Digital
Leaders

TRANSFORMING VISION INTO VALUE

INFOCOMM
MEDIA
DEVELOPMENT
AUTHORITY

About this Compendium

This compendium features the journeys of Singapore enterprises who have embarked on transformation together with IMDA. Addressing challenges and opportunities across diverse sectors, these enterprises exemplify what becomes possible when bold vision meets purposeful commitment: digital skills and teams grown from within, adoption of advanced technologies like artificial intelligence, and real-world execution that reimagines the next bound growth.

We invite all enterprises to aspire and consider how they, too, can build digital muscle and innovate to unlock new revenue and value.

Know that digital transformation is within reach for every enterprise that has the vision and gumption to invest in change and possibilities.

About IMDA

The Infocomm Media Development Authority (IMDA) leads Singapore's digital transformation with infocomm media. To do this, IMDA will develop a dynamic digital economy and a cohesive digital society, driven by an exceptional infocomm media (ICM) ecosystem — by developing talent, strengthening business capabilities, and enhancing Singapore's ICM infrastructure. IMDA also regulates the telecommunications and media sectors to safeguard consumer interests while fostering a pro-business environment and enhances Singapore's data protection regime through the Personal Data Protection Commission.

For more news and information, visit www.imda.gov.sg or follow IMDA on Facebook IMDAsg and Twitter @IMDAsg

Contents

Foreword

The journey towards digital leadership is so much more than just the technology. It is about transformation, strategy, people, and processes, and pulling it all together as an actionable roadmap for the company. In recent years, we have witnessed rapid shifts in business models, consumer expectations, and industry landscapes, driven by necessity, opportunities, and digital advancement.

To stay ahead, enterprises must take bold steps in their transformation, armed with clarity, and equipped with the practical know-how on where to start, what to adopt, and how to make it work. It's about tapping into a curated ecosystem of support: ready-to-use digital tools, trusted partners, expert advice, and accessible funding. With this foundation, companies can implement meaningful changes leveraging digital technologies like AI to unlock new value for internal teams, customers, and communities, while solving real business challenges.

This compendium celebrates 15 enterprises that have stepped up as Digital Leaders, showing that transformation is not limited to any single sector, size or use case. Each story is a demonstration of ambition-to-action, practical problem-solving and collaborative partnerships. From classrooms to clinics, kitchens to construction sites, these journeys bring to life how digital transformation is driving growth, improving lives, and strengthening resilience.

Our hope is that the stories in this publication will spark new possibilities for others. Through this candid sharing of challenges, hard-won breakthroughs, and pragmatic lessons, we aim to encourage more enterprises to take their own next steps with confidence, knowing they are not alone, and that support is readily available to make transformation real and achievable.

Last but not least, I wish to thank all participating enterprises and partners for their contribution to this publication by sharing their experiences openly. Their progressive mindset, influential leadership and appetite for practical change set a benchmark for what is possible for every enterprise to unlock through their digital transformation. May these stories energise your own pursuit of excellence as we build a more resilient, connected, and forward-looking future together.

Johnson Poh

Johnson Poh

Assistant Chief Executive of Sectoral Transformation Group
Infocomm Media Development Authority (IMDA)

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Partnering Digital Leaders to Build Capabilities for Growth

Singapore's digital economy continues to grow significantly over the years as more enterprises embrace digital to transform, drive productivity, growth and innovation. At Infocomm Media Development Authority (IMDA), we are committed to partnering enterprises, especially digitally mature enterprises or digital leaders, to harness the potential of emerging technologies. We work closely with digital leaders from different sectors to chart out enterprise digital transformation roadmaps, prioritise impactful projects, as well as map competencies critical for companies to build for successful implementation and to sustain digital efforts.

Our focus in working with enterprises are centred on three key pillars:

- Uplift mindsets of leadership bench in the enterprises, equipping the C–suite and board members with practical knowledge and know–how in navigating digital transformation with clarity and conviction. Together with industry experts, we co–organise practical workshops and co–develop resources like playbooks to help leaders identify where emerging technologies, in particular AI, can reshape core business processes, innovate products and services, and enhance customer value.

- Instil confidence in enterprises, through hands–on guidance and support from tech partners to scope, design, and deliver high–impact digital projects that solve real business pain points and demonstrate clear ROI.

- Build self–sustaining digital competencies, empowering enterprises to operationalise and scale digital transformation efforts with in–house teams and skills.

IMDA also brings together deep expertise across a range of advanced digital and AI technologies that are transforming Singapore's enterprise landscape, including:

- Generative AI: Enables development of new products, faster entry into regional markets, and hyper–personalisation at scale, helping companies grow revenue and expand customer reach.

- Autonomous Mobile Robots: Supports new logistics and service offerings, allowing businesses to access emerging markets and scale distribution networks beyond traditional limits.

- Digital Twin: Empowers firms to launch data–driven service models, offer predictive solutions, and capture recurring revenue with new business lines.

- Extended Reality: Opens export opportunities with immersive training, virtual retail, and next–generation experiences — placing Singapore enterprises on the regional and global stage.

By leveraging technologies like these, businesses are not just improving efficiency — they are winning new customers, entering fresh markets, capturing new growth opportunities, and building future–ready growth engines.

Beyond mere adoption of digital solutions, we believe that it is important for enterprises to see technology as a growth engine, embedded in core business strategies and processes to produce measurable long–term benefits for organisations, employees, and customers.

For enterprises ready to take the next step, IMDA is ready to partner you on your Digital Transformation journeys — providing access to tech expertise, tools and resources to facilitate and deepen know–how, developing digital roadmaps customised to your specific needs and plans, and supporting you to build a strong digital core.

Join Singapore's next wave of digital leaders.

Digital Leaders **Showcase**

Allen & Gledhill

Prominent law firm serving clients across Asia in banking, finance, and corporate law, Allen & Gledhill embarked on developing a secure in–house GenAI platform to boost efficiency while safeguarding the confidentiality and precision central to legal practice.

Alliance Healthcare Group

Alliance Healthcare Group operates GP clinics, specialist centres, and a wholesale pharmacy in Singapore. Rather than expand physically, it focused on digital integration, connecting subsidies, corporate benefits, and patient services through AI–powered platforms to make healthcare more affordable, accessible, and seamless.

Bee Cheng Hiang

Heritage brand renowned for its bak kwa products, Bee Cheng Hiang invested in omnichannel retail platforms and automated fulfilment systems to address the challenges of seasonal demand and fragmented customer experience, transforming itself from a legacy brand into a technology solutions pioneer in modern heritage retail.

Eigen Energy

Singapore–based Eigen Energy is a systems integrator of sustainable energy solutions. To accelerate e-mobility adoption, it built a regional roaming hub for seamless EV charging and AI–powered load management for power–limited buildings, laying the digital foundation for Southeast Asia's clean mobility future.

EtonHouse International Education Group

With more than 100 schools across Asia offering inquiry–based learning from preschool to high school, the group embarked on digitalisation powered by AI to preserve its child–centric pedagogy, cut paperwork, empower teachers, and enhance parent–student engagement while scaling internationally.

Furama Hotels Singapore

A hospitality chain based in Singapore, Furama Hotels Singapore faced rising guest expectations and stretched staff capacity. By deploying a GenAI–enabled smart agent integrated with its booking systems, the group streamlined multilingual guest support, improved booking efficiency, and freed staff to focus on delivering memorable hospitality experiences.

Grain

Grain is one of Singapore's fastest growing companies and is established as a food experience enterprise delivering meals across Singapore and Thailand. To overcome operational bottlenecks, it built a cloud–based ERP system and operations app powered by AI to streamline kitchens, logistics, and sales.

Greenphyto

Greenphyto is a Singapore agri–tech enterprise producing 2,000 tonnes of leafy greens annually. By integrating farm systems through IoT microcontrollers and deploying AI for plant health and energy optimisation, it cut variability, improved yields, and redefined agriculture as a high–tech, sustainable, and globally scalable industry.

Digital Leaders **Showcase**

iHub Solutions

Headquartered in Singapore with regional operations, iHub Solutions provides e–commerce fulfilment, warehousing, and last–mile delivery. To move beyond manual workflows, it built GenAI–powered data access and AI–driven route optimisation platforms, boosting profitability, speeding decision–making, and positioning itself as an innovator in Southeast Asia's competitive 3PL sector.

Lumens Group

Lumens Group is one of Singapore's pioneers in private hire vehicle leasing, managing a fleet of over 5,000 cars. To scale sustainably, it turned to AI to automate inspections and optimise job matching: streamlining operations, enhancing driver earnings, and positioning itself as a mobility technology innovator.

