



Singapore Management Festival 2019

PROF HOWARD YU

How Apple's Event Reveals the Strategic Flaw in its Thinking



// *The real challenge for Apple in 2019 is not the fight for market share but to unleash a new wave of growth.* //

“Deciding what not to do is as important as deciding what to do,” intoned Steve Jobs to his executives at Apple. Jobs’ strategy to save Apple from bankruptcy in 1997 was to produce only four products: two desktops and two portable devices, one of each aimed at consumers and the other at professionals. Four great products for four target segments. All others were cancelled.

It is therefore interesting to see that, around its March 25 event this year, Apple is introducing a new iPad Air and iPad mini, as well as AirPods 2 and upgraded iMacs. And that’s just for the new hardware. Laptop users are still greeted with the choice of a MacBook that comes in three colours, two different models of MacBook Air, and three MacBook Pros to choose from, with additional options of different microprocessors and storage size. Jobs would have questioned his team of top managers, “Which ones do I tell my friends to buy?” No wonder Wired magazine pronounced, ‘It has never been harder to buy the right Apple laptop.’ How come even the best-run company in Cupertino is drifting towards this maddening complexity?

The most common kind of innovation is improvements to existing products which target customers who demand better performance. It has been shown that Apple is developing a ‘variable response key and keyboard’ that will alter the weight of individual keys depending on finger strength and typing speed. That’s classic sustaining innovation. The same can be said for iPhone X. Most users are simply trading up from iPhone 7 to get access

to facial recognition and an OLED screen. Sustaining innovation is important to keep existing market share, but it does not generate market growth. That explains why Apple’s recent profits were flat and revenues were down.

In contrast, the original iPhone was a ‘market-creating innovation, catalysing a new market for smartphones and corresponding apps.’ It created a new group of consumers that didn’t exist before.

The real challenge for Apple in 2019 is not the fight for market share but to unleash a new wave of growth. Thus, Apple’s video streaming and music services are all the rage. Yet Apple TV+ is late. Early players—which are software-based rather than device-driven – have already built up formidable distribution channels as well as highly sophisticated data analytics.

Users’ behavioural data have always been crucial for producing hits and curating titles in games, TV shows, and music. With a market valuation of \$150 billion, Netflix is the ultimate matchmaker between films and film watchers. And so it’s important to remember that, when Netflix was founded in 1997, it was a DVD-by-mail rental start-up. During the intervening years, Netflix climbed a steep learning curve in DVD-specific tasks, including negotiating with the studios for access to movie DVDs and coordinating the logistics required to ship them to and from consumers. But Netflix also built a recommendation system to de-emphasise less frequently in-stock, high-demand new releases so that they were less visible on its webpage while recommending a lower-profile

independent film based on its refined understanding of customers’ preferences. Netflix was trying to get customers to rent not the most popular titles but titles that they would love and that were available in its inventory so that the DVDs could be shipped overnight. Building a recommendation system so fine in matchmaking also helped lower its overall film acquisition cost. Over the years, Netflix acquired the largest movie library on Earth.

So the difference between Apple’s movie and Netflix goes deep. Netflix tracks not only its streaming subscribers’ preferences and viewing habits but also how long they spend watching each episode and how many episodes they watch in one night. It organises its library into thousands of categories, from foreign sci-fi & fantasy to dark thrillers based on books, to better predict what people want to watch next. The more a person uses Netflix, the better Netflix gets at providing exactly what that person wants.

Hence, we see experimentations, such as releasing House of Cards in 2013 with 13 episodes all at once, which resulted in average viewers watching two-and-a-half episodes in one sitting. More recently, it premiered the interactive movie Bandersnatch as the latest instalment of the anthology series Black Mirror. These bold experiments cannot be ascribed to the bravery of Netflix executives alone. Netflix has data to guide its efforts.

Netflix’s current innovation is also sustaining in nature. Netflix, Hulu, Disney+, HBO, and Apple’s new streaming video service are all fighting in the same pool for market share. But when a new entrant like Apple movie tries to fight against a market leader like Netflix in the game of sustaining innovation, 30 years of research in disruptive innovation has demonstrated that it is usually the market leader who wins.

