

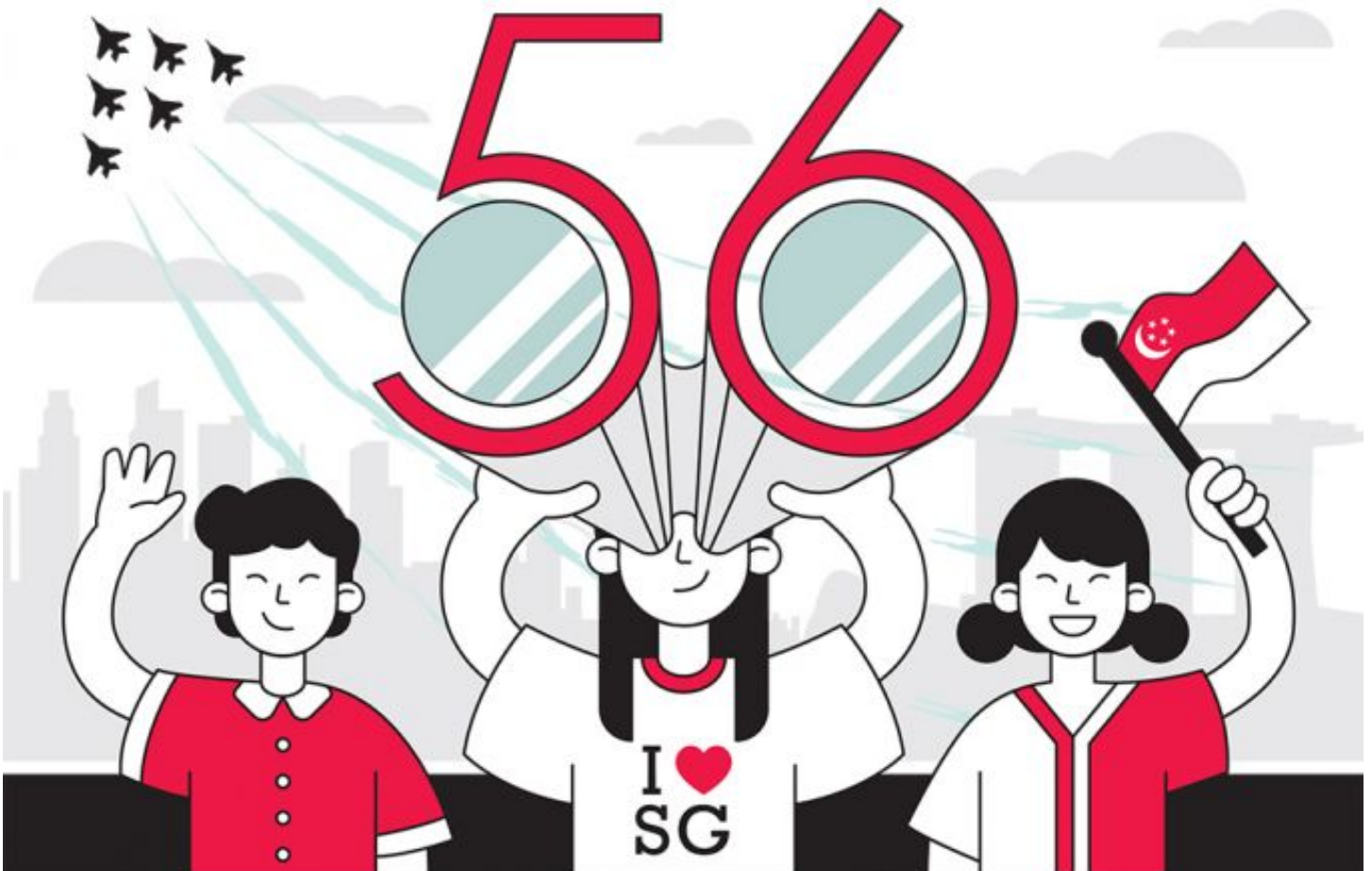


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Turning 56, with eye on the future

THIS WEEK'S TOPIC: What "next big thing" could Singapore set its sights on for the decade ahead?

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THIS WEEK'S TOPIC: What "next big thing" could Singapore set its sights on for the decade ahead?

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Joanne Wong

VP, International Markets

LogRhythm

THE next decade will see us reap the spoils of 5G, as we embrace a new era of connectivity and push the limits of how we engage online. We have made massive gains and laid the foundation for Singapore's long-term Smart Nation aspirations, and 5G will be decisive to move the needle – to push IoT transformation with driverless cars and smart manufacturing, and deepen AI capabilities.

5G is also key for Singapore to establish itself as a global innovation hub. We are already a testbed for smart solutions in the region, and must capitalise on our strengths to drive further transformation. But success in this space is contingent on how well we can safeguard our networks. Without a comprehensive and robust cybersecurity strategy to cover all bases, all our efforts might be for naught.

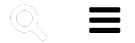
Victor Mills

Chief Executive

Singapore International Chamber of Commerce

THE next big thing for Singapore is to leave its adolescence behind and enter adulthood. To end debates about diversity and instead be inclusive of it. For everyone to always see the human first, not our cosmetic differences. For all citizens and residents to leverage the city-state's many advantages and to continue to build on its solid foundations.

To really embrace change like never before, especially in the ways people are managed and led in business. Business leaders need a relentless focus on building a positive workplace culture which optimises teamwork, enables collaborative innovation and deals fairly with every person. Majulah Singapura!

Lawrence Loh**Director, Centre for Governance and Sustainability****NUS Business School** **LOG IN** **SUBSCRIBE**

THIS National Day is a crucial turning point like no other. On the heels of a persistent pandemic that may transit to being endemic, it is apt to mount a fundamental rethink of the purpose of the nation.

All the more, the ongoing emphasis on sustainability puts us at a critical watershed to transform our economy and society. Henceforth, it is imperative to shift from an earn-a-living to a live-a-life mindset. Expectations have to change. It is not about softening or relaxing, but about a natural progress from living to life. Let us make a pledge this National Day – let us together build a better quality of life.

Chris Sirise**Partner****Saison Capital**

FROM the venture capital front, it's most exciting to see how Singapore's tech ecosystem has started producing success stories that are front runners on the global stage.

We've done a great job in building a vibrant launchpad, which enables ambitious entrepreneurs to build out companies with an international mandate in mind. As we look ahead, the "next big thing" is already at our fingertips. But it requires us as a country to ensure more young Singaporeans develop a competitive edge across increasingly borderless markets by encouraging moonshots – even if it entails taking up unusual study or career paths.

John Bittleston**Founder and Chair****Terrific Mentors International Pte Ltd**

SINGAPORE needs what President JF Kennedy did for the US when he set the target of landing a person on the moon and bringing them home safely. Singapore has already achieved greatness by transforming itself into the successful amazing place it is today.

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The best way to continue this achievement would be to put a canopy over the island, allowing us to decide what climate we want within it. The vision of the first climate-controlled city would inspire every big city in regions of rising temperatures to visit, inspect and follow suit. Many non-Singaporeans would be willing to invest in this.

Amrish Rau

Chief Executive Officer

Pine Labs

AT the outset, let me wish all Singaporeans a Happy National Day. What a great place to be for startups in fintech, like Pine Labs, to thrive. A hotbed of talent and creativity, Singapore is where I believe the next big wave of fintech revolution can happen.

With record-high investment happening in fintech, I foresee a lot happening in Singapore in the decade ahead especially in the payments side of things. Singapore's keen focus on setting up innovation labs and the Regulatory Sandbox by the Monetary Authority of Singapore (MAS) to enable fintech companies to experiment and innovate, is truly commendable.

David Kuo

Co-founder

The Smart Investor

THE pharmaceutical industry is a hidden gem that has been more than 35 years in the making in Singapore. It still only accounts for around 4 per cent of the country's economic output, though. But with 30 of the world's top pharmaceutical, bio pharmaceutical, and medical technology companies situated in Singapore, there is every chance that the sector could grow in importance over the next decade. For now, manufacturing is still the mainstay for many of these companies.

However, there are promising signs that the country can take the next important step from manufacturing healthcare products to developing important discovered-in-Singapore medicines for the world.



Leonard Lee
President
Beyond Limits Asia Pacific

RECENT decades have put Singapore on a transformational path to becoming a leader in digital innovation. At the same time, we have only scratched the surface of what's possible when considering the exponential possibilities of intentional AI applications, and more specifically Cognitive AI applications. To this end, investing in Hybrid AI approaches will be crucial to move Singapore's AI programmes from experimental to exponential.

By going beyond traditional AI approaches, investing in Cognitive AI will allow Singapore's systems to solve increasingly complex problems that require flexible reasoning and decision-making, resulting in a far more resilient and adaptable nation state.

Ng Wee Wei
Singapore Country MD
Accenture

THE next decade will be crucial to building a strong foundation for the future of Singapore as a smart and sustainable city.

Challenges such as climate change, an ageing population and the continuing onslaught of digitalisation are expected to exacerbate, creating a greater imperative for Singapore to continuously learn, adapt and respond to an evolving landscape.

The key to addressing this challenge lies in the ability to empower co-creation and collaboration between citizens, and the public and private sectors to drive civic innovation. The next decade will also be an opportunity for us to challenge "how things are always done" to build capacity in areas poised for longer-term growth.



Jeffery Tan

Group General Counsel

Chief Sustainability Officer

Jardine Cycle & Carriage



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SINGAPORE is already known as a financial and wealth management hub. In the coming years, as the focus on climate change, ESG and sustainability intensifies; Singapore can play a key role in advising and supporting corporations and businesses in their governance, transparency and disclosure in the sustainability space – using frameworks like the Taskforce on Climate Related Financial Disclosure (TCFD).

Just as we now have a vibrant wealth management industry that grows financial wealth for future generations, we can similarly spawn a new sector for “Climate Wealth Management” that ensures commercial activities are well managed to ensure their sustainable growth and enhancement, not resulting in stranded assets that potentially destroy value and brings about financial, social and climate degradation.

With a robust network of world class professional expertise such as lawyers, auditors and consultants already in place, Singapore is well placed to take advantage of this area that will no doubt see exponential growth in the coming decade.