Markono

Established in 1967, Markono has grown from a general printer into a global publishing and supply chain solutions provider. By developing a smart factory system and e–commerce platform, it cut production times, unlocked new revenue streams, and repositioned itself as a technology leader in publishing.

Mocha Chai Laboratories

Founded in 2012, Mocha Chai Laboratories began as a boutique post–production house before becoming Southeast Asia's first Dolby Atmos–certified facility. Today, it is spearheading AI–powered film production workflows that automate metadata creation and Foley sound, cutting costs, reducing time–to–market, and providing technology that amplifies creative artistry.

Nanyang Inc

An established Singapore-based event logistics provider serving weddings, exhibitions, and large-scale events, Nanyang Inc embraced AI-driven digitalisation to unify its fragmented systems, streamline inventory and customer workflows, and cut response times, transforming from a legacy tentage provider to a tech-enabled industry leader.

SaladStop!

One of Asia's leading healthy food chains with over 80 outlets worldwide, SaladStop! addressed growing demand for speed and personalisation by developing AI-powered platforms that deliver tailored nutrition at scale — boosting efficiency, customer engagement, and revenue while reshaping the quick-service restaurant model.
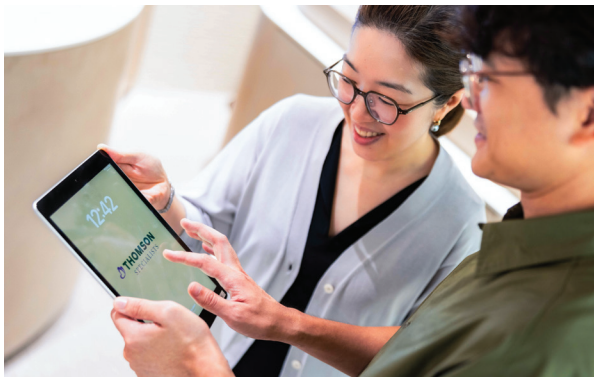
Thomson Medical Group

One of Singapore's largest private healthcare providers, the group recognised the need for digitalisation to deliver a seamless patient experience and embarked on a S$25 million project to overhaul legacy system and introduce GenAI-powered solutions to deliver efficient and patient-centred digital healthcare experiences.

Allen & Gledhill

Augmenting Legal Expertise Through Secure AI

Founded in 1902, Allen & Gledhill LLP (A&G) is a renowned Singaporean law firm, serving clients across Asia with expertise in banking, finance, litigation, capital markets, and corporate law. As AI transforms the global legal sector, A&G is focused on harnessing GenAI to augment its workforce, streamline workflows and to deliver innovative services — without compromising on its time–honoured commitment to client confidentiality and excellent service.

"With the legal landscape changing faster than ever, our clients expect us to lead with innovation without sacrificing the trust we've built over more than a century," shared Tham Kok Leong, Partner and Head of Allen & Gledhill's Technology & Corporate Intellectual Property Practice. "Our vision was to modernise, but only on our own terms as maintaining the highest quality of our work is a non–negotiable."

(left) Jerry Koh, Managing Partner (right) Tham Kok Leong, Partner and Head of Technology and Corporate Intellectual Property Practice

A&GEL: The Secure GenAI Platform for Lawyers

Recognising that sharing data with public AI tools posed significant risks to client confidentiality and that general–purpose outputs were unideal for specialised legal workflows, rather than going "digital for digital's sake," A&G's leadership decisively invested in an in–house GenAI system it could tailor to the realities of legal work.

A&G first scoped and validated use cases and mapped governance requirements. The firm then worked with their technology collaborator, Pand.AI, a Singapore–based firm, to design and build A&GEL, a customised GenAI platform for its lawyers.

Deployed fully on–premise, A&GEL featured a custom LLM engine, load balancers and a high–performance vector search engine to deliver on targeted use cases.

Key capabilities include:

- **Intelligent contract review:** Extraction of clauses, obligations, risks, and gaps

- **Content creation:** Precedent–based drafting of quotations and contractual clauses

- **Secure file management:** Granular access controls for documents

Cross–practice feedback ensured that A&GEL suited specific legal workflows, while phased pilots were structured, iterative, and supported by internal AI "champions" – the most prolific A&GEL users – who freely shared their know–how with new users.

Impact: Raising the Bar for Efficiency, Quality, and Client Value

Within the first year:

- **Efficiency:** For specific tasks like getting up to speed on a new file or red–flagging particular issues across multiple contracts, A&GEL helped lawyers extract and identify insights more efficiently.

- **Quality and assurance:** A&GEL ran customised checklists to serve as a first–level check that improved consistency and mitigated human error.

- **New value propositions:** With new ways to interact with its documents and bank of precedents, the system augmented lawyers' ability to draft high quality work products and carry out deeper, curated reviews.

Lessons for Other Enterprises

A&G's journey underscores lessons relevant across sectors:

Confidentiality first
A secure AI platform is non–negotiable in trust–based industries.

Use case–driven design
Solutions built around real workflows drive adoption and impact.

Augment, don't replace
A&G's guiding principle, "let subject matter experts be the subject matter experts" ensures that lawyer judgement remains central to all workflows (e.g. by emphasising verifiability of outputs across A&GEL). AI should strengthen expertise, not dilute it.

Looking Ahead

With A&GEL combining trusted client counsel with cutting–edge digital capabilities, A&G is positioned to remain at the vanguard of legal practice. This is not just a technical win, but a strategic leap toward the future of law.

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Our GenAI journey proved that innovation and confidentiality are not trade–offs. With proper governance, technology can become an enabler for both better service and greater client trust.

– Jerry Koh, Managing Partner

Alliance Healthcare Group

Building Connected Community Healthcare

*Dr Barry Thng,
CEO and Founder*

Alliance Healthcare Group (AHG) is on a mission to redefine healthcare delivery in Singapore. Founded in 1994, AHG operates 20 general practitioner clinics, six specialist centres, and a wholesale pharmacy. The company also provides corporate healthcare solutions to employers and insurers and professional home medical care services. Though these form the backbone of its operations, the company's focus today lies in building a digitally–enabled healthcare ecosystem that brings together providers, clients, and patients into one unified network.

"With clinic capacity in Singapore already well established, our focus is on technology–driven integration rather than physical expansion. By connecting existing clinics into a unified ecosystem of services, we are creating a scalable, cost–efficient growth model that delivers stronger returns for stakeholders while improving access and outcomes for patients," said Dr. Barry Thng, CEO and Founder of AHG.

Digitalisation as a Strategic Choice

AHG, like most healthcare providers, faced operational challenges that hindered their comprehensive healthcare vision, including legacy IT infrastructure that lacked the agility and scalability needed for business expansion, gaps in in–house IT skillsets, and limited insights and access to meaningful health data.

AHG thus began dismantling these silos through talent injection, upskilling, and enhancements to their IT systems. They thus embarked on two key initiatives.

HeyAlly: A Super App for Patients

AHG developed HeyAlly to eliminate patient wait times and create seamless healthcare experiences across their clinic network, addressing challenges such as long queues, complicated payments, and fragmented care coordination.

Built using React Native, the app featured real–time queue management allowing patients to book appointments and monitor wait times from home. The platform enabled secure telemedicine consultations, automated claims submission connecting directly with CHAS, Medisave, and corporate insurance systems, plus integrated referrals to Jaga–me home care services and e–commerce for health screenings and vaccinations.

The impact was measurable:

■ Registered users more than doubled

■ Teleconsultations surged by

98% year–on–year

Medinet 2.0: Modernising Healthcare Management

To support AHG's corporate healthcare arm, they developed an integrated medical benefits management system, Medinet 2.0, to seamlessly link and allow data flow among its panel clinics, insurers, and corporate clients. This cloud–native healthcare management platform built on Microsoft Azure uses microservice architecture to enable independent component updates without operational disruption, and OCR and machine learning to automate 4,200 monthly claims.

Medinet 2.0 integrated with existing clinic management and financial systems, automatically syncing patient data, invoices and payments while eliminating manual re–entry, making AHG the first in Singapore to combine CHAS subsidies with employee benefits in single transactions. Tableau–powered dashboards provided corporate clients with real–time health analytics including disease trends, sick leave patterns, and industry benchmarking data.

The results showed improved productivity:

■ Faster claims processing with

15–20% straight–through approval

■ Elimination of duplicate data entry across systems

Lessons for Other Enterprises

AHG's transformation offers insights for organisations pursuing digital integration:

Start simple, then scale
Queue management proves the impact of digitalisation before broader rollouts.

