



SRW&Co.

AGLP
ASEAN GLOBAL
LEADERSHIP PROGRAM

Leadership Excellence:
Harnessing the Power of
Technology and Fine Arts

PARIS, FRANCE, 19TH - 23RD MAY 2025



Foreword



Leon Laulusa

Executive President
and Dean of ESCP

ESCP Business School is delighted to announce its partnership with SRW&Co. and the launch of the ASEAN Global Leadership Programme (AGLP) 2025. ESCP and SRW&Co. will come together to deliver high value insights for future leaders from the private and public sectors, predominantly based in ASEAN countries. We have designed a world-class leadership development programme, focusing on four key components: Globalisation, Entrepreneurship, Innovation, and Leadership.

ESCP is a globally leading business school, the world's oldest, established in 1819. Our school aims

to educate future accountable entrepreneurs and leaders, ready to initiate a positive impact on our planet, society, and organizations. It offers numerous world-class, transformational, customised Executive Education programmes. More generally, ESCP currently welcomes 10,000 students and 6,000 executive participants from over 135 countries, with 80,000 alumni in more than 190 countries worldwide.

In this context, ESCP is very pleased to extend its reach to the ASEAN region and looks forward to welcoming a new cohort of leaders from the AGLP in the spring of 2025!



Veronique Tran

Executive
Vice-President,
Executive Education
and Corporate
Relations of ESCP

ESCP is delighted to host the next edition of the ASEAN Global Leadership Programme, in association with SRW&Co.. ESCP's philosophy to leadership development can be summed up in the concept of the co-creation of learning. Successful leadership development is not rooted in sharing knowledge from the top down but is established in encouraging and fostering high levels of engagement by leveraging participants' own knowledge, input and experience. The AGLP 2025 programme features a wide range of topics designed to equip executives with the knowledge, skills and most importantly, mindset to become effective and transformative leaders.

With the rich history of Paris and ESCP as a backdrop, the programme will be a truly transformational and impactful experience for executives to broaden their world view and engage with thought leaders from ESCP business school across various disciplines.

In order to address evolving challenges, companies and leaders must continue to embrace agile, inclusive and responsible leadership. Joining the international ESCP community is beyond embracing academic excellence; it is about learning how to make enlightened choices to meet the challenges and opportunities of our times with confidence and optimism.



Terence Tse
Program Academic
Director ESCP

I am delighted to lead the upcoming custom-designed ASEAN Global Leadership Programme that will engage leaders to develop a highly informed global perspective to allow organizations to seize new opportunities and gain competitive advantage.

The programme will feature a blend of subjects that seek to enrich insights through a week-long transformative seminar in Paris. This seminar involves insightful lectures, dynamic workshops and engaging discussions facilitated by leading faculty members, as well as immersive and inspirational industry insights. Leveraging dynamic approaches, the programme aims to equip leaders with the skills,

knowledge and foresight to better anticipate, navigate, and respond to changes effectively.

ESCP and SRW&Co. are confident that participants will gain valuable insights by cultivating a well-informed global perspective, enabling their organisations to seize new opportunities and achieve a competitive edge. They will be able to hone their skills to respond and adapt to challenges in a complex, rapidly evolving environment. In addition, they will gain an insight into the latest best practices in leadership, strategy, and innovation, transforming these into actionable skills. These are essential ingredients of transformational leadership that can drive innovation within their organisations and foster personal growth.



Daniel Wong
Chairman & Partner
SRW&Co.

SRW&Co. is pleased to collaborate with ESCP Business School to launch a new edition of our flagship ASEAN Global Leadership Program (AGLP) in the spring of 2025. This milestone edition will be conducted in ESCP's Paris campus from 19th-23rd May, 2025.

SRW&Co. is an ASEAN based regional management consulting firm with 3 core businesses in HR Management Consulting, Executive Education and HR Technology. The company was established in 2003 and this year we celebrate our 21st Anniversary. Our mission is to provide technology driven HR consulting services and products to improve the organisational and people performance of our clients.

In the field of Executive Education, we launched our first AGLP edition in 2009. Over the last 15 years, we have collaborated with a group of top ranked global business schools in co-designing and delivering 28 editions of AGLP in Europe, China and USA.

The week-long AGLP provides an interactive learning platform for the participants to address challenges and opportunities in an era of dynamic changes and disruptions, while providing business networking opportunities for the participants.

The collaboration with ESCP is in line with our company's goal to provide a series of world class leadership development programs across the globe for the benefit of the participants. Leveraging on the global expertise of ESCP as a top ranked Pan European business school, we are indeed very excited and honored to work with ESCP in conducting a new AGLP edition in the spring of 2025.