Shilpi Chowdhary

Chief Executive Officer

Lighthouse Canton

The next big thing that Singapore can set its sights on is how to live in a sustainable way and be a global role model. Given the interest around ESG, there is ample opportunity to focus on being a carbon-neutral country and an innovation hub for activities related to Green Energy, Life Sciences and Bio Technology.

The world will continue to face uncertainty from pandemic outbreaks and Singapore, with its world class infrastructure and talent pool, should build up capability for research and development of solutions to these problems. Singapore should also continue to encourage

the startup ecosystem to further develop and flourish and be the Silicon Valley of the East.

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Paul Fong
Country Director
Dow Singapore

SINGAPORE has much to celebrate including our ambition, commitment and focus on overcoming challenges. We must now succeed in delivering the economic, environmental and societal benefits of a truly circular economy. Singapore's Green Plan sets ambitious targets for sustainable development and a greener future.

In order to help achieve its aims, during the next 10 years we must accelerate the shift to redesigning, recycling, reusing, and manufacturing to keep materials at their highest value use for as long as possible. And continue to invest in waste infrastructure, develop effective public-private-people partnerships and build public engagement to ensure a whole-of-society approach in realising the plan's goals.

Justin Loh
Country Director, Singapore
Veritas Technologies

AS a small country with no natural resources, Singapore did well in the last 56 years to mature into a First World country. The next phase of growth will very much be a data driven one, powered by knowledge and innovation. This plays in our favour as physical borders are no longer a restriction for businesses planning to scale and expand beyond their shores.

However, this new growth comes with new threats. Businesses need to ensure that their data driven growth is resilient against downtime and emerging threats like ransomware, as we have seen very real and crippling effects being reported in the news with increasing frequency.

Victor Tan**Chief Executive Officer****TOP International Holding** **LOG IN** **SUBSCRIBE**

SINGAPORE is a global hub for financial services and technology. It is also a fast-growing startup centre for Asia. In the decade ahead, Singapore could play a pivotal role in Industry 4.0 by leveraging these strengths to grow an ecosystem that will help Singaporeans thrive in the digital age.

The country must develop new competencies for both manpower and leadership to gear up for this digital transformation. It must also invest heavily in infrastructure, R&D, digitalisation, education and training. As the world changes, so must we.

The only way to grow is by having a lifelong learning mindset which is critical for success in the workplace. Industry 4.0 will be an era that is driven by digitisation of every aspect of life and is key for the country's future economic growth.

Gery Dachlan**Managing Director****Avaloq, South Asia**

SINGAPORE has the opportunity to become firmly entrenched as a major hub for Asia's financial services and wealth. Technological innovation and the democratisation of wealth among Singapore's top banks have helped significantly to unlock new delivery channels and digital capabilities for the next generation of Asia's mass affluent, and this will position the country well for future success.

Beyond this, there is a critical mindset needed to succeed, which is to embrace change and adapt to uncertainty. Singapore's financial institutions are well prepared to meet increasingly digital requirements, a desire for hyper-personalised service, and mitigate any future disruptions, which will be the hallmark for Singapore's financial services in the decade ahead.

Elisa Mallis**MD and VP, Asia-Pacific, APAC****Center for Creative Leadership** **LOG IN** **SUBSCRIBE**

IN the next decade, Singapore has an opportunity to play a much bigger role as the digital talent hub of Asia, delivering critical digital products and services while acting as a role model for digital transformation.

As an important tech hub, Singapore already has a strong foundation with an ecosystem of global tech companies, robust infrastructure and research capabilities. To advance and take the next big step, Singapore will need even higher levels of government-industry collaboration, outside-in perspective and digital leadership maturity. The key will be more capable digital leaders who are willing to take risks and understand that digital transformation is ultimately a people business.

Ronnie Lee**General Manager****Lenovo Singapore**

THIS past year, we have seen organisations in Singapore adapt quickly and embark on their digital transformation journeys to weather the challenges of the pandemic. This brought about many new inventions and developments by technology companies to cater to hybrid workers in the digital economy.

This next decade, it is time for organisations to refocus on how they can operate a more socially responsible business amid the growth. Sustainability, diversity and inclusivity will need to be at the forefront of their business journeys. This ensures that their products and innovations do not harm or pollute the environment, and that technology will remain accessible to everyone, regardless of backgrounds and physical abilities.

Derrick Chang**Chief Executive Officer****PSB Academy**

DIGITAL transformation will define the decade ahead as economies pivot to focus on digital literacy and technical capabilities. However, this is largely dependent on human capital which will remain a core priority to spearhead sustainable and inclusive economic growth. Since independence, our founding fathers have emphasised on human capital as the most important factor that will give Singapore a competitive edge over the larger economies. Thus, we need to continue investing in our human capital, upskill and reskill our workers, and equip them with the necessary skills and agility needed to remain competitive for the future.

Luke Lim
Chairman
Securities Association of Singapore

SINGAPORE can emerge as the capital of Asean, improving lives in the region through economic development without harming our natural resources, social fabrics and rich cultures. Singapore will be one giant co-working space for smart innovations and Asean collaboration. Asset owners can converge here with their stockbrokers, investment bankers, lawyers and ESG specialists, who are familiar with Asean laws and the ESG impact to structure deals the right way. Our multi-lingual financial analysts and remisiers have direct access to business owners seeking public listings of their assets and can provide qualitative and quantitative analysis with digitised data.

Toby Koh
Group MD
Ademco Security Group

WHO knows what the “next big thing” may be? We can hazard a guess but the ever morphing world is elusive.

Singapore should focus on building the next-generation education system that will churn out global leaders of tomorrow. Nurture the love of learning which will lead to best-of-breed in whichever chosen field of interest our young may focus on. Set up Singapore schools in foreign countries so that our children can immerse themselves in new cultures,

experiences and language for a year or two. Focus on enhancing their breadth of thought and imagination. Impart soft skills that will serve them well in their lifelong journey. Let us raise dynamic young Singaporeans who will tackle whatever the future economy brings.



Malavika Bambawale

MD, Sustainability Solutions – APAC

ENGIE Impact

SINGAPORE continues to grow from strength to strength in its commitment to climate action. The government has presented a clear game plan for the public sector to reduce its carbon emissions, setting the example by rolling out initiatives that encourage low-carbon technologies and cut down on energy, water and waste.

To me, this is certainly a strong signal from the Singapore government to show commitment through action, which will hopefully pave the way for organisations and the entire nation. As Singapore turns 56, I believe that our Little Red Dot will evolve into a Little “Green” Dot, ensuring a sustainable Singapore for generations in the many decades to come.

Pierre Samson

SVP, Asia Pacific

Alcatel-Lucent Enterprise

COVID-19 has stressed the paramount need for a resilient healthcare system. As we pick ourselves up from the aftermath, Singapore must prioritise fortifying its healthcare through digitalisation to tide through future crises.

Faced with rising healthcare expenditure and an ageing population, a digitalised healthcare system will reduce costs, streamline processes and enhance efficiency – the benefits of which will also alleviate pressure on healthcare workers and improve patient outcomes.

Digitalising our healthcare will imbue Singapore with the agility and flexibility needed to overcome future challenges, allowing providers to deliver quality care without disruptions. This also brings us closer to our smart nation goal through leveraging technology to better citizens' lives.



Ho Chye Soon

Singapore Country Manager

Nutanix

SINGAPORE has been thrust into a brave new world of business, where the “digitalisation of everything” continues to shape the way we live and work. As the nation advances its digital capabilities, it is imperative that we build upon strong foundations both in IT infrastructure and human capital.

Hybrid multicloud infrastructure will be key for business innovation, enabling companies to scale their operations across industries and borders, while remaining agile and resilient against disruptions. It is crucial that we also augment this with a strong talent pool, equipped with emerging digital skills and future-ready capabilities – this will position the nation as a global hub for innovation and commerce in the years ahead.

Fabio Tiviti

SVP & GM, ASEAN-India

Infor

SINGAPORE can look towards a “Smarter Everything” economy, where existing capabilities are augmented with cutting-edge technologies and innovation. AI, IoT, and machine learning in the cloud will see widespread adoption, as real-time connectivity and insight become critical across all sectors of the economy.

There will be a concerted shift to focus more on building blocks to strengthen the nation’s agility, competitiveness, and resilience against future disruptions. Plans such as Singapore’s Manufacturing 2030 roadmap will be key to advancing this, building industry-

specific capabilities in advanced manufacturing, intelligent warehousing and logistics management systems, as well as digitally interconnected supply chains.



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David Chan
Managing Director
AdNovum Singapore

THE digital economy will certainly continue to evolve at breakneck speed and Singapore should focus on planting a large footprint in advanced technology. The government, organisations and people must evolve together in an economy of digital identities, automation and AI. This requires a focus on a digital-first approach and an open mindset that embraces collaboration, adaptable business models and deep skills acquisition, and a rethinking of human-machine design in order for all industries to seize the digital opportunities ahead. These will enable us to pioneer new grounds for Singapore to lead and become a global hub.

Kannan Chettiar
Managing Director
Avvanz

SINGAPORE, as a 56-year-old First-World country, now needs Singaporeans to transform as First-World people as well. Why must penalties be imposed for us to clear our plates after eating at a food court? We need to cultivate a mindset that encompasses a mature social behaviour; a more strategic and international outlook; and be open to embracing digitalisation and innovation.

The future is about going green; space tourism; agritech; AI/blockchain; etc, but for a knowledge-based economy like Singapore, it will be human capital that will power strong growth. Hence investing in building skills, competencies, and in knowledge enhancement is key.

Helen Ng**Chief Executive Officer****Lock+Store** **LOG IN** **SUBSCRIBE**

AT 56, Singapore is in the throes of a pandemic that has brought the city state to a standstill. But because we had the foresight to prioritise digital transformation, we are now at the forefront of digital innovation, underpinned by a national digital identity that is powering secure and seamless online transactions. Our future lies in technology and pushing boundaries in blockchain and artificial intelligence.

