



**Serving American Business
in Singapore and Beyond:
A Strategy for Success**

**The American Chamber of Commerce
in Singapore
Strategic Plan 2015-2020**



Contents

Forward

- Message from the Chairman of the Board of Governors 3
- Message from the Executive Director 4

Introduction and Executive Summary 5

- Core Functions
- Summary table of vision, mission, and goals

AmCham Singapore Overview 7

- History
- Stakeholders
- Operations

Mission 9

Strategic Vision 10

Strategic Goals, Objectives, and Key Activities 11

Core Functions and Strategic Goals Crosswalk 14



Message from the Chairman of the Board of Governors

The American Chamber of Commerce in Singapore ("AmCham Singapore") has actively promoted the business success of American companies and firms that have strong associations with U.S. commerce since 1973. Its mission has proven enduring – to promote trade, investment, finance, and industry between and among Singapore, the region, and the United States. Its expansion from a handful of member companies to over 750 organizations today and its stature as one of the leading business associations in the Asia-Pacific region attest to its success.

We are determined not to rest on our record, but to continue to define and pursue objectives that will promote the prosperity of member companies and our host country of Singapore with ever greater effectiveness. As we look to the Chamber's 45th anniversary in 2018 and beyond, this strategic plan will take it to the next level of serving members in diversified, innovative, and cost-efficient ways.

With *Serving American Business in Singapore and Beyond: A Strategy for Success*, AmCham Singapore continues a proud tradition of delivering tangible and valued benefits to our stakeholders. We look forward to working with all our members and our larger community to transform this strategy into reality.

Sincerely,

James R. Andrade
AmCham Chairman

VP, Research Development & Quality, Asia Pacific, Mondelēz International



Message from the Executive Director

The Executive Staff of AmCham Singapore is excited about our new strategic plan. We thank the Chamber's leadership and members, U.S. Embassy agencies, Government of Singapore stakeholders, and colleagues from fellow business associations and chambers throughout the region for the ideas and suggestions you offered as we built the plan. We offer special thanks to Governors Dwight Hutchins of Accenture and Penny Burt of Visa Worldwide for their invaluable guidance throughout the process.

While the Executive Staff developed this strategy, we did this for our members and it truly belongs to you. Please join us as we raise our Chamber to the next tier of professionalism and achievement.

Sincerely,

Judith Fergin
Executive Director
AmCham Singapore



Introduction and Executive Summary

The AmCham Singapore Strategic Plan

Foreign trade and investment are vital drivers of the American economy and our partner economies, generating revenues and creating jobs. Building on the foundation of the U.S.-Singapore Free Trade Agreement that entered into force in 2004, U.S. foreign direct investment in Singapore reached a record US\$179.8 billion in 2014.¹ Two-way trade exceeded US\$47 billion in 2014, with Singapore the 13th largest export market for the United States.² As volumes have risen, the numbers of American companies choosing to invest in Singapore and of Singapore-based companies trading and investing with the United States have grown significantly.

Our membership embraces not only American companies, but also Singaporean businesses and the Singapore-based affiliates of companies from other countries that have significant connections to American commerce. AmCham Singapore exists to promote the interests of this community in Singapore and the region. We serve the interests of our direct stakeholders -- our members and the Chamber leadership -- by providing services that help them advance their business. We respond to the interests of our government partners by aligning with their goal to improve the lives of their citizens through a healthy economy. We leverage our effectiveness through our relationships with fellow chambers and business associations to magnify the voice of business.

AmCham Singapore serves our members in Singapore and the region through core functions:

- Advocate for a supportive policy environment
- Provide key business insights
- Promote professional development
- Connect people and businesses
- Advance U.S. business values

The strategic plan presented here is the blueprint for reaching steadily more ambitious levels of delivery of these core functions and elevating our ability to execute our strategy through the provision of appropriate physical and technological tools and empowerment of our people.

¹ http://www.bea.gov/scb/pdf/2015/07%20July/0715_direct_investment_positions.pdf

² <https://www.census.gov/foreign-trade/balance/c5590.html> and <https://www.census.gov/foreign-trade/statistics/highlights/top/top1412yr.html>