Empower self–service
Configurable workflows let business users adapt processes without IT support reducing bottlenecks.

Future Outlook

AHG's digital initiatives delivered substantial growth, with clinic visits nearly doubling to 1.26 million and revenue increasing by 25% between FY2022 and FY2024. The expansion of digital capabilities is expected to drive further operational efficiencies, patient engagement, and market differentiation.

Through leveraging digital technologies, AHG has built a healthcare ecosystem connecting over 1,900 medical facilities, proving that smarter, not bigger, clinics is the key to progress.

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Digital innovation doesn't need to be complex. Often, the most powerful solutions are simple ones that address real pain points and needs.

– Dr Barry Thng, CEO and Founder

Bee Cheng Hiang

Blending Tradition with Technology

*Ang Bee Kee,
General Manager*

Founded in 1933, Bee Cheng Hiang has been a staple in the Asian food scene for over nine decades, celebrated for its premium bak kwa sold in 43 outlets in Singapore and 360 stores across 11 territories. But as customers increasingly shifted to digital shopping and demanded seamless omnichannel experiences, the company faced a dilemma familiar to heritage brands: how to modernise without diluting the authenticity that defined its reputation.

Seasonal spikes during festive periods such as Chinese New Year and ideal capacity in off–peak months made demand management a persistent challenge. How can Bee Cheng Hiang not only meet surging demand during peak seasons but also sustain patronage year–round? The traditional retail–centric model further fragmented customer data and created inconsistent experiences between online and offline channels. Leadership recognised that sustainable growth demanded a digital–first operating model spanning the entire customer journey.

Tradition Strengthened Through Technology

General Manager Ang Bee Kee reframed technology as core business strategy rather than a means to streamline retail operations. "We realised that heritage brands have unique requirements that off–the–shelf solutions can't address. Technology isn't just an enabler; it's the key to preserving our authenticity while delivering seamless experiences," she explained.

Bee Cheng Hiang thus built a seven–person in–house team to integrate their requirements with modern retail technology. This embedded tech–driven DNA across the organisation, aligning store operations, customer service, and regional management around a digital–first vision.

Unified Omnichannel Platform

The centrepiece of their transformation is an integrated retail platform built on AWS infrastructure with Microsoft Power BI analytics. It processed customer data including purchase history, seasonal demand patterns, cultural preferences, and inventory levels across territories to enable seamless experiences.

Customers could earn and redeem points, access offers, and enjoy services regardless of location, solving the pain points of traditional geographic-specific loyalty programmes and fragmented experiences. The transformation delivered significant results:

- Online order values rose four-fold, driven by digital promotions and cross-country fulfilment

- Revenue and profitability improved by **5%**, with successful system deployment across four countries

- Membership expanded by **900%** attributed to integrated engagement strategies

Automated Fulfilment and Data-Driven Decisions

Bee Cheng Hiang launched an automated fulfilment system with real-time tracking designed for extreme seasonal peaks. Technical integration unified Point-Of-Sales systems, multiple e-commerce platforms, corporate bulk purchase orders, and cross-territory operations, achieving operational synchronisation that could handle complex multi-territory requirements.

The results were clear:

- Automated processing of over 100 supplier documents daily, eliminating manual workflows

- Seamless handling of multi-currency transactions across territories

- Service quality maintained during extreme seasonal demand spikes

Lessons for Other Enterprises

Bee Cheng Hiang's journey offers lessons for heritage and traditional industries:

Build internal capabilities
In-house teams can create custom solutions tailored to the organisation-specific features beyond standard retail platforms.

Operational excellence as a foundation
Streamlined systems create capacity to scale and spin off solutions for others.

Turn sceptics into champions
Proper training and communication turn initial scepticism into advocacy. Some frontline staff now act as tech ambassadors, guiding customers to onboard Bee Cheng Hiang app and loyalty programmes.

Looking Ahead

From a heritage brand to a technology solutions pioneer, Bee Cheng Hiang has proven that tradition and digitalisation can reinforce each other. With core digital capabilities delivering results, the company is exploring generative AI to further personalise customer experiences.

> *We're no longer just a heritage food company — we're shaping the future of heritage retail, where traditional values and modern convenience unite seamlessly. By solving our own complex challenges, we've created solutions that other heritage brands can use to transform without losing their soul.*
>
> *– Ang Bee Kee, General Manager*
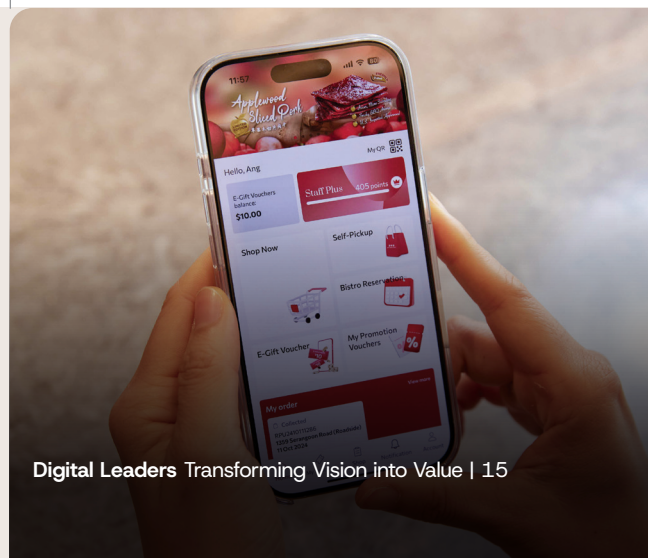
Eigen Energy

Powering Southeast Asia's EV Revolution

Kevin Sim, Founder

Established in Singapore, Eigen Energy is a sustainable infrastructure integrator with technical expertise spanning solar photovoltaic technology, EV charging, and energy storage; all managed by in–house engineers and digital specialists who design, build, and operate end–to–end sustainability solutions for future–ready infrastructure.

With surging demand for greener mobility in Southeast Asia (SEA), Eigen Energy saw a pivotal opportunity: to create the digital backbone accelerating EV adoption by unifying fragmented networks, overcoming building power constraints, and building a cohesive system that enabled enterprise fleets to scale — placing them as one of the regional forerunners in EV solutions.

"Tomorrow's sustainable energy depends on digital platforms that connect every touchpoint. Our vision is to create a unified digital ecosystem that makes EV charging simple, secure and everywhere in SEA," said Kevin Sim, Founder.

Unlocking the EV Ecosystem: Overcoming Fragmentation and Scale Barriers

EV adoption in SEA was being held back by structural barriers including fragmented charging networks and power–constrained buildings blocking expansion. Approximately 30% of older buildings across SEA lacked sufficient electrical capacity for EV charging stations. This led to unmet enterprise fleet demands for a projected 1.7 million vehicles annually in SEA as existing solutions could not deliver the integration that enterprises customers required at scale.

To overcome these barriers, Eigen Energy saw that digital–first solutions — platforms that could unlock interoperability, maximise infrastructure potential, and simplify user experiences — were critical. Two flagship initiatives were launched.

Unified Roaming Hub Platform

To solve the problem of fragmented networks which saw drivers juggling five to eight different apps, Eigen Energy developed a pioneering roaming hub built on Open Charge Point Interface (OCPI) protocols. This allowed drivers to access charging stations across providers, automated vehicle authentication, standardised payments, automated operator settlement, and provided real-time information on station availability and pricing.

The impact was transformative:

- The cloud-based platform acted as both a roaming network and clearing house, making the experience of driving EVs more seamless.

- The single platform consolidated Southeast Asia's fragmented charging landscape into a cohesive, interoperable system.

AI-Powered Dynamic Load Management

Legacy buildings often face electrical capacity limits that restrict widespread EV charging deployment. To address this, Eigen Energy developed a Dynamic Load Management (DLM) system combining IoT sensors at electrical distribution points with proprietary machine learning.

Using live building consumption data, the system communicated with chargers via Open Charge Point Protocol (OCPP) and dynamically optimised charging loads in real time. This allowed charging access without risking electrical overload.

The solution was clear:

- EV charging stations could now be installed in buildings that were previously unsuitable, allowing mass scaling of EV adoption.

Lessons for Other Enterprises

Eigen Energy's journey highlights key takeaways:

Partner strategically for scale
Open platforms and industry collaboration accelerate adoption and market acceptance.

