



AmCham
S I N G A P O R E

STRATEGIC PLAN 2022 - 2024

Contents

Message from the CEO	3
Introduction	5
Mission	7
Vision	7
Guiding Principles	8
Strategic Goals	8
Advocacy	9
Engagement with Singapore government and community	9
Engagement with regional governments	9
Engagement with US government and other key stakeholders	9
Business Insights	10
Thought leadership.....	10
Novel insights and perspectives.....	10
Connections	11
Networking platform	11
Business development	11
Capability support.....	11
Operations: Critical Success Factors	12
Board of Governors	12
Chief Executive Officer (CEO).....	12
Sectoral and Functional Committees	12
Membership.....	13
Revenue.....	13
Performance Measures	13
Appendix: Pillar Areas	15
Talent Development Pillar.....	15
Sustainability Pillar	16
Digital Value Creation Pillar	17
Acknowledgements	18

Message from the CEO

The American Chamber of Commerce in Singapore (AmCham) celebrates its 50th birthday in 2023 as one of the leading business associations in the Asia-Pacific region and the largest international business chamber in Southeast Asia. This strategic plan encapsulates the experience and wisdom of the many who've come before us and those who are in our community today.

Beginning with the vision and mission which underpin our commitment to Singapore and the contributions we make to strengthening the ties between Singapore and the United States, the AmCham strategy actively promotes the business success of American companies and firms that have strong associations with U.S. commerce. AmCham member companies remain fully committed to Singapore as an international business hub that promotes free and open trade, progressive regulation, and an innovation ecosystem with competitive corporate tax rate, skilled workforce, advanced infrastructure, and political stability. The AmCham mission has proven enduring – to promote trade, investment, finance, and industry between and among Singapore, the region, and the United States.

Since the last strategic plan was developed in 2019, the COVID-19 pandemic has inserted itself into our every waking moment, including business continuity plans, business cases and strategic plans. Despite major disruptions to daily life that have required employees to work from home and discontinue cross-border travel, the business community has risen to the challenge to rethink workforce and workplace strategies, accelerate digital transformation, drive sustainability and climate action, and corporate social responsibility.

In addition to the pandemic, we have also seen other key changes that impacted the business landscape over the span of the previous strategic plan from 2019-21. These changes include the new Biden administration in the U.S. and its renewed focus on the Indo-Pacific, climate change, and supply chain resilience. We have experienced shifts in the dynamics between the U.S. and countries within the Asia Pacific region that impact the business strategy of member companies, particularly those with regional headquarters in Singapore.

For example, the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) entered into force at the end of 2018 and has gained traction. In addition to the 11 countries that have already signed on, the UK, China, Taiwan and South Korea have also expressed interest in joining the trade deal as of this writing in October 2021. AmCham members also wish for the U.S. to rejoin CPTPP which will strengthen trade and supply chains, re-enforce trade liberalization and demonstrate a belief in a rules-based trading system – all sorely needed during a time of increasing trade tensions, anti-globalization sentiments and pandemic disruptions.

At AmCham, we have been fortunate to weather the pandemic with the support of our members and the wider Singapore community. Throughout the course of 2020, we overhauled our IT infrastructure, including both hardware and software, to meet the demands of a fully online working environment. All of this was accomplished without interrupting the strategic support we provide our members in the areas of advocacy, business insights and connections. Events, roundtables, surveys, publications and other curated engagements with the U.S. and Singapore governments as well as senior business leaders

around the world, such as at the hybrid 2021 AmChams of Asia Pacific Business Summit, continued apace to keep up with the urgency and rapid changes we were experiencing during the pandemic.

AmCham's new 2022 to 2024 strategic plan will be in effect while we, along with the rest of the world, recover from the COVID-19 pandemic. Through interviews with the AmCham Board of Governors and other key stakeholders conducted in partnership with AmCham member EY, we have selected three strategic areas of focus: talent development, sustainability, and digital value creation. Our membership has consistently highlighted these areas as being critical to business stability, sustainability and growth and we have outlined ways in the strategic plan where the Chamber can both lead and support the business community.

