

## HOE Siu Loon

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## Education

PhD, University of Western Australia, Australia, 2005

Master of Business Administration, University of Western Australia, Australia, 1999

Bachelor of Science, National University of Singapore, Singapore, 1995

## Academic Appointments

Associate Professor of Information Systems (Practice), School of Computing and Information Systems, SMU, Jul 2020 - Present

Co-investigator, Centre for Social Development Asia, Department of Social Work, Faculty of Arts and Social Sciences, National University of Singapore, Singapore, Apr 2016 - Dec 2017

Principal Lecturer & Consultant, Smart Health Leadership Centre, Institute of Systems Science, National University of Singapore, Singapore, Sep 2015 - May 2020

Adjunct Research Fellow, UWA Business School, University of Western Australia, Singapore, Nov 2006 - Nov 2012

## Academic Administrative Positions

Director, MITB (Digital Transformation) Programme, SCIS PG by Course Work, SMU, Jul 2021 - Jun 2024

## Other Positions and Affiliations

Head of Corporate Affairs, HR Consultant and Senior Manager, NTUC Social Enterprises, Singapore, Mar 2012 - Aug 2015

Senior Manager, Fraser and Neave, Singapore, Feb 2007 - Mar 2012

Deputy Director, Singtel, Singapore, Aug 2006 - Jan 2007

Managing Consultant, Atos Origin, Singapore, Mar 2003 - Aug 2006

Senior Consultant, Singapore Computer Systems, Singapore, Dec 1999 - Feb 2003

Reengineering Specialist, National Computer Board, Singapore, Sep 1999 - Nov 1999

Executive, Singapore Press Holdings, Singapore, Jul 1997 - Aug 1999

Management Services Officer, Ministry of Defence, Singapore, Nov 1995 - Jun 1997

## Awards and Honors

Long Service Award (5 Years), Singapore Management University, 2025

Outstanding Reviewer Award, Development and Learning in Organizations, 2024, 2015

Outstanding Reviewer Award, The Learning Organization, 2017

## Professional Memberships

Member, Academy of Management, 2022 - 2025

Member, Association for Computing Machinery, 2022 - 2025

Member, Association for Information Systems, 2022 - 2025

## RESEARCH

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### Publications

#### Journal Articles [Refereed]

Digital transformation and the future of work: Closing the digital skills gap, by HOE, Siu Loon. (2025). *Development and Learning in Organizations*, 39 (3), 14-17. <https://doi.org/10.1108/DLO-06-2024-0167> (Published)

From a learning to a smart nation: The rise of the digitalization megatrend and Singapore's development, by HOE, Siu Loon. (2024). *Journal of Electronic Business & Digital Economics*, 1-15. <https://doi.org/10.1108/JEBDE-05-2024-0013> (Advance Online)

Digital health in Southeast Asia: Startups and digital technology applications, by HOE, Siu Loon. (2022). *Asian Journal of Innovation and Policy*, 11 (2), 183-201. <https://doi.org/10.7545/ajip.2022.11.2.183> (Published)

Using role play to develop an empathetic mindset in executive education, by HOE, Siu Loon; GREULICH-SMITH, Tamsin. (2022). *Industrial and Commercial Training*, 54 (1), 145-151. <https://doi.org/10.1108/ICT-03-2021-0020> (Published)

Digitalization in practice: The fifth discipline advantage, by HOE, Siu Loon. (2019). *Learning Organization*, 27 (1), 54-64. <https://doi.org/10.1108/TLO-09-2019-0137> (Published)

Building a smart nation: Singapore's digital journey, by HOE, Siu Loon. (2018). *Asian Research Policy*, 9 (1), 86-95. (Published)

What makes a competent change manager? The importance of developing the “right” attitudes, by HOE, Siu Loon. (2017). *Development and Learning in Organizations*, 31 (5), 14-16. <http://doi.org/10.1108/DLO-01-2017-0002> (Published)

Thinking about how to think: Cognitive skills to stay relevant in a digital economy, by HOE, Siu Loon. (2017). *Human Resource Management International Digest*, 25 (5), 1-3. <http://doi.org/10.1108/HRMID-02-2017-0040> (Published)

Funding challenges of voluntary welfare organizations in Singapore's disability sector, by SIM, Isabel Joolay; LOH, Alfred Lye Chye; HOE, Siu Loon. (2017). *International Journal of Healthcare Management*, 10 (2), 107-114. <https://doi.org/10.1080/20479700.2016.1268327> (Published)

Defining a smart nation: The case of Singapore, by HOE, Siu Loon. (2016). *Journal of Information, Communication and Ethics in Society*, 14 (4), 323-333. <https://doi.org/10.1108/JICES-02-2016-0005>

(Published)

