



THE BETTER BUSINESS *INSIGHTS*

"Business as a Force for Doing Good"

22

KEY INSIGHTS FROM THE BETTER BUSINESS SCHOOL 2025

■ Executive Lessons from Leaders Who've Built Better Businesses

BEYOND SCALING.

SCALE WITH PURPOSE. LEAD WITH INTENTION. BUILD WITH JOY.

2026 EDITION

Inside These Insights

You will discover:

- ✓ How world-class founders think

- ✓ A clear-eyed view of where your business is out of balance

- ✓ The lessons proven founders learned the hard way — so you don't have to

- ✓ Honest questions that reveal your next real bottleneck



DAY 1 | COURAGEOUS LEADERSHIP



Executive Takeaways

- ✓ Pivot before you're forced to.
- ✓ **Curiosity** beats certainty.
- ✓ **Humanity** becomes your **competitive edge**.

RIAZ SHAH

OBE · Former EY Partner (27 years) ·
Professor · Advisor to Fortune 500 CEOs
across 150+ countries

The next decade won't belong to the **smartest** leaders. It will belong to the most **adaptable**.



Executive Takeaways

- ✓ **Purpose** is a magnet for the best talent.
- ✓ Impact, built into the model, becomes a competitive edge.
- ✓ The more **good** you create, the more **durable** your business.

THOMAS NG

Founder & CEO, Genashtim · Verifies
~90% of the world's B Corp applications ·
YPO Global Impact Award winner

Profit and **purpose** were never a trade-off.
Done right, one fuels the other.



Executive Takeaways

- ✓ Use materiality to focus — **fix what matters most** to your business first, ignore the rest.
- ✓ **ESG** isn't charity or compliance; it's managing real financial risk and opportunity.
- ✓ You don't need certification to start — **assess where you are, then close the gaps**.

TAN EE BENG

Head of ESG Services, Genashtim · B Corp
champion · National goalball athlete

Sustainability isn't a cost centre.
Done right, it's where you're either making
money — or leaving it on the table.



Executive Takeaways

- ✓ **Business**, not aid, creates change that lasts.
- ✓ Apply real discipline to impact — rigor makes it survive.
- ✓ **Humility** is the trait investors trust most.

DR. DATO KIM TAN

Impact-investing pioneer · Biotech founder ·
Advisor to Johnson&Johnson Impact
Ventures & the John Templeton Foundation

The most powerful tool against poverty isn't
charity. **It's a well-run business.**



DAY 2 | PEOPLE



Executive Takeaways

- ✓ In every crisis, answer two silent questions: "**What now?**" and "**What happens to me?**"
- ✓ Lead with **Head, Heart** and **Guts** — you need all three.
- ✓ People never forget how you made them **feel**.

KENNETH CHAN

Scaled McDonald's China from 1,000 → 2,000 outlets in 5 years · Led 150,000 people

In a crisis, your people aren't asking about the plan. They're asking about **themselves**.



Executive Takeaways

- ✓ **Reflection** is the most under-used leadership tool.
- ✓ **Shift your awareness by 1°** — it compounds.
- ✓ **Own it:** "If it's to be, it's up to me."

ANDREAS VOGIATZAKIS

Agile, Authentic & Adaptive Leadership

We don't grow by doing **more**.
We grow by reflecting on what we've **done**.



Executive Takeaways

- ✓ **Culture** is the shadow of the leader.
- ✓ **Purpose-driven** energy outperforms managed effort.
- ✓ **Plant seeds** in a garden you may never see.

DEBBIE LOO

Building the KIAN Tribe & Lynch Pin University

HUOI SEONG LOW

Founder & Chief Coach of Opening Minds

Culture isn't what you say on the wall.
It's what you **practise** and **model**.



DAY 3 | STRATEGY



Executive Takeaways

- ✓ Solve the pain your customer can't yet see — that's where first-mover advantage lives.
- ✓ Make science your moat: protect the genetics (IP), not just the know-how.
- ✓ Don't just chase profit — build the whole ecosystem (talent, feed, farmers, brand) so it's defensible and sustainable.

GIVA KUPPUSAMY

Founder of GK Aqua and EY Technology
Entrepreneur of the Year 2023

**You've got to do well before you can do good
— so *build* a real business around your
science, not the other way round.**



Executive Takeaways

- ✓ Search, Scale and Sale each need a different you.
- ✓ Escape the "no-moat" trap — build defensibility.
- ✓ Opportunity first; resources follow a credible team.

DATO' DR KAMARUL

Founder, Aerodyne — a homegrown drone startup turned top 3 global player across 35+ countries · EY Entrepreneur of the Year

**Entrepreneurship is the pursuit of opportunity
by leveraging the resources you have.**



Executive Takeaways

- ✓ Own a clear position — and defend it.
- ✓ Saying no to the wrong customers is a strategy.
- ✓ Grow on economics, not on vanity metrics.

