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CONSORTIUM FOR UNIVERSITY-BASED
EXECUTIVE EDUCATION



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CHEUNG KONG GRADUATE
SCHOOL OF BUSINESS

Nurturing a More Cooperative World Through Executive Education

Impressions, insights and takeaways from UNICON's
Annual Workshop 2023, hosted by the Cheung Kong
Graduate School of Business (CKGSB)

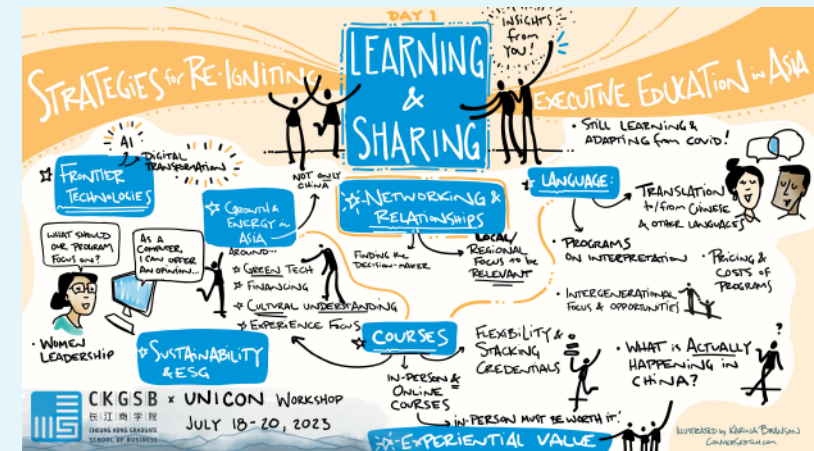
Introduction

Collaboration has been a key watchword for UNICON since its founding 51 years ago. Ever since, with a mission to spur innovation and evolution across university-based executive education globally, UNICON has represented a rich offering of information-sharing, alliance-building, benchmarking, networking, and many other prompts and launch points for collaboration.

As a member school based in Asia with global footprints, Cheung Kong Graduate School of Business (CKGSB) has been pushing the boundaries of business education for the past two decades through collaboration with like-minded universities, global institutions, businesses and NGOs to champion social innovation, aiming to provide solutions to humanity's most challenging problems.

In the past half-decade, the need and desire for university-based executive education to build collaborative partnerships—across schools, across disciplines, across regions and global markets, and with a variety of players—has skyrocketed.

Partnership-building is viewed as a path to growth, innovation, and greater resilience—promising new solutions to the challenges and opportunities presented by continuing upheaval, disruption, and transformation in the global marketplace.



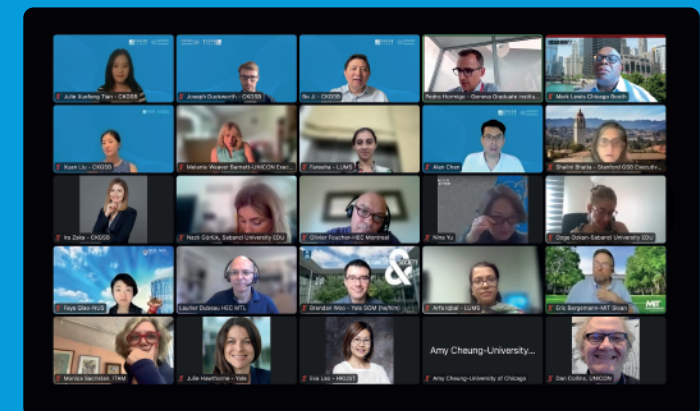
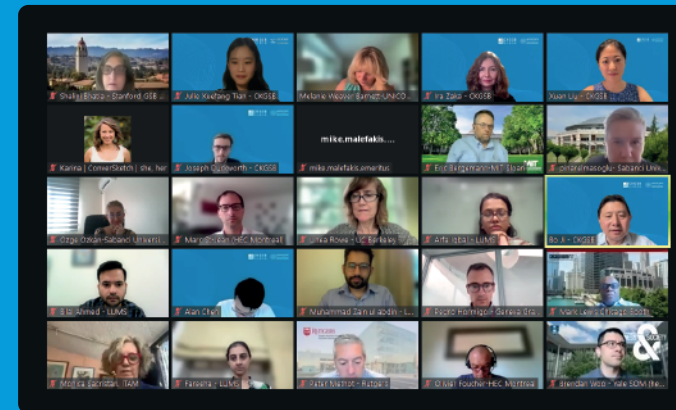
Complementing UNICON's other conferences, which typically take on a broad theme, this year, the annual summer workshop honed-in on one critical topic: collaboration and partnerships in the global executive education marketplace.

Over three days, executive education leaders from around the world joined together virtually to unpack and discuss: the latest trends and developments; the macro drivers behind them; challenges and opportunities; skills and best practices; inspiring examples; commonalities and distinctions across regions and other demographics; sharing experiences and insights; and exploring the conditions for such partnerships to exist, flourish, and create new value.

