



Dr Paul Lim

Director of Undergraduate Admissions
Senior Lecturer of Organizational Behavior & Human Resources (OBHR)
Lee Kong Chian School of Business
Singapore Management University

Paul is the Director of Undergraduate Admissions and an award-winning Senior Lecturer with the Organizational Behaviour and Human Resources (OBHR) discipline at the Lee Kong Chian School of Business (LKCSB), Singapore Management University (SMU).

Prior to joining academia, Paul spent 10 years in Marketing, specializing in Brand Management. His work has taken him to the advertising, social work, tourism and fast moving consumer goods industries. He has worked for companies ranging from non-profit organizations to small medium enterprises and multi-national publicly listed companies in Singapore, Malaysia, Australia, Canada and the USA. His last position in the private sector was managing Singapore's business operations for the subsidiary of a publicly listed Malaysian company.

His research interests lie in individual resilience, mentoring leaders and multi-generational leadership. He teaches courses in leadership, ethics, negotiation, conflict management and employer branding at undergraduate and post-graduate levels. He believes that these topics are vital in preparing leaders to navigate through current and future societal challenges. Paul also speaks on issues related to human capital management at conferences and organizations both locally and internationally, providing thought leadership in the local and regional media.

An avid sports fan, Paul enjoys running, tennis, golf, swimming and CrossFit. He also loves exploring new places and cultures and has travelled & trekked to more than 40 cities, towns & villages in over 20 countries.

Paul possesses a Doctorate in Business Administration (People, Organizations & Society) from Grenoble Ecolé de Management (France); an Executive MBA from the Helsinki School of Economics (Finland); a Master of Counselling with Monash University (Australia); a Post Graduate Diploma in Psychotherapy & Counselling with Aventis School of Management (Singapore); and undergraduate degrees in Commerce and Economics at the University of Toronto (Canada). He has also trained with Harvard Law School's Program on Negotiation (USA), obtaining a certificate to Train Negotiation in the Organization.

For more information, Paul can be contacted at:

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Singapore Management University
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50 Stamford Rd
Singapore 178899

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 <https://sg.linkedin.com/in/drpaullim>

PAUL LIM

Email: paullim@smu.edu.sg

Lee Kong Chian School of Business, Singapore Management University
50 Stamford Rd, #05-01, Singapore 178899

Teaching Interests:

Leadership Development, Ethics & Corporate Responsibility, Employer Branding, Negotiation & Conflict Management

Research Interests:

Psychological Resilience, Mentoring, Multi-Generational Leadership

Educational Qualifications

**Doctorate of Business
Administration
(DBA)**
June 2015

Grenoble Ecole de Management
People, Organizations & Society
Doctoral School
Grenoble, France
(Joint supervision from Sun Yat-sen University - 中山大学, Guangzhou, China)

Dissertation topic:

Mentoring millennials in Singapore: How mentors are influencing turnover intentions in the organisation

Thesis Supervisor:

Associate Professor Andrew Parker
People, Organizations & Society
Grenoble Ecole de Management

Committee Members:

Associate Professor Jie Yan (Chair)
Grenoble Ecole de Management

Professor Mark Smith
Grenoble Ecole de Management

Dr Tracy Scurry
Newcastle University

Certificate
June 2012

Grenoble Ecole de Management
Doctoral School
Grenoble, France

Specialization: Research in Management Sciences

**Executive MBA
(EMBA)**
November 2009

Helsinki School of Economics
Singapore & Helsinki, Finland

Business strategy research project:

'For the Boys - A study of a military supplies start-up's business model'

Project Supervisor:	Professor Ram Baliga John B. McKinnon Professor of Management Babcock Graduate School of Management Wake Forest University
Certificate May 2008	<u>Harvard University</u> Harvard Law School Cambridge, Massachusetts USA Specialization: Program on Negotiation – Training Negotiation in the Organization
Bachelor of Commerce (B.Com.) June 2002	<u>University of Toronto</u> Rotman School of Management Toronto, Canada Major: Economics Concentrations: Marketing & Organizational Behaviour
Master of Counselling (MCouns) Sept 2023	<u>Monash University</u> School of Education Melbourne, Australia & Singapore
Graduate Diploma in Psychotherapy & Counselling (GDPC) September 2021	<u>Aventis School of Management</u> Singapore

