



AGLP

ASEAN GLOBAL LEADERSHIP PROGRAMME

15th - 19th October 2018, Cambridge, UK

*“Transforming ASEAN Organizations:
The Leadership Imperative”*



UNIVERSITY OF
CAMBRIDGE
Judge Business School

Executive Education

SRW&Co. |
It's the People inside

15
(2003 - 2018)

FOREWORD



Harold Chee

Academic Programme Director

From the Programme Director of Cambridge Judge Business School Executive Education

A major challenge for leaders today is the lack of time to think and do things differently and yet their organisations need to transform in the face of radical environmental changes. Top management need to empower the organisation and engage in exploring new ideas and business practices by developing an innovative and learning culture.

This lies at the very core of the design of our unique programme where participants can experience some of the cutting-edge thinking from distinguished Cambridge Judge Business School faculty and contributors situated in one of the world's most prestigious research universities; with a reputation as a center for rigorous thinking and high impact transformative education. The School is in the business of the transformation of individuals, of organisations and society and brings knowledge to specific business situations to turn thinking into action.

The programme is designed for senior executives and addresses some of the issues of leading in a complex and disruptive business environment. The programme will explore global economic trends and its impact on ASEAN and the EU, Brexit and what we can learn from the EU crisis; current thinking on innovative disruptions and how to make your organisation innovative; visits to local innovative companies in the Cambridge 'Silicon Valley' to understand how they develop and sustain an entrepreneurial and innovative culture in times of rapid change; understanding the relationship between great leaders and emotional intelligence; focus on the use of the digital medium of understanding social media for brand building; how to create and renew winning business models; finally an insight and future trends in finance and their disruptive influence on the financial sector.

This programme promises to be challenging and rewarding for you and enhance your confidence to proactively shape the future at a time of seismic shifts in the business and political environments. We look forward to working with you.



Christoph Loch

Director, Cambridge Judge Business School

From the Director of Cambridge Judge Business School

Cambridge Judge Business School Executive Education is delighted to be working once again with SRW&Co. in launching the 2018 ASEAN Global Leadership Programme. The partnership was set up in 2009 when we first launched the ASEAN programme in collaboration with SRW&Co. This will be the 8th annual run of the ASEAN Global Leadership Programme and we are very pleased to continue the great partnership with SRW&Co. in delivering this flagship programme for the ASEAN business leaders.

We look forward to delivering a bespoke learning experience, bringing together our world class faculty and practitioner network to meet the learning needs of the ASEAN Global Leadership Programme participants. With its suite of carefully designed learning sessions, this programme will provide you with the opportunity to explore together the latest research and thinking, gaining new knowledge to optimise your learning experience and improve your leadership effectiveness.

It will be our pleasure to welcome you to the University of Cambridge for what promises to be an inspiring, enriching and enjoyable executive education programme. I personally look forward to meeting you all when you are here in Cambridge next fall.



Daniel Wong

Chairman & Partner of SRW&Co.

From the Chairman & Partner of SRW&Co.

We are very pleased to launch the 8th edition of our ASEAN Global Leadership Programme (AGLP) in collaboration with Cambridge Judge Business School Executive Education in the fall of 2018.

The collaboration between SRW&Co. and Cambridge Judge Business School Executive Education started in 2009 with the successful pilot launch of the AGLP. It had been a very fruitful collaboration over the years. We are able to sustain and improve the quality and standard of our AGLP as evidenced in the high enrolment rate and positive feedback from the participants. The program is well attended by the leaders in the ASEAN region from both the corporate and public sectors. To date, we have a total of 350 AGLP alumni members in the ASEAN region.

We believe the conducive learning environment of the 809-year old University of Cambridge campus is a bonus in our programme. The world class faculty of Cambridge Judge Business School and the participants comprising senior ASEAN leaders provide a dynamic interactive learning experience for all parties to engage in very stimulating discussion, sharing of knowledge and insights and networking opportunities. Also, we organize campus tours and company visits to complement the classroom sessions. In short, the week long programme has been carefully designed to provide a good balance of intellectual stimulation both inside and outside the classroom, and an opportunity for the leaders to reflect on their role as leaders in transforming their organisations.

We look forward to welcoming another cohort of senior ASEAN leaders to our 8th edition in the fall season of 2018.

