



Executive Leadership Development through Experiential Learning

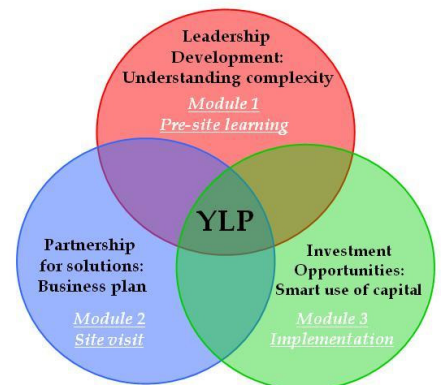
Young Leaders Programme: Delivering services for China's ageing population

The Global Young Leaders Programme (YLP) (24 May to 5 June 2010), is an executive development programme that addresses a fundamental gap in today's training for future leaders. It incorporates action learning and the experience of working on real world issues within a multi-cultural and multi-disciplinary team setting. It uses the inputs of participants to devise sustainable business plans for community development. The YLP equips young leaders with the right skills to understand tomorrow's markets and customers as well as insights in the complexities of doing business in Asia.

The aim of the 2010 China YLP, to be held in **Hong Kong** and **Sichuan province** from **24 May to 5 June 2010**, is to help an established elderly welfare association which has strong government support to expand its elderly care services across China. The focus of the YLP will be on Sichuan province, where the devastation caused by the 2008 earthquake has created a large population of homeless elderly who have little or no access to services. The association is also looking at how it can improve the quality of its services in addition to stimulating the local economy by training and employing local farmers and unemployed women who are seeking to regain their livelihoods after the earthquake.

Participants will have the opportunity to work with the association to identify a viable expansion model in order to enable the association to deliver affordable services for the vulnerable elderly in addition to creating jobs for those who have been impacted by the earthquake.

3 modules of YLP



Young Leaders Programme: Delivering services for China's ageing population

China faces the daunting task of catering to the needs of a large ageing population. As a result of improved living standards, the government's strict one-child policy and changing cultural norms, there are more than 160 million elderly today in need of long-term services. This has put a tremendous strain on the existing medical and social security system which is currently not equipped to meet this urgent demand, particularly as the elderly population in China is expected to grow to 280 million by 2035 or the equivalent of one in five Chinese.

Thus there are significant opportunities as well as challenges for both the public and private sector in meeting the needs of this demographic group.

In Sichuan, the earthquake created a population of homeless elderly, many of whom require affordable care services and products. Despite aid from government and NGOs, current services are inadequate and insufficient with staff lacking the know-how to deliver high-quality services.



Since 1995, the Hetong Senior Citizen Welfare Association, a unique non-governmental organisation based in Tianjin, China, has been a leading provider of affordable elderly services in China. In addition to its ten nursing homes, the association provides medical care, catering, elderly care products and training for care-takers. In Sichuan, Hetong has been invited by the provincial government to help in recovery efforts by build nursing homes for homeless elderly in addition to training and steady employment for the local community.

Learning through Others' Eyes

The YLP participants will work closely with the association, local government and community as part of their leadership development. The participants will examine the current business in Sichuan to:

- **Develop a sustainable for-profit model** for the association to enable it to expand its services to meet increasing demands
- **Explore market opportunities**, including the expansion and diversification of services which are affordable and serves the unique needs of the elderly, many of whom do not have retirement savings or access to government pension support
- **Strengthen the quality of services and products**, in particular to build the capacity of management and local staff

While demand for elderly services and products remain high in Sichuan, identifying a viable commercial model, formulating the required governance structure in addition to addressing human resource constraints will be critical to Hetong's success. Participants have the challenge of working closely with management and key stakeholders to determine what steps are needed in order to enable the enterprise to be self-sustainable.



"The YLP has been an amazing platform for us to share and learn together...as I move ahead in my career, the leadership skills gained from this programme will help me create a positive change as a potential leader for tomorrow."
- YLP Participant, October 2007

The YLP is run by Global Institute For Tomorrow (GIFT), a social venture think tank dedicated to advancing understanding of the impacts of globalization. To date GIFT has conducted 13 YLPs in China, India, Cambodia, Indonesia, Laos and Vietnam.

For more information, contact us at:
Global Institute for Tomorrow
Suite 2505 Two Pacific Place
88 Queensway, Admiralty, Hong Kong
T: 852 3571 8103 F: 852 3585 3910
enquiry@global-inst.com
www.globalinstitutefortomorrow.com

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GLOBAL INSTITUTE FOR TOMORROW