“It is hard to think of a better school than CKGSB to lead this, with its depth of knowledge and expertise in China and Asia, coupled with a broad-based global experience and history of successful educational alliances around the world.”



Melanie Weaver Barnett,
UNICON Executive Director



“This year’s UNICON Workshop has been designed to be truly global, focusing around the theme of collaboration and strategically spread across three different days and times, so as to serve the global executive education community. As a result, we have drawn participants from the US, Canada, UK, France, Switzerland, Turkey, Singapore, Mexico, Brazil, Peru, Costa Rica, South Africa, Pakistan, mainland China and Hong Kong.”



Ira Zaka, Associate Director, Global Marketing and Communications, CKGSB

Day 1: Innovation and Experimentation at CKGSB

In his opening keynote, Xiang Bing, Founding Dean and Professor of China Business and Globalization at the CKGSB, shared examples of innovations and experiments at the School, with an emphasis on partnership building.

Dean Xiang emphasized the School's unique "Top of the Pyramid" approach to serving top decision-makers, such as the chairmen and CEOs of the largest and most prominent companies, and iconic entrepreneurs, and how the School has prided itself on its China insights from world-class faculty, most of whom held tenure at leading business schools before joining CKGSB and have rich industrial and advisory experience.

One other major innovation is its unicorn programs that the school launched in 2015, which made CKGSB the first business school to offer programs specifically designed for fostering unicorns or 'unicorn-to-be' companies. The program defined a new segment in the market, as Dean Xiang noted, "Founders and co-founders of the top, rising companies in China and globally with at least A-series funding."

The story of the unicorn programs became one of global partnership-building with CKGSB expanding the concept to Europe, initially through its 'China Start' program.

"The aim is to build a global ecosystem for next generation unicorns, we are working with some of the finest institutions around the globe to do so—in Dubai, Singapore, South Korea, Italy, and the US."



Xiang Bing, Founding Dean and Professor of China Business and Globalization at the CKGSB

Partners include Bocconi University (focusing on luxury management), Stanford School of Engineering (focusing on social innovation), and Columbia University (focusing on deep-tech driven unicorns).

Another story shared by Dean Xiang focuses on social innovation and philanthropy, as evidenced by CKGSB's initiatives in poverty alleviation. "For the future, we need to be concerned with why we do business, not just how to do business better, and we need to be concerned with what we do with the wealth that we accumulate," explained Dean Xiang, who in 2015 approached the mayor of Ji'an, one of the poorest regions in China's Jiangxi province, about an innovative project.

“The mayor nominated 25 entrepreneurs from his region and we provided a program for them. Now we have five cohorts, 25 entrepreneurs per cohort, and two companies with an IPO already,” said Xiang, illustrating the positive role the program is already playing in poverty alleviation in Ji’an.

“This is a beautiful example of what I call social innovation,” said Xiang, “Our school convenes local government leaders, local entrepreneurs, and our alumni representatives to collectively come up with solutions to boost the rural economy. So this is really a collective effort,” he adds on the collaborative nature of the partnership.

As with the unicorn program, Dean Xiang’s next aim is to take social innovation to a global ecosystem level and enhance social mobility around the world. “We’re working with UNESCO and looking to apply this model to other regions—Africa, Latin America and ASEAN countries,” shared Xiang.

Asia's Exponential Growth and Its Executive Education Opportunities

Dr. Li Wei, Professor of Economics, Associate Dean for Asia, Director of the Case Center and Director of China Economy and Sustainable Development Center at CKGSB, provided a keynote on the economic outlook for China and Asia more broadly, as well as what that means for potential executive education.

“In the last three decades, the global economy has grown in leaps and bounds because of globalization,” said Professor Li, “since 2016 we have experienced a de-globalization process, or a de-coupling of the global economy.”

This major global economic trend is driven by geopolitics. “Multinationalism is dead,” asserted Li, “the drivers of globalization have been multinational firms. Today, every government is asking those firms, are you multinational or are you national? The aim is clear: to slow down the perceived enemy’s growth.”

Due to de-risking and de-coupling there is reduced dependency between the United States and China, though this does not mean economic growth has stalled everywhere. Some goods previously made in China and exported into the United States are now re-routed to elsewhere in the Asia-Pacific region and from there into the United States.

“While trade from China to the US is falling, trade between China and East Asian and Southeast Asian countries is rising, more or less as a replacement. The number of unicorns being developed there is just exploding, in 2021 alone the total number of unicorns born in Southeast Asia was 24, which is just remarkable.”



Dr. Li Wei, Professor of Economics, Associate Dean for Asia, Director of the Case Center and Director of China Economy and Sustainable Development Center at CKGSB



On the prospects for executive education in China and Asia more broadly, Li offered a balanced perspective. On one hand, “market conditions will be tough, because economic growth is likely to slow down with all the transition in the world. The global economy will likely operate less efficiently.” On the other hand, “more turmoil in the marketplace does bring higher demand for particular offerings within executive education.” Li pointed to increased demand for research on best practices, for example, as firms adjust to a new global economy that is “more uncertain, less efficient, and likely less equitable. How do we solve problems in such an environment?”

