Using Strategy Maps to Achieve Organizational & Personal Goals:

Strategies for a Successful Career & Life

Prof. Peter Fong

What is Strategy?

- Greek origin: Strategia (the art of war).
- It is the skill in management or planning.
- It is the means of reaching the focal objective.
- It is the direction and scope of an organization over the long term.
- It matches resources to the changing environment, and its markets, customers or clients so as to meet stakeholder expectations.

Strategy is about knowing :

- Where you are now,
- Where you are going, &
- How to get there.

Strategy implementation is about ensuring that you get there.

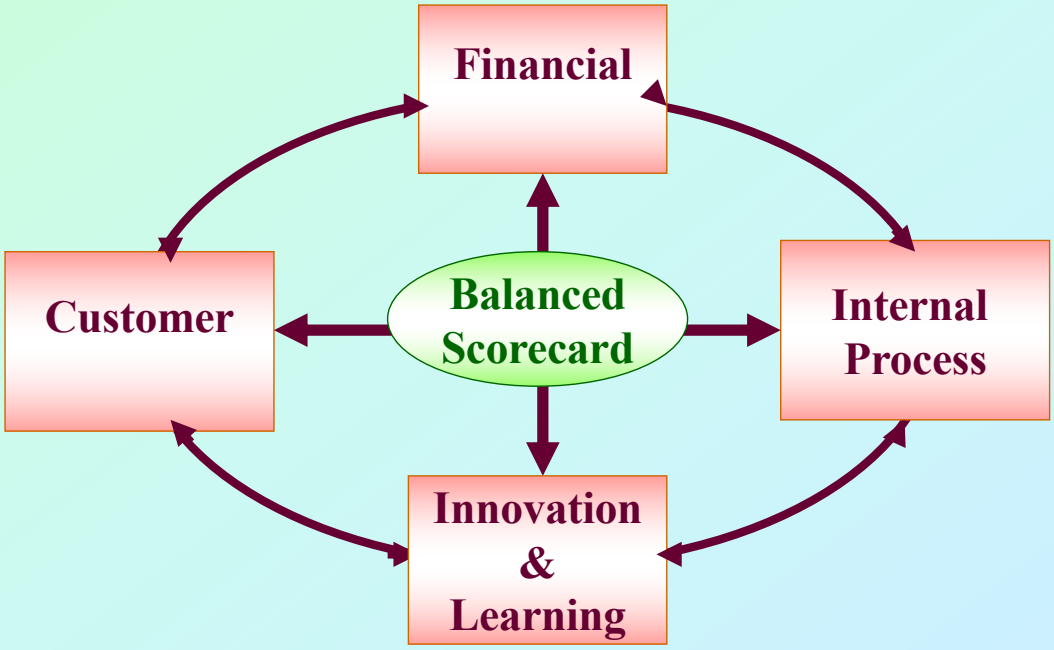
Balanced Scorecard

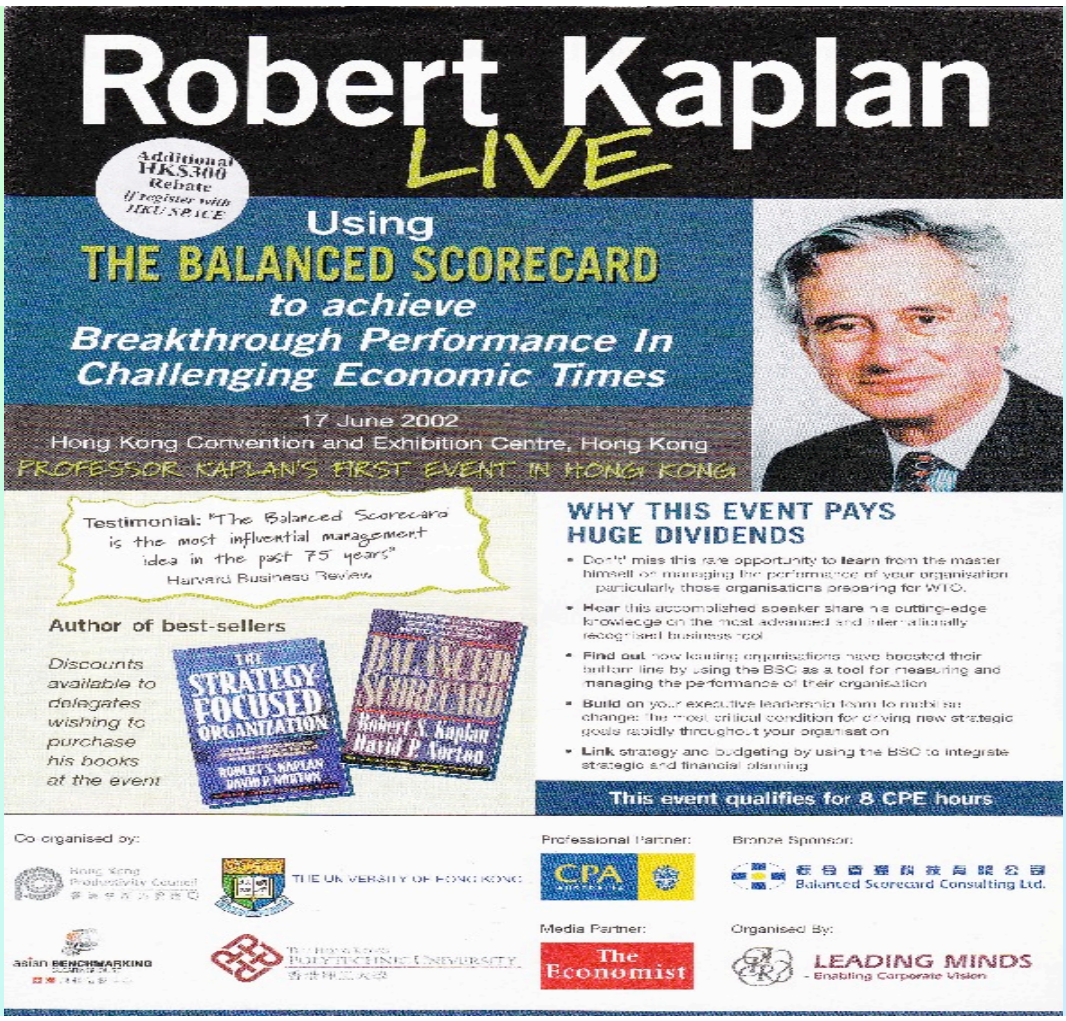
- **Balanced scorecard**
  a combination of performance measures directed toward the company's long- and short-term goals and used as the basis for awarding incentive pay.

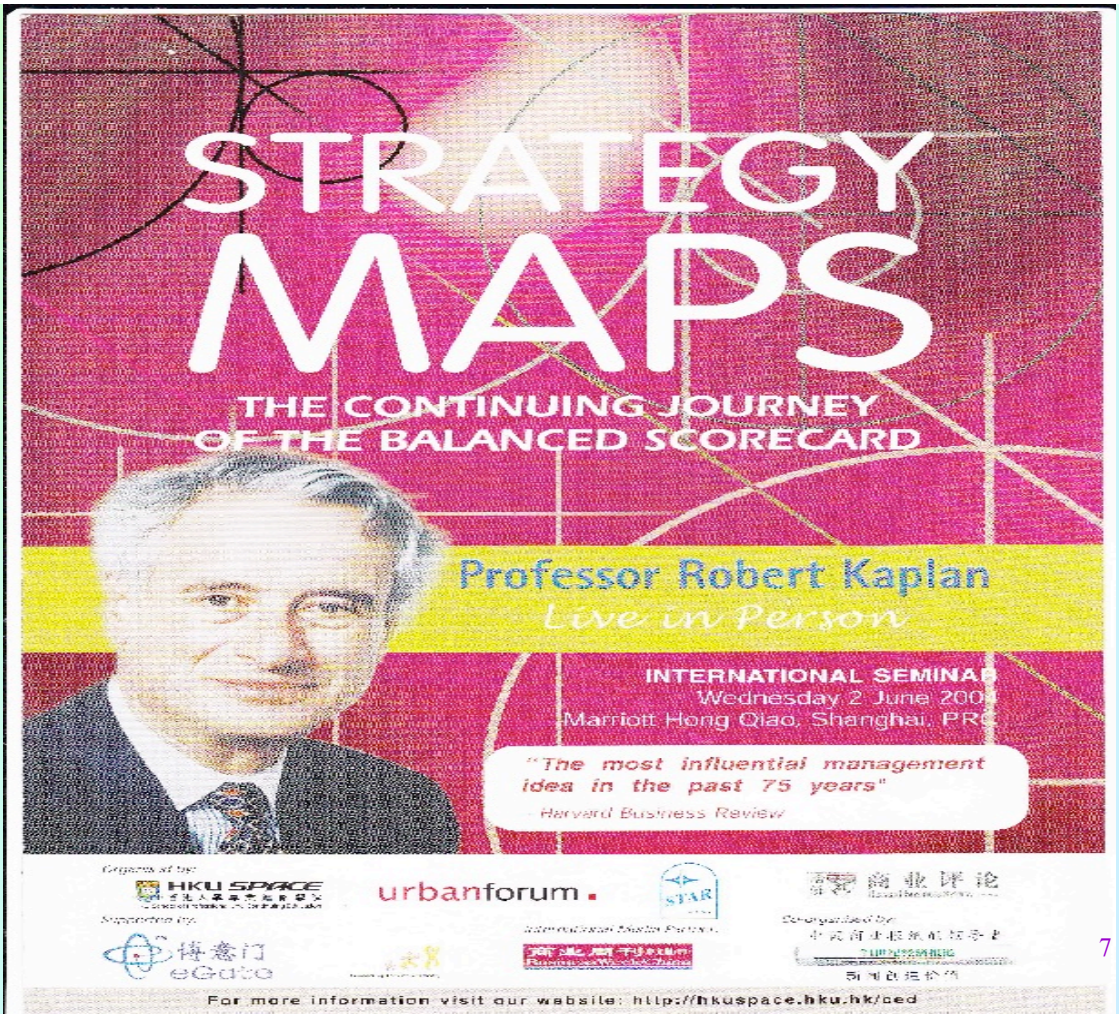
- The four categories of a balanced scorecard include:
  - –financial
  - –customer
  - –internal
  - –learning and growth

Balanced Scorecard – What?

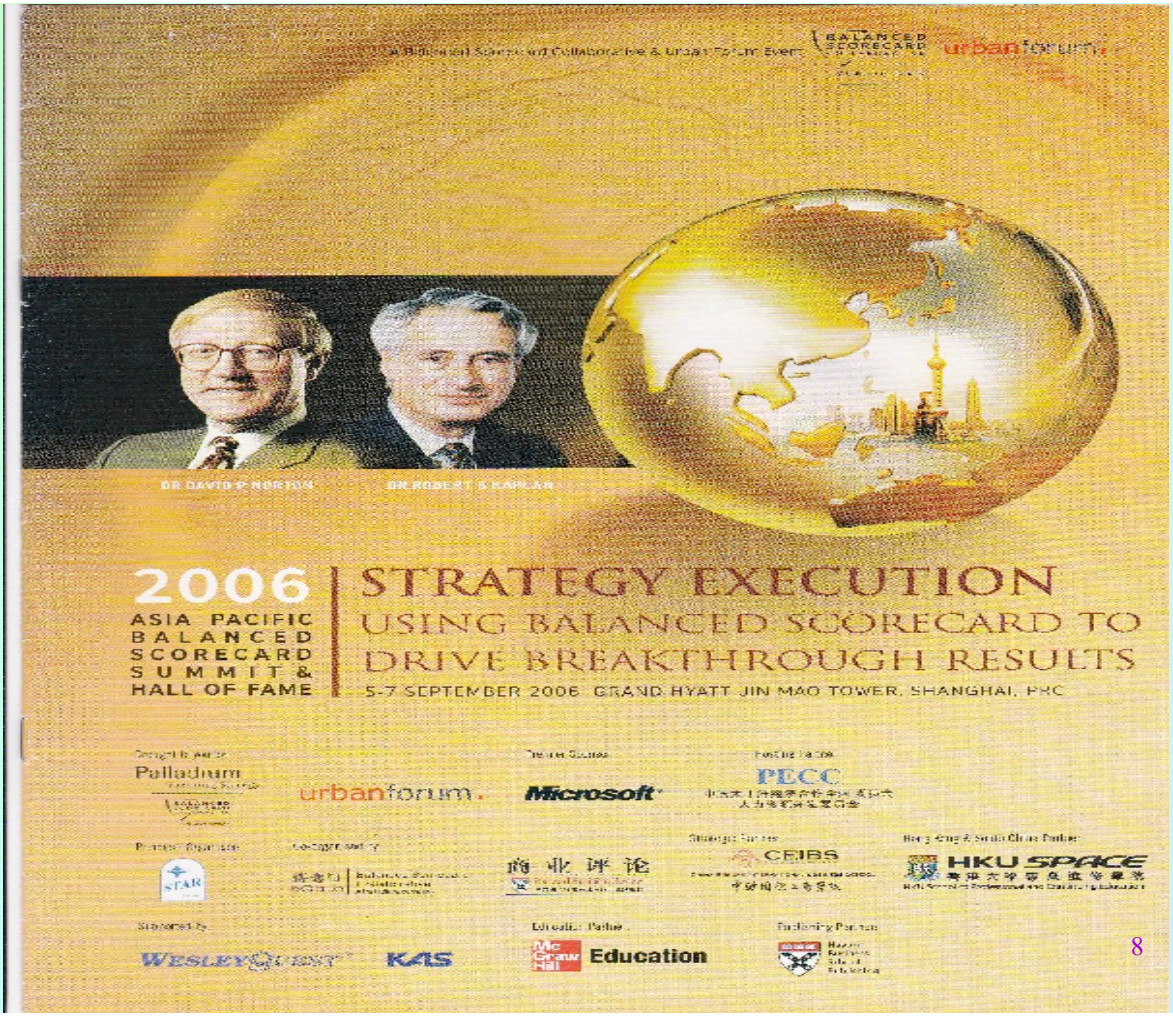
The 4 perspectives






STRATEGY
MAPS
THE CONTINUING JOURNEY
OF THE BALANCED SCORECARD
Professor Robert Kaplan
Live in Person
INTERNATIONAL SEMINAR
Wednesday 2 June 200
Marriott Hong Qiao, Shanghai, PR
"The most influential management idea in the past 75 years"
Harvard Business Review
HKU SPACE
urbanforum.
商业评论
For more information visit our website: http://hkuspace.hku.hk/ced

7


BALANCED SCORECARD
urbanforum.
DR DAVID P NORTON
DR ROBERT S KAPLAN
2006
ASIA PACIFIC
BALANCED
SCORECARD
SUMMIT &
HALL OF FAME
STRATEGY EXECUTION
USING BALANCED SCORECARD TO
DRIVE BREAKTHROUGH RESULTS
5-7 SEPTEMBER 2006 GRAND HYATT JIN MAO TOWER, SHANGHAI, PRC
Palladium
urbanforum.
Microsoft
PECC
商业评论
CEIBS
HKU SPACE
WESLEYQUEST
KAS
Education

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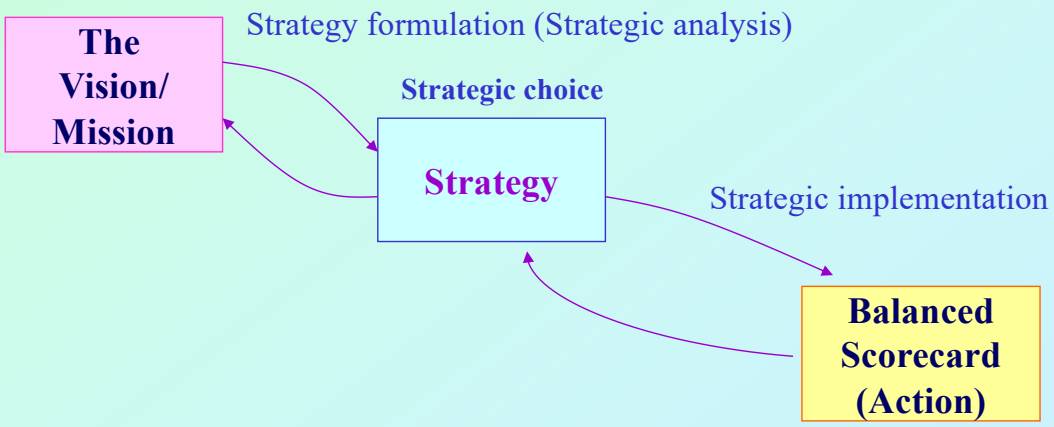


The Balanced Scorecard Development

The Balanced Scorecard - Measures that drive Performance	1992
Putting the Balanced Scorecard to work	1993
Devising a Balanced Scorecard Matched to Business Strategy	1994
Using the Balanced Scorecard to Translate Strategy into Action	1996 (a)
The Strategy Focused Organization	2001
Strategy Maps	2004
Alignment	2006
The Execution Premium	2008