AmCham's ability to better serve our members depends on the support of members and key stakeholders in the U.S., Singapore, Asia Pacific and globally. Partnerships have never been more important, and we are focused on facilitating private-private as well as public-private partnerships amongst our community. Leading by example, AmCham is proud to partner with EducationUSA and XCL Education to provide guidance counseling to students in Singapore interested in studying in the U.S. AmCham is also supporting the U.S. Embassy and the Singapore Ministry of Trade and Industry in the U.S.-Singapore Partnership for Growth and Innovation (PGI).

This strategic plan is driven by our intention to be a value creation partner, influencer and a convener to advance our mission to provide advocacy, insights and connections. Our goal is that the outcomes of our work will support success for the American business community, both multi-national corporations (MNCs) and small and medium-sized enterprises (SMEs). We will also continue to contribute to the economic and social development of Singapore and the region.

Our strategic direction will allow room for change, and with this in mind, we intend to regularly revisit and measure successes and to account for emerging opportunities. What will remain constant, however, is our energy and commitment to support our members by exploring new ways of thinking about our member services and platforms. We would welcome your feedback and ideas so that we can partner in our mutual success.



Hsien-Hsien Lei, PhD
Chief Executive Officer

Introduction

The economic relationship between the U.S. and Singapore is dynamic, multifaceted and mutually beneficial, underpinned by the U.S.–Singapore Free Trade Agreement (USSFTA), which has been in force since January 1, 2004.

The U.S. continues to be the largest source of foreign direct investment (FDI) in Singapore. In 2020, U.S. FDI in Singapore stood at US\$270.8 billion in stock primarily comprising non-bank holding companies, manufacturing, and wholesale trade. In the same year, Singapore was the 14th largest export market for the U.S., importing US\$271.1 billion worth of goods. Conversely, the U.S. was Singapore’s fourth largest source of imports, after China, Malaysia and Taiwan. Total U.S.-Singapore goods and services trade totaled US\$93 billion and the U.S. trade surplus with Singapore was US\$9.4 billion in 2020.¹

The business environment in Singapore is very strong, with the World Bank consistently ranking Singapore as one of the most livable cities, most competitive economies and amongst the top countries to do business in. In the most recent World Bank Human Capital Index, Singapore ranks as the best country in the world in human capital development².

In 2020, the Emerging Stronger Taskforce³ (EST) was formed under the Future Economy Council (FEC) that brought together private and public sectors to identify systemic shifts resulting from the COVID-19 pandemic, assess the impact of the shifts on the Singapore economy, and provide recommendations in the post-COVID-19 world. Five key recommendations were made that included 1) creating new virtual frontiers; 2) seizing growth opportunities from sustainability; 3) enabling global champions and growing an agile and strong Singapore core; 4) tapping on the complementary strengths and offerings of the private and public sectors; and 5) strengthening international partnerships, especially with Southeast Asia.

The Singapore Green Plan 2030 was launched in March 2021 to catalyze a nationwide sustainability movement and move towards a greener future. Since then, Singapore has stated an ambition to achieve net zero emissions by or around mid-century by incorporating a carbon pricing strategy. Sustainability will be critical to Singapore’s reputation as an international hub for transport, business and finance.

In line with the key recommendations above, Singapore has been diligently building an ecosystem to become the largest hub for start-ups in the world and a launchpad into the region. Many already regard the island state as the “Silicon Valley of Asia”. Currently, Singapore has over 3,800 start-ups and 190 incubators and accelerators⁴. There is a continued effort to attract tech talent and investors to back deep tech although Singapore must continue to bolster its ability to compete with other countries in building a conducive ecosystem.

¹ <https://m2q6x9u7.stackpathcdn.com/wp-content/uploads/2021/08/The-American-Business-Presence-in-Singapore-2021.pdf>

² <https://www.worldbank.org/en/country/singapore/overview#1>

³ <https://emergingstronger.sg/>

⁴ <https://www.enterprisesg.gov.sg/media-centre/news/2021/may/build-it--and-they-will-come--how-singapore-forged-a-startup-ecosystem-from-scratch>

