

Research Statement

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Background

With past industry, research, and teaching experience in the areas of digital transformation and organisational change management, I would like to apply these knowledge and skills to educate and train a new generation of digital leaders and managers. I hope to be able to shape their mindsets and attitudes so that they can design change strategies for the digital future. Thus, I am keen to explore topics that are related to digitalisation, process transformation, and people management, and develop scientific works for the advancement of information systems and management.

Research Areas

Digitalisation

My current research interest is focused on people and information technology. The main motivation arises from the belief that people, through culture, is one of the most critical factors driving digital transformation success. Therefore, my on-going investigations have been centred on questions related to smart health and smart nation. I hope to continue to contribute to the community by providing evidence-based research related to digitalisation in different sectors that is beneficial to professionals, managers, and executives in Singapore and the region. The research outputs could be used for academic journals, white papers, professional publications as well as teaching and training materials.

Information and Knowledge Management

I also have a keen interest on information and knowledge management, learning organisation, and competency development. For some of the previous works, I have used a combination of quantitative/qualitative and conceptual research to provide advice on how to better manage information and knowledge management processes. For example, my doctoral degree was completed under the supervision of Winthrop Professor Steven L. McShane at The University of Western Australia in 2005. The thesis title is, "Market-based organisational learning: Effect and antecedents of informal knowledge acquisition and dissemination". The study sought to establish empirically that informal knowledge acquisition and dissemination play a major role in market knowledge use for the various divisions of an information and communications technology (ICT) multinational corporation (MNC). It also examined the effect of antecedents such as shared vision, interpersonal trust, and perceived importance of market knowledge on these constructs.

Selected Publications and Outputs

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

Hoe, S.L. (2024), From a learning to a smart nation: The rise of the digitalization megatrend and Singapore's development, *Journal of Electronic Business & Digital Economics*, Vol. 4, 1, 73-87. <https://doi.org/10.1108/JEBDE-05-2024-0013> (Published)

Hoe, S.L. (2023). *Digital transformation: Strategy, execution, and technology* (1st Edition), CRC Press, Boca Raton, FL. (Published)

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

Hoe, S. L. (2020). Digitalisation in practice: The fifth discipline advantage. *The Learning Organisation*, 27, 1, 54-64. <http://doi.org/10.1108/TLO-09-2019-0137> (Published)

Hoe, S. L. (2019). The topicality of the learning organisation: Is the concept still relevant today? In Ortenblad, A. R. (Ed.), *The Oxford Handbook of the Learning Organisation* (pp. 1-21). UK: Oxford University Press. <http://doi.org/10.1093/oxfordhb/9780198832355.013.2> (Published)

Hoe, S. L. (2019). Digital health in ASEAN: The changing landscape in healthcare. *Consultative Forum on Investment in the Healthcare Industry in ASEAN organised by UNCTAD and the ASEAN Secretariat*, 20-21 Jun, Bangkok, Thailand. (Presented)

Hoe, S. L. (2018). Building a smart nation: Singapore's digital journey. *Asian Research Policy*, 9, 1, 86-95. (Published)

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

Hoe, S. L. (2016). Defining a smart nation: The case of Singapore. *Journal of Information, Communication and Ethics in Society*, 14, 4, 323-333. <http://doi.org/10.1108/JICES-02-2016-0005> (Published)