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ACADEMIC AND PROFESSIONAL QUALIFICATIONS

Adam Smith Business School, University of Glasgow, Glasgow, Scotland, United Kingdom
Doctor of Philosophy (PhD) in Management (Strategy and Technology Management) 2021 – 2025

Thesis: *Exploring how Accounting Firms build Dynamic Capabilities in Artificial Intelligence-driven Analytics (AIDA) as they pursue Digital Transformation*

Supervisors: Dr Karl Warner and Professor Adina Dudau

Surrey Business School, University of Surrey, Guildford, Surrey, United Kingdom
Master of Science (MSc) in Business Analytics with Distinction 2016 – 2017

Dissertation: *Investigating Enhancement Measures to Increase Bus-Ridership (A Case Study of Surrey County using a Machine Learning approach)*

Winner of Faculty Award for Best MSc Dissertation at Surrey Business School

Institute of Singapore Chartered Accountants

Associate Member 2016 – 2020
Chartered Accountant (Singapore) 2021 – PRESENT

School of Accountancy, Singapore Management University

Bachelor of Accountancy 2011 – 2015

WORK EXPERIENCE

School of Accountancy, Singapore Management University

Senior Lecturer of Accounting 2025 – PRESENT
Lecturer of Accounting 2018 – 2025
Director of Student Matters 2018 – PRESENT
SMU-X Academic Champion and Mentor 2021 – PRESENT

Ministry of Finance (Singapore), Accountant-General's Department

Consulting Data Analyst 2018

Ministry of Education (Singapore), Maris Stella High School

Mathematics Teacher 2011-2016

RECOGNITION and AWARDS

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| Dean's List for Teaching Excellence Singapore Management University, School of Accountancy | 2023, 2024 |
| SMU-X Excellent Teacher Award Singapore Management University | 2023 |
| Howard Teall Innovation in Accounting Education Award 2022-2023 (First Prize) Canadian Academic Accounting Association | 2023 |
| Wharton-QS Reimagine Education Awards 2022 Digital Readiness Award (Silver) Wharton, University of Pennsylvania and QS | 2022 |
| Nominee for SMU-X Excellent Teacher Award Singapore Management University | 2022 |
| TEDx Keynote Speaker (Finding our place in an AI world) TEDxSingaporeManagementUniversity 2022 UN:Charted | 2022 |
| Gold Medal (International Putra InnoCreative Carnival on Teaching and Learning) Universiti Putra Malaysia (UPM) | 2021 |
| Dean's List for Curriculum Contribution Singapore Management University, School of Accountancy | 2021 |
| Nominee for SMU-X Excellent Teacher Award Singapore Management University | 2020 |
| Faculty Award for Best MSc Dissertation Surrey Business School, University of Surrey | 2017 |
| Student Ambassador Contribution and Commendation Award International Student Recruitment Office, University of Surrey | 2017 |

EXTERNAL SERVICE

Institute of Singapore Chartered Accountants

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| AI Taskforce sub-committee in Policy and Regulation | 2023 – PRESENT |
| <ul style="list-style-type: none"> Developing guidelines for ethical AI use in the Singapore accounting sector | |

PUBLICATIONS

- Understanding Gender Differences in Digital Readiness during Digital Transformation in Accounting Functions: Accounting Professionals' Perspective** *Forthcoming*
June/July 2025
Co-authored refereed publication with Clarence Goh, Gary Pan, and Seow Poh Sun
Asian Journal of Business and Accounting
- Improving Public Transport through Machine Learning Influence Flow Analysis (MIFA): Southern England Bus Case Study** (<https://doi.org/10.1007/s12469-024-00387-2>) *April 2025*
Co-authored refereed publication with Wolfgang Garn, Masoud Fakhimi, and Nick F. Ryman-Tubb
Public Transport
- Accelerating Digital Transformation of SMEs** (<https://doi.org/10.1142/13318>) *March 2023*
Co-authored Book with Clarence Goh, Yuanto Kusnadi, Gary Pan, and Seow Poh Sun
World Scientific
- SME's Roadmap to Navigate through the Artificial Intelligence and Data Analytics (AIDA) Revolution** *March 2023*
Book Chapter in *Accelerating Digital Transformation of SMEs*
World Scientific
- Developing future-ready talent through 'real-world' digital projects.** *April 2022*
Co-authored with Gary Pan and Yuanto Kusnadi
Perspectives@SMU
- Daung Capital: Managing the Credit Risk Challenges Of Microfinance in Myanmar** *April 2022*
Re-published co-authored Teaching Case with Gary Pan and Lipika Bhattacharya
Singapore Management University Case Series