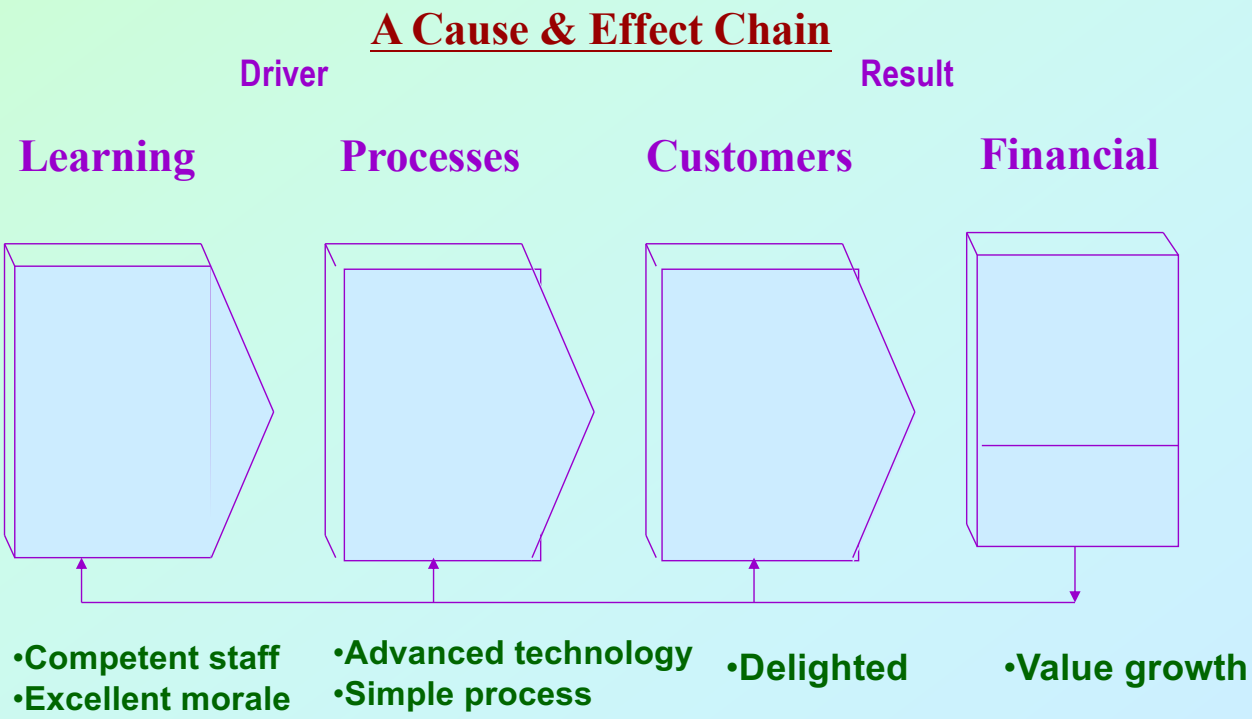
Putting the Balance Scorecard to work

(Kaplan and Norton)



- **Translating Vision/Mission into strategic objectives in 4 perspectives.**

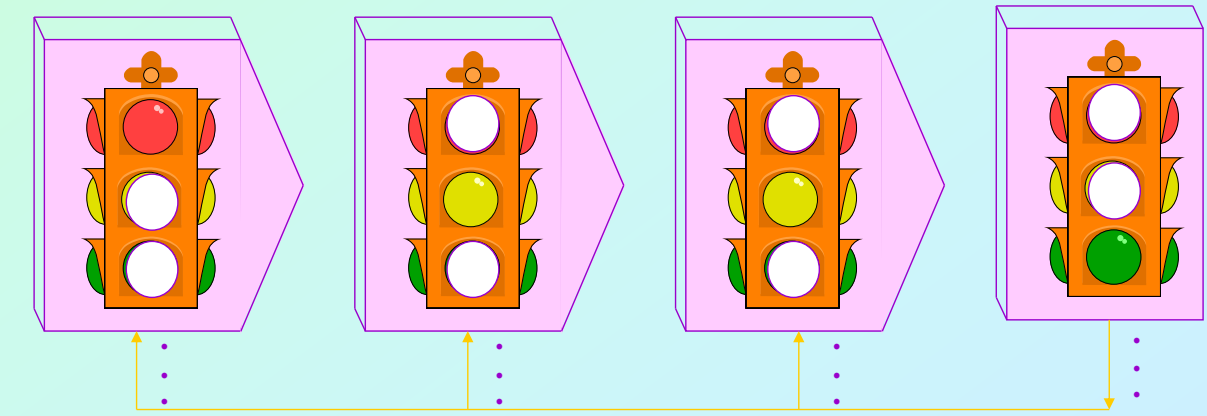
Balanced Scorecard



Balanced Scorecard

Top Level Cockpit View of an organization (KRA)

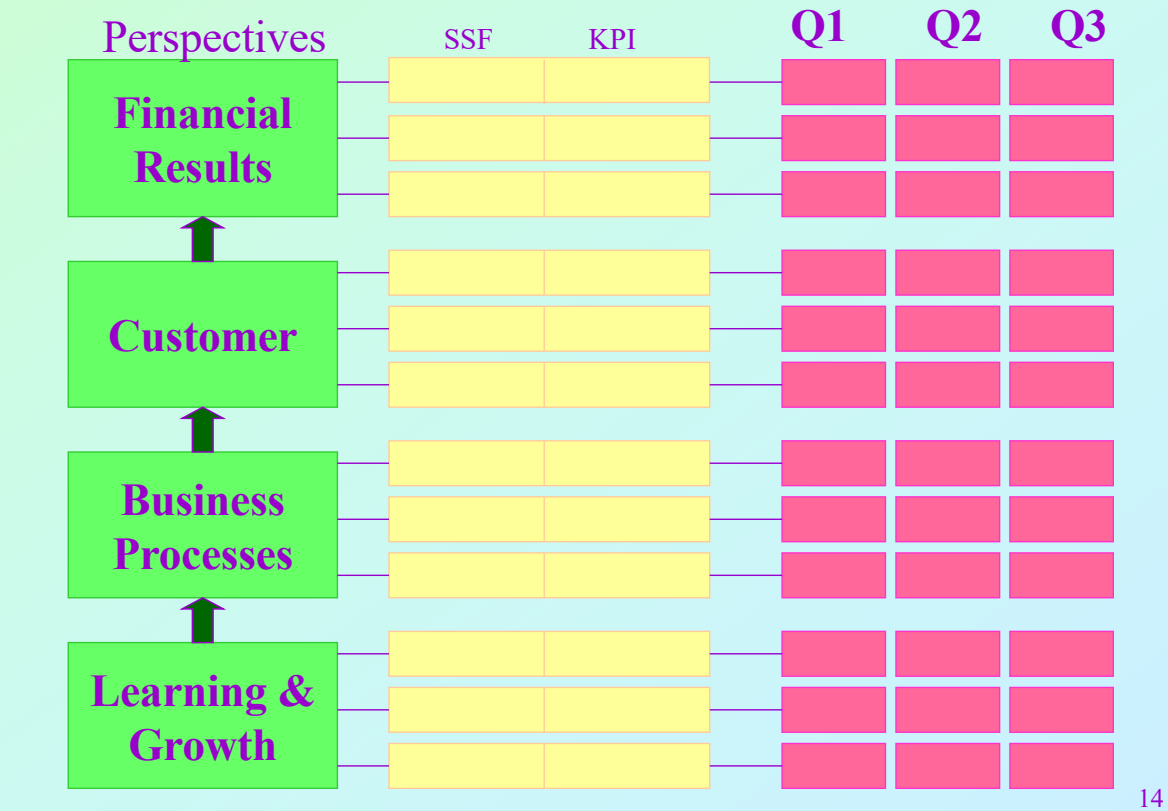
Learning Process customers Financial



Leading indicators Lagging indicators

Balanced Scorecard

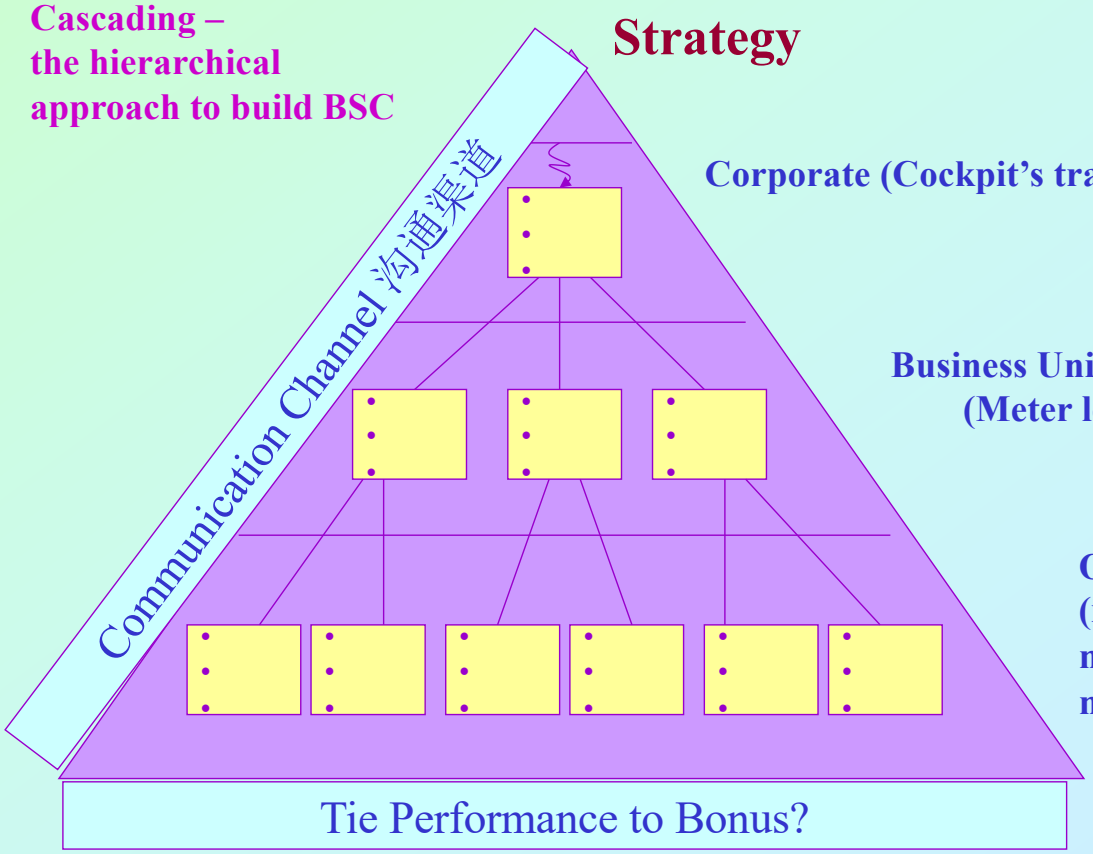
Detailed ‘ Traffic Light’ View



Green meets expectations Yellow needs attention Red requires action

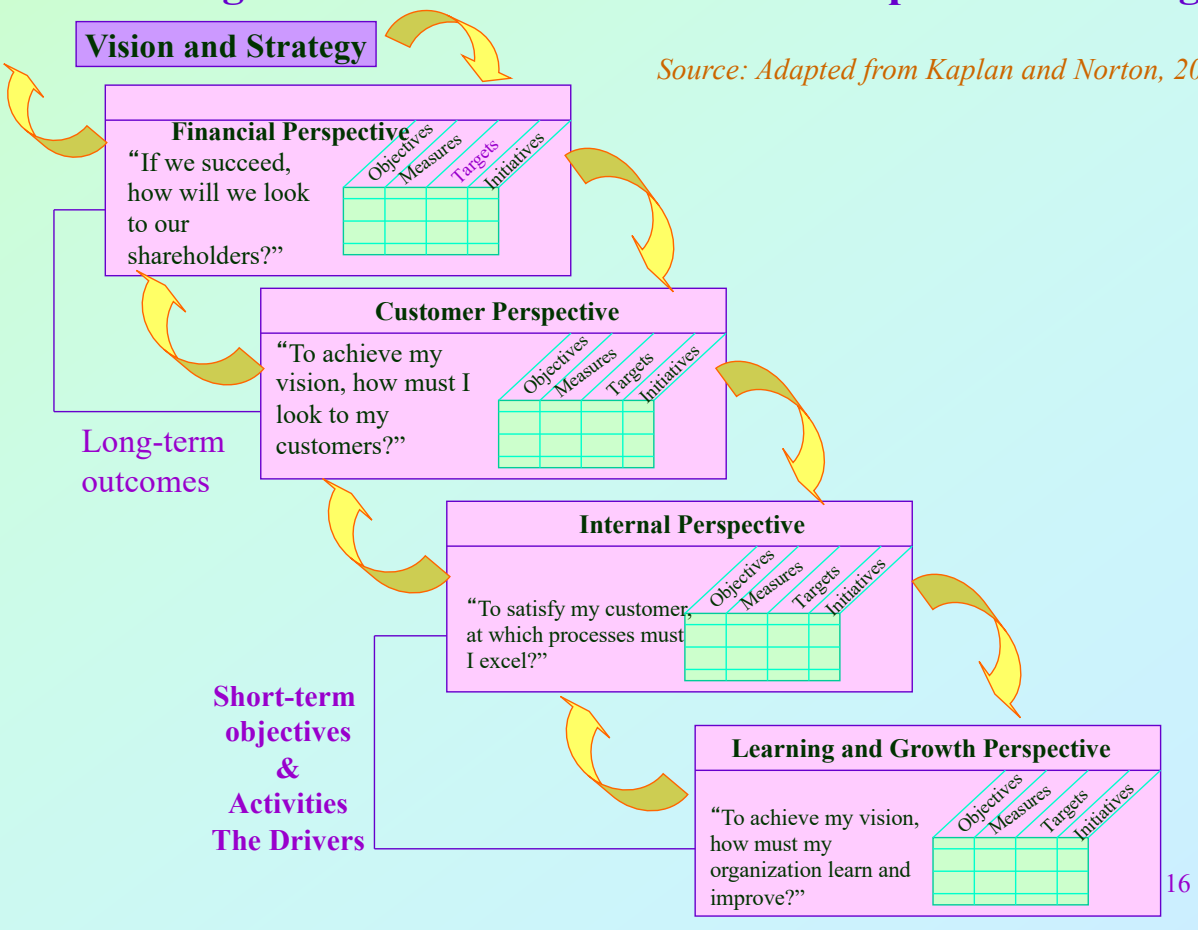
Balanced Scorecard

Cascading – the hierarchical approach to build BSC



Defining the Cause-and-Effect Relationships of the Strategy

Source: Adapted from Kaplan and Norton, 2001



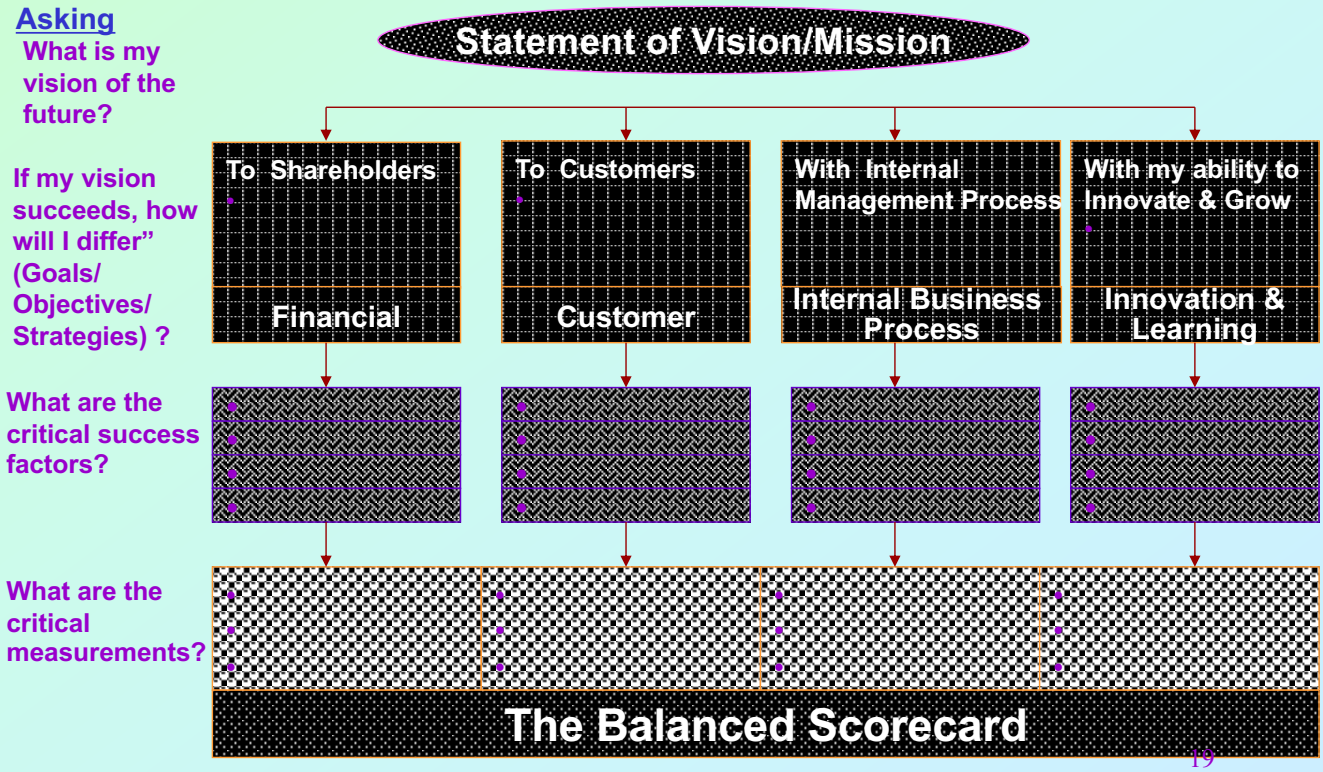
Balanced Scorecard : Summary

- It links up vision/mission, strategy (corporate, business and operation) to cause and effect measures.
- It involves senior (and middle) managers who have the most complete picture of the company's vision and priorities (KPIs)
- It can be used as a framework and tool for performance and reward management system.