Design for collaboration
Early testing and prioritising partners with strong API capabilities help overcome protocol gaps and software compatibility issues.

Future Outlook

Eigen Energy's story demonstrates how digital innovation anchored by interoperable platforms and AI-powered infrastructure can turn fragmented ambitions into a seamless, sustainable EV future for SEA. The roaming hub is projected to be a significant revenue driver, while mobility operations are positioned for growth through expanded installations and managed services.

Looking ahead, Eigen Energy plans to extend its innovations into the region. Upcoming ventures include fleet management tools, predictive analytics for energy demand, and robust cybersecurity measures.

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By asking 'What's really holding EV adoption back?', we built solutions that scale, simplify and future-proof infrastructure for every driver, every property, and every fleet.

– Kevin Sim, Founder

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EtonHouse International Education Group

Personalising Education Through Digital Transformation

John Ang, Group CTO

Founded in Singapore, EtonHouse International Education Group has built its reputation on delivering inquiry–based learning through purposefully designed curriculum and global classrooms, from infant care to high school.

As EtonHouse expanded to over 100 schools in Asia and competition in the market intensified, the group confronted a critical challenge: how to scale its personalised approach and stay true to its educational philosophy, while meeting parents' rising expectations in a digital–first world. "What makes us special — meaningful connections and individual growth — was at risk from fragmented systems and time–consuming routines," shared John Ang, Group CTO.

Digitalisation as the Foundation for the Future

EtonHouse recognised that generic digital solutions produced only modest wins: off–the–shelf digital tools did not allow rich data to be turned into insights or consolidate communication among students, parents, and teachers. Educators still had to process up to 20 hours of paperwork each week.

To scale effectively, smart digitalisation was essential. An integrated, intelligent system would be the foundation for sustaining its child–centric pedagogy at scale. "We set out to replace manual, paper–based routines with a connected learning journey — where insights move effortlessly across classrooms and countries, and every child is known, challenged, and cared for," said John Ang.

EtonHouse assembled its own in–house digital team with expertise in infrastructure, application development, and cybersecurity, laying the groundwork for digital transformation through two flagship initiatives.

Kagami: Unifying the Learning Experience

The first initiative, Kagami, was a smart platform unifying student records, lesson plans, and parent communications. Kagami enabled parents to view real–time progress updates, automated attendance, and streamlined reporting.

The impact was immediate:

- For teachers, administrative work was reduced by

  25%, and rework halved thanks to automation.

- Student retention climbed by

  30%, attributed to improved communication with families and timely insights into student progress.

AI Planner: From Busy Work to Impactful Work

The second breakthrough came with an AI–enabled planner, co–developed using OpenAI tools. The planner empowered teachers by streamlining curriculum preparation and progress reporting, offering suggestions that aligned with pedagogical and student needs. What once consumed hours of preparation now took minutes, freeing teachers to focus on one–on–one mentoring and classroom creativity. Early results were significant:

- 70% reduction in lesson planning time

- More time for creative teaching and one–on–one engagement

- Fresh ideas surfaced to make classroom learning more dynamic

To support this innovation, the digital team also modernised EtonHouse's IT infrastructure and deployed a new curriculum platform, ensuring reliability and security across the entire group.

Lessons for Other Enterprises

EtonHouse's journey highlights lessons relevant across industries:

Leadership alignment is non–negotiable
Clear commitment from leadership is crucial to overcome resistance and signal digital as a strategic imperative.

Prioritise corporate values
By anchoring its solution on its "Human First" ethos, ensuring authentic teacher–student–parent interactions are preserved, EtonHouse secures a distinct market advantage.

Agility matters
Piloting tools in select classrooms, gathering feedback and iterating before full–scale deployment ensures context–fit and operational reliability.

The Future

Between FY20–23, EtonHouse achieved **42% revenue growth**, driven by improved retention and scalability of its pedagogy. Teachers now spend more time on meaningful interactions with the students while the network gains consistency in educational practices across countries.

Looking ahead, the group plans to advance personalisation and learning analytics and explore **augmented and virtual reality** for immersive learning environments.

> *Our digital transformation has made us nimbler and more interconnected. But the real breakthrough is a mindset shift — seeing technology not just as support, but as an engine for better learning, better communication, and, ultimately, a better future for every EtonHouse child.*
>
> *– Ng Yi–Xian, CEO*

Furama Hotels Singapore

Innovating Hospitality with AI–Driven Guest Support

Carol Yen, General Manager

Furama Hotels Singapore, an award–winning hotel chain, has long carved a niche for itself in Asia Pacific by combining value–for–money stays, service reliability, and accessible mid–range experiences for international travellers. As travel rebounded post–pandemic and expectations for speed, multilingual support, and seamless digital experiences rose, staff became more stretched handling repetitive queries, and guest satisfaction began to slip.

Furama's leadership saw the limits of scaling guest service with manpower alone. Seasoned with years of direct guest feedback, the team recognised that generative AI — implemented with care for guest satisfaction and staff empowerment — could set a new bar for hospitality.

Revolutionising the Guest Experience Through Digitalisation

Modern travellers expect instant answers in their own language, accurate booking information in real–time, and personalised recommendations. Furama recognised that meeting these expectations required more than just incremental change. The company needed a system that could engage guests naturally, operate 24/7, and integrate directly with hotel systems for reliable, real–time responses. GenAI became the answer.

This led to the creation of Fiona — a smart AI agent that reimagined how guests interact with the hotel from first enquiry to check–out. "We didn't just want to automate queries, we wanted to transform interactions — making each guest feel seen, and helping our staff to focus on creating truly meaningful and memorable experiences," shared Carol Yen, General Manager.

Fiona: The GenAI Smart Agent

Launched with technology partners and built on GPT–4o Mini and OpenAI APIs, Fiona was designed not as a typical chatbot, but as a context–aware, multilingual guest assistant.

Key capabilities include:

- **Intelligent multilingual engagement:** Natural conversations in English, Bahasa Indonesia, Vietnamese, and Japanese, with RAG–enabled contextual responses.

- **Smart booking integration:** Real–time connection to the Property Management System (PMS) enabled instant, accurate updates on reservations, room availability, and pricing.

- **Continuous learning architecture:** Fiona refined responses based on guest interactions and staff feedback, ensuring service quality improved over time.

Within its launch phase, Fiona delivered measurable results:

- **User satisfaction:**

  4.2 out of **5** stars, with 89% of guests willing to use Fiona again

- **Direct business impact:**

  136 bookings and **561** room nights attributed directly to Fiona

- **Operational efficiency:**

  Around **80** staff hours saved monthly, freeing staff to focus on complex and high–value guest interactions

Lessons for Other Enterprises

Furama's journey highlights key principles for adopting GenAI:

Build internal capabilities for agility
In–house expertise in RAG, prompt engineering, and chatbot configuration reduce reliance on vendors and enable faster troubleshooting.

Strengthen knowledge base governance
Structured processes keep FAQs, policies, and guest data accurate and up–to–date, with cross–departmental input.

Phase integration to build confidence
Starting with simple enquiries before expanding to bookings help secure staff and guest trust while refining system performance.

Looking Ahead

Buoyed by early success, Furama plans to expand Fiona's role beyond reservations. Future phases include integration with HR, menu and product knowledge, and deeper operational support for both hotels and restaurants — building true end–to–end guest experience.

From a mid–range hospitality staple to a technology–driven experience leader, Furama's journey demonstrates how generative AI anchored in operational know–how and a commitment to service can raise industry benchmarks and create deeper loyalty in a competitive travel landscape.

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With Fiona, we're redefining hospitality by blending warmth with technology, ensuring every interaction feels both personal and effortless for our guests and our team.

– Carol Yen, General Manager

Grain

Redefining Food Experiences with AI

*Ernest Sim,
Co-Founder and CTO*

F ounded in Singapore in 2014, Grain is credited as one of Southeast Asia's first "cloud kitchens," pioneering a model where chef-crafted meals are produced, marketed, and delivered through an integrated, tech-enabled distribution network. Ranked among Singapore's fastest-growing companies, it had also become recognised as "Uber for food". Today, Grain is a food experience company that offers meals on demand and catering for any occasion. Its mission is clear: to differentiate itself by rethinking everyday dishes with nutritious swaps. "Our mission is to improve lives through meaningful food experiences," shared Yong Yi Sung, CEO of Grain.

From Startup Kitchen to AI-Driven Operator

From the outset, Grain treated data as a core ingredient in its growth strategy. Insights shaped menu design, recipe development, pricing, promotions, and demand forecasting. But as the business expanded, legacy practices created operational friction: siloed digital tools impeded collaboration, manual processes consumed valuable hours, and recipe management via spreadsheets led to duplication and errors.