Academic Experience

Director of Undergraduate Admissions
Chair of Lee Kong Chian Scholarship Selection Committee
Kwek Hong Png – LKCSB Valedictorian Award Selection Committee member
Li Ka Shing Endowed Scholarship Selection Committee member
Lee Kong Chian School of Business
Singapore Management University
 Singapore
 July 2024 – present

Senior Lecturer of Organizational Behaviour & Human Resources (OBHR)
Lee Kong Chian School of Business
Singapore Management University
 Singapore
 January 2023 – present

Lecturer of Organizational Behaviour & Human Resources (OBHR)
Lee Kong Chian School of Business
Singapore Management University
 Singapore
 August 2014 – December 2022

Subjects taught:

Undergraduate:

COR 3304 Ethics & Corporate Responsibility
COR-OBHR1308 Transformative Leadership (SMU-X in 2023)
OBHR 231 Mosaic of Leadership (Advanced Leadership)
COR-OBHR 1309 Negotiating in Business & Management
OBHR 233 Employer Branding for HR (Indonesia SMU-X Overseas Program)
formerly Millennial Talent Management: Recruitment and Engagement

COR 1301 Leadership & Team Building (*formerly OBHR 001*)
OBHR 103 Leadership through Mentoring

Post-Graduate:

MGMT6070 Overseas Study Mission (Jakarta)
Office of Postgraduate Professional Programmes

OBHR617
Negotiating in Business
MSc in Management - MiM

IESMUMBA20190-1_12R3_313561
Leading People & Organisations
IE-SMU Master of Business Administration - MBA

Sustaining relationships through Conflict Management
Post-Graduate Professional Development (PGPD)

Visiting Lecturer

School of Business & Management

Institut Teknologi Bandung (ITB)

Indonesia

February 2023 – June 2024

Subject taught:

Employer Branding for HR

Ethics & Corporate Responsibility (with University of Queensland)

Visiting Lecturer

Fakultas Ekonomi dan Bisnis

Universitas Indonesia (UI)

Indonesia

August – November 2021

Subject taught:

Employer Branding for HR

Visiting Lecturer

Faculty of Economics & Business

Universitas Gadjah Mada (UGM)

Indonesia

February – May 2019

Subject taught:

Millennial Talent Management: Recruitment and Engagement

Visiting Lecturer

Grenoble Ecole de Management

(Beihang University, Beijing campus)

China

December 2016

Subject taught:

Post-Graduate: Human Resources Management

Adjunct Faculty

**Lee Kong Chian School of Business
Singapore Management University**

Singapore

December 2010 – July 2014

Subjects taught:

OBHR 001 Leadership & Team Building (community service project)

OBHR 103 Leadership through Mentoring

Academic Associate,

Adjunct Associate

Centre for Enterprise & Communication (CEC)

Republic Polytechnic

Singapore

March 2008 – November 2014

Subjects taught:

B102 – Organizational Behaviour

B221 – Human Resources Management

B216 – Marketing

G105 – Enterprise Skills 1

G106 – Enterprise Skills 2

Lecturer

Kaplan Higher Education Academy Pte Ltd

Kaplan Singapore

Singapore

October 2009 – September 2011

Kaplan Singapore is part of one of the world's largest education companies, Kaplan, Inc., a US\$2.0b business owned by The Washington Post Company. Kaplan provides educational and career services, catering to more than 1 million students annually from approximately 600 locations around the world.

Subjects taught:

Marketing 219

International Business DipBA13

Professional Activities

Member

Lecturer Hiring Committee

Organisational Behaviour & Human Resources (OBHR)

Lee Kong Chian School of Business

Singapore Management University

August 2024 – current

Member

Curriculum Committee

Organisational Behaviour & Human Resources (OBHR)

Lee Kong Chian School of Business

Singapore Management University

August 2020 – August 2024

Faculty Advisor
OBHR Society – Lee Kong Chian School of Business
August 2020 – August 2024

Invited Discussant
“Forging the next generation of the University of Toronto – Singapore Academic Partnerships Roundtable”, 20 March 2019

Judge
CrossFit Judges Course 2019

Judge
National Human Resources Case Competition, Singapore (2016 - 2018)