Andrew Wong**VP, Airlines, Asia Pacific****Honeywell Aerospace**

THIS is an opportune time for Singapore to reset and reposition itself as the region's leading aviation hub. As the aviation industry inches towards recovery, it needs to continue to double down on innovation and technology, redefine existing segments and explore new frontiers. We've leveraged the power of AI and data analytics to drive efficiency and seen airlines pivot towards cargo services. Additionally, the pandemic has spotlighted the urban air mobility (UAM) space, which is earmarked to be aviation's next frontier.

Singapore has already seen great interest in this space, with pilot programmes taking off. To support the growing interest and demand, Honeywell's new UAM business unit is creating new solutions to operationalise the sector.

Sandeep Bhargava**MD, Asia Pacific and Japan****Rackspace Technology**

SINGAPORE continues to attract and develop world-class technology talent in numerous sectors to take on regional and international roles. Furthermore, our local regulatory bodies have taken the lead in spearheading the growth of technology while putting in place security measures for data protection and reducing the overall risk of cybersecurity

threats. Governance and compliance policies such as the Monetary Authority of Singapore's Technology Risk Management Guidelines and the personal data protection act (PDPA) are key examples that illustrate Singapore's position as regional leader in technology and innovation.

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Geoff Soon

Managing Director, South Asia

Snowflake

SINGAPORE'S well-defined regulations on technology will continue to create a secure and easily navigable environment that attracts organisations to operate here. Renowned for its implementation of leading technologies in various sectors such as finance, retail, and public sector, Singapore has, in recent years attracted significant investments globally. Moving forward, Singapore needs to further enhance its capabilities in deep tech such as artificial intelligence and data analytics to power future industry growth. Simultaneously, we need to invest significantly in upskilling and reskilling our talent to become globally competitive professionals.

Andrew Lim

VP, ASEAN and Greater China

Cognizant

THE Covid-19 pandemic has highlighted the transformative power of digital technologies, and its potential to help businesses recover more quickly and accelerate growth. Cognizant believes that the next phase of digitalisation will require organisations to continue leveraging emerging technology such as AI, and harnessing data to create actionable plans for business growth. This will also in turn promote operational efficiency and talent development, bringing Singapore closer to its goal of becoming a smart city and elevating the nation as an attractive market for foreign investment. Apac is already keeping pace with the rest of the world when it comes to the deployment of AI, indicating that the region has a strong foundation to continue building upon.

Shaena Chin**Managing Director of ASEAN****Cohesity** **LOG IN** **SUBSCRIBE**

I AM a proud Singaporean, and National Day is an important opportunity to reflect and recognise the incredible growth of our nation. Leading that evolution is a technological revolution that has seen Singapore become the de facto business centre for the Asia-Pacific region. However, peel back this growth and digitisation, and behind all the layers, is data and its resilience. Data security and privacy are increasing threats and concerns for businesses and citizens alike. Ensuring businesses and the country itself stays ahead as an economic force will mean consistently addressing the evolving challenge of managing data and utilising the latest technologies to do so.

Abel Ariza**President, Malaysia & Singapore****Sodexo**

SINGAPORE'S next 10 years needs to be anchored by sustainable growth, to build resilience to natural and economic threats. Businesses can do so by examining their current models and supply chains and choosing more local, sustainable options in support of Singapore's "30 by 30" goal. Sodexo, as a global food services provider, recognises that we can also make significant impact on our carbon footprint by advocating for plant-based food options and reducing food waste through the use of our technological solution, WasteWatch. By choosing to do good business in a good way, we can do our part to safeguard Singapore's future.

Nick Lim**GM Asia Pacific and Japan****TIBCO**

AS Singapore celebrates the many achievements of its 56 years, it also looks forward to becoming a truly smart city. Much has already been done to reach this goal, but the next phase is a connected community, linked by intelligent data from sensors with people,

buildings, and vehicles communicating together to push the boundaries of artificial intelligence and machine learning technology, in both the virtual and physical worlds. Data analytics in a connected ecosystem produces intelligent insights, delivering superior, personalised government-citizen experiences, while ensuring Singapore remains a serious, competitive player in a more collaborative, data-driven global environment.

Glenn Gore
Chief Executive Officer
Affinidi

SINGAPORE has been an early adopter of technology ranging from the production of silicon chips to software development. Amidst Covid-19, digitalisation and the Internet have risen to the fore more than ever. As organisations and individuals unlock more opportunities with new technologies, they would require greater assurance and confidence to thrive in the digital economy.

In the next decade, I believe we can lead the world by building networks of trust in this connected world that enable portability of information in a privacy-preserving manner while enabling new business models through improved sharing of information. The next big thing has started here in Singapore, and as it continues to advance, we look forward to building a trusted digital ecosystem that drives innovation and will further strengthen the city-state's position as a strong international gateway for businesses.

Guna Chellappan
General Manager
Red Hat Singapore

MANY countries in Asean are thinking about a smart digitisation agenda, so it is less a question of whether digital transformation is the way forward – rather, it is about how, and which is the most effective way of doing so. Singapore is unique in Asean due to our technology hub status and highly international pool of talent. Open source has a key part to play in this, with the co-creation model allowing for greater collaboration in order to build smart cities with the interest of citizens and constituents at heart. Singapore securing

a first place in the Smart City 2020 rankings speaks to this progress. Singapore can leverage its experience in open source to provide a blueprint for smart city development and ultimately support Asean in becoming a more innovative and interconnected region.

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Kumail Rashid

E-mobility Division Lead, Asia Pacific

ABB

LOOKING back, Singapore has undergone rapid changes from industrialisation to urbanisation and digitalisation. As the nation continues its mission towards becoming a “smarter city” in the next decade, we need to ask ourselves – how can we make net zero possible? Elevating pressures placed on our planet must be the way forward, where creating smarter and more sustainable solutions are a necessity. In the decade ahead, automation in smart buildings, smarter grid systems, and greener transport infrastructures, will all be key to powering the energy transition. In our journey towards the “Energy Reset” pillar in Singapore’s Green Plan 2030, it will be important to relook at how we can shift gears towards integrating EVs into our daily lives and continue facilitating energy planning to keep our city running efficiently and productively.

Willie Chang

Chief Executive Officer

Hg Exchange

AS Singapore approaches 56 years of nationhood, democratisation of financial markets is what we see ahead for our Little Red Dot. More than ever, people want access to more investment choices, and they want to invest safely, conveniently and cheaply.

Democratisation of financial markets leads to greater financial inclusion, with the market for capital becoming more accessible to businesses looking to raise money, investors, borrowers, lenders, and other interested parties. In Singapore, everything from mainstream investment products to alternative assets are easier than ever to access. This

is the result of there being more marketplaces, better technology and clearer regulations. We want to remain at the forefront by enabling people to participate in an even more diverse range of investments.

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Caecilia Chu

Co-Founder and CEO

YouTrip

CROSS-border payments has the potential to be a game-changer in the digital payments space. This will be driven by cross-border e-commerce, as users continue to spend with overseas retailers post-pandemic. Looking ahead, the eventual reopening of borders will also see visitors, who have embraced cashless technology, opting for the same multi-currency payment experience as they explore the world. To meet that demand, more fintechs are set to develop even faster, more reliable and affordable solutions.

Encouraging the innovation of these payment services enables us to reap the full benefits of the borderless Internet economy, and puts Singapore in good stead as we travel and welcome travellers back to our shores again.

Leslie Choo

SVP, Managing Director, ASIA

ACI worldwide

THE next decade will be defined by the quest to recover from Covid-19 and its far-reaching impacts. With developing countries in Asean at risk of losing a generation's worth of progress, the biggest challenge will be ensuring equitable recovery. In the next ten years, Singapore can cement its place as a true world leader by striving for an equitable future, not just for its own citizens but also the wider region, through collaboration and knowledge sharing, technology enablement and innovation. This includes creating a robust digital ecosystem, a critical piece of which will be an interoperable pan-regional payments network that ensures that no individual or business is caught on the wrong side of the digital divide.

Arthur Fernandez
Chief Growth Officer
JCurve Solutions



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Singapore is known to be well ahead in investing in cutting-edge innovations such as artificial intelligence, cybersecurity or 5G, but there is still much to be done. Continuing this strong trajectory of growth, the city state can serve as an integrated business process hub, offering solutions that go beyond solving industry pain-points to embedding innovation into all aspects of the business. As leaders increasingly grasp the importance of embracing technology, there is still a lack in guidance or national support to bring businesses closer to the “next big thing”. This culminates in a future-ready, disruption-resilient economy that can create value for decades to come.

Seck Wai-Kwong
Chief Executive Officer
Eastspring Investments

WITH increasing recognition of climate change as a global priority, Singapore is on the right trajectory to focus on the twin objectives of becoming a leading international hub for green finance and a more sustainable city-state to demonstrate the country’s firm commitment to the climate agenda. Realising this vision will require industries, companies, and government stakeholders working in partnership to co-create solutions, develop a vibrant green finance ecosystem and drive progress towards achieving the sustainable development goals.

Alvin Ng
VP & GM, Digital Solutions, APAC
Johnson Controls

WITH Singapore well on track towards becoming a smart city, the country must now look to become a sustainable city by leveraging its most important resource – people. Collectively and individually, we have to reimagine and reinvent every sector. For example,

in the built environment sector, energy specialists need to become sustainability specialists, facilities managers must be experience managers, while mechanical and electrical engineers evolve into data scientists as well.

 **LOG IN** **SUBSCRIBE**

This can be done through Public-Private-People partnerships to upskill, transform and inspire. With our talents engaged and energised, Singapore can continue to reinvent the city with sustainability as its north star. This is the art of the possible.

Jeremy Deutsch
President, Asia-Pacific
Equinix

AS Singapore increasingly prioritises sustainability development, a digital infrastructure consisting of data centres and interconnection remains to be the backbone of a smart city. A huge focus for the country is to work with sustainable data centre providers who not only support its technology innovation, but also its green agenda. Equinix is the first in the data centre industry to commit to reaching global climate neutral by 2030, backed by science-based targets and a sustainability innovation agenda. Through concerted public and private sector efforts, we can make sustainable data centres the norm in Singapore, setting the city-state up to be a green data centre hub in Asia-Pacific.