This article was written by [Prof Howard Yu](#) and first published in *Forbes*. He will be our keynote speaker at the upcoming **Singapore Management Festival** from September 5 – 6. For more information, please visit festival.sim.edu.sg

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	PROGRAMME	DATES	FEE
	Fish!™ Experience: Bringing Passion to Work & Life	September 6	SIM Member : \$642.00 Non-SIM Member : \$738.30
	Think On Your Feet®	September 9 & 10	SIM Member : \$1,016.50 Non-SIM Member : \$1,177.00
SSG SF	Mastering Personal Effectiveness & Emotional Competence	September 16, 17 & 23	For details, please call +65 6248 9447 or email funded-prog@sim.edu.sg
NEW	Empowering Your Digital Business: Management's Key Role in Cybersecurity	September 19 & 20	SIM Member : \$909.50 Non-SIM Member : \$1,027.20
SSG SF	The Job of the Manager (JOMAN) – Essential Managerial Techniques	September 19, 20 & 27	For details, please call +65 6248 9447 or email funded-prog@sim.edu.sg
NEW	Procurement Fundamentals for Managers	September 23 & 24	SIM Member : \$963.00 Non-SIM Member : \$1,123.50
	Strategic Planning & Thinking	September 25 – 27	SIM Member : \$1,605.00 Non-SIM Member : \$1,872.50
	Customer Behaviour Data Analytics for Business Impact	September 26 & 27	SIM Member : \$909.50 Non-SIM Member : \$1,027.20
	Motivation Factor Navigator – Manage Motivation of a Diverse & Virtual Workforce	September 27	SIM Member : \$856.00 Non-SIM Member : \$1,027.20
SF UTAP	Interpersonal Tools For Supervisory Effectiveness	September 30 & October 1	For details, please call +65 6248 9447 or email funded-prog@sim.edu.sg

Types of Funding Available

SSG SkillsFuture Singapore Funding

SF SkillsFuture Credit

UTAP UTAP Funding

Other terms & conditions apply.

RECRUITING HAS BECOME HARDER THAN EVER

As the job market remains competitive and organisational skill requirements undergo rapid change, it's time for organisations to think about how they can continuously access talent in varying ways: mobilising internal resources, finding people in the alternative workforce, and strategically leveraging technology to augment sourcing and boost recruiting productivity.

At SIM PD, we offer flexible, creative and engaging training pathways that are focused specifically to fit your company's needs and culture.

Contact us at pd.sim.edu.sg/corporate to find out more.



BUSINESS INSIGHTS

SKILLS ALIVE!

AUGUST 15 (THURSDAY)

3 PM – 5 PM

REGISTRATION FROM 2.30 PM

797A NORTH BRIDGE ROAD
SINGAPORE 198765

COMPLIMENTARY FOR SIM MEMBERS

\$40 SIM GE & SUSS ALUMNI

\$45 NON-MEMBERS

REGISTER BY AUGUST 8

How Design Thinking Can Solve Wicked Problems

“Business people don’t need to understand designers better. They need to become designers.”

– Roger Martin, former Dean, Rotman School of Management

Design thinking is a human-centred approach that organisations can apply to understand their customers and innovate their offerings. It has given many organisations new hope, a way to unearth fresh insights about their users and differentiate themselves from their competitors.

Have you been wondering what design thinking is about and why are businesses adopting this approach? Do you have a complex issue that you are unable to resolve? Be inspired by how organisations have used design thinking to understand a complex problem and identify the right issues to solve. In this condensed session, you will get to quickly experience what a design process feels like. We will also share how it can help you better work on the issues that you have been working on.

TALK OUTLINE:

- Introduction to design thinking
- Exploring the world of users – What is human-centred design? How can I spot new opportunities by deepening my understanding of my customers?
- Innovate – generating ideas and prototyping. How do I develop ideas? How do I build and test my ideas with users?
- Reflection on the experience – What did I learn from design? How can we bring this back to my business?

Debbie Ng is the Principal and Education lead of ThinkPlace's Singapore studio, a strategic design consultancy with more than 13 years of experience in working with large, complex organisations in the public, not-for-profit and private sectors to design human-centred experiences to create impact at scale.