Awards

Nominee, SMU-X Excellent Teacher Award, 2024 & 2020

Dean's Teaching Honour List (Top Faculty Members),
Lee Kong Chian School of Business, Singapore Management University:
Term 1 & 2, AY2024-2025
Term 1, AY2023-2024
Term 1 & 2, AY2022-2023
Term 1 & 2, AY2021-2022
Term 2, AY2020-2021
Term 1 & 2, AY2019-2020

Dean's Teaching Honour List (Top 20 Faculty Members),
Lee Kong Chian School of Business, Singapore Management University:
Term 1, AY2018-19
Term 1, AY2017-18

Dean's Teaching Honour List (Top 10 Adjunct Faculty),
Lee Kong Chian School of Business, Singapore Management University:
Term 1, 2012-13
Term 1, 2011-12

1st Prize, Doctoral Category, ‘My Research in 3 Minutes Competition’, James Cook University, Singapore (2011)

Learning Technologies for Teaching Excellence

‘Project Aggregated Learning Journeys’
Proposal approved to use the Technology Enhanced Learning Fund (TEL) by SMU's Centre for Teaching Excellence (CTE), to finance experiment with Instagram aggregator for shortening the self-reflection and socialization process across Singapore and Indonesian students.
Amount: S\$3000
February to June 2019

'Using Telegram to Conduct Class'

OBHR Teaching Excellence Session

Shared on the use of social messaging platform, Telegram, as a tool for conducting class during an Emergency Preparedness Teaching and Learning situation.

16 March 2018

Academic Review activities

External Examiner

Diploma in Human Resources Management with Psychology

SP School of Business

Singapore Polytechnic

April 2025 - Present

External Assessor

HRM 335 Leadership Development

S R Nathan School of Human Development

Singapore University of Social Sciences

May 2017

Reviewer for Nguyen Hong Hanh

Book chapter in "Asian Leadership and Asian Managers for an edited volume,

Managing People across the Asia-Pacific: An Organizational Psychology Approach"

James Cook University

July 2022

Ad-hoc Reviewer

Lead In Asia Conference 2018, 2024

April/May 2017

Ad-hoc Reviewer

Special Operations Journal

2017

Publications

Lim, P., Low, C.H., & Koh, K. (2025, July 25-29). *Hardiness, Optimism and Hope: Longitudinal Study on Building Resilience Through Undergrad Courses*. In The 85th Annual Meeting of the Academy of Management (AOM), Copenhagen, Proceedings (Published Online)

Lim, P., Pinisetti, S., Gupta, N., Low, C.H. (2025). *Elevate: The challenge of uplifting and inspiring the future*. Lee Kong Chian School of Business, Singapore Management University. Case manuscript in preparation.

Low, C.H., Wang, J., Lim, P., Koh, B. (2025). *HEROCLIX®: A Multiplayer Chess Game for Teaching the Fundamentals of Human Capital Management*. *Management Teaching Review*, 0(0). <https://doi.org/10.1177/23792981251331964>

Lim, P., Low, C.H., Koh, K. (2025). The role of state hope and dispositional optimism in sustaining individual hardiness: longitudinal studies of management students working on stressful projects during COVID-19. Manuscript in preparation.

Lim, P. (2022). Hard Truth for Adulting. In C.T. Chong (Ed.), *Explorers today winners tomorrow: Are you ready for the future economy?* (pp. 64-72). Singapore: Ho Printing.

Lim, P. (2021). Facing Life's Headwinds. In C.T. Chong (Ed.), *Transform or Perish: Take ownership of your career destiny* (pp. 136-143). Singapore: Ho Printing.

Low, C.H., Lim, P., Koh, K. (2021). Toward a Model of Hardiness Development: The Effect of Hope on Hardiness. In *Proceedings of the 34th ANZAM Conference 2021* (pp. 382-401). Australian & New Zealand Academy of Management.

Lim, P., Parker, A. (2020). *Mentoring Millennials in an Asian Context: Talent Management Insights from Singapore*. Emerald Publishing, UK.

Lim, P. (2019). *An Educator's Dilemma* [Unpublished manuscript]. Lee Kong Chian School of Business, Singapore Management University.

Lim, P., Phua, I. (2017). *The Resilience of a Disruptive Innovator: Concorde Security* (SMU-17-0016TN). Singapore: Singapore Management University.

Lim, P. (2016). *Managing Teams: Challenges in the Security Industry*. [Unpublished manuscript]. Lee Kong Chian School of Business, Singapore Management University.