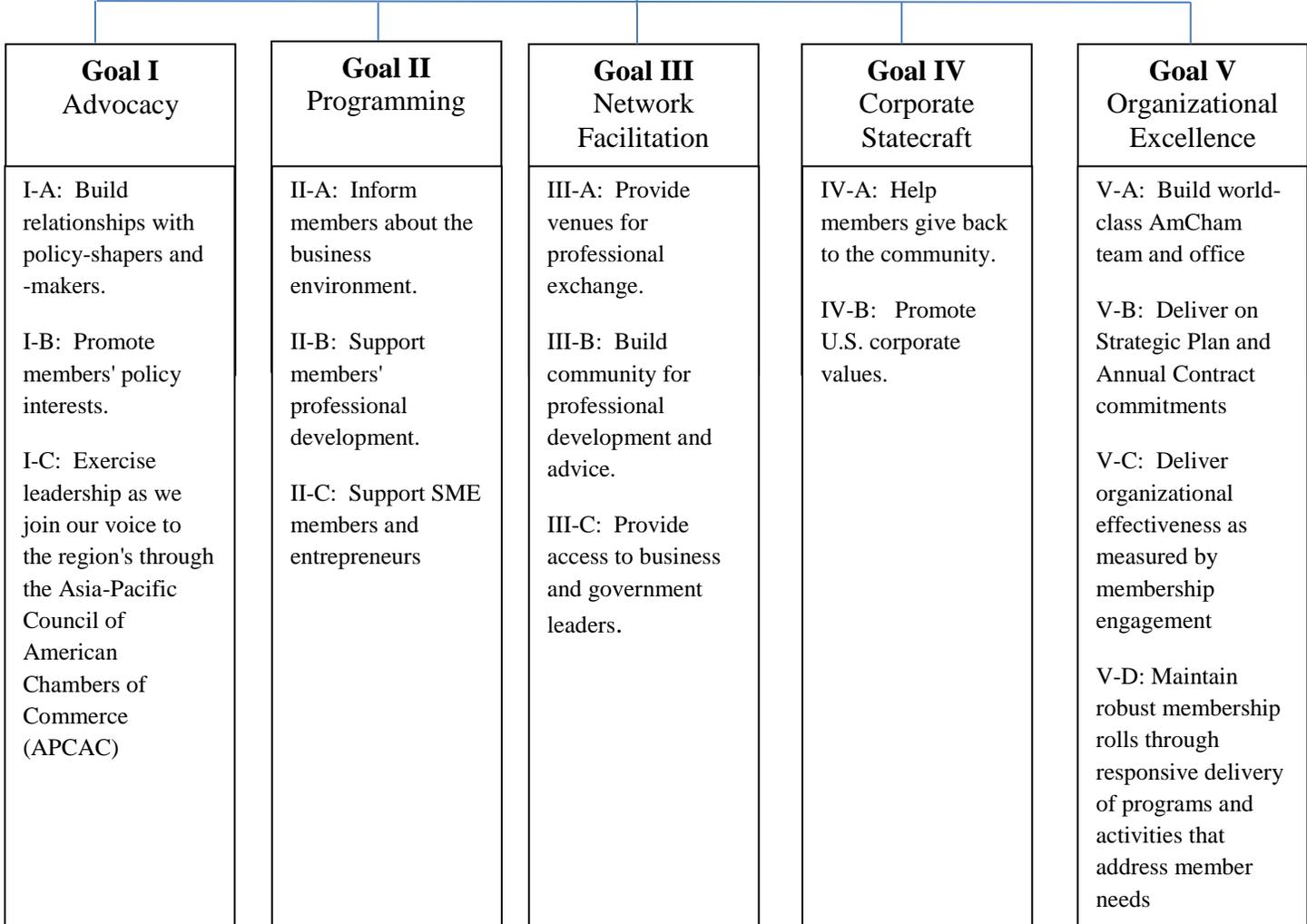


Serving American Business in Singapore and Beyond

Vision
To be the leading international business association in Singapore and the region.

Core Values
Private enterprise
Transparency, good governance, and respect for rule of law
Free trade and open markets
Ethical business practices and social responsibility

Mission
As the voice of American business in Singapore and the region, AmCham creates value for our members by providing advocacy, business insights, and connections.





AmCham Singapore Overview

History

In 1917, a group of businessmen formed the American Association of Singapore, which served the interests of American business over the subsequent 50 years. By the late 1960s, U.S. investments in Singapore had grown substantially and business leaders determined that a separate organization was needed. In 1969, an American Business Committee (ABC) was formed under the auspices of the American Association.

By 1973, the number of American companies in Singapore had increased significantly. The ABC surveyed 35 U.S. firms in Singapore and it was decided an independent organization, registered under Singapore law, should be established. In December 1973, the ABC was registered as a trade society and employers group.

ABC joined the U.S. Chamber of Commerce in 1974. On September 15, 1993, the ABC officially changed its name to The American Chamber of Commerce in Singapore.

Stakeholders

The advancement of U.S. business interests is our primary purpose. For U.S. business interests at large, we contribute through our advocacy. For our members, we contribute in additional ways by providing business insights, a platform for connections, and a forum to advance U.S. business values.

