

## 5<sup>th</sup> COACHING SURVEY

An Asia Coaching Benchmark 2019

# Geography Report - Singapore

***Participating Markets:***

***Hong Kong, India, Indonesia, Mainland China, Philippines, Singapore***



# Acknowledgement of Survey participants, Sponsors, Partners and the Team

We want to **thank all the Participants** who responded to the survey.

We want to **thank all our Sponsors** for their Financial and Distribution support

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This Integrated Report is a result of several hundred hours of individual and collective effort writing, reviewing and editing by team members who analysed the data and wrote the reports.

## **Geography reports written and edited by:**

**Hong Kong:** Mathilde Poirieux, Pansy Lam, Cynthia Chan

**India:** Rup Kumar Sengupta, Uma Arora

**Indonesia:** Ina Rizkie Amalia, Maria Eko, Hairil Anwar

**Mainland China:** Yanyun Yang

**Philippines:** Julius Ordonez, Maria Althea Masangkay

**Singapore:** Taruna Aggarwal

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## Integrated Report written and edited by:

**Taruna Aggarwal:** Project Leader

**Cynthia Chan:** Project Support

**Uma Arora:** Chair, Research, APAC

We would also like to acknowledge all the earlier team members and Rainer Schmitz for their work on the first four surveys.

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- The figures presented in this report are based on survey responses and therefore rely on the accuracy of the data provided by the survey respondents. ***In some cases, the sample size is small and may not reflect the true picture, however, it is still interesting to see what the data brings out.***
- The sample of companies and internal coaches respondents in Singapore is low and may not reflect the overall market in Singapore. We are unable to draw conclusive insights.
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# Introduction, Methodology, & Purpose

# Introduction

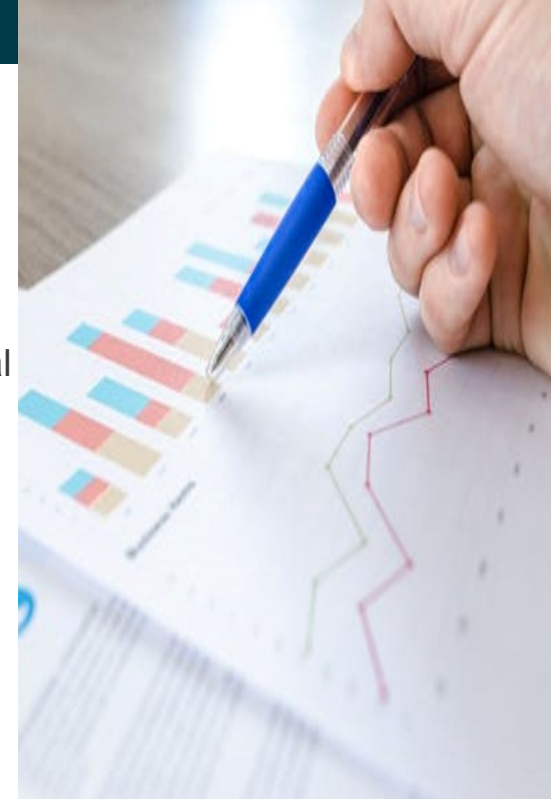
## Purpose and Approach

- The purpose of this 5<sup>th</sup> coaching survey is to establish baseline of the coaching industry in Asian markets and track its development over time to identify trends and new insights to support the advancement of this relatively new profession.
- This survey collects information on coaching practice, process, outcome and demographics from both buyers (primarily companies) and providers (external/internal coaches) of coaching services with the aim of getting the full story from both sides. The approach blends both qualitative and quantitative methods to reach a comprehensive and diverse pool of stakeholders.
- The coaching survey was conducted in English, Chinese, & Bahasa Indonesia languages.
- Previous four coaching studies have been completed in 2010, 2012, 2014, and 2017 respectively. First three studies were done in Mainland China. The fourth one covered Mainland China, Hong Kong and India. Indonesia, Philippines and Singapore were added in the fifth benchmark study completed in 2019
- The 5<sup>th</sup> Coaching Survey was conducted from January to December 2019. The highlights of the survey findings were presented at the APAC Coaching Conference in Mumbai, India, in August 2019
- The aim is to include other Asia Pacific markets in future studies.

# Methodology

## Detailed & Robust

- **Medium:** Online Questionnaire (143 questions)
- **Distribution channels:** Sponsors, Networks, & Social media
- **Time Frame:** Feb 2019 to August 2019
- **Survey Participating groups:** Organizations | External Coaches | Internal Coaches
- **Markets:** Hong Kong, India, Indonesia, Mainland China, Philippines, Singapore
- **Languages:** English, Mandarin and Bahasa Indonesia
- **Analysis:** Comprehensive and by Markets





# The Participants

Comprehensive Coverage from all three perspectives

CR

Company/ Organization  
Representative

A company/organization representative ideally works in the field of HRM/HRD or is a senior member of the leadership team who is privy to the coaching interventions in the company/organization.

EC

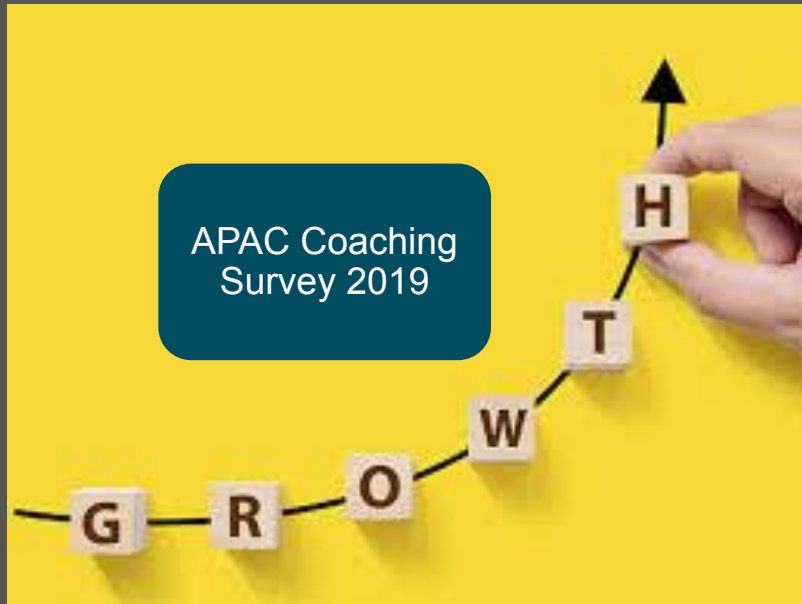
External Coach

An external coach offers coaching services to Organizations and/or individuals. He/She is either self-employed or works as a contract worker for coaching providers.

IC

Internal Coach

An internal coach is an employee who has the job task to coach fellow employees (making up at least 20% of the job). Coaching of employees for whom the coach is an immediate supervisor does not count.



	2010	2012	2014	2017	2019
Markets	1	1	1	3	6
Languages	1	1	1	1	3
Total Participants	81	146	369	554	1,286
Organizations	43	55	71	168	427
External Coaches	38	68	113	321	703
Internal Coaches	NA	23	35	65	156

## Progress over the years

More than 100% growth in participation in 2019 over 2017



	2010	2012	2014	2017	2019
<b>Total Participants</b>	NA	NA	NA	NA	108
<b>Organizations</b>	NA	NA	NA	NA	21
<b>External Coaches</b>	NA	NA	NA	NA	78
<b>Internal Coaches</b>	NA	NA	NA	NA	9

Singapore included in the survey for the first time in 2019

# Thank you Sponsors

## Platinum Sponsors



## Gold Sponsors



## Silver Sponsors



## Bronze Sponsors



# Top Trends/Insights

SINGAPORE

# Top Trends

## 1. Growth in Coaching services – a deeper penetration in markets

Coaching services are being widely adopted in all markets and companies are increasingly becoming more open to introducing coaching services. Our survey revealed that only 2% of the companies are UNLIKELY to introduce coaching as compared to 13% of the companies in the 2017 survey

### For Singapore\*

- 71% of the companies have used coaching in Singapore compared to overall 74%
- While Singapore is a relatively more mature coaching market, 29% (overall 26%) of the companies reached have never used coaching.
- 5% companies (overall 2%) said they are unlikely to introduce coaching at all
- Top reason for Singapore companies unlikely to introduce coaching is coaching concept not being well-known (similar to the overall report). An equal number of companies also find coaching very expensive and not a 'powerful tool'

***Given the barriers that may be stopping companies from adopting coaching, what strategies can coaches employ to manage the cost benefit arbitrage as perceived by the companies? How do professionals in the field promote the concept of coaching in the community?***

# Top Trends

## 2. External or Internal Coaching – Majority of companies are using a combination of ECs and ICs

Companies are increasingly using internal coaches and a combination of ECs and ICs. However, there is a variance in the perception of the role and efficacy of internal coaches between companies, EC's and IC's

### For Singapore\*

- Most companies work with a combination of ECs and ICs. 20% engage only ECs
- 90% of the companies find ICs more cost effective (82% overall)
- There is an agreement on the practice of using more ECs for senior management and ICs for lower management. ICs view their knowledge of the company context as a strong advantage, while ECs value their external perspective; companies have mixed views.

*Is knowledge of the company more an asset or a barrier for coaches to bring new perspectives?*

*How may neutrality of the coaches play a role in the benefits of coaching?*

*How could coaches better support companies in clarifying what they need most?*

# Top Trends

## 3. General concern about IC's role not being very well defined

Survey points out that while companies want to create internal capability for coaching, almost half of them say that IC's coaching role is less than 25% of their overall job responsibility. There is definitely an opportunity for IC's role to evolve and become more specialized.

### For Singapore\*

- For 59% of the companies, coaching is less than 51% of the IC's job responsibilities
- 89% ICs agree that coaching responsibilities are a part of their career development plan. While 44% ICs say it is linked to their performance review, 44% also feel it is not linked to compensation and benefits
- ICs are more focussed on Performance and Leadership coaching (79%); Communication Skills and Life Coaching (33%)



# Top Trends

## 4. ECs are investing more in professional development with coaching supervision gaining more attention

- Formal coaching supervision, although a very new field, is being used by coaches (32% ECs and 26% ICs).
- Coaches are also using other forms of reflective practices like mentor coaching, peer network learning etc. to enhance their quality of coaching.
- While all coaches are leveraging multiple forms of professional development, ECs are more invested in professional development. Nearly double the number of ECs (41%) than ICs (23%) spend 60 hours per annum or more on continuous professional development.

### For Singapore\*

- Coaches spend 1- 2 hours per month engaging in Coaching Supervision, even though it is a very new concept. While most ICs get supervision pro bono, almost half of the ECs pay USD 200-400 per hour and nearly 1/3 pay upto USD 600 per hour for a formal supervision session
- 40% ECs spend more than 60 hours (41% overall,) while 50% of ICs spend 20 hours or less on Professional Development
- 95% ECs receive training from accredited coaching organizations. 25% ICs receive training as part of in-house program by employer which is lower than the overall average of 39%

# Top Trends

## 5 Influence of culture on the understanding of Coaching in Asia

- The survey reconfirmed the observation from the 4th Coaching Survey that coaching is perceived slightly differently in Asia. Both companies and coaches acknowledge elements of guidance and expertise sharing involved in coaching. This comes out stronger from companies.

## For Singapore

- Coaching Definition is well understood by vast majority in companies, as with the overall survey 96% agree with Sir John Whitmore definition. However elements of guidance and expertise sharing are also present in Singapore as with other markets

## Top Trends

### 6. Affirmation of coaching impact and growing sophistication in consumer expectations

- **Coaching quality:** While 6 out of 10 companies expressed their satisfaction with the coaching services rating it very good/good, 3 out of 10 respondents were undecided on quality of coaching. 7% of the respondents were not happy with the quality of coaching services. This trend remains the same compared to 2017 survey
- **Coaching benefits:** 84% of respondent companies see some impact of coaching on their business bottom line. Coaching seems to have a strong positive impact on individual performance and employee morale/engagement while organization performance, employee retention, revenue and profitability received a moderate positive impact. Only 16% reported no impact on the bottom line

#### For Singapore\*

- 73% companies rated coaching quality as good and very good. This is higher than the overall market data 61%. 27% of companies are undecided on the quality of Coaching, this is lower than the overall market percentage (32%).
- Regarding impact of coaching on bottom line, 74% (overall 84%) of companies see some impact while 26% (overall 16%) reported no impact.
- While only 29% companies use evaluation tool to measure success of coaching, they are mostly happy with the quality and appropriateness of the tools. There is heavy reliance on measuring stakeholders' feedback and hard facts.
- Most companies received the benefits they sought as well as benefits they did not seek, with divergence in 'job engagement'- 45% companies said they sought 'increased job engagement' but did not receive it.

## Top Trends

### Affirmation of coaching impact and growing sophistication in consumer expectations (Cont.)

- **Effectiveness of coaching process:** Organizations unanimously expected the coaching process to improve. The top three areas for improvement being - clarity of coaching objectives, coachees' understanding of coaching and review of feedback at the end of coaching assignment. This remains the same top 3 areas as in 2017 survey data.
- **Fluid 'boundaries' of coaching process setup:** Majority of companies and coaches indicated that while there are joint agreements on coaching objectives, confidentiality arrangements and updates on the coaching progress from companies, they also request for coachees' assessment results and specific coaching content from the coaches.
- **Credentialing of new coaches:** Coaching experience is still ranked as the most important selection criteria for coaches, followed by chemistry, language and credentials (in no particular order).

### For Singapore

- About 75% companies reported to have requested for coachees' assessment results and specific coaching content from the coaches.
- Companies and EC are aligned on the criteria for selection of EC. Top 3 criteria are - Coaching Experience, Chemistry and Language (similar to overall). Business or industry experience is more relevant than Credentials, which is No. 4 in the overall survey but No. 6 for Singapore).

*How can tripartite contracting and benefits measurement be done more effectively among companies, coaches and coachees to have clearer agreement of expected coaching benefit outcomes?*

## Top Trends

### 7. AI based coaching tools yet to be seen

While a majority of companies and coaches indicated openness to using some form of technology in the future, as per the survey, 88% EC and 85% IC are not currently using any AI tool.

#### For Singapore

- Most ECs (85%) and all the ICs (100%) do not use AI or recent technology like Chatbot or Coaching Apps for assignments. Perhaps AI has not yet penetrated the coaching industry in Asia\*. It might be interesting to compare this trend with data in the west.

### 8. Future Outlook is positive

- Companies plan to increase overall focus on coaching: They plan to build in-house capability (61%), use technology (31%), and increase the coaching budget (39%). While companies want to continue using external coaches, 80% say that they want to train their leaders to coach the team members and build a coaching culture in the company.
- Coaches perceive a positive future outlook with increase in demand and supply of coaching offerings. ECs and ICs are predicting an increase in all types of coaching services – 1-1 Coaching, Team Coaching and Coaching Skills training,





#### For Singapore

- 50% of the companies plan to increase focus on building in-house coaching capability, 36% indicate they will increase the use of external coaches and 38% said they will use technology/AI based coaching tools.

***\*The first version of the report was generated in January 2020. In view of the Covid-19 pandemic, the use of technology and AI tools is likely to increase manifold and perhaps rapidly.***

# Demographics

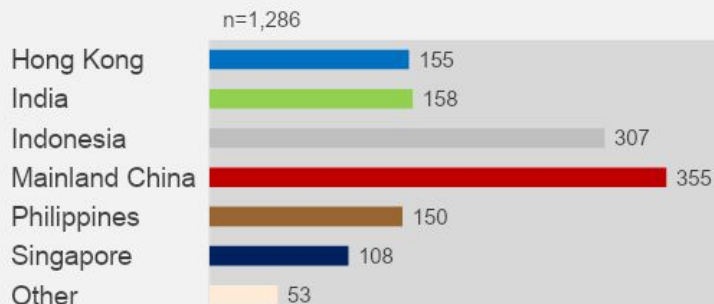
## Participant Overview & Distribution

Markets 	Hong Kong	155	12%
	India	158	12%
	Indonesia	307	24%
	Mainland China	355	28%
	Philippines	150	12%
	Singapore	108	8%
	Others	53	4%
	<b>Total</b>	<b>1,286</b>	<b>100%</b>
Role 	External Coach	703	55%
	Organization Representative	427	33%
	Internal Coach	156	12%
	<b>Total</b>	<b>1,286</b>	<b>100%</b>
Gender 	Male	250	42%
	Female	349	58%
	<b>Total</b>	<b>599</b>	<b>100%</b>
Only (EC+IC)			
Language used for survey 	English	951	74%
	Mandarin	258	20%
	Bahasa Indonesia	77	6%
	<b>Total</b>	<b>1,286</b>	<b>100%</b>



# Participant Overview & Distribution

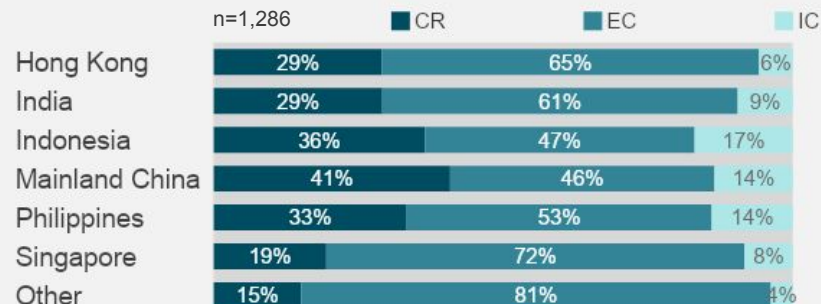
## Markets



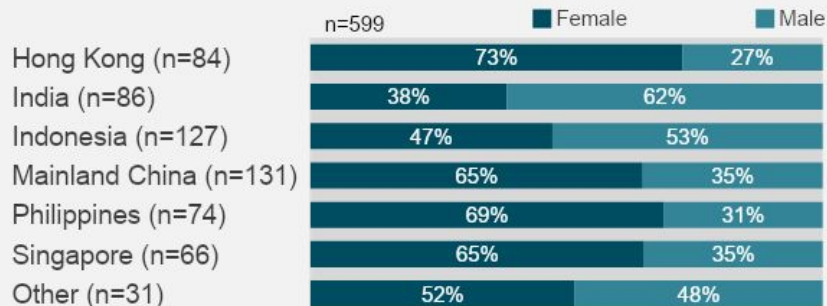
## Role



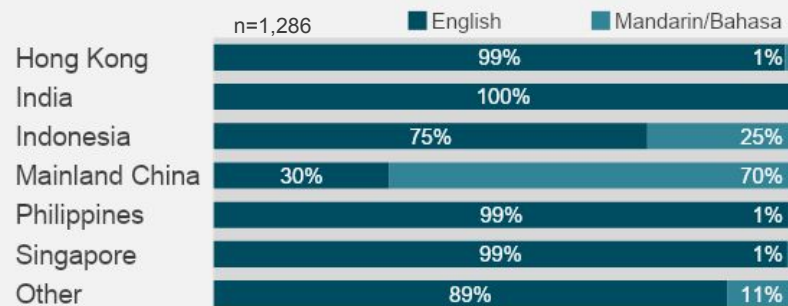
CR= Company/ Org Representative, EC= External Coach, IC= Internal Coach



## Gender (EC & IC)



## Language used for Survey





# Participating Organizations - Distribution by industry sector and type

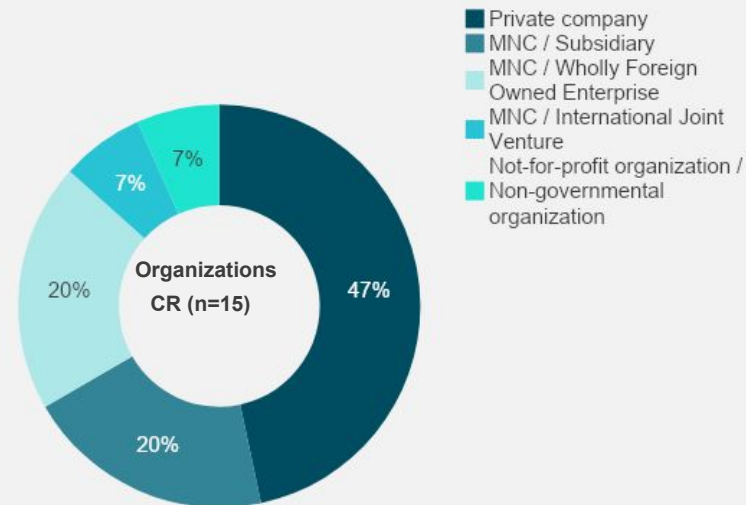
## Diversified sample from several industry sectors.

Q. What industry sector does your Organization operate in? (Multi Choice)



## Private companies are the largest participants

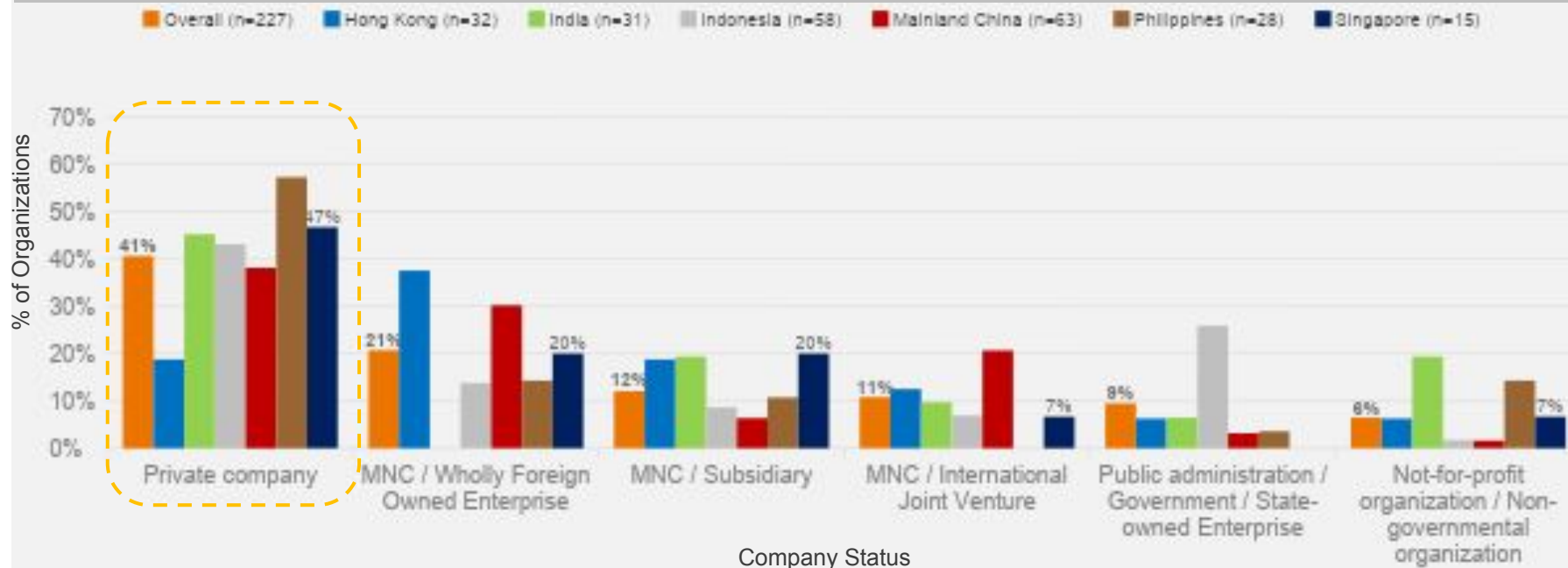
Q. What is your company status?



# Types of Participating Organizations

Private companies are the largest participants across markets barring Hong Kong

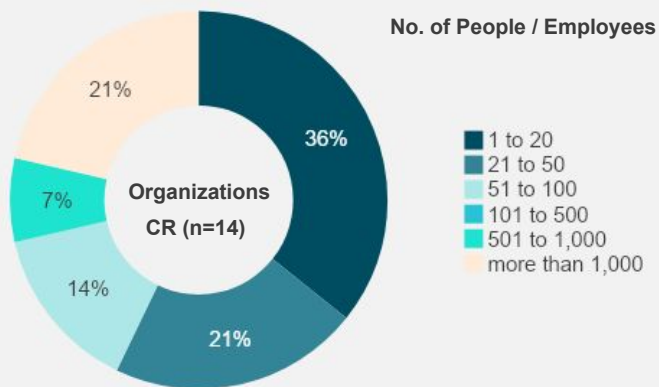
Q. What is your company status?



