

Using Strategy Maps to Achieve Organizational & Personal Goals:

Strategies for Successful Career & Life

Prof. Peter Fong

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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.**

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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.

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Balanced Scorecard

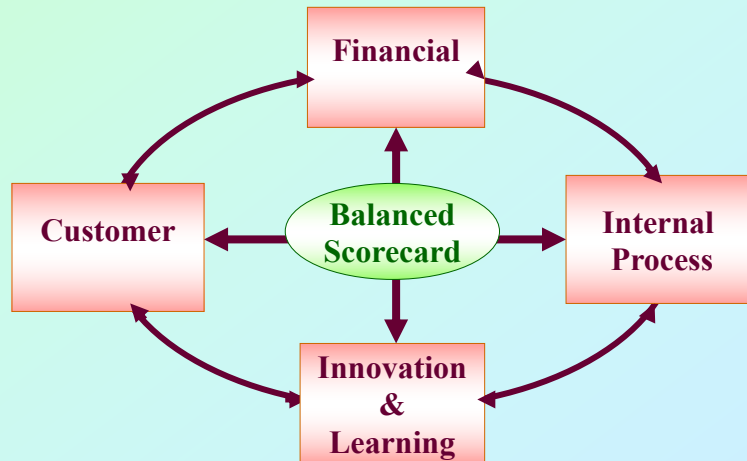
- **Balanced scorecard**
a combination of performance measures directed toward the company's long- and short-term goals and used as the basis for awarding incentive pay.
- The four categories of a balanced scorecard include:
 - financial
 - customer
 - internal
 - learning and growth

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Balanced Scorecard – What?

The 4 perspectives



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Robert Kaplan LIVE

Using
THE BALANCED SCORECARD
to achieve
*Breakthrough Performance In
Challenging Economic Times*

17 June 2002
Hong Kong Convention and Exhibition Centre, Hong Kong
PROFESSOR KAPLAN'S FIRST EVENT IN HONG KONG



Testimonial: "The Balanced Scorecard
is the most influential management
idea in the past 75 years"
Harvard Business Review

Author of best-sellers

Discounts
available to
delegates
wishing to
purchase
his books
at the event



WHY THIS EVENT PAYS HUGE DIVIDENDS

- Don't miss this rare opportunity to learn from the master himself on managing the performance of your organization, particularly those organizations preparing for WFO.
- Hear this accomplished speaker share his cutting-edge knowledge on the most advanced and internationally recognized business tool.
- Find out how leading organizations have boosted their bottom line by using the BSC as a tool for measuring and managing the performance of their organization.
- Build on your executive team's momentum to make an change, the most critical condition for driving new strategic goals rapidly throughout your organization.
- Link strategy and budgeting by using the BSC to integrate strategic and financial planning.

This event qualifies for 8 CPE hours

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STRATEGY MAPS
THE CONTINUING JOURNEY OF THE BALANCED SCORECARD

Professor Robert Kaplan
Live in Person

INTERNATIONAL SEMINAR
Wednesday 2 June 2004
Marriott Hong Qiao, Shanghai, PRC

"The most influential management idea in the past 75 years"
— Harvard Business Review

Organized by: **HKU SPACE**
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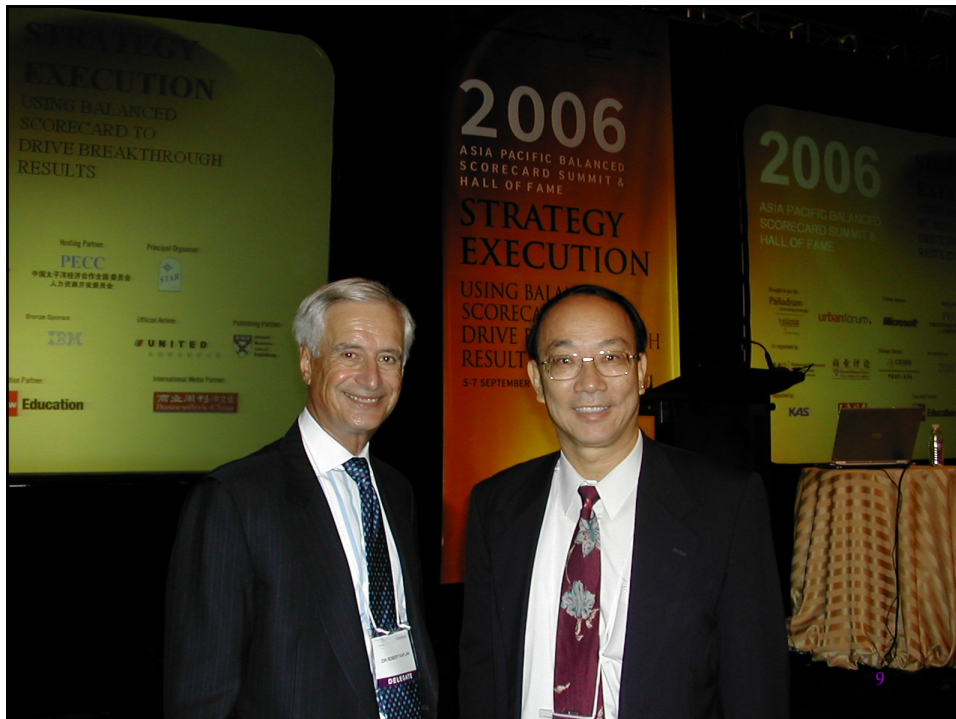
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2006 ASIA PACIFIC BALANCED SCORECARD SUMMIT & HALL OF FAME

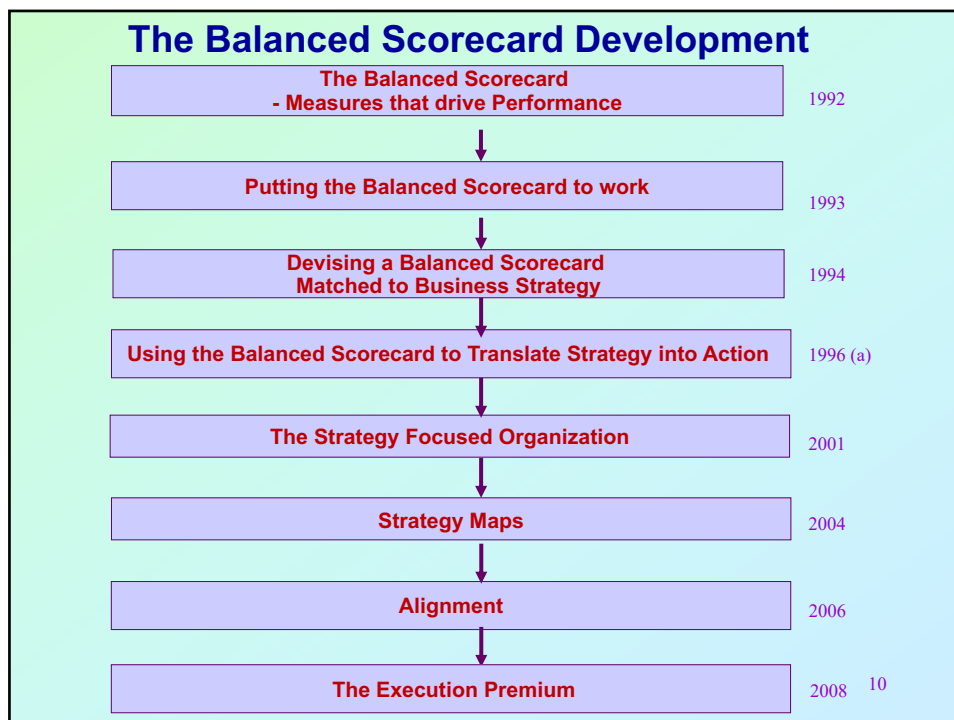
STRATEGY EXECUTION USING BALANCED SCORECARD TO DRIVE BREAKTHROUGH RESULTS
5-7 SEPTEMBER 2006 GRAND HYATT JIN MAO TOWER, SHANGHAI, PRC

Organized by: **Palladium**, **urbanforum**, **Microsoft**, **PECC**, **CRIBS**, **HKU SPACE**, **WesleyQuest**, **KAS**, **Education**, **PECC**, **CRIBS**, **HKU SPACE**

