



NEW BUSINESS OPPORTUNITIES

CLIENT: Indian office for leading European diversified chemical company

PROBLEM STATEMENT:



- Regional CEO is committed to fostering a mindset shift amongst the next generation of talents across key regional offices – India, Indonesia, Vietnam, China – particularly around deepening their understanding of 21st century challenges and related new business opportunities
- There is a noticeable lack of ‘out-of-box’ business ideas from those who are perceived as the best and brightest and there is too much reliance on legacy business models
- There is a need for more practical applications of the company vision in Asia and a desire engage with proven tools for problem-solving in defining new opportunities in the region
- Regional company leadership is seeking new initiatives to support talent development and employee engagement in key Asian markets

APPROACH:



- Pre-workshop questionnaire designed to gauge the cohort’s intellectual engagement on key issues, opportunities and challenges, and how they perceive the role of their business in society
- Quarterly 2-day outcome-driven leadership workshops designed to engage young talents in interrogating existing business models and identifying new opportunities
- Leveraging the company’s desire to use best-in-class scientific and technical capabilities to create chemistry for a sustainable future
- Delivery of industry and business-specific content derived from GIFT’s core curriculum, adapted for country and business units
- Team exercises to produce and present big ideas, followed by open discussion, consolidation and refinement

OUTCOMES:



- Top 3 business proposals agreed and outlined for presentation to local management and subsequently to regional CEO
- Consolidated list of specific actions in the country office can do to foster greater engagement around company purpose (e.g. business unit presentations on sustainability, external speaker series or renewed product value propositions)
- Snapshot of local team performance based on critical thinking and engagement provided as feedback to the regional CEO to understand how country offices compare and contrast



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CLIENT: Six Southeast Asian offices for one of the largest banks in the world

PROBLEM STATEMENT:



- The Bank seeks to deliver excellence and expansion of its products in ASEAN, with practices and processes that enable integration of offices across ASEAN to take advantage of untapped opportunities
- In particular, the Bank's Relationship Managers operate in siloes, working as experts in their industry and country, but lack depth and specificity when it comes to sectoral insights that span ASEAN
- There is no framework or set of tools in place to allow for seamless information gathering and collaboration between ASEAN-based offices, resulting in products that are limited to individual countries

APPROACH:



- Participants were asked to develop pre-workshop presentations designed to trigger thinking on the key business aspects of their countries, and how their business specialities fit into the wider ASEAN tapestry
- Through tailored content delivery and case studies, participants were equipped with concrete insights on what ASEAN is, how it is changing and what it has to offer the Bank and its clients
- This knowledge was leveraged to identify, prioritise and design practical initiatives to improve ASEAN business development and CRM with impact over a 3-12 month window

OUTCOMES:



- Initiatives were built out into five robust proposals and presented to senior management from key ASEAN markets in order to carry the best proposals forward to implementation
- 10-15 MNCs were identified that would benefit most from a coordinated ASEAN approach and a detailed action plan for managing these relationships was developed
- Identification of the importance of accountability within top management for an ASEAN strategy that is clearly articulated from top to bottom, including personal commitments to carrying the new initiatives forward