# Participating Organizations – Distribution by Employees and Revenue

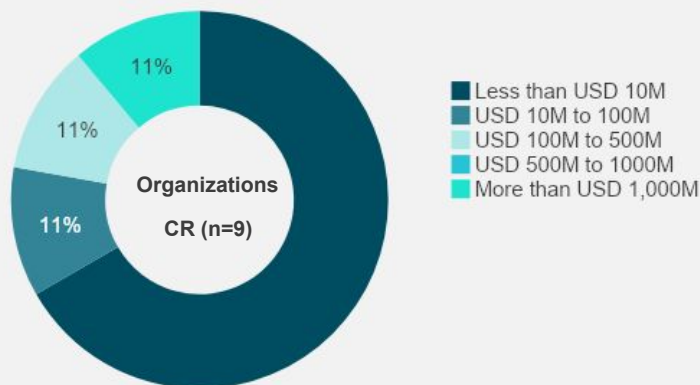
## Most of the companies reached employ upto 100 people

Q. How many people does your company employ locally?



## Most of the companies reached were in the revenue brackets of less than USD 10M

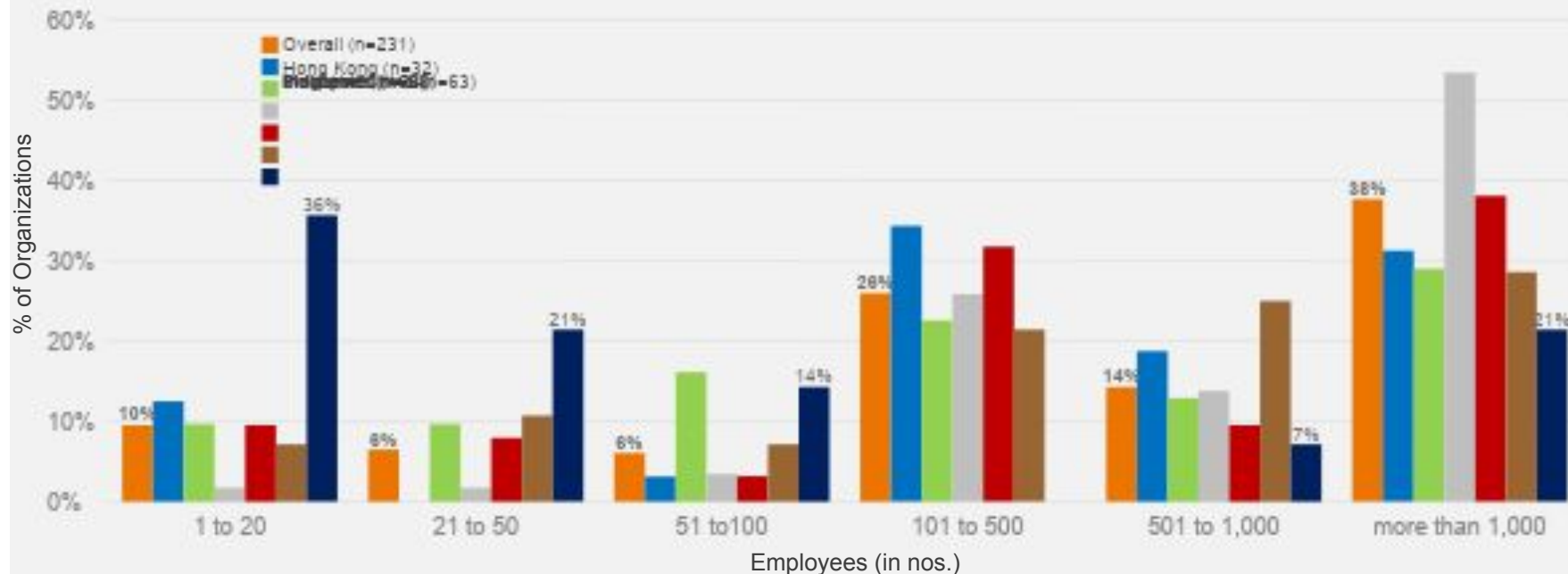
Q. What is the company size in terms of revenue in USD million per year (local market only)?



# Participating Organizations by Number of Employees

## Market-wise breakdown of companies reached based on number of employees

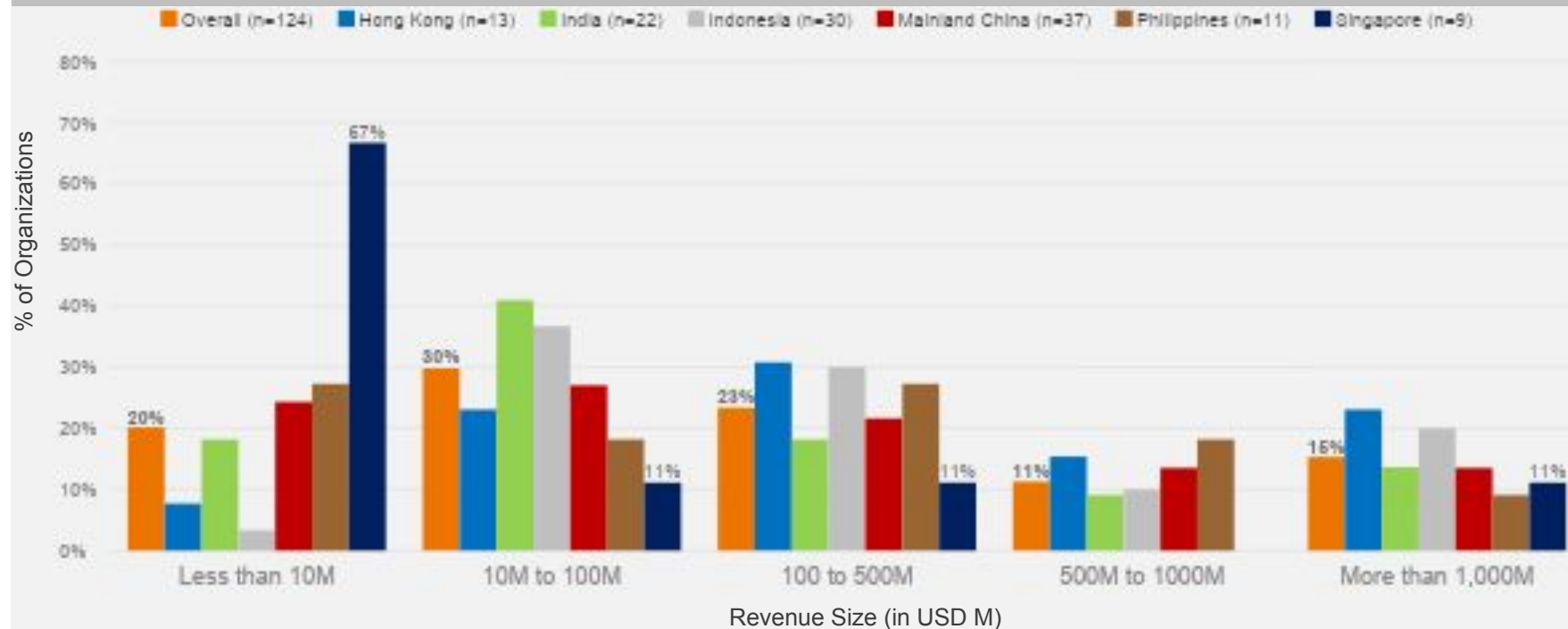
Q. How many people does your company employ locally?



# Participating Organizations by Revenue Size

## Market-wise breakdown of companies reached based on revenue size

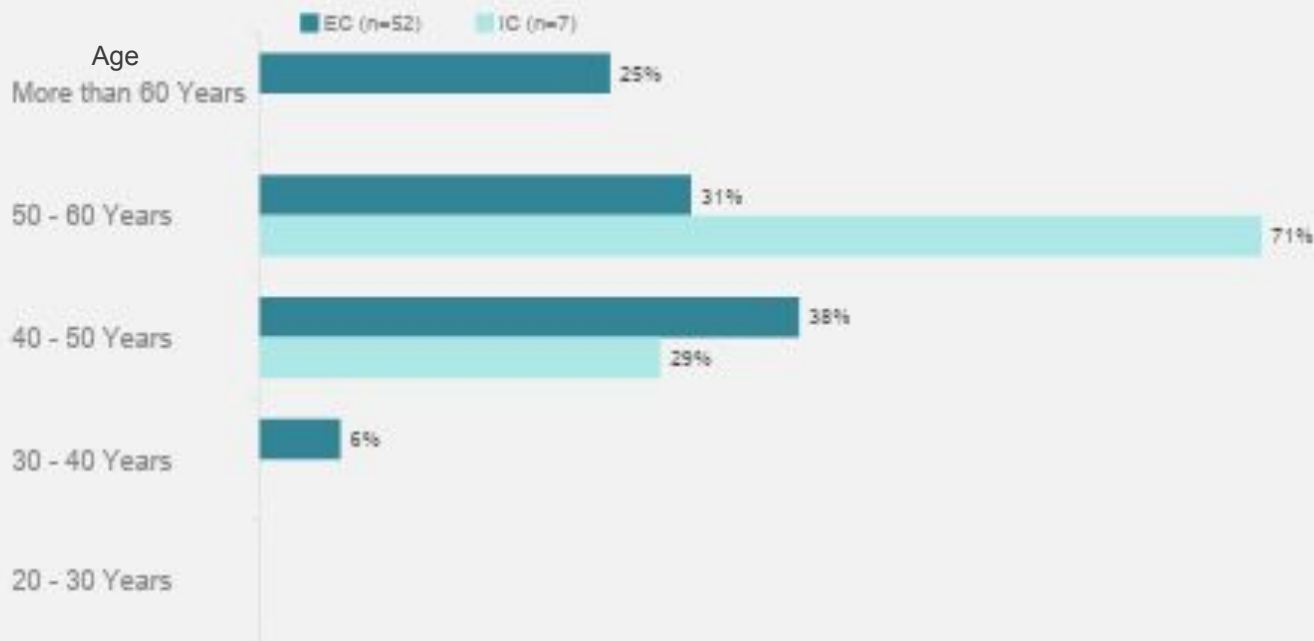
Q. What is the company size in terms of revenue in USD million per year (local market only)?



## Distribution of Coaches by Age

Median age of EC is 50 years and median age of ICs is 49 years

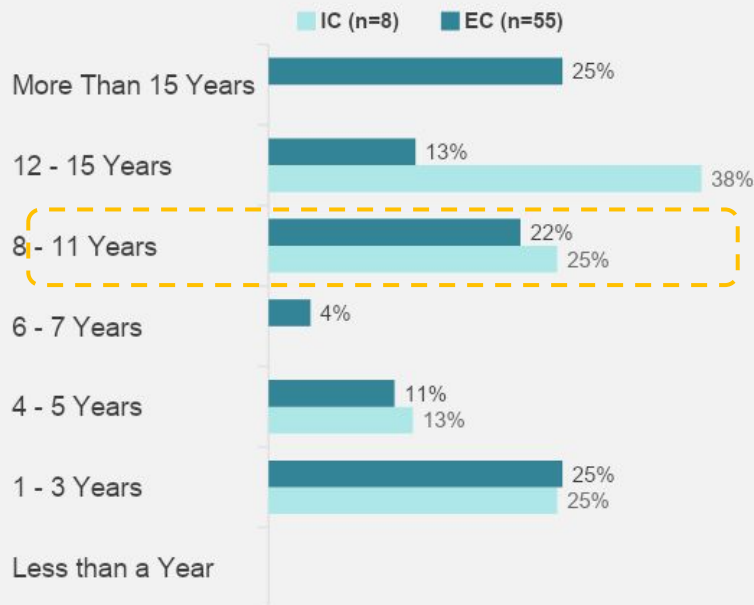
Q. What is your birth year?



# Distribution of Coaches by Years of Experience

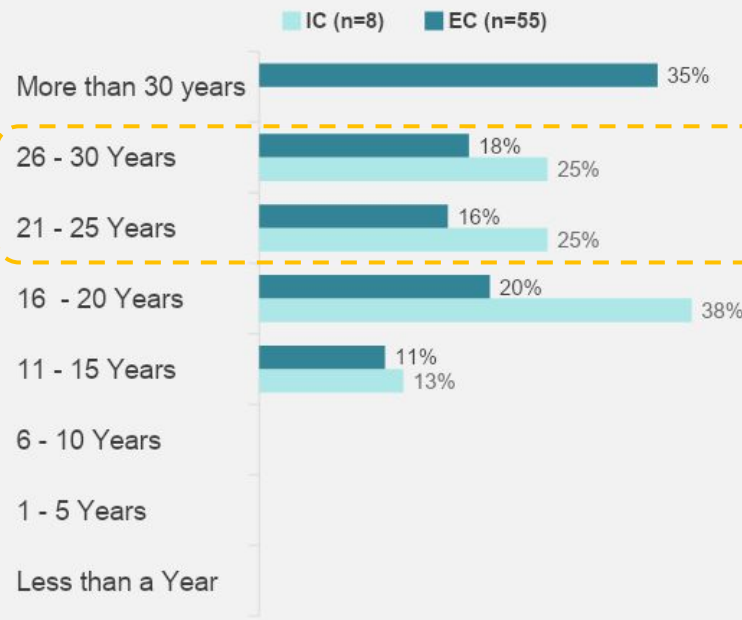
ECs have average coaching experience of around 10 years , ICs have average coaching experience of 9 years approximately

Q. How many years of coaching experience do you have?



ECs have average overall work experience of around 28 years , ICs have average overall work experience of 23 years

Q. How many years of overall work experience do you have?



## Typical EC Participant

The ECs in Singapore, India and HK have more coaching experience than the ECs in the Philippines, Mainland China, and Indonesia

	Female Coaches	Average Age (Yrs.)		Coaching Experience (Yrs.)		Overall Work Experience ≥ 20 years
		Median	Mean	Median	Mean	
Hong Kong (n=76)	74% (59%)	51.0	50.5 (49)	8.0	9.1 (8)	80% (72%)
India (n=76)	39% (39%)	52.0	52.9 (51)	8.0	9.9 (7)	85% (65%)
Indonesia (90)	54%	46.5	46.9	3.0	5.7	60%
Mainland China (n=103)	67% (64%)	46.0	46.3 (47)	4.0	6.8 (7.2)	72% (64%)
Philippines (n=58)	69%	51.0	53.0	5.5	6.8	76%
Singapore (n=58)	64%	50.0	51.8	9.0	10.4	80%
Other (n=30)	53%	51.5	50.2	7.0	11.0	77%
<b>Overall (n=491)</b>	<b>60%</b>	<b>49.0</b>	<b>49.7</b>	<b>5.0</b>	<b>7.9</b>	<b>75%</b>

\*n may vary for each column depending on how many answered those questions  
Nos. in bracket are from 2017 Survey



## Typical IC Participant

The ICs in India and Singapore have more coaching experience than the ICs in HK, The Philippines, Mainland China, and Indonesia

	Female Coaches	Average Age (Yrs.)		Coaching Experience (Yrs.)		Overall Work Experience ≥ 20 years
		Median	Mean	Median	Mean	
Hong Kong (n=8)	63%	48.5	46.1	5.5	6.0	75%
India (n=10)	30%	53.5	52.1	12.5	13.8	70%
Indonesia (n=37)	30%	43.0	42.8	2.0	3.2	44%
Mainland China (n=28)	57%	39.0	39.6	2.0	3.3	32%
Philippines (n=16)	69%	40.0	41.4	3.0	4.3	56%
Singapore (n=8)	75%	49.0	47.3	9.0	8.8	88%
Other (n=1)	0%	36.0	36.0	4.0	4.0	0%
Overall (107)	48% (64%)	42.0	43.2 (43)	3.0	5.0 (5.8)	50% (46%)

\*n may vary for each column depending on how many answered those questions  
Nos. in bracket are from 2017 Survey

# Landscape of Coaching Market

# Growth of Coaching Services

For the sample of companies reached, coaching is not a young concept in Singapore. 53% of the organizations have used coaching for 3 years to more than 10 years while 47% companies that have used coaching for up to 3 years.

Q. How long your company has used coaching in your market location?

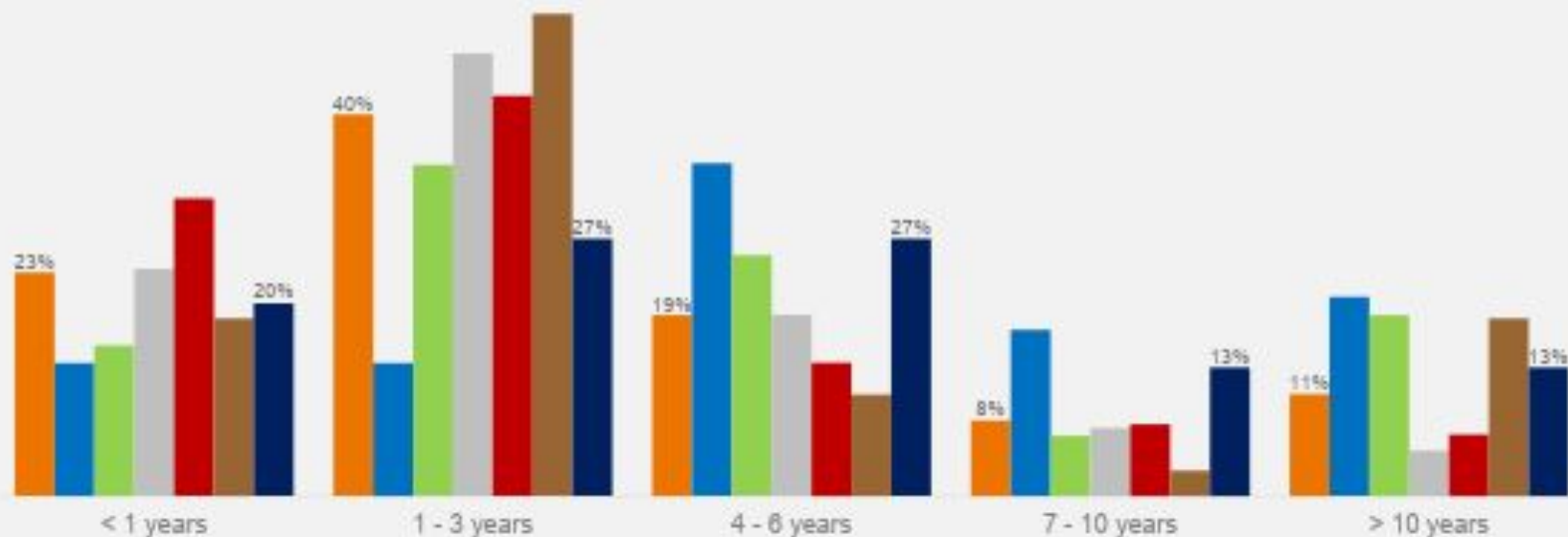


## Prevalence of Coaching Services – By Market

While most markets have used coaching services for up to 3 years, Singapore market is more mature with 53% of the organizations having used Coaching for more than 3 years. 13% of these companies have used coaching for more than 10 years

Q. Please indicate how long your company has used coaching in your market location?

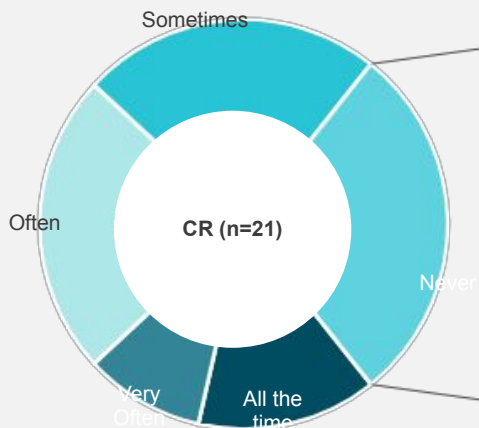
Overall (n=293) Hong Kong (n=29) India (n=32) Indonesia (n=55) Mainland China (n=94) Philippines (n=38) Singapore (n=15)



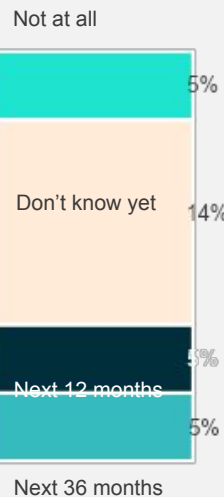
# Adoption of Coaching

**24% of the Companies have used Coaching only "Sometimes" and 29% have "Never" used coaching. This reflects an expansion opportunity for coaching services. Of the companies that have never used coaching, 19% are reluctant to introduce coaching, top reasons being concept is not well know, it is too expensive and not seen as a powerful tool.**

Q. How frequently does your company use coaching services?



Q. If Never, would you like to introduce coaching in your company ?



Q. Reasons why your company is unlikely to introduce coaching(Multiple Choice Question)



## Usage of Coaching Services - by Market

**71% of organization that participated have used coaching services. 29% companies that have not used coaching represent and opportunity for growth and expansion for the coaching industry**

Q. How frequently does your company use coaching services? (Considered those organizations who have used Coaching services)



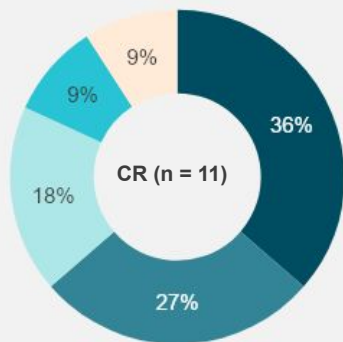
In the 2017 Survey, 63% of organizations used coaching services

## Target Clientele for ECs

**ECs clientele is aligned with where the demand for coaching services is originating, particularly in case of Private Companies. ECs are coaching clients outside the corporates - Self-Paying clients, Start-ups, NGO, Educational institutes as well as Government sector**

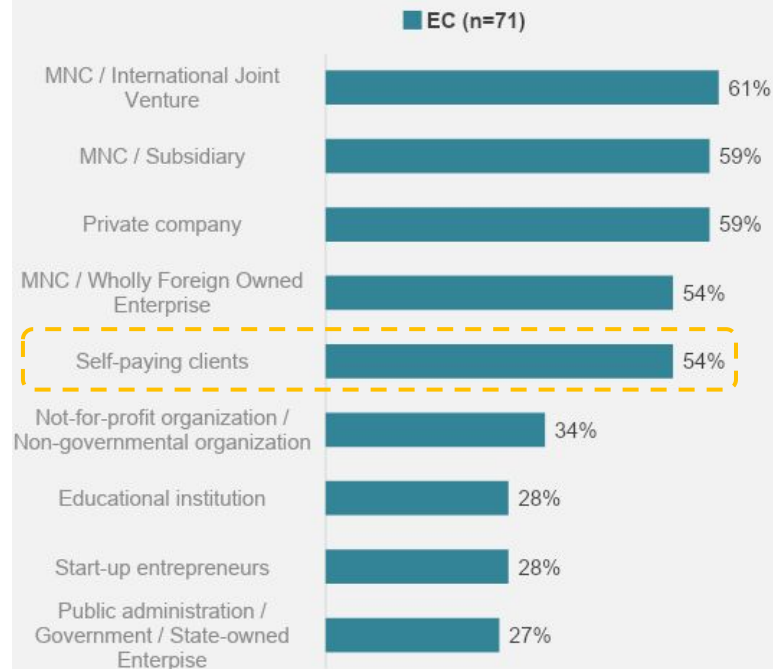
Q. What is your company status? + Q. How frequently does your company use coaching services?(CR)

Organizations that indicated that they used coaching services while answering the "frequency" part of the question



- Private company
- MNC / Wholly Foreign Owned Enterprise
- MNC / Subsidiary
- MNC / International Joint Venture
- Public administration / Government / State-owned Enterprise
- Not-for-profit organization / Non-governmental organization

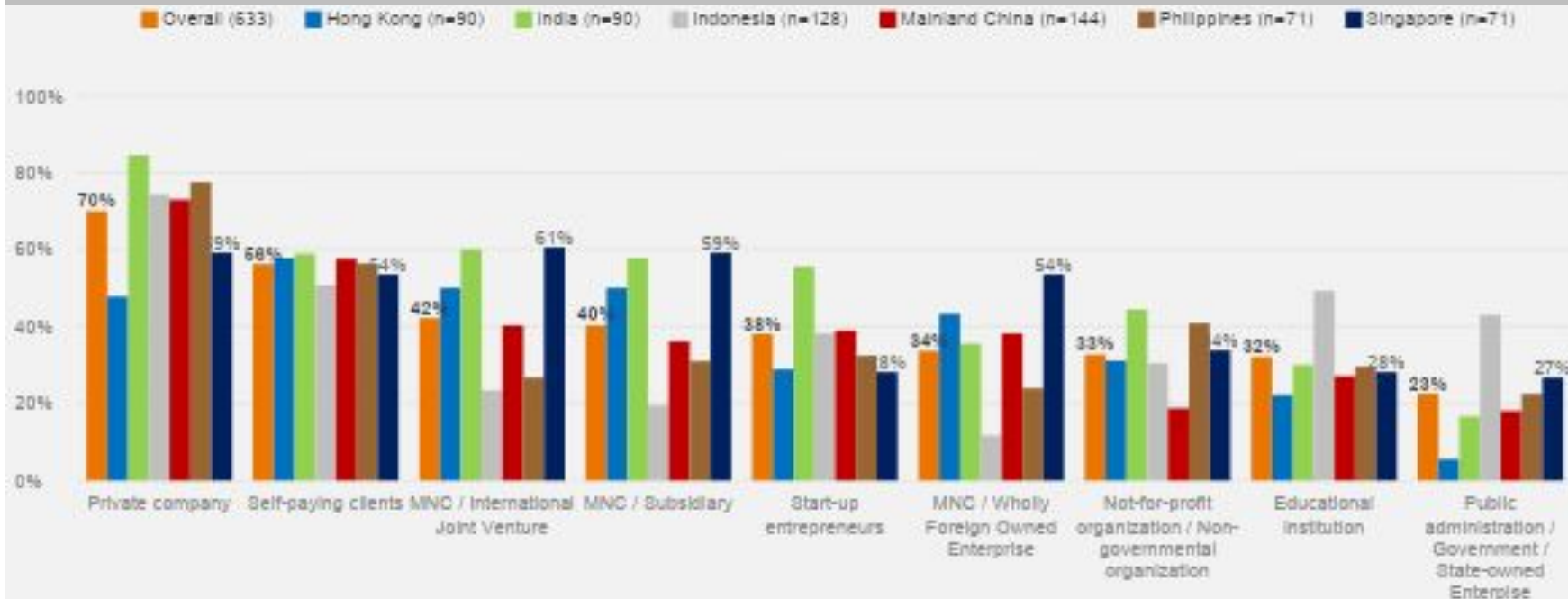
Q. Please describe the type of organizations you typically work with. (Multiple Choice)



## EC Target Clientele – By Market

Across markets, the distribution of coaching clients is focused on private companies, MNCs and self paying clients, with varying %age of clients in start-up entrepreneurs, education. NGO and and government sectors

