



GLOBAL NETWORK FOR ADVANCED MANAGEMENT

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News and Events

Announcement: Register a Team for the 2016-2017 GNAM Investment Competition

The **deadline** to register a team for the 2016-2017 GNAM Investment Competition is **Friday, October 7**. The Global Network for Advanced Management Investment Competition, hosted by the International Center for Finance at the Yale School of Management, is a one-of-a-kind contest dedicated to equity investments sourced from top business students around the globe. Students from GNAM schools are invited to register a team of between two and six students, and ideally, one faculty advisor. [Read more >>](#)



Announcement: Let Your Voice Be Heard in the 2016 GNAM Leadership Survey

Students and alumni will be invited to participate in the 2016 GNAM Leadership Survey during the month of October. The online survey should take no more than 15 minutes to complete. Responses are anonymous, but every response counts, so all students and alumni are encouraged to take the survey! Participation rates are being tracked by school, so your response will help your school meet its participation goal. Updates will be posted [here >>](#)



Five Hundred Fifty Students to Travel for Global Network Weeks 2016

Five hundred fifty students from fourteen Global Network Schools will travel to one of fifteen destinations during the week of October 13 – 17, 2016 for Global Network Week. During weeklong modules, students will pursue intensive study alongside their colleagues from throughout the network, learning from top faculty and meeting local business leaders during company visits. Each participating school focuses on a specific topic or theme, leveraging their particular academic strengths and regional expertise.

Schools hosting a Week on their campus include: Asian Institute of Management, EGADE Business School, ESMT Berlin, FGV-EAESP, Fudan University School of Management, IE Business School, INCAE, Indian Institute of Management Bangalore, Koç University, Lagos Business School, Pontificia Universidad Católica, Sauder School of Business UBC, UCD Smurfit, and Yale SOM.

In addition, five schools (Sauder School of Business, Haas School of Business, Yale School of Management, INCAE Business School, and FGV-EAESP) have partnered to offer a [Global Network Week in Quito, Ecuador](#) alongside the United Nations Habitat III Conference, a conference held once every 20 years to address problems associated with urbanization.



All participants in the weeks who are posting images or descriptions to social media are encouraged to use the hashtag #GNW2016. Tagged items will be consolidated on the [GNAM Tumblr](#).

Global Network Alumni Master Class in London

Yale SOM alumni and all alumni of Global Network for Advanced Management schools are invited to join Yale Professor Nicholas A. Christakis, for a 75-minute master class drawn from his current research on how the human social network structure and function can be used to intervene in the world to make it better. [Read more >>](#)



Global Network Faculty, Students and Alumni Gather for an 'unConference' on Entrepreneurship

Israel is world-rekknowned for its innovations. It's the country that gave the world the flash drive, the Waze navigation app, drip irrigation, seedless grapes, and robots to assist in complex vertebrae and brain surgeries.

Deans of business schools, faculty members, investors, and some of the top business minds from around the world met during the unConference on



Entrepreneurship August 28-30 at the Technion in Haifa to outline the future of entrepreneurial education.

The event was lead and organized by Miriam Erez, Mendes France Chair of Management and Economics at Technion, and a committee of faculty including Ryan Schill, INCAE professor and director of the Latin American Center for Entrepreneurs; Suresh Bhagavatula chairperson of entrepreneurial ecosystem development at IIMB; and Kyle Jensen, associate dean and Shanna and Eric Bass Director of Entrepreneurship at Yale SOM. Schill, and Edward A. Snyder, dean of Yale School of Management (SOM), who also helped to organize the event, said they were excited by developments at the conference, as were the attendees. [Read more >>](#)

Call to GNAM Faculty on LinkedIn

GNAM Faculty on LinkedIn are encouraged to join the GNAM Faculty LinkedIn group. Only faculty and staff affiliated with GNAM will be accepted into the group, which we hope will serve as a way to connect faculty with similar interests across the network. [Join the group >>](#)

Selections from Global Network Perspectives

GLOBAL NETWORK FOR
ADVANCED MANAGEMENT



What Do New Autonomous Technologies Mean for Global Business?