VENON TIAN

Co-founder & Group COO, ZUS Coffee

**Knowing *who are not your customers* is as
powerful as knowing *who they are*.**



DAY 4 | STRATEGY / CASH



Executive Takeaways

- ✓ **Coach, don't drag.** Build a team that doesn't need managing so you can focus on strategy, culture and capital — the CEO's real jobs.
- ✓ **Open the books.** Give people line-of-sight from their daily work to the company's numbers, and they'll police themselves.
- ✓ **Turn profit into a game.** Peg open-ended rewards to outperformance (start small, keep tweaking) so everyone wins when the company wins.

CHAN BOON YONG

Founder of The Carat Club & Advisor of KIAN of Group Companies

Stop dragging your company.
Build one where *every employee thinks like an owner* — and it runs (and grows) without you.



Executive Takeaways

- ✓ **Study your future, don't guess it.** Watch markets already living ahead of you rather than reacting to the West.
- ✓ **Attack idle capacity.** The most disruptive models monetise what everyone else wastes.
- ✓ **Collaborate first — but if you must compete, learn the playbook:** speed, integration, and comfort with uncertainty.

KENNY LIM

The China Whisperer

Stop watching the West.
China is your *crystal ball* — and it's already arriving in your neighbourhood.



Executive Takeaways

- ✓ **Read the cash flow statement first.** It's the fact of the business; the P&L is only the theory.
- ✓ **Fix the model, not the symptom.** Pair cash-generating (B2C) streams against slow-paying (B2B/B2G) ones so receivables never hold you hostage.
- ✓ **Treasure cash and spread the literacy.** Stay lean and make sure even your team understands how cash actually works.

PATRICK CHEO

Co-founder, Adam Khoo Learning Technologies

Profit is theory. Cash is fact.
Master the difference — or it will kill your business, like it nearly killed his.



Executive Takeaways

- ✓ **Match capital to stage:** grants & FFF → angels → VC (10–50× seekers) → PE (step-change growth) → IPO. The wrong source too early destroys value.
- ✓ **Equity is the most expensive money.** Exhaust cheaper options first; only take PE if you genuinely can't borrow and need the expertise/network to grow multiples.
- ✓ **An IPO is the start, not the finish.** PE before IPO can institutionalise you so listing becomes "a walk in the park."

THE FUNDING PANEL

From the Left to Right:
DR SIVAPALAN VIVEKARAJAH, LEE KOK WAI & AZAM MALEK AZMAN

The *right money* at the *wrong stage* will sink you. Know exactly which capital fits your stage of growth.



DAY 5 | EXECUTION



Executive Takeaways

- ✓ **Start with good raw material.** Hire for character and leadership, not just skills — use structured profiling so your gut bias doesn't fool you.
- ✓ Pay quarterly, not yearly. Yearly KPIs make your best people coast by month 7 and your laggards give up by July. 13-week cycles keep everyone in the game.
- ✓ Align pay with the mission. High variable compensation means when the company wins everyone wins — and in a crisis (SARS, COVID) everyone absorbs the hit together, so you never have to cut base pay.

DENNIS TAN

Owner & Managing Director of The Everly Group

A brilliant strategy is just a daydream until you execute it — and *execution is a system*, not a personality.



Executive Takeaways

- ✓ **Pick the AI for the problem.** Don't use one tool for everything — match it to the job, and never use it where being wrong is disastrous (accuracy, explainability, repeatability, confidentiality).
- ✓ **Roll out in three levels:** individual productivity first → automate the "dirty, dull, dangerous" jobs → then transform your products and business model.
- ✓ **Hire for attitude and character, train for skills.** In the AI era, imagination, communication and critical thinking matter more than knowing the tool.

RICO HO

Digital Transformation Expert & AI-Powered Workplace Strategist

AI isn't magic and it won't save a broken business. It's a *mindset shift* that multiplies a well-led team — but it's impossible without leadership.



Executive Takeaways

- ✓ **Translate money into meaning.** A financial target has no motivational power. Tie your BHAG to a human impact ("10,000 women regain their eyesight") and the whole company pulls with you.
- ✓ **Know your business model — and your Profit X.** Find the one focus that gives the highest return (one furniture firm targeted "the three women in the family" → RM7M to ~RM100M).
- ✓ **Change happens slowly, then all at once.** Pick one thing from each pillar, start Monday, and let momentum compound over 2–3 years.

JEREMY HAN

Certified Scaling Up Coach

Don't aim to be the *best* — aim to be continuously *better*. Set a goal so big it breaks your limits, then give it a meaning that touches the heart.