Q. Please describe the type of organizations you (EC) typically work with. (Multiple Choice)



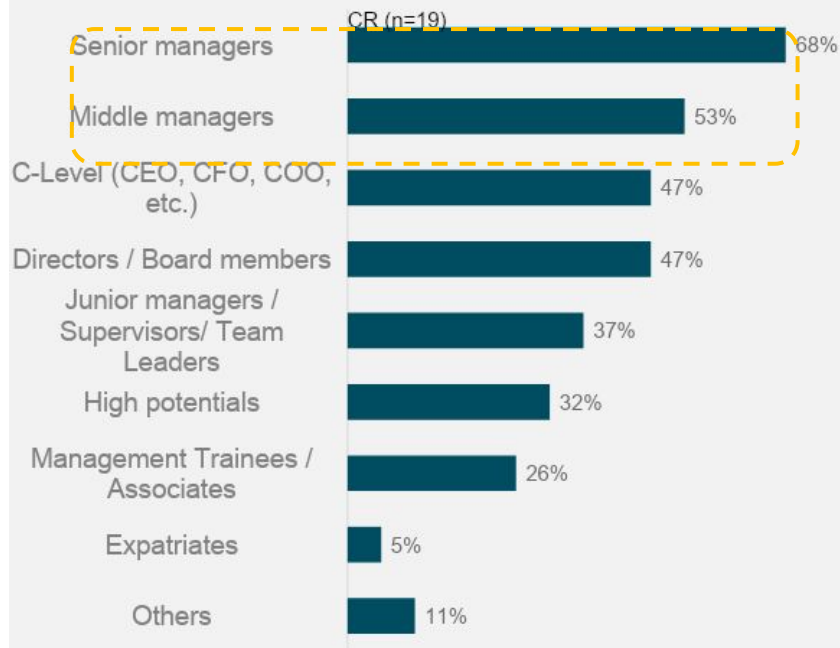
In the 2017 Survey, the top 4 were Wholly Foreign Owned Enterprise, International JV, Private Local company and Self-paying clients



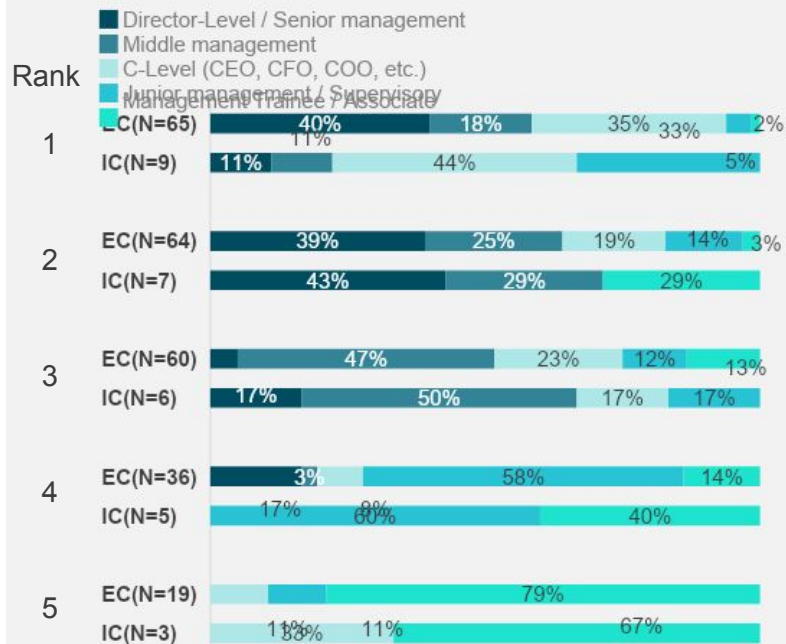
# Target Groups for Coaching Services

The main target group for companies is senior, middle managers, followed by C-Level and Directors. ECs and ICs are aligned with it

Q. Which are the main target groups of coaching services in your organization? (multi choice) (Company Representative)



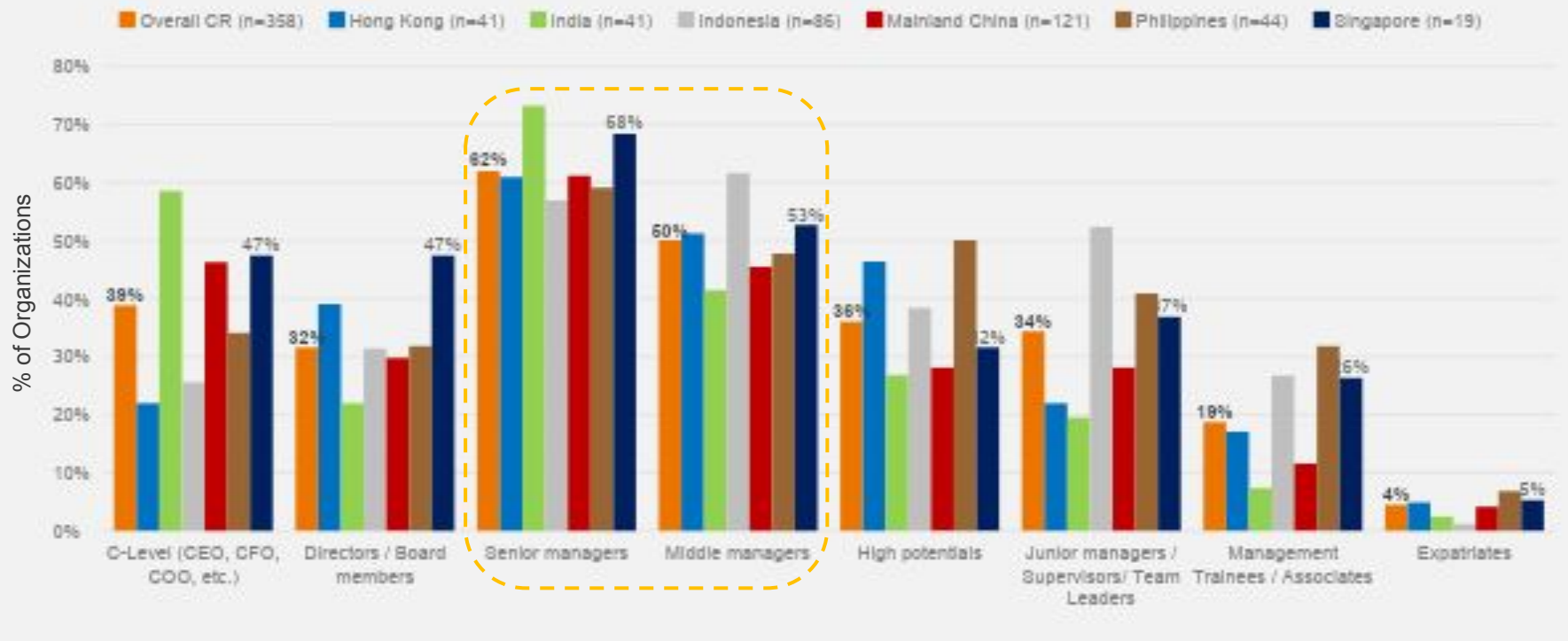
Q. Please select and rank the corporate level/position of your coachees .(Multiple Choice)



## Target Groups for Coaching Services - By Market

While senior and middle managers are the main target groups of coaching across all markets, coaching services are permeating to all levels including high potentials, junior manager, supervisors, team leaders and also management trainees

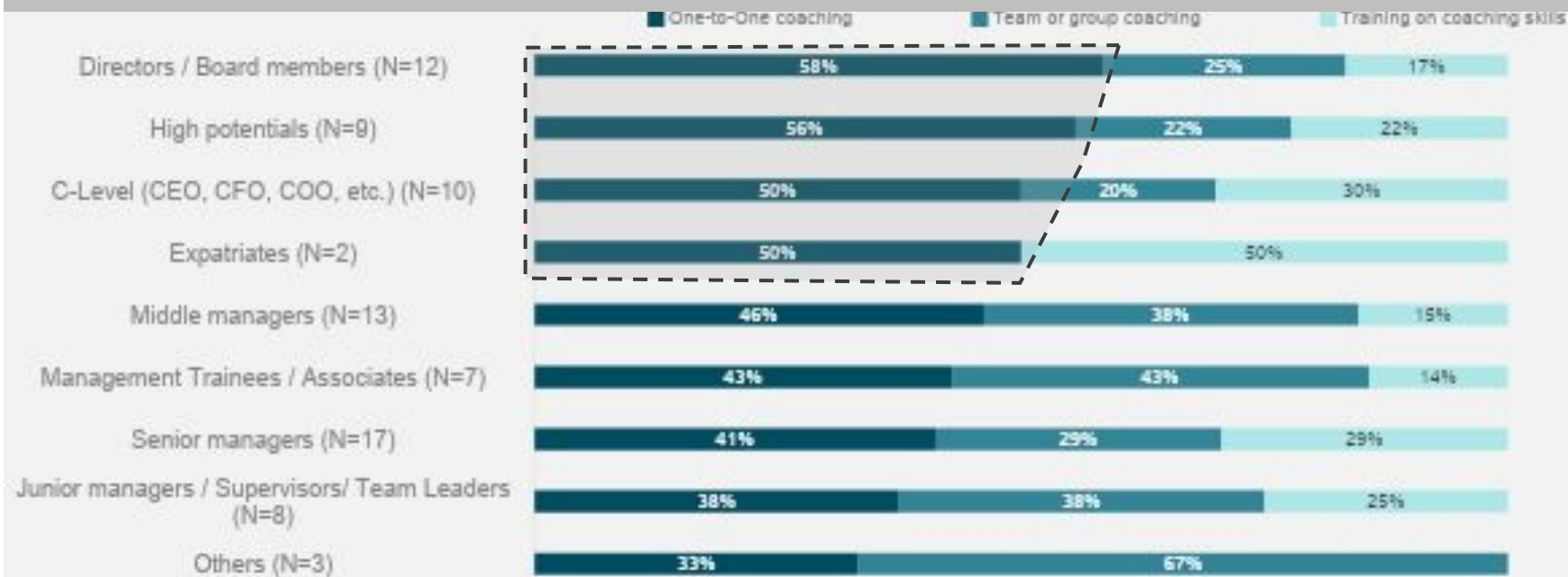
Q. Which are the main target groups of coaching services in your organization? Response from CR (Multiple Choice)



## Types of Coaching Intervention - By Target Groups

Companies offer all types of coaching interventions across all levels of management. One-to-one coaching is mainly offered to senior and mid management levels, high potentials and expatriates. Team/group coaching is offered more to middle & junior managers and management trainees. Coaching skills training is offered at all levels but there is room for growth in this area.

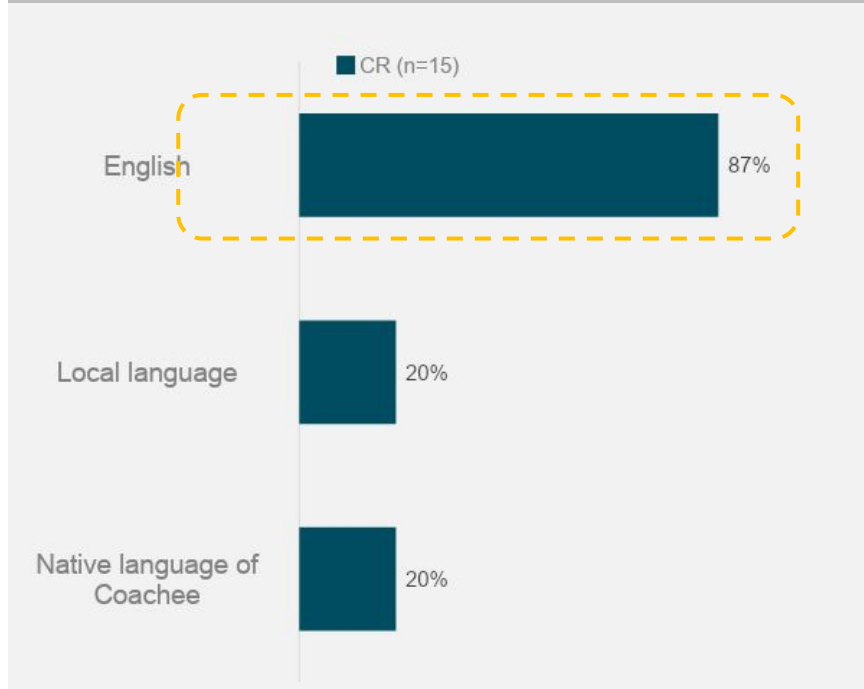
Q. Which 'type' of coaching interventions do you offer to the target groups selected in the previous question?



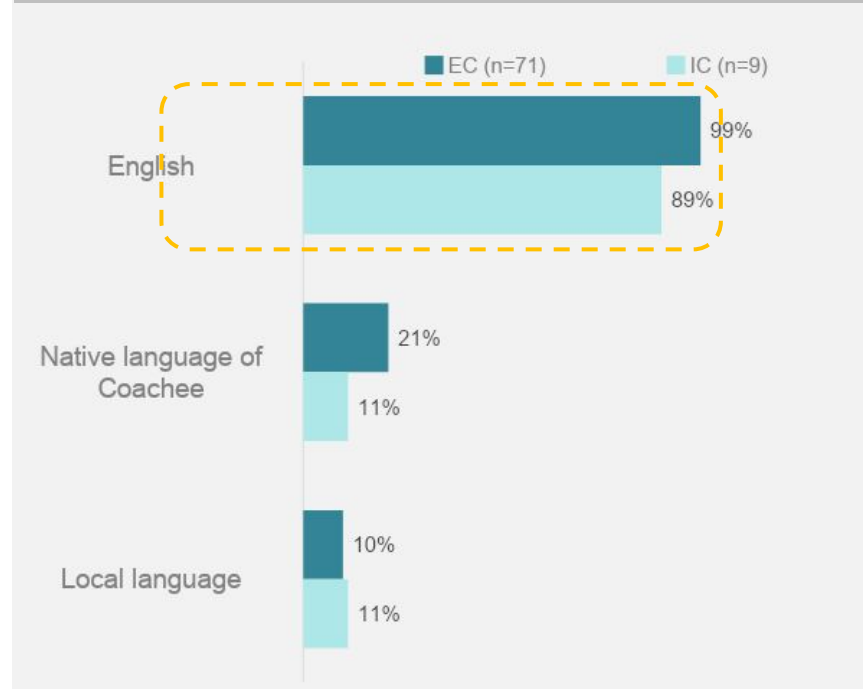
# Preferred Language for Coaching

English is the most used language for coaching in Singapore. ECs are meeting the demand of coaching in the Native Language of the coachee more than the ICs

Q. In which language is the coaching delivered? (Multiple Choice)



Q. In which language is the coaching delivered? (Multiple Choice)

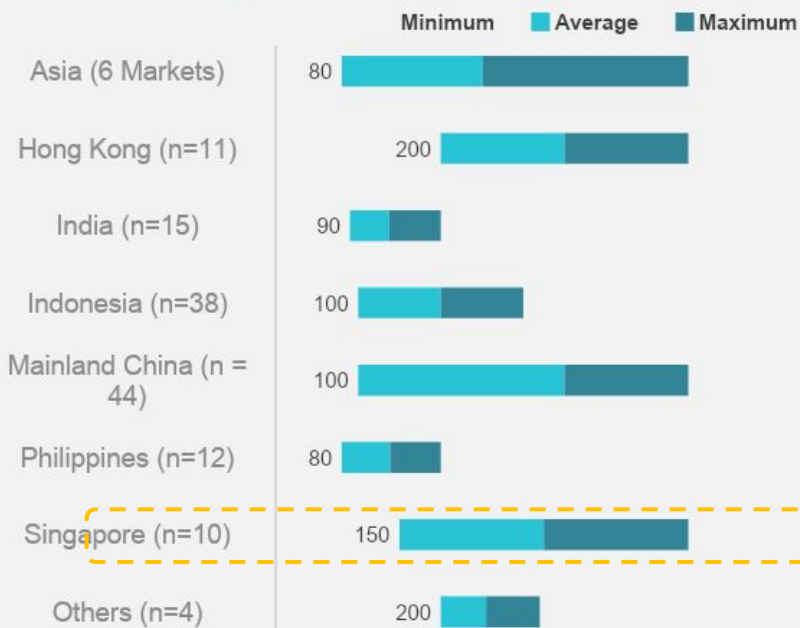


\*No. of CR and IC respondents is low

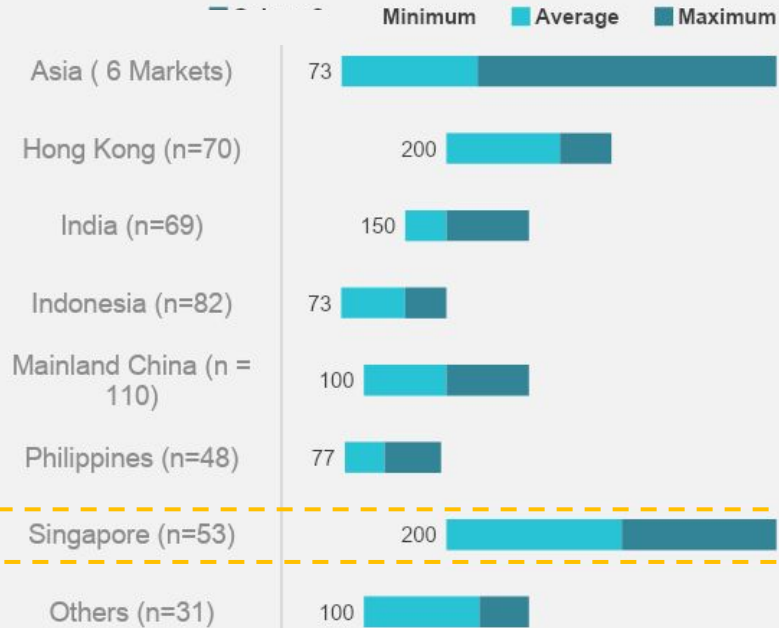
# Coaching Rates

ECs in Singapore earn the highest coaching rate (average USD 413). The average coaching rates quoted by companies is lower at USD 325

Q. Please indicate the minimum and maximum hourly rate your company pays (in USD) for one-to-one coaching sessions? (CR)



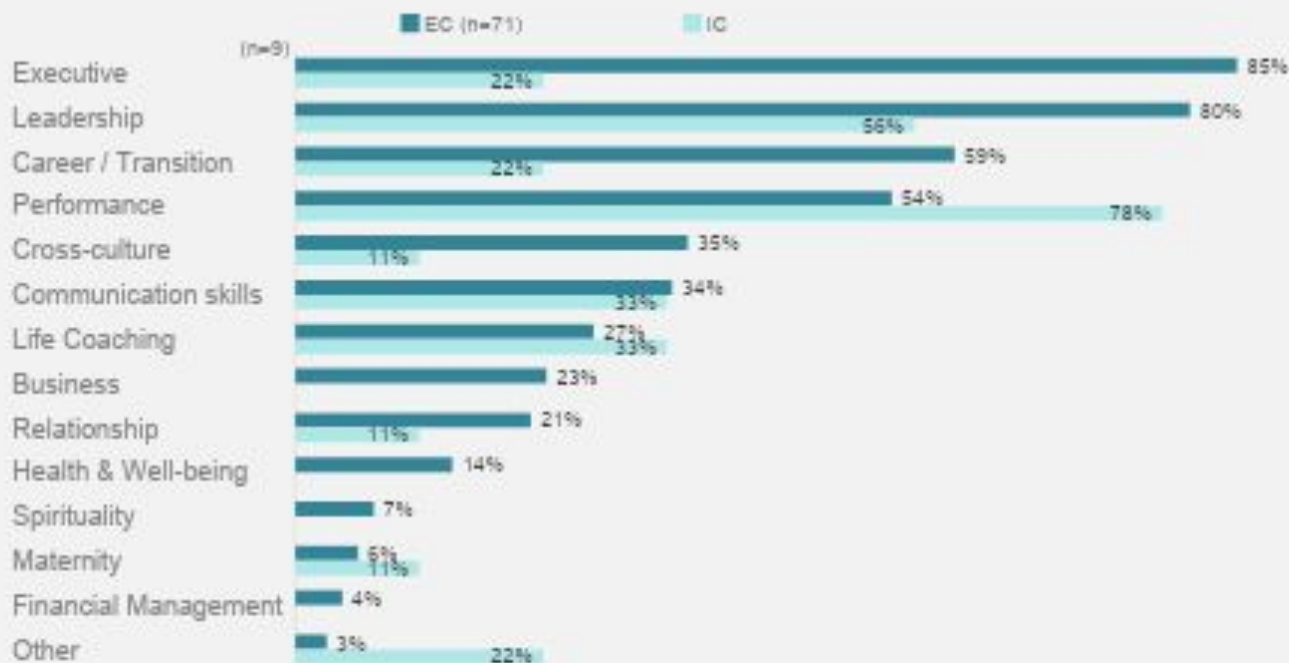
Q. What are the minimum and maximum hourly coaching rates in USD for your one-to-one coaching sessions? (EC)



# Coaching Specializations

**ECs are more focussed on Executive, Leadership, Career and Cross-culture coaching while ICs are more focussed on Performance and Leadership coaching. Both ECs and ICs are coaching on Communication Skills and Life Coaching almost equally.**

Q. What are your coaching specializations? (Multiple choice)



# Range of Coaching & Related Services

**One-to-one coaching is the top coaching service being offered by coaches. ECs offer more group coaching and mentoring while ICs offer more coaching supervision and advising**

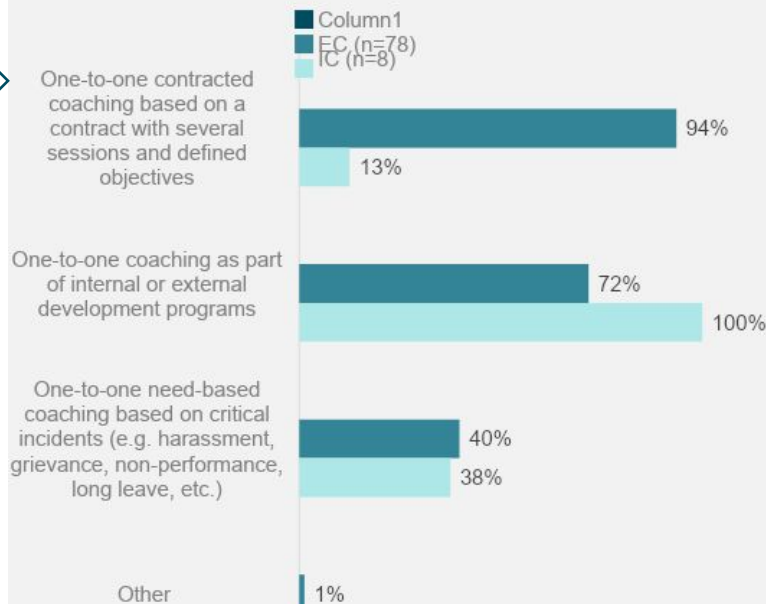
Q. Please indicate the range of coaching and related support services offered by your company. (Multiple Choice Question)

EC (n=78) IC (n=9)



**ECs offers more of contract based coaching with several sessions and defined objectives. ICs are coaching as part of development programs**

Q. Please describe the type of One-to-One coaching service offered by your company. (Multiple Choice)



# Proportion of Work-time Devoted to Coaching Sessions

On an average ECs in Singapore spend 45% of their working time is spent on coaching sessions

Q. What proportion of your working time is allocated to coaching sessions?



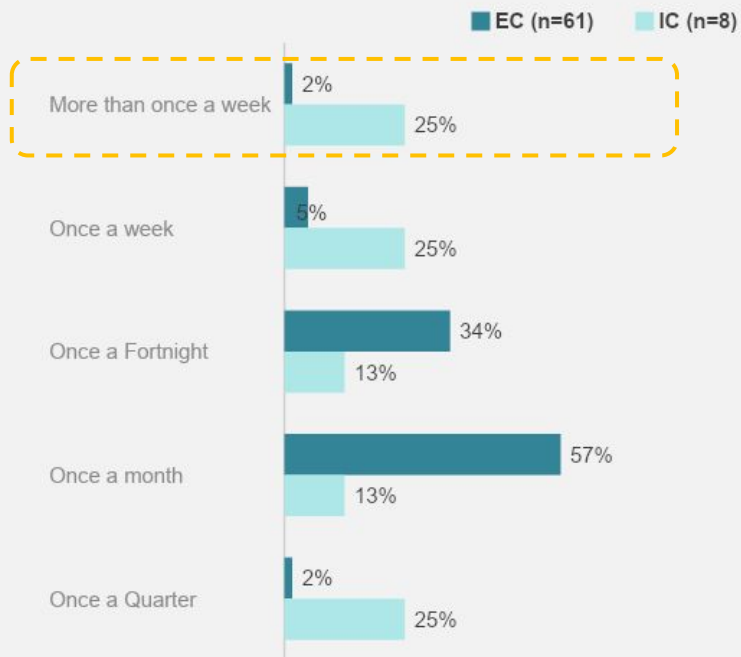
Something to ponder: It will be interesting to know what keeps coaches busy for 55% of their working time? Are they facilitating more training programs, mentoring or supervising other coaches? Are they coaching on a part time basis?



