



Working in partnerships in the Mainland China: Views from outside Higher Education

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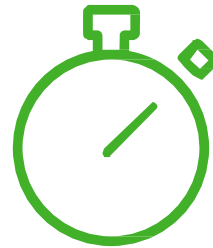
SJTU, Shanghai

2019 EFMD HUMANE Asia-Pacific School

Our time has become more fragmented than ever, leading to fundamental shifts in how we process information and divide our time

8 seconds

**The attention span
of Gen Z**



9 seconds

**The attention span
of a goldfish**



<http://time.com/3858309/attention-spans-goldfish/>

Source: Time

AI = **A**libaba
Intelligence

ai = 爱
(Love)

马 云

Elon Musk

WAIC
2019世界人工智能大会
WORLD ARTIFICIAL INTELLIGENCE CONFERENCE



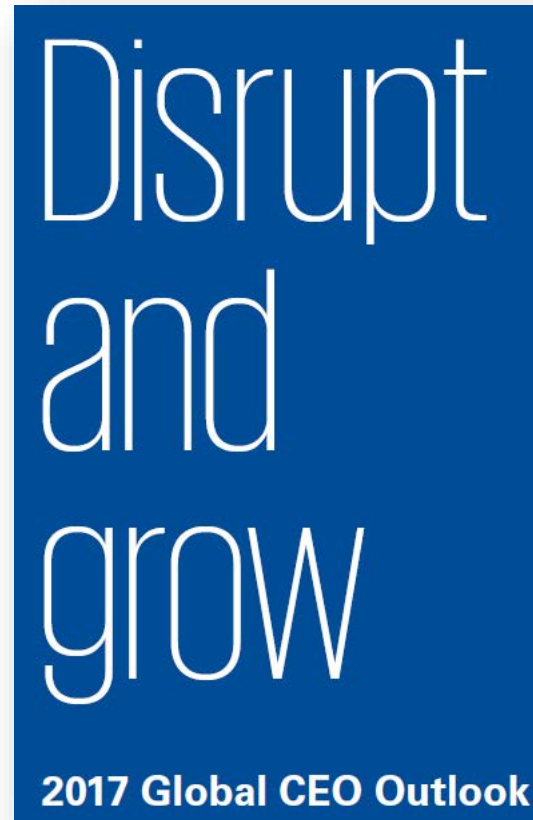
JACK MA VS. ELON MUSK

Will artificial intelligence replace human beings in the future?