Executive Takeaways

- ✓ **Fear and exhilaration are two sides of one coin.** Prepare well, step onto the stage, and that terror flips into one of the most magical feelings in life.
- ✓ **Music is the great equaliser.** Put a CEO and a junior in the same team to sing, and ego, politics and hierarchy dissolve — real bonding follows.
- ✓ **Sound shapes behaviour.** The right (or wrong) sound moves emotions, retail sales, and focus — open-plan noise alone can cut productivity dramatically.

T.C.

Serial Entrepreneur & Founder, Gig For Good

The number-one human fear is *public speaking* — *greater than death*. Conquer that fear on a stage, and you can lead, sell and persuade anywhere.

| Five Pillars. One Room. A Different Kind of Leader.

You've seen what happens when the Five Pillars of Better Business grow together—shared honestly by people who have done it.

These lessons took years and many mistakes to learn. Imagine having them shared with you directly, in a room built for leaders exactly like you.

Courageous Leadership

Lead with curiosity, purpose, and the willingness to act despite fear. Courage is a muscle you build on stage: make hard decisions, set bold goals, and create the conditions for others to follow.

***Ask Yourself:** Are you leading with certainty—or curiosity? Do you have the courage to start on Monday?*

People

Build a culture that runs without you. Develop 2nd-line leaders who own outcomes, align daily work with purpose, and describe your leadership the way you hope.

***Ask Yourself:** Are your people aligned or just busy? Would your team describe your leadership the way you'd hope?*

Strategy

Find the pain your customer can't yet name. Build a moat — IP, brand, science, or ecosystem — and have the discipline to say no to noise. Run your own race; focus.

***Ask yourself:** If I could only make three decisions this year — and had to ignore everything else — what would they be?*

Cash

Make cash a management habit. Open the books, watch cash daily, fix model-level problems, and take the right capital at the right time. See the market 12–18 months ahead and protect what keeps you alive.

Ask Yourself: *Does my business run without me, see what's coming, generate real cash, and use the right capital?*

Execution

Build a machine, not a hero. Systemize people, pay, and process; let AI multiply disciplined teams; set a meaningful BHAG; and act despite fear. Small, consistent actions compound into transformation.

Ask Yourself: *Do I have systems that execute without me and a goal with real meaning?*

TBBS 2026 is where founders stop collecting ideas and start executing them — with the systems, tools, and community to make it stick

→ **Join the Next Cohort**



**COURAGEOUS
LEADERSHIP**



PEOPLE



STRATEGY



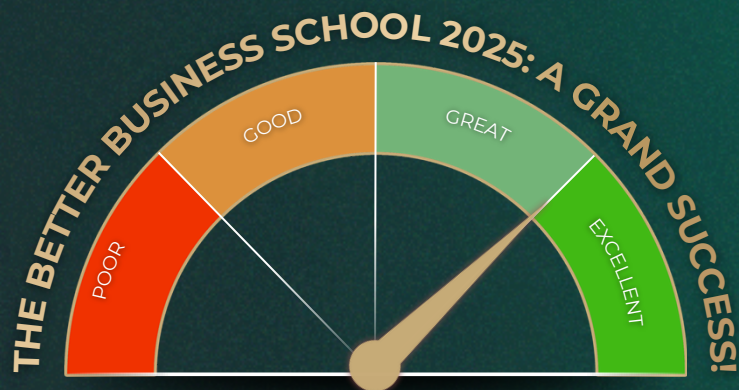
EXECUTION



CASH

| The Next Chapter Could Be Yours.

NPS +63



You've just experienced a glimpse of what happened inside The Better Business School 2025. **Half of last year's cohort** reported a **mindset shift**, and **46% said they gained great learnings and valuable insights**.

Testimonial

★★★★★

"It helped me see clearly that business can be a force for good. The approach was unique because it blended strategy, values, and personal growth. It feels different because it was holistic and human-centered."



Mazrina binti Mahat
Genashtim Sdn. Bhd.

Testimonial

★★★★★

"As business leaders, we are stronger in some areas and weaker in others; this program provides a comprehensive way of organizing your strategy to ensure every single ground is covered for a total transformation."



Aster Wei Su Hwa
Otti NeuroLearning Institute

Testimonial

★★★★★

"Most programs focus purely on how to build a business and make money, but The Better Business School is unique because it trains you to do good while making money—and doing good is good for everybody, not just yourself."



Dr. Sivapalan Vivekarajah
Senior Partner & Co-Founder of
ScaleUp Malaysia Accelerator,
Mentor & Angel Investor

Early Bird Registration is Now OPEN.

These insights are a fraction of what's shared inside The Better Business School.

Five immersive days. Founders, CEOs, and change-makers building businesses that create lasting value — for their people, customers, and communities.

If these lessons challenged your thinking, imagine what the room could do.

→ [Join the Next Cohort](#)