

PROFESSIONAL SUMMARY

Strategy, Agentic AI, and automation transformation leader with 14 years of experience helping organisations translate business priorities into practical, technology-enabled solutions. Strong track record in shaping transformation strategies, designing operating models and governance structures, and leading complex programmes from opportunity identification through implementation and adoption.

Currently leads PwC Singapore's Intelligent Automation and Business Transformation practice, advising clients on how to combine Agentic AI, GenAI, intelligent automation, data, and analytics to redesign work, improve productivity, and generate measurable business value. Experienced in identifying and prioritising high-ROI use cases, developing Agentic AI and automation roadmaps, configuring proof-of-concepts and MVPs, and scaling solutions across business functions.

Brings deep experience in business transformation, process optimisation, capability building, change management, and programme delivery across regulated and enterprise environments. Recognised for bridging business, operations, people, and technology considerations to convert complex or ambiguous challenges into executable solutions that deliver sustainable efficiency, stronger decision-making, improved user experience, and tangible returns on investment.

Core Strengths include: Digital Government Strategy and Transformation | Strategic Planning and Executive Roadmap Development | Programme Office Leadership and Governance | Cross-Government and Senior Stakeholder Engagement | Workforce Capability Development and Maturity Assessment | Operating Model Design and Business Process Reengineering | Change Management, Communication and Adoption | Intelligent Automation, Gen AI, Agentic AI | Public Sector Tender Strategy and Whole-of-Government Engagement

PROFESSIONAL WORK EXPERIENCE

PwC Singapore | Director, Digital and AI Services

Apr 2022 - Present

Strategy, Planning and Sector Transformation

- Lead strategy, business transformation, and digital delivery programmes across public sector and regulated environments, translating senior leadership priorities into executable roadmaps, governance structures, operating models, and adoption plans.
- Shape digital transformation strategies across intelligent automation, GenAI, Agentic AI, data and analytics, and process optimisation to improve efficiency, scalability, controls, service delivery, and user experience.
- Led landscape scans to identify future competency requirements for public technology officers, translating findings into capability frameworks, assessment tools, and strategic recommendations to support workforce transformation and digital capability uplift.
- Managed large-scale multi-stakeholder engagements involving 40 to 100 stakeholders, including sector-wide maturity frameworks, industry landscape analyses, competency studies, and strategic recommendations.
- Developed maturity and capability assessment approaches to help organisations identify gaps, prioritise interventions, track progress, and align transformation investments with organisational outcomes.

Artificial Intelligence and Innovation

- Designed and implemented Agentic AI workflows integrated with automation solutions to enhance organisational productivity, operational efficiency, and process effectiveness.
- Led GenAI and Agentic AI workshops for public- and private-sector organisations to build awareness, identify practical use cases, and accelerate enterprise adoption.
- Developed and configured Agentic AI minimum viable products to validate business concepts, demonstrate feasibility, and support investment decisions.
- Identified, assessed, and prioritised Agentic AI opportunities across PwC and client organisations, and led projects from use-case definition through MVP delivery.

- Facilitated Design Thinking and innovation workshops to prioritise organisational challenges, uncover user pain points, and develop practical solutions that balance policy, operational, technology, and adoption considerations.

Programme Governance, PMO and Delivery Oversight

- Led PMO functions using Scrum, Waterfall, and Hybrid methodologies, establishing governance cadences, clarifying accountabilities, tracking milestones, and overseeing risks, issues, dependencies, and decisions.
- Reported progress through stand-ups, status updates, SteerCo meetings, and leadership briefings, providing senior stakeholders with clear visibility of progress, trade-offs, risks, dependencies, and decision points.
- Managed full project lifecycles from conceptualisation, scoping, design, development, testing, deployment, and transition to Application Maintenance Services, ensuring quality, delivery discipline, and stakeholder alignment.
- Scoped and validated business requirements through cross-functional workshops and interviews, aligning digital and business transformation initiatives with organisational strategy and measurable outcomes.
- Held accountability for engagement budget and resource management, balancing commercial viability, delivery quality, stakeholder expectations, and team capacity across multiple concurrent transformation projects.

