



**Dr. Raymond Teo, Ph.D**  
**CEO and Co-Founder, Blue-dge**  
**Adjunct Faculty, SMU**

### ACADEMIC AND PROFESSIONAL QUALIFICATIONS

Degree Awarded	University	Year Awarded
Doctor of Philosophy	University of Western Australia (Graduate School of Management)	2006
Master of Business Administration	University of Strathclyde (Strathclyde Graduate Business School)	1993
Diploma of Marketing	Chartered Institute of Marketing, UK	1992
Graduate Diploma in Marketing	Marketing Institute of Singapore	1991
Bachelor of Engineering (2nd Upper Hons)	National University of Singapore	1988

### PROFESSIONAL TITLE

Title	Professional Body
Chartered Marketer	Chartered Institute of Marketing, UK

### DOCTORAL THESIS

The thesis is titled, "Word-of-Mouth: The Effect of Service Quality, Customer Satisfaction and Commitment in a Commercial Education Context." The research focuses on the formation of word-of-mouth by examining satisfaction and consumer commitment for the mediating role in a commercial education context.

### **Selected Academic Papers**

- Raymond Teo & Geoffrey Norman Soutar (2012) "Word Of Mouth Antecedents In An Educational Context: A Singaporean Study", International Journal of Education Management Vol 26 (Issue 7)
- Raymond Teo & Geoffrey Norman Soutar (2008) "The Generalisability of Harrison Walker's Word-of-Mouth Model: Some Singaporean Evidence", ANZMAC
- Raymond Teo and Norah Maier (1998), "Implementing Problem Based Learning in Singapore", International PBL Conference, Montreal

### **Trade and Textbooks**

- Raymond Teo (2003), "Maximising Profits: A Customer Centric Approach", Prentice Hall
- Raymond Teo & Gan Chui Goh (1996), "Enterprise Management", Textbook for students at Temasek Polytechnic

### **Teaching Experience at Post-Graduate, Undergraduate and Others**

#### ***Postgraduate Programmes***

- Adjunct faculty of the Singapore Management University in Master of Business Administration programme for the subject 'Customer Relationship Management' (2015 to 2018)
- Adjunct faculty of UniSIM in Master in Technopreneurship programme for the subject 'Strategic Marketing and Competitive Intelligence' (2008 to 2010)
- Adjunct faculty of University College London for the Master of Professional Accounting programme for the subject 'Research Methods' in 2017 » Lectured in the University of Western Australia's Master of Business Administration programme for the subject 'Marketing' (2002 to 2004)

#### ***Undergraduate Programmes***

- Adjunct faculty SMU (Lee Kong Chien School of Business) for 'Marketing', 'Marketing Research', 'Customer Relationship Management' and 'Marketing Analytics' (since 2007)
- Adjunct faculty SMU (School of Economics) for 'Statistics' (since 2015)
- Associate lecturer LSE at SIM for 'Principles of Marketing' and 'Statistics' (1994 to 2020)
- Adjunct faculty of the University of Manchester Institute of Science and Technology for 'Marketing Management' in the Bachelor of Financial Services (2003 to 2006)

### ***Diploma Programmes***

- Full-time academic positions in Temasek Polytechnic and Ngee Ann Polytechnic teaching management and other non-management subjects from 1994 to 2002

### ***Conducting SMU Academy Public Programmes (Industry Related)***

Introduced and conduct public programmes with SMU Academy in the following areas and leading to the following certifications:

- General analytics (Certified Analytical Professional) (Since 2019)
- HR analytics (Certificate in HR Data Analytics, Certified HR Analytical Professional) (Since 2016)
- Healthcare Analytics (Certified Healthcare Analytical Professional) (Since 2019)
- Education Analytics (Certificate in Education Analytics, Certified Education Analytical Professional) (upcoming)
- Customer analytics (Harnessing Customer Insights, Advanced customer analytics) (Since 2017)
- In-company analytical programmes including that of HSBC etc. (2018)

