

YAN Li, Ph.D., EMBA



Academic Role

Senior Lecturer, Strategy, IB & Entrepreneurship Division Director, Mandarin Executive Education Academic Director, Bilingual MBA **Nanyang Business School Nanyang Technological University**

Industry Role

- □ Vice President **Blockchain Association Singapore**
- Industry Mentor Longhash Blockchain Accelerator
- Inclusive Finance Investor Infocorp (SENC): early investor DRC: industry mentor, investor Jupiter Chain: early investor
- Lihe Zaobao Forum Article Writer

Previous Responsibility

- Strategy Professor of Practice Director of Executive Education International Business School (IBSS) Xi'an Jiaotong Liverpool University (XJTLU)
- Senior Lecturer **Organisation & Strategy Division** Academic Director, Executive Education Lee Kong Chian School of Business (LKCSB) Singapore Management University (SMU)
- Director, Executive Education Shanghai Advanced Institute of Finance (SAIF) Shanghai Jiaotong University (SJTU)







Email: li.yan@hec.ca

T: +65 9757 8250 +86 181 0184 6845



An Era of Turbulence



VUCA

- Volatility
- **Uncertainty**
- Complexity
- **Ambiguity**

Complexity

Characteristics: The situation has many interconnected parts and variables. Key information is insufficient; cause-effect relationship is not very clear, or at least hard to be predicted, but the volume or nature of it can be overwhelming to process.

Approach: Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.

Ambiguity

How well can you predict the results of your action?

Characteristics: Causal relationships are completely unclear. No precedents exist; you are facing "unknown unknowns"

Approach: Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be

Volatility

Characteristics: The challenge is unexpected or unstable and may be of unknown duration, but it is not necessarily hard to understand; knowledge about it is often available.

Approach: Build in slack and devote resources to preparedness - for instance, stockpile inventory or overbuy talent. These steps are typically expensive; your investment should match the risk.

Uncertainty

Characteristics: Despite a lack of other information, the event's basic cause and effect are known. Many external factors will interfere. Change is possible, but not a given.

Approach: Invest in information - collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.

broadly applied.



ABCDEFG – Q Disruption









- Cloud Computing and Cyber Security
- Data Analytics and Digital Devices
- Environmentally Friendly Tech
- Financial Inclusion Tech
- **❖**5**G**
- Quantum Computing

