify top geographical regions of potential customer growth and forecast customer demand
- Worked on a parcel morphology to analyze and determine the optimal dimension for a new parcel sizing metrics to maximise profit.

### Regional Indirect Supplier Manager Intern | Micron Technology

- Worked with a team to strategize supply chain risk mitigating and cost-saving levers that strengthen global operating process efficiency.
- Conceptualized and implemented a new Logistics and Warehousing KPI scorecard system using Tableau to automate the evaluation of vendors.



### Recommended Modules:

Data Management  
Supply Chain Management  
Logistics & Transportation Management

# Why Maritime Operations Track?

I wish to have a career that is rewarding, purposeful, yet dynamic and challenging. The Maritime industry perfectly encapsulates that. **Maritime Transport** is the **backbone of global trade and global economy**. The jobs and livelihoods of billions of people depend on international trade and shipping.

Being in this industry means being part of the bigger picture of the world economy, and my ambition is to play a part in the dramatic improvements of global living standards and promoting growth and sustainable development through supporting the maritime scene.



**Yong James Yoon**  
BBM major in  
Maritime Business  
Operations Track

**Let's Connect** 



## Internship Experiences

### Vessel Operations Intern | Koch Supply & Trading

- Communicated with brokers and counterparties to ensure timely collection of receivables
- Reported status of shipping and demurrage negotiations to the business
- Assisted marine operation analysts to generate and countercheck freight and shipping claims

### Terminal Operations Intern | PSA Corporation Limited

- Collated and analyzed staff infringement data trends to generate reports for the department to enforce stricter SOPs and codes of conduct
- Utilized PSA's terminal operations ERP system to administer efficient resource allocation through forecasting manpower and equipment deployment for vessels operations.



### Recommended Modules:

Shipping Business  
Port Focal Logistics  
Maritime Operations

# Why Maritime Operations Track?

I chose **Maritime Business Operations Track (MBOT)** as it was a complement to my Diploma in Maritime Business. After graduating from polytechnic, Economics was my main course of study as I wanted to diversify my knowledge and quantitative skillsets that I was lacking.

MBOT is great as there were non-credit classes that allowed you to learn from and **network with industry professionals**. The track also allows you to take on a wide range of modules from **trade** to logistics to analytics. As such, you can tailor your learning experience, depending on which domain you are interested in.



**Nicole Tng**

BSc Economics major in  
Maritime Business  
Operations Track

**Let's Connect** 



## Internship Experiences

### Operations - Cargo Flow Intern | CMA CGM

- Anticipation, forecasting, and arrangement of container cargo flow and feeding requirement to ensure smooth flow of cargo from POL to POD.
- Optimized supply and demand of cargo and containers to minimize cost, based on commitment slots

### Transshipment Operations Executive | United Arab Shipping Company

- Assist in prompt and meticulous declaration of transshipment, local and DG containers in Portnet to minimize cargo delays.
- Gained operational experience through loading of containers on 3rd party vessels or UASC feeder instruction.

### Recommended Modules:

Shipping Business  
Management Communication



# INDUSTRY PROFESSIONALS SHARING

Nothing beats hearing from OM industry professionals themselves if you are interested to find out what really goes down in the OM industry,

We have reached out to OM Industry professionals across a broad spectrum of management levels to gather their inputs - regarding their work, favourite and challenging parts of their roles, and other interesting questions that many of you have requested to find out more.

# Automotive

## Demand & Supply Planning



### What does your job entail?

#### Monthly operations

- Evaluate trends and factors that justify sales forecast to secure adequate production volume
- Study production plan to understand plant condition – plant capacity, parts availability etc.
- Report allocation plan considering sales request and plant condition to management for approval
- Problem solving of unforeseen situations by keeping close communication with respective stakeholders (most of time will be spent on this)

Depending on the current workload, management will assign project(s) which includes and are not limited to:

- Improve quality of sales/production planning processes
- Tackle and resolve work process issues through PDCA (Plan, Do, Check, Act)
- Reduce lead time for a certain work process
- Automation of repetitive work processes
- Standardization of work processes across plants
- Conduct training to sales and production counterparts



*The objectives of a Demand Supply Planner are simple: to maximize sales and minimize risk, but the challenging part is finding a balance between both.*

## What are your favourite & most challenging parts of your role?

Favourite part of my role as a **Demand & Supply Specialist** is that you get to experience both the demand and supply sides of the business. It taught me that **when it comes to problem-solving, it is vital to look at the big picture and work towards a solution that is most beneficial to the company.** The objectives of this role are simple – to maximize sales and minimize risk through lean stock management, but the challenging part is finding a balance between both.

## How is the culture in Toyota? Is it very Japanese- or local- like?

Work culture in Toyota is Japanese-like – very hierarchical, values punctuality, and strong on formality (e.g. *add a “san” behind a Japanese person’s name when speaking or communicating through emails as a form of respect*). There is also usage of Japanese terminologies for certain processes/actions - which definitely requires one to adapt to the working environment. That being said, people here are very warm and helpful. It is a place where mistakes made are used as opportunities to learn and improve.

## Is Operations in Toyota routine-based?

It is routine-based in terms of having to follow a strict monthly schedule of submission/reporting deadlines. However, as most problems faced are not repetitive and varies monthly, there will always be something new to learn. As for projects, a timeline is set to keep track of the progress and status. Apart from that, work is mostly flexible. **Time management** is very important as we have to prioritize and juggle between monthly operations and projects.



**Avie Thong**  
**Demand & Supply Specialist**  
Toyota Motor (Asia Pacific)  
Let's Connect 



# Aviation



## Airport Planning Operations

### What does your job entail?

In Changi Airport Group (CAG), every day as an **Airside Management** is day 1 for me in the office as I could be out on the tarmac observing aircraft turnaround processes, meeting airport partners to discuss the potential implementation of emerging technology, or ideating by myself in the office.

As a fresh graduate and new to the aviation and airport industry, I feel that it is crucial to **understand first-hand the reality of the ground** because there are certain details that I otherwise would not be able to appreciate if I relied solely on second-hand information.

### What are your favourite & most challenging parts of your role?

One of my favourite and most unique experiences I have had thus far was being involved in the aerodrome's taxiway renaming works in March 2020. As the naming of taxiways affects the safety and efficiency of everyone from aircrew, air traffic controllers, to ground service providers, it was conducted overnight to minimise impact to operations. I was tasked with a colleague to work together with ground handling agents throughout the night during their briefings to re-iterate the new taxiway names and cutover times.



*You can't stop the turbulence but you can learn to soar above it.*

## You previously completed an internship with CAG, what motivates you to return as a full-time employee?

I was part of the *2018 CAG Talent Internship Programme* - a 10-week programme where each of us took charge of and led an individual project, under the guidance of managers from our respective divisions. My task was to holistically assess a case for a potential business venture. The internship culminated in a presentation to senior management, who were reviewing not just what we were presenting, but also the methodology and thought process behind our ideas.

Furthermore, there was a recently-launched initiative that really excited me: a training programme that equipped us interns with the foundation to support and enable discussions for various digital transformation projects. This, coupled with my personal experience using digital tools, gave us a common language to serve our customers in new and better ways.

## What are some necessary skill sets students are recommended to possess to join your line of work?

Aviation is a highly competitive industry. We constantly seek growth areas to drive value and look for ways to maximise productivity. As digital natives, our ease and experience with new, innovative ways of working should lead us to **constantly think of how we can challenge and reinvent established practices**. We should be able to **communicate these ideas confidently and clearly to our colleagues to drive adoption**.



**Jay Zhang**  
**Airside Management**  
Changi Airport Group  
Let's Connect 

# E-Commerce



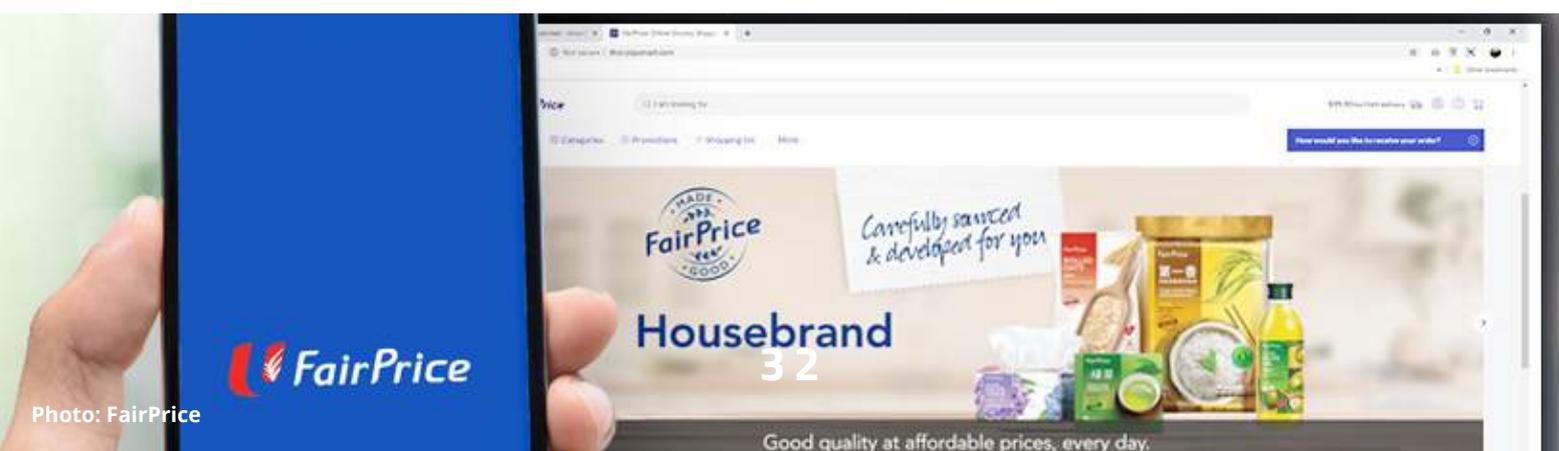
## Business Development

### What does your job entail?

The main role of my team, **Seller Acquisition**, is to **seek out and bring onboard best-in-class suppliers** which offer products that complement our existing grocery assortment in NTUC FairPrice (Marketplace). We do this by employing data-driven decision-making to define the right seller acquisition strategy and proposing further growth actions to grow onboarded Marketplace sellers to their full potential.