Workshop Insights: Strategies for Re-Igniting Executive Education in Asia

Zhou Li, CKGSB Assistant Dean, facilitated a workshop on trends in executive education in and for the Asian market. This included in-demand topics about Asia, in-demand topics for Asian clients, and modifying program design for clients from different regions.



12 Insights For Re-Igniting Executive Education in Asia

#1 Asia and China are still viewed as a tremendously exciting and critically important region for many players, despite geopolitical tensions and other macro factors.

#2 Geopolitics, global finance, global affairs, global diplomacy—previously background topics—are now in demand as major program themes.

#3 Increase in demand for certificate programs and stackables in some Asian markets.

#4 More fragmented approach to Asian markets required—as schools need to deal with diverse sets of countries with unique traits, demands and requirements.

#5 Partnerships require a mix of Asia-expert faculty and non-Asia-expert faculty, for teaching as well as creating case studies based on Asian and non-Asian examples.

#6 The importance of making impactful experiential learning to justify global travel—going ‘way beyond’ the ‘company visit model’ of ‘yesteryear.’

#7 Pressure on executive education teams to offer more with limited staff and less faculty involvement. Can partnerships help?

#8 High-demand topics for clients from Asia include: FinTech; sustainability; green finance; ESG; DEI; healthcare; social innovation; entrepreneurship; ethics; governance; and cultural differences at work.

#9 High-demand topics for international clients in Asia include: frontier technologies; AI; generative AI; digital transformation; retail; energy; electric vehicles; battery technology; supply chain; innovation; and cultural differences at work.

#10 Relationships and networking continue to be the most important methods of promotion for international programs in Asia.

#11 Critical to success of programs with global participation is a strong cultural awareness and a deep understanding of the clients’ needs.

#12 Other keys to success include: careful cohort design; appropriate guest speakers; focus on experience over theory; ample opportunities for networking; attention to detail; provision of interpreters; and logistical flexibility.

Day 2: Executive Education for the Next Generation of Business Leaders

To exemplify how cross-regional players can learn from each other, Day 2 of the workshop zoomed-in on a specific market segment to explore cultural and regional differences, share best practices, and spark new ideas.

“Gen Z and millennials combined by 2025 will make up half of the Asia-Pacific consumer population and these folks are ready to spend,” said Alan Chen, Assistant Dean at CKGSB, prompting participants to ask themselves, “who are the next generation of business leaders, how do we market to them, and how can we meet their needs?”

For Li Yang, Associate Professor of Marketing and Executive Academic Director for Executive MBA and Executive Education Programs at CKGSB, there are three fundamental challenges posed by modern consumer marketing; the first of which is an increasingly fragmented media environment. “Everyone is connected, everyone has a screen and a camera, and anyone can produce content,” explained Li.

Li shared data on the applications Chinese people are using at different times of the day—from checking their phones in the morning for overnight chat messages; to movement related apps like Uber, bike-sharing, e-scooters, city mappers; to consuming content on the move in podcasts, music streaming, and games. It adds up to a range of potential new marketing touchpoints, all before the work day even begins.

“This presents a big challenge to business schools, people can access courses online to consume on their commute or during breaks. [There are increasingly more] short bursts of content on TikTok, Instagram reels or Youtube. There are lots of content producers and lots of very deep and vertical business education content—education is becoming more fragmented, too.”



Li Yang, Associate Professor of Marketing and Executive Academic Director for Executive MBA and Executive Education Programs at CKGSB

Younger people tend to multi-task and multi-home (i.e., have a presence on many platforms and channels). Dividing focus across multiple apps and screens means shorter spans of attention. “It’s not enough to have ‘one big idea’ in marketing anymore, because people’s access to information is so fragmented,” argued Li.

How do we communicate as a brand to this younger generation of executive students? Li offered a simple suggestion: “As access to information becomes more fragmented, we as business schools must fragment ourselves, too. Smaller events, smaller pieces of content, smaller advertising campaigns—but at a larger scale.”

This requires a new mindset for digital marketers. “We cannot stay in the age of TV, we cannot stay in the age of emails,” Li said, “we need to be able to fragment ourselves, to constantly produce small and broken up content. Marketing is everywhere.”

The second challenge is that digital marketing is becoming more and more decentralized. “We are moving from ‘one to many’ communication to ‘many to many,’” explained Li, “the social media environment in China is very decentralized. In order to communicate to your customer, you need to be multi-homed across many vertical social sites and channels.”

Paid marketing and advertising campaigns are not yielding nearly as reliably as they once did. “We see many brands spend huge sums of money on advertising, and they don't get the return they expected,” said Li, “then we see other brands not spending any money, but getting a lot of attention.”

‘Earned media’ is a big factor here, as Li explained, “very

often people are attracted to these new successful brands not because they did a lot of advertising, but because of the craze of their initial consumers. Long lines outside of stores, buzz on social media. That is earned media.” The opportunity here is for marketers to “lower advertising investment, but gain better returns.”

