

GLOBAL INSTITUTE FOR TOMORROW

Honest Inquiry . Asia's Worldview . Ideas to Action

PROGRAMME PROSPECTUS

28th Global **Y**oung **L**eaders **P**rogramme

Creating an Impact Investment Fund in Mongolia



28th YLP: Hong Kong & Ulaanbaatar

July 23 - August 4, 2012



In partnership with



and



The point of the experience-based course (Global Young Leaders Programme) is to teach managers global awareness and the impact business can have on society — something not easily gained from inside a classroom."

— The Wall Street Journal

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Creating Mongolia's First Impact Investment Fund

Programme Background

As organisations today wrestle with the challenges associated with an unprecedented scope and speed of change **the process of developing effective leaders is paramount.**

Just as historical success models for organisations are proving inadequate in today's volatile and competitive landscape, so conventional approaches to leadership development fall short in preparing leaders to meet unexpected hurdles and shape future success.

- The Global Young Leaders Programme (YLP) is an executive learning programme aimed at developing leadership and business skills by applying these in an experiential context.
- The YLP also fulfils a social mission whereby participants design commercially viable solutions for socially responsible projects across Asia.
- Since 2004 GIFT has successfully completed 23 programmes in six countries, working on projects related to energy, healthcare, water, forestry, education, and others.

"The YLP is the place to be for all young professionals and executives who are keen to brush up on their leadership skills and business acumen in emerging countries, where the real impacts of globalisation are being felt."

— Professor Hideaki Takahasi,
Board Member at NEC Corporation
and YLP Mentor

Participating Organisations Include:



GIFT's Approach

- The rules of business are being rewritten as economic power shifts from West to East.
- Future markets and customers are not where they used to be.
- A sophisticated understanding of sustainability and meaningful appraisal of the role of business in society must be incorporated into private sector leadership.

The YLP focuses on:

- Building a broad base of knowledge and understanding of the world;
- Developing strategies for effective communication in multicultural environments;
- Cultivating a strong sense of empathy and relating that back to effective decision-making;
- Equipping leaders with new visions for success in a rapidly changing and globalised world.

The programme achieves these goals in a way that is both pragmatic and ethical, whilst being fully aware of the impacts of business on society.

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Programme Structure

The YLP is conducted over two weeks and the programme opens with **Module One**:

- Five days of classroom-based learning in Hong Kong;
- GIFT and external experts from the public, private and civil sectors facilitate highly interactive workshops, role-plays, debates and discussions;
- Participants' thinking around relevant and pressing global issues is stretched.



Thought-provoking content is designed to broaden global perspectives and offer insights into the critical challenges facing emerging business leaders in the 21st Century.

Topics in the Module One curriculum may include, but not be limited to:

- Asia's Rise and Challenges
- **The Role of Government**
- Leading Through Crises
- **Behaviour Before Brand**
- **Impacts of Globalisation**
- The Role of Business in Society
- **Impact Investing**
- The Role of Media



During **Module Two** participants spend one week in-country at the project site.

- Previous YLPs have taken place in China, India, Indonesia, Vietnam, and Cambodia.
- This component of the programme is output driven - the group works closely with a local partner that has been carefully selected by GIFT and adds value to new business concepts and models that seek to create sustainable and prosperous communities.

"During the YLP, leadership is about partnering with peers to achieve common goals, and about recognising the importance of leveraging people's strengths. The YLP highlighted that the world is an extremely diverse place, and that we should value differences as opportunities."

— **Kim Hartnett, Managing Director, FedEx Office**

- Experienced GIFT mentors provide onsite facilitation, guidance and support to participants as they adapt to unfamiliar environments.
- Through field trips, focus groups, and interactions with government, business and individual stakeholders the YLP offers unique insights into the socio-economic landscape and business opportunities within the region's dynamic emerging markets.
- The YLP culminates in a public forum at which the group presents their findings back to partners, key stakeholders, local media and government.

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About the Project

On every YLP participants will tackle a real life business challenge. The 28th YLP project is focused on the creation of a fund that seeks to channel capital into a new asset class of investments. These investments will provide tangible and measurable social returns to Mongolian society, in addition to reasonable financial returns to investors. Participants on the programme will write a plan for establishing the fund, propose criteria for evaluating investments and develop a shortlist of potential investments in-country. They may also work to secure initial interest from investors.

During Module Two participants will:

- Gain unique insights into business models relevant for emerging markets in Asia, S. America and Africa;
- Meet with small business owners, consumers, government and potential investors to gain diverse perspectives on near and mid-term prospects for Mongolia;
- Understand how to factor in contributions to society when assessing future business opportunities in the world's fastest growing economies;
- Use the intensive business planning process to refine their own style of leadership, in particular the soft skills necessary to effectively collaborate across cultures and in unfamiliar subjects.

About Mongolia

Traditionally a herding and agriculture-based economy, Mongolia's economic outlook has changed dramatically in recent years due to the discovery of unprecedented mineral deposits and accompanying foreign direct investment in the resource extraction sector.

Year-on-year GDP growth in 2011 was among the highest in the world, and GDP per capita for Mongolia's 3.1 million citizens is expected to reach US\$5,000 by the end of 2012.

Despite this growth Mongolia faces significant challenges to the well-being of its people which is visible in the lack of basic services such as water, energy and sanitation in large parts of the nation's capital Ulaanbaatar (R).

"Our economy is quite vulnerable as it depends on the export of one or two raw materials. We would like to address these issues by diversifying our economy for which we are introducing new financial and support mechanisms aimed at the non-mining sectors"

— S Batbold, Mongolian Prime Minister



An Impact Investment Fund

There is also room for improvement in the areas of food production, health, education and other basic infrastructure. Many of these needs can be met by entrepreneurs and SMEs who bring proven commercial approaches but lack access to financing. These ventures struggle because they require capital which may exceed existing micro-financing options but is below conventional investment criteria.