AmCham Singapore has approximately 5,500 members who represent around 750 corporations and organizations. Approximately 70 percent of member organizations are large (more than 50 employees worldwide). Approximately two-thirds of member organizations are American, with the remainder divided between Singapore and third-country institutions that have substantial ties to the U.S. economy. More than three-quarters of our member organizations have regional responsibilities in ASEAN, the Asia-Pacific or, increasingly, Asia, the Middle East, and Africa.

Major external stakeholders include the governments of the United States and Singapore. We seek their support for and engagement with American business. By aligning U.S. business success with their core interests in improving citizens' welfare, we advocate for policies and regulations that foster business growth and development.

Other external stakeholders include fellow business associations and chambers whose interests overlap with ours.

Operations and Programs

AmCham Singapore employs 16 staff members. In addition to the Executive Director, they provide membership services (3), coordinate committee activities and execute programming (4),



undertake government and public relations and manage publications (3), lead marketing operations (1), and provide support services (4).

The Chamber occupies premises on level 23 of the Shaw Centre in Singapore. These newly expanded and renovated premises include the 100-person-capacity Stamford American International School auditorium, the Visa Board Room, the Manpower Group Talent Suite, and the HP Helion Innovation Hub.

Major programs include:

- Committees: AmCham has 13 committees divided between sectoral (e.g., Aerospace and Defense) and functional (e.g., Human Capital) interests. Each committee has three co-chairs. Each committee aims to meet approximately ten times a year.
- Forums: In 2014, AmCham introduced forums to address the interests of particular groups of members. These included higher education and intellectual property, with the latter since attached to the Legal Affairs Committee. We anticipate expanding our focus on productivity, maritime affairs, and innovation and growth.
- Events: AmCham hosts approximately 150 events annually. Anchor events include the Annual General Meeting, the Thanksgiving Charity Golf Tournament, and the early-autumn Welcome Back Reception. Signature series include the Balestier Series, which brings distinguished Singaporeans to our stage, the Global Leader Series, and the Asia Leader Series. Singapore government officials regularly participate in programs to inform members about government regulations and policies. Other events offer speakers and panels on a broad range of topics such as regional economic and political trends, corporate management and leadership, and emerging technologies.
- Publications: Annual publications include the *ASEAN Business Outlook Survey*, *Crossroads* (doing business in Southeast Asia), and the *Membership Directory*. A special publication, *Reflections: Perspectives from the American Business Community*, celebrates Singapore's 50th anniversary of independence in 2015.
- Surveys: AmCham Singapore conducts an annual manpower survey and a periodic membership survey. We occasionally conduct ad hoc surveys on issues of special salience such as the business environment for SMEs, the impact of the U.S.-Singapore Free Trade Agreement, and intellectual property issues.



Mission

AmCham Singapore's mission statement emphasizes our dedication to serving our members' interests by enabling them to operate with greater certainty about the business environment, expanding their organizational knowledge and capabilities, and creating opportunities for useful networking and collaboration.

As the voice of American business in Singapore and the region, AmCham creates value for our members by providing advocacy, business insights, and connections.

Principles of Conduct

How we conduct ourselves is a key component of our ability to achieve our mission.

We will:

- Put people -- our members, our colleagues -- first, with respect and teamwork.
- Exercise open communication that integrates warmth and sincerity.
- Operate at the highest level of integrity, professionalism, and excellence.
- Remain optimistic and passionate about what we do.
- Be proactive and persistent about getting the job done.
- Offer dependable service.
- Foster an environment of encouragement where staff and members can learn and grow.
- Bring diverse experience to the team.



Strategic Vision

AmCham Singapore's vision reflects the fact that the United States is the largest source of foreign direct investment in Singapore, with AmCham the largest foreign chamber in the country. It also responds to the overwhelmingly regional nature of our members' interests.

**To be the leading international business association in Singapore
and the region.**

The leader

AmCham seeks to be the authoritative voice of American business for all constituencies in Singapore, including the Government of Singapore, the diplomatic community, the business and academic communities, and civil society.

In Singapore

Singapore is our home. We seek to work with the Government of Singapore to meet present and future challenges to the mutual benefit of American business and the people of Singapore. We seek to strengthen the bonds of friendship and understanding between the citizens of Singapore and our members and we seek to contribute to our home community's welfare.

In the region

We seek to collaborate with chambers and U.S. embassies in countries throughout the region in order to open business opportunities for our members and encourage the development of supportive business environments.