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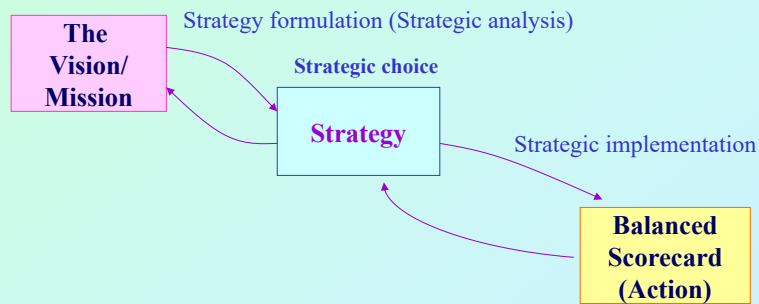
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Putting the Balance Scorecard to work

(Kaplan and Norton)



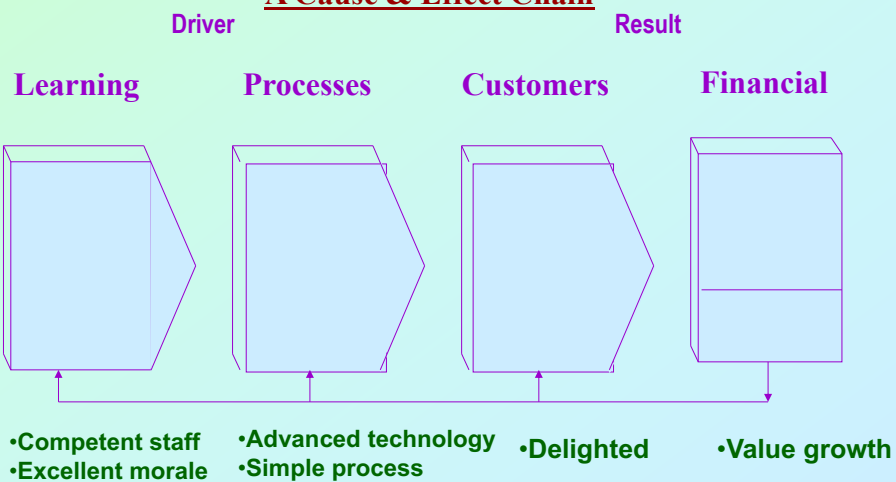
- Translating Vision/Mission into strategic objectives in 4 perspectives.

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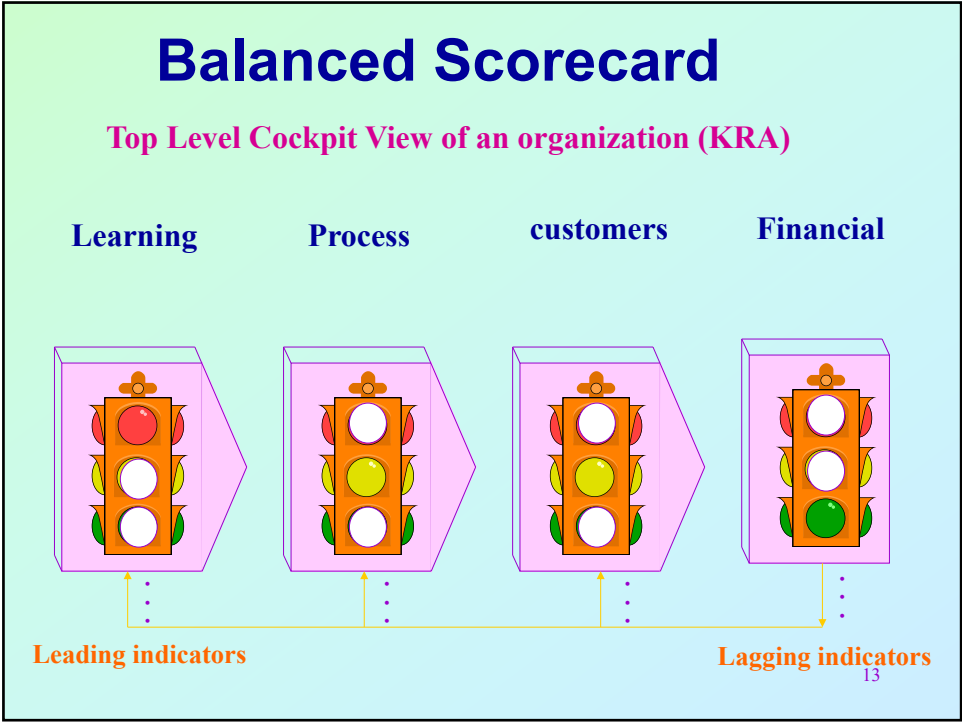
Balanced Scorecard