We look forward to welcoming another cohort of leaders in our AGLP edition in Paris next spring. Thank you.

About ESCP



IT ALL STARTS HERE

ESCP Business School was founded in 1819. The School fosters responsible leadership, is open to the world and is based on European multiculturalism. Six campuses in Berlin, London, Madrid, Paris, Turin and Warsaw are the stepping stones that allow students to experience this European approach to management.



BERLIN | LONDON | MADRID | PARIS | TURIN | WARSAW

Several generations of entrepreneurs and managers were thus trained in the firm belief that the business world may feed society in a positive way.

To address the most pressing challenges of our time, ESCP has created five accelerators for impact research and teaching dedicated to Leadership, Innovation & Entrepreneurship, Geopolitics & business, Humanist values, Tech, and Sustainability.

With innovation as our cornerstone, we are accelerating academic research and business education to forge new pathways for a better future in the face of three major transformations: environmental, technological and societal. We will continue to embrace a European approach to management and purpose-driven leadership to equip current and future generations of leaders with the tools and mindset to confront these transformations head-on.

We are a community of over 95,000 alumni, students, and professors from 190 countries committed to positively impacting our world. ESCP has educated Executives, Board of Directors, and CEOs from large corporations across Asia. Its strength lies in its many business training programmes, both general and specialised (Bachelor, Master, MBA, Executive MBA, PhD and Executive Education), all of which include a multi-campus experience..

It all starts here.
Website: www.escp.eu

Our worldwide rankings:
#1 Master in Finance
#3 Executive MBA
#4 Master in Management
#4 European Business School





SRW&Co. is celebrating its 21st anniversary in 2024. Over the past two decades, the company has grown into a reputable regional management consulting firm with three core businesses in HR Management Consulting, Executive Education and HR Technology.

We leverage the combined expertise and synergy of our management consulting, executive education and technology businesses to provide a full range of integrated people management and development solutions. Our mission and goal are to provide technology driven HR consulting service and product offerings to improve the organizational performance of our clients.

Our consultants in all the three business units have hands-on experience in designing and implementing cost effective and practical solutions, which are being customized to meet the specific needs and requirements of our clients. We believe the success of our custom designed solutions lies in the effective implementation of the systems and programs that we designed to deliver tangible results and value for our clients.

Finally, we value the long-term relationship and strategic partnership with our clients and business partners to deliver tangible value to our clients in every one of our core service and product offerings.

We are committed to our mission in improving the organizational performance of our clients through designing and implementing innovative yet practical and results-driven solutions. We are proud to be able to build and grow a sustainable business for more than 2 decades with our firm commitment to invest in technology to enhance the effectiveness of our product and service offerings.

About ASEAN Global Leadership Program

The ASEAN Global Leadership Program 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, the London School of Economics and Political Science in the UK, IESE Business School in Spain, and the University of Chicago Booth School of Business in the USA.

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 Southeast Asia countries.

The AGLP is aimed at those senior executives working in both the public sector and the private sector across industries in the Southeast Asia region who have responsibilities for strategic leadership and for improving their company's performance. To date, we had conducted 28 editions of AGLP in Europe, China and USA. Our AGLP Alumni comprise some 500 senior 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 Southeast 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 a 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 ESCP 2025 Programme & Synopsis

Day One

Monday, 19th May 2025

Mega Trends: Understanding How the Future Unfolds Terence Tse & Mark Esposito

In the rapidly evolving markets, identifying new growth avenues early is crucial for gaining a competitive advantage. This session, blending strategy, entrepreneurship, management, marketing, and technology, transcends standard benchmarking and performance reviews. The session examines the catalysts for growth across diverse sectors, and how to identify it at the grassroots. Through simulations, detection tasks, and teamwork, it delves into the current economic, social, and political megatrends reshaping industries and markets. Using the DRIVE framework as a strategic analysis tool, the aim is to strive to spot and seize emerging opportunities.

Strategic Foresight Terence Tse & Mark Esposito

Leveraging the insight identified using the DRIVE framework, this session is crafted to bolster foresight in rapidly changing markets, placing emphasis on the early detection of growth opportunities. Through interactive exercises, the session aims to scrutinize the megatrends reshaping industries and integrate multiple disciplines for scanning new ideas and gleaning novel insights. The primary objective is to equip participants with the foresight necessary to confidently navigate the future of their respective industries.