Debbie is a pioneer of design thinking in Singapore, with more than a decade of experience partnering public and private organisations to transform and innovate through her expertise in human-centred design thinking. Certified by the notable Rotman School of Management, Debbie is highly regarded as a design coach with many years of experience training change makers, innovators and practitioners who want to acquire knowledge and skills in design thinking methods and mindsets. Debbie is passionate in mentoring leaders and teams to lead by design and change. She is currently a PhD candidate in the Doctoral Programme of the NUS Division of Industrial Design, delving into her research on design leadership in the public organisations.



SKILLS ALIVE!

The 5Cs of Effective Business Writing

*“The class is lively and Betty is able to keep everyone engaged.”
“I will highly recommend my colleagues and friends to attend this course.”*

Have you ever felt the need to choose between writing well and writing fast at work? The ability to put your ideas across accurately and effectively in writing is an important communication skill for every business executive. Sometimes the only exposure you may have to higher management is through your writing. If your email and letters are clear and concise, they convey an impression of someone with a well-organised mind, a person who knows exactly what is needed and how to make it happen. Messages that are vague, disjointed and weak may compromise your chance of being promoted and can tarnish your professional reputation.

Regardless of how seldom you need to express your ideas in writing, you should acquire and develop the skill to do it well. However, the ability to write clearly, understandably does not always come naturally.

This practical workshop is designed to empower you to write for the results you want in the shortest amount of time through a simple, step-by-step approach based on the fundamentals of effective email writing.

LEARNING OUTLINE:

- Recognise and avoid common mistakes in email writing
- Master the 5Cs of effective business writing
- Develop clear and relevant subject headlines
- Express ideas clearly and logically that are easily understood the first time
- Write concisely following the KISS principle of good writing
- Develop a simple four-step writing format to inspire a coherent flow
- Practise good email etiquette to improve professionalism in your writing
- Acquire the skill to write effectively, professionally and confidently

Presenting with Confidence

*“The facilitator is excellent. She is interactive and concise in her delivery. I enjoyed the class very much.”
“Betty was able to inject practical and humorous examples in her sharing which made the training much more interesting.”*

Presenting to large or small groups, even a one-to-one session, may intimidate or frighten you. Yet good presentation skills are vital to your career success.

Oral presentations offer important opportunities to put all your communication skills on display; including your research, planning, writing, visual design, and interpersonal and non-verbal communication.

This workshop is specially designed to hone your skills in speaking confidently, delivering a compelling presentation and handling challenging situations. Customers and businesses want people who can express themselves clearly and confidently, and are persuasive and comfortable communicating with a diverse segment of people, from top executives to operational workers. These are also important attributes organisations seek when searching for talents to promote.

LEARNING OUTLINE:

- Prepare and deliver effective presentations
- Engage and manage audience interactions from start to finish
- Master effective verbal and non-verbal communication techniques to increase impact
- Reduce nervousness and anxiety during presentations
- Deliver a clear, convincing and persuasive presentation
- Use effective and appropriate visual aids
- Manage question and answer sessions confidently
- Raise your bar from an ordinary to a powerful communicator

WHO SHOULD ATTEND

This course is suitable for all levels of staff including but not limited to senior and mid-managers, supervisors, executives, frontline staff and those who seek to improve their professional skills in business communication.

Betty Kan-Sekine is a Certified Professional Trainer (IPMA, UK), a Certified Neuro-Linguistic Programming Practitioner (NFNLP, USA) and an Associate Lecturer with SIM Global Education in Business Communication. She is a ThinkBuzan Licensed Instructor and an iMindMap Advanced Instructor facilitating Tony Buzan's Mind Mapping® technique. Betty is also a Certified Instructor of Dr Edward de Bono's Six Thinking Hats® Method and Lateral Thinking™ Application. She had attained a full Advanced Certificate in Training & Assessment (ACTA) under the Singapore Workforce Skills Qualification framework.