## Frequency and Duration of Coaching Assignments

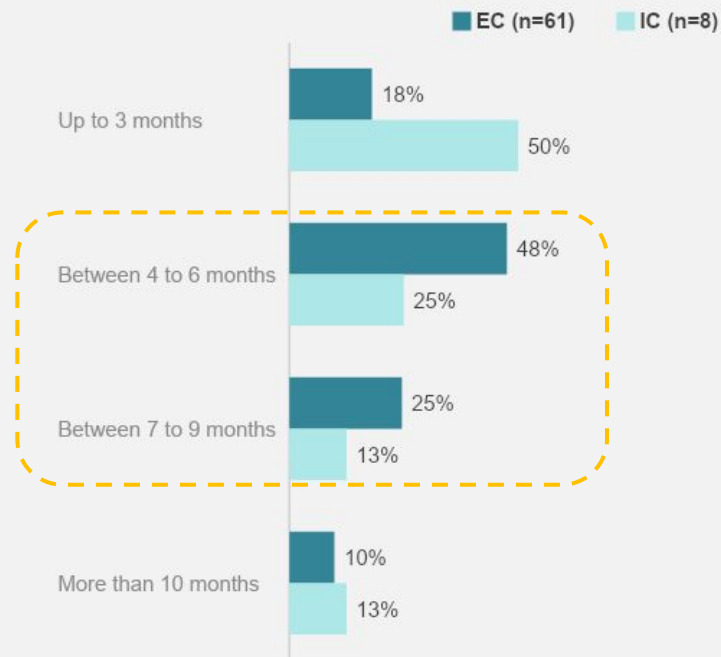
**ICs deliver more frequent coaching sessions. Average frequency of coaching for ICs is more than once a week. For 57% ECs frequency of coaching is once a month and for 34% fortnightly**

Q. What is the average frequency of sessions in a coaching assignment?



**ECs have coaching assignments of longer duration. Nearly half the ECs say their coaching assignments lasts 4 to 6 months, similar %age of ICs say assignments last for upto 3 months**

Q. What is the average duration of a coaching assignment?



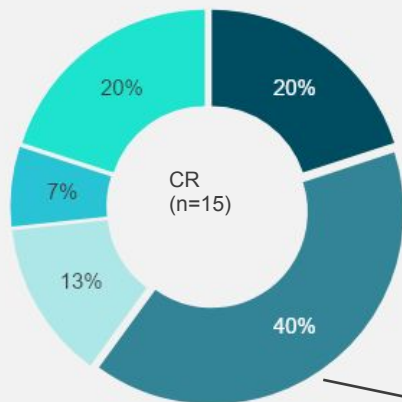
# Engagement and Perception of Internal Coaches

**20% of companies engage the services of only ECs; most companies work with a combination of ECs and ICs.**

Q. Please indicate the percentage of internal coaches used in your organization.

% of Internal Coaches used

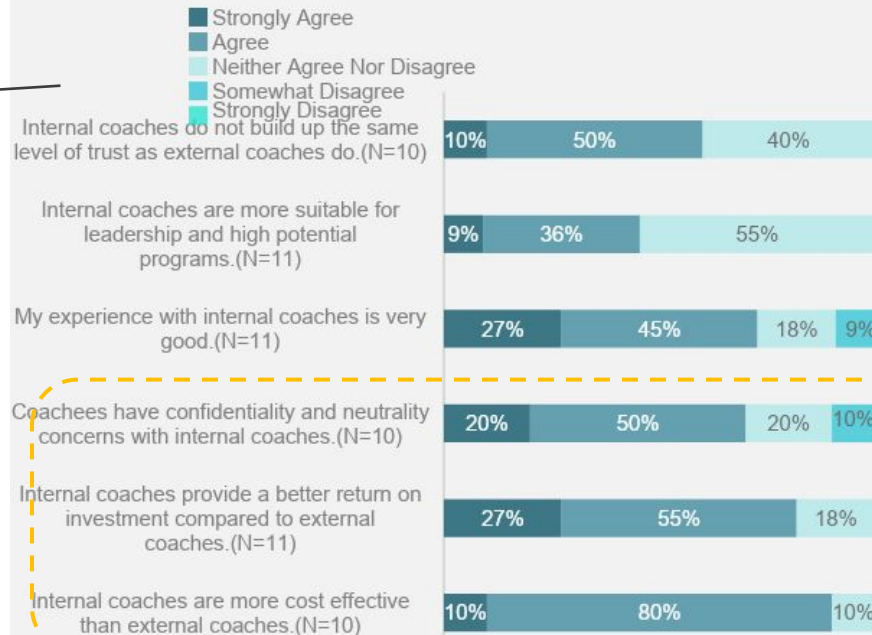
- Only External Coaches
- Up to 30%
- 31% to 60%
- 61% to 90%
- 91% to 100%



\*No. of CR respondents is low

**Companies find ICs more cost effective and providing better ROI, however there are issues with confidentiality, neutrality and building the same level of trust as ECs**

Q. Please indicate the extent to which you agree with the following statements about internal coaches.?

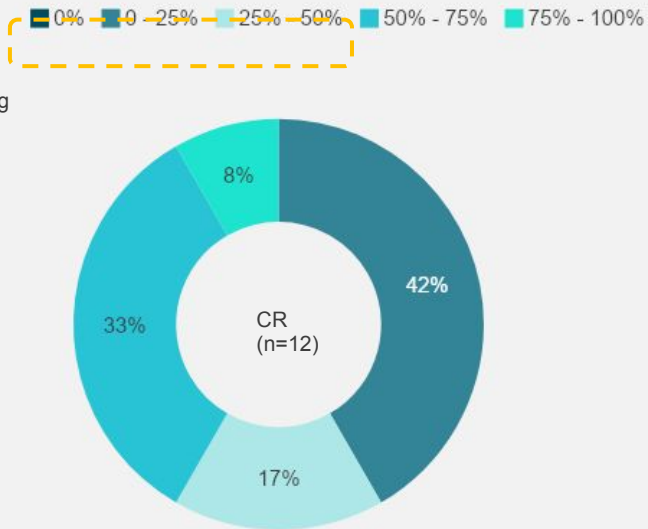


# Responsibilities of Internal Coaches

**For 59% of the companies, coaching constitutes only half of the IC's job responsibilities.**

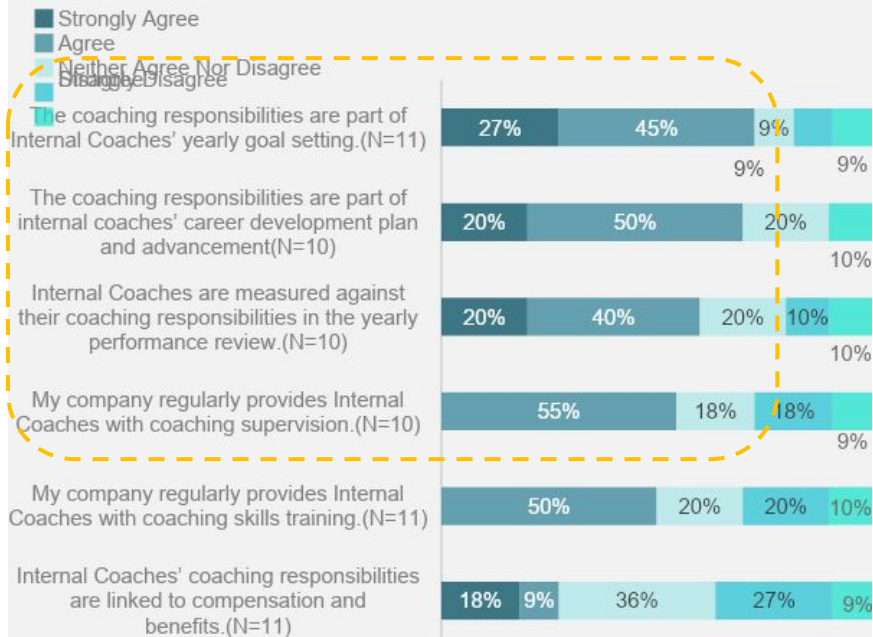
Q. On average, what percentage of internal coaches' job responsibilities are dedicated to coaching activities?

%age of internal coaches' job responsibilities dedicated to coaching activities



**IC's have well-defined roles, however, coaching responsibilities are not directly linked with compensation and benefits.**

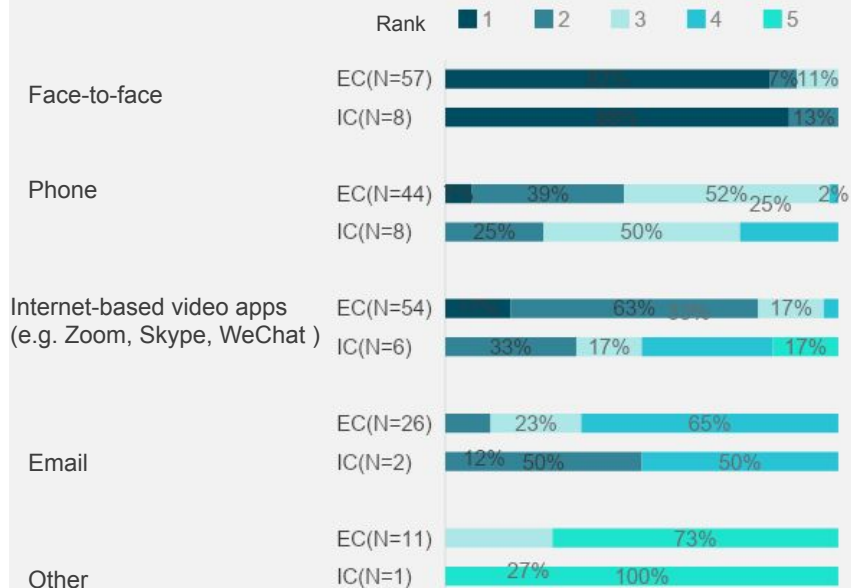
Q. Please indicate the extent to which you agree with the following statements about internal coaches?



## Medium of Coaching Assignment Delivery

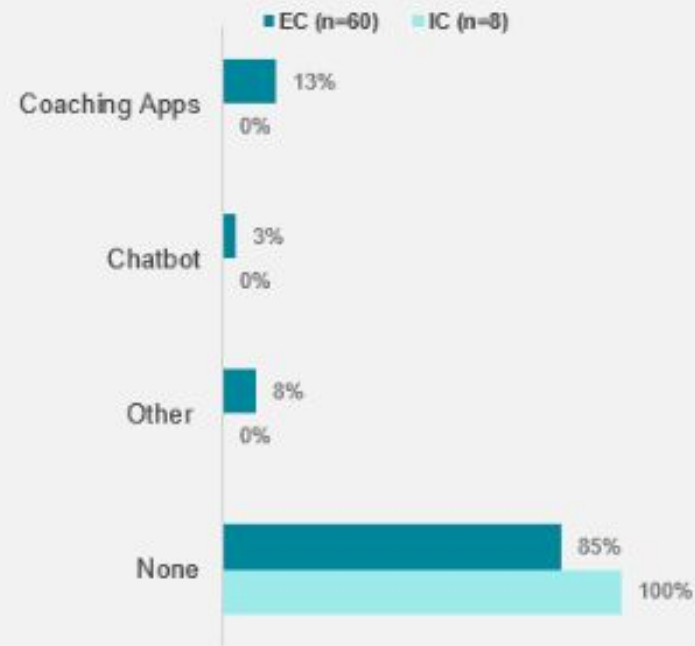
**Most common medium of delivery is face-to-face meeting. Internet-based video apps are also becoming a popular choice for both ECs and ICs.**

Q. Please select and rank the media used to deliver your coaching assignments?



**Most ECs (85%) and all the ICs (100%) do not use AI or recent technology like Chatbot or Coaching Apps and rely on other technology for assignments.**

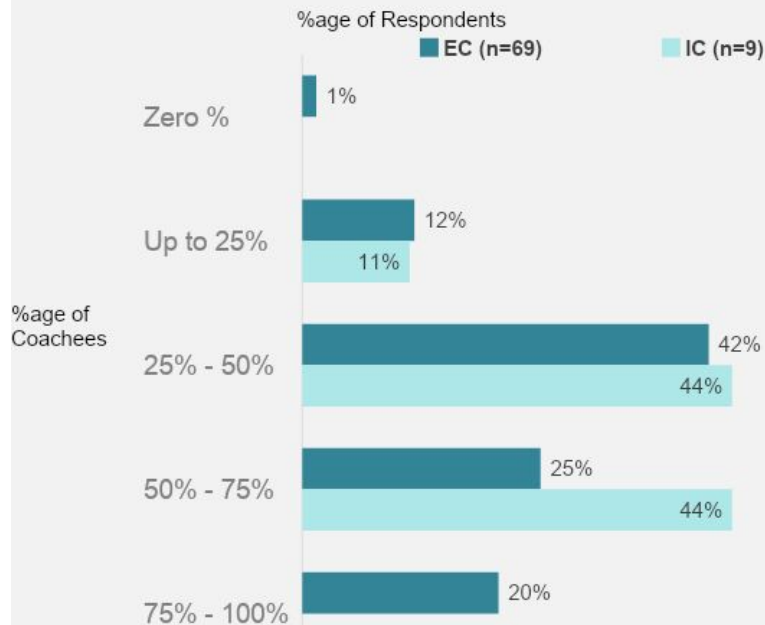
Q. Please indicate if you are using technology- or AI-based coaching tools as part of your coaching assignments. (Multiple Choice)



## Profile of Typical Coachee

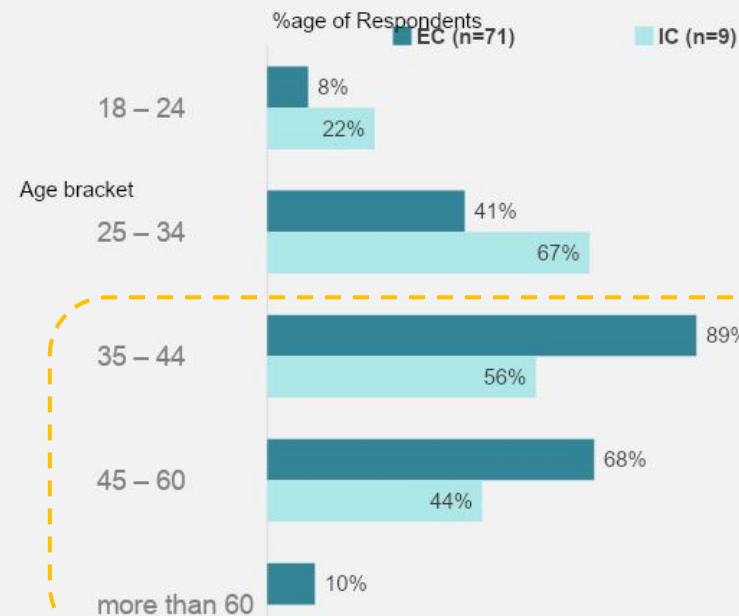
On an average 50% (median) of the coachees are female for both ECs and ICs

Q. Please indicate the percentage share of your female coachees



ECs have more coachees in the age range of 35-60, while ICs have more coachees in the age range of 18-24.

Q. Please indicate the age-range of your Coachees (in years).?(Multiple Choice Question)



## Coaching Models – Trained vs Practiced

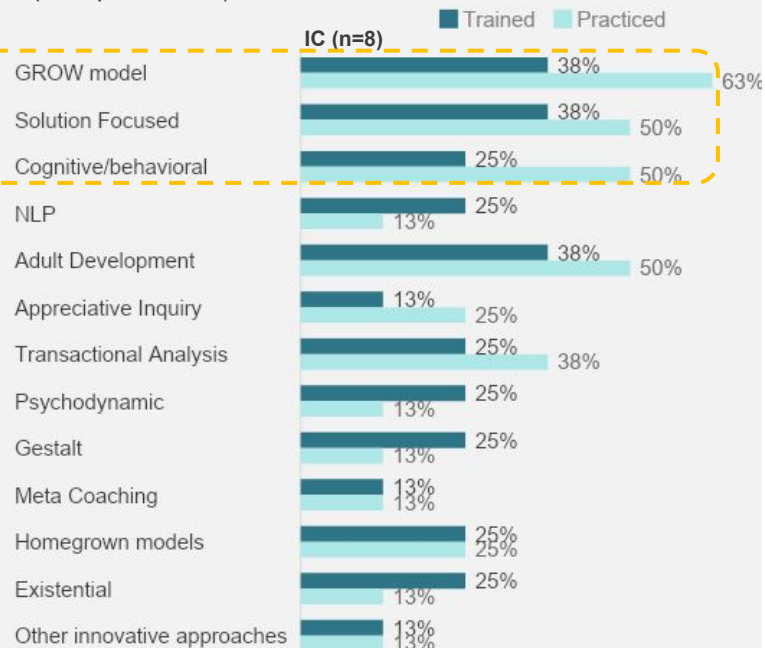
### Wide variety of coaching models and theories being practiced by ECs. Training vs practice is more consistent for ECs

Q. Please share the models of coaching you have studied, formally trained or self-trained in and whether you use them in your coaching practice.?(Multiple Choice Question)



### Wide variety of coaching models and theories being practiced ICs seem to be practicing models they may not be trained in.

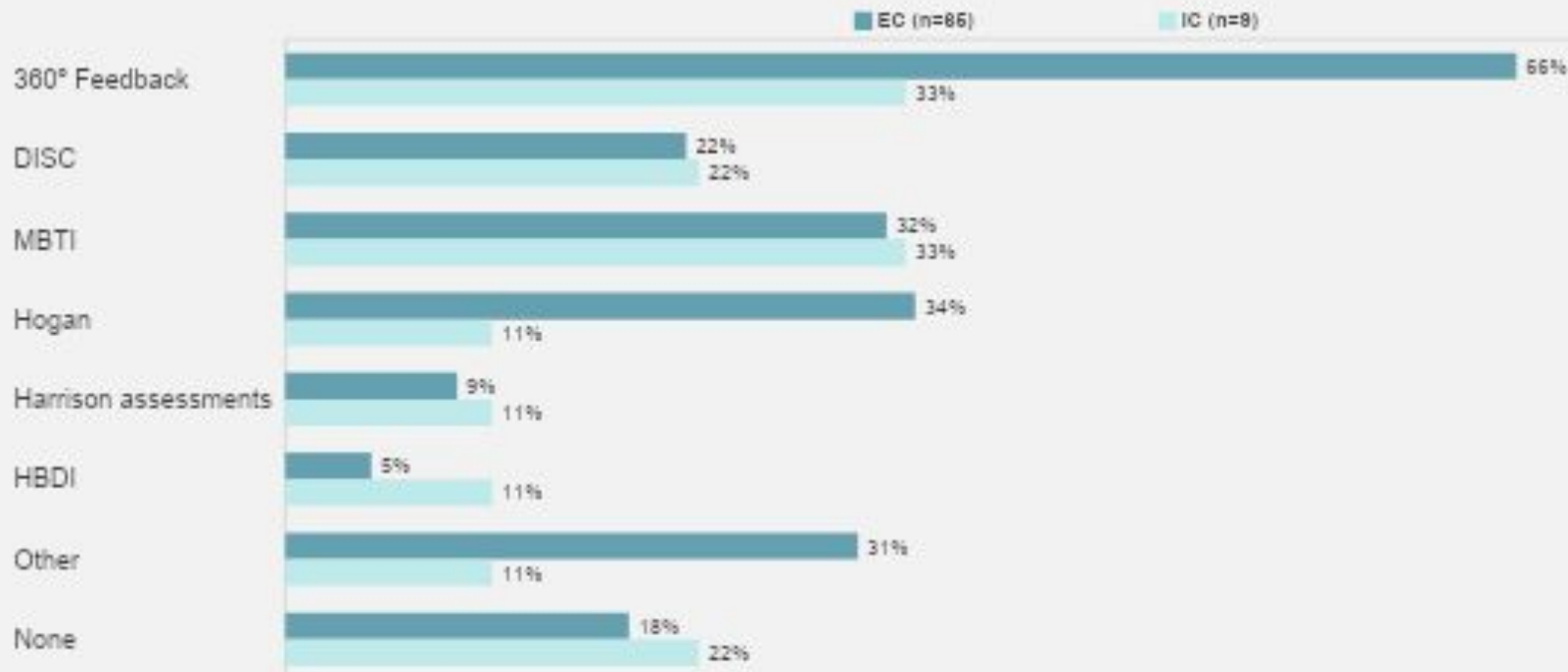
Q. Please share the models of coaching you have studied, formally trained or self-trained in and whether you use them in your coaching practice.?(Multiple Choice)



# Diagnostic Tools Used in Coaching

**360° Feedback, DISC and MBTI are the most widely used tools**

Q. Which diagnostic tools do you use in your coaching practice?



# Coaching Beliefs and Philosophy



# Understanding of Coaching

Coaching definition is well understood by vast majority (95% agree with John Whitmore definition) . expect additional elements of guidance and experience sharing as part of coaching.

Companies

Q. The understanding and the expectations of coaching may vary from individual to individual. Please indicate your level of agreement with the following statements.

Strongly Agree   Somewhat Agree   Neither Agree nor Disagree   Somewhat Disagree   Strongly Disagree

Facilitation

Unlocking a person's potential to maximize his/her own performance, based on the principle of asking, rather than telling. (N=18)

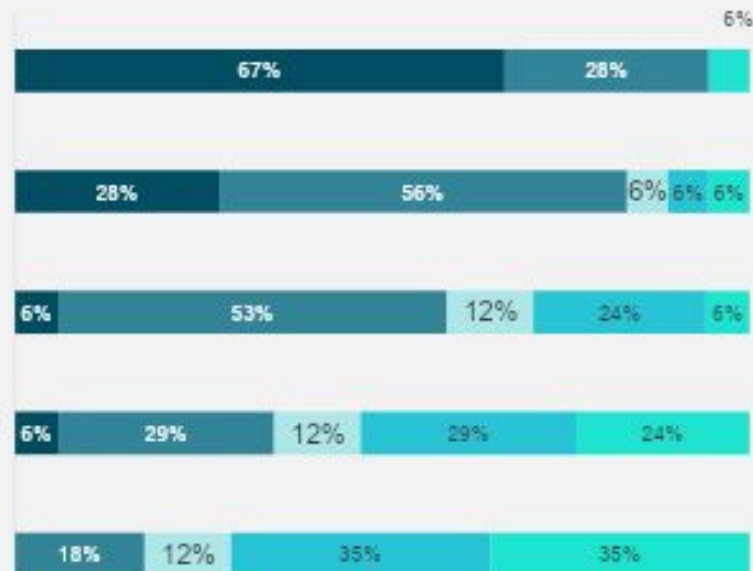
The process of assisting and guiding coachees to resolve personal, social, or psychological problems and difficulties. (N=18)

Providing guidance focused on strategic goals. (N=17)

Sharing experiences and passing down knowledge to coachees to support them in their professional development. (N=17)

Providing Solutions

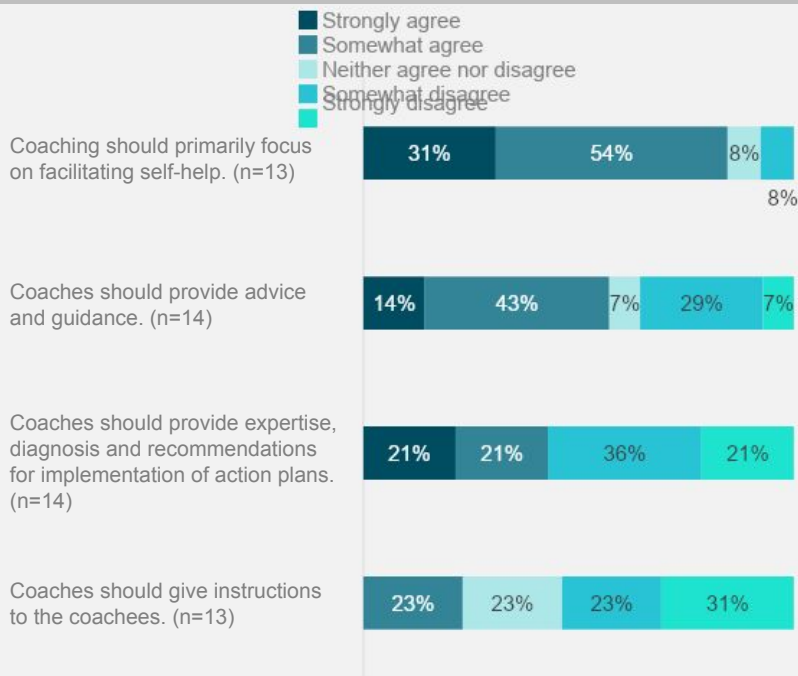
Providing expert knowledge such as providing information, solving coachee's problems, making diagnosis and recommendations for implementation, etc. (N=17)



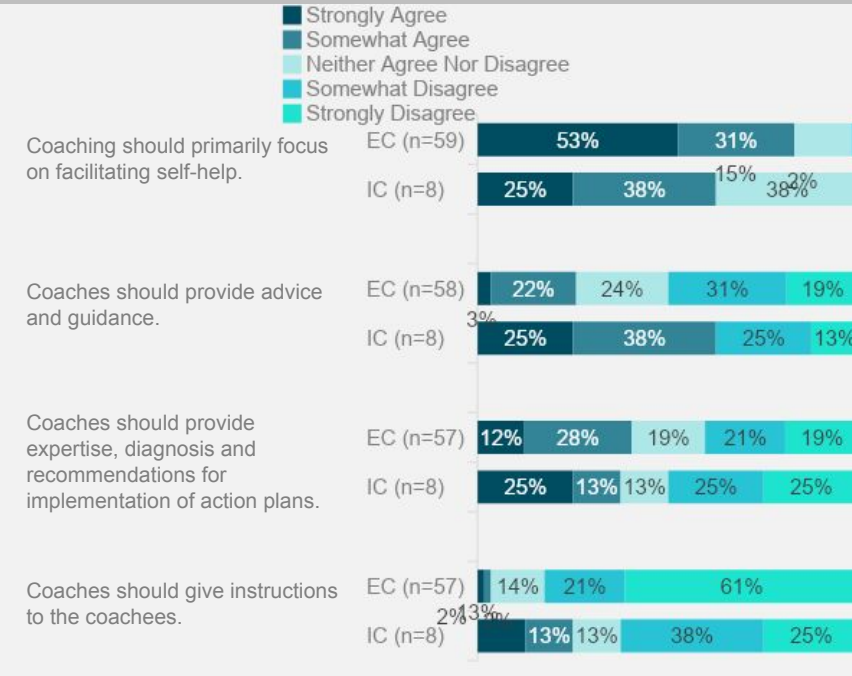
# Understanding of Coaching

**Both companies and coaches agree coaching focusses mainly on facilitating self-help. Companies and ICs acknowledge other elements in coaching such as guidance, advise and to some extent providing expertise and recommendations for action plan, while giving instructions are not considered as part of coaching**

