

PANEL DISCUSSION GROWING GLOBAL: DEVELOPING TALENT, SUPPORTING ENTERPRISES



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INTERNATIONALISATION TALENT SOLUTIONS MAP LAUNCH



ANNUAL REPORT 2019

THE INTERNATIONAL TRADING INSTITUTE

The International Trading Institute@SMU (ITI@SMU) was established as the result of a collaborative effort between the Singapore Management University (SMU), the Singapore government through Enterprise Singapore (ESG), and leading industry players. The first trading institute in the world to be set up within a university, ITI@SMU boasts a specialist focus on international trading and is supported by a unique public-private partnership. Today, ITI@SMU is Singapore's premier industry platform for thought leadership and talent development in the areas of maritime knowledge and international trading with MPA as one of our supporting government agencies.

ITI@SMU's key objectives are:



Creating value for partners by growing a pipeline of talent for the trading and maritime value chains



Strengthening Singapore's position as a trading and maritime hub through ecosystem partnerships



Leading the development of new lifelong learning programmes and initiatives for the sustainability of the trading and maritime sectors

ITI@SMU continues to position itself as a strategic asset for the nation's trading and maritime sectors and will be constantly exploring new and exciting possibilities on how to create value and impact for her stakeholders.



It has been an exciting and fulfilling year for all of us at the ITI@SMU as we continued our efforts to deliver impactful value for the trading and maritime sectors. In this report, you will read about the many meaningful programmes that were part of our efforts to develop and grow Singapore's trading and maritime ecosystem.

Working together with SkillsFuture Singapore (SSG), the Internationalisation Skills (iSkills) Talent Development Programme was introduced to help Singapore-based businesses in their internationalisation efforts. In addition, the support provided by Enterprise Singapore (ESG) and Workforce Singapore (WSG) continues to enable us to help mid-career professionals find new and exciting roles in the wholesale trade sector through the International Trading Professional Conversion Programme (PCP).

For our undergraduates, a new maritime programme which covers a breadth of logistics and operational modules known as the Maritime Business & Operations Track (MBOT) was launched. The MBOT has been hailed as a timely initiative as it will contribute towards Singapore's position as a global trading and maritime hub with strong support from the Maritime and Port Authority of Singapore (MPA).

You will also learn how our international partnerships have been strengthened through events such as the renewal of our agreements with the Copenhagen Business School (CBS) and the Singapore Maritime Institute (SMI). New international relationships were also forged through our involvement in the hosting of the Advanced Maritime Leaders' Programme (AMLPP) partnering with MPA Academy.

All that we have accomplished would not have been possible without our friends and partners from fellow educational institutions, industry, and the government who continue to believe in us. We would like to extend our sincerest thanks and appreciation for all their unwavering efforts and support in journeying together with us throughout 2019.

We hope that you will enjoy reading this report as much as we have enjoyed putting it together.

All that we have achieved in the past year would not have been possible without the strong and unwavering support of our industry partners who walked together with us in our journey to develop Singapore's trading and maritime ecosystem. We would like to acknowledge these partners which include some of the strongest and most established names in industry.

ABN Amro Bank N.V.	PetroChina International (S) Pte Ltd
Adani Global Pte Ltd	Petro-Diamond Singapore Pte Ltd*
China Oriental Singapore Pte Ltd*	Phillips 66 International Trading Pte Ltd
Diamond Gas International Pte Ltd	PTT International Trading Pte Ltd*
Emirates National Oil Company (S) Pte Ltd	Rabobank International - Rabobank Singapore
ExxonMobil Asia Pacific Pte Ltd	Rhodium Resources Pte Ltd
Golden Agri International Pte Ltd	SABIC Asia Pacific Pte Ltd*
GS Caltex Singapore Pte Ltd	Shell Eastern Trading (Pte) Ltd - Shell International Eastern Trading Company
Itochu Petroleum Co Singapore Pte Ltd*	SK Energy International Pte Ltd
Klaveness Asia Pte Ltd	Sumifru Singapore Pte Ltd
Koch Refining International Pte Ltd	Swiss Singapore Overseas Enterprises Pte Ltd
Lee Foundation	Total Trading Asia Pte Ltd
LH Trading Pte Ltd	Vitol Asia Pte Ltd
Lianfeng International Pte Ltd	Wilmar International Ltd
Mercuria Energy Trading Pte Ltd	Womar Logistics Pte Ltd

*New Industry Partners



In partnership with Lee Kong Chian School of Business (LKCSB), ITI@SMU oversees and runs the International Trading Track (ITT) and Maritime Business & Operations Track (MBOT). These specially designed programmes are curated to equip our students with the necessary skills and knowledge required to hit the ground running when they join the trading and maritime sectors. Both programmes were designed by taking in the inputs of various stakeholders, including industry, government agencies and university academics. Such contributions have been invaluable in ensuring that the ITT and the MBOT continue to remain relevant to stakeholders from both sectors.

The ITT and MBOT learning experience includes a mix of classroom sessions and experiential learning opportunities. Classroom sessions are taught by university professors and industry professionals which ensure academic insights are well balanced with practical examples provided by practitioners from the working world.

A unique aspect of the ITT and MBOT are the various experiential learning opportunities provided by ITI@SMU. These play a key role in the development of student talent as they allow students to develop first hand knowledge of the intricacies of the two sectors. Such learning opportunities include Industry Study Missions (ISMs), site visits to companies operating in the

trading and maritime sectors, internships, and talks delivered by industry practitioners.

ISMs play a crucial part in the students' learning journey as they provide an opportunity to observe and learn about the various operational nuances when operating on the ground. In 2019, the students had the opportunity to visit Vietnam where they were hosted by companies such as Olam and Wilmar.

Singapore's position as an international trading hub has also provided a myriad of learning opportunities for the students as many world class institutions have established their Asia-Pacific headquarters in the country. Students had the opportunity to visit organisations such as Platts and the ExxonMobil refinery which provided deeper insights into the energy sector.

To augment classroom learning, the students also had the opportunity to attend a series of guest lectures covering topics that had an impact on the the trading and maritime sectors through ITI@SMU's Industry Speaker Series.

These practitioner led sessions are designed to augment the knowledge that students learn in the classroom. Lecture topics covered a variety of subjects and included topics on technology, risk, and liner shipping amongst many others.



Recognising the strong industry demand for local talent with specialised knowledge in maritime business operations, SMU introduced the Maritime Business and Operations Track (MBOT) under LKCSB in January 2019.

programme prepare you for a career in the trading and maritime sector?”, “If I take the MBOT, am I only limited to maritime careers?”, “What is a typical day in the trading and maritime industry?”, and “What does it take to build a successful career in this field?”.



The MBOT has been developed to equip our students with a deep understanding of the maritime sector and focuses on the key aspects of operations of the maritime value chain. It replaced the Maritime Economics Track (MET) which was offered from 2013 to 2018 and was introduced as SMU identified that efficient business operations played an increasingly important role in the modern maritime sector.

The MBOT is delivered through a holistic curriculum that includes a mix of credit-courses, non-credit electives, and various experiential learning opportunities organised by ITI@SMU.

An information session was organised to help the students address their queries about the maritime sector and the MBOT. In a lively engagement, questions that were addressed included “*What are the career opportunities that await a graduate from the ITT and MBOT?*”, “*How does the*



The session ended with a panel discussion where the students had the opportunity to engage SMU alumni and their employers. Included in the panel were :

Mr Tan Chin Hwee, Chief Executive Officer – Asia Pacific, Trafigura Group

Ms Gina Myung, Refined Metals Trader, Copper – ASEAN, Trafigura Group (SMU Alumni)

Mr Punit Oza, Vice President, Head of Systems, Processes & Competence, Klaveness
Mr Haruki Chua, Systems, Processes & Competence - Dry Bulk, Klaveness (SMU Alumni)

Ms Teng Kai Li, Analytics and Insights Manager, Amobee (SMU Alumni)

A career fair awaited the students after the session where companies shared with them about the available internships and full-time opportunities in their organisations.