Something unique about my team is that we get to work with both offline and online suppliers with their different industry practices, so we learn from a blend of retail and e-commerce knowledge. The advantage of this is that we can offer proven offline products (such as those at FairPrice supermarkets) to a larger customer base - basically the whole of Singapore. The flip-side is that some of the offline suppliers have little or no e-commerce experience, and they require extra training in our operations processes to make their products available online.

In addition, my job as Seller Acquisition Executive includes **managing the integration of our portfolio of sellers** and helping them become self-reliant through basic training and content management, and **resolving seller management issues during and after onboarding**. We actively work with sellers to maximise customer satisfaction and sales performance and engage sellers to participate in promotions and campaigns, in conjunction with Account Management and Marketing teams.



*We employ data-driven decision making to define the right seller acquisition strategy, and propose further growth actions to grow onboarded Marketplace sellers to their full potential.*

## What are your favourite & most challenging parts of your role?

I enjoy meeting small & medium enterprises such as local food manufacturers to better understand their pain points, and working together to expand their business in a mutually beneficial way that is aligned with both our growth strategies.

In my first few months, I was given the opportunity to spearhead *#YummySG!*, an initiative by Enterprise Singapore and FairPrice Marketplace to support local businesses by helping them to offer their products online. There were some initial challenges in helping these food manufacturers, who are accustomed to offline retail, to get their products online but we overcame this by providing extra support in getting their online e-stores set up. I feel proud to see the success today of these food manufacturers participating in the *#YummySG!* program and am heartened that other companies have noticed this and shared with us their interest in joining too.

## What are some necessary skill sets students are recommended to possess to join your line of work?

### Technical skills:

- G Suite (aka Google Workspace)
- KPI reporting and tracking.

### Soft skills:

- **Code-switching** (speak the lingo of whoever you're communicating with)
- **Stakeholder management**
- Presentation skills
- Teamwork



**Michael Chua**  
**Seller Acquisition Exec.**  
NTUC FairPrice (Marketplace)  
Let's Connect 

# E-commerce



## Cross-border

### What does your job entail?

- Responsible for Overall Customs Network in South East Asia in term of Performance and Lead Time
- Process Improvement Project to Optimize the Customs Clearance Process
- Design and Implement Technology Changes in Operation Process to Improve the efficiency of Customs Process and whenever a new solution is introduced to the supply chain

### What are your favourite & most challenging parts of your role?

#### Favourites:

- *Empowerment* – Power to make necessary Logistics process improvements that will significantly benefit Buyers and Sellers.
- *Continuous Learning* – “Change is the Only Constant”; through constant change, I manage to learn new skills and knowledge.
- *Cross-Functional* – Ability to interact and work with people from different departments throughout the supply chain to make improvements and learn new skills from different team.

#### Challenges:

- *Stakeholders Management* – especially with external parties of different cultures and customs. It requires a lot of effort to ensure alignment and adhere to an agreeable timeline.



*Be open minded, don't be complacent and think you know everything. Keep learning new skills.*

## How did Covid-19 impact your role as Cross Border Manager?

Travelling frequency used to occupy 50% of my working hours. Unfortunately due to Covid-19 travel restrictions, we were forced to be more creative in terms of implementing our projects, and had to find ways to remotely manage a project implementation while still achieving optimal results. The timeline definitely needed to factor in inevitable delays in terms of alignment and changing export import regulations as part of the challenges stemming from the inability to travel due to travel restrictions.

## What are some necessary skill sets students are recommended to possess to join your line of work?

- **Analytical skills** – Advance Excel is a must. Knowing SQL, R, Python is an advantage as we work with large data sets
- **Problem-solving skills** – Gain as much experience through projects/courses that challenge you to have this skill set. It is good to have an understanding of a structured approach to problem-solving like DMAIC (Define, Measure, Analyze, Improve, and Control)
- **Hunger for Knowledge** – Be open-minded, don't be complacent, and think you know everything. Keep learning new skills
- **Communication skills** – Build this through project presentation, internship, CCA. Don't be afraid to step up to lead a project that gives you exposure to stakeholders management



**Yoggie Ang**  
**Regional Gateway Solution Mgr.**  
Lazada Logistics  
Let's Connect 

# Electronics



## Demand Supply Planning

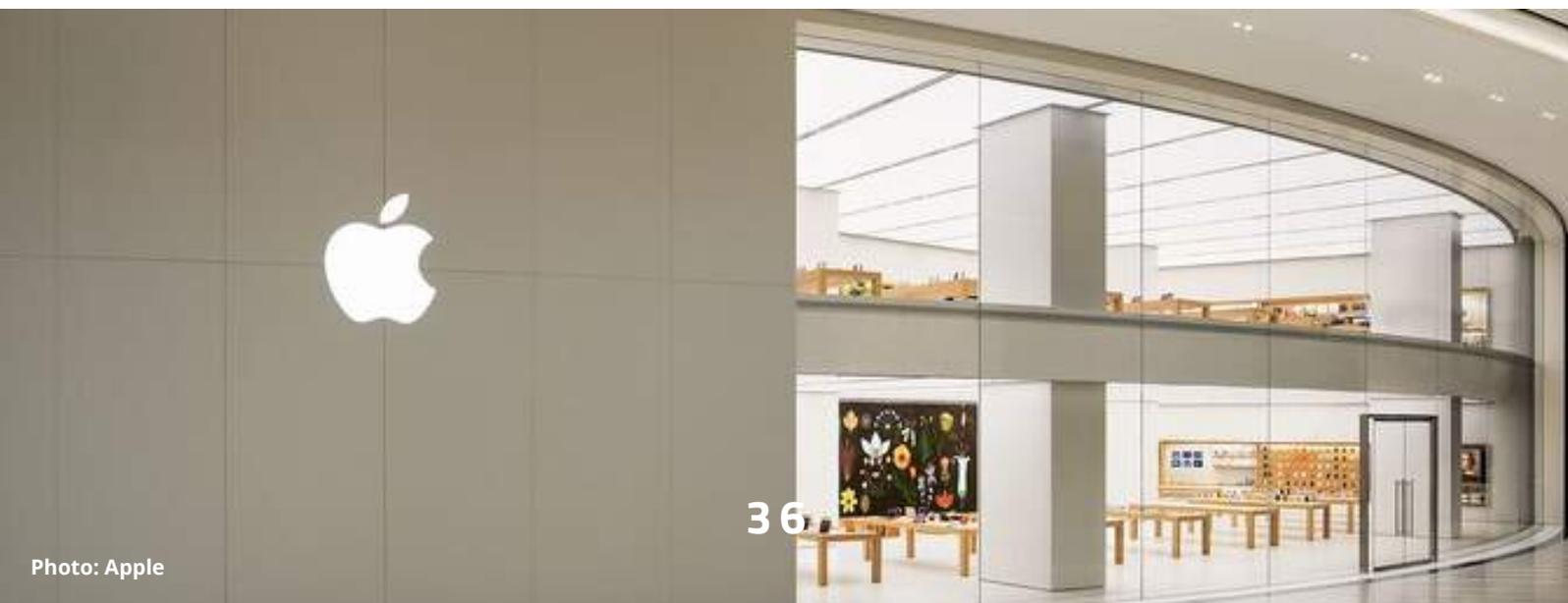
### What does your job entail?

My work as **Demand Supply Planning Manager** is very cadence-driven. We have key deliverables every week in terms of **demand forecasting**, **supply positioning**, factory orders, and **allocation to channels & partners**. We strategise on how to manage inventory through the lifecycle of the product, from the launch of a new product to quarter-end & event planning and eventually to end of life/transition to the next generation. Our projects focus mainly on **process improvements** to better deliver on the above mentioned.

### What are your favourite & most challenging parts of your role?

My favourite part is learning about a new product to be launched before everyone else, and strategising around how we think about the demand/positioning of the product in the market. The excitement of a new challenge is always there in my role.

The main challenge in my role is that most day-to-day operations decision-making happens in my department, which can be influenced by a wide range of variables that are not directly in my control. This may result in a time-intensive work schedule despite the best planning we strive to do.



*I strategise on how to manage inventory through the lifecycle of the product, from the launch of a new product to quarter-end & event planning and eventually to end of life/transition to the next generation.*

## When and why did you decide to venture into Operations when you had vast experience in Finance?

When I decided not to pursue my academic career in Finance any further and was looking for alternative career opportunities. I wanted a career where I can see a **direct immediate impact** of what I do (compared to academia where it was much longer-term), and the Demand Supply Planning role in Apple promised that and played to my strength of comfort with numbers.

## What would you recommend students with no relevant experience to do if they wish to venture into the Operations field?

**Do not see the lack of a major/internship in Operations as a barrier.** Many colleagues that I work with have no Operations background at all, and it is in no way a handicap to much of the planning work that we do, which requires mainly the skill set of being comfortable with numbers and having a good business acumen to solve ever-changing problems. Many of our hires come from finance/economics major backgrounds as well, as they have a higher propensity for the skill sets mentioned above.



**Ken Chang**  
**Demand Supply Planning Mgr.**

Apple  
Let's Connect 



# Electronics



## Channel Operations

### What does your job entail?

My work as a **Senior Channel Operations Manager** in Microsoft follows a weekly and monthly rhythm. On a weekly basis, I **manage the order book from our customers, ensuring that they place ahead of time and understand the demand drivers behind the orders**. I also work closely with the logistics team to ensure our products reach customers on time. On a monthly basis, I work with the sales team and distributors to generate a **forecast to position inventory at the right quantity and at the right time**. Before this, I was involved in developing an Internet of Things (IoT) solution for our China team to serialise all our channel sales for real-time reporting.

### What are your favourite & most challenging parts of your role?

A favourite part of my role is to see our company's products delivering smiles to our end customers; realising the company's vision of enabling people to achieve more.

As Microsoft is a software company, **the culture demands everyone to operate as a software engineer**. We are constantly challenged to deliver results that may require a 2-2.5x headcount elsewhere. Yet simultaneously we look across the street at other Silicon Valley companies, envying their work-life balance. This requires us to not just work hard but to work smarter, using tools and processes to automate our workloads.



*In Microsoft, we push for the democratisation of Business Intelligence everyone has to be their own data analyst, learning to self extract, self transform and self load data for analysis.*

## What is the difference between working with Electronics versus Fast Moving Consumer Goods (FMCG) products?

The lifecycle of electronics is so much shorter than FMCG products. In a matter of 3-6 months, we can go from launching and ramping up production to positioning inventory for the end-of-life final builds. This dynamism makes forecasting a huge challenge as sales trends are a poor indicator of demand.