Partnership, networks & alliances

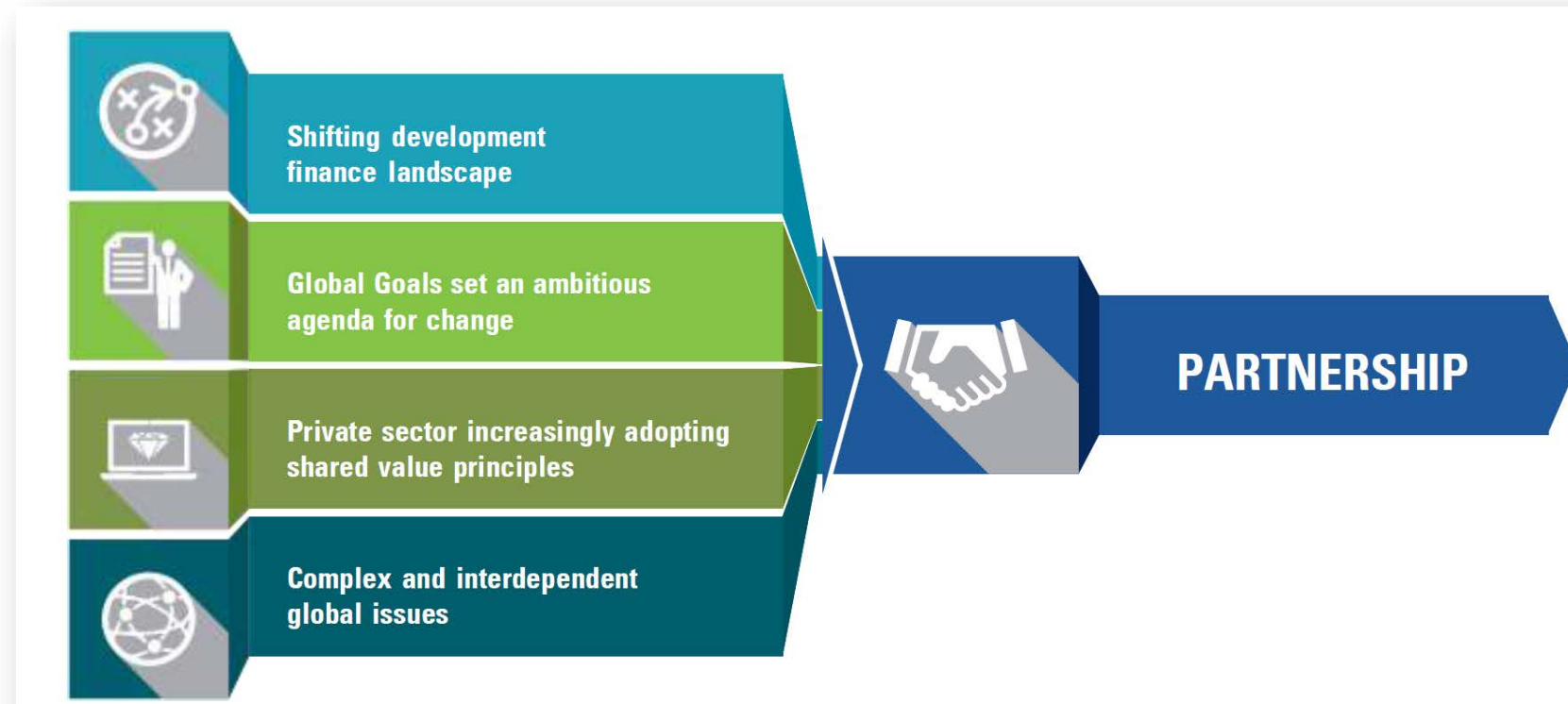


Our Changing Landscape



Rank	Initiatives
1	Greater speed to market
2	Fostering innovation
3	Implementing disruptive technology
4	Becoming more data driven
5	Digitization of the business

Partnerships what is happening?



Partnerships

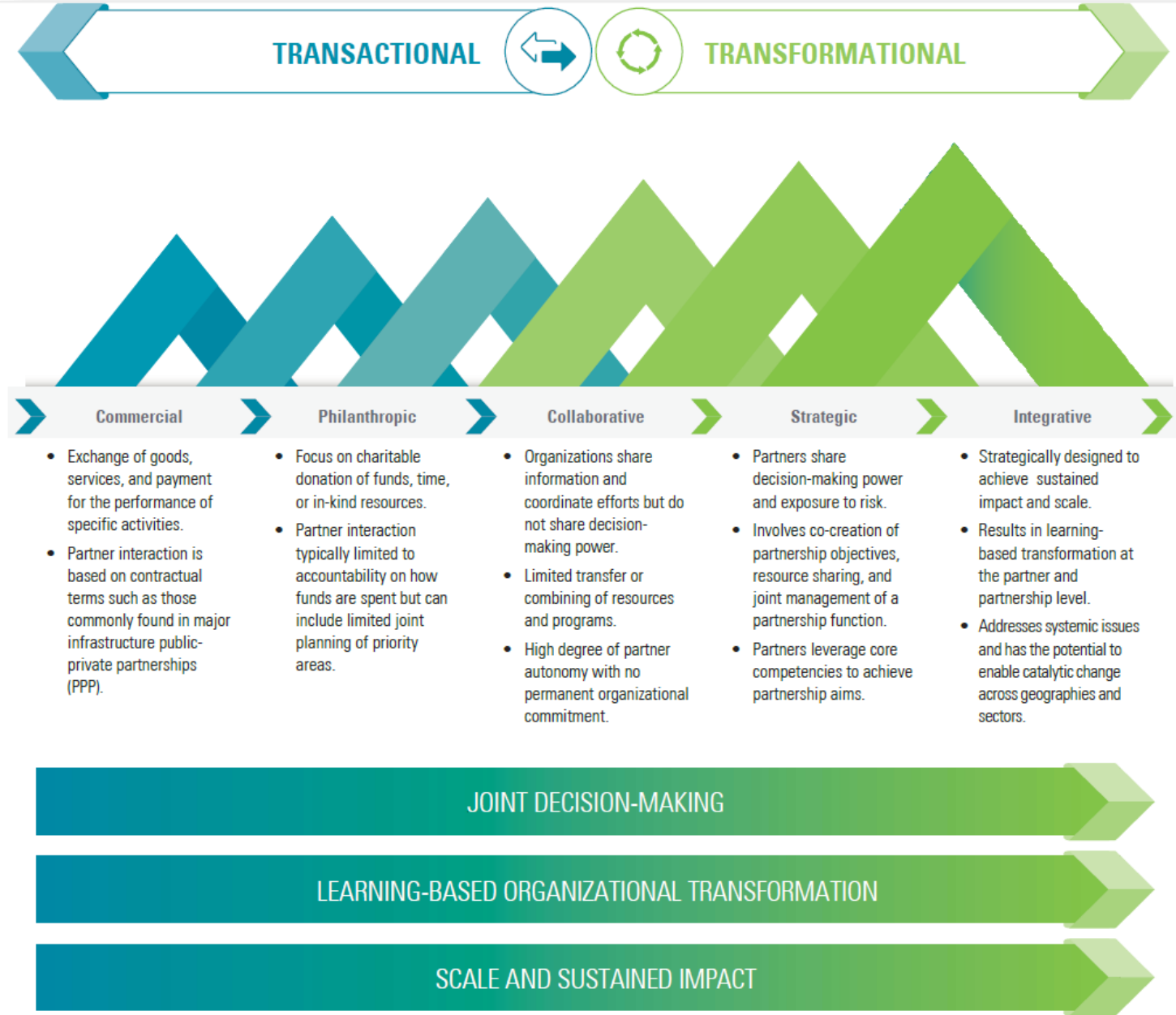
Alone we may run faster,
Together, we can run much longer