A Cause & Effect Chain

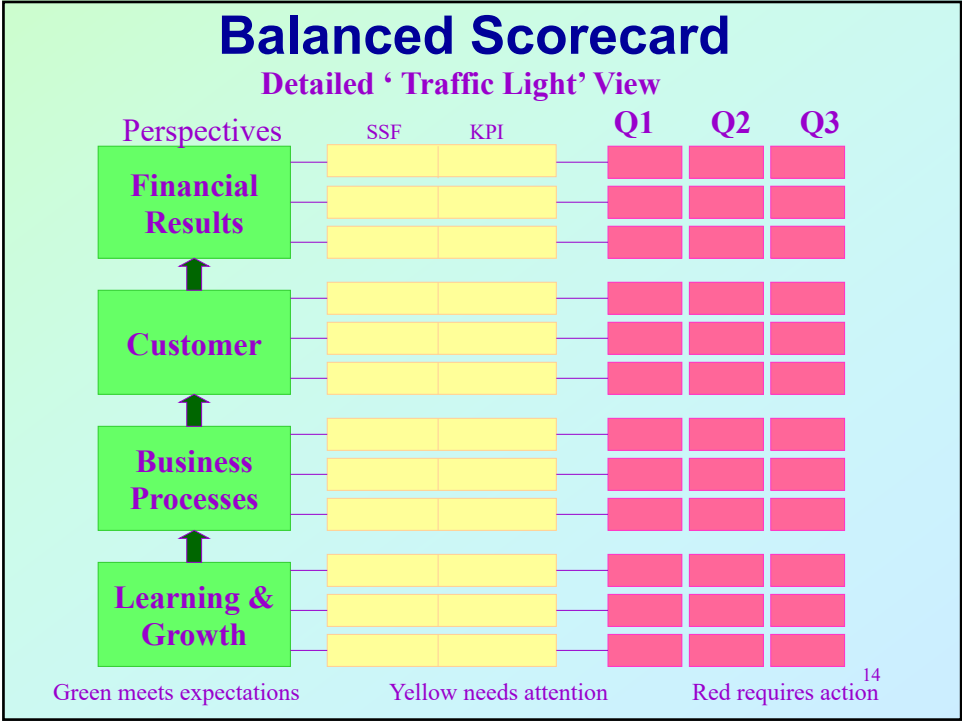


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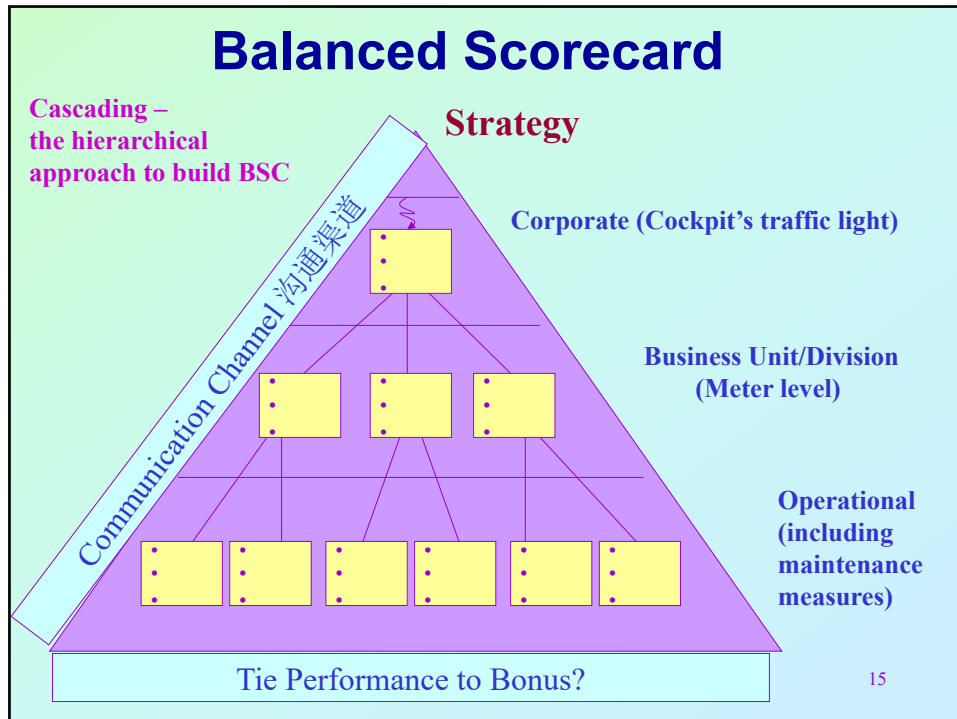
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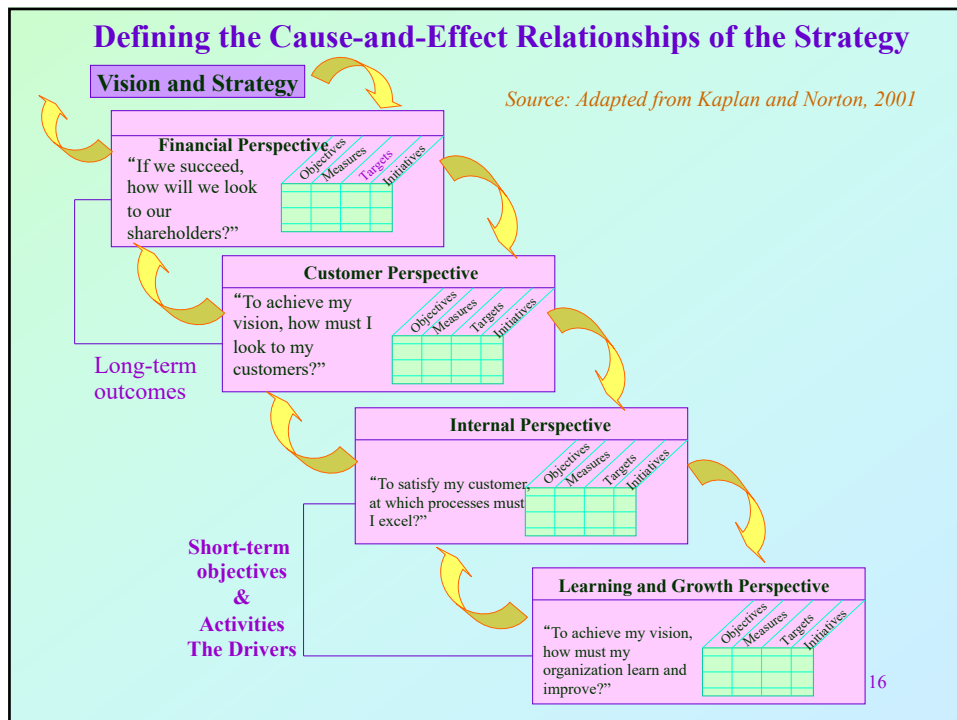
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Balanced Scorecard : Summary

- 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.

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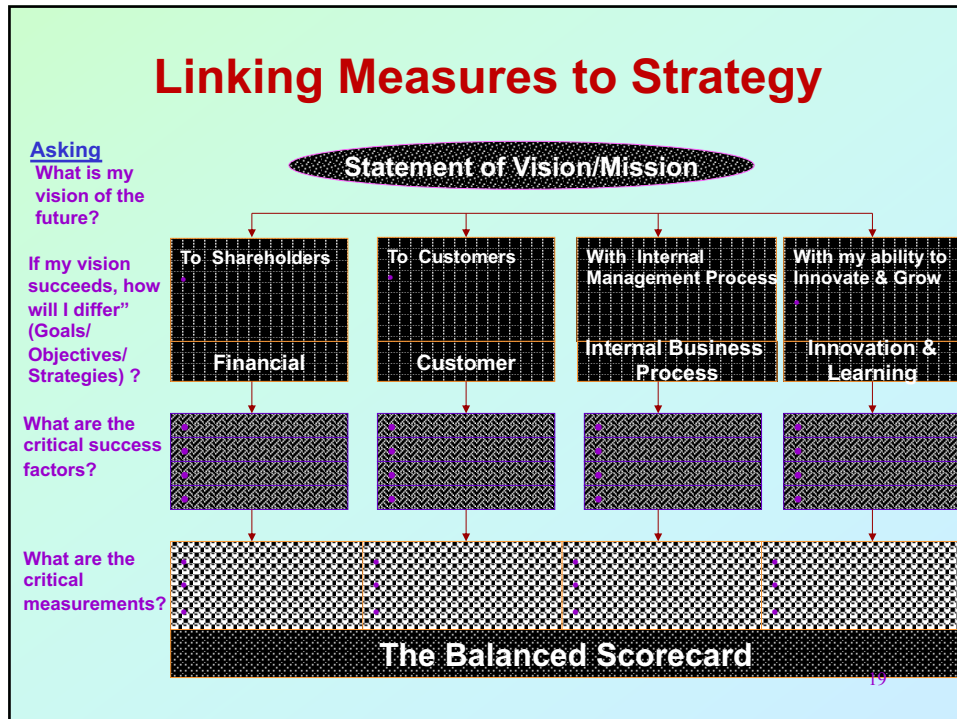
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Balanced Scorecard: Summary

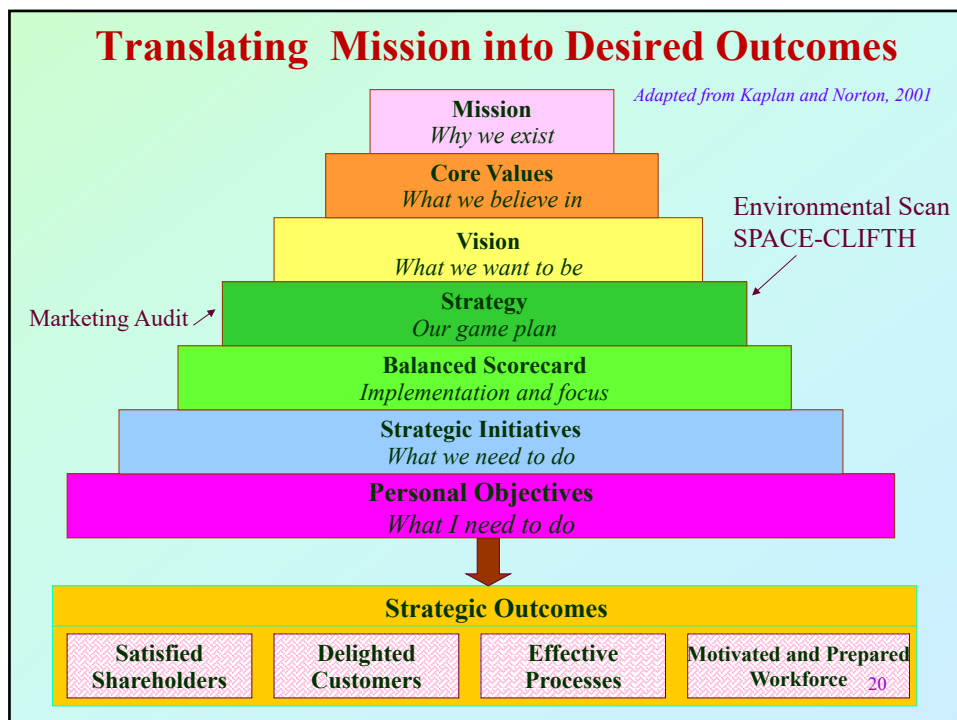
- A vehicle for communicating the vision (top-down).
- A tool for adding “structure” to the Strategy Review meeting
- A tool for translating strategy into action
 - Provides clarity throughout the organization
 - Provides focus and prioritization
 - Enables all employees to understand their contribution