INFORMATION

UNIVERSITY OF CAMBRIDGE

Celebrating its 800th anniversary in 2009, the University of Cambridge is one of the world's oldest universities and leading academic centres, and a self-governed community of scholars. Cambridge comprises 31 Colleges and over 150 departments, faculties, schools and other institutions.

The mission of the University of Cambridge is to contribute to society through the pursuit of education, learning, and research at the highest international levels of excellence.

CAMBRIDGE JUDGE BUSINESS SCHOOL

Cambridge Judge Business School is internationally recognised as one of the leading providers of innovative, intellectually challenging and practical business management education across a portfolio of undergraduate, graduate and executive programmes. As a fully integrated department of the world renowned University of Cambridge, Cambridge Judge Business School hosts one of the largest concentrations of interdisciplinary business and management research activity in Europe. Our MBA is recognised as one of the best in the world and in 2009 we launched an EMBA to offer our world class teaching to those who want to continue working while earning a Cambridge MBA.

Cambridge Judge Business School was established in 1990 under the name of the Judge Institute of Management Studies, as a focus for management teaching and research in the University. In 1991, generous benefactions from Sir Paul and Lady Judge, together with the Monument Trust, provided the funds for the construction of a building for the newly formed business school. Architect John Outram was appointed to the project and work on the building was completed in August 1995, being officially opened by HRH Queen Elizabeth II.

The world class faculty of the School comprises over 70 members. They represent all continents and likewise their research interests span the globe and the full spectrum of business issues. Many are leaders in their field directing cutting-edge research, consulting for top businesses, advising governments, and most of all, bringing their experiences and new found knowledge into the classroom.

Cambridge Judge Business School has a number of research centres which are founded on strong interdisciplinary networks linking people from across the School, the wider University, business and the policy community. The research centres are strategically important to the delivery of the School's mission to be: "a leading business school at the heart of Cambridge, advancing knowledge and leadership through people who will leave a mark on the world."





SRW&Co.

SRW&Co. is a regional management consulting firm providing specialist services in designing and implementing a full range of integrated people management and development solutions. Our focus and goal is clear-to help our clients improve their organizational performance through innovative and effective people management and development practices, which are customized to meet their specific needs and requirements.

Our consulting teams have extensive hands-on experience working for many leading corporations ranging from global consulting firms, multinational companies, to large local conglomerates. Combining global best practices with local experiences and cultural understanding, we help many leading global and local companies in the Asia-Pacific region to develop and implement a full spectrum of integrated people management and development solutions. We bring with us best practices and research in the field of people management and development to support our custom design work with clients in the region.

We believe, ultimately, it is the people who will make or break the company. Hence we adopt a balanced and holistic approach in our consulting framework and methodology by combining our technical strength in the custom design of the systems and working on change management and communication to win over the hearts and minds of our clients in the effective implementation of the systems. We believe the acid test of our deliverables in any consulting assignment lies in the effective implementation of the systems we designed to deliver tangible results and value. Hence our design has the built-in implementation module as an integral part of the solution we offer to our clients which is the hallmark of our bench-strength.

Finally, we measure our success as a consulting firm in alignment with the successes of our clients and strategic partners, and the successes of our own people in becoming dedicated professionals who passionately live our values and deliver at their best to meet (and exceed) our clients' expectations.

PROGRAMME INFORMATION



THE CITY OF CAMBRIDGE

Cambridge is a compact and charming university city steeped in history and benefiting from a peaceful riverside setting. Before the first scholars came in the 13th century, Cambridge was already an important seat of military defence for successive conquerors of the country – the site of the original Norman castle can still be seen. Today, the city offers its many visitors a wide range of cultural sites, leisure activities and restaurants. Cambridge is also less than one hour by train from London.

TEACHING VENUE

The programme will take place at Howard Building, Downing College. The College was founded in 1800 under the will of Sir George Downing, 3rd Baronet (1685-1749). Built in an elegant neo-classical style, Downing offers a comfortable and contemporary learning environment in its own peaceful grounds in the heart of the city of Cambridge.

GALA DINNER AND CERTIFICATE PRESENTATION

The Gala Dinner and Certificate Presentation will be held at Upper Hall at Jesus College.



CULTURAL TOUR

Our guided cultural tour of Cambridge comprises a walking tour around must-see historic sites and a chauffeured punt (traditional Cambridge boat) ride along the river to learn more about the colleges.