Measuring an organization's innovation climate: A case study from Singapore, by HOE, Siu Loon. (2011). *Development and Learning in Organizations*, 25 (6), 13-15. <https://doi.org/10.1108/14777281111173342> (Published)

Action learning: Reflections of a first-time coach, by HOE, Siu Loon. (2011). *Development and Learning in Organizations*, 25 (3), 12-14. <http://doi.org/10.1108/14777281111125345> (Published)

Structural and informal knowledge acquisition and dissemination in organizational learning: An exploratory analysis, by HOE, Siu Loon. (2010). *Learning Organization*, 17 (4), 364-386. <http://doi.org/10.1108/09696471011043117> (Published)

Differentiating knowledge processes in organizational learning: A case of "two solitudes", by HOE, Siu Loon; MCSHANE, Steven. (2010). *International Journal of Organization Theory and Behavior*, 13 (2), 149-168. <https://doi.org/10.1108/IJOTB-13-02-2010-B001> (Published)

Transforming finance for the future, by HOE, Siu Loon. (2009). *Journal of Organisational Transformation and Social Change*, 6 (1), 65-77. [https://doi.org/10.1386/jots.6.1.65\\_1](https://doi.org/10.1386/jots.6.1.65_1) (Published)

Issues and procedures in adopting structural equation modelling technique, by HOE, Siu Loon. (2008). *Journal of Applied Quantitative Methods*, 3 (1), 76-83. (Published)

Benefiting from customer and competitor knowledge: A market-based approach to organizational learning, by HOE, Siu Loon. (2008). *Learning Organization*, 15 (3), 240-250. <https://doi.org/10.1108/09696470810868864> (Published)

Perceptions becoming reality: Bridging the market knowledge gap, by HOE, Siu Loon. (2008). *Development and Learning in Organizations*, 22 (2), 18-19. <https://doi.org/10.1108/14777280810850697> (Published)

Is interpersonal trust a necessary condition for organisational learning?, by HOE, Siu Loon. (2007). *Journal of Organisational Transformation and Social Change*, 4 (2), 149-156. [https://doi.org/10.1386/jots.4.2.149\\_1](https://doi.org/10.1386/jots.4.2.149_1) (Published)

Shared vision: A development tool for organizational learning, by HOE, Siu Loon. (2007). *Development and Learning in Organizations*, 21 (4), 12-13. <https://doi.org/10.1108/14777280710758817> (Published)

Organisational learning: Conceptual links to individual learning, learning organisation and knowledge management, by HOE, Siu Loon. (2007). *Journal of Information and Knowledge Management*, 6 (3), 211-217. (Published)

The boundary spanner's role in organizational learning: Unleashing untapped potential, by HOE, Siu Loon. (2006). *Development and Learning in Organizations*, 20 (5), 9-11. <https://doi.org/10.1108/14777280610687989> (Published)

Tacit knowledge, Nonaka and Takeuchi SECI model and informal knowledge processes, by HOE, Siu Loon. (2006). *International Journal of Organization Theory and Behavior*, 9 (4), 490-502. <https://doi.org/10.1108/IJOTB-09-04-2006-B002> (Published)

Leadership antecedents of informal knowledge acquisition and dissemination, by HOE, Siu Loon; MCSHANE, Steven. (2002). *International Journal of Organisational Behaviour*, 5 (10), 282-291. (Published)

Books (Refereed)

*Digital transformation: Strategy, execution, and technology* by HOE, Siu Loon. (2023). Boca Raton, FL: CRC Press. <https://doi.org/10.1201/9781003311393> (Published)

Book Chapters

The topicality of the learning organization: Is the concept still relevant today?, by HOE, Siu Loon. (2019). In Anders Ragnar Ortenblad (Ed.), *The Oxford Handbook of the Learning Organization* (pp. 19-32) <https://doi.org/10.1093/oxfordhb/9780198832355.013.2> (Published)

Monographs

*Staffwork: The essentials* by HOE, Siu Loon. (1997). Singapore: SAF Printing Centre. (Published)

### Book Reviews

Information Technology and Organizational Learning: Managing Behavioral Change in the Digital Age by Arthur Langer, by HOE, Siu Loon. (2021). *Learning Organization*, 28 (6), 569-571  
<https://doi.org/10.1108/TLO-09-2021-275> (Published)

Organisational knowledge systems: An action-oriented perspective on organisation and information systems, by HOE, Siu Loon. (2005). *The Journal of Strategic Information Systems*, 14 (1), 87-89 (Published)

Strategic management: Formulation, implementation and control in a dynamic environment, by HOE, Siu Loon. (2005). *Journal of Australian and New Zealand Academy of Management*, 11 (2), 74-75 (Published)

Leading and managing people in the dynamic organisation, by HOE, Siu Loon. (2004). *International Journal of Organisational Analysis*, 12 (2), 223-225 (Published)