## With the growing popularity of Big Data and Analytics, how has conventional business operations changed over the years?

The conventional business operates with the Business Intelligence (BI) functional group supporting other departments. In Microsoft, we push for the democratisation of BI; everyone has to be their own data analyst, learning to self-extract, self transform, and self-load data for analysis.

This push was definitely not a sudden change as there will and still be change **resistance** from many people. As such, I foresee it will be another decade before we see more mainstream adoption - *it definitely is not mainstream like Excel vlookup formulas!*

Separately, there are definitely many frontier initiatives like infusing IoT solutions into day-to-day operations. However, the economics behind such technology hasn't reached a scale where it makes sense for widespread adoption.



**Teo Gen Ming**  
**Senior Channel Operations Mgr.**  
Microsoft (Devices Supply Chain)

Let's Connect 

# Finance

JPMORGAN CHASE &amp; CO.

## Treasury Operations

### What does your job entail?

The Futures & Options (F&O) business deals a lot with Exchanges (eg. SGX, HKEX) and Central Counterparty Clearing Houses (CCP). My primary role as **F&O Treasury Operations** of J.P. Morgan is to ensure that all **exchange/CCP margin calls** are settled within relevant timelines while ensuring effective **collateral management**. My team also manages the **funding and liquidity requirements** of JPMorgan's legal entities. I am also given opportunities to drive automation/process improvement projects, partnering with teams across different lines of businesses globally.

### What are your favourite & most challenging parts of your role?

#### Favorite:

- *Global* - JPMorgan has a **follow-the-sun operating model** where we collaborate with employees from different regions of the world (APAC, EMEA, and NA) to ensure global support. This means we get the opportunity to interact with colleagues from different parts of the world and backgrounds. Having a combined teleconference call is certainly an eye-opener and I do enjoy learning from each other when it comes to sharing sessions during networking events.
- *Dynamic* - You see how real-world/global economic events actually impact your day-to-day work. People tend to have the misconception that an Operations role is boring and mundane. I certainly beg to differ as being in Markets Operations, I face different scenarios every day which keeps me on my toes and I still find myself learning new things every day.



*You are not judged by your mistakes but how you react to them.*

- *Self-initiated Projects* - Being a Subject Matter Expert closest to the team's processes, I am encouraged to come up with and drive automation/process improvement ideas. I work with colleagues from various teams (technology, finance), which hones my interpersonal and project management skills.

### Challenges:

- *Time-Sensitive* - Treasury Operations involves settlement of large amounts of collateral and adhering to strict cut-off timings. This can be particularly stressful when you have downstream teams breathing down your neck. It is definitely a challenge to keep a cool head and remain unfazed during such situations.
- *Uncertainty* - There are times when you get thrown projects that nobody has a clue on where to begin. You should be willing to get your hands dirty and just have a go at it. I constantly challenge myself to turn mistakes or a challenging situation into a learning/growth opportunity.

## What are some of the necessary skill sets students are recommended to possess to join your line of work?

My personal opinion is that banking operations firms are looking for candidates from diverse backgrounds. I have peers from different majors ranging from engineering to social sciences. It is always important to have team members that can bring different perspectives to the table. I think it is also beneficial to have someone **flexible** who can lead and/or be a team player when needed. Lastly, it is beneficial to have a **strong thirst for knowledge** and constantly **challenge the status quo** in a positive and contributing manner.



**Chor Loke**

**Associate, F&O Treasury Ops.**

J.P. Morgan

Let's Connect 

# Fast Moving Consumer Goods



## Demand Planning

### What does your job entail?

As a Demand Planning Manager of Procter & Gamble, I am responsible for managing the business **delivery communications**, **forecasting**, and **commercial sufficiency** for Baby Care, Feminine Care, and Oral Care products in Asia-Pacific. I work closely with various people across functions in the company - from the Market team, Supply team, Marketing team, Finance team, and other regional counterparts. One of the main jobs for a Demand Planner is to manage the demand for products. The day starts from **generating a forecast comprehending statistical and market input**, **validating the forecast both from a bottom-up and top-down approach** and finally to maintaining the forecast in the system. Apart from demand management, a Demand Planner is also responsible for **communicating any forecast changes with the end-to-end Supply Chain team**. Good communication skill is required to convey the insights and gather the support required to meet the companies' goals.

### What are your favourite & most challenging parts of your role?

In Supply Chain, you will be bombarded with various unique challenges every other day. Demand Planning requires both strong analytical and collaboration skills as it involves extensive statistical calculations, and the work involves communication with various teams in the company - Marketing, Finance, Manufacturing.



*Demand Planning is a combination of art and science – integrating quantitative information from sophisticated mathematics calculation with qualitative information based on knowledge and market dynamics.*

One of the key metrics and challenges of a Demand Planner is achieving **forecast accuracy** in the VUCA world. Last year, there were many huge events around the world such as COVID-19, causing domino effects such as border closure, oil price drop, strong panic buy across many products in retail stores, vessel shortages, and others. These events impacted the demand for certain products. For example, it's still fresh in our minds that people were queuing to buy toilet papers until retailers run out of stock. These unprecedented series of events required people to be **flexible, agile, and responsive** to react to the market dynamics.

## How have you applied Analytics to Operations? What analytical tools would you recommend students to learn?

From the COVID-19 outbreak, we learn that supply chain resilience is important, and one of the ways to build resilience is by developing **strong analytical capabilities**. In Demand planning, having strong analytical capabilities could improve forecast accuracy and help to deliver savings, cost reduction, and meeting service expectations.

For example, by learning from historical data, we might be able to get a better understanding of consumers' spending patterns and utilise that data as an input to generate forecasts. Although every company might use different analytical tools, it is still good to learn the fundamentals. I recommend learning and practice visualisation tools that are widely available in the market such as **Microsoft Power BI** or **Tableau, Alteryx** or **Knime, Robotic Process Automation (RPA)** tools such as **UiPath, Automation Anywhere, Pega Systems**, or **Blue Prism**.



**Steven Aditya**  
**Demand Planning Manager**  
 Procter & Gamble  
 Let's Connect 

# Fast Moving Consumer Goods



## Procurement

### What does your job entail?

As a **Procurement Director** of Unilever, I am responsible for managing a portfolio of chemicals called inorganic chemicals globally. Inorganic chemicals make up more than 3/4 volume of any cleaning product (detergent powder/dishwashing etc.)

My Procurement team and I are responsible for **designing and implementing creative ways to deliver value to support top-line and bottom-line growth**, supporting **product innovations** to continuously deliver new and improved product offerings to consumers, and delivering on our sustainability commitments.

### What are your favourite & most challenging parts of your role?

A favourite part of my role is undoubtedly the people I work with. My role involves engaging with passionate team members and external partners who, with their creativity and passion, come up with innovative solutions to business problems. From a specific content perspective, a favourite part of my role is the opportunity to understand how value chains work, develop expertise in supply markets, and continuously bring “outside-in” perspectives to meet the brand/category's needs.

A challenge of my role is to **continuously look for improvements in a highly optimised setup** – be it in the way supply chains are organised, the way the goods are produced/delivered, or their cost structure or value equation. Given the extremely competitive marketplace that we are in, if we stand still, we end up going backward – hence having a **healthy discontentment with the status quo** is very important.



*The most important thing that a fresh graduate stepping into FMCG should have is what I'd call "Consumer Love" and having an undying curiosity to understand the consumer needs.*



## How would you promote your role in Procurement, given that it has been generally considered a routine function?

Over the last few years, Procurement has truly come a long way from being just a routine back-end function that manages costs. Today, mature Procurement departments have a deep understanding of value chains and external markets, an ability to consolidate and leverage global scale, and know how to manage strategic partnerships with suppliers to deliver disruptive value to businesses. Procurement has gone from just managing costs to **bringing in supplier-led innovations** into the business. Procurement also works closely with suppliers/partners to create positive social and environmental impacts.

In Unilever, Procurement is at the centre of our **sustainability** initiatives which is also the very core of our business. If you look at our external commitments on climate and nature, or the clean future strategy for our home care business, you'll realise that Procurement is critical to delivering these commitments.

## What advice would you give to students looking to explore the Fast Moving Consumer Goods (FMCG) industry?

The most important thing that students stepping into FMCG should have is what I would call "Consumer Love". Regardless of which function one is in, having an undying curiosity to understand the consumer needs and each person doing his/her bit to ensure we service these needs is what makes a great FMCG professional.



**Anoop P.**

**Procurement Director**

Unilever (Inorganic Chemicals)

Let's Connect







# Government

## Supply Chain Strategy

### What does your job entail?

As a **Senior Strategy Manager** at EDB's supply chain & connectivity strategy team, we aim to elevate Singapore's position as a supply chain hub. My day-to-day job scope involves me **assisting companies to help them plan strategically** and extend their reach beyond Singapore. I have the opportunity to work with various stakeholders from different industries giving me exposure to a wide range of supply chain issues. To provide optimal advice to companies that I assist, I am required to have an in-depth understanding of the macro trends of supply chain strategies across the globe.

### What are your favourite & most challenging parts of your role?

Working in the Economic Development Board (EDB) has allowed me to create good jobs for Singaporeans and **helping companies find new business opportunities**. I find this work extremely meaningful.

Some challenges I face include having to convince local companies to work towards **digitalisation**. Even though most companies know that data and digitalisation are the main focus across all industries, some may not have the time, money, or even interest to do so. Some companies wish to postpone their move towards digitalisation, as they may be waiting for the technology system to be cheaper before implementing it. However, this comes at a risk of losing competitive advantage.



*My job is to plan a holistic supply chain strategy for Singapore and elevate her position of not just being a logistics hub but as a supply chain hub.*

## Is there a vast difference in Operations Management between private and government sector?

In my opinion, the private sector is more tactical-driven and fast-paced as compared to the government sector. In my experience as a supply chain practitioner, in one of the most advanced organisations such as Apple. I would say that the work is more tactical and data-centric.

In contrast, the public sector's work largely involves strategic **long-term planning**, which may not have results till many years later.

## What do you think is the most common misconception about the Operations Management industry?

Firstly, I feel that Operations Management is the backbone of all companies, but it has been neglected and was not given much attention until Covid-19 struck us. The global supply chain has since been in the limelight, and companies are trying their best to **mitigate supply chain disruptions caused by cross-border lockdowns**.