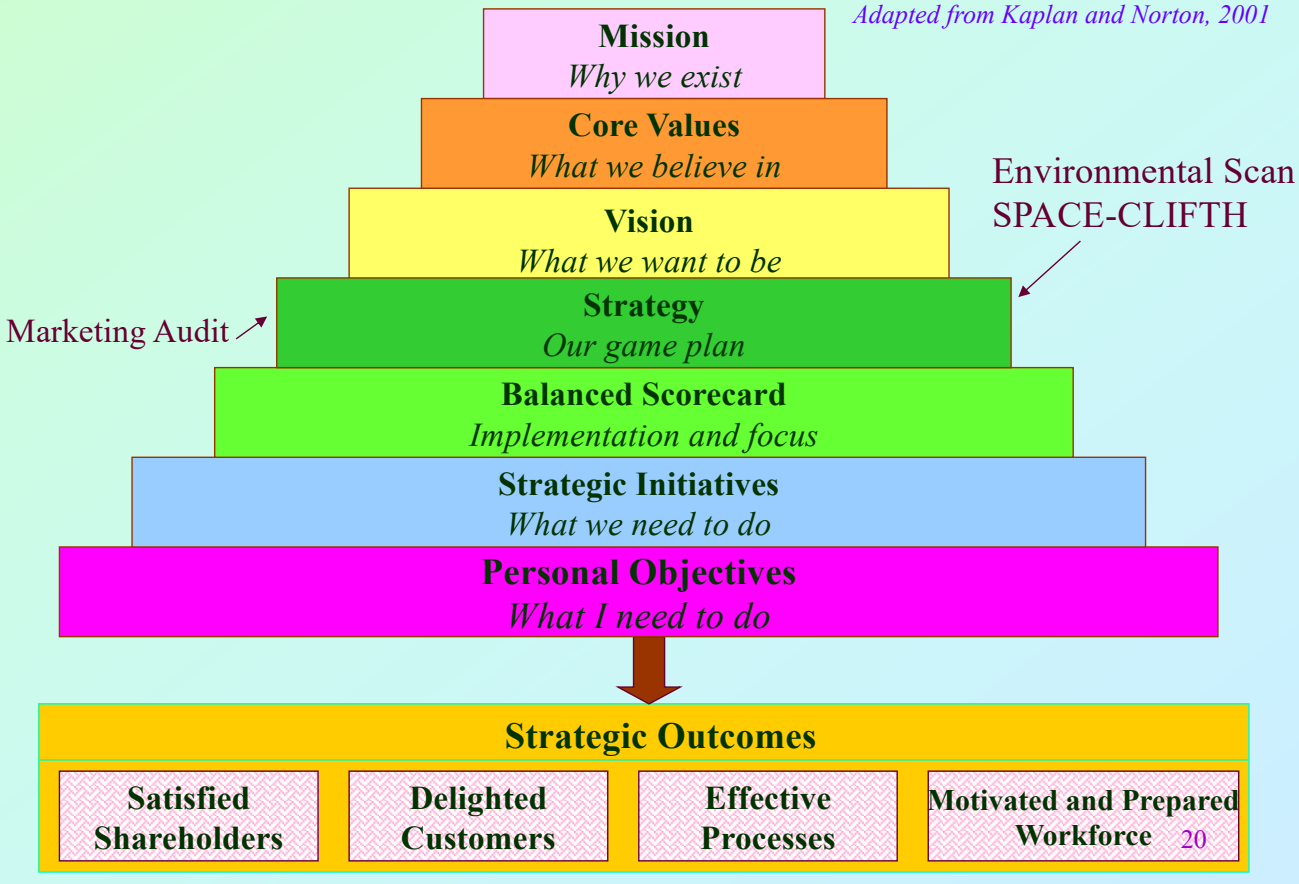
Balanced Scorecard: Summary

- A vehicle for communicating the vision (top-down).
- A tool for adding "structure" to the Strategy Review meeting
- A tool for translating strategy into action
  - Provides clarity throughout the organization
  - Provides focus and prioritization
  - Enables all employees to understand their contribution

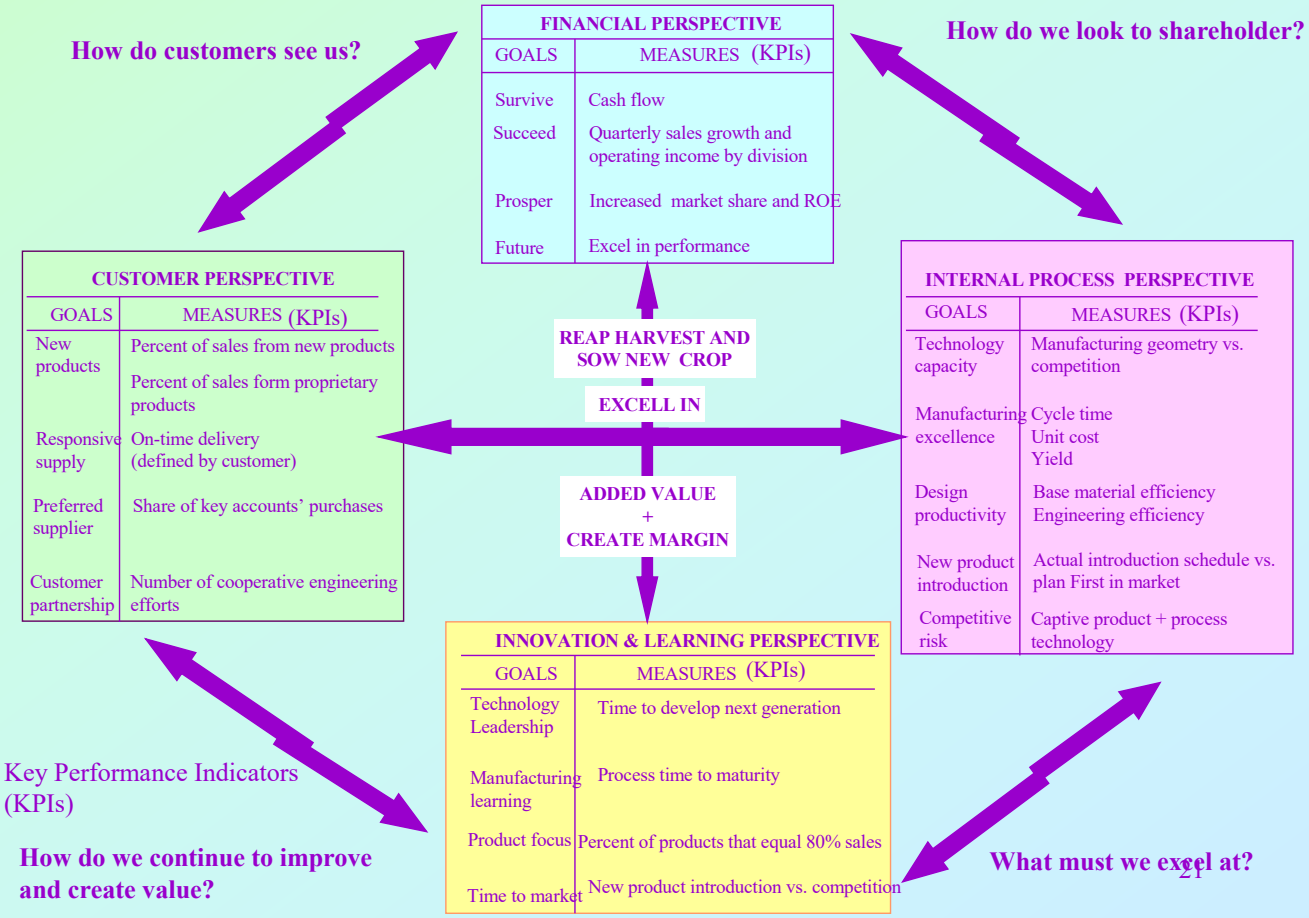
Linking Measures to Strategy



Translating Mission into Desired Outcomes



The Balanced Scorecard Links Performance Measures



BGX HK Balanced Scorecard : Table View

Scorecard	Strategic Success Factor (S.S.F)	Performance Measures (KPIs)	Target 2018 2019 2020
Financial	•Shareholder Satisfaction •Profit Performance •Market Position •Cash flow •NOC	•RONA % •IFO % •Share % (OEM) •HK $Mil •Inv Turns	
Customer	•Number of quality complaints •Brand index •Relative Performance ICSL •Customer Satisfaction •Sales of New Products	•% of complaints/deliveries •Mkt share Val/Vol % •% Perfect Deliveries of Request •Survey: Rank Position on Services •% Sales To New Products	
Process	•Commercial Responsiveness •Product Mix •PCP (Product Creation Process) Hit Rate •Order Fulfillment Cycle Time •Manufacturing Yield •Implement ERP and BSC	•% Enquires > Target •% Products with IFO > 10% •% New Product Releases on Time •X Days •Material Lost % •Days per milestones	
Learning & Innovation	•Manufacturing Excellence •Purchasing Skills •Leader/Coaching Skills •Quality Improvement Teams (QIT)	•Performance to Plan i.e. NPD •Progress in Level 1 training •Maturity Assessment •% Managers Attending Course •QIT (Teams) registered pa	

The Widely Used Performance Measures

- Net profit
- Customer satisfaction
- Return on assets (ROA)
- Total sales
- Net Cash flow
- Profit growth
- Market Share
- Quality Improvement
- Price/Earnings ratio
- Asset size
- Asset growth
- Return on equity (ROE)
- Market share growth
- Shareholder rate of return
- Earnings per share (EPS)
- Increase in share price

Examples of Organizations Using Balanced Scorecard

***Companies use BSC*:**

- Mobil
- Siemens
- IBM
- Hilton
- UPS
- McDonalds
- Brisbane City Council
- City of Charlotte
- Canadian Police
- Port of Spain
- Boston Lyric Opera
- U.S. Army

Examples of Organizations Using Balanced Scorecard

Asia:

- Centrepoint Properties (Singapore)
- SOHO Group (Indonesia)
- Singapore Prison Service Department
- Tata Motors (India)
- Infosys Technologies (India)
- LG Philips LCD (Korea)

Examples of Organizations Using Balanced Scorecard

Hong Kong:

- MTRC
- Hong Kong Housing Society
- HSBC
- Modern Terminals
- HKPC
- HWL

Application of BSC:
City University of Macau (AIOU)

Staff learning & growth

- Hire high quality academic staff
- Conduct training for all teaching & administrative staff

Internal process

- Establish new organisation structure
- Publish dissertation guide for all professors & students
- Obtain ISO 9000 certification

***Customer**

- Provide free lectures for partner institutions & MBA students
- Develop new Doctoral programme for graduates

Financial

- Increase revenue from additional partners & students

What is strategy map?

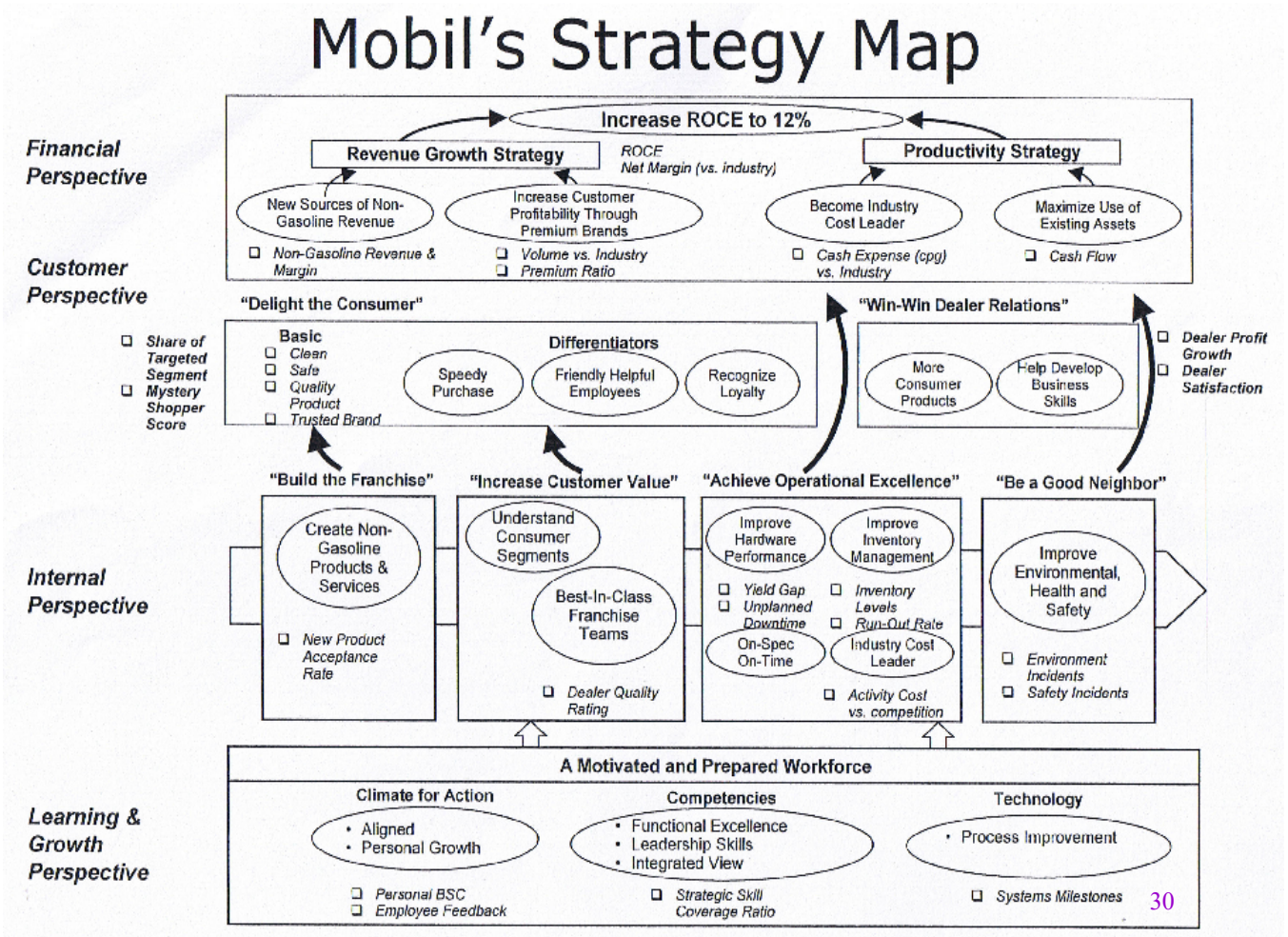
The road map by using Balanced Scorecard to achieve corporate strategic goals