Lim, P. (2016). *The High Flyer and the Generation Gap* (SMU-16-0018). Singapore: Singapore Management University.

Media Commentaries

Lim, P. (2023, September 13). Op-Ed: Struggling with work-life balance? Ask what you are working for. *The Straits Times*. Retrieved from:
<https://www.straitstimes.com/opinion/struggling-with-work-life-balance-ask-what-you-are-working-for>

Lim, P. (2020, August 21). Commentary: Why do you not feel like working from home? You're probably procrastinating more. *Channel NewsAsia*. Retrieved from:
<https://www.channelnewsasia.com/news/commentary/procrastinating-how-to-deal-with-working-from-home-tips-remote-13033450>

Lim, P. (2018, November 26). Commentary: An ironman mentality is leading many to turn up for work despite being sick. *Channel NewsAsia*. Retrieved from:
<https://www.channelnewsasia.com/news/commentary/presenteeism-ironman-mentality-make-people-turn-up-for-work-sick-10929002>

Lim, P. (2018, October 3). Commentary: Getting more sleep might land you that promotion. *Channel NewsAsia*. Retrieved from:
<https://www.channelnewsasia.com/news/commentary/singapore-sleep-deprive-job-promotion-lack-productivity-10780354>

林廷良，（2018，3月）。中小企业如何面对失败：建立创新力与韧性，*联合早报*，29.

Lim, P. (2018, March). When the fear of failure cripples local SMEs, *Lian He Zao Bao*, p.29.

Media Interviews

Lim, P. (2025, 5 July). 'I applied to over 300 jobs': What people wish they knew before they got laid off (K.X. Teo, Interviewer). The Straits Times. Retrieved from <https://www.straitstimes.com/life/i-applied-to-over-300-jobs-what-people-wish-they-knew-before-they-got-laid-off>

Lim, P. (2025, 30 June). Are recruiters at fault for ghosting our job applications? (M. Wee, Interviewer). The Straits Times. Retrieved from <https://www.straitstimes.com/business/can-we-blame-recruiters-for-ghosting-our-job-applications>

Lim, P. (2025, 18 March). Lights out at 9pm: China's firms push back against 996 culture (L. Leo, Interviewer). Channel NewsAsia (CNA). Retrieved from <https://www.channelnewsasia.com/east-asia/china-neijuan-involution-overcompetition-996-work-culture-5000326>

Lim, P. (2025, 14 Jan). The Big Story: How is the Workplace Fairness Bill fostering a more inclusive workforce? (H.B. Jeong, Interviewer). Radio Interview. Money FM 89.3. Retrieved from <https://omny.fm/shows/moneyfm-evening-show/the-big-story-how-is-the-workplace-fairness-bill-f>

Lim, P. (2024, 15 Sep). What does it take to raise your child to be independent? (J. Yong, Interviewer). The Straits Times. Retrieved from <https://www.straitstimes.com/opinion/what-does-it-take-to-raise-your-child-to-be-independent>

Lim, P. (2024, 8 Sep). Confessions of a 'quiet vacationer': Why workers keep travel a secret from their bosses (K.X. Teo, Interviewer). The Straits Times. Retrieved from <https://www.straitstimes.com/life/confessions-of-a-quiet-vacationer-why-workers-keep-travel-a-secret-from-their-bosses>

Lim, P. (2024, 12 Aug). Helping our kids thrive in a VUCA world. ParentEd Podcast (J. Yong, Interviewer). Podcast Interview. Focus on the Family. Retrieved from <https://parented.captivate.fm/episode/helping-our-kids-thrive-in-a-vuca-world>

Lim, P. (2024, 5 May). Boss of my own career (K.X. Teo, Interviewer). The Straits Times. Retrieved from <https://business.smu.edu.sg/news/boss-my-own-career>

Lim, P. (2024, Feb 5). Life@Work: Improving organisational resilience before the next disruption. Night Tracks with Lynlee Foo (L.L. Foo, Interviewer). Radio Interview. Money FM89.3. Retrieved from <https://www.moneyfm893.sg/guest/dr-paul-lim-smu/>

Lim, P. (2024, Jan 30). Life@Work: How to build resilience and thrive in the face of uncertainty? Night Tracks with Lynlee Foo (L.L., Foo, Interviewer). Radio Interview. Money FM89.3. Retrieved from <https://www.moneyfm893.sg/guest/dr-paul-lim-smu/>

Lim, P. (2023, Nov 6). Life@Work: Gen what? Defining work-life balance in the digital age. Night Tracks with Lynlee Foo (L.L., Foo, Interviewer). Radio Interview. Money FM89.3. Retrieved from <https://www.moneyfm893.sg/guest/dr-paul-lim-smu/>

Lim, P. (2022, July 2). Adulting (J., Ang, Interviewer). Podcast Interview. This PhD Thinks.