What could it be...

Partnerships, networks and alliances - a spectrum



A few ways of working together...

Do you understand
your role?

Incentives
for the right
behaviour

From A to B?

Physical
vs
Digital

What are you
bringing to
the table?

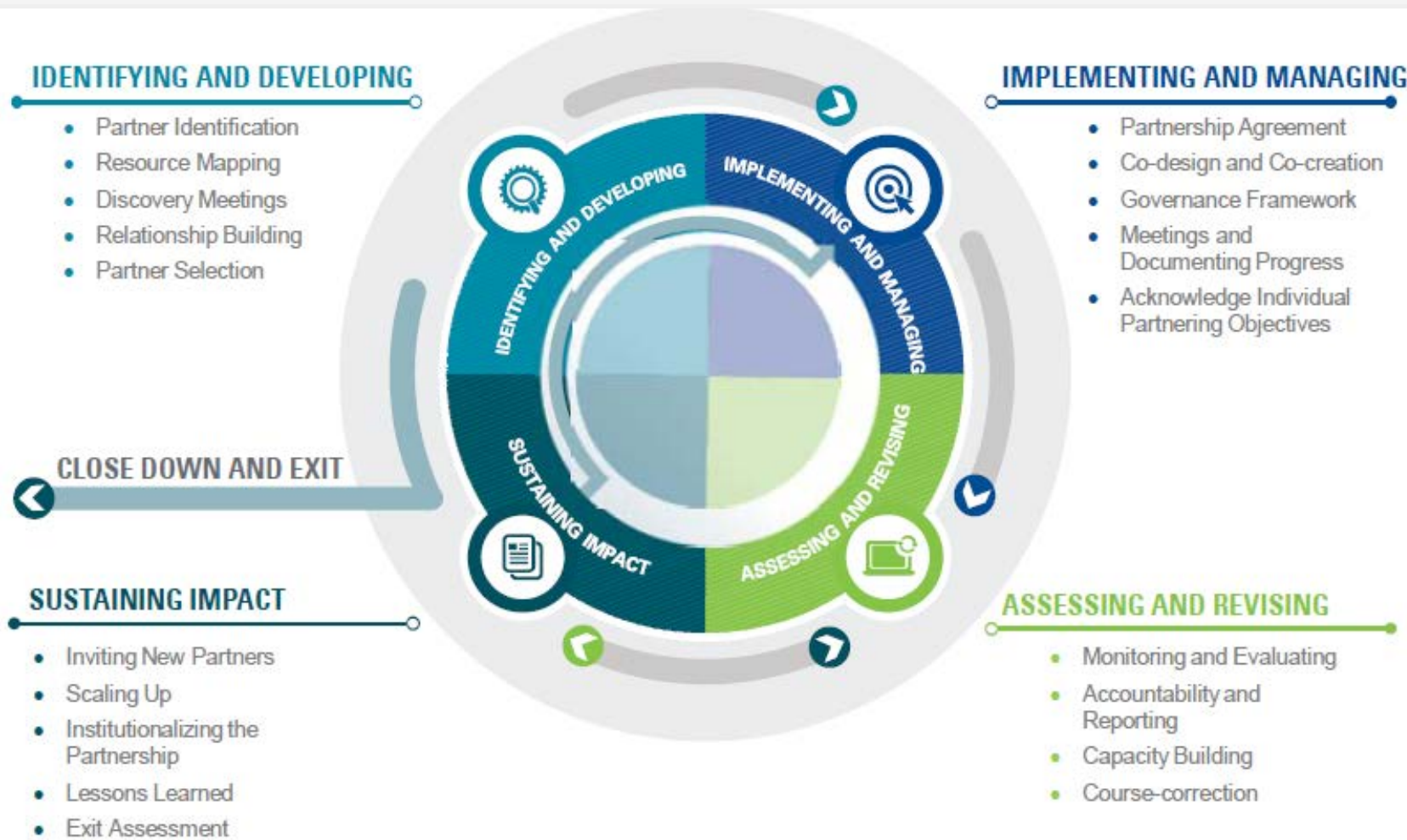
What are the other
partner's motives?

