

thank  
you

Dear Tee, thank you for the wonderful experience working together over the past year or so. I appreciated your patience as I tried to understand various aspects of the system. It took me time to learn, especially without a technical background, and I am grateful that you painstakingly explained matters to me. I respect that you worked professionally with me though I am many years younger. You were definitely a key member of everything we achieved in FWLS. I often sought your counsel when I was unsure how best to proceed, and I knew that I could count on you to deliver important features and fixes. I thought we worked well as a team together - together, we solved problems that we couldn't have alone, and this is something we can be proud of. I will look back fondly on the times we shared conversations and lunches at 3GBL, and also the many times we had to put our heads together to resolve system issues. Stay in touch, and I am sure our paths will cross again in future. Best wishes!

Manish

Thank  
you

Dear Johan, thank you for being a key member of the FWLS team, and a big part of my experience at FWLS. I appreciated how you were proactive in sharing your views, and thought outside of the box when encountered with problems. I enjoyed the opportunities we had to put our heads together and solve problems, and I think we were often able to come up with better solutions together as a team, than we could have alone. Across various interactions and experiences, it was clear that many in the team, and even NCS, looked up to you. This speaks volumes of the trust and reputation you built up. I hope it's something you can continue to build on, and we discussed separately about ways you can take your performance to the next level. It was fulfilling to complete the FWLS launch together, and I am excited to see what else you will achieve in the years ahead, both at work and otherwise.

Stay in touch, and best wishes!

Manish

thank  
you

Dear Xinrong, thank you for all your contributions to the FWLS team! I appreciated that I could always count on you to get things settled, throughout my time at FWLS. You were unfailingly thorough at your work, and helped a lot in coaching Anjun and addressing the queries and doubts of levy team officers. I will look back fondly on the times we worked hard together to get all the R3 user stories up – it was a challenging but also fulfilling task! I hope you are proud of what we achieved in rolling out FWLS on schedule. The team could not have done it without you! I will miss the lunches and conversations we shared at 3GBL. Stay in touch, and I am sure our paths will cross again in future. All the best till then!

Manish

Thank  
you

Dear Vaidehi, thank you for being a steady and reliable team member throughout my time at FWLS. I always knew I could count on you to follow up on and complete tasks – this helped a lot, given the pace and volume of issues that we had to deal with. I was also grateful for how you were proactive and candid in sharing your views, whether it was about system features, team processes, or vendor management. Especially since I am new to this type of technical work, I found your insights valuable. Beyond work, I think everyone also appreciated the energy and enthusiasm you brought to the team, including baking goodies for us! While we went through many intense periods in developing FWLS, it was an enjoyable experience for me because of the experiences I was able to share with all of you. Thank you for all your contributions to the team – we could not have delivered FWLS R2 and R3 without you! Stay in touch, and I'm sure our paths will cross again in the future. All the best till then!

Manish

Thank  
you

Dear Anjun, thank you for your tireless efforts and valuable contributions to FWLS. You have done so much for the team, including leading all the waiver, refund, revocation related issues and helping with several other modules. I'm grateful you were always willing to help out and offer more to help the team – it was fantastic how you kept up that demeanour even in the toughest of times.

Over the past year, I've seen that you've progressed both in terms of technical understanding of the system and even more importantly the business considerations of MOM, which has helped you to drive change and effectively intermediate between NCS and levy team. Beyond work, we had many other little interactions that helped to break the monotony, including commenting on "drip", discussing movies and talking about Go. While it was fantastic working together to successfully launch FWLS, I think these other experiences and interactions will be just as enduring for me. Thank you for everything you've brought to the team, and stay in touch! I'm sure our paths will cross in future. Best wishes!

Manish

thank  
you

Dear Yen Leng, thank you for everything you contributed to the FWLS team over the course of this year. I especially appreciated how you were enthusiastic and proactive about the various team bonding and celebration activities. I know it takes a lot of effort to pull those together, and it does not go unnoticed. You played a big part in creating team identity and helping everyone enjoy the experience of working in this project. At the same time, I could always count on you to follow through on work issues and sort things out. This helped a lot especially given that some of our other colleagues and vendors required more hand-holding and support – it would have been really challenging if you were not around. In addition to all that, I think having you part of FWLS helped the entire team understand and incorporate WINS practices better, and brought in new ideas and processes that improved the quality of work. I thought we formed a good partnership together. Even though the overlap was less than a year in the end, it was an intense period and I think we have created good memories together. I'm sure we will have the chance to work together again in future – best wishes till then, and see you around!

Manish

thank  
you

Dear Mani, thank you for all your contributions to the FWLS team. Your expertise and experience helped me and the team to push beyond the bounds of what we knew, e.g. in terms of the Denodo setup. At the same time, you did so much to help navigate tricky stakeholders like NDI, CSP and RDI. And also ensured that we extracted maximal value for money by standing your ground in negotiating with NCS. Launching FWLS R3 was a massive team effort and I hope it is an achievement we will all look back proudly on. Having said that, I also wanted to say that I especially appreciated the energy and enthusiasm you brought to the team – I think this helped everyone to have a laugh and keep going even in the toughest of times. I'm glad we had the chance to work together and I'm sure we will have many more chances to work together. Best wishes till then and see you around!

Manish