### INTEGRATION BETWEEN BUSINESS SCHOOLS AND INDUSTRY IN EMERGING MARKETS

PIET NAUDE

SHANGHAI IBSSC 22 OCT 2018



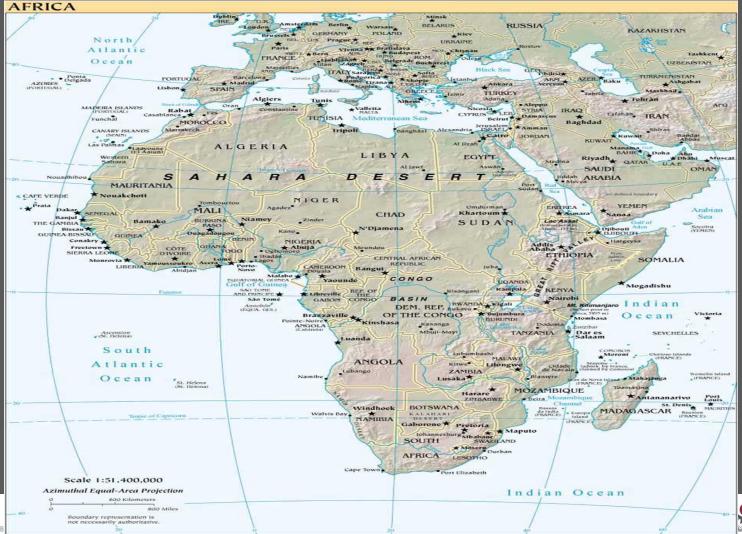
















#### Two qualifying realities

 Reality of State Owned Enterprises: Private and public sectors

 Reality of need for social capital: Role in civil society (uphold democracy and fight corruption)









#### Shaping public leadership



#### **Teaching** collaboration

- Provide next generation of skilled leaders
- via formal academic programmes

- Provide training for specific institutional needs
- via executive education











#### Discover YOUR journey















# Unique programme mix addressing business needs











#### Research collaboration

- Evidence based business solutions (via student treatises)
- Contract research addressing institutional/industry needs
- Emerging market (African) case studies











## Applied research for business solutions: case studie

#### **Entrepreneurial** collaboration

Small business development (SBA)

Training social entrepreneurs

 Create space for innovative start-ups (Innovus)









#### "Futuring" collaboration

- Design-thinking for long term scenarios (avoid short-termism and crisis management)
- Shape business thinking (avoid only responding to existing needs)









#### Pre-empt future business challenges

- \*impact of policy- and social uncertainties
  - \*impact of economic shift East/South
  - \*impact of disruptive technologies
    - \*impact of climate change









### We borrow the earth from our grandchildren









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