To ensure that the students on the ITT and MBOT benefit from a holistic learning experience, ITI@SMU organises a variety of site visits, networking events and guest lectures to complement the knowledge that students acquire in the classrooms. The following are some of the sessions that the track students benefitted from in 2019.

INTRODUCTION TO CONTAINER LINER SHIPPING

In January 2019, ITI@SMU invited Mr Jeremy Holbrook, Director at Hartmann Asia Container Line, to share in detail the intricacies of liner shipping.



In this session, the students learned how the maritime sector plays an important role in the lifeblood of Singapore. These included container shipping's critical role in Singapore's development from a third world to a first world nation and how it continues to be a significant engine of growth for Singapore's economy.

TRADE FINANCE: A VIEW FROM THE MARKET

In a practical session conducted by Mr Eugene Ganchev, Head of Trade & Commodity Finance – Asia Pacific, ABN Amro, the students learned about the most common challenges and considerations faced by a Trade & Commodity Finance banker. This included origination, closing, monitoring and liquidation of a trade finance transaction. Students also learned about the



fundamentals of trade and the critical elements to consider when looking at financing the purchase and sale of commodities.

Mr Ganchev also shared about the structured commodity finance market, covering some of the most common structures such as pre-payments and pre-export financing. It was an insightful session which blended the theoretical aspects of Trade Finance with practical case studies in order to provide SMU students with a first-hand view of the typical challenges that commodity bankers face when analysing transactions.

HOW FREIGHT MAKES THE MARGIN: A LOOK AT IRON ORE BULK SHIPPING

Freight often seems to appear as an after-thought in a commodity trade. However, reality dictates that freight costs plays a significant role in determining the margins that traders make. This is particularly true in the dry bulk commodities sector where markets are extremely competitive.

In this session by Ms Elaine Sum, Business Development Manager, Caledonia Maritime, the students learned how tonne-miles affect time to market and hence vulnerability to spot prices, not just for the commodity, but also for the end product and its other constituents. Thus, despite the undeniable value of product quality, freight continues to play an important role in the trading of many bulk commodities.



Using the example of bulk iron ore shipping, Elaine gave a general overview of how freight strategy contributes towards the margin in commodity sales. This included considerations such as comparative analysis of loading terminals and types of vessels employed, time to market and physical coverage options in freight procurement, and even the laytime terms of the maritime contract.

DATA & DIGITALISATION

New technologies such as blockchain, the Internet of Things and smart contracts are at the forefront today in the area of innovation in the trading and maritime sectors. Many shipping and commodity trading businesses are now pushing through with digitalisation initiatives of their own in a bid to achieve efficiencies and stay relevant.

ITI@SMU invited Mr Tony Faneco, Chief Commercial Officer, Chinsay, to deliver a guest lecture on the importance of data and digitalisation in commodity trading.



Tony shared that although new technology has been introduced for the shipping and commodity trading businesses, there are however very few which look to connect the front, middle and back-office functions. The key to doing this is capturing and reusing the best data possible. He cited the example of Chinsay's Intelligent Contract Platform (ICP) as an example of a solution that supports the trade lifecycle.

SITE VISIT TO EXXONMOBIL

ITT and MBOT students were privileged to be provided with an opportunity to visit Jurong Island on 20 September 2019. The students were hosted by ExxonMobil where they were able to better understand how working on the island is like and the importance of the petrochemical sector to Singapore.

The visit started off at the newly renovated Jurong Island Visitor Gallery, which provided the students with an overview of Jurong Island, the various companies which operated there, the different services which were offered, and insights into the island's rock cavern storage facility.

Our host ExxonMobil also shared in detail about the refining process as well as the products that were produced on the island. There was also a 3D board which illustrated the process which helped to facilitate the students' understanding of the different operational workflows and products. The students were then brought on a tour of

ExxonMobil's Singapore chemical refinery. During the visit, engineers were on-site to explain the various parts of the plant and answer any queries.

Upon the completion of the site visit, the students shared that they had definitely developed a better understanding of various processes involved in refining, ExxonMobil as an energy company, and the role that Jurong Island plays in the global chemical market.

ITI@SMU NETWORKING NIGHT

The annual ITI@SMU Networking Night was held on 29 August 2019 and provided an excellent platform for partners, alumni, and students to get to know each other and expand their network of industry peers. This special event is something that the ITI@SMU community looks forward to every year.



The undergraduates took the opportunity to acquaint themselves with their seniors who shared about their experiences in their trading and maritime learning journeys. Such conversations are important as they provide our students guidance in developing a successful career for themselves.



It is not uncommon to see new friendships being forged and old ones being rekindled during these sessions. The alumni also proved themselves to be ever-ready to pay it forward for the next generation of talent by not only providing advice to their juniors on how to manage the challenges they face at work, but were also quick to share any opportunities that their juniors could capitalise on.



ITI@SMU CASE STUDY CHALLENGE

The second run of the International Trading Institute@SMU Case Study Challenge took place from 4 to 18 March 2019. The 8 preliminary teams were given 4 days to prepare their case solution which was presented on Monday, 11 March 2019. Case Study Challenges now form an important part of our students' education journey as they not only provide a platform for them to develop deeper insights into the trading and maritime sectors but also give them the opportunity to engage with industry.

Developed in partnership with the BW Group, with the support of Dr Flocy Joseph from SMU Executive Development and Ms Cheah Sin Mei from SMU's Centre for Management Practice, the case included interviews with BW Group's senior management and the organisation's chairman Mr. Andreas Soehnle-Pao.



The myriad of diverse complexities faced by the modern day maritime sector where issues such as stringent environmental standards, an evolving business environment, and the rise of disruptive technologies, have resulted in many shipping companies finding themselves navigating uncharted waters. Even maritime giants such as the BW Group are forced to re-examine their operations and business strategies if they are to thrive in the future.

After analysing the information found in the case, participants were presented with the challenge statement, "If you were the Chairman of the BW

Group, what strategy and action plans will you make for the company for the next 3 years to take the company forward?"

At the end of the preliminary presentations, three teams distinguished themselves from the pack and made it through to the finals which was held on Monday, 18 March 2019. Senior leaders from industry who made up the judging panel included:

Poh Teck Heok, Asia Supply Manager and

Commercial Lead, Phillips 66

Bernice Yeoh, Director, International Maritime

Centre Division, MPA

Patrick Phoon, Evergreen Shipping Agency

Sebastien Brochet, Executive Vice President,

Strategy, Corporate Development & HR, BW

Group

Jakob Bergholdt, CFO, BW Group

Esben Poulsen, Chairman, Singapore Shipping Association

The judges shared that two key areas stood out with regards to the students' efforts. First, the quality of the research and analysis produced was of such a high standard that they themselves would be challenged to replicate something similar. Second, the innovative solutions proposed by the students were impressive and provided important food for thought that the industry should consider seriously for their commercial viability.



They highlighted the challenge they faced in determining the winning team given the quality of the effort put in by all the participants. In the end they concluded that Team Pier Pressure deserved the top spot with Team LightNinG and Team CBG taking the following two positions respectively.

MSC MARITIME SUMMIT CASE CHALLENGE

In spite of the importance of the maritime sector to Singapore and the global economy, Singapore's maritime sector is still facing challenges in attracting talent into the industry. At the inaugural MSC Maritime Summit Case Challenge 2019, issues such as what can maritime companies do to attract millennials to join the sector, to expand the local talent pipeline, and to make maritime jobs more attractive were addressed.

These were the issues that the undergraduate teams participating in the MSC Maritime Summit Case Challenge 2019 had to grapple with. The competition was organised by the Singapore Maritime Foundation's (SMF) Maritime Singapore Connect Office, in partnership with APL Co. Pte Ltd (APL), Jurong Port Pte Ltd (Jurong Port) and Royal Dutch Shell (Shell).



