



INFOCOMM
MEDIA
DEVELOPMENT
AUTHORITY

Digital Leaders

TRANSFORMING VISION INTO VALUE

Second Edition

About this Compendium

This compendium features the journeys of Singapore enterprises who have embarked on digital transformation together with IMDA. Across diverse sectors, these enterprises are responding to challenges and seizing new opportunities through bold vision and purposeful action, building digital capabilities and teams from within, adopting advanced technologies such as artificial intelligence, and turning ideas into real-world solutions that unlock their next bound of growth.

We invite enterprises to consider how they, too, can build their digital capabilities, innovate with purpose, and unlock new sources of revenue and value.

Digital transformation is within reach for enterprises with the vision and resolve to invest in change and pursue new possibilities.

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About Infocomm Media Development Authority

The Infocomm Media Development Authority (IMDA) leads Singapore's digital transformation by developing a vibrant digital economy and an inclusive digital society. As Architects of Singapore's Digital Future, we foster growth in Infocomm Technology and Media sectors in concert with progressive regulations, harnessing frontier technologies, and developing local talent and digital infrastructure ecosystems to establish Singapore as a digital metropolis.

For more news and information, visit www.imda.gov.sg or follow IMDA on LinkedIn (IMDAsg), Facebook (IMDAsg) and Instagram (@imdsg).

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Building Sustainable Business Advantage with AI: Aligning People, Processes, and Technology

Artificial intelligence is entering a new phase. As AI tools become more capable, affordable, and accessible, the question for enterprises is not just whether to adopt AI, but how to translate AI into sustainable business value.

Enterprises can deploy similar technologies yet achieve very different outcomes. What increasingly sets them apart is how effectively they integrate AI into the organisation. Successful digital transformation thus rests on three closely connected pillars: **people, processes, and technology**.

- ▶▶ **People** will need the confidence, skills, and critical judgement to work effectively with AI. As roles evolve, enterprises will need to help employees understand where AI can augment their work, where human judgement remains essential, and how the two can work together.
- ▶▶ **Processes** must evolve alongside the technology. Rather than merely automating existing ways of working, enterprises need to redesign workflows while establishing clear governance, accountability, and human oversight to create meaningful business outcomes.
- ▶▶ **Technology** remains a critical enabler. Trusted data, scalable infrastructure, secure deployment, and appropriate digital tools provide the foundation for transformation.

The greatest value emerges when these three elements develop together, enabling enterprises to adapt as technology evolves and build lasting advantage.



Enterprises do not have to make this journey alone. The Infocomm Media Development Authority (IMDA) brings together deep expertise across a range of advanced digital and AI technologies 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

IMDA works with enterprises, in particular digital leaders, to turn digital ambition into sustained business outcomes: by identifying high-impact opportunities, formulating actionable digital roadmaps, establishing a strong digital core, redesigning critical business processes, and connecting enterprises with the technology expertise and ecosystem partnerships required for effective implementation.

The enterprises featured in this compendium show what this can look like in practice. Across different industries, their journeys demonstrate how advanced technologies, combined with strong organisational capabilities, can drive efficiency, unlock new growth, and create real business value.

For enterprises looking to unlock their next phase of growth, IMDA wants to partner you to explore where digitalisation and technology can make the greatest impact and chart a practical path forward.

Join Singapore's next wave of digital leaders.

Digital Leaders Showcase



Allied Container Group

Allied Container Group turned delivery route planning from a manually driven task into a scalable digital process. Its Container Routing System automatically generates routes based on truck and road constraints, helping traffic controllers focus on more complex tasks and fleet deployment and improving delivery productivity 10 to 15 per cent.



AsiaOne Online

Digital news platform AsiaOne leveraged AI to rethink how content is described and tagged. Its content classification system automatically analyses content assets and assigns relevant tags, making content easier to organise, search, and recommend. This resulted in a more consistent taxonomy while freeing content teams from repetitive tagging work.



BDO Singapore

Professional services firm BDO Singapore used AI to make professional knowledge faster to access and easier to scale through AskBDO, a platform bringing together curated government information and the firm's own expertise, helping consultants research tax questions, support clients, and train new hires more efficiently.



Castlery

Using GenAI, Castlery has created Casa, a chatbot which provides faster, round-the-clock customer support across global markets. Casa connects with e-commerce, inventory, and customer-service systems to handle routine enquiries and support product discovery, while routing complex cases to human agents. Response times are 30 to 40 per cent faster and agent time savings are around 15 per cent.



Commonwealth Kokubu Logistics

Singapore-based food logistics provider Commonwealth Kokubu Logistics launched an ambitious enterprise-wide drive to embed agentic AI in workflows. Processes such as shipping declarations and accounts payable which once took days have been shortened significantly, freeing employees to focus on work that requires human judgement.



Crestar Enterprise

Cooling solutions specialist Crestar tapped on immersive technology to elevate its sales process, with an extended reality configurator that lets customers visualise products and configurations before committing. The solution reduces reliance on physical prototypes while giving sales teams a more interactive way to engage prospects.



DocMed Technology

The digital arm of Singapore-based pharmaceutical group Hyphens Pharma, DocMed Technology turned product sales training into an on-demand practice service using an AI-powered e-Trainer to simulate conversations with doctors using approved medical and marketing content, allowing sales representatives to practise repeatedly, adjust difficulty, and receive structured feedback.



DP Architects

Renowned architectural firm DP Architects used AI to turn the onerous process of calculating building façade performance into a largely automated digital workflow through its NimbleFaçade platform, which extracts and validates building data, performs complex calculations, and prepares submission materials for regulatory approval.

Digital Leaders Showcase



Durapower Group

Established hardware company Durapower transformed battery servicing from an on-site activity into a remote, data-driven service. Its DP Pulse platform combines IoT, cloud, and analytics to monitor battery performance and diagnose faults remotely, cutting assessment time from weeks to minutes.



Exceltec Property Management

Harnessing digital twin technology, IoT, and data analytics, Exceltec Property Management brought facility management operations to the next level with real-time visibility of building assets, pre-empting and early detection of maintenance issues, and optimisation of manpower resources.



GreenGarden Group

GreenGarden Group made its autonomous mobile robots smarter by enabling them to communicate with lifts and move independently between floors to complete cleaning missions. This removed the need for human escorts, freeing cleaners to focus on spot cleaning, inspections, quality checks, and responding to customer needs.



HMI Medical

Regional integrated healthcare provider HMI Medical used AI to turn a manual referral process into a seamless, connected patient journey, linking document processing, insurance checks, specialist matching, and appointment booking. The project streamlined workflows, improved visibility across referrals, and strengthened the company's internal technological capabilities.



Hong Leong Finance

With AI and data lakehouse technology, Hong Leong Finance created a solution that helps employees access and analyse complex business data more easily. Built on a governed data platform, its platform allows users to ask questions in natural language rather than rely on specialist queries and reports, putting faster insights directly in the hands of decision-makers.



Mlion Corporation

Engineering and steel enterprise Mlion Corporation created a B2B marketplace for used steel through its proprietary GoListID and GoTagID technologies. The solutions use AI to assess steel quality and RFID technology to provide traceability of steel assets, making transactions more transparent while supporting the growth of a circular steel economy.



PRISM+

Homegrown consumer electronics and appliances brand PRISM+ brought its fragmented business systems together through an integrated digital backbone spanning ERP, CRM, and data analytics. With customer and operational data flowing more seamlessly, teams can respond faster and make better-informed decisions.



Salmon Thrust

Finance and banking training provider Salmon Thrust is reinventing professional training with Aszend, a GenAI and extended reality platform that accelerates course development while creating immersive, repeatable learning experiences. The platform shortens the time needed to develop new programmes and expands the use of role-play simulations for learners.



►► Kyle Yeo, CTO

Allied Container Group

The Smarter Way to Move

Founded in 1975, Allied Container Group is one of Singapore's largest and most established operators in container haulage and container yard services. With more than 300 employees, the Group provides logistics solutions across land, air, and sea, alongside services such as container storage and reefer management.

As its operations scaled, Allied Container Group sought to improve the efficiency of fleet movements. Planned manually by traffic controllers, the process depended heavily on their experience and manual coordination, running the risk of inefficient assignments and routing errors.



"Digital transformation is about re-thinking how work is done across organisations. By bringing siloed enterprise data and teams onto shared platforms, we have reduced manual coordination, improved visibility, and enabled our teams to be more aware and focus on more complex decision-making."

— Kyle Yeo, CTO,
Allied Container Group

Using Data to Plan Better Delivery Routes

Allied Container developed a Container Routing System that automates route generation and optimises fleet movements between ports, warehouses, and customer locations, while accounting for operational needs and truck-specific constraints. The system integrates a leading map provider's API to enable intelligent routing algorithms, automated driver assignments, and real-time driver guidance through mobile data terminals with blackbox functionality for live route monitoring.