The third challenge is the risk of ‘digital similars.’ “When companies or business schools are digitally transformed, they become increasingly similar,” said Li, “we all have websites, we all have a social media page, we are all doing similar digital campaigns and events. That is what I call digital similars.”

“We all need to do digital transformation, but in the process we need to remember we are brands, we need differentiation. Try to avoid digital sameness.”



Li Yang, Associate Professor of Marketing and Executive Academic Director for Executive MBA and Executive Education Programs at CKGSB

The discussion complements a recent report—‘China's Gen Z in the Workplace’— produced by CKGSB's Professor of Organizational Behavior, Zhang Xiaomeng. In the report, she remarks, “While Gen Z tend to exhibit distinct traits in the workplace, in general their preferences do not diverge significantly from other generations. It is important to avoid over-emphasizing the difference between Gen Z and other generations.”



“By 2025, Gen Z and Millennials combined will make up half of APAC consumers. This is significant because Gen Zers will have increasing financial influence as they grow older. While they share some similarities with millennials, Gen Z is distinct and has unique qualities. Notably, they are coming of age during a global pandemic. They have different learning needs from previous generations due to their upbringing in a highly digitized and interconnected world. We as an education industry should be prepared and ready.”



Alan Chen, Assistant Dean at CKGSB

Workshop Insights: Educating the Next Generation of Leaders

Dulce Qu, Associate Director of Executive Education at CKGSB, facilitated a workshop on: educating the next generation of leaders; trends in target audiences; the changing needs of younger executive students; and best practices for delivering solutions to meet those needs.



12 Insights for Educating the Next Generation of Leaders

#1 There is a phrase in Chinese: ‘the new always overthrows the old’. A reminder for those currently empowered to start early in nurturing the next generation of leaders, and for younger people to prepare themselves for succession.

#2 Participation in executive education is trending younger and bringing different learning needs and expectations, including an increased focus on career development.

#3 Younger participants are often highly capable technically, but with limited managerial experience. Needs in interpersonal skills, face-to-face interactions and EQ are more critical.

#4 There is a rise in women's leadership programs and an improved gender balance across programs compared to 5-10 years ago.

#5 Motivating faculty to update and refresh course content and case studies for new audiences is a common challenge.

#6 With a growing age divide between faculty and learners, how do we reskill faculty to better connect with the new executive?

#7 There is a growing appetite in younger audiences for face-to-face programming, perhaps as a result of reduced face-to-face interaction in remote roles.

#8 It is important not to dismiss Gen X and baby boomers, as there is still a great appetite in these segments for continuous learning.

#9 Many still view mid- to senior-level executives with 20+ years of experience as the core demographic, while acknowledging the need to address their future successors.

#10 There is appetite for content around: the drivers behind business change; politics and geopolitics; supply chains; ESG; crises leadership; diplomacy; uncertainty and instability; as well as future-focused programming on innovation and AI.

#11 Delivery is trending towards more modules in shorter bursts, while there is burgeoning innovation in learning modalities too, with experiments in AR and VR learning gaining traction.

#12 Younger audiences bring new engagement challenges as they engage in different ways. Offline and online solutions sought—from dinners in small groups to WhatsApp groups.

Day 3: Achieving Globalization for Executive Education Through Collaboration, AI and Digital Transformation

Day 3 focused on the advantages of global partnerships in executive education, means and strategies by which we can achieve them, and inspiring stories of existing partnerships.

Sun Tianshu, Professor of Information Systems, Executive Academic Director for Business Scholars Program, and Director of the Center for Technology, Big Data and Digital Transformation at CKGSB—an expert with a unique perspective on technology and digital transformation, having worked for Facebook, Adobe, and Alibaba—discussed how AI and digital transformation are changing the global labor market.

“While physical industry is going back to national borders with the de-coupling of supply chains,” Sun introduced, “in the digital space the opposite is true – with AI, cloud computing, big data—all increasing globalization.”

Business is entering a new era of global digital transformation characterized by many new technologies.

Transformation abounds in the arenas of: digital content; commerce; gaming; digital enablers like cloud computing; enterprise software; FinTech; Web 3.0; AR and VR; and AI such as Chat GPT.

