

AGLP

ASEAN GLOBAL LEADERSHIP PROGRAM

*NEW YORK, USA,
20TH – 24TH SEPTEMBER 2021*

LEADING INNOVATION IN A GLOBAL AND ASEAN CONTEXT



FOREWORD



Robert Salomon

Vice Dean, Executive Programs, NYU Stern School of Business

Senior business leaders are faced with the challenges of promoting growth and driving innovation while being mindful of the bottom line. NYU Stern's Executive Education programs are designed for executives with a global mindset and leverages NYU's one-of-a-kind global network to enhance classroom learning.

During SRW&Co.'s leadership program, business leaders from the ASEAN region have the opportunity to engage with our renowned faculty and participate in interactive exercises to help further prepare them to address both regional and global leadership challenges.

As one of the preeminent hubs of international business, New York City serves as the ideal location for the 2021 ASEAN Global Leadership Program (AGLP), with its focus on innovation in a global context.



Naomi Diamant

*Academic Director, AGLP, and Assistant Dean,
Executive Programs, NYU Stern School of Business*

The SRW&Co. 2021 AGLP at NYU Stern will focus on four main themes: Globalization, Innovation, Analytics, and Leadership. These topics will engage participants in a rich conversation as they consider some of the main challenges business leaders are facing today.

With a rise in populism, shifts in the EU, and new geopolitical trends, the session on globalization and emerging economies will provide a helpful landscape for executives to discuss how these changes impact their business. Sessions on disruptive thinking and entrepreneurship will challenge participants to think outside of the box and to question their status quo. Our sessions on analytics and platform strategy will examine how new technologies in machine learning, data analytics, and artificial intelligence can be leveraged across business. Finally, our leadership component on the "agile organization" will offer practical takeaways focused on organizational behavior and leadership trends for senior executives to enact in their own firms.

Our program offers a strong combination of hands-on sessions, faculty-led dialogue, and experiential learning that will be immediately transferrable to the AGLP participants.



Raghu Sundaram

Dean, NYU Stern School of Business

NYU Stern School of Business is delighted to welcome the SRW&Co. ASEAN Global Leadership Program (AGLP) back to our campus in September 2021.

The Stern School has a rich legacy of transformation, harnessing the dreams and energy of New York City and the world beyond, and converting them into reality. South East Asia plays a significant role in driving economic growth and innovation across several industries, thereby transforming the business landscape both in the region and globally.

Once again, in collaboration with the SRW&Co. team, we look forward to a week of thoughtful discussion and lively exchange of ideas.



Daniel Wong

Chairman & Partner, SRW&Co.

We had a very successful launch of our 1st edition of AGLP USA in collaboration with NYU Stern in April 2018. The program evaluation feedback we received from the participants was very positive in terms of the program design and delivery. We had also received requests to run a 2nd edition with NYU Stern from the interested participants.

We are therefore very pleased to renew our collaboration with NYU Stern to run a 2nd edition of our AGLP in September 2021. Drawing on the experience of our 1st edition with Stern and leveraging the combined experiences of running some 20 editions of our flagship AGLP since 2009, and via intensive discussion with the AGLP Stern faculty, we have put together a thoughtful and impactful week-long program agenda for the participants.

The 5-day AGLP program agenda will comprise classroom lectures, company visits, panel discussion with industry experts, and a gala dinner. The participants will benefit from multiple sources of intellectual stimulation and exposure by engaging in a rich discussion and exchange of ideas and experiences with the world class faculty of Stern, the AGLP participants, and the prominent business and industry leaders of the US in panel discussion and networking session.

We look forward to welcoming another cohort of senior leaders from the ASEAN countries to our AGLP in Stern in September 2021.





NEW YORK UNIVERSITY STERN SCHOOL OF BUSINESS

NYU Stern, located in the heart of Greenwich Village, is one of the nation's premier management education schools and research centers. NYU Stern, whose faculty includes four Nobel Laureates in Economics, offers a broad portfolio of programs at the graduate and undergraduate levels, all of them enriched by the dynamism, energy and deep resources of one of the world's business capitals.

With its global partnerships and engagement in NYU's global network, today NYU Stern is not only in and of the city, but also in and of the world. With more than 110,000 alumni located in 130+ countries, NYU Stern's global alumni network is one of the largest and most successful alumni bodies of any business school.