Lim, P. (2021, Oct 16). The Big Read: Toxic workplaces more common than we think but when do we say enough is enough? (P.T., Wong, Interviewer). Today. Retrieved from <https://www.todayonline.com/big-read/big-read-toxic-workplaces-more-common-we-think-when-do-we-say-enough-enough>

Lim, P. (2021, Oct 2). IN FOCUS: Can good mentorship at work lead to a more fulfilling career - and life? (G. Yeoh, Interviewer). Channel NewsAsia (CNA). Retrieved from <https://www.channelnewsasia.com/singapore/focus-mentorship-companies-career-workplace-work-2203076>

Lim, P. (2020, April 19). Covid-19 in Singapore: Working from home is starting to suck. What can I do? (L. Choo, Interviewer). Video interview. MothershipSG. Retrieved from <https://www.youtube.com/watch?v=o6n6l6eklao&t=83s>

Lim, P. (2020, March 14). Coronavirus: Singaporeans tread with caution, but a 'new normal' appears (X. Kok, Interviewer). South China Morning Post. Retrieved from <https://www.scmp.com/week-asia/health-environment/article/3075176/coronavirus-singaporeans-tread-caution-new-normal>

Lim, P. (2019, February 11). Diversity is a competitive advantage yet talents still untapped (X. Kok, Interviewer). The Edge Singapore, 868, p. 4

Lim, P. (2017, January 15). Turning a hobby into a career - why some do it (L. Lim, Interviewer). Channel NewsAsia. Retrieved from <https://www.channelnewsasia.com/news/singapore/turning-a-hobby-into-a-career-why-some-do-it-7580992>

Lim, P. (2016, October 27). This Singapore startup knows what makes millennials tick when it comes to job hunting. E27 (Z. Wong, Interviewer). Retrieved from <https://e27.co/singapore-startup-knows-makes-millennials-tick-comes-job-hunting-20161027/>

Lim, P. (2016, July). The curious case of presenteeism (M. Azhar, Interviewer). HR Asia, 27, pp. 28-30

Lim, P. (2016, May 2). Examining presenteeism (L. Alexander and T. Tang, Interviewers). Live television interview. *First Look Asia*. Channel NewsAsia.

Lim, P. (2016, April 14). 携手同心护家园 (家鑣 and 逸芯, Interviewers). Live radio interview. Morning Drive 早点正能量. CAPITAL 95.8 FM.

Conference & Seminar Presentations (Academic)

Lim, P., Low, C. H., & Koh, K. (2025, July). *Hardiness, Optimism and Hope: Longitudinal Study on Building Resilience through Undergrad Courses*. Paper Presentation at 85th Annual Meeting of the Academy of Management, Management Education & Development Division (MED), Copenhagen, Denmark.

Lim, P., Low, C. H., & Koh, K. (2024, November). *Hardiness, optimism and hope: Multi-wave studies of how individuals may build resilience through experiential university undergraduate courses*. Paper Presentation at the 'Lead in Asia' Conference 2024, Bali, Indonesia.

Managing Employees & Organisations in Times of Uncertainty. Invited attendee at the 5th Annual CEIBS OB/HR Symposium November 2023, Shanghai, China.

Lim, P., Low, C. H., & Koh, K. (2023, October). *Exploring State Hope and Dispositional Optimism as Antecedents of Hardiness using SMU-XO Courses*. Paper Presentation at the INDEX Symposium, Singapore.

Low, C. H., Lim, P., & Koh, K. (2022, March). *The cultivation of hope in individuals and their hardiness*. Paper presentation at the International Resilience Revolution Conference, Blackpool, United Kingdom.

Low, C. H., Lim, P., & Koh, K. (2021, December). *Toward a model of hardiness development: The effect of hope on hardiness*. Paper presentation at the 34th Australian and New Zealand Academy of Management (ANZAM) Conference, Perth, Australia.