SMU's Team Meridian – comprising of third year Operations Management majors from the Lee Kong Chian School of Business (LKCSB) – Ng Yan Hong, Ng Zheng Han and Oh Kah Yin Jasmine edged out 31 other teams to become the champions of the competition. The students were given 24 hours to deliberate on the case – *'Strengthening Singapore's Position as a Global Maritime Hub – Building the Talents of Tomorrow'*.

The SMU trio stood out with their proposal of a comprehensive talent management solution which featured talent attraction strategies, including outreach and collaboration projects (which were inspired by SMU-X), retention strategies, and ideas covering overseas attachment and parallel rotation.

BW VESSEL VISIT

On 29 July 2019, the BW Group organised an exclusive visit for the two winning teams of the BW Case Challenge Competition 2019.



Students were brought to Keppel Shipyard and briefed on safety protocols. After a short walk and a 10 storey climb, students were brought on board the BW Paris, a LNG carrier that had recently been converted to a Floating Storage Regasification Unit (FSRU).

The students also had the privilege to meet with the ship's captain on the bridge who gave them an insight on the ship's operations and the cargo it worked with. This also provided for an excellent opportunity for our students to clarify many of the questions which they had about LNG maritime transportation and logistics.



The group was then given the opportunity to join the crew for lunch and visited the kitchen. The visit to the BW Paris was indeed a privilege which many would never get to experience.

ACTS TREASURERS ASIA SUMMIT BUSINESS CASE COMPETITION

SMU undergraduates took away the top prize at the inaugural ACTS (Association of Corporate Treasurers Singapore) Treasurers Asia Summit Business Case Competition final which took place on 6 Sep 2019.



The competition was organised by ACTS in partnership with ITI@SMU and was designed to engage undergraduates, evaluate real-life corporate treasury challenges faced by organisations, and develop practical solutions that could be adopted by the different players in the financial eco-system. SMU was the knowledge partner for the competition and was pivotal in developing the case based on InstaRem. The case was co-developed by ITI@SMU, the Sim Kee Boon Institute (SKBI) and SMU's Centre for Management Practice (CMP).



SMU's Team Otaku emerged as champion, beating 29 other teams from other tertiary institutions such as NUS, NTU, SIM, SUSS and SUTD. The team comprised of Kevin Chin Kai Wen, Caleb Phua Rui Xuan, and Slevin Chua.

The three teams that made it to the final round were given a week to tackle the following problem statement.

InstaRem's institutional clients, comprising SMEs and other corporates, make up about 60 per cent of InstaRem's customer base. Considering the

company's aim to reach the target of US\$5 billion to US\$7 billion worth of transactions by the year 2022, devise a marketing strategy aimed at on-boarding new SMEs to position InstaRem as not only one of the best FX providers for cross border remittance, but also for providing them with a platform to collect and manage payments in overseas markets, and provide back-end payment infrastructural services.

The trio stood out with their four ideas – InstaBuild, InstaGuard, InstaEquip and InstaStrike – and their memorable tagline 'InstaRem makes Instant Sense'. They eventually won the judges over with their creativity, convincing presentation as well as marketing strategy.

Team Otaku reflected *"The case problem was no doubt challenging and required us to look at issues from multiple perspectives. We had to consider the regulatory framework governing the Fintech industry-at-large, and account for the risks while evaluating the overall feasibility of our solutions. We stepped up to the challenge and eventually gained many insights into the Fintech industry."*

They also expressed their gratitude towards the organisers, as well as all the professors and industry experts who provided them with invaluable feedback at the various stages of the competition. They further highlighted that they were grateful towards SMU for training them to be critical thinkers.

Apart from the top prize of \$3,000, the team also secured for themselves an exceptional opportunity to undertake an internship programme with InstaRem.



SMU team, Team Clingy Chopsticks, which comprised of Jo-Adam Saiful Mizra, Tan Qi Zhong, and Lee Xin Yi picked up the *Most Innovative Presentation Team* award.

From 7 to 15 December 2019, ITI@SMU with input from student leaders of the Maritime Merchants Society Student Club, organised an Industry Study Mission (ISM) to Ho Chi Minh City, Vietnam. Students from the ITT, MET and MBOT tracks had the opportunity to visit various local and international companies operating in Vietnam. This ISM was only made possible with the continual support from our government and industry partners.



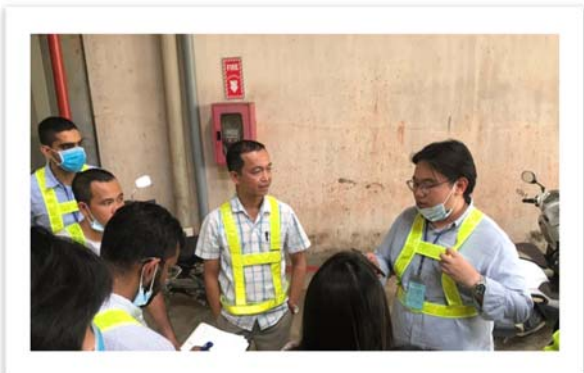
To ensure that our students gained valuable and diverse experiences from this ISM, each day of the trip comprised of visiting a variety of companies including food & beverage production, agri-commodities and ports.

Students visited the Yakult Vietnam plant and Kimmy's Chocolate where they saw first-hand how raw materials were converted to finished consumer goods using the latest automation.



Those who were interested in trading were privileged with visits to established players in the industry, namely Wilmar CLV and Olam. Through these visits they were able to develop a better understanding of the inner workings of a number

of commodities, intermediate goods production, and even consumer products manufacturing companies which used the various traded commodities as their product inputs.



Aspiring future leaders of the maritime sector had the opportunity to learn in greater detail about the various elements of the maritime sector through visits to Tan Cang—Cat Lai Port, Lotus Port and SP-SSA International Terminal Port. These visits helped to reinforce what they had learned in the classroom as they were able to observe container, bulk and cargo operations.



The warm hospitality that the companies displayed as well as their willingness to share and engage our students provided for a meaningful and fulfilling learning journey.

"Olam gave us a great insight into the workings of a soft commodities business. Their business model is to leverage on modern technology and mass customisation to ensure quality to meet customers' requirements. As an ITT student, I realised sometimes it's best to keep a simple business model instead of overcomplicating it."

Sendil Sivakumar
ITT Final Year Student



CELEBRATING 5 YEARS OF PARTNERSHIP

ITI@SMU celebrated five years of partnership in *Nurturing Talent for the Maritime Ecosystem* with a special event that was held on 1 October 2019.

The Guest-of-Honour was Dr Lam Pin Min, Senior Minister of State, Ministry of Transport and Ministry of Health. Her Excellency, Dorte Bech Vizard, Ambassador of Denmark to Singapore, also graced the occasion.



Mr Ong Kim Pong, Regional CEO, Southeast Asia, PSA International, kicked off the event with his keynote address entitled *Key Trends and Developments Disrupting the Industry* to the 120 strong audience which included members from the trading and maritime sectors, government, students, and academia.

As an affirmation of the MBOT, new agreements in support of the programme were signed with the Copenhagen Business School (CBS) and the Singapore Maritime Institute (SMI).



SMU and CBS have been engaged in a mutually beneficial partnership since 2015. Students from both institutions undergoing their respective maritime programmes have the opportunity to benefit from a rich cross-cultural blend of academic knowledge and industry immersion through a structured exchange programme.

The SMU-CBS Memorandum of Understanding (MOU) which extended this partnership was signed between SMU's President, Prof Lily Kong and CBS President, Prof Nicolaj Malchow-Møller. The signing was witnessed by Her Excellency Dorte Bech Vizard.