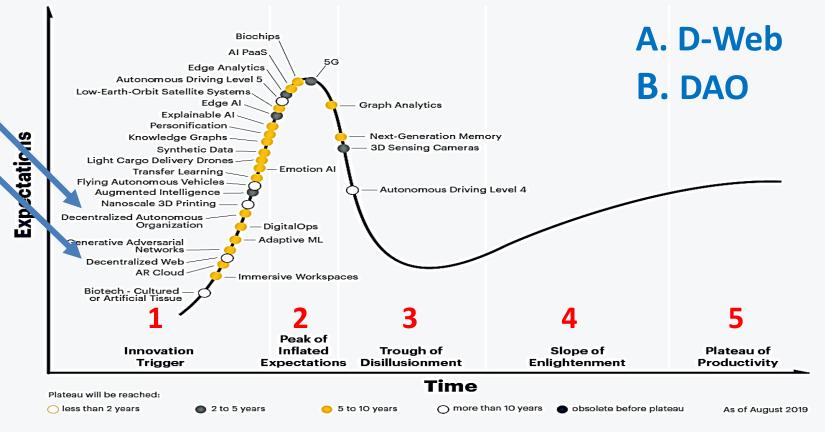




Disruptive Technologies & Impact





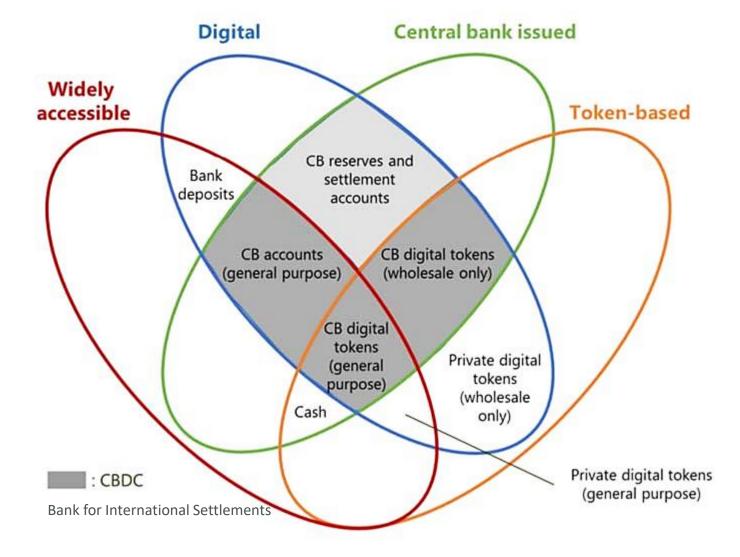


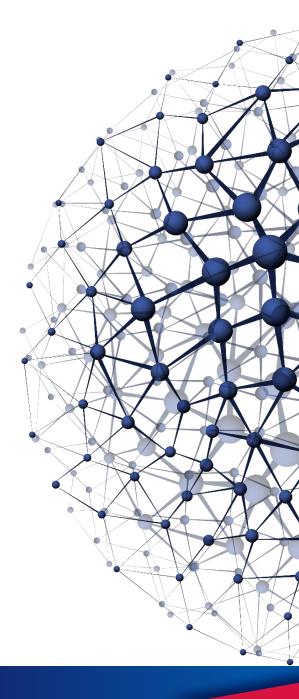
gartner.com/SmarterWithGartner

Source: Gartner © 2019 Gartner, Inc. and/or its affiliates. All rights reserved. **Gartner**



The Money Flower (BIS)







IMF & World Bank: Learning Coin



Financial Times, April 13, 2019



FINANCIAL TIMES



Become an FT subscriber to read:

IMF and World Bank explore crypto merits with blockchain project

Make informed decisions with the FT

Keep abreast of significant corporate, financial and political developments around the world. Stay informed and spot emerging risks and opportunities with independent global reporting, expert commentary and analysis you can trust.





From Facebook to Facebank, June 18, 2019





- Facebook: 2.2B global users, in which only 180M in US
- Wechat and Alipay only shares 1.1B users •
- Facebook will be in a blue ocean without any global competitor ...?



China President Xi's Speech on Blockchain

Oct. 26, 2019 Renmin Ribao

- 1. Digital Finance
- 2. IoT
- 3. Smart Manufacturing
- 4. Supply Chain Management
- 5. Digital Asset Transaction
- 6. Social Inclusion



人民网网址: http://www.people.com.cn

0194107

26

生州八 己亥年九月廿八

人民日报社出版

国内统一连续出版物号

CN 11-0065 代号1-1 第 26040期 今日 8 版

及光一批大理核心仅不,加快推动区块的 技术和产业创新发展。 浙江大学教授,中国工程院院士陈约 就这个问题作了讲解,并该了意见和建议, 中共中央政治局各位同志认真听证

写近平强侧, 要强化基 絕研究, 他对 除给创新能力, 努力让我国在区块链这个 新兴, 领域走在理论最前清, 占, 诸径创新市 高点, 原得产业新优势。 契制动协同双关 ,现性使生效全可控的技术交排。 契加强区对 链标准化研究, 提升国际活路区不规则区 进一步打通创新馆。应用缝, 价值链, 要报 速区、域产业之营, 业大的运营。 能区、转流, 本数据, 物歌网等前沿信息技术的高度 能力, 才版 在建设, 在 力工,从一个工作。 力量,并不是一个工作。 为一种资本。 为一种资本。 为一种资本。 为一种资本。 为一种资本。 为一种资本。 种类和资本。