Q. Please indicate the extent to which you agree or disagree with the following statements about coaching.



Q. Please indicate the extent to which you agree or disagree with the following statements about coaching.



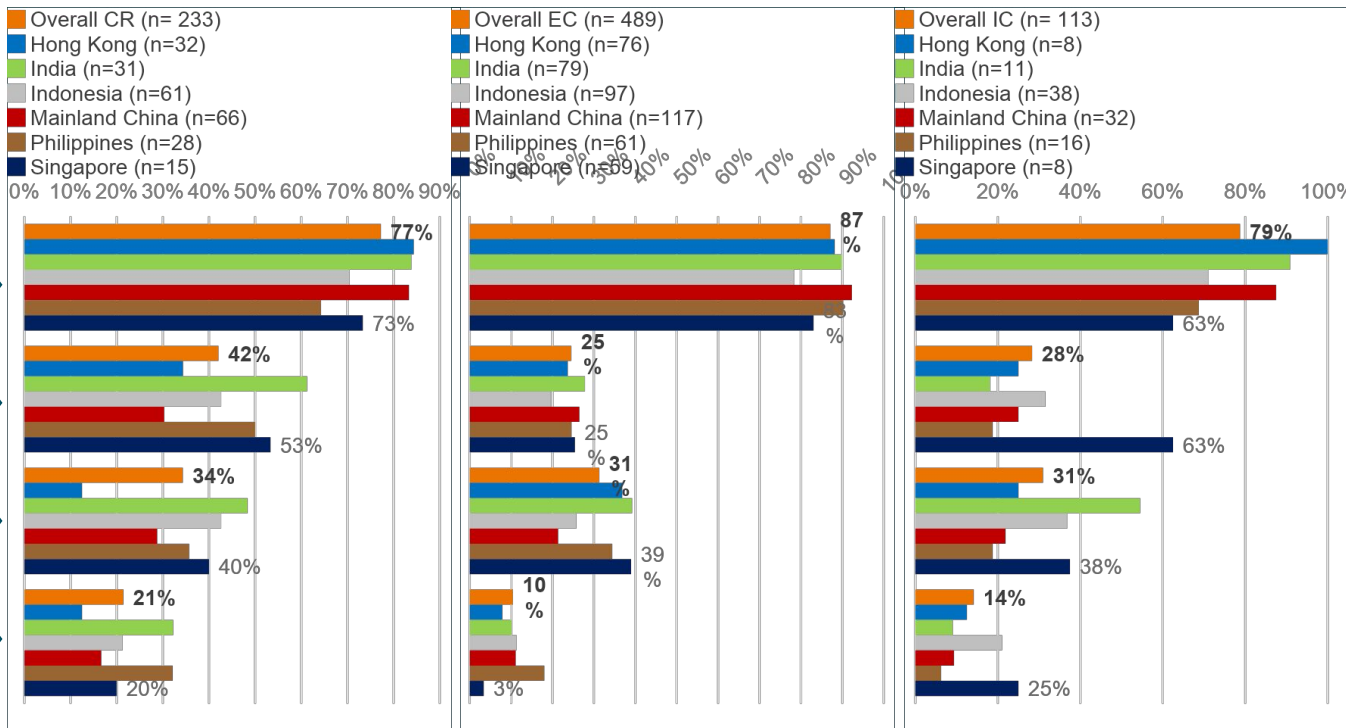
# Understanding of Coaching – By Market

Across markets the understanding of coaching is a blend of facilitating self-help, guidance and providing solutions and Singapore is aligned with other markets in this understanding

Q. Please indicate the extent to which you agree or disagree with the following statements about coaching..

% of "Strongly Agree" or "Somewhat Agree"

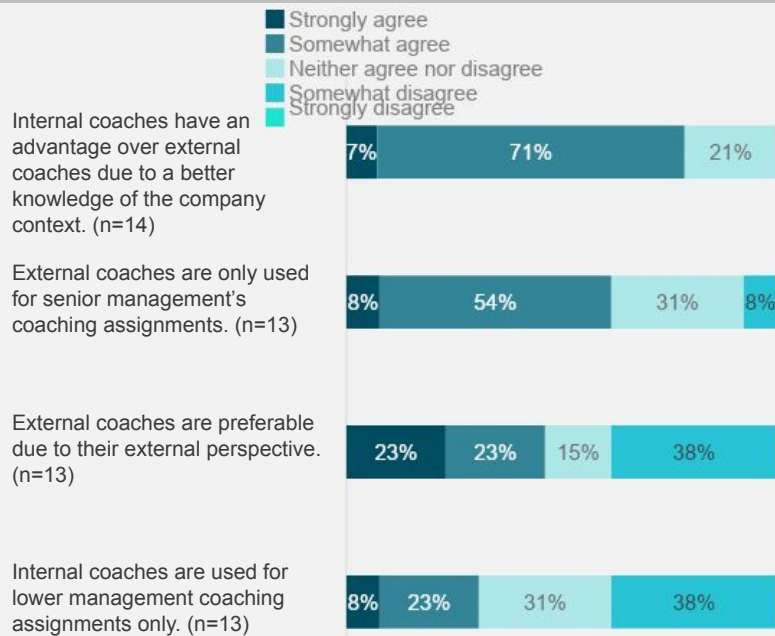
- Primarily focus on facilitating self-help
- Should provide advice and guidance.
- Provide expertise, diagnosis and recommendations for implementation of action plans.
- Give instructions to the coachees



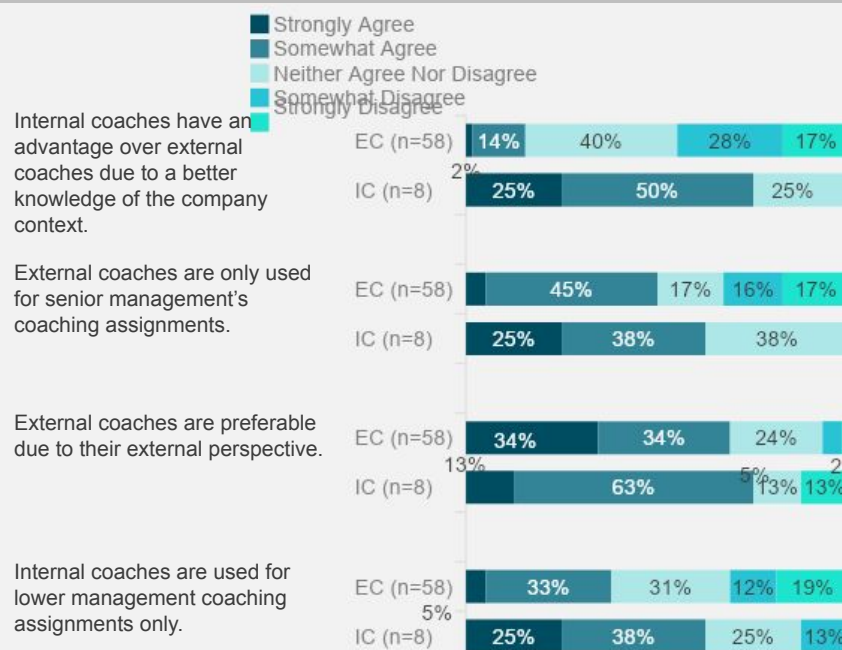
# Beliefs About Internal and External Coaches

**ICs see a strong advantage in knowing the context, while ECs value more their external perspective; companies have mixed views. There is an agreement on the practice of using more ECs for senior management and ICs for lower management.**

Q. Please indicate the extent to which you agree or disagree with the following statements about coaching.



Q. Please indicate the extent to which you agree or disagree with the following statements about coaching.



# Beliefs about Internal and External Coaches – By Market

**ECs in Singapore reported lowest agreement with the point that ICs have an advantage due to better company knowledge. Nearly 50% ECs agree they are employed for senior management coaching and ICs (although a low number) agree with this statement even more strongly (63%)**

Q. Please indicate the extent to which you agree or disagree with the following statements about coaching..

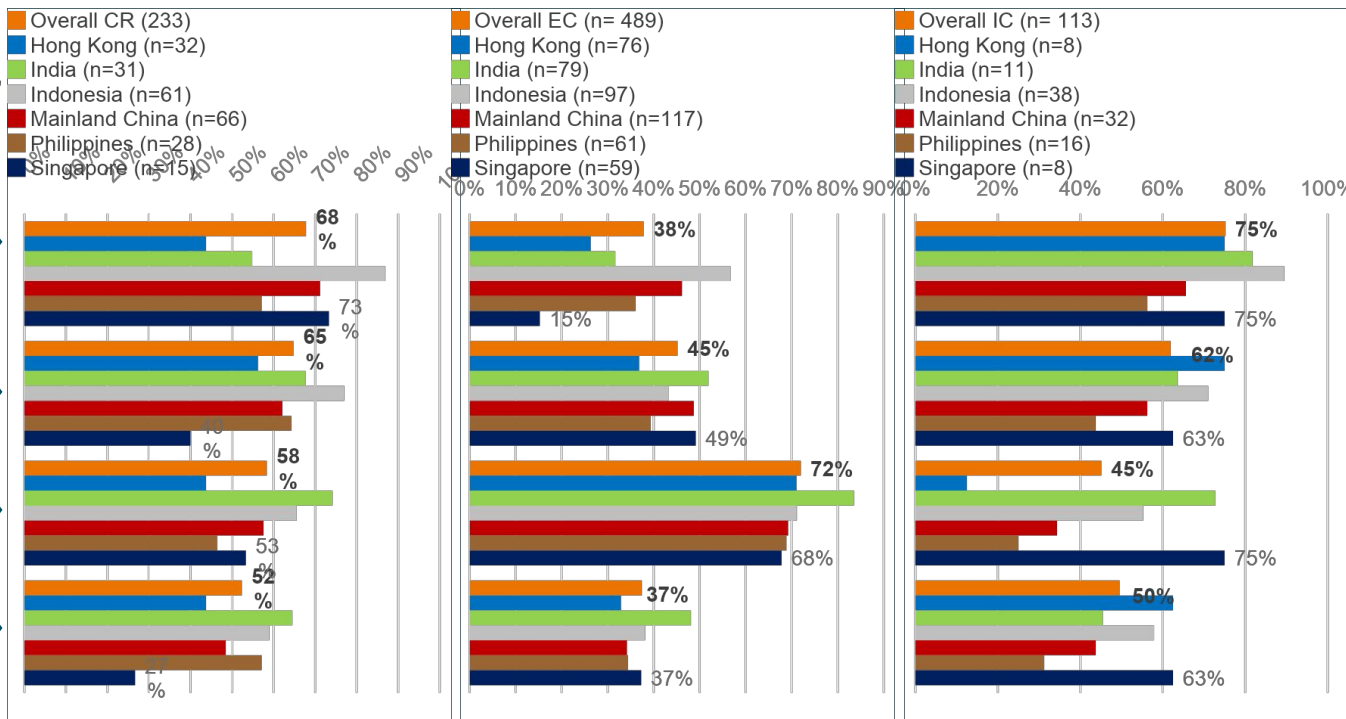
% of “Strongly Agree” or “Somewhat Agree”

Internal coaches have an advantage over external coaches due to a better knowledge of the company context.

External coaches are only used for senior management’s coaching assignments.

External coaches are preferable due to their external perspective.

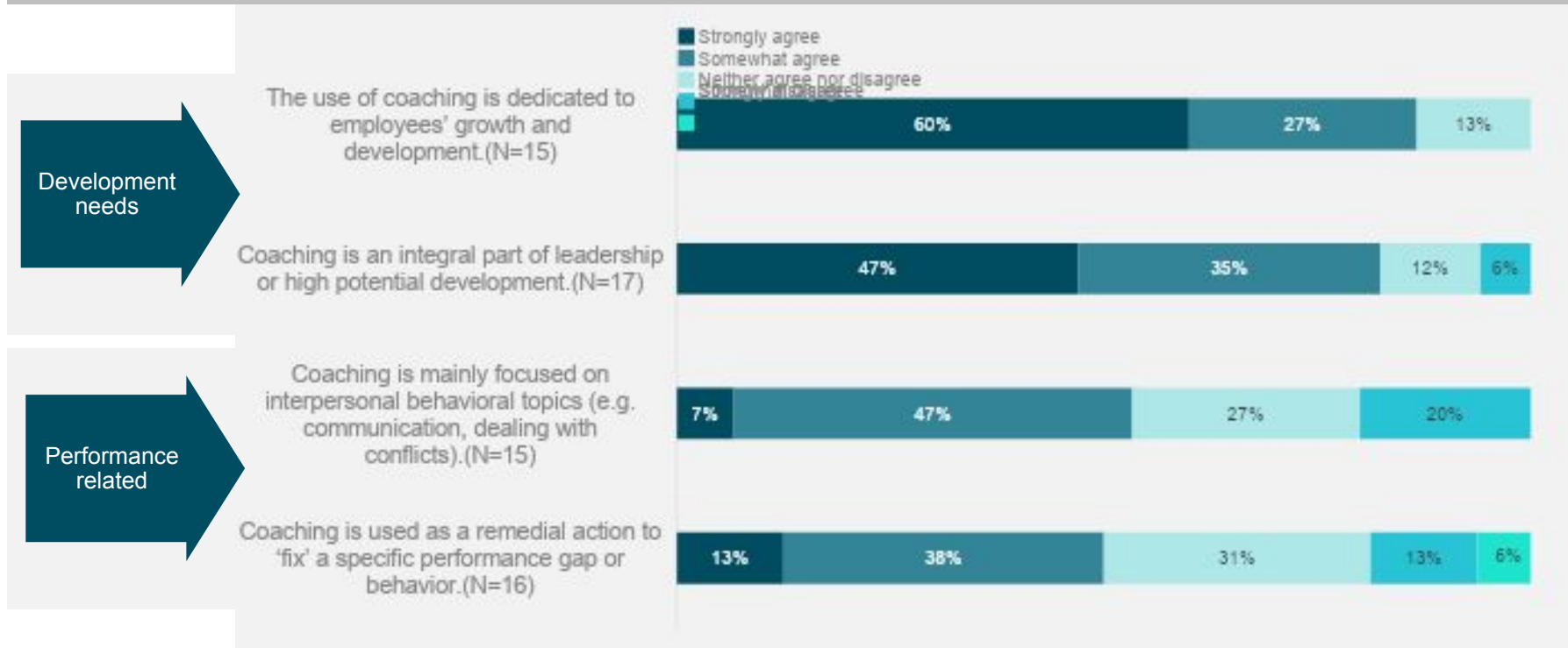
Internal coaches are used for lower management coaching assignments only.



## Expected Organizational Goals for coaching

Companies in Singapore use coaching primarily for employees' growth and Leadership & High Potential development. Coaching for performance related matters- behavioral, communication, conflicts and to fix specific performance gaps is the other focus

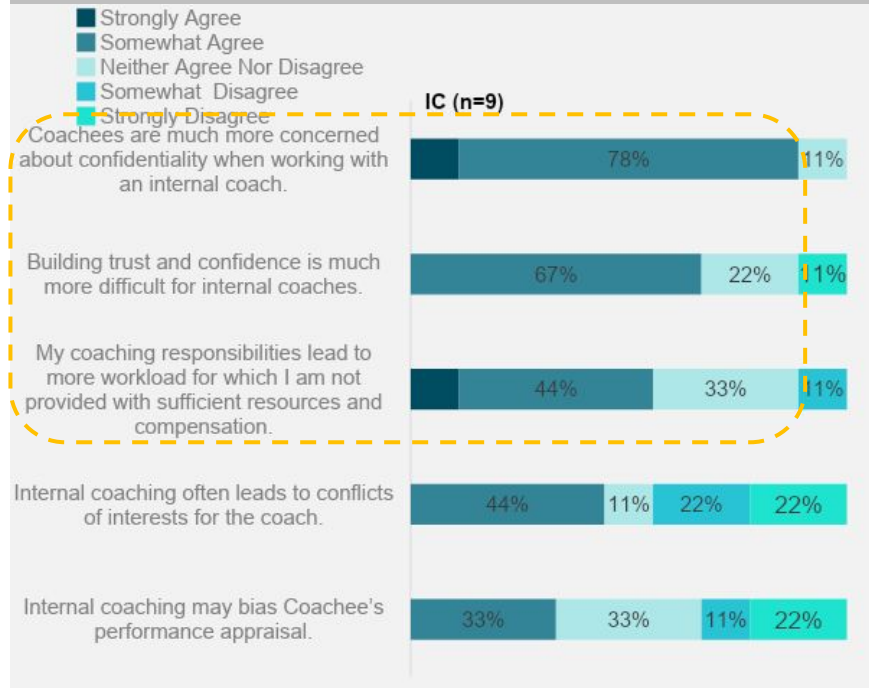
Q. Please indicate your level of agreement with the following statements on how coaching is used in your company?



## Opinion of Internal Coaches - Dynamics

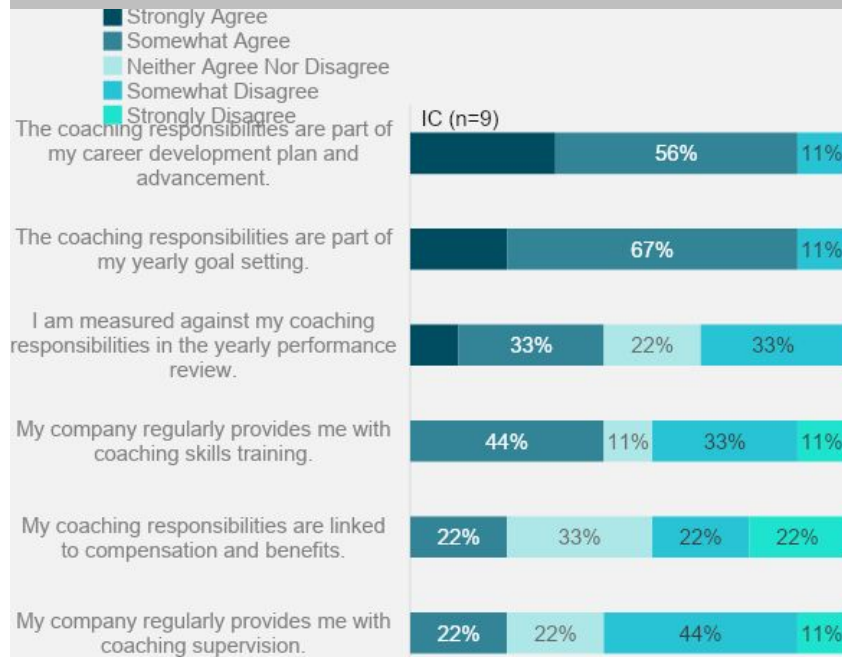
As with other markets, ICs in Singapore feel that confidentiality may be regarded as a concern by coachees and that building trust and confidence with the coachee is more difficult

Q. Please rate your level of agreement with the following statements about internal coaching? (**Internal Coaches**)



ICs agree that coaching is a part of their job responsibility and performance review, however more than half of them feel it is not linked to compensation.

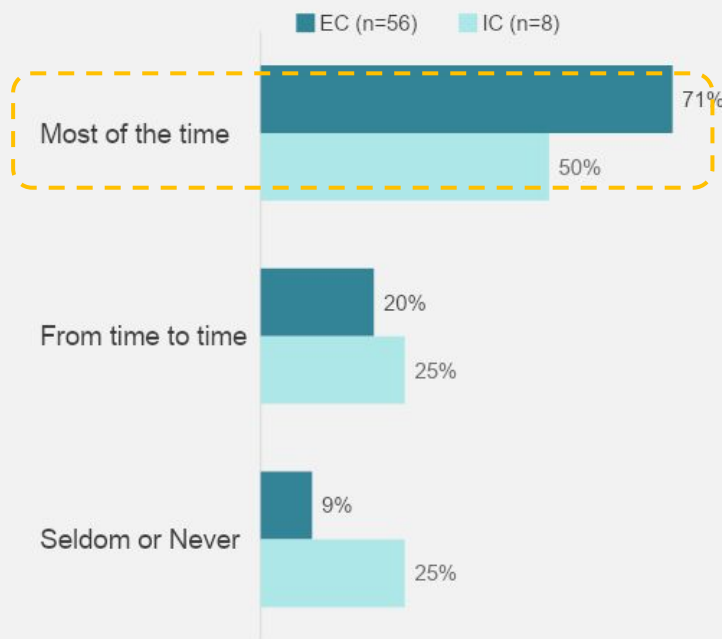
Q. Please indicate the extent to which you agree with the following statements?



# Ethical Dilemmas Faced While Coaching

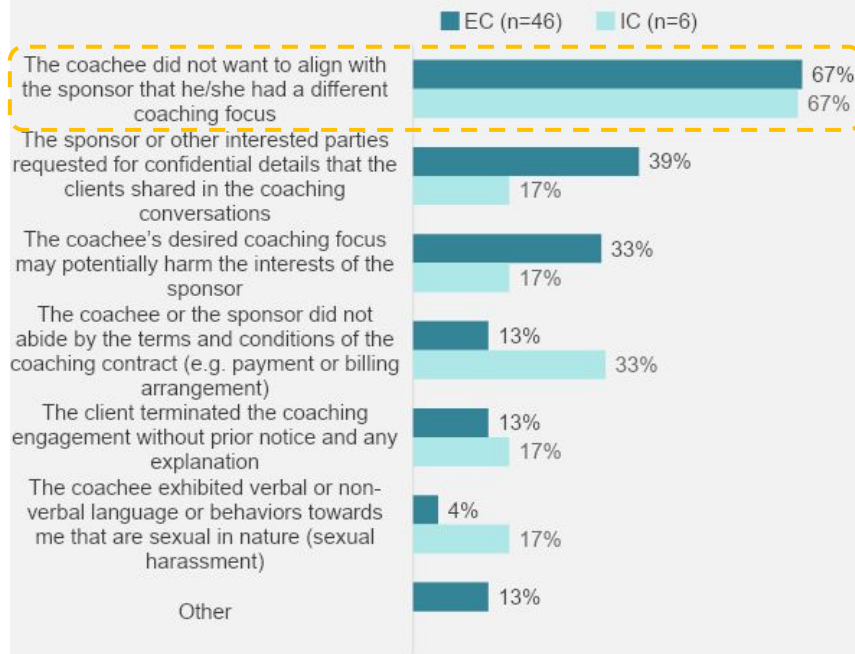
**71% of ECs and 50% of the ICs share ethical code with coachees most of the time. 1/3 of the ICs say they don't share the ethical code**

Q. Do you share your coaching ethical code with your coachee at the start of the coaching assignment?



**Most coaches say they face ethical dilemma around misalignment in coaching focus of coachee and sponsor. 39% ECs are asked to share confidential details of sessions. 33% ICs face coachee / sponsor not abiding by terms of contract**

Q. What ethical dilemmas have you faced in your coaching practice? (Multiple Choice Question)

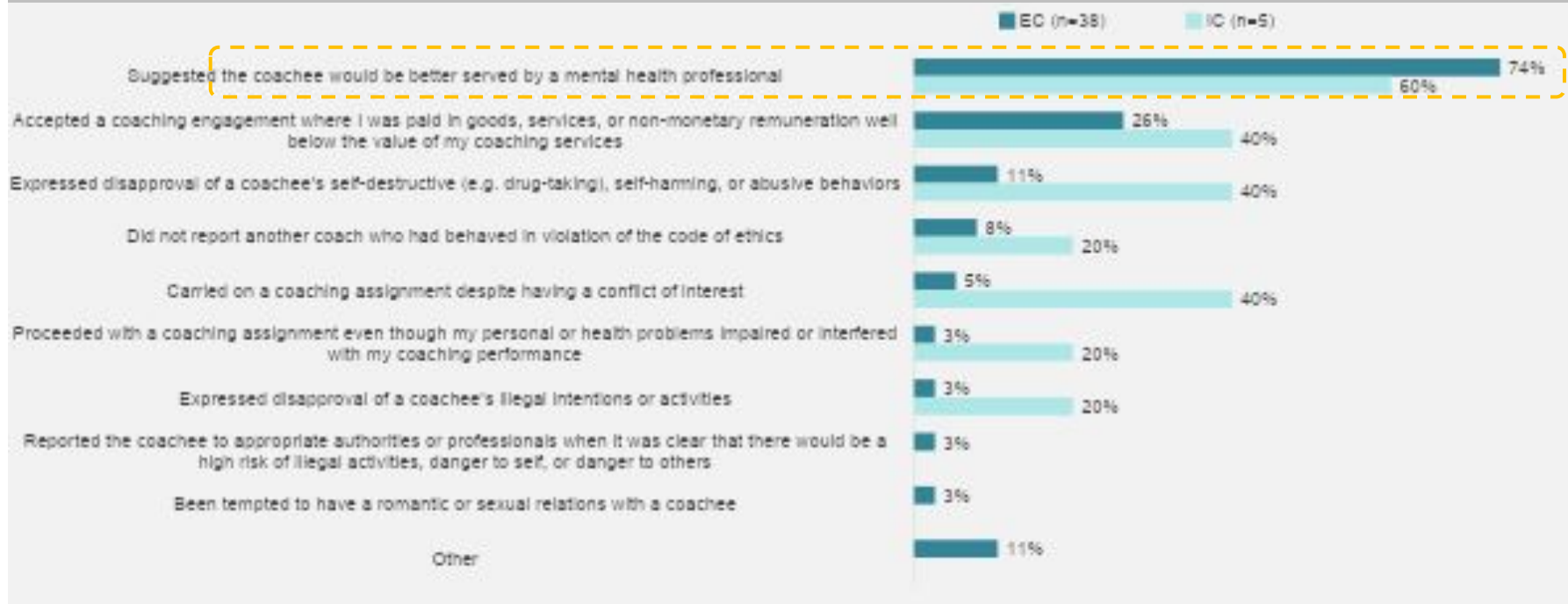




## Difficult Situations Experienced While Coaching

Surprisingly high number of EC (74%) and ICs (60%) have faced the difficult situation of suggesting that coachee will be better served by a mental health professional. This could speak of a lack of awareness of mental health for clients or a better awareness of boundaries by coaches.