NYU Stern faculty are among the most esteemed scholars. Social Science Research Network (SSRN) rates the School #1 among the top 1,000 business schools for new downloads of research within the last year.* Similarly, NYU Stern is ranked #2 in the world for its research productivity.**

**As of June 2019*

***University of Texas at Dallas, Research Contribution 2014-2018 in all A-level journals*



NYU | STERN

Executive Education



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.

SRW&Co.

PROGRAM INFORMATION



NEW YORK CITY

New York City comprises five boroughs sitting where the Hudson River meets the Atlantic Ocean. At its core is Manhattan, a densely populated borough that's among the world's major commercial, financial, tech, and cultural centers. Its iconic sites include skyscrapers such as the Empire State Building and sprawling Central Park. Broadway theaters are staged in neon-lit Times Square. Its ethnic and cultural diversity and vibrant mix of world influences might be one reason why New York City attracts millions of visitors each year.



TEACHING VENUE

At the intersection of world business, policy and culture, NYU Stern harnesses the energy of global business hubs to immerse students in hands-on learning opportunities. Located in the heart of Greenwich Village in downtown Manhattan, NYU Stern is a short distance to major financial organizations on Wall Street, cutting-edge startups in Silicon Alley, corporate headquarters in entertainment and media, leading management consulting firms, and more. Situated in the heart of the international business ecosystem that is New York City, NYU Stern's proximity offers unparalleled access to the leaders of next-generation startups as well as executives from multinational companies.





REGISTRATION

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

TRAVEL & ACCOMMODATION

Participants will be responsible for the cost of travel, accommodation, and visa.

We will recommend hotels within walking distance to NYU Stern's campus. We suggest all participants make hotel reservations early as possible to secure rooms during the program period.

WHO SHOULD ATTEND ?

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

Particularly, this program is very relevant to CEO, members of Boards of Directors, members of Boards of Commissioners, and senior executives who are about to assume top management positions.

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



PROGRAM AGENDA AND SYNOPSIS

Monday, 20th September 2021

Globalization and Emerging Economies

Taught by Professor Tom Pugel

This session will review the fundamental forces that move the global economy in real-world settings. It is designed to provide business leaders with a systematic understanding of critical aspects of the global business environment. Participants will examine core macroeconomic concepts with a focus on the role of international trade and finance. In particular, they will examine the economic and political dynamics of emerging markets. They will discuss what the major challenges of today's global economy are.

Strategy for Executives: Creating and Capturing Value in a Competitive Environment

Taught by Professor Sonia Marciano

Building and managing a successful organization requires careful consideration of how to create real, unique value for customers, and the ability to capture some of that value to be profitable. This opening session provides the foundation for managers to think strategically about their organization's value proposition.

Tuesday, 21st September 2021

Disruptive Thinking: Sparking Transformation

Taught by Professor Howard Yu

The scale of the challenges we face and the accelerating speed of innovation demands a new approach to innovation leadership - a new way of fostering counterintuitive ideas, forcing improbable insights, and opening minds to uncomfortable solutions. This session will help participants to rethink the habits that have made them successful in the past, spark transformation, and challenge the conventional wisdom that has defined their business.

Entrepreneurship and Intrapreneurship: From Ideas to Action

Taught by Professor Howard Yu

The garage-startup entrepreneur is by far the exception than the rule. Like some of the participants, most entrepreneurs are already highly placed and very successful in their enterprises. This session will bring together hands on discussion about a combination of entrepreneurship and intrapreneurship theory and practice that will help participants push their businesses forward.

Panel Discussion

Moderated by Professor Naomi Diamant

In this panel, we invite US industry experts to discuss differences in the entrepreneurial ecosystem between New York and ASEAN. There will be an opportunity for other participants to learn with and from the scholarship winners.

Wednesday, 22nd September 2021

Site Visit to a Top New York City Startup

Downtown New York City is known as Silicon Alley, encompassing the city and region's high tech industries including internet, new media, telecommunications, digital media, and software development startups. These startups have generated over \$7B of capital investment and have made New York City a hub of creativity, entrepreneurship, social responsibility, and sustainability. Participants will visit a top New York City based startup and engage firsthand with these innovative leaders to gain practitioner insights.