What new things are being
brought to the table?

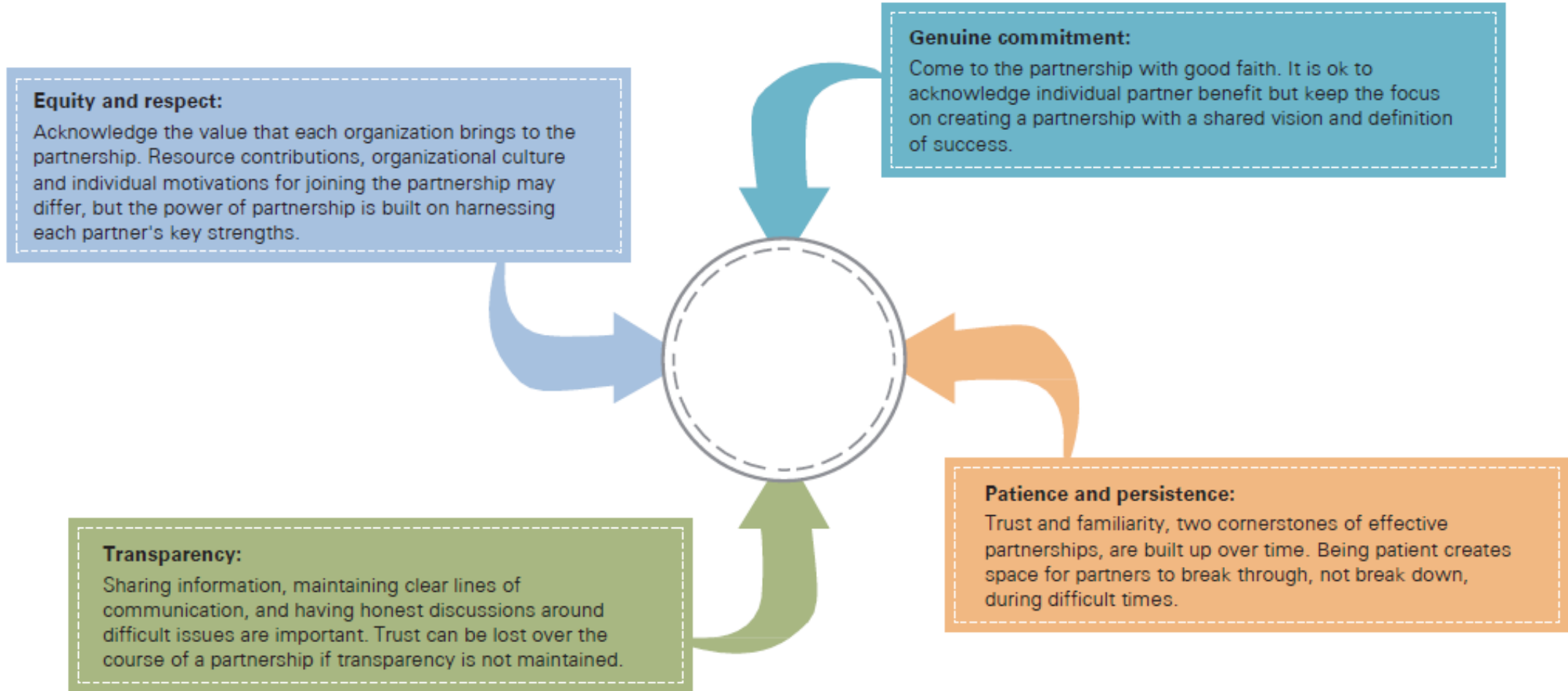


An approach...