Change Management, Capability Building and Adoption

- Designed and executed change management and capability-building programmes, including stakeholder engagement, change impact assessment, communications, training, readiness planning, and adoption support.
- Led organisational change initiatives by aligning stakeholder groups, building capabilities, and embedding new processes, systems, and operating models to support sustained adoption.
- Led service design and customer journey mapping initiatives across key personas, identifying pain points and recommending practical enhancements to improve end-to-end service experience.
- Managed the full-service design cycle from research and planning to implementation, benefits realisation, and impact evaluation.

Leadership, People Development and External Engagement

- Manage and mentor a high-performing team of up to 10 consultants from Manager to Associate Consultant levels, building strategic thinking, stakeholder management, delivery discipline, and consulting capabilities.
- Serve as a trusted advisor and invited speaker to external audiences of 30+ participants, presenting on emerging technologies, digital transformation trends, automation, and organisational change.
- Led an overseas study mission with senior Singapore government officials and trade association leaders to engage international counterparts and exchange best practices.

EY Singapore | Manager, Business Transformation

- Served as PMO and managed cross-functional consulting teams across APAC, leading more than 20 regional initiatives spanning finance transformation, technology implementation, automation, and process improvement.
- Conducted change readiness assessments, developed communication strategies, and delivered training workshops to support smooth transitions and adoption for public sector and enterprise clients.
- Conducted end-to-end process mapping and reengineering, and designed and implemented intelligent automation solutions for HR and Finance functions, achieving up to 70% reduction in processing time and significantly minimising errors.

**Aug 2016 –
Mar 2022**

- Conducted more than 30 immersive workshops on digital innovation for agencies and private local enterprises, supporting capability development and technology adoption.
- Performed end-to-end data extraction, transformation, and loading to build interactive management dashboards using Microsoft Power BI and Tableau, enabling performance tracking across business domains.

BMI Research – Fitch Group Company | Account Manager – Southeast Asia

Apr 2015 –
Aug 2016

- Delivered strategic consulting services across Oil & Gas, Healthcare, Infrastructure, and Government domains, while leading business development initiatives across Asia Pacific.
- Managed a portfolio of 30 to 40 key client accounts of up to USD 1 million, developing senior client relationships and translating market insights into actionable business recommendations.

Singapore Airlines Limited | Change Management Executive

Aug 2014 –
Apr 2015

- Designed and executed global enterprise change management initiatives for the implementation of a Customer Experience Management System supporting approximately 25,000 Singapore Airlines staff.
- Conducted organisational readiness assessments, user uptake studies, and process reviews to support adoption, service improvement, and alignment with business objectives.
- Curated training materials, developed communication plans, and delivered global staff engagement content to support transition and enhance customer service operations.
- Worked across diverse cross-functional portfolios to design transformation models that balanced execution uplift with strategic alignment.

EY Singapore | Associate, Business Transformation

Aug 2013 -
Aug 2014

- Contributed to end-to-end data analysis and process reengineering initiatives, including process mapping, control design, performance reviews, and metrics tracking to enhance organisational efficiency and productivity.

EDUCATION

Master of IT in Business (Financial Technology and Analytics) Singapore Management University	Jan 2019 – Dec 2020
Bachelor of Science (Quantitative Economics and Finance) Singapore Management University	Aug 2009 – May 2013

CERTIFICATIONS

Heicoders Academy – GenAI for Automation and Productivity	May 2026
Certified Scrum Product Owner	Dec 2025
AI for Industry – Foundations in AI <i>AI Singapore</i>	Jun 2025
Microsoft Certified – Azure Fundamentals	Nov 2021
Professional Scrum Master - Agile <i>Scrum.org</i>	Jun 2020
UiPath RPA Developer Certificate (Certified UiPath Developer)	Jul 2018
Certificate in Web Application Design	Aug 2016

TECHNICAL SKILLS

- **Business Transformation:** Strategic Planning, Programme Governance, Operating Model Design, Change Management, Business Process Reengineering, Service Design, Benefits Realisation
- **AI & Automation:** Generative AI, Agentic AI, UiPath, Automation Anywhere, Power Automate, n8n, Co-Pilot Studio
- **Programming & Analytics:** Python, SQL, JavaScript, VB.Net, HTML, JMP Pro, SAS, R-studio, Power BI
- **Cloud & Digital:** Azure Cloud, Azure Chatbot Platform, Ethereum Blockchain