Platform Strategy and the Sharing Economy Taught by Professor Arun Sundararajan

Platform business models and artificial intelligence are transforming economic activity in industries ranging from real estate and transportation to financial services, energy, and healthcare, leading to a broad digital transformation of the economy. The IPOs of Uber, Airbnb, Lyft, and WeWork are the tip of the iceberg; a range of traditional Fortune-1000 business are implementing platform strategies, altering the global competitive landscape, and reshaping the future of work. Professor Sundararajan, author of the award-winning and bestselling book, "The Sharing Economy," unpacks the different forces shaping the economy of the future, and using examples from industries that include food and beverage, hospitality, media, retailing, telecommunications and transportation, provides a clear framework for crafting platform strategy and managing digital change.

Thursday, 23rd September 2021

Site Visit to an Iconic NY Financial Institution

New York City is synonymous with finance. From Wall Street and the New York Stock Exchange to the New York Federal Reserve Bank, iconic financial institutions are abound in this region. AGLP participants will tour an iconic American financial institution and will speak with finance leaders around financial regulation, monetary policy, and financial trends and how they affect the growth potential of world economies.

Business Analytics for Executives: Leveraging Data as a Strategic Asset Taught by Professor Robert Seamans

The power of data analytics in business is widely acknowledged. Despite this, many firms have difficulty reaping the benefits; some are investing time and money without seeing results, while others are not investing at all. This session is designed to help participants leverage analytics through a combination of discussion, simulation, and experiential exercises so that participants can develop a clear understanding of how data can transform into insights and ultimately strategies.

Gala Dinner and Certificate Presentation

Friday, 24th September 2021

The Agile Organization and the Future of Work Taught by Professor Anat Lechner

Why is there so much complexity in the world, what are the organizational implications, and how can participants act as leaders of an agile organization in this environment? The session introduces the technological and sociological causes of global complexity to set the stage for establishing organizational agility. Participants will identify ways in which they are currently responding to complexity and see areas for improvement. Through the use of a leadership checklist, participants will reflect on the current model of management at their firm and how complexity will require them to take a more adaptive approach.

Program Presentations and Reflections Taught by Professor Naomi Diamant

Each morning, Professor Diamant will synthesize the previous day's learnings and anchor participants in context required for the current day's sessions. Participants will have the chance to answer any remaining questions they have at the final program wrap-up.



FACULTY BIOGRAPHIES



Thomas A. Pugel

*Professor of Economics and
Global Business*

Thomas A. Pugel has been on the faculty of New York University since 1978. He received his B.A. in Economics from Michigan State University in 1974 and his Ph.D. in Economics from Harvard University in 1978. At the NYU Stern School of Business, he served as Vice Dean for MBA Programs and for Executive Programs during 2009-2016, as Faculty Director of Executive MBA Programs during 2007-2009, as Academic Director of the Langone MBA Program during 2004-2008, as Vice Dean for Faculty during 1994-1998, and as chairperson of the International Business Area during 1990-1994 and 1998-2003. He was Visiting Professor at the School of International Politics, Economics and Business at Aoyama Gakuin University, Japan, during 1985-1986, and a member of the U.S. Faculty of the National Center for Industrial Science and Technology Management Development at Dalian, Peoples Republic of China, in 1983. He was a Visiting Scholar at the Board of Governors of the Federal Reserve System in 1980.

Dr. Pugel's research focuses on international industrial competition, with emphasis on market structure, strategy, and performance, and on government policies toward international trade and industry. He is co-author of *Microelectronics: An Industry in Transition* and the co-editor of *Fragile Interdependence: Economic Issues in U.S.-Japanese Trade and Investment*. He has published numerous articles in professional journals and chapters in books. He is the author of the textbook *International Economics* (seventeenth edition). His teaching interests include the economics of firms and markets, the economics of international trade and investment, and the global macroeconomy.

He has served as a research consultant to a number of U.S. government agencies, international organizations, and business organizations. Included among these are J.P. Morgan, Citicorp, Chrysler Corporation, the Federal Trade Commission, the Joint Economic Committee of the U.S. Congress, and the United Nations.



Sonia Marciano

*Clinical Full Professor
of Management and
Organizations*

Sonia Marciano joined New York University Stern School of Business as a Clinical Associate Professor of Management and Organizations in July 2007.

