

Ruey Heng Arthur Hu
National University of Singapore
Department of Strategy and Policy
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EDUCATION

PhD in Strategy & Policy, National University of Singapore 2022 – Ongoing
Bachelors in Business Management (BBM), Singapore Management University 2015 – 2019
• Summa Cum Laude (GPA: 4.0/4.0) | Double Majors in Strategic & Operations Management

PUBLICATIONS

Interests: Entrepreneurship, Innovation, Creative Industries

- [1] Santamaria, S., & Hu, A. The Data Revolution in Soccer: Lessons for Strategic Management *Academy of Management Best Paper Proceedings*. Jun 2025.

WORKING PAPERS

- [1] “When the Underdogs Win: How Data-Driven Decision-Making Levels the Playing Field”
(with Simone Santamaria & Brian Wu)
• Under review (Round 2), Strategic Management Journal
- [2] “Exploring Mixed Stakeholder Outcomes in Grant-backed Nascent Technology Product Development”
(Principal Investigator | with Lim Shi Ying & Ishtiaq P. Mahmood)
- [3] “The Effectiveness of Methodological Pluralism in Startups: Evidence from a Training Program”
(with Simone Santamaria)
- [4] “From Parent to Child: Uncovering how Corporate Venture Capital Nurtures Investee Innovation”
• Nominated for SMS 2026 conference PhD Paper Prize & Research Methods Paper Prize
- [5] “Does Background Matter? Exploring the Impact of Entrepreneurial Background on Resource Activation”
(with Yun Hou & Ofir Gefen)

CONFERENCE & SEMINAR PRESENTATIONS

- [1] “Nuisance Outliers or Novel Anomalies: An Inductive Study of Deviance and Grant Mills”
• The Consortium on Competitiveness and Cooperation (CCC), 2026 (upcoming | Presenter)
• Asian Management Research Consortium, Singapore, 2026 (Presenter)
• Organization Science Paper Development Workshop, 2025 (Presenter)
- [2] “The Data-Driven Revolution in Soccer: Lessons for Strategic Management”
• 85th Annual Meeting of the Academy of Management, Copenhagen, Jul 2025
• Asian Management Research Consortium, Hong Kong, 2025 (Presenter)
• Asian Management Research Consortium, Singapore, 2024
• SMS 44th Conference, Istanbul, Oct 2024 (Presenter)
• SMS Paper Development Workshop, Seoul, Jul 2024 (Presenter)
- [3] “Spillover Impact of Grants in Nascent Technology Markets: Mixed Stakeholder Outcomes in Entrepreneurial Product Development”
• SMS 46th Conference, Berlin, Oct 2026 (upcoming | Presenter)
• Asian Management Research Consortium, Hong Kong, May 2025 (Presenter)
- [4] “From Parent to Child: Uncovering how Corporate Venture Capital Nurtures Investee Innovation”
• SMS 46th Conference, Berlin, Oct 2026 (upcoming | Presenter)

SERVICES

Ad Hoc Reviewer

- Management Science

TEACHING EXPERIENCE

- [1] Co-Instructor | Undergraduate | NUS Business School, Singapore
 - (a) UTS 2831: Global AI Innovations and SG Entrepreneurial Landscape (*designed new course as pioneer instructor) [3 sessions] S1 & S2, AY 2025/26
- [2] Ad Hoc/guest Lecturer | NUS Business School, Singapore
 - (a) BMS 5124S: Entrepreneurial Management (2 sessions) 2025
 - (b) BSN 3703: Entrepreneurial Management [1 session] 2023
- [3] Teaching Assistant | EMBA Programs | NUS Business School, Singapore
 - (a) BMC 5022 Strategy (EMBA in Chinese) [2 sessions] 2025
 - (b) BMC 5118 Winning Strategy for Emerging Asia (EMBA in Chinese) [2 sessions] 2024-2025
 - (c) BME 5102: Winning Strategy in Asia [3 sessions] 2024 – 2025
 - (d) BME 5054: Strategy [3 sessions] 2024 – 2026
- [4] Teaching Assistant | MBA Programs | NUS Business School, Singapore
 - (a) BMA5112: Asian Business Environments 2025
 - (b) ABE5000: Asian Business Environments (1-week compressed) 2025
- [5] Teaching Assistant | MSc Programs | NUS Business School, Singapore
 - (a) BMS 5124S: Entrepreneurial Management [2 classes | 2 semesters] 2024 – 2025
 - (b) BMS 5120: Innovation and Strategies for Emerging Markets 2025
- [6] Teaching Assistant | Undergraduate Modules | NUS Business School, Singapore
 - (a) BSN 3703: Entrepreneurial Management [2 classes | 2 semesters] 2023 – 2024
- [7] Teaching Assistant | Undergraduate Modules | SMU Business School, Singapore
 - (a) OPIM 311: Supply Chain Management 2018
 - (b) COMM 101: Management Communications 2017
 - (c) OPIM 201: Operations Management 2017
 - (d) MGMT 003: Business Government and Society 2016

Teaching References

- Cheng Suang Heng [Associate Professor | Chair, NUS Teaching Academy | School of Computing, NUS]
dishcs@nus.edu.sg | +65 6601 2268
- Julian Pan [Adjunct Associate Professor, Strategy & Policy, NUS Business School]
panjtfj@nus.edu.sg | +65 9822 2779

TEACHING CASES

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| [1] “Too Long for Comfort: Tackling Consultation Wait Time at a Hospital Emergency Department”
Singapore Management University (<i>with Marcus ANG and Sean Shao Wei LAM</i>) | 2020 |
| [2] “Café Betterfield: Optimising Food Menu”
Singapore Management University (<i>with Marcus ANG</i>) | 2018 |

AWARDS

President’s Graduate Fellowship, National University of Singapore	2022
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TECHNICAL SKILLS

STATA; Python; Excel & VBA; JavaScript; ReactJS; Figma

INDUSTRY EXPERIENCE

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| [1] Digital Product Manager, Standard Chartered Bank, Singapore | 2019 – 2022 |
| [2] Freelance Consultant [Client Industry & Work Scope] | |
| • Prominence Pte Ltd, Singapore [Financial model for \$20mil valuation seed round raise] | 2022 |
| • Crown Coffee Pte Ltd, Singapore [Financial model for \$150mil valuation series A raise] | 2022 |
| • I.T.I. Corporation Pte Ltd, Singapore [Shipping Services – Business analysis & strategy] | 2021 – 2023 |
| • KK Women & Children’s Hospital, Singapore [Healthcare – Queue improvement project] | 2019 |
| [3] International Graduate Intern, Standard Chartered Bank, Singapore | 2018 |

[4] Business Analyst Intern (Industry 4.0 research centre), McKinsey & Company, Singapore

2017