During the pandemic, supply chain resilience has been a pain point that impacted nearly every country around the world. Having ranked as a top global logistics hub for many years, Singapore offers world-class infrastructure and connectivity to the region and beyond with one of Asia's largest cargo airports and the world's busiest transshipment seaport. Throughout the COVID-19 pandemic, Singapore maintained a free flow of goods and services at the and in 2020, Singapore retained its position as the world's largest bunkering port. In DHL's Global Connectedness Index 2020, Singapore ranked second out of 169 countries demonstrating strength in trade, capital, information and people flows at the global, regional and national levels. Singapore actively engages in free trade agreements which give companies access to preferential markets, free or reduced important tariffs and enhanced intellectual property regulations. Singapore's commitment to maintaining its position as a leading logistics hub with investments in both physical and digital networks to drive growth benefits companies across a wide spectrum of industries that have set up their global supply chain hubs in the city-state.⁵

In October 2021, U.S. Secretary of Commerce Gina Raimondo and Singapore Minister for Trade and Industry Gan Kim Yong signed a Memorandum of Understanding implementing the U.S.-Singapore Partnership for Growth and Innovation (PGI), which aims to strengthen U.S.-Singapore trade and investment collaboration.⁶ Sec. Raimondo said, "The Partnership will establish a vehicle for deepening economic integration between the United States and Southeast Asia, building on the already strong commercial ties between firms in the United States and Singapore. To this end, we will convene activities for government and private sector leaders to promote commercial partnerships and exchanges on policy developments, starting with four pillar areas: digital economy, energy and environmental technologies, advanced manufacturing, and healthcare. For each of these pillars, the Partnership will also elevate discussions on standards and other cross-cutting policy issues."

The number of American companies choosing to invest in Singapore and of Singapore-based companies trading and investing with the U.S. continues to grow. There are over 5,000 American companies operating in Singapore, with many using the city-state as their regional hub for Asia-Pacific business activities. Despite having a relatively small population of 5.45 million, Singapore has a remarkable ability to attract global trading partners and investment opportunities, making it a key member of the Association of Southeast Asian Nations (ASEAN) economic bloc.

AmCham leverages the deep commercial knowledge and relationships of our international and domestic networks to deliver value for our members. We serve our members in Singapore and the region through the following core functions:

- Advocate for a supportive policy environment
- Provide key business insights
- Promote professional development
- Connect people and businesses
- Advance U.S. business values

⁵ <https://www.businesstimes.com.sg/asean-business/small-but-connected-how-singapore-stands-its-ground-as-a-global-logistics-hub>

⁶ <https://www.commerce.gov/news/press-releases/2021/10/us-singapore-partnership-growth-and-innovation-joint-statement-us>

AmCham Singapore exists to promote the interests of this community in Singapore and the region. AmCham responds to the interests of our government partners by aligning with their goal to improve the lives of their citizens through sustainable economic growth, digital transformation and talent development. In partnership with our members, and key stakeholders in the U.S., Singapore and the region, AmCham provides a platform that supports advocacy, delivers business insights and facilitates connections to help advance business stability, sustainability and growth.

Mission

AmCham Singapore's mission statement emphasizes our dedication to serving our members' interests by enabling them to operate with greater certainty about the business environment, expanding their organizational knowledge and capabilities, and creating opportunities for useful networking and collaboration.

*As the voice of American business in Singapore and the region,
AmCham creates value for our members and the Singapore business ecosystem by providing
advocacy, business insights and connections.*

Vision

AmCham Singapore's vision reflects the fact that the U.S. is the largest source of foreign direct investment in Singapore, with AmCham Singapore the largest foreign chamber in the country and in Southeast Asia. It also responds to the overwhelmingly regional nature of our members' interests.

AmCham Singapore's strategic vision looks forward to an inclusive and sustainable social and economic growth in the Asia-Pacific region driven by responsible American enterprise. We work to promote free trade, responsible business conduct, and a transparent and evidence-based approach to policy-making and regulation by combining our regional influence with our unique expertise in advocacy, business insights, convening power, and building networks.

*To drive inclusive and sustainable social and economic growth
in Singapore and the Asia-Pacific region.*

Guiding Principles

AmCham seeks to be the authoritative voice of American enterprise for all constituencies in Singapore, including the Government of Singapore, the diplomatic community, the business and academic communities, the media, and civil society. AmCham promotes values that the U.S. business community espouses, including private enterprise, transparency, good governance, respect for rule of law, free trade and open markets, ethical business practices, and social responsibility.

