

AGLP ASEAN GLOBAL LEADERSHIP PROGRAM

16th - 20th September 2019, Shanghai & Hangzhou, China

***“Transforming ASEAN Organizations:
Understanding China’s Next Move”***





PROGRAM OVERVIEW

Today, the strategy to promote innovation and entrepreneurship is one of China's most emphasized national strategies. Encouraged, Chinese companies are using digital media, big data, and e-commerce in ways that are pioneering practice in Europe and the United States. So how has innovation changed the rules of game in China? How can multinationals take the commercial battle to their Chinese rivals? How can this new strategy offer opportunities to entrepreneurs and investors alike?

PROGRAM OVERVIEW

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 AGLP provides a learning platform for the participants from the South East Asia countries to address the challenges and opportunities in the ASEAN Economic Community (AEC) context, while promoting business and professional networking for the participants from the corporate and public sectors in the region.

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.

The first AGLP Asia was launched in 2012 in collaboration with the Cheung Kong Graduate School of Business and three cohorts have been delivered in CKGSB from 2012 to 2014. Based on the trust and successful program experience, SRW&Co. plans to kick off China Module from September 2019.

As your pathway to business with China, CKGSB will focus on concepts and practice of innovation and entrepreneurship in China, and will inspire you to find the answers to the above questions. Innovation-themed topics ranging from the globalization of Chinese companies, science & technology innovation, marketing innovation, as well as first-hand innovation cases from Chinese companies will be explored in depth by CKGSB's faculty and thought-provoking guest speakers.

PROGRAM BENEFIT

By immersing participants into China's contemporary context with a global perspective, CKGSB helps explore the key elements of China's social and business environments. You will learn from CKGSB's faculty in the classroom and benefit from the rich experience of industry speakers. You will investigate various case studies and become involved in team projects, group discussions, company visits and cultural activities. You will also learn from, and network with, high-profile executives from China and around the world.



Bing XIANG

*Founding Dean
Professor of China Business
and Globalization*

From the Dean of Cheung Kong Graduate School of Business

Cheung Kong Graduate School of Business (CKGSB) is delighted to partner with SRW&Co. for the ASEAN Global Leadership Program 2019. While the concept of globalization is under serious challenge especially in the US, the previous driving force, the regional economic ties, particularly between China and Southeast Asia has been getting closer at the unprecedented pace. The launch of the ASEAN-China Free Trade Area in 2010 paved the way of the rapid development in the trade relationship between the two economies. ASEAN became more of strategic importance to China as it is an important part of the Maritime Silk Road (MSR) initiative China unveiled in 2013. Soon the growth in the economic relations between the two countries are expected to accelerate upon the upcoming Regional Comprehensive Economic Partnership. The ASEAN Global Leadership Program—China is resumed in 2019 to help business leaders, senior executives and government officials in ASEAN countries review or develop their global strategy by better understand China, that has been shifting from a world factory with cheap labour to a fastest growing consumer market and new source of innovations. Leveraging CKGSB's world-class faculty, this program will enable participants to deepen their understanding of China and cooperating and competing with Chinese companies in China, Southeast Asia and other parts of the world. I hope this specially designed program will be a thought-provoking and fruitful experience.



Li ZHOU

*Assistant Dean
Program Director*

From the Program Director, Assistant Dean of Cheung Kong Graduate School of Business

This specially designed program offers critical insights for ASEAN business leaders seeking to remake their strategies to reflect China's rising importance in global business. It consists of China-oriented classes and company visits that provide a close-up view of China's business landscape, as well as networking and learning opportunities with peer Chinese executives. It is a globally oriented international experience focused on global strategy, marketing, business innovation and co-opetition with Chinese companies. This program puts the developments in Chinese business into a global perspective and helps the participants to understand:

- How to leverage China opportunities in their company's global strategy
- How changes in Chinese economic policies are creating new business opportunities
- How the globalization of Chinese companies is affecting the ASEAN bloc and various industries there in
- How China is transforming from a low cost manufacturer to a source of innovation
- How China's economic growth is influencing key markets in Southeast Asia and around the world
- How China is changing the rules of global business



Daniel Wong

*Chairman & Partner of
SRW&Co.*

From the Chairman and Partner of SRW&Co.

SRW&Co. is very pleased to collaborate with CKGSB in launching the 20th edition of our AGLP in the fall of 2019.