Betty enjoys a diverse cultural background having lived in the US and Japan for 17 years. She is fluent in Cantonese and Mandarin. She believes in the power of maximising one's potential by improving and changing oneself from the inside out. Her passion is in helping individuals be the best they can be.



**SKILLSFUTURE CREDIT
APPROVED PROGRAMME**

AUGUST 22 (THURSDAY)

SIM MANAGEMENT HOUSE

9 AM – 6 PM

\$385.20 (100% CLAIMABLE WITH SKILLSFUTURE CREDIT)

REGISTER BY AUGUST 15

For more information, please call Grace on 6248 9414 or email gracetan@sim.edu.sg

2019 SIM Membership e-Event Pass is not applicable.

**SKILLSFUTURE CREDIT
APPROVED PROGRAMME**

AUGUST 23 (FRIDAY)

SIM MANAGEMENT HOUSE

9 AM – 6 PM

\$449.40 (100% CLAIMABLE WITH SKILLSFUTURE CREDIT)

REGISTER BY AUGUST 16

For more information, please call Grace on 6248 9414 or email gracetan@sim.edu.sg

2019 SIM Membership e-Event Pass is not applicable.

SKILLS ALIVE!

SEPTEMBER 25 (WEDNESDAY)

2.30 PM – 4.30 PM
REGISTRATION FROM 2.15 PM

SIM MANAGEMENT HOUSE

\$35 SIM MEMBERS
\$40 SIM GE & SUSS ALUMNI
\$45 NON-MEMBERS

REGISTER BY SEPTEMBER 18

2019 SIM Membership e-Event Pass is applicable.

4Bs to Build Your Personal Charisma for Public Speaking

NEW

Do you aspire to be a charismatic speaker or presenter who is able to hold the audience's attention and influence the way they think? We all have charisma but we have not learnt to tap on it! This talk will help you uncover your charisma, manifest your presence and build your confidence.

TALK OUTLINE:

- Boost confidence
 - Understanding the public speaking paradox
 - Positive visualisation
 - Breathing techniques to reduce nervousness
- Build credibility
 - Using posture
 - Sharing your stories
- Breakthrough charisma
 - Building stage presence
 - Eye contact
- Broadcast your voice
 - Vocal delivery skills
 - Volume
 - Pace and phrasing
 - Pitch and inflection

Lorraine Kwek is a highly experienced speaker and trainer. She has facilitated presentation skills training for both the public and private sectors for more than two decades. As a Certified Behavioural Consultant for DISC programmes and an accredited MBTI Administrator, Lorraine is able to incorporate the MBTI Instrument in her courses, for an added dimension to her training.

She has been one of the core communications skills trainers specialising in presentation skills for Civil Service College, having written and/or collaborated in the production of their training manuals for public speaking and presentation skills programmes. Lorraine has trained in Singapore, Malaysia, Indonesia, Macau, the Kingdom of Saudi Arabia and South Korea. In Singapore, she has not only trained local companies, but Japanese MNCs, and other expatriates. This has given her a unique experience in dealing and training in multi-cultural settings. Lorraine also ran a mentorship and coaching programme in South Korea for LG high potential managers.

On an individual basis, she has trained CEOs, directors and senior management from the public and private sectors, locally and regionally in the areas such as customer service, negotiation skills and leadership training.

Lorraine holds a Master's in Education and Training. Her background training in communication studies at the university and her teaching diplomas in speech and drama and public speaking (from Trinity College, London and Guildhall, UK) have given her a unique perspective on the importance of proper speech and delivery techniques in any communication situation.



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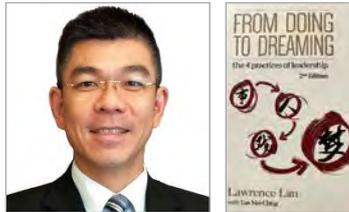
The Four Practices of Leadership How to Grow Leaders in Organisations

Leaders could make the key difference between a thriving and mediocre organisation. Leadership has a distinct growth pattern and understanding this pattern will help HR professionals grow leaders in their organisations. Learn the four practices of leadership and a technique to help leaders dynamically align their business, organisational and people strategies.