Day Two

Tuesday, 20th May 2025

Art Thinking: Improbable Seminar Sylvain Bureau & Nil Samar

We are experiencing a systemic transformation, the depletion of our resources and societal upheavals lead to major challenging issues. In this context, behaviors, skills, business models are questioned every day. Given these challenges, we cannot rely on the sole optimization of existing processes. We need to create new ways of thinking and acting. Art Thinking supports this ambition. It offers executives an agile method to create, move forward into the unknown, and come up with unlikely solutions. The Improbable seminar is an accelerator of creative and entrepreneurial experiences. Participants are immersed in an intense-process to create, in small groups, a piece of art which opens new perspectives. The workshop is designed to boost critical thinking, emotional intelligence & entrepreneurial leadership. You will have the opportunity to change your mental models to rethink strategy, organization, market and most importantly to experience a memorable experience for a higher engagement & energy.

Day Three

Wednesday, 21st May 2025

People Centric Digital Transformation: L'Oreal's Digital Makeover Marie Taillard

Digital transformation and, more recently, the digital acceleration triggered by the Covid crisis have forced a redefinition of human relationships within companies. At the core of digital transformation is a shift towards people centricity. As evidenced by leaders in that domain such as L'Oréal and US online retailer Zappos, putting customers at the core of the way a company operates cannot happen without rethinking the relationships within the company itself. This means rethinking management styles, leadership skills and, of course, culture. This session will first define a people-first organization and show why it is linked to digital transformation. We will then discuss the different elements of what makes a people-first organization leveraging examples from the beauty industry and how L'Oréal put people first to build a beauty tech Powerhouse and leveraging insights from the beauty industry.

Industry Visit

The programme will feature an immersive industry visit to one of France's notable companies in the luxury sector. A key part of global executive education programmes is the opportunity to gain insight from other industries and other markets as well as to benchmark important best practices. Leveraging Paris' reputation as a global leader in luxury, we will have an engaging and immersive visit to get a behind-the-scenes view of the luxury industry and discuss topics such as customer centricity, innovation, legacy and more.

Day Four

Thursday, 22nd May 2025

Entrepreneurship/Intrapreneurship

Martin Kupp

This session begins by exploring the fundamental concepts of entrepreneurship and intrapreneurship to develop an understanding of entrepreneurship as a broader phenomenon that informs the idea of uncertainty management. To allow concrete application, the session will assess specific tools and methods in the context of entrepreneurial uncertainty management and will discuss its application in corporate settings, as well as its implications for leadership. The objective of this session is to prepare leaders for the volatile, uncertain, complex, ambiguous (VUCA) world, which requires additional toolsets to those prediction-based tools that are dominant in business administration and management. Finally, this session will enhance leaders' managerial competence to embrace actions and decisions of differing degrees of uncertainty.

Industry Panel Discussion

Featuring business leaders from various industries, the afternoon session will provide a practical insight into the topic of entrepreneurship and intrapreneurship through an interactive panel discussion. Participants will have the opportunity to engage with leaders from established and mature companies as well from new and innovative startups. The session will foster an engaging discussion on topics such as creativity and innovation, adoption of digital technologies and effective leadership and change management among other topics.

Day Five

Friday, 23rd May 2025

Appreciative Inquiry

Laurent Chouraqui

This session begins with a pedagogical game to illustrate the outcome of change and highlights the fact that we are not equals in front of change (fear v.opportunity). We'll discuss and describe relevant areas of this session which will involve emotional intelligence, what it entails and how we may respond to strong emotions we have to deal with when change happens. Through basic assumptions of Appreciative Inquiry will be discovered and how working on the root causes for success rather than the root causes for failure may have an impact on change. Participants will gain a high level of insight to experiment AI through the use of a simple tool to exchange in pairs on a situation where they dealt with change in the past. This session will finally identify positive psychology and how positive outcomes may foster positive changes.

Reflections & Action Planning

Terence Tse

As the programme comes to a close, we will have the opportunity to reflect on the key takeaways and highlights of the programme. Through feedbacks sharing and action planning, the final session will provide the opportunity to draw out the transformative lessons in the programme into their own context. This is only the beginning!