Secondly, I realise that **females tend to avoid this industry** as most of us have the perception that Operations Management is male-dominated due to the labor-intensive nature. This is not true! There are various roles such as network planning, data analytics, and more that do not require physical labour.



**Gladys Chock**  
**Senior Strategy Manager**  
 Economic Development Board  
 Let's Connect 

# Government Procurement



## What does your job entail?

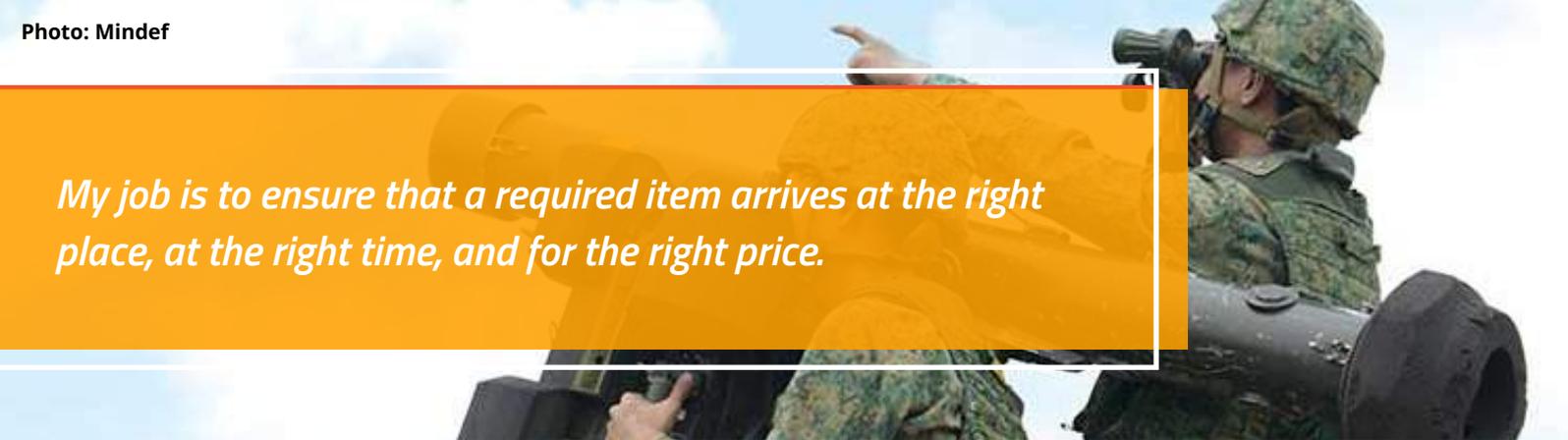
As a **Senior Procurement Executive**, my day-to-day job scope involves the execution of activities that ensure items required by my organisation, Defence Science & Technology Agency (DSTA), are acquired in an efficient and cost-effective manner. This process starts with the documented need for a particular item and ends upon the receipt of it from a supplier. Though it may sound simple, the management of this end-to-end process requires me to employ a mix of soft skills such as the ability to **communicate effectively with suppliers** and technical knowledge such in **data analytics** that allow me to sieve through data on past spending to **identify and extract opportunities for future cost savings**.

## What are your favourite & most challenging parts of your role?

My favourite part of the role is the satisfaction I derive from the successful navigation of the Procurement process to ensure a required item arrives at the right place, at the right time, and for the right price.

The biggest challenge would be having to navigate a very steep learning curve. Most fresh graduates who enter the workforce will realise that the theories learned in school seldom mirror the practical situations faced at work. I had to get up to speed as quickly as possible being proactive and constantly approaching my more experienced colleagues for advice and guidance.





*My job is to ensure that a required item arrives at the right place, at the right time, and for the right price.*

## Being part of the graduating batch that was hard-hit by Covid-19, how have you adapted your job search?

Firstly, I adopted an open mind and made peace with the fact that I may neither get my ideal job in my ideal company, nor may I even find ample opportunities in my area of specialisation. To this end, I sought to **diversify my job applications across sectors** (public and private), **industries** (Fast Moving Consumer Goods, Logistics, E-commerce, and Finance), and **roles** (Management Associate programs and direct positions). This ensured that I was not at the mercy of the sometimes-stronger hiring headwinds that certain sectors or industries faced at that time, and it forced me to really consider what I wanted out of my career.

Secondly, I made sure to properly utilise the free time that I had between my point of graduation and commencement of full-time employment to **widen my skill sets**. As a business student who fully understood the importance of increasing one's IT skills in today's increasingly digital world, I took up online courses in *SQL* and *VBA*.

I did a quick screening on relevant job descriptions found on LinkedIn and realised that these two IT skills were highly sought after.

During one of the interviews that I attended, I was asked about how I spent my time post-graduation as the interviewer understood that finding a job was a lengthy process for most at that time. As you would imagine, I had the perfect answer.



**Nigel Lee**

**Senior Procurement Executive**  
Defence Science and Technology Agency

Let's Connect 

# Healthcare

## Procurement



### What does your job entail?

A key part of my responsibility as **Head of Spend Management** of Philips (Asia Pacific & Japan) is to **develop and drive multi-year Procurement strategies and initiatives at various levels** with respect to key policy decisions and resolution of high-impact issues. On a daily basis, I have to make sure that our company remains an influential and valued partner to our suppliers, by **establishing a collaborative Spend Management culture** exemplified by openness, trust, shared action, and an emphasis on mutual long-term benefits. It also includes garnering stakeholder insights about business objectives, strategies, requirements, and priorities by deep listening and understanding. The world is constantly evolving and we must always challenge the status quo and bring solutions to the table which matter to stakeholder priorities.

### What are your favourite & most challenging parts of your role?

A favourite part of my role is to orchestrate and **drive a stakeholders-related performance cycle** including escalations across all strategic Procurement activities to meet stakeholder objectives and deliver on agreed plans.

A challenging portion of my role in Procurement lies in **crisis management** in the case of business-critical Supply Base/Supplier/Governance related issues. We are supposed to build and mobilise a virtual Spend Management expert community to gain deeper insights, develop capabilities and acceptance, and jointly brainstorm on creating a funnel of opportunities that allow us to resolve any pending issues.



*It's no longer business as usual for procurement. The scale and momentum of transformation required to counter the disruptors are unprecedented. The key to success is to proactively develop a blueprint for how procurement can turn these disruptors into opportunities for competitive advantage and growth.*

## What are some of the future trends in Procurement?

- **Increased Volatility** - With shifting trade tariffs and barriers, the unpredictability of Brexit, and fluctuating commodity prices, market volatility could be at an all-time high over the next 12 months and we have to be adaptive to the market.
- **Ongoing Digital Transformation** - Digitalisation has fast become an imperative for top-performing Procurement functions. Those who find themselves behind the times will need to play catchup this year, especially as the wider organisation is likely to be on its own digital transformation journey.
- **Delivering Value Beyond Savings** - The sophistication of the Procurement function, and the available talent within the space, has increased dramatically over the last few years. There have also been greater expectations placed on Selling, General & Administrative functions in general. With C-level strategies demanding greater growth, faster innovation, tighter budgets, and increased competitiveness, 2021 is the time for Procurement to really show how it can contribute to wider strategic goals.

## What are some of the necessary skill sets students are recommended to possess to join your line of work?

- Pay attention to Detail
- Do your own research
- Be clear, concise, and professional
- Treat suppliers like strategic partners
- Be creative when developing strategies



**Ramesh Krishnamoorthy**  
**Head of Spend Management**  
 Philips (Asia Pacific & Japan)  
 Let's Connect 

# Healthcare

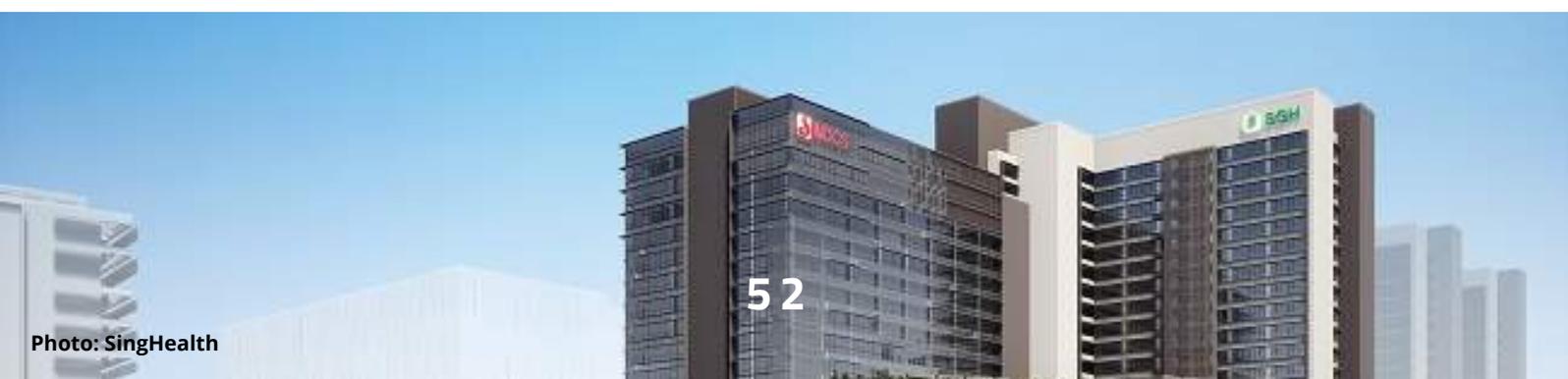
## Project Management



### What does your job entail?

SingHealth Office for Service Transformation (OST) looks into cluster-wide projects that transform healthcare services. We form task force groups, such as the *Elective Surgery Taskforce*, which looks into streamlining and improving current elective surgery processes with the help of automation and digitalisation. *One of the recent initiatives we implemented includes allowing discharged patients to track and report their fluid drainage post-surgery via a digital form, instead of manually recording it in a log sheet and calling the hotline to report the numbers. With the new process, results are sent to a common mailbox and nurses will contact the patients should there be abnormalities. This enhances convenience for patients and improves efficiency for the healthcare team, and prevents any bottleneck from multiple patients attempting to call the hotline at the same time.* Besides looking at improving the patient experience, OST is also involved in other key areas such as robotics, artificial intelligence (AI), and autonomous devices to improve staff productivity and reduce costs.