REGISTRATION

Applications are accepted on a first-come, first-served basis. Early registration is recommended.

TRAVEL & ACCOMMODATION

The cost of travel, accommodation and visa will be borne by the participants.

We will recommend the hotel within walking distance to the campus. We suggest all participants make hotel reservations as early as possible to secure rooms during the period.

WHO SHOULD ATTEND ?

This programme is aimed at those senior executives who have responsibilities for strategic leadership and for improving their company's performance.

Particularly, this programme is very relevant to CEOs, members of Boards of Directors, members of Boards of Commissioners or senior executives who are about to assume top management positions.

The programme is applicable for executives working in both the public sector and the private sector across industries.



PROGRAMME AGENDA & SYNOPSIS

SUNDAY, 14th OCTOBER 2018

Cultural tour – walking tour of Cambridge and punting on the River Cam

A guided tour and a visit to one of the well-known Cambridge colleges; as well as partaking in a traditional Cambridge activity of punting.

MONDAY, 15th OCTOBER 2018

Introduction and Welcome

- Christoph Loch

Programme Overview

- Harold Chee

Introduction to the programme structure and processes.

Economic trends and impact on World economy, EU, AEC and impact of Brexit

- Michael Kitson

This session will explore the future issues and challenges facing the EU and AEC in a turbulent global economy. Looks at where the EU is heading, what is the best route forward, what are the future nature of collaborations, the implications for the EURO and the institutional frameworks needed to go forward. We will also examine what the prospects are for ASEAN in the future and lessons for ASEAN from the EU experience. Finally, the session will explore the potential pitfalls and benefits of Brexit for the UK, ASEAN and EU.

Disruptive Innovation

- Stelios Kavadias

While innovation is nothing new, its pace, scale, and impact has accelerated to unprecedented levels. Sometimes, innovation enhances the value of existing products and services. At other times, it renders existing business models obsolete, leads providers to rethink who their customers are, customers to rethink what they value, and reconfigures the value-network elements. There is much controversy and debate in both the academic and practitioner worlds as to what a disruptive innovation is and how to study it.

TUESDAY, 16th OCTOBER 2018

The Globalisation of Innovation

- Jaideep Prabhu

In today's fast paced converging world, sustained innovation is a necessity to thrive and the session will explore how global is R&D/innovation, what are the drivers of R&D location and what types of R&D activities do multinational corporations do in different locations and how to organise and manage globalised R&D/innovation? Finally, the participants will look at 'Jugaad' Innovation in emerging markets and will learn how to develop an innovative culture in the organization.

Company visit to the Innovation Hub (Eagle Labs)

- Benjamin Storey

The Hub provides and fosters close links with the scientific excellence of the University, facilitates technology transfer, supports R&D companies from start-up to flotation, fosters and encourages the growth of biotechnology and high-tech research and development clusters, and provides specialist facilities and technology transfer expertise to R&D companies across a range of sectors.

WEDNESDAY, 17th OCTOBER 2018

Alternative Channels of Finance: Insights and Future Trends

- Robert Wardrop

This session discusses emerging forms of alternative finance, and focuses on recent developments in the debt and equity crowdfunding markets. We will debate the disruptive potential of these emerging funding channels to the business model of banks, and discuss factors that are likely to influence the future development of these markets. We will also discuss the disruptive potential of technologies related to distributed ledgers such as the blockchain and cryptocurrencies.

Visit to Silicon Fen – ARM Holdings Ltd

- Jaime Urquhart - Founder

A visit will be organised to meet ARM Holding Company, a multinational semiconductor and software design company. Its primary business is in the design of ARM processors (CPU's) but also designs software development tools. It is considered to be market dominant for processors in mobile phones and tablet computers. The company is one of the best-known 'Silicon Fen' companies.

THURSDAY, 18th OCTOBER 2018

Social media and branding in the social media era

- Eden Yin

The Internet is changing the world we live in and the agenda is today dominated by the ever-increasing popularity of social media. With 1 in 3 online users now having a Facebook account and YouTube reporting more than 1 billion unique visitors a month, the rise of social media in the last few years has been both dramatic and relentless. This session will look at the rise of the connected world, how some companies are using this emerging platform to brand their products. Building a strong brand is a central component of a firm's marketing focus. However, brand building in the social media era is especially challenging. It requires leaders to have deep insights on consumer psychology, market competitive dynamics, opportunities & threats associated with social media. The focus of the session is developing brand positioning, understand the benefits of social media for brand building and social media strategies for brand building.