To scale sustainably, Grain needed to build a digital foundation and move toward AI-driven operations for greater speed, reliability, and adaptability. It thus embarked on two flagship initiatives.

AI–First ERP Platform

Grain's first step was to build a next–generation ERP system on Google Cloud Platform, integrating new functions such as recipe management, procurement, and event inventory control onto an existing core system, and managing key operations including menu management, order processing, payments and invoicing, and store functionalities.

An AI–powered delivery assignment system and a refined customer journey and relationship management platform were introduced. Using GraphQL and REST APIs, real–time synchronisation of data was achieved and ensured data alignment across teams. Scalable database solutions using PostgreSQL supported large volumes of operational and customer data. Procurement forecasting and customer analytics were powered by Vertex AI.

The impact was clear:

■ The platform's APIs connected kitchen operations with delivery fulfilment, eliminating work duplication and enabling automated decision–making across the supply chain.

Mobile–First Operations App

To extend efficiency to frontline teams, Grain developed an internal mobile app using React Native and TypeScript as a single source of truth for employees where they received real–time alerts, order updates, and stock changes. Still under development at the time of writing, the app was designed to improve transparency, accountability, and operational speed while phasing out paper–based processes entirely.

With its digital backbone in place, Grain had removed key operational bottlenecks and created a platform for continuous improvement. Early outcomes included:

■ Faster coordination across kitchen, logistics, and sales teams

■ Reduction in manual errors and duplicated tasks

■ Greater transparency and accountability across workflows

Lessons for Other Enterprises

Grain's experience offers broader lessons for companies pursuing AI–led transformation:

Invest in extensible architecture
Open APIs and modular microservices support rapid innovation and integration with third–party systems.

Make data accessible
Unified, real–time data enables automation and richer insights.

Encourage experimentation
Regular AI pilots implemented across non–technical teams accelerate adoption and culture change.

Looking Ahead

Looking ahead to 2027, Grain aimed to achieve 20–30% year–on–year revenue growth, complete elimination of paper–based processes, full AI deployment across operations, and a seamless customer experience via unified digital platforms.

By rethinking its operations with AI at the core, Grain has evolved from a startup into a data–driven food experience company feeding millions of people. The company's journey shows how bold technical reinvention, anchored by a clear business vision, can turn operational complexity into a competitive advantage.

"

This transformation will completely change the current catering universe experience and make Grain scalable across similar regions. We're not just building systems — we're creating the future of food service operations.

– Ernest Sim, Co–Founder and CTO

"

Greenphyto

Cultivating the Future of Agriculture Through Digital Innovation

Susan Chong, Founder and CEO

Based in Singapore, Greenphyto is a leading agri–tech innovator specialising in controlled–environment agriculture, automation systems, and AI–driven crop optimisation, architecting smart farming solutions from concept to harvest.

With global food demand intensifying and climate challenges threatening traditional agriculture, Greenphyto identified a critical opportunity: creating intelligent systems that deliver consistent, high–quality produce at scale while optimising resource use, positioning sustainable farming as the solution for urban food security.

"We're not just growing vegetables," said Susan Chong, Founder and CEO. "We're cultivating the future of sustainable agriculture through digital innovation that can feed the world while protecting our planet."

Pushing the Boundaries for Agriculture

Indoor farming was often constrained by operational barriers like high energy costs and steep infrastructure requirements, preventing consistent production at scale. Common challenges in the sector included fragmented, siloed automation systems, vast sets of unutilised sensor data due to lack of advanced analytics, and cooling and ventilation consuming up to 70% of operational costs. These limitations left a critical gap between growing urban food demand and reliable supply, as traditional approaches could not deliver the 24/7 precision required for commercial viability.

Greenphyto recognised that integrated digital platforms were essential for transforming indoor agriculture to industrial scale, and launched two key digital initiatives.

Unified Embedded Systems for Intelligent Farm Operations

To solve the problem of fragmented automation systems, Greenphyto developed a comprehensive integrated platform built on ESP32 microcontrollers and MQTT protocols. The system unified environmental sensors, robotic logistics, and precision water flow control hardware with programmable solenoid valves, delivering exact nutrient volumes based on growth recipes. It integrated APIs with the Vertical Industrial Farming System (VIFS) for live tracking, while deploying custom firmware for streaming of real–time data.

The impact was clear:

- Production scaled by over

  1,100 times while reliability doubled and manual intervention dropped sharply.

- Vegetable growth cycles are reduced by up to

  30% compared to traditional land based farming.

AI–Powered Data Science Platform: From Reactive to Predictive

To replace manual plant monitoring, a laborious yet imprecise process which could not fully deliver on quality control, Greenphyto developed an AI–driven plant monitoring system combining computer vision with machine learning algorithms. The system deployed PyTorch frameworks to automatically analyse real–time plant imagery, measuring height and canopy coverage, identifying yellowing leaves, and predicting germination rates. Over 20 intelligent dashboards combined with proactive alerts and growth analytics were rolled out to serve different teams, supported by an in–house AI chatbot that addressed workforce queries in multiple languages.

The results include:

- Plant health monitoring fully automated
- Reduced plant–to–plant variability to under 10%, ensuring consistent high quality of vegetables at scale

Lessons for Other Enterprises

Greenphyto's journey offers broader lessons for digital transformation:

Domain expertise drives AI
Combining data science capabilities with agricultural domain knowledge creates models grounded in agricultural contexts.

Data intelligence delivers ROI
Machine learning delivers tangible cost savings and accelerates organisational buy–in.

Standardisation accelerates scale
Common protocols and modular hardware enable faster system integration and expansion.

The Road Ahead

Greenphyto projects to produce 2,000 tonnes of annual production with full capacity via minimal intervention through integrated automation and AI intelligence.

Looking forward, the company plans to:

- Deploy AI agents to automate irrigation, lighting, and pest management in real time.
- Develop harvest prediction tools to improve planning.
- License its digital farming platform.

> We've proven that intelligent automation can turn agriculture from a traditional industry into a high–tech, sustainable solution for global food security. Now we are ready to share these innovations with the world.
>
> – Liow Wei Quan, Chief Digital Officer

iHub Solutions

Transforming 3PL Operations

Koh San Joo,
Managing Director

Headquartered in Singapore with operations in Malaysia, Hong Kong, the Philippines, and Thailand, iHub Solutions is a leading provider in third–party logistics (3PL). Its services span e–commerce fulfilment, complex warehousing, last–mile delivery, and software integration and customisation via its proprietary platforms.

As e–commerce demand surged, iHub confronted a key challenge: how to deliver the speed and visibility modern customers expect while operating in a traditionally manual, margin–sensitive industry. Recognising that the future of logistics rests on data–driven intelligence, the company set out to move beyond legacy operations and establish new benchmarks for efficiency and customer experience.

"The goal is not just about catching up with the market, but setting new benchmarks for efficiency and customer experience while bridging the gap between traditional logistics and the digital possibilities ahead," said Managing Director Koh San Joo.

Making Digitalisation Central to Growth

Unlike many logistics providers that viewed digital tools as incremental upgrades, iHub made digitalisation central to its growth strategy. The leadership identified three realities shaping the path forward:

■ **Capability shortfall:** Logistics was traditionally manual, requiring a shift in skills and mindsets.

■ **ROI pressure:** With tight margins, every innovation had to deliver measurable business impact.

■ **Resource constraints:** New solutions had to be phased in without disrupting daily operations.

To address these, iHub built an internal GenAI/ML and robotics team, guiding innovation through workshops and readiness assessments. Initiatives were prioritised for their desirability, feasibility, and viability ensuring that every project created tangible value.

GenAI–Powered Data Access

One flagship initiative was a virtual assistant for business intelligence, designed to democratise data access. By translating natural language queries into SQL commands, the platform enabled non–technical staff to obtain insights instantly without relying on data specialists. Deployed in a hybrid environment with Vertex AI for core processing, the platform allowed multi–turn conversations and auto–generated charts to provide visual insights.

Dynamic Route Optimisation

For last–mile delivery, iHub deployed AI–driven route optimisation. The platform analysed live orders, customer locations, and historical data to recommend the most efficient routes. Machine Learning–powered parsing processed customer remarks to extract delivery windows while algorithmic optimisation using Google OR–Tools dynamically assigned routes to drivers.

The initiative saw gains:

- Route planning was cut from 15 minutes per route to just three.
- On–time performance was improved.
- Fleet utilisation became more optimised.