A new impact investment fund that values the social *and* financial benefits of such investments will be well positioned to support the growth of these enterprises.

Programme partners

GIFT is pleased to be working closely with **Frontier Securities** and **TenGer Financial Group** for this YLP.

- Established by Masa Igata in 2007, **Frontier** is one of the leading local Mongolian securities firms with brokerage, dealing and underwriting licenses regulated by the Financial Regulatory Commission.
- Founded in 1999 as one of the first non-bank financial organisations in the country, **TenGer** is a regional family of companies, which includes XacBank, XacLeasing, XacSecurity, TenGer Solutions and TenGer Insurance, all built to provide fair access to broad financial services to the Mongolian people.

Nominations and Benefits

The YLP is designed to build on the strengths of your organisation's current and future leadership.

YLP participants are:

- Typically selected from high potential pools in their companies, usually at Director level and above;
- Dynamic individuals poised for fast track career progression;
- At the stage in their careers where a more informed global outlook combined with the necessary soft skills development is vital for their success;
- Highly accomplished in their current roles but a much broader base of knowledge is now required – this knowledge is gained through action learning and the experience of working on real-world business challenges within a multicultural, multidisciplinary team setting;
- Seeking to complement formal business training with experiential immersion learning;
- Demonstrating strong leadership abilities and now need more international exposure.

It is important that nominations be commensurate with programme expectations and demands. The team at GIFT is happy to assist you in selecting the best candidates for the programme.

Benefits	Participant Testimonials
<ul style="list-style-type: none"> ✓ Gaining a solid appreciation for the complexity and non-theoretical aspects of making effective business decisions ✓ Understanding the importance of a broad knowledge base for effective leadership and decision-making 	<p><i>"I have learned that there are many more factors and considerations in a business decision process, it is not only about revenue, costs and profits. I have learned to be more open-minded and aware of my surroundings, trends and emerging ideas."</i></p> <p>Lei Jing, Deputy CIO, AIA China</p>
<ul style="list-style-type: none"> ✓ Real world learning beyond textbooks, theories and case studies ✓ Promoting broad knowledge of the world and the ability to leverage diverse perspectives 	<p><i>"The course has been very pleasing in that it is different from a typical generic training session and challenges participants to think about issues of importance from a different perspective."</i></p> <p>Sumit Sharma, SVP, Talent Management, DBS Singapore</p>
<ul style="list-style-type: none"> ✓ Personal awareness of the practical skills required in managing diverse teams and being effective in unfamiliar situations 	<p><i>"I know what a good leader looks like, but it is another story when you are a leader in a real life situation. I learned how to strike a balance between control and delegation and how to divide energy among all team members."</i></p> <p>Vivian Zhou, Asst. to Division Chief, Shanghai Municipal Foreign Affairs Office</p>
<ul style="list-style-type: none"> ✓ Cultivating empathy in decision-making and relating that back to the realities of successfully running an organisation 	<p><i>"I do not believe leadership is about leading with a loud voice. I want to develop my own leadership by putting emphasis on empathy."</i></p> <p>Fumihiko Sato, Senior Vice President, ORIX Corporation</p>
<ul style="list-style-type: none"> ✓ Promoting a genuine appreciation of views different from one's own ✓ Achieving effective problem-solving beyond conventional strategies 	<p><i>"The programme is more than just learning about knowledge and skills. I learned not only about project management but also about cooperation with people and working together as a team to generate results much larger than any single person could do."</i></p> <p>Linda Zhang, Market Support Manager, Porsche Motors China</p>

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Why GIFT?

- **Strong track record:** GIFT has successfully completed 23 programmes in six countries and counting...
- **Proven methodology:** The YLP is currently being written-up by Ashridge Business School as an "Innovation in Leadership Development" for the **RIO+20** United Nations Conference on Sustainable Development.
- **Growing number of participants:** Join 500+ emerging leaders from over 30 organisations who have experienced the benefits of the YLP.



Programme Information

Enrolment: Spaces on the YLP are limited - GIFT recommends enrolling early to secure a place.

Location: Module One will take place in Hong Kong and Module Two will be spent in and around the Mongolian capital Ulaanbaatar.

Duration: The YLP is two weeks in duration.

- Module One is five days in length, from July 23-27.

- Module Two is eight days in length, from July 28 through August 4.

Participants should arrive in Hong Kong no later than July 22, and can expect to return to their country of origin no later than August 5.

Fee: US\$12,500 per participant

The YLP fee includes programmes facilitation, course materials, all accommodation, travel to/from Mongolia, and most meals.

Travel to/from Hong Kong from country of origin is not included.

Language: The YLP is conducted in English. A strong functional language ability is required but fluency is not a prerequisite.

Questions: For more information on the upcoming YLP in Mongolia contact the GIFT programmes team on +852 3571 8134, or email enquiry@global-inst.com

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About GIFT

The Global Institute is an independent think *and do* tank dedicated to advancing an understanding of the impacts of globalisation through analysis, debate, dialogue and learning.

Our objectives:

- Linking business, public policy and civil society issues to foster constructive dialogue and address globalisation related challenges in Asia;
- Tackling critical leadership needs of future decision makers through unique action learning programmes that offer practical and commercially viable solutions to meet development requirements;
- Channeling management expertise and capital to implement projects designed to benefit the environment and create prosperous communities.

"In the experience GIFT helped arrange for us we were confronted with real societal problems, such as the ageing population and environmental concerns, and were compelled to think differently about our ability to have an impact on these key issues."

— Ian Turner, Executive Director, Duke Corporate Education

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