My main role as **Manager** at SingHealth OST is to work with internal and external stakeholders to ensure the success of such projects. My team and I provide support when it comes to **formulating strategies, innovating business processes, and designing new initiatives**. We also assist in **monitoring and evaluating projects' performances against set targets, proposing action plans to improve their results, and proposing scaling-up plans** across the SingHealth cluster for promising projects. Lastly, we share the projects' progress with stakeholders, senior management, and potential institutions adopting the solutions.



*One of the greatest challenges I face is having to navigate the technicalities of areas that are initially foreign to me, such as IT, Robotics and Artificial Intelligence.*

## What are your favourite & most challenging parts of your role?

I enjoy meeting like-minded individuals from various industries who have the same vision of improving the healthcare landscape and patient experience through their specific expertise and knowledge. In OST, I get to play the pivotal role of bringing these talents together, supporting them in their innovation journey and eventually seeing the envisioned outcome.

But as I take on projects in various fields and work with various technologies, one of the greatest challenges I face is having to navigate the technicalities of areas that are initially foreign to me, such as IT, Robotics, and Artificial Intelligence. I have to understand new technological concepts so that I can internalise, add my own input, and communicate the value they bring about to end-users. I take this as a learning opportunity to keep myself up to date on the latest industry trends.

## For students with no healthcare background, will they stand at a disadvantage when applying for roles in the healthcare sector?

Some roles are quite specific and technical, which would make it mandatory for the jobseeker to have some basic healthcare background experience, while others are more general in the expertise they seek.

In my opinion, having a healthcare background is not as critical as having the right attitude. Those with an inquisitive mind and a positive, keen-to-learn attitude will definitely go far.



**Daniel Tiang**  
**Manager (OST)**  
SingHealth

Let's Connect 



# Healthcare Operations



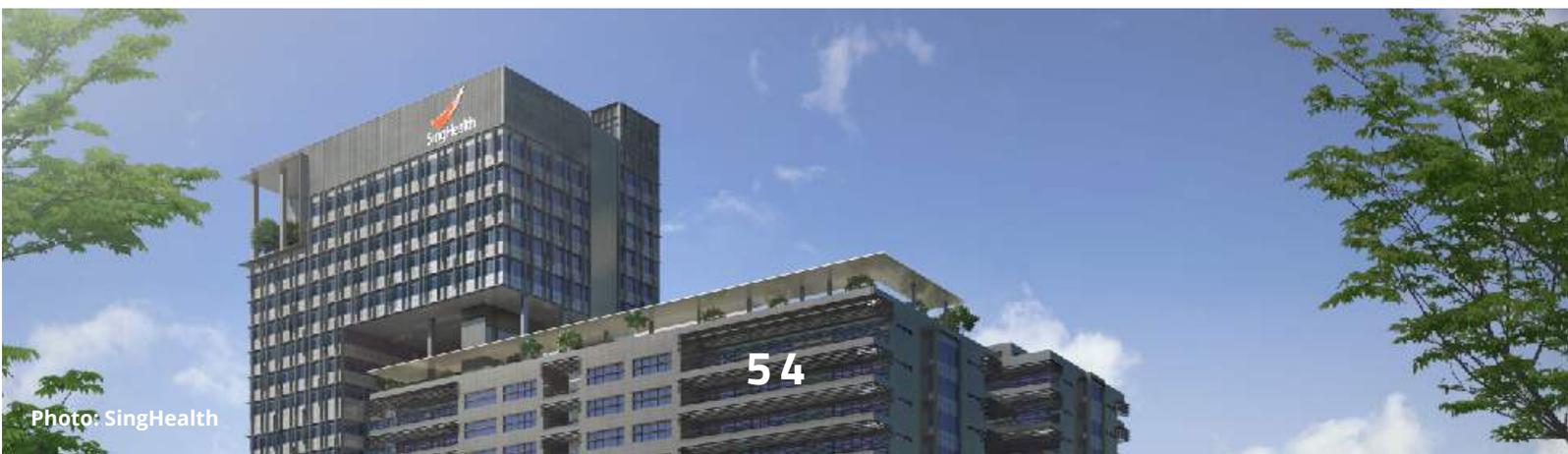
## What does your job entail?

As **Assistant Manager** at SingHealth's Office for Organisational Transformation (OOT), I help innovators in SingHealth **navigate through the early stages of their innovation journey** and provide support and advice for their projects. I also help to **facilitate project collaborations between innovators and external partners** such as Small and Medium Enterprises and Institutes of Higher Learning. *Examples of such projects include the development of mobile apps for healthcare services to enhance the patient experience or the design and development of medical devices.*

## What are your favourite & most challenging parts of your role?

There are many different clinical specialties and operational requirements in the various SingHealth institutions, and there is always something interesting to learn when doing my projects.

One of the initial challenges I faced was to understand the functions of different departments as well as ongoing innovation projects across the different institutions. However, as I work on deepening my understanding, I in turn build networks and relationships with multidisciplinary colleagues, many of whom are valuable resources to tap on for advice for different projects. Sometimes, this also allows me to get to know about projects with similar goals and I try to bring the stakeholders together for more synergistic collaboration.



*With an ageing population and evolving demographics, we need to continually seek to improve the patient experience and care outcomes.*

## **For students with no healthcare background, will they stand at a disadvantage when applying for a role in the healthcare sector?**

For someone completely new to healthcare, the initial learning curve may be pretty steep, especially when learning about clinical terms and understanding the healthcare system. There are also a lot of acronyms to pick up! However, this will not be a problem as long as you are willing to learn and ask questions to clarify your doubts. There is actually an advantage for students coming from a non-healthcare background, because you may see things from a different angle and offer fresh perspectives on challenges and solutions.

I encourage students who are keen to work in the healthcare industry to apply for internships in healthcare institutions during their term breaks to gain experience. You can then show prospective employers that you have an interest in joining the industry. Another great way to gain insight into the healthcare landscape would be to work on a healthcare case study or problem as your final-year project if there are such projects to choose from.

## **How has healthcare progress over the years in Singapore, and how does its future outlook look like?**

With an ageing population and evolving demographics, healthcare in Singapore has gone through many changes over the last 10 years. This is why we need to continually seek to improve the patient experience and care outcomes, especially so with the COVID-19 pandemic, which has challenged us to change the way we work and deliver care to the population.



**Lim Hui San**  
**Assistant Manager (OOT)**  
SingHealth  
Let's Connect 

# Logistics



## Operations

### What does your job entail?

As a **Graduate Trainee** of Toll Group, I get to rotate around business verticals to understand the business and operations better as well as embark on multiple types of projects. In my first 6-months rotation, I got to experience the end-to-end supply chain of one of our clients. I was involved in the **receipt, issue, warehouse, purchase, and distribution operations**. A lot of my daily work includes learning about the processes and using the systems by engaging my colleagues and asking difficult questions to know the challenges they faced. Depending on which department I'm at, I also had the opportunity to interact with suppliers and customers.

I was also involved in several projects pertaining to warehouse operations improvement. After **getting my hands dirty in the warehouse with the pick and pack operations** to understand their problems, I worked with the warehouse manager to **explore technologies that could alleviate the challenges faced by our warehouse staff**. It was a great learning experience to know the considerations that management has when initiating proposals, and the roadblocks faced when trying to incorporate new technology with existing infrastructure. Besides that, I also took charge of a meaningful project to ensure operations continuity by developing an operating manual to guide the warehouse staff. It served as a useful reference to make process improvements in the future.



*In the real world, many textbook theories are great to refer to when designing the operations, but it may not be practical to implement wholesale.*

## What are your favourite & most challenging parts of your role?

One favourite part of my role would be to piece all the information together and reflect on my experiences to see the big picture. Under the job rotation, I got to know more people throughout the hierarchy - from the friendly warehouse uncle, to the head of the business vertical.

The biggest challenges I faced were the steep learning curve and having to adapt to new environments quickly. I went to 8 departments within a short 6-months period. Hence, I needed to learn their processes quickly before I move on to the next department. Another challenge was being thick skin enough to ask my colleagues questions. As my colleagues are usually busy with the business operations, they usually do not have much time to guide me through the processes. It is all up to me to proactively ask them questions. My biggest takeaway from the experience was knowing how people are critical in the operations, and that unlike what our textbooks portray, the supply chain is not a simple linear process. Rather, a full supply chain is a network that connects each operation at various stages.

## What were some Operations Management (OM) misconceptions you had as a student?

One misconception I had was to view processes as everything in OM. In OM, we always discuss optimisation and efficiency. Yet, in the real world, many textbook theories are great to refer to when designing the operations, but it may not be practical to implement wholesale. In the Logistics sector, Operations is largely reliant on people, and it is difficult to model that precisely. People are dynamic, and it is important to align them with the business processes.



**Jackson Chong**  
**Graduate Trainee**

Toll Group

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Disclaimer: The views expressed in this interview belong solely to the interviewee, and do not necessarily reflect the official policy or position of the interviewee's employer.

# Logistics



## Business Analyst

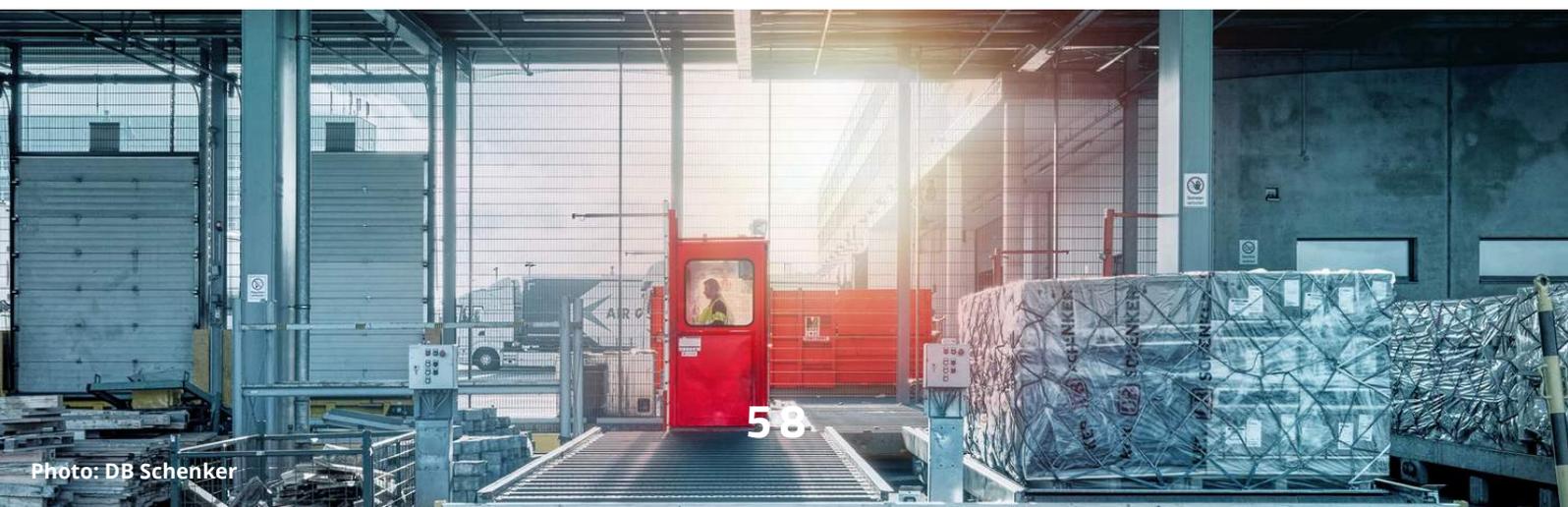
### What does your job entail?