Building effective partnerships



Core values of effective partnerships





What works...

What makes Partnerships/ Network/ Alliances work?



1. PNAs are successful when they are the product of long-term strategy — demanding vision.
2. PNAs are driven by the need to innovate, coordinate service delivery or open up new markets.
3. Focusing on quality is better than focusing on size or money.
4. The best PNAs expand upon opportunities beyond their original mission.
5. Avoiding failure requires strong payer-provider alliances.
6. Tension, flexibility and self-criticism are more important than the model.

Taking action: Eight factors for effective partnerships



Establish the need for partnership and make the approach



Due diligence is key



Build and maintain trust



Set out a clear vision of objectives, understanding of mutual benefit, and roles and responsibilities



Invest the time, people, and resources to manage the relationship



Design for sustainability and implement for success



Hold each other accountable and learn from mistakes



Learn the 'Art of Exit'



Some examples...

A case study



We are going to see many more Strategic Partnerships

More JVs being created

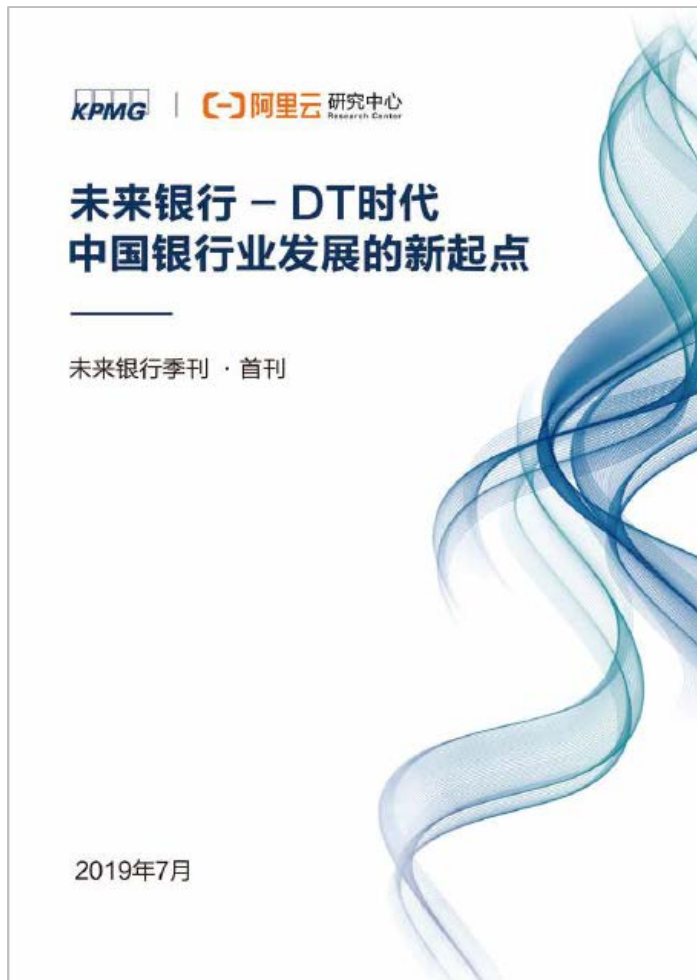


Did you know?

Foreign Banks in China



Partnerships





Why do it?

Why?

PNAs are driven
by innovation,
coordination
or new markets

Focus on
quality,
not size
or money

The best
PNAs expand
opportunities
beyond
their original
mission

Tension,
flexibility and
self-criticism are
more important
than the model

What makes it go wrong?

Not all PNA effort is about benefiting the originating institution and many of the most successful global partnerships develop a series of wider missions geared towards educational, social or economic goals. Three particular types stand out: international partnerships, commercial partnerships and models without government.