The SMU-SMI Collaboration Agreement was then signed by Prof Annie Koh, Vice President of Business Development, SMU and Academic Director, ITI@SMU and Dr Sanjay Chittarajan Kuttan, Executive Director, SMI. The agreement extended the \$4.3 million funding support provided by SMI for the MBOT till 2023.

Included in the panel were:

Mr Punit Oza, Vice President, Head of Systems, Processes & Competence, Torvald Klaveness
Ms Tan Beng Tee, Assistant Chief Executive, Maritime and Port Authority of Singapore
Mr Ong Kim Pong, Regional Chief Executive Officer, Southeast Asia, PSA International
Ms Caroline Yang, President, Singapore Shipping Association
Prof Martin Jes Iversen, Vice Dean of International Education, CCBS
Mr Haruki Chua, Charterer, Torvald Klaveness



The funding will cover the programme office for the MBOT, curriculum development and delivery, as well as the organisation of experiential learning programmes, such as local site visits, overseas industry study missions, and exchange programmes.

The event concluded with an engaging panel discussion on the challenges faced by the maritime industry and some of the possible solutions that could be implemented to address these challenges. Particular focus was placed on issues pertaining to digital disruption and talent development.

'Shout Out' from Amalie of CBS

International Trading Institute at SMU
 Yesterday at 5:49 PM · 🌐

#Repost @sgsmu

 Singapore Management University

"Hey, I'm Amalie, and I was an exchange student at SMU during the fall semester of 2019. I loved SMU and miss it already. A few of the things that I liked about SMU was, first of all, the teaching style. At SMU, participation is not only encouraged but is a large component of your overall grade which pushes you out of your comfort zone and sparks interesting class discussions. This was new to me, and while I was nervous about it in the beginning, it taught me a lot. Secondly, I thought it was very interesting and highly relevant that we were able to hear from industry experts, as visits from guest speakers were common. Lastly, I learnt a lot about group work and dealing with both the challenges and learnings that come from this since you work with approximately 16 different people during a semester at SMU." - Amalie Frijs Djurhuus, Copenhagen Business School, 2019

All the best for your future endeavours to all our exchange students, and hope you had a memorable time at SMU! 🍀 Stay healthy!
 #sgsmu #smuggers #smuabroad #smuexchange #denmark #globalexposure #universitylife #sguni #smug #studyhardplayhard #smuexchangeprogram

ITI@SMU partnered with the Maritime and Port Authority of Singapore (MPA) Academy to jointly host the 3rd Advanced Maritime Leaders Programme (AMLP). The event took place from 7 to 12 April 2019 in conjunction with the Singapore Maritime Week.



The AMLP was designed by ITI@SMU for senior maritime and port officials across the globe including Africa, Asia, the Caribbean, Europe, Latin America, the Middle East and Oceania. The main theme of the week-long programme was *Transformational Leadership – Technology, Trust, Talent*. The programme included various lectures, site visits and panel discussions.



ITI@SMU invited transformational leaders from different industries who shared valuable insights about their personal journeys and the challenges they encountered in transformational leadership. This included how they worked with teams to evolve their organisations and Singapore into a



globally competitive maritime and supply chain hub.

The participants also learned from domain experts about the wide spectrum of changes that were currently taking place and impacting the maritime sector in a roundtable discussion. The session gave participants an opportunity to interact with the subject matter experts who shared from their wealth of experience and knowledge on the various maritime related topics that were discussed.



A highlight of the AMLP was the case study exercise entitled *Bold and Responsible Leadership in Uncharted Waters: The Future of BW Tankers*. The case study was written by SMU and brought out the various challenges faced by the BW Group and the possible solutions that could be implemented in charting the way forward for discussion.

The participants also had the exclusive opportunity of meeting with Mr. Andreas Sohmen-Pao, Executive Chairman of BW Group, who was the key protagonist in the case. Mr Sohmen-Pao helped to address the participant's queries and shared his insights on the challenges and issues he had to contend with as well as the decisions that



were made by the BW Group management team. The positive feedback provided by the participants highlighted the success of the programme and provided a platform to illustrate the strong partnership which ITI@SMU has established with MPA Academy.



From 7 Oct to 11 Oct 2019, ITI@SMU organised a five day programme focusing on commodities trading in Asia for participants from the Erasmus University programme *Leadership in Commodity Trade and Supply Networks*.

The programme encompassed topics focused on the trading sector in Asia and provided in-depth coverage of Asian commodities. Issues pertaining to dominant themes in Asia that resulted in cross-cultural challenges which affected the development of social and business relationships between the West and Asia were also discussed.



The participants also had the opportunity to visit Platts Singapore to learn about the methodology used in the price discovery of oil, UL International to understand the role of standards and technical inspections in trade, as well as the Kim Loong Palm Oil Mills in Kota Tinggi, Malaysia.

The visit to Kota Tinggi was of particular interest as provided the participants the opportunity to develop a deeper understanding of the various

processes involved in the production, marketing and sale of palm oil. The participants also had the opportunity to clarify many queries which they had surrounding the at times controversial issues related to this edible oil.



Through the engagement sessions, participants were better able to understand the various issues that surrounded the commodities sector. These included current issues such as IMO 2020's new low sulphur fuel regulations as well as how new technologies would affect the commodities trading industry as a whole and the various stakeholders from different regions.

The participants received a certificate of completion to mark their successful completion of the programme. They were then hosted to an evening reception where students from ITI@SMU's undergraduate programmes were also invited, providing the students with an opportunity to mingle and network with the participants from Erasmus University.



26 July 2019 saw the launch of the Internationalisation Talent (iTalent) Solutions Map at the Singapore Management University. Mr Chee Hong Tat, Senior Minister of State, Ministry of Trade & Industry and Ministry of Education graced the occasion as the Guest of Honour.

In his keynote address, SMS Chee highlighted the importance of bringing Singapore businesses overseas as it would help widen their customer base and gain access to resources, technology and talent. He also encouraged our SMEs to leverage on our unique position as a trusted and connected hub in the region, to go from “made in Singapore” to “made by Singapore” by setting up production facilities and services branches in more markets.



Emphasising on the importance of building a workforce that is capable of operating across countries, SMS Chee commended the efforts of ITI@SMU and SkillsFuture Singapore (SSG) in the development of the iTalent Solutions Map. *“It will benefit our enterprises, especially our SMEs, by providing information about internationalisation skills needed and equip their employees to take*

their business overseas.”

The iTalent Solutions Map was officially launched by SMS Chee together with Mr. Ng Cher Pong, Chief Executive, SSG, Prof Timothy Clark, Provost, SMU and Prof Annie Koh, Vice President of Business Development, SMU and Academic Director, ITI@SMU.

This was followed by a lively panel discussion featuring business leaders across different sectors sharing how they overcame their challenges when venturing overseas. The panellists included:

Ms Chin Wei Jia, Group Chief Executive Officer, Health Management International
Dato’ Victor Tan, Chief Executive Officer, TOP International Holding
Mr. Chee Hong Tat, Senior Minister of State, Ministry of Trade & Industry and Ministry of Education
Mr Joshua Koh, Chief Executive Officer, Commune Lifestyle
Ms Bonnie Wong, Chief Operating Officer, Creative Eateries
Mr Wilson Lim, Executive Director, International Business, Commonwealth Capital

The event ended with a special ceremony where 18 SMEs which had expressed an early interest in the Internationalisation Skills (iSkills) Talent Development Programme were recognised. The iSkills Talent Development Programme is a talent building initiative built on the foundations of the iTalent Solutions Map.



INTERNATIONALISATION SKILLS TALENT DEVELOPMENT PROGRAMME

The iSkills Talent Development Programme is a joint initiative by ITI@SMU and SSG, with Ngee Ann Polytechnic as a programme partner. It brings together expertise and a wealth of experience from practitioners and experts in international business development and operations, and executive learning specialists, to better prepare Singapore enterprises and their workforce for overseas expansion.