My key job scope as **Assistant Manager, Senior Business Analyst** of DB Schenker is to **provide data and analytics to my team and the higher management on the sales performance** of the APAC region. I also assist my team to automate many of their analytical projects and also provide them with live information and data for them to engage the sales team of the countries in the APAC region.

### What are your favourite & most challenging parts of your role?

I progressed into this role from the Solution Design team (creating and providing warehousing solutions for prospective customers) in my company due to my interest in data analytics and coding. I am a strong believer in automation and I enjoy being able to help my team better manage their time such that they can get live analysis on their projects and performance so that they can better engage stakeholders efficiently.

However, my role requires me to **analyse the needs of my team** continuously and extensively to make sure that I can **pre-emptively provide them the information they need** as soon as they need them. Most of the time this requires me to pay attention to the work they do and to analyse what sort of information I am able to provide to them that will be meaningful and useful.



*Logistics is far from mundane. The industry is increasingly becoming popular and is no longer a pure male-dominated industry.*

## Some students have the perception that the Logistics industry is boring and male-dominated. Any thoughts on this?

Logistics is far from mundane. The industry is increasingly becoming popular and is **no longer a pure male-dominated industry**. Indeed, many companies in my industry are still catching up but I dare say most companies are very happy to hire both females and males as there is a huge lack of demand in labour in Logistics.

Covid-19 posed a unique challenge to the Logistics industry in Singapore, instead of having to cut manpower, demand for logistics service had increased due to the need to move medical and sanitisation-related supplies at a rapid rate. Business had been good for most of the major players in the logistics industry.

Logistics has such a huge variety of roles and many companies are building up their **automation capability**, be it in documentation or warehouse automation, making it a very exciting industry to be part of as the job and the role change. Even a conventional warehouse can be really exciting with so many activities going on at the same time - it is really far from being mundane.

## What are the main Operational differences across Logistics companies?

Truth to be told, the Logistics industry is moving at a rapid rate and the industry methods of doing things do not differ too much from each other. Most successful Logistics firms rely on their huge global network to enjoy economies of scale that translate to cost savings for customers.



**Edwin Tan**

**A. Manager, Senior Business Analyst**

DB Schenker

Let's Connect



# Logistics



## Capacity Management

### What does your job entail?

I took on the role of **Full Container Load (FCL) Assistant Capacity Manager** by the Ocean Freight department after completing a 2-year Management Trainee stint with Rhenus Logistics. The Chief Operating Officer (COO) explained his vision of implementing a capacity management infrastructure/initiative between Asia to Europe, which is to be globally applied throughout the organisation in the future. It involves continuous brainstorming, testing, and execution of methods to make the technical and operational parts of this system successful. My day-to-day varies from **documenting the whole process, creating training materials and working instructions, structuring the implementation, onboarding the countries regionally to updating the database**. To sum up, I am essentially a **Project Facilitator** and **Analyst**.

### What are your favourite & most challenging parts of your role?

My role brings about new challenges every day. Initially, I assumed the idea of implementing the infrastructure and ideology to be simple. However, there are many parameters to be considered in any project implementation - a simple idea may turn complex when it comes to execution. However, as the saying goes, *live to fight another day*. I believe these challenges are essential to promote continuous drive to excel in our jobs. I am also given a certain level of autonomy to provide strategic inputs into the project, such as how the implementation should be structured. This allows me to hone my organisational skills and strategic thinking capability.



*The job rotations across different countries enhanced my know-how in effectively bridging the gap between global implementation and localised execution.*

## What were your main takeaways as a Management Trainee?

I covered multiple stations ranging from Operations, Business Process Management, Regional Product Management in cities like Singapore, Shanghai, Melbourne, and Phnom Penh respectively. Having travelled around and worked with various teams with high diversity allowed me to **understand the complexity of processes and business cultures in different environments**.

As a Management Trainee in Rhenus, I was given the opportunity to build interpersonal relationships with various stakeholders throughout Rhenus, not limited to Asia Pacific. It has also built a strong foundation of my understanding of various tools, teams, and processes within Rhenus. Through job rotations across different countries and departments, I witnessed first-hand **different working styles that allowed me to identify the pain points of different offices**. This gave me a huge head-start in grasping the big picture and the importance of a localised approach, strongly adding to my ability to effectively bridge the gap between global implementation and localised execution.

## What are the different operator working styles you experienced throughout your job rotations across different countries?

Ultimately, operators in different countries share a common goal to ensure customers' satisfaction, but differ in their communication approach to complement their respective customers. Especially in freight forwarding business, which involves constant international interactions, it is imperative for the operators in all countries to understand the working culture of their foreign counterparts.



**Victor Tan**

**A. Manager, FCL Capacity**

Rhenus Logistics

Let's Connect 



# Maritime



## Shipping Operations

### What does your job entail?

As Assistant Operations Manager of Hafnia, I am in charge of **overseeing the daily ship operations for clean petroleum product tankers by liaising with charterers, agents, technical managers, and other concerned parties**. All these parties working together form an integral part of international trade. As part of my responsibilities in Operations, I have to ensure that the earnings from the shipment have to be consistent or better than the estimate set by the commercial department through **cost management and optimising decisions**, as the end goal is to ensure that the voyage is profitable.

### What are your favourite & most challenging parts of your role?

Each day presents new challenges for me as there are always different issues that require analysis and resolution, hence you get to learn something new every day. Sometimes you may not have solutions to all challenges, but by having a proactive mindset and engaging your team members around you, no challenge is insurmountable.

One area of my job scope that presents challenges is managing expectations with external stakeholders while always upholding your company's best interests. Effective and tactful communications are key to achieving common ground among all parties in such scenarios and helps to accomplish the common objective.



*Mental resilience is very important as maritime is a huge industry and there are a lot of different things going on out there that you must be able to adapt to.*

## What overseas opportunities were made available to you?

Hafnia is a big organisation and it has major offices in Singapore, Copenhagen, and Houston. Since different offices serve different regions, this enables us to be closer to our customers which helps to improve communication effectiveness. Covid-19 aside, there are opportunities for us to opt for cross-office exchanges where it was possible for a short secondment to other offices for exposure. This will help us to learn about other cultures and be a better communicator when we are in a cross-cultural work setting.

## What working traits are required to thrive in the Maritime industry?

**Mental resilience** and **resourcefulness** are very important traits. Maritime is a global industry and there is a myriad of new challenges and developments every day where you must be able to learn and adapt quickly. When setbacks occur, you must be resilient and resourceful and think of other possibilities to move forward.

Shipping is truly 24/7 where you must be **prepared at all times**. You may get a phone call when you least expect it, hence you have to maintain a cool head and think logically and formulate a response in a timely manner.

You have to be sharp and pick up telling signs when things are not right or prevent a problem from even happening in the first place if possible.



**Liu Xiaoyang**

**Assistant Operations Manager**

Hafnia

Let's Connect



# Maritime



## Shipping

### What does your job entail?

My journey as a **Shipping Trainee** at TORM A/S Singapore started back in July 2020, in a program that assigns us a year in the Operations department, a month in the Bunker department, and finally another year in the Chartering desk. As a Commercial Operator of the vessels under my wing, I must ensure her seaworthiness and tradability while keeping operating costs at a minimum. Some examples include ensuring the validity of certificates, checking for port restrictions in case the vessel is structurally unfit to call the port, and ensuring the vessel has enough bunkers to perform the voyage. Sounds easy but in fact, there are tons of planning to be done.

### What are your favourite & most challenging parts of your role?

I think the most rewarding aspect of my career in Maritime is the opportunity to **interact with people of different cultures from across the world**. With TORM A/S being a Danish shipping company, trainees get to travel to Copenhagen, Denmark to attend the Danish Shipping Academy and meet other trainees of other Danish companies from around the world to learn more about shipping while building our shipping network. TORM A/S also organises Tanker Day, an annual internal affair for employees to travel to either the headquarter in Copenhagen or other branch offices like Houston, Mumbai, or Singapore. I do not think there are many companies like mine that go out of their way to bond employees like that.



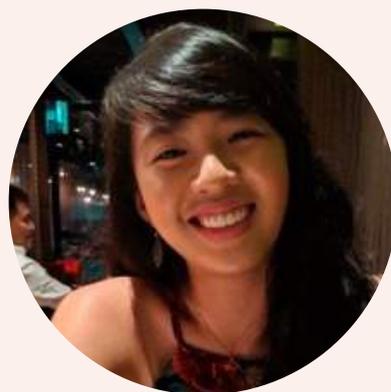
*As a commercial operator of the vessels under my wing, I must ensure the seaworthiness and her readability while keeping the operating cost at its minimum.*

Apart from the usual operations, **planning for crew change** remains to be one of the more challenging aspects of my job. Especially with Covid-19, it difficult to find a balance between fulfilling commercial voyages and honouring the contract of our crew members – ports are disallowing crew change and/or rejecting vessels that have previously done a crew change. Covid-19 has resulted in rules and regulations that are leaving many other crew members stranded at sea, working beyond the expiration of their contracts, and even causing mental distress onboard. Fortunately, our ONE TORM platform ensures that we have all hands on deck from all departments to work towards a solution. It requires a **tremendous level of coordination with various stakeholders** and constant consideration for the crew members.