Creating Winning Business Models

- Shaz Ansari

There is a confusion between business models with strategy. This session will look at how business models complement strategies and how to create, maintain and renew business models. Session will explore what is a business model and the '3 Vs' of a business model and implementing a business model and finally how to shift business models successfully.

Gala dinner and certificate presentation

FRIDAY, 19th OCTOBER 2018

Secrets of Great leadership - Emotionally Intelligent leadership

- Philip Stiles

This session will focus on the awareness of self, in particular the emotional intelligence (EQ) of the participants. Emotional intelligence is the ability to accurately perceive your own and others' emotions, to understand the signals that emotions send about relationships, and to manage your own and others' emotions. Research from around the world has demonstrated that there is a relationship between emotional intelligence and great leadership. The session will explore together the repertoire of emotional response and emotions management and explore how and where they may use other different responses and leadership styles to enhance their capabilities. We will also focus on wider individual differences in terms of how we perceive and filter information and how this feeds in to our approaches towards others. The outcome of the session is to understand how to increase emotional intelligence capability and to develop awareness of how to operate in different leadership styles.

Action planning, synthesis and review

- Harold Chee

Finally, participants will draw up a final action plan and then a presentation by some of the participants on the ways in which the course has helped develop their work as principles, the changes they intend to introduce and the strategies they will employ to ensure that such changes are sustained.

"The Agenda may be subject to change and those who have registered will be notified accordingly."



FACULTY BIOGRAPHIES



Shaz Ansari

Professor of Strategy & Innovation

Shaz Ansari has published in several leading academic journals including Academy of Management Journal, Academy of Management Review, Strategic Management Journal, Organization Science, Journal of Management Studies, Strategic Organization, Research Policy, Industrial and Corporate Change and Organization Studies. He serves on the editorial boards of Academy of Management Journal, Academy of Management Review, Organization Science, Journal of Management Studies and Organization Studies, and is a high performing member of the Erasmus Research Institute of Management (ERIM) at Erasmus University in Rotterdam, the Netherlands. He is also a consultant at Thinfilms Inc., a New Jersey firm providing thin film services (in particular coating services) to over 150 corporations in the hybrid microelectronics, semiconductor, optical, medical and sensor industries.

Prior to joining the School, Shaz was an Assistant Professor at the Rotterdam School of Management (RSM), Erasmus University, Rotterdam, The Netherlands, where he now has a Visiting Assistant Professorship. He previously held a Visiting Research Associate position at Cambridge Judge Business School.



Eden Yin

University Senior Lecturer in Marketing

Director of the MPhil in Management Programme

His research interests are in New product growth in high-tech industries; internationalisation strategies for firms from emerging economies; global business ethics; managing arts and cultural products.

Eden Yin is a member of the American Marketing Association, INFORMS, AIB and the Academy of Marketing Science. He has taught both undergraduate and graduates, as well as business executives, in the United States, the United Kingdom, China, Australia, Finland, Denmark, Brazil and Argentina.

Eden Yin taught strategic marketing at the University of Southern California and principles of marketing and internet marketing at the Loyola Marymount University in Los Angeles prior to joining Cambridge Judge Business School.



Harold Chee

Academic Programme Director

Harold Chee designs and teaches on Cambridge Judge Business School's Executive Education customised programmes. His teaching and research interests are in Leadership, Marketing and Chinese Business. He has designed tailored programmes for many companies in the engineering, energy, banking, publishing, food and beverages, steel, telecoms and chemical sectors. Harold has taught in China, Asia Pacific, Europe, USA and Southern Africa with companies such as Philips, Volvo, Akzo Nobel, ITT, Continental Tyres, China Post, Volkswagen, Tesco, Roche Pharmaceuticals, Tetra Pak, Lufthansa, the BBC, the Home Office, PricewaterhouseCoopers, Norwegian Paper & Pulp and the Reserve Banks of Zimbabwe and Swaziland. His current clients in China include ABB, Siemens, Daimler and Sinopec.