The curriculum has been designed for two different tracks:

- **Track 1: Senior management level participants** will be equipped with skills such as leadership, critical thinking, decision-making, digitalisation and cultural competence. This will enable them to perform the functions of an entrepreneur, a strategy visionary, and a relationship builder.
- **Track 2: Middle and junior level participants** will be equipped with skills such as project management, effective communication, and cultural competence. This allows them to perform the roles of a project manager and facilitator.

Track 1		Track 2	
Senior Internationalisers Candidate profile: • Senior Management <i>E.g. Regional Business Development Director, Chief Financial Officer</i>		Mid-level Internationalisers Candidate profile: • Middle Management <i>E.g. Marketing Manager, Sales Manager</i>	Junior Internationalisers Candidate profile: • Junior / Entry Level Exec <i>E.g. Management Trainee, Analyst</i>

The six-month programme adopts an applied learning approach to cultivate the right mindset, skills and relationships for internationalisation across different functional roles.

- **A positive mindset and courage to internationalise:** Through peer-group learning and faculty sharing of real-life case studies and business experience, participants are motivated to positively embrace internationalisation and envision possibilities for their business overseas.
- **Ability to recognise context and situations to put a mix of hard and soft skills into action:** Participants get to explore, through facilitated discussions and roleplaying, how they might apply knowledge, tools and frameworks to make decisions for their business, especially in ambiguous situations that one may often encounter overseas.
- **Cultivating relationships for network and influence:** We also offer opportunities for networking and cross-industry sharing within the group and with others in the public and private sectors, to help participants see new ways of collaboration and sharing of skills, resources and experience.

Over the duration of the programme, each participant will apply their learning to a working internationalisation business proposal of their choice. To guide them along, they are also provided with a set of iSkills Project Template as stimulus material, on top of mentoring sessions with a coach who has been assigned according to the nature of their business and selected project.

A key highlight of the programme is a 5-day overseas immersion trip to an overseas market that is agreed upon among each cohort of participants. The learning journey is designed to help the participants gain first-hand experience of the local business ecosystem and way of business, learning from government representatives, professional service offerings, and Singapore companies already in the market. Participants will also have opportunities to meet up with business partners and suppliers.

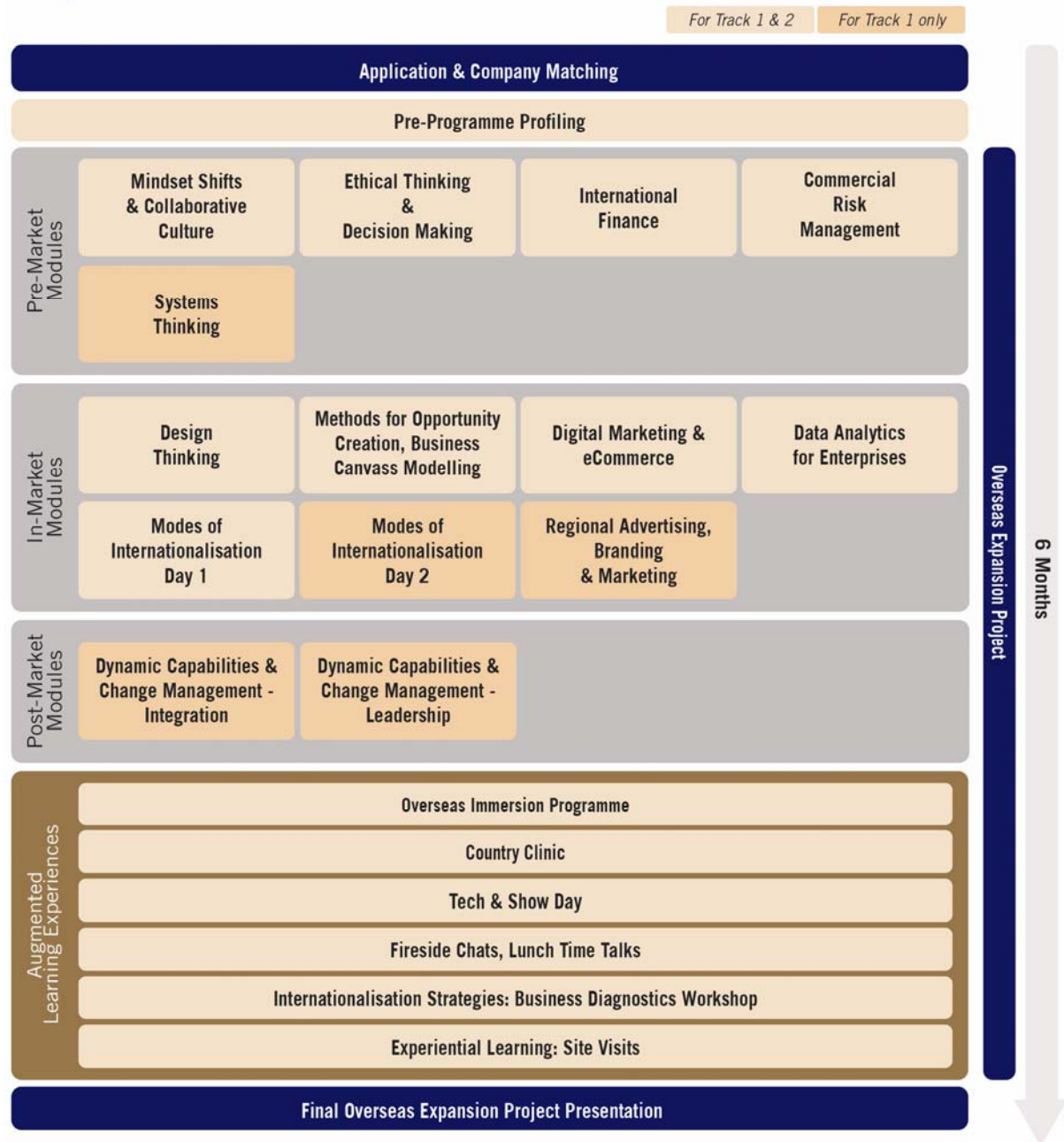
Course fees range from S\$7,900 to S\$16,000 depending on the selected track. Companies that enrol their existing employees or new hires can enjoy grants to cover training fees and/or salary support, subjected to terms and conditions.

Programme Funding Structure

Track	Training Fee	Age	Training Fee Support	Nett Fee Payable (excl. GST)	Salary Support (for New Hires [#] only)
Track 1 • Senior Internationalisers	\$16,000	Singapore Citizens / Permanent Residents <40 years old	70%	\$4,800	70% capped at \$4000 for 6 months
		Singapore Citizens / Permanent Residents 40 years old or older	90%	\$3,000* (*subsidy is capped at \$13,000)	90% capped at \$6000 for 6 months
Track 2 • Mid-level Internationalisers • Junior Internationalisers	\$7,900	Singapore Citizens / Permanent Residents <40 years old	70%	\$2,370	70% capped at \$4000 for 6 months
		Singapore Citizens / Permanent Residents 40 years old or older	90%	\$790	90% capped at \$6000 for 6 months

[#] New hires must have been employed not more than 3 months.

Programme Structure



Changes in the structure of the global economy have required companies to be “disruption ready” if they are not only to survive, but thrive. It was with this in mind that the International Trading Professional Conversion Programme (PCP) was developed to help Singapore companies equip themselves with the talent they need to meet these new challenges.



Through various consultative sessions and focus group discussions with industry, ITI@SMU developed the International Trading PCP in partnership with Enterprise Singapore (ESG), Workforce Singapore (WSG), and the International Chamber of Commerce (ICC) Academy. ITI@SMU has been offering the International Trading PCP since 2016.

Not only is the PCP designed to help mid-career professionals transit to the international trading sector, it also provides a platform for current professionals to upskill themselves and ensure that they possess the necessary requirements to be Future and Digital Ready. Participants will complete a comprehensive programme which includes a holistic mix of classroom sessions, on the job training with supporting companies, and online learning modules.