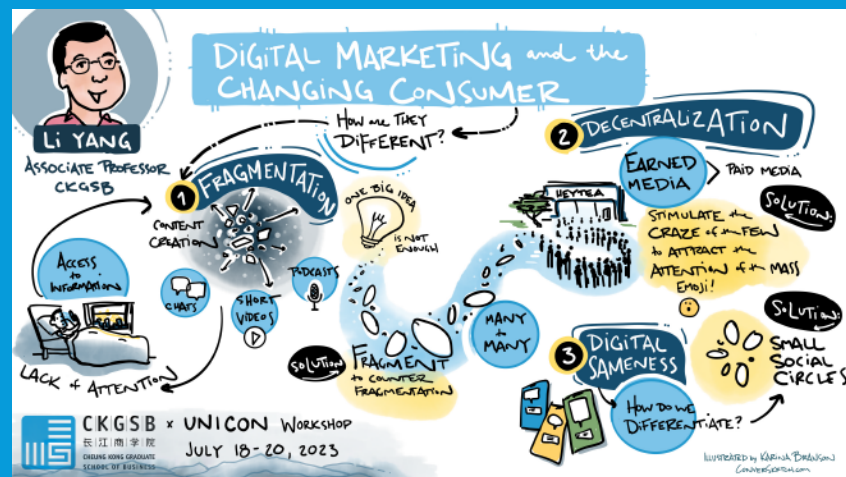
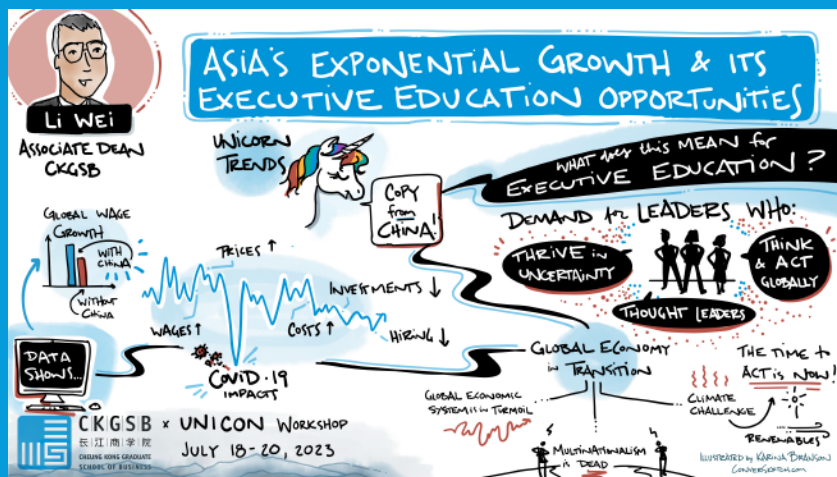
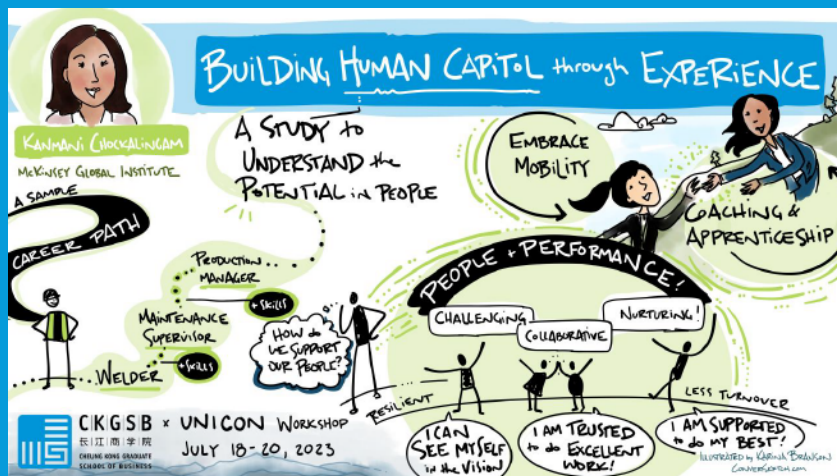
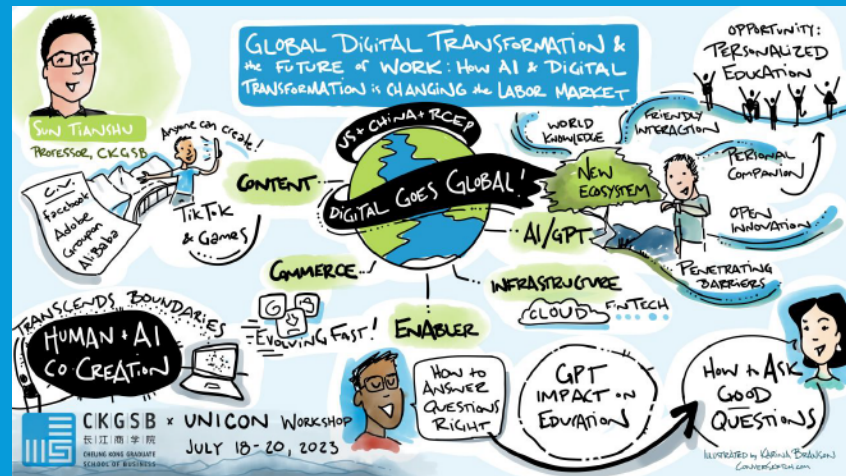
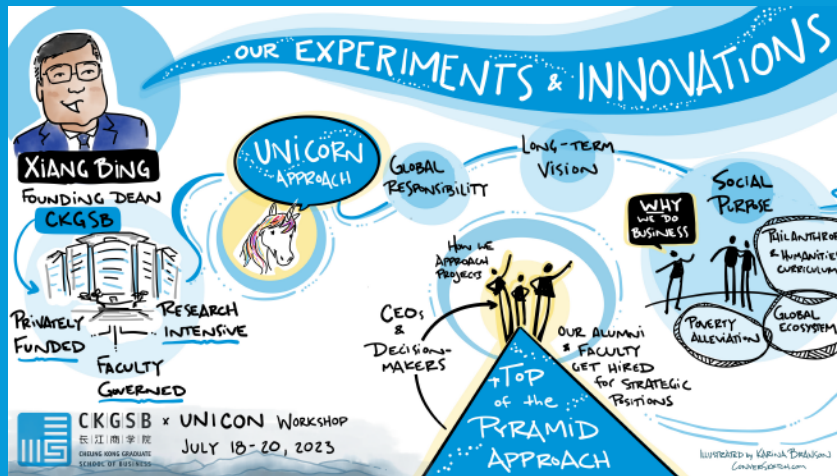
Sun highlighted a geographical triangle of activity in digital transformation, between the US, China and other RCEP nations, that executive education could look towards for collaboration and strategic alliances in terms of content and delivery around this theme, “leveraging the intellectual depth and expertise across schools to build new programs, new innovations, new ventures, and new research.”

