

# The Emerging Leaders Program



The rapidly changing landscape of the superannuation fund industry, renders an opportunity for emerging leaders to be exposed to the contemporary tools and frameworks that will help you navigate the industry.

The **Emerging Leaders Program** is a 5-day residential program which will encompass:

Leadership,  
Innovation and  
Change



People  
Management



Strategy



Marketing



Finance



Project  
Management



Navigating  
Uncertain  
Futures



## Leadership, Innovation and Change



"Innovate or die!" businesses are told as the word disruption becomes a catch-cry for companies around the world.

Despite the ubiquity of these concepts, there are abundant examples of successful organisations and industries that have been found wanting due to poor planning and strategy, or an inability to conceive of futures that nimble new entrants then exploit.

Funds that aim to maximise member value must equally seek value-creating opportunities that cannot be readily replicated or displaced by other funds.

### THIS TOPIC WILL EXPLORE:

#### Strategy:

Change and uncertainty highlights the importance of the parameters that superannuation fund must fundamentally understand, measure, and optimise to create value for members.

#### Customer Experience

This is a crucial ingredient for fund performance. Moreover, to fully appreciate the myriad of factors that impact CX, funds must understand perceptions, assess and measure performance against expectations and evolve as the landscape changes (regulatory and other changes that appear imminent).

#### Organisational architectures

The incentives and contracts, structures and culture of funds are crucial in enabling the importance of customer centricity, and the associated customer experience that is a staple to building trust, loyalty and engagement with members.

#### The performance of superannuation funds

The changing landscape will be driven by the capacity to engage and retain members. This can be achieved through enhancing and enriching the customer experience (from analytics, benchmarks and other measurement tools) and evolving and innovating to create value.

## People Management



The topic examines human behaviour at the individual, group, and organisational levels.

Theories, models, and research will be discussed and applied through case studies, individual and syndicate discussions, experiential exercises, and reflection on work experience.

### THIS TOPIC WILL EXPLORE:

- Understand the link between people management decisions and organisational outcomes
- Use practices to enhance the attraction, selection, development, utilisation, and retention of people in organisations
- Understand how organisational culture and design influence organisational processes and performance, and develop skills in identifying common factors that constrain and facilitate the implementation of change
- Understand some of the challenges and opportunities of leading a diverse workforce
- Develop skills in managing team processes and interactions
- Influence organisational dynamics by applying knowledge on how to shape them

# Strategy



In essence, the subject will present a comprehensive study of the major topics in business strategy and strategic management.

We will unpack basic business strategy concepts and how they can be leveraged for competitive advantage.

## THIS TOPIC WILL EXPLORE:

- The basic concepts of business strategy, and the notion of competitive advantage
- The methods commonly employed to analyze the external environment, and how to effectively use those tools and concepts, including industry structure analysis (e.g., Porter's Five Forces) to assist in formulating and assessing strategies
- The methods commonly used to analyze the organisation's own internal resources and capabilities, including the notions of structural advantage, core competences, and capabilities-based advantages
- What conditions are necessary for a capability or competency to be the basis of a long-term advantage, and how they can be developed and sustained

# Marketing



The topic will take a practical approach to creating competitive advantage through customer-centricity. The session will focus on developing and managing customer related growth strategies for the organisation.

To this end, we consider the value of customer (market-based) assets and how these assets can be built, leveraged and maintained.

We will also look to identify and evaluate sources of demand-based growth (e.g., retention, share of wallet, share of market, referral, margin & addressable markets) and evaluate strategies that will help an organisation succeed along each of the customer-centric growth dimensions.

## THIS TOPIC WILL EXPLORE:

- An Introduction to customer centric growth; shifting from supply-side to demand-side
- Identifying and evaluating sources of demand-based growth? How do we lead this process
- What decisions need to be made and how do we make them?
- Identifying and evaluating strategies that will help an organisation succeed along each of the prioritised growth dimensions
- Creating a compelling and unique proposition to differentiate in the market and win market share

## Finance



The objective of this module is to instruct on fundamental investment concepts to improve financial literacy.

You will learn to understand and communicate investment terminology and principles. We will consider concepts such as risk and return profiles and the valuation of financial assets.

### THIS TOPIC WILL EXPLORE:

- How to analyse financial reports using ratio analysis and understanding terms such as EBIT, ROE, ROA and EBITDA
- Business case scenario planning including NPV's
- Understanding of risk and return from an investment perspective
- Understanding investment concepts including Strategic Asset Allocations, duration and Sharpe ratios

## Project Management



As the complexity of our systems of work and the expectations of what we can deliver increase, effective project management skills have become an essential part of the emerging leader's toolkit. This includes understanding how methods assist in identifying critical paths in projects and optimizing timelines.