Lessons for Other Enterprises

iHub's transformation highlights several lessons for companies navigating digitalisation:

Data matters most
Algorithms deliver value only when built on robust, reliable data.

User adoption is critical
Intuitive dashboards and redesigned workflows ensure trust and uptake among front–line staff.

Scale in phases
Breaking complex logistics challenges into smaller pilots build credibility and momentum.

The Road Ahead

Since the launch of its VLS Virtual Assistant platform in 2024, iHub has achieved a 20% revenue increase and a 30% lift in profits through smarter asset use. Route planning cycle times dropped by 80% while real–time warehouse tracking reduced loss incidents and improved order accuracy.

Today, iHub is emerging as a reference point for logistics innovation in Singapore's 3PL sector. Looking ahead, the company's next frontier is warehouse robotics, piloting collaborative robots for automated box folding and repalletisation and testing a four–way shuttle integration with Autonomous Mobile Robots to drive further productivity gains.

"

Sophisticated algorithms are only half the story. Lasting success comes from robust digital foundations — reliable data, intuitive interfaces, and systems that talk to each other.

– Koh San Joo, Managing Director

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Lumens Group

Revolutionising Fleet Management Through AI–Powered Automation

Chiam Soon Chian, COO

Since 2014, Lumens Group has grown from a pioneer in Singapore's Private Hire Vehicle (PHV) leasing industry into one of the largest and most diversified mobility solution providers. Lumens manages a fleet of over 5,000 vehicles across three service lines: (i) private hire, corporate, and personal vehicle leasing; (ii) vehicle trading and financing; and (iii) mobility–as–a–service (MaaS). Today, Lumens supports services from ride–hailing and corporate transport to vehicle trading, financing, and value–added fleet services.

As operations expanded, Lumens faced the challenge of scaling fleet operations efficiently while balancing service quality with the limitations of manual inspections and job allocation.

"Manual processes were holding us back from scaling effectively. We needed intelligent solutions that could support our fleet's growth and still deliver reliable service," said Tan Tze Loong, Director of Lumens.

Digitalisation for Optimisation

With customer demand rising and fleet size expanding, Lumens recognised that its conventional ways of working were no longer sufficient. Manual checks and paperwork created inefficiencies, inconsistencies, and delays. Inspectors relied heavily on personal judgement, while data processing and claims were still paper–based. Assignments for B2B mobility services were coordinated via WhatsApp broadcasts and basic location awareness, resulting in slow responses, mismatched jobs, and high cancellation rates.

Lumens decided to establish a technology–enabled ecosystem that could help it optimise operations, vehicle utilisation, and job allocation. It embarked on two key digitalisation initiatives.

AI–Powered Rental Vehicle Assistant

The first initiative was an intelligent Car Rental GenAI Assistant built on Microsoft Azure, integrating multiple AI services into a unified platform. The system guided users through structured photo–taking protocols to document vehicle condition, automatically processed the photos through Azure Document Intelligence, and employed AI Vision technology to detect and catalogue vehicle damages with consistent accuracy. Cloud–native APIs ensured real–time synchronisation with backend fleet management systems.

The gains were immediate:

■ Automation reduced vehicle processing times by

75%.

■ Standardising inspection quality allowed Lumens to handle higher vehicle volumes without increasing manpower.

Job Matching Service

To optimise driver–job allocation, Lumens will be introducing a rules–based Job Matching Service. The system will integrate data science to perform on–demand job matching based on several parameters such as traffic conditions, driver locations, and pricing. An upcoming dynamic pricing module is being developed to further enhance customer experience and real–time responsiveness.

The new system will lead to:

■ **Smarter matching:** Reduced mismatches and cancellations.

■ **Balanced supply and demand:** The system is expected to increase job acceptance rates by

20%

and boost job–matching productivity by

300%

improving both customer service and driver earnings.

Lessons for Other Enterprises

Lumens' journey highlights several lessons relevant to businesses adopting AI:

Balance automation with oversight
Automating 75% of tasks increases efficiency, but human judgement remains vital in complex or edge–case cases to safeguard quality and accountability.

Build strong data foundations
Robust data collection and integration ensure accurate insights, trusted metrics, and measurable impact.

Phase implementation
Starting with vehicle inspections before expanding to job matching enable smoother adoption and continuous improvement.

Future Vision

The transformation delivered measurable results:

■ Standardised and accurate vehicle condition reporting

■ Faster, more reliable customer service

■ Higher driver earnings through smarter job allocation

Looking ahead, Lumens plans to deepen AI integration across its platforms and expand into the broader mobility ecosystem, positioning itself as a leader in fleet management innovation and service excellence in Singapore.

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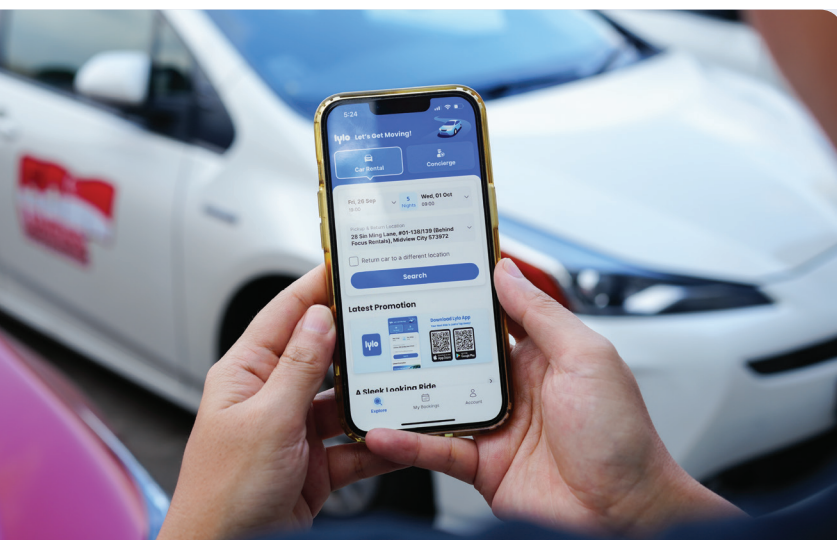
These intelligent solutions have transformed our operations. We're poised to scale our mobility ecosystem while delivering trusted experiences for drivers and customers.

– Chiam Soon Chian, COO

Markono

A Digital Transformation from Press to Platform

Benjamin Koh,
Director of Corporate Innovation

Founded in 1967, Markono began as a traditional printer before growing into an integrated provider of book printing, fulfilment, and supply chain solutions serving global publishers and educational institutions. As digital disruption reshaped the publishing landscape and readers' behaviour evolved, the company confronted the challenge of balancing the craft of book printing with the speed, scale, and connectivity demanded by a digital–first publishing world.

"The printing industry faces existential challenges from digitalisation, but we view it as an opportunity. Our reinvention isn't just for survival; it's about unlocking new value for our customers and partners," said Edwin Ng, Managing Director.

Creating New Revenue Streams Through Digitalisation

Disjointed legacy systems for print production, ERP, and warehouse management hampered data flows, created process bottlenecks and limited visibility across operations. Manual planning and paper–based workflows resulted in inefficiencies across the value chain, and capped growth potential.

Markono thus committed to a digital–first foundation to streamline production with key shifts in their business strategy. It established a digital team and embarked on two transformation initiatives.

Markono 4.0: Building an Intelligent Production Ecosystem

Markono embarked on a journey to transform into a fully automated smart factory. Leveraging AWS cloud services, IoT sensors, and real–time analytics, it created a proprietary production workflow system called Markono 4.0 to integrate complex workstreams, track critical metrics such as downtime and run speeds, and deliver real–time updates.

Just–in–time scheduling automatically assigned work orders based on real–time capacity and priority while a centralised command centre provided shopfloor monitoring and predictive maintenance capabilities. The system also automated Bill of Materials generation and price estimation, unified APIs across all systems, and provided advanced tools for data–driven decision making.

The impact was clear:

- **50%** faster on–demand delivery times through optimised scheduling

- **15%** more capacity without new equipment

- **30%** efficiency gains across operations, with production failures cut by half

- **$60,000** saved annually in manpower costs through automation

Booksmart: Expanding Into AI–Enhanced Commerce

To capture more of the publishing value chain, Markono developed Booksmart, a proprietary e–commerce platform, to help publishers sell their books without the need for significant physical inventory, minimising inventory obsolescence, and serving direct–to–consumer audiences across the Asia Pacific.