Strategic Goals, Objectives, and Key Activities

We have identified five strategic goals to mark progress toward accomplishing our mission. Goals I through IV focus on improving the services we provide to members. Goal V addresses the enabling elements required to achieve our mission including capable staff, a welcoming physical environment, and quality back-office services, with a special emphasis on technology infrastructure.

Under the five goals are fifteen objectives, each of which is linked to measurable key activities that are incorporated in rolling annual work plans.

Goal 1: Advocacy: Affect the policy environment to promote U.S. business success

AmCham members will have greater opportunities to prosper in a positive policy environment. Policies in multiple jurisdictions -- Singapore, in the region, and in the United States -- have direct relevance to members' operations. AmCham seeks to influence policy decisions in supportive directions.

Objectives:

I-A: Build relationships with policy-shapers and -makers.

I-B: Promote members' policy interests.

I-C: Exercise leadership as we join our voice to the region's through the Asia-Pacific Council of American Chambers of Commerce (APCAC).

Key activities include engagement with Singaporean and U.S. government leaders, business missions to neighboring countries, policy papers, and leadership in APCAC.

Goal 2: Programming: Provide platforms for the exchange of knowledge and insight

AmCham members can make better decisions if they have access to information and analysis of trends that affect their business. In addition, they can benefit from the insights and perspectives that they gain through interacting with experts and with each other.

Objectives:

II-A: Inform members about the business environment.



II-B: Support members' professional development.

II-C: Support SME members and entrepreneurs.

Key activities include committee and corporate event programming targeted to members' interests and needs, important publications, and promotion of supportive relations with American entrepreneurs and investors.

Goal 3: Network Facilitation: Generate connections and opportunities for collaboration

Professional connections can help members generate business, improve knowledge of a sector or business practices, and open opportunities for lasting and *ad hoc* collaborations.

Objectives:

III-A: Provide venues for professional exchange.

III-B: Build community for professional development and advice.

III-C: Provide access to business and government leaders.

Key activities include our Balesier and leader series, business missions, a strong committee structure and focused committee memberships, and programming related to common business challenges.

Goal 4: Corporate Statecraft: Represent and promote U.S. corporate values

An operating environment that views U.S. business favorably will be more positively inclined toward supportive policies. AmCham promotes the values that the U.S. business community espouses, including private enterprise, transparency, good governance, and respect for rule of law, free trade and open markets, and ethical business practices and social responsibility.

Objectives:

IV-A: Help members give back to the community.

IV-B: Promote U.S. corporate values.

Key activities include partnering with the U.S. Embassy for the annual Corporate Community Day, conduct of an annual CSR awards program, and support for trade liberalization initiatives.



Goal 5: Managerial and Organizational Excellence: Build organizational excellence that results in fiscal resilience, sustained high member engagement, and strong team development

Organizational excellence promotes fiscal resilience that permits us to offer services to our members at the lowest possible cost and deliver higher member satisfaction, as measured through engagement via attendance and sponsorship. A strong and professionally growing team is an essential element of success.

Objectives:

V-A: Build and develop a world-class AmCham team and office.

V-B: Deliver on Strategic Plan and annual contract targets and commitments.

V-C: Deliver organizational effectiveness as measured by membership engagement.

V-D: Maintain robust membership rolls through responsive delivery of programs and activities that address membership needs.



Core Functions and Goals Crosswalk

We can measure our success realizing our first four primary goals – meaningful advocacy, valuable programming, network facilitation, and corporate statecraft – through an integrated set of performance measures that define our fifth primary goal of organizational excellence. The following table illustrates the mutually reinforcing nature of our goals and core functions:

TABLE: CORE FUNCTIONS AND PRIMARY GOALS CROSSWALK

CORE FUNCTIONS	ADVOCATE FOR SUPPORTIVE POLICIES	PROVIDE BUSINESS INSIGHTS	PROMOTE PROFESSIONAL DEVELOPMENT	CONNECT PEOPLE AND BUSINESSES	ADVANCE U.S. BUSINESS VALUES
Goal I: Advocacy					
1-A: Build relationships with policy-shapers and -makers	x	x	x	x	x
1-B: Promote members' policy interests	x	x		x	x
1-C: Exercise leadership in APCAC	x			x	x
Goal II: Programming					
II-A: Inform members about the business environment		x	x		
II-B: Support members' professional development		x	x	x	
II-C: Support SMEs and entrepreneurs	x	x	x	x	x
Goal III: Network Facilitation					
III-A: Provide venues for professional exchange		x	x	x	x
III-B: Build communities of interest		x	x	x	
III-C: Provide access to government leaders	x	x	x	x	x
Goal IV: Corporate Statecraft					
IV-A: Help give back to the community				x	x
IV-B: Promote corporate values	x				x