The collaboration reaffirms our joint commitment to design and deliver a world class leadership development program specifically for the leaders in the ASEAN region.

The AGLP China 2019 edition will leverage on CKGSB's world-class faculty and extensive research capital to provide the participants with deep insights and updates about China's global strategy, best practices in management and technology innovation, and the unique Chinese entrepreneurial leadership style and spirit. The 5-day program provides a stimulating learning experience with a thoughtful agenda consisting of classroom lectures, panel discussion and company visits.

We look forward to welcoming the ASEAN leaders to the AGLP China 2019 edition in Shanghai/ Hangzhou.



ABOUT CKGSB



Cheung Kong Graduate School of Business (CKGSB) aims to cultivate business leaders with a global vision, a humanistic spirit, a strong sense of social responsibility and an innovative mind-set. Established in Beijing in November 2002 with generous support from the Li Ka Shing foundation, CKGSB is China's first faculty-governed, non-profit, independent business school.

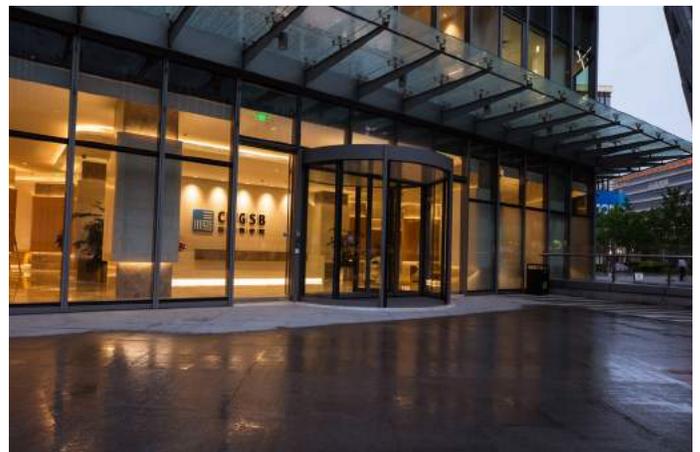
Since its founding, CKGSB has developed into a prominent business school with more than 40 full-time professors, who have earned their PhDs or held tenured faculty positions at leading business schools such as Harvard, Wharton and Stanford. Their research has provided the basis for more than 400 case studies of both China-specific and global issues. CKGSB also stands apart for its unmatched alumni network. More than half of CKGSB's 10,000+ alumni are at the CEO or Chairman level and, collectively, they lead one fifth of China's 100 most valuable brands.

CKGSB strives to understand business in a more well-rounded capacity, beyond the traditional boundaries of business schools. For instance, in 2005, CKGSB pioneered the integration of the humanities into its curricula to give students a long-term and holistic view of business and development. The school's EMBA students—more than 80% of whom are above the Vice President level—are also required to complete six days of community work before receiving their degrees.

In 2014, CKGSB was the first Chinese business school to develop a philanthropy program aimed at equipping the school's alumni with expertise on setting up and managing foundations and engaging in philanthropy.

CKGSB is also mainland China's most globalized business school. Besides its three campuses in Beijing, Shanghai and Shenzhen, the school has established offices in London, New York and Hong Kong. Moreover, it has formed strategic partnerships for joint programs and research with leading schools worldwide, such as Columbia Engineering in the US, IMD in Switzerland and FDC in Brazil. The school offers the following innovative courses: MBA, Finance MBA, Executive MBA, Business Scholars Program (DBA); and Executive Education programs.

For more information, please visit <http://english.ckgsb.edu.cn/>.



ABOUT 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.



AGLP

ASEAN GLOBAL LEADERSHIP PROGRAMME

The ASEAN Global Leadership Program (AGLP) is a custom designed 5-day program 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 School of Business in China, the UC Berkeley Haas School of Business in USA, the London Business School in UK, the New York University Stern School of Business and The London School of Economics and Political Science (LSE).

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.



PROGRAM AGENDA & SYNOPSIS

MONDAY, 16th SEPTEMBER 2019

China & Its Business People

Li ZHOU, *Assistant Dean*

In more than 5000 years of history, China has grown its unique social and economic pattern, its complex culture and religions. Today, while China has become one of the largest and fastest-growing market, how to understand this ancient giant and its people can be confusing for foreign companies. This session will present you a panorama of China's economic history, analyze in depth how both China's historical foundation and the wave of globalization can influence its business model and generations of businessmen.