Singapore is our home. We seek to work with the Government of Singapore to meet present and future challenges to the mutual benefit of American business and the people of Singapore. We seek to strengthen the bonds of friendship and understanding between the citizens of Singapore and our members, and we seek to contribute to the sustainable economic and social development of our host country.

We seek to collaborate with chambers, governments, and U.S. embassies in countries throughout the region in order to open business opportunities for our members and encourage the development of supportive business environments.

Strategic Goals

Advocacy	<i>Drive purposeful, targeted and collaborative engagements to promote U.S. business success; increase AmCham’s mindshare and influence to advocate for a conducive business environment</i>
Business Insights	<i>Deliver novel insights and perspectives via industry experts and the AmCham community that showcase thought leadership</i>
Connections	<i>Provide a platform for networking connections and collaboration that is stakeholder-centric – helping members generate business, improve knowledge of a sector or business practices, and discover new opportunities</i>

Advocacy

Drive purposeful, targeted and collaborative engagements to promote U.S. business success; increase AmCham's mindshare and influence to advocate for a conducive business environment.

Engagement with Singapore government and community

- Align with Singapore government's vision on sustainability, talent development and digital transformation (e.g., [Singapore 2030 Green Plan](#), [Job Transformation Maps](#), [Digital Government Blueprint](#)) to promote members' commercial interests, develop the local business ecosystem and facilitate public-private partnerships.
- Support public-private partnerships under the U.S.-Singapore Partnership for Growth and Innovation by representing and promoting US corporate values.
- Create an operating environment that views U.S. business favorably so that the community will be more positively inclined toward supportive policies.

Engagement with regional governments

- Respond to the regional nature of our members' interests and work to promote free trade, responsible business conduct, and a transparent and evidence-based approach to policy-making and regulation.
- Leverage the Chamber's vast network and neutrality to convene relevant stakeholders from different sectors at the regional level to proactively inform and influence policy in Singapore and beyond.

Engagement with US government and other key stakeholders

- Enlist support from the U.S. Embassy for our positions that deliver value and assistance to AmCham members.
- Collaborate with other chambers, trade associations, governments, and U.S. embassies in countries throughout the region to open business prospects for our members, encourage the development of supportive business environments and pursue opportunities of commercial importance for members, such as APEC 2023.

Business Insights

Deliver novel insights and perspectives via industry experts and the AmCham community that showcase thought leadership.

Thought leadership

Garner the mindshare of our key stakeholders in government, civil society, partners, thought leaders, and influencers in Singapore and the region on critical current topics and megatrends.

- Leverage member expertise to further build commercial intelligence capability and provide authoritative business insights through new programs, communication platforms and publications
- Utilize content marketing, social media, and other means to increase AmCham's authority and influence in the business community
- Provide a platform for members to demonstrate their knowledge and insights as informed opinion leaders and trusted sources in their field of expertise

Novel insights and perspectives

Improve knowledge of a sector, business practices or trends to help members expand their organizational capabilities and make better decisions.

- Provide access to authoritative information and analysis of trends that affect members' businesses via events featuring subject matter experts, publications including the ASEAN Business Outlook Survey and conferences that facilitate the sharing of knowledge and insights such as the annual Human Capital Conference.
- Share timely information on economic/policy updates and pertinent issues affecting members
- Assist U.S. businesses entering Singapore or Southeast Asia by providing information and opportunities to learn more about the business landscape along with corresponding opportunities and risks

Connections

Provide a platform for networking connections and collaboration that is stakeholder-centric – helping members generate business, improve knowledge of a sector or business practices, and discover new opportunities

Networking platform

Deploy future ready and innovative networking solutions to help forge relationships and facilitate collaborations.

- Host networking events to convene like-minded members and industry experts to facilitate dialogue and exchange of ideas on immediate and long-term issues concerning the business community
- Ensure robust member engagement and dialogue via digital, online or social media
- Tailor networking and professional development platforms for specific interest groups and membership segments. These include the Next Generation (NextGen) Business Leadership program for high potential mid-level leaders, AmCham Women to advance gender diversity and inclusion in the workplace, and SME ACCelerate to support small- and medium-sized enterprises.
- Provide a convening role, bringing together key influencers in business, government, academia, and the media to help align priorities for maximum impact.