PARIS, FRANCE, 19TH - 23RD MAY 2025



Faculty Biography

**Dr. Terence Tse****Affiliate Professor
ESCP London**

Terence Tse is a globally recognised educator, author, and speaker. He is an affiliated professor at ESCP Business School. His latest co-authored book is *The Great Remobilization: Strategies and Designs for a Smarter Global Future*, published by MIT Press. It was nominated for the 2023 Thinkers50 Strategy Award. Terence is also a co-author of two international best sellers on Amazon: *The AI Republic: Building the Nexus Between Humans and Intelligent Automation* and *Understanding How the Future Unfolds: Using DRIVE to Harness the Power of Today's Megatrends*. The DRIVE framework contained in the latter was nominated for the CK Prahalad Breakthrough Idea Award by Thinkers50, the most prestigious award in business thought leadership. This framework has also led Chartered Management Institute's own magazine *Professional Manager* in the UK to name Terence as one of the 18 new voices in 2018 that reshape management and leadership. *Talent Quarterly* in the US called the DRIVE framework one of the 24 trends transforming talent management in the years to come. He also wrote *Corporate Finance: The Basics*, which many students have regarded as one of the best books to access such a technical subject. It is now in its second edition. Terence obtained his doctoral degree from the Cambridge Judge Business School, University of Cambridge, UK

**Dr. Mark Esposito****Director,
Future Impact Lab**

Mark Esposito is recognized internationally as a top global thought leader in matters relating to The Fourth Industrial Revolution. He is a global expert of the World Economic Forum and advisor to national governments. He serves as Professor of Economics, Strategy and Foresights at Hult International Business School and at Harvard Division of Continuing Education where he teaches a executive course on Artificial Intelligence. At Harvard, he serves as social scientist with affiliations at Harvard Kennedy School's Center for International Development; Harvard University's Institute for Quantitative Social Science (IQSS) and the Davis Center for Eurasian Studies. Mark holds prestigious fellowships at UCL and University of Cambridge. His latest books are: *"The Emerging Economies under the Dome of the Fourth Industrial Revolution"* (Cambridge University Press, 2022) and *"The Great Remobilization: Strategies and Designs for a Global Smarter World"*, (MIT University Press, 2023). His next book will be *"Digitizing the Emerging Economies"* (Cambridge University Press, 2024).

**Sylvain Bureau****Professor at ESCP**

Sylvain Bureau received his PhD from the Ecole Polytechnique (best thesis award in 2007). He is a graduate of the Ecole Normale Supérieure Paris Saclay in economics. He co-founded the Art Thinking Collective and the Jean-Baptiste Say Institute at ESCP. Visiting scholar at Duke University, UC Berkeley and the City University of New York, his work characterizes the similarities of creative practices in the worlds of science, art and business. He has published numerous scientific articles, which have been frequently featured in the media (Financial Times, Forbes Japan, France Culture, Huffington Post, Harvard Business Review France, Les Echos, Usbek & Rica...). Sylvain also co-authored *Free Your Pitch* (Pearson). Based on his research, Sylvain developed Art Thinking. He teaches this method through the Improbable seminar in France (ESCP, Ecole Polytechnique, Centrale Supélec, 42, Ecole de Guerre...) and abroad (Stanford, HEC Montreal, University of Oulu, Catholic University of Milan...) in collaboration with artists and cultural institutions.

**Nil Samar****Professor at ESCP**

Affiliate Professor at ESCP Business School, Nil Samar is an entrepreneur and cultural mediator working in different cultural institutions, such as the French National Museum of Natural History or the Centquatre, a major innovative art center in Paris. His role is to make art and science more accessible to a large audience. For instance, he designed an escape game in the Natural History Museum in which players re-discover basic geology and paleontology concepts. Nil is the co-founder of "Noun", a company whose ambition is to take art out of the museums and galleries to reach a broader audience. Noun sets up mini contemporary art exhibitions in everyday places such as schools, universities, businesses or public spaces. Every exhibition is enriched by conferences and workshops and innovative digital tools designed to help the audience interpret the artworks. Finally, Nil is a keynote speaker and facilitator for various companies, where he leads workshops and conferences about how leaders and managers can learn from artists.

Faculty Biography



Marie Taillard
Professor ESCP
London

Marie Taillard is L'Oréal Professor of Creativity Marketing and Director of the Creativity Marketing Centre at ESCP Business School. She is a former Associate Dean of Executive Education (UK). She teaches across a wide range of graduate and executive programs including customized programs for global corporate partners in sectors ranging from technology and pharmaceuticals to beauty, luxury, and fast-moving consumer goods. Professor Taillard is also a certified Executive Coach and works with senior executives from around the world. Professor Taillard brings innovative pedagogical approaches to the classroom and blends professional experience and academic thought leadership in her teaching. Professor Taillard is the co-author of "Digital Makeover, How Global Beauty Giant L'Oréal Put People First in Driving Digital Transformation" (Wiley, 2021). She specializes in studying marketing management and consumer behavior from the perspective of the communications that take place between consumers and firms and amongst consumers themselves. She is interested in how technology has transformed relationships between stakeholders in organisations and in how consumers, in particular, contribute to creating value with brands. She has also conducted research in the area of change management and digitalization.