### THIS TOPIC WILL EXPLORE:

- Detailed exploration of Project Evaluation and Review Technique (PERT) and Critical Path Method (CPM), emphasizing their applications in fund management for project planning, scheduling, and time management.
- Project Crashing Techniques: Strategies and implications of project crashing in fund management, which involves accelerating project timelines. This section will cover cost-benefit analysis, risk assessment, and decision-making processes involved in shortening project durations without compromising project outcomes.
- Variability in Projects: Examination of the various factors contributing to project variability, in the context of fund management – addressing uncertainties, risk management strategies, and techniques for adapting to changing project conditions to ensure successful execution and investment outcomes.

## Navigating Uncertain Futures



This topic will glue together lessons learned from the previous 4-days and provide participants with a clear understanding of how to apply their learnings now and into the future.

### THIS TOPIC WILL EXPLORE:

- Futures thinking
- Navigating through changing business landscapes and leadership
- Value in the future

# INVESTMENT

Cost \$9,625 (inc. GST) per participant  
(includes program materials, accommodation and meals)



## BIOs – MBS Faculty

Our proposed team holds significant capability delivering high impact learning experiences.



**VIVEK  
CHAUDHRI**

Faculty  
Program Facilitator

### Qualifications

PhD Economics (Yale University, USA)

Bachelor, Economics (Australia National University, Canberra)

### Areas of Specialisation

Strategy, Innovation, Economics, Negotiations

### Experience

Vivek is the Academic Director of the Senior Executive/Executive MBA programs and Associate Professor of Strategy at the Melbourne Business School. Vivek first joined MBS in 1996 directly after completing his PhD at Yale. Vivek has a first-class honors degree in economics from the ANU, PhD from Yale University and is a Visiting Associate Professor at Yale School of Management and UCLA Anderson School of Management. His areas of research interest include business strategy, innovation, economics, policy design, negotiations and finance.

As a strategy consultant, Vivek is actively involved in advising and consulting to Boards and Senior Management of numerous private and public institutions, in Australia and internationally, on issues ranging from real options in valuations to designing organisational architectures. He has worked extensively with the Victorian and Federal governments on the design of auction formats and market methods in several different policy realms.

Vivek is a dynamic facilitator of Executive Education programs, teaching Strategy, Innovation, Economics and Negotiations programs for C-Suite, Executive and Senior Leaders within companies such as Chase Manhattan Bank, Suncorp, Mars, GHD, TXU Trading, ASX, Nielsen, AMP, and other public and private sector organisations.

Over the past 20 years, Vivek has held several Leadership positions at both the Melbourne Business School and Monash University, including as the Academic Director, Deputy Head of Department, Head of Department, Director of Research, and Director of the Monash MBA program. He has also held visiting academic appointments at the Australian Graduate School of Management, the Productivity Commission, UCLA and Yale University.

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**GEOFF  
MARTIN**

Faculty  
Program Facilitator

### Qualifications

PhD (Accounting), University of Oregon  
Master (Accounting), University of New South Wales  
BA (Banking), Hanoi National Economics University

### Areas of Specialisation

Business Strategy, Corporate Strategy, Risk Management, Finance, Decision Making, Corporate Governance

### Experience

Geoff completed his PhD in Management at IE Business School (Madrid, Spain) specialising in Strategy, Finance and Risk Management before joining the Melbourne Business School in 2012, as an Associate Professor of Strategy. Prior to pursuing a career in academia, Geoff held several Senior Executive corporate strategy, finance, accounting and operational risk positions at Deloitte (Sydney), GT Global (Dublin), TXU (London), IAMCO (London, Johannesburg), Egg Bank (London) and Credit Suisse (Singapore, London), where he was Vice President, Operational Risk. He has also worked in the non-profit sector with Rafael HIV Services in South Africa and Raleigh International in Chile.

Geoff is an accomplished facilitator on Executive Education programs, specialising in Strategy, Finance, and Corporate Governance to a range of organisations, including CitiPower, Nissan, University of Tasmania, Australian Institute of Sport, Clemenger, CSL, Tata, Telkom Indonesia, Astro Malaysia, Manulife, Tenaga (Indonesia) and the Australian Institute of Sport. Geoff also works with MBS' Indigenous Leader's program (MURRA) and the Social Trader's Crunch program that provides consulting expertise to a wide range of social enterprises and has worked with the Asylum Seeker's Resource Centre.

As a strategy consultant and chartered accountant, Geoff is actively involved in advising and consulting to Boards and Senior Management of numerous private and public institutions, in Australia and internationally, on issues ranging from strategic decision making, executive compensation, finance, risk and corporate governance.

Geoff has published in the leading practitioner and academic journals, including Harvard Business Review, Strategic Management Journal and the Academy of Management Journal. His research interests cover strategic decision making, executive compensation, risk and corporate governance.