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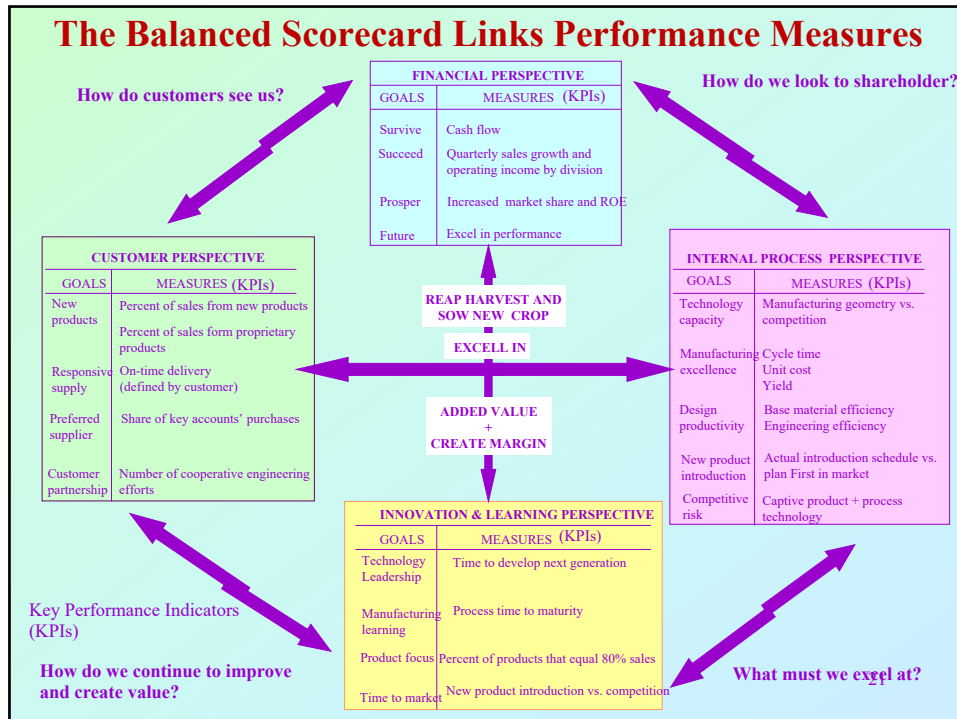
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BGX HK Balanced Scorecard : Table View

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			

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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

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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

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Examples of Organizations Using Balanced Scorecard

Asia:

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

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Examples of Organizations Using Balanced Scorecard

Hong Kong:

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

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Application of BSC:

City University of Macau (AIU)

****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

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What is strategy map?

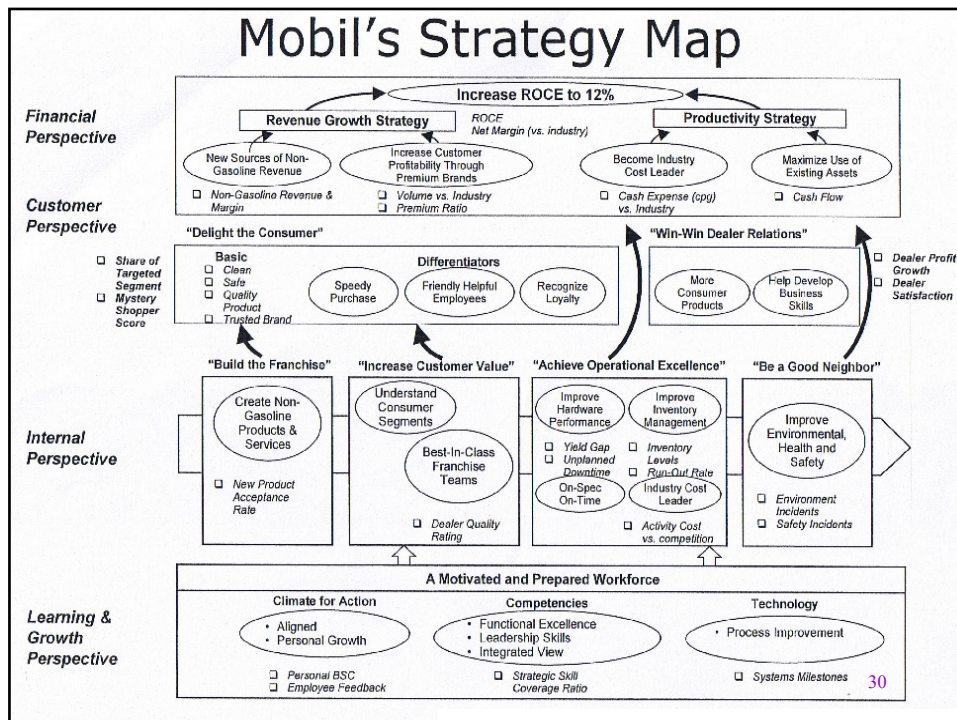
**The road map by using
Balanced Scorecard to
achieve corporate strategic
goals**

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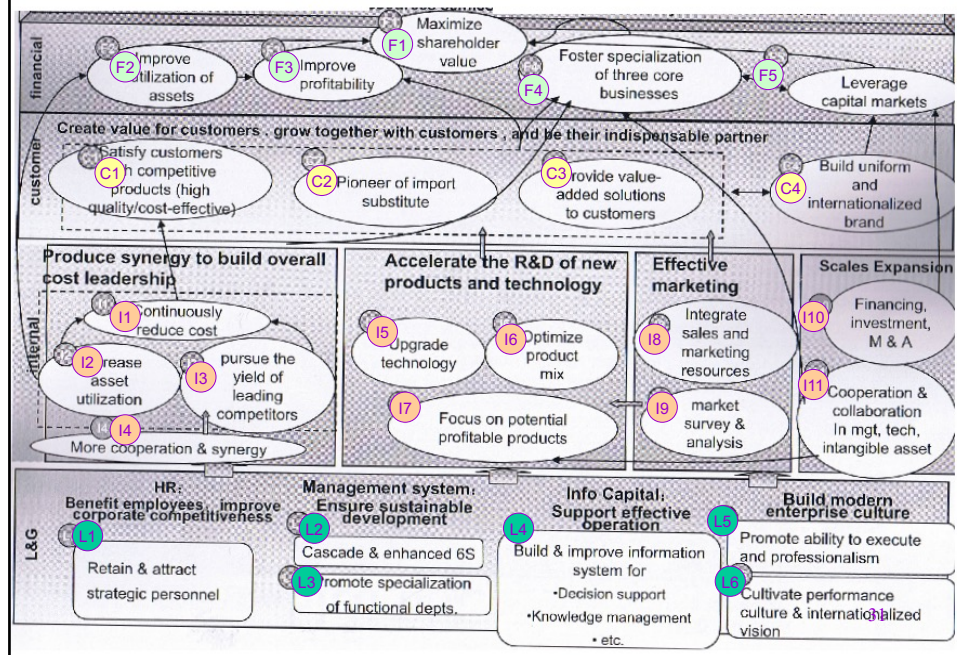


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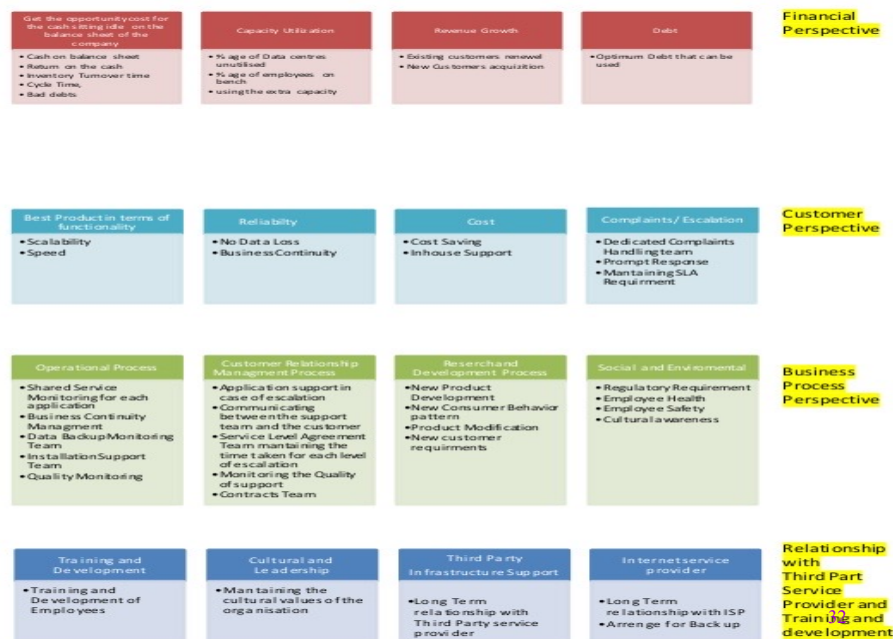
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华潤微电子 - 战略地图 CRM Strategy Map