Business development

Facilitate connections to help members generate business opportunities.

- Publicize member offerings within and beyond the AmCham community.
- Facilitate collaborations, via the sectoral and functional committees, for members to co-create solutions to shared challenges and business needs.
- Host ASEAN ambassadors to Singapore with key stakeholders for investment information exchange and networking opportunity.

Capability support

SMEs

Support the growth and health of SMEs through strategic partnerships, operational support, and training and development

- Provide access to tailored offerings of exclusive products, services and knowledge that will help SMEs scale
- Expand SME operations and/or client base by developing partnerships with MNCs seeking to diversify their supplier portfolio

Professional growth

Build a community for professional development and advice.

- Develop a NextGen alumni network for continued learning and support
- Develop peer-to-peer advice and support network for C-suite leaders
- Partner with learning & development organizations to expand opportunities for members to upskill themselves and their teams

Operations: Critical Success Factors

Board of Governors

Strive for a Board that is diverse, inclusive and balanced with commercial and functional leaders from a range of industry sectors.

- Represent member interests
- Oversee and make policy decisions with respect to AmCham activities
- Support member recruitment and retention

Chief Executive Officer (CEO)

Responsible for overall strategic execution and operations to achieve the Chamber's vision and mission acting in partnership with the Board of Governors and key stakeholders

- Ensure the health of the Chamber through careful resource management resulting in a balanced budget; planning and implementation of programs that meet member needs and support strong member engagement
- Represent the Chamber at the local and regional levels to ensure that the needs of members are communicated and actively pursued; build strong relationships with key stakeholders in Singapore, the region and the U.S.
- Nurture and grow Chamber staff to achieve organizational excellence through meaningful rewards and consistent talent development

Sectoral and Functional Committees

Customize activities for each committee to cater to varying nuances of different sectors and member requests

- Allow committees the flexibility to define objectives and determine deliverables based on the needs of the sector or function
- Balance roles and responsibilities between committee co-chairs and AmCham staff to ensure accountability and execution

Membership

Implement proactive measures to boost membership growth and retention

- Engage more employees from each member company – across all levels and functions – to reduce reliance on one point of contact
- Review membership status periodically with the board and leverage board members' networks to retain and recruit members
- Deploy data analytics to identify trends in member engagement; gather periodic feedback from members through regular surveys, focus groups and one-on-one engagements

Revenue

Implement complementary strategies to support a strong revenue base and robust pipeline

- Foster strong member relations to stabilize and grow income from membership fees – the largest contributor to revenue
- Pursue event/program sponsorships and annual partnerships to diversify revenue
- Invest excess revenue in talent development and retention as well as infrastructure while maintaining a one-year reserve for core operations

Performance Measures

Performance will be assessed against a mix of qualitative and quantitative measures. Qualitative measures include inherently intangible outcomes that are nonetheless important to evaluate. The bottom line is that the chamber has improved the environment for members' business success.

Factors that matter include:

- **Advocacy:** Engaging with U.S. and Singapore government officials; U.S. and Singapore governments being receptive to our positions; improving Singapore public's perceptions of American business
- **Business Insights:** Sharing ideas and creating new insights through the Chamber's activities; providing information to members that is current, trending and actionable
- **Connections:** Promoting professional development and valuable business connections through Chamber engagements; creating spaces and programs that are conducive to professional development, exchange and connections

Quantitative measures will help assess our success in meeting our quality objectives. The following table summarizes the key measures that we will use to track performance.