Booksmart featured end–to–end automation for procurement, payments, warehousing, and delivery; and was integrated directly with its print–on–demand systems.

Markono further enhanced the platform with GenAI capabilities, creating a virtual assistant providing 24/7 customer support and real–time order tracking, personalised recommendations, and a GenAI–powered search engine to optimise performance across 10 million titles.

The outcomes included:

- Ability to scale operations and manage higher workloads without increasing headcount, while optimising costs and efficiency

- Warehouse lead times improved **15–25%** through automation

- AI enhancements projected to lift online sales by **10–15%**

Lessons for Other Enterprises

Markono's reinvention offers lessons for traditional industries:

Start with automation, then layer in intelligence
Solid data and automated workflows make AI enhancements effective.

Expand the value chain early
Moving beyond print to e–commerce secure new revenue streams before disruption by digital natives.

Continuous enhancement drives edge
Iterative upgrades — from smart factory to AI–driven platforms — sustain competitive advantage.

The Road Ahead

With its digital–first model, Markono is positioning itself for sustained growth in the coming years. By investing in GenAI and custom AI models, the company is advancing its transformation into a strategic technology partner across the publishing value chain.

> "
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> *Markono has always seen technology as a key enabler of our long–term competitiveness: being tech–driven and having tech in the centre of our strategy has always been our belief.*
>
> *– Benjamin Koh*

Mocha Chai Laboratories

Reshaping Film Production Through AI

Founded in 2012, Mocha Chai Laboratories (MCL) began as a boutique post–production house in Singapore, making its mark as the region's first Dolby Atmos–certified mixing facility. Working with the likes of Netflix and CJ ENM, it has since grown into a fully integrated studio, handling everything from story development to distribution, while earning a reputation as the go–to partner for technically demanding projects.

As the industry struggles with rising production costs and soaring demand for cinematic quality, MCL is charting a bold new course: innovating and reshaping film production through AI, accelerating the processes from editing to delivery without compromising creativity or quality.

"Our goal is to fundamentally reshape how films are made. We want to give creators back their time, so their focus can remain on artistic processes," said Founder Chai Yee Wei.

Digitalisation as a Strategic Choice

Film production has historically been slow to adopt new technology. At MCL, three barriers stood out: traditional post–production processes that could take up to 12 months for long–form content, resource–heavy sound design process, and industry–wide heavy reliance on analogue workflows.

Recognising that AI could deliver measurable efficiency gains while preserving creative integrity, MCL launched two key initiatives.

Chai Yee–Wei,
Founder & Managing Director

GenAI–Powered Metadata Creation

The first initiative was an AI solution for metadata creation, built on Large Language Models. Traditionally, editors manually identified and tagged thousands of visual elements such as footsteps, props, and background movements across hours of footage.

MCL's system automated this process, training AI to replicate the thought process of a sound editor. It could identify visual elements, tag them consistently, and feed them directly into the editing pipeline. This reduced metadata creation time by 75% while ensuring consistency across projects. Editors were freed to focus on higher–value creative decision–making, improving both speed and quality.

GenAI–Powered Foley Generation

MCL applied AI to one of film's most resource–intensive tasks: Foley sound production. Traditionally, Foley required dedicated artists to manually produce and sync Foley effects for every scene — a costly, multi–week process for every film.

MCL's new engine analysed visual footage, detected cues such as doors closing and automatically synthesised or matched the appropriate sound from a digital library.

What once took weeks could now be completed in a fraction of the time. Foley production cycles were cut by 75%, and sound engineers could focus their creative finesse on the mix.

Lessons for Other Enterprises

MCL's journey underscores principles relevant across creative industries:

Build on core strengths
Decades of audio and colour grading expertise provide the foundation for meaningful AI innovation.

Solve real pain points
By targeting metadata and Foley, areas where inefficiency is most acute, AI adoption is both practical and impactful.

Integrate, don't replace
Tools are designed to fit seamlessly into existing workflows, ensuring adoption by creatives rather than resistance.

The Road Ahead

The impact has been tangible:

- **40%** reduction in overall production time
- **10%** revenue growth in the first year after implementation
- New revenue opportunities opened as MCL began offering its solutions to external industry players.

Looking forward, MCL plans to commercialise its AI tools as **Software–as–a–Service** offerings, helping other studios accelerate production while setting new benchmarks for efficiency.

From boutique facility to technology pioneer, Mocha Chai Laboratories is redefining what a film studio can be: blending artistry with AI to shape the future of filmmaking.

"

We're not just building tools for ourselves. We're creating a technological foundation that will help the entire industry unlock new ways of storytelling in this digital age.

– Chai Yee Wei, Founder & Managing Director

"

Nanyang Inc

Pioneering AI–Driven Event Logistics Excellence

Don Ho, Founder

S ince 1965, Nanyang Inc has evolved from a tentage provider to a trusted full–service logistics provider for events ranging from weddings to large–scale exhibitions. Its reputation was built on reliability, creativity, and the ability to deliver end–to–end solutions from design conceptualisation to infrastructure set–up.

But as Singapore's event industry grew more competitive and client expectations soared, Nanyang Inc recognised that its true differentiator for the future would need intelligent use of digitalisation and AI to deliver seamless, responsive customer experiences at speed.

"Speed, accuracy, and creativity; these are table stakes for today's clients. To win tomorrow, we needed to combine digitalisation and AI with our signature service DNA," explained Don Ho, Founder.

From Traditional Provider to Digital Pioneer

For decades, Nanyang Inc operated like most in the sector, relying on manual processes, paper trails, disconnected platforms, and staff–intensive coordination. However, the leadership realised that clients increasingly want instant responsiveness, accurate information, and personalised service: qualities that could only be achieved by rethinking operations with AI at the core while maintaining lean and efficient manpower.

The company's first experiment was a GenAI–powered chatbot to handle web enquiries, saving the team 82% of the time previously spent on manual responses. Fast, intelligent interactions quickly became their strongest client converter and the success confirmed what leadership knew: that digitalisation was not a back–office tool but a strategic driver of customer conversion and retention.

AutomateAI: The Intelligent Logistics Engine

Encouraged by early wins, Nanyang Inc partnered with Tridorian to build AutomateAI, a unified intelligent platform powered by Google's Vertex AI and BigQuery. Unlike piecemeal automation, AutomateAI consolidated data from once–fragmented systems — emails, inventory, customer service, and vendor relations — into a single platform.

The platform's multi–agent AI modules handled real–time inventory allocation, instant scheduling, quoting, invoicing, and cross–department coordination, essentially eliminating multi–day handoffs and error–prone manual work. Quotations and invoices were generated and sent instantly, while inventory allocation and vendor scheduling were automatically synchronised in real–time.

The impact was real:

- **67% reduction** in order processing time

- **850 man–hours saved monthly** through automation

- **65% boost** in customer retention

- **257% ROI** within the first year

"AutomateAI has turned what used to be bottlenecks into business advantages. We're faster, more accurate, and better aligned across every team," said Ho.

Building Digital Foundations the Right Way

Nanyang Inc's approach to AI adoption highlights best practices that other SMEs can learn from:

Data consolidation first
Unifying fragmented data creates a strong foundation for scalable AI solutions across the business.

Stage your solution adoption
Starting with an off–the–shelf chatbot to manage a singular function allows stakeholders to experience the benefits, making it possible to develop a customised platform with greater confidence.

Security and governance by design
Encryption, granular access controls, and privacy safeguards build trust with clients and ensure compliance.

Looking Ahead

With its intelligent logistics engine in place, Nanyang Inc is piloting generative AI for 3D impressions and drawn–to–scale mock–ups to accelerate client approvals and spark creative iteration. By blending creativity with technology in ways that were never possible with legacy systems, the company is reshaping the client experience.

From a legacy tentage provider to a tech–enabled industry leader, Nanyang Inc's story illustrates how with the right digital foundations, SMEs can set new standards for speed, precision, and customer experience, even in demanding sectors like event logistics.

"

This transformation has positioned us to lead the next wave of innovation in event logistics. We're reimagining how technology enhances every touchpoint while empowering our staff to deliver greater value.

– Don Ho, Founder

SaladStop!

Redefining Personalised Nutrition at Scale

*Adrien Desbaillets,
Co–Founder and CEO*

Since its founding in 2009, SaladStop! has been synonymous with modern, healthy fast food across Asia. With more than 80 outlets worldwide, the company challenged a common trade–off in quick–service restaurants: personalisation vs. speed. For health–conscious consumers, simply adding kale and quinoa to the menu was not enough. They wanted to understand their nutritional value, receive personalised recommendations for their salad bowls, and still have meals prepared within minutes; a complexity usually avoided by standardising menus.