Key capabilities include:

- ▶▶ Route optimisation based on operational and truck-specific constraints, with automatic exclusion of unsuitable or restricted roads
- ▶▶ Data-driven driver assignments based on efficiency metrics
- ▶▶ Real-time route communication and journey tracking through in-vehicle Mobile Data Terminals



Building an Internal Team to Drive Transformation

To drive the project, Allied Container Group's in-house digital team conducted one-on-one interviews with business units to understand how work was carried out, where delays occurred, and which features employees would find most useful.

This close collaboration helped ensure the systems addressed real operational needs, while giving employees a role in shaping the tools and helping them understand the reasons behind the changes.

The digital team also built capabilities in stakeholder engagement, workflow mapping, system development, user training, and change management. With this knowledge retained in-house, Allied Container Group can enhance the systems more quickly as business needs evolve.

Redesigning Route Planning

Automated route planning has made fleet coordination faster and more consistent by reducing reliance on manual judgement and memory. Instead of constructing

each journey individually, traffic controllers can now use optimised routes that account for operational needs and vehicle restrictions.

This allows them to focus more on work that requires human experience and judgement, such as managing exceptions, planning resources, and improving fleet performance.

Impact

10 to 15 per cent improvement
in delivery productivity

Fewer routing errors, with stronger traceability
across transport operations

Lower fuel costs through more efficient routes

Lessons for Other Enterprises



Build digital capability close to the business.

The company's internal digital team worked directly with operations staff, understood ground realities, and improved the system quickly. Enterprises should develop teams that can bridge technology, business processes, and change management.



Turn operational know-how into repeatable systems.

Much of the value came from capturing the experience of traffic controllers—route constraints, vehicle requirements, and operational priorities—and embedding it into the routing system.



Use automation to raise the value of human roles.

Automation did not replace traffic controllers; it reduced routine planning work and freed them to focus on exception handling, resource planning, and performance improvement.

Preparing for the Next Stage of Digital Logistics

Allied Container has also streamlined warehouse operations through an integrated management system that brings together documents, job records, and inventory data. This enables real-time inventory tracking, greater operational visibility, and more efficient workflows. With this digital foundation and an in-house team in place, the company is well positioned to explore further applications of automation and intelligent logistics technologies.



►► Edmund Chua, Head of Department, Consumer Insights & Analytics Group

AsiaOne Online

Decoding Audience Demand with AI

AsiaOne Online is Singapore's first pure-play digital content platform, serving audiences across Singapore, Malaysia, and Hong Kong with news, lifestyle, and finance content, of which more than 90 per cent is produced in-house.

As the media landscape became increasingly fragmented in the 2020s, AsiaOne recognised that it needed to better understand what audiences cared about and turn those insights into editorial decisions that drive stronger engagement with their audience and long-term business growth.



"We see our people as the denominator of what our systems can achieve. Technology should help them do better work. We make deliberate efforts to help them understand and feel that. Technology should not make them feel threatened. Our goal, therefore, is to build systems that acknowledge people's contributions fairly and help our teams make smarter decisions, beyond page views to creating content that engages and serves the public."

— Sean Ler, CEO, AsiaOne Online

Creating the Data Foundation for Intelligent Business Decisions

However, without data linking audience behaviour to content types, AsiaOne had limited information on what drew audiences, what made content recommendations relevant, how to plan targeted advertising, or how to quickly identify emerging topics.

Using Google's Vertex AI platform and Gemini models, AsiaOne's in-house team developed its AI-assisted Content Classification Model (CCM).

Key capabilities include:

- ▶▶ Automated and comprehensive classification of images, videos, and other content assets based on more than 15 cataloguing dimensions covering topic, brand, location, sentiment, and visual features
- ▶▶ Seamless integration with AsiaOne's existing content management, data management, and advertising systems
- ▶▶ Granular data linking content types to audience preferences

Growing Digital Capability From Within

To drive the transformation, AsiaOne expanded its in-house digital team to more than 20 people, giving the company internal capability to build and refine tools around business needs.

At the same time, it embarked on bringing along its 100-strong workforce across different business functions.

Town halls were held with content teams to reassure employees that the new digital tools were designed to support their work, without compromising on creative autonomy and journalistic integrity. Brown bag sessions were held for hands-on exposure to AI skills such as prompting and story planning.

These efforts helped build confidence across AsiaOne's business units and equipped them with the skills to use the new systems.

From Editorial Instincts to Data-Led Decisions

Formerly, AsiaOne's content teams had to manually tag content assets, a time-consuming, imprecise process. With CCM, they can now focus on more creative and strategic work such as refining the taxonomy, testing accuracy, and interpreting insights.

The shift has also shaped how editorial planning is done at AsiaOne. Instead of relying mainly on editorial instinct and experience, content teams now use data drawn from story performance, audience interests, and emerging trends to develop stories.

The same process change has strengthened AsiaOne's sales teams, who can now pitch smarter, more targeted advertising campaigns to clients.

Impact

TikTok views grew 79 times from
1.5 million to more than 119 million a month

Subscriber base grew 27 times from around
50,000 to 1.36 million

Targeted ads achieved more than
150 per cent increase in click-through rate



Lessons for Other Enterprises



Design the solution with the business outcome in mind.

AsiaOne started with clear desired outcomes: to understand what drives content engagement and turn those insights into businesses strategies.



Respect human intelligence as we adopt AI.

The company kept newsroom judgement central by using data to strengthen, not replace, editorial decision-making, and involved its workforce in designing the solution.



Invest in data foundations.

CCM's richer taxonomy and integration with existing systems gave AsiaOne a stronger base for future innovation.

Looking Ahead

AsiaOne is now working on an AI framework to guide how its systems, teams, and data flows work together. It is also exploring how open-source data can enrich content and support deeper analysis.



►► (left) Gerard Seng, Executive Director, Digital Advisory
(right) Frankie Chia, Managing Partner

BDO Singapore

Turning Institutional Knowledge into Faster Client Support

Established in 1972, BDO Singapore is a full-service professional services firm offering business consulting, accounting and auditing, and tax advisory services, with over 800 professionals serving SMEs, large private companies, and multinationals.

As AI and digitalisation reshaped professional services, BDO saw that its sector, traditionally reliant on individual expertise, manual research, and relationship-led client engagement, would be disrupted. It set out to reimagine how clients engage with BDO and how work is delivered, building a more digital and future-ready organisation.



"Professional services will inevitably be reshaped by AI, and we would rather disrupt ourselves than wait to be disrupted. For BDO, it is an opportunity to capture and scale institutional knowledge. By combining trusted AI with human judgement, we can respond to clients faster, strengthen our people's capabilities, and build a more future-ready firm."

– Gerard Seng, Executive Director,
BDO Digital Advisory

Making Trusted Tax Knowledge More Accessible

BDO began with a challenge: retaining institutional expertise, strengthening knowledge transfer, and giving clients consistent access to trusted advice. It developed AskBDO, an AI-enabled Tax Assistant, with technology partner CrimsonLogic.

AskBDO is built on a secure, multi-tenant knowledge intelligence platform with a model-agnostic architecture, enabling seamless integration and swapping of AI models as capabilities evolve.

Key capabilities include:

- ▶▶ Autonomous agentic workflows to proactively assist users, execute multi-step tax queries, and deliver contextualised, action-ready insights
- ▶▶ Trusted, accurate responses as AI agents independently retrieve, analyse, and synthesise answers from curated government databases and BDO's institutional knowledge base
- ▶▶ Secure, dedicated environments where clients can upload confidential data for contextualised answers

Turning Individual Expertise into Shared Capability

As a knowledge-based organisation, a considerable share of BDO's expertise resides with individual employees. AskBDO was designed to capture this knowledge and make trusted guidance more accessible to stakeholders.

Building the enterprise knowledge base was a highly collaborative process. Common questions from clients and junior employees were consolidated by the tax teams, while senior managers and tax partners reviewed the AI-generated responses for accuracy, structure, and tone.

To drive adoption, the company introduced prompt training, platform familiarisation sessions, town halls, and leadership roundtables. Usage dashboards helped the team identify adoption barriers, allowing targeted support.

Creating a Faster Path from Question to Advice

AskBDO gives clients a digital first point of contact for tax-related questions, reducing the need for every enquiry to begin with a call or email to a consultant. More complex queries are routed to BDO's digital team, which identifies the appropriate consultant to follow up. This provides faster access to guidance while allowing consultants to focus on issues that require deeper judgement or tailored advice.

AskBDO has also made onboarding smoother by giving new hires ready access to answers for common queries, helping them build knowledge more independently.

Impact

Estimated
20 per cent productivity gain

Rapid first response to customer queries within seconds, instead of a few days

Faster onboarding of new hires



Lessons for Other Enterprises



Design for trust, not just speed.

In professional services, accuracy, reliability, and source integrity are essential. BDO prioritised trusted, accurate answers, and then focused on optimising response times.



Expect setbacks, but maintain leadership commitment.

During the pilot, BDO faced technical issues and user concerns, but strong, visible senior leadership support maintained momentum, reinforced confidence, and kept the programme on track.



Build change capability across the organisation.