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YALCIN  
AKCAY

Faculty  
Program Facilitator

### Qualifications

PhD, Penn State University  
MBA, Middle East Technical University  
BSc, Middle East Technical University

### Areas of Specialisation

Operations, Analytics

### Experience

Yalcin Akcay is a Professor of Operations and is currently the Director of the Centre for Business Analytics. He received his dual-title PhD from the Pennsylvania State University, Smeal College of Business, in the United States.

Yalcin's research focuses on revenue management, dynamic pricing, inventory management, retail operations, stochastic modelling of service and manufacturing systems.

His research has been published in leading academic journals, including Management Science, Operations Research, and Production and Operations Management. Yalcin's papers received the Wickham Skinner Best Paper Award from the Production and Operations Management Society (POMS) and the IIE Transactions Best Paper Award from the Institute of Industrial and System Engineers (IIE). His work was also selected as the Revenue Management and Pricing Section Practice Prize Finalist by the Institute for Operations Research and Management Sciences (INFORMS).

Yalcin teaches Operations Management, Quantitative Methods for Business, Data-Driven Decision Making and Optimisation at the MBS, Executive MBA and Senior Executive MBA programs.

Yalcin's consulting works covers a broad range of applications in analytics. Some of his Projects include demand forecasting with Ford (predictive analytics), assortment optimisation and rationalisation project with Unilever (prescriptive analytics), dynamic pricing with Avis (prescriptive analytics), second-hand pricing with Fleetcorp (predictive analytics), and a cross-selling with UniCredit (predictive and prescriptive analytics).

## BIOs – MBS Faculty

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**DON  
O'SULLIVAN**

Faculty  
Program Facilitator

### Qualifications

PhD (Marketing), National University of Ireland  
Master (Marketing), National University of Ireland  
B Comm, National University of Ireland

### Areas of Specialisation

Growth Strategies, Marketing, Customer Centricity, Brand Management

### Experience

Don is a full professor at Melbourne Business School. Don joined MBS in 2008 and has been a visiting scholar at various universities in the United States, Europe and Asia.

Don's principal academic interest is how executives make decisions about their demand-side capabilities and opportunities. His research has been published in leading international journals including *Sloan Management Review*, *Strategic Management Journal*, *Journal of Management*, *Journal of Marketing*, *International Journal of Research in Marketing*, *Journal of Business Ethics*, and *Journal of the Academy of Marketing Science*, among others.

Don is a highly sought after consultant, keynote speaker and executive educator. He has worked with companies across a range of sectors: AMCOR, Bayer, Bristol-Myers Squibb, Bluescope Steel, Ford, Hertz, Janssen, Johnson & Johnson, LifeHealthcare, Mars, Medibank, Moët & Chandon, National Australia Bank (NAB), Nestlé, News Corp, pwc, Petronas, RHB, Salesforce, Siemens, Toll and UOB.

Previously, Don was Client Services Director at TecBrand - a marketing services agency targeting the European technology sector. In this role, he was responsible developing numerous international award-winning demand-side strategies and campaigns for clients including Microsoft, Siemens, Hewlett-Packard and Computer Associates.

Don teaches on Melbourne Business School's MBA Program, Executive MBA program and Senior Executive MBA Program. He received the School's Teacher of The Year award in 2014, 2017 and 2020.

## BIOs – MBS Faculty

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**NADIA  
MASSOUD**

Faculty  
Program Facilitator

### Qualifications

Doctor of Philosophy (joint specialization Finance and Economics), Queen's University, Kingston ON, Canada

Master of Arts (Economics), University of Waterloo, Waterloo, ON, Canada

### Areas of Specialisation

Corporate finance, Fintech and blockchain, Financial Intermediation, Corporate Governance, and Behavioural Finance

### Experience

Nadia has worked as a finance Professor at world-class business schools since 2000. Currently, Nadia is a professor of Finance at Melbourne Business School, the University of Melbourne. Previous appointments include Associate Professor of Finance at Schulich School of Business, York University and University of Alberta.

Nadia has extensive consulting experience for financial intermediaries including central banks and commercial banks in Canada and Australia. Nadia has broad teaching experience with executives, MBA, MBA and PhD students. Her teaching includes Financial Institutions Management, Risk Management, Corporate Finance, and Fintech: Blockchain in the New Economy. Nadia is internationally known for her research and expertise in the areas of Disruptive Technology and Finance, Financial Intermediation, Corporate Finance and Corporate Governance. Her research has examined how disruptive technologies (including, Blockchain, Digital Currency, and machine learning), regulation and corporate law affect corporate behaviour, financial markets, corporate governance, and investor trading behaviour.

For further information please contact:

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