China's Transformation and its Global Implications

Professor Bing XIANG, *Founding Dean*

Chinese entrepreneurs have been exploring their own way of development for only three generations since 1978. This session will study the new models and innovative strategies that Chinese companies have adopted in the context of globalization. There will also be in-depth analysis of the Chinese model's challenges and limitations, myths and realities, implications for leadership and recent trends, and the relevant cultural dimensions.

TUESDAY, 17th SEPTEMBER 2019

China's Financial Markets: Opportunities and Risks

Professor Hui OU-YANG, *Dean's Distinguished Chair Professor of Finance*

Prof. Ouyang will compare the Chinese Economic development and financial markets with that of the west ,USA as an example, to explain the characteristic of China's financial markets, opportunities and challenges that it faces. He will discuss in detail China's equity funding and the current status of China's stock market, funding of innovation in China and how multinational corporations can leverage the opportunities in China. This session will also covers extensively the state-of-the art development of internet finance in China. It introduces in general the wealth management products, small business loans, asset-backed securities using small business loans, P2P, and the third-party payment system.

AI in Finance

Professor Weining ZHANG, *Associate Professor of Accounting*

Artificial Intelligence is revolutionizing the financial sector. This session will study the subversive potential of AI, which impacts the two core functions of the financial industry: reducing transaction cost and asset pricing. What are the prospects of "AI+ finance"? While Internet giants, fresh fintech start-ups and traditional financial institutions are all scrambling to embrace this new technology, what are their concerns and strategies facing different challenges opportunities?

WEDNESDAY, 18th SEPTEMBER 2019

Company Visit: Souche.com

Auto Finance Company

Souche, an automotive new retail platform in China, is founded by Mr. Yao Junhong, the former CAR Inc. founding team member and vice president, in December, 2012. By August 2018, Souche raised over \$1.2 billion from investment or organizations, including Alibaba group, Ant Financial Services Group, Morningside Venture Capital, Warburg Pincus, Primavera Capital Group, etc. Souche joined '2017 New Global Unicorns Ranking' by Silicon Valley global research organization PitchBook. It introduces in general the wealth management products, small business loans, asset-backed securities using small business loans, P2P, and the third-party payment system.

Souche thrives to become the big intelligent brain of automotive industry. Souche has gradually constructed integrated automotive new retail ecosystem through years of development. Today, Souche and its relative corporations dedicate in numerous businesses, which include automotive financial leasing platform, B2B industrial chain service platform, Used-car online trade platform, Car sharing customized platform, SaaS products for used-car automotive dealers and new-car sub-channels automotive dealership, automotive dealership group and automotive supply chain warehouse logistics integrated service provider etc.

Company Visit: Alibaba Group

Chinese multinational conglomerate specializing in e-commerce

Alibaba Group Holding Limited is a Chinese multinational conglomerate specializing in e-commerce, retail, Internet, AI and technology. Founded in 1999, the company provides consumer-to-consumer, business-to-consumer and business-to-business sales services via web portals, as well as electronic payment services, shopping search engines and cloud computing services. It owns and operates a diverse array of businesses around the world in numerous sectors, and is named as one of the world's most admired companies by Fortune. As of June 2018, Alibaba's market cap stood at US\$542 billion. It is one of the top 10 most valuable and biggest companies in the world. In January 2018, Alibaba became the second Asian company to break the US\$500 billion valuation mark, after Tencent. As of 2018, Alibaba has the 9th highest global brand value.

With operations in over 200 countries and territories, Alibaba is the world's largest retailer, one of the largest Internet and AI companies, one of the biggest venture capital firms, and one of the biggest investment corporations in the world. The company hosts the largest B2B (Alibaba.com) and B2C (Taobao, Tmall) marketplaces in the world. Its online sales and profits surpassed all US retailers (including Walmart, Amazon and eBay) combined since 2015. It has been expanding into the media industry, with revenues rising by triple percentage points year on year. It also set the record on China's Singles' Day 2018 for the world's biggest online and offline shopping day, with a total of \$30,802,477,608 spent on the site on that day.

THURSDAY, 19th SEPTEMBER 2019

New Retail in China

Professor Gang YU, *Professor of Management Practice of Innovation and Entrepreneurship*

Recently, one buzzword that has dominated China's tech scene is "xin ling shou", which translates into "New Retail." Starting from Chinese internet giants like Alibaba and JD.com, it had become a popular start-up genre and an investor's favorite in last two years, yet the business is plateauing in 2018. This session will study the implications of this new business model, the reasons of its rapid rise and its influence on the real economy and online retailers. Prof. Yu will also analyze the dilemma that the New Retail is facing and its vague future.

