

ASEAN GLOBAL LEADERSHIP PROGRAMME

5th - 10th May, 2013

"Shaping Our Future in the New Global Economy"







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FROM THE DIRECTOR OF CAMBRIDGE EXECUTIVE EDUCATION, UNIVERSITY OF CAMBRIDGE JUDGE BUSINESS SCHOOL

Cambridge Executive Education, Cambridge Judge Business School, is delighted to be working once again with the ASEAN Global Leadership Programme. We look forward to delivering a bespoke learning experience, bringing together our faculty and practitioner network to meet the specialised needs of the ASEAN Global Leadership Programme students.

With its suite of carefully designed teaching sessions, this programme will provide you with the opportunity to explore together the latest research and thinking, gaining new knowledge to optimise your studies and business 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.

Dr Jan Stiles



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FROM THE PROGRAMME DIRECTOR, CAMBRIDGE EXECUTIVE EDUCATION

Unlike many other management and leadership courses, this programme provides a unique opportunity to look beyond the usual business functions and operational issues and to step back and consider how we can proactively reshape the future of our businesses and ASEAN's regional and global role in the next phase of development.

Successful leaders need to be able to see beyond operational issues and the current volatility, to recognise fundamental forces that are relentlessly transforming the world and to consider how to respond to them. This lies at the very core of the design of our unique programme. Drawing on the quality and depth of the Cambridge Community, participants will engage with leading thinkers and professionals who have contributed to debate and decisions at the highest levels of business and government to tackle the major opportunities and challenges ahead.

This is an ambitious and non-traditional agenda that goes far beyond the usual menu of business functions such as finance, marketing and supply chains. We believe, however, that it is time to raise our aspirations and to proactively shape the future at this time of seismic shifts in the business environment. We look forward to working with you.

Harold Chee



“Shaping Our Future in the New Global Economy”



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FROM THE CHAIRMAN AND PARTNER OF SRW&Co.

The Cambridge ASEAN Global Leadership Programme (AGLP) will be in its fifth run from 5th-10th May, 2013. The annual programme reaffirms the joint commitment of SRW&Co. and Cambridge Executive Education, University of Cambridge Judge Business School to offer a world class leadership development programme that is being custom designed to meet the specific needs and challenges unique to the ASEAN region.

The Cambridge AGLP 2013 provides an excellent learning and networking opportunity for the senior executives and business entrepreneurs in the ASEAN region. Since its launching in 2009, the AGLP had received very good response from the business leaders in the region. Every year we bring a group of some 20 C-suite executives to Cambridge University to indulge in a week's stimulating learning experience by engaging them with the world class Faculty of the University of Cambridge and guest speakers who are prominent business entrepreneurs and corporate executives of reputed MNCs. To date, we have an AGLP Alumni of some 100 members comprising prominent business leaders across the industries in the ASEAN region.

Our company's mission is to support the organizations in the region to improve their performance through people with a focus on effective leadership. By attending this refreshing programme, the leaders will have the opportunity to reflect on their leadership roles and gain new insights on managing the various challenges in improving their leadership effectiveness.

We are pleased to invite the business leaders in the ASEAN region to sign up for the AGLP 2013, which promise to give the participants a stimulating and inspiring learning experience in the fascinating 800-year old campus of the University of Cambridge.

Daniel Wong



"Shaping Our Future in the New Global Economy"



We look forward to welcoming you to Cambridge!



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 University of Cambridge, Cambridge Judge Business School hosts one of the largest concentrations of interdisciplinary business and management research activity in Europe.

Built on an ethos of collaboration, the School is a unique place where policy makers, regulators, industry leaders, not for profit organisations, entrepreneurs and academics can meet, interact and share ideas. University of Cambridge Judge Business School delivers business education for the 21st Century networked economy, fostering collaborative leadership skills, developing communities of partners to meet the challenges of the new global business landscape.

Ranked 21st in the 2010 FT Global Rankings of business schools, 11th in the 2009 Economist Intelligence Unit Global MBA Rankings, and 3rd in the 2009 Forbes Global Rankings for one year MBA programmes, the Cambridge MBA sits alongside the very best in the world. In addition to the MBA, Cambridge Judge Business School offers the following programmes: the Cambridge Executive MBA, the Postgraduate Diploma in Entrepreneurship, the Master of Finance, Executive Education, Vocational Masters, Undergraduate Management Studies and PhD.

Cambridge Executive Education programmes are designed for organisations, business professionals, managers, leaders, and executives from many different functions who strive for professional and personal growth. Programmes are developed to help executives and organisations from both the private and the public sectors achieve operational excellence and results.

The diverse educational and professional backgrounds of leading Cambridge faculty and international participants enrich the learning and make this an unforgettable experience. Cambridge Executive Education attracts top quality participants from around the world and across industries and business sectors who are seeking challenging, academically rigorous, yet practical executive development programmes.