Strategy Map

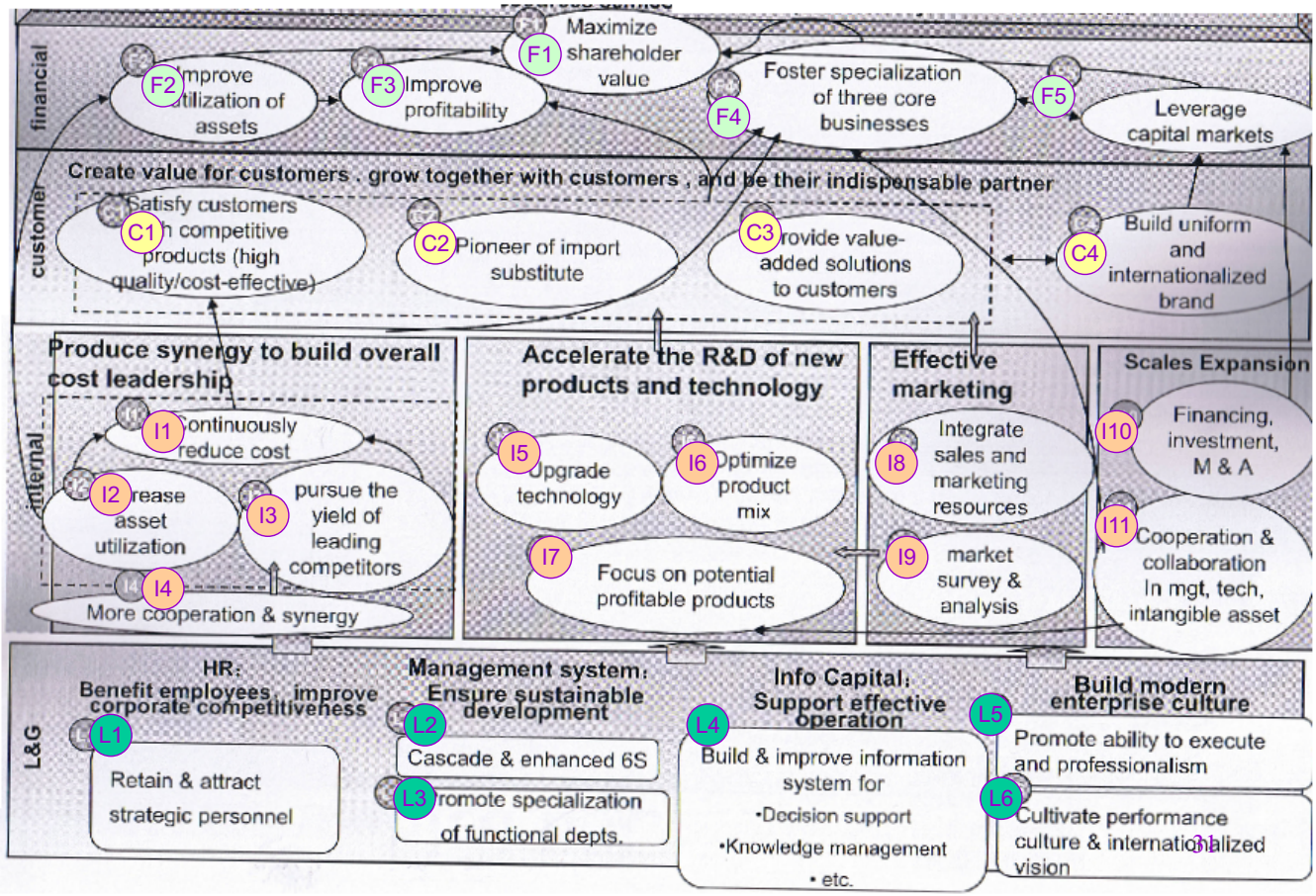
Source: Kaplan & Norton, 2004



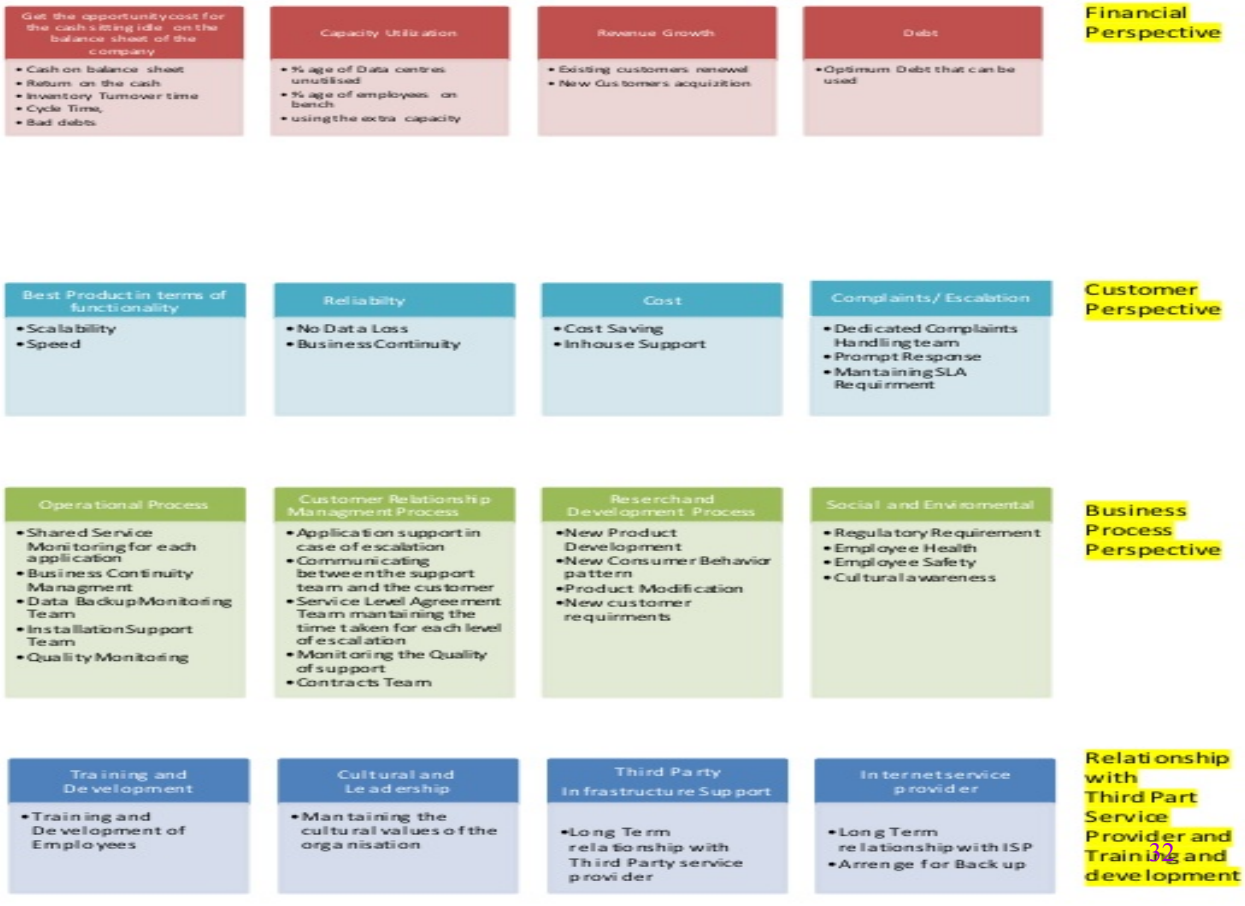
Mobil's Strategy Map



华潤微电子 - 战略地图 CRM Strategy Map

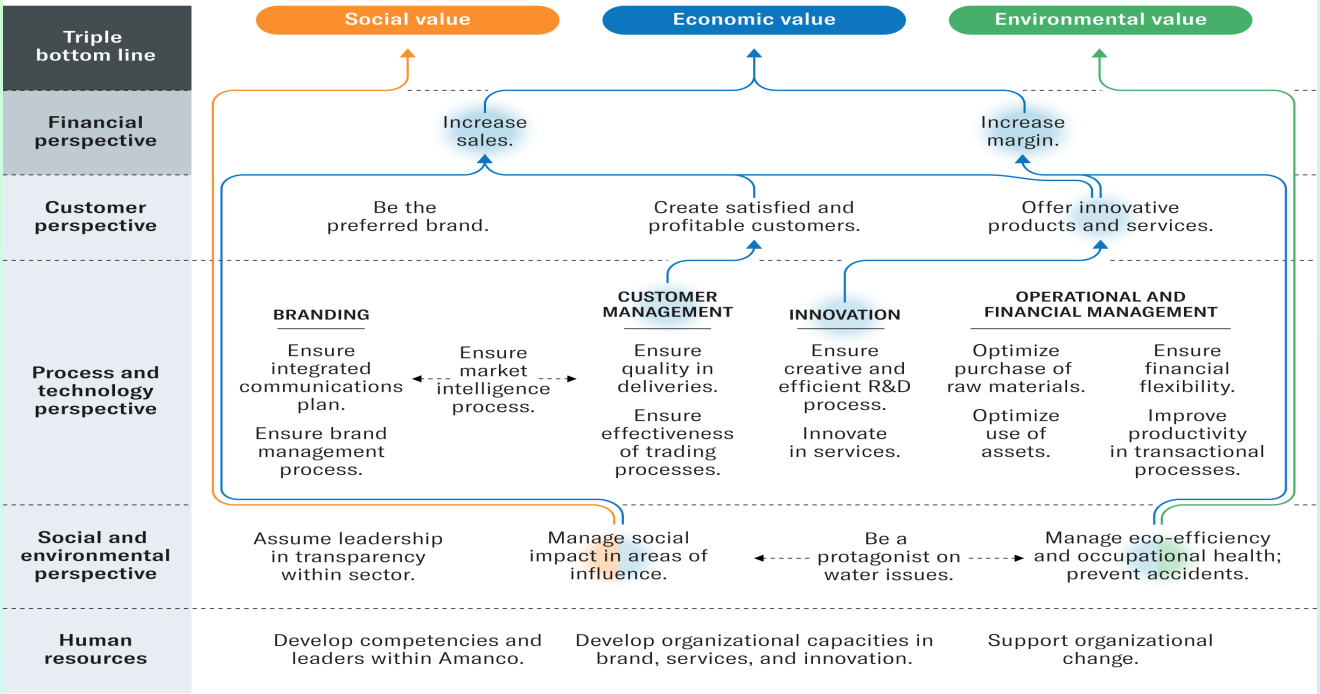


Strategy Map for Cloud Based Business (Example Amazon Web Services)



Amanco's Triple Bottom Line Strategy Map

The financial perspective (traditionally the final value output) now has a triple bottom line perspective superimposed on top of it. This new perspective highlights the organizational processes required to drive social and environmental objectives as well as economic value. The causal linkages shown below illustrate some of the connections between strategy map objectives.

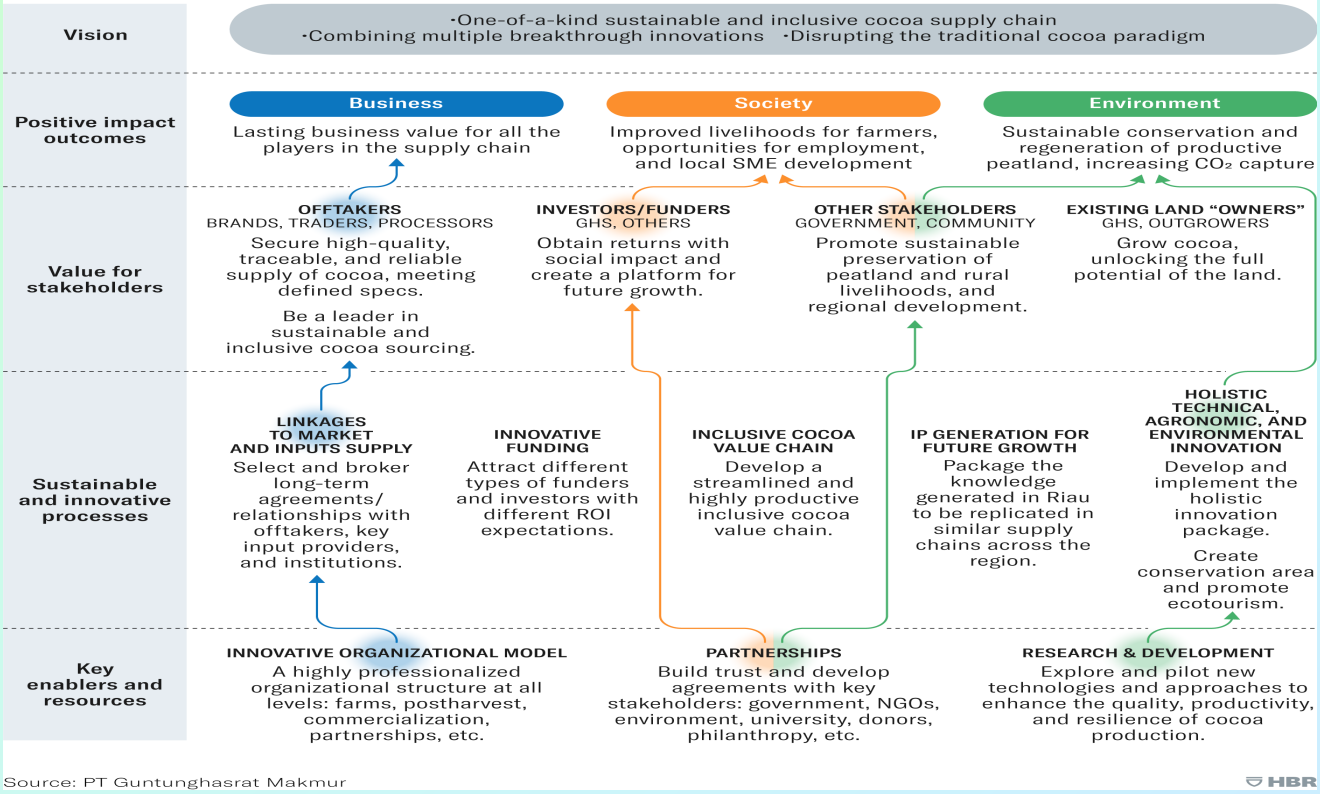


Source: "Amanco: Developing the Sustainability Scorecard," by Robert S. Kaplan and Ricardo Reisen de Pinho, January 2007 HBR

Robert S. Kaplan and David McMillan, *Reimagining the Balanced Scorecard for the ESG Era,* HBR, 3. 2. 2021.

Riau Cocoa Ecosystem Strategy Map

This strategy map portrays how stakeholders across the new cocoa production ecosystem envisioned by PT Guntunghasrat Makmur (GHS) would work collaboratively to create measurable value for businesses, the environment, and society. The causal linkages shown below illustrate some of the connections between strategy map objectives.



Source: PT Guntunghasrat Makmur HBR

Robert S. Kaplan and David McMillan, *Reimagining the Balanced Scorecard for the ESG Era,* HBR, 3. 2. 2021.

Case Study 1

Mass Transit Railway Corporation (MTRC): Balanced Scorecard and Strategy Map

MTRC's – Strategies and Measures

Efficiency

Strategies: - Competent staff; efficient organization; optimize manpower; entrepreneurial mindset

Measures: -Training ratio; efficiency index; direct job cost ratio

Process

Strategies: - Reliable system; fast recovery to minimize impact

- Service meets demand forecast; research & apply best practices; railway extension planning

Measures: Response & recovery; planning achievement; best practices

MTRC's - Balanced Scorecard - Strategies

Customer

Strategies: - Improve customer service; enhance value-added customer service

- Accessibility; foster relationship with community, political parties & academics

Measures: Service quality; customer complaint

Safety

Strategies: - Continuous improvement on safety performance; comply to law; involve in legislation consultation; security

Measures: Staff safety; passengers safety; risk index

MTRC's - Balanced Scorecard - Strategies

Financial

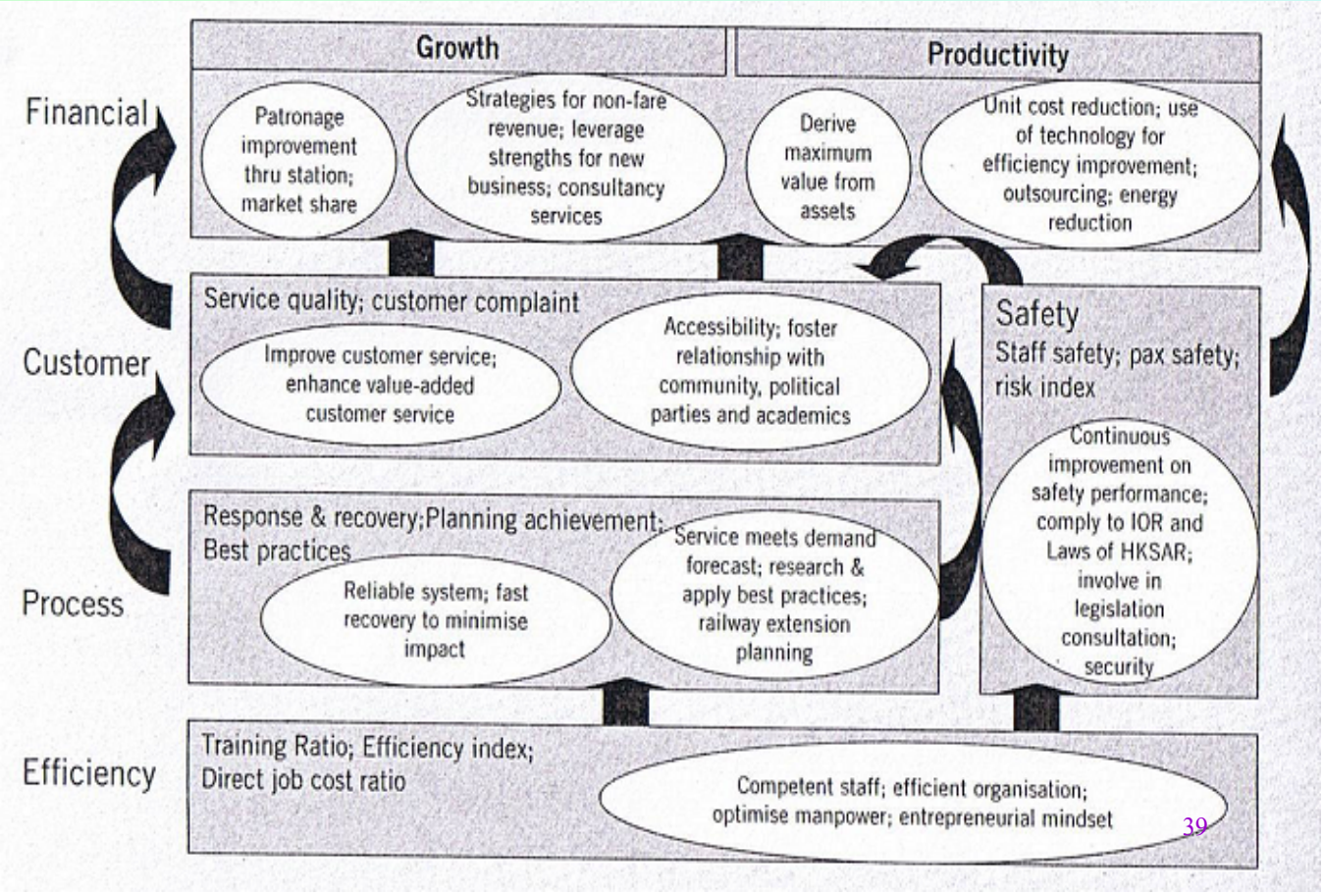
Growth strategies:

- **Patronage increase through station improvement; market share**
- **Increase non-fare revenue; leverage strengths for new business; consultancy services**

Productivity strategies:

- **Derive maximum value from assets**
- **Unit cost reduction; use of technology for efficiency improvement; outsourcing; energy reduction**

MTRC's Strategy Map



Case Study 2

How Hutchison Whampoa Ltd. (HWL) Group Developed its Balanced Scorecard & Strategy Maps

Group Information Services Department (GISD)

- Kick off meetings
- Videos 'GISD Managers talk about GISD Strategy Implementation Plan and Measurements' in GISD portal and LCD screen