SaladStop! recognised that its unique asset was deep expertise in nutritional science and ingredient variety. The question became: how could this asset be applied to personalising customer experiences, without creating operational friction or paralysing customers with overwhelming choices?

From Food Chain to Digital Pioneer

CEO Adrien Desbaillets reframed technology as core business strategy rather than mere operational support. "Our mission has always been to empower healthier communities. Technology isn't just an enabler; it's the key to delivering personalised nutrition at scale," he explained.

To deliver on this vision, SaladStop! deliberately invested in in–house digital capabilities. Unlike outsourcing, building internal teams allowed the company to integrate nutrition science with consumer psychology and operations. This move embedded a new tech–driven DNA across the organisation, aligning chefs, nutritionists, and product managers around digital–first food innovation.

AI–powered Nutrition Engine

The centrepiece of SaladStop!'s transformation was an AI–driven nutrition recommendation engine, developed on AWS Bedrock and Amazon SageMaker. It processed ingredient nutritional data, customer health goals, ordering history, and real–time inventory to recommend meals tailored to individual macronutrient needs and preferences.

This digital engine resolved a longstanding dilemma: customers could now navigate hundreds of ingredient combinations confidently, ensuring both personalisation and speed. Integrated into the SaladStop! app, the engine shifted customer interactions from passive ordering to *guided, intelligent choices*. Early pilots showed:

- Growth in digital orders
- Higher customer satisfaction scores
- Forecasted **20% operational efficiency gains** through improved demand forecasting
- Potential to **double online orders** in the next growth phase

The Digital Ledge: Transparency Meets Upsell

In–store, SaladStop! launched the Digital Ledge — a visual display system that showed customers exactly what they had ordered, with detailed nutritional breakdowns. This eliminated ordering confusion while creating targeted up–sell prompts through suggested ingredient pairings. Technical integration was key: SaladStop! built its own API layer to unify POS systems, kitchen workflows, and digital platforms. The outcome was operational synchronisation, not just digital novelty.

Results were measurable:

- **40%** increase in customers served per hour
- **93%** revenue growth in a single flagship store within one quarter

Lessons for Other Enterprises

SaladStop!'s transformation illustrates patterns relevant across industries:

Leadership as signal
CEO sponsorship ensures digital is a strategic imperative, not an afterthought.

Capability before scale
Internal teams give control over design, enabling unique, nutrition–focused features beyond what off–the–shelf digital tools can deliver.

Efficiency as foundation for innovation
Operational streamlining creates the confidence and bandwidth to deploy advanced AI solutions.

Looking Ahead

SaladStop! has evolved from a fast–food chain constrained by a speed–personalisation trade–off into a technology–enabled nutrition platform. By harnessing AI and digital platforms, it has turned complexity into competitive advantage.

"

We're no longer just a salad chain — we're building the future of food, where every meal is tailored to your health goals. By uniting operations, data, and AI, we're making personalised healthy eating simple at scale.

– Adrien Desbaillets, Co–Founder and CEO

"

Thomson Medical Group

Creating a Digital–First Patient Experience

Dr Melvin Heng,
Executive Director and Group CEO

Established in 1979, Thomson Medical Group has built a legacy as one of Singapore's most trusted healthcare providers for women and children, facilitating over 20% of the nation's births annually through its 190–bed hospital.

Renowned for combining clinical excellence with personalised patient care, the group also provides a comprehensive range of health services spanning specialties such as maternity care, gynaecology, paediatrics, diagnostic imaging, traditional Chinese medicine, and specialist dermatology. However, with 20,000 inpatient cases annually and counting, each requiring a set of mandatory care and discharge documentation, the hospital was facing administrative stress on its operations, affecting patient discharge process.

"Our focus is on rethinking how patients experience care and how clinicians carry out their work," said Dr Melvin Heng, Group CEO. "Digital tools are important, but only when they make the patient journey smoother and the clinician's workflow more efficient."

Building Integrated Care Beyond Hospital Walls

For years, Thomson Medical Group operated like most established hospitals, fraught with fragmented legacy systems, manual documentation, and disconnected patient touchpoints. However, the disconnect became clear when leadership took a deeper examination of patient journeys and realised their engagement with patients typically ended at discharge with limited mechanisms for ongoing support. The group understood that preserving its trusted position required rethinking operations with technology at the core while maintaining clinical excellence.

To bridge these gaps, Thomson Medical Group recognised that integrated digital solutions — systems that could unify patient data, streamline clinical workflows, and create meaningful patient touchpoints — were essential.
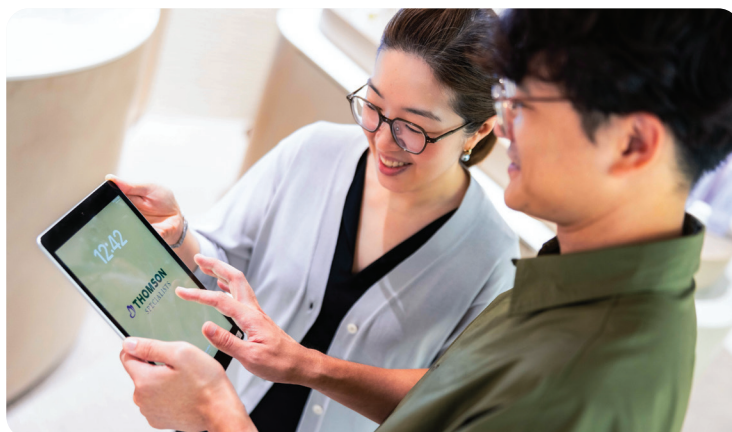
Smart Discharge Management: Efficiency Meets Engagement

One flagship initiative was an automated discharge system, designed to eliminate manual processes that consumed significant clinical time. Built on Microsoft Azure and integrated with other systems including Thomson Medical's Healthcare Management System, Doctor Application, and Thomson Touch Patient App, it leveraged GenAI to consolidate EMR records, treatment notes, and medication lists. The platform automatically drafted discharge summaries and daily care summaries while creating personalised care plans delivered to patients' mobile devices via the Thomson Touch Patient App.

The results were clear:

- **20** minutes saved per discharge across **20,000+** annual cases

- **85%** accuracy rates maintained while eliminating reliance on manual documentation

- Enhanced patient engagement through personalised care plans, generating a **5%** revenue uplift from improved post–discharge engagement

Lessons for Other Enterprises

The group's journey highlights practical takeaways:

Target high–volume processes first
Focusing on discharge documentation demonstrates ROI quickly and builds momentum.

Putting customers at the heart of digitalisation
Thomson Medical Group's starting point was to deliver personalised care to patients. By putting patients at the heart of the process, the solution ensures a seamless experience which contributes to patient loyalty while increasing staff efficiency.

Involve champions early
By involving doctors and nurses in training AI models and setting benchmarks, Thomson Medical Group ensures acceptance of the solution and staff advocacy.

The Road Ahead

The Smart Discharge Management initiative has shown promising early results, reducing administrative workload while improving patient satisfaction. The group is committed to expand the use of AI across more clinical processes to deliver efficiencies, stronger engagement, and enhanced care to a wider group of patients.

Thomson Medical Group's transformation sets a new benchmark for private healthcare in Singapore, proving that heritage providers can reimagine both operational excellence and patient engagement by making digitalisation the foundation of care.

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The healthcare landscape is evolving rapidly, and our digital transformation is about staying ahead of these changes. We're building capabilities that will allow us to address tomorrow's healthcare needs.

– Aslyn Koh, CIO

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Our Programmes: Turning Ambition into Impact

Through initiatives such as the Digital Leaders Programme (DLP) and GenAI x Digital Leaders (GenAI x DL), IMDA partners closely with Singapore's digitally ambitious enterprises to:

- Chart digital roadmaps and prioritise impactful projects

- Hire and develop in-house digital teams to sustain transformation efforts

- Deploy emerging technologies, especially AI, for productivity, innovation, and growth. DLP supports enterprises by uplifting leadership capabilities, instilling confidence through collaborative design and delivery of AI projects, and building sustainable digital competencies for ongoing success

To find out more information about how IMDA can help your company accelerate its digital transformation journey, visit us here – https://go.gov.sg/imda-dtc

Contact IMDA

To find out more about how IMDA can help your company in building digital capabilities and leveraging emerging technologies to support your digital transformation journey, scan the QR code to connect with us