BDO established a network of digital champions to identify use cases, share best practices, support colleagues, and advocate for change, thus deepening digital adoption across the organisation.

Looking Ahead

BDO plans to extend its digital transformation across its other professional services. It has also introduced a secure internal platform that allows employees to analyse documents, review contracts, compare multiple files, and conduct research using AI. Moving ahead, BDO also sees potential to adapt its knowledge intelligence approach to help organisations capitalise on institutional knowledge.

CASTLERY



►► Declan Ee, Co-founder

Castlery

Furnishing the Future of Customer Experience

Founded in Singapore, Castlery is a design-led furniture brand established in 2013. With an in-house design team and a network of manufacturing partners across Asia, it brings contemporary furniture directly to customers through its online platform and showrooms.

As Castlery expanded across Australia, Canada, Singapore, the United Kingdom, and the United States, its customer experience (CX) team had to manage rising enquiry volumes, demand for cross-time-zone support, and increasingly complex product questions, prompting the company to rethink how it could scale high-quality customer support.



"AI works best when it starts with a focused business problem, not a moonshot. The challenge came from our frontline teams, so they helped shape the solution and could see how it extended their capacity rather than replace them. Going forward, we want to build on this momentum, empower AI champions internally, and connect our value chain further through better data and decision-making."

– Declan Ee, Co-founder, Castlery

Turning Product Knowledge into Scalable Customer Support

With support from IMDA and technology partner Axrail.ai, Castlery developed Casa, a GenAI-powered Personal Shopping Assistant built on AWS Bedrock. Drawing on Castlery's product knowledge base and historical customer conversations, Casa delivers conversational support for customer enquiries, enabling faster, more consistent responses at scale.

Key capabilities include:

- ▶▶ Personalised product recommendations based on customer prompts and purchase history
- ▶▶ AI-to-human handover for enquiries requiring judgement or empathy
- ▶▶ End-to-end customer interaction management across ticketing, lead follow-up, and satisfaction tracking

Freeing CX Teams to Handle More Complex Customer Needs

By taking on routine enquiries, Casa allows Castlery's CX agents to focus on more complex cases such as quality concerns, refunds, voucher exceptions, and home furnishing advice.

This creates a more consistent workload and fairer performance reviews as CX agents are assessed on comparable, higher-complexity cases. The new workflow also created new career pathways in areas such as team leadership, quality assurance, service audit, and AI improvement.

Redesigning Customer Service Around AI-Human Collaboration

With Casa, Castlery's service flow is now redesigned around enquiry complexity to create a triage system.

Routine queries on topics such as showroom hours, delivery coverage, and product availability are handled directly by Casa. Casa pre-qualifies and prepares medium-complexity cases for human handover. Complex cases requiring judgement or empathy are escalated directly to CX agents.

This structured approach improves AI-human handover, by giving CX teams clearer context for faster resolution. To keep Casa reliable, Castlery continuously reviews its responses, identifies knowledge gaps, refines model instructions, and monitors performance drift.

Impact

30 to 40 per cent improvement
in customer response time

15 per cent in time savings
for CX agents

5 per cent improvement
in customer satisfaction score



Lessons for Other Enterprises



Design the AI-human collaboration around work complexity.

Casa was built around enquiry complexity, allowing AI to resolve routine questions, pre-qualify medium-complexity cases, and escalate sensitive or judgement-based issues to CX teams with better context.



Turn frontline knowledge into a scalable asset.

Castlery's CX teams helped identify gaps, test responses, and refine Casa's knowledge base, turning frontline product and service knowledge into a more consistent, reusable, and scalable resource.



Treat AI as an evolving capability.

Casa required ongoing tuning, quality control, and data improvements to ensure it continues to perform as intended.

Looking Ahead

Casa's success has given momentum to Castlery's wider AI adoption. Castlery is developing AI champions across departments, supported by internal and external training, to help teams identify problem statements and translate them into practical AI use cases. Looking ahead, Castlery sees opportunities to apply AI in areas such as customer behaviour analysis, inventory planning, and warehouse operations.



► Daniel Tan, Managing Director

Commonwealth Kokubu Logistics

Building an AI-Powered Logistics Operation

Established in 2018, Commonwealth Kokubu Logistics (CKL) provides end-to-end cold-chain logistics across Singapore and Southeast Asia. Its operations span temperature-controlled warehousing, inventory management, shipping, and last-mile delivery.

CKL recognised that competing on physical logistics capabilities alone was no longer enough to stay competitive. It set out to become a digital-first company, using technology to connect siloed operations, transform workflows, and create new customer propositions.



"Think big, start small, move fast. You need to think big because the real challenge is often the whole ecosystem. But start small and move fast because if you wait for the technology to be fully mature, you risk falling behind. Start with a real problem, prove what works, and keep iterating as the technology evolves."

– Daniel Tan, Managing Director,
Commonwealth Kokubu Logistics

Creating a Digital Foundation by Connecting Information

CKL started with IntelliFlow, a proprietary AI-powered platform developed by its in-house technology team. Built using open-source components, system integrations, and generative and agentic AI, IntelliFlow connects information across CKL's existing systems and enables AI agents to automate workflows across business units.

Key capabilities include:

- ▶▶ Automated extraction and organisation of information from both structured and unstructured data in multiple formats including emails and scanned documents
- ▶▶ Connecting data across existing systems through APIs, giving employees and AI agents a more complete view of business information
- ▶▶ Agentic workflow automation using AI agents configured for specific tasks, such as processing shipping information or supporting HR workflows

Bringing Employees into the Transformation

To get employee buy-in, CKL demonstrated how AI agents can take on repetitive and time-consuming tasks. Employees were engaged to validate redesigned workflows, identify errors and refine outputs, ensuring that AI agents can perform effectively in real-world conditions.

CKL also launched a Digital Champions programme to nurture internal change agents and drive AI adoption across the enterprise. Employees who signed up received training to experiment with AI and digital tools, solve real operational problems with AI, and drive improvements within their own business units.



Embedding AI into Daily Operations

IntelliFlow has changed how employees carry out routine, information-intensive work as AI agents are deployed to automate workflows across its business functions, from shipping to HR.

In shipping for example, staff previously had to extract the required information from multiple sources such as emails and paper documents, and manually populate permit applications for regulatory submissions. With IntelliFlow, an AI agent can now automate the entire workflow while employees remain responsible for validation, customer commitments, and operational exceptions.

Impact

75 per cent reduction

in shipping declarations processing time, from about three to four days to one day

More than

60 per cent reduction

in accounts payable processing time

Targeted

25 to 35 per cent increase

in operation capacity due to enterprise-wide AI adoption

Lessons for Other Enterprises



Anchor big ambitions in focused wins.

CKL set out to create a connected logistics ecosystem but tackled specific use cases progressively.



Start early and iterate forward to build capabilities.

By experimenting early with generative and agentic AI, CKL was able to learn, adapt, and build capabilities as the technology evolved.



Be transparent in communicating change.

CKL communicated openly through town halls about how the business and landscape were changing and gave employees a personal stake by framing transformation as an opportunity to upskill.

Looking Ahead

With IntelliFlow as the foundation, CKL has developed applications such as OptiPlan, which uses AI to forecast demand and support inventory management for chilled-food customers, and SyncGate, which uses computer vision and AI to coordinate incoming vehicles, deliveries, and warehousing. Moving forward, CKL aims to make its new capabilities part of its customer proposition, opening new business avenues for future growth.



►► Shawn Lee, COO

Crestar Enterprise

Creating Immersive Customer Experiences

Founded in 2004, Crestar Enterprise is a Singapore cooling solutions brand combining product design, engineering, and technology to develop a wide range of ceiling fans suited for tropical living. Its portfolio is distinguished by a high degree of customisation, spanning lighting options, performance features, finishes, materials, and colours.

As demand for energy-efficient cooling solutions rises, ceiling fan sales have been steadily growing across Southeast Asia. However, while exploring expansion into markets in Thailand and the Philippines, Crestar faced the challenge of marketing its full product range without the support of an existing network of overseas stores.



"For us, innovation means bringing together technology, sustainability, and customer experience. The future is not just about selling products but creating meaningful moments around them. XR helped us move beyond the limitations of a physical showroom to create digital experiences that customers can see, feel, and remember."

– Shawn Lee, COO, Crestar Enterprise

Bringing the Full Product Range Anywhere

Crestar thus developed OrbitX, a portable immersive application operated using Apple Vision Pro headsets and iPads. The platform uses digital 3D models of Crestar's products to recreate different fan configurations and product features within an interactive virtual environment.

Key capabilities include:

- ▶▶ Virtual previews of products across configurations of colours, finishes, features, and performance, including visualisation of airflow and lighting options
- ▶▶ Interactive exploration of fan components, from motor to individual fan blades
- ▶▶ Single-user and guided multi-user modes for exhibitions and sales demonstrations

Securing Buy-ins from In-House Teams First

Crestar recognised that some employees might be unfamiliar with technologies such as extended reality (XR). To prepare its marketing and sales teams for the new solution, the company first gave them hands-on experience with the technology so that they could see how XR could strengthen product presentations and customer engagement.