The programme has two tracks, both of which are carefully curated to upskill PMEs for front to back office roles in commodities and non-commodities trading companies. The PCP curriculum provides an interesting mix of classroom and experiential learning. The programme comprises of the Introductory Certificate in International Trading (ICIT), the Specialist Certificate in International Trading (SCIT), an online module offered by ICC Academy, a project presentation, and site visits to various facilities and innovation centres. Participants who successfully complete all modules will earn the Specialist Diploma in International Trading (SDIT).

Introductory Certificate in International Trading

The ICIT is a five day learning programme where participants attend various workshops and classroom sessions that introduce them to the fundamentals of wholesale trade. These include topics such as *Cyber Security, Fintech, and Trade Compliance*.

Specialist Certificate in International Trading

The SCIT provides a deeper dive into various elements involved in the wholesale trade value chain. The different modules are taught by industry practitioners who bring their experience and extensive knowledge to the class. Examples of topics covered include *Export Planning, Trade Documentation, Customs and Trade Compliance, Supply Chain Management, eCommerce, Digital Platforms, and Internationalisation*.

The participants also have the opportunity to engage their lecturers on issues they encounter in the course of their work. This provides a useful platform for them to develop knowledge that will benefit their organisations and supports their on-the-job learning efforts.



Site Visits

To encourage active learning and educate the participants on the latest developments in industry, site visits form an integral part of the curriculum. The participants have the opportunity to visit facilities such as innovation labs, state-of-the-art warehouses, and price discovery agencies. These site visits complement the classroom learnings as the participants are able to observe first-hand the business operations of different organisations.

PCP GRADUATION CEREMONY 2019

ITI@SMU celebrated its third PCP graduation ceremony on 1 November 2019.

The graduation ceremony included more than 60 graduates comprising of participants from the 2nd commodities cohort, and the 3rd, 4th and 5th non-commodities cohorts. The graduation ceremony was graced by our Guest of Honour, Mr Foo Kok Jwee, Deputy Chief Executive, WSG.



Accompanied by their friends, family members, and colleagues, the event was an opportunity to celebrate and honour the PCP graduates, all of whom have shown tremendous commitment to the programme.

The session began with Prof Annie Koh, Vice President of Business Development, SMU and Academic Director, ITI@SMU, delivering her welcome message which congratulated the graduates on embarking on their new journeys and encouraged them to never stop learning. This was followed by a speech from the class representative, Ms Vera Wee from the 4th Non-Commodities cohort on her learning journey during the PCP course. The keynote address was then delivered by our Guest of Honour who highlighted the various efforts undertaken by the government to build a pipeline of industry ready talent to support the transformation efforts of Singapore companies so that they are future-ready and are able to operate competitively in today's dynamic and disruptive economic landscape.

Following the keynote session, the graduates from the graduating cohorts were invited on stage to receive their Specialist Diploma in International Trading (SDIT).

A highlight of the event was a panel discussion on *Making Digital Work - Organisation Transformation and the Digital Workforce*. The panellists were experts from various industries and included:



Mr Samuel Sio, Executive Manager, IMDA
Mr Toby Koh, Group Managing Director, Ademco Security
Mr KC Kwa, Chief Executive Officer & Founder, JustLogin
Ms Christine Liu, Head & Partner Acquisitions, RecruiterPal
Mr Leslie Loh, Chief Executive Officer, Lithan Academy
Mr Roy Tan, General Manager, Aik Moh Paints & Chemicals

The panel discussed the importance of the need for SMEs to embrace new technologies and integrate them into their businesses, how companies can adopt technology successfully, as well as how employees and companies can stay relevant in the face of the industry transformation that is taking place.





The SMU PCP Transformational Journey

Graduation Message delivered by Vera Wee,
International Trading PCP participant
1 November 2019

Good afternoon: Guest of Honour Mr Foo Kok Jwee (Deputy Chief Executive, WSG), Prof Annie Koh (Vice President of Business Development, SMU and Academic Director, ITI@SMU), Members of WSG, ESG, e2i, ICC Academy, institutional leaders and experts, administrators, honoured guests, and my fellow graduating classmates from our various cohorts.

Thank you – for the opportunity to speak to you as a whole. Before I begin, I would like to thank all the contributors to this International Trading PCP (Commodities and Non Commodities Track) – jointly developed by ITI@SMU, ESG, WSG and ICC Academy. Thank you to the employers too, for allowing us (your graduates today), to be part of the learning journey where we apply what we have learnt into your companies whilst also positively impacting the progress to our industries and to our nation.

Within the wholesale trade value chain, we were exposed and immersed into first-hand international trade issues which spanned from: export planning, risk management, supply chain procurement and its management, trade and customs compliances, tariffs, FTAs, online

marketing and ecommerce, trademarks, patents, dispute resolutions, trade documentations – you name it – all the way to even including workshops on supply chain safety & security, digital transformation and design thinking.

Apart from the classroom training and e-learning components, seminars with industry leaders, our site visits to Accenture Liquid Innovation Studio and Supply Chain City were also eye openers as to how much and how fast the industries had transformed and how Singapore companies had adapted to be more productive, efficient and effective in meeting those challenges and staying relevant.

Digitalisation has added a spin as to how we run our functions today. Technological disruption has spared no industry. Apart from improving the skill sets within the core fundamentals of our trade, we were also exposed to understanding the need to embrace and adopt technology. We have to understand and leverage on data, get insights to make the data useful, interpret them to make sense of it all, and then cause positive change – so that we can produce transformational solutions in serving the needs of our customers, be it via offline and online worlds.

So the product in the making of this PCP? All of US ... US that you see here today – the graduates–upskilled and reskilled.

What has the PCP journey been like for me?

In essence, this programme had equipped me to be able to quickly refresh myself on the various facets of the supply chain within the wholesale trade sector and understand the transformational changes taking shape. It upskilled me on the other value chain functions too – the challenges, the risks, the issues. This learning is necessary in order to understand, strategise, manage and deliver proper end-to-end solutions.

Personally, I knew that in order to stay relevant, I had to also take a few steps back to be prepared to unlearn traditional methods that I knew of, and relearn them – but now, from a different standpoint.

The PCP's added value is that the curriculum was practice-based and application-centric. This also allowed me to apply what I had learned and improve the product of my work, impart and share new learned knowledge with my peers, and update and cause transformational changes within the organization.

This brings me to address my favourite part of the program, which was the 6-month individual project. Here, we had to bring current organisational challenges to the table and come up with solutions using the tools learned from this programme. This was the most invaluable experience I dare say – as I was challenged not to only apply all that I had learnt into the project, but into my industry. Eliza Quek, our workshop professional in Digital Transformation & Design Thinking, was my mentor and she constantly challenged me to look at things from different perspectives and relativity – short term, mid-term and long term, and drilling deep down into the heart of matters. She really made me explore, relook and re-evaluate my position from different angles – not once, but many times. After each meeting, however, I would be even more inspired to deliver better results than my last proposition. Thank you very much Eliza for cultivating a new dimension in me.

Ladies and Gentlemen, international trade is a key component to our nation's GDP, economic growth and consumer spend. Hence, it is important that we will be a good match to the array of jobs and functions that international trade offers including those requiring digital skill sets.

Our workforce must continue to learn, absorb information, process them, progress, be

competitive, and multi skilled. Change is inevitable. It is dynamic...and we CAN and WILL adapt for the better. As we embark on newer roles and morphed responsibilities, we must also move along and continue to grow personally. The PCP has equipped us with all these useful and relevant resources and we are fortunate as participants.