Panel discussion: Innovation & Entrepreneurship

Moderator: Professor Bingsheng TENG, *Professor of Strategic Management*

Since China's economic reform in 1978, the indomitable entrepreneurship spirit has emerged of full-tilt development. Meeting with various technological innovation such as the IOT, robotics, AI and biotech, Entrepreneurship has become the powerful engine of China's economy growth. This session will discuss how China has transformed from low-end manufacturer to world's innovator, what are the characteristics of Chinese entrepreneurship and what are the trends of innovation and entrepreneurship in China?

Networking Dinner at the Bund

FRIDAY, 20th SEPTEMBER 2019

Business Model Innovation in the Internet Era

Professor Bingsheng TENG, *Professor of Strategic Management*

The production orientated business model used in industrial period is fading away, the demand-oriented business model used in Internet era and the logic behind value creation is growing since the internet era coming. This lecture will start from a micro view of China's internet industry and study its implications on the business model innovation. It will present some classic cases of new-emerging business models in China and, discuss in depth about the mechanism that reshape China from a manufacturing hub to an innovative digital economy.

Wrap-up & Evaluation

Li ZHOU, *Assistant Dean*

Certificate Presentation

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



FACULTY BIOGRAPHIES



Professor XIANG BING

Founding Dean
Professor of China Business and Globalization
PhD, University of Alberta

Professor Xiang Bing is the Founding Dean and Professor of China Business and Globalization at Cheung Kong Graduate School of Business (CKGSB). Prior to joining CKGSB, Dr. Xiang was a Professor at Peking University's Guanghua School of Management, where he pioneered the school's Executive MBA program. He was also one of the seven founding faculty members of China Europe International Business School (CEIBS) in Shanghai. Previously, Dr. Xiang served on the faculty of the Hong Kong University of Science and Technology.

He has been an independent board member of a number of companies (including two Fortune Global 500) listed in Hong Kong, mainland China and the US. He is also a member of board of trustees

of Asia House (UK), as well as a member of International Advisory Council of Fundação Dom Cabral (FDC) in Brazil and a Counselor for One Young World Summit in Dublin. He also served as a member of board of trustees for United Way Worldwide (US), the largest private charitable organization in the world.

Dr. Xiang's research interests include state and business relations, reform of state-owned enterprises, innovation and the role of the private sector in China. He is a leading authority on Chinese business, innovations in China, globalization of Chinese companies and global implications of China's transformation. His writings and cases on these subjects are considered among the most influential in China.



ZHOU LI

Assistant Dean

Zhou Li joined CKGSB in July 2010 as an Assistant Dean. He is primarily responsible for the school's global programs and operations. He is also in charge of more than 10 research centers such as the Humanities and Business Ethics Center, China and the World Economic Center as well as the school's Knowledge Center and Case Center. He serves as the Chief Editor for CKGSB Knowledge, the school's English language China business magazine. At CKGSB, Mr. Zhou has built and led a multicultural team that includes former executives of leading business schools in Asia, America and Europe.

Prior to CKGSB, Mr. Zhou worked in the corporate world for more than 20 years at various positions, including CEO, in telecom, IT, investment and consulting companies in Canada, Hong Kong and mainland China. Before he joined the corporate world, Mr. Zhou was on the faculty of Renmin University in China where he developed and taught International Business Management courses as early as the mid-1980s and was awarded the 'Best Teacher Prize'. Mr. Zhou received his Bachelor's Degree in Economics at Renmin University in China and his MBA at McGill University in Canada.



Professor OU-YANG HUI

Dean's Distinguished Chair Professor of Finance
PhD, University of California, Berkeley / PhD, Tulane University

Professor Ou-Yang Hui is the Dean's Distinguished Chair Professor of Finance at CKGSB. He also serves as Associate Dean for the MBA Program and the Academic Director for the EMBA Programs. His academic research focuses on the development of asset pricing and corporate finance models. He had previously served as an associate professor at Duke University and an assistant professor at UNC-Chapel Hill.

Before joining CKGSB, Dr Ou-Yang served as a managing director at UBS where he headed the Quantitative Solutions/Algo Strategies division. His work focused on alpha-generating trading strategies and quantitative portfolio strategies, as well as on the development of structured products.

