

DARYL SNG

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Established leader in organizational transformation and strategic planning for large global organizations

Core Capabilities

- Leadership of research, data analytics, and strategy development to align and transform global organizations for higher performance
 - Design, implementation, and management of complex, large-scale, global strategic and operational organizational transformation initiatives
 - Strategic planning and strategic insights on the impact of technology and other market developments
 - Successful change execution and stakeholder management through cross-enterprise partnerships
 - Customer journey process redesign based on human-centered design principles
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Strategy Specialist Leader, Monitor Deloitte Consulting (Arlington, VA)

2014 – Present

Designed and managed multiple large-scale organization transformation and strategic planning engagements. Selected experiences include:

- Led a team to envision, design, and implement a new organizational transformation of a World Bank division at the Washington DC headquarters and across regional centers in Brazil, China, Croatia, India, Kenya, and the Philippines. Analyzed data to create a new service delivery model and design new organization structure to align division with high-level organizational priorities.
- Led development of a location strategy for a large (>10,000 employee) research organization across 15 states in the southeast U.S. Analyzed geospatial data and financial analytics, market dynamics, long-term economic trends, and key strategic risks. Identified location strategy to build resilience and agility to different potential futures and developed strategy implementation plan.
- Led effective organizational transformation for a financial research organization, including working with senior leadership to create the transformation vision, delivering program timeline and milestones, creation of a new cross-functional strategic planning process that identified key strategic initiatives, and building relationships across the organization for effective change management.
- Led development of a customer experience strategy for the U.S. federal government, including journey mapping for the target customer experience,
- Led a team to develop scenarios for the future of the nuclear power and nuclear materials industry, using the scenario planning methodology. Facilitated workshops with client leadership and staff and conducted external interviews and research, and developed strategic responses to potential futures.
- Led the development of a shared services strategy for a 2000-employee global organization, including identifying efficiencies in back office functions through data analysis. Created transition plan to execute strategy, including project timeline and service-level agreement metrics
- Created a go-to-market corporate strategy for a leading consumer credit bureau, through market modeling and understanding of data analysis needs.
- Created a customer-centric redesign of an international investor attraction organization, including digital strategy, journey mapping, and user experience design for the customer of the future.
- Developed an ArcGIS-based digital tool for geospatial data analysis of real estate in Washington DC for a nonprofit charter school incubator to identify potential sites for charter school facilities.
- Developed a local content strategy for an oil and gas supermajor entering the Vietnam market. Analyzed regulations, policy, and de facto government practices for local hiring and sourcing.
- Developed strategy for a professional services firm in the additive manufacturing market, including supporting digital supply chain strategies leveraging Internet of Things sensor data.
- Developed an economic growth strategy for the city of Washington DC through economic modelling, data analysis and visualization, geospatial analysis, and external stakeholder engagement.

Deputy Director, Singapore Administrative Service (Washington, DC / Singapore) 2003-2013

Senior executive in leadership corps of the Singapore public sector, leading enterprise strategy development and implementation. Led cross-agency deep data, transformation, customer journey, and economic development projects. Selected experiences include:

- Drove reorganization of entire Environment Ministry (4500 employees) to meet 21st-century strategic challenges. Transformation resulted in creation of a new climate change division.
- Developed strategy to attract alternative energy and clean technology investment to Singapore, including creation of a Clean Energy Program Office and policies to test-bed clean technologies.
- Overhauled 2012 election coverage strategy for the Singapore Embassy in Washington DC to include data-driven analysis of polling and economic data.
- Developed and executed strategy to anchor international organizations in Singapore to establish global industry thought-leadership, including successful negotiations with Interpol
- Developed redesign of government-wide citizen-facing processes based on analysis of customer journeys and customer data, resulting in ‘No Wrong Door’ policy.
- Created National Scenarios for the Prime Minister’s Office through a strategic and scenario planning process that employed data-driven insights and qualitative analysis.
- Developed Singapore’s first Energy Efficiency Master Plan through data-driven modeling of Singapore’s energy production and consumption sectors, including regression analysis.

EDUCATION:

Princeton University Woodrow Wilson School of Public and International Affairs (Princeton, NJ)

Master in Public Policy, 2014 (GPA of 4.0 out of 4.0)

Papers include a technical and policy analysis of the potential for state sponsored attacks on Bitcoin and cryptocurrencies; and a geospatial analysis of diaspora populations in the U.S. using ArcGIS.

Harvard University (Cambridge, MA)

Bachelor of Arts (Economics) *magna cum laude*, 2001 (GPA of 14.3 out of 15; Phi Beta Kappa)

Economics thesis used regression analysis to examine changing preferences for urban amenities.

CITATIONS: Cited as an expert on the future of climate change, geopolitics, and blockchain technology in the following:

- Aaron Wright and Primavera De Filippi, *Blockchain and the Law: The Rule of Code*
- Asia Business Council, *Building Energy Efficiency: Why Green Buildings Are Key to Asia's Future*
- Asian Development Bank, *The Economics of Climate Change in Southeast Asia, A Regional Review*
- Institute for Global Environmental Studies, *Asian Aspirations for Climate Regime Beyond 2012*
- Michael R. Auslin, *The End of the Asian Century: War, Stagnation, and the Risks to the World's Most Dynamic Region*
- Siemens and the Economist Intelligence Unit, *Sustainable Urban Infrastructure London Edition – a View to 2025*
- USAID, *Profit, purpose and collateral: The market opportunity for movable property lending in Colombia*

LANGUAGES: English (mother tongue), Mandarin Chinese (native fluency), German (intermediate fluency), Taiwanese (conversational)

INTERESTS:

- Crosswords: Crossword solving ability featured in *Wall Street Journal*, “Today’s Crossword Too Easy? Try Solving Down Clues Only”, April 23, 2019, page A1;
- Sports analytics: *Inside the Pylon* “Fumbling the Data: The Truth About the Patriots Fumble Rate” article on sports analytics cited in 538.com, Slate, and Vox