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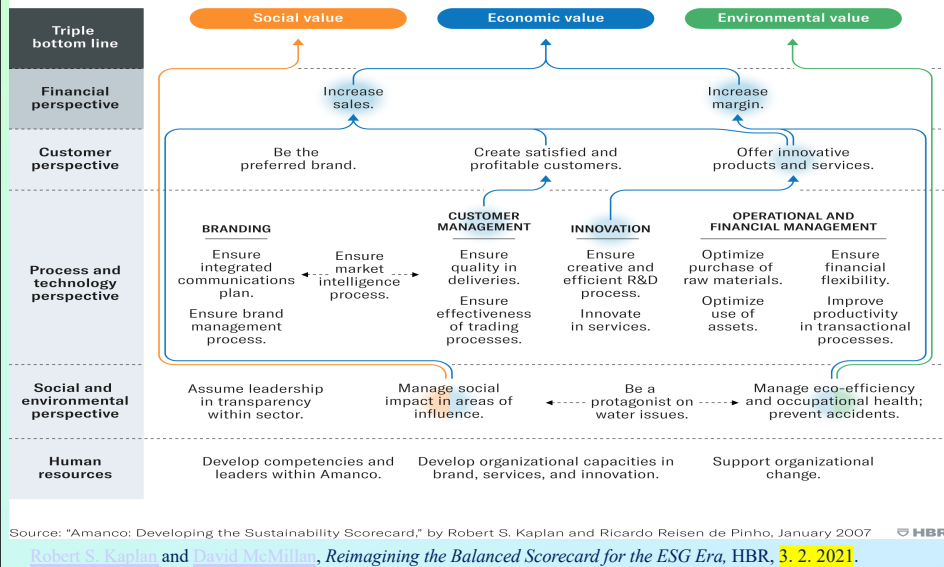
Strategy Map for Cloud Based Business (Example Amazon Web Services)



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Amanco's Triple Bottom Line Strategy Map

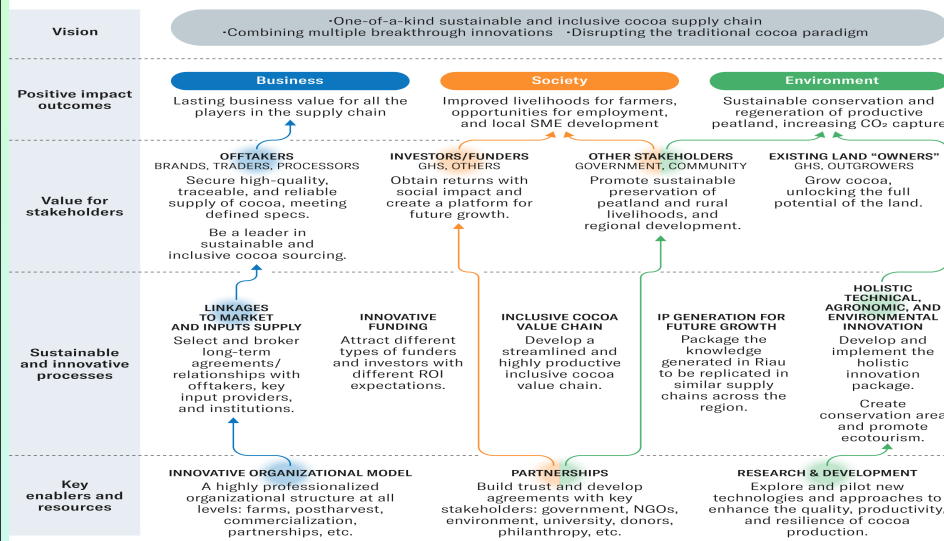
The financial perspective (traditionally the final value output) now has a triple bottom line perspective superimposed on top of it. This new perspective highlights the organizational processes required to drive social and environmental objectives as well as economic value. The causal linkages shown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



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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.



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Case Study 1

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

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MTRC's Balanced Scorecard and Strategies

- 1. Financial**
- 2. Customer**
- 3. Internal processes**
- 4. Learning & growth**
- 5. Safety and security**
- 6. Environment (ESG)**

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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

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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 & security

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

Measures: Staff safety; passengers safety; risk index

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MTRC's – Strategies and Measures

Staff Efficiency

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

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

Internal 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

Environment (ESG)

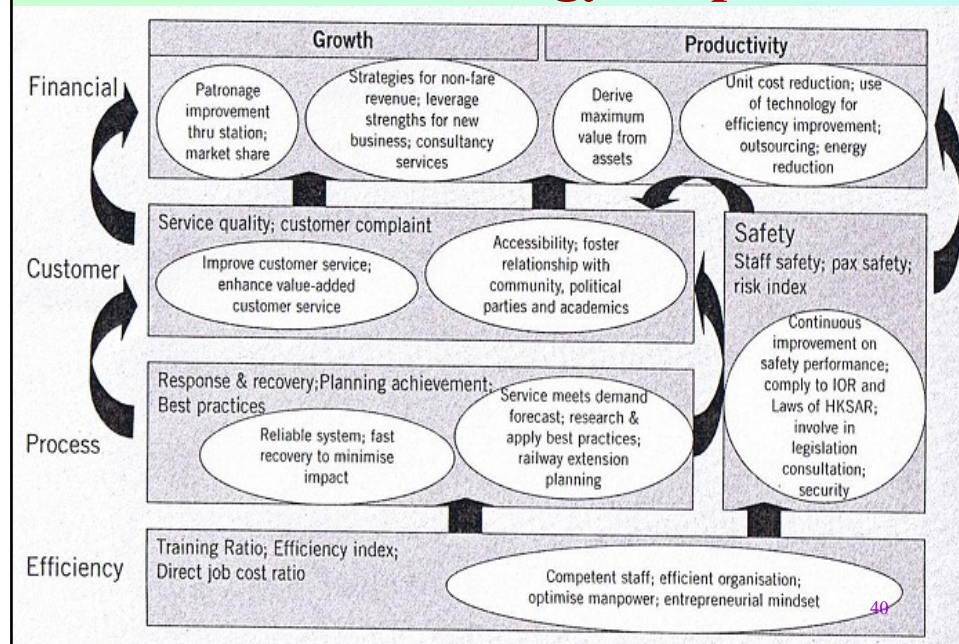
Strategies: - Sustainable energy conservation;

- application of technology and social innovation

Measures: - Reduction in power consumption; passenger entry and exit time reduction

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MTRC's Strategy Map



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MTRC's Customer Service Performance

2022年顧客服務表現(1月至3月)

2022 Customer Service Performance (January - March)

目標
Target

表現優於目標 (1月至3月)
Performance better than target (January - March)