Organisational behaviour: The state of the science, by HOE, Siu Loon. (2004). *International Journal of Organizational Analysis*, 12 (2), 221-222 (Published)

The NLP coach: A comprehensive guide to personal well-being and professional success, by HOE, Siu Loon. (2003). *Leadership and Organization Development Journal*, 24 (1), 109- (Published)

Management knowledge: A critical view, by HOE, Siu Loon. (2003). *Leadership and Organization Development Journal*, 24 (7), 421-422 (Published)

Understanding organisational culture, by HOE, Siu Loon. (2003). *Leadership and Organization Development Journal*, 24 (1), 110- (Published)

The theory and practice of change management, by HOE, Siu Loon. (2003). *Leadership and Organization Development Journal*, 24 (1), 54- (Published)

Creative management, by HOE, Siu Loon. (2002). *Leadership and Organization Development Journal*, 23 (7), 408- <https://doi.org/10.1108/lodj.2002.23.7.408.1> (Published)

Doing critical management research, by HOE, Siu Loon. (2002). *Leadership and Organization Development Journal*, 23 (2), 104-106 <https://doi.org/10.1108/lodj.2002.23.2.104.1> (Published)

Coordination theory and collaboration technology, by HOE, Siu Loon. (2001). *International Journal of Organizational Analysis*, 9 (2), 216-218 (Published)

Weaving complexity and business: Engaging the soul at work, by HOE, Siu Loon. (2001). *Leadership and Organization Development Journal*, 22 (5), 303- (Published)

Managing change with business process simulation by David M. Profozich, by HOE, Siu Loon. (1999). *The Journal of Consumer Affairs*, 33 (1), 215-217 <https://doi.org/10.1111/j.1745-6606.1999.tb00767.x> (Published)

### Conference Proceedings

ExploreLah: Personalised and smart trip planner for mobile tourism, by GUNAWAN, Aldy; HOE, Siu Loon; LIM, Xun Yi; TRAN, Linh Chi; NGUYEN, Dang Viet Anh. (2023.0). *2023 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM) : Singapore, December 18-21: Proceedings*, (pp. 1-5) Piscataway, NJ: IEEE. <https://doi.org/10.1109/IEEM58616.2023.10406555> (Published)

Differentiating knowledge processes in organizational learning: A case of 'two solitudes', by HOE, Siu Loon; MCSHANE, Steven. (2007.0). *21st ANZAM Conference, Knowledge Management and Intellectual Capital Stream*, Sydney, Australia: ANZAM.  
[https://www.anzam.org/wp-content/uploads/pdf-manager/1930\\_MCSHANESTEVEN\\_225.PDF](https://www.anzam.org/wp-content/uploads/pdf-manager/1930_MCSHANESTEVEN_225.PDF) (Published)

Toward a model of structural and informal knowledge acquisition and dissemination, by HOE, Siu Loon; MCSHANE, Steven. (2007.0). *Proceedings of the Annual Conference of Administrative Sciences Association of Canada, 2007, Organisational Theory Division*, (pp. 53-67) Ottawa, Canada: Administrative Sciences Association of Canada. (Published)

## Conference Papers

The strategic advantage of ethical AI adoption: Insights for leaders in a digital era, by CHOKSHI Seema; HOE, Siu Loon. (2024.0). *India Strategy Conference 2024 on Strategizing in an AI Dominated World*, Ahmedabad, India, December 15-18, Ahmedabad. (Presented)

Digital health in ASEAN: The changing landscape in healthcare, by HOE, Siu Loon. (2020.0). *Consultative Forum on Investment in the Healthcare Industry in ASEAN organised by UNCTAD and the ASEAN Secretariat*, Bangkok, Thailand. (Presented)

Leadership antecedents of informal knowledge acquisition and dissemination, by HOE, Siu Loon; MCSHANE, Steven. (2002.0). *Leadership in the 21st Century: An Alternative Approach Conference*, Australia. (Published)

## **Other Outputs and Contributions**

### Reports

*An overview of charity governance in Singapore* by SIM, Isabel Joolay; LOH, Alfred Lye Chye; TAY, Lilian; HOE, Siu Loon. (2017). (Published)

*Disclosure of board and management matters: An exploratory study on charity governance in Singapore based on institutions of a public character from health and, social and welfare sectors* by SIM, Isabel Joolay; HOE, Siu Loon. (2017). (Published)

*Exploratory studies on fundraising practices based on Singapore's institutions of a public character in the health, social and welfare sectors* by SIM, Isabel Joolay; MENON, Usha; LOH, Alfred Lye Chye; HOE, Siu Loon. (2016). (Published)

## **TEACHING**

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### **Teaching Areas**

Information Systems and Innovation

### **Courses Taught**

#### Singapore Management University

Undergraduate Programmes :