## What are the barriers to entry in the Maritime industry?

Given the complexity of the Maritime industry, I think the basic Maritime knowledge is a must; the entire shipping chain; the different markets; and the various stakeholders. As for the technical aspect, it is usually not expected unless you are applying for a technical role.

Take me as an example – my Maritime experience was purely in the Dry Bulk market with zero knowledge about the Tanker market. And yet, here I am! It is not always about the technical knowledge but your ‘fit’ in the company and the industry is also an important consideration. Lastly, just remember to have a **humble attitude, the willingness to learn, and a genuine heart** – it goes a long way!



**Avelyn Leong**  
**Shipping Trainee**  
 TORM A/S  
 Let's Connect 

# Retail

CHARLES &amp; KEITH

## Merchandise Planning

### What does your job entail?

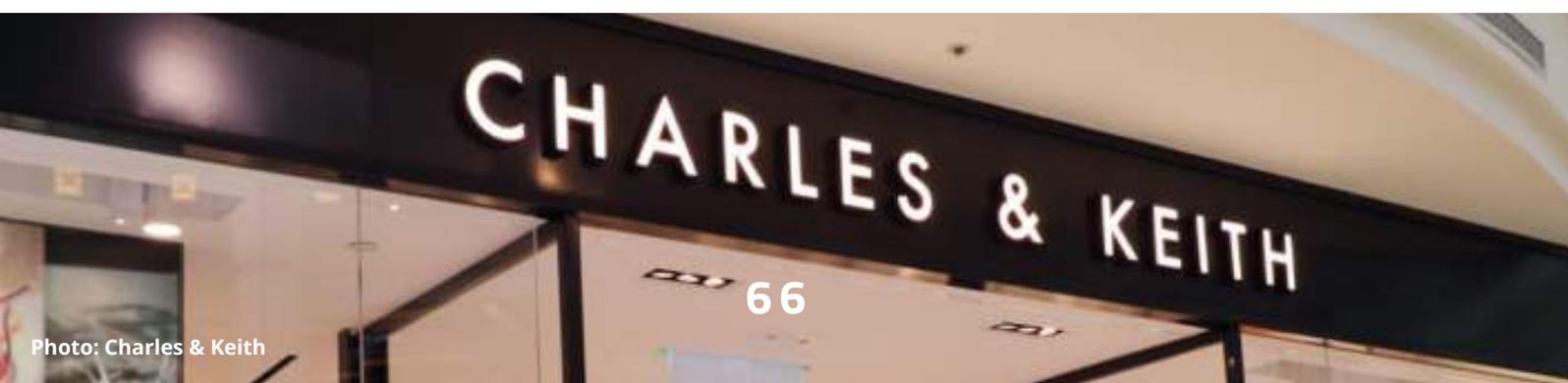
As a **Merchandise Planning Manager**, I manage three teams under the PEDRO umbrella (namely *Merchandise Planning* for the international franchise business, *Group Merchandising* and *Business Efficiency*), so work is very dynamic. The main goal of my job is to **ensure that the brand meets the varying needs of consumers across the region and help build internal capabilities to strengthen the agility of the firm**. This may sound rather vague as a job description but this goal actually provides more guidance than anything else!

Some projects that I am leading include **re-designing internal processes across the value chain to reduce product design to launch lead time** and **building internal analytics capabilities to enable data-driven decision-making across the group**.

### What are your favourite & most challenging parts of your role?

I love how dynamic my job is and how it constantly challenges my left and right brain. On any given day, I will have to work with both creatives and business planning folks, switching between discussions on fashion trends, data analytics, and business development. No two days are the same.

It is not easy to be an expert across so many domains, so I try my best to keep learning every day. Instead of making many decisions on my own, I work closely with my team to help sharpen their plans by offering new perspectives.



# CHARLES & KEITH

*Retailers are forced to rethink the way they interact with customers as physical store traffic dwindles and the masses move online.*



## How has E-commerce impacted the Retail industry?

E-Commerce has changed the way people shop and their expectations of the shopping experience. **Convenience**, **speed**, and **personalisation** have taken on new definitions as the world goes increasingly digital.

With the onset of Covid-19, even more, retailers are forced to rethink the way they interact with customers as physical store traffic dwindles and the masses move online. Traditional business expansion tactics, like new physical store openings, are halted in favour of new digital channels. Many retailers are investing in new capabilities and infrastructure that will allow them to grow sustainably and resonate with the younger digitally-savvy consumers.

## What technical skill sets do you recommend students to learn?

Analytics skills are essential in this data-driven era, so knowledge in *Python* or *R programming* and *Tableau* or *Microsoft Power BI* will be helpful.

However, do not neglect soft skills like storytelling with data and critical thinking. These soft skills will allow you to translate data into purposeful action, which is much more important to the business than simply putting numbers together.



**Elaine Toh**  
**Merchandise Planning Manager**  
Charles & Keith (PEDRO)

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# Retail



## Commercial Strategy & Operations

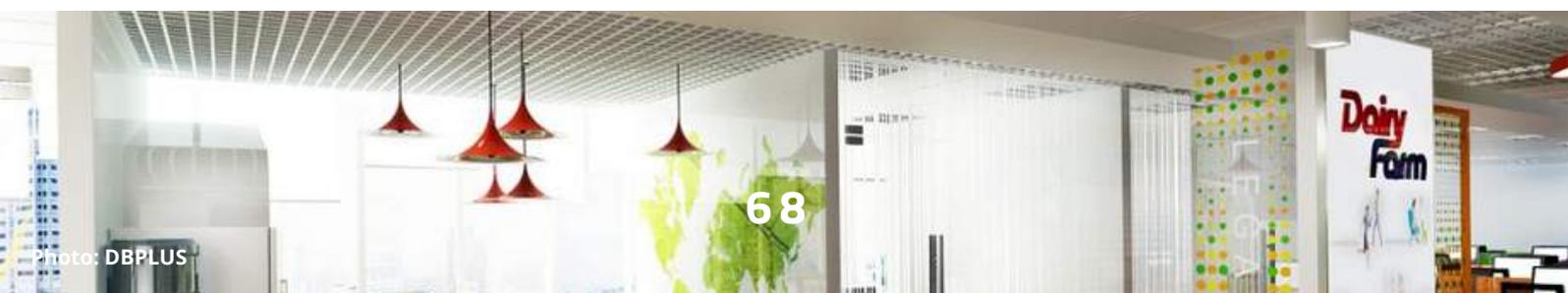
### What does your job entail?

As a **Graduate Management Trainee**, I have the opportunity to rotate across various departments. In my current placement in **Commercial Strategy & Operations**, my current projects include developing a **vendor performance scorecard** to track 3000 vendors in South East Asia, doing **pricing research**, as well as **addressing strategic business questions with Data Science and Analytics**.

### What are your favourite & most challenging parts of your role?

A favourite part of my role is the chance to constantly have new things to learn. For instance, during one of my rotations, I got the chance to present to the Group CEO on **Branding and Pricing Strategy** insights and recommendations in Southeast Asia for our Private Label Brands. During another rotation, I had the chance to analyse business partnership transactions data with a major delivery platform. During my Retail Operations rotation, I had the chance to see through the lenses of the Operations team members, and had a chance to execute sales, merchandising, quality assurance, customer service, and point of sales operations.

My biggest challenge in this role is the need to engage with many stakeholders of varying seniority. At the start of such engagements, the thought of that was the scariest aspect. Thankfully, I had a mentor assigned to me at work and I managed to receive guidance on how to engage my colleagues. Over time, my confidence has increased, and it is always about ensuring that every stakeholder's **needs and wants are fulfilled** as much as possible for every project, and how to ensure that I communicate in the best way possible.



*The greatest synergy between Operations & Commercial is that operations executes what is the best for the customer, while commercial focuses on planning and delivering the best products possible for the customer.*

Dairy Farm

## How has Analytics been useful to your Operations role?

Being in a retail company, there are a lot of data points generated on a daily basis. The understanding of analytics has allowed me to harness the data in order to **generate actionable insights to drive strategic business outcomes.**

For instance, *R programming* can be used to develop *Robotic Process Automation (RPA)* and *Extract, Transform, Load (ETL)* in order to speed up the process of data analysis which is done on a regular basis. By using Big Data software, large volumes of data can be effectively reorganised and reordered into a sales report. This provides a one-stop dashboard that can be run recurrently, without too much additional effort required to constantly put the data together, freeing up time to uncover deeper insights from the data.

## After rotating between Operations and Commercial departments, what do you think is the greatest synergy between them?

Both teams will need to work together to deliver the best value to the customer. In retail operations, there are standard operating procedures as a guide to check the quality of products in-store. When there are products that do not meet the standard for the customer, the store would need to reject the delivery, and feedback to the commercial team and other teams. This also means that for the commercial team, there is always the need to **focus on sourcing for products of the right quality from the right suppliers.**



**Tan Wei Xiang**  
**Grad. Management Trainee**  
 Dairy Farm Group  
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# Semiconductor



## Sales & Operations Planning

### What does your job entail?

My role as **Senior Director** of S&OP of ams AG is to bring multiple stakeholders together, from Sales and Marketing to every internal production site. Sales & Operations Planning (S&OP) is a key global process. We look at the most likely **business scenarios** for the next 18 months. We review the latest information on the monthly cycle and enable the management to make the right decision to **capture all the possible market revenue**. The decision could be a simple equipment ramp, up to a complex factory investment. We need S&OP especially in the Semiconductor industry because our market is so volatile just like a roller coaster, a solid S&OP process ensures we stay ahead of changes and competition.

### What are your favourite & most challenging parts of your role?

My favourite part of the S&OP role is the **Connection** and **Exposure to Big Picture**. We stay close to the market, having first-hand information about the demand outlook. We have the opportunity to collaborate with both in-house factories and external suppliers and build strong global connection. S&OP is a very rewarding job as the role is highly visible in the company, but definitely a challenging one. We are like a conductor, bringing colleagues from different functions together, and we **orchestrate everyone towards a common decision**. Having a strong business overview, excellent facilitation skills, coupled with logical data analytics are critical.



