



Management
Consulting
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Temasek
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Services



Supported by



The Vietnam–Singapore International CEO Programme VSCEO

*“Driving Regional
Business Excellence and
Collaboration between
Vietnam, Singapore and
the Region”*



01. OVERVIEW

- **Vietnam-Singapore International CEO Programme (VSCEO Programme)**, developed by VIETSTAR Institute of Management & Consulting (VIETSTAR) and the Human Capital Leadership Institute (HCLI), which is a subsidiary of Temasek and supported by the Economic Development Board of Singapore and the Ministry of Manpower Singapore
- **VSCEO Programme** is a key program in the "CEO Vietnam - New Era" program for the period 2026-2030, led by the Vietnam Chamber of Commerce and Industry (VCCI), and directly contributes to the implementation of Prime Minister's Decision No. 525/QD-TTg.“
- **VSCEO Programme** will cultivate Vietnamese CEOs and senior executives with the strategic mindset and world-class business acumen needed to build thriving business collaborations in ASEAN and the greater Asia-Pacific region. With Vietnam and Singapore as regional hubs,.
- **VSCEO Programme** focuses on three core areas: sustainable growth, innovation, and new business creation.



02. VSCEO | GROWTH IN 5 KEY SECTORS

- **VSCEO empowers leaders and CEOs to drive high-impact capital deployment in 5 key sectors:** Energy, Supply Chain, Digital Technology, Financial Services, and Transport & Urban Development.
- **Going beyond traditional leadership training**, the programme equips leaders and CEOs with the strategic mindset to orchestrate capital from both the public and private sectors – from Vietnam and Singapore.
- **VSCEO** focuses on the industries that are shaping the shared economic future of both countries.

**Energy –
Developing
Vietnam's Oil &
Gas, Petrochemical
and Renewable
Energy Sectors**

**The Private
Sector &
Infrastructure –
Core Growth
Drivers**

**Digital
Technology &
Technology –
Semiconductors,
AI and
E-commerce**

**Transport &
ASEAN
Connectivity**

**Manufacturing &
ASEAN
Integration**

“VSCEO is a foundational strategy, providing the strategic thinking frameworks, international standards and trust-based partnerships needed to realise Vietnam's 2026–2030 development vision, while reinforcing Singapore's role as Vietnam's leading strategic partner in ASEAN.”

02. VSCEO | GROWTH IN 5 KEY SECTORS

Energy – Developing Vietnam's Oil & Gas, Petrochemical and Renewable Energy Sectors

Contributions of the VSCEO Programme:

- Despite lacking natural resources, Singapore **transformed Jurong Island into one of the world's leading petrochemical and chemical hubs** through operational and management excellence.
- Through VSCEO, **Vietnam's energy-sector leaders have the opportunity to study Singapore's models** for industrial safety, supply chain optimisation and transition management (balancing fossil fuels and renewable energy). This knowledge transfer is pivotal to the effective development of Vietnam's energy sector.

The Private Sector & Infrastructure – Core Growth Drivers

Contributions of the VSCEO Programme:

- Singapore is Asia's leading financial centre. **VSCEO** equips Vietnamese leaders and CEOs with in-depth capability in project finance, risk allocation and compliance with international standards.
- By learning Singaporean frameworks for capital management, Vietnamese CEOs can more effectively attract, absorb, and optimise foreign investments to fuel their infrastructure and SME growth engines.

Digital Technology & Technology – Semiconductors, AI and E-commerce

Contributions of the VSCEO Programme:

- Singapore is the regional hub of many global technology corporations, and a leader in digital governance and the protection of intellectual property (IP).
- Through VSCEO, Vietnamese CEOs can learn from and apply Singapore's models in digital transformation, innovation governance and cross-border e-commerce. Sharing and absorbing these experiences will accelerate Vietnam's integration into the global value chains for semiconductors and AI.