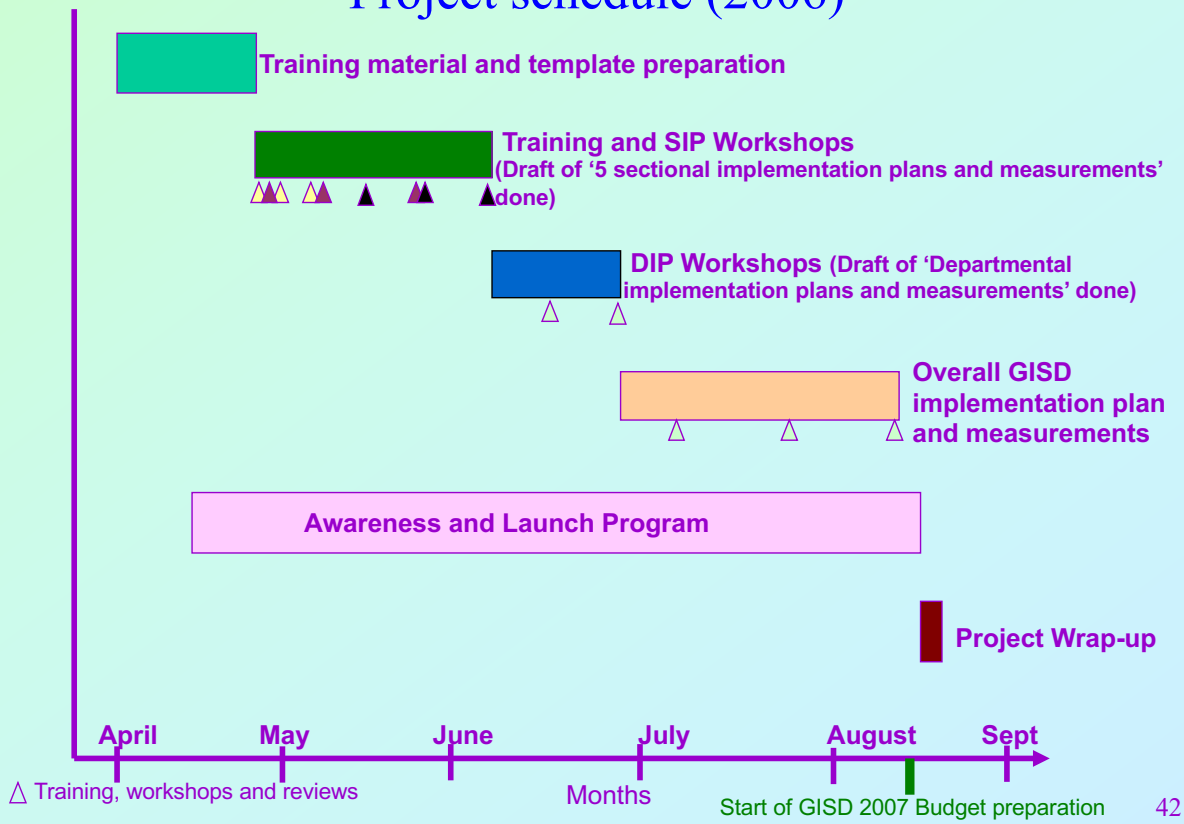




❖ Project launch and awareness programme

Building a BSC & Strategy Map

– Project schedule (2006)



Building a BSC - Workshop Agenda

Time (pm)	Task	By	Duration (Mins)
2:00	Report 1: Report the strategic issues and SWOT analysis discussed in SIP workshop	HKU	20
2:20	Ex 1: To discuss the departmental level strategic issues	HG	40
3:00	Report 2: Report the methodologies for identifying departmental measures	HKU	45
3:30	Break		5
3:35	Ex 2: To discuss the approaches for formulating departmental measures and layout the principle(s) for defining the formulas (and amend new departmental measures if any)	HKU	40
4:30	Ex 3: To Review the relevancy of the Departmental Initiatives (and amend new departmental initiatives if any)	HG	30
5:00	Report 3: Report the sectional strategies and the measures and show how to evolve them to form the Departmental Strategy Map	HKU	30
5:30	Wrap Up	HKU	10

Mission

To provide the IT foundations to enable our HWL group of companies to grow quickly and effectively

Vision

GISD is the "one stop shop" providing high-value, reliable and excellent knowledge, direction and shared IT services for the HWL group's global business.

Strategy

Leadership & Inspiration

- Lead and inspire others to excel
- Selectively drive IT governance across our business
- Treat staff & customers as we want to be treated

Achievement & Excellence

- Achieve product excellence, service quality and process efficiency
- Strive for consistency, reusability, reliability, excellence and simplicity

Service & Synergy

- Drive inter-sector synergies & economies of scale
- Provide & grow high quality shared services

Empowerment & Innovation

- Innovation & creativity in use of technology while achieving meaningful ROI
- Empower, support and develop management and staff

Return & Value

- Generate business value in everything

Departmental Strategy

Leadership & Inspiration

- *Lead and inspire others to excel*
- *Selectively drive IT governance across our business*
- *Treat staff & customers as we want to be treated*

Achievement & Excellence

- *Achieve product excellence, service quality and process efficiency*
- *Strive for consistency, reusability, reliability, excellence and simplicity*

Service & Synergy

- *Drive inter-sector synergies & economies of scale*
- *Provide & grow high quality shared services*

Empowerment & Innovation

- *Innovation and creativity in use of technology while achieving meaningful ROI*
- *Empower, support and develop management and staff*

Return & Value

- *Generate business value in everything*

Section 1 ()

1. Selectively driving IT governance across HWL businesses
2. Drive common group IT strategies across HWL businesses
3. Exploration of Group IT Foundation Initiatives

Departmental Strategy

Leadership & Inspiration

- Lead and inspire others to excel
- Selectively drive IT governance across our business
- Treat staff & customers as we want to be treated

Achievement & Excellence

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- Innovation and creativity in use of technology while achieving meaningful ROI
- Empower, support and develop management and staff

Return & Value

- Generate business value in everything

Section 2 ()

1. To achieve synergies and economy of scale through promoting better adoption of shared contracts
2. To improve group communication and information sharing
3. To develop effective financial procedures and standards on IT Financial Management for GISD and across the group

Strategy – ALL together

Section 2

1. To achieve synergies and economy of scale through promoting better adoption of shared contracts
2. To improve group communication and information sharing
3. To develop effective financial procedures and standards on IT Financial Management for GISD and across the group

Section 1

1. Selectively driving IT governance across HWL businesses
2. Drive common group IT strategies across HWL businesses
3. Exploration of Group IT Foundation Initiatives

Section 3

1. To promote GISD as customer focused
2. To improve overall GISD service level through world class monitoring, management and reporting
3. Driving everyone in GISD to be customer focused

Section 5

1. Improve and expand group shared service through service quality, value for money and corporate policy understanding
2. Improve operational efficiency and performance through excellence in system management

Section 4

1. To provide adaptive infrastructure foundations to enable our HWL group of companies to grow quickly and effectively
2. To enhance customer satisfaction of HIL users through providing cost-effective infrastructure and desktop services

Departmental Measures

IT Value and Governance perspective

1. % of IT budget for new initiatives
2. % of initiatives aligned with group IT strategies
3. Benefits realization from key IT investments in HWL group companies
4. Benefits from adoption of group contracts in HWL group companies
5. Compliance rate to Group IT Policy/Standard
6. Delivery cost neutral

Customer perspective

1. % of services having a documented customer relationship management plan
2. Customer satisfaction level
3. Increase number of services
4. Existence of an IT steering committee with business participation
5. % of HWL group companies using the group shared services
6. % of applications and services meeting SLAs



Internal Process perspective

1. % of initiatives suggested by customer considered and responded
2. First response time to customer
3. Reduction in number of problems reported
4. Reduction of rework rate
5. % of vendors with SLAs in place
6. % of budget and schedule variance for projects

Innovation & Growth perspective

1. % of IT budget allocated to research, seminar & training
2. % of GISD staff who understand the IT organization's mission, vision and strategy
3. % of training days and days attending seminar
4. Turnover rate
5. % of staff with completed professional development plans
6. Satisfaction Level of GISD's Innovation

Departmental measures – accountable parties summary

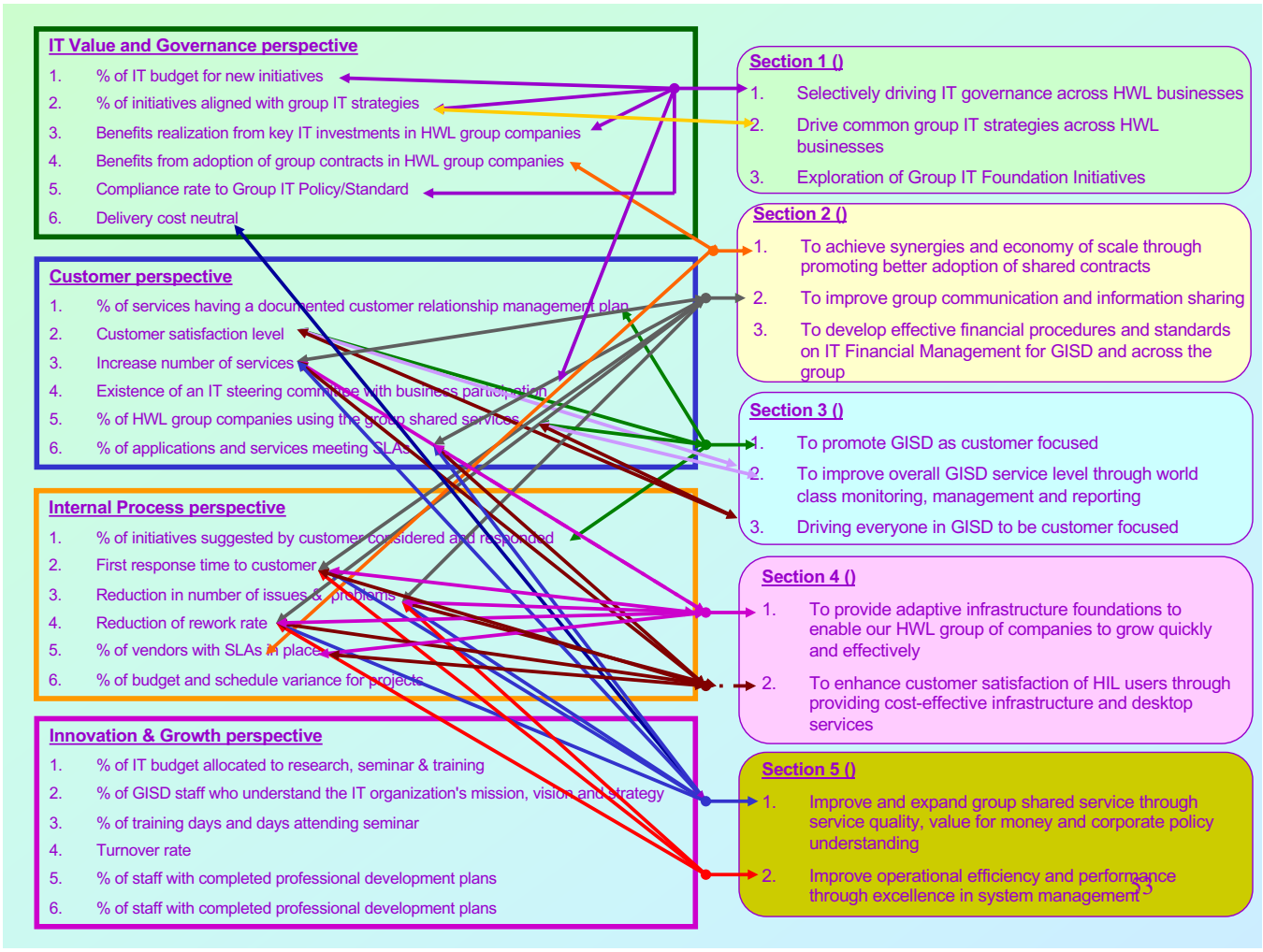
Perspectives	David	Section 1 (Peter Li)	Section 2 (Stephen)	Section 3 (KC)	Section 4 (Raymond)	Section 5 (Peter Tay)	Existing measure? Who currently managed this measure?
IT value and governance	**0**	**4**	**1**	**0**	**0**	**1**	
% of IT budget for new initiatives		Y					New measure
% of initiatives aligned with group IT strategies		Y					New measure
Benefits realization from key IT investments in HWL group companies		Y					New measure
Benefits from adoption of group contracts in HWL group companies			Y				New measure
Compliance rate to Group IT Policy/Standard		Y					New measure
Delivery cost neutral						Y	Stanley
Customer	**0**	**1**	**2**	**3**	**2**	**2**	
% of services having a documented customer relationship management plan				Y			New measure
Customer satisfaction level				Y			New measure
Increase number of services			Y		Y	Y	New measure
Existence of an IT steering committee with business participation		Y					New measure
Increasing number of HWL group companies using the group shared services				Y			New measure
% of applications and services meeting SLAs			Y		Y	Y	New measure

Departmental measures – accountable parties summary

Perspectives	David	Section 1 (Peter Li)	Section 2 (Stephen)	Section 3 (KC)	Section 4 (Raymond)	Section 5 (Peter Tay)	Existing measure? Who currently managed this measure?
Internal Process	**0**	**1**	**5**	**2**	**5**	**4**	
% of initiatives suggested by customer considered and responded				Y			New measure
First response time to customer			Y		Y	Y	CS
Reduction in number of problems reported			Y		Y	Y	New measure
Reduction of rework rate			Y		Y	Y	New measure
% of projects exceeding budget or schedule		Y	Y	Y	Y	Y	Project Manager
% of vendors with SLAs in place			Y		Y		New measure
Innovation & Growth	**6**	**0**	**1**	**0**	**0**	**0**	
% of IT budget allocated to research, seminar & training	Y						New measure
% of GISD staff who understand the IT organization's mission, vision and strategy	Y						New measure
% of training days and days attending seminar	Y						New measure
Turnover rate	Y						Stanley
% of staff with completed personal development plans	Y						New measure
Satisfaction Level of GISD's Innovation	Y						New measure
Total	**6**	**7**	**9**	**5**	**8**	**9**	**9**

Four steps to create departmental strategy map

1. Decide the position and the relationship of our slogan – LASER
2. Decide the relationship between departmental strategy and
    1. the four perspectives in balanced scorecard with
    2. our slogan - LASER
3. Map each sectional strategy into the strategy map by using the decided information 'How this sectional strategy align with the departmental strategy'
4. Decide the relationship between departmental strategy



HWL-GISD's Strategy Map

To provide the IT foundations to enable our HWL group of companies to grow quickly and effectively

Mission

GISD is the "one stop shop" providing high-value, reliable and excellent knowledge, direction and shared IT services for the HWL group's global business

Vision

IT Value and Governance

Customer

Internal Process

Innovation & Growth

Leadership & Inspiration

IT Governance, IT Strategy

Selectively drive IT governance across our business

IT Foundations, Financial Management, IT Strategy, Customer Focus

Lead and inspire others to excel

Customer Satisfaction, Customer Focus

Treat staff & customers as we want to be treated

Return & Value

Generate business value in everything

Service & Synergy

Shared Contracts, Shared Service, IT Strategy, Improved Communication, Adaptive Infrastructure