The exposure has put us in good stead to continue to lead and we will not stop here. I am confident that each of us here will continue to hone our skill sets and contribute positively to our companies and industries. A note of sincere appreciation to Prof Annie Koh for continuously adding value to the programme and to the knowledge of the participants. To the SMU Business Development Team, thank you – Chris Chow, Gary Ong, Dana Loh, Gabrielle Tan, Jolene Tan, Alice Soo, Jennifer Lim, Joanne Lee for assisting our needs and making our journey a fine one.

With that all said, I come to my final point: mindset, approach, confidence, and perseverance. These are critical attributes to our personal transformational success. We sometimes need to stand out of the circle and look inward, in order to have a better peripheral vision and clarity of understanding the key issues. We must also not be afraid and we must keep an open mind to take on new roles, responsibilities, opportunities and new challenges. No matter how seemingly difficult it may be initially, with grit and strive for continuous self-improvement, we will succeed over time.

On this note, I would like to congratulate all the graduates here today. Good luck and may you have fulfilling journeys in your career.

Continue to think broadly and deeply... Don't just be transactional. Live and breathe "TRANSFORMATIONAL" in all that you think, touch and do... and we will be good to go!

Thank you.

International Trading Professional Conversion Programme

Programme Overview

Developed by the International Trading Institute at Singapore Management University (ITI@SMU) in partnership with Enterprise Singapore (ESG), the Workforce Singapore (WSG) and the International Chamber of Commerce (ICC) Academy, the International Trading Professional Conversion Programme (PCP) provides an overview into the trading value chain. Participants can look forward to acquiring knowledge in the areas of Supply Chain, Risk Management, Trade Documentation, as well as Trade Digitalisation; well preparing them for a variety of office roles in the wholesale trade sector.

A Place-and-Train programme, participants must first be hired into a new role in a new company within the wholesale trade sector before they can embark on the 9-month PCP. Participants who have successfully completed the programme will be awarded the Specialist Diploma in International Trading conferred by SMU.

Criteria for Enrolment



Companies

- Must be a locally registered or incorporated entity in Singapore
- Must have issued a valid employment contract to the participant
- To provide a structured On-Job-Training for the participant



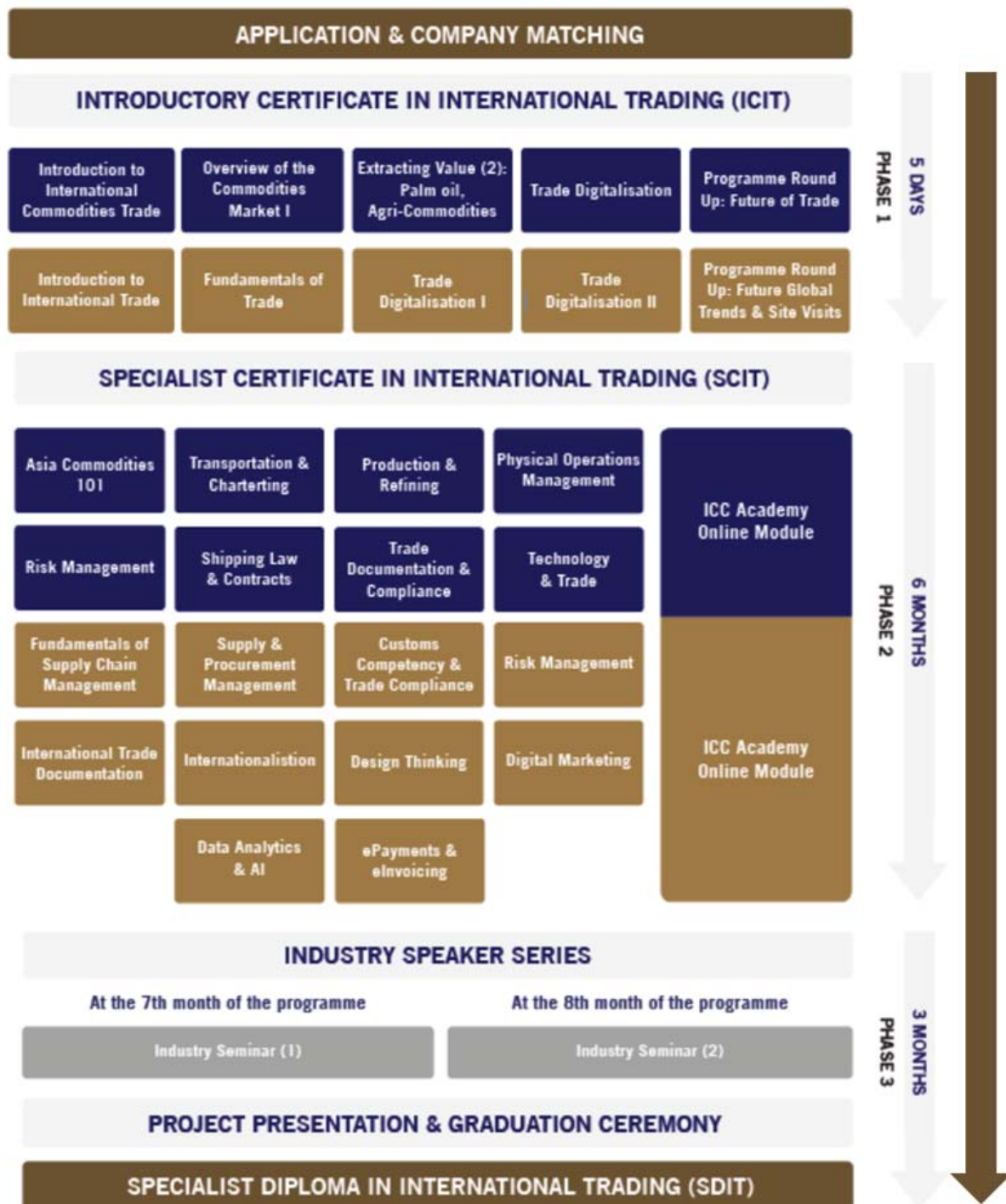
Candidates

- Must be a Singaporean Citizen or Singapore Permanent Resident
- Must be a new hire (<= 3 months) AND
- A mid-career switcher (graduated for more than 2 years and have worked in a different job function)
- Must possess a Diploma certificate or equivalent

Programme Fees	Course Fee Support	Training Allowance (Salary Support) from WSG
Commodities Track \$20,000	Government Subsidy Commodities Track: \$13,000 Non-Commodities Track: \$13,000	70% of monthly salary, capped at \$4,000 per month Permanent Resident (no age restriction) For Singaporeans < 40 yrs old
Non-Commodities Track \$18,000	Company Commitment Commodities Track: \$7,000 Non-Commodities Track: \$5,000*	90% of monthly salary, capped at \$6,000 per month Singaporeans > 40 yrs old OR at least 6 months unemployed

*Enhanced subsidy of \$400 will be claimed by company via SkillsConnect.

