

MUSTAFA RASHEED

SINGAPORE GROWTH, INNOVATION & SME GOVERNANCE CONTRIBUTOR

Founder & Principal, SGAPAC Growth

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BOARD VALUE PROPOSITION

Singapore-based growth and innovation leader with more than 12 years of experience working with founders, SMEs, government-supported enterprise programmes and corporate innovation teams. Brings a practical perspective on how founder-led and scaling businesses test growth assumptions, professionalise execution and build credible relationships across Singapore's institutional, investor and startup ecosystems.

Has supported or advised more than 3,000 businesses, led a 14-person advisory team, presented monthly operating performance to a board, designed and launched a corporate accelerator, and assessed innovation opportunities through structured investment gates at a corporate venture-building unit. Currently serves on the Executive Council of a Singapore charity. Best suited to private-company board, Non-Executive Director, Board Observer and governance appointments where Singapore market knowledge, SME pattern recognition, strategic partnerships and disciplined innovation judgement are relevant.

BOARD CONTRIBUTION AREAS

Growth strategy and execution - tests whether growth plans are supported by customer, market, financial and operating evidence; helps management translate strategic ambition into priorities, ownership and delivery rhythm.

Founder-led company professionalisation - brings pattern recognition from supporting or advising more than 3,000 businesses over his career, including recurring challenges in founder dependency, capability gaps, investor readiness, partnerships and management discipline.

Singapore market and institutional navigation - understands how founders and companies engage with enterprise-support institutions, investors, accelerators, corporate partners and other ecosystem stakeholders in Singapore.

Innovation portfolio discipline - assesses strategic fit, feasibility, commercial logic and evidence before further investment. At ING Labs, personally developed and presented more than 20 opportunity assessments through recurring stage gates, including recommendations to stop and archive initiatives that did not meet requirements.

Practical AI and digital adoption - brings a commercially grounded perspective on AI adoption, including business use cases, workflow integration, people requirements and responsible implementation.

GOVERNANCE & BOARD APPOINTMENTS

Epilepsy Care Group (Singapore) | Executive Council Member | Jun 2026 – Present

Elected to the 32nd Executive Council of the Singapore charity. Contributes to strategic direction and governance oversight and serves on the Communications Subcommittee. Reviewed audited financial statements and raised questions on compliance matters, operating deficits, remediation priorities and expected outcomes. Proposed ideas on social media presence which have been accepted and implemented.

Singapore Pakistani Association | Committee Member; Acting Secretary during 2021 election cycle | c. 2017 – Jun 2025

Served across at least three terms, through election and co-option, in a longstanding Singapore community association. Participated in committee meetings, AGM financial discussions and cultural and philanthropic programme planning. As Acting Secretary during the 2021 election cycle, drafted the AGM and call-for-nominations notice, coordinated registration and supported delivery of the online AGM.

BOARD-FACING EXECUTIVE LEADERSHIP

SME Centre@SICCI | Team Lead / Acting Centre Director | Sep 2025 – Feb 2026

Enterprise Singapore-supported centre operated by the Singapore Indian Chamber of Commerce and Industry.

- Led a 14-person SME advisory team and exercised broad day-to-day authority over work allocation, cases, outreach, vendors, leave and operating expenditure.
- Oversaw approximately S\$130,000 in monthly payroll and operating costs; reviewed management accounts, cash flow, budgets, CPF, payroll, vendor payments and audit findings.
- Presented a 20-slide operating and performance pack to the SME Centre board each month, covering advisory activity, projects, team performance and operating issues.
- Worked with auditors and coordinated board and stakeholder communications to close inherited historical documentation gaps.
- Conducted performance reviews and managed underperformance and team conflict across the advisory team.

SELECTED EXECUTIVE EXPERIENCE

ING Labs | Venture Builder / Venture Architect | Mar 2021 – Feb 2022

- Personally developed and presented more than 20 opportunity assessments through two-week discovery sprints and recurring Innovation Committee stage gates.
- Assessed market demand, commercial viability, technical feasibility, legal and regulatory constraints, operating requirements and strategic fit using a structured discovery framework.
- Recommended whether initiatives should advance as a “win” or be stopped and archived as a “learn” through structured stage-gate reviews.
- Developed an anonymised alternative-credit-scoring framework containing approximately 35 potential data points for a micro-SME opportunity, retained in ING’s innovation repository.

KPMG Business Foundry | Accelerator / Innovation, Associate Director | Jun – Sep 2022

- Designed the operating model, curriculum and workshop structure for a six-month accelerator focused on sustainability-related ventures.
- Developed a partner-led sourcing approach and built a rolling pipeline of 12 prospective startups through partner nominations and inbound sourcing.
- Translated KPMG advisory, tax and audit capabilities into founder-relevant programme modules, coordinating internal and external stakeholders.
- Provided commercial challenge on programme pricing, including reviewing a proposed S\$100,000 participant fee against founder economics, market fit and programme objectives.

Independent Strategy & Innovation Consulting | 2022 – Present

- Delivered growth, market-entry, fundraising and strategy assignments for SMEs and startups.
- Served as Southeast Asia Consultant through Intralink on a confidential foreign-direct-investment benchmarking assignment commissioned for Estonia’s Ministry of Foreign Affairs.
- Conducted interviews, desk research, data analysis and regional benchmarking for market entry strategies.

SME Centre@SICCI | Project Head | Mar 2013 – Feb 2021

- Supported approximately 2,800 businesses over this eight-year period, building deep pattern recognition across recurring growth and capability challenges facing Singapore SMEs and startups.
- Advised on business growth, productivity, grants, capability development, internationalisation, fundraising readiness and ecosystem relationships.

SELECTED ADVISORY & SHAREHOLDER EXPERIENCE

Turtle Venture Studio | Advisory Board Member | Mar 2023 – Mar 2026

Formal three-year advisory-board appointment covering growth, partnerships, fundraising, investment evaluation and portfolio support. Supported its Singapore launch, demo days and introductions to venture investors, accelerators and angels.

Homefectionery | Advisor, Nov 2022 – Nov 2023; Minority Shareholder, Jun 2023 – Present

Advised the founder through approximately 15 discussions on positioning, pricing, customer definition, operating plans, financials, investor materials and fundraising. Holds a 0.6% minority shareholding.

LUMS Consultancy Group | Board of Advisors | 2023

Advised the student-led consultancy group on the Singapore and international management-consulting environment.

Early-stage investments | Minority investor

Investment interests include ordinary shares in Innfinity Media and SAFE instruments in Pattern Technologies and PriyoShop.

MARKET AND ORGANISATIONAL RELEVANCE

Strongest settings — Singapore private companies; growth SMEs; founder-led companies professionalising management and governance; B2B technology and services; SME-facing platforms; accelerators, venture studios and enterprise-support organisations; overseas companies establishing or expanding a Singapore presence.

Geographic right-to-play — Singapore first, with selected ecosystem and advisory relevance across Southeast Asia and South Asia, particularly Pakistan.

EDUCATION & PROFESSIONAL DEVELOPMENT

Executive MBA — SP Jain School of Global Management Singapore, 2020

Specialist Diploma in AI Solutions Development — Temasek Polytechnic, 2025

BSc Business and Management — University of Bradford, 2010

ADDITIONAL INFORMATION

- Singapore citizen; based in Singapore.
- Open to carefully selected private-company board, Non-Executive Director, Board Observer and governance appointments with founder-led and scaling companies.