Amazon aspires to make drone deliveries for its Prime service. Uber, the dominant taxi service for the digital age, is experimenting with self-driving cars; Google, which has been testing self-driving cars for years, is also rumored to have a taxi service in mind. How will new autonomous technologies impact the lives of consumers and shape businesses, and what is the role of governments in shaping them? Global Network Perspectives asked faculty and experts to weigh in. [Read more >>](#)



Growth in Renewables: Not All Down to Policy

Governments and policy-makers all know that renewable energy helps to reduce overall carbon emissions and helps countries meet stiff targets in emissions reduction. Over the past decade, they have developed a variety of regulatory instruments and policy initiatives to promote and accelerate renewable technology development and application. "Feed-in-tariffs are a good example," Andrea Masini explains. "Individual homeowners install solar panels on their roof and the excess electricity generated is fed into the grid. The homeowner gets paid a premium price for it, subsidized by the

government.” But as the case of feed-in tariffs demonstrates, many policy interventions have been costly. “Countries such as Spain have encountered financial problems as a result of policies that left them paying too much for renewable energy,” Masini adds. “Rather than blindly throwing money at the emissions problem, policy effectiveness needs to be evaluated.” [Read more >>](#)



Inside the Bayer-Monsanto Mega-Merger and What It Means for Global Agriculture

Big mergers raise big questions. While some cross-border mergers work out well, many blunder and fail. As chemical and pharmaceutical giant Bayer prepares to pay \$66 billion to acquire Monsanto, an agrochemical biotechnology corporation, the question lingers: will this deal realize its full potential, or will it go the way of Daimler-Chrysler and flounder? In 1998, Germany's Daimler acquired America's Chrysler for \$36 billion - but the two corporate cultures soon clashed and the promised synergies never materialized. Less than 10 years later, in 2007, Daimler ended up selling Chrysler for a paltry \$6 billion. Werner Antweiler, associate professor in the UBC Sauder School of Business and international trade policy chair, shares his thoughts on the megamerger that has the potential to reshape the world's food supply. [Read more >>](#)



Identifying Opportunities for Embracing the 'Internet of Things'

Managing IS/IT successfully is becoming increasingly difficult in today's dynamic business and technology environments. The challenge is to harness digital technologies both in achieving alignment with current enterprise objectives and innovating to create new strategies and business capabilities. [Read more >>](#)



UCD Michael Smurfit
Graduate Business School

Machines Making Decisions

One of the largest and current trends in analytics is in the field of machine learning, particularly in neural networks and deep learning. But what we haven't seen, yet, is this type of method making big, one-off decisions — the decisions that have to be made at executive level in business, in government, and elsewhere. In this interview, James McDermott discusses his research in this area. [View video >>](#)



Challenges in Going Global

Few companies are ready to build and run truly global organizations, despite their ambitions. Globalization may be their goal – it may even form the backbone of their strategy – but only a tiny fraction have the execution capabilities needed to bring that strategy to life.

According to a recent Global Readiness Survey of 362 executives, only 10% of companies think that they have the full complement of capabilities required to win overseas, with most barely mastering the basics. Midsize companies are particularly vulnerable when they attempt to do this, as they are less nimble than their smaller competitors but lack the scale and systems of larger companies. The overarching picture is clear: a smart strategy is not enough. Winners in globalization also must execute better than other firms.

There are three main areas in which companies struggle overseas. The first is in strengthening the go-to-market, logistics, and other value chain activities. The second is an issue of common cross organizational goals. Companies have a difficult time aligning best practices in their organization to support a global agenda. Deepening concerns in talking about global alignment, the survey showed that headquarters staff tend to have a much more optimistic view of globalization readiness than do executives working in the field. And, finally, the third area where companies often fail is in mastering mergers and acquisitions – a task that is hard enough within a country. [Read more >>](#)



The Power of Brand Equity: Pokemon Go

Businesses are eager to leverage the success of the augmented reality game Pokémon Go.

Stories range from shelters who use it to get dog walkers to a Manhattan pizza parlour with Pokémon-themed pizzas. Even the Calgary Chamber of Commerce has told businesses to take advantage of this new marketing tool. To discuss Pokémon Go's successful use of brand equity and how businesses can leverage it, we turned to David Hardisty, Assistant Professor of Marketing and Behavioural Science at UBC Sauder, where huddles of students have been spotted catching Pokémon all over campus already. [Read more >>](#)



Fintech: A Complex Disaster in the Making

Fintech

– software applications for financial services
– is everywhere. It's the new big fat sexy technology in Berlin, London, Silicon Valley, Beijing, New Delhi – you name it. And of course it

is. It's startup material, where little invest can result in instant millionaires. It's a new kind of tech, with prospects of blue oceans. And it's taking place

in the midst of banking and finance, the very place, as Willie Sutton made us aware, "where the money is." A fusion of three gold rushes in one. But the massive emergence of a manifold of new ideas and technologies bears risks. Substantial and systemic risks. New credit models and payment apps are mostly harmless, apart from threatening some dinosaurs business models. But the latest craze is reaching higher, to a place where even more money is: trade. Stocks, bonds and securities are becoming more and more of a focus. And in this area, the startups don't just operate on the surface. They dive. In a way they are trained to dive. They identify tiny market mechanisms and reshape them into something big and different, using new technologies.

But applying this method to trade is stupid and irresponsible. A number of unacceptable and unpredictable risks can easily be identified. [Read more](#)

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