Luc Hovhannessian
Managing Director, APAC
Finastra

SINGAPORE has become a competitive global hub for financial technology. This is great for Singapore's banking industry, but it also means the Red Dot can be a major driver of financial inclusion across Asia. Through fintech innovation, it is now possible and cost-effective for banks and non-bank players to extend digital financial services to underserved populations, which is particularly urgent in the wake of the pandemic. For instance, Tonik, a digital-only bank in the Philippines, is giving many people access to financial services for the first time. Tonik based itself in Singapore before launching, enabling it to benefit from

a rich fintech ecosystem and work with companies such as Finastra. This is one example of many ways Singapore is making a difference across the region, showing that we have a real chance to redefine finance for good and secure a better future for all.



Tonny Loh

Partner

Heidrick & Struggles Singapore office

WE have accomplished so much in the last 56 years that few global firms today can bypass Singapore's status as a hub to tap on talent across SEA and Apac. The pandemic and a gradually bifurcating world have further highlighted our importance as a safe, reliable and neutral gateway to the region. Looking ahead, we are becoming a serious player in the global tech scene and have ambitions to play a big role in the global carbon economy, where huge social responsibilities and economic opportunities lie. Future business leaders should go beyond financial targets to define and articulate their firms' role and contributions to the larger ecosystem, including the environment and society. Singapore's continued success as an international hub will very much depend on our ability to continue producing leaders of the highest quality in the coming decade.

Andrew Yeong

VP and Head - Asia Pacific

Tata Communications

COVID-19 is one of mankind's toughest challenges in recent memory, but it's also an opportunity for Singapore, and businesses here, to reimagine their future with the real-world lessons in creativity, agility and resilience? all skills needed to propel the country forward in the next decade.

In the coming years, Singapore must continue to place itself at the centre of global business ecosystems, helping enterprises innovate, enhance productivity, build agility, manage risks and transform customer experience. Singapore has successfully leveraged technology to achieve all these things, and it can continue to do so.

Only then can the nation fulfil its mission of the next decade – to become the enabler of the recovery of the world’s businesses post-pandemic.



Charles H Ferguson

General Manager, Asia Pacific

Globalization Partners

OUR Little Red Dot has become a global role model for environmental responsibility by increasing its solar and renewable power capacity, greening its tech sector, and pioneering sustainable technologies and policies. In doing so, it will attract more startups and ground-breaking new industries for whom this is a major priority. As a global hub for talent, fintech, and all things intelligence and innovation, Singapore presents the perfect ecosystem for the emergence of “the next big thing”. With the increasing adoption of E-residencies and tech visas along with a captive audience of investors, innovators, entrepreneurs, and talent, Singapore will grow as the gateway to Asia and the world’s largest economies. Imagining the next ten years here is exhilarating; we are literally creating the future.

Melanie Cook

Managing Director - Asia Pacific

Hyper Island

WHAT does a largely automated workplace mean for us, especially to our productivity and to our identity as a nation? As we speed towards unfettered growth, without a doubt, we will employ more technology to automate actions and make decisions. Decisions and actions that humans used to take.

We need to start designing a nation now for a world where our identities go beyond the job we do. One where we have a creative outlet to make and create a future for machines to automate. One where play is central to life and problem solving is a paid way of life in which people stay spiritually and mentally complete.

This “job-less” world will go across the board from blue-collar to white-collar workers as technology is colour blind. The only way we can take hold of this is through education. Educators and society have to figure out how we lead this change in hearts and minds, ironically using technology.



Ivy Lai

Country Manager

Philips Singapore

WHILE Singapore’s healthcare system has coped well with the pandemic so far, further investment in digitising healthcare is going to be critical in the decade ahead. To stay competitive on the global stage, it is important that Singapore shifts from volume-based models of care, where hospitals are reimbursed based on the number of procedures completed, to value-based care, which is more outcome-focused. Investing in telehealth, artificial intelligence and predictive technology will help hospitals to drive efficiencies and a more patient-centered approach, from which everyone stands to benefit.

Adam A Lyle

Executive Chairman

Padang & Co

SINGAPORE has become a startup nation in recent years, and it is now poised for the scale-up phase like the many startups it has nurtured over the past decade. The scale-up process will be both global and virtual.

A global hub for trade and manufacturing, particularly after achieving nationhood, Singapore has excelled in the “physical”. In the digital era, Singapore has emerged as a Smart Nation at home, whilst leading digital connectivity initiatives across the region. Now, the country is positioning itself as a global sustainability hub to drive the green economy.

What’s next is beyond digital – a “Virtual Singapore”. Building on Brand Singapore’s reputation for trust, efficiency and sustainability, the Virtual Singapore ecosystem will enable Singapore to extend its presence and influence throughout the world in ways not

previously imaginable. Paraphrasing the recent Emerging Stronger Together report, Virtual Singapore is indeed “Unlimited”. Happy Birthday!



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Anna Stephenson
Managing Director
Inflection Point Intelligence

SINGAPORE'S journey to become a wealth and family office destination has been amazing. With the increase in generational wealth across Asia, this sector will play a vital part in Singapore's economy. However, the current supply of talent does not meet global demand. This represents a chance for Singapore to invest in training its well-educated population to take advantage of this opportunity. The shift in the rise of wealth in Asia and the need for experienced professionals has enabled us to challenge how financial education is offered, through offering training that is practical, industry-led and complements Singapore's smart-city era.

Mark Weaser
Vice President, APAC
OutSystems

AS businesses undergo rapid digital transformation over the past year, the exigency to modernise has never been quite this clear. In this new digital-first environment, innovation and growth are the two key ingredients to survival and success, which can be inhibited by outdated infrastructure and legacy systems.

Furthermore, the pandemic has opened doors to creative and novel ways of using technology to solve modern problems – demand for applications, and the range of functions they service, will only increase from here on out. With digitalisation introducing global competitors to the joust, it is imperative for businesses here to relook at their IT systems and turn to modern development tools that allow them to build applications quickly, efficiently and to the differentiation they need to carve a seat for themselves at the table.

Jayaprakash Jagateesan
Chief Executive Officer
RHT AIDigi Financial Holdings



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DIGITAL assets will be Singapore's next big thing for the decade ahead. With our trusted reputation as a global finance hub and the Monetary Authority of Singapore's forward-looking policies and regulations, Singapore can build on its traditional finance expertise to open new possibilities. Investing and fundraising with digital assets does not seek to replace existing traditional financial services but aims to deliver an alternative platform with greater efficiency and the same level of safeguards we expect of any financial institution. An ecosystem of home-grown service providers are gearing up for growth in this space, combining local talent and technology to lead Singapore in the global digital asset space.

David Leong
Managing Director
PeopleWorldwide Consulting Pte Ltd

SINGAPORE must move beyond being just a hyper-connected smart city. It must not just rely on low taxes to attract MNCs and the wealth of foreigners. Singapore needs to be positioned as a stable and safe country – as an oasis in a very troubled region.

The “next-big-thing” for Singapore is to provide residency to large companies and residents and to capture the flow of wealth to a safe and stable hub. Singapore's land area includes as many as 64 offshore islands. The government should build exclusive sustainable living enclaves on these islands, pivoting on renewable energy infrastructure. Such developments will put Singapore's sustainability luxe-living masterplan at a different level and probably will be Asia's first. It will go beyond being just one of many smart cities and be an aggregation of the best, the wealthiest and the most talented in a safe oasis.

When the best of the most talented and wealthiest individuals gather with their companies and family offices in Singapore, there will be many positive spin-offs and spill-over effects for Singapore and Singaporeans.

Lim Jui**Chief Executive Officer****SGInnovate** **LOG IN** **SUBSCRIBE**

WHETHER it is the steam engine, the Internet, or new mRNA therapies, only research, innovation, and enterprise, in equal measure, can create new vistas of growth and societal impact. Many emerging technologies have the potential to create completely new industries, while simultaneously transforming existing ones. Their commercialisation must form a cornerstone of economic policy in order to create high-value career pathways for Singaporeans and reinforce our global position as an epicentre of innovation.

In the decade to come, this realisation of the promise of Deep Tech will be our “next big thing”, and only by investing holistically and systematically in this critical component of the economy will we be able to achieve this.

Badrinath Ramanathan**Managing Partner****McKinsey & Company, Singapore**

FOR established companies in Singapore, building new businesses will be a key growth engine, not just for the decade ahead but for decades to come. As technological advances reshape industries, we could experience more progress in the next 10 years than in the past 100 combined. About two-thirds of global executives we surveyed believe business-building is critical to keep their company economically viable through to 2023.

This is where Singapore can position itself as their enabler of choice – with access to talent, capital and regional markets, and strong governance to ease starting and growing a new business. We’re starting to see this position emerge with the launch of the Corporate Venture Launchpad by the Singapore Economic Development Board in May to encourage more corporates to build new businesses and foster innovation in Singapore.

Maren Schweizer
Chief Executive Officer
Schweizer World Group



 **LOG IN** **SUBSCRIBE**

THE next big thing for Singapore is to become a titan in the tech world and the heart of South-east Asia's technology sector while being the No.1 smart and sustainable community.

Various well thought-out initiatives in the last ten years have ensured our Red Dot's pole position.

Nevertheless, some critical elements such as talent and knowledge in deep tech have room to catch up with other markets. Furthermore, we need to work on a more solid local exit landscape with liquidity.

Optimising our resources, increasing productivity, lifelong learning, and an open economy shall remain the basics.

Singapore has used its advantages to attract money and talent, but until investors see a reliable avenue to catch up and win big, Singapore's avenue to become Asia's Silicon Valley remains a work in progress. A "Michelin star" has yet to be achieved.

Deborah Heng
Country Manager, Singapore
Mastercard

SINGAPORE is poised to be the world's first Smart Nation, having provided citizens with near seamless digital experiences. Digitalisation has and will continue to be the cornerstone for our government's current and future transformation plans. The island republic's next big act will be to collaborate with economies globally to tackle post-Covid challenges. As we move towards an endemic, Singapore can tap into its best practices and learnings to develop a Smart City Blueprint that can be adopted by other nations. The key to this success is strong public-private partnerships to create platforms and opportunities that drive innovation, making Singapore a hub where thinkers engineer solutions for

future cities. Mastercard is pleased to partner and support the city through data capabilities, payments technologies, and global resources, while enabling an interoperable cashless ecosystem, robust cyber and data security, sustainable business design, and frictionless citizen experiences – all with the vision of building an inclusive, smart nation.