Information Systems and Innovation

IS/SMT/C&L Project Experience (Applications)

IS/SMT/C&L Project Experience (Research)

Postgraduate Professional Programmes :

Digitalisation and Process Innovation

Digital Organisation and Change Management

Digital Organization and Change Management

Digital Transformation Strategy

Experimental Learning and Design Thinking  
Project

Postgraduate Research Programmes :

Empirical Research Project I

Empirical Research Project II

Empirical Research Project III

Teaching Publications

Cases

*Fighter jets and feature flags: Digital transformation of Singapore's Air Force through agile product management*, by WONG, Gabriyel; HOE, Siu Loon; CHAN, Chi-Wei. (2025). SMU-25-0025. <https://ccx-shop.smu.edu.sg/products/fighter-jets-and-feature-flags-digital-transformation-of-singapore-s-air-force-through-agile-product-management?variant=43486746935338> (Published)

*VITAL: A Singapore public agency transforming from within for revitalization, efficiency, and future-readiness*, by HOE, Siu Loon; LIM, Thomas. (2024). SMU-23-0033. <https://cmp.smu.edu.sg/case/6036> (Published)

*Infosys Helix: An AI-driven, cloud-based platform to transform the healthcare ecosystem*, by HOE, Siu Loon; RAO-KACHROO, Mahima. (2024). SMU-23-0028. <https://cmp.smu.edu.sg/case/6006> (Published)

*Bus Uncle chatbot: Creating a successful digital business (D)*, by WONG, Yuet Nan; HOE, Siu Loon; ANG, Jovina. (2021). SMU-21-0004D. <https://cmp.smu.edu.sg/case/4886> (Published)

*Bus Uncle chatbot: Creating a successful digital business (C)*, by WONG, Yuet Nan; HOE, Siu Loon; ANG, Jovina. (2021). SMU-21-0004C. <https://cmp.smu.edu.sg/case/4886> (Published)

*Bus Uncle chatbot: Creating a successful digital business (B)*, by WONG, Yuet Nan; HOE, Siu Loon; ANG, Jovina. (2021). SMU-21-0004B. <https://cmp.smu.edu.sg/case/4886> (Published)

*Bus Uncle chatbot: Creating a successful digital business (A)*, by WONG, Yuet Nan; HOE, Siu Loon; ANG, Jovina. (2021). SMU-21-0004A. <https://cmp.smu.edu.sg/case/4886> (Published)

Teaching Notes

*Fighter jets and feature flags: Digital transformation of Singapore's Air Force through agile product management*, by WONG, Gabriyel; HOE, Siu Loon; CHAN, Chi-Wei. (2025). SMU-25-0025TN. <https://ccx-shop.smu.edu.sg/products/fighter-jets-and-feature-flags-digital-transformation-of-singapore-s-air-force-through-agile-product-management?variant=43486746935338> (Published)

*VITAL: A Singapore public agency transforming from within for revitalization, efficiency, and future-readiness*, by HOE, Siu Loon; LIM, Thomas. (2024). SMU-23-0033TN. <https://cmp.smu.edu.sg/case/6036> (Published)

*Infosys Helix: An AI-driven, cloud-based platform to transform the healthcare ecosystem*, by HOE, Siu Loon; RAO-KACHROO, Mahima. (2024). SMU-23-0028. <https://cmp.smu.edu.sg/case/6006> (Published)

*Bus Uncle chatbot – Creating a successful digital business*, by WONG, Yuet Nan; HOE, Siu Loon; ANG, Jovina. (2021). SMU-21-0004TN. <https://cmp.smu.edu.sg/case/4886> (Published)

## **UNIVERSITY SERVICE**

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### **Singapore Management University**

University Senate Service, Faculty Senate, Apr 2025 - Present

Committee Chair, School Evaluation Committee, Apr 2024 - Jun 2024

Committee Chair, School Evaluation Committee, Aug 2022 - Nov 2022

Committee Member, School Evaluation Committee, May 2022 - Jul 2022

Committee Member, School Evaluation Committee, Apr 2022 - Jun 2022

Committee Member, Reading Evaluation Committee, Apr 2022 - Jun 2022

Committee Member, Reading Evaluation Committee, Aug 2021 - Nov 2021

## **EXTERNAL SERVICE – PROFESSIONAL**

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Presenter Keynote Address, 11th IHL CIO Summit 2025, Institutes of Higher Learning CIO Forum, 2025

Associate Editor, The Learning Organization, 2015 - 2021

Editorial Review Board Member, Journal of Information and Knowledge Management, 2015 - Present

Editorial Review Board Member, Development and Learning in Organizations, 2008 - Present

## **EXTERNAL SERVICE – PUBLIC SECTOR AND COMMUNITY SERVICE**

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Member, Advisory Panel, VITAL (Ministry of Finance), 2022 - Present