“Generative AI is a key disruptive factor in education. Chat GPT could address the biggest problem in education: the limited supply of good teachers.”



Sun Tianshu, Professor of Information Systems, Executive Academic Director for Business Scholars Program, and Director of the Center for Technology, Big Data and Digital Transformation at CKGSB

Sun predicts ‘human-AI cooperation’ to emerge as a critical need for leaders and educators alike.



“We have to embrace the new technology and redesign our education accordingly,” explained Sun, adding that there will be “a paradigm shift away from training students to answer the question, to educating them to ask the right question.”

Building Human Capital Through Experience

Another perspective on the global labor market was brought by Kanmani Chockalingam, Fellow at the McKinsey Global Institute, presenting a global study into career progression of workers over the course of their working lives, the roles they move through and the skills they acquire. The major finding is that “almost half the value of human capital, as measured by the lifetime earnings of an individual, is driven by entry level skills workers bring into the workforce, while the remaining half is driven by the skills they learn during the course of their working life—through experience on-the-job, internal training, and external programs.”

Chockalingam shared that, “almost 30% of workers increase their estimated lifetime earnings, compared to their estimated earnings at the start point of their careers. This group stands out for making more frequent and bolder role moves. They change roles, they learn more skills, and keep moving upward.”

These findings have important implications not just at the organizational level, but for the global workforce, the economies they make up, and the education providers that support them.

“Employers who invest in more training, provide internal mobility opportunities, and enable people to make role moves and learn new skills, create environments for people to progress and increase their lifetime earnings,”



**Kanmani Chockalingam, Fellow at
the McKinsey Global Institute**

Chockalingam sees three “big human capital development opportunities” that stand out from her research:

#1 Understanding the potential in people. Hiring decisions should be made not only based on what people have achieved already in their careers, but on the their potential to learn new skills.

#2 Embrace mobility. Business leaders should support the mobility of their people with opportunities to learn new skills on the job (if not, workers will seek those opportunities elsewhere).

#3 Provide coaching. Not only formal classroom training, but structured, on-the-job apprenticeship programs where workers learn day-to-day from managers, to complement external learning.



Panel Discussion Highlights: Globalization through Collaboration

Li Haitao, Dean's Distinguished Chair Professor of Finance, Associate Dean and Director of the Family Business Research Center at CKGSB, moderated the panel discussion, opening with a question on how business schools collaborate in executive education, and how this can inspire greater collaboration more widely.

Camelia Ilie Cardoza, Dean of Executive Education and Strategic Innovation at INCAE Business School, described the importance of seeking “partners that complement the skills and capacities you have internally,” whether those partners are from “other industries, other universities, or other countries.”

Shantanu Bhattacharya, Professor of Operations Management at the Lee Kong Chian School of Business at Singapore Management University, emphasized the ability to collaborate across a diverse range of stakeholders as key to partnership-building, as well as having a “shared, joint vision” for what those partners want to achieve.

For Ilie, partnerships should move beyond a purely “transactional relationship: you do a module, we do a module—which is the industry norm.

For deep partnerships we create joint instructional design teams. We design programs together, we organize the marketing and the selling together.”

“I encourage everybody here to leverage the wonderful global network of UNICON,” advised Mike Malefakis, President of University Partnerships at Emeritus, who also has a wealth of experience in university-based business school executive education, from leadership roles at Wharton, Columbia, and Chicago Booth. “There is no easier way to build partnerships than right here across this great global network,” he added.

“Perhaps the best value added that academic alliances bring is local knowledge, the knowledge gained from a good partner across a new region is critical. Knowledge gained by faculty, gained by looking at new technologies. You can see glimpses of the future—things happening in regions of the world you may not see from home. It makes you a more powerful player to meet the needs of your own constituents and your own students.”



Mike Malefakis, President of University Partnerships at Emeritus

“Don't only think of academic partners,” Malefakis advised, “How do your faculty stay abreast of the ever changing regulations and new technologies within a particular industry?”

Partnering with industry associations are a fantastic way to gain that inside track. Multilateral organizations give a good regional scope, such as the various United Nations agencies.”