Transport & ASEAN Connectivity

Contributions of the VSCEO Programme:

- Singapore has one of the world's most efficient maritime and aviation logistics networks.
- By integrating Singapore's logistics strategies, port management and supply chain governance into the training programme, VSCEO helps ensure that Vietnam's new infrastructure is run by an internationally standard "operating system" – turning the country's road networks into efficient, high-value cross-border trade corridors that connect Vietnam to the ASEAN trade network.

Manufacturing & ASEAN Integration

Contributions of the VSCEO Programme:

- By connecting Vietnam's leading business leaders with Singaporean experts and investors, VSCEO helps build a common language of leadership.
- This mutual understanding and alignment significantly reduces barriers to business cooperation and builds an elite cross-border leadership network, fostering synergistic policies and opportunities for joint ventures and investment cooperation.

03. OVERALL BENEFITS



Learning from Practice:

Through the Programme, Vietnamese leaders & CEOs not only learn and expand their networks, but also exchange ideas and challenge one another, gaining deep insights from real-world business practice.



Promoting Investment:

With the support of Temasek, the Singapore Economic Development Board (EDB) and the Ministry of Manpower (MOM), the programme brings together Vietnamese CEOs with Industry Leaders, International Business Strategists, Innovators, ASEAN Government Advisors and the Singaporean CEO community to promote and support the development of the Vietnamese and Singaporean business ecosystems.



Cross-border Connectivity:

Bringing together Vietnamese and Singaporean business leaders at the Vietnam–Singapore Board Forum (VSBF) – a prestigious annual platform gathering Board members, C-suite leaders and leading thought leaders from Vietnam, Singapore and around the world. The Forum serves as a platform for sharing knowledge, exchanging best-practice models and discussing key issues in corporate governance and sustainable development, thereby promoting bilateral cooperation initiatives.

4. TRAINING FORMAT



PART 1: VIETNAM

HYBRID ONLINE & OFFLINE TRAINING



PART 2: SINGAPORE

**TRAINING AT THE HUMAN CAPITAL LEADERSHIP
INSTITUTE (HCLI) CAMPUS & EXPERIENCE-SHARING
AT LEADING SINGAPORE ENTERPRISES**



PART 3: GRADUATION & CEO AWARDS AT THE VSBF FORUM

**AWARDS FOR OUTSTANDING CEO CAPSTONE
PROJECTS
NETWORKING WITH SINGAPORE'S CEO
COMMUNITY**



PART 1 | TRAINING IN VIETNAM

Module 1: Corporate Governance to OECD Standards

- **OECD Governance Framework:** Applying global governance principles focused on the transparency and accountability of the Board of Directors/CEO.
- **Corporate Governance in Singapore Practice:** Mastering the foundations of sustainable development.
- **Major challenges in effective Corporate Governance:** Experience from Singapore's corporations.

Module 2: CEO Mindset: Strategic Leadership in Volatile Times

- **Managing Disruption:** Systems thinking and decision-making for leaders/CEOs facing supply chain shocks, macro-policy changes or market volatility.
- **Leadership and Organisational Science:** Unlocking the full potential of the enterprise.
- **The Art of Negotiation:** The ability to engage in dialogue, negotiate and build cooperation with international, multicultural partners.

Module 3: Leading Digital Transformation & AI Strategy

- **Developing an AI Competency Framework for the C-Suite:** A holistic mindset structure covering AI Strategy, AI Leadership and AI Governance.
- **Transformational leadership:** Guiding organisations through the “Adaptive Challenges” of applying AI/digital technologies.

Module 4: Financial Strategy for CEO Decision-Making

- **Investment strategy:** Project selection, risk assessment, payback period.
- **Capital Allocation Strategy:** Evaluating cash-flow performance, balancing short-term profit against long-term reinvestment. Methods of raising capital.
- **Financial Risk Management:** Building hedges against exchange-rate, interest-rate, inflation and market volatility.