Martin Kupp
Professor ESCP
London

Martin Kupp is professor for entrepreneurship and strategy at ESCP Business School and a visiting professor at the European School of Management and Technology, Berlin. Martin's area of expertise lies in entrepreneurship, strategic innovation, competitive strategy and organizational creativity. He has worked for clients such as Adeo, Bosch, Bertelsmann, Elixor, Canal+, Axel Springer, ThyssenKrupp, Siemens, MAN, Coca-Cola, Deutsche Bank, and Deutsche Telekom. Martin's current research interests focus on entrepreneurship in established companies, incubation and acceleration, business strategy in technology markets, and the relationship between the arts and business. His book *The Fine Art of Success* looks at contemporary artists and what managers can learn from them. His latest Harvard Business Review article discusses new ideas around successfully scaling ventures. In 2019 he co-founded Renaissance Fusion with the aim of bringing fusion energy out of the lab onto the grid. Martin's recent publications have appeared in California Management Review, MIT Sloan Management Review, Journal of Business Strategy, Business Strategy Review, Info Journal, Financial Times, The Economist, The Economic Times of India and the Wall Street Journal. He has appeared as a business commentator on CNBC, and frequently speaks at industry conferences and events.



Laurent Chouraqui
Affiliate ESCP
Professor

An affiliated professor at ESCP Business School, Laurent is involved in a number of executive programmes and collective intelligence schemes, focusing on the themes of transformation and leadership. Laurent is Scientific Director of several tailor-made programmes at ESCP, dedicated to high-potential individuals (Carrefour, CIH Bank, Huawei, Lactalis). In his coaching and seminars, he passes on the dynamism, agility and creativity of the entrepreneur he has always been. Laurent enjoys the diversity of cultural frameworks and coaches in the latter two languages when given the opportunity. Laurent Chouraqui has been a coach and a facilitator since 2009. He completed the Active Learning Coaching programme at HEC Paris and is certified by the International Coach Federation (ICF). Before becoming a coach, Laurent was an innovative entrepreneur and director of several companies in the IT and media sectors. In particular, he accompanied the launch of the internet in France and the emergence of interactive TV with the Canal Plus Group. At the time, his company (NPTV) worked on the first electronic program guides (EPG's), Interactive advertisement as well as on air quizzes and TV rich media apps on many channels in France (France Télévisions, MTV, Eurosport, The Disney Channel, Canal+, etc.) as well as in Scandinavia (Telenor, Danish Radio) and even Asia (Astro Measat).



IT ALL STARTS HERE BERLIN | LONDON | MADRID | PARIS | TURIN | WARSAW

ESCP Paris Campus

Regularly occupying top spots in national and international rankings, ESCP counts among the most prestigious French Grandes Écoles. Founded in 1819, ESCP in Paris symbolises our historical starting point as the World's First Business School. Our Paris campus is also the birthplace of the innovative pedagogical approach called "Art Thinking," which will be featured on the AGLP programme and a beacon of the entrepreneurial DNA of ESCP.

After more than 130 years on its historic campus, ESCP launched the renovation of the République campus and temporarily moved to the 17th arrondissement at Porte de Champerret for the duration of the project. While the Champerret site benefits from an urban location in the west of Paris and offers very dynamic and pleasant areas for students, our Montparnasse site shines with its modern architecture, infrastructure, and equipment.

The City of Paris

Legendary capital of fashion, business incubator and number one tourist destination worldwide Paris is defined both by innovation and tradition.

The city is a constant invitation to discover its monuments. Architecture, museums, star exhibitions, gastronomy, theatres, fashion shows and trendy shops, Paris offers the largest concentration of attractions.

Who should attend?

This programme is aimed at those senior executives who have responsibilities for strategic leadership and improving their company's performance. Particularly, this programme 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 programme is applicable for executives working in both the public sector and the private sector across industries.



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 ESCP Paris campus. We suggest all participants make hotel reservations early as possible to secure rooms during the programme period.



28

Editions since 2009

500+

AGLP Alumni

8

Global Business School Partner

AGLP 2012 Cambridge Judge School of Business



AGLP 2017 UC Berkeley Haas School of Business



AGLP 2019 Cheung Kong Graduate School of Business



AGLP 2023 IESE Business School



AGLP 2016 London Business School



AGLP 2019 London School of Economics and Political Science



AGLP 2022 NYU Stern School of Business



AGLP 2023 University of Chicago Booth School of Business





SRW&Co.
It's the People inside

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ASIAN GLOBAL LEADERSHIP PROGRAM

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