"Shaping Our Future in the New Global Economy"

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 to 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 experiences 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 designed work with clients in the region.

Our technical advisors are industry and business experts who have specialized knowledge and expertise in specific business functions and industries. We also collaborate with our strategic partners comprising leading consulting firms, world class universities and business schools and reputed local boutique consulting firms on project basis. In fact, even some of our clients become our strategic partners which speak volume of our partnership approach in working with our clients.

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, methodologies and tools, and working on change management and communication to win over the hearts and minds of our clients in the effective implementation of the systems to deliver tangible results and value as expected. We believe the acid-test of our deliverables in any consulting assignment lies in the effective implementation of the systems we designed. Hence our design has the built-in implementation module as an integral part of the solution we offer to our clients which is a 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 walk the talk.





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.

ACCOMODATION

Accommodation will be provided in the 4* Crowne Plaza Hotel, located in the heart of the city centre amidst colleges, restaurants and shops.

TEACHING VENUE

The course will take place in the Howard Building, Downing College – located in the city centre. Each day, morning and afternoon refreshments and a hot seated buffet lunch in a private dining room will be offered. The College was founded in 1800 under the will of Sir George Downing, Baronet (1685-1749) and offers a comfortable and contemporary learning environment in its own peaceful grounds in the heart of the city of Cambridge.

COLLEGE DINNERS

Our Welcome Dinner on 5th May will take place at Downing College.

Our Gala Dinner on 9th May and certificate presentation ceremony will be held at Jesus College. The college was founded in 1496, and it originally consisted of buildings taken over from the nunnery of St Mary and St Radegund. This set of buildings remains the core of the college to this day, and this accounts for its distinctly peaceful and spacious character.

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.

WHO SHOUL 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.





PREPARING FOR THE NEXT ROUND OF GLOBAL COMPETITION: Opportunities and Challenges

- ASEAN and CHINA	Prof. Simon Collinson
- Global Turbulence: Impact on Asia	Prof. Michael Kitson
- Developing Actionable Scenarios in a Volatile World	Dr Mia de Kuijper
- Industry Consolidation and M&A	Dr Richard Schoenburg
- Leadership for Impact	Jean-Paul Votron – ex CEO Fortis Group

CREATING VALUE FOR STAKEHOLDERS

- Marketing Mindset – Creating Customer Value	Harold Chee
- Economic trends & International Financial Regulations	Lord John Eatwell

INNOVATION AND CHANGE

- Managing Organisational Change	Jose-Luis Alvarez
- Making your Organisation Innovative	Prof. Jaideep Prabhu
- Futures Thinking	Hardin Tibbs

*The detailed 5-day programme schedule will be firmed up in due course and those who have registered will be notified accordingly.
This illustrative agenda may be subject to minor change.*



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MR MICHAEL KITSON

Michael Kitson is University Senior Lecturer in global macroeconomics at Cambridge Judge Business School; Hub Director of the UK- Innovation Research Centre; Director of the Programme on Regional Innovation at the Cambridge-MIT Institute; Fellow of St Catharine's College, Cambridge; and Assistant Director of the Centre for Business Research, 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. He has also provided evidence as an expert witness for the House of Lords Economic Affairs Committee's enquiry into globalisation. His current work is concerned with assessing the factors that drive regional competitiveness and innovation and he is currently directing an ESRC research project on the impact of Higher Education on regional economies.



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LORD JOHN EATWELL

Professor of Financial Policy

Director of the Centre for Financial Analysis and Policy (CFAP)

President of Queens' College

BA (Univ. of Cambridge), AM, PhD (Harvard Univ.)

John Eatwell researches and lectures on European integration and problems of unemployment; disguised unemployment, the definitions of competition and equilibrium in inter-temporal general equilibrium models. Currently, John Eatwell is an adviser to E.M. Warburg Pincus & Co. International Ltd, and to Palamon Capital Partners, LLP. He is also Chief Economic Adviser to the Chartered Management Institute. Lord Eatwell is Trustee at the Institute for Public Policy Research, Non-Executive Director for SAV Credit Ltd, Chairman of the Royal Opera House Pension Fund and Chairman of the Consumer Panel, Classic fm.

In 1992 he entered the House of Lords, and from 1993 to 1997 was Principal Opposition Spokesman on Treasury and Economic Affairs. In 2009 he became a member of the House of Lords' Economic Affairs Committee. In 1988, together with others, John Eatwell set up the Institute for Public Policy Research, one of Britain's leading policy think-tanks. He remains a trustee of the Institute. From 1997 to 2002 he sat on the board of the Securities and Futures Authority, Britain's securities markets regulator, where he developed his interest in securities regulation. He was a member of the Regulatory Decisions Committee of the Financial Services Authority from 2001 until 2006.