Ou-Yang also served as a managing director at Lehman Brothers and Nomura Securities, where he headed Quantitative Strategies and Quantitative Credit Research. He was heavily involved with many of Lehman's credit/interest rate structured products as well as eta products, such as replicating Lehman's bond indexes and replicating the global hedge fund index.

Dr Ou-Yang holds a PhD in finance from UC Berkeley and a PhD in chemical physics from Tulane University. He received his postdoctoral training in chemical physics from the California Institute of Technology, where he worked under Nobel Laureate Rudy Marcus.



Professor YU GANG

Professor of Management Practice of Innovation and Entrepreneurship
PhD, Wharton School of the University of Pennsylvania

Professor Yu Gang is the co-founder and Executive Chairman of New Peak Group (111.com.cn). Dr. Yu received his Bachelor of Science from Wuhan University, his Master of Science from Cornell University and his PhD from the Wharton School at the University of Pennsylvania.

Prior to founding New Peak Group, he was the co-founder and Chairman of Yihaodian, a leading e-commerce company in China. Dr. Yu served as Vice President, Worldwide Procurement at Dell Inc and Vice President, Worldwide Supply Chain at Amazon.

Before Amazon, Dr. Yu served as Chair Professor at the University of Texas at Austin, where he was also Director of the Center for Management of Operations and Logistics and co-Director of the Center for

Decision Making under Uncertainty.

Dr. Yu has received numerous international awards including the 2002 Franz Edelman Management Science Achievement Award from INFORMS, the 2002 IIE Transaction Award for Best Application Paper, the 2003 Outstanding IIE Publication Award from the Institute of Industrial Engineers and the 2012 Martin K. Starr Excellence in Production and Operations Management Practice Award from POMS. Dr. Yu has published over 80 journal articles and four books, and he holds three US patents.

Dr. Yu is the founder and CEO of CALEB Technologies Corporation. The company was launched in 1995 in the US and was later acquired by Accenture.



Professor TENG BINGSHENG

Professor of Strategic Management
Associate Dean of CKGSB Europe
PhD, City University of New York

Professor Teng Bingsheng is Professor of Strategic Management at CKGSB and the Associate Dean for CKGSB Europe and Asia. He formerly served as a tenured Professor of Strategic Management at George Washington University (GWU), where he was a doctoral advisor and lead professor of the departmental doctoral program.

Teng has published over 20 articles in academic journals including Academy of Management Review and Organization Science. His research is included in most textbooks on strategic management. An authority on strategic alliances, he has been interviewed by media such as The Wall Street Journal and The Washington Post.

Teng is a member of the Academy of Management and serves on the editorial

board of International Entrepreneurship and Management Journal. He has received many awards for his research, including the Wendell and Louis Crain Research Scholar at the GWU School of Business. His biography appears in Who's Who in America and Who's Who in American Higher Education.



Professor ZHANG WEINING

Associate Professor of Accounting
PhD of Accounting, University of Texas at Dallas

Professor Zhang Weining is an Associate Professor of Accounting at CKGSB. He received his Ph.D. in Accounting from the University of Texas at Dallas in 2010. Before joining CKGSB in 2012, Dr. Zhang served as a faculty member at the Business School of National University of Singapore. His research interests include financial analyses, corporate disclosure, investor relationship management, corporate governance, internet platform business, and strategic financial management. He also works with Development Research Center of the State Council of China and Energy Fund of US on research projects.



TEACHING VENUE

This program will be held at CKGSB Shanghai Campus, which came to use in July, 2018. CKGSB Shanghai Campus is located near Shanghai Hongqiao Airport, about 30 minutes ride from city center and 1 hour from Hangzhou.

Shanghai Campus has numerous classrooms, meeting rooms and group study rooms equipped with multi-media devices, a library and a comfortable lounge.



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

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



2018 AGLP Cambridge Judge Business School Group Photo



2018 AGLP New York University Stern School of Business Group Photo



2017 AGLP Cambridge Judge Business School Group Photo



2017 AGLP UC Berkeley Haas School of Business Group Photo



2016 AGLP London Business School Group Photo



2016 AGLP UC Berkeley Haas School of Business AGLP Group Photo



2014 AGLP Cambridge Judge Business School Group Photo



2012 AGLP Cheung Kong Graduate School of Business Group Photo



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