Q. What difficult situations have you experienced in your coaching practice? (Multiple Choice Question)

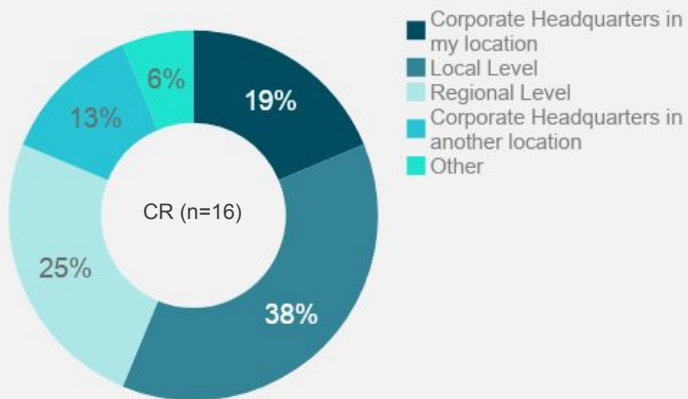


# Coaches' Selections and Credentials

# Setting up Coaching Assignments

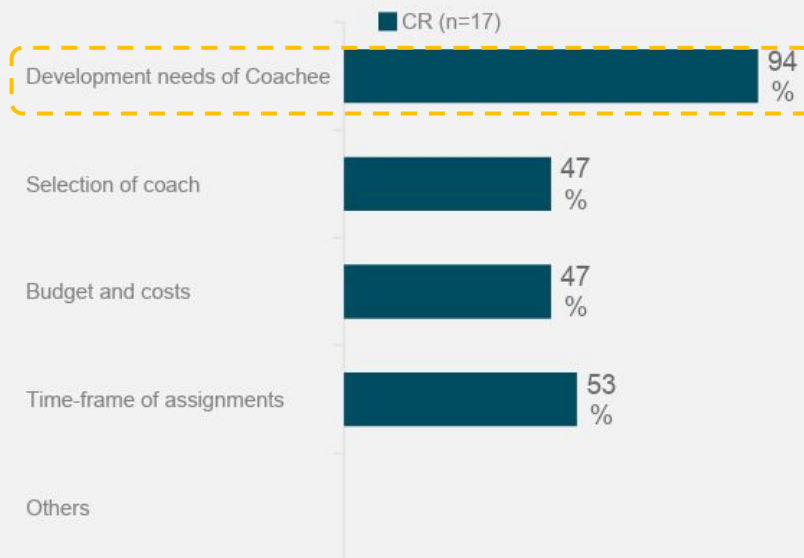
**Decision to initiate coaching assignments is made mainly at the local level (38%) or regional level (25%)**

Q. At what level is the decision made to initiate the coaching interventions in your company?



**Development needs of Coachees is the most important area that is considered for setting up coaching assignments, timeframe of assignments is the next important consideration.**

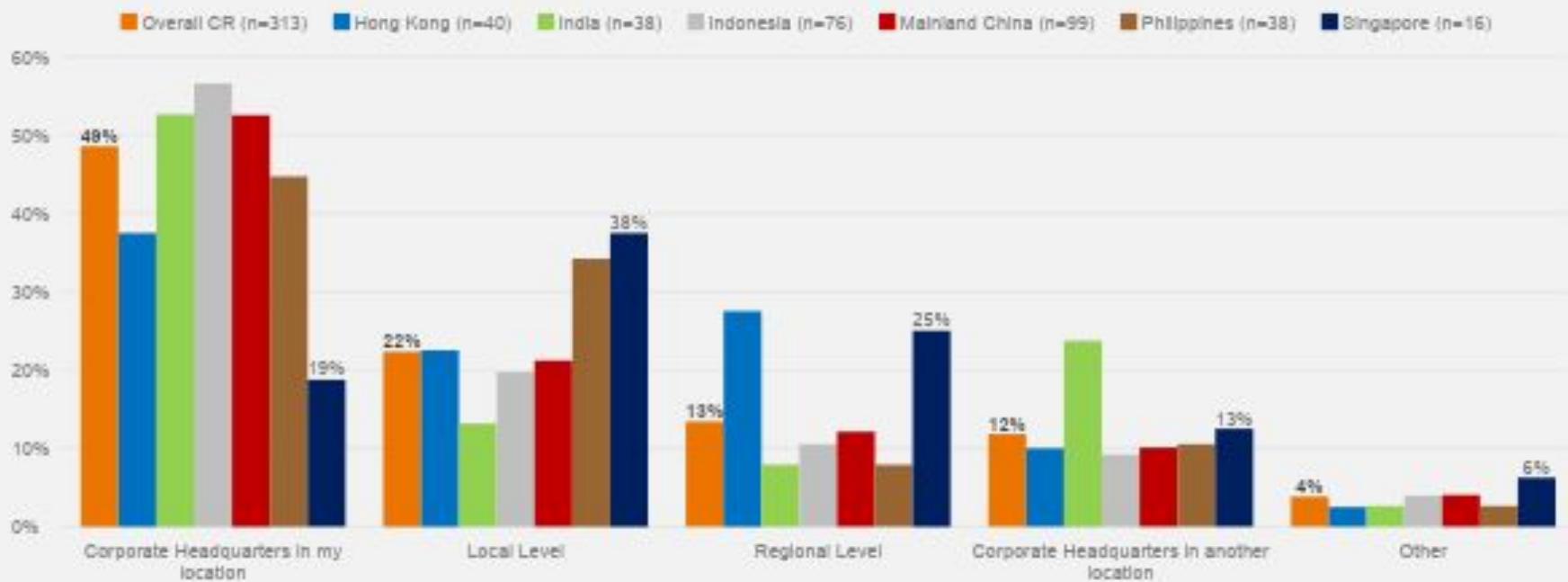
Q. Please indicate the areas that are considered when setting up coaching assignments. (Multiple Choice)



## Setting up Coaching Assignments – By Market

While in most markets, decision to initiate coaching assignments is made at the corporate HQ level, in Singapore the decision is made mainly at the local level or regional level

Q. At what level is the decision made to initiate the coaching interventions in your company?

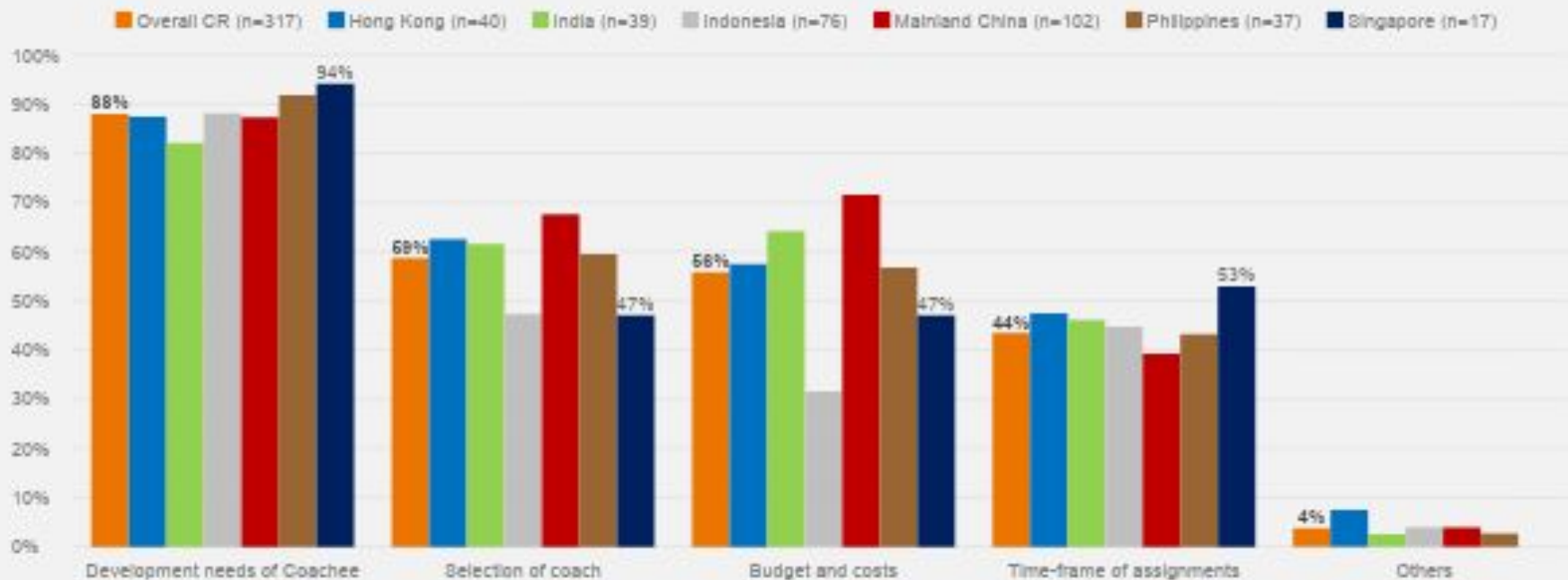


In the 2017 Survey, similar observation where Corporate headquarters were mainly responsible for setting up the coaching process

## Setting Up Coaching Assignments – By Market

Consistently in all markets, development needs of coachee is the key consideration when setting up coaching assignments. Unlike other markets, the next most important consideration for Singapore is the timeframe of assignments

Q. Please indicate the areas that are considered when setting up coaching assignments. (Multiple Choice)



In the 2017 Survey, "Time-frame of assignments" and "Selection of Coach" were the two most important factors respectively.

## Decision Makers For Coach Recruitment

Majority of CEO/GMs in Singapore are primarily involved in budgeting and selection decisions similar to other markets HR Directors and Functional Heads are more involved in the selection decisions.

Q. Who is involved in the external coaches' recruitment process? (Multiple Choice)

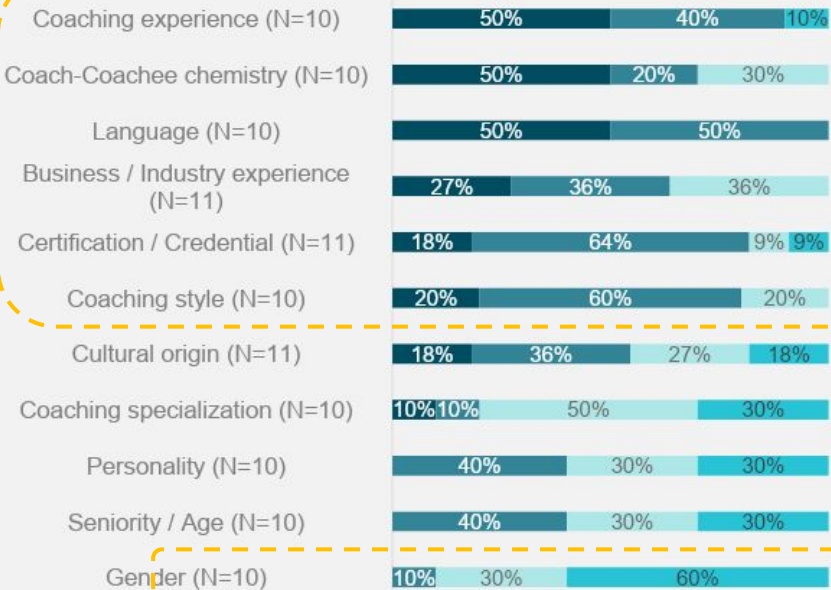


# Criteria for Hiring & Selecting External Coaches

Companies and EC are aligned on the criteria for selection of EC. For Singapore, top 3 criteria are Coaching Experience, Chemistry and Language (similar to overall). However, business or industry experience seems to be more relevant than Credentials (No. 4 in the overall survey).

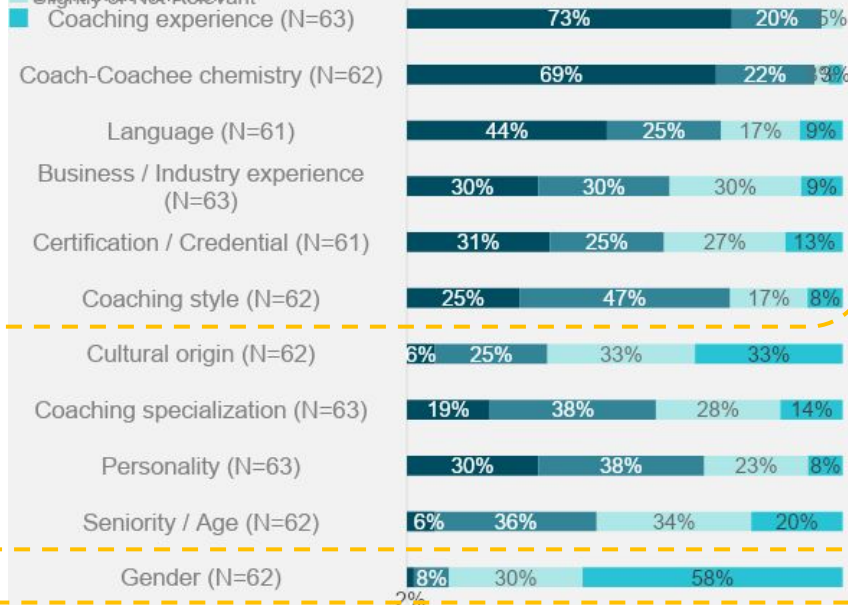
Q. How relevant are the following criteria when selecting external coaches? (CR)

Legend: ■ Totally Relevant ■ Mostly Relevant ■ Somewhat Relevant ■ Slightly or Not Relevant



Q. How relevant are these criteria to companies when selecting external coaches?(EC)

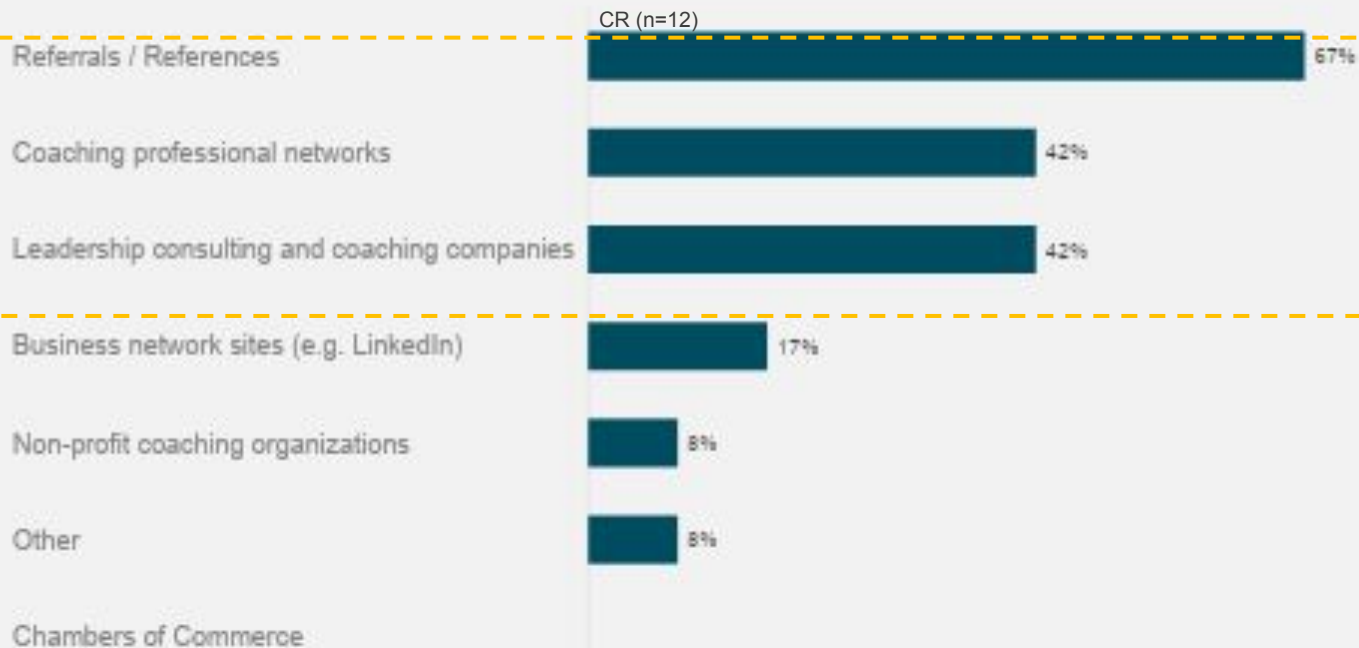
Legend: ■ Totally Relevant ■ Mostly Relevant ■ Somewhat Relevant ■ Slightly or Not Relevant



# Channels for Hiring External Coaches

Companies rely on referrals, professional coaching network and consulting and coaching organizations for recruitment of external coaches

Q. Which channels do you use to recruit external coaches? (CR, Multiple Choice)

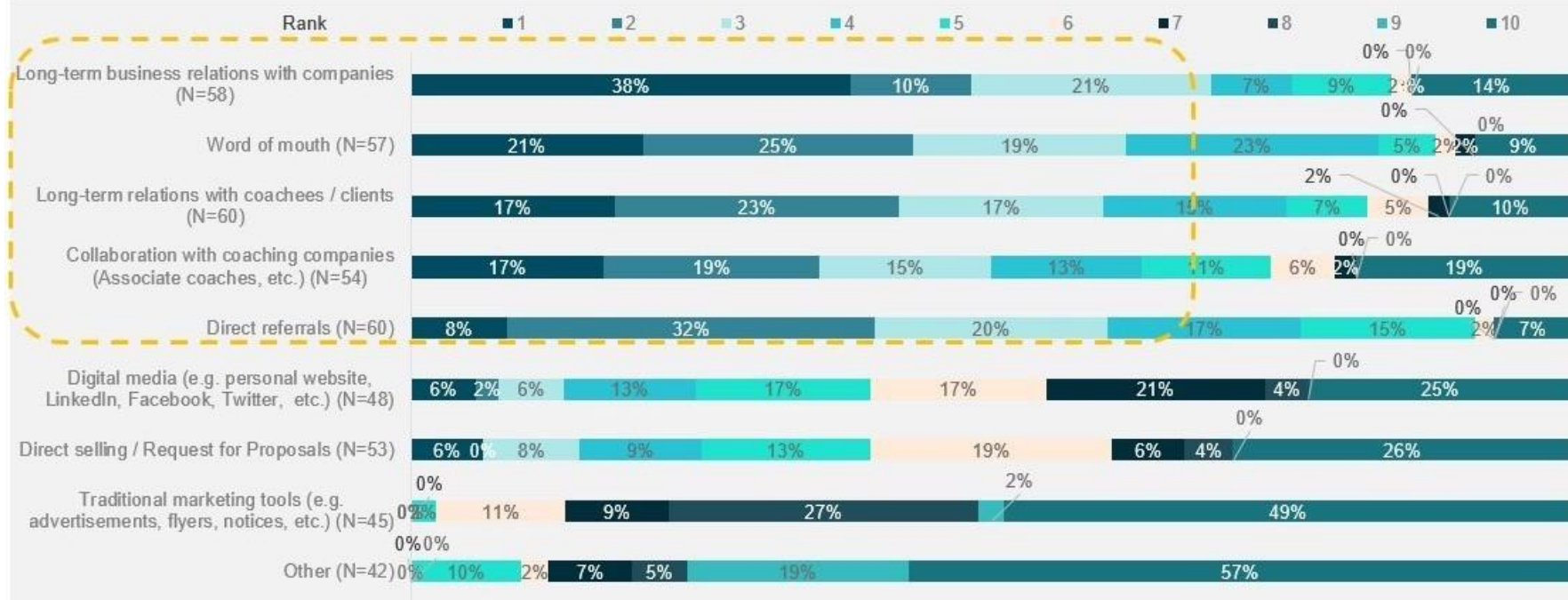




# Channels for Hiring External Coaches

Long-term business relations with companies is ranked the top channel for winning coaching assignments by ECs. Word-of-mouth and long-term relations with coaches and collaboration with coaching companies are ranked next. Direct selling and traditional marketing are the least used channels in Singapore. Can new coaches use these channels to differentiate themselves and win assignments?

Q. Please select and rank the channels by which you won your coaching assignments in 2017-2018? (External Coaches)



# Cultural Origins of ECs

Top three cultural origin of ECs that companies ranked are Singapore, Europe and India. Companies in Singapore are using overseas coaches or coaches of other cultural origins more than other markets.

Q. Please select the top three cultural origins of your external coaches.

Origin of Coaches

Row Labels	Hong Kong	India	Indonesia	Mainland China	Philippines	Singapore	Other Asian Markets	Africa	Americas — Central or South America	USA / Canada	Australia / New Zealand	Europe	Middle East
Hong Kong (n=23)	87%	9%	0%	22%	0%	35%	13%	4%	0%	17%	13%	35%	0%
India (n=29)	3%	90%	0%	0%	0%	10%	10%	3%	10%	21%	0%	7%	0%
Indonesia (n=71)	0%	3%	86%	3%	3%	31%	10%	0%	3%	8%	10%	13%	1%
Mainland China (n=65)	38%	3%	0%	92%	0%	20%	5%	0%	0%	17%	8%	20%	0%
Philippines (n=28)	4%	7%	0%	0%	82%	7%	4%	0%	0%	14%	7%	14%	0%
Singapore (n=12)	8%	33%	0%	8%	0%	75%	8%	0%	0%	17%	0%	50%	8%

Origin of Coaches

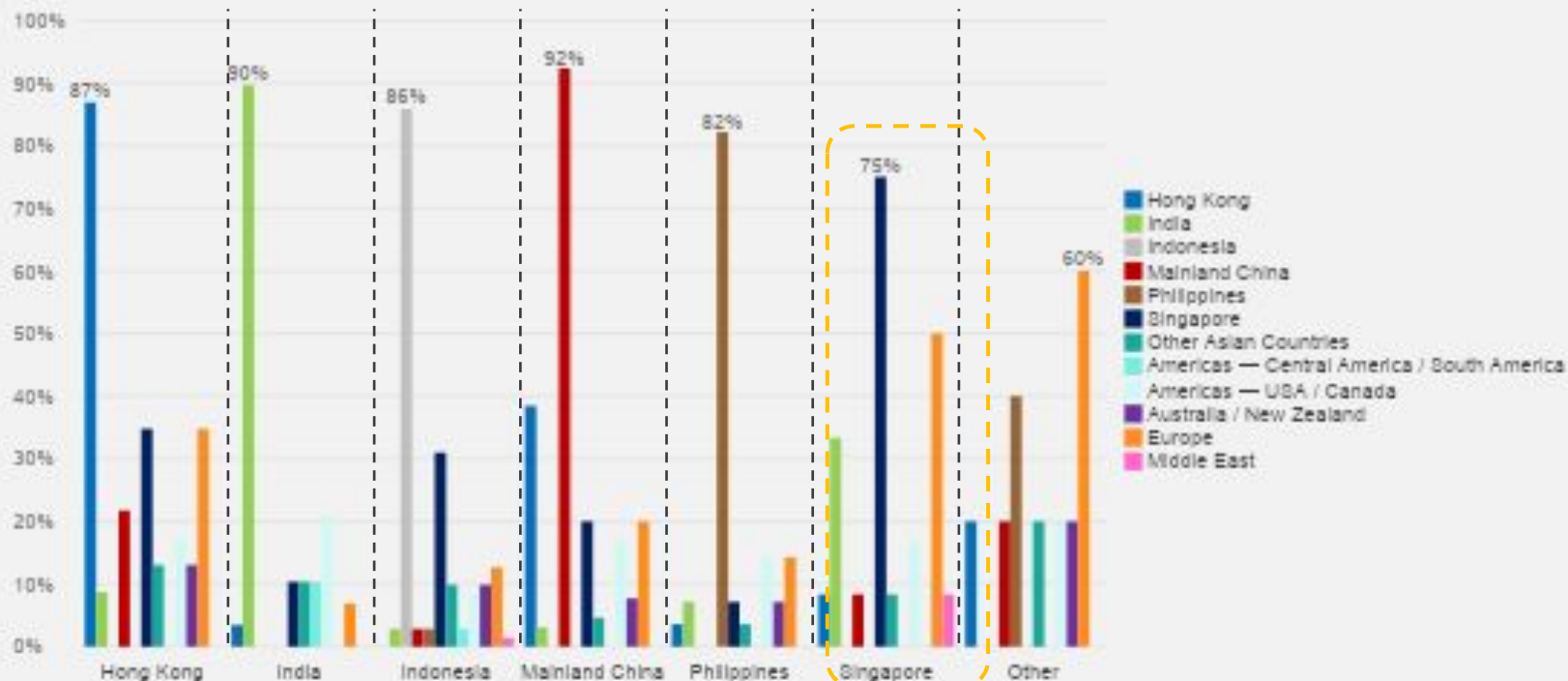
2<sup>nd</sup>  
Highest  
selection

3<sup>rd</sup>  
Highest  
selection

## Cultural Origins of ECs – by Market

Local pool of Coaches is the most popular in all Markets including Singapore. However, companies in Singapore are using overseas coaches or coaches of other cultural origins more than in other markets. Specially popular are coaches from Europe and India

Q. Please select the top three cultural origins of your external coaches.

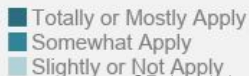


# Coaching Process Setup

Majority of companies and coaches indicated that coaching objectives and confidentiality arrangements are in place. Companies and coaches indicated that information on coaching progress is requested. Nearly 70-80% of the companies also say that they request for information on assessment results of coachee and coaching content from coaches

**Q. To what extent do the following statements apply to your company?**

The company:



Ensures there is a joint agreement on coaching objectives and confidentiality arrangements between the coach and the coachee. (N=15)



Requests information on coaching progress updates from the coach. (N=16)



Requests information on assessment results from the coach. (N=15)

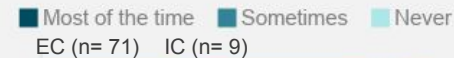


Requests information on coaching content from the coach. (N=16)

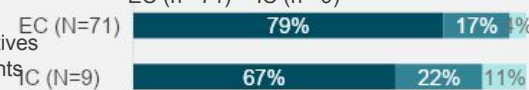


**Q. To what extent do the following statements apply to the companies you work with?**

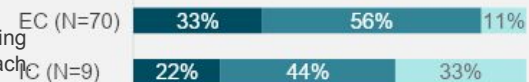
The companies:



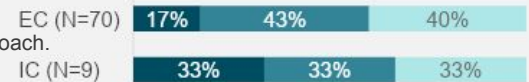
Ensure there is a joint agreement on coaching objectives and confidentiality arrangements between the Coach and the Coachee.