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PROFESSOR SIMON COLLINSON

Henley Business School, University of Reading

Simon Collinson is Professor of International Business and Innovation at Henley Business School and sits on the governing body of the UK ESRC (Economic and Social Research Council) and the Council of the British Academy of Management. He was previously at Warwick Business School (WBS), where he held the posts of Deputy Dean and Associate Dean (MBAs).

Simon has research, consulting and executive teaching experience with a wide range of multinational firms, including: Airbus, AVIC, BAE, GKN, GlaxoSmithKline, HSBC, ING, Jones-Lang Lasalle, Kodak (Japan), Lloyds Register, Nippon Steel, Philips, Rolls Royce, Sony, and Vodafone. He was Director of the Pru-U (2002-2007), Prudential's executive training programme at WBS.

He currently has four areas of research which underpin his executive teaching:

(1) Innovation and competitiveness in emerging economies, with a particular focus on China. He is the Guangbiao Visiting Professor at Zhejiang University in Hangzhou and works more broadly with multinational firms and UK government agencies on China-related issues. In November 2011 he was invited to speak to the Industry and Parliament Trust at the House of Commons on UK-China trade and investment issues.

(2) Complexity and performance. How managers cope with organisational and strategic complexity has emerged as a major influence on firm performance. Working with the Simplicity Partnership Simon has developed ways to help firms simplify structures and strategies to concentrate more effectively on adding value. A second survey has focused on complexity and under-performance in central government.

(3) The management of innovation in multinational firms. This research examines how firms develop effective global organisations to promote creativity, innovation and agility in the face of change. This involves building and managing networks for connecting, integrating and leveraging knowledge and capabilities that are distributed worldwide.

(4) The internationalisation roadmap. This links a range of diagnostic tools from international business studies to create and implement market-entry strategies. It centres on a country risk assessment framework for comparing risks and rewards across potential country markets for foreign direct investment (FDI) appraisal.

Highlights from this research have recently featured in the Sunday Times, BBC Radio 4, the New Statesman and the US News and World Report.

PROFESSOR JOSÉ LUIS ÁLVAREZ

Professor of Business Policy at ESADE Business School (Madrid, Spain) and since 2001 Visiting Professor of Leadership at INSEAD (Fontainebleau, France), José Luis Álvarez has also been Visiting Professor at Harvard Business School, where he taught the "Power and Influence" MBA elective course. His research has been published in the European Management Journal, Organization Studies, Organizations, Corporate Governance, and he has published and contributed chapters to many books. He contributes frequently to the media, on issues of organization and leadership. Álvarez's consulting experience has centered mostly on issues of change and governance for globally operating firms.

José Luis Álvarez holds degrees in Law and Philosophy from the University of Barcelona, an MBA from IESE Business School, and a M.A. and a Ph.D. in Organizational Behaviour from Harvard University.



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MR HARDIN TIBBS

Founder and CEO, Synthesis Strategic Consulting

Hardin Tibbs is a thought leader, strategy consultant and futures researcher with extensive experience of scenario-based strategic thinking. His work is focused on helping organizations operate with confidence in an environment marked by accelerating social and technological change, and rising economic and environmental instability.

He has worked with major companies, government agencies, and non-profit organizations in the United States, Europe, Australia and Asia. This work has spanned a wide range of industries, government areas and institutions, including electricity, aviation, cement, insurance, household products, food, biotechnology, urban infrastructure, natural resources, taxation, transport and defence.

He is a skilled strategic analyst and process facilitator, with a background in product development and visual communications, and frequently gives presentations on future-related topics. In addition to his strategy work, Hardin has made significant contributions to the analysis of sustainability, and on issues of technology and environment, contributing to the early development of the concept of industrial ecology.

Hardin is currently CEO of Synthesis Strategic Consulting in London. Previously, he was a senior consultant with Global Business Network (GBN) in California, playing a role in its development in the 1990s as an influential scenario consultancy. Before this he was a consultant at Arthur D. Little, Inc. in Cambridge, Massachusetts.

Hardin teaches at a number of UK business schools including the Judge Business School at Cambridge University, and helped to develop the executive education scenarios programme at the Saïd Business School, Oxford University. He is also a Fellow of the Royal Society for the encouragement of Arts, Manufactures & Commerce (RSA) in London, UK.



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DR MIA DE KUIJPER

Fellow, CJBS

CEO, de Kuijper Global Partners

Co-Dean of External Relations at Duisenberg School of Finance in Amsterdam

Dr. de Kuijper has been a senior investment banker on Wall Street and she has also built and managed global companies. She has held corporate and senior management positions at Royal Dutch Shell, PepsiCo, and AT&T. As the Head of Strategy and M&A, and CFO of Pepsi-Cola International, she led the establishment of their businesses in China and India.

