

THE CENTER FOR GLOBAL ENTERPRISE

2018 YEAR IN REVIEW



Digital Supply Chain Executive Leadership Forum – Santiago, Chile | May 2018

Our mission at the Center for Global Enterprise (CGE) is to advance and make globally accessible contemporary management learning. Toward that goal, we have sought to offer innovative applied learning models to business leaders from around the world based upon the conviction that knowledge sharing among the most senior and most engaged business leaders can produce a better condition for developed and emerging economies alike.

As CGE enters its sixth year, we have engaged with CEOs from every hemisphere, convened large and small businesses, and embraced new approaches to learning that provide global and free access to world-class experts on leading-edge topics.

Looking at the year ahead, we are proud of the impact our non-profit organization has made on the lives of many current and future business leaders, and will expand this impact by continuing to deepen learning across key areas of management responsibilities and technology, including digital supply chains, cyber readiness, platform business models, artificial intelligence/machine learning, and African entrepreneurship, to cite just some of the programs CGE will be engaged in over the next few months.

As you will read ahead, we are excited to launch an important new program we are calling New Enlightenment. The challenge -- and opportunity -- of our time is to turn advancements in technology, business, and society, into instruments of trust, transparency, security, democratization, and empowerment. Over the coming months, you will hear more about this exciting program.

2018 HIGHLIGHTS

GLOBAL SCHOLARS
PROGRAM

DIGITAL SUPPLY
CHAIN INSTITUTE

AFRICAN WOMEN'S
ENTREPRENEURSHIP
COOPERATIVE

CYBER READINESS
INSTITUTE

THE NEW
ENLIGHTENMENT

Global Scholars

thecge.net/global-scholars

In 2018, CGE's Global Scholars program, a free online learning community focused on applied and collaborative activities, continued to add new programs and grow membership. As of yearend, we have 244 member universities from 104 countries, and 4,665 individual members--up from 2017 yearend figures of 214 schools from 96 countries, and 4,159 individual members. A few highlights from the past year include:

Texas Capital Bank (TCB) Alpha Team

Over the course of the six-week digital internship, Alpha Team members designed new services and strategies to attract Millennial clients for TCB's private wealth management business. The 21-member team--representing seven countries, four continents and 17 languages--produced a 38-page report for the client with over two dozen recommendations. Three members of the Alpha Team were selected to present the report to TCB management at the company's Dallas headquarters.



Digital Identity Forum

The Global Scholars program launched a new Expert Connect series: The Digital Identity Forum. We created the forum to explore the issues surrounding our digital identity and to gather leading-edge, practical and applied learning on the implications for business and management. Over the course of the year, we conducted four forums with experts from MIT, World Economic Forum, The Better Identity Coalition, as well as the founding CEO of Aadhaar, India's national digital ID program.

Educating for Cyber-Mindfulness: Building a Community of Cybersecurity Allies

GS opened its Expert Connect program to the University of Dayton for a program on Cyber-Mindfulness. The school's Center for Cybersecurity & Data Intelligence shared the strategies, tactics, and lessons they learned developing and implementing a Cyber-Mindfulness campaign for the school.



www.thecge.net/global-scholars



Leading the Digital Supply Chain

GS created and hosted a six-part series of one-hour Expert Connect webinars to provide a practical introduction to the digital technologies and organizational models transforming enterprise supply chains. The series, called Leading the Digital Supply Chain, featured experts from CGE affiliate the Digital Supply Chain Institute (DSCI).

Cyber Security Pilot Assistant Program

In concert with another CGE affiliate, The Cyber Readiness Institute (CRI), GS launched the Cyber Security Pilot Assistant program, a paid internship opportunity for four members of CGE's Global Scholars program. Each intern worked with four pilot companies (and a CRI team leader) to ensure that the content and tools produced by CRI met the needs of small and medium-sized businesses around the world. The CPA program was deemed a success by pilot companies and ended shortly before the official launch of CRI's program in December.