### **Teaching Awards and Other Recognition of Teaching Excellence**

#### ***Teaching Awards***

- Nominated 'Outstanding Adjunct Faculty' in Singapore Management University in 2010, 2017, 2019 and 2020
- Honour list for 'Top 10 Adjunct Faculty' in SMU (Lee Kong Chian School of Business every Term from 2007 to 2020 i.e. Term 1 and 2 of 2007/2008, 2008/2009, 2009/2010, 2010/2011, 2011/12, 2014/2015, 2015/2016, 2016/2017, 2017/2018, 2018/2019, 2019/2020
- Teaching Excellence Award in Singapore Institute of Management 2012
- Teaching Merit Award in Singapore Institute of Management 2011

#### ***Teaching Pedagogy Expertise***

- Pioneer of Problem-Based Learning in the Asian region and presented paper on PBL in University of Montreal during the 5th International PBL conference (1998)
- Introduced and administered problem-based learning across a whole department in Temasek Polytechnic in 1998

## **Industry Awards and Other Recognition of Industry Expertise**

### ***Industry Awards***

- Spirit of Enterprise Award (Singapore 2009)

### ***Selected Talks in Conferences and Seminars***

- Unleash the Full Power Of Customer Relationship Management: The Total Customer Intelligence And Holistic Implementation Approach (Microsoft Conference, November 2004)
- Development An Effective Customer Intelligence Framework To Drive Retention (IQPC Conference, 2005)
- Winning The Number Game: Transforming Valuable Customer Data And Information Into Customer Intelligence (Pacific Conference 2005)
- Successful Customer Segmentation Approaches To Achieve Profit Goals (Pacific Conference May 2006)
- Effective Customer Segmentation (Ahrals Conference, August 2006)
- Setting Your Firm Apart: Differentiation In Professional Services (Ark Group 2006)
- Roadmap To Obtaining Customer Intelligence That Will Boost ROI (Pacific Conference, July 2006)
- Analytics for Delivering Greater Value (Asia Business Forum, April 2009)
- Enhancing Customer Experience: The 21st Century Organisation (IQPC, November 2009)
- Customer Insights as A Competitive Advantage Masterclass (SMU July 2013)

### ***Selected Workshops for Industry in Asia***

- 5 Steps to Customer Relationship Management (Singapore Institute of Management Executive Development, Singapore)
- Successful Customer Relationship Management (APD, Malaysia)
- Implementing Customer Relationship Management (Hong Kong Management Association, Hong Kong)
- Making Effective Decisions With Better Customer Insights (Hong Kong Management Association, Hong Kong)
- Getting The Winning Edge In Service Marketing: Working On The Service, Thinking About The Experience (Hong Kong Management Association, Hong Kong)

***Selected Commentaries in Business Magazines/Papers***

- Customer Relationship Management: What It All Means (Straits Times, August 2003)
- A Word of Caution on Decision Based On Customer Research (Straits Times, October 2004)
- Companies with An Effective Customer Intelligence Programme Have an Edge (Straits Times, April 2005)
- Do Your Customer Insights Have Enough Degree of Intelligence (Singapore Business Review, November 2012)
- How Singapore Firms Should Select Intellectual Based Professional Service Partners (Singapore Business Review, May 2013)
- How Firms Compete on Customer Experience In Singapore (Singapore Business Review, September 2013)
- HR Analytics: Embracing It for Better Business Outcomes (LinkedIn Pulse, July 2015)