Hitesh Prajapati
Country Manager
Vertiv Singapore

AS one of the world's greenest cities and the digital hub of Asean, Singapore should set its sights on becoming the global smart city of sustainability, encompassing smart digital infrastructure with a sustainable ethos. Resilient digital assets and advanced networks resting on the backbone of green data centres will enable the nation to fulfil its economic, social and environmental goals, while achieving the 2030 agenda for sustainable development.

Energy Reset, one of the five pillars of the Singapore Green Plan 2030, is an ambitious and commendable programme considering the geographical and topological constraints towards switching to renewable resources. Through multiple initiatives in the pipeline like pushing up the energy efficiencies of buildings (including data centres), enhancing the solar energy deployment on the island while exploring green energy sources from Asean, Singapore can become the epitome of a responsible global citizen who did not let its constraints come in the way of becoming a part of the larger solution.

Jess Ng
Country Head, Singapore and Brunei
Fortinet

THE growth of Singapore as Southeast Asia's technology hub was a result of strong government partnerships with the industry and research community in creating an ecosystem that drives innovation. With the success of the Smart Nation initiative, Singapore has been motivated to pursue new frontiers with the launch of the National AI strategy in 2019.

AI holds great promise in many areas as Singapore continues to develop technologies across all sectors. This also creates a golden opportunity for Singapore to set the standards of AI-powered cybersecurity in maintaining public trust and building capabilities to protect organisations against cyberattacks. AI is paving the way for cybersecurity solutions to stay ahead of evolving threats, utilise big data, and boost threat detection, monitoring and response capabilities.

Lim Soon Hock
Managing Director
PLAN-B ICAG

SINGAPORE'S ongoing significant investments in several major innovative initiatives and leading technologies, for example in becoming a smart city and building the world's biggest solar farm in support of climate control, etc, positions it well to become the next Silicon Valley in Asia-Pacific. That it is now a First World country, with a diversified, maturing economy, enjoying a much-envied status and strengths as a leading commercial and financial hub, with accolades and aspirations across trade and industry, is a powerful boon that will further underpin this "next big thing" that Singapore can set its sights on for the decade ahead. Singapore can now confidently look forward to achieving this aspiration.

It will be the ultimate trophy for all the efforts that Singapore has been investing in, to promote entrepreneurship, and for all the concomitant economic benefits that this will bring when we can have more homegrown unicorns, and hopefully a critical mass of global companies.

Zaheer K Merchant
Director, Corporate Affairs
QI Group of Companies

SINGAPORE is not unique in facing headwinds in the "next big thing", which broadly divides between economic and social classifications. The common thread is in negotiating the long-lasting impact of Covid19 from "everything online" through to having effective supply chains; sustainable development goals in dealing with more greening awareness in

financial, construction, travel and even daily living impacts, to new fiscal attitudes and policies (such as Singapore's latest infrastructure pact with UK). Innovators and entrepreneurs will abound as the Fourth Industrial Revolution takes shape, as will loss of "old world" elements. Socially, Singapore will strive to be a more gracious and compassionate society, having been through adversity. We must acknowledge that our capability building is not going to be limited to business, but extends to the human dimensions, with a strong Singapore-core.

Foo See Yang
MD & Country Head
PERSOLKELLY Singapore

THE Singapore government has been prioritising nationwide upskilling and reskilling initiatives over the past few years, aimed at advancing skills in the workforce for the digital economy. Looking ahead where digital-first is the norm, Singapore needs to fulfill its potential as a technology and innovation capital to sustain its hub status in an interconnected world. Individuals need to reassess their professional skillsets and development, while businesses need to redefine their operations, human resource needs and investments as the workforce and labour markets continue to shift. As a leading workforce solutions provider, PERSOLKELLY is constantly assessing these requirements and their impact, sharing our expertise in tandem with Singapore's initiatives to ensure it thrives in the next decade ahead.

Naveen Menon
President, ASEAN, Cisco and
Board Member, Cisco Foundation

THE pandemic has served as a wake-up call for countries to focus recovery efforts across the environmental, social and economic dimensions of sustainable development, to enhance resiliency and achieve continued growth.

As a leading innovation hub, Singapore is well-poised to capture significant opportunities in the area of sustainability. The rapid growth of the digital economy presents new opportunities to accelerate its sustainability agenda as outlined in its ambitious Green Plan 2030.



In today's smart cities, data privacy and security are another pertinent issue for stakeholders to navigate, especially amid rising cyberthreats. By nature, data privacy is a shared responsibility, and government, business and civil society leaders alike need to prioritise efforts to safeguard data privacy as Singapore continues to grow its global stature in a hyper-connected world.

Eric Neo SW

Chairman

Neo & Partners Global Pte Ltd

IN a speech 25 years ago, then-Senior Minister Lee Kuan Yew urged young Singaporeans to seize the opportunities out there and not navel-gaze. "There is a glorious rainbow that beckons those with a spirit of adventure. To the young and not-too-old I say, look at the horizon, find that rainbow, go ride it," he said.

With the notion of Total Defence built up since 1984, one of the "next big things" Singapore could set its sights on for the decade ahead is greater community inclusion – for Singaporeans to be contributing members of the community while being valued for their abilities and uniqueness, regardless of disability, and for the country to become a truly inclusive smart city.

Subbaraju Alluri

Managing Director, Asia

Genero

MORE than ever the last 18 months have taught us what it is like to survive in a confined space, be it at home or in our country. Dependence (or rather "over dependence") on external factors was never a subject of concern in the past and now it has suddenly

become a big “question mark”. What if this pandemic doesn’t end? Building self-sufficiency with a focus on essentials and using technology to creatively re-imagine Singapore will be key to futureproofing a sustainable safe living.



Keeping sight of the “what if” scenarios will lead to more careful planning about the survival tools for future.

Yogesh Sangle

Global Head of Consumer Business

Instarem



AS the Singapore government pushes for a more cashless society, it’s important to focus on facilitating the development of innovative payment solutions that are accessible, affordable, and simple to use. Everyday necessities such as global money transfers and real-time payments should be easy and intuitive experiences that not only empower consumers with better control of their money, but also provide better value. Enabling simple money management will drive more financial inclusion in Singapore, particularly across our migrant communities, which will help position the nation as an international financial hub that can truly benefit from the reality of a cashless society.

Ku Geok Boon

Chief Executive Officer

SG Enable

OUR small nation’s greatest resource is its people, including those with disabilities. Persons with disabilities are an untapped talent pool and an important consumer market, especially with Singapore’s ageing population. Businesses can be more disability-inclusive in who they hire, the customers they serve, and support with social procurement. There is a strong business case for this, beyond being caring as part of corporate social responsibility efforts. Being disability-inclusive benefits organisations: they become more empowering as they build teams that leverage different strengths, and they learn to

innovate as they adapt jobs and services to accommodate persons with disabilities.  
importantly, they become more collaborative, being open to different perspectives – a
crucial quality to have greater collective impact in this VUCA world.

 **LOG IN****SUBSCRIBE**

Geraldine Kor

MD, South Asia and Country MD Singapore

Telstra

ONE of Singapore's greatest strengths is its geographic centrality within Asia as a hub of regional and global connectivity. As we embrace digitalisation, its status as a connectivity nexus will continue to grow due to its digital pedigree. In a post-Covid-19 world, business continuity and expansion relies on the ability of an organisation to maintain connections between their customers, employees, other markets in the region, and the shifting tides of the world beyond. At Telstra, we support businesses in their global expansion by providing adaptive networks that deliver speed to market, business continuity, visibility and control, and competitive edge. Together, we can build towards entrenching Singapore as Asia's digital connectivity and transformation hub, fuelling and supporting the emergence of new technological use cases across the region from 5G to cloud.

Ricky Kapur

Head of APAC

Zoom

WHILE the widespread use of video communications emerged from the pandemic, its viability as a way of life can be attested to by businesses and individuals across industries. We've not only seen individuals frictionlessly take to online workouts, virtual classrooms and teleconsultations, but organisations choosing to adopt perma-hybrid work arrangements beyond the pandemic.

The future of life, working and learning will be hybrid, with the best of virtual and in-person experiences synergised to meet demands for convenience and flexibility. As a hub for the region, Singapore is well-positioned to lead this transition, be it establishing a hybrid

workforce, facilitating digital inclusivity for essential workers or upskilling society to ensure equitable access to opportunities – and video communications will be key to helping Singapore get there.

 **LOG IN** **SUBSCRIBE**

Damien Wong
Vice President, APAC
Confluent

CRISES often compel organisations to rethink how they work and operate, resulting in lasting change. Across industries, organisations are transitioning to a digital-first paradigm to meet customer expectations and stay competitive, and they have realised that data is the gateway to achieving long-term success.

From the rise of digital banking in Singapore to brick-and-mortar retailers turning their sights online, businesses can and should continue to leverage real-time data to stay attuned to dynamic demands and deliver the sort of hyper-personalisation that consumers now crave. Digital transformation at scale over the past year has given many businesses the data ammunition needed to do just that, but the ability to harness insights from data in motion will be key to winning consumers over in the decade ahead.

Liang Ting-Wee
President, Marketing & Services Asia-Pacific Middle East & Country Chair Singapore
TotalEnergies

AS a global energy leader, TotalEnergies is committed to actively support energy transition progress worldwide.

In Singapore, we have recently announced plans to acquire “Blue Charge”, the largest electric vehicle charging network to contribute towards cleaner mobility solutions. As the world’s second largest Liquefied Natural Gas (LNG) player, our recent LNG bunker supplier license will support our commitment to develop Singapore as a major LNG maritime Hub. TotalEnergies is also active in solar photovoltaic installations, including our very own lubricants blending plant in Tuas.