Business development and marketing employees then learned to manage the XR experience, guide users through different product options, and use the platform to drive more consultative sales conversations.



From Product Explanation to Customer Consultation

Previously, sales teams could display only a fraction of its product portfolio at exhibitions. Much of their time was spent explaining products that customers could not physically see.

With OrbitX, customers can now explore the full range of product configurations within an interactive virtual environment. Sales employees spend less time describing basic product features and more time

engaging customers, understanding their requirements, and proposing solutions suitable for their specific spaces, preferences, and practical needs.

The platform has also removed much of the hassle of preparing for overseas exhibitions. Instead of transporting and setting up numerous physical samples, Crestar can now deploy the portable system in under 10 minutes, making it easier for marketing teams to manage trade events overseas.

Impact

50 per cent increase
in leads from developers,
interior designers, and homeowners, and
30 per cent increase
in qualified leads

300 per cent increase
in trade visitor engagement time

45 per cent savings
in logistics cost for
overseas trade shows and
60 per cent reduction
in booth setup costs

Lessons for Other Enterprises



Design the experience around the customer journey.

Crestar started with the customer's interest in mind and designed the use of XR around a smoother, more engaging purchasing experience.



Turn product explanations into conversations.

Sales engagements shifted from one-way product explanations towards consultative conversations.



Track early indicators of value, not just sales.

Engagement time, lead quality, space savings, and customer feedback showed whether a new experience could create business value before revenue was realised.

Looking Ahead

Crestar plans to extend the use of OrbitX beyond trade shows into partner showrooms, training, and brand storytelling. The solution has already been deployed at its experiential centres in Singapore, with future enhancements expected to provide richer product education.



►► Leonard Chiu, CTO

DocMed Technology

Scaling product competency through AI-powered practice

Established in 2021, DocMed Technology is the digital technology arm of Hyphens Pharma, a Singapore-listed specialty pharmaceutical group with operations across Southeast Asia. DocMed develops digital health products to serve healthcare professionals, providers, and the regional pharmaceutical ecosystem.

As Hyphens expanded across Southeast Asia, DocMed saw an opportunity to support its parent company with a more scalable way to equip medical sales representatives with accurate product knowledge across markets: a digital training solution to standardise learning and help sales teams practise without relying solely on in-person training.



"Part of caring for our people is giving them access to AI and the confidence to use it. By taking on repetitive and tedious tasks, AI can free employees to focus on more strategic and meaningful work, while supporting a better work-life balance. Ultimately, we want technology to make work more manageable and satisfying."

– Leonard Chiu, CTO,
Hyphens Pharma International Limited

Turning Product Knowledge into Conversational Practice

DocMed developed e-Trainer, an AI-powered practice partner that allows sales representatives to rehearse product conversations on demand. The solution, which runs on a cloud-based architecture, combines a retrieval-based knowledge system grounded in Hyphens' approved content, while built-in guardrails prevent the AI from generating unsupported claims. To strengthen data control, Hyphens invested in on-premise GPU infrastructure, enabling DocMed to develop and host AI models internally.

Key capabilities include:

- ▶▶ Conversational role-play based on realistic scenarios
- ▶▶ Adjustable difficulty levels and time-bound practice sessions, with immediate feedback against approved product messages
- ▶▶ Market-specific content and local-language options

From Co-creation to Adoption

Developing e-Trainer required close collaboration between engineers and medical marketing, commercial, and sales teams. Medical marketing teams owned the approved clinical content, product messages, and assessment criteria, while sales representatives and local experts refined scenarios.

Managing adoption was equally important. Some representatives initially viewed e-Trainer as additional work and resisted using it. The company actively engaged sales teams to explain how the tool complemented existing training and improved their work performance. Their feedback was incorporated to ensure relevance of the e-Trainer as a practice tool.

From Scheduled Training to On-Demand Practice

Previously, product training revolved around classroom sessions, annual sales meetings, and scheduled cycle meetings, supported by a learning management system. These approaches offered limited opportunities for interactive practice, a more effective method of building fluency. Coordination for role-play was challenging as it required a sales manager or trainer to be present.

With e-Trainer, sales representatives can practise at their own pace and repeat as often as needed. The e-Trainer responds dynamically to sales representatives' learning progress, while creating a safe environment for them to strengthen delivery and build confidence before actual sales presentations.

Impact

12 to 24 times more
role-play training sessions per year
per sales representative

Around
60 per cent cost reduction
in training cost, while improving quality
and frequency

35 per cent improvement
in product knowledge over a six-month period



Lessons for Other Enterprises



Design for data security and ownership from the start.

Hyphens invested in its own GPU infrastructure and built guard rails to ensure data control and security.



Push early wins to build sustained leadership support.

Delivering a working AI solution quickly demonstrated value to senior management and secured their support.



Design AI around employee needs.

e-Trainer was introduced to help employees do their jobs better, facilitating ease of buy-in and adoption.

Looking Ahead

DocMed plans to extend e-Trainer to more products and overseas markets, introduce additional local-language options, and develop more natural AI personas. It is also integrating AI into workflows enterprise-wide by nurturing digital champions, holding internal AI competitions, and deploying engineers to collaborate with business units.



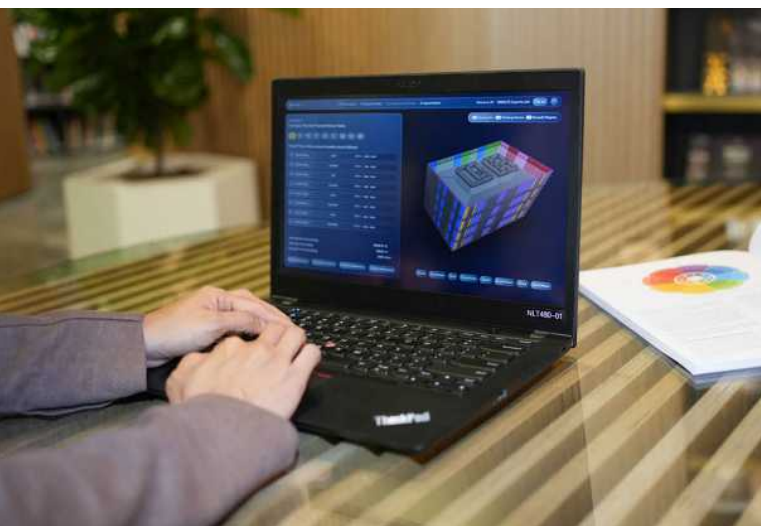
►► Chan Hui Min, Director and Head of Green-Well-Tech

DP Architects

From Manual Calculations to Intelligent Façade Design

Founded in Singapore in 1967, DP Architects is one of Singapore's largest architectural practices, with about 1,000 staff across a global network of offices. Its multidisciplinary teams span architecture, engineering, façade design, and urban planning.

As building requirements became more complex, DP Architects saw a need to improve how the Envelope Thermal Transfer Value (ETTV) of building façades was calculated and submitted for regulatory approvals, a process involving lengthy computations and extensive document preparation.



"We see human-AI collaboration as the next driver of productivity, redesigning roles so that AI handles complex computation and repetitive work while professionals provide judgement, design intent, and accountability. NimbleFaçade's success has shown us what is possible and we are now confident to pursue a much bigger ambition: to make DP Architects an AI-native practice."

– Chan Hui Min, Director and Head of Green-Well-Tech, DP Architects

Smart Façade Computations Through AI

Building façade design requires teams to balance factors such as heat gain, regulatory compliance, and architectural intent. Air-conditioned non-residential buildings must also meet ETTV requirements, which limit heat gain through the building envelope.

Completing an ETTV assessment typically took about three weeks, as engineers had to manually extract and verify data, perform calculations, and prepare annotated drawings and supporting documents for regulatory submission. DP Architects thus developed NimbleFaçade, an AI-powered software to transform the ETTV assessment workflow.

Key capabilities include:

- ▶▶ Automated extraction, organisation, and interpretation of building data from Building Information Modelling (BIM) files using AI
- ▶▶ Building envelope performance analysis (ETTV, RETV)
- ▶▶ Automated preparation of annotated drawings and regulatory submission documents

Giving Engineers Faster Ways to Verify Results

Automation alone, however, was not enough to secure adoption, as engineers remained professionally accountable for the submissions and were reluctant to rely on outputs they could not easily verify.

DP Architects therefore worked with engineers to make NimbleFaçade's outputs more transparent, which led to features such as visual façade simulations to allow more intuitive assessment, as well as tools to validate results within the system.

Repeated testing helped the team refine the system and align its outputs with familiar professional formats, gradually building trust among users.

Bringing Performance Analysis into the Design Process

By bringing performance analysis earlier into the design process, NimbleFaçade allows architects and engineers to assess design options against shared parameters from the outset. Teams can quickly understand how changes to glazing, shading, materials, and façade forms affect energy use, embodied carbon, cost, and regulatory performance without repeating the entire manual workflow.