Lim, P. (2021, Oct). *Ethics and Stakeholders*. Invited Guest Lecturer at ASEAN Human Development Organisation Professional Certification course, Singapore.

Lim, P. (2019, September). *The Case Method: Adapting to a Problem-Based Learning environment?* Seminar presentation at the Republic Polytechnic Learning Retreat 2019, Singapore.

Lim, P. (2018, July). *Building resilient teachers for resilient students*. Seminar presentation at the International Education Conference 2018, Singapore.

Lim, P., Chang, D. (2018, July). *From zero to hero: Exploring contributory factors to the hardiness of an entrepreneur's disruptive innovation in the private security industry*. Paper presentation at meeting of the 'Lead in Asia' Conference 2018, Bali, Indonesia.

Lim, P. (2017, October). *The Case Method: How is it actually taught in class?* Seminar presentation at the Education Leaders' Symposium 2017, Singapore.

Lim, P. (2017, June). *From challenges to disruptive innovation: Understanding the journey of resilience in an entrepreneur disrupting the private security industry*. Poster presentation at the 'Pathways to Resilience IV: Global South Perspectives' conference, Cape Town, South Africa.

Lim, P. (2013, December). *Mentoring millennials in Singapore*. Seminar presentation at Singapore Management University, Singapore.

Conference & Seminar Presentations (Corporate)

Lim, P. (2023, Nov). *EduTech in Singapore*. Invited Guest Speaker at the Canadian High Commission, Singapore.

Lim, P. (2021, May). *An Introduction into Negotiation for Startups*. Invited Guest Speaker at F10 FinTech Incubator & Accelerator, Singapore.

Lim, P. (2021, May). *Masterclass: Building Resilience to face Career Headwinds*. Invited Guest Speaker at the LKCSB SMU Business Postgraduate Open Day 2021, Singapore.

Lim, P. (2021, March). *Transform or Perish: Career Management*. Invited Guest Speaker at Roses of Peace, Singapore.

Lim, P. (2021, January). *Practical Ethics in Diverse ASEAN: New Challenges and Priorities for Action*. Invited Guest Speaker at the ASEAN Universities Network (AUN) Conference, Bangkok, Thailand.

Lim, P. (2020, May). *Providing certainty and stability in contingencies: An opportunity for HR*. Presentation for NTUC First Campus, Singapore.

Lim, P. (2016, September). *Mindset Change for Innovative Human Capital Management*. Invited Keynote Speaker, Security Industry Conference 2016, Singapore.

Lim, P. (2015, May). *Mentoring millennials in Singapore: How mentors are influencing turnover intentions in the organisation*. Presented at HR Leaders' Summit 2015, Phuket, Thailand.

Research Supervision

Supervisor

Independent Research Study

"An autobiographical study of the life of a Singaporean Artist through the lens of Resilience"

Student: Jasmine Wong Chu Qing

August – December 2020

Supervisor

Olin Business School Internship Program

Applied Research Course (Undergraduate)

Washington University in St Louis, Missouri

15 March – 17 May 2019

Consulting (selected)

Bina Karya Prima, Indonesia (P.T. BKP)

CDP, Indonesia (Carbon Disclosure Project)

Disabilitas Kerja Indonesia

Kazee, Indonesia

Kereta Api Indonesia (P.T. KAI)

P.T. Pagilaran Tea Plantation, Indonesia

Shopee, Indonesia

Tokopedia, Indonesia

P.T Zenius Education, Indonesia

Ministry of Social & Family Development, Singapore (MSF)

Oversea-Chinese Banking Corporation (OCBC)

Singapore Armed Forces (SAF)

Singapore Law Society (SLS)

Moët Hennessy Louis Vuitton, Asia-Pacific (LVMH)

Pontiac Land Group

Swiss Re International SE

Vodafone (Asia-Pacific)

Professional Experience (selected)

Marketing Director

Babywishes.com.sg

Singapore

February 2008 – August 2011

An online resource and retail portal that was created to fill a gap in the market for post-natal and

postpartum care, selling products that only we would use ourselves. Specialising in customised hampers for babies and new mums, Babywishes remained in the black ever since its inception.