习近平指出,要抓住区块链技术 合,功能拓展,产业细分的契机,发释区 链在促进数据共享,优化业务流程,降

为近于姚明,秦加诚可以决定这个形 引导和规范,加强切区域定全风险的两 实和分析。密切服游发展动态。积极挥缘 发展规律。要挥索截立适应区块链技术 机制的安全保障体系,引导和推动区块链 开发者。平台运营者加强行业自律,落实 安全责任。要把依法治两落实到区块链 管理中,推动区块链安全有序发展。

习近平指出,相关部门及其负责领导同志要注意区块链技术发展现状和趋势,提高运用和管理区块链技术发展现状和趋势,提高运用和管理区块链技术能力,使区块链技术在建设网络强盟、发展数字经济,助力经济社会发展等方面发挥更大作用。

自主创



China's CBDC



- **DCEP: Digital Currency Electronic Payment**
- **April 2020, Start testing in four cities**
 - Xiong An
 - Chengdu
 - Shenzhen
 - Suzhou
- **April 2020, ABC tested DCEP Wallet**
- August, the other four largest banks testing DCEP Wallets

Digital Current

ABC DCEP Wallet

Bank of China Mobile Banking

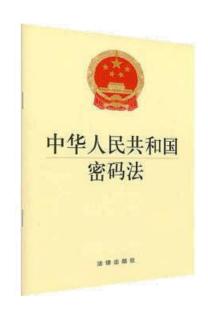
Alipay





China's CBDC: DCEP

- Estimated launch: 2022
- Initial Objective: Payment to replace M0
- Long Term Objective:
 - Institutional Settlement
 - Replace SWIFT
- Further RMB internationalization
- Strengthen "Belt & Road"
- Crypto & Data Law



China aims to launch digital yuan by 2022 Winter Olympics

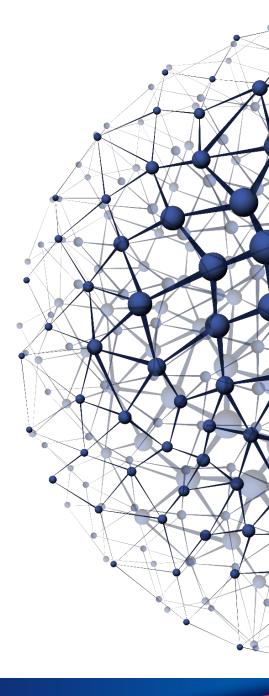
Opening seen for Alipay and WeChat Pay rival as virus further dims cash's shine





Effects of DCEP

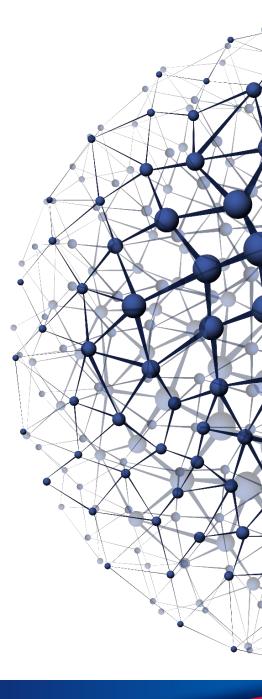
- A new concept of M0.5
- Precisely trace and track economic activities
- Significantly revise GDP growth
 - **❖** UK: GDP revision of +3%
 - What about China?
- Challenge USD's global dominance
 - Belt & Road Initiatives
 - Global trade





International Monetary Pricing

- Supply & demand
 - 1. International Trade
 - 2. Commodity
 - 3. Petrodollars
- The internationalisation challenge
 - 1. Belt & Road Initiatives
 - 2. Financial Inclusion





Impact of Financial Inclusion



- Global unbanked adult: 1.7B (World Bank, Global Findex)
 - ❖ 225M in China: the world's largest unbanked population
 - 190M in India
 - ❖ 100M in Pakistan
 - 95 M in Indonesia
- 53% population in SEA are unbanked (EDB, 2019)
- Only 5 percent microenterprises have access to term loans;
 1 percent to working capital loans from banks (Accenture, 2015)
- More than 80% of retail banking customers bank online (Accenture, 2015)
- 25% of US household are either unbanked or underbanked (CNBC, 2019)
- China's mobile payment penentration 86% (PWC, 2019)