服務表現項目 Service Performance Item		目標及表現 Target and performance											
		觀塘線、荃灣線、港島線、將軍澳線、南港島線 Kowloon Line, Tuen Ma Line, Island Line, Tsing Yi Line & South Island Line		東涌線及迪士尼線 Tung Chung Line & Disneyland Resort Line		機場快線 Airport Express		東鐵線 East Rail Line		屯馬線 Tuen Ma Line		輕鐵 Light Rail	
	列車按照編定班次行走 (列車服務供應) Train Service Delivery	99.5%	99.8%		99.5%	99.9%	99.5%	99.9%	99.5%	99.9%	— ^a	99.5%	99.9%
	乘客車程準時程度 Passenger Journeys on Time		99.5%	99.9%			99%	99.9%	99%	99.9%	— ^a		—
	列車服務準時程度 Train Punctuality	99%	99.9%		99%	99.9%	99%	99.9%	99%	99.9%	— ^a	99%	99.9%
	列車服務可靠程度 (列車行走多少車卡公里才遇到一次五分鐘或以上的延誤) Train Reliability (Train Car-km per train failure causing delays ≥ 5 mins)			850,000公里 (km) 3,895,915公里 (km)					850,000公里 (km) 7,457,727公里 (km)				—
	車票可靠程度 (乘客使用智能車票多少次才遇到一次車票失敗) Ticket Reliability (Smart ticket transactions per ticket failure)				11,500次 (transactions) 34,515次 (transactions)								—
	增值機可靠程度 (僅限於適用車站) Add Value Machine Reliability (At applicable stations)	99%		99.9%					99%	99.9%	99%	99.9%	—
	自動售票機可靠程度 Ticket Machine Reliability	99%		99.8%					99%	99.8%	99%	99.8%	99% 99.8%
	出入閘機可靠程度 Ticket Gate Reliability	99%		99.9%					99%	99.9%	99%	99.9%	—
	輕鐵月台八達通收費器可靠程度 Light Rail Platform Octopus Processor Reliability	—			—	—	—	—	—	—	—	99%	99.9%
	扶手電梯可靠程度 Escalator Reliability	99%		99.9%					99%	99.9%	99%	99.9%	—
	乘客升降機可靠程度 Passenger Lift Reliability	99.5%		99.8%					99.5%	99.8%	99.5%	99.9%	—

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MTRC's Performance on Passenger Safety

Safety

DEATHS FROM ACCIDENTS PER BILLION PASSENGER JOURNEYS — a measure of passenger safety



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MTRC's Performance on Staff Productivity



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Case Study 2

**How Cheung Kong Hutchison Holding
(Hutchison Whampoa)**

**Developed its
Balanced Scorecard &
Strategy Maps**

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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



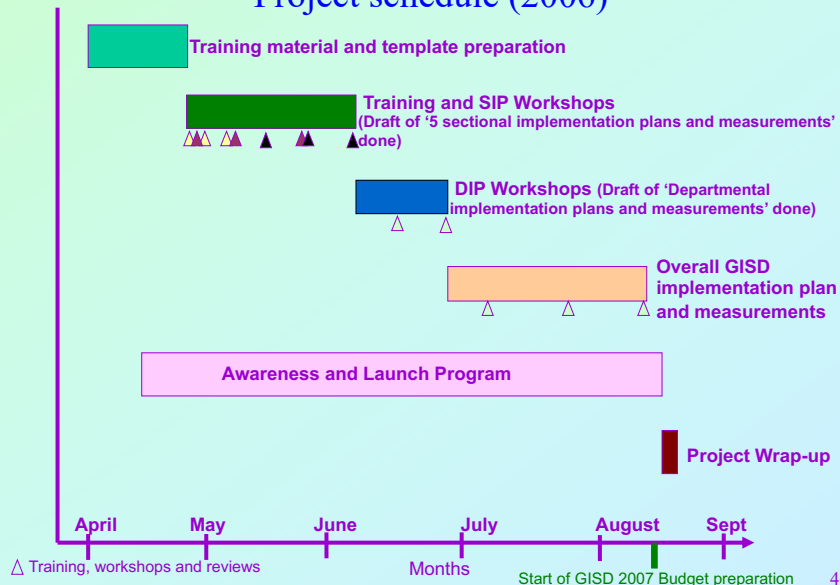
Project launch and awareness programme

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Building a BSC & Strategy Map

– Project schedule (2006)



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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

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Mission

To provide the IT foundations to enable our CKH 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.

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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

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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

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- Drive inter-sector synergies & economies of scale
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Return & Value

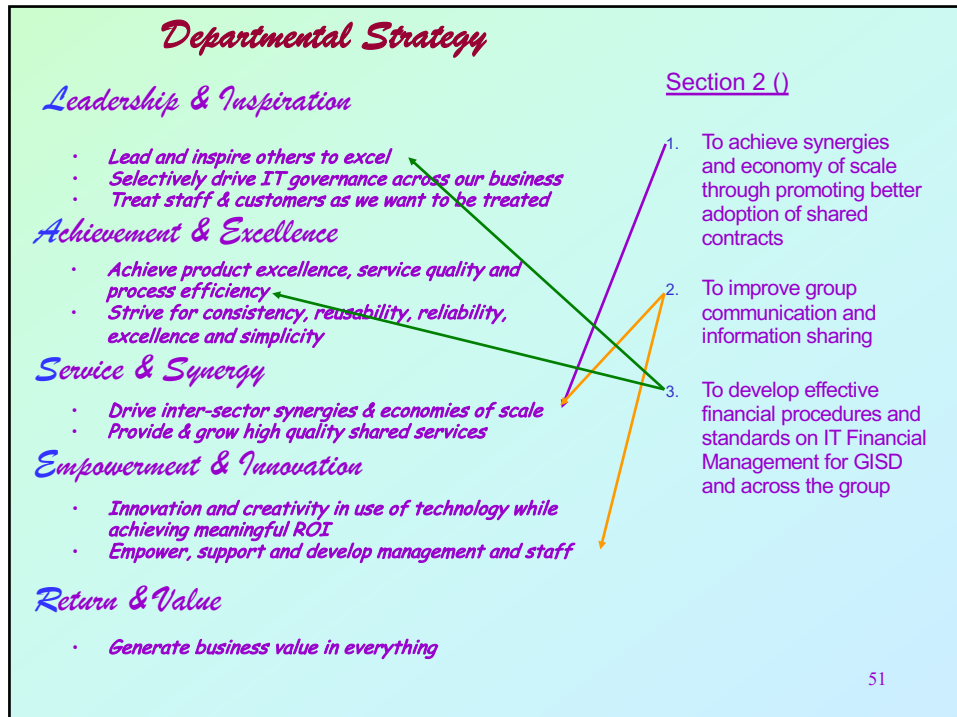
- Generate business value in everything

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

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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

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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	54w measure

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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	55 9

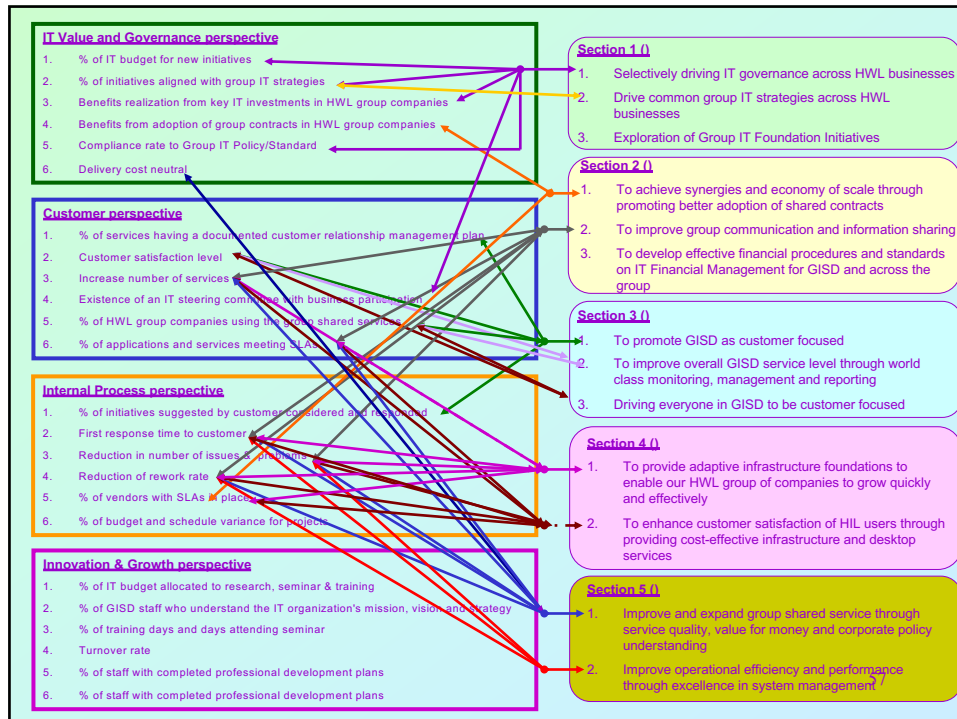
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Four steps to create departmental strategy map

