



# **Alliance of Management Development Associations in Rising Economies**

## **Concept Note**

### **Background**

At the 27<sup>th</sup> CEEMAN Annual Conference in Wroclaw on 26 September 2019, several management development associations signed the intent to establish an Alliance of Management Development Associations in Rising Economies. The purpose of this concept paper is to explain the inspiration for the project and to identify the alliance's purpose as well as envisaged beneficiaries and offerings.

### **Inspiration and Rationale**

In 1997 Star Alliance, one of the world's largest global airline alliances was formed with the intent of offering customers travel benefits that no single airline, could offer on its own. What if, like airlines, regional business school associations in rising economies could find a way to co-operate to benefit their member schools? What if we could create a network of associations, schools, deans, faculty members and students in rising economies that augments the offerings of regional associations and their member schools, and accelerates the growth of relevant and excellent management education in the global markets that need it most?

What we're not talking about is the formation of a closed group of leaders of business school associations. We're not envisioning a union or a takeover. We are not trying to "help" in regions that want to self-determine. We don't want to prescribe what member associations or schools should do.

What we do believe is that in a world of rising polarity, we need to take active steps to build and deepen connections across our regions. To share our learnings. To collaborate to create thought leadership. To lift as we rise.

### **Beneficiaries**

The alliance is intended to serve business schools located in rising economies through their regional member organisations. Within schools, key segments include deans, their management teams, faculty, students and alumni.

### **The Offering**

Alliance offerings will be designed to augment those provided by regional associations. Examples of service opportunities include:

- Connecting member schools across regions both in person and digitally
- Designing interventions to generate insights that will enable members to strengthen their regional positions
- Enabling member schools to conduct comparative and joint research



- Supporting regional association accreditation efforts <sup>1</sup> that enable schools accredited by one regional player to obtain recognition across all rising markets
- Accelerating faculty and student exchange across rising regions
- Promoting regional association and school programmes and events to all members
- Providing regular opportunities for deans/directors from emerging markets to engage

Of these, the following are proposed to focus on first and were also supported as most useful by universities/business schools (based on responses of about 20 schools from AABS and CEEMAN):

- Enabling member schools to conduct comparative and joint research;
- Accelerating faculty and student exchange across rising regions;
- Supporting regional association accreditation efforts that enable schools accredited by one regional player to obtain recognition across all rising markets.

Early offerings/efforts could focus on:

- Promotion and getting to know each other better
- Each member of the alliance could be responsible on a rotating basis for hosting a meeting/conference on a particular topic (one suggestion was one event per annum)
- Online meetings (perhaps once or twice a year) could be convened to share what each association is doing and find out where and how we can support each other
- The establishment of (or use of already available) online platform

### **Operating Model and Funding**

For the time being, the existing infrastructure of the associations would be used, dividing the tasks/roles among partners for specific activities with no dedicated budget. An alternative operating model would depend on specific future plans and activities.

### **Progress so far**

- Several online partner meetings to confirm the commitment and collect feedback on the concept note, discuss potential activities, operations, and next steps
- CEEMAN prepared a short survey and communication template for partners to collect responses from members on activities of interest (AABS and CEEMAN jointly collected about 20 responses so far; other associations contributed without surveying the members)
- Alliance logo was developed and approved
- AABS is preparing and would host an Alliance Think Tank webinar with wider representation of respective board members to build closer connections and further shape the Alliance's value proposition (in collaboration with CEEMAN and CLADEA)

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<sup>1</sup> through agreement of common accreditation principles centred around the Manifesto's principles of relevance and excel



- Following that, CLADEA is preparing a webinar for wider audience to introduce and promote the Alliance among management schools (in collaboration with AABS and CEEMAN)

### **Next Steps**

- Develop specific Alliance value proposition that would appeal to intended beneficiaries (as per above)
- Set general course of action
- Collect further feedback and suggestions on the current concept note and model of operation, including funding (Think Tank webinar)
- Set up the first project(s) to focus on for 2020-2021 (including a business plan and division of roles among partners)
- Set up more efficient mutual information exchange among partner associations
- Agree on regular partner meetings to ensure continuous progress