

Patrick Tan, PhD, MBA, B.Bus, FCII

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Executive Summary

Dr. Patrick Tan is a pracademic with over 25 years of leadership experience in the banking and insurance industry across the Asia-Pacific region.

He transitioned from an established corporate career to academia in 2017. He teaches strategy, strategic risks and opportunities management, digital transformation, and corporate entrepreneurship at undergraduate, postgraduate, and executive education levels.

He has held regional and country leadership roles at industry leaders, including AXA Insurance, ANZ Bank, NTUC Income, Cigna International and OCBC Bank. He has lived and worked in Indonesia, Thailand, Korea and China. He has successfully led P&Ls, launched new markets and products, and transformed traditional models into digital-first ecosystems.

He has conducted leadership and executive development programmes for major organizations, such as Singapore Institute of Directors, FWD Insurance, Great Eastern Insurance Group, MINDEF, Civil Service College, Building and Construction Authority, and etc.

Holding a PhD from SMU, along with an MBA and Bachelor of Business, Dr. Tan is also a Chartered Insurer and Fellow of the Chartered Insurance Institute (UK).

PROFESSIONAL EXPERIENCE

- **Senior Lecturer of Strategy and Entrepreneurship | Singapore Management University | Jul 2019 – current**
 - Teaches strategy, innovation, strategic risks and opportunity management, managing strategic change, and digital transformation at Executive Education, postgraduate and undergraduate levels.
 - Innovated in teaching pedagogy and use of blended learning, AI in teaching.
 - Consistently on the Dean's List for Teaching Excellence since 2019.
- **Academic Director | International Trading Institute | Jul 2021 – Jul 2023**
 - Head of the International Trading Institute, a collaboration between the government, industry partners, and SMU.
 - Develop and strengthen partnership with Maritime Port Authority (MPA), maritime companies and commodities trading companies.
 - Launched the Global Trade and Maritime Work-Study Elective.
 - Raised funds from MPA and Industry Partners to support developing the future-ready talent pipeline for the maritime and commodities trading companies.
- **CEO and Director, Stratifix Consulting Pte Ltd**
 - Provides business advisory services to major corporations and SMEs in the areas of business model innovation, strategy and market-entry.
- **Chief Distribution Officer | AXA Insurance | Sept 2015 – Oct 2016**
 - Responsible for all distribution channels, i.e. Agency, Brokers, Bancassurance, IFAs, Digital and Telemarketing channels
 - Developed and successfully launched the telemarketing and digital distribution model
 - Launched cross-selling program of general insurance products by life agents
 - Managed key account relationships with HSBC Bank, DBS Bank, BMW, SingTel etc.
- **Global Head, Insurance, Annuities and Platform | ANZ Bank | Jun 2012 to Sept 2015**
 - Responsible for the distribution of life insurance, annuities, and wealth products across Private, Premier, and Mass-market customer segments through all the bank's channels, including Digital and telemarketing, in Asia-Pacific, plus Aligned Dealers Group (bank-owned FAs) in Australia
 - Developed and launched the Preferred Bancassurance Partnership Model to streamline the business for greater efficiency and focus, by shifting away from an open architecture model
 - Launched Universal Life products in Singapore and Hong Kong

- Held P&L responsibility for all insurance, annuities, and platform products across Asia-Pacific and Australia
- **Senior Vice-President | NTUC-Income Insurance | Feb 2011 – Jun 2012**
 - Responsible for distribution of life, health and general insurance through IFAs, brokers, digital, telemarketing and In-house branches and banks, with joint P&L responsibility
 - Developed and launched the In-House Branches (Business Centre) model
 - Managed key account relationships with Citibank, DBS Bank, Bank of China etc.
- **Cigna International | 2002 to Feb 2011**
 - held regional and country management roles, including:
 - Chief Operations Officer, China
 - Regional Operations Director, Asia-Pacific
 - Technical Advisor cum Business Development Director, Indonesia
 - Business Development Director, South Korea
 - Regional Business Development Director, Asia-Pacific
- **Consulting and Leadership Development**
 - Conducted the “Strategy and Financial Performance” Module for SMU-SID programme.
 - Designed and led a Strategy Workshop for KK Women’s and Children’s Hospital – 2025.
 - Designed and led a Visioning Workshop for KK Women’s and Children’s Hospital – 2024.
 - Conducted several Leadership Development programmes for Government agencies, including MINDEF, Civil Service College, banks and insurance companies, etc.
 - Regular Speaker in Industry Conferences.
 - Conducted training for ASEAN Young Insurance Managers Program, Bangkok organized by the Singapore College of Insurance.

- **RESEARCH AND PUBLICATION**

- Published a case on “ExxonMobil: Is Chasing Net Zero Futile”, jointly Lipika Bhattacharya , Gary Pan , Yuanto Kusnadi, 2024.
- Commissioned by Singapore Maritime Institute to conduct a benchmarking study - "Identifying Gaps and Opportunities for Singapore as a Leading Maritime Research, Knowledge, and Innovation Hub: A Global Benchmarking Study".
- Chapter 6: Experiential Approach to Strategy Formulation, Richard Smith and Patrick Tan, Teaching Strategic Management edited by Sabine Baumann, Edward Elgar Publishing. Submitted for publication. To be published in Sept 2019.
- Breaking the Innovation Code, Entrepreneurs' Digest, Mar 2018
- Going Global with the Right Business Model, Entrepreneurs' Digest, Sept 2018

- **Education**

- PhD, 2017 - Singapore management university
- MBA, 1996 - Henley Management College, University of Reading, UK.
- Bachelor of Business, 1992 - University of Southern Queensland, Australia.
- Fellow of Chartered Insurance Institute, 1991 - Chartered Insurance Institute, UK.

- **Service Leadership**

- Advisory Board Member, The Digital Insurer, 2019 – 2025.
- Committee Member, Tripartite Advisory Panel (TAP) for Future-ready Maritime Workforce, 2023 – 2024.
- Member of the Steering Committee to Evaluate Proposals Received from the EOI for Financing and Insurance, Maritime Port Authority, Jan 2024.
- Called to serve as Bishop of my church from 2017 to 2024. Ecclesiastical leader and minister to a congregation of 330.
- Council Member and Secretary of Telok Blangah Inter-Racial and Religious Harmony Circle, a grassroots organization that promotes racial and religious harmony – 2017 to 2024.
- Treasurer, Management Council, DUO Residences – Current.