The Singapore Story is well-known as one of resilience and transformation. As Singapore transforms to become a global reference of successful energy transition under the Singapore Green Plan 2030, I am confident that we will add yet another inspiring chapter to the Story. I am excited for TotalEnergies to be part of this journey!

John Ng

Chief Executive Officer

YTL PowerSeraya

FOR a small island state like Singapore that lacks natural resources, the next big thing for many industries, including those in the power business, would be to reduce our carbon footprint. Innovations in this pursuit will give rise to multiple spin-offs in terms of technology, materials and know-how.

For example, reducing carbon emissions from electricity production raises many exciting opportunities and requires adopting a multi-dimensional approach beyond gas-fired technology. This include tapping into solar and hydrogen, looking into carbon capture technology as well as electricity imports from neighbouring countries. Transportation and logistics sectors present high potential to contribute towards net-zero emissions if there are sufficient infrastructure for electric chargers and hydrogen refuelling stations. To enhance the nation's power system reliability and aid in its energy transition, regional collaboration with overseas governments and private entities is also key.

Gregg Ostrowski

Regional CTO

Cisco AppDynamics

THE next decade heralds the hybrid future underpinned by digital service and application reliance. This is already causing overwhelming complexity in organisations' IT environments and, if left unchecked, will hinder innovation.

Organisations must ensure their technologists have the tools and insights to proactively manage and optimise technology performance and solve issues before they affect end users. Having full visibility of the entire IT estate and correlating technology performance with business outcomes in real time – full stack observability – is imperative to establish Singapore as the standard bearer for a glorious smart city.

Josephine Ong
MD, Asia Pacific South
Dassault Systèmes

SINGAPORE must set its sights on becoming a green economy – low carbon and resource efficient, with a focus on sustainability – in the next decade.

Businesses and governments alike must build a comprehensive roadmap towards achieving the United Nations Sustainable Development Goals (SDGs). In order to meet the SDGs, we need to embrace technology that lets us develop radically more sustainable ways of managing products and services over their entire lifecycle, from design to use to end-of-life. This means adopting digital models that enable us to quantify resources today, and explore “what if” scenarios to maximise use, and optimise resources for tomorrow. Our future must be a sustainable one, where products, nature and life exist in harmony.

Eileen Chua
Managing Director
SAP Singapore

WITH digitalisation rapidly transforming society and businesses, Singapore should accelerate its efforts towards becoming the next-generation regional technology hub. Building on her existing innovation ecosystem, world-class talent pool, advanced ICT infrastructure and position as a financial, aviation and maritime hub, Singapore is well placed to integrate technology in every aspect of the economy and society. Businesses are empowered to become future-ready intelligent enterprises, expand overseas and take Industry 4.0 to the next level. Underpinning this is the continued long-term development

of talents, reflecting the nation's renowned entrepreneurial spirit and resilience, leveraging technology to achieve sustainable and equitable goals and delivering economic growth to cement Singapore's competitiveness in the next decade.



Sanjay Rohatgi

SVP and General Manager, APAC

NetApp

AS Singapore continues to push for digital transformation so local businesses can spur domestic recovery, the “next big thing” involves simultaneously taking the country's Smart Nation aspirations global, to unlock “virtually unlimited” economic opportunities in the next decade.

As a part of this broader vision, businesses can leverage Singapore's position as a market with advanced technology infrastructure partners to quickly build products and services that transcend physical boundaries, meet the needs of organisations and people in international markets, and achieve high-margin growth. Central to this would be businesses' adoption of a data-led, hybrid multi-cloud model that enables all companies across industries to operate in more agile, scalable, and resilient manner.

Praveen Kumar

General Manager, Asia Pacific

ASG Technologies

SINGAPORE has progressed significantly over the last 56 years to become a smart city and a hub for innovation. As the country continues to adopt a data driven approach, it also creates new avenues for talent development in the form of data analytics experts and data scientists. However, as we move into the next decade, we also need to recognise that legacy IT infrastructure such as mainframes that still form the backbone for several industries, from travel to banking to logistics, also needs to be maintained. We must ensure that the skills needed for such technology are not overlooked as they continue to play an important role in Singapore's smart nation vision.

Yeo Kong Nee
Managing Director
ENGIE Services Singapore



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I AM confident that we can expect Singapore to be better and greener with Singapore's Smart Nation initiative and Green Plan 2030 movement. Sustainable development is not new but is gaining more attention due to climate change and the current pandemic. We are moving towards carbon neutrality, and we are doing it for the common good. If you can visualise sustainable living in a green economy, this is definitely possible by adopting alternatives such as green hydrogen, mass deployment of scalable solutions such as solar, district cooling, green data centres and smart industries.

Mario Singh
Chief Executive Officer
Fullerton Markets

IN 2021 alone, Singapore topped the world in many rankings like the International Maritime Centre and the WSJ's Index of Economic Freedom.

Rather than discuss what "next big thing" we could set our sights on, I would like to share some of the reasons that underpin our success as a small nation. The book Fifty Secrets of Singapore's Success cited three reasons that were responsible for Singapore's transformation from third world to first. They are:

Effective leadership

Efficient civil service

Budget sustainability

There is so much truth and wisdom in the three points above, whether running a successful country or enterprise. As long as we hold on to those three imperatives, there is no mountain we cannot climb and no challenge we cannot overcome as a nation. The next

big thing would be ours for the taking. Happy 56th birthday Singapore, we are all so proud of you!



David Sajoto

VP, Asia Pacific and Japan

ExtraHop

THROUGH the years, Singapore has proven its resiliency, agility and ability to respond to rapid economic shifts. By implementing policies that respond to the needs of the times and establishing a favourable business environment, Singapore has become one of Asia's economic powerhouses and earned its place as a leading commercial and financial hub globally.

As the nation sets its sights on becoming a truly smart city, Singapore should focus on building digital resiliency and serve as a sterling example within the South-east Asian region in leveraging digital capabilities to prepare for future disruptions. To achieve these goals, sustainability, cybersecurity and bridging the talent gap should be the country's top priorities for the next decade.

Aung Kyaw Moe

Founder and CEO

2C2P

IN recent years, Singapore has emerged as one of the world's leading innovation hubs underpinned by a vibrant startup ecosystem, a deep technical talent pool, a forward-looking government, and an active innovation community. Her open trade policy and innovation-friendly regulations have also put her ahead of the curve. As Singapore moves into the next decade, she should continue to fast track the adoption of digital solutions and drive digital innovations. This will improve financial access to the underserved communities and allow businesses to adapt to the ever-changing expectations of consumers living with the pandemic. Singapore could also join hands with her neighbours and regional financial hubs to develop a global blueprint to create a more seamless and secure financial network across the world.



Foo Fang Yong
Chief Executive Officer
Huawei International

 **LOG IN** **SUBSCRIBE**

SINGAPORE is poised to have a huge leap in its social-economic development and deliver a stronger regional impact by seizing the digitalisation opportunity through its Smart Nation initiative. Ensuring Singapore will always be in leadership with world class talents, digital infrastructure, and innovations is of the utmost importance. Since startups and SMEs will play a big role in shaping Singapore's future, Huawei is committed to helping Singapore build a sustainable startup ecosystem to nurture an inclusive workforce, harmonised value chains, and competitive SMEs as a loyal corporate citizen. Together, we celebrate our Singapore spirit, happy 56th birthday Singapore!

Rachel Lew
Regional Director, Asia & Japan
Puppet

SINGAPORE is well-regarded as a global business and technological hub. Investors, visionaries, MNCs, startups, and the best talent are drawn to Singapore for its economic success, policy stability, and strong learning and innovation culture.

As the country emerges from the historic pandemic, everyone will set their eyes on how to navigate the future more efficiently and securely, using optimal resources.

For companies to sustainably compete and continuously deliver value in a disrupted business environment, they will have to be adept, agile and differentiated.

Cloud and hybrid environments, policy-as-code, automation, security and continuous compliance are some of the big technology trends that we anticipate in the next few years, and Singapore will be at the forefront of these.

With the country's sustained efforts in human capital development, social equality, environmental responsibility, and international cooperation, the next decade is looking bright for Singapore.



Alex Teo

MD and VP

Siemens Digital Industries Software in SE Asia

SINGAPORE is already on its way to becoming a centre of advanced manufacturing in the region, and the industry has been a pillar of post-pandemic recovery. The decade ahead could see us take the next step, to become an exporter of digitally driven manufacturing technology and techniques. As a centre of innovation for the region, emerging ideas can be tested, and the blueprint for future technologies built here. By building on our existing advantages in manufacturing, Singapore can become a nexus of talent and investment in advanced digital technologies for the whole of Asean and become an enabler of growth for the entire region.

Scott Pugh

Director – Asia Pacific

Mixpanel

THE great centralisation of company data is underway leading to a deeper understanding of the customer experience and improved business outcomes. The challenge is in getting data into the hands of business leaders and product builders in Singapore who need it most in a way that's usable, trusted, and understandable. Indeed, many struggle to realise the value of their data and gain actionable insight, which leaves them at risk of being outpaced by more data-driven competition. From digital transformers to digital natives, organisations have seen their platforms skyrocket during the pandemic, and to emerge better, stronger, and faster, they need to capitalise on this increase by using data to innovate their products and convert, engage, and retain their customers.

Remco den Heijer
Vice-President, ASEAN
SAS



 **LOG IN** **SUBSCRIBE**

OVER the past 56 years, Singapore has always been able to adapt in order to keep moving forward. Now, the pandemic has speeded up our adoption of technology. Artificial intelligence and data analytics have become a necessity across the board, in manufacturing and retail, utilities, agriculture and food production, and much more. In the next phase, we will be living in a smart world where everything is digitally enhanced. Analytics will play a crucial role in managing food reserves and climate change, two factors that could decide the fate of the world. Smart insights will provide for better decision making by the government, corporations and citizens. This gives us the opportunity to achieve a more united community and environment.

Brooks Entwistle
MD of Asia Pacific
Ripple

SINGAPORE has long maintained its status as a global financial hub, but as the adoption of digital payment tokens accelerates and moves past the inflection point, it's clear that digital assets will emerge as the next big disruption in the finance industry.