“Ultimately a partnership should be a new entity within an overlap of interest and experience between the two partners, but that is more powerful in that overlap, than either institution could achieve on its own,” said Malefakis.

“In a world that is divided among countries with different values systems, that is moving away from globalization, what are the most important shared values that you seek in a partner for global collaboration?”



Li Haitao, Dean's Distinguished Chair Professor of Finance, Associate Dean and Director of the Family Business Research Center at CKGSB

“Shared values are key,” replied Ilie, “humility—to understand we all have something to learn from others. It doesn't matter how good we are, what ranking we hold. And curiosity—look for a partner that wants to learn, not only to repeat what they do at home in a new location. Curiosity is the basis for an innovative partnership.”

“UNICON is a great place to find friendships, and through those friendships long-term relations and partnerships can emerge.”



Camelia Ilie Cardoza, Dean of Executive Education and Strategic Innovation at INCAE Business School

“One challenge,” said Malefakis, “is a sole focus on profitability in the supplier relationship. Profit may be the number one reason we are collaborating, but consider all the other advantages too. What are we learning from each other? How are we adapting? How are we co-creating? If money is the only driver it will be a transactional partnership that is unlikely to last because it will lack resiliency for the ups and downs that naturally occur in the market.”

Describing The Future of Management Education (FOME) Alliance, of which SMU is a member, Bhattacharya said “the key success with that group of schools is thinking, how can we grow as a group, rather than, how can we only enhance our own skills.”

Bhattacharya sees more collaboration between universities in the future, more shared learning and shared best practices, “if one university does not share [a new best practice], there is a chance for a temporary competitive advantage. But over time, the education industry is facing challenges from many different angles. I think the attitude towards collaboration should be that we grow as an industry in addition to growing individually.”

Bhattacharya noted that “partnerships are not always smooth sailing. Sometimes the test of a partnership is when you face a challenge and build the solution collaboratively together.

Partnerships are not always celebrations, we have to build the trust, we have to work with transparency, we have to bet on the relationship.”

Malefakis reflected on a partnership between CKGSB and Columbia Business School around the time Hurricane Sandy hit New York City in 2012. The two schools were collaborating on a global CEO program. “It was a story of resiliency,” Malefakis said, “many executives flying in from China just could not get there because flights were disrupted for 36 hours, and not all the speakers could either. The co-resiliency of Columbia and CKGSB was remarkable, to say, ‘the show must go on’, for the 20 executives (out of 80 or 90) that did get there. That was a true test of strength for a partnership.”

Ilie described INCAE’s “global senior executive program, with NUS in Singapore, ESMT in Berlin, and Babson in Boston. To have a successful program, you cannot just swap modules with each other, you need to work on the curriculum design and involve the faculty, so students experience a single solution delivered together by the partners. We mix faculty from one module to the other, with ESMT faculty joining the team in Babson, and so on.”

Bhattacharya described SMU’s collaboration with the Rotterdam School of Management on a maritime operations program.

“Participants are recruited by both universities. RSM participants get to see first-hand one of the most high-tech ports in the world, where the efficiency of operations is mind-boggling. SMU participants visiting Rotterdam experience a world-leading port in terms of sustainability and carbon reduction.” Summing up the ethos behind the program.

“Collaboration should be like an M&A operation—the end offering should be greater than the sum of the parts. What the participants learn from us as a partnership should amount to more than two individual modules at two separate schools.”



Shantanu Bhattacharya, Professor of Operations Management at the Lee Kong Chian School of Business at Singapore Management University

Bhattacharya described too a collaboration that will shortly celebrate its 10th anniversary, the CKGSB-SMU Doctor of Business Administration program. “The shared vision here,” he said, “was the fact we both wanted excellent research to come out of the DBA, and if I look at the research output today, it has been spectacular. The DBA collaboration has had industry impact, we’ve had media impact, and we’ve had a really strong practical impact, demonstrating how the program adds value to society.”

Professor Li asked how executive education can encourage faculty to jointly work on innovative programs and research to ensure a successful collaboration.

Malefakis recommended that “many of us start with a coalition of willing faculty who are disposed to do this, typically 10-15% of the faculty. The trap is that we often end up going back to the same faculty over and over again, because we know they'll say yes. The challenge is how do you grow that pool to be a third of your faculty or 50%. I think it's a combination of financial incentives and diplomacy. I've found that faculty will have a pre-conception of the amount of work involved in non-degree executive education. Once they see that they can learn a lot from companies and they can get great data points to support their research, it's often more easy.”

Bhattacharya advised that “sharing the vision of the collaboration is key. Make the faculty a bottom-up participant in the decision-making. Give them the right to shape the program. This can be more important than financial incentives.”

The conference was concluded by Shalini Bhatia with a note of appreciation, stating:

“It has been a delight for us to work with CKGSB and we look forward to continuing the collaboration amongst all of us.”



**Shalini Bhatia, Director, Programs, Executive Education,
Stanford Graduate School of Business**



Workshop Insights: Nurturing a Better World Through Collaboration

The final workshop of the three-day virtual event, moderated by CKGSB Assistant Dean, Ji Bo, focused on: building global partnerships; appetite for and attitudes toward globalization; and experiences with global partnerships.



