



# Internationalisation Series: An Outside-In Approach to Sustainable SME Growth, Taiwan

PROFESSIONAL



## OVERVIEW

Singapore SMEs are similar in that they pursue sustainable and profitable business growth, while making valiant efforts to overcome the strategic and operational impediments of the local market – high costs, poor talent attraction and small market size. Where possible, most try their best to take advantage of the support which Singapore government agencies provide to offset the costs of training and acquiring additional skills and knowledge.

Despite their best efforts, there inevitably remain critical gaps in strategy, capabilities and operational excellence. The focus tends to be on continuously improving their product or service, without paying enough attention to whether that improvement strengthens their competitive advantage. As such, it is crucial for SME leaders to take an outside-in approach. This would help the company be more aware of the external environment, that includes evolving customer needs and wants, the competitive frame, longer-term sectoral trends, and changing social and market conditions.

The specific context of taking an outside-in approach for this course is to gain deeper learning and insights from SMEs in another market. The chosen market, Taiwan, has a market environment with some common characteristics to Singapore's. Taiwan SMEs number 1.38 million, that is 97% of all enterprises in that market. They employ 78% of the workforce. More importantly, TW SMEs have found practical and innovative solutions to overcome the challenges and support sustainable growth.

## Who Should Attend

SME Business Owners,  
SME Business Senior  
Leadership Teams –  
regardless of functional  
area, Anyone responsible  
for SME Business Strategy

## Fee

SGD8,720 incl. GST  
As low as SGD1,016 incl.  
GST (for Singapore Citizens/  
PRs) after maximum funding

## Programme Schedule

Pre-Trip Workshop:  
3 Feb 2024  
(9.00am-12.30pm)

Taiwan:  
26 Feb - 1 Mar 2024

## Registration

For enquiries, please email  
enquiries.academy@smu.edu.sg

## LEARNING OBJECTIVES

- Appreciate the similar and different growth challenges Taiwan SMEs face
- Understand how Taiwan SMEs overcome growth challenges through innovative solutions
- Obtain deep and actionable insights that would help them develop practical solutions to their own growth challenges
- Develop an MVP based on insights and learning from Taiwan SMEs
- Open lines of communication and learning with targeted Taiwan SMEs – networking

PROGRAMME AT TAIWAN:

DAYS		PROGRAMME
DAY 1 (25 Feb 24)		Arrive at Taipei
DAY 2 (26 Feb 24)	Morning	<ul style="list-style-type: none"> <li>Registration and Introduction</li> <li>Programme Logistics</li> </ul>
	Afternoon	<ul style="list-style-type: none"> <li>Introduction to MVP</li> <li>Workshop on developing an MVP for your business</li> </ul>
	Evening	Networking Dinner
DAY 3 (27 Feb 24)	Morning	Visit to Taiwan Taxi
	Afternoon	<ul style="list-style-type: none"> <li>Visit to OK Mart and Logistics Centre</li> <li>Debrief</li> </ul>
DAY 4 (28 Feb 24)	Morning	<ul style="list-style-type: none"> <li>Travel to Taichung</li> <li>Visit to Union House</li> </ul>
	Afternoon	<ul style="list-style-type: none"> <li>Visit to Fuxing Agriculture Association</li> <li>Taichung Market Visit</li> <li>Return to Taipei</li> <li>Debrief</li> </ul>
DAY 5 (29 Feb 24)	Morning	Visit Amart
	Afternoon	<ul style="list-style-type: none"> <li>Visit One-Two CM</li> <li>Debrief</li> </ul>
DAY 6 (1 Mar 24)	Morning	Visit to Senao
	Afternoon	<ul style="list-style-type: none"> <li>Group discussion on selecting one MVP idea</li> <li>Self-work on building the MVP and intended outcomes</li> <li>Group discussion on testing the MVP</li> </ul>
	Evening	Group Closing Dinner
DAY 7 (2 Mar 24)		Return to Singapore

\* All schedules, itineraries, and business events are subject to availability and changes. Flight tickets, travel insurance, and VISA (if required) are covered by participants.

## CERTIFICATE

Participants will receive a digital Certificate of Completion issued by the Singapore Management University if they attain a minimum of 75% attendance and pass the associated assessment.

## TRAINER PROFILE



### Aaron Boey

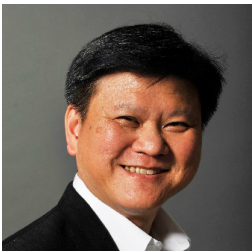
Programme Director

Aaron Boey was Group CEO of Eu Yan Sang International (EYSI) Ltd from 2017 until his retirement in 2022. Prior to EYSI, he was with Private Equity, as Senior Advisor to Tower Capital Asia (TCA). He currently continues in that capacity with TCA.

Aaron has held senior-level marketing, sales and general management roles in large Asian and foreign multinational companies such as Levi Strauss & Co, Philips Consumer Electronics and Asia Pacific Breweries. He joined Levi Strauss & Co. in 2004, and was Executive Vice President and President, Asia-Pacific from 2007 to 2013. At Levi Strauss, Aaron also led the creation and development of Denizen, an accessible and aspirational global youth brand.

Beyond executive appointments, Aaron is active in the Singapore public sector. He was a member of the board of the Singapore Tourism Board, as well as the Chairman of its Finance and Investment Committee, from 2012-2017. He also served on the Singapore Economic Strategies Committee in 2009/2010. From 2010 to 2016, he was a member of the National Productivity and Continuing Education Council.

Since 2020, Aaron has been coaching SMEs on the SMU/ESG Enterprise for Leadership (ELT) programme.



### Benjamin Ho

International Market Expert

Ben is a native of Singapore. In 1993, after a decade of being based in Singapore with global advertising agencies, where he rose to the position of Director of Client Services and Operations, he moved to Hong Kong. He then spent the next 30 years building a strong track record of marketing, innovation, entrepreneurship and driving business growth in Greater China and across the Asia-Pacific.

Between 1997 and 2003, he was Vice President of Marketing for Motorola Asia Pacific, based in Hong Kong and Beijing. Concurrently, he was GM of the HK business. He then moved to Taiwan to become EVP of Far EasTone Telecommunications, part of the Far Eastern Group, with P&L responsibility as well as leadership for Marketing, Business Development, Media Relations and Product Development.

In 2012, he became the Chief Marketing Officer for HTC, the early innovator in Android-based smartphones. At HTC, Ben was responsible for developing and implementing global marketing strategy, as well as leading the core functions of brand management, digital marketing, PR and media relations, among others.

Since late 2014, Ben has been an entrepreneur and business coach, while also being Senior Advisor to the Far Eastern Group. He is currently also Chairman of Far Eastern Apparel Company.