With a clear and agile regulatory framework for digital assets in place, Singapore has already seen strong success in attracting global blockchain firms and financial institutions to its shores. Likewise, for Ripple, we established our regional headquarters here in the heart of Asia-Pacific – one of our fastest growing regions that has seen transactions grow 130 per cent year-over-year. Looking ahead, it's more a question of cementing its position as one of the leading centres for digital assets, and to drive innovation to build a more efficient and inclusive future of finance – something Singapore is more than well-placed to achieve.

Sandy Gwee**Principal Consultant****Nomura Research Institute Singapore** **LOG IN** **SUBSCRIBE**

LEADERSHIP in sustainability development presents an opportunity for Singapore to lead and facilitate the transition to low-carbon and carbon-neutral economic developments in Asean. This entails Singapore being the innovation hub for sustainability, and support efficient deployment of sustainability innovations to accelerate the pace towards carbon neutrality for both Singapore and Asean. Singapore can look forward to an increasingly decarbonised supply chain as part of the shift towards fostering a sustainable economic environment. This will strengthen our role in the global supply chain, given that more economies and global businesses are working towards carbon neutrality in alignment with the UN Sustainable Development Group's net-zero target by 2050.

Ryan Goh**SVP and GM****Zebra Technologies Asia Pacific**

SINGAPORE has made leaps and bounds in its economic development and infrastructure over the past 56 years. While Singapore is transforming into a Smart Nation, it is imperative that the nation now sets its sights on becoming the go-to regional tech hub that enables the digitalisation of enterprises, both locally and globally, in their innovation and technological advancement growth.

Zebra Technologies is committed to supporting this by sharing our technology and expertise with enterprises. With the launch of our Apac headquarters in Singapore earlier this year, advanced facilities like our Zebra Experience Centre serve as a leading resource that helps enterprises understand how they can undergo digital transformation in a world-class interactive experience by having the right technology.

Mark Billington**Managing Director International****ICAEW**

THE Covid-19 pandemic has brought about new challenges for economies and highlighted vulnerabilities that will be crucial considerations for Singapore's next chapter. Amongst which, building a sustainable future through digital innovations and partnerships will be key to unlocking new growth opportunities and enhancing the nation's resilience. While Singapore has much to be proud of in its strides to become a smart and green city, more collaboration across private and public sectors will be required in the next decade to truly move the needle. The government should look into efforts that will empower individuals, businesses and organisations to co-create and lead from the ground-up in key areas such as digitalisation, sustainability, food security and information technology, to ensure that Singapore will be a city that is resilient to future threats, responsive to its citizens' needs, and that champions green living.

ST Liew

**VP, Qualcomm Technologies, Inc and
President, Qualcomm's business in Taiwan and SE Asia**

WHILE 5G rollout is well underway in Singapore, a strengthened partnership between industry players and the government will accelerate 5G adoption not just in the consumer landscape, but open up possibilities for new industries and enterprises. To drive innovative 5G applications, the high-bandwidth and low-latency characteristics of 5G mmWave are crucial, especially in a densely populated city like Singapore. With the promise of enhancing mobile broadband, improving mission-critical communications, and enabling massive Internet of Things (IoT) connections, 5G will underpin Singapore's digital economy to accelerate the pace of its transformation to a Smart Nation as well as its role as Asia's e-commerce and logistics hub.

Karen Clarke

**Managing Director
Anaplan Asia Pacific**

UNCERTAINTY! There has been plenty of it recently. Lockdowns, restriction of movement, interruptions to logistics; just about every problem that has a flow-on effect to the way a business plans their inventory, finances, staffing and operations has been experienced by

Singapore businesses over the pandemic.



There is no silver bullet to guessing the future, but businesses that improve how they see plan and run their business build their control and resilience. Digital transformations focused on business planning is one of the trends seeing significant adoption worldwide and will become a competitive advantage as countries emerge from the pandemic. Singapore's status as a smart nation should see it adopt this approach in the years ahead to thrive rather than just survive.

Kevin Wo

Managing Director

Microsoft Singapore

OVER our last 30 years in Singapore, Microsoft has been deeply integrated in the nation's evolution and reinvention through digital transformation as it became the leading economy in the region. Looking ahead, the generational shift in digital adoption curves as we emerge from the pandemic has created an inflection point, where businesses and governments are innovating faster than ever and building tech intensity to reimagine the future of Singapore. As cloud, data and AI become further rooted in our world, it presents an opportunity for collective efforts between the public and private sectors as they take the wheel to create an inclusive digital-first economy in the region.

Benjamin Low

Vice-President, Asia Pacific

Milestone Systems

SINGAPORE is still at its prime at 56 years young, having come a long way to become the strong economic powerhouse it is today – and for this, we have our forebears to thank.

As we grow in maturity as an innovative tech hub, we must not forget our ageing population, most of whom have helped built this smart city.

Technology will be instrumental in bridging the digital divide, which is pivotal for the nation's efforts to improve the ageing experience for our elderly. We see how this can be made possible with the integration of video and AI in areas like healthcare where the pandemic has acted as a catalyst for demand of telehealth and telemedicine.

As our population matures, using technology innovatively and responsibly to connect our citizens will enable our elderly to continue to live independently and age gracefully.

Moray Armstrong
Managing Director
CBRE Singapore

I'VE had the privilege to witness Singapore's transformation over a few decades now, and one cannot fail to be impressed with the city's progressive approach to business; in particular, through identifying future trends and advance preparation of ecosystems that encourage investments by diverse knowledge-based industries. This long-term approach has undoubtedly helped Singapore navigate through periods of volatility and to build a sustainable and resilient city of the future.

Singapore's push towards becoming a Smart City, has contributed to the rise of technological solutions in areas such as finance, housing and transportation. The clear technology advantage the city enjoys looks set to support thriving business. In the real estate arena, the rise of artificial intelligence via AI-assisted data gathering, analysis and digitisation will make it easier than ever to invest in commercial real estate and to manage assets effectively. Companies will compete even more directly for world-class talent and amenity focussed workplaces that simulate the experience of the hospitality sector, will be a resultant trend that emerges in the office sector. But the city itself needs to retain its best asset – the highly skilled workforce – in a mobile international labour environment. This may be best achieved by ensuring it remains a great place to live and thrive across future generations. Sports participation, outdoor pursuits, wellness, arts and entertainment will play a role along with a joined-up comprehensive approach to sustainability.

Donald Han**Chief Executive Officer****Sabana Real Estate Investment Management Pte Ltd****LOG IN****SUBSCRIBE**

AMID the climate change crisis, Singapore's focus for the decade ahead could be on more large-scale and aggressive integration of renewable energy. In the buildings sector, installing solar panels on a greater scale to harvest solar power will be an important consideration to support energy requirements of the buildings. As climate patterns get disrupted, buildings will also need to support the adoption of clean energy among its tenants. One consideration is the provision of solar powered electric vehicle charging points in carparks to facilitate the expected increase in the number of motorists who switch over to electric vehicles in time to come.

Morgan Terigi**CEO and Co-founder****Incomlend**

FOSTERING an entrepreneurship spirit in an environment where everyone views their competitors as potential partners can be the next big thing for Singapore. Being an entrepreneur is like being an athlete. While we need to have a competitive spirit, it's not always about winning. The recent Olympics showed that we don't have to have only one winner. Building a stronger sense of sportsmanship and collaboration among the community and ecosystem can achieve greater heights. In the trade finance industry, we're facing a global trade finance gap of US\$3 trillion. The demand for trade finance solutions far exceeds what the market can supply. Entrepreneurs can collaborate in an ecosystem in various ways to address the gap, which includes developing a white-label digital platform that allows different fintech players to deliver their services and mitigate the risk of fraud.

Ravi Saraogi**Co-Founder and President for APAC****Uniphore**

FOR Singapore to truly become a Smart Nation, future tech investments should also focus on establishing strong foundations in artificial intelligence (AI) architecture. With recent plans to invest heavily in AI research for future communication structures, Singapore should leverage AI as an all-thinking, all-knowing, and context-switching technology to drive new waves of digital transformation by delivering intelligent collaboration outcomes. IDC predicts that 20 per cent of AI will be closer to artificial general intelligence by 2026, capable of arriving at true reasoning and human-like logical leaps. Integrating such innovation with all functions of a business is what we believe will reshape entire industries in the decade ahead.

Koh Chin Beng

President

The Institute of Internal Auditors Singapore.

THE film *Minority Report* presents a plausible scenario of life in the not so distant future – a future where decisions could be made by artificial intelligence (AI). Technological advancements have raised the importance of ethics and governance over the new technologies. As Singapore progresses rapidly towards a digital economy, creating a trusted ecosystem is key – one where the nation can benefit from technological innovations where there is public assurance and confidence in the use of new technologies such as AI and augmented/virtual reality.

When deploying these new technologies and especially where intended or unintended ethical biasness may be present, there is a need to develop policies, regulations and standards to ensure ethical use of technology. This is critical as it lays the foundation of building public trust and accountability.

Congratulations on Singapore's 56th National Day! Best wishes for a year filled with peace, success and happiness.

Mike Ong

Vice-President

BIGO

OUR Little Red Dot is best known as a leading commercial and financial hub, but we think it has so much more to offer as a centre of development and convergence for the creative media and technology industry. Our strengths in the technology sector have nurtured a great innovation ecosystem with homegrown businesses like BIGO.

During the pandemic, we saw how social media, live-streaming and the creator economy synergise, enabling businesses, startups and gig workers alike to emerge stronger and connect with the world. We expect to see the nation continue to grow its technology ecosystem together with rising social livestreaming players like BIGO who connects 400 million users across 150 countries, and is set to influence the world from Singapore.

Ian Strudwick

Managing Director, Head of APAC

Broadridge Financial Solutions

SINGAPORE has already established itself as a world class fintech hub with its cutting edge startups and innovation-driven firms. To be ready for what's next in the technology world, Singapore should continue to develop world class infrastructure to power its financial markets. Global markets infrastructure still largely runs on legacy technology compared to the advanced ecosystems behind e-payment giants like Grab. From derivatives to bond trading, Singapore can strengthen its role as a global investment hub by further integrating next-generation technologies such as AI, Blockchain, the Cloud and digital that the financial industry is increasingly investing in.