This turns ETTV assessment from a late-stage compliance exercise into a design development tool, giving teams more flexibility to explore different façade options and improve performance.

Impact

80 per cent reduction

in turnaround time for façade analysis and document preparation

Springboard to develop AI capability

New revenue opportunity through the commercialisation of NimbleFaçade



Lessons for Other Enterprises



Design to address end user needs.

DP Architects improved adoption by designing features to allow professionals to audit, check, and challenge NimbleFaçade's outputs.



Allow safe experimentation.

Teams were given space to test ideas in sandbox environments and refine solutions through fast feedback cycles.



Scale with discipline.

Be prepared to stop pilots that do not demonstrate sufficient value, and redirect resources towards use cases with clear evidence of impact and potential to scale.

Looking Ahead

DP Architects has also launched a technology startup to develop AI solutions for the architecture, engineering, and construction industry. The firm is strengthening digital capabilities and embedding AI at the enterprise level through an AI Masterplan, nurturing internal AI champions, and developing use cases across the organisation.



►► (left) Kelvin Lim, Group President
(right) Sanjay Bakshi, Senior Group Director, Digital & Innovation

Durapower Group

Turning Battery Data into a New Business Engine

Founded in 2009, Durapower Group built its reputation on lithium-ion battery technology, powering e-mobility systems, marine vessels, and energy storage systems across 25 countries. With more than one billion electric kilometres powered by its batteries, Durapower had strong hardware credibility.

But as demand for their products grew, customers increasingly needed to understand battery health, detect potential faults earlier, support warranty assessment, and plan maintenance more effectively. For Durapower, this became an opportunity to move beyond hardware manufacturing and build new digital capabilities around battery intelligence.



"With our digital transformation, we now recognise that data is a vital tool in formulating our pricing and winning strategies. Digital solutions are what's keeping us competitive and enabling us to propel further and faster."

— Kelvin Lim, Group President,
Durapower Group

DP Pulse as the Platform for Battery Intelligence

DP Pulse was developed as the technology backbone of this transformation. The cloud-based platform integrates hardware, IoT connectivity, cloud infrastructure, and analytics to provide real-time visibility into battery performance. With DP Pulse, customers can now detect potential faults earlier, plan maintenance before issues escalate, and support warranty claims with clearer evidence. This helps reduce downtime and extend battery life.

Key capabilities include:

- ▶▶ Remote real-time monitoring of battery performance, health, and operating conditions
- ▶▶ Historical analytics, state-of-health tracking, stress analysis, and warranty insights
- ▶▶ AI/ML-enabled predictive maintenance for early fault detection and anomaly detection

Turning Digital Tools into New Ways of Working

Durapower's transformation was as much about its workforce as its technology. The company grew its digital and innovation team to six people, building internal technological capabilities in AI/ML, product management, and digital strategy.

With remote access to battery health data, engineers and technicians could assess issues earlier and support customers more proactively, while aftersales teams could handle warranty claims with clearer evidence.

The same capability also opened new opportunities for Durapower's business teams. Instead of only selling batteries, they could package battery insights into value-added services such as remote monitoring, predictive maintenance, lifecycle reporting, and fleet performance support.

In a hardware-led company with more than 500 employees, digitalisation has strengthened Durapower's competitive edge, enabling data-led monitoring, earlier intervention, and more coordinated collaboration across technical, commercial, and customer-facing teams.

Moving from On-Site Diagnosis to Remote Insight

Before DP Pulse, battery fault assessment often depended on on-site diagnosis, slowing troubleshooting when assets were deployed across markets.

Durapower redesigned the process around remote visibility. Engineers and technicians can now access application data, assess issues and warranty claims earlier, and make faster decisions based on real operating conditions. Post-implementation, Durapower could monitor voltage, current, and temperature data to pinpoint the timing of a fault and analyse its before-and-after effects.

Impact

99 per cent reduction

in battery fault assessment time, from two weeks or more to a few minutes

70 per cent savings

in travel costs and resource deployment through remote diagnostics

Projected

4 per cent increase

in sales from Durapower's new digital capabilities



Lessons for Other Enterprises



Start with a real operational pain point.

Durapower focused on limited visibility into deployed battery assets, addressing both business and customer needs.



Build capability across functions.

Transformation required technical, commercial, and aftersales teams to understand how data could change customer service.



Use data to drive adoption.

Operational data helped employees and customers see the practical value of digitalisation.

Looking Ahead

Durapower is building on DP Pulse as part of an ecosystem connecting battery intelligence, mobility, energy management, battery lifecycle, and circular economy capabilities. Besides AI-driven predictive management and digital twin models, Durapower is also exploring fleet management systems and battery passport capabilities next. The company has also developed a charging management system as a service to support their customers while creating a new business segment for the company.



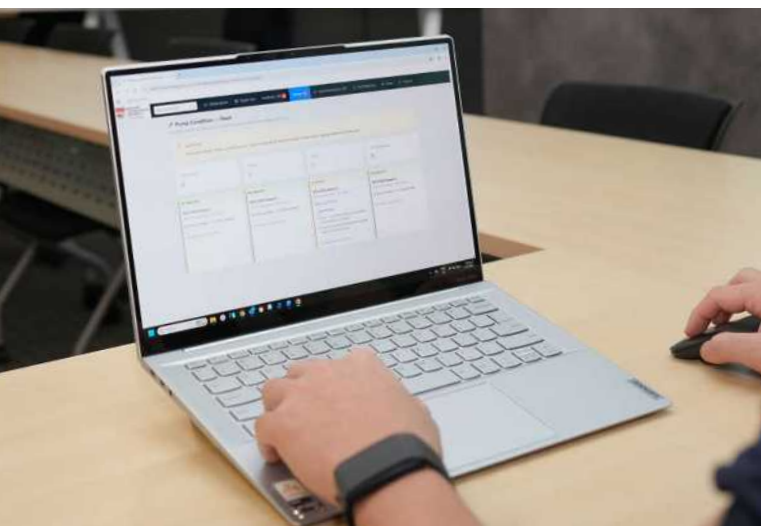
►► Koh Hock Seng, BBM, Managing Director

Exceltec Property Management

Turning Building Data into Smarter Facilities Management

Established in 1997, Exceltec Property Management provides facilities, environmental, and project management services across more than 100 residential, commercial, and industrial facilities in Singapore.

Facing intensifying competition, manpower constraints, rising client expectations, and fragmented operational data, Exceltec saw the urgency to integrate its systems, optimise resources, and deliver more responsive, outcome-based services.



"To stay competitive, especially against larger players with deeper experience and more advanced technology, we must continuously update our capabilities and upskill our people. Building our own technological strengths allows us to optimise resources, deliver greater value to our customers, and ensure Exceltec is ready for the future."

**– Koh Hock Seng, BBM,
Managing Director,
Exceltec Group of Companies**

Integrating Siloed Operational Data on One Platform

Exceltec thus developed an in-house Digital Twin platform that mirrors operations across its managed facilities. Built using Three.js and hosted on AWS and Linode, the platform brings together building information and operational data from multiple facility management and operations tracking systems, while integrating live feeds from deployed IoT sensors. Custom APIs automate data exchange with customers' facility management systems, giving customers greater visibility into building performance.

Key capabilities include:

- ▶▶ Real-time monitoring across critical building systems, supported by IoT sensors detecting a range of metrics such as footfall, bin usage, and ammonia levels in washrooms
- ▶▶ Centralised operations management through role-based dashboards, alerts, automated task reminders, and access to work documents and asset records
- ▶▶ Data-driven work planning using analytics, heat maps, and early fault detection

Investing in Internal Capabilities Alongside Technology

The company expanded its technology team from about five to ten employees, strengthening its in-house capacity to develop and refine the platform. From solution design to rollout, the team worked closely with facility managers and frontline employees to address operational pain points and incorporate ground-up ideas for improving workflows.

During implementation, the technology team conducted on-site demonstrations and training, guiding employees through functions such as accessing documents, tracking work orders, and responding to task alerts. This hands-on approach built confidence while helping Exceltec refine the platform around real operational needs.

Moving from Fixed Schedules to Real-Time, Optimised Response

The Digital Twin platform, powered by live data from IoT sensors, creates a virtual representation of Exceltec's managed facilities, enabling Exceltec to complement fixed maintenance and cleaning schedules with real-time, condition-based responses.

For example, footfall and ammonia sensor data can show which washrooms are busiest and when demand peaks. Managers can then increase cleaning frequency during busy periods and assign worker resources to lower-usage areas accordingly where the workload may be less physically demanding.

The same visibility helps Exceltec deploy its 20 mobile maintenance teams more effectively, prioritising sites and assets that require attention. Centralised documentation also supports smoother

handovers when employees change roles or new teams take over a site.

Impact

15 per cent improvement
in productivity

15 per cent improvement
in service quality

5 per cent growth
in revenue



Lessons for Other Enterprises



Test before scaling.

Exceltec conducted a feasibility study before committing significant resources, and trialled IoT sensors for at least three months to identify connectivity, reliability, and usability issues.