Before joining Cambridge Judge Business School Executive Education, Harold worked as a Lecturer/Programme Director at Ashridge Business School, where he managed, designed and taught tailored programmes for many clients, as well as on the School's MBA and Open Programmes. This included Strategy & Leadership and Advanced Management programmes. Before Ashridge, he was senior training consultant and business development manager in Beijing, China, helping to set up the China-Britain Management Training Centre. Prior to this, he worked for the giant mining company Anglo-American Corporation in Zimbabwe as an Organisational Development Manager. Harold has also worked as a university lecturer for several years with Westminster and Newcastle Business schools in the UK and has been a visiting Professor at the universities of Boston, Moscow and Essex. Early in his career he was a marketing manager for several organisations. Harold is an economics graduate and holds several master's degrees. He has studied at the London School of Economics, Essex, Kent and University of London Institute of Education. Research Associate of the National Bureau of Economic Research and has been a Visiting Scholar at the U.S. Federal Reserve Bank.



Philip Stiles

Co-Director of the Centre for International Human Resource Management

Philip Stiles developed the Global Human Resource Research Alliance, a research group involving 30 companies worldwide - American Express, BAE Systems, BT, EDF, GE, General Mills, IBM, IKEA, Infosys, Matsushita, Oracle, Procter and Gamble, Rolls-Royce, SANYO, Sealed Air, Shell, Siemens, TCL, TNT, and Unilever. The project represents the most comprehensive worldwide research study in the subject. The contribution to knowledge has been to identify both innovative and best HR practices within companies, and to show how human capital integrates with key dimensions of social and organisational capital.

Philip is also engaged in work on corporate governance, focusing primarily on the dynamics of boards of directors. He was involved in research for the Higgs Review on the Effectiveness of Non-Executive Directors, and he is also involved in examining the nature of succession within companies, carried out in collaboration with an international headhunting organisation. He consults to a number of organisations in both the private and public sector.



Michael Kitson

University Senior Lecturer in International Macroeconomics
Director of the Management Studies Tripos
Deputy Director of the MBA Programme
Assistant Director of the Centre for Business Research (CBR)

Michael Kitson is University Senior Lecturer in International Macroeconomics at Cambridge Judge Business School; Hub Director of the UK- Innovation Research Centre; Assistant Director of the Centre for Business Research, Cambridge; and Fellow of St Catharine’s College, Cambridge.

His research interests include: economic policy, regional economics, corporate performance, innovation, technology transfer and the commercialisation of science. His publications include *The Political Economy of Competitiveness* (with Jonathan Michie) and articles in the *Economic Journal*, *Cambridge Journal of Economics*, *Economic History Review*, *Scottish Journal of Political Economy*, *Review of International Political Economy*, *Bulletin of Economic Research*, *Regional Studies* and *Urban Studies*. He has undertaken major research projects for the UK Department for Innovation, Universities and Skills; the National Endowment for Science, Technology and the Arts (NESTA); the Economic and Social Research Council (ESRC); and the Engineering and Physical Sciences Research Council. His current work is concerned with assessing the factors that drive regional competitiveness and innovation.



Robert Wardrop

Director of the Cambridge Centre for Alternative Finance

Robert Wardrop is a sociologist in the Finance & Accounting subject group at Cambridge Judge Business School. He has a successful track record of investing in and advising small and mid-sized firms in North America, Europe and Asia spanning over 30 years, and this experience led to his interest in understanding how and why alternative channels of finance emerge outside the traditional banking and capital markets system.

His current research focuses on small and mid-sized firms that issue bonds as an alternative to bank financing, with the aim of better understanding the decision-making behaviour of firm owners and classes of investors across different economies. In addition to his academic role at Cambridge, Robert currently serves on the Global Advisory Boards of the University of Chicago Booth School of Business and the School of Business at Queen’s University in Kingston, Canada.

The Cambridge Centre for Alternative Finance is an international interdisciplinary academic research institute dedicated to the study of alternative finance, which includes financial channels and instruments that emerge outside of the traditional financial system (i.e. regulated banks and capital markets). Examples of alternative channels are online ‘marketplaces’ such as equity- and reward-based crowdfunding, peer-to-peer consumer/business lending, and third-party payment platforms.

Alternative instruments include SME mini-bonds, private placements and other ‘shadow banking’ mechanisms, social impact bonds and community shares used by non-profit enterprises, and alternative currencies such as Bitcoin.