## RECOGNITION OF EXPERTISE

### PUBLICATIONS AND PRESENTATIONS

- Maximising Profits: A Customer-Centric Approach (Prentice Hall 2003)
- Customer Relationship Management: What It All Means (Straits Times, Aug 2003)
- A Word of Caution on Decisions Based on Customer Research (Straits Times, Oct 2004)
- Unleash the Full Power of Customer Relationship Management: The Total Customer Intelligence and Holistic Implementation Approach (Microsoft Conference, Nov 2004)
- Companies With An Effective Customer Intelligence Programme Have An Edge (Straits Times, April 2005)
- Developing an Effective Customer Intelligence Framework to Drive Retention (IQPC Conference, 2005)
- Winning the Number Game: Transforming Valuable Customer Data & Information into Customer Intelligence (Pacific Conference 2005)
- Successful Customer Segmentation Approaches to Achieve Profit Goals (Pacific Conferences, May 2006)
- Effective Customer Segmentation (Ahrals Conference, August 2006)
- Setting Your Firm Apart: Differentiation in Professional Services (Ark Group 2006)
- Roadmap to Obtaining Customer Intelligence That Will Boost ROI (Pacific Conference, July 2006)
- The Generalisability of Word-of-Mouth Model: Singaporean Evidence (ANZMAC 2008)  
Analytics for Delivering Greater Value' (Asia Business Forum, April 2009)
- Enhancing Customer Experience: The 21st Century Organisation, IQPC, Nov 2009)
- Customer Intelligence as a Competitive Advantage (IQPC, Nov 2012)
- Competing on Analytics (Singapore Business Review, Aug 2012)
- Do Your Customer Insights Have Enough Degree of Intelligence (Singapore Business Review, Nov 2012)
- Word of Mouth Antecedents in an Educational Context: A Singaporean Study (International Journal of Education Management, Vol 26 Iss7, 2012)
- How Singapore Firms Should Select Intellectual-Based Professional Service Partners (Singapore Business Review, May 2013)
- Customer Insights as a Competitive Advantage (SMU Master- class July 2013)
- How Firms Compete on Customer Experience in Singapore (Singapore Business Review, Sept 2013)
- HR Analytics: Embracing It for Better Business Outcomes (Singapore Business Review, LinkedIn Pulse, July 2015)
- Human Resource Analytics: Using Analytics to Improve People Decisions (Singapore Management University) since 2016

## EXPERTISE AND EXPERIENCE

Dr. Raymond Teo is a thought-leader and consultant to companies seeking to implement CRM successfully in their organisation. Through the company he co-founded, he offers top-rated research to MNCs to help them with their growth. He is a highly sought-after speaker by international conference and seminar organisers in this specialised field. Some of the topics he has spoken on include 'Developing an effective customer intelligence framework to drive retention', 'Ensuring superior customer information and knowledge through better design and analysis of information', 'Winning the number game: Transforming valuable customer data & information into customer intelligence', and 'Unleash the full power of customer relationship management: The total customer intelligence and holistic implementation approach'. He is very active in the field of customer experience, having authored articles for the Singapore Business Review that includes 'How firms compete on customer experience in Singapore'.

Dr. Teo co-founded Blue-dge in 2003 to help companies enhance their customer experience and to raise the level of competency among companies in the use of information (customer insights) for making better customer related decision. He saw how companies were spending millions of marketing dollars without ever evaluating their returns. He saw many adopting outdated and ineffective gut-feel decision making practices. Consequently, he formed a team of research and advisory staff of the highest calibre (all holding doctorates from top universities) to offer consultancy and advanced research services to clients. In 2005, London Weekly Telegraph regarded it as the "best-in-class, dynamic, exciting and shaking up the world of customer insights". Other publications such as the Singapore Business Review had regarded his company as the 'gem of top companies'. In 2009, Dr. Teo won the Spirit of Enterprise award in Singapore. He had not only helped many companies improve their customer experience enhancement framework and make better marketing decisions, but also global research giants develop consumer competitive intelligence products in the region. To date, his client list includes the largest MNCs that includes Canon, DuPont, GfK Asia, Hewlett Packard, EMC, Great Eastern Life and Lafarge Cement to name a few.

Dr. Teo, who is a Chartered Marketer (CIM,UK), obtained his Ph.D. (in field of service quality and marketing) from the University of Western Australia, Master of Business Administration degree from the University of Strathclyde and Bachelor degree from the National University of Singapore. Dr. Teo is with the adjunct faculty of Singapore Management University (SMU), offering customer relationship management and marketing related programmes at undergraduate and postgraduate levels. He conducts a wide range of analytics programmes for the SMU Academy including those of customer analytics, human resource analytics, healthcare analytics and education analytics. He had authored the book 'Maximising Profits: The Customer Centric Approach' which was published by Prentice Hall in 2003.