Sanjeev Kumar

Singapore Senior Country Manager and Head of SE & South Asia

Natixis Corporate and Investment Banking Asia Pacific

AS we celebrate National Day, it is important to recognise that Singapore is a vibrant, innovative, and inherently ambitious city-state, with a forward-thinking mindset that has long played a significant role in its success. Our government, the business community and citizens work together to ensure that we continue to evolve and develop as a best-in-class example, whether it be in our green and sustainable finance ambitions, our digital and

smart-city goals, or the development of Singapore as an arts and cultural hub in South-east Asia, to name just a few. With many key plans already in place for the future, this entrepreneurial vision goes hand in hand with Natixis' opinion to be the go-to partner for our clients and their ambitions to further develop in the city.

Chris Humphrey

Executive Director

EU-ASEAN Business Council

THE last 18 months has highlighted the need to be flexible and adaptable. Singapore has done that, but it needs to continue doing so, by ensuring that it has an education system in place to produce a creative, flexible and adaptable workforce with global experience across multiple fields. Recent times have shown the connected nature of our region: Singapore needs to ensure our near neighbours move ahead together for the region to truly deliver on the promise of economic integration. Only then can Singapore be positioned as a regional business hub with strengths in finance, R&D, new technology, AI and industrial automation. The "next big thing" should be ensuring a "current big thing" actually happens.

Amit Midha

President, Asia Pacific & Japan and Global Digital Cities

Dell Technologies

THE global pandemic has shown the significance of technology and how vital it is for a city to reinvent itself to stay relevant. As we shift from response to recovery, cities now need to focus on digital infrastructure to improve their competitiveness and quality of life in order to retain talent.

Dell Technologies' wish for Singapore on its 56th birthday is for the Little Red Dot to lead the way in building a Big Green World. With its unique standing as an international business, technology and R&D hub, Singapore can continue to drive digital innovation in emerging technologies such as AI, augmented reality, cloud-native, cybersecurity and edge computing – developed in Singapore to serve the world. Besides fostering and scaling

digital innovation, Singapore has the opportunity to drive change via people and technology to accelerate sustainability and cultivate diversity and inclusion as we march towards a more resilient, inclusive and sustainable Singapore in the next decade.



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Choe Peng Sum

Chief Executive Officer

Pan Pacific Hotels Group

SINGAPORE has come a long way with 56 years of nation building and is today well-known as a garden city globally, amongst its many accolades. In the next lap, it should strive to take its leadership as a truly green city, with not only island landscaping, but a focus on a holistic biophilia future.

The alignment with UN's 2030 Sustainable Development Agenda and Paris Agreement through the Singapore Green Plan 2030 is a commendable vision. As a metropolitan city, its commitment must be in creating sustainable eco-systems among its stakeholders, including biophilic designed buildings, circular green efforts in reducing, recycling and renewing resources, and leveraging sustainable food sources.

Wendy Johnstone

SVP & COO APAC

Zendesk

WHILE it's difficult to pinpoint one "thing" for Singapore to focus on, I would say that innovation is what will underpin the country's ability to retain its reputation as a key hub for Asia-Pacific and beyond. Maintaining Singapore's status as an innovation hub where the biggest and brightest minds can thrive requires continued investment in technology – but also investment in the right policies that will enable us to create phenomenal, industry-shifting ideas. The concept of innovation cannot be merely a buzzword; it requires a structured plan and a shift in culture towards data-driven agility and experimentation. This nimble and agile approach will be the building blocks for leaders of the future to keep pivoting and driving change.

Dileep Nair**Independent Director****Thakral Corporation Limited** **LOG IN** **SUBSCRIBE**

NOTHING can galvanise our national agenda into action as climate change. For us the threat is existential – from rising sea levels to scarcer water resources to food insecurity. But it also presents a tremendous opportunity to develop, showcase and market various mitigation and adaptation strategies and solutions. We are compact enough to become an electric vehicle/car-lite country that makes a major shift towards low carbon emissions. We have developed a circular water economy; we should do the same for a zero-waste masterplan. Our biophilic “City in a Garden” showcases sensitive urban planning that integrates greenery and lowers temperatures. We should focus doggedly in the next decade on becoming a “green economy”. That is the growth engine of the future, providing jobs, a moral purpose and a higher quality of life for our people.

Ng Tian Chong**Managing Director, Greater Asia****HP Inc**

THE best laid plans can be challenged by global events such as climate change and the pandemic. For that reason, Singapore must continue to maintain a global mindset and engage in collaborative problem solving that uses agility and stamina within a bold framework across political borders, business and experts. We see huge acceleration in digitisation affecting the way we all interact with our world. Technologies such as AR and VR along with AI and Automation will present new opportunities in how we engage with each other, improve productivity and create a sustainable future. I have confidence Singapore will remain resilient and long-term in its vision.

Chia Ngiang Hong**President****Real Estate Developers' Association of Singapore (REDAS)**

AS a small city state, Singapore has raised its bar for excellence, making the list of the most futuristic cities in the world. The city needs to continually renew itself with big things and bold ideas. For the next decade, I see Singapore leveraging its unique position as a futuristic city and take the bold step to build a mega Green Dot icon showcasing a “hybrid” digitalised integrated hub providing a variety of uses eg test bed for biodegradables, robots, robotic green farming, to name a few, as well as immersive interactive activities to engage the communities and tourists. Such a unique icon will not only propel the country’s plan to refresh its ITMs and transform the country into a dynamic Little Green Dot, it will elevate the nation’s status as a sustainable global smart city and generate exciting opportunities for the next generations..

Max Loh

Managing Partner, Singapore and Brunei

EY

BUILDING on our strengths as an economic hub, what is before us must be how we power innovation and entrepreneurship at speed and drive technology at scale across the economy and society while putting sustainable development at the heart of designs and decisions. By sustainable development, it must go beyond environmentalism and the greening of hardware to nurturing our heartware – a group of people that not only thrives on the enduring attributes of competence and excellence, but are globally-minded and locally-rooted, inspired by a strong sense of inclusion, belonging and support for one another so as to collectively achieve our aspirations and potential. For everything that is imitable, what will make us truly distinctive is our people with their skills and nous to enable Singapore to thrive in a global theatre full of opportunities and challenges.

Kevin Chow

Country Director and Chief Executive

Thales in Singapore

IN our 56 years of independence, the key ingredients to Singapore’s success have been strong governance, a well-educated workforce, excellent infrastructure and connectivity, and significant investment in R&D.

For the decade ahead, we can aim high with three additional ingredients: creativity, a global mindset and inclusiveness. Creativity can spark innovation and performance in both public- and private-sector organisations; a global mindset leads to a better understanding to help us succeed in a post-pandemic world; and how we respect and reward diverse accomplishments in our home-grown champions, from technologists in start-ups to craftsmen in SMEs, shows an inclusivity in how we measure success.

By coupling our nation's resilience with these three additional factors, Singapore is in good stead to lead the way as a smart, safe, secure and successful nation for the next 56 years ahead.

Justin Gabbani
Chief Executive Officer, Asia
Lendlease

Aug 9 marks another year of growth for Singapore. Looking ahead, sustainable development is an important theme to build a sustainable future for Singapore, and tackling global challenges like climate change. To this end, initiatives like the Singapore Green Plan 2030 reinforce how we can all play our part to build a greener future. An important tool to achieve this is technology, harnessing digitalisation and innovation to meet the Green Plan's targets. With collaboration and collective will, we can together create the best places for today and tomorrow.

Joshua Yim
Chief Executive Officer
Achieve Group

SINGAPORE is set to be a nation with one of the world's most digitally smart workforce that is attuned to the latest technologies and wired to the global digital network. With our state-of-the-art digital infrastructure, vibrant local tech community and readiness to embrace and explore emerging technologies and artificial intelligence, we are an irresistible magnet to companies and top global tech talents looking to commercialise technology solutions and sink roots here. With the continual influx of these high-tech companies and talents,

strong motivators are inherent in many spheres of our economy to constantly spur our workforce on, uplifting us into a highly agile workforce that is technologically savvy, highly adaptable and innovative, always at the forefront of technological advancements.

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Ben King
Country Director
Google Singapore

TO stay globally competitive, Singapore must swim against the increasingly strong tide of protectionism through future-looking policymaking that maintains an open, business-friendly and innovative environment. Singapore has played a leadership role in establishing a network of Digital Economy Agreements that has helped to enhance digital connectivity and create more opportunities for cross-border digital trade, positioning Singapore as a global and broader regional hub. Encouraging fluidity of data flows and labour will maximise Singapore's potential in the digital economy as the diversity of perspectives, ideas, and cultures leads to the creation of better products and services. As Singapore further realises its vision of becoming a Smart Nation in the decade ahead, empowering businesses, academia and the public service to use AI for good, governed by a set of AI principles focused on fairness, safety, privacy and accountability will be critical.

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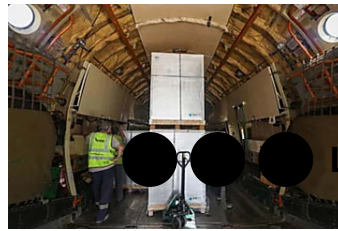
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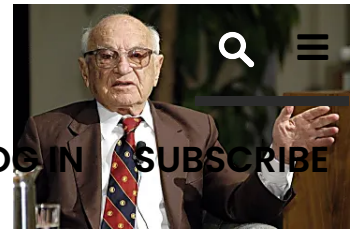
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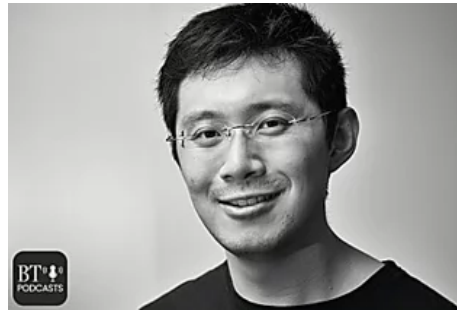
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