TALK OUTLINE:

- The role of leaders and the value they bring to organisations
- The physical and social dimensions of leadership
- The four practices of leadership
- The growth pattern of leadership
- The role of HR professionals in growing leaders for organisations
- Inculcating effective behaviours: SCRUM as an effective synchronising tool

Lawrence Lim is a proven leader and strategic thinker with more than 25 years of experience in human resource management, operations, capability transformation and organisational development. He holds five master's degrees from the Imperial College of London, Naval Postgraduate School (USA), Royal Military College of Canada, and the Massachusetts Institute of Technology (MIT). Lawrence won the Leading CEO Award from the Singapore Human Resources Institute in 2014, the Singapore SOKA Association Goodwill Award (Leadership) in 2015 and the Singapore Defence Technology Prize (Research & Development Category) in 2006. He retired from the Singapore Armed Forces as the Chief of Artillery in May 2016, and is currently the Chief Operating Officer of CoAssets Pte Ltd, Asia's leading financial technology and funding platform.



JULY 27 (SATURDAY)

9.30 AM – 12.30 PM

REGISTRATION FROM 9.15 AM AND
REFRESHMENTS AT 12.30 PM

SIM MANAGEMENT HOUSE

\$45 HCIG MEMBERS
\$50 SIM MEMBERS
\$55 SIM GE & SUSS ALUMNI
\$60 NON-MEMBERS

REGISTER BY JULY 21

2019 SIM Membership e-Event Pass is applicable.
Each participant will receive a free copy of *From Doing To Dreaming* written by the speaker.

Smart Control – Home Sweet Home

Get an update on the current "smart home" technology that is not only affordable and available, but can be easily set up by a non-technical person.

Explore devices such as Google Home, Alexa, Echo and smart switch that can help you make your living more enjoyable and convenient. There will be a sharing of simple setup and demonstrations of some of these equipment.

Join us for this workshop to make your home smarter!

Few examples of smart home technologies:

- Smart TVs connect to the Internet to access content through applications, such as on-demand video and music. Some smart TVs also include voice or gesture recognition.
- Smart lighting systems, can detect when occupants are in the room and adjust lighting as needed. Smart lightbulbs can also regulate themselves based on daylight availability.
- Using smart locks and garage-door openers, users can grant or deny access to visitors. Smart locks can also detect when residents are near and unlock the doors for them.
- With smart security cameras, residents can monitor their homes when they are away or on vacation. Smart motion sensors are also able to identify the difference between residents, visitors, pets and burglars, and can notify authorities if suspicious behaviour is detected.

Allen Lee is Managing Director of Genesis Networks Pte Ltd, an organisation that provides end-to-end IT solutions. He will share his experience in this space. Allen's organisation is deeply involved in helping its clients develop business solutions in the area of business analytics, Fintech and Industry IoT. He will share his experience and hope to start the journey together with anyone who is interested and wants a head start.



SIM II TOASTMASTERS CLUB

AUGUST 2 (FRIDAY)

7 PM – 8.30 PM

REGISTRATION FROM 6.45 PM,
REFRESHMENTS FROM 8.30 PM

8.45 PM – 10 PM

TM II CHAPTER MEETING

SINGAPORE MANAGEMENT UNIVERSITY (SMU)

90 STAMFORD ROAD, SINGAPORE
178903

\$25 SIM MEMBERS
\$35 SIM GE & SUSS ALUMNI
\$40 NON-MEMBERS

REGISTER BY JULY 26

2019 SIM Membership e-Event Pass is applicable.

A Healthy Journey to Yakult Singapore

Jointly organised by IQMG and BMG

Yakult was first introduced to Singaporeans in 1979 after Yakult Singapore was established in 1978. It started humbly in three containers in Hillview then and now operates a multi-million dollar ultra-modern plant in Senoko. As Yakult is produced locally, customers can be assured of the highest quality and freshness of Yakult sold here.

Yakult Singapore perseveres to continue its healthy journey to spread the awareness to all Singaporeans of the benefits of its unique probiotics, L. casei strain Shirota along the principles of Shirota-ism.