Programme Structure



Jan 11 & 25	C2: PCP SCIT Module : Shipping Law and Contracts	R.Srivathsan
Jan 12 & 26	C2: PCP SCIT Module : Trade Documentation and Compliance	Yong Meng
Jan 18	MET-CBS Welcome Lunch	
Jan 18	Industry Speaker Series : Maritime (Intro to Container Liner Shipping)	Jeremy Holbrook
Jan 19	ITI Excellence Awards 2019	Sent CVs for companies to select
Jan 24 to 31	Non-Credit Course : LNG and It's Value Chain	Thomas Chhoa
Jan 25 & 26	NC5: PCP Workshop : Managing International Trade and Customs Matter For Your Business	Angelia Chew
Feb 01	PCP Outreach Event : Future Jobs, Skills & Training Forum 2019	Organised by NTUC
Feb 14	Departmental CNY celebration with PCP trainers	
Feb 15 & 16	C2: PCP SCIT Module : Technology and Trade & Site Visits	Accenture Liquid Studio (AM), S & P Global Platts (PM) Wai Ying (Accenture)
Feb 19	Professorship Meeting	
Feb 19 to 26	Non-Credit Course : Important Aspects of Container Liner Trade	Captain Dutt
Feb 22	Industry Speaker Series : Trade Finance	Eugene Ganchev
Feb 25 to Mar 01	NC6: PCP ICIT : Introductory Certificate for International Trading	
Mar 06 to 18	ITI-BW Case Study Challenge	
Mar 08	ITT & MBOT Info Session and Career Fair	
Mar 09	NC6: PCP SCIT Module : Fundamentals of SCM	Choo Lip Wei
Mar 12 to 21	Non-Credit Course : Future of Data in Shipping	Jeremy Holbrook
Mar 21 & 22	C2: PCP Workshop : Managing Int'l Trade & Customs Matter For Your Business	Angelia (CAPTCIS)
Mar 22	Industry Speaker Series : Unimex Talk	Yan Xiankai, Ben Xia, Astar
Mar 22 & 23	NC6: PCP SCIT Module 2: Supply & Procurement Management	Thomas Sim
Apr 07 to 12	AMLPL : Advanced Maritime Leadership Programme	
Apr 12 & 13	C2: PCP Workshop : Data Analytics and AI	Prof Michelle Cheong
Apr 12 & 13	NC6: PCP SCIT Module : Risk Management	Khoo Guan Seng
Apr 23	PCP Outreach Event : SME HR Series : Internationalisation and Government Support Programmes	Organised by LLI
Apr 26 to May 11	NC6: PCP SCIT Module : Customs Competency & Trade Compliance & Learning Journey (Site Visit)	Serene Chan (UL International) Angelia Chew (AC Trade)



General Events



Undergraduate Events



PCP Events



iSkills Events

May 24 to 25	NC6: PCP SCIT Module : International Trading Documentation	Thomas Sim
Jun 07 & 08	NC6: PCP SCIT Module : Internationalisation	FT Consulting
Jun 28 & 29	NC6: PCP Workshop : Design Thinking	Eliza Quek (TerrificMentors)
Jul 05 & 06	NC6: PCP SCIT Module : Data Analytics & AI	Prof Michelle Cheong
Jul 08 to 12	NC7: PCP ICIT : Introductory Certificate for International Trading	
Jul 19 & 20	NC6: PCP SCIT Module : Online Marketing & eCommerce Platforms	ClickAcademy - Eu Gene Ang
Jul 20	NC7: PCP SCIT Module : Fundamentals of Supply Chain Management	Choo Lip Wei
Jul 26	Internationalisation Launch	Senior Minister of State Chee Hong Tat
Jul 27	NC7: PCP SCIT Module: Fundamentals of Supply Chain Management	Choo Lip Wei
Aug 02 - 03	NC7: PCP SCIT Module: Supply & Procurement Management	Thomas Sim
Aug 16 - 17	NC6: PCP Workshop : Supply Chain Security	Thomas Sim
Aug 16 - 17	NC7: PCP SCIT Module: Risk Management	Khoo Guan Seng
Sep 06	Industry Speaker Series: How Freight makes the Margin in Bulk Commodities; A Look at Iron Ore Bulk Shipping	Eliane Sum
Sep 06	ACTS Case Challenge Briefing	Prof Annie Koh
Sep 06 - 07	NC7: PCP SCIT Module: Internationalisation	Winston (FT Consulting)
Sep 13	Industry Speaker Series: Data and Digitalisation: Using Data to Create Efficient Shipping and Commodity Trading Businesses	Tony Faneco (Chinsay)
Sep 13	NC6: PCP Workshop: Blockchain 101	Hope Liu (Eximchain)
Sep 13, 27, 28	NC7: PCP SCIT Module 3: Customs Competency & Trade Compliance & Learning Journey (Site Visit)	Serene Chan (UL International)
Sep 20	UG Site Visit to Singapore Chemical Plant	ExxonMobil
Sep 14	NC6: PCP Workshop: Cybersecurity	David Siah
Sep 24, 26, Oct 01	Non-Credit Course 4: Technology & Trade	Patrick Markey (Sierra Vista Resources)
Oct 01	MOU Signing Ceremony: SMU-SMI and SMU-CBS	
Oct 07	Erasmus: Opening Ceremony & Understanding Asia	Eliza Quek (Terrific Mentors) / Elizabeth (MIT)
Oct 08	iSkills 1: Admin Briefing, Pre-programme Profiling Intro and Assessment, Ice-breaker	Teo Jin Lee and Dr. Sethi (ODE Consulting)
Oct 08	Erasmus: Understanding Trade (I)	Jaime O'donahue / Thomas Chooa / Capt Pingali
Oct 09	Erasmus: Trade Disruption	Jedtrade / Singapore Customs / Richard Cheah

Oct 09	ACTS Case Challenge	ACTS / InstaRem
Oct 09	iSkills 1: Module 1a: Mindset Shifts and Collaborative Culture	Prof Tan Hwee Hoon (SMU Faculty)
Oct 10	Erasmus: Understanding Trade (II)	Palm Oil Visit at JB
Oct 10	iSkills 1: Module 1b : Systems & Innovation Thinking	Bernise (Zeroth Lab)
Oct 11	Erasmus: Panel Discussion, Certificate Presentation and Evening Reception	Jaime O'donahue / Capt Pingali
Oct 11 - 12	NC7: PCP SCIT Module: Design Thinking Workshop	Eliza Quek (Terrific Mentors)
Oct 14	iSkills 1: Module 1c: Ethical Thinking and Decision Making in Internationalisation	Eliza Quek (Terrific Mentors)
Oct 15, 17, 22	Non-Credit Course 4: Agri-Commodities	Jaime O'donahue
Oct 15	iSkills 1: Module 2: International Finance	Tan Lee Thong
Oct 16	NC7: PCP Workshop : INCOTERMS 2010 & INCOTERMS 2020	Thomas Sim
Oct 17	iSkills 1: Country Clinic	Indonesia and Vietnam
Oct 18	ITI Council Meeting	Carlton Hotel
Oct 18	Industry Speaker Series: Applications of Blockchain Technology in Shipping	Vijay Anand
Oct 25	iSkills 1: Module 1d: The Know-how of Risk-Taking and Evaluating Risk Management in Internationalisation	Dr Janson Yap (Deloitte)
Oct 25 - 26	NC7: PCP SCIT Module: International Trade Documentation	Thomas Sim
Nov 01	iSkills 1: Workshop: Tech & Show Day	Mr Arvind Mathur
Nov 01	PCP Graduation 2019: C2, NC3, NC4 & NC5	
Nov 06	iSkills 1: Module 3a: Design Thinking	Ngee Ann Polytechnic
Nov 07	iSkills 1: Module 3b: Methods for Opportunity Creation and Business Model Canvas	Mr Patrick Tan (SMU Faculty)
Nov 08 - 09	NC7: PCP SCIT Module: Data Analytics and AI	Prof Michelle Cheong (SMU Faculty)
Nov 11 - 12	iSkills 1: Module 4a: Different Modes of Internationalisation – Selecting Entry Mode	Mr Winston Chan (FT Consulting)
Nov 13	iSkills 1: Module 3c: Regional Advertising, Branding & Marketing	Mr Jorg Dietzel (SMU Faculty)
Nov 20	iSkills 1: Workshop: Internationalisation Strategies Illustrated – Case Studies & Business Dialogues	Eliza Quek (Terrific Mentors)
Nov 22	iSkills 1: Module 5: Digital Marketing & eCommerce	Ngee Ann Poly
Nov 22 - 23	NC7: PCP SCIT Module: Online Marketing & E-Commerce	Eugene Ang (ClickAcademy)
Nov 25 - 29	NC8: PCP ICIT : Introductory Certificate for International Trading	
Dec 07 - 16	UG Industry Study Mission	Vietnam



General Events



Undergraduate Events



PCP Events



iSkills Events



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