Drive inter-sector synergies & economies of scale

Customer Focus, Adaptive Infrastructure, Shared Service, Service Level

Provide and grow high quality shared services

Service Level, Efficient Operation, Shared Service, Financial Management

Achieve product excellent, service quality and process efficiency

Adaptive Infrastructure, Customer Satisfaction, IT Foundations

Strive for consistency, reusability, reliability, excellence and simplicity

Achievement & Excellence

IT Foundations, Efficient Operation

Innovation and creativity in use of technology while achieving meaningful ROI

Empowerment & Innovation

Shared Information, IT Governance

Empower, support and develop management and staff

1) To provide adaptive infrastructure foundations to

2) To improve group communication and information sharing and across the group

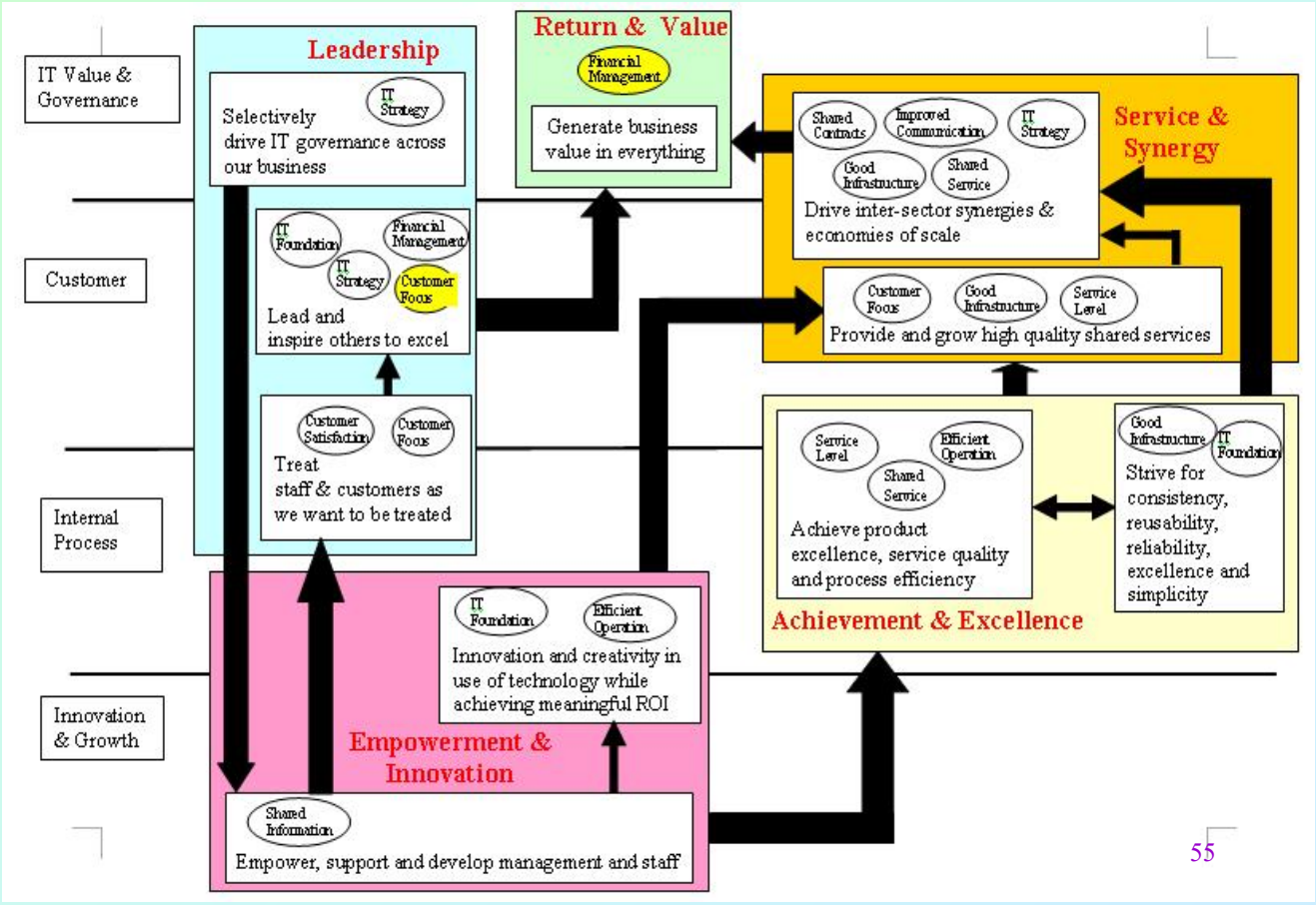
Section 2

Section 3

Section 4

Section 5

HWL-GISD's Strategy Map



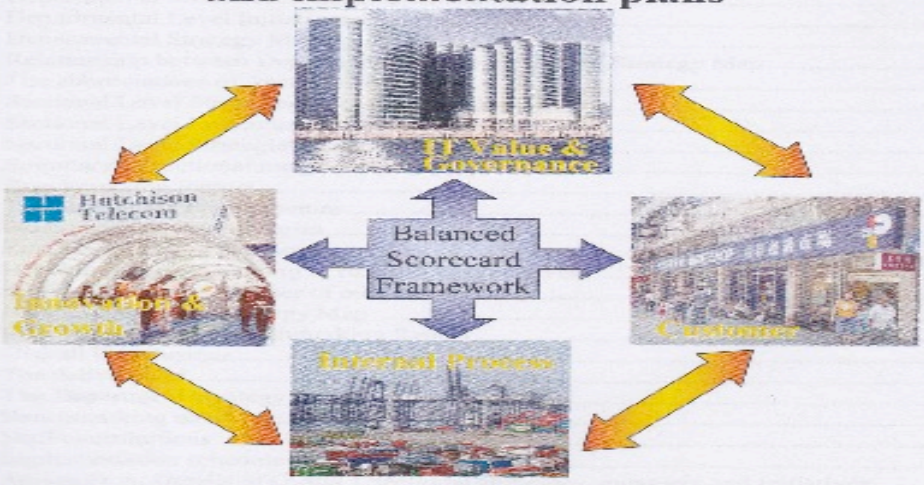
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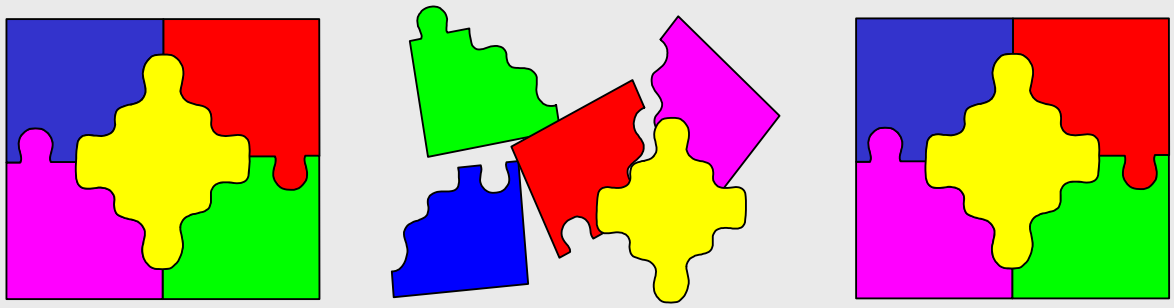
Group Information Services Department

Final Report of GISD strategy measurements and implementation plans



Prepared by: ETI Consulting Ltd.
(a wholly-owned subsidiary of the University of Hong Kong)
22 November 2006

Organizational Change



Unfreezing Changing Refreezing

Kurt Lewin's Three-Step Process

Key competences of change agents

Goals

1. Sensitivity to changes in key personnel, top management perceptions and market conditions
2. Clarity in specifying goals
3. Flexibility in responding to changes

Roles

4. Team building abilities
5. Networking skills
6. Tolerance of ambiguity

Communication

7. Communication skills
8. Interpersonal skills
9. Personal enthusiasm
10. Stimulating motivation and commitment in others

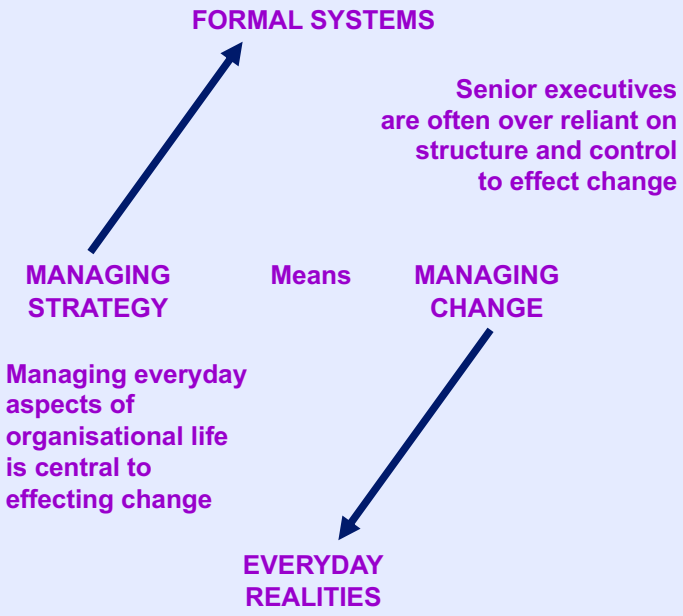
Negotiation

11. Selling plans and ideas to others
12. Negotiating with key players

Management

13. Political awareness
14. Influencing skills
15. Helicopter perspectives

MANAGING EVERYDAY ASPECTS OF STRATEGIC CHANGE



Winning Strategies in Keen Competitions

Question 1

If you are number 2, number 3, or number 4, (e.g. in market share, profits, quality, image, etc.),

What is your strategy or what will you do?

Question 2

If you are number 1, (e.g. in market share, profits, service quality, brand ranking, etc.),

What will you do?

Some Typical Answers

- Protect the No.1 Position
- Try to Remain as No.1
- Maintain the Leadership Position
- Guard Against the Competitors

Example of NBA Basketball Games

NBA-National Basketball Association

The Scores with 1 minute remaining:

L.A. Lakes	108	Houston Rockets	106
Boston Celtics	112	New York Knicks	95

NBA Standing

Southwest Division

Teams	Win	Lost	GB
Houston	37	15	-
San Antonio	36	16	1
Dallas	35	19	3
New Orleans	33	20	4.5
Memphis	14	40	24

NBA Standing

Atlantic Division

Teams	Win	Lost	GB
Boston	41	11	-
Toronto	29	23	12
New Jersey	24	30	18
Philadelphia	24	31	18.5
New York	16	38	26

GB-games behind

Questions

1. Which team will be under greater stress?
2. Which team is more willing to take risks?
3. Which team is more afraid of making mistakes?
4. Which team is likely to be more creative/innovative?

Why Distance Yourself ?

When gap is narrow:

- Vulnerable by default.

- Provide the most logical, achievable and acceptable target for competitors.

Why Distance Yourself ?

Never give your competitors the chance or motivation to take you down.

This is why Distancing (Widening the gap) is so important!

Contrasting Leadership Behaviour

*When Leadership Gap is **Narrow***	*When Leadership Gap is **Wide***
1. Forced to guard against competitors.	1. Competitors are wary of moves by the leader.
2. Limited economies of scale.	2. Great economies of scale.
3. Can't afford to take high risks.	3. Can afford to take risks.
4. Can become conservative & less innovative.	4. More scope for innovation and creativity.
5. Under stress from competitors.	5. Stress is more self-induced.
6. Afraid to make mistakes.	6. Great leeway to accommodate mistakes.

Contrasting Leadership Behavior

*When Leadership Gap is **Narrow***	*When Leadership Gap is **Wide***
7. Tend to use tactics.	7. Time to plan & strategize.
8. Tend to be reactive and defensive.	8. Can be proactive and be on the offensive.
9. Forced to take more short-term measures.	9. Able to take long term perspectives.
10. Can be harassed by competitors	10. Can demoralize the competitors.
11. Less market and lobbying power	11. More market and lobbying power.
12. Difficult to dictate nor set the market trends	12. Able to dictate and set the market trends.

A Leader must be:

More creative and innovative

More willing to take risks

Not afraid of making mistakes

Able to withstand stress

Importance of Distancing (Widening the gap)

Business Examples:

Microsoft, Google

ExxonMobil

Facebook

Huawei

Winning Strategies

What To Do When You Are Doing Well?

Perspectives from Sun Zi (孫子)

Derived From:

Chow-Hou Wee (2005), ***Sun Zi Bingfa: Selected Insights and Applications,*** Prentice Hall, Singapore.

Be Pro-active at All Times & All Situations

1. He who is proactive and well-prepared and await his unprepared enemy will win.

2. In the conduct of war, one must not rely on the failure of the enemy to come, but on readiness of oneself to engage the enemy.

3. One must not rely on the failure of the enemy to attack, but on the ability of oneself to build an invincible defense that is invulnerable to attacks.

Wee (2005), p.150

Summary

Business Competition is like running a marathon but with far away finishing line.

If you stop running or slowing down, your competitors will catch up or distance themselves from you.

What is your choice?

How to distance Yourself

1, Learn from direct/indirect competitors

2, Learn from consumers/users

3, Learn from various channel members

4, Learn from own employees

How to distance Yourself

5, Learn from other industries/businesses

6, Learn from others – consultants, publications, journals, news reports, subscriptions, etc.

7, Learn to be different, not just better

8, Participate in exhibitions, fairs, etc.

Advice from ancient scholars

1, There is no limit/boundary for learning.

2, Keep learning despite being old and successful.

3, It's no shame to learn from others below us.

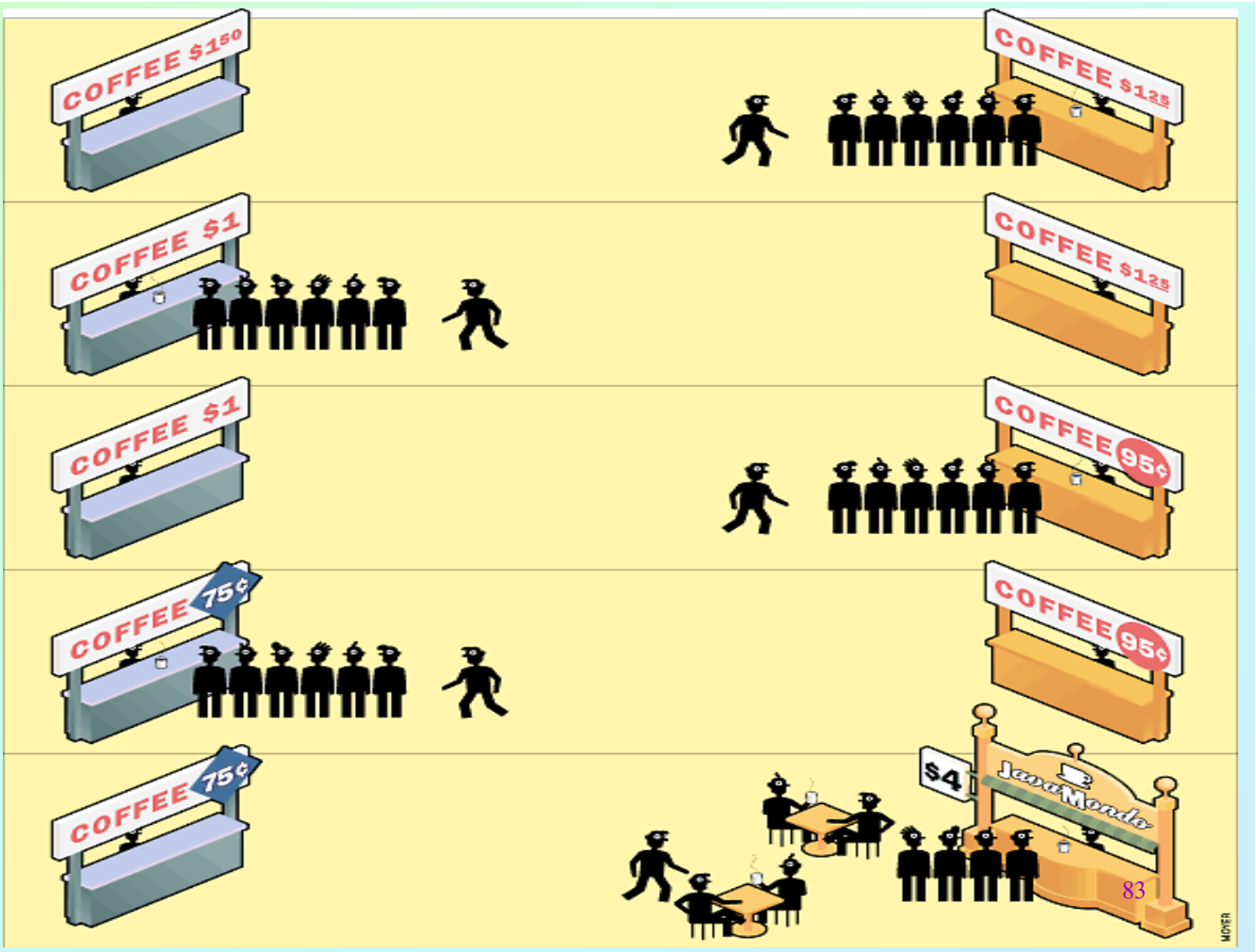
4, When I am in the company of three persons, there is a teacher among them.

You don't need to have the most resources to be successful







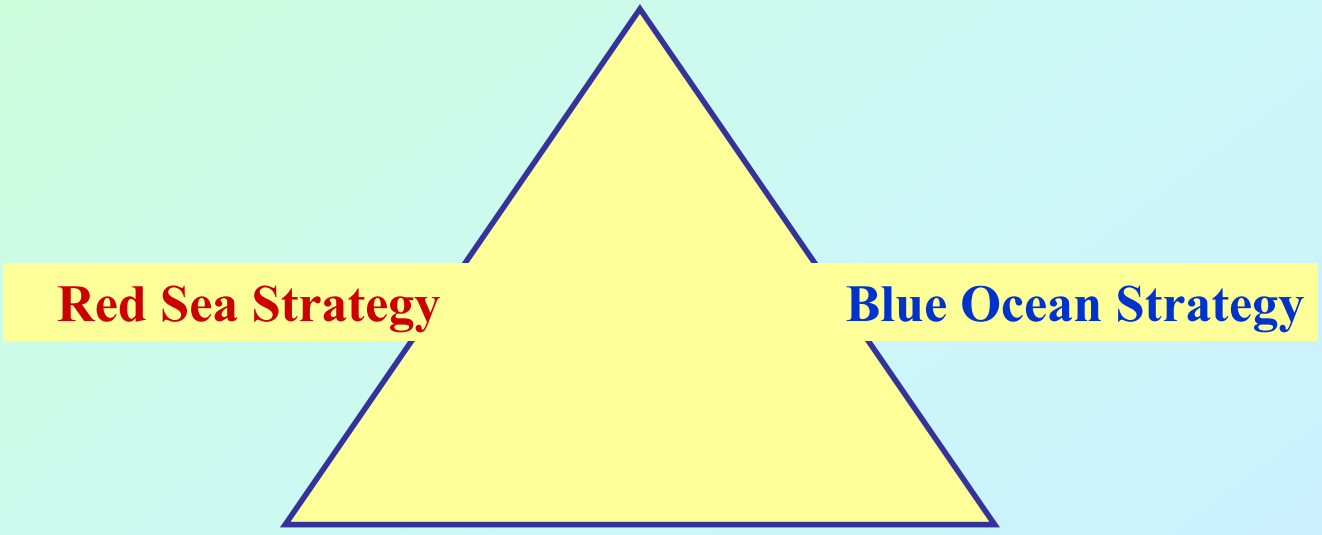


Do New Things - Innovation

Winning Strategies in Market Competitions

Do It Better - Quality Do It Cheaper- Efficiency

Successful Strategy



HKU Business School-
EMBA & Executive Education

Strategies :

Partner with the World's Top Universities

- **UK: Oxford, Cambridge, & LBS**
- **US: Columbia, MIT, Stanford, & NYU**

EMBA-Global Asia

- **Current Partners- LBS & CBS**

EMBA-Global Asia

The first Executive MBA programme to span three cities that drive the world's economy

- The number one base of international business leaders
- Earn a joint MBA degree from three top schools
- Faculty that engages with research and bring real-world trans-national perspectives using multiple methods of learning
- Major cities that drive the global economy
- Closely connected financial networks