In her investment banking career, as a Senior Managing Director at Bear Stearns, and at Credit Suisse First Boston and Morgan Stanley, she has focused on advising major corporations and private equity investors regarding mergers and acquisitions and financial strategy. Mia de Kuijper has also been a strategy consultant at Bain & Co., and is a founding network member of the Global Business Network, now part of the Monitor Group. She has worked extensively in Asia, Europe, and Latin America, as well as in the US and speaks several languages.

Dr. de Kuijper is the author of Profit Power Economics; a New Competitive Strategy for Creating Sustainable Wealth, by Oxford University Press. www.profitpowereconomics.com. Nobel Prize Laureate Tom Schelling has said of Profit Power Economics: "There is no better guide to strategy and economic power in the treacherous terrain of the contemporary economy than this intellectually courageous book."

Mia has a BA in Economics from Duke University; a PhD in Economics and an MA in Economics from Harvard University. She also has an MPA from the Kennedy School of Government, a joint MBA program with Harvard Business School.



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HAROLD CHEE

MBA, MSc, MA, BA, DipEcon

Senior Advisor/Academic Programme Director

Harold designs and teaches on the Cambridge Executive Education's 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 a variety of clients 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 Executive Education, he worked as a Lecturer/Programme Director at Ashridge Business School, where he managed, designed and taught programmes for many tailored clients, as well as on the MBA and many Open Programmes such as Strategy & Leadership and the Advanced Management Programme. 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 masters degrees, and has studied at the London School of Economics, Essex, Kent and University of London Institute of Education. Amongst some of his publications are: Chinese Leadership with B. Wang (Palgrave Macmillan, 2011), the chapter "To export or not to" in Globalisation Laid Bare: Lessons in International Business edited by N. Ferguson, V. Cable and A.K. Sen (Gibson Square Books, 2010), The Myths of Doing Business in China (Palgrave Macmillan, 2007, 2nd edition), Global Marketing Strategies (Financial Times/Pitman, 1998) and Marketing with R. Harris (Financial Times/Pitman, 1993).





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DR RICHARD SCHOENBERG

Dr Richard Schoenberg is Senior Lecturer in Strategic Management at Cranfield School of Management and previously held faculty positions at Cambridge University's Judge Business School and Imperial College London. He has over twenty years' experience of teaching on MBA and Executive courses, recently including work for Actavis AG, Amadeus Group SA, Aviation Industry Corp of China, EDF Group SA, Freshfields, GKN plc, Henkel AG, Royal Bank of Scotland plc and Tesco plc. Prior to joining academia, he held managerial positions with the Ford Motor Company and ICI plc. Richard is an active researcher in the field of strategic management, primarily focusing on mergers and acquisitions, on which he holds a prize winning PhD from the University of London. His work has been widely published in both practitioner and academic journals and he is a frequent speaker at international conferences. He is a member of the Editorial Board of the British Journal of Management, where he was also recently Guest Editor of a special issue on Mergers and Acquisitions. He served as Associate Editor of the European Business Journal between 1990-2000.



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MR JEAN-PAUL VOTRON

Former CEO of Fortis Group

Jean-Paul has more than 35 years of senior management expertise and hands-on experience in company management internationally. During his career he has been responsible for the strategic direction and the bottom line of several large companies across multiple geographies including Europe, Middle East, Africa, India and the United States. Jean Paul is the former CEO of Fortis Group. Prior to Fortis Jean Paul was a member of the Management Committee of Citigroup and held the position of CEO EMEA region. During his career at Citi he held various executive positions such as President of Citibank Belgium, Marketing Director for Europe, Director of Marketing and Technology US and Europe, Director Insurance in the US, Chairman and CEO of Citibank FSB. Jean-Paul was also an Executive Vice President at ABN Amro and held various positions within Unilever's European sales and marketing division (Belgium, The Netherlands and the UK). He Graduated from ICHEC Business School with a Master's in Commercial and Financial Sciences and went on to attain a special degree in Business Strategies and International Management.



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PROFESSOR JAIDEEP PRABHU

*Jawaharlal Nehru Professor of Indian Business and Enterprise
Director of the Centre for India & Global Business (CIGB)
Head of the Strategy and Marketing Group
Fellow of Clare College*

Prior to his current position, Jaideep Prabhu 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. His research interests are in international business, marketing, strategy and innovation. Specific interests include: cross-national issues concerning the antecedents and consequences of radical innovation in high-technology contexts such as banking, pharmaceuticals and biotechnology; the role of firm culture in driving innovation in firms across nations; how multinational firms organise their innovation activities worldwide; the forces that drive R&D location decisions and the factors that influence the performance implications of these decisions; the internationalisation of firms from emerging markets; and innovation in emerging markets.





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