Digital Supply Chain Institute



The mission of the DSCI is to help companies accelerate progress towards a truly Digital Supply Chain that boosts revenue while controlling costs. In 2018, DSCI conducted a substantial amount of research with some of the world's top companies. The focus of the work was not about documenting the current situation, but rather on outlining practical steps towards Digital Supply Chain transformation. DSCI interviewed senior executives, conducted on-site pilots, and administered detailed surveys. DSCI also convened two Executive Leadership Forums: Santiago, Chile and Walldorf, Germany. These meetings are by-invitation-only and are restricted to under 100 senior supply chain, IT, and business leaders. In 2018, DSCI grew its global Digital Supply Chain community to more than 85 companies.



Member companies asked DSCI to focus on four research topics in 2018:

- Algorithm Council: How companies can use Algorithms to delight the customer and beat the competition
- Blockchain and “Proof of Value” Pilot: How companies can pick the right target for Blockchain and achieve business value
- Digital Supply Chain Catalyst Program: How companies can structure a “quick change” program that delivers results, quickly
- Revenue Growth Using Digital Supply Chain: How companies are creating happy customers and growing revenue through their supply chain

The Algorithm Council effort included a pilot with Under Armour. Under Armour worked to inventory and then deploy the best algorithms across their business. They did a great job finding algorithms that they could use to create “extended functional value,” that is to say that the data and analysis looked across the entire customer experience and across traditional organizational barriers. DSCI also finished the work on the Aricent/Altran Blockchain Proof of Value pilot and conducted several blockchain collaboratories with a broad range of participating companies. The Blockchain Return Index and the Blockchain Fitness Index (BFI) were developed during the year. These tools help companies identify areas within an organization where blockchain can be implemented and can bring more value. The DSCI team also developed the Catalyst program that accelerates transformation. This program includes a unique, new Data Trading Framework to help identify and obtain the critical data needed by a Digital Supply Chain. Finally, DSCI has documented several case studies where community members use the Digital Supply Chain to grow revenue.

The past year was great for DSCI, our community of companies, and for breakthrough research that is accelerating transformation and improving business results. DSCI is getting the word out about the power of the Digital Supply Chain.

African Women's Entrepreneurship Cooperative



On April 1, 2018, CGE launched the African Women Entrepreneurship Cooperative (AWEC), a 12-month, high-touch leadership and management training program that empowers women from across Africa and the diaspora with the skills and network needed to establish and grow their businesses. AWEC uses applied and collaborative learning models, enabling immediate business impact and cultivating a pan-African cooperative of entrepreneurs, experts, and allies.

Our unique model delivers impact through a fast-paced blended learning experience that includes:

- Monthly live sessions taught by expert business professionals and academics
- One-on-one mentoring from senior business professionals
- Monthly individual applied learning assignments and quarterly team projects
- Peer network and feedback through peer reviews and peer sessions
- Bi-annual in-person leadership summits hosted in Africa

The AWEC program broke the mold of typical entrepreneurial programs in Africa in the following ways:

- Geography: Innovative technology and program design allows us to serve women from across the continent and diaspora
- Quality, Length and Rigor: Fast-paced, 12-month program dives deeply on business, leadership, and management topics taught by global thought-leaders
- Applied Learning: Learning topics are immediately applicable, not theoretical
- Women-only Cooperative: Supportive give-and-take learning and networking environment