Jaideep Prabhu

Jawaharlal Nehru Professor of Indian Business & Enterprise, Director of the Centre for India & Global Business (CIGB)

Jaideep Prabhu is a member of the editorial boards of the Journal of Marketing, the International Journal of Research in Marketing and the Journal of Management Studies. He is an associate editor of Customer Needs and Solutions and BMJ Innovations, is on the editorial advisory board of The Schmalenbach Business Review, and is a member of the senior advisory board of the European Journal of Marketing.

He has consulted with or taught executives from ABN Amro, Bertelsmann AG, British Telecom, the UK's Department of Trade and Industry (DTI), EDS, Egg, IBM, ING Bank, Laird, the NHS, Nokia, Océ Copiers, Philips, Roche, Shell, Vodafone and Xerox among other organisations in Colombia, Finland, Germany, Netherlands, Portugal, Switzerland, UK and US. He has been interviewed by or has had his work profiled on BBC News 24, The New York Times, MIT Sloan Management Review, BusinessWeek, US News & World Report, The Financial Times, Le Monde, The Times, The Times of India, The Economic Times, Anglia News, The Asian Age, The Deccan Chronicle, The Statesman, The Calcutta Telegraph, Exec Digital and elsewhere.

Prior to his current position, Jaideep was Professor of Marketing and Director of Research at the Tanaka Business School, Imperial College London; University Lecturer and University Senior Lecturer in Marketing, Cambridge Judge Business School (at the time the Judge Institute of Management), University of Cambridge; Assistant Professor and Fellow at the Center for Economic Research, Tilburg University, the Netherlands; and Visiting Assistant Professor at the Anderson School of Management, UCLA.



Stelios Kavadias

Margaret Thatcher Professor of Enterprise Studies in Innovation and Growth, Cambridge Judge Business School
Director of the Entrepreneurship Centre
Director of Research

Stelios Kavadias serves as an Associate Editor for Management Science's Entrepreneurship and Innovation department, and as the Department Editor for the R&D, New Product Development and Project Management department of Production and Operations Management. At Georgia Tech's Huang Executive Education Center he regularly contributed to open enrolment and custom executive programmes on innovation and project management, and was the Academic Director of their GE Energy PLMP programme. He has authored several case studies through close collaboration with major firms across multiple industries.

Stelios was the Steven A. Denning Professor of Technology & Management, as well as an Associate Professor of Operations Management, at the College of Management at Georgia Tech. He has also been a Batten Fellow at the Batten Institute of Innovation and Entrepreneurship at the Darden School of Business.

The ASEAN Global Leadership Programme (AGLP) is a custom designed 5-day programme focusing on the four key themes of Globalization, Entrepreneurship, Innovation and Leadership. The first AGLP was launched in 2009 in collaboration with the Cambridge Judge Business School Executive Education in UK, followed by the Cheung Kong Graduate of Business in China, the UC Berkeley Haas School of Business in USA, the London Business School in UK and the New York University Stern School of Business.

The AGLP provides a learning platform for the participants to address the challenges and opportunities in the AEC context, while promoting business networking for the participants from the South East Asia countries.

The AGLP is aimed at those senior executives working in both the public sector and the private sector across industries in the South East Asia region who have responsibilities for strategic leadership and for improving their company's performance. To date, the AGLP Alumni comprise some 300 top executives at the C-suite and Board level in the corporate sector, including policy makers and regulators from the public sector.

In support of the mission of executive education in the South East Asia region, SRW&Co. launched the AGLP Scholarship as a CSR initiative in collaboration with the ASEAN Business Advisory Council in 2016. The annual ASEAN Business Awards are conferred by the ASEAN Business Advisory Council to recognize outstanding ASEAN enterprises in various categories, with spotlight on the promising ASEAN small and medium sized enterprises (SMEs) that have the potential of becoming global economic players. The AGLP Scholarship is granted to the selected ASEAN Business Awards Winners to attend the AGLP in a global business school. This strategic partnership with the ASEAN Business Advisory Council across the 10-member ASEAN countries is a firm endorsement of the AGLP as a signature leadership development program for the leaders in the ASEAN countries.



AGLP GROUP PHOTOS





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SRW&Co. | **15**
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