PART 2 | TRAINING IN SINGAPORE

Module 1: Green Growth, ESG & Sustainable Transformation

- **Turning ESG into business strategy:** Integrating ESG into business goals, initiatives and implementation roadmaps.
- **Sustainable leadership:** Integrating sustainability into leadership and guiding organisations toward sustainable development goals.
- **Embedding ESG** into strategy and operations to create long-term value. Applying best practices from Singapore.

Module 2: Strategy Execution & Enterprise Design

- **Bridging the gap between strategic planning and real-world implementation:** Identifying obstacles in execution, developing critical-thinking skills and refining implementation plans.
- **Strategy Execution Stress Test:** A methodological framework for evaluating and refining a strategic plan into a highly feasible roadmap.
- **Enterprise Design – the Foundation for Execution:** Building a people-centred operating model that aligns strategy, organisational structure, data and technology into an effective execution structure.

Module 3: Innovation, New Business Models & Growth

- **New growth spaces:** Shifting from ESG compliance to generating revenue by uncovering latent demand and leveraging emerging green-economy trends.
- **Business model assessment:** Analysing the structure of the current business model to identify growth bottlenecks and gaps in the face of market or technological change.
- **Experimentation and risk mitigation:** Designing field experiments to validate core value assumptions and capabilities, while establishing a “fail fast – learn faster” framework before scaling up.

Module 4: Strategic Resources & High-Performance Organisation

- **Aligning human resource strategy:** Translating high-level strategic transformation goals into integrated workforce plans, talent creation and capability maps, thereby driving new growth models.
- **Performance system and architecture design:** Building modern assessment frameworks, agile KPIs and reward systems that balance individual accountability with cross-functional collaborative results.

PART 2 | TRAINING IN SINGAPORE

FIELD VISITS TO LEADING SINGAPORE ENTERPRISES GOVERNMENT – PRIVATE SECTOR – INNOVATION ECOSYSTEM

PUBLIC SECTOR & REGULATORY



PRIVATE SECTOR



ECOSYSTEMS & INNOVATION



HONOURING CEOs AT THE VIETNAM-SINGAPORE BOARD FORUM (VSBF)

The VSCEO Award – at the annual Vietnam-Singapore Board Forum (VSBF).

The VSCEO Award honours outstanding CEO who embody the spirit of the VSCEO Programme and demonstrate great potential to create positive, meaningful impact on their organisations and the wider community.

The evaluation criteria for the VSCEO Award are based on the **CEO Capstone** project carried out after the programme ends. The project comprises two pathways tailored to each participant's leadership role and business priorities, helping convert programme experiences into practical, effective business opportunities.

VSBF is a key platform for strategic cooperation between Vietnam and Singapore.

30+

**GLOBAL
CORPORATIONS**

70+

**INTERNATIONAL
SPEAKERS**

700+

**SENIOR
LEADERS**

100+

**REPORTERS
MEDIA OUTLETS**

LEADERS CONTRIBUTING TO VSBF AND VSCEO



MR. WONG KIM YIN

Director, Sembcorp Industries Ltd. Vice Chair for Asia, World Energy Council

With more than 30 years of leadership experience in energy and investment management, he has led Sembcorp in transforming its portfolio from “brown” to “green”. He also actively contributes to the global energy transition as Regional Vice Chair for Asia of the World Energy Council.



MR. LIM BOON HENG

Senior Advisor, Former Chairman, Temasek Holdings; Senior Advisor to VSBF

He has been one of the most active supporters and an important contributor to the Vietnam-Singapore Board Forum (VSBF) since its earliest days. He provides strategic counsel and helps shape VSBF's vision of promoting cooperation between the Vietnamese and Singaporean business communities.



MR. RAJPAL SINGH

Singapore's Ambassador to Vietnam

He previously served as Director-General of the ASEAN Directorate at Singapore's Ministry of Foreign Affairs and held various other positions in the Ministry relating to Southeast Asian affairs.

Mr Singh was awarded the Public Administration Medal in 2016 and the COVID-19 Resilience Medal in 2023.