Performance Indicators	Sample Measures
<p>Membership Growth</p>	<ul style="list-style-type: none"> • Annual subscription revenue • Number of members • Split between enterprise and entrepreneur categories (65% to 35%)
<p>Member Engagement</p>	<ul style="list-style-type: none"> • Company engagement, e.g., speaking engagements, sponsorships and annual partnerships • Member renewals/churn as a proxy for satisfaction • Social media
<p>Events</p>	<ul style="list-style-type: none"> • Attendance • Media coverage
<p>Advocacy</p>	<ul style="list-style-type: none"> • Engagement with Singapore government officials • Engagement with U.S. government officials • Surveys and publications
<p>Fiscal Sustainability</p>	<ul style="list-style-type: none"> • Balanced budget • Modest surplus (no greater than \$100K per year)

Appendix: Pillar Areas

To deliver on our strategic goals of Advocacy, Business Insights and Connections, we will focus on three pillar areas: talent development, sustainability and digital value creation. The activities within the pillar areas will evolve over time in response to current events, business contingencies and global trends. We will convene activities for members and stakeholders to identify opportunities for AmCham to have a point of view and contribute to thought leadership. Additionally, we will aim to promote partnerships (public-private and private-private), influence policy developments where appropriate and provide a platform for best practice sharing.

Talent Development Pillar

Focus areas	Description	Suggested value proposition
Future ready workforce	Equip the workforce with future skills – technical; soft skills; wellbeing & resilience	<ul style="list-style-type: none"> • Provide members with a platform to share best practices and solutions on critical talent related issues, e.g., AmCham CEO Council • Provide individuals with access to an ecosystem highlighting member companies' offerings and avenues to develop skills and careers (e.g., jobs listing portal, networking) • Highlight the contribution of US companies in Singapore in the development of the local talent pool • Offer training and development opportunities to members, e.g., the NextGen <i>Upgrade</i> Business Leadership Program
Local talent growth	Promote local talent development through initiatives like specialized skills trainings, international and MNC exposure	
Leadership excellence	Access, connections and influence (indirect outcome of broader membership value)	

Sustainability Pillar

Focus areas	Description	Suggested value proposition
Green Economy	Services around green finance (carbon trading), sustainability consultancy, credits trading, green procurement, ESG and circular economy	<ul style="list-style-type: none"> • Provide future looking novel insights to members and government on relevant topics of importance to members by engaging with external partners to create awareness, e.g., the ASEAN Smart Cities Network (ASCN) and the U.S.-ASEAN Smart Cities Partnership • Provide members with a knowledge sharing platform • Convene members and host industry experts on priority topics to facilitate partnerships to transition and future-proof our economy and our way of life • Support SMEs to achieve greater energy efficiency by helping them understand how to identify opportunities to adopt appropriate technologies
Sustainable Living + Clean Energy	Growth of low carbon/energy efficient technology and solutions (Green buildings, smart cities/nations), green energy sectors like renewables and electric vehicles and green electricity	
Climate change resilience	Flatten the emissions curve and decarbonize the economy by deploying renewable energy; R&D on new technologies like hydrogen and carbon capture	







Digital Value Creation Pillar

Focus areas	Description	Suggested value proposition
Digital ecosystems	Digital innovation across the value chain driven by start-ups, SMEs and MNCs to develop an integrated digital ecosystem in Singapore	<ul style="list-style-type: none"> Advocate in partnership with the Singapore government to bring start-ups to SG and create a favorable domestic environment for start-ups to operate in SG Focus on capability development, curation of start-ups and SMEs Support a U.S.-SG digital economy agreement to foster interoperability of standards and systems and support businesses, especially SMEs, engaging in digital trade and electronic commerce
Supply chain digitalization	End-to-end supply value chain visibility based on common data infrastructure or easy to integrate platforms with other business functions	<ul style="list-style-type: none"> Advocate on supply chain resilience, bilateral and multilateral engagements and sensible supply chain policy Play a role in the U.S.-SG Partnership for Growth and Innovation
Cybersecurity	Future looking digital infrastructure to keep Singapore's cyberspace safe and create a risk-free digital economy	<ul style="list-style-type: none"> Deepen engagement on cybersecurity issues as a key enabler to utilize the benefits of digitalization to grow the economy and improve lives Jointly advocate on common issues impacting businesses to the SG and US governments and encourage SG government to continue to influence regional governments Facilitate dialogues with thought leaders and experts

Acknowledgements

We would like to thank EY for their partnership throughout process of developing the strategic plan, which included scoping the focus areas, analyzing member survey data, conducting interviews with key stakeholders, and organizing a strategy workshop with the AmCham Board of Governors. Thank you to the Chamber's Exco and the Strategic Plan 2022-24 Steering Committee for their advice throughout the process. We would also like to thank all our interviewees – AmCham Governors and external stakeholders and partners – for their valuable feedback.