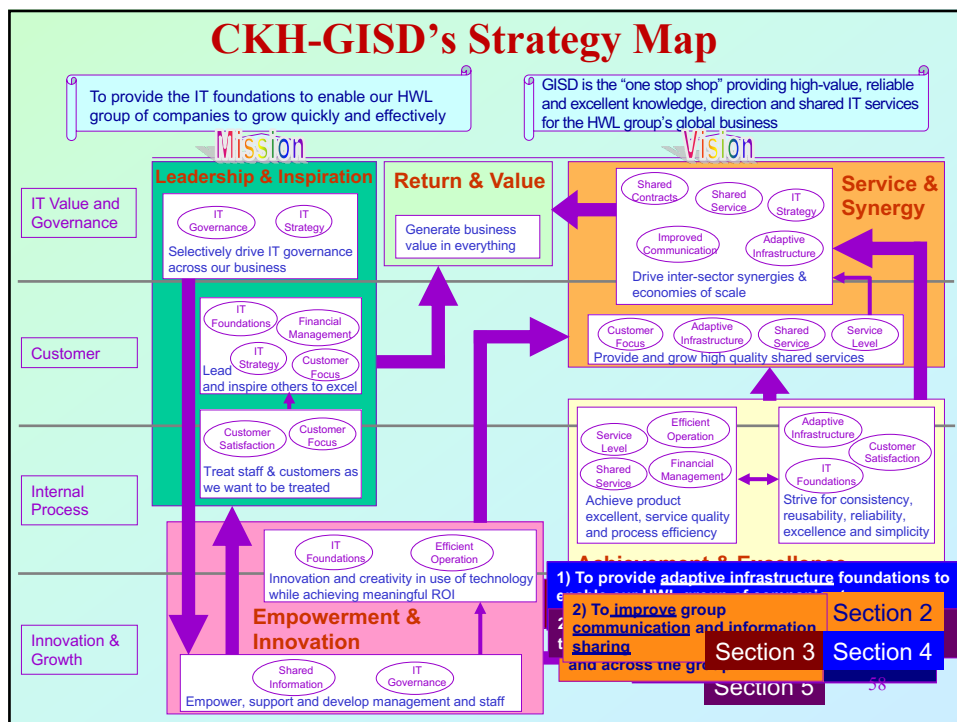
1. Decide the position and the relationship of our slogan – LASER
2. Decide the relationship between departmental strategy and
 1. the four perspectives in balanced scorecard with
 2. our slogan - LASER
3. Map each sectional strategy into the strategy map by using the decided information 'How this sectional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

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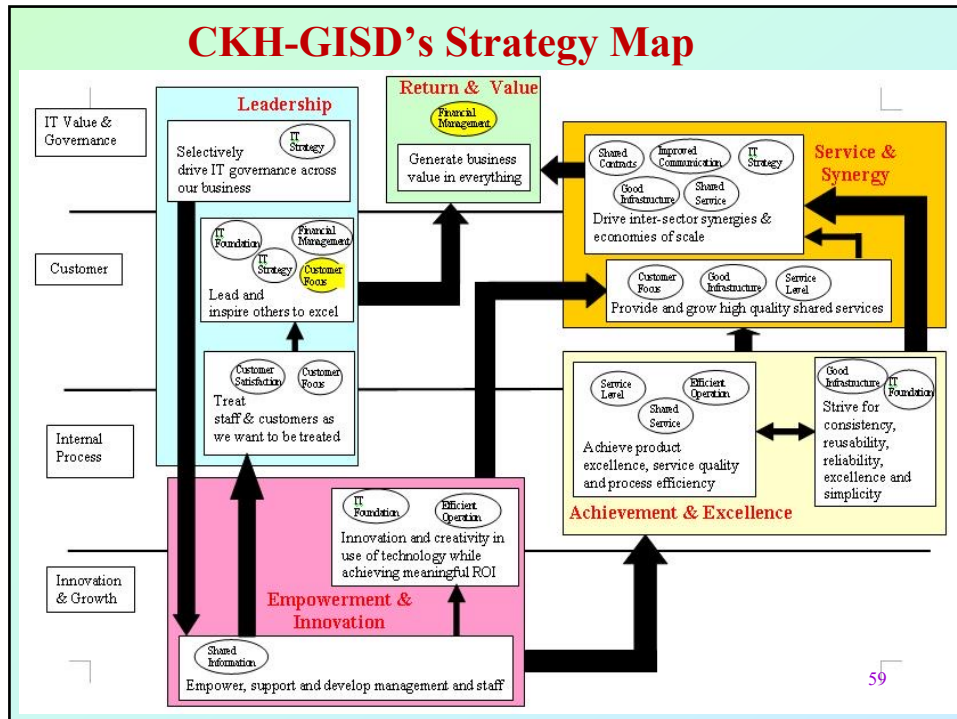
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Winning Strategies in Keen Competitions

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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?

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Question 2

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

What will you do?

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Some Typical Answers

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

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Example of NBA Basketball Games

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NBA-National Basketball Association

The Scores with 1 minute remaining:

L.A. Lakers 108 Houston Rockets 106

Boston Celtics 112 New York Knicks 95

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NBA Standing

Southwest Division

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

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NBA Standing

Atlantic Division

<u>Teams</u>	<u>Win</u>	<u>Lost</u>	<u>GB</u>
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

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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?

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Why Distance Yourself ?

When gap is narrow:

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

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Why Distance Yourself ?

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

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

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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. |

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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. |

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A Leader must be:

More creative and innovative

More willing to take risks

Not afraid of making mistakes

Able to withstand stress

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Importance of Distancing (Widening the gap)

Business Examples:

Microsoft, Google, Apple

ExxonMobil

Meta, Amazon

Huawei

Da Jiang Innovations (Drone)

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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.

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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

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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?

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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**

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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.**

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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.**

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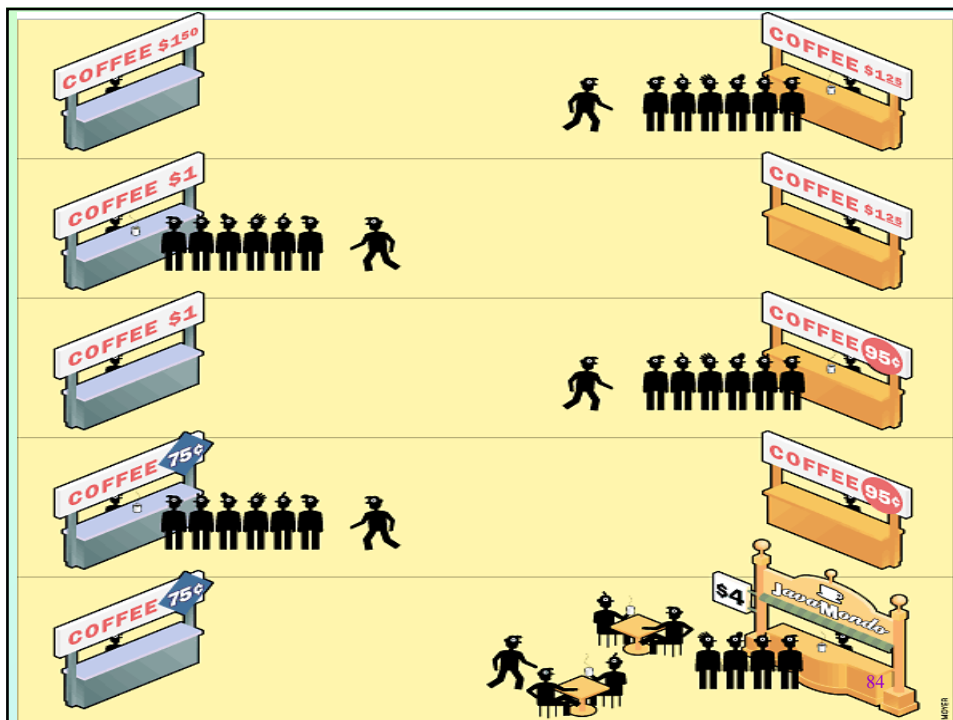
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You don't need to have the most resources to be successful