*When given the choice between being right or being kind, choose kind. - Dr Wayne W. Dyer*

## How well do you think ams AG is performing in the industry?

ams AG has a clear end-in-mind, i.e. to be the uncontested market leader in Sensor. We are definitely in the right field, with limitless opportunities. Observe your surroundings, the **product innovations revolve around sensors** (e.g. automatic parking, smart lights), and this growth has been further expedited due to Covid-19 (e.g. contactless buttons). With the continuous acquisition of the right companies, we are able to extend our sensor technology into more fields. One key area is automotive and I am excited about how sensors will enable the Driverless car, and redefine the whole automotive industry. We have a bright future.

## What advice will you give to students stepping into the workforce?

The first few years of your career are about building the foundation. The most important thing is to find a good mentor/manager, who provides you the **opportunity to learn and even to make mistakes**.

Work on a task that excites you and make use of every opportunity to learn and develop yourself. Higher rank and salary will naturally follow when you are ready for a job of higher complexity. **Career is a 30 years marathon, and in most races, the strategy of the first 10km decides whether a person can finish a strong race.** Finally, my favourite quote from Obama: *Be kind, Be useful, Be fearless.*



**Sim Wee Sien**

**Sr. Director Sales & Ops Planning**

ams AG

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# Transportation

## Strategic Program Management

### What does your job entail?

My job scope as a **Strategic Program Manager** is to support the Service Logistics organisation within DHL Supply Chain APAC in defining its strategy and drive strategic programs and projects to achieve its goals.

I was involved in the definition of *Strategy 2025* for Service Logistics APAC, working closely with the Senior Management Team. I am now managing cross-functional programs and projects to execute our strategic initiatives. This involves **driving growth in all our Asia Pacific (APAC) markets, prioritising key sectors**, and **rolling out innovation** in our operations. I also manage the engagement between Service Logistics Regional office and our 14 countries in APAC, maintaining close working relationships with the Service Logistics leads in each country.

### What are your favourite & most challenging parts of your role?

I like most the opportunity to work with people across the APAC network. APAC is an extremely diverse region, with each country having its own unique characteristics, business challenges, and cultural nuances. **I need to understand their local situations, balance that with our regional growth direction, and support each countries to overcome their challenges and grow their aspiration.** I also got to learn and experience first-hand innovation in the supply chain, be it robots in the warehouse or real-time track and trace. Interacting with innovation experts across the network gives me a good understanding of the underlying technology and the practical considerations of how to successfully implement such innovations.



*I manage cross-functional programs and projects to execute strategic initiatives and achieve their respective goals.*

The biggest challenge of my job is the **diversity of topics** and tasks that I am involved in. I need to constantly remind myself to stay focused on the key narratives of our strategy and let these guide what we should prioritise more or less. The same principle applies to personal energy management – knowing where to focus my energy on to derive the most benefits for the team and the business.

### How has your experience in Consulting helped you in this role?

My time in DHL Consulting shaped my mindset of problem-solving and the desire to add value. Consulting taught me to be very structured in the way I approach any problem – which is immensely relevant to my current job as I need to stay on top of many different projects and programs. A consultant always thinks about how the client's organisation should be improved to reach its full potential – which is very similar to what I need to do in a strategy role.

Consulting also exposed me to customers in different industries, ranging from Telecommunication, Financial Services, Consumer Goods, to Industrial Manufacturing. Business solutions and best practices from other industries can be relevant to Logistics, and I leverage on those insights to solve our business problems.

### How does DHL maintain its global leadership position, with more last-mile delivery companies emerging?

One of the biggest value propositions of DHL is its global network. MNC customers usually like to have a single provider taking care of their whole global or regional network of warehouses and transportation. This global network helps us create consistent working experiences, standards of operations, and quality of service for our customers anywhere in the world.



**Linh Chu**

**Strategic Program Manager**

DHL

Let's Connect



# Transportation



## Operations Strategy

### What does your job entail?

As Chief Operations Officer (COO) of Ninja Van Singapore, my work largely entails working closely with our management team to **strategise future capabilities of the company**. E-commerce Logistics is a **fast-paced and ever-evolving industry**, hence we are always looking for game-changing methodologies and opportunities to expand our array of services. We believe Ninja Van will continue to scale up and stay relevant with our mindset and approach. My other responsibilities include **capacity planning** of various operational functions (*customer service, drivers, warehouses*) and being involved in recruitment and team building for the Operations department.

### What are your favourite & most challenging parts of your role?

Interacting and working closely with various team members is definitely one of my favourite moments in Ninja Van. By building something together with them and working together towards a common goal, I feel accomplished whenever we complete a project. Secondly, I have the opportunity to coach individuals under my charge. When I witness their growth over a certain period of time and stepping into new responsibilities, I find it to be one of the most rewarding parts of my job.

The biggest challenge I face in my role is **maintaining currency with what goes on the ground, while keeping a full view of the entire operations in mind**. Hence, having a clear mind at all times and being able to effectively communicate with different stakeholders enables me to balance between both spectrums.



Photo: Ninja Van

*We put ourselves in the shoes of our customers (e-commerce sellers) and their customers (parcel recipients) and constantly strive to improve the delivery experience.*

## How can you succeed in the Logistics & Supply Chain industry?

E-commerce and Logistics have greatly evolved over the years and show a great dependency on each other. In order to thrive in such an ever-changing, competitive environment, one must be hungry to learn and **resourceful to equip themselves with relevant knowledge**. You need to step out of your comfort zone and be **comfortable with ambiguity**. If you are working on a project and the focus is shifted, you may feel down but do not view your effort as wasted. Think about how to repurpose your effort and view them as building blocks for the next project.

## What traits do you look out for in students applying to Ninja Van?

Most students may not have any full-time working experience, hence it is important to work on your portfolio in school so that you will have more things to share during the interview. Some traits that I will look out for is **teamwork, eagerness to take on responsibility** and a huge **drive to learn independently**. These traits can be obtained through leadership positions in your school's CCAs or during your internships.

In addition, I value **humility** and **grit** - humble people who assume they always have more to learn and who never give up despite challenges and pressure are my ideal team mates.

Lastly, it will be best if you are able to showcase your projects or **process improvement initiatives through critical thinking and offer solutions that use data as the basis**. Since every project or improvement initiative will have a measurable way of defining success, this will evoke interest in the hiring manager to find out more about your thought process.



**Lee Ghim Hock**  
**Country COO (Singapore)**

Ninja Van

Let's Connect 

# Transportation



## Warehouse Operations

### What does your job entail?

As a Deputy Head of Warehouse Operations of Ninja Van Singapore, I am responsible for all warehousing functions of the company. My team ensures **quality standards are upheld in all warehouse locations** and ensure sortation operations run smoothly. Through weekly team meetings, we discuss how can we maintain our weekly targets for sort operations to improve overall sort performance (e.g. speed and accuracy of a warehouse staff or even our automation machines).

There are also major projects that I am embarking on that would ensure **growth and sustainability for the Sort Operations team** in the long run. This involves network planning that is continuously reviewed monthly.

### What are your favourite & most challenging parts of your role?

The ability to **execute your ideas without going through many layers** is something that I appreciate about. This experience is rare if you work in other environments but important that you learn from failure rather than not trying.

While one challenging part might be down to **communication** as the main language of all our warehouse supervisors is Mandarin. As strategic as your idea might be, being extra patient is essential so that your message is not misinterpreted



*Here at ninja van, we are skewed towards being gender blind. We will take any candidate who display the capabilities required, or show passion or interest for the job, regardless of gender.*



## Is it true that Warehousing skews towards a physically hands-on, male-dominated function?

Traditionally warehousing roles are male-dominated as there is an element of strength required. However, here at ninja van, we are skewed towards being gender blind. We will take any candidate who display the capabilities required, or show passion or interest for the job, regardless of gender.

As a tech-enabled company with automated systems and processes, we are able to function optimally without over relying on physical manpower. Our latest conveyor belt system in the warehouse helps to sort bigger-sized parcels, which translates to a 5x increase in parcel processing efficiency.

## What are the relevant skill sets required to succeed in this role?

- Excellent leadership qualities
- Communication, negotiation and presentation skills.
- Good team player with the ability to interact with all levels



**Vighnesh Krishnan**  
**Dep. Head of Warehouse Ops**  
Ninja Van  
Let's Connect 



# Transportation



## Program Management Analyst

### What does your job entail?

As a **Program Management Analyst** with UPS Asia Group, I cover the intra-Asia business operations for a leading global MNC as our key client. My tasks also include identifying and preparing reports (e.g., out-of-stock, volume, client activity, exceptions, etc.) by **utilizing data warehouses**. Service quality tracking is also needed to ensure **compliance with service level agreements and events impacting customers**. In addition, I need to actively identify new business and revenue generation opportunities, by proposing new ideas, methods, and technology solutions.

It is important to collaborate closely with the Operations team to resolve and escalate service failures, to interface with customers during service failures to maintain open communication and to address concerns and to determine root causes of service failures to ensure resolution and to decrease reoccurrences.

### What are your favourite & most challenging parts of your role?

I was able to meet customers across different industries and learn about the various supply chain strategies employed based on their unique requirements. I enjoy engaging with the logistics managers and supply chain key decision-makers to identify potential opportunities for process improvement projects.



Hybrid Electric Vehicle

Photo: Tech Crunch

*Companies that take a proactive approach to being on the forefront of innovation will benefit from the agility and creativity of disrupters that seek to revolutionize the future.*

The main challenge of my role is having to understand specific process flows at the granular level. It really takes hard work and **meticulous attention to detail** to ensure a smooth transition when introducing a new process or changing the flow of the current operations. But once a project deployment has been successfully implemented, both the customers and UPS are rewarded with cost savings, reduced time-in-transit, and even increased customer satisfaction!

### **How do you ensure work-life balance with a side hustle?**

I work as a freelance emcee over the weekends and do my preparation work for each event outside of office hours. I think it is important to pursue your passions outside of your day job. Some of the skills learned can even be applicable to becoming successful at work as well! For example, emceeing has provided me with good exposure and confidence to speak in public, and allowed me to hone my presentation and conversational skills especially when negotiating with customers.

### **What exposure do you recommend students to obtain to excel in the Logistics industry?**

It is important to **keep updated with the latest trends** in the business of logistics. Companies that take a proactive approach to be at the forefront of innovation will benefit from the agility and creativity of disrupters that seek to revolutionise the future. The best way to learn is still on the job – so take up relevant internships for hands-on experience in the world of Operations Management!



**Sean Lai**  
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UPS  
Let's Connect 

# Thank you

## Authors

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## Images

- Photographs - Canva (and other sources as credited directly on each page)
- Company Logos - Respective companies