- ♣ Business management responsibilities
- ♣ Liaised with suppliers for matters related to procurement and inventory
- ♣ Conducted business development activities
- ♣ Conceptualised and executed branding and business strategy
- ♣ Collaborated with strategic partners in cross promotions
- ♣ Secured publicity through public relations activities in mainstream media

Country Brand Manager (Singapore)

Biz-Allianz International (M) Sdn Bhd

Singapore & Malaysia

October 2006 – January 2008

Biz-Allianz International is a fully owned subsidiary of Kuala Lumpur Stock Exchange listed OCB Bhd, Malaysia. One of its brands, Indomie, was listed as one of Singapore's top 10 instant noodle brands, according to the 2006 AC Nielsen survey on fast moving consumer goods (FMCG).

- ♣ Country manager position
- ♣ Reported to the General Manager and the Managing Director in Malaysia
- ♣ Achieved an average of a 28.4% increase in average monthly sales (y-o-y)
- ♣ Oversaw all sales, marketing, budgeting & operations for the Singapore market
- ♣ Developed and maintained good relations with industry key decision makers
- ♣ Negotiated with supermarket buyers to achieve increased sales and distribution

Brand Manager

Delfi Singapore Pte Ltd

Singapore

January 2005 – October 2006

Delfi Singapore Pte Ltd is the Singapore Fast Moving Consumer Goods distribution house of Singapore Stock Exchange listed company, Petra Foods Ltd. The house brand, Delfi Chocolates, can be found in more than 20 countries worldwide and is a leading confectionery brand in Singapore.

Key Achievements & Responsibilities:

- ♣ Strategic Leadership: Reported directly to Divisional/General/Regional Managers, overseeing 115+ confectionery SKUs and regional NPD collaborations (Malaysia, Philippines, Indonesia).
- ♣ Revenue Growth: Designed and executed marketing/promotional campaigns, contributing to regional market expansion.
- ♣ Brand Visibility: Secured positive media coverage by fostering relationships with journalists and managing PR for the Delfi brand.
- ♣ Sponsorship & Partnerships: Managed corporate sponsorship of the Singapore National Bowling Team, enhancing brand affinity.
- ♣ Customer-Centric: Addressed product feedback promptly, improving customer satisfaction and brand reputation.

Marketing Manager

Canadian 2 For 1 Pizza

(Hobbs Holdings Pte Ltd)

Singapore & Malaysia

April 2004 – January 2005

The 2nd largest Pizza delivery chain in Singapore, Canadian 2 for 1 Pizza has more than 24 outlets in Singapore, Malaysia & Indonesia and possesses a staff size of more than 200.

Key Achievements & Responsibilities:

- ♣ Franchise Sales: Closed local and international franchise deals worth S\$250K, driving business growth.
- ♣ Crisis Management: Resolved PR issues diplomatically, safeguarding brand reputation during disputes.
- ♣ Marketing Execution: Led monthly distribution of 850,000+ direct mailers, boosting customer acquisition.
- ♣ Event Leadership: Spearheaded catering/promotional events and advised the Canadian Pizza Soccer Academy.

Voluntary contributions

Purple Leaf Wellness

Counsellor & Psychotherapist

July 2024 – present

Case Worker (freelance)

Counselling and Casework

SHINE Individual & Family Therapy Service (SH.IFT)

Shine Children and Youth Services

July 2024 – December 2024

Associate Counsellor

Counselling & Casework Clinical Team

Limitless

November 2022 – January 2024

Practicum Counsellor

Mrs Wong Kwok Leong Student Wellness Centre

Singapore Management University

July 2022 – April 2023

Skills & Affiliation

- ♣ Association of Psychotherapists & Counsellors (APACS)
Level 1 Certified Practitioner
Registered Member: A0401
- ♣ Singapore Association for Counselling (SAC)
Provisional Clinical Member (PCM)
Registered Member: D1008
- ♣ Level 1 & 2 Ma Weightlifting Olympic Weightlifting Program (Coaching)
- ♣ Level 1 Professional Tennis Coach (Australian Tennis Professional Coaches Association)
- ♣ Fluent in English and Chinese (Mandarin), Basic conversational Bahasa Indonesia

Hobbies and Interests

All forms of sports especially tennis, golf, swimming & CrossFit • Outdoor Camping/Travelling and exploring new places and cultures (travelled & trekked to more than 40 cities, towns & villages in over 20 countries) • Keeping abreast of current affairs • Art collection and appreciation • A good book • Meeting people