Design with users, not just for them.

Frontline feedback led the tech team to introduce practical features such as washroom heat maps and calendar views.



Make technology visibly useful.

Adoption improved when employees saw how the platform could help them work more smartly, prioritise tasks, and reduce routine monitoring.

Looking Ahead

Exceltec plans to continue extending its Digital Twin platform and offer its digital capabilities to clients and industry partners. The company has also developed an AI algorithm for early fault detection in assets such as pumps. With its operational knowledge repository in place, Exceltec is exploring how GenAI could be integrated to support workflows, analyse documents, and track regulatory changes.



since 1985

GREENGARDEN

INTERGRATED SERVICES PTE LTD
LANDSCAPE & GENERAL CONTRACTOR PTE LTD

►► Abedah Masir, CEO

GreenGarden Group

Redesigning Cleaning Around Human-Robot Collaboration

Founded in 1985, GreenGarden Group is an integrated facilities management provider known for its innovative cleaning and landscaping solutions. It manages some 200 sites, supported by around 300 employees.

As the company expanded, it faced a longstanding industry challenge: attracting and retaining workers for physically demanding cleaning work. GreenGarden saw robotics as a way to address the manpower constraints.



"Technology alone is not enough. We need to understand what clients want, what is practical on the ground, and bring the right people together to make it work. For us, robotics is about supporting our workforce, freeing our people from repetitive tasks so they can focus on work that requires their skills and judgement."

— Abedah Masir, CEO,
GreenGarden Group

Connecting Robots with Building Infrastructure

Autonomous mobile robots (AMRs) are increasingly deployed in cleaning but were limited to operating on a single level, requiring workers to physically escort them between floors.

GreenGarden thus worked with a technology partner to create a Smart Elevator Control gateway, which allows AI-enabled AMRs to communicate with lift infrastructure, allowing the robots to move between floors and complete cleaning cycles independently.

Key capabilities include:

- ▶▶ AI-enhanced Simultaneous Localisation and Mapping (SLAM) enables AMRs to map their surroundings, detect dynamic obstacles, and plan alternative paths while completing cleaning missions
- ▶▶ Autonomous multi-floor navigation as AMRs can navigate to the lift lobby, call for a lift, take it to the next floor and continue working without a human escort
- ▶▶ Fleet Management System (FMS) enables remote scheduling, monitoring, and management of AMRs

Building Effective Human-Robot Collaboration

The implementation has reduced the physical demands on cleaners and the need for pre-shift and after-hours work, which is important for a workforce that includes more mature employees. AMRs now handle repetitive, large-area cleaning, while cleaners focus on spot cleaning, hard-to-reach areas, site inspections, team support, and client engagement.

To build effective human-robot teams, GreenGarden's frontline staff are trained to manage and monitor the AMRs via a mobile app, and perform basic maintenance and troubleshooting.

From Moving Robots to Managing Cleaning Missions

With the new solution, GreenGarden has redesigned its deployment and cleaning workflows. Site assessments are now conducted upfront to determine whether a facility is suitable for automation. The company evaluates factors such as stairs, slopes, curbs, charging locations, and lift infrastructure, maps the AMRs' designated cleaning areas, and sets the virtual boundaries.

Cleaning tasks are scheduled and monitored remotely. GreenGarden has also introduced work instructions covering safe operation and troubleshooting, with frontline supervisors handling first-line issues before escalating more complex technical problems to the robotics vendor.

Impact

More than

30 per cent savings

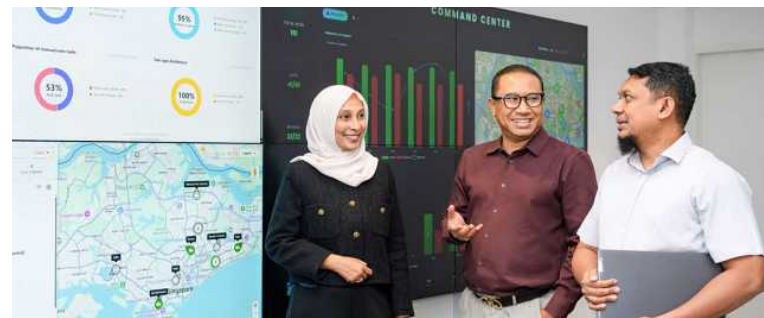
in manhours by eliminating the need to manually escort robots between floors

Projected

15 per cent growth in revenue

due to new capabilities

Expanded cleaning coverage with AMRs able to operate across larger areas and during off-peak periods



Lessons for Other Enterprises



Solve the workflow, not just the task.

Automating cleaning tasks alone delivered limited gains. By looking at the end-to-end workflow, GreenGarden identified lift integration as the missing link and redesigned the process.



Keep abreast of what technology can enable.

GreenGarden attends industry exhibitions, researches emerging solutions, and evaluates different vendors to understand capabilities available in the market, such as AI-powered AMRs.



Build internal capability alongside external partnerships.

GreenGarden relied on technology partners for robotics and systems integration, while developing its own technology team to translate technology into operational improvements.

Looking Ahead

GreenGarden now has a command centre that provides live operational reporting, enabling faster incident response while giving clients access to real-time data. It is also looking into applications of AI and digital technologies across other parts of its business, including landscape design, and exploring regional expansion.



► Chin Wei Jia, Group CEO

HMI Medical

Helping Patients Find the Right Care Through AI

Founded in 1998, HMI Medical is a regional integrated healthcare provider with a 2,500-strong workforce, serving more than three million patients annually. Its services span primary, specialist, and ambulatory care, managed healthcare, and professional training.

As HMI Medical's services and patient base grew, its patient referral process became increasingly difficult to scale. The process depended heavily on manual workflows and coordination by human agents, prompting the company to turn to AI to redesign the journey.



"I am most excited about simplifying healthcare experiences for more people and helping them stay healthier for longer so they can lead their best lives. With smart technologies, it will enable earlier detection, smarter interventions and tailored treatment. The future of healthcare is not just reactive treatment—it's proactive and personalised!"

– Chin Wei Jia, Group CEO,
HMI Medical

Connecting a Fragmented Referral Process

HMI Medical developed HANA (Health Assistant and Navigation AI) using a modular, API-driven architecture that connects existing platforms such as clinic management, appointment scheduling, customer relationship management, and insurance systems. HANA engages patients conversationally, gathers their documents and requirements, and supports referrals to specialists.

Key capabilities include:

- ▶▶ Intelligent referral and insurance policy processing with automated extraction of key information from referral documents and retrieval of patients' insurance coverage details
- ▶▶ AI-supported matching of specialists based on insurance eligibility and patient preferences
- ▶▶ Real-time appointment booking, referral, and follow-up tracking

Building AI Capability with Human Oversight

Given the sensitive nature of healthcare referrals, HMI Medical retained humans in the loop. Rule-based controls manage insurance eligibility and rejection pathways while generative AI interprets patient requests and supports specialist recommendations. Human agents verify the outcomes and focus on complex cases, such as when a suitable specialist could not be identified with HANA's aid.

The project equipped HMI with hands-on experience in AI model evaluation, prompt engineering, and AI-assisted software development, and enhanced the organisation's ability to develop new AI-powered business solutions and identify, assess, and manage AI-related risks.

To create a shared understanding of where AI could add value and where human oversight must remain, management and other stakeholders received training on AI fundamentals, governance, risks, and potential use cases.

Embedding AI into a Governed, Streamlined Workflow

HANA streamlines information flow between patients, systems, and staff, reducing manual work in document processing, patient-specialist matching, and insurance eligibility verification.

Referral Operation Dashboards provide visibility into referral outcomes, patient responsiveness, AI- and agent-handled interactions, and reasons for escalation. These insights help HMI Medical further refine the referral process.

To ensure the system stays reliable, HMI Medical introduced testing gates, versioning, documentation, and rollback procedures. The company hired AI engineers to strengthen internal technical ownership,

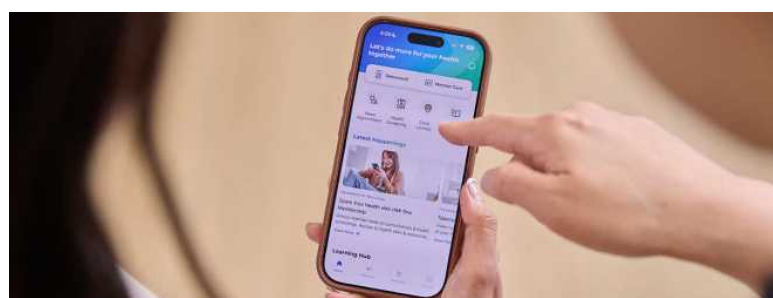
work alongside vendors on solution development, and maintain future enhancements.

Impact

30 per cent increase
in referral cases managed

Around
50 per cent reduction
in case closure time with immediate
patient outreach by HANA

Improved patient experience with
team freed up to focus on engagement



Lessons for Other Enterprises



Redesign the full journey, not just the patient interface.