Board of Governors (2021 – 2022)

Chair	 <p>Lisa Liaw Director and Financial Controller, Singapore, Indonesia, Malaysia and the Philippines, American Express</p>	Vice Chair	 <p>Simon Kahn Chief Marketing Officer, Asia Pacific Google</p>	Vice Chair	 <p>Elisa Mallis APAC, Managing Director & VP Center For Creative Leadership (CCL)</p>
Vice Chair	 <p>Adam Abdul Rahman Managing Director Corporate Affairs Citi Singapore & ASEAN</p>	Honorary Secretary	 <p>Shakilla Shahjihan Divisional Vice President Government Affairs Asia Pacific & Japan Abbott Laboratories</p>	Honorary Treasurer	 <p>Karthik Natarajan Chief Financial Officer Asia Pacific, Middle East, Africa Procter & Gamble</p>

Governors

 <p>Daphne Au Senior Director Public Affairs Asia Micron Semiconductor Asia</p>	 <p>Jennifer Di Director – HR, SEA & APAC Corporate Functions Baxter Healthcare Asia</p>	 <p>Jasmine Karimi Asst General Counsel – Regional Counsel, Asia Pacific FMC Corporation</p>	
 <p>Peta Latimer CEO, Singapore Mercer</p>	 <p>Dr. Monisha Oberoi Director Sales, Security Services Asia Pacific IBM</p>	 <p>Emre Olcer Vice President and ASEAN Managing Director Kimberly-Clark</p>	
 <p>Ai Hua Ong Head, Government Affairs & Policy – Asia Pacific Johnson & Johnson</p>	 <p>Anupama Puranik Managing Director & Partner Russell Reynolds Associates</p>	 <p>Assaf Tarnopolsky Senior Vice President and GM APAC Genesys</p>	
 <p>Jannik Termansen Regional Director, Government Affairs & Markets 3M Asia Pacific</p>	 <p>Choo Hua Wee Director and Head of Government Relations, Asia Pacific and Japan HP Inc.</p>	 <p>Kevin Wo Managing Director Microsoft (till 2021)</p>	 <p>Glenn van Zutphen Founder & Executive Coach VanMedia Group (from 2022)</p>

Strategic Plan Steering Committee

Lisa Liaw

Director and Financial Controller
Singapore, Indonesia, Malaysia and the Philippines
American Express

Karthik Natarajan

Senior Vice President
CFO Asia Pacific, Middle East & Africa
Procter & Gamble

Shakilla Shahjihan

Divisional Vice President
Government Affairs
Asia Pacific & Japan
Abbott Laboratories

Simon Kahn

Chief Marketing Officer
Asia Pacific
Google

Elisa Mallis

APAC, Managing Director & VP
Center for Creative Leadership (CCL)

Adam Abdur Rahman

Managing Director, Corporate Affairs
Citi Singapore & ASEAN

Peta Latimer

CEO, Singapore
Mercer

Jannik Termansen

Regional Director
Government Affairs & Markets
3M Asia Pacific

Strategic Planning Partner – EY

Olivier Gergele, Partner

ASEAN Consumer Products & Retail Leader

Mani Mahesh Garg

Director

Chinab Uprety

Associate

Anindo Dutta

Partner
Global Alliances & Digital Ecosystems

AmCham Members Interviewed

JC Sekar

Co-founder and Chief Executive Officer
AcuiZen Technologies Singapore

Steve Okun

Senior Advisor
McLarty Associates

Key Stakeholders Interviewed

Rafik Mansour

Former Chargé d'affaires a.i.
U.S. Embassy in Singapore

Chad Norberg

Economic Unit Chief
U.S. Embassy in Singapore

Chua Shun Loong

Director
North America and Europe Division
Ministry of Trade & Industry

Lam Yi Young

Chief Executive Officer
Singapore Business Federation

[AmCham Website](#)



[AmCham LinkedIn](#)