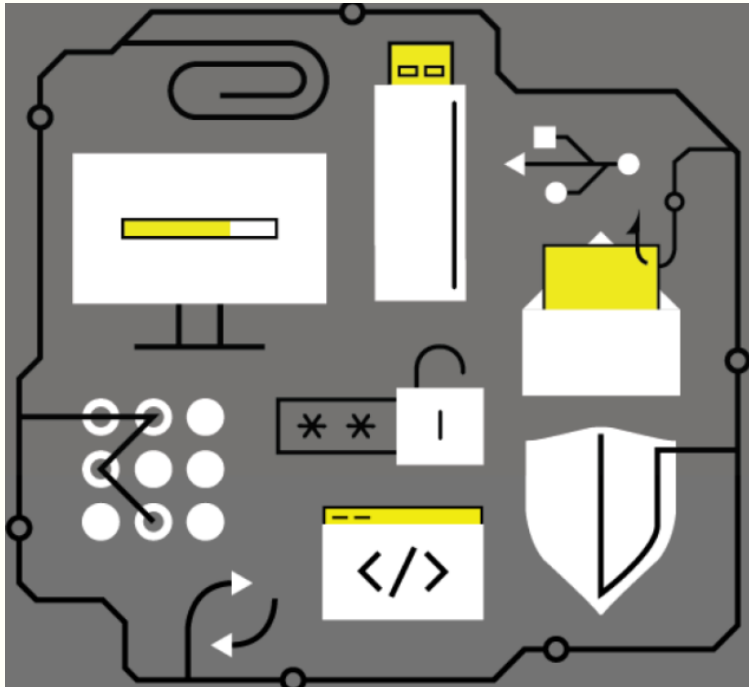
AWEC accepts annual cohorts of 200 female entrepreneurs pulled from applicant pools of 2,000+ interested individuals. In the first year, cohort members represented 39 African countries. The most prevalent industries included agriculture, education, fashion and beauty, healthcare, and professional services. In September, 150 entrepreneurs (75% of the total cohort) were eligible to attend the Leadership Summit held in Kigali, Rwanda, resulting in a learning and networking experience that cemented the sisterhood of Cohort 1. In the first six months of the program, cohort members reported the following:

- 50% experienced revenue growth
- 58% increased the quality of their peer network
- 62% enhanced their understanding of business strategy
- 75% now have better access to quality mentoring
- 166 jobs created

As we enter 2019, we are preparing to conclude the first cohort in March with a Leadership Summit in Cairo, Egypt, for which 170 entrepreneurs (85% of the total cohort) have earned eligibility. We are also looking forward to welcoming the second cohort of 200 entrepreneurs on April 1st, launching the AWEC Alumnae network, and in the summer of 2019, launching the AWEC Academy, a new program that will enable us to scale our ability to serve more constituents through three-month online learning modules.



Cyber Readiness Institute



cyberreadinessinstitute.org

The Cyber Readiness Institute (CRI) convenes senior leaders of companies from across sectors to identify and share best practices for improving cyber readiness among small and medium-sized businesses (SMBs) in order to secure global value chains. In July 2018, nineteen SMBs from different sectors and geographic regions tested the Cyber Readiness Program, which provides accessible tools for creating a culture of security in order to improve the cyber readiness of SMBs. The pilot enabled CRI to refine the Program before launching it at a press event in December 2018. The Program will be distributed globally, via a network of Cyber Readiness “Champions” – companies, industry groups, chambers of commerce, and universities – throughout 2019. Through its global network of Champions, CRI will aim to get the Program into the hands of more than one million SMBs in the Americas, Europe, Asia, and the Middle East this year.

The New Enlightenment

There is a new environment confronting companies operating in a global economy. The tensions are coming from new government policies on trade and market access, an infusion of disruptive technologies such as artificial intelligence and machine learning, and new demands from individuals and societal stakeholders that corporations behave differently.

Every day, we hear about government officials, critical media, and others that are describing a world rich with negatives and future peril. At CGE we see a different future, one filled with promise and opportunity for business, individuals, and society as a whole. As such we have launched a new global initiative we call ***The New Enlightenment***. It is a CEO-level endeavor to gather insights, share knowledge, conduct research, and produce roadmaps for enlightened global leaders to move to the future.

We are organizing ***The New Enlightenment*** initiative to deliver the following outcomes: 1) ascertain how a global new enlightenment will impact the corporation and management decision-making; 2) provide in collaboration with our partners at MIT, research on the implications for specific business sectors and companies; and 3) the development of curriculum to train future business and communities leaders.

We will begin to discuss these shifts and exchange insights about how the enterprise can and should change to deal with this new era of business by convening CEOs beginning in Hong Kong followed by sessions elsewhere around the world.