VISIT OUTLINE:

- | | |
|---------|---|
| 1 PM | Registration/meeting point – Outside Yishun MRT station |
| 1.30 PM | Arrival at Yakult Singapore |
| 2 PM | Introduction of Yakult's company's background and organisation
Talk on intestinal health
Documentary film/animated film show
Q&A session |
| | Guided tour of Yakult's manufacturing plant* |
| 4 PM | End of visit |
| 4.30 PM | Back to Yishun MRT |

*Please note that any photography and videography is strictly prohibited during the presentation and manufacturing plant tour.

Each participant will receive one packet (5 x 100ml) of Yakult Light for free.
Participants can purchase additional packs of Yakult (5s x 100ml) at an exclusive price of S\$2.85 each. Do bring your own cooler bag to store your additional purchases.



INNOVATION & QUALITY
MANAGEMENT GROUP



企业管理学会
BUSINESS MANAGEMENT
GROUP

AUGUST 21 (WEDNESDAY)

1 PM – 4.30 PM

REGISTRATION AT 1 PM
REGISTRATION AND MEETING POINT
OUTSIDE YISHUN MRT STATION

\$25 IQMG & BMG MEMBERS
\$30 SIM MEMBERS
\$35 SIM GE & SUSS ALUMNI
\$40 NON-MEMBERS

REGISTER BY JULY 22

2019 SIM Membership e-Event Pass is applicable.
Limited to 40 seats. Registration is on a first-come first-served basis.

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For details, visit pd.sim.edu.sg/membership.

*Valid till December 31, 2019
Terms and conditions apply.

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NAME AS IN NRIC | PASSPORT

NRIC NO: _____

COMPANY NAME: _____

TEL: (O) _____ (M) _____

MEMBERSHIP NO: _____

EMAIL: _____

PLEASE INDICATE: INDIVIDUAL MEMBER CORPORATE MEMBER

SUSS ALUMNI (ALUMNI NO. _____)

NON-MEMBER SIM GE ALUMNI

INTEREST GROUP MEMBER (GROUP: _____)

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CHARGE TO MY: VISA MASTERCARD

CREDIT CARD NO: _____

NAME OF CARDHOLDER: _____

EXPIRY DATE: _____

SIGNATURE: _____ **AMOUNT:** \$ _____
AS PER CREDIT CARD

BUSINESS INSIGHTS		DATE	TIME	FEE (MEMBERS) SIM UNI NON
<input type="radio"/>	How Design Thinking Can Solve Wicked Problems	AUG 15	3 PM – 5 PM	COMPLIMENTARY 40 45
<input type="radio"/>	The 5Cs of Effective Business Writing	AUG 22	9 AM – 6 PM	385.20
<input type="radio"/>	Presenting with Confidence	AUG 23	9 AM – 6 PM	449.40
<input type="radio"/>	4Bs to Build Your Personal Charisma for Public Speaking	SEP 25	2.30 PM – 4.30 PM	35 40 45

PROFESSIONAL INTEREST GROUPS		DATE	TIME	FEE (MEMBERS) IG SIM UNI NON
<input type="radio"/>	HCIG The Four Practices of Leadership	JUL 27	9.30 AM – 12.30 PM	45 50 55 60
<input type="radio"/>	TM II Smart Control – Home Sweet Home	AUG 2	7 PM – 10 PM	25 35 40
<input type="radio"/>	IOMG & BMG A Healthy Journey to Yakult Singapore	AUG 21	1 PM – 4.30 PM	25 30 35 40

LEGEND

SIM – SIM Members Uni – SIM GE / SUSS Alumni Non – Non-members
 IG – Respective Interest Group members only

Registration and Payment: A place will be reserved for you upon receipt of your registration. Please inform us in writing of any change in registration. Full fee will be charged if withdrawal is made less than one week before commencement. All fees are inclusive of 7% GST. All cheque/bank drafts must be made payable to 'Singapore Institute of Management', crossed and marked 'A/C Payee only', with the activity title indicated on the back. All registration and payment should reach us by the activity registration closing date.

Cancellation: SIM reserves the right to make any amendments, cancel and / or change the programme, speaker, date or venue if warranted due to unforeseen circumstances.

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