While there are often strong financial motivations behind organizations wishing to work closely together, these should not be the overriding motivation for PNA. Reactive, finance-driven activity often fails to take hold once the initial compulsion fades.

Organizations exploring PNAs often become fixated on the model they should use — often ignoring the more important considerations.

What you should consider?

Consider:

- What is your strategy for your PNA vision?
- When a PNA opportunity arises, how do you evaluate it against your strategy?
- How do you evaluate the success of each PNA transaction before the next one?

Consider:

- Do you understand your market conditions and market signals prior to a PNA activity?
- Does your PNA work reflect those conditions?
- How can you lead as well as follow the market?

Consider:

- What are the benefits beyond your own organization you want from your PNA activity?
- How will you measure those benefits?
- How will this create value for your organization?

Consider:

- Have you addressed the questions on context listed in this section?
- Have you understood how your organization will be changed by PNA activity?
- Have you clarified your internal capability to deliver PNA activity?

Consider:

- What are the drivers or motivations for PNA targets?
- How will you test these drivers?



What do we assess?

KPMG Partnerships, networks and alliances maturity matrix

Maturity level	5	4	3	2	1	0
Successful PNAs require a long-term strategy	All past, present and future PNA activity is reviewed in the context of the overall aims of the organization	Placing PNA activity at the heart of the organization's overall long-term strategy.	Development of a strategic approach to PNA by the Board, linked directly to wider purpose and objectives	Recognition of the range of different forms that could exist with different kinds of partners	Board discussion about developing a relationship with another organization	Your organization believes that it can succeed on its own
PNAs are driven by innovation, coordination or new markets	Being a go-to partner for other organizations who want to develop PNA activity. Saying 'yes' and 'no' to these according to the overall strategy.	Successfully engaging in new PNA relationships to secure better positioning and start shaping the market.	Having identified common goals with partners, assess what factors are really likely to determine success or failure	Rigorous analysis of which barriers and restrictions to PNA are truly insurmountable, and which can be innovated round	Board scans existing market to see which forms of PNA are operating successfully	Your organization believes that current system conditions dictate its ability to innovate by forming PNAs
Focus on quality, not size or money	Your organizational strategy for improving quality rests upon a constant search for new and deeper PNA relationships	In reviewing its PNAs the Board recognizes that some improve quality more than others, and cuts or reforms those than are less successful	Board develops strong governance across different forms of PNA with different organizations	Small scale, ad hoc and informal quality improvement PNAs are allowed to develop — often at the level of individual teams	The Board recognizes that quality improvement will need a set of relationships that go beyond your organization.	Your organization does not believe it needs other organization to improve quality



KPMG Partnerships, networks and alliances maturity matrix

Maturity level	5	4	3	2	1	0
The best PNAs expand opportunities beyond their original mission	Your organization reviews and develops its strategy for different PNA relationships with economic educational and social organizations as a part of your overall mission	From its PNA work with non-healthcare organizations your Board develops a new, broader purpose including economic, educational and social elements	Board develops new forms of PNA governance with a range of very different organizations	You start to approach organizations with very different missions in order to create PNA relationships that achieve shared goals	The Board recognizes how other organizations are succeeding through developing wider missions and explores this issue	Your organization has a narrow conception of and avoids straying beyond this.
Avoiding failure requires strong payer-provider alliances	Your payers look to you for alliances which will lead innovation	Your innovations in help set the strategic innovations for your regional market place	Your strategy and your payers strategy are developed together	Your joint Board-to-Board meetings with the Boards of your payers to look for joint strategic confluence.	The Board takes into account all your payers' strategies in developing its own strategy	Your organization is at best at arm's length from its payers and at worse in conflict
Tension, flexibility and self-criticism are more important than the model	Staff from the top to the bottom of your organization understand the system-wide purpose of their work and feel they can question deviations from this	The governance models of PNAs allow space for organizations to challenge short-sighted behavior or misalignments on the part of other partners	PNAs feature, are assessed on and even rewarded, based on broad system-wide metrics	The organization signs up to a meaningful 'big picture' vision shared by many partners across the system	The Board assesses your organization's goals against those of the wider system and society	Your organization accepts the limits of its own organizational structure as the limit of its organizational experience





Get ready for the Speed of Change disrupt or be disrupted...a partnership, network or alliance, well managed, can you help navigator this disruption



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