Request information on coaching progress updates from the coach.



Request information on assessment results from the coach.



Request information on coaching content from the coach.



## Process Compliance by Organizations

**81% ECs say companies sign a coaching contract with them all or most the time. 41% of ECs say companies request for compliance with the code of ethics. Companies rarely check the coach's certificates / credentials or check their references.**

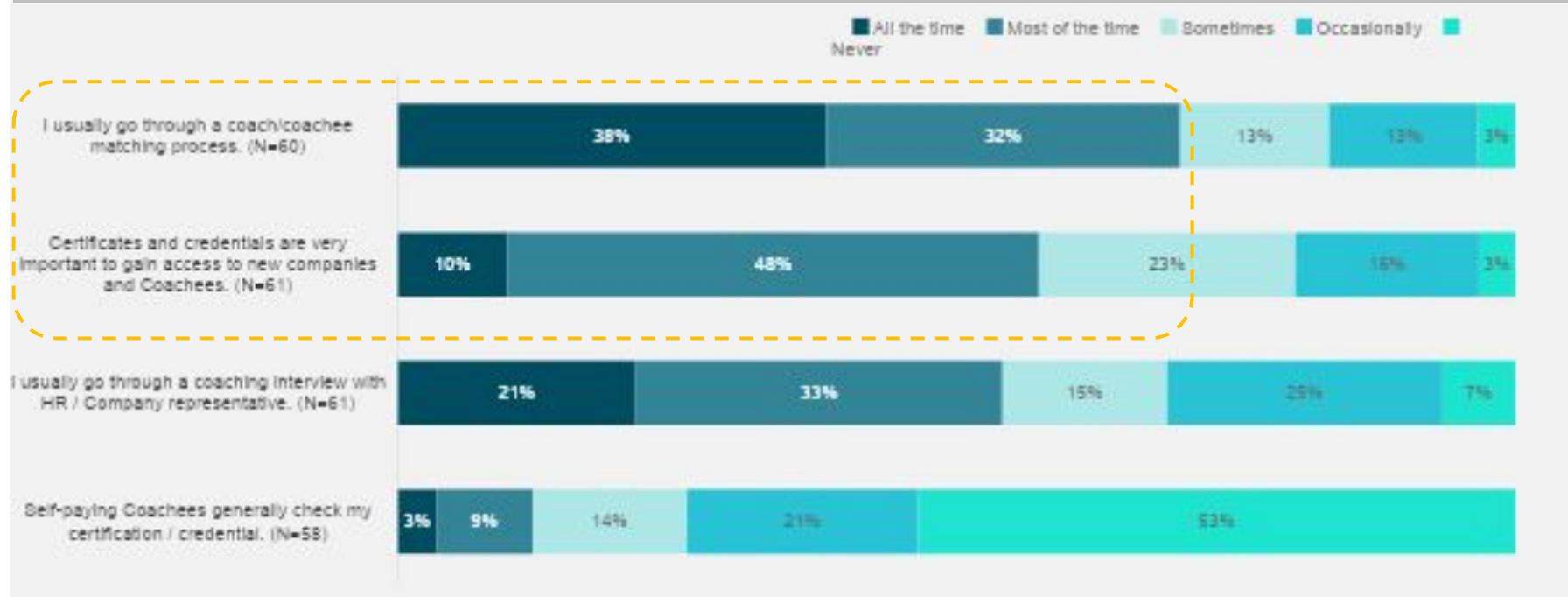
Q. Please indicate the extent to which the following statements hold true? (EC)



# Coaching Process Practices

**Most ECs (70%) go through a coach/coachee matching process, 54% coaches say they go through a coaching interview with company HR. Certificates and credentials are more important for companies (59%) than to self-paying coachees (12%) who rarely check the credentials.**

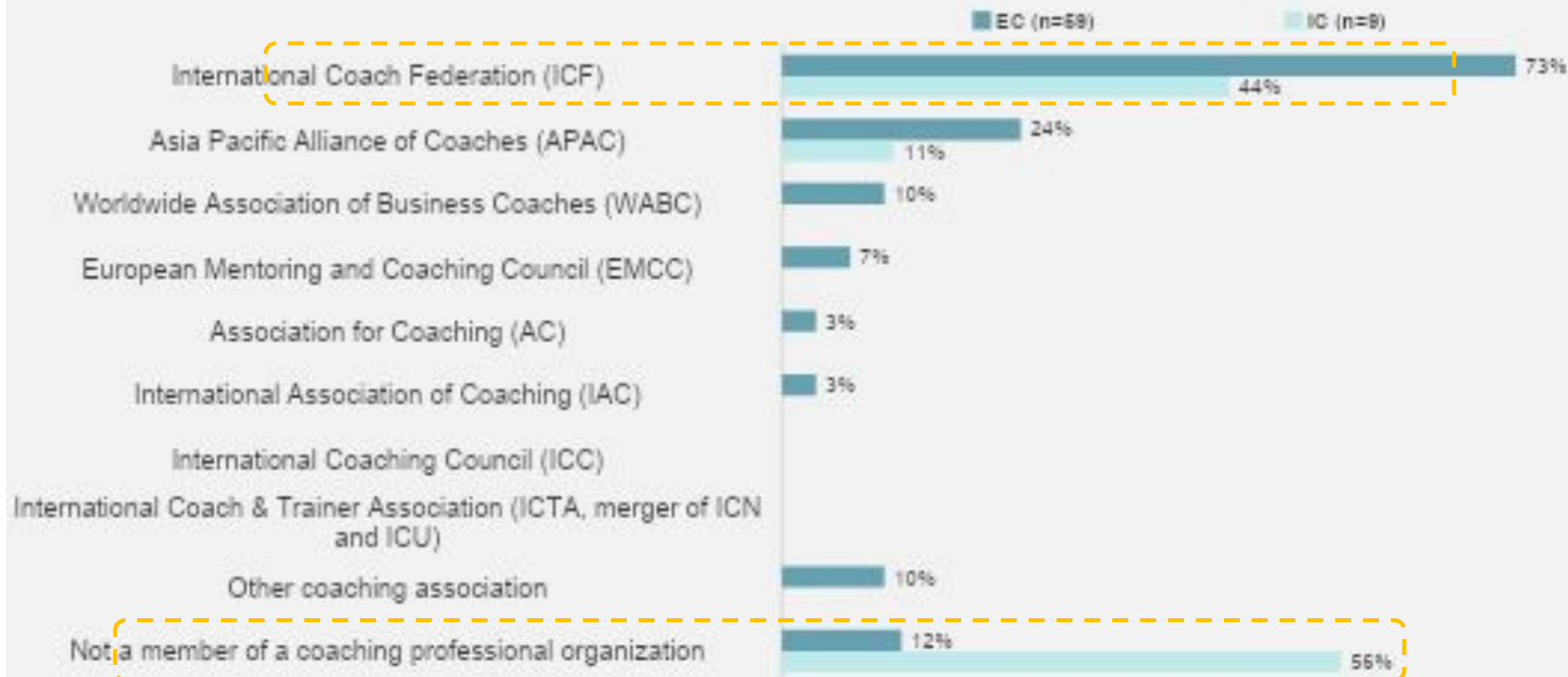
Q. Please indicate the extent to which the following statements hold true? (EC)



## Membership of Coaching Association

Majority of ECs are members of ICF (73%), followed by APAC (24%). Only 44% of ICs are members of ICF and 11% are members of APAC. 56% ICs are not members of any professional coaching association.

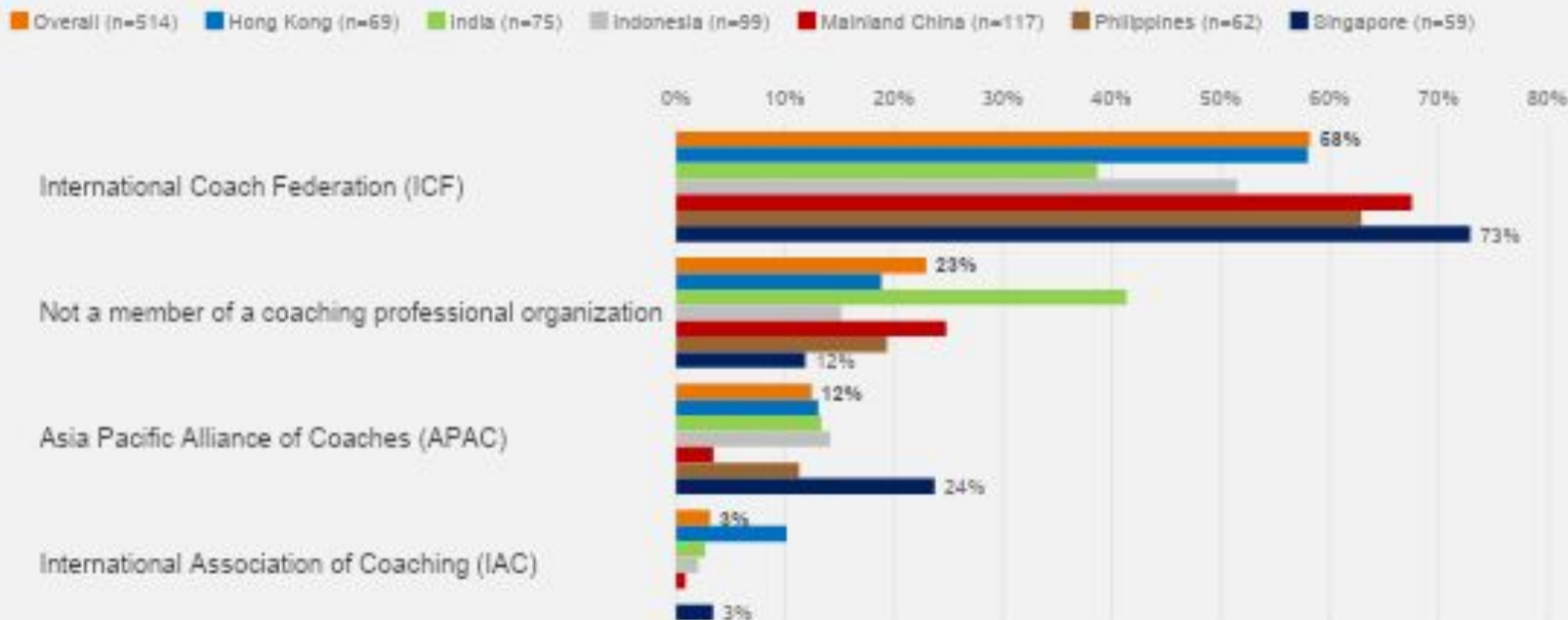
Q. Are you a member of any of the following coaching associations? (Multiple Choice)



## Membership of Coaching Associations – By market

**ICF is the leading coaching association for coaches in all markets, with the highest percentage in Singapore (73% vs. 58% overall). Singapore also has the highest %age of coaches who are member of APAC (24% vs 12% overall). Only 12 % coaches in Singapore are not member of any association (vs. 23% overall)**

Q. Are you a member of any of the following coaching associations? (Multiple Choice)



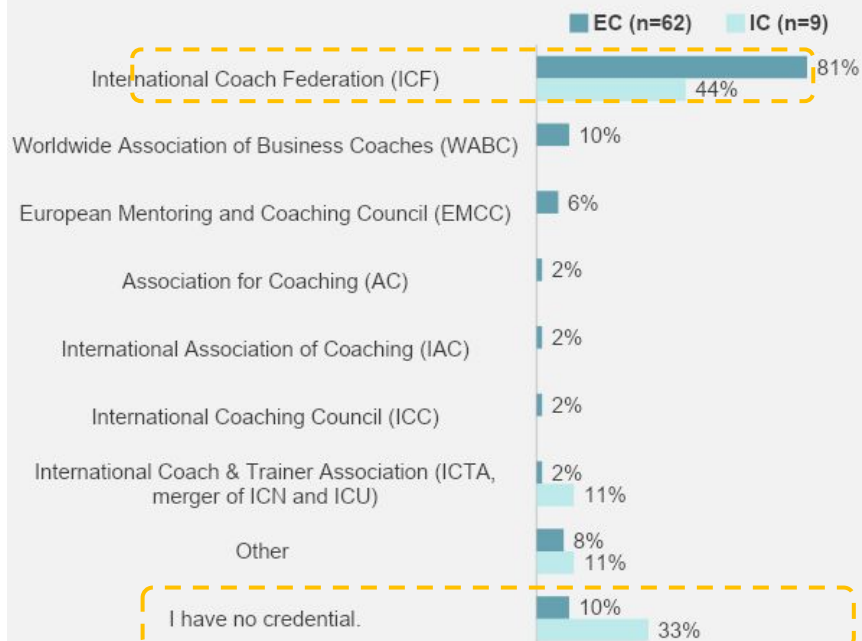
In the 2017 Survey, ICF was the leading professional coaching association with 53%, followed by APAC with 16%. 32% were not part of any coaching professional organizations.



# Credentialing Body

**For majority of Coaches ( 81% ECs and 44% ICS) ICF is the credentialing body. 33% of ICs have no credentials**

Q. Who is your credentialing body? (Multiple Choice)



## Credential Level of EC & IC by Market

Q. What is your credential level?

EC (number)	ACC	PCC	MCC	Other	Total
Hong Kong	20	12	3	17	52
India	13	15	8	20	56
Indonesia	27	6	1	36	74
Mainland China	37	21	10	9	77
Philippines	13	3	1	24	41
Singapore	19	15	5	7	46
Other	6	9	5	4	24

IC (number)	ACC	PCC	MCC	Other	Total
Hong Kong	2	0	0	2	4
India	0	1	1	1	3
Indonesia	4	0	0	15	19
Mainland China	3	3	0	6	12
Philippines	4	1	0	1	6
Singapore	2	2	0	0	4
Other	0	0	0	2	2

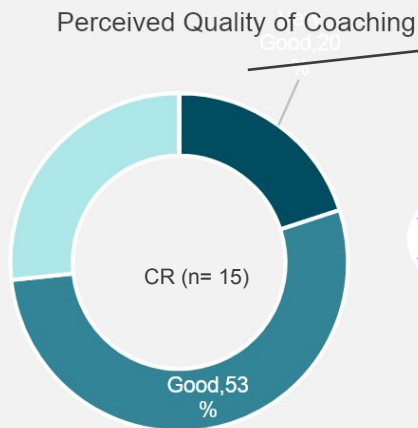
\*No. of IC respondents is low for Singapore

# Coaching Evaluation and Diagnosis

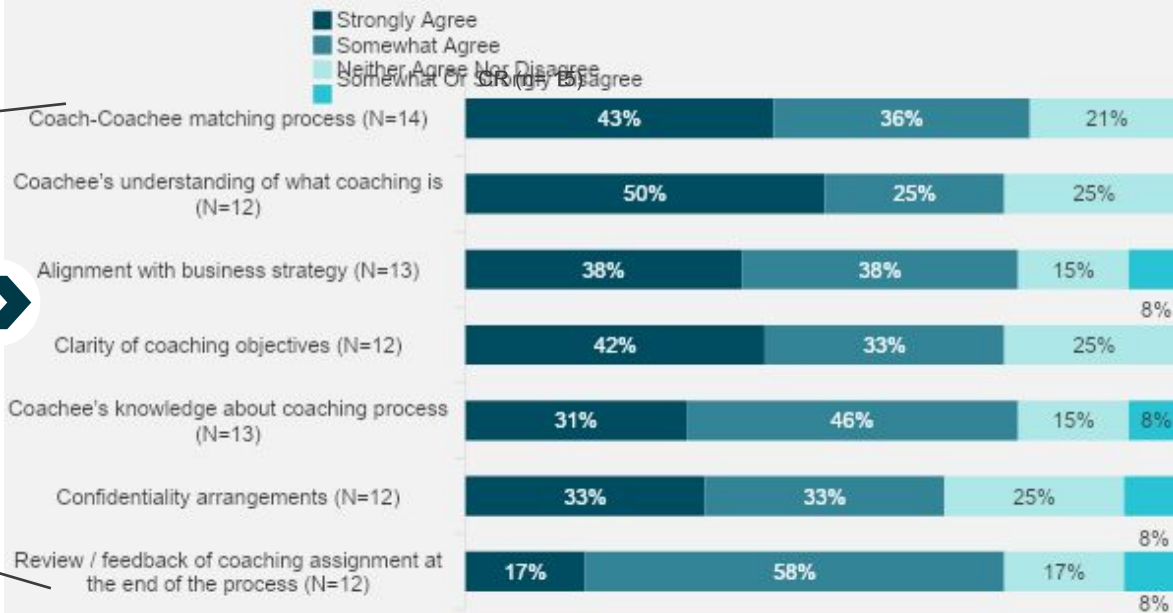
# Evaluation of Coaching Quality

**73% of participating companies rated coaching quality as good and very good. This is higher than the overall market data (61%). Only 27% of companies are undecided on the quality of Coaching, this is lower than the overall market percentage (32%). Majority of companies agree that working on the factors listed below will make the coaching process more effective**

Q. How would you evaluate the overall quality of coaching services in your company?



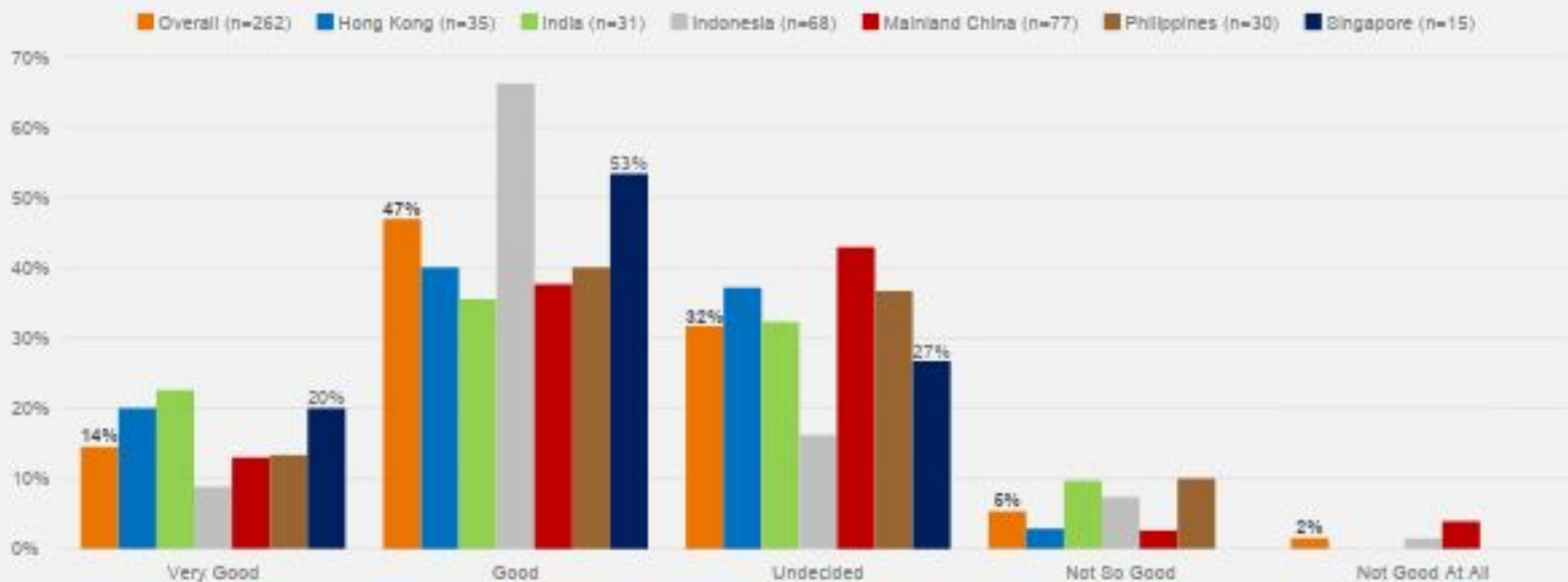
Q. What could be improved to make the coaching process even more effective?



## Evaluation of Coaching Quality – by market

**Overall Quality of coaching services rated 'Very good' and 'Good' by 73% of the companies in Singapore, closely followed by India. No company rated coaching as 'not so good' or 'not good at all' in Singapore**

Q. How would you evaluate the overall quality of coaching services in your company?



In the 2017 Survey, a similar pattern was observed. 83% in India, 66% in China and 54% in HK rated services 'good'.

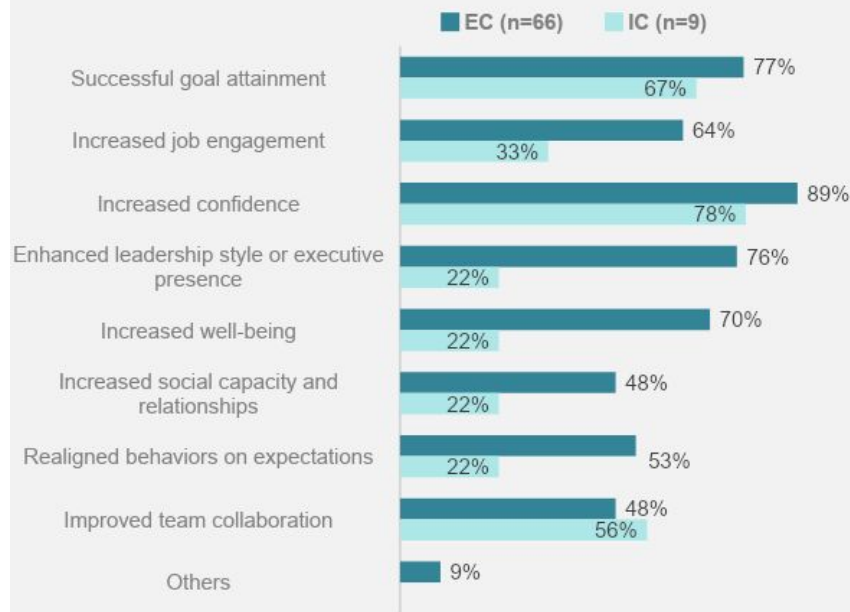
## Coaching Benefits – Expectations vs Delivery

**Most companies received the benefits they sought as well as benefits they did not seek, with divergence in 'job engagement'- 45% companies said they sought 'increased job engagement' as a result of coaching but did not receive it.**

Q. What were some of the benefits your company sought and gained after providing coaching assignments for employees?



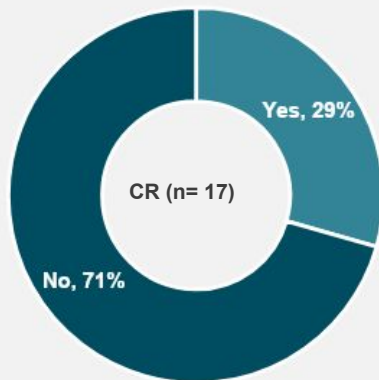
Q. What are the main benefits your clients report they experience after participating in a coaching assignment? (Multiple Choice)



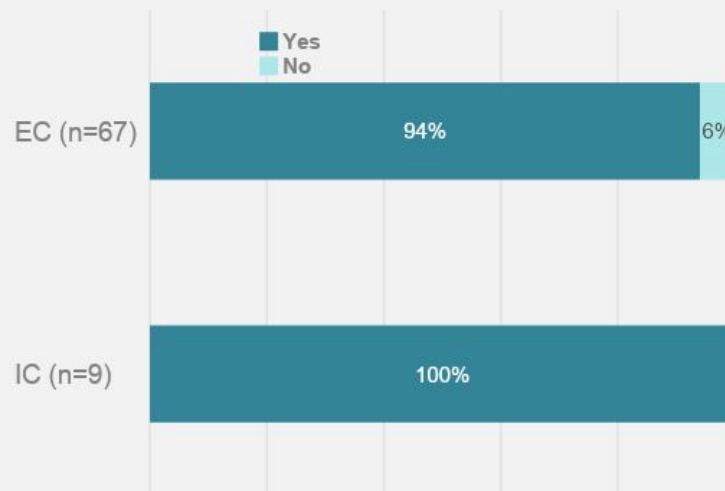
## Usage of Evaluation Tools To Measure Success of Coaching

There is a marked difference in the level of usage of evaluation tools by Companies vs Coaches. Only 29% (vs 47% overall) companies in Singapore reported that they use evaluation tools to measure the success of coaching, while 94% ECs and 100% ICs say they use .