MR. HO SY HUNG

Chairman, Vietnam Chamber of Commerce and Industry (VCCI) Former Deputy Minister of Finance

He is an active supporter and has made many important contributions to Vietnam-Singapore Board Forum (VSBF). With deep expertise in corporate governance, state-owned enterprise reform and sustainable business strategy, his insights have strengthened VSBF's mission of promoting innovation-driven growth and sustainable development in the region.

VSCEO's Programme Management Board



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MS. MARY PHAM THU HANG

CEO, VIETSTAR Institute of Management and Consulting, - Director of VSBF

Mary Pham is Head of the Paris Graduate School of Management in Vietnam and Director of the Vietnam-Singapore Board Forum, a pivotal platform for fostering sustainable development and strategic collaborations between Vietnam and Singapore.

She holds an Executive MBA and is a DBA candidate at the Paris Graduate School of Management in France.

For nearly two decades, she has played a crucial role in developing high-quality human capital in Vietnam, leading the EMBA program at the Paris Graduate School of Management in Vietnam for 15 years. She has implemented numerous practical training and consulting initiatives for leading Vietnamese businesses to improve governance standards, comprehensive restructuring, and integrate ESG into growth strategies.



DR. KEVYN YONG

CEO, Human Capital Leadership Institute (HCLI)

Dr. Yong has held senior leadership and faculty positions at the Singapore Institute of Management, ESSEC Business School, and HEC Paris. His areas of expertise encompass creativity, innovation, entrepreneurship, and leadership, with a focus on design thinking, adaptability, systems thinking, human resource development, and strategy. He has designed, developed, and implemented numerous specialized training programs on leadership and innovation for corporations, government agencies, and non-profit organizations—including Amazon, eBay, and Nike in China, as well as Hitachi Group and United Overseas Bank in Singapore.

Senior Faculty / Speakers of the VSCEO Programme – Part 1 | Vietnam



MR. MAI HỮU TÍN
*Chairman, UniGroup;
Chairman, Ho Chi Minh City
Business Federation*



MR. BÙI MINH TIẾN
*Chairman, PV GAS; Former Board
Member, Vietnam National
Industry – Energy Group*



MS. HƯƠNG VŨ
General Director, EY Consulting Vietnam



MR NGUYỄN QUANG VINH
*Vice President of VCCI, Chairman
of the Business Council for
Sustainable Development*



MR. SHASHIDHARAN JAGADISWARAN
*Partner, Technology Consulting, EY
Consulting Vietnam*



DR. CẤN VĂN LỰC
*Member, Prime Minister's Economic
Advisory Council*



PROF. JOHN BEHZAD
*Strategic Advisor – Paris Graduate
School of Management (PGSM)*

Senior Faculty / Speakers of the VSCEO Programme – Part 2 | Singapore



Ms. Geraldine Chin
*Former Chairman & Managing
Director at ExxonMobil Asia Pacific*



Professor Arnoud De Meyer
*Former President, Singapore
Management University (SMU)*



Ms. Euleen Goh
*Chairman, Singapore Institute
of Management (SIM)*



Mr. Haresh Khoobchandani
*Regional Vice President, APAC &
Japan at Autodesk.*



Mr. Charles Ormiston
*Board Member at
Human Capital Leadership Institute
(HCLI)*



Professor Ric Roi
*International Institute for
Management Development (IMD)*



Mr. Tan Min Yih
Senior Vice President at Shell



Mr. Seah Chin Siong
*Former Chairman & CEO, Singapore
Institute of Management (SIM)*



Ms. Elaine Yew
Senior Member at Egon Zehnder

SCHOLARSHIP AND PROGRAMME SUPPORT PARTNERS



To be renamed Ministry of Energy, Trade and Industry (METI) starting October 1, 2026



“The VSCEO Programme realises a shared vision of promoting business excellence, opening a new chapter in connecting enterprises and creating breakthrough, sustainable opportunities for the Vietnam–Singapore business community in the new era.”

— Joint Statement by VCCI, VIETSTAR and HCLI



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 **For further information, please contact:**

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