FoodXervices Inc: Recasting the Image of a Traditional SME through Digital Transformation

March 2022

Co-authored Teaching Case with Gary Pan and Lakshmi Appasamy

Singapore Management University Case Series

Hai Sia Seafood: A Traditional Business's Journey of Innovation and Digitisation

March 2022

Co-authored Teaching Case with Gary Pan and Sheetal Mittal

Singapore Management University Case Series

g&m: Digital Transformation of an Insurance Agency

October 2021

Co-authored Teaching Case with Gary Pan and Lipika Bhattacharya

Singapore Management University Case Series

Forensic Analytics Using Cluster Analysis: Detecting Anomalies in Data

April 2021

Co-authored publication with Clarence Goh, Gary Pan, and Seow Poh Sun

Journal of Corporate Accounting and Finance, Vol 32(2): 154-161

Leveraging Digital Technology to Transform Accounting Function: Case Study of a SME

June 2020

Co-authored publication with Gary Pan

Journal of Corporate Accounting and Finance, Vol 32(2): 154-161

Daung Capital: Managing the Credit Risk Challenges Of Microfinance in Myanmar

June 2020

Co-authored Teaching Case* with Gary Pan and Lipika Bhattacharya

Singapore Management University Case Series

**Top selling case at Harvard Business Publishing Education during the period (October-December 2021).*

Charting the future of Accountancy with Artificial Intelligence

July 2019

Co-edited Book published in collaboration with CPA Australia and SMU faculty: Clarence Goh, Gary Pan, Seow Poh Sun, and Melvin Yong

Launched at CPA Australia's 8th CFO Connect Symposium

AI & its Potential to Revolutionise the Accounting Industry

July 2019

Book Chapter written with Clarence Goh, Gary Pan, and Seow Poh Sun

In Charting the future of Accountancy with AI (pp. 1-5), CPA Australia

Building Ethical AI

July 2019

Book Chapter written with Clarence Goh, Gary Pan, and Seow Poh Sun

In Charting the future of Accountancy with AI (pp. 48-54), CPA Australia

Grooming the Next Generation of Accounting Professionals for the Age of AI

July 2019

Book Chapter written with Clarence Goh, Gary Pan, and Seow Poh Sun

In Charting the future of Accountancy with AI (pp. 58-61), CPA Australia

CONFERENCE PRESENTATIONS

Rethinking the numbers: How accounting firms develop dynamic capabilities for AI-driven analytics transformation

May/September
2025

Accepted for presentation at:

European Accounting Association 2025 Annual Congress, Rome, Italy (28th – 30th May 2025)

British Academy of Management 2025 Conference, Kent, United Kingdom (1st – 5th September 2025)

AI integration in Accounting Firms: Building Firm Capabilities to harness Artificial Intelligence on the journey of perpetual digital transformation

October 2024

Presented at SMU School of Accountancy 2024 Conference on Digital Transformation of Financial Markets: Artificial Intelligence in Business and Finance (17th October 2024)

Understanding Gender Differences in Digital Readiness during Digital Transformation in Accounting Functions: Accounting Professionals' Perspective

May 2024

Co-authored with Clarence Goh, Gary Pan, and Seow Poh Sun

Revised July 2025

Accepted and Presented at European Accounting Association 2024 Annual Congress
Bucharest, Romania (15th – 17th May 2024)

Accepted for Publication in *Asian Journal of Business and Accounting* as of 24th December
2024

WORKS IN PROGRESS

Rethinking the numbers: How accounting firms develop dynamic capabilities for AI-driven analytics transformation

Submitted to and accepted for presentation at:

European Accounting Association Annual Congress 2025

British Academy of Management 2025 Conference

Examining the Effects of Technology Implementation on Accountants' Productivity: Can the Excessive Use of Technology Backfire?