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Case Study 3

How HKU Business School Developed its EMBA & Executive Education

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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**

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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



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FT.com EMBA ranking 2008									
FINANCIAL TIMES Top 30 out of 100 Business Schools of EMBA Ranking 2008									
Current rank	Rank 2007	Rank 2008	School name	Country	Programme name	Salary today (US\$)	Salary increase (%)	Career progress rank	Work experience rank
1	4	2	Columbia/London Business School	US / UK	Executive MBA Global	295,224	110	11	23
2	1	3	Kellogg / Hong Kong UST Business School	China	Kellogg-HKUST EMBA	345,159	91	27	2
3	2	4	Trium: HEC Paris / LSE / New York University: Stern	France / UK / US	Trium Executive MBA	297,224	106	63	7
4	3	1	University of Pennsylvania: Wharton	US	MBA for Executives	235,555	99	33	76
5	5	5	IE Business School	Spain	Executive MBA	166,412	157	3	63
6	9	-	Insead	France / Singapore	Gemba	232,071	81	16	3
7	7	6	University of Chicago GSB	US / UK / Singapore	Executive MBA	213,703	87	29	8
8	7	8	Washington University: Olin	China	Washington-Fudan Executive MBA	273,599	71	21	12
9	6	7	London Business School	UK	Executive MBA	177,184	83	22	29
10	9	11	Columbia Business School	US	Executive MBA	218,916	84	57	81
11	15	15	Chinese University of Hong Kong	China	EMBA	239,588	81	62	10
12	12	13	Kellogg / WHU-Otto Beisheim School	Germany	Kellogg-WHU Executive MBA	156,217	78	4	61
13	18	15	City University: Cass	UK	Executive MBA	149,198	97	7	75
14	20	19	IMD	Switzerland	Executive MBA	193,419	67	10	1
15	11	12	Purdue / Tias / CEU / GISMA	US / Netherlands / Hungary / Germany	IMM International Masters in Management	137,395	81	8	59
16	18	-	UC Berkeley / Columbia	US	Berkeley-Columbia Executive MBA	194,532	67	54	35
17	14	9	Duke University: Fuqua	US	MBA - Global Executive	205,438	50	46	6
18	21	18	New York University: Stern	US	EMBA	214,096	60	60	70
19	22	37	ESCP-EAP European School of Management	France / UK / Germany / Spain / Italy	European Executive MBA	144,260	83	1	16
20	-	29	National University of Singapore	Singapore	Asia Pacific Executive MBA (APEX MBA)	193,184	73	53	9
21	17	-	Kellogg / York University: Schulich	Canada	Kellogg-Schulich Executive MBA	155,376	65	77	28
22	13	10	Northwestern University: Kellogg	US	Executive MBA	224,489	58	36	32
23	23	17	Ceibs	China	International EMBA	212,647	73	40	52
23	37	-	Thunderbird School of Global Management	US	Executive MBA in Global Management	163,452	74	23	20
25	26	31	Essec / Mannheim	France / Germany	Essec & Mannheim Executive MBA	128,177	69	6	26
26	39	28	Rotterdam School of Management, Erasmus University	Netherlands	Executive MBA	120,304	74	35	49
27	32	-	OneMBA: CUHK/RSM/UNC/FGV São Paulo/EGADE	China / Netherlands / US / Brazil / Mexico	OneMBA, Global Executive MBA	182,296	60	39	22
28	-	-	University of Michigan: Ross	US	Executive MBA	189,520	47	33	59
29	23	14	Warwick Business School	UK	Executive MBA	126,837	91	68	54
30	38	32	UCLA: Anderson	US	Executive MBA	191,833	58	42	67

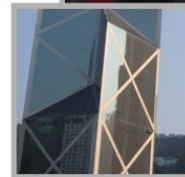
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Welcome to EMBA-Global Asia Information Session

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

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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

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2004年七月十七日 星期一

培育亞太區商界領導 港大首度推出EMBA-Global Asia課程

【本報訊】香港大學工商管理學院（FBS）首度推出EMBA-Global Asia課程，為亞太區商界領袖提供一個國際化的學習平台。該課程將於今年九月開始，為期兩年，每週上課一次，每次上課為期兩天。課程內容包括：國際商業環境、跨文化管理、國際市場營銷、國際財務管理、國際法律與倫理、國際談判與衝突解決等。課程將由FBS的資深教授及來自亞太區各地的商界領袖擔任講師。課程還將提供豐富的實踐機會，包括參訪、研討會、小組討論等。課程費用為港幣12萬元，包括學費、雜費、教材費等。有意報讀者可致電FBS查詢，電話：3917 2222。

經濟及工商管理學院 Faculty of Business and Economics

【本報訊】香港大學經濟及工商管理學院（FBS）首度推出EMBA-Global Asia課程，為亞太區商界領袖提供一個國際化的學習平台。該課程將於今年九月開始，為期兩年，每週上課一次，每次上課為期兩天。課程內容包括：國際商業環境、跨文化管理、國際市場營銷、國際財務管理、國際法律與倫理、國際談判與衝突解決等。課程將由FBS的資深教授及來自亞太區各地的商界領袖擔任講師。課程還將提供豐富的實踐機會，包括參訪、研討會、小組討論等。課程費用為港幣12萬元，包括學費、雜費、教材費等。有意報讀者可致電FBS查詢，電話：3917 2222。

三大學府 首次聯手合辦EMBA課程

【本報訊】香港大學、香港中文大學及香港科技大學首度聯手合辦EMBA課程，為亞太區商界領袖提供一個國際化的學習平台。該課程將於今年九月開始，為期兩年，每週上課一次，每次上課為期兩天。課程內容包括：國際商業環境、跨文化管理、國際市場營銷、國際財務管理、國際法律與倫理、國際談判與衝突解決等。課程將由三大學府的資深教授及來自亞太區各地的商界領袖擔任講師。課程還將提供豐富的實踐機會，包括參訪、研討會、小組討論等。課程費用為港幣12萬元，包括學費、雜費、教材費等。有意報讀者可致電三大學府查詢，電話：3917 2222。

EMBA-Global Asia First Conference

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三大院校 各具專長

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數碼港新校園

【本報訊】數碼港新校園將於今年九月開始動工，預計於明年完工。新校園將為數碼港提供一個現代化的辦公環境，並為數碼港的員工提供一個舒適的工作環境。新校園還將提供豐富的設施，包括圖書館、健身房、餐廳等。有意查詢者可致電數碼港查詢，電話：3917 2222。

課程簡介

課程名稱：EMBA-Global Asia課程
課程內容：國際商業環境、跨文化管理、國際市場營銷、國際財務管理、國際法律與倫理、國際談判與衝突解決等。
課程費用：港幣12萬元，包括學費、雜費、教材費等。
有意報讀者可致電FBS查詢，電話：3917 2222。

入學諮詢講座

日期：7月17日（星期日）上午10時至下午2時
地點：香港大學經濟及工商管理學院（FBS）
查詢電話：3917 2222

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Executive MBA Ranking 2017 (THE)

#	Name	Country	Salary (US\$)	Salary increase (%)
1	Kellogg/HKUST Business School	China	478,379	62
2	EMBA-Global Asia: Columbia/HKU/LBS	China / UK / US	319,032	78
3	Tsinghua University/Insead	China / Singapore / France / UAE	316,057	58
4	EMBA-Global: Columbia/LBS	US / UK	254,208	86
5	Trium: HEC Paris/LSE/NYU: Stern	France / UK / US	328,277	52
6	Shanghai Jiao Tong University: Antai	China	364,591	107
7	Washington University: Olin	China	360,250	58
8	Insead	France / Singapore / UAE	281,892	48
9	University of Oxford: Saïd	UK	242,985	75
10	EQUIS Business School	FR / GB / DE / ES / IT / LB	234,080	62

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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

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