Q. Do you use any evaluation tool to measure the success of coaching? (Company Representative)



Q. Do you use any evaluation tool to measure the success of coaching? (EC/IC)



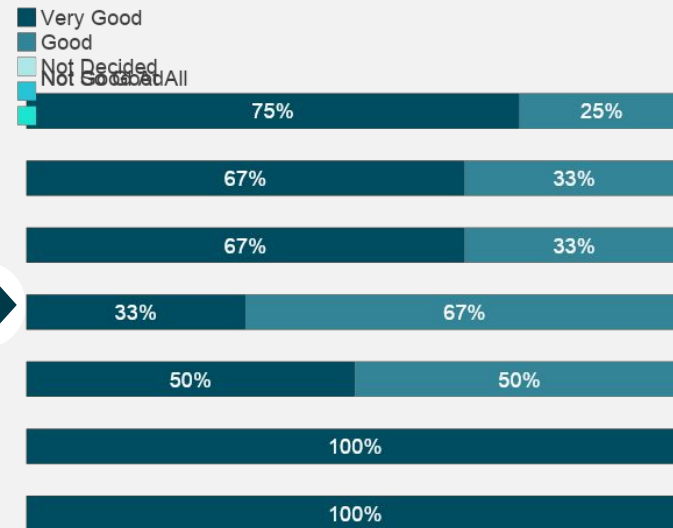
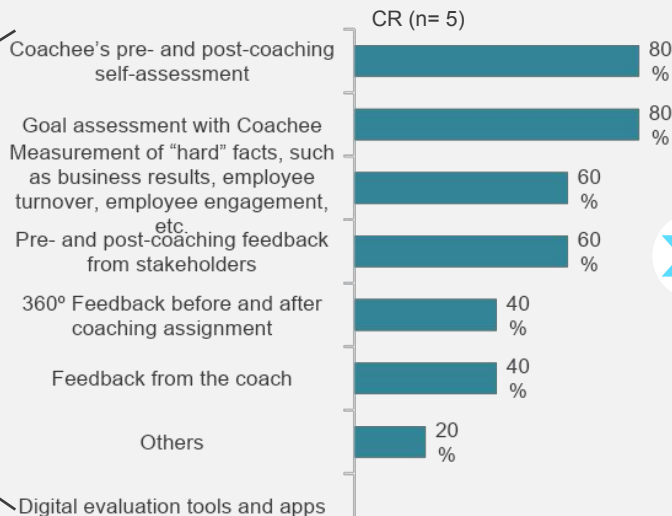
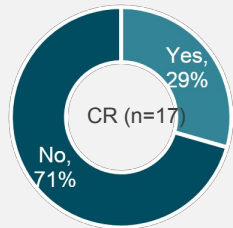
# Measurement of Coaching Success

While only 29% companies use an evaluation tool to measure success of coaching, they are mostly happy with the quality and appropriateness of the tools. There is a heavy reliance on measuring stakeholders' feedback and hard facts.

Do you use any evaluation tool to measure the success of coaching?

Which of the following evaluation tools are used to measure the success of coaching?  
(Multiple Choice Question)

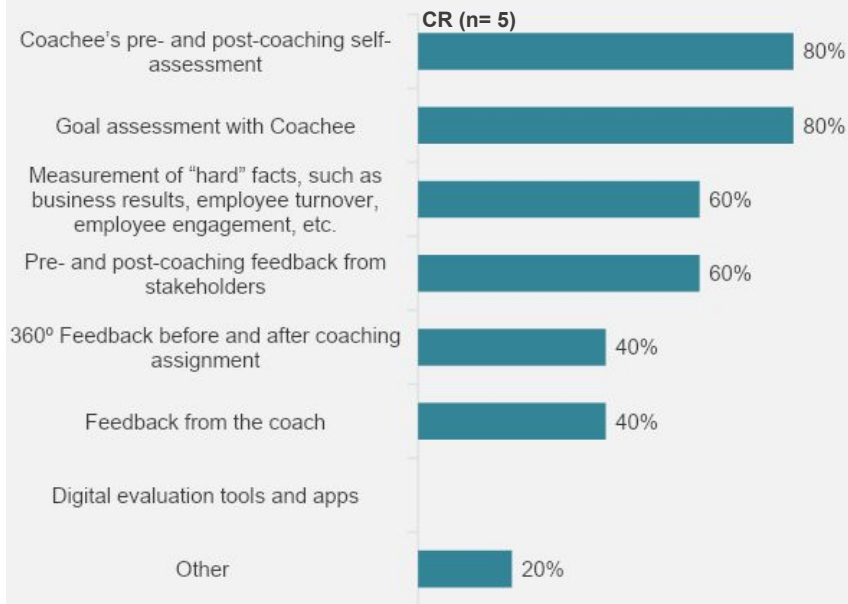
Please indicate the quality/appropriateness of each evaluation tool when used to measure the success of coaching.



## Measurement of Coaching Success

**Both companies and coaches rely more on soft data (feedback) to assess the success of coaching. Measurement of hard facts is clearly not applied much by coaches (EC 30% IC 22%). Both companies and coaches are not using digital evaluation tools much.**

Q. Which of the following evaluation tools are used to measure the success of coaching? (Company Representative)(Multiple Choice Question)



Q. Which of the following evaluation tools do you use to measure the success/impact of your coaching assignments?(Multiple Choice Question)

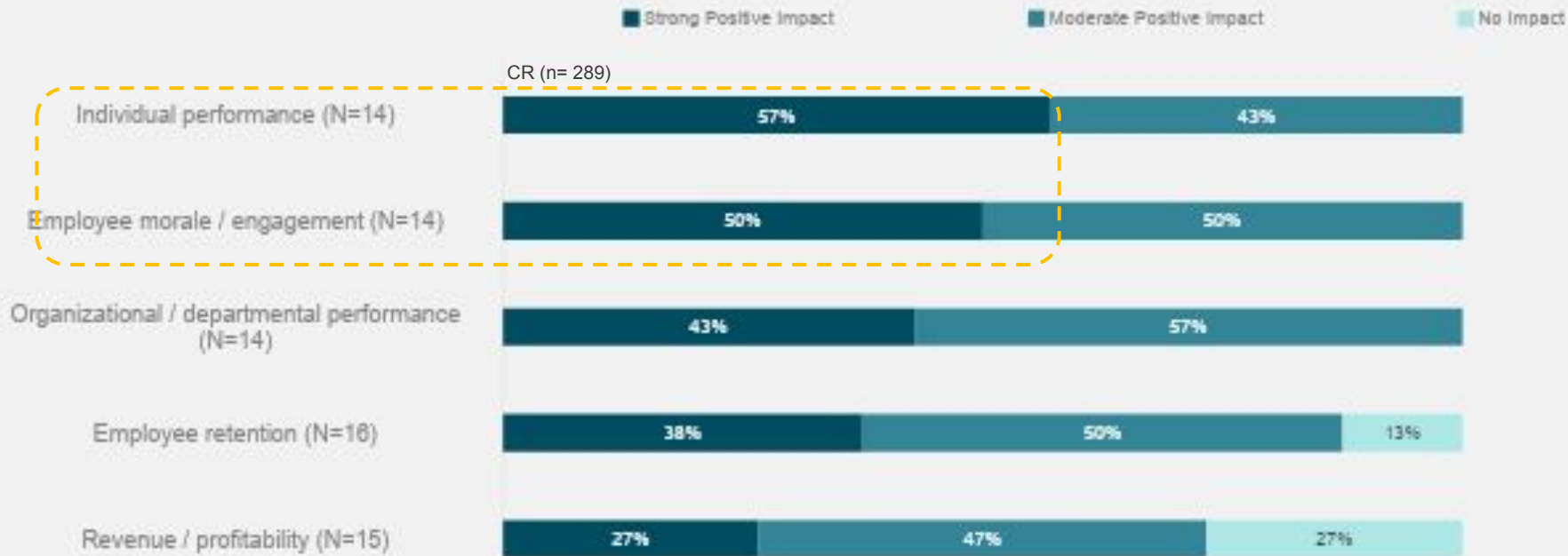




# Coaching Impact

Strong positive impact is reported on individual performance (57%) and employee engagement (50%) by companies. Organization performance and employee retention sees lesser positive impact (43% and 38% companies) While a strong positive impact on revenue and profitability is reported by only 27% of the companies.

Q. In your experience, how does coaching impact the following company metrics?



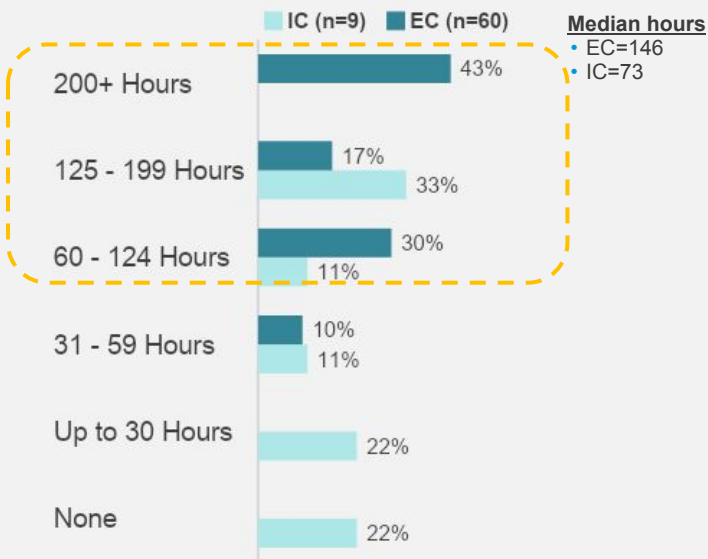
\*No. of CR respondents is low

# Coaches Professional Development

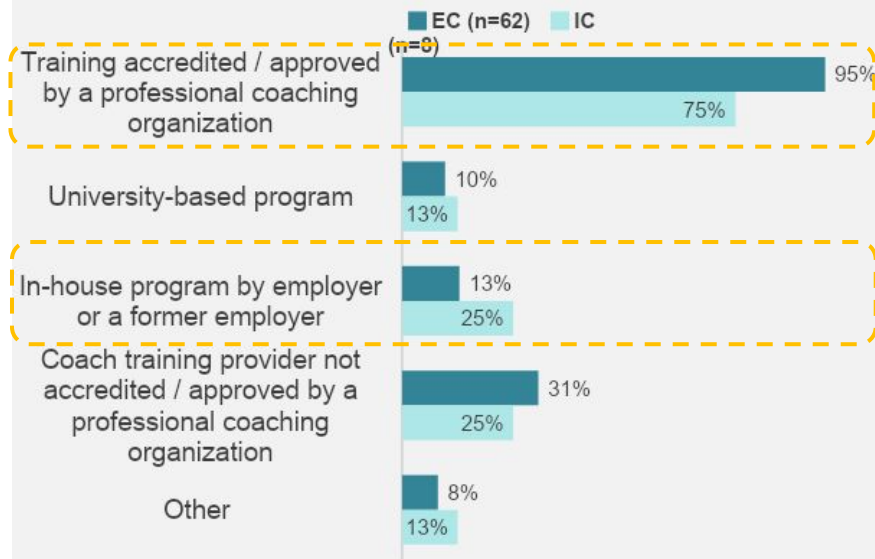
## Coaches' Training and Education

**ECs receive more coach specific education and training than ICs (Median EC 146 hours vs. IC 73). Strong majority of coaches received training from accredited coaching organizations. ICs receive training as part of in-house program by employer (25% which is however lower than the overall average of 39%)**

Q. Approximately how many hours of coach-specific education and training have you received?



Q. Which of the following best describe the coaching education and training you have received? (Multiple Choice Question)



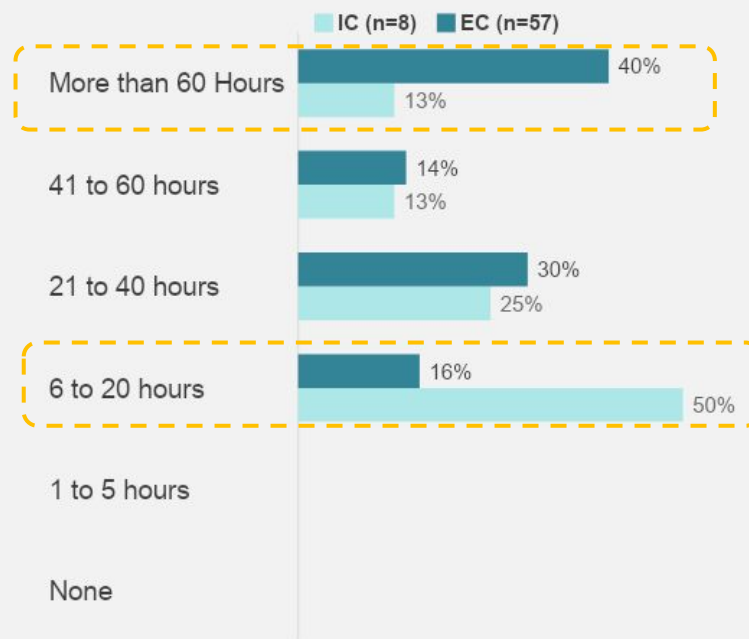
## Professional Development of coaches - Practices and Time spent

ECs invest more time on professional development than ICs, 40% ECs spend more than 60 hours per annum. Professional development events, coaching webinars, conferences, reading are popular forms of CPD. Nearly 60% ECs and 50% ICs use Reflective Practice

Q. What forms of continuous professional development do you engage in?



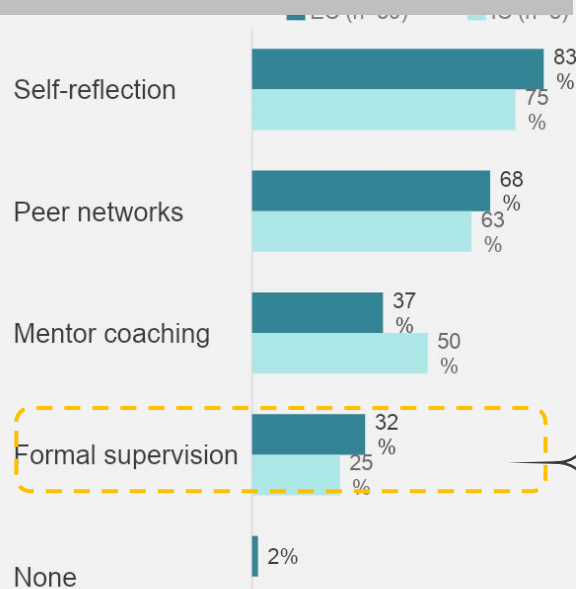
Q. How much time do you spend on continuous professional development (per annum)?



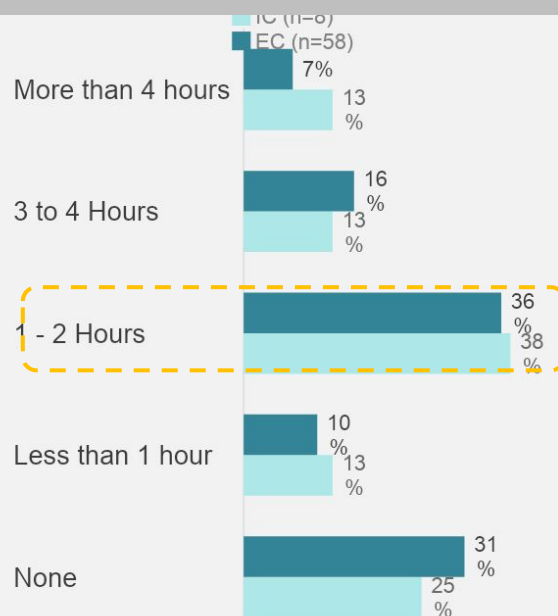
# Reflective Practices/Coaching Supervision

Self-reflection and peer networks are the most popular reflective practice that coaches engage in. Maximum no. of ECs and ICs spend 1-2 hours per month engaging in coaching supervision. While most ICs get supervision pro bono, almost half of the ECs pay USD 200-400 per hour and nearly 1/3 pay upto USD 600 per hour for a formal supervision session

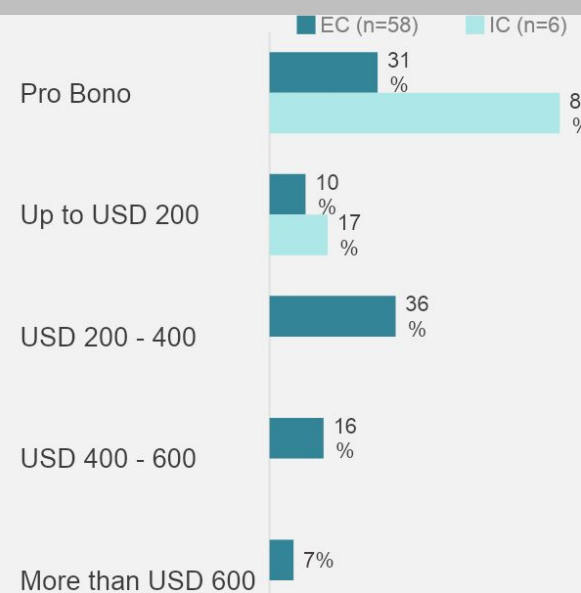
Q. Which of the following forms of reflective practices do you engage in as a coach?  
(Multi – choice)



Q. How much time (hours per month) do you spend engaging in coaching supervision for your professional development as a coach?



Q. What amount do you spend per hour (in USD per hour) engaging in coaching supervision for your professional development as a coach?



# Outlook

## Organizations' Perspective on Future Outlook

Similar to other markets, companies in Singapore plan to increase focus on building in-house coaching capability and a coaching culture. 38% say they will increase the use of IC. 38% companies also indicated an increase in technology and AI based coaching tools.

Q. Please indicate the extent to which you agree with the following statements regarding your future outlook about your company and its coaching activities.



## Coaches Perspective on Future Outlook

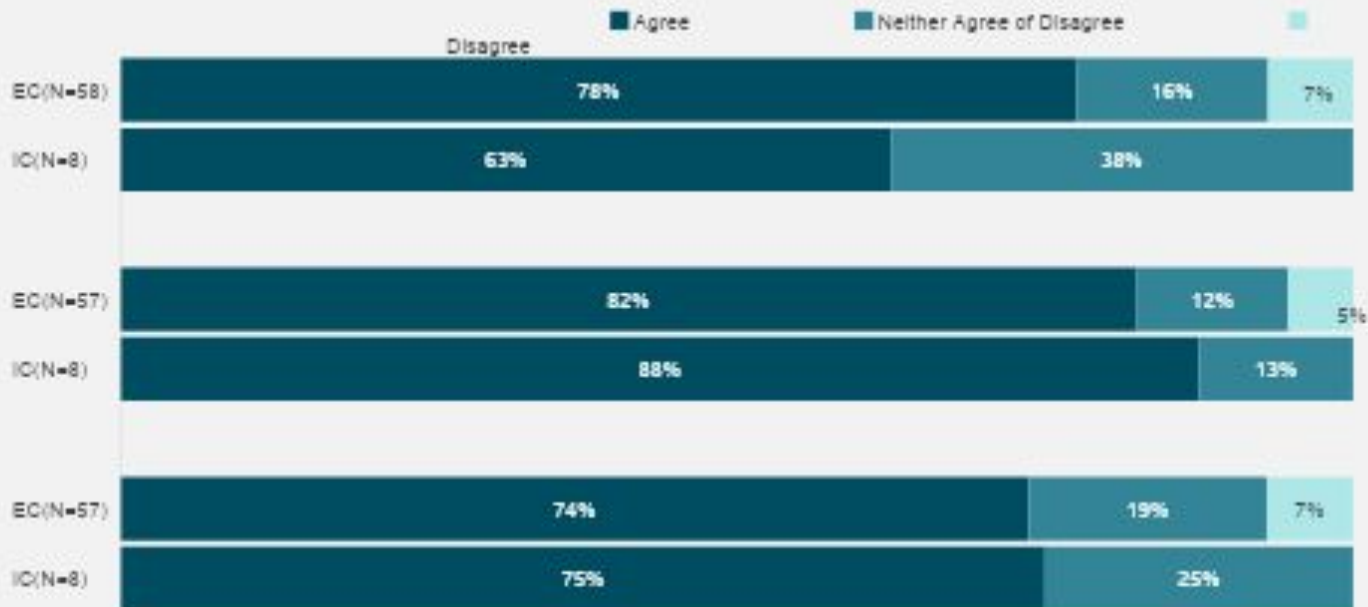
ECs and ICs perceive a positive future outlook with an increase in demand and supply of coaching offerings.

Q. Please give us your outlook about future developments in coaching within the next two years

Coaching demand in the local market will increase.

The extent of my own coaching activities will increase.

The competition among coaches will increase.

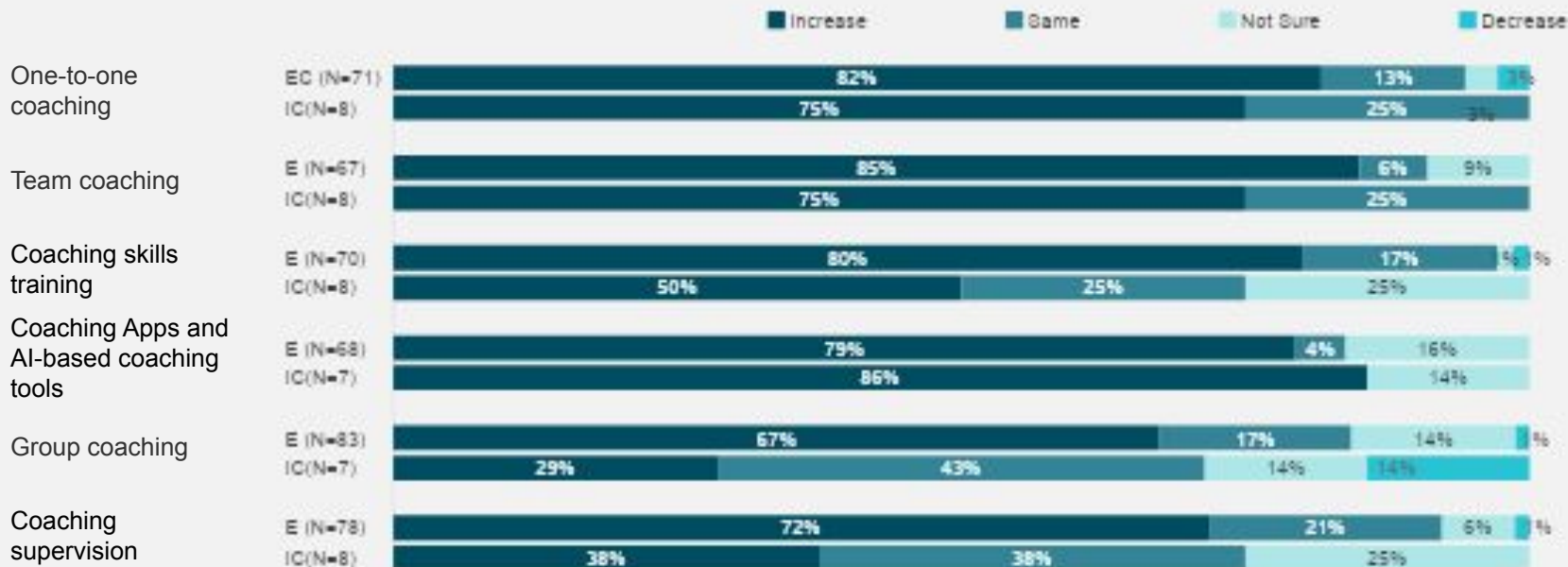




## Coaches Perspective on Future Outlook

ECs and ICs are predicting the increase in all types of coaching services.

Q. For each of the options below, please indicate the likely future trend



## Opportunities emerging from the survey

### For Companies

- How can Companies increase their ROI of coaching through stronger contracting with coaches in linking their bottom-line results with coaching benefits?
- What would higher expectation on coaching ethical standards and coaching quality bring about?
- How can Companies leverage on coaching to support their leaders' development needs in the VUCA world to help them prepare for the future of work?

### For Coaches

- 29% of Singapore companies reached have not used coaching. How can coaches reach out to this untapped market? Coaching concept not being well known and cost are seen as the biggest barriers. How can coaches create more value?
- How can coaches support companies in developing their internal coaches and building stronger internal coaching capability?
- What opportunities may lie in fostering further common understanding between internal and external coaches?
- How can coaches ensure effective tripartite conversations on coaching outcomes?
- How can coaches leverage AI technology in creating more value in coaching for Companies?

# Closing Thoughts

# Closing thoughts

- We are happy to present to you the **Geography Report for Singapore**, part of the **5<sup>th</sup> Coaching Survey – an Asia Benchmark**. An indepth and comprehensive Integrated Report is available on our website to give you an overall understanding of the coaching landscape for the six markets. Individual geography reports for Hong Kong, India, Indonesia, Mainland China and Philippines are also available for a more detailed study.
- If as a reader and researcher you would like to dive deeper into any research question presented in this survey, you are welcome to reach out to us. We welcome your *feedback and comments, please reach out to:*

**Taruna Aggarwal**

[taruna@lifeby-design.com](mailto:taruna@lifeby-design.com)

[coachingsurvey@apacoaches.org](mailto:coachingsurvey@apacoaches.org)

**Uma Arora**

[uma.arora@idamlearning.com](mailto:uma.arora@idamlearning.com)

**Cynthia Chan**

[cynthiac0107@gmail.com](mailto:cynthiac0107@gmail.com)

**We would like to thank you for participating in the survey.**  
The success of this survey is attributed to your participation and an expanded reach across markets.



## Thank You from the Project Team



**Uma Arora**  
India  
Project Manager



**Taruna Aggarwal**  
Singapore  
Project Leader



**Cynthia Chan**  
Hong Kong  
Project Support



**Judie Gannon**  
Academic Advisor  
Oxford Brookes University



**Pansy Lam**  
Hong Kong



**Mathilde Poirieux**  
Hong Kong



**Rup Sengupta**  
India



**Ina Rizkie**  
Indonesia



**Maria Kosby**  
Indonesia



**Annie Yang**  
Mainland China



**Abby Zhu**  
Mainland China



**Julius Ordonez**  
Philippines



**Maria Althea Masangkay**  
Philippines