HMI Medical connected every stage of the referral journey, embedding AI across the workflow rather than using it only as a patient-facing tool.



Track outcomes to drive continuous improvement.

Dashboards are built to track referral outcomes, patient drop-offs, and escalation patterns to yield insights on friction points, allowing continuous refinement.



Develop the ability to challenge and validate vendors.

HMI Medical strengthened its in-house technology capabilities, enabling teams to assess vendor work and take greater ownership of future enhancements.

Looking Ahead

HMI plans to extend AI-enabled workflows across the full patient lifecycle, including follow-up care and chronic disease management, and to move from reactive to proactive care by using data insights. Moving forward, the company will enhance multimodal data integration, strengthen governance frameworks, and scale its internal AI capabilities.



► (left) Lim Wei Leon, Senior Vice President, Transformation & Innovation
(centre) Joan Yeo, CFO
(right) Irvine Yeo, Head of IT

Hong Leong Finance

Enabling Trusted Insights with Governed AI

Founded in 1961, Hong Leong Finance (HLF) is Singapore's largest finance company, offering deposit, financing, lending, and corporate finance solutions to individuals, SMEs, and corporate customers in a highly regulated sector.

Building on its robust business reporting framework, HLF proactively transformed its data architecture—transitioning into a unified, governed data platform that seamlessly integrates AI-powered analytics to optimise insights.



"Digital transformation is about changing how the organisation uses data. By combining strong data foundations with GenAI, we can make governed enterprise data more accessible through conversational analytics."

– Irvine Yeo, Head of IT,
Hong Leong Finance

From Static Dashboards to Conversational Analytics

HLF developed a cloud-based platform that brings data management, governance, analytics, and GenAI together in one system, where data from its existing operational systems is ingested through automated, secure pipelines.

Key capabilities include:

- ▶▶ Consolidation of structured and unstructured data into a unified, governed data lakehouse
- ▶▶ Conversational analytics enabling users to ask questions in natural language and receive reports based on approved datasets
- ▶▶ Data governance and role-based access to ensure AI and analytics operate within HLF's governance framework

Building Trust and Skills for AI

HLF involved business users in developing the platform, from defining requirements to testing. For example, it worked closely with the Risk Management team on loan portfolio and borrower-level analysis. Users helped determine how the data should be presented and checked the platform's outputs against existing reports.

This helped address early concerns around data accuracy and privacy, AI-generated insights, and whether the platform would create additional work. Demonstrations and hands-on testing further built confidence. Business users were also trained to interpret dashboards, prompt effectively, and validate AI-generated outputs.



Redesigning Roles Around Data and Analytics

For Risk Management, analysis work previously involved extracting data, preparing spreadsheets, reconciling figures, retrieving historical records where needed and carrying out manual checks before insights could be generated.

The new platform enables users to explore interactive dashboards, drill down into underlying data, and use

conversational AI to generate insights from governed enterprise knowledge. By reducing manual data preparation, it enables the team to focus on analysing trends and validating insights.

The redesigned process reduces the need for HLF's IT teams to handle repeated data extraction requests, freeing them to work on broader digitalisation initiatives. Data management and business owners, meanwhile, take greater responsibility for data definitions, ownership, and validation.

Impact

More than

80 per cent time savings

in turnaround time across data extraction, collection, compilation, and report generation

Improved efficiency and enhanced data-driven decision-making with real-time insights and analysis

Strengthened governance with built-in activities tracking, role-based access controls, and defined data ownership

Lessons for Other Enterprises



Build governance in from the start.

For regulated industries, data ownership, access controls, validation processes, and human accountability need to be designed into the solution from the outset.



Bring in specialised expertise where it adds value.

Complex data transformation projects may require capabilities that do not yet exist in-house, such as expertise in data lakehouse architecture. The right technology partners can help accelerate implementation.



Retain internal ownership.

Enterprises should own their business requirements, data definitions, governance framework, and operating model to ensure long-term sustainability.

Looking Ahead

HLF sees its data warehouse as a foundation for broader digital transformation. It plans to extend the platform across more business functions while introducing predictive analytics, anomaly detection, and automated reporting. It is also exploring AI-enabled operations and workflow automation, while continuing to strengthen data quality, governance, and human oversight.



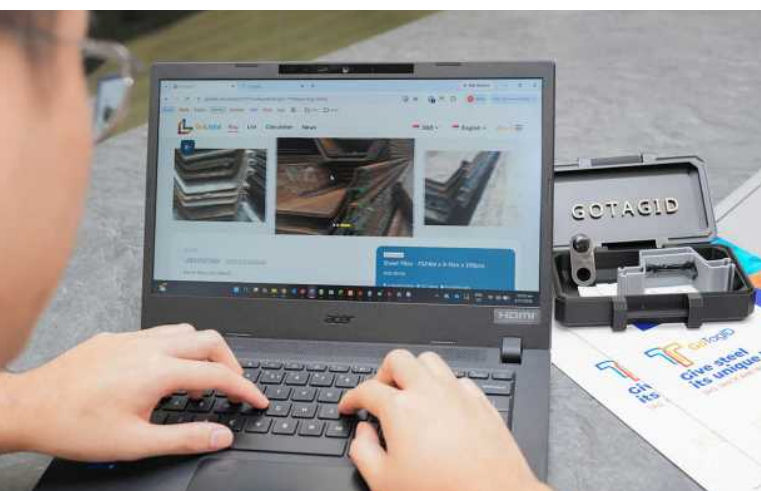
►► (left) Rama Rao Gudivada, Vice President of Software Engineering
(right) Ong Song Yi, Regional Vice President

Mlion Corporation

Turning Pre-Owned Steel into a Trusted, Tradable Asset

Founded in 2011, Mlion Corporation is a Singapore-headquartered steel solutions company and Southeast Asia's largest distributor of steel sheet piles. It supplies steel products for port, waterfront, civil engineering, and infrastructure projects.

As circular economy gained traction and traceability requirements for steel increased, Mlion saw a rising demand for pre-owned and traceable steel, and the opportunity to bring structure, trust, and scalability to the fragmented pre-owned steel market.



"With rapid technological disruption, it is time for Singapore's SMEs to consider digital transformation beyond emails and spreadsheets for greater collaboration within enterprises, and move on to AI adoption. For us, a key lesson is that AI adoption is not about starting with technology, but with identifying the right business use case to start with."

– Ong Song Yi, Regional Vice President, Mlion Corporation

Creating a Digital Marketplace for Pre-Owned Steel

Mlion developed GoListID, a B2B marketplace for pre-owned steel. The platform, developed using tools including PHP Laravel and Python, is supported by a proprietary rust grading system that uses AI and machine learning to assess steel condition from photographs.

Key capabilities include:

- ▶▶ Standardised quality checks and photographic documentation for auditable transactions
- ▶▶ Mobile app for inspectors and operations staff to assess and document steel condition on the go
- ▶▶ Item-level traceability and support for regulatory compliance are enabled through GoTagID—a system using RFID-enabled tags with an epoxy coating or metal housing on each steel item to provide relevant information.

Combining Industry Judgement with Data

Steel grading traditionally relied on inspectors' experience and checks of samples, which could result in disputed quality assessments. Maintenance of proper documentation, mainly comprising paper forms, was inconsistent.

With GoListID and GoTagID, a structured process is introduced where every steel item is assessed against a standardised system, photographed, and tagged. While the new workflow initially met with resistance due to added steps, Mlion drove adoption through hands-on training for operations staff and inspectors, explaining how traceability supports compliance and the safe reuse of steel.

Over time, adoption grew as users recognised their role in safeguarding quality, compliance, and trust. For inspectors, the work evolved from relying on individual judgement to validating AI-supported assessments.

Turning Steel Reuse into a Standardised and Auditable Process

Trading pre-owned steel traditionally depended on personal networks, price negotiation, and subjective grading. Buyers and sellers struggled to connect, while intermediaries could push prices beyond commercial viability. As a result, reusable steel was sometimes recycled prematurely.

Now, before a steel batch is listed, Mlion verifies its specification and condition. Inspectors use the mobile app to assign a consistent steel grade. Information on manufacturing and condition is captured in GoTagID. This gives buyers and sellers a common, documented basis for transactions—reducing pricing disputes, avoiding repeated checks, and making steel reuse more viable at scale.

Impact

14,148 tonnes
in carbon emissions savings
as of 2026 through steel reuse

600 per cent growth
in GoListID revenue within two years

More than
50 per cent productivity improvement
in steel quality inspection



Lessons for Other Enterprises



Solve the pain point, not the technology brief.

Mlion focused on a clear commercial problem: making pre-owned steel easier to grade, trace, trust, and trade.



Build internal technological capability over time.

External vendors helped Mlion get started, but an internal technology team gave the company greater control to improve, adapt, and scale the solution over time.



Make adoption part of the design.

Mlion turned initial resistance into buy-in by combining training, management support, and user feedback into the rollout.