Pending publication by CPA Australia

RESEARCH INTERESTS

Anomaly/Fraud detection and Prediction

Machine Learning and AI applications in Accounting and Business

Governance and Regulation of AI

Dynamic Capabilities in Technology Adoption Processes

RESEARCH GRANTS

CPA Australia Global Research Perspectives Program (GRPP) Grant, AUD 34,956

2023 – 2025

Examining the Effects of Technology Implementation on Accountants' Productivity: Can the Excessive Use of Technology Backfire?, as co-investigator

TEACHING INTERESTS

AI-driven Analytics for Accounting

Machine Learning for Business Analytics

COURSE DEVELOPMENT AND TEACHING

Undergraduate

Under development:

ACCT436: AI-driven Analytics for Accounting (Tentatively planned for AY2025-26 Term 2)

ACCT414: SMU-X Accounting Analytics Capstone

ACCT418/ ACCT418X: Data Modelling and Visualisation

ACCT420/ ACCT420X: Forecasting and Forensic Analytics

ACCT337/419: Statistical Programming

ACCT101: Financial Accounting

Postgraduate

ACCT654/680/681: Accounting Analytics Capstone

ACCT650/665: Data Modelling and Visualisation

Professional Development

Certificate in Accounting Data and Analytics

- Introduction to Accounting Data and Analytics
- Data Visualisation and Dashboarding

CONSULTING

Consultant to Institute of Singapore Chartered Accountants

2018 – Present

Dashboarding and Predictive Modelling Data Analytics Project

TECHNICAL PROFICIENCY

R Programming in RStudio for Machine Learning, Statistical Analysis, and Visualisations

Plotly (in R and Python) for front-end ML modelling and Visual Analytics

IBM SPSS Modeller for Predictive and Prescriptive Analytics

Arena Simulation for Warehousing and Optimisation in Supply Chain Analytics

Tableau, Power BI, Google Looker Studio, and MicroStrategy for Visualisations/Dashboards

EViews for Econometric Analysis

MEDIA COVERAGE AND TALKS

Panelist on Combined JC-PSG Parents' Seminar "From Parenting to Coaching". *Jointly hosted by Saint Andrews Junior College and Ministry of Education (Singapore), 15th September 2023* (<https://www.youtube.com/watch?v=KnXhhvtmNFo>)

"Finding our place in an AI world". *TEDx Talks. TEDxSingaporeManagementUniversity 2022 UN:Charted, 7 May 2022* (https://youtu.be/kFBwnEd1OpM&ab_channel=TEDxTalks)

"SMU-X: An Experiential Journey of Learning that bridges Academia and Industry". *International Putra InnoCreative Carnival in Teaching and Learning (PICTL) 2021, Universiti Putra Malaysia, 21st October 2021*

"通过机器学习 提升盈利能力" 联合早报, 中小企业专版, 9 July 2020

Co-author with Gary Pan. "Why SMEs should embrace Machine Learning". *The Business Times, 24 March 2020*

"Charting the Future of Accountancy with AI – SMU Accountancy Professors partner CPA Australia on a Practical Guide". *SMU News, 30 July 2019*

"Professionals urged to upskill as AI reshapes finance sector: CPA Australia". *The Business Times, 12 July 2019*

Co-authors with Gary Pan and Seow Poh Sun. "Enhancing SME's data analytics capability through university tie-ups". *The Business Times, 23 April 2019*

"善用数据分析提升企业决策质量" 联合早报, 中小企业专版, 7 March 2019

"Embracing Analytics and Machine Learning in Accounting". *School of Accountancy Mock Seminar, Meridian JC Campus Visit, 12 October 2018*

Co-authors with Gary Pan and Seow Poh Sun. "Why accountants should embrace Machine Learning". *The Business Times, 22 August 2018.*

Co-presenter with Gary Pan. "Harnessing Data Analytics for SMEs" *Financial Capability Workshop, UOB-SMU Asian Enterprise Institute, March and September 2018*

"Rise of the machines: The changing face of accounting". *The Straits Times, February 2018*