FT.com FINANCIAL TIMES

EMBA ranking 2008

Top 30 out of 100 Business Schools of EMBA Ranking 2008

Current rank	Rank 2007 [1]	Rank 2006 [1]	School name	Country [1]	Programme name [1]	Salary today (US$)	Salary increase (%)	Career progress rank	Work experience rank	International students rank
1	4	2	Columbia/London Business School	US / UK	Executive MBA Global	295,224	110	11	23	19
2	1	3	Kellogg / Hong Kong UST Business School	China	Kellogg-HKUST EMBA	345,159	91	27	2	1
3	2	4	Trium: HEC Paris / LSE / New York University: Stern	France / UK / US	Trium Executive MBA	297,224	106	63	7	10
4	3	1	University of Pennsylvania: Wharton	US	MBA for Executives	235,555	99	33	76	30
5	5	5	IE Business School	Spain	Executive MBA	166,412	157	3	63	32
6	9	-	Insead	France / Singapore	Gemba	232,071	81	16	3	2
7	7	6	University of Chicago GSB	US / UK / Singapore	Executive MBA	213,703	87	29	8	14
8	7	8	Washington University: Olin	China	Washington-Fudan Executive MBA	273,599	71	21	12	16
9	6	7	London Business School	UK	Executive MBA	177,184	83	22	29	13
10	9	11	Columbia Business School	US	Executive MBA	218,916	84	57	81	48
11	15	15	Chinese University of Hong Kong	China	EMBA	239,588	81	62	10	17
12	12	13	Kellogg / WHU-Otto Beisheim School	Germany	Kellogg-WHU Executive MBA	156,217	78	4	61	28
13	18	15	City University: Cass	UK	Executive MBA	149,198	97	7	75	5
14	20	19	IMD	Switzerland	Executive MBA	193,419	67	10	1	3
15	11	12	Purdue / Tias / CEU / GISMA	US / Netherlands / Hungary / Germany	IMM International Masters in Management	137,395	81	8	59	12
16	18	-	UC Berkeley / Columbia	US	Berkeley-Columbia Executive MBA	194,532	67	54	35	35
17	14	9	Duke University: Fuqua	US	MBA - Global Executive	205,438	50	46	6	21
18	21	18	New York University: Stern	US	EMBA	214,096	60	60	70	22
19	22	37	ESCP-EAP European School of Management	France / UK / Germany / Spain / Italy	European Executive MBA	144,260	83	1	16	11
20	-	29	National University of Singapore	Singapore	Asia Pacific Executive MBA (APEX MBA)	193,184	73	53	9	6
21	17	-	Kellogg / York University: Schulich	Canada	Kellogg-Schulich Executive MBA	155,376	65	77	28	8
21	13	10	Northwestern University: Kellogg	US	Executive MBA	224,489	58	36	32	43
23	23	17	Ceibs	China	International EMBA	212,647	73	40	52	39
23	37	-	Thunderbird School of Global Management	US	Executive MBA in Global Management	163,452	74	23	20	50
25	26	31	Essec / Mannheim	France / Germany	Essec & Mannheim Executive MBA	128,177	69	6	26	9
26	39	28	Rotterdam School of Management, Erasmus University	Netherlands	Executive MBA	120,304	74	35	49	27
27	32	-	OneMBA: CUHK/RSM/UNC/FGV São Paulo/EGADE	China / Netherlands / US / Brazil / Mexico	OneMBA, Global Executive MBA	182,296	60	39	22	65
28	-	-	University of Michigan: Ross	US	Executive MBA	189,520	47	88	33	59
29	23	14	Warwick Business School	UK	Executive MBA	126,837	91	68	54	20
30	38	32	UCLA: Anderson	US	Executive MBA	191,833	58	42	67	47

London Business School | HKU Business School | Columbia Business School

Welcome to EMBA-Global Asia Information Session

Today's agenda:

- Video of EMBA-Global Asia
- The EMBA-Global Asia story
- The benefits to you
- Programme overview
- Career impact
- Your next steps
- Q&A, discussion and close



Start your EMBA-Global journey www.emba-global.com

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Power of three



London Business School

- Renowned for world class faculty and research
- Strong portfolio of MBA and Executive MBA programmes
- Extensive alumni network



University of Hong Kong

- Ranked 18th amongst world's top 200 universities
- First and most established university in Hong Kong
- Alumni network of top business and government leaders



Columbia Business School

- Brings cutting-edge theory to today's business practices
- Integration of social intelligence across curriculum
- Outstanding network

Where you will study

HKU Campus: Hong Kong



- State-of-the-art academic centre
- Magnificent sea views
- Close to financial hub

London Business School campus



- In the heart of London
- Overlooking Regent's Park
- Fully equipped campus: e-library, wireless network, fitness centre

HKU Campus: Shanghai



- Near the Bund area, the financial hub
- Walking distance from train stations
- East-meet-West experience

Columbia Business School campus



- A bustling academic village
- Close to Hudson River
- A gateway to a major capital city of global business



信報　二〇〇八年七月七日　星期一　B5

培育亞太區商界領導 港大首度推出EMBA-Global Asia課程

環球市場競爭愈來愈重型，且別企業要面對的對手，已非本土機構這麼簡單，而是與全球企業一同爭奪同一市場。要在商場上稱霸勝券，作為企業領袖，更加須要具備全球視野，才能為企業建構未來。金融管理碩士課程的普及，令針對行政人員而設的EMBA課程近年需求愈見切。基於，香港大學聯招英國倫敦商學院（London Business School）及美國哥倫比亞商學院（Columbia Business School），兩間全球頂尖的學府，合辦EMBA-Global Asia課程，為亞太區的商界領袖提供進修途徑。

為隆重其事，三所大學於上月23日假港島香格里拉大酒店舉行簽約儀式，出席的嘉賓包括：港大校務委員會主席馬蔚華博士、港大商學院院長王于漸教授、港大經濟及工商管理學院教長白德寧教授（Professor Gary G. Biddle）、港大經濟及工商管理學院高級工商管理學碩士及行政管理高監方頌榮博士、倫敦商學院課程總監（前港大高級工商管理學碩士課程）Anne Sandford女士及哥倫比亞商學院高級工商管理學碩士課程副院長Ethan Hanebury先生。會上，白教授首言，無論由院校實力以至人脈網絡，EMBA-Global Asia課程均屬全球頂尖，他更有信心日後該課程能夠在同類型課程中全球排名第一。

三大學府 首次聯手合辦EMBA課程

「全球有千多院校各提供EMBA課程，但由兩間頂尖的商學院——美國哥倫比亞商學院、英國倫敦商學院及香港大學聯手合辦的EMBA課程，全球只此一家。而三間學院各處的城市——紐約、倫敦及香港，去年便曾被《時代雜誌》推舉為（頭腦港）、最次的EMBA-Global Asia課程正好由此三地的最高學府聯辦，讓學員更能夠緊貼這三大金融市場的最新脈搏，為日後事業再創高峰作好準備。」白教授說。

課程特意提供「Asia」（亞洲）一只因亞太區的學生是課程最理想納的生更到象，白教授指出，過去有不少亞洲區高級行政人員想修讀EMBA課程，但礙於公司要的問題，令不少管理人員對EMBA課程卻步，而是次合辦EMBA-Global Asia課程，便能為有志亦學的行政人員提供一條出路，白教授更笑道：「只要是距離亞洲數小時以內飛程的區域，均會是EMBA-Global Asia課程最想吸納學生的範圍。」事實上每間商學院都有自己的強項，港大一年前已率先在亞洲區開辦EMBA課程，今次再與這兩間頂尖大學聯手合辦EMBA-Global Asia課程，令此課程更具備全球代表性。而對於

為隆重其事，香港大學、哥倫比亞商學院及倫敦商學院於上月23日舉行簽約儀式，由左至右，分別為港大白德寧教授、倫敦商學院Anne Sandford女士、港大校務委員會主席馬蔚華博士、港大經濟及工商管理學院高級工商管理學碩士課程副院長Ethan Hanebury先生及港大方頌榮博士。

收生要求嚴謹 精英中的精英

課程在收生方面非常嚴格，申請者最少必須具備五年或以上管理工作經驗，並通過GMAT考試及院校的面試，才能夠有機會入讀。至於申請人士從事哪一種行業或界別，白教授說：「我們沒有作一定的規劃，反而多元化組合，是他們最想追求的目標，「能夠成為個中一分子，可說是精英中的精英」。

事實上，EMBA-Global Asia課程在各方面均具備優勢，三間院校在國際上均享負盛名，其教授全是世界知名學者，他們學識淵博，並熟悉全球市場趨勢，由低至高，令到最終學員掌握最前端的行政、管理技巧，並深入了解東、西方最新的發展及趨勢。此外，課程亦會安排精英的學員互相交流心得。

具備強勢 打造全球最佳EMBA課程

去年，由倫敦商學院與英國哥倫比亞商學院合辦的EMBA 課程，在英國《金融時報》EMBA課程排行榜中已名列全球第四，而作為香港歷史最悠久的香港大學，過去一直入學獲出，由三間學府共同攜手合辦的課程，無疑是個大好良機。

白教授表示：「由於每位學員在其工作領域均擁有卓越的才能及豐富的經驗，不少更是商界、政界領袖，透過學員間的小組作業及課堂討論，能夠促進彼此間管理經驗的交流，我們的目的，乃希望學員能夠互相學習知識及技巧，為其現職及自己帶來即時及實際的利益。此外，只要學員能夠成功畢業，已經證明自己一定是位一流的管理人才，過去多年從這三間院校畢業的商界，或界領袖何其多？這一人脈關係網絡將為學員未來的事業發展帶來很大的幫助。」

白教授不諱言，此課程是為了一些事業高進取，渴求與國際接軌的「明日之星」而設，並打趣地說，未來的英國總統亦有可能是EMBA-Global Asia課程的畢業生！

「倫敦商學院和哥倫比亞商學院合辦的EMBA-Global課程早已享譽全球，現在加上香港大學擁有的亞洲研究專長，以及對亞洲市場的深建了解，我們深信這課程定能在眾多EMBA課程中一枝獨秀，甚至成為全球商學院爭相仿傚的卓越水準。」

三大院校 各具專長

倫敦商學院

培育成功、具領袖才能的環球領袖，一直是倫敦商學院的教學宗旨，該校的理念是要成為一所卓越的環球商學院，並在跨國、跨文化的環境下孕育和提升人才的知識。

成立於1965年，擁有商學院去年共培育了逾八百名來自七十個國家的工商管理學碩士、行政人員工商管理學碩士、金融學碩士、斯隆學者及管學博士學生。其行政人員工商管理學碩士課程為超過六千名行政人員提供服務，其歐甲亞洲區高等教育服務委員會（HEFCE）評定為「五星」，即最高的研究成就評級，全亦是頂尖商商商商學院曾達成的卓越成就。

倫敦商學院

香港大學

擁有近百年歷史，香港大學是香港歷史最悠久的大學，其校友在商界、教育界、政府及社會各界均有舉足輕重、目前香港特別行政區政府的十五名高官中，有十一位畢業於港大。

香港大學是頂尖工商管理學院提供一共八個學士課程、五個碩士課程、四學博士課程、非學位公開課程課程，以及各類型特別設計的行政課程。其學院更獲之修，吸引最多香港及亞太區內的生予報讀，2007年在《The Times Higher Education Supplement》世界大學排名榜中，港大更達成第十六位。

港大經濟及工商管理學院與倫敦商學院及美國哥倫比亞商學院合辦的全日制工商管理學碩士課程，於2007年《經濟學人》智囊團《Economist Intelligence Unit》排名第二十七位，而與上海復旦大學合辦的下商管理學碩士（國際課程），更曾有度被中國商務部學院全資共合辦為「最佳課程」。

（網址：http://www.fbe.hku.hk）

香港大學

哥倫比亞商學院

由現任院長R. Glenn Hubbard領導的哥倫比亞商學院，在發展一日千里的行政管理教育領域堪稱先驅。學院堅新的課程將持續再實踐為名。課程設計助其讓向課程能夠緊緊與業界及本地接軌，亦為個別學員提供具有設計的課程促助其讓向事業目標。碩士課程由教授及各居要職的商界人士聯合授課，要求學員就具有前沿實問題，作出管理決策和建議。其課程核心為學術社會科學研究的課程內容，更有助培育學員在領導、管理和規劃團隊的才能。

哥倫比亞商學院經驗的學術成就，令其成為商界領袖的培訓中心，學院同時亦為學員提供遊歷的商界網絡，其三間大千名來自逾百個國家的校友，對提升個人事業甚有幫助。日前，學院推出工商管理學碩士課程及高級工商管理學碩士外，亦有提供非學位行政課程。

（網址：http://www.gsb.columbia.edu）

哥倫比亞商學院

數碼港新校園

為配合課程發展，香港大學經濟及工商管理學院已於港島南區興建了新校園，將年開課的EMBA-Global Asia課程亦將於新校園進行。其香港島的設立，新校園位於數碼港第四期，其資訊科技設施的完備、先進，能為學員提供一個最佳的學習環境。

新校園佔地四萬平方呎，包括兩間「階梯教室」、四間平面教室、十六間小組討論室及兩間特別設施的會議室，其設施的休息室、校園通道與建，學員可盡享最美麗的海港景色。其自成一角的校園茶飲設施學員在一個舒適的環境下學習，毗鄰位處於港島南區，由於交通網絡發達，由數碼港駐車，至市中心亦不過十數分鐘車程，非常便捷。

整個校園的周邊配套亦十分完善，既有具甲級寫字樓質素的辦公大樓，亦有時尚一家餐廳、酒店，讓學員在學習之時仍然能享受與鄰近社區互動的生活樂趣，由於不少學員均來自海外，區內連五星級酒店是務水準的數碼港艾美酒店便能為海外學員提供舒適的住宿。

教學大樓設計方面，新校園採合尖端科技：全校教學人樓均安裝了Wi-Fi無線上網系統，讓學員及教職員隨時隨地可以上網，教室及會議室等配備了視像會議設備，先進的影音器材，且每間房子都方便，亦設無線投設施及無線電腦投影等設備，其設備之尖端，台教授笑道：任何一位學員，只要在他的手提電腦上經按一個按鈕，其電腦上的影像便會即時投放在講室內的螢幕上，讓其他學員與一時間看到，這一切先進的科技，皆目在香港的院校就未用上，能有助提升學員的學習效率。

位於數碼港的新校園佔地四萬平方呎，是個新校園綠色尖端科技，讓學員能在最優良的環境下學習。

課程簡介

課程名稱	EMBA-Global Asia課程
開課日期	2009年5月
學費	12萬美元（約934萬港元）
修讀年期	20個月（學員最快可於16個月修讀完畢）
入學資格	須具備五年或以上的管理工作經驗，並通過GMAT考試及院校面試
頒授學位	由倫敦商學院、哥倫比亞大學及香港大學聯合頒授工商管理學碩士學位
修讀地點	主要在香港，倫敦及紐約上課，課程亦會提供環球科技及商務研討會及作業等，讓學員在其他地區學習
入學申請方法	2008年9月起於網上提交表格
截止申請日期	第一期於2008年11月10日，第二期於2009年2月9日
查詢電話	+852 3962 1262
網址	http://www.emba-global.com/asia/

入學諮詢講座

日期	時間	地點
香港	7月10日及24日（星期四）	晚上7時	香港四季酒店
上海	7月12日（星期六）	下午3時	上海波特曼麗思酒店
北京	7月14日（星期一）	晚上7時	香格里拉
新加坡	7月17日（星期四）	晚上7時	新加坡四季酒店
吉隆坡	7月19日（星期六）	下午3時	Mandarin Oriental Kuala Lumpur
台北	7月21日（星期一）	晚上7時	晶華酒店

（資料由客戶提供）

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廣告特輯

研究生及行政人員管理課程

夥拍牛津 劍橋 港大高級行政課程
世界級講者及商界領袖 面授策略思維技巧





帶來精確性啟發 找尋機遇

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11–15 May 2009

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- Learn the latest corporate trends in globalisation, creativity and innovation, change management and design thinking.
- Obtain leadership insights you need to keep your organisation in the lead in an increasingly competitive environment.
- Become alumni of Oxford Said Business School and HKU Business School executive network.

Who should attend

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The Canbridge-HKU

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15–19 June 200

Benefits to Paicipants

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- Learn from expert outlook on the economic downturn and how to run busin a new international financial system.
- Learn how to develop risk management strategies to protect your assets and estments under the economic crisis.
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信報 特輯 二〇〇九年三月十九日 星期四 第40

廣告特輯

研究生及行政人員管理課程

港大EMBA-Global Asia課程 培育精英領導未來商界發展



EMBA-Global Asia一枝獨秀



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London Business School | HKU Business School | Columbia Business School

信報 特輯 二〇〇九年四月二十三日 星期四 頁33

廣告特輯

菁英增值課程

港大夥 牛津 劍橋 高級行政課程 學員突破思維 拓闊世界視野

在日新月異的經濟環境下，行政人員更加需要提升自己，為企業作出具前瞻性的決定，以領袖角色帶領眾人走出困境。香港大學聯同牛津及劍橋大學開辦的一系列高級行政人員課程，為企業最高管理層提供最合時的商管知識，在課程上能夠與頂尖教授和商界精英交流，學員對此深感獲益良多，認為能夠拓闊個人視野，提升思維技巧。





劍橋課程學員與匯豐集團總經理王冬勝先生等人合照





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裝備學員 適應全球化轉變

學員之一Target Sourcing Service地區主管陳若傑先生於去年完成了此課程，他十分重視行政人員的可增值，他說：「在畢業

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The Cambridge-HKU

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互動學習 課程具策略優勢

個案研究 反映市場現況



EDUCATION

Two city business schools take top spots in ranking

Financial Times places HKUST MBA course at No 1, while University of Hong Kong comes second

Xinqi Su
sue.su@scmp.com

The city has the best two business school programmes in the world, according to a prestigious global ranking of universities released by British newspaper *Financial Times*.