Looking Ahead

Mlion is exploring robotics to further automate item-level inspection, tagging, and traceability logging. The company also plans to continue improving GoListID and GoTagID for wider adoption, supporting a more efficient circular market for steel.



►► (left) Kah Jo Fong, CDO
(right) Jonathan Wong, CEO

PRISM+

Connecting Data to Scale Customer Experience

Founded in 2017, PRISM+ is a Singapore consumer electronics brand offering products ranging from gaming monitors and smart TVs to air conditioners and home appliances. Its direct-to-consumer model has supported rapid growth across Singapore, as well as across the border in Malaysia.

However, as the business expanded rapidly, PRISM+ realised that its customer, service, and operational data remained fragmented, making it harder to deliver a seamless end-to-end experience at scale.



"We set a high bar for our customer experience. With the right systems and capabilities in place, we can now invest in new ways to serve our customers better, empower our teams more effectively, and ultimately make PRISM+ the best version of itself."

– Jonathan Wong, CEO, PRISM+

One Digital Backbone for Faster, More Reliable Decisions

PRISM+ developed a unified digital backbone that connects data across the customer journey, from purchase and fulfilment to installation, servicing, and warranty support. At its core is an Epicor Enterprise Resource Planning system, integrated with Salesforce for customer data and Infolog for warehouse operations. Automated data pipelines extract and consolidate information into a central data warehouse built on Google Cloud and BigQuery, with a governed data layer that standardises information across functions.

Key capabilities include:

- ▶▶ End-to-end customer journey visibility across purchase, delivery, installation, servicing, and warranty
- ▶▶ Advanced reporting and analytics on consumer preferences and purchasing patterns through cleaner, more accessible data
- ▶▶ Scalable data foundation for new applications including future AI use cases

Building Buy-In from the Ground Up

Recognising the importance of strong in-house digital capabilities, PRISM+ expanded its technology team to 12 members, including a six-person data team responsible for data matters.

The solution was then co-designed with teams across sales, marketing, customer service, operations, and finance, while pilot testing helped refine requirements.

Town halls helped connect employees to the shared goal of delivering a better end-to-end customer experience. Internal champions encouraged adoption, while pre-launch workshops, vendor-led sessions, and ongoing in-house training gave employees the confidence and skills to use the systems effectively.

Redesigning Processes Around Shared Data

Previously, fragmented data meant PRISM+'s teams could not access complete information on customers' purchases, deliveries, installations, and servicing, slowing responses to support tickets. Data silos created duplicated entry, time-consuming reconciliation, and limited stock visibility.

Rather than transfer existing workflows onto new platforms, PRISM+ brought business units together to map processes, identify bottlenecks, and redesign workflows across teams.

Today, cross-team handoffs run on shared records. Customer service teams can view a customer's history in one place, while operations and servicing teams can provide accurate updates on stock, fulfilment, and service activity. This helps PRISM+ respond faster with

full context, reduce escalations, and deliver a more seamless customer experience.

Impact

78 per cent reduction

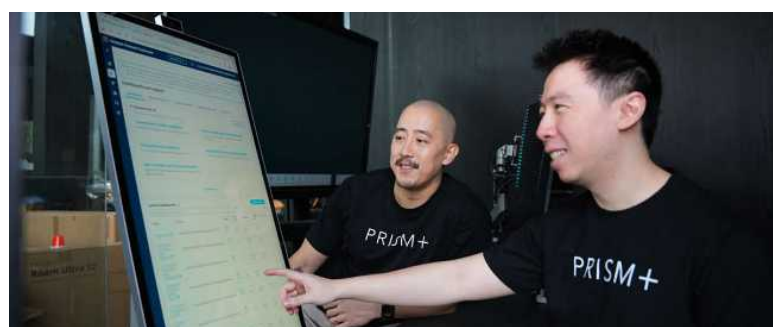
in phone-support queue time, from approximately three minutes to 40 seconds

90 per cent average score

in customer satisfaction scores since implementation

67 per cent savings

in man-hours spent on data-reconciliation work



Lessons for Other Enterprises



Build collaborative intelligence.

PRISM+ involved employees in redesigning workflows and gave teams access to shared, reliable data, enabling them to combine operational knowledge across the enterprise for faster decisions.



Build an integrated data foundation first.

Clean, connected data and redesigned processes are essential before advanced solutions can work at scale.



Create clear ownership.

Strong executive sponsorship, defined workstream responsibilities, and continued human oversight help keep implementation focused and accountable.

Looking Ahead

The stronger digital foundation has enabled PRISM+ to develop PRISM+ Connect, a smart-home app that allows customers to manage appliances, arrange servicing, use geofencing features, and track purchases.

PRISM+ plans to apply more advanced analytics to identify purchasing patterns, strengthen customer lifetime value, and improve operational decisions. In parallel, it is developing an AI roadmap to guide its next phase of innovation.



►► (left) Leonard Cheok, CTO
(right) Ng Lye Heng, Founder and CEO

Salmon Thrust

Turning AI and XR into Smarter Financial Training

Founded in 2004, Salmon Thrust is a boutique training provider for banking and financial services professionals. Its programmes range from foundational courses to advanced training in private and corporate banking, wealth management, and global markets.

As risk, compliance, and regulatory demands evolve, and technologies reshape the banking and finance sector, training providers must keep pace to stay relevant. For Salmon Thrust, its six- to nine-month course development cycles slowed the rollout of new courses, while learners' varying competency levels made personalisation of training challenging.



"This project gave us a firsthand look at what GenAI and XR can achieve and opened our eyes to a wider range of future business models. We are now able to think beyond 'faster course production' to new ways to package, deliver, and license our new capabilities."

– Ng Lye Heng, Founder and CEO, Salmon Thrust

Bringing Courses to Market Faster, Making Learning More Immersive

Salmon Thrust worked with technology partner SFX Corporation to develop Aszend. Built on SFX's RealityTransform® Enterprise platform, the solution combines generative AI with extended reality (XR) simulations delivered through Unity, while drawing on tools including Gemini, AWS Bedrock, and Imagen.

Key capabilities include:

- ▶▶ Generating course outlines, multi-modal content, and assessment questions
- ▶▶ Creating AI-powered customer personas and immersive training via XR
- ▶▶ Adapting difficulty of scenario training to learners' experience

Driving Adoption of AI Tools

Salmon Thrust began by mapping its internal pain points and holding deep-dive sessions with staff to translate them into specific use cases. A small team tested the platform and AI models, documented effective approaches, and created prompt templates before introducing them to trainers.

To drive AI adoption, Salmon Thrust provided access to GenAI tools, encouraged staff to explore them, and conducted on-the-job training.

For its trainers, Salmon Thrust built buy-in by demonstrating how the solution addressed real operational pain points—particularly the onerous effort required to research and develop course content.

Moving from Manual Creation to an Expert-Guided Workflow

Under the new workflow, Salmon Thrust defines the topic, target audience, and learning objectives. AI generates the course outline, content, supporting assets, and assessment questions. Trainers serve as experts-in-the-loop, focusing on refining, validating, and contextualising AI-generated materials.

Previously, training relied on materials such as slides, videos, and audio clips. With Aszend's XR capabilities, learners can practise engagements with simulated banking customers in realistic, low-pressure environments. This is valuable in banking, where applying regulations in context and managing client relationships require soft skills and real-time judgement.

The platform enables trainers to focus on observing learner behaviour, identifying misunderstandings, and providing targeted coaching. Scenario-based training also encourages peer-to-peer learning, with participants sharing tips on how to improve performance.

Impact

30 per cent reduction
in course development time

200 per cent increase
in course production capability,
from two new courses a year to six

Projected
30 per cent increase
in revenue



Lessons for Other Enterprises



Put in place a dedicated team to work with a reliable technology partner.

Salmon Thrust established a three-man technology team as the internal interface to work with a trusted technology partner for the solution.



Allocate sufficient time to evaluate new AI models.

Teams were given time to test the different capabilities of various AI models to identify the most suitable ones for its platform.



Keep experts in the loop.

Trainers verify accuracy, provide context, and ensure that materials meet industry and accreditation requirements.

Looking Ahead

Salmon Thrust plans to expand its XR use to create more training scenarios and enable richer forms of competency assessment based on behaviour. The company is also exploring how AI can be leveraged to adapt courses for regional markets and unlock new business models, including packaged training products and the licensing of its platform.

Our Programmes: Turning Ambition into Impact

Through the Digital Leaders Programme (DLP), AI x Digital Leaders (AI x DL) and Digital Leaders Accelerator Bootcamp (DLAB), IMDA partners with Singapore's digitally ambitious enterprises to accelerate digital transformation by:

- ▶▶ Uplifting mindsets of leadership bench in the enterprises, equipping the C-suite and board members with practical knowledge and skills 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.
- ▶▶ Instilling 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.
- ▶▶ Building self-sustaining digital competencies, empowering enterprises to operationalise and scale digital transformation efforts with in-house teams and skills.

To find out more 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 build digital capabilities and leveraging emerging technologies to support your digital transformation journey, scan the QR code to connect with us.





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