10 Insights for Nurturing a Better World Through Collaboration

#1 Flying long-haul and accumulating a carbon footprint is less popular, so digitalization needs to support global partnerships.

#2 Partnerships will be key for the industry as a whole to combat competition.

#3 The benefits of partnering with another school lay in the combination of the two brands; combining locations and spheres of regional knowledge is attractive for students; as well as complementary subject expertise.

#4 Global partnerships can signal to clients a school's global experience and global perspective—and demonstrate an active footprint in multiple regions.

#5 Globalization brings opportunities to build reputation and network connections outside of your home region.

#6 Where a full-blown partnership is difficult, smaller partnerships can be a relatively easy first step.

#7 Look for university partners beyond business schools: engineering schools; the humanities; schools of design—schools that can offer something completely different for executive education.

#8 Look to partnerships as a way to differentiate yourself from incumbent programs in a subject area and create competitive advantages.

#9 Partnerships can be viewed as a value co-creation process.

#10 Consider how you will measure the success or failure of a partnership. Do you measure profit margin, enrolment and brand awareness? Most importantly, how can you measure additional value created for students and participants?

Cheung Kong Graduate School of Business

Established in November 2002, Cheung Kong Graduate School of Business (CKGSB) aims to cultivate transformative business leaders with a global vision, social responsibility, innovative mindset, and ability to lead with empathy and compassion.

Unlock your innovative potentials with our cutting-edge insights on the latest developments in Asia, and gain a deeper understanding on how these changes impact your organization's prospects worldwide. Prior to joining CKGSB, most of our 40+ full-time professors held tenured positions at top schools globally—such as the University of Michigan, MIT, Darden School of Business, Wharton and Yale. Our professors' unrivalled insights from on-the-ground research enable them to offer analysis found nowhere else. Their native understanding of Chinese business and culture, combined with access to China's most influential alumni network, has allowed us to produce over 500 reports and case studies on China business.

Our world-class faculty, comprising of industry veterans, provide a comprehensive understanding into digital transformation across US, China and Asia. At CKGSB, we boast experts like Professor Sun Baohong and Sun Tianshu, who possess invaluable expertise in digitalization. Professor Sun Tianshu, a trusted advisor to Alibaba and a former consultant for Facebook and Adobe, brings a wealth of knowledge and experience. Additionally, three of our professors have assumed the prestigious role of Chief Strategy Officers at leading digital giants Alibaba and JD.com following their tenure at CKGSB and continue to teach at our school.



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CHEUNG KONG GRADUATE
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CKGSB is the preferred choice for management education among established business leaders and a new generation of economic disruptors. Over half of our alumni network of 20,000 individuals hold CEO or Chairman level positions and, collectively lead one fifth of China's most valuable brands. 96% of our Executive MBA students are key decision-makers at China's largest private, state-owned and multinational companies. More than 4,000 global executives have also attended CKGSB's executive training programs.

Since 2015, we have been at the forefront of business education, pioneering programs tailored specifically for unicorn founders and aspiring unicorns. Through our programs, offered in partnership with prominent companies like Alibaba, Amazon, Baidu, Bytedance, JD.com, Microsoft (China), SenseTime and Tencent, we have nurtured over 1,000 founders and co-founders, ranging from Series A startups to more mature ventures, including the founders of 136 unicorns. We are now offering the first global series of unicorn programs through partnerships in Dubai, Singapore, Seoul, Milan, Berkeley, New York (Columbia) and Stanford. Our aim is to cultivate a global ecosystem that fosters a new generation of economic disruptors with an enhanced emphasis on global responsibility, social purpose and long-term vision.

At CKGSB, we transcend the conventional boundaries of business schools to foster social innovation through the collaboration of businesses, governments, multilateral institutions, non-profit organizations and civil society, to tackle humanity's most challenging and often systemic issues—like income and wealth inequality, social immobility and sustainability.



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**Find us at our headquarters in Beijing,
satellite campuses in Shanghai and
Shenzhen, and representative offices in
New York, London and Hong Kong.
Please visit: <http://english.ckgsb.edu.cn>**

UNICON is a global consortium of business-school-based executive education organizations with over 115 members worldwide. Its members are the most successful, relevant, and sought-after learning partners for leaders and organizations. UNICON helps its members with developing their university-based executive education and better serving their clients through building alliances, developing unique products and services, and providing outlets for collaboration. As a result, its members are the most sought-after learning partners and help shape the future of executive education.

UNICON also fosters the growth of university-based executive education by helping its members serve their clients better. Its community of member organizations accelerates the growth of leaders and managers through executive development initiatives, ultimately enhancing performance in public and private organizations globally.

This is accomplished by:

- Using collaboration to enhance the professionalism, effectiveness, and leadership of university-based executive education departments.
- Creating forums to promote communication and support among leaders in executive education.
- Providing products and services that enable providers to identify and fulfil client needs.
- Building alliances with other organizations that also are industry experts in their field.



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Find out more about UNICON here:
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