The University of Science and Technology (HKUST) retained the top spot it claimed last year, while the University of Hong Kong, entering its programme for the first time, claimed second place in the list of the top 100 Executive MBA programmes in the world.

In all, five universities from Hong Kong and the mainland made it into the top 10.

"We are delighted the [course] has been recognised as one of the best in the world," HKU's dean of business and economics, Professor Cai Hongbin, said.

Cai said he hoped there would now be growth in other programmes run by his faculty.

HKU's EMBA-Global Asia programme has been partnered with Britain's London Business School and Columbia Business School in the United States since 2009.

"We instil a global viewpoint with Asian perspectives in our students, and with an exceptionally strong alumni network, they leave fully prepared to excel in the world's fastest growing region and emerging markets," the business dean said.

Eighty per cent of the programme's students have come from countries and regions outside Hong Kong and 27 per cent of the 140 doctoral graduates over the past three years teach in schools that are placed in the top 50 of MBA rankings.

The Executive MBA programme run by HKUST is co-hosted by the Kellogg School of Management at Northwestern University in Illinois.

In its 19 years, it has topped the ranking seven times since 2007. Course graduates reported the best average annual salary of HK$3.7 million.

HKU claimed second place ahead of a programme operated by Tsinghua University in Beijing and INSEAD, an internationally renowned graduate business school with campuses in France, Singapore and Abu Dhabi. The joint programme dropped to third place.

Antai College of Economics and Management at Shanghai Jiaotong University climbed one spot to sixth, while an Executive MBA course jointly offered by Fudan University in Shanghai and



The HKU business programme came in second. Photo: Shutterstock

We are delighted the [course] has been recognised as one of the best in the world

HONGBIN CAI, HKU BUSINESS DEAN

Washington University in the US was ranked seventh.

The *Financial Times*' ranking of the top 100 Executive MBA programmes started in 2001 and was based on two online surveys – one completed by participating schools and one by alumni.

Current salaries and salary increases over the past three years were the most important ranking criteria, each accounting for 20 per cent of the overall weighting.

Antai graduates enjoyed the biggest salary increase – 107 per cent – over the past three years. However, they earned on average 30 per cent less than graduates of HKUST's Executive MBA programme.

Executive MBA Rankings 2018: Joint Programs by QS

Rank	Universities	Locations	
1	Columbia/HKU/LBS EMBA-Global Asia	London, New York (NY), Hong Kong	Multi Campus
2	Kellogg/HKUST Executive MBA	Hong Kong, Chicago, Miami (FL)	Multi Campus
3	Tsinghua/Insead Executive MBA	Beijing, Singapore, Fontainebleau, Abu Dhabi	Multi Campus
4	TRIUM Global EMBA	London, New York (NY), Paris, Shanghai	Multi Campus
5	Columbia/LBS Executive MBA	London, New York (NY)	Multi Campus
=6	Kellogg/Schulich Executive MBA	Toronto, Miami (FL)	Multi Campus
=6	UCLA/NUS Executive MBA	Los Angeles (CA), Singapore	Multi Campus

Executive Education

Strategy:

Partner with the World's Top Universities:

- Oxford, Cambridge, NYU, Columbia.
- Global Study Programmes:
  Beijing, Shanghai, Hong Kong, Taipei, Cambridge, London, Paris, New York.

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University of Oxford


Dr. David Pendleton
University of Oxford


Mr. Antony Tyler
Chief Executive
Cathay Pacific Airways

and more...

Oxford-HKU

Senior Executive Programme
in Corporate Leadership
27–31 October 2008

Benefits to Participants

- Get cutting edge insights into the theory, practice and art of corporate leadership from the world's experts in academe and industry.
- Learn the latest corporate trends in globalization, creativity and innovation, partnering for growth, aligning people with strategy and leading change.
- Obtain leadership insights you need to keep your organization in the lead in an increasingly competitive environment.

Who should attend

CEOs, directors, senior managers, senior civil servants and other high-level executives with strategic responsibilities.

Distinguished Speakers:


Prof. Peter Williamson
University of Cambridge


Dr. David Li
Chairman, BEA
Pro-Chancellor, HKU


Ms Peter Wang
Executive Director-HSBC
Honorary Professor,HKU

and more...

Cambridge-HKU

Senior Executive Programme:
Strategic Issues in Corporate Finance
10–14 November 2008

Benefits to Participants

- Understand the key links between corporate strategy and financial structure that are vital in these turbulent financial times from the experts who know.
- Learn from their research and experience the tools you need to ensure maximum alignment between goals and resources, decision making and management incentives.
- Get answers to your strategy and financing questions in today's global markets, including China.

Who should attend

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Oxford University


Prof. Michael Enright
SHK Properties
Professor, HKU


Mr. Po Chung
Chairman Emeritus
DHL Express (HK) Ltd

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The Oxford-HKU

Senior Executive Programme: Corporate Leadership

11–15 May 2009

Benefits to Participants

- Get cutting edge insights into the theory, practice and art of corporate leadership from the world's experts in academia and industry.
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Distinguished Speakers:


Prof. Peter Williamson
University of Cambridge


Prof. Frederick Ma
Hon. Professor, HKU
Former Secretary for Commerce and Economic Development


Mr. Joseph Yam
Chief Executive
HK Monetary Authority

and more...

The Cambridge-HKU

Senior Executive Programme: Strategic Issues in Corporate Finance

15–19 June 2009

Benefits to Participants

- Understand the key links between corporate strategy and financial structure that are vital in these turbulent financial times.
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Prof. Shih Chi-ping
Adjunct Professor
HKU SPACE


Mr. Joseph Yam
Chief Executive
HK Monetary Authority
Hon. Professor, HKU


Dr. Simon Taylor
University of Cambridge


Mr. Ronald Arculli
Chairman
HK Exchanges and Clearing Limited

and more...

Cambridge-HKU

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2009年6月15-19日

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成為兩校之校友會成員

- 成為Cambridge Judge Business School和HKU高級行政課程校友會會員，與全球各地高級金融領袖建立強大網絡

參加對象

- 首席財務官、董事長、財務總監、投資者、公司董事及企業高級管理人員

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Strategies for a Successful Career and Life

How to succeed in the changing global environment & keen competitions

- Think Out of the Box
- Make Strategic Changes



How to Achieve Your Career Goals



Strategy formulation Environment

The SPACE-CLIFTH Model

Environmental Scanning

S - SOCIAL
P - POLITICAL
A - ADMINISTRATIVE
C - CHINA
E - ECONOMIC
C - CULTURAL
L - LEGAL
I - INDUSTRIAL
F -FINANCIAL
T -TECHNOLOGICAL
H -HISTORICAL

Comparative Benchmarking

1. * INTERNAL
   * EXTERNAL
   * PUBLIC SECTOR
   * PRIVATE SECTOR

2. * HONG KONG
   * SINGAPORE
   * MAINLAND CHINA
   * OTHER COUNTRIES

Personal Successful Strategies

I. Building a balanced life

II. Multi-disciplines/skills

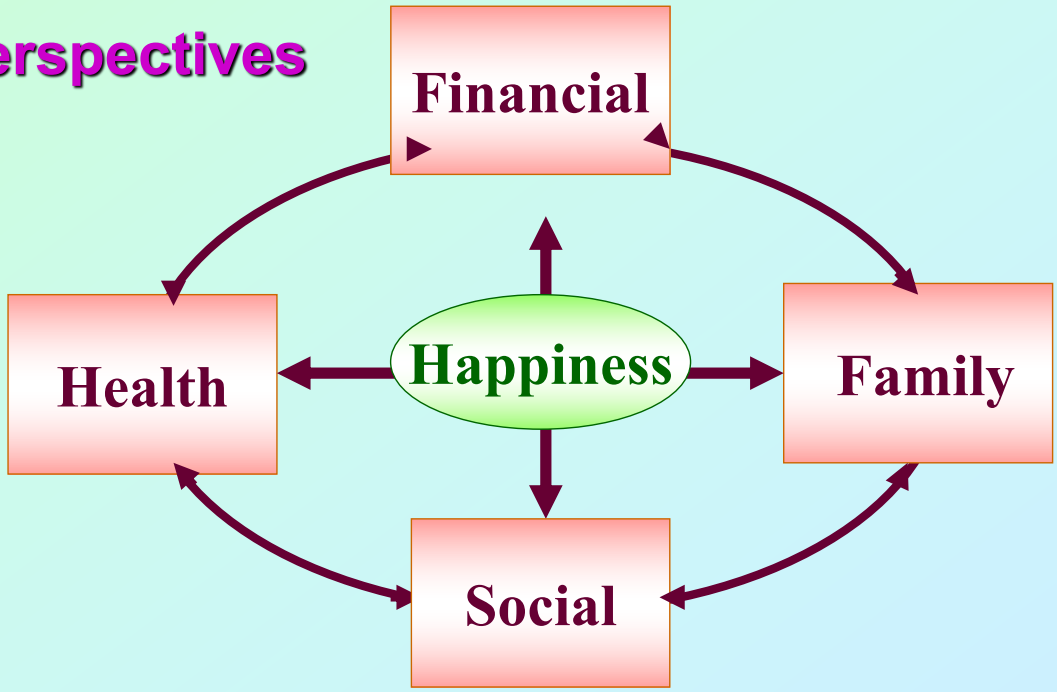
III. Effective performance

IV. Critical success factors

I. Building a balanced life

What is a Balanced Life?

4 perspectives



Financial perspective

- Get good stable jobs, successful business to generate income,
- Select investment strategy with good return
- Live within affordability

Health perspective

- Keep a balanced diet
- Do exercise on a regular basis
- Prevention is better than cure
- Always maintain a positive attitude
- Good health reduce financial burden

Social perspective

- Always maintain a high moral standard with integrity and ethics
- Join professional, business and social associations
- Make friends with different groups
- Engage in social and community activities

Family perspective

- Build a harmony and good relationship with family members whenever possible
- Find opportunities to do things together
- Try to be independent
- Forgive and don’t blame others

II. Multi-disciplines/skills

- Languages, IT, subject areas
- Build on your strength & expertise
- Develop multiple skill sets
- Develop competence in other areas
- Try to be a generalized specialist
- Learn new skills whenever possible

III. Effective performance – KSA

K - Knowledge (Professional)

S - Skills (Application)

A - Attitude (Proactive)

IV. Critical success factors:

1. Extensive search for new KSA
2. Using contacts
3. Do a SWOT analysis
4. Develop your strategy map
5. Enhance your competitiveness
6. Develop 7 habits

Critical success factors:

1. Extensive search for KSA
   - newspapers, websites, journals
   - Keep learning – life-long
   - Never give up
   - Learn from unsuccessful attempts
   - Do better the next time

Critical success factors:

2. Using contacts

- Widen the professional and social networks
- Join various associations and organizations
- Make more friends

Critical success factors:

3. Do a SWOT analysis

- Know yourself
- Analysis your Strengths, weaknesses, opportunities, and threats
- Match your expertise with what you want to do

Critical success factors:

4. Develop your strategy map -

Strategy is about knowing :
- **Where you are now,**
- **Where you are going, &**
- **How to get there.**

Strategy implementation is about ensuring that you get there.

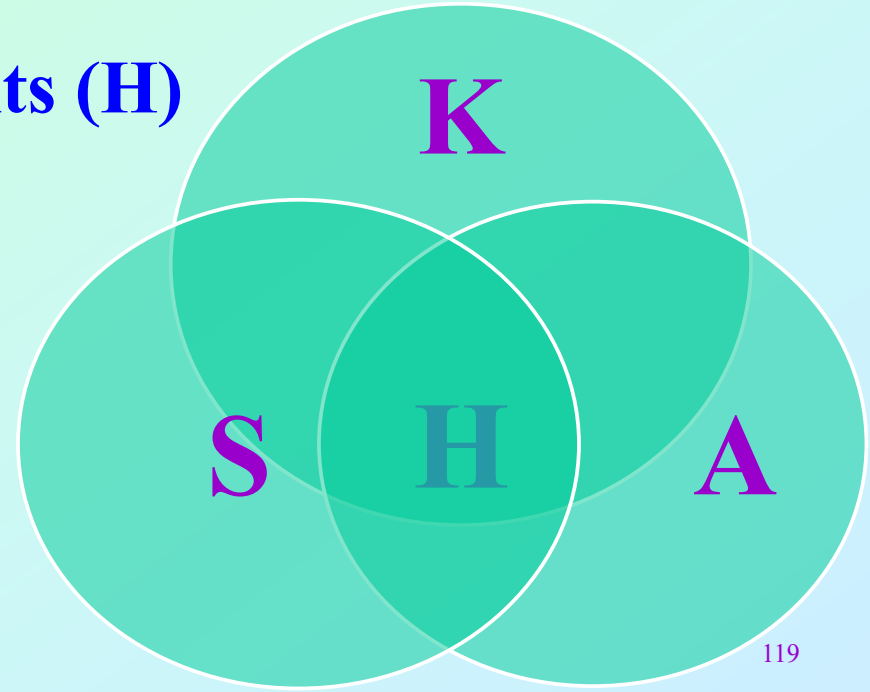
Critical success factors:

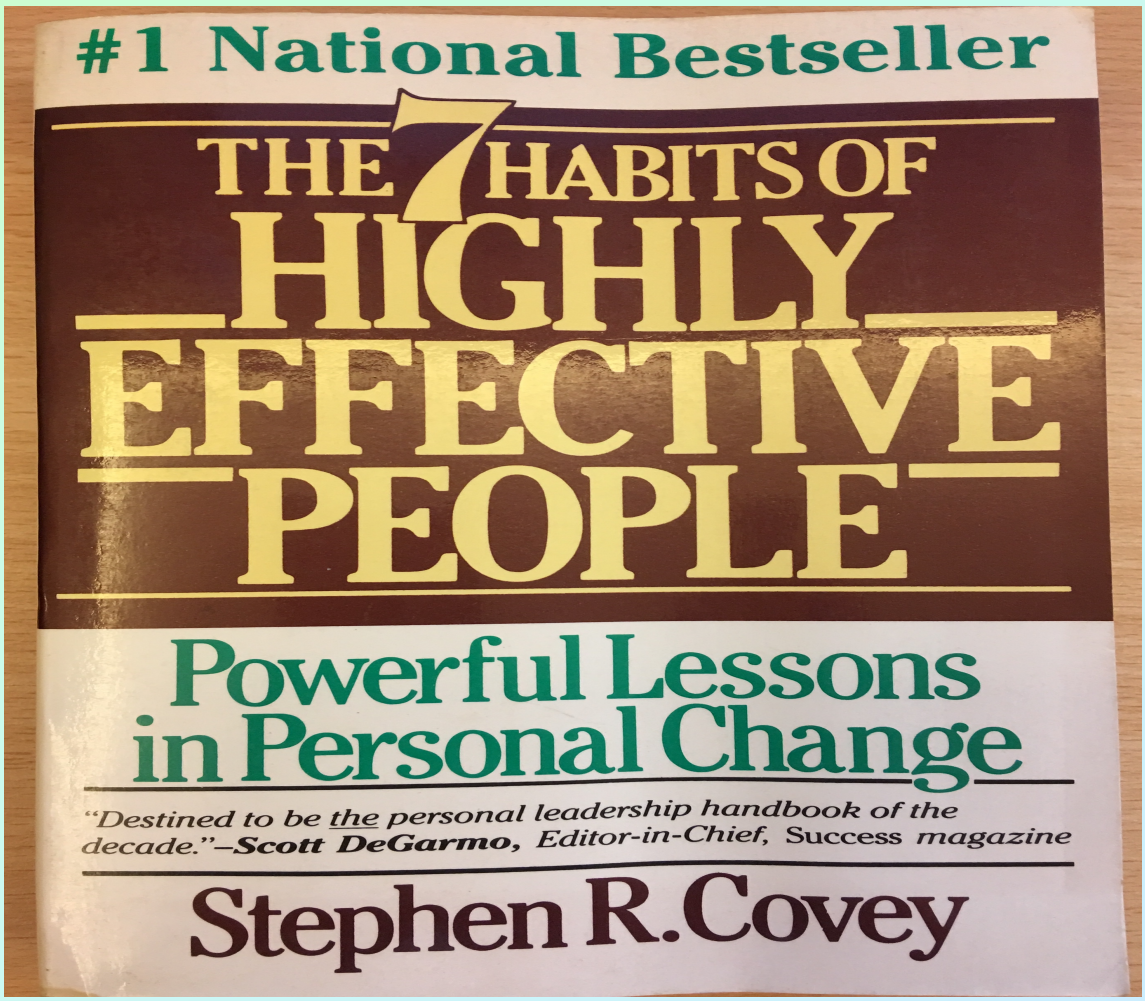
5. Enhance your competitiveness

- **Updated knowledge and skills**
- **Continuous learning**
- **Obtain higher degrees and qualifications**

Critical success factors:

6. Develop
Seven habits (H)





7 habits of highly effective people:

1. Be Proactive
- 'principles of personal vision'

2. Begin with the End in Mind
- 'principles of personal leadership'

3. Put First Things First
- 'principles of personal management'

4. Think Win/Win
- 'principles of interpersonal leadership'

5. Seek First to Understand, then to be Understood
- 'principles of emphatic communication'

6. Synergize
- 'principles of creative cooperation'

7. Sharpen the Saw
- 'principles of balanced self-renewal'

Conclusions

What kind of people will be more successful?

The one with- Professional knowledge, global perspectives, high moral standard, & can do attitude.

How to be a highly competitive & effective person?

- **Think strategically**
- **Endurance: No pain no gain**
- **Never give up: No effort will be wasted**
- **Long term view: Reward will come later**
- **Just do it (NIKE): Act now**
- **Keep improving through life long learning**