Prior to joining NYU Stern, Professor Marciano taught Strategy at Columbia Business School and was an Institute Fellow and Senior Lecturer at Harvard University's Institute for Strategy and Competitiveness. In Chicago, Professor Marciano also was a Clinical Professor of Management and Strategy at Northwestern University's Kellogg School of Management for eight years, as well as an Adjunct Professor of Strategy at the University of Chicago. Professor Marciano has worked in the consulting, banking and insurance industries, and has taught executive education courses for Ernst & Young and Abbott Laboratories, among others.

Professor Marciano received her B.A. with honors, her M.B.A. and her Ph.D. in Business Economics and Industrial Organization, all from the University of Chicago.



Anat Lechner

*Clinical Associate Professor
of Management and
Organizations*

Anat Lechner is a Clinical Associate Professor of Management and Organizations at NYU Stern. Professor Lechner earned her Ph.D. in Organization Management from Rutgers University in 2000. She is also the recipient of the GE Teaching Excellence award.

Professor Lechner's research focuses on how organizations can best structure to develop innovation capabilities and outcomes. Her research encompasses various areas including the effective leverage of multidisciplinary teams, leading adaptive change, and the development of workplace environments supportive of creativity and innovation.

Her current work looks at the complexities of managing high performance cross-functional teams, and the ways by which physical workplace environments enable organization members to cope with uncertainty, change, and the demand for increased innovativeness.

Professor Lechner is also involved in Management Consulting and Senior Executive Action Learning. A former Research Fellow at McKinsey & Co. and the founder of a boutique management consulting firm, her client list includes Fortune 500 firms in the Financial Services, Pharmaceuticals, Chemicals, Energy, Food, High Tech and Retail industries.

Professor Lechner's teaching portfolio includes a great variety of organization management courses including Managing Change, Managing High Performing Teams, Managing Organizations, Collaboration, and Strategy in the undergraduate, M.B.A., and Executive M.B.A. programs at the Stern School.



Naomi Diamant

*Academic Director, AGLP,
and Assistant Dean,
Executive Programs, NYU
Stern School of Business*

Naomi Diamant joined New York University Stern School of Business in January 2012 as Deputy Dean for TRIUM, Assistant Dean of NYU Stern Global Degree Programs and Clinical Assistant Professor of Management Communications. She oversees academic planning and delivery for NYU Stern's global programs, and teaches courses in business communication. Prior to joining Stern, Professor Diamant served as Assistant Vice Provost for Academic Initiatives at New York University.

Professor Diamant received her B.A. in English from the University of Cape Town, South Africa; her M.A. in English from the Hebrew University of Jerusalem in Israel; and her Ph.D. in English and Comparative Literature from Columbia University.

FACULTY BIOGRAPHIES



Arun Sundararajan

- *Harold Price Professor of Entrepreneurship*
- *Professor of Technology, Operations and Statistics*

Arun Sundararajan is Professor and the Robert L. and Dale Atkins Rosen Faculty Fellow at New York University's (NYU) Stern School of Business, and an affiliated faculty member at many of NYU's interdisciplinary research centers, including the Center for Data Science and the Center for Urban Science and Progress. His best-selling and award-winning book, "The Sharing Economy," was published by the MIT Press in 2016, and has been translated into Mandarin Chinese, Japanese, Korean, Portuguese and Vietnamese.

Professor Sundararajan's research studies how digital technologies transform business, government and civil society. He has published over 50 scientific papers in peer-reviewed academic journals and conferences, and over 35 op-eds in outlets that include The New York Times, The Financial Times, The Guardian, Wired, Le Monde, Bloomberg View, Fortune, Entrepreneur, The Economic Times, Harvard Business Review and Quartz. His scholarship has been recognized by seven Best Paper awards, two Google Faculty awards, an Axiom Best Business Books Award, and a Thnkrs50 Radar Thinker Award. He has given hundreds of keynote, plenary and invited talks at industry, government and academic forums internationally. Watch his 2016 Davos panel. He has provided expert input about the digital economy as testimony to the United States Congress, the European Parliament, and to city, state and federal government agencies that include the Presidential Council of Advisors on Science and Technology, the Federal Trade Commission the National Economic Council, the Federal Reserve Bank, the US Department of Labor, the White House, and the Washington State House of Representatives. He is a widely sought-after commentator by top media platforms. Keep up with his latest views and opinions.

Arun is a member of the World Economic Forum's Global Future Council on Technology, Values and Policy, and serves on the Steering Committee of their Operating Models for the Future project. He is an advisor to numerous organizations that include the National Academy of Science, the City of New York, the City of Seoul, Walmart Corporation, Cisco Systems, the Female Founders Fund, the Internet Society of China, OuiShare, Samasource, the National League of Cities, the Royal Society for the Arts and the Center for Global Enterprise. He works with tech companies on issues of strategy and regulation, and with non-tech companies trying to understand how to forecast and address changes induced by digital technologies. He teaches in NYU Stern executive education programs in the U.S., Europe and Asia, focusing primarily on digital strategy and governance. He teaches full-time MBA students about hi-tech entrepreneurship, undergraduates about networks, crowds and markets, and doctoral students about digital economics. He is an occasional angel investor.



Howard Yu
*LEGO Professor of
Management and
Innovation*



Howard Yu is the author of *LEAP: How to Thrive in a World Where Everything Can Be Copied*, LEGO professor of management and innovation at the prestigious IMD Business School in Switzerland, and director of IMD's signature Advanced Management Program (AMP), a three-week executive course. He delivers customized training programs for major global companies, including ASML, Mars, Maersk, Electrolux, Daimler, Sanofi, Novartis and others. A native of Hong Kong with a doctoral degree from Harvard Business School, he writes regularly for *Forbes*, *Fortune*, *Harvard Business Review*, *Sloan Management Review*, and the *South China Morning Post*. Video of Howard interviewing with the BBC [here](#).

He is a two-time (2013 and 2015) prize-winning case writer awarded by the European Foundation for Management Development (EFMD)—Europe's largest network association in the field of management development, with more than eight hundred member organizations. More recently, Yu was awarded for his work in the "outstanding case writer on the hot topic Big Data—Risks and Opportunities" category at the 2017 Case Centre Awards, which are called the business school Oscars by the *Financial Times*. He was shortlisted for the 2017 Thinkers50 Innovation Award, and then in 2018, appeared on the Thinkers50 Radar list, of 30 management thinkers "most likely to shape the future of how organizations are managed and led."

His teaching and research collaboration with organizations in Asia includes China's TravelSky, China Resources, COFCO, and Tencent; Japan's Nitto and Recruit Holdings; Singapore's Temasek. His work in Europe includes ASML, Daimler, Bosch, Electrolux, LEGO, Sanofi, and Novartis. Professor Yu received his doctoral degree in management from Harvard Business School. Prior to his doctorate, he worked in the banking industry in Hong Kong.



Robert Seamans
*Associate Professor
of Management and
Organizations*

Robert Seamans, Ph.D. is an Associate Professor at New York University's Stern School of Business. He recently completed a one year appointment as a Senior Economist at the White House Council of Economic Advisers where he worked on a wide range of policies relating to technology, innovation and entrepreneurship.

Professor Seamans' research focuses on how technology and governance structures affect strategic interactions between firms, affect incentives to innovate, and ultimately shape market outcomes. Most of his research settings are industries characterized by multi-sided markets, including cable TV, credit cards, Internet, newspapers, and telecommunications industries. His research has received numerous awards, including a Junior Faculty Fellowship from the Kauffman Foundation that recognizes junior faculty who are making significant contributions to the fields of entrepreneurship and innovation. His research has been published in leading academic journals and been cited in numerous outlets including *The Atlantic*, *Forbes*, *Harvard Business Review*, *The Wall Street Journal* and others.

Professor Seamans received his B.A. in English from Reed College, his M.B.A. from the Yale School of Management, his M.A. in Economics from Boston University and his Ph.D. in Business Administration from the University of California, Berkeley.

ASEAN GLOBAL LEADERSHIP PROGRAM

AGLP ASEAN GLOBAL LEADERSHIP PROGRAM

The ASEAN Global Leadership Program (AGLP) is a custom designed 5-day program focusing on the 4 key themes of Globalization, Entrepreneurship, Innovation, and Leadership. The first AGLP was launched in 2009 in collaboration with the University of Cambridge Judge Business School in the UK, followed by the Cheung Kong Graduate of Business in China, the UC Berkeley Haas School of Business in the USA, the London Business School in the UK, the New York University Stern School of Business in the USA, and the London School of Economics and Political Science in the UK.

The AGLP provides a learning platform for the participants to address the challenges and opportunities in the